

**FACULTY OF COMMERCE
&
BUSINESS STUDIES**



SYLLABUS

Academic Session: 2022-23 Onwards

BBA Programme

**Memorandum, Course Structure and Syllabus
(OBE on Choice Based Credit System)**

Motherhood University

Roorkee-Dehradun Road, Vill. Karoundi,
Roorkee-247667, Dist.-Haridwar (Uttarakhand) India

**DETAILED SYLLABUS
OF
BACHELOR OF BUSINESS ADMINISTRATION
(BBA)**

[Academic Session 2022-23 onwards]

SUMMARY

Programme		BBA
Duration		Three-year full time (Six Semesters)
Medium		English
Total Credits	SEM - I	23
	SEM - II	23
	SEM - III	23
	SEM - IV	23
	SEM - V	20
	SEM - VI	20
	TOTAL	132
Minimum Qualifying Credits	SEM - I	23
	SEM - II	23
	SEM - III	23
	SEM - IV	23
	SEM - V	20
	SEM - VI	20
	TOTAL	132
Maximum Qualifying Total Marks	SEM - I	700
	SEM - II	700
	SEM - III	700
	SEM - IV	700
	SEM - V	500
	SEM - VI	500
	TOTAL	3800

Faculty of Commerce & Business Studies

PROGRAM EDUCATIONAL OBJECTIVES (PEOs):

PEO1	To educate the business graduates to responds effectively in meeting the competitive business needs of the society.
PEO2	To bridge the gap between theoretical and practical knowledge of the students by adopting innovative teaching pedagogy.
PEO3	To develop socially, ethically responsible business leaders.
PEO4	To nurture the spirit of entrepreneurship among students that promotes the business world.
PEO5	Students will gain thorough systematic and subject skills within various disciplines of finance, auditing and taxation, accounting, management, communication, computer.
PEO6	To let Students can also get the practical skills to work as accountant, audit assistant, tax consultant, and computer operator. As well as other financial supporting services.
PEO7	Analyze Global Environment and its Impact on Business

PROGRAM SPECIFIC OBJECTIVES (PSOs):

PSO1	An Understanding of Business Functions develops entrepreneurial aptitude among the students.
PSO2	Providing Global Perspectives of the industrial & organizational establishments and their functions for taking viable decisions in international business setting.
PSO3	Interpersonal Skill Development through innovative pedagogy & experiential learning.
PSO4	Creating Social Sensitivity and Understanding CSR, Ethical and Sustainable Business Practices Demonstrate sensitivity to social, ethical and sustainability issues.
PSO5	To develop leadership & communication skills to become successful business leaders & managers.
PSO6	Demonstrate analytical & problem-solving skills through core elective area of specialization in finance HR & Marketing to solve the business issues.

PROGRAM OUTCOMES (POs):

PO1	Upon completion of the BBA Program, the individual would demonstrate maturity. Professionalism & team work skills.
PO2	Upon the completion of the program, the students will have general idea of operations in business.
PO3	Upon the completion of the program, the students will understand the importance of ethics in business decision-making & inculcate the spirit of social responsibility.
PO4	Upon the completion of the program, the individual will be capable of analyzing, investigating & solve critical business issues, showing true leadership quality.
PO5	Upon the completion of the program, the individuals will be able to comprehend the applicability of management principles in the situations pertaining to global business world.

MOTHERHOOD UNIVERSITY, ROORKEE
BACHELOR OF BUSINESS ADMINISTRATION (BBA)

BBA 1stSem									
Category	Code	Subject Title	L	T	P	CREDIT	IA	EA	TM
MAJOR (CC1- CC3)	MUBBA22-101T	Principles & Practices of Management	3	1	0	4	30	70	100
	MUBBA22-102T	Financial Accounting	3	1	0	4	30	70	100
	MUBBA22-103T	Business Environment	3	1	0	4	30	70	100
MINOR	MUBBA22-104T	Business Economics	3	1	0	4	30	70	100
SEC-1	MUBBA22-105T	Business Communication	2	1	0	3	30	70	100
Co-Curricular Course	MUBBA22-106T	Communication Skills	2	0	0	2	30	70	100
SEC-2	MUBBA22-151P	Seminar & Viva-voce	0	0	0	2	30	70	100
TOTAL			16	5	0	23	210	490	700

MOTHERHOOD UNIVERSITY, ROORKEE
BACHELOR OF BUSINESS ADMINISTRATION (BBA)

BBA 2ndSem									
Category	Code	Subject Title	L	T	P	CREDIT	IA	EA	TM
MAJOR (CC4- CC6)	MUBBA22-201T	Human Resource Management	3	1	0	4	30	70	100
	MUBBA22-202T	Business Finance	3	1	0	4	30	70	100
	MUBBA22-203T	Business Mathematics	3	1	0	4	30	70	100
MINOR	MUBBA22-204T	Business Organization & Management	3	1	0	4	30	70	100
SEC-3	MUBBA22-205T	Basic Marketing	2	1	0	3	30	70	100
Co-Curricular Course	MUBBA22-206T	Environmental Studies	2	0	0	2	30	70	100
SEC-4	MUBBA22-251P	Seminar & Viva-voce	0	0	0	2	30	70	100
TOTAL			16	5	0	23	210	490	700

MOTHERHOOD UNIVERSITY, ROORKEE
BACHELOR OF BUSINESS ADMINISTRATION (BBA)

BBA 3rd Sem									
Category	Code	Subject Title	L	T	P	CREDIT	IA	EA	TM
MAJOR (CC7- CC9)	MUBBA22-301T	Managerial Economics	3	1	0	4	30	70	100
	MUBBA22-302T	Principles of Marketing	3	1	0	4	30	70	100
	MUBBA22-303T	Accounting for Managers	3	1	0	4	30	70	100
MINOR	MUBBA22-304T	Business law	3	1	0	4	30	70	100
SEC-5	MUBBA22-305T	Fundamentals of Computers	2	1	0	3	30	70	100
Co-Curricular Course	MUBBA22-306T	Management Paradigm from Bhagwat Geeta	2	0	0	2	30	70	100
SEC-6	MUBBA22-351P	Comprehensive Viva-voce	0	0	0	2	30	70	100
TOTAL			16	5	0	23	210	490	700

BBA 4th Sem									
Category	Code	Subject Title	L	T	P	CREDIT	IA	EA	TM
MAJOR (CC10- CC12)	MUBBA22-401T	Business & Marketing Research	3	1	0	4	30	70	100
	MUBBA22-402T	Macro Economics	3	1	0	4	30	70	100
	MUBBA22-403T	Research Methodology	3	1	0	4	30	70	100
MINOR	MUBBA22-404T	Performance Management & Compensation Management	3	1	0	4	30	70	100
SEC-7	MUBBA22-405T	Entrepreneurship Development	2	1	0	3	30	70	100
Co-Curricular Course	MUBBA22-406T	Vedic Management	2	0	0	2	30	70	100
SEC-8	MUBBA22-451P	Seminar & Viva-voce	0	0	0	2	30	70	100
TOTAL			16	5	0	23	210	490	700

MOTHERHOOD UNIVERSITY, ROORKEE
BACHELOR OF BUSINESS ADMINISTRATION (BBA)

BBA 5th Sem									
Category	Code	Subject Title	L	T	P	CREDIT	IA	EA	TM
CORE COURSE (CC13-CC14)	MUBBA22-501T	Quantitative Techniques	3	1	0	4	30	70	100
	MUBBA22-502T	Legal Aspects of Business	3	1	0	4	30	70	100
DSE (1-2)	MUBBA22-503T	Paper-1	3	1	0	4	30	70	100
		Paper-2	3	1	0	4	30	70	100
SEC-9	MUBBA22-551P	Summer Internship & Viva-voce	0	0	0	4	30	70	100
TOTAL			12	4	0	20	150	350	500

Note: Any two DSE Papers as from any one of the following Specialization Groups namely either from Marketing, HRM, Finance or Insurance Management, Retail Marketing, Global Business Management.

DSE-1- Financial Management Group

- MUBBA22-503 F1- Banking & Insurance
- MUBBA22-503 F2- Working Capital Management
- MUBBA22-503 F3- Financial Institutions & Markets

DSE-2 – Marketing Management Group

- MUBBA22-503 M1-Customers Relations Management
- MUBBA22-503 M2-Marketing Communication & Advertising
- MUBBA22-503 M3 -Sales & Distribution Management

DSE-3 - Human Resource Management Group

- MUBBA22-503 H1-Industrial Relations
- MUBBA22-503 H2-Training & Development
- MUBBA22-503 H3 Wages & Salary Administration

DSE-4- Insurance Management Group

- MUBBA22-503 I1- Principles & Practice of Life Insurance
- MUBBA22-503 I2- Principles & Practice of General Insurance
- MUBBA22-503 I3- Insurance Fund Management

DSE-5- Retail Marketing Group

- MUBBA22-503 R1- Fundamentals of Retailing
- MUBBA22-503 R2- Retail Environment
- MUBBA22-503 R3- Retail Technology & CRM

DSE-6-Global Business Management Group

- MUBBA22-503 G1- Global Business Environment
- MUBBA22-503 G2- Multinational Business Finance
- MUBBA22-503 G3- International Trade Policy & Strategy
- MUBBA22-503 G4- Transactional & Cross Cultural Marketing

MOTHERHOOD UNIVERSITY, ROORKEE
BACHELOR OF BUSINESS ADMINISTRATION (BBA)

BBA 6th Sem									
Category	Code	Subject Title	L	T	P	CREDIT	IA	EA	TM
CORE COURSE (CC15-CC16)	MUBBA22-601T	Business Policy & Strategy	3	1	0	4	30	70	100
	MUBBA22-602T	Financial Institutions & Marketing	3	1	0	4	30	70	100
DSE (3-4)	MUBBA22-603T	Paper-1	3	1	0	4	30	70	100
		Paper-2	3	1	0	4	30	70	100
SEC-10	MUBBA22-651P	Project Report	0	0	0	4	30	70	100
TOTAL			12	4	0	20	150	350	500

Note: Any two Papers as MUBBA 604 from any one of the following Specialization Groups namely either from Marketing, HRM, Finance or Insurance Management, Retail Marketing, Global Business Management Group.

DSE-1- Financial Management Group

- MUBBA22-603 F1- International Financial Management
- MUBBA22-603 F2- Management of Financial Services
- MUBBA22-603 F3- Corporate Tax Planning & Management

DSE-2 – Marketing Management Group

- MUBBA22-603 M1- International Marketing
- MUBBA22-603 M2- Industrial Marketing
- MUBBA22-603 M3- Rural Marketing

DSE-3- Human Resource Management Group

- MUBBA22-603 H1- Human Resource Planning & Development
- MUBBA22-603 H2- Business Ethics
- MUBBA22-603 H3- Social Security & Labour Welfare

DSE-4- Insurance Management Group

- MUBBA22-603 I1- Economic Environment of Insurance Business
- MUBBA22-603 I2- Fire & Automobile Insurance
- MUBBA22-603 I3- Legal & Regulatory Aspects of Insurance Business

DSE-5- Retail Marketing Group

- MUBBA22-603 R1- Retail Supply Chain Management
- MUBBA22-603 R2- Mall Management
- MUBBA22-603 R3- Retail Store Operations & Management

DSE-6- Global Business Management Group

- MUBBA22-603 G1- International Distribution & Supply Chain Management
- MUBBA22-603 G2- International Accounting & Reporting System
- MUBBA22-603 G3- International Joint Ventures, Mergers & Acquisitions

MUBBA22-101T	PRINCIPLES & PRACTICES OF MANAGEMENT	L-3, T-1, P-0	4 CREDITS		
		Total Lecture	48		
Course Objectives:					
<ul style="list-style-type: none"> • Students are taught the need of management in current aspect to bring effective and efficient results. • The difference in management, and administration and the skills is to incorporate for a managers and how to develop a manager to become a genuine leader • How planning is a fundamental process for to initiate a work, students here learn various stages of planning and the effectiveness on strategic timing in planning.. 					
Course Outcomes: At the end of the course, the students will be able to					
CO1	Assume the roles and responsibilities associated with managerial functions.				
CO2	Understanding the concept of Planning and various types of plans for decision making purpose.				
CO3	To Study the importance of Organizing and significance of organization structure for a business organization				
CO4	Overview of the concept of staffing including recruitment , selection ,performance appraisal etc.				
CO5	Significance of leading by learning the theories of motivation and to understand the importance of feed back				
Mapping of Course Outcomes with the program Outcomes					
	PO1	PO2	PO3	PO4	PO5
CO1	√	√	√	-	-
CO2	√	√	√	-	√
CO3	√	√	-	√	√
CO4	√	√	-	√	-
CO5	√	√	-	√	√

MAPPING OF COs WITH BLOOM'S TAXONOMY						
CO1	Assume the roles and responsibilities associated with managerial functions.					
CO2	Understanding the concept of Planning and various types of plans for decision making purpose.					
CO3	To Study the importance of Organizing and significance of organization structure for a business organization					
CO4	Overview of the concept of staffing including recruitment, selection, performance appraisal etc.					
CO5	Significance of leading by learning the theories of motivation and to understand the importance of feed back					
Bloom's Level						
At the end of the course students will be able to	Remember	Understand	Apply	Analyze	Evaluate	Create
CO1	√	√	√	-	-	-
CO2	√	√	√	-	-	-
CO3	√	√	√	-	-	-
CO4	√	√	√	√	√	-
CO5	√	√	√	√	√	√

MUBBA22-101T: PRINCIPLES AND PRACTICES OF MANAGEMENT CREDITS: 4

UNIT 1- Introduction

Nature and Purpose, Management: Science or Art. The Evolution of Management Thoughts- Classical and Neoclassical System, Contingency Approach; Scientific Management, The Function of Management: Planning, Organizing, Staffing, Directing and controlling: an overview. Coordination: The Essence of Management, System Approach to Management Process.

UNIT 2- Planning Types of Plans

Concepts, Types, Importance of Planning. Objective or Goals, Strategies, Policies, Procedure, Rules Programmes and Budgets, Steps in Planning. Management by Objectives. Strategies, Policies and Planning Premises, Strategic Planning Process, Presuming and Forecasting, Decision Making.

UNIT 3- Organizing

Nature and Concepts of Organizing, its importance. Formal and Informal Organization, Organization Levels and the Span of Management. Structure and Process of Organization. Principles of Organizing, Line and Staff Authority. Empowerment, Centralization & Decentralization of Authority, Delegation of Authority and Responsibility, Organizational Charts.

UNIT 4- Staffing, Directing & Controlling

Definition of Staffing, an overview of Staffing Function and its importance, The System Approach to Human Resource Management, Recruitment, Selection, Placement, Promotion, Separation, Performance Appraisal.

Meaning, Nature and Scope of Directing, Importance of Directing. Principles of Directing, Supervision.

Concepts, Process Functions, Types and Importance of Controlling, Span of Control, Theories of Control. Controlling as a Feedback, Requirements of Effective Control, Budgetary and Non-Budgetary Control Devices.

UNIT 5- Leading and Motivation

Leadership: Definition, Types, Styles, Features, Importance and Qualities of a Good Leader. Theories of Leadership- Trait Theory of Leadership, Behavioural Theories, Contingency Theories of Leadership, Goal Setting Theory.

Motivation: Concept, Importance and Need of Motivation. Process Theories-McGregor Theory of X and Y, Maslow Hierarchy of Needs Theory, Herzberg's Motivation-Hygiene Theory, Expectancy Theory, Equity Theory, Theory Z.

Suggested Readings

- Heinz Wehrich, Mark V. Cannice and Harold Koontz, (2009). *Management: A Global and Entrepreneurial Perspective*, 13 ed., TMH., New Delhi
- Harald Koontz and Heinz Wehrich,(2012) *Elements of Management*. 9 th ed., TMH. New Delhi
- Stoner James A. F., R. Edward Freeman and Daniel R, Gilbert Jr., *Management*, 8 th ed., Pearson, New 4. Stephen P. Robbins and David A. Decenzo, *Management*; PHI
- Newman, Summer, *Gilbirt Management*; *PHI*

MUBBA22-102T	FINANCIAL ACCOUNTING	L-3, T-1, P-0	4 CREDITS
		Total Lecture	48

Course Objectives:

- The prime objective of this course is to acquire conceptual knowledge of financial accounting and to provide knowledge about the technique for preparing accounts in different business organization. The student will be in position to understand treatment of specific transaction like royalty, hire purchase and branches etc. This will also help in gaining Apply accounting techniques and methods for the formation, dissolution, partner changes, earnings distribution, and liquidation of partnerships.
- The Secondary objective of this course is to introduce problems of financial accounting such as measuring and reporting issues related to assets and liabilities and preparing the financial statements as Accounting Standards. Students are expected to gain the ability of using accounting information as a tool in applying solutions for managerial problems, evaluating the financial performance and interpreting the financial structure.

Course Outcomes: At the end of the course, the students will be able to

CO1	This course will enable the students to combine practice and theoretical knowledge of financial accounting.
CO2	The students of this course will be active learners and develop awareness of emerging trends in financial accounting,
CO3	The course will provide decision making skills to the students in the financial analysis context.
CO4	They will learn about the working and system of a partnership firm.
CO5	The students of this course will have the ability to identify and analyse financial Accounting problems and opportunities in real life situations.
CO6	The students will know about the application and practice of accounting via computer.

Mapping of Course Outcomes with the Program Outcomes

	PO1	PO2	PO3	PO4	PO5
CO1	√	√	√	-	√
CO2	√	√	√	-	-
CO3	-	-	√	√	√
CO4	-	√	√	-	√
CO5	√	√	-	√	√
CO6	√	-	-	-	√

MAPPING OF COs WITH BLOOM'S TAXONOMY						
CO1	This course will enable the students to combine practice and theoretical knowledge of financial accounting.					
CO2	The students of this course will be active learners and develop awareness of emerging trends in financial accounting,					
CO3	The course will provide decision making skills to the students in the financial analysis context.					
CO4	They will learn about the working and system of a partnership firm.					
CO5	The students of this course will have the ability to identify and analyse financial Accounting problems and opportunities in real life situations.					
CO6	The students will know about the application and practice of accounting via computer.					
Bloom's Level						
At the end of the course students will be able to	Remember	Understand	Apply	Analyze	Evaluate	Create
CO1	√	√	√	-	-	-
CO2	√	√	√	√	-	-
CO3	√	√	√	-	-	-
CO4	√	√	√	√	√	-
CO5	√	√	√	√	√	-
CO6	√	√	√	√	-	-

UNIT-I**A. An Introduction To Accounting**

- Meaning and scope of accounting and book-keeping. Objectives and importance of accounting, accounting as an information system, the users of financial accounting information and their needs. Qualitative characteristics of accounting, functions, advantages and limitations of accounting.
- The nature of financial accounting principles – Basic concepts and conventions, types of accounting, rules of accounting.
- Financial accounting standards: Concept, Benefits, Procedure for issuing accounting standards in India. Different accounting standards in India. Salient features of First-Time Adoption of Indian accounting Standard (Ind-AS) 101. International Financial Reporting Standard (IFRS)- Need and Procedures.

B. Basic Accounting Procedures

From recording of a business transaction to preparation of trial balance including adjustments. Journal Entries, Ledger Posting, Trial Balance.

UNIT-II: Depreciation, Inventory Control & Final Accounts.

A. Depreciations- meaning, types, needs.

B. Inventory Control- meaning, types, needs.

C. Final Accounts- Meaning and need of final accounts. Parts of final accounts- Trading Account, Profit & Loss Account and Balance Sheet.

D. Preparation of Final Accounts- Trading Account, Profit & Loss Account and Balance Sheet- Need and Preparations. Preparations of financial statement of non-corporate business entities.

UNIT-III: Accounting for Hire-Purchase and Installment Systems

Accounting for Hire-Purchase Transactions, Journal entries and ledger accounts in the books of Hire Vendors and Hire purchaser for large value items including Default and repossession.

UNIT-IV: Accounting for Partnership Firm

Meaning of partners and partnership firm, partnership deed. Admission of a partner, Retirement of a partner, Death of a partner, Goodwill- meaning, need and valuation.

Final accounts of partnership firm- trading, profit & loss, profit & loss appropriation account, partner's capital account, balance sheet of a partnership firm.

UNIT-V: Computerised Accounting System

Computerized Accounting Systems: Computerized Accounts by using any popular accounting software: Creating a Company; Configure and Features settings; Creating Accounting Ledgers and Groups; Creating Stock Items and Groups; Vouchers Entry; Generating Reports - Cash Book, Ledger Accounts, Trial Balance, Profit and Loss Account, Balance Sheet, Funds Flow Statement, Cash Flow Statement Selecting and shutting a Company; Backup and Restore data of a Company.

Suggested Readings:

- Robert N Anthony, David Hawkins, Kenneth A. Merchant, *Accounting: Text and Cases*. McGraw-Hill Education, 13th Ed. 2013.
- Charles T. Horngren and Donna Phil brick, *Introduction to Financial Accounting*, Pearson Education.
- J.R. Monga, *Financial Accounting: Concepts and Applications .Mayur Paper Backs*, New Delhi.
- M.C. Shukla, T.S. Grewal and S.C. Gupta. *Advanced Accounts*. Vol.-I.S. Chand & Co., New Delhi.
- S.N. Maheshwari, and S.K. Maheshwari *Financial Accounting*. Vikas Publishing House, New Delhi.

MUBBA22-103T	BUSINESS ENVIRONMENT	L-3, T-1, P-0			4 CREDITS
		Total Lecture			48
Course Objectives:					
<ul style="list-style-type: none"> • To give students understanding about the various constituents of global business environment. • To study the benefits and cost of globalization. • To study economics of regional trading blocs and multilateralism. • To study the various exchange rate regimes and their respective advantages and disadvantages. 					
Course Outcomes: At the end of the course, the students will be able to					
CO1	Explain the concept of the various constituents of environment and their impact on Businesses.				
CO2	Apply the trade theories, investment theories, exchange rate theories and regional trading bloc theories and their impact on economic welfare.				
CO3	Will know about the various technological, political, social etc., components of the environment analysis.				
CO4	They will learn about various techniques which are essential for the analysis of environment.				
CO5	Students will apply decision-support tools to decision making in Foreign Trade.				
CO6	Students will demonstrate employable and deployable skills for appropriate roles in analysing the environment.				
Mapping of Course Outcomes with the Program Outcomes					
	PO1	PO2	PO3	PO4	PO5
CO1	-	√	√	-	√
CO2	-	√	√	√	√
CO3	-	√	-	√	√
CO4	-	√	√	-	√
CO5	-	√	√	-	√
CO6	√	-	-	√	√

MAPPING OF COs WITH BLOOM'S TAXONOMY						
CO1	Explain the concept of the various constituents of environment and their impact on Businesses.					
CO2	Apply the trade theories, investment theories, exchange rate theories and regional trading bloc theories and their impact on economic welfare.					
CO3	Will know about the various technological, political, social etc., components of the environment analysis.					
CO4	They will learn about various techniques which are essential for the analysis of environment.					
CO5	Students will apply decision-support tools to decision making in Foreign Trade.					
CO6	Students will demonstrate employable and deployable skills for appropriate roles in analysing the environment.					
Bloom's Level						
At the end of the course students will be able to	Remember	Understand	Apply	Analyze	Evaluate	Create
CO1	√	√	√	-	-	-
CO2	√	√	√	√	-	-
CO3	√	√	√	√	-	-
CO4	√	√	√	√	-	-
CO5	√	√	√	√	-	-
CO6	√	√	√	√	√	-

UNIT-I: Introduction

Concept, Significance and Nature of Business Environment. Types of environment- Internal and External environments, Nature and Structure of Economy, Techniques for Environment Analysis, Approaches and Significance of Environment Forecasting.

UNIT-II: Economic Environment

Economic Environment History of Economic Systems, Market, Planned and Mixed Economy, Planning in India: Emergence and Objective; Planning Monetary Policy, Fiscal Policy. Union Budget as instrument of growth and its Impact on Business, Industrial Policy: Meaning Objective and Recent Development in New Economics Policy (1991) and its Impact on Business.

UNIT-III: Politico-Legal Environment

Political-Legal Environment-meaning and features, Relationship between Business and Government, Economics, Planning, Regulatory, Promotional and Entrepreneurial Roles of Government, Constitutional Provisions affecting Business. An overview of major laws affecting business, Consumerism, Social Responsibility of Business.

UNIT-IV: Technological and Social Environment

Technological Environment-meaning and features, Factors Influencing Technological Environment, Role and Impact of Technology on Business. Transfer of Technology-Channels, Methods, Significance and Limitations of Technological Environment.

Demographic and Socio-Cultural Environment: Population Size, Falling Birth Rate, Changing age structure and its impact on business, Business and Society, Business and Culture, Culture and Organisational Behaviour.

UNIT-V: Global Environment

Introduction to Globalisation, Foreign Investment and Trade Regulation Foreign Direct Investment, Foreign Institutional Investment, WTO and India: an overview, Regulation of Foreign Trade, Contributions of Public Sector Units in India.

Suggested Readings:

- Cherunilam, Francis –*Business Environment*, Himalaya Publishing House.
- Paul, Justin-*Business Environment*, Tata McGraw Hill, New Delhi
- Aswathappa, K., *Business Environment and Strategic Management*, HPH
- Mukherjee Sampath, *Economic Environment of Business*.
- I.C. Dhingra, *Indian Economics: Environment and Policy*, 25th ed., Sultan Chand & Sons, New Delhi, 2012
- SK Mishra and VK puri, 4 th ed., *Economic Environment of Business*, Himalaya Publishing House, Mumbai, 2011.
- H.L. Ahuja, *Economic Environment of Business-Macroeconomic Analysis*, S. Chan

MUBBA22-104T	BUSINESS ECONOMICS	L-3, T-0, P-1	4 CREDITS
		Total Lecture	48

Course Objectives:

- To familiarize the students with the basic concept of microeconomics.
- To make student understand the demand and supply analysis in business applications
- To familiarize students with the production and cost structure under different stages of production.
- To understand the pricing and output decisions under various market structure.
- To help students understand and apply the various decision tools to understand the market structure.

Course Outcomes: At the end of the course, the students will be able to

CO1	Students will develop strong conceptual knowledge of the basics of economics.
CO2	Students will demonstrate an effective understanding of the relevance and use of various economic theories.
CO3	Students will develop analytical approach to the subject matter
CO4	To understand the concepts of cost, nature of production and its relationship to Business operations.
CO5	To integrate the concept of price and output decisions of firms under various market structure.

Mapping of Course Outcomes with the Program Outcomes

	PO1	PO2	PO3	PO4	PO5
CO1	√	√	-	-	-
CO2	-	√	√	√	-
CO3	√	-	-	√	√
CO4	√	-	-	√	-
CO5	√	√	-	-	√

MAPPING OF COs WITH BLOOM'S TAXONOMY						
CO1	Students will develop strong conceptual knowledge of the basics of economics.					
CO2	Students will demonstrate an effective understanding of the relevance and use of various economic theories.					
CO3	Students will develop analytical approach to the subject matter					
CO4	To understand the concepts of cost, nature of production and its relationship to Business operations.					
CO5	To integrate the concept of price and output decisions of firms under various market structure.					
Bloom's Level						
At the end of the course students will be able to	Remember	Understand	Apply	Analyze	Evaluate	Create
CO1	√	√	-	-	-	-
CO2	√	√	√	-	-	-
CO3	√	√	√	-	-	-
CO4	√	√	√	√	-	-
CO5	√	√	√	√	√	√

UNIT-1: Introduction

Definition, Nature, Scope, Objectives and Importance of Business Economics. Types- Micro and Macro Economics, Wealth Definition, Scarcity

Definition, Growth Definition, Production Possibility Curve, Application of Economic theory to a Firm's Level Business Problems. Basic Problems of an Economy.

UNIT-2: Theory of Utility

Meaning and Importance of Utility, Cardinal and Ordinal Theory of Utility, Law of Diminishing Marginal Utility, Law of Equimarginal Utility, Indifference Curve, Consumer Equilibrium, Consumer Surplus.

UNIT-3: Demand and Supply

Demand Analysis and Forecasting: Meaning of Demand, Determinants of Demand, Demand Curves, Assumptions of Law of Demand, Exceptions to the Law of Demand, Reasons For Change in Demand, Elasticity of Demand, Demand Forecasting.

Meaning and Determinants of Supply, Supply Curve, Law of Supply, Elasticity of Supply.

UNIT-4: Production and Cost Analysis

Cost and Production Analysis: Different Concepts of Costs, Production Function-Short & Long Run, Cost-Output Relationship, Law of Variable Proportion and Determining the Level of Production Cost. Law of Increasing Returns, Law of Decreasing Returns. Returns to Scale.

UNIT-5: Pricing in Different Market Structures

Pricing under Different Market conditions: Nature of markets, Types of Markets and its Features, Pricing under Perfect, Monopoly, Oligopoly and Monopolistic Market Conditions. Pricing in Actual Practice, Cost Plus Pricing, Transfer Pricing.

Suggested Readings:

- Varshney, R L and Maheshwary -*Managerial Economics*
- Joel Dean -*Managerial Economics*
- Alwxander, K J W and Kemp, A J -*The Economist in Business*
- Norman, N Parish -*Economic Analysis*
- Mankar and Dinkar -*Business Economics*

MUBBA22-105T	BUSINESS COMMUNICATION	L-2, T-1, P-0	3 CREDITS		
		Total Lecture	36		
Course Objectives:					
<ul style="list-style-type: none"> • To develop awareness of the complexity of the communication process • To develop / understanding various types of Communication barriers and resolving it in professional manner • To develop / understanding various modes of Communication and Language for effective communication • To develop effective letter writing skills so as to enable students to write confidently • To develop ability to communicate effectively with the help of electronic media • To develop ability to communicate effectively in work place 					
Course Outcomes: At the end of the course, the students will be able to					
CO1	To gain the communication skills development in professional life.				
CO2	Understanding Communication barriers and learn to resolve it in professional manner				
CO3	To assess their communication glossary, presentation skills & overall impression				
CO4	Be confident in writing skill - Business and personal				
CO5	Be able to use modern and electronic media as communication tools				
CO6	To gain confidence holistically at workplace				
Mapping of Course Outcomes with the Program Outcomes					
	PO1	PO2	PO3	PO4	PO5
CO1	√	√	√	-	√
CO2	√	-	-	√	√
CO3	√	√	-	-	√
CO4	√	-	√	-	√
CO5	√	√	-	-	-
CO6	√	-	√	-	√

MAPPING OF COs WITH BLOOM'S TAXONOMY						
CO1	To gain the communication skills development in professional life.					
CO2	Understanding Communication barriers and learn to resolve it in professional manner					
CO3	To assess their communication glossary, presentation skills & overall impression					
CO4	Be confident in writing skill - Business and personal					
CO5	Be able to use modern and electronic media as communication tools					
CO6	To gain confidence holistically at workplace					
Bloom's Level						
	Remember	Understand	Apply	Analyze	Evaluate	Create
CO1	√	√	-	-	-	-
CO2	√	√	√	-	-	-
CO3	√	√	√	√	√	-
CO4	√	√	√	√	√	-
CO5	√	√	√	√	√	-
CO6	√	√	√	√	√	√

UNIT 1: Theory of Communication

Concept of Communication: Meaning, Definition, Process, Need and Feedback Emergence of Communication as a key concept in the Corporate and Global world Impact of technological advancements on Communication, 7C's of Communication.

Channels of Communication:

Channels: Formal and Informal- Vertical, Horizontal, Diagonal, Grapevine

UNIT 2: Business Communication: Methods, Language, Listening

Methods: Verbal and Nonverbal, Characteristics of Verbal Communication Characteristics of Non-verbal Communication Business Etiquette. Public Speaking, Interview Skills, group Discussions, Body Language, Seminar, Conferences.

Language: Business vocabulary, Business news, magazines to build vocabulary for the business communication.

Listening: Meaning, Types, Importance, Poor Listening Habits, Reasons for Poor Listening Habits.

UNIT 3: Business Communication Barriers:

Introduction, Types of Communication Barriers-Physical / Semantic / Linguistic / Socio-Cultural /Psychological. Ways to Overcome the Barriers to Communication Process- Speaking and Listening.

UNIT 4: Business Report Writings:

Introduction- Effective Business Writings, Types and Features.; Internet, E-mails, SMS; Teleconferencing, Video Conferencing; Business letter writing, sales letter, purchasing order, Minutes of meeting; Statement of Purpose, Job Application Letter and Resume.

UNIT 5: Business and Social Etiquette:

Workplace hierarchy, proper way to make introductions, Use of courteous phrases & language in the workplace. Professional Image: appropriate business attire; Telephone Etiquette; Table etiquette.

Suggested Readings:

- Randolph H. Hudson and Benard J. Selzler, (2006). *Business Communication: Concepts and Applications in an Electronic Age*, 5/e., Jaico Reprint, Jaico, New Delhi.
- Bovee, Thill and Schatzman, '*Business Communication Today*'
- Kaul, Asha: *Business Communication: Prentice-Hall of India*, Delhi 3. Monippally,
- Matthukutty M. *Business Communication Strategies*. Tata McGrawHill Publishing Company Ltd., New Delhi

MUBBA22-106T	COMMUNICATION SKILL			L-2, T-0, P-0	2 CREDITS
				Total Lecture	24
Course Objectives:					
<ul style="list-style-type: none"> • To understand the concept, process and importance of communication. • To provide knowledge of various media of communication. • To develop business communication skills through the application and exercises. 					
Course Outcomes: At the end of the course, the students will be able to					
CO1	Students develop the awareness about the various media of communication.				
CO2	Students become able to communicate effectively in various situations.				
CO3	Students will learn different usage the business correspondence serve for effective communication.				
CO4	Develop and Expand Writing Skills through Controlled and Guided Activities				
CO5	To Develop Coherence, Cohesion and Competence in Oral Discourse through Intelligible Pronunciation.				
Mapping of Course Outcomes with the Program Outcomes					
	PO1	PO2	PO3	PO4	PO5
CO1	√	-	√	-	√
CO2	√	-	-	√	√
CO3	-	-	-	√	√
CO4	√	√	-	-	-
CO5	√	√	-	-	-

MAPPING OF COs WITH BLOOM'S TAXONOMY						
CO1	Students develop the awareness about the various media of communication.					
CO2	Students become able to communicate effectively in various situations.					
CO3	Students will learn different usage the business correspondence serve for effective communication.					
CO4	Develop and Expand Writing Skills through Controlled and Guided Activities					
CO5	To Develop Coherence, Cohesion and Competence in Oral Discourse through Intelligible Pronunciation.					
Bloom's Level						
	Remember	Understand	Apply	Analyze	Evaluate	Create
CO1	√	√	-	-	-	-
CO2	√	√	√	-	-	-
CO3	√	√	√	-	-	-
CO4	√	√	√	√	√	√
CO5	√	√	√	√	√	√

UNIT 1 Introduction

Theory of communication, types and modes of communication Introduction, Definitions and function of communication, Need for effective communication, Process of communication, Barrier to communication, Kinds of communication: Intrapersonal, personal, Group and mass verbal and non-verbal communication.

UNIT 2 Listening and Speaking Skills

Listening and speaking skills Types of listening, developing effective listening skills, Academic listening (Lectures), Listening to talks and presentation, Monologue, Dialogue, Group discussion, Miscommunication, Interview, public speech, Pronunciation, accent, and intonation and rhythm.

UNIT 3 Reading Skills

Reading skills Skimming, Scanning, Summary, Paraphrasing, Comprehension. Introductory English Grammar Parts of Speech, Tenses, punctuation, Common errors in English.

UNIT 4 Writing Skills (Part-1)

Writing Skills: Social and Official Correspondence Enquiries, complaints and replies, Letters to the editor, Social appeals in the form of letter/pamphlets, Standard business letter, Email drafting and etiquettes, preparing agenda and writing minutes for meetings.

UNIT 5 Writing Skills (Part-2)

Career skills Job application, Cover letters, Bio-data, CV and Resume and effective profiling, Mock interviews, Group discussions.

Suggested Readings:

- Prasad, P. *The Functional Aspects of Communication Skills*, Delhi.
- Sen, Leena. *Communication Skills*, Prentice Hall of India, New Delhi.
- McCarthy, Michael. *English Vocabulary in Use*, Cambridge University Press.
- Rajinder Pal and Prem Lata. *English Grammar and Composition*, Sultan Chand Publication.

MUBBA22-151P	SEMINAR & VIVA VOCE		CREDIT-2		
<p>Course Objectives: To create awareness regarding current trends, issues and researches related to various aspects of related topics. Each student will be assigned a topic in the beginning of the semester. They will be required to prepare and submit seminar report and presentation on the same. The panel of examiners will evaluate the project.</p> <p>Seminar and Viva-Voce is a useful tool that assists in authenticating that the student has got enough knowledge of the subject matter.</p> <ul style="list-style-type: none"> • To identify and analyze the students presence of mind. • To evaluate the students spontaneity and mannerism. • To acquire soundness of knowledge through various forms of questions. • To diagnose the students limitations and weakness and take remedial actions. 					
<p>Course Outcomes: At the end of the course, the students will be able to</p>					
CO1	Gain the communication skills and develop the ability to communicate with another person.				
CO2	Know ethical issues in business trends, researches and other related topics including those issues that arise in corporate world.				
CO3	to assess their communication, presentation skills & overall impression				
CO4	Explore the connection between university study and life enrichment, lifelong learning, and civic responsibility.				
Mapping of Course Outcomes with the Program Outcomes					
	PO1	PO2	PO3	PO4	PO5
CO1	√	√	-	-	√
CO2	-	-	√	√	√
CO3	√	√	-	-	√
CO4	√	-	√	√	-

MUBBA22-151P: SEMINAR**CREDIT: 2**

The seminar is scheduled on the topics related to Subject matter, Trade, Industry, Commerce, Corporate world and Corporate Affairs lasting approximately for 10- 15 minutes followed by the question answer session. The marks shall be awarded by the Expert appointed by the Dean in order to judge the understanding as well as application of the knowledge gained by the students by the end of semester of the course. This is also to see the articulation of what is being learnt by them. The idea is to see that students are able to digest what is being taught in that semester and see their relevance not only in the practical field but also their inter relationship.

SEMESTER-II

MUBBA22-201T	HUMAN RESOURCE MANAGEMENT		L-3, T-1, P-0	4 CREDITS	
			Total Lecture	48	
Course Objectives:					
<ul style="list-style-type: none"> • To enable the students to understand the HR Management and system at various levels in general and in certain specific industries or organizations. • To help the students focus on and analyse the issues and strategies required to select and develop manpower resources • To Enable the students to integrate the understanding of various HR concepts along with the domain concept in order to take correct business decisions 					
Course Outcomes: At the end of the course, the students will be able to					
CO1	To develop the understanding of the concept of human resource management and to understand its relevance in organizations.				
CO2	To develop necessary skill set for application of various HR issues.				
CO3	To analyse the strategic issues and strategies required to select and develop manpower resources.				
CO4	To integrate the knowledge of HR concepts to take correct business decisions.				
Mapping of Course Outcomes with the program Outcomes					
	PO1	PO2	PO3	PO4	PO5
CO1	-	√	-	√	-
CO2	√	√	-	√	-
CO3	-	√	-	√	√
CO4	√	-	-	√	-

MAPPING OF COs WITH BLOOM'S TAXONOMY						
CO1	To develop the understanding of the concept of human resource management and to understand its relevance in organizations.					
CO2	To develop necessary skill set for application of various HR issues.					
CO3	To analyse the strategic issues and strategies required to select and develop manpower resources.					
CO4	To integrate the knowledge of HR concepts to take correct business decisions.					
Bloom's Level						
	Remember	Understand	Apply	Analyze	Evaluate	Create
CO1	√	√	-	-	-	-
CO2	√	√	√	-	-	-
CO3	√	√	√	√	-	-
CO4	√	√	√	√	√	√

UNIT-1: Human Resource Management:

An Introduction, Personnel Functions and Organizational Goals. Personnel Management: Definition, Objectives, Significance, Qualities of Personnel Managers, Human Resource Planning,: Meaning and nature of Human Resource Planning, Theory and Practice.

UNIT-2

Recruitment, Selection and Placement, Induction Training, Need and Purposes of Training, Methods of Training, Development and Growth, Work Study: Job Design and Appraisal, Job Description, Job Analysis and Evaluation, Job enrichment, Performance Monitoring and Appraisal methods, Purpose, factors, uses & its application in HRM.

UNIT-3

Wage and salary Administration: Wage policy, Minimum wage, fair wage, living wage, Concept and Importance, Fringe Benefits, Incentive Compensation and Remuneration; types, advantages & perquisites, Factors affecting Wages and Wage fixing Machinery.

UNIT-4

Industrial relations: Concept and Significance of Industrial Relations, Trade Unions, Concept, Objectives and functions of Trade Unions.

Maintenance & Integration Functions: Administration of welfare, amenities & fringe benefits, employee grievances & their redressal.

UNIT-5

Collective Bargaining, Dispute Resolution and Grievance settlement, Employee Discipline Regulatory, Mechanism, Suspension, Dismissal, Retrenchment, Industrial Conflicts and resolutions, Role of Trade Unions in Collective Bargaining.

Suggested Readings:

- Flippo, E B , *Principles of Personnel Management*, McGraw-Hill Education (India) Pvt. Ltd.
- Yoder Dale , *Personnel Management and Industrial Relations*, Prentice Hall.
- Rao Subba, *Personnel and Human Resource Management*, Himalaya Publishing House.
- Dr. Sharma F C, *Human Resource Management*, SBPD Publication.
- Aswathappa, A -*Human Resources and Personnel Management*, Tata McGraw-Hill Publishing.

MUBBA22-202T	BUSINESS FINANCE			L-3, T-1, P-0	4 CREDITS
				Total Lecture	48
Course Objectives:					
<ul style="list-style-type: none"> • Provide an in-depth view of the process in financial management of the firm. • Develop knowledge on the allocation, management and funding of financial resources. • Enhancing student's ability in dealing short-term dealing with day-to-day working capital decision; and also longer-term dealing, which involves major capital investment decisions and raising long-term finance. 					
Course Outcomes: At the end of the course, the students will be able to					
CO1	Explain the concept of fundamental financial concepts, especially time value of money.				
CO2	Apply capital budgeting projects using traditional methods.				
CO3	Analyze the main ways of raising capital and their respective advantages and disadvantages in different circumstances				
CO4	Integrate the concept and apply the financial concepts to calculate ratios and do the capital budgeting				
CO5	Apply the concept of dividend policy into practical business.				
Mapping of Course Outcomes with the program Outcomes					
	PO1	PO2	PO3	PO4	PO5
CO1	√	-	-	√	-
CO2	√	-	-	√	-
CO3	-	√	-	-	√
CO4	√	-	-	√	-
CO5	√	√	√	-	√

MAPPING OF COs WITH BLOOM'S TAXONOMY						
CO1	Explain the concept of fundamental financial concepts, especially time value of money.					
CO2	Apply capital budgeting projects using traditional methods.					
CO3	Analyze the main ways of raising capital and their respective advantages and disadvantages in different circumstances					
CO4	Integrate the concept and apply the financial concepts to calculate ratios and do the capital budgeting					
CO5	Apply the concept of dividend policy into practical business.					
Bloom's Level						
	Remember	Understand	Apply	Analyze	Evaluate	Create
CO1	√	√	-	-	-	-
CO2	√	√	√	-	-	-
CO3	√	√	√	√	-	-
CO4	√	√	√	√	√	-
CO5	√	√	√	√	√	√

UNIT-1: Introduction to Business Finance

Conceptual Foundation, Finance Function in Business, Corporate Finance, Nature and Scope of Financial Management, Objective of Financial Management, Role of Financial Management and Financial Manager in Business Organizations. Form of Business Organizations.

UNIT-2: Cost of Capital & Cost of Debt

Meaning and Importance of Cost of Capital, Measurement of Cost of Debt, Preference Share Capital, Equity shares and Retained Earnings, Overall cost of capital of the Firm. Cost of Debt-cost of Preference Shares, Debentures, Convertible Debentures. Leverage-Meaning and types of leverages.

UNIT-3: Financial Securities

Characteristic of Different Securities. Meaning of Capitalization, over and Under Capitalizations -their Cause and Remedies. Capitalization and Capital Structure: Meaning of Capital Structure, Capital Structure Planning, Assessment of Debt. Capacity Guideline for Capital Structure Planning. Theories of capital structure- relevance & irrelevance theory.

UNIT-4: Working Capital

Its need and Importance, Factors Affecting Working Capital requirements, Estimating Working Capital requirements, Working Capital Financing Policy Sources of Finance.

UNIT-5: Dividend Policy and Retained Earnings

Dividend- Payout Ratio, Managerial Considerations in Determining Dividend Payout, Factors Affecting Dividend Policy Dividend Stability, Dividend Policy and Share Valuation Traditional Position, Walter Model, M-M Position .

Suggested Readings:

- Patel Bhavesh, *Fundamentals of Financial Management*, Vikas Publication House Pvt. Ltd.
- McLaney Eddie, *Business Finance: Theory and Practice*, Pearson Publication.
- Chandra Prasana, 2007, *Financial Management*, McGraw-Hill Education (India) Pvt. Ltd.
- Pandey I M, 2015, *Financial Management*, Vikas Publishing House Pvt. Ltd.
- Van Horne C. James, Dhamija Sanjay, 12th edition 2002, *Financial Management and Policy*, Dorling Kindersley(India) Pvt. Ltd. Licensees of Pearson Publication,

MUBBA22-203T	BUSINESS MATHEMATICS	L-3, T-1, P-0	4 CREDITS
		Total Lecture	48

Course Objectives:

- To understand the basic concepts of Mathematics.
- To have a proper understanding of mathematical applications in Economics, Finance, Commerce and Management.
- Analyse and demonstrate mathematical skills required in mathematically intensive areas in Economics and business.

Course Outcomes: At the end of the course, the students will be able to

CO1	Explain the concepts and use equations, formulae, and mathematical expressions and relationships in a variety of contexts.
CO2	Apply the knowledge in mathematics in solving business problems.
CO3	Solve problems in the areas of business calculus, simple and compound interest account, use of compound interest account, loan and consumer credit,
CO4	Connect acquired knowledge and skills with practical problems in economic practice.

Mapping of Course Outcomes with the program Outcomes

	PO1	PO2	PO3	PO4	PO5
CO1	√	-	-	√	-
CO2	-	-	-	√	√
CO3	-	-	-	√	√
CO4	-	-	-	√	√

MAPPING OF COs WITH BLOOM'S TAXONOMY						
CO1	Explain the concepts and use equations, formulae, and mathematical expressions and relationships in a variety of contexts.					
CO2	Apply the knowledge in mathematics in solving business problems.					
CO3	Solve problems in the areas of business calculus, simple and compound interest account, use of compound interest account, loan and consumer credit.					
CO4	Connect acquired knowledge and skills with practical problems in economic practice.					
Bloom's Level						
	Remember	Understand	Apply	Analyze	Evaluate	Create
CO1	√	√	-	-	-	-
CO2	√	√	√	-	-	-
CO3	√	√	√	√	√	-
CO4	√	√	√	√	√	√

UNIT-1: Functions

Introduction; Concepts, Types of Function- Linear, Quadratic, Polynomial, Exponential & Log; functions related to business & economics.

Interest: Simple & Compound, Discounts, Annuity, Present Value concepts.

Theory of indices- laws, negative & fractional indices, Arithmetic Progression.

UNIT-2: Theory of Sets

Introduction- definition; types of sets- universal power, super, equal sets & venn diagram; set operations- union of two sets, intersection of two sets, complement of sets; construction & difference of two sets.

UNIT-3: Differentiation

Introduction- About Differentiation; Concept of Derivatives- Physical and Geometrical Meaning; Increasing & Decreasing Functions; Maxima & Minima.

UNIT-4: Concept of Integration

Introduction- Fundamental formulate, Properties, Methods of Integration, Substitution Methods, Simple Applications, Vectors, Equality, Difference, Inequality, Special vectors, Linear Dependence of vector

UNIT-5: Matrix Algebra

Introduction- Definition, Symbol, Order of a Matrix, Row-Column matrix, Inverse of matrix, Applications of matrix, Linear Equations & their Solutions Using Matrix.

Suggested Readings:

- Trivedi Kashyap, 2011, *Business Mathematics*, Dorling Kindersley(India)Pvt. Ltd., Licenses of Pearson Education.
- Soni R.S, 1996, *Business Mathematics With Application in Business and Economics*, Pitamber Publishig.
- Dr. Hazarika Padamalochana, 4th edition 2017, *A Textbook of Business Mathematics*, S. Chand & Company Ltd.
- Singh Ajay Khanna V.K, Zameeruddin Qazi, Bhambri S.K, 2016, *Business Mathematics*, Vikas Publishing House Pvt. Ltd.

MUBBA22-204T	BUSINESS ORGANISATION & MANAGEMENT			L-3, T-1, P-0	4 CREDITS
				Total Lecture	48
Course Objectives:					
<ul style="list-style-type: none"> ➤ To help the students gain understanding of the functions and responsibilities of managers. ➤ To provide them tools and techniques to be used in the performance of the managerial job. ➤ To enable them to analyze and understand the environment of the organization. ➤ To help the students to develop cognizance of the importance of management principles. 					
Course Outcomes: At the end of the course, the students will be able to					
CO1	Understand the concepts related to Business.				
CO2	Demonstrate the roles, skills and functions of management.				
CO3	Analyze effective application of management organisation knowledge to diagnose and solve organizational problems and develop optimal managerial decisions				
CO4	Understand the complexities associated with management of human resources in the organizations and integrate the learning in handling these complexities.				
CO5	Formulate ways to carry out the controlling function in organizations				
Mapping of Course Outcomes with the program Outcomes					
	PO1	PO2	PO3	PO4	PO5
CO1	√	√	-	-	√
CO2	√	√	-	-	√
CO3	√	-	-	√	√
CO4	√	-	√	√	√
CO5	√	-	-	√	√

MAPPING OF COs WITH BLOOM'S TAXONOMY						
CO1	Understand the concepts related to Business.					
CO2	Demonstrate the roles, skills and functions of management.					
CO3	Analyze effective application of management organisation knowledge to diagnose and solve organizational problems and develop optimal managerial decisions					
CO4	Understand the complexities associated with management of human resources in the organizations and integrate the learning in handling these complexities.					
CO5	Formulate ways to carry out the controlling function in organizations					
Bloom's Level						
	Remember	Understand	Apply	Analyze	Evaluate	Create
CO1	√	√	-	-	-	-
CO2	√	√	√	-	-	-
CO3	√	√	√	√	-	-
CO4	√	√	√	√	√	-
CO5	√	√	√	√	√	√

MUBBA22-204T: BUSINESS ORGANIZATION & MANAGEMENT CREDIT: 4

UNIT-I: Foundation of Indian Business

Introduction, Components and Objectives of Business, Manufacturing and service sectors; Small and medium enterprises; Problems and government policy; India's experience of liberalization and globalization. Technological innovations and skill development. 'Make in India' Movement. Social responsibility and ethics Emerging opportunities in business; Franchising; Outsourcing-commerce.

UNIT -II: Business Enterprises

Forms of Business Organization: Sole Proprietorship, Joint Hindu Family Firm, Partnership firm, Joint Stock Company, Cooperative society; Limited Liability Partnership; Choice of Form of Organization. Forms of Public Enterprises. Multinational Corporations.

UNIT -III: Management Planning and Organizing

The Process of Management: Introduction, Nature and Scope, Levels and Evaluation of Management. Planning-types, Process, Limitations factors affecting Planning, stages of planning. Organizing: Concept, Nature, types formal & informal, factors affecting organizing, features, structures.

UNIT IV: Staffing, Directing and Controlling

Staffing- Concepts, Nature, Importance and Process of recruitment and selection.

Directing- meaning & concepts, importance, principles, supervision.

Controlling- meaning & concepts, functions, process and types, importance, span of control, theories of controlling.

UNIT V: Leading and Motivation

Leading Leadership- concepts, styles, features, importance, qualities of a good leader.

Theories of leadership- Trait theory, Situational theory, Great man theory, Behavior theory.

Motivation- concepts, importance, process. Theories of motivation- Maslow's need hierarchy theory, MC Gregor's theory, theory Z etc.

Suggested Readings:

- Kaul, V.K.,(2011) *Business Organisation and Management*, Pearson Education, New Delhi
- Chhabra, T.N., *Business Organisation and Management*, Sun India Publications, New Delhi,
- Gupta CB, *Modern Business Organisation*, Mayur Paperbacks, New Delhi
- Koontz and Weihrich, (1990) (revised-2009)*Essentials of Management*, McGraw Hill Education

MUBBA22-205T	BASIC MARKETING			L-2, T-1, P-0	3 CREDITS
				Total Lecture	36
Course Objectives:					
<ul style="list-style-type: none"> ➤ To outline key marketing concepts and its application to different markets. ➤ To identify factors and processes essential for designing marketing strategy. ➤ To analyze and examine the implementation of marketing concepts and strategy to firms. 					
Course Outcomes: At the end of the course, the students will be able to					
CO1	Students will be able to identify the scope and significance of Marketing In Domain Industry.				
CO2	Students will be able to examine marketing concepts and phenomenon to current business events In the Industry.				
CO3	Students will be able to coordinate the various marketing environment variables and interpret them for designing marketing strategy for business firms				
CO4	Students will demonstrate effective understanding of relevant functional areas of marketing management and its application.				
CO5	Consider the various decision areas within marketing and the tools and methods used by marketing managers for making decisions.				
Mapping of Course Outcomes with the program Outcomes					
	PO1	PO2	PO3	PO4	PO5
CO1	-	√	-	-	√
CO2	-	-	-	√	√
CO3	√	-	√	√	-
CO4	√	-	√	√	√
CO5	√	-	√	√	√

MAPPING OF COs WITH BLOOM'S TAXONOMY						
CO1	Students will be able to identify the scope and significance of Marketing In Domain Industry.					
CO2	Students will be able to examine marketing concepts and phenomenon to current business events In the Industry.					
CO3	Students will be able to coordinate the various marketing environment variables and interpret them for designing marketing strategy for business firms					
CO4	Students will demonstrate effective understanding of relevant functional areas of marketing management and its application.					
CO5	Consider the various decision areas within marketing and the tools and methods used by marketing managers for making decisions.					
Bloom's Level						
	Remember	Understand	Apply	Analyze	Evaluate	Create
CO1	√	√	-	-	-	-
CO2	√	√	√	-	-	-
CO3	√	√	√	√	-	-
CO4	√	√	√	√	-	-
CO5	√	√	√	√	√	-

UNIT 1: Introduction to Marketing

Meaning, Definition, Nature & Scope of Marketing, Importance of Marketing; Selling v/s Marketing; Evolution of Market; Marketing Strategies.

UNIT 2: Market and Market Segmentation

Meaning & Importance of Market; Dimension of Market, Types of Market; Meaning of Market Segmentation; Bases for Market Segmentation; Rural Marketing, Service Marketing & Global Marketing.

UNIT 3: Marketing Mix

Meaning & Need of Marketing Mix; 4P's of Marketing- Product (Concept Product, Packaging-Functions of Packaging, Branding & Trademark, Product Life-Cycle), Price (Importance of price, factors affecting price of product & service), place (distribution-meaning & types of distribution channel, factors affecting distribution channel), Promotion (need & importance of promotion; methods of promotion).

UNIT 4: Consumer Behaviour

Meaning and definition; Importance of Consumer Behaviour; determinants or factors affecting consumer behavior; consumer protection Act 1986- features & definition of a consumer.

UNIT 5: Marketing Information System (MIS)

Meaning & Definition of MIS; Scope & Components of MIS; Marketing Research- Meaning, Importance & Application of Marketing Research.

Suggested Readings:

- William D. Perreault, Jr., E. Jerome McCarthy, Joseph P. Cannon, 2006, *Basic Marketing- A Basic Marketing Strategy Planning and Approach*, McGraw-Hill Education.
- Philip Kotler, Kevin Lane Keller, 2012, *Marketing Management*, Prentice Hall.
- VS Ramaswamy, S Namakumari, 4th edition 2009, *Marketing Management*, Macmillian Publishers India Ltd.
- Pingali Venugopal, 2010, *Marketing Management- A Decision Making Approach*, SAGE Publications.
- William J Stanton, *Fundamentals of Marketing*, McGraw-Hill Publication.

MUBBA22-206T	ENVIRONMENT STUDIES			L-2, T-0, P-0	2 CREDITS
				Total Lecture	24
Course Objectives:					
<ul style="list-style-type: none"> ➤ Adopt sustainability as a practice in life, society and industry. ➤ Acquire values and attitudes towards understanding complex environmental-economic social challenges, and participating actively in solving current environmental problems and preventing the future ones. 					
Course Outcomes: At the end of the course, the students will be able to					
CO1	To make students aware about the issues prevalent to environment and how the degradation of environment can further be avoided.				
CO2	To develop an attitude in students to look forward for sustainable development in the environment.				
CO3	To develop moral and ethical human values in students which would be beneficial for them as well as society.				
CO4	To give examples of great moral values examples in the history so that students can look up at such values and inherit them.				
Mapping of Course Outcomes with the program Outcomes					
	PO1	PO2	PO3	PO4	PO5
CO1	-	√	√	-	√
CO2	√	√	√	-	√
CO3	-	-	√	√	√
CO4	-	-	√	√	√

MAPPING OF COs WITH BLOOM'S TAXONOMY						
CO1	To make students aware about the issues prevalent to environment and how the degradation of environment can further be avoided.					
CO2	To develop an attitude in students to look forward for sustainable development in the environment.					
CO3	To develop moral and ethical human values in students which would be beneficial for them as well as society.					
CO4	To give examples of great moral values examples in the history so that students can look up at such values and inherit them.					
Bloom's Level						
	Remember	Understand	Apply	Analyze	Evaluate	Create
CO1	√	√	-	-	-	-
CO2	√	√	√	-	-	-
CO3	√	√	√	√	-	-
CO4	√	√	√	√	√	-

UNIT-1

Renewable and Non-Renewable Natural Resources. Ecosystems: Concept, Structure and Functions of Eco system, producer, consumer, decomposer, food web, food chain, energy flow, Ecological Pyramids, Conservation of Biodiversity, In-Situ, Ex- Situ conservation of biodiversity.

UNIT-2

Environmental Pollution, Role of individual in pollution control, Social Issues and Environment, Human Population and Environment Sustainable Development, Natural hazards, Indian and UN Sustainable Development Goals Concept of Circular Economy and Entrepreneurship. Environment Protection Act 1986.

UNIT-3

International Advancement in Environment Conservation, Role of National Green Tribunal Air Quality Index, Importance of Indian Traditional knowledge on environment, Bio assessment of Environmental Quality, Environment Management System, Environmental Impact Assessment and Environmental Audit.

UNIT-4

Human Value - Introduction, Values, Characteristics, Types, Developing Value system in Indian Organization, Value in Business Management, Value based Organization, Trans – Cultural human values in Management. Swami Vivekananda's philosophy of Character Building, Gandhi's concept of Seven Sins, APJ Abdul Kalam view on role of parents and Teachers.

Human Value and Present Practices – Issues: Corruption and Bribe, Privacy Policy in Web and Social media, Cyber Threats, Online Shopping etc. Remedies.

Corporate Social Responsibility – Natural, Levels, Phases and Models of CSR, Corporate Governance. CSR and Modern Business Tycoons, Ratan Tata , Azim Premji and Bill Gates.

Holistic Approach in Decision Making: Decision making, the decision making process, The Bhagavad Gita: Techniques in Management, Dharma and Holistic Management.

Case Studies

Suggested Readings:

- *A foundation course in human values and Professional Ethics* by R.R.Gaur, R. Sangaletal
- *JUSTICE: What's the right thing to do?* Michael J Sandel
- *Human Values* by A.N. Tripathi , New Age International.
- *Environment Management* by N.K.Oberoi
- *Environmental Protection Act 1986*, Universal Publications

MUBBA22-251P	SEMINAR & VIVA VOCE		CREDIT-2		
<p>Course Objectives: To create awareness regarding current trends, issues and researches related to various aspects of related topics. Each student will be assigned a topic in the beginning of the semester. They will be required to prepare and submit seminar report and presentation on the same. The panel of examiners will evaluate the project.</p> <p>Seminar and Viva-Voce is a useful tool that assists in authenticating that the student has got enough knowledge of the subject matter.</p> <ul style="list-style-type: none"> • To identify and analyze the students presence of mind. • To evaluate the students spontaneity and mannerism. • To acquire soundness of knowledge through various forms of questions. • To diagnose the students limitations and weakness and take remedial actions. 					
Course Outcomes: At the end of the course, the students will be able to					
CO1	Gain the communication skills and develop the ability to communicate with another person.				
CO2	Know ethical issues in business trends, researches and other related topics including those issues that arise in corporate world.				
CO3	to assess their communication, presentation skills & overall impression				
CO4	Explore the connection between university study and life enrichment, lifelong learning, and civic responsibility.				
Mapping of Course Outcomes with the Program Outcomes					
	PO1	PO2	PO3	PO4	PO5
CO1	√	√	-	-	√
CO2	-	-	√	√	√
CO3	√	√	-	-	√
CO4	√	-	√	√	-

MUBBA22-251P: SEMINAR**CREDIT: 2**

The seminar is scheduled on the topics related to Subject matter, Trade, Industry, Commerce, Corporate world and Corporate Affairs lasting approximately for 10- 15 minutes followed by the question answer session. The marks shall be awarded by the Expert appointed by the Dean in order to judge the understanding as well as application of the knowledge gained by the students by the end of semester of the course. This is also to see the articulation of what is being learnt by them. The idea is to see that students are able to digest what is being taught in that semester and see their relevance not only in the practical field but also their inter relationship.

SEMESTER – III

MUBBA22-301T	MANAGERIAL ECONOMICS	L-3, T-1, P-0	4 CREDITS
		Total Lecture	48

Course Objectives:

- This course provides students with the knowledge, tools and techniques to make Effective economic decisions under conditions of risk and uncertainty. Demand, cost and pricing
- Decisions are emphasized. Topics include decision-making criteria and procedures, demand and cost theory and estimation, demand and sales forecasting, pricing etc.
- Through case studies, analysis of real-world scenarios, and quantitative exercises, students will enhance their critical thinking and problem-solving abilities. They will learn to apply economic concepts and tools to identify, analyze, and propose solutions to managerial challenges and make informed business decisions.

Course Outcomes: At the end of the course, the students will be able to

CO1	Apply the economic way of thinking to individual decisions and business decisions.
CO2	Understand the different approaches to theories of firm, Demand analysis and how they affect short and long run decision and determinants of supply
CO3	To learn the theory of production and cost analysis and Production function
CO4	Study of Pricing under different market structure and Perfect and imperfect (monopoly, monopolistic and oligopoly markets)
CO5	Understanding the concept of Rent, Classical, Neo-Classical and Keynesian Theory of Interest; Modern Theory of Profit

Mapping of Course Outcomes with the program Outcomes

	PO1	PO2	PO3	PO4	PO5
CO1	√	√	√	√	-
CO2	√	√	√	-	-
CO3	√	√	-	√	-
CO4	√	√	√	√	-
CO5	√	√	√	-	-

MAPPING OF COs WITH BLOOM'S TAXONOMY						
CO1	Apply the economic way of thinking to individual decisions and business decisions.					
CO2	Understand the different approaches to theories of firm, Demand analysis and how they affect short and long run decision and determinants of supply					
CO3	To learn the theory of production and cost analysis and Production function					
CO4	Study of Pricing under different market structure and Perfect and imperfect (monopoly, monopolistic and oligopoly markets)					
CO5	Understanding the concept of Rent, Classical, Neo-Classical and Keynesian Theory of Interest; Modern Theory of Profit					
Bloom's Level						
	Remember	Understand	Apply	Analyze	Evaluate	Create
CO1	√	√	√	-	-	-
CO2	√	√	√	√	-	-
CO3	√	√	√	-	√	-
CO4	√	√	√	-	√	-
CO5	√	√	√	√	-	-

UNIT-1: The Nature & Scope of Managerial Economics

Definition & Scope; Types of Managerial Decisions; Objectives of Business Firms- Profit maximization, Cost minimization, Sales maximization, Value maximization of the firm.

UNIT-2: Market Forces

Demand and Supply, Analysis of Individual Demand & Market Demand; Elasticity of Demand, Determinants of Demand, Law of Demand and Exceptions to the Law of Demand; Supply Analysis, Determinants of Supply, Law of Supply; Elasticity of Supply.

UNIT-3: Theory of Production and Cost Analysis

Production Functions- The Laws of Production and Returns, Optimal Input Combination, Iso-Product Curves; Cobb-Douglas Production Function; Cost-Concepts, Cost Output Relation, Economies of Scale, Break-Even Analysis; Application of the Concept in Financial and Marketing Decisions.

UNIT-4: National Income: Concept & Measurement

Basic Concepts and Definition of National Income- Measures of National Income, Income Determination- Keynes' Two- Sector Basic Model; Concept of Investment Multiplier- Assumptions, Leakages & Importance of the Concept.

UNIT-5

Balance of Payments, Money Supply, Monetary Policy, Fiscal Policy; Business Cycles; Phases of Business Cycles- Theories of Business Cycles.

Suggested Readings:

- Damodaran Seema, (2011), *Managerial Economics*, Oxford University Press.
- Agarwal Vinita, (2013), *Managerial Economics*, Pearson Education.
- Maheshwari Yogesh, (2012), *Managerial Economics*, PHI Learning Pvt. Ltd.
- Ahuja, H. L., (2008), *Managerial Economics: Analysis of Managerial Decision Making*, Based on UGC model curriculum for MBA, S Chand.

MUBBA22-302T	PRINCIPLES OF MARKETING	L-3, T-1, P-0	4 CREDITS
		Total Lecture	48

Course Objectives:

- The objective of this course is to provide basic knowledge of concepts, principles, tools and techniques of marketing.
- Students will be introduced to marketing research methodologies and techniques. They will learn how to design and conduct market research studies, collect and analyze data, and use the findings to make informed marketing decisions. They will also understand the ethical considerations associated with marketing research.
- Analyze consumer behavior: Students will learn about the factors that influence consumer behavior, including psychological, social, and cultural factors. They will understand how to analyze consumer needs, preferences, and buying behavior, and apply this knowledge to develop effective marketing strategies and tactics.

Course Outcomes: At the end of the course, the students will be able to

CO1	Understand the role of marketing within society and within an economic system.
CO2	Learn the vital role of marketing within a firm and the necessary relationships between marketing and the other functional areas of business.
CO3	Consider the various decision areas within marketing and the tools and methods used by marketing managers for making decisions.
CO4	As this is a survey based course, there is an emphasis on basic terminology and concepts and so students will learn key marketing principles and terminology.
CO5	Demonstrate knowledge of regulatory and ethical factors considered essential to making marketing decisions in India and world-wide.

Mapping of Course Outcomes with the program Outcomes

	PO1	PO2	PO3	PO4	PO5
CO1	√	-	-	√	-
CO2	√	√	-	-	-
CO3	-	-	√	-	√
CO4	-	√	-	-	√
CO5	-	-	√	-	√

MAPPING OF COs WITH BLOOM'S TAXONOMY						
CO1	Understand the role of marketing within society and within an economic system.					
CO2	Learn the vital role of marketing within a firm and the necessary relationships between marketing and the other functional areas of business.					
CO3	Consider the various decision areas within marketing and the tools and methods used by marketing managers for making decisions.					
CO4	As this is a survey based course, there is an emphasis on basic terminology and concepts and so students will learn key marketing principles and terminology.					
CO5	Demonstrate knowledge of regulatory and ethical factors considered essential to making marketing decisions in India and world-wide.					
Bloom's Level						
	Remember	Understand	Apply	Analyze	Evaluate	Create
CO1	√	√	-	-	-	-
CO2	√	√	-	-	-	-
CO3	√	√	√	-	-	-
CO4	√	√	√	-	-	-
CO5	√	√	√	-	-	-

MUBBA22-302T: PRINCIPLES OF MARKETING

CREDIT: 4

Unit I: Introduction: Nature, scope and importance of marketing; Evolution of marketing concepts; Marketing mix; Marketing environment. Micro and Macro environmental factor

Consumer Behavior–An Overview: Consumer buying process; Factors influencing Consumer buying decisions.

Unit II: Market Selection: Market segmentation–concept, importance and bases; Target market selection; Positioning concept, importance and bases; Product differentiation vs. market segmentation.

Product: Meaning and importance. Product classifications; Concept of product mix; Branding, packaging and labeling; After-sales services; Product life-cycle; New Product Development.

Unit III: Pricing: Significance; Factors affecting price of a product; Major pricing methods; Pricing policies and strategies.

Promotion: Nature and importance of promotion; Promotion Tools: advertising, personal selling, public relations; sales promotion and publicity – concept and their distinctive characteristics; Promotion mix; Factors affecting promotion mix decisions; and Integrated Marketing Communication Approach.

Unit IV: Distribution: Channels of distribution - meaning and importance; Types of distribution channels; Wholesaling and retailing; Factors affecting choice of distribution channel; Distribution Logistics; Meaning, importance and decisions.

Retailing: Types of retailing–store based and non-store based retailing, chain stores, specialty stores, supermarkets, retail vending machines, mail order houses, retail cooperatives; Management of retailing operations: an overview; Retailing in India: Changing scenario.

Unit V: Rural marketing: Growing Importance; Distinguishing characteristics of rural markets Understanding rural consumers and rural markets; Marketing mix planning for rural market.

Recent developments in marketing: Social Marketing, Online Marketing, Direct Marketing, Services Marketing, Green Marketing, Relationship Marketing.

Suggested Readings:

- Kotler, Philip; Keller, Kevin Lane; Koshy, Abraham, and MithileshwarJha, *Marketing Management: A South Asian Perspective*, Pearson Education.
- Palmer, Adrian, *Introduction to Marketing*, Oxford University Press, UK
- Lamb, Charles W.; Hair, Joseph F., and Carl McDaniel, *Principles of Marketing*, South Western Publishing, Ohio
- Chhabra, T.N., *Principles of Marketing*, Sun India Publication.
- Kumar, Arun& N. Meenakshi, *Marketing Management*, Vikas Publications.
- McCarthy, E. Jerome., and William D. Perreault, *Basic Marketing*, Richard D. Irwin.

MUBBA22-303T	ACCOUNTING FOR MANAGEMENT	L-3, T-1, P-0	4 CREDITS
		Total Lecture	48

Course Objectives:

- The course aims to equip students with the knowledge and skills necessary to analyze costs, make informed decisions, and effectively plan and control an organization's financial resources through the use of management accounting techniques.
- Develop analytical and decision-making skills: Through case studies, exercises, and practical examples, students will enhance their analytical and decision-making skills in accounting contexts. They will learn to analyze financial information, evaluate costs, and make informed decisions based on accounting data.
- Understand ethical considerations in managerial accounting: Students will explore the ethical issues and responsibilities associated with managerial accounting. They will understand the importance of ethical behavior in financial reporting, cost analysis, and decision-making processes.

Course Outcomes: At the end of the course, the students will be able to

CO1	Understanding the nature, scope, significance, and function of management accounting, and distinguishing it from financial accounting and cost accounting.
CO2	Analyzing costs for decision-making, including relevant cost, contribution approach, and decision-making involving alternative choices.
CO3	Applying break-even analysis to understand the relationship between costs, profits, and volume, and to determine the break-even point.
CO4	Using standard costing and variance analysis to compare actual costs to standard costs and identify areas for improvement in material and labor usage.
CO5	Utilizing budgeting and budgetary control as a tool for planning and controlling an organization's financial resources, including the types of budgets and the budgeting process.

Mapping of Course Outcomes with the program Outcomes

	PO1	PO2	PO3	PO4	PO5
CO1	-	√	-	√	-
CO2	-	-	-	√	-
CO3	-	-	-	√	-
CO4	-	-	-	√	-
CO5	-	√	-	√	√

MAPPING OF COs WITH BLOOM'S TAXONOMY						
CO1	Understanding the nature, scope, significance, and function of management accounting, and distinguishing it from financial accounting and cost accounting.					
CO2	Analyzing costs for decision-making, including relevant cost, contribution approach, and decision-making involving alternative choices.					
CO3	Applying break-even analysis to understand the relationship between costs, profits, and volume, and to determine the break-even point.					
CO4	Using standard costing and variance analysis to compare actual costs to standard costs and identify areas for improvement in material and labor usage.					
CO5	Utilizing budgeting and budgetary control as a tool for planning and controlling an organization's financial resources, including the types of budgets and the budgeting process.					
Bloom's Level						
	Remember	Understand	Apply	Analyze	Evaluate	Create
CO1	√	√	-	-	-	-
CO2	√	√	√	√	-	-
CO3	√	√	√	√	-	-
CO4	√	√	√	√	-	-
CO5	√	√	√	√	-	-

UNIT I: Introduction to Management Accounting

Nature, Scope, Significance, and Function of Accounting, Management Accounting VS Financial Accounting. Management Accounting VS Cost Accounting.

UNIT II: Cost Analysis for Decision making

Decision facing Management, The role of Costs, Relevant Cost, Contribution Approach, Relevant and Cost Behaviour, Short term and long term Indications , Opportunity Cost, Decision Involving Alternative Choices: Nature of Managerial decision making , Concept of Differential costs , Decision to make or buy , Decision to Accept a special order, Decision to Continue or drop a Product Line .

UNIT III: Break –even Analysis

The Break –even point , on the P/V Graph , The Breakeven point formula and uses of Break even Analysis, Cost Volume profit Relationship: The relationship of the Cost and profit with Volume, Uses and Limitations.

UNIT IV: Standard costing variance analysis

Standard Costing VS Historical Costing, Types of Standards, Concepts of variance Analysis, Computation of Material, Labour Variance.

UNIT V: Budgeting and Budgetary Control

Budgeting as a Tool, Uses and Organization of the Budgeting, Limited Budget factors, The Budgeting Process, Step in Budgets Preparation, Type of Budgets.

Suggested Readings:

- Anthony, R. N., & Welsh, G. A. (2018). *Fundamentals of management accounting*. McGraw-Hill Education.
- Khan, M. Y., & Jain, P. K. (2015). *Management accounting*. Tata McGraw-Hill Education.
- Horngren, C. T., Datar, S. M., & Rajan, M. V. (2018). *Cost accounting: A managerial emphasis*. Pearson.
- Gupta, R. L. (2018). *Advanced accountancy*. S. Chand Publishing.
- Shukla, M. C., & Grewal, T. S. (2010). *Advanced accounts: Corporate accounting, financial reporting and analysis*. S. Chand Publishing.

MUBBA22-304T	BUSINESS LAW	L-3, T-1, P-0	4 CREDITS
		Total Lecture	48

Course Objectives:

- Knowledge: Basic and broad knowledge in business laws in commerce and management. Ability to apply concepts, principles and theories to understand simple business laws.
- Understanding: Make students aware about the various laws and practices followed in the management.
- Awareness of the global business laws and its impacts on businesses.

Course Outcomes: At the end of the course, the students will be able to

CO1	Explain the concepts in business laws with respect to national and foreign trade.
CO2	Apply the global business laws to current business environment.
CO3	Analyse the principle of international business and strategies adopted by firms to expand globally.
CO4	Understand the complexities associated with business laws in the organizations and integrate the learning in handling the complexities of laws in business.
CO5	Integrate concept of business law with national and international business.

Mapping of Course Outcomes with the program Outcomes

	PO1	PO2	PO3	PO4	PO5
CO1	√	-	√	√	-
CO2	√	-	√	-	√
CO3	√	√	√	√	-
CO4	√	√	√	-	√
CO5	√	√	√	-	-

MAPPING OF COs WITH BLOOM'S TAXONOMY						
CO1	Explain the concepts in business laws with respect to national and foreign trade.					
CO2	Apply the global business laws to current business environment.					
CO3	Analyze the principle of international business and strategies adopted by firms to expand globally.					
CO4	Understand the complexities associated with business laws in the organizations and integrate the learning in handling the complexities of laws in business.					
CO5	Integrate concept of business law with national and international business.					
Bloom's Level						
	Remember	Understand	Apply	Analyze	Evaluate	Create
CO1	√	√	-	-	-	-
CO2	√	√	√	-	-	-
CO3	√	√	√	√		-
CO4	√	√	√	√	√	-
CO5	√	√	√	√	√	

UNIT 1: The Indian Contract Act, 1872: General Principles of Contract

- a. Contract – Meaning, Characteristics and kinds
- b. Essentials of a valid contract - Offer and acceptance, Consideration, Contractual capacity, Free consent, Legality of objects.
- c. Void agreements
- d. Discharge of a contract – Modes of discharge, Breach and remedies against breach of contract.
- e. Contingent contracts
- f. Quasi - contracts

UNIT 2: (A) The Indian Contract Act, 1872: Specific Contracts

- a. Contract of Indemnity and Guarantee
- b. Contract of Bailment
- c. Contract of Agency

(B) The Companies Act, 2013

Nature & Kinds of Companies, Company formation, Management meeting & winding up of Companies.

UNIT 3: The Sale of Goods Act, 1930

- a. Contract of sale, meaning and difference between sale and agreement to sell.
- b. Conditions and warranties
- c. Transfer of ownership in goods including sale by a non-owner
- d. Performance of contract of sale
- e. Unpaid seller – meaning, rights of an unpaid seller against the goods and the buyer.

UNIT 4: Partnership Laws

(A) The Partnership Act, 1932

- a. Nature and Characteristics of Partnership
- b. Registration of a Partnership Firms
- c. Types of Partners
- d. Rights and Duties of Partners
- e. Implied Authority of a Partner
- f. Incoming and outgoing Partners
- g. Mode of Dissolution of Partnership

(B) The Limited Liability Partnership Act, 2008 (An overview)

- a. Salient Features of LLP
- b. Differences between LLP and Partnership, LLP and Company
- c. L L P Agreement,
- d. Partners and Designated Partners
- e. Incorporation Document
- f. Incorporation by Registration
- g. Partners and their Relationship

UNIT 5: The Negotiable Instruments Act 1881

(A) Negotiable Instruments

- a. Meaning, Characteristics, and Types of Negotiable Instruments : Promissory Note, Bill of Exchange, Cheque.
- b. Holder and Holder in Due Course, Privileges of Holder in Due Course.
- c. Negotiation: Types of Endorsements.
- d. Crossing of Cheque
- e. Bouncing of Cheque.

(B) Intellectual Property Rights: Concepts, WIPO, Patents, Trademarks, Copyrights, emerging issues in intellectual property.

Suggested Readings:

- M.C. Kuchhal, and Vivek Kuchhal, *Business Law*, Vikas Publishing House, New Delhi.
- Avtar Singh, *Business Law*, Eastern Book Company, Lucknow.
- Ravinder Kumar, *Legal Aspects of Business*, Cengage Learning
- SN Maheshwari and SK Maheshwari, *Business Law*, National Publishing House, New Delhi.

MUBBA22-305T	FUNDAMENTALS OF COMPUTER	L-2, T-1, P-0	3 CREDITS
		Total Lecture	36

Course Objectives:

- The main objective of this course is to introduce the fundamentals of computing devices and reinforce computer vocabulary, particularly with respect to personal use of computer hardware and software, the Internet, networking and mobile computing.
- Foster digital literacy and responsible use of technology: Students will develop digital literacy skills, including the ability to find, evaluate, and use digital information effectively and ethically. They will learn about copyright laws, intellectual property, digital citizenship, and responsible use of technology in personal and professional contexts.
- Students will have opportunities to develop their communication and collaboration skills through group projects, presentations, and discussions related to computer-related topics.

Course Outcomes: At the end of the course, the students will be able to

CO1	Know about the evolution of computer and its history with its impact on society.
CO2	Process the knowledge of basic hardware peripherals of computers and its various types.
CO3	Understand the basics of computer and working of operating system.
CO4	Understand and apply the knowledge of internet for various office related activities.
CO5	Understand the essentials of computers in education, business and other fields.

Mapping of Course Outcomes with the program Outcomes

	PO1	PO2	PO3	PO4	PO5
CO1	-	-	-	-	-
CO2	-	-	-	-	-
CO3	-	√	-	-	-
CO4	-	√	-	-	-
CO5	-	-	√	√	√

MAPPING OF COs WITH BLOOM'S TAXONOMY						
CO1	Know about the evolution of computer and its history with its impact on society.					
CO2	Process the knowledge of basic hardware peripherals of computers and its various types.					
CO3	Understand the basics of computer and working of operating system.					
CO4	Understand and apply the knowledge of internet for various office related activities.					
CO5	Understand the essentials of computers in education, business and other fields.					
Bloom's Level						
	Remember	Understand	Apply	Analyze	Evaluate	Create
CO1	√	√	-	-	-	-
CO2	√	√	-	-	-	-
CO3	√	√	√	-	-	-
CO4	√	√	√	-	-	-
CO5	√	√	√	-	-	-

UNIT 1: Concept of Computers

Brief History of Computers, Generation and Its Evolution. Characteristics of Computers, (Hardware, Software,) Criteria for Using the Computers, Organizations and Functions of Computers and their Applications.

UNIT 2: Type of Computers

Analog, Digital, Hybrid, General Purpose and Special Purpose Computers, Micro computers, Mini-Computers, Main-frame Computers, and Super Computers.

UNIT 3: Operating System and Office Automation

Booting Concept, MS DOS, MS Windows, MS Office, and Introduction to System Management. Overview of Languages, Compilers, Interpreters, Assemblers, LAN, MAN, WAN, Communication Channels

UNIT 4: Information Technology

Fundamentals, Perspectives, Applications and Scope, Introduction to Internet, Browsers, Applications and scope.

UNIT 5: Computer Application in different fields

Basic Information, Data Base Management System: Creating, Modification of Data base files, Commands Study, Expression and functions, Set Commands, Sorting, and Indexing.

Suggested Readings:

- P.K. Sinha, *Computer Fundamentals*
- Rajaraman, V, *Introduction to Computer Science*
- Bocchino William, *A MIS Tools and Design*
- Scot, George M-P, *Principles of MIS*
- Kanter, *Management Information and Control*
- Kanter, *Management Information and Control*
- Grey Perry, *Teach Yourself Office 97*

MUBBA22-306T	MANAGEMENT PARADIGM FROM BHAGWAT GEETA			L-2, T-0, P-0	2 CREDITS
				Total Lecture	24
Course Objectives:					
<ul style="list-style-type: none"> To identify some of the commonly felt problems that individuals, organizations and the society faces. To illustrate the usefulness of Gita in addressing some of these problems To demonstrate how alternative world views and paradigms of management could be developed with knowledge of Ancient Indian wisdom such as Gita. To provide a good introduction to Ancient Indian wisdom using Gita as a vehicle 					
Course Outcomes: At the end of the course, the students will be able to					
CO1	Understanding the concept of spirituality in business and workplace, and its relevance in contemporary society.				
CO2	Learning the teachings and message of the Bhagavad Gita and its influence on great leaders.				
CO3	Gaining insights into leadership perspectives and axioms of work and performance in the context of the Gita.				
CO4	Developing self-management skills through understanding the mind, meditation, and values.				
CO5	Exploring perspectives on sustainability and death as a creative destruction process and their implications for business, innovation, change management, and growth.				
Mapping of Course Outcomes with the program Outcomes					
	PO1	PO2	PO3	PO4	PO5
CO1	-	-	-	√	-
CO2	-	-	-	√	-
CO3	-	-	√	√	-
CO4	√	-	-	-	-
CO5	-	-	-	-	-

MAPPING OF COs WITH BLOOM'S TAXONOMY						
CO1	Understanding the concept of spirituality in business and workplace, and its relevance in contemporary society.					
CO2	Learning the teachings and message of the Bhagavad Gita and its influence on great leaders.					
CO3	Gaining insights into leadership perspectives and axioms of work and performance in the context of the Gita.					
CO4	Developing self-management skills through understanding the mind, meditation, and values.					
CO5	Exploring perspectives on sustainability and death as a creative destruction process and their implications for business, innovation, change management, and growth.					
Bloom's Level						
	Remember	Understand	Apply	Analyze	Evaluate	Create
CO1	√	√	-	-	-	-
CO2	√	√	√	-	-	-
CO3	√	√	√	-	-	-
CO4	√	√	√	-	-	-
CO5	√	√	√	-	-	-

MUBBA22-306T: MANAGEMENT PARADIGM FROM BHAGWAT GEETA CREDITS: 2

UNIT 1: Spirituality in Business and Workplace

Current Challenges in Business Management & Society-Current problems in Business Management, Issues of personal satisfaction, motivation & inspiration, Societal Challenges, Way forward; Relevance of Ancient Indian Wisdom for contemporary society- Some aspects of learning and understanding Ancient Indian Literature, Three dimensional nature of Ancient Indian Literature; Spirituality in Business, The notion of Spirituality-The concept of Spirituality, Reconciling the “world outside” with the “world within”, The conceptualization of God – Universe – Living Beings;

UNIT 2: Bhagavad Gita & its relevance

Introduction to Bhagavad Gita – Brief storyline of Mahabharata - Message of the Bhagavad Gita Context of Kurukshetra War – The anguish of Arjuna – Counsel by Sri. Krishna – Key teachings of the Bhagavad Gita – Karma Yoga, Jnana Yoga and Bhakti Yoga; Gita’s influence on Great Leaders; Relevance of Mahabharata for modern times.

UNIT 3: Perspectives on Leadership and Work

Failed Leadership: Causes & Concerns-Arjuna’s predicament and arguments for no war, Krishna’s response, Issues & implications for Leadership; Leadership Perspectives in the Gita- Existing theories in Leadership, Level 5 leadership (Jim Collins), Inspirational Leadership ideas in Gita; Axioms of Work & Performance, The Notion of Meaningful Work Alternative Perspectives on Work & Performance, Gita’s Paradigms on Work, The Paradox of Work & No work, Discovering the Joy of Work.

UNIT 4: Perspectives on Self Management

Mind as a key player in an individual-The problem of mental stress, Understanding the mind & its ways, Diagnosing some of the personal problems that we face, Notion of building stronger inner-self; Meditation as a tool for self-management-Role of Meditation in winning over the mind, Role of Yoga in improving managerial performance; Role of Yoga in addressing stress & burnout of managers, Mind as a key player in an individual, Self-Management by understanding the world within- The issue of winning over the mind, Understanding the “World within”; Values & their role in Self- management, Shaping the personality through Trigunas.

UNIT 5: Perspectives on Life and Society

Perspectives on Sustainability-The Vexing problem of Sustainability, The Paradigm of Yajna: The cardinal principle of sustainability, Implications for Business, Environment & Ecology; Death as a creative destruction process - The notion of death, Unique assumptions about death & its relevance for living, Implications for Business, Innovation, Change Management and Growth; Law of Conservation of Divinity, Conclusions.

Suggested Readings:

- Swami Ranganathananda, (2001), “*Universal Message of the Bhagavad Gita*”, 3 Volumes, Advaita Ashrama, Kolkata.
- Swami Dayananda Saraswati, (2007), “*The value of values*”, Arsha Vidya Research & Publication Trust, Chennai.
- Swami Chinmayananda, (1996), “*Holy Geeta*”, Central Chinmaya Mission Trust, Mumbai.
- Geus, A. (1997), “*The Life Span of a Company: Chapter 1 in The Living Company*”, Nicholas Brealey Publishing, London, pp. 7 – 19.
- Beer, S. (1994). “*May the Whole Earth be Happy: Loka Samastat Sukhino Bhavantu*”, *Interfaces*, 24 (4), 83 – 93.
- Mahadevan, B. (2013). “*Spirituality in Management: Sparks from the Anvil*”, *IIM B Management Review*, 25 (2).
- Houston, D.J. and Cartwright K.E. (2007), “*Spirituality and Public Service*”. *Public Administration Review*, Jan. – Feb., 2007, 88 – 102.
- Payne, S.G. (2010). “*Leadership and spirituality: Business in the USA*”, *The International Journal of Leadership in Public Services*, 6 (2), 68 – 72.
- Poole, E. (2007). “*Organizational Spirituality – A literature review*”, *Journal of Business Ethics*, 84, pp. 577 – 588.
- Bhattathiri, M.P. “*Bhagavad Gita and Management*”
- Mahadevan, B. (2009). “*Shrimad Bhagavad Gita – Ideas for Modern Management*”, One day Seminar on “*Towards a New Paradigm of Business management: Alternative Perspectives from Ancient Indian Wisdom*”, IIM Bangalore, December 12, 2009.
- (2012). “*Bhagavad Gita and Management*”, *Arsha Vidya News Letter*, April 2012, 23–30.
- Ancona, D., Malone, T.W., Orlikowski, W.J. and Senge, P.M. (2007), “*In praise of the incomplete leader*”, *Harvard Business Review*, 85 (2), 92 – 100.
- Mahadevan, B., (2013). “*Inspirational Leadership: Perspectives from Gītā*”, Chapter 13 in *Sanskrit and Development of World Thought*, Kutumba Sastry V. (Ed.), D K Print World, New Delhi, pp 199 - 210.
- Mehrotra, R. (2010). “*Work Builds, Charity Destroys*”, Chapter 8 in *Ennoble*, English-course book, Second Year Pre-University, The Karnataka Text Book Society, pp. 63 –70.

MUBBA22-351P	COMPREHENSIVE VIVA VOCE		CREDIT-2		
<p>Course Objectives: To create awareness regarding current trends, issues and researches related to various aspects of related topics. Each student will be assigned a topic in the beginning of the semester. They will be required to prepare and submit seminar report and presentation on the same. The panel of examiners will evaluate the project.</p> <p>Seminar and Viva-voce is a useful tool that assists in authenticating that the student has got enough knowledge of the subject matter.</p> <ul style="list-style-type: none"> • To identify and analyze the students presence of mind. • To evaluate the students spontaneity and mannerism. • To acquire soundness of knowledge through various forms of questions. • To diagnose the students limitations and weakness and take remedial actions. 					
<p>Course Outcomes: At the end of the course, the students will be able to</p>					
CO1	Gain the communication skills and develop the ability to communicate with another person.				
CO2	Know ethical issues in business trends, researches and other related topics including those issues that arise in corporate world.				
CO3	to assess their communication, presentation skills & overall impression				
CO4	Explore the connection between university study and life enrichment, lifelong learning, and civic responsibility.				
<p>Mapping of Course Outcomes with the Program Outcomes</p>					
	PO1	PO2	PO3	PO4	PO5
CO1	√	-	√	√	√
CO2	√	√	-	√	-
CO3	√	-	-	-	√
CO4	-	√	√	-	√

MUBBA22-351P: COMPREHENSIVE VIVA-VOCE**CREDIT: 2**

The seminar is scheduled on the topics related to Subject matter, Trade, Industry, Commerce, Corporate world and Corporate Affairs lasting approximately for 10- 15 minutes followed by the question answer session. The marks shall be awarded by the Expert appointed by the Dean in order to judge the understanding as well as application of the knowledge gained by the students by the end of semester of the course. This is also to see the articulation of what is being learnt by them. The idea is to see that students are able to digest what is being taught in that semester and see their relevance not only in the practical field but also their inter relationship.

SEMESTER-IV

MUBBA22-401T	BUSINESS & MARKETING RESEARCH			L-3, T-1, P-0	4 CREDITS
				Total Lecture	48
Course Objectives:					
<ul style="list-style-type: none"> • Equip students with skills in research design and data collection: Students will learn how to identify and define research problems, select appropriate research methods, and design research studies. • Develop proficiency in reporting research findings: Students will learn how to prepare and present marketing research reports effectively. They will understand the ethical considerations associated with marketing research, including issues related to clients, respondents, sampling, questionnaire design, and reporting. • The course objectives aim to equip students with the necessary knowledge and skills to conduct research in the business and marketing context. By the end of the course, students should be able to design and implement research studies, collect and analyze data, and effectively communicate research findings in a professional and ethical manner. 					
Course Outcomes: At the end of the course, the students will be able to					
CO1	Understanding the meaning and scope of research in business and its importance and role in marketing.				
CO2	Learning about different research methods and their selection, designing and writing items, and measurement scales.				
CO3	Exploring primary and secondary data collection techniques, questionnaire design, interviews, and sampling design.				
CO4	Analyzing qualitative data using different methods and non-parametric tests for quantitative data.				
CO5	Developing skills to report and present research results ethically and effectively while addressing common ethical issues related to clients, respondents, sampling, questionnaire design, and reporting.				
Mapping of Course Outcomes with the program Outcomes					
	PO1	PO2	PO3	PO4	PO5
CO1	-	√	-	-	-
CO2	-	-	-	√	-
CO3	-	-	-	-	√
CO4	-	-	-	√	-
CO5	√	-	√	-	-

MAPPING OF COs WITH BLOOM'S TAXONOMY						
CO1	Understanding the meaning and scope of research in business and its importance and role in marketing.					
CO2	Learning about different research methods and their selection, designing and writing items, and measurement scales.					
CO3	Exploring primary and secondary data collection techniques, questionnaire design, interviews, and sampling design.					
CO4	Analyzing qualitative data using different methods and non-parametric tests for quantitative data.					
CO5	Developing skills to report and present research results ethically and effectively while addressing common ethical issues related to clients, respondents, sampling, questionnaire design, and reporting.					
Bloom's Level						
	Remember	Understand	Apply	Analyze	Evaluate	Create
CO1	√	√	-	-	-	-
CO2	√	√	√	-	-	-
CO3	√	√	√	√	-	-
CO4	√	√	√	√	-	-
CO5	√	√	√	√	√	-

UNIT-1

Meaning of research; Scope of Research in Business; Importance and Role of research in Marketing; Purpose of Research – Exploration, Description, Explanation; Unit of Analysis – Individual, Organization, Groups, and Data Series; Conception, Construct, Attributes, Variables.

UNIT-2

An Overview; Problem Identification and Definition; Selection of Basic Research Methods- Field Study, Laboratory Study, Survey Method, Observational Method, Existing Data Based Research, Longitudinal Studies, Panel Studies.

Definition; Designing and writing items; Uni-dimensional and Multi- dimensional scales; Measurement Scales- Nominal, Ordinal, Interval, Ratio; Ratings and Ranking Scale, Thurstone, Likert and Semantic Differential scaling, Paired Comparison.

UNIT-3 Data Collection

Primary and secondary data; Questionnaire Design and issues; Interviews; Comparative and non-comparative attitude measurement scaling techniques, sampling design: Sampling procedure, types of sampling, sample size determination.

UNIT-4 Data Analysis and Interpretation

Analyzing qualitative data collected through interviews and open-ended questions – salient features of different methods. Non-parametric tests: One Sample tests (Kolmogorov-Smirnov One-Sample Test; Runs test for Randomness; One Sample Sign Test; chi-square test); Two Sample tests (Sign test; Median test; Mann-Whitney U test; Wilcoxon Matched-Pairs Signed Rank test); K Sample tests (Median test; Kruskal-Wallis Test); Multidimensional Scaling, Discriminant analysis.

UNIT-5 Reporting the Results

Ethical Issues in Marketing Research, Preparing Marketing research reports and presentation: written report, format of the report, common problems in preparing reports, the critical nature of the report, Graphical presentation of reports. Ethical Issues: Ethical issues related to clients, respondents, sampling, questionnaire design, reporting.

Suggested Readings:

- Donald S. Tull, Del I. Hawkins, (2009). Marketing research –Measurement & Method, PHI Private Limited, NewDelhi.
- Donald R. Cooper, Pamela S Schindler, (2007). Marketing Research-Concepts and Cases. Tata McGraw-Hill Publishing Company Limited, NewDelhi.

- Babbie, Earl R. The Practice of Social Research, Wadsworth 10th edition, 2007
- publication
- Chawla, Deepak and Neena Sondhi, Research Methodology: Concept and Cases, Vikas
- Publications
- Levin, Rubin, Statistics for Management, Pearson 7th edition, 1998 publication
- Bajpai, Navin, Business Research Methods, 2011, Pearson Publication
- Sekaran, Uma, and Bougie, Roger, Research Methods for Business: A Skill Building
- Approach, Wiley 5th edition 2010 Publication
- Webster, Allen L., Applied Statistics for Business and Economics: An Essential
- Approach, TMH, 3rded.
- Mark, N.K. Saunders and Philips Lewis, Research Methods for Business Students, 5th
- ed., Pearson Publishers
- Levine, David M., Krehbiel, Timothy C., Berenson, Mark L. and, P.K. Viswanathan,
- Business Statistics: A First Course, Pearson 4th edition, 2008 Publication
- Cohen, J., Cohen, P.; West, S. G.; Aiken L. S. Applied Multiple Regression/Correlation
- Analysis for The Behavioral Sciences, Routledge, 3rd edition, 2003 publication
- Zikmund, W.G., Business Research Methods, 6th edition, 2000, USA, South Western
- Thomson Learning
- Emory, C. William, Business Research Methods, 3rd edition, 1985, ,Homewood,
Richard C. Irwin.

MUBBA22-402T	MACRO ECONOMICS			L-3, T-1, P-0	4 CREDITS
				Total Lecture	48
Course Objectives:					
<ul style="list-style-type: none"> • To develop a comprehensive understanding of macroeconomic concepts: Students will gain a solid understanding of the key concepts and variables in macroeconomics, including income, expenditure, circular flow, consumption, saving, investment, aggregate demand, aggregate supply, inflation, unemployment, fiscal policy, monetary policy, and open economy dynamics. • It aims to provide students with a comprehensive understanding of macroeconomic principles and their application to real-world economic phenomena. • To provide the student with knowledge of basic concepts necessary for analysis of situations with the modern tools of macro-economic. 					
Course Outcomes: At the end of the course, the students will be able to					
CO1	Understand the concepts and variables of macroeconomics, including income, expenditure, and circular flow.				
CO2	Analyze short and long-run macroeconomic conditions and determine supply, demand, and equilibrium.				
CO3	Explain the objectives and instruments of fiscal and monetary policy, and the AD-AS approach to aggregate demand and supply.				
CO4	Evaluate the causes and effects of inflation and unemployment, and the role of expectations and the Phillips curve.				
CO5	Analyze open economy concepts, including flows of goods and capital, exchange rates, and balance of payments, and understand the behavioral foundations of investment and demand for money.				
Mapping of Course Outcomes with the program Outcomes					
	PO1	PO2	PO3	PO4	PO5
CO1	√	-	-	-	-
CO2	-	-	√	-	-
CO3	-	-	√	-	√
CO4	-	-	-	-	√
CO5	-	-	√	-	√

MAPPING OF COs WITH BLOOM'S TAXONOMY						
CO1	Understand the concepts and variables of macroeconomics, including income, expenditure, and circular flow.					
CO2	Analyze short and long-run macroeconomic conditions and determine supply, demand, and equilibrium.					
CO3	Explain the objectives and instruments of fiscal and monetary policy, and the AD-AS approach to aggregate demand and supply.					
CO4	Evaluate the causes and effects of inflation and unemployment, and the role of expectations and the Phillips curve.					
CO5	Analyze open economy concepts, including flows of goods and capital, exchange rates, and balance of payments, and understand the behavioral foundations of investment and demand for money.					
Bloom's Level						
	Remember	Understand	Apply	Analyze	Evaluate	Create
CO1	√	√	√	-	-	-
CO2	√	√	√	√	√	-
CO3	√	√	√	-	-	-
CO4	√	√	√	√	√	-
CO5	√	√	√	-	-	-

UNIT I

Introduction – Concept and Variables of macroeconomics, Income, Expenditure and The Circular flow, Components of expenditure. Consumption, Saving and Investment and S-I approach, Multiplier (two sector) and Numerical. Static macro-economic analysis short and the long run – Determination of supply, Determination of demand, and Conditions of equilibrium.

UNIT II

Meaning, Objective and Instruments of fiscal and monetary policy, AD-AS approach; Determination of aggregate demand, Shifts in aggregate demand, Aggregate supply in the short and long run, and Aggregate demand- Aggregate supply analysis. Economy in the short run IS–LM framework.

UNIT III

Inflation, Causes and Effect of rising and falling inflation, Demand pull and Cost push inflation and Measures to control inflation, Inflation and interest rates, Social costs of inflation. Unemployment – Natural rate of unemployment, Frictional and wait unemployment. Labor market and its interaction with production system. Phillips curve, Trade-off between inflation and unemployment, Sacrifice ratio, Role of expectations adaptive and rational.

UNIT IV

Open economy – Flows of goods and capital, Saving and Investment in a small and a large open economy, Exchange rates; Fixed and Flexible, Mundell – Fleming model with fixed and flexible prices in a Small Open economy with fixed and with flexible exchange rates, Interest rate differentials case of a Large economy. Balance of payments, Trade balance, Current and Capital Account, Autonomous and accommodating transactions and Measures to control disequilibrium on BOP.

UNIT V

Behavioral Foundations- Investment – Determinants of business fixed investment, Effect of tax, Determinants of residential investment and Inventory investment. Demand for Money – Portfolio and transactions theories of demand for Real balances, Interest and Income Elasticity's of demand for real balances. Supply of money.

Suggested Readings

- Dornbusch, Rudiger, and Stanley Fischer, *Macro economics*, McGraw-Hill.
- Mankiw, N. Gregory, *Macroeconomics*, Macmillan Worth Publishers New York, Hampshire, U.K.
- Deepashree, *Macro Economics*, ANE Books Pvt. Ltd. New Delhi.
- Salvatore, Dominick. *International Economics*. John Wiley & Sons Singapore.
- Branson, William H. *Macroeconomic Theory and Policy*. HarperCollins India Pvt. Ltd.

MUBBA22-403T	RESEARCH METHODOLOGY	L-3, T-1, P-0	4 CREDITS
		Total Lecture	48

Course Objectives:

- The objective of this subject is to develop an understanding of various research methods and techniques, and to provide students with the skills required to design, conduct, and analyze research studies.
- The course aims to enable students to critically evaluate research studies and apply research findings to real-world situations.
- The course also aims to equip students with the knowledge and skills necessary to design and execute research studies, analyze data, and communicate research findings effectively.

Course Outcomes: At the end of the course, the students will be able to

CO1	Understanding the fundamental concepts of research, including its definition, importance, scope, limitations, and types, and its planning and designing.
CO2	Learning various methods of data collection, preparation, analysis, and interpretation, including hypothesis testing and multivariate data analysis.
CO3	Acquiring knowledge of sampling and questionnaire design and construction, including sampling process, designs, sample size, and attitude measurement.
CO4	Developing the ability to apply research in various fields, such as market research, product research, advertising, financial matters, and human resource management.
CO5	Enhancing presentation and follow-through skills, including the role and types of reports, contents, personal presentation, and follow-through.

Mapping of Course Outcomes with the program Outcomes

	PO1	PO2	PO3	PO4	PO5
CO1	-	√	√	-	-
CO2	√	√	√	√	√
CO3	-	√	√	-	-
CO4	-	√	√	√	√
CO5	√	√	√	√	√

MAPPING OF COs WITH BLOOM'S TAXONOMY						
CO1	Understanding the fundamental concepts of research, including its definition, importance, scope, limitations, and types, and its planning and designing.					
CO2	Learning various methods of data collection, preparation, analysis, and interpretation, including hypothesis testing and multivariate data analysis.					
CO3	Acquiring knowledge of sampling and questionnaire design and construction, including sampling process, designs, sample size, and attitude measurement.					
CO4	Developing the ability to apply research in various fields, such as market research, product research, advertising, financial matters, and human resource management.					
CO5	Enhancing presentation and follow-through skills, including the role and types of reports, contents, personal presentation, and follow-through.					
Bloom's Level						
	Remember	Understand	Apply	Analyze	Evaluate	Create
CO1	√	√	-	-	-	-
CO2	√	√	√	√	-	-
CO3	√	√	√	√	-	-
CO4	√	√	√	√	-	-
CO5	√	√	√	√	-	-

UNIT I

Introduction, Definition, Importance, Scope and Limitations of Research, Objectives, Types of Research. Planning and Designing Research.

UNIT II

Secondary and Primary Data Collection- Introduction to Secondary Data Source and their types, Methods of Data Collection, Data preparation-Validation, Editing Coding, Tabulation and Cross Tabulation of Data, Data Analysis and Interpretation, Hypothesis Testing, University and Vicariate Data Analysis. Multivariate Data Analysis.

UNIT III

Sampling and Questionnaire Design and Construction –Introduction to Sampling, Sampling Process, Sampling Designs, sample size, Application of Sampling Stapes Involved in Questionnaire Construction, Questionnaire Design, Attitude Measurement, Types of Scales for Attitude Measurement.

UNIT IV

Application of Research-An Over view of Market Research, Product Research, Advertising and Scale Promotion Research, Scale Control Research, Research in Financial matters and matters Related to Human Resource Management.

UNIT V

Presentation and Follow –Through –Role of the report, Type of the reports, Contents of the reports, personal Presentation of the report, Follow through.

Suggested Readings:

- Agarwal -*Marketing Research*
- Body West Fall - *Marketing Research-Text and Cases*
- D.A.Aaker and G.S.Dey - *Marketing Research*
- Weiers - *Marketing Research*
- Malhotra - *Marketing Research*
- Luke and Robin - *Marketing Research*
- Tull and Hawkins - *Marketing Research*

MUBBA22-404T	PERFORMANCE MANAGEMENT & COMPENSATION MANAGEMENT			L-3, T-1, P-0	4 CREDITS
				Total Lecture	48
Course Objectives:					
<ul style="list-style-type: none"> • Develop a comprehensive understanding of performance management systems and their objectives, including the measurement and evaluation of employee performance to drive organizational effectiveness and individual development. • Explore different approaches to determining compensation and the role of compensation as a retention strategy. • Overall the course aims to equip students with the knowledge and skills necessary to effectively manage employee performance, design compensation systems, and implement reward and benefit programs that align with organizational objectives and enhance employee satisfaction and motivation. 					
Course Outcomes: At the end of the course, the students will be able to					
CO1	Understand the concept and objectives of performance management system and the process of performance appraisal.				
CO2	Analyze and evaluate the various methods of performance appraisal and the ethical considerations involved.				
CO3	Understand the components of compensation and determine compensation approaches for retention strategies.				
CO4	Develop effective incentive plans and gain sharing incentive plans for a business organization.				
CO5	Understand the legal environment and constraints on pay systems, as well as the importance of employee benefits in organizations.				
Mapping of Course Outcomes with the program Outcomes					
	PO1	PO2	PO3	PO4	PO5
CO1	-	√	√	-	-
CO2	-	√	√	√	-
CO3	√	√	√	√	√
CO4	-	√	√	√	-
CO5	-	√	√		√

MAPPING OF COs WITH BLOOM'S TAXONOMY						
CO1	Understand the concept and objectives of performance management system and the process of performance appraisal.					
CO2	Analyze and evaluate the various methods of performance appraisal and the ethical considerations involved.					
CO3	Understand the components of compensation and determine compensation approaches for retention strategies.					
CO4	Develop effective incentive plans and gain sharing incentive plans for a business organization.					
CO5	Understand the legal environment and constraints on pay systems, as well as the importance of employee benefits in organizations.					
Bloom's Level						
	Remember	Understand	Apply	Analyze	Evaluate	Create
CO1	√	√	-	-	-	-
CO2	√	√	√	√	-	-
CO3	√	√	√	-	-	-
CO4	√	√	√	-	-	-
CO5	√	√	√	-	-	-

MUBBA22-404T: PERFORMANCE MANAGEMENT & COMPENSATION MANAGEMENT
CREDIT: 4

UNIT I: Introduction

Concept and objectives of performance management system, Performance appraisal and performance management, Performance Management – definition, objectives, need and measurement

UNIT II: Performance Appraisal

Process of performance appraisal, issues and challenges in performance appraisal, documentation of performance appraisal, Methods of Performance appraisal – traditional methods, modern methods with advantages and disadvantages of each - appraisal interviews, performance feedback and counseling, use of technology and e-PMS, Ethical perspectives in performance appraisal.

UNIT III: Compensation

Definition, Classification and Types. Components of remuneration- basis pay, dearness allowance, flat and indexed DA, allowances and reimbursement, Determining Compensation, Compensation Approaches. Compensation as a Retention Strategy, Financial and non financial compensation.

UNIT IV: Incentive System

Performance Based Pay Systems, Incentives - incentive plans, developing effective incentive plans. Gain Sharing Incentive Plan – Enterprise Incentive Plan – Profit Sharing Plan- ESOPs – Compensation Management in Multi-National organisations.

UNIT V: Rewards and Benefits

Reward systems, Perceptions of Pay Fairness – the legal environment, Legal Constraints on Pay Systems. Employee Benefits.- retirement benefits, perquisites, non-monetary benefits.

Suggested Readings:

- Dewakar Goel, *Performance Appraisal And Compensation Management*, PHI Learning, New Delhi.
- Richard.I. Henderson, *Compensation Management In A Knowledge Based World*, Prentice Hall India, New Delhi.
- Richard Thrope & Gill Homen, *Strategic Reward Systems*, Prentice Hall India, New Delhi.
- Michael Armstrong & Helen Murlis, *Hand Book Of Reward Management*, Crust Publishing House.

MUBBA22-405T	ENTREPRENEURSHIP DEVELOPMENT			L-2, T-1, P-0	3 CREDITS
				Total Lecture	36
Course Objectives:					
<ul style="list-style-type: none"> • The course objective of the subject Entrepreneurship Development is to equip students with the knowledge and skills required to create and manage successful business ventures. • Enhance knowledge of entrepreneurial concepts and processes: Acquire knowledge of the key concepts and processes involved in entrepreneurship, including business ideation, feasibility analysis, business planning, financing, marketing, operations, and growth strategies. • The course aims to equip students with the knowledge, skills, and mindset necessary to embark on entrepreneurial ventures, contribute to innovation and economic growth, and navigate the challenges and opportunities of the dynamic business environment. 					
Course Outcomes: At the end of the course, the students will be able to					
CO1	Understand the key concepts and principles of entrepreneurship and their role in economic development.				
CO2	Develop critical thinking and problem-solving skills necessary for recognizing and evaluating business opportunities.				
CO3	Analyze financial statements and understand funding sources to make informed financial decisions in entrepreneurship.				
CO4	Develop marketing strategies and tactics to successfully launch and grow a business venture.				
CO5	Identify and manage the challenges of scaling and growing a business, including leadership, operations, and strategic planning.				
Mapping of Course Outcomes with the program Outcomes					
	PO1	PO2	PO3	PO4	PO5
CO1	-	√	-	-	√
CO2	-	-	-	√	-
CO3	√	-	-	-	-
CO4	-	-	√	-	-
CO5	-	-	-	√	√

MAPPING OF COs WITH BLOOM'S TAXONOMY						
CO1	Understand the key concepts and principles of entrepreneurship and their role in economic development.					
CO2	Develop critical thinking and problem-solving skills necessary for recognizing and evaluating business opportunities.					
CO3	Analyze financial statements and understand funding sources to make informed financial decisions in entrepreneurship.					
CO4	Develop marketing strategies and tactics to successfully launch and grow a business venture.					
CO5	Identify and manage the challenges of scaling and growing a business, including leadership, operations, and strategic planning.					
Bloom's Level						
	Remember	Understand	Apply	Analyze	Evaluate	Create
CO1	√	√	-	-	-	-
CO2	√	√	√	-	-	-
CO3	√	√	√	√	-	-
CO4	√	√	√	-	-	-
CO5	√	√	-	-	-	-

UNIT I: Introduction to Entrepreneurship

Definition of entrepreneurship, Evolution of entrepreneurship, Role of entrepreneurship in economic development, Characteristics of successful entrepreneurs, Different types of entrepreneurship (small business, social, corporate, etc.).

UNIT II: Ideation and Opportunity Recognition

Creativity and idea generation, Market research and analysis, Identifying and evaluating business opportunities, Feasibility study and business planning, Intellectual property and legal considerations.

UNIT III: Entrepreneurial Finance and Funding

Basics of accounting and financial statements, Funding sources (equity, debt, grants, etc.), Financial forecasting and budgeting, Valuation and investor relations, Financial management and control.

UNIT IV: Marketing and Sales for Entrepreneurial Ventures

Marketing strategies and tactics, Segmentation, targeting, and positioning, Branding and advertising, Sales management and customer relationship management, E-commerce and digital marketing.

UNIT V: Scaling and Growth Strategies for Entrepreneurial Ventures

Managing growth and scalability challenges, Leadership and team-building, Operations management and process improvement, Strategic planning and execution, Exit strategies and succession planning

Suggested Readings:

- Hisrich, R. D., Peters, M. P., & Shepherd, D. A. (2020). *Entrepreneurship* (11th ed.). McGraw-Hill Education.
- Cardon, M. S. (2018). *Entrepreneurship: A real-world approach* (3rd ed.). Sage Publications.
- Neck, H. M., & Greene, P. G. (2018). *Entrepreneurship: The practice and mindset* (2nd ed.). Sage Publications.
- Timmons, J. A., Spinelli, S., & Zacharakis, A. (2018). *New venture creation: Entrepreneurship for the 21st century* (11th ed.). McGraw-Hill Education.
- DeTienne, D. R., & Chandler, G. N. (2019). *Opportunity identification and entrepreneurship: A process perspective*. Edward Elgar Publishing.

MUBBA22-406T	VEDIC MANAGEMENT			L-2, T-0, P-0	2 CREDITS
				Total Lecture	24
Course Objectives:					
<ul style="list-style-type: none"> • This course provides an introduction to the principles of Vedic Management, a holistic approach to management that draws on the wisdom of the Vedas, the ancient scriptures of India. • Students will learn about the philosophical and spiritual foundations of Vedic Management and how these can be applied in modern business contexts. • The course aims to combine traditional Vedic knowledge with modern management theories to develop a holistic and sustainable approach to management. • Students will be able to gain a deep understanding of Vedic Management principles and their application in the contemporary business world. 					
Course Outcomes: At the end of the course, the students will be able to					
CO1	Gain knowledge about the Vedic India and Vedic Management.				
CO2	Understand the basic business ethics and etiquette by Indian books.				
CO3	It will help to polish their management qualities by understanding great Indian scholars.				
CO4	It will help to understand the relation between customer and business-owner (not only for profit perspective but also for self understanding).				
CO5	Develop and expand thinking skills at global level.				
Mapping of Course Outcomes with the program Outcomes					
	PO1	PO2	PO3	PO4	PO5
CO1	-	√	-	-	√
CO2	√	-	√	-	-
CO3	√	-	-	√	-
CO4	-	-	√	√	√
CO5	-	√	√	-	√

MAPPING OF COs WITH BLOOM'S TAXONOMY						
CO1	Gain knowledge about the Vedic India and Vedic Management.					
CO2	Understand the basic business ethics and etiquette by Indian books.					
CO3	It will help to polish their management qualities by understanding great Indian scholars.					
CO4	It will help to understand the relation between customer and business-owner (not only for profit perspective but also for self understanding).					
CO5	Develop and expand thinking skills at global level.					
Bloom's Level						
	Remember	Understand	Apply	Analyze	Evaluate	Create
CO1	√	√	-	-	-	-
CO2	√	√	√	-	-	-
CO3	√	√	√	-	-	-
CO4	√	√	√	-	-	-
CO5	√	√	√	-	-	

UNIT I: Vedic

Meaning of Vedic and its relation with modern management. A combination of Vedic Indian Sciences with the management. An overview of our pride worlds: earliest universities-Takshila and Nalanda.

UNIT II: Lord Ganesha and Management

Lord Ganesha is bestowed with special body with the head of an elephant and remaining parts of human body- symbolizing certain qualities that a strategic leader must possess to achieve success.

UNIT III: Indian Books and Management

Dimension of Vedic Management, Ramayan, Panchatantra, Vidhur Niti, Chanakya Niti and Kautilaya's Arthshastra; Books that helps to infuse leadership and diplomacy qualities.

UNIT IV: Indian Scholars and Management

Acharya Kalidas, Acharya Vidhur, Acharya Chanakya, Swami Vivekananda Mahatma Gandhi

UNIT V: Vedic Management in Practice (Vasudhaiva Kutumbakam)

Case studies of Vedic Management in practice:- After the Covid-19 pandemic, the Indian Government worked towards the entire world by its move on medical, food & security. The government proved the Vedic word, Vasudhaiva Kutumbakam. Implementing Vedic Management principles in a modern business context, Challenges and limitations of applying Vedic Management in the workplace, Future directions of Vedic Management

Suggested Readings:

- Sharma, R. (2016). *Leadership Wisdom from the Monk Who Sold His Ferrari: The 8 Rituals of Visionary Leaders*. Jaico Publishing House.
- Parthasarathy, A. (2010). *Vedic Management: The Holistic Approach to Leadership*. Bhavan's Book University.
- Bhatia, D. K. (2015). *Timeless Management*. Business Expert Press.
- Pandya, P. (2011). *Management by Consciousness: A Spirituo-Scientific Approach*. Sterling Publishers.
- Dhillon, S. S. (2011). *The Ancient Science of Leadership: Mahabharata Leadership Principles*. Sage Publications.

MUBBA22-451P	SEMINAR & VIVA VOCE		CREDIT-2		
<p>Course Objectives: To create awareness regarding current trends, issues and researches related to various aspects of related topics. Each student will be assigned a topic in the beginning of the semester. They will be required to prepare and submit seminar report and presentation on the same. The panel of examiners will evaluate the project.</p> <p>Seminar and Viva-voce is a useful tool that assists in authenticating that the student has got enough knowledge of the subject matter.</p> <ul style="list-style-type: none"> • To identify and analyze the students presence of mind. • To evaluate the students spontaneity and mannerism. • To acquire soundness of knowledge through various forms of questions. • To diagnose the students limitations and weakness and take remedial actions. 					
<p>Course Outcomes: At the end of the course, the students will be able to</p>					
CO1	Gain the communication skills and develop the ability to communicate with another person.				
CO2	Know ethical issues in business trends, researches and other related topics including those issues that arise in corporate world.				
CO3	to assess their communication, presentation skills & overall impression				
CO4	Explore the connection between university study and life enrichment, lifelong learning, and civic responsibility.				
Mapping of Course Outcomes with the Program Outcomes					
	PO1	PO2	PO3	PO4	PO5
CO1	√	-	√	√	√
CO2	√	√	-	√	-
CO3	√	-	-	-	√
CO4	-	√	√	-	√

MUBBA22-451P: SEMINAR**CREDIT: 2**

The seminar is scheduled on the topics related to Subject matter, Trade, Industry, Commerce, Corporate world and Corporate Affairs lasting approximately for 10- 15 minutes followed by the question answer session. The marks shall be awarded by the Expert appointed by the Dean in order to judge the understanding as well as application of the knowledge gained by the students by the end of semester of the course. This is also to see the articulation of what is being learnt by them. The idea is to see that students are able to digest what is being taught in that semester and see their relevance not only in the practical field but also their inter relationship.

SEMESTER - V

MUBBA22-501T	QUANTITATIVE TECHNIQUES			L-3, T-1, P-0	4 CREDITS
				Total Lecture	48
Course Objectives:					
<ul style="list-style-type: none"> • The subject aims to build a strong foundation in statistical concepts, techniques, and their practical applications, empowering students to make informed decisions and predictions based on data-driven analysis. • This knowledge equips students to analyze data, make predictions, and grasp correlations, fostering sound decision-making skills. • It aims to empower students with the ability to gather, interpret, and communicate statistical information effectively. • By covering a range of topics from data collection to correlation analysis, it equips students with practical tools for informed problem-solving in various fields. 					
Course Outcomes: At the end of the course, the students will be able to					
CO1	Demonstrate a strong grasp of fundamental statistical concepts, enabling them to analyze and interpret data accurately.				
CO2	Apply various quantitative techniques for summarizing data, making predictions, and identifying correlations among variables.				
CO3	Gain proficiency in applying counting rules, computing probabilities, and understanding probability distributions, enabling them to analyze uncertain outcomes.				
CO4	Understand various sampling techniques, recognize potential errors, and apply appropriate methods for selecting representative samples from larger populations.				
CO5	Apply advanced techniques such as probability theory, sampling methods, and forecasting to conduct rigorous data analysis, contributing to improved decision-making and strategic planning.				
Mapping of Course Outcomes with the program Outcomes					
	PO1	PO2	PO3	PO4	PO5
CO1	-	-	-	√	-
CO2	-	√	-	√	-
CO3	√	√	-	√	-
CO4	√	√	-	√	-
CO5	√	-	√	√	√

MAPPING OF COs WITH BLOOM'S TAXONOMY						
CO1	Demonstrate a strong grasp of fundamental statistical concepts, enabling them to analyze and interpret data accurately.					
CO2	Apply various quantitative techniques for summarizing data, making predictions, and identifying correlations among variables.					
CO3	Gain proficiency in applying counting rules, computing probabilities, and understanding probability distributions, enabling them to analyze uncertain outcomes.					
CO4	Understand various sampling techniques, recognize potential errors, and apply appropriate methods for selecting representative samples from larger populations.					
CO5	Apply advanced techniques such as probability theory, sampling methods, and forecasting to conduct rigorous data analysis, contributing to improved decision-making and strategic planning.					
Bloom's Level						
	Remember	Understand	Apply	Analyze	Evaluate	Create
CO1	√	√	-	-	-	-
CO2	√	√	√	-	-	-
CO3	√	√	√	-	-	-
CO4	√	√	√	-	-	-
CO5	√	√	√	-	-	-

Unit- 1 Introduction

Introduction, Importance Uses of Statistics and quantitative techniques, Methods of Presenting Statistical Information's and Collection of Data, Types of data, Classification of data, Frequency Distribution.

Unit-2 Central Tendency & Variance

Measure of Central Tendency- About Mean Mode, Median, Importance and Limitations, Measure of Dispersion- Range, Quartile Deviation, Mean Deviation, Standard Deviation and Variance: Measure of Variation and Skewness. Numerical thereon.

Unit-3 Probability

Probability Theory: Definition of Probability, events, Counting rules and Computation of Probabilities: Addition, Multiplication rules, Conditional Probability, Rules of Bays and permutation and Combination. Probability Distribution: Introduction Binomial Model and Normal Distribution. Numerical thereon.

Unit-4 Sampling

Sampling – need and method of Sampling, Types of Sampling, Sampling and Non-Sampling Errors, Principle of Sampling, Sampling Techniques.

Unit-5 Forecasting Methods

Forecasting: Meaning, Nature and Techniques, Qualitative and Quantitative Techniques, Curve Fitting and Method of Least Square. Business Forecasting, Nature and Significance of Correlation, Type of Correlation, Methods of Studying Correlation, Correlation and regression Analysis, Time Series Analysis. Numerical thereon.

Suggested Readings:

- N.D.Vohra -*Quantitative Techniques in Managerial Decisions*
- Levin R.I.and Rubin Devid S -*Statistics for Management*
- Stephen K.C -*Applied Business Statistics*
- Emory and Cooper -*Business Research Methods*
- S.P.Gupta and M.P.Gupta - *Business Statistics*.

MUBBA22-502T	LEGAL ASPECTS OF BUSINESS			L-3, T-1, P-0	4 CREDITS
				Total Lecture	48
Course Objectives: The course introduces students to the basics of Business Law and its importance					
Course Outcomes: At the end of the course, the students will be able to					
CO1	Students understand the basic terms of Agreement and contract.				
CO2	Students understand the law relating to Sale of Goods.				
CO3	They come to know the Laws Relating to Partnership and the Partnership Act				
CO4	Students understand the Laws Relating to Companies memorandum and articles of association and prospectus etc.				
CO5	Students understand the Laws Relating to Consumer Protection and Environment Protection				
Mapping of Course Outcomes with the program Outcomes					
	PO1	PO2	PO3	PO4	PO5
CO1	√	-	√	-	-
CO2	√	√	-	-	-
CO3	√	√	-	√	-
CO4	√	√	√	-	-
CO5	√	-	-	-	√

MAPPING OF COs WITH BLOOM'S TAXONOMY						
CO1	Students understand the basic terms of Agreement and contract.					
CO2	Students understand the law relating to Sale of Goods.					
CO3	They come to know the Laws Relating to Partnership and the Partnership Act					
CO4	Students understand the Laws Relating to Companies memorandum and articles of association and prospectus etc.					
CO5	Students understand the Laws Relating to Consumer Protection and Environment Protection					
Bloom's Level						
	Remember	Understand	Apply	Analyze	Evaluate	Create
CO1	√	√	√	-	-	-
CO2	√	√	√	-	-	-
CO3	√	√	√	-	-	-
CO4	√	√	√	-	-	-
CO5	√	√	√	-	-	-

Unit I: The Law of Contract

Agreement and contract; void and void-able contracts; Capacity of parties; free consent; legality of object and consideration; performance and discharge of contracts; indemnity and guarantee; bailment and agency

Unit II: The Law Relating to Sale of Goods

Sale and agreement to sell, conditions and warranties, transfer of property doctrine of caveat emptor, auction sale; unpaid seller; The Laws Relating to Carriage of Goods – Introduction, carriage of goods by land; carriage by sea; carriage by air.

Unit III: The Laws Relating to Partnership

The Partnership Act; Nature, test and types of partnership; partnership deed, right and liabilities of partners; registration; dissolution

Unit IV: The Laws Relating to Companies

The Companies – Definition and types of companies, promotion and incorporation; memorandum and articles of association and prospectus; Shares and debentures, borrowing powers, directors, meeting and resolutions, Winding up.

Unit V: The Laws Relating to Consumer Protection and Environment Protection

Consumer Protection Act. 1986; Environment Protection Act., 1986

Suggested Readings:

- Maheswari S K and Maheswari S N, (2014), *Principles of Business Law*, Himalaya Publishing House, New Delhi.
- Shukla M C, (1974), *A Manual of Mercantile Law*, S Chand.

MUBBA22-503 F1	BANKING & INSURANCE			L-3, T-1, P-0	4 CREDITS
				Total Lecture	48
Course Objectives:					
<ul style="list-style-type: none"> • To acquaint the students with the fundamentals of banking. • To develop the capability of students for knowing banking concepts & operations. • To give through knowledge of banking and insurance operations. • To enlighten the students regarding the new concepts introduced in the banking and insurance system. 					
Course Outcomes: At the end of the course, the students will be able to					
CO1	Gather knowledge on banking and financial system in India.				
CO2	Provide knowledge about commercial banks and its products.				
CO3	Aim to familiarize banking system in India.				
CO4	Enable them to understand better customer relationship.				
CO5	Create awareness about modern banking services like e-banking, m-banking and internet banking.				
Mapping of Course Outcomes with the program Outcomes					
	PO1	PO2	PO3	PO4	PO5
CO1	-	√	-	-	-
CO2	-	√	-	√	-
CO3	√	√	-	-	-
CO4	√	-	√	√	-
CO5	-	√	-	-	√

MAPPING OF COs WITH BLOOM'S TAXONOMY						
CO1	Gather knowledge on banking and financial system in India.					
CO2	Provide knowledge about commercial banks and its products.					
CO3	Aim to familiarize banking system in India.					
CO4	Enable them to understand better customer relationship.					
CO5	Create awareness about modern banking services like e-banking, m-banking and internet banking.					
Bloom's Level						
	Remember	Understand	Apply	Analyze	Evaluate	Create
CO1	√	√	-	-	-	-
CO2	√	√	√	-	-	-
CO3	√	√	√	√	-	-
CO4	√	√	√	√	-	-
CO5	√	√	√	√	-	-

UNIT I: Evolution of Banking

Origin of World Banking; Meaning, Definition & functions of a bank, Evolution of Banking in India; Indian banking system structure and organization of bank, banking regulation Act. 1949.

UNIT II: Types of Bank in India

Central Bank or Reserve Bank of India- Objectives, working & functions, monetary policy, credit control measures & their effectiveness; commercial banks- objectives, working & functions; regional rural banks(RRBs), cooperative banks; developmental banks.

UNIT III: Technology in Banking

Need & Importance of Technology in Banking; ATM, Credit Card, Debit Card, Tele-Banking, Net Banking, SWIFT (Society for world Wide Inter-bank Financial Tele-Communication), NEFT(National Electronic Fund Transfer) , RTGS (Real Time Gross Settlement), IFSC (Indian Financial System Code), CBS (Core Banking System), IMPS (Immediate Payment Service)

UNIT IV: Financial Institutions & Types of Market

Meaning & Function of Financial Institutions; Regulators of Financial Sector in India- RBI, SEBI, IRDAI, NABARD, EXIM; types of market- monetary market, capital market, meaning & nature of monetary & capital market, instruments used in monetary & capital market.

UNIT V: Introduction to Insurance

Meaning & Definition of Insurance; Regulator of Insurance body in India; Types of Insurance; General Insurance & Life Insurance; Meaning, need functions & principles of general insurance; meaning, need, functions & principles of Life Insurance.

Suggested Readings:

- B. Santhanam, *Banking & Financial system*, Margham Publication
- K.C. Shekhar, *Banking: Theory & practice*, Vikas Publication House
- R. Parameswaran, *Indian Banking*, S. Chand Limited.
- Mishra Sukhwinder, *Banking: Law & practice*, S. Chand Limited
- Hargovind Dayal, *The Fundamentals of Insurance*, Notion Press.

MUBBA22-503 F2	WORKING CAPITAL MANAGEMENT	L-3, T-1, P-0	4 CREDITS
		Total Lecture	48

Course Objectives:

- The objective of the subject is to educate students about the principles, concepts, and techniques involved in efficiently managing the short-term financial resources of a business.
- The subject aims to equip students with the knowledge and skills to analyze, plan, and control the components of working capital, such as cash, receivables, and inventory, to ensure the smooth functioning of day-to-day business operations.
- Additionally, the subject seeks to enable students to make well-informed decisions regarding working capital financing and policies, ultimately contributing to the financial stability and success of the organization.

Course Outcomes: At the end of the course, the students will be able to

CO1	Demonstrate a comprehensive understanding of the principles and concepts related to working capital, including its components and significance in business operations.
CO2	Apply appropriate techniques to estimate and manage the working capital needs of a firm, ensuring efficient financial resources allocation.
CO3	Analyze and implement effective strategies for receivables management, credit evaluation, and minimizing bad debts.
CO4	Evaluate various sources of working capital finance and devise an optimal financing mix for a business, considering its unique requirements.
CO5	Formulate sound working capital policies, utilize cash management models, and make informed decisions to enhance the financial stability and success of an organization.

Mapping of Course Outcomes with the program Outcomes

	PO1	PO2	PO3	PO4	PO5
CO1	-	√	-	√	-
CO2	--	√	-	√	-
CO3	-	√	√	√	-
CO4	-	√	-	√	√
CO5	√	√	√	√	√

MAPPING OF COs WITH BLOOM'S TAXONOMY						
CO1	Demonstrate a comprehensive understanding of the principles and concepts related to working capital, including its components and significance in business operations.					
CO2	Apply appropriate techniques to estimate and manage the working capital needs of a firm, ensuring efficient financial resources allocation.					
CO3	Analyze and implement effective strategies for receivables management, credit evaluation, and minimizing bad debts.					
CO4	Evaluate various sources of working capital finance and devise an optimal financing mix for a business, considering its unique requirements.					
CO5	Formulate sound working capital policies, utilize cash management models, and make informed decisions to enhance the financial stability and success of an organization.					
Bloom's Level						
	Remember	Understand	Apply	Analyze	Evaluate	Create
CO1	√	√	-	-	-	-
CO2	√	√	√	-	-	-
CO3	√	√	√	√	-	-
CO4	√	√	√	√	√	-
CO5	√	√	√	√	√	-

Unit-1 Working Capital

Concept, components, types, functions, significance of working capital, determinants of working capital, principle of working capital management.

Unit-2 Receivables Management

Meaning, nature, significance, credit standards, evaluating the credit worthiness of a customer.

Unit-3 Financing Working Capital

Various sources of working capital finance (commercial Papers, Factoring, Bank Credit etc.), determining working capital financing mix, new trends in financing of working capital by banks.

Unit-4 Working Capital Policies

Estimation of Firm's Working Capital Needs, Operating Cycle Approach, Working Capital Ratios, Behaviours of Current Assets and Pattern of Financing.

Unit-5 Management of Cash

Motives for Holding Cash, Significance, Cash Planning and Budgeting, Management of Cash Collection, Disbursement of Cash, Cash Management Models. Management of Marketable Securities, Purpose of Holding Securities, Determinants.

Suggested Readings:

- Smith, K V -*Management of Working Capital*
- Agarwal, J D -*Working Capital Management*
- Mehta, D R and Entlewood Cliffts N J -*Working Capital Management*
- Scherr -*Modern Working Capital Management Text*

MUBBA22-503 F3	FINANCIAL INSTITUTIONS AND MARKETS			L-2, T-0, P-0	2 CREDITS
				Total Lecture	24
Course Objectives:					
<ul style="list-style-type: none"> • Understand the structure and functioning of the Indian financial system, including recent reforms and challenges. • Familiarize with the roles and functions of regulatory institutions in India, such as RBI, SEBI, IRDA, and PFRDA. • Gain insights into the significance and operations of financial markets, with a focus on the Capital Market and Money Market in India. 					
Course Outcomes: At the end of the course, the students will be able to					
CO1	Comprehend the organization and functioning of the Indian financial system, including recent reforms and their impact on the economy.				
CO2	Evaluate the roles and responsibilities of key regulatory institutions in India, such as RBI, SEBI, IRDA, PFRDA, IDBI, SIDBI, and IFCI.				
CO3	Analyze the significance and interplay of different financial markets, including the Money Market and Capital Market, and their linkages with the broader economy.				
CO4	Understand the primary and secondary markets in the Capital Market, the role of stock exchanges like NSE and BSE, and the various instruments traded, such as equity shares and debentures.				
CO5	Gain insights into the Money Market's functions, instruments, and the role of the RBI in regulating the money market instruments.				
Mapping of Course Outcomes with the program Outcomes					
	PO1	PO2	PO3	PO4	PO5
CO1	-	√	-	-	√
CO2	-	√	-	√	-
CO3	-	√	√	√	√
CO4	√	√	-	√	-
CO5	√	√	-	√	√

MAPPING OF COs WITH BLOOM'S TAXONOMY						
CO1	Comprehend the organization and functioning of the Indian financial system, including recent reforms and their impact on the economy.					
CO2	Evaluate the roles and responsibilities of key regulatory institutions in India, such as RBI, SEBI, IRDA, PFRDA, IDBI, SIDBI, and IFCI.					
CO3	Analyze the significance and interplay of different financial markets, including the Money Market and Capital Market, and their linkages with the broader economy.					
CO4	Understand the primary and secondary markets in the Capital Market, the role of stock exchanges like NSE and BSE, and the various instruments traded, such as equity shares and debentures.					
CO5	Gain insights into the Money Market's functions, instruments, and the role of the RBI in regulating the money market instruments.					
Bloom's Level						
	Remember	Understand	Apply	Analyze	Evaluate	Create
CO1	√	√	-	-	-	-
CO2	√	√	√	√	√	-
CO3	√	√	√	√	-	-
CO4	√	√	-	-	-	-
CO5	√	√	-	-	-	-

MUBBA22-503 F3: FINANCIAL INSTITUTIONS AND MARKETS CREDITS: 4

Unit I: Indian Financial System and major Institutions:

Structure of Indian Financial System: An overview of the Indian financial system, major reforms in the last decade: Payment banks, GST, monetary policy, Insolvency and Bankruptcy code; issues in financial reforms and restructuring; future agenda of reforms; Mutual Funds- Introduction and their role in capital market development. Non-banking financial companies (NBFCs).

Unit II: Regulatory Institutions in India:

Indian Financial Institutions, RBI, SEBI, IRDA, PFRDA, IDBI, SIDBI, IFCI

Unit III: Financial Markets:

Introduction to Financial Markets in India: Role and Importance of Financial Markets, Types of Financial Markets: Money Market; Capital Market; Factors affecting Financial Markets, Linkages Between Economy and Financial Markets

Unit IV: Capital Market in India:

Capital Markets-functions, organization and instruments. Indian debt market; Indian equity Market- primary and secondary markets; Role of stock exchanges in India. Introduction to Stock Markets, Comparison between NSE and BSE, Primary and Secondary market, Major Instruments traded in stock markets: Equity Shares, Debentures.

Unit V: Money Markets in India:

Money Market: Meaning, functions, organization and instruments used in money markets, Segments of money markets, Call Money Markets, Repos and reverse Repo concepts, Treasury Bill Markets, Market for Commercial Paper, Commercial Bills and Certificate of Deposit, Role of central bank in money market; Indian money market- An overview.

Primary and Secondary markets for money market instruments role of RBI as regulated in money market.

Suggested Readings:

- Bhole, L.M., Financial Markets and Institutions. Tata McGraw Hill Publishing Company
- Khan, M.Y., Indian Financial System-Theory and Practice. New Delhi: Vikas Publishing
- House
- Sharma, G.L., and Y.P. Singh eds. Contemporary Issues in Finance and Taxation.
- Academic Foundation, Delhi
- Khan and Jain, Financial Services, Tata McGraw Hill.
- Pathak, B. Indian Financial System (4th ed). Pearson Publication
- Annual Reports of Major Financial Institutions in India.

MUBBA22-503 M1	CUSTOMERS RELATIONS MANAGEMENT			L-3, T-1, P-0	4 CREDITS
				Total Lecture	48
Course Objectives:					
<ul style="list-style-type: none"> • Understanding Framework: To impart knowledge about the evolution and importance of CRM, emphasizing relationship marketing strategies and its significance in modern business. • Practical Application: To equip students with skills for planning and implementing CRM strategies, including segmentation, technology choices, and integrating market intelligence. • Effective Implementation: To provide insights into practical CRM implementation, covering business solutions, channel management, project phases, and applications in services, financial services, and e-commerce. 					
Course Outcomes: At the end of the course, the students will be able to					
CO1	Understand CRM's evolution, importance, and relationship marketing's role in modern business.				
CO2	Design and apply CRM strategies, considering segmentation, technology, and organizational structure.				
CO3	Evaluate CRM's applications in services, finance, and e-commerce, recognizing its potential for customer engagement.				
CO4	Comprehend customer loyalty's role, its development process, and impact on reducing churn.				
CO5	Learn sales force automation's significance for sales efficiency and customer engagement.				
Mapping of Course Outcomes with the program Outcomes					
	PO1	PO2	PO3	PO4	PO5
CO1	-	√	-	-	√
CO2	-	√	-	√	-
CO3	-	√	√	-	√
CO4	-	√	√	√	-
CO5	√	√	-	√	-

MAPPING OF COs WITH BLOOM'S TAXONOMY						
CO1	Understand CRM's evolution, importance, and relationship marketing's role in modern business.					
CO2	Design and apply CRM strategies, considering segmentation, technology, and organizational structure.					
CO3	Evaluate CRM's applications in services, finance, and e-commerce, recognizing its potential for customer engagement.					
CO4	Comprehend customer loyalty's role, its development process, and impact on reducing churn.					
CO5	Learn sales force automation's significance for sales efficiency and customer engagement.					
Bloom's Level						
	Remember	Understand	Apply	Analyze	Evaluate	Create
CO1	√	√	-	-	-	-
CO2	√	√	√	-	-	-
CO3	√	√	√	√	-	-
CO4	√	√	-	-	-	-
CO5	√	√	-	-	-	-

MUBBA22-503 M1: CUSTOMERS RELATIONS MANAGEMENT CREDITS: 4

Unit-1 Framework

Conceptual Frame Work of Customer Relationship and Its management, Evolution Customer Relationship Management, Relationship Marketing, Types of CRM-Win Back, Prospecting, Loyalty, and cross sell and up sell. Significance and Importance of CRM in Modern Business Environment.

Unit-2 Introduction CRM

Introduction CRM-planning, Strategy for CRM, Process of Segmentation, Choice of Technology, Choice of Organizational Structure for CRM, Understanding Market Intelligent Enterprises.

Unit-3 Implementation of CRM:

Business Oriented Solutions, Channel management, Five Phases of CRM Projects: CRM in Services, CRM in Financial Services, Use of E-Commerce in CRM, Customer Relationships on the Internet, Supplier. CRM and Data Mining, Information Required for Effective CRM.

Unit-4 Concept of Loyalty in CRM:

Definition of Loyalty, Customer Loyalty and customer, Dependency, Process of Developing Customer Loyalty.

Unit-5 Sales Force Automation

Sales Process, Activity, Contact, Lead and Knowledge Management. Field Force Automation. Status of CRM in India.

Suggested readings

- Brown Stanley -Customer Relationship Management
- Seth J N, Shainesh G -Customer Relationship Management

MUBBA22-503 M2	MARKETING COMMUNICATION & ADVERTISING	L-3, T-1, P-0	4 CREDITS
		Total Lecture	48

Course Objectives:

- The objective of the course in Marketing Communication and Advertising is to provide students with a comprehensive understanding of the principles, strategies, and practices related to effectively communicating marketing messages to target audiences.
- The course aims to equip students with the knowledge and skills necessary to develop and execute integrated marketing communication campaigns and advertising strategies.
- To boost the level of confidence through communication in designing creative strategies with cooperation and level of understanding among students to empower teamwork while working in the real life situations.

Course Outcomes: At the end of the course, the students will be able to

CO1	Understand and analyse the relevant research in advertising and marketing communication.
CO2	Understand the advertisement concept and applying it for a more fruitful result in business operations.
CO3	Analyse how different approaches to positioning, media, creative work and advertising research may influence advertising effectiveness.
CO4	Develop advertising media buying and planning strategies for an appropriate understanding of works related to business promotions through advertising.
CO5	Discuss means of testing effectiveness of advertising and marketing communication.

Mapping of Course Outcomes with the program Outcomes

	PO1	PO2	PO3	PO4	PO5
CO1	-	√	√	√	-
CO2	-	√	-	√	-
CO3	-	√	√	√	-
CO4	√	√	√	√	-
CO5	-	√	-	√	-

MAPPING OF COs WITH BLOOM'S TAXONOMY						
CO1	Understand and analyse the relevant research in advertising and marketing communication.					
CO2	Understand the advertisement concept and applying it for a more fruitful result in business operations.					
CO3	Analyse how different approaches to positioning, media, creative work and advertising research may influence advertising effectiveness.					
CO4	Develop advertising media buying and planning strategies for an appropriate understanding of works related to business promotions through advertising.					
CO5	Discuss means of testing effectiveness of advertising and marketing communication.					
Bloom's Level						
	Remember	Understand	Apply	Analyze	Evaluate	Create
CO1	√	√	√	√	-	-
CO2	√	√	-	-	-	-
CO3	√	√	√	√	-	-
CO4	√	√	√	√	-	-
CO5	√	√	-	-	-	-

MUBBA22-503 M2: MARKETING COMMUNICATION & ADVERTISING CREDITS: 4

UNIT I: Communication Process- Nature of Communication Process and Its Different Elements, Obstacles in Communication Process, Role of Communication Process in Perception, Learning and Attitude Change, Communication Process in Marketing- Importance and Applications of Communication Process in Marketing, Different Elements of Promotional Mix and Communication Process Relevant to them, Communication Process in Corporate Image Building, Advertising and Consumer Psychology.

UNIT II: Advertising-Definition, Objectives, Function, Classifications of Advertising, Advertising as a Tool of Communication, Social and Economic Aspects of Advertising, Advertising Department and Agencies.

UNIT III: Setting Advertising objectives, DAGMAR Approach, Continuous Advertising planning Programmed, Message And copy, Message Strategy and Message Design, Elements of Advertisement, Copy, Developing Effective Advertising copy, Creativity and Visualization in Advertising.

UNIT IV: Media Planning: Role of Media in Advertising, Comparative Study of different Advertising Media, Media Choice, Allocation of Budget for Advertising, Approaches and Procedures for Determining the Size of the Budget.

UNIT V: Social and Economic Aspects of Advertising, Productivity of Advertising, its Contribution to Economic Development and Standard of Living, Ethics and Advertising.

Suggested Readings:

- Wright, Winters and Zeiglas 847541-* -14 *Advertising Management*
- Dunn and Barban -*Advertising-it's Role in Modern Marketing*
- Manendera Mohan -*Advertising Management*
- Aaker, Myers and Batra -*Advertising Management*
- Kenneth F Runyen -*Advertising*

MUBBA22-503 M3	SALES & DISTRIBUTION MANAGEMENT			L-3, T-1, P-0	4 CREDITS
				Total Lecture	48
Course Objectives:					
<ul style="list-style-type: none"> • The course aims to provide students with a comprehensive understanding of the nature, importance, and various aspects of sales management, enabling them to grasp the role of personal selling in business and its significance over advertising. • The course intends to equip students with the skills to navigate through the process of effective selling, including prospecting, approaching clients, making presentations, overcoming objections, and successfully closing sales, both in B2C and B2B contexts. • Students will learn the principles of managing a sales force, covering recruitment, training, compensation, supervision, and performance appraisal, with the goal of developing successful sales personnel. 					
Course Outcomes: At the end of the course, the students will be able to					
CO1	Have a clear understanding of the nature and importance of personal selling, recognizing when it is more effective than advertising and understanding different selling situations.				
CO2	Navigate the sales process confidently, from prospecting to closing, with the ability to make effective presentations, handle objections, and employ the AIDA model for successful selling.				
CO3	Manage a sales team, including recruitment, training, compensation, and performance appraisal, enhancing their ability to lead and develop successful sales personnel.				
CO4	Ability to control sales efforts through sales forecasting, budgeting, setting quotas, and analyzing sales costs, contributing to better resource allocation and planning.				
CO5	Consider the ethical and legal aspects of selling, and will be aware of recent trends in the field, preparing them to pursue sales careers with ethical awareness and adapt to evolving market conditions.				
Mapping of Course Outcomes with the program Outcomes					
	PO1	PO2	PO3	PO4	PO5
CO1	-	√	-	√	-
CO2	-	√	-	√	-
CO3	-	√	√	√	-
CO4	√	√	-	√	-
CO5	-	√	√	√	-

MAPPING OF COs WITH BLOOM'S TAXONOMY						
CO1	Have a clear understanding of the nature and importance of personal selling, recognizing when it is more effective than advertising and understanding different selling situations.					
CO2	Navigate the sales process confidently, from prospecting to closing, with the ability to make effective presentations, handle objections, and employ the AIDA model for successful selling.					
CO3	Manage a sales team, including recruitment, training, compensation, and performance appraisal, enhancing their ability to lead and develop successful sales personnel.					
CO4	Ability to control sales efforts through sales forecasting, budgeting, setting quotas, and analyzing sales costs, contributing to better resource allocation and planning.					
CO5	Consider the ethical and legal aspects of selling, and will be aware of recent trends in the field, preparing them to pursue sales careers with ethical awareness and adapt to evolving market conditions.					
Bloom's Level						
	Remember	Understand	Apply	Analyze	Evaluate	Create
CO1	√	√	-	-	-	-
CO2	√	√	√	-	-	-
CO3	√	√	√	-	-	-
CO4	√	√	√	-	-	-
CO5	√	√	√	√	-	-

Unit 1 Introduction

The Nature and Importance of Personal Selling, Nature of Sales Management Situation where Personal Selling is more effective than Advertising, Types of Selling situations, Types of Sales Persons, Application of AIDA Model in Personal Selling.

Unit 2 Process of Personal Selling

Process of Effective Selling; Prospecting, Pre-approach, Approach, Presentation and Demonstration, Handling the objections, Closing the Sales, Post-Sale Activities, Qualities of a Successful Sales person with reference to B-2-C, B-2-B Marketing.

Unit 3 Controlling the Sales Effort Sales Forecasting

Sales Budget, Sales Quotas, Sales Territories, Sales Controlling and Sales Cost Analysis.

Unit 4 Managing the Sales Force

Recruitment and Selection, Training and Development, Compensation and Innovation, Direction and Suspension, Performance Appraisal of Sales Personnel.

Unit 5 Emerging Issues in Selling Aspects

Ethical and Legal aspects of Selling, Measures for Making Selling as attractive Career, Recent Trends in Selling.

Suggested Readings:

- Richard R. Still, Edward W. Cundiff, Norman A.P Govani 5th ed., *Sales Management: Decision, Strategies and Cases*, Pearson Education, New Delhi, 2009.
- Rosann L. Spiro, William J. Stanton, Gregory A. Rich 11th ed., *Management of a Sales Force*, Tata McGraw Hill, New Delhi 2008
- Mark W. Johnston, Greg W. Marshall, *Sales Force Management*, 8th ed. TMH, N.Delhi, 2007
- Charles Fatrell, *Sales Management*.

MUBBA22-503 H1	INDUSTRIAL RELATIONS			L-3, T-1, P-0	4 CREDITS
				Total Lecture	48
Course Objectives:					
<ul style="list-style-type: none"> • To enable students to comprehend the nature, scope, and significance of industrial relations, and the key stakeholders involved in the employment relationship. • To familiarize students with the history, growth, challenges, and future prospects of trade unions in India, emphasizing their role in representing workers' interests. • To facilitate students' understanding of workers' participation in management, its goals, influencing factors, and its practice in the Indian context. 					
Course Outcomes: At the end of the course, the students will be able to					
CO1	Understand the scope and importance of industrial relations, involving stakeholders, state roles, and characteristics in India.				
CO2	Evaluate the growth, challenges, and future trends of trade unions in India, recognizing their impact on labor dynamics.				
CO3	Grasp the concept of workers' participation in management, its objectives, and influencing factors, particularly within the Indian context.				
CO4	Gain proficiency in identifying, understanding, and addressing causes of industrial disputes, familiarizing with the related legislation.				
CO5	Acquire practical understanding of labor laws, dispute resolution mechanisms, and navigate real-world scenarios in industrial relations.				
Mapping of Course Outcomes with the program Outcomes					
	PO1	PO2	PO3	PO4	PO5
CO1	-	√	-	√	-
CO2	-	√	-	√	-
CO3	-	√	-	√	-
CO4	√	√	-	√	-
CO5	-	√	√	√	√

MAPPING OF COs WITH BLOOM'S TAXONOMY						
CO1	Understand the scope and importance of industrial relations, involving stakeholders, state roles, and characteristics in India.					
CO2	Evaluate the growth, challenges, and future trends of trade unions in India, recognizing their impact on labor dynamics.					
CO3	Grasp the concept of workers' participation in management, its objectives, and influencing factors, particularly within the Indian context.					
CO4	Gain proficiency in identifying, understanding, and addressing causes of industrial disputes, familiarizing with the related legislation.					
CO5	Acquire practical understanding of labor laws, dispute resolution mechanisms, and navigate real-world scenarios in industrial relations.					
Bloom's Level						
	Remember	Understand	Apply	Analyze	Evaluate	Create
CO1	√	√	-	-	-	-
CO2	√	√	√	√	√	-
CO3	√	√		-	-	-
CO4	√	√		-	-	-
CO5	√	√		-	-	

Unit-1 Introduction

Meaning, Scope and Importance of Industrial relations; Major Participants in Industrial Relations; Role of State; Characteristics of Industrial Relations System in India.

Unit-2 Trade Union

Trade Union Movement in India-Growth, Problems, Recent Trends and Future of Trade Unions in India.

Unit-3 Trade Unions in India

Concept, Objectives, Structure and Functions. Trade unions Act, 1926. Major Problems and issues. Employers Organizations in India.

Unit-4

Workers Participation in Management-meaning and Objectives of WPM and Factors Influencing the WPM. Workers Participation in Management in India- an overview.

Unit-5

Industrial Disputes-Nature and Causes, Machinery Provided for investigation, prevention and settlement of Industrial disputes. Industrial Disputes Act, 1947. Review and Appraisal

Suggested Readings

- Singh, BP, Chhabra, T N, Taneja, P L -Personnel Management and Industrial Relations.
- Abraham H Maslow -Motivation and Personality
- Agnihotri, V -Personnel Management and Industrial Relations
- Davar, Rustam S -Personnel Management and Industrial Relations

MUBBA22-503 H2	TRAINING & DEVELOPMENT	L-3, T-1, P-0	4 CREDITS
		Total Lecture	48

Course Objectives:

- To impart a comprehensive understanding of training concepts and its significance in organizations.
- To equip students with skills to conduct training needs assessment and design effective training programs.
- To enable students to evaluate training initiatives and understand emerging trends in training and development.

Course Outcomes: At the end of the course, the students will be able to

CO1	Demonstrate a comprehensive understanding of training concepts, methods, and their importance in organizational development.
CO2	Apply knowledge to identify and assess training needs at individual and job levels, aligning them with organizational goals.
CO3	Design and implement effective training programs using appropriate methods and aids to enhance learning outcomes.
CO4	Evaluate the effectiveness of training initiatives using relevant criteria and methods, considering cost and organizational impact.
CO5	Analyze emerging trends in training and development practices, and propose strategies for continual improvement in organizational training efforts.

Mapping of Course Outcomes with the program Outcomes

	PO1	PO2	PO3	PO4	PO5
CO1	√	√	-	√	-
CO2	√	√	-	√	-
CO3	√	√	-	√	-
CO4	√	√	√	√	-
CO5	√	√	√	√	√

MAPPING OF COs WITH BLOOM'S TAXONOMY						
CO1	Demonstrate a comprehensive understanding of training concepts, methods, and their importance in organizational development.					
CO2	Apply knowledge to identify and assess training needs at individual and job levels, aligning them with organizational goals.					
CO3	Design and implement effective training programs using appropriate methods and aids to enhance learning outcomes.					
CO4	Evaluate the effectiveness of training initiatives using relevant criteria and methods, considering cost and organizational impact.					
CO5	Analyze emerging trends in training and development practices, and propose strategies for continual improvement in organizational training efforts.					
Bloom's Level						
	Remember	Understand	Apply	Analyze	Evaluate	Create
CO1	√	√	-	-	-	-
CO2	√	√	√	-	-	-
CO3	√	√	√	-	-	-
CO4	√	√	√	√	√	-
CO5	√	√	√	√	√	-

Unit-1 Introduction

Concept of training, Importance of Training, kinds of training, Education, Training-Employment-Development Cycle, System Approach to Training.

Unit-2 Training Needs Assessment

Identifying training & development needs, Assessment of Training Needs (job & the individual), Psychology of Learning and Learned Motivation.

Unit-3 Setting up of Training

Setting of Training Objectives, Training Methods and Aids, Design of Training Programmers, Training and Trainers.

Unit-4 Training Methods

Stages of training, Various methods of on the job training and off the job training, Training for Special Groups, Executive Development Programmers.

Unit-5 Evaluation of Training & Development

Reasons for evaluation of training, problems of evaluation, criteria for evaluation, steps involved in training, methods for training evaluation, analysis and costing of training. Emerging pattern of training and development in India.

Suggested Readings:

- Singh, Chabra and Taneja -Personnel Management and Industrial Relations
- Finningan, J -Industrial Training Management
- Lundy, James L -Effective Industrial Management
- Flippo, Edwin B -Principles of Personnel Management
- Prior John, Handbook of Training and Development Jaico, Publishing House, Bombay.
- Lynton R, Pareek, U, Training for Development, , New Delhi, Vistaar.

MUBBA22-503 H3	WAGES & SALARY ADMINISTRATION	L-3, T-1, P-0	4 CREDITS
		Total Lecture	48

Course Objectives:

- The objective of the course in Wages and Salary Administration is to provide students with a comprehensive understanding of the principles, strategies, and practices related to effectively managing employee compensation within organizations.
- The course aims to equip students with the knowledge and skills necessary to design, implement, and administer a fair and competitive compensation system.
- To make students emphasize the alignment of the compensation with individual and organizational performance goals.

Course Outcomes: At the end of the course, the students will be able to

CO1	Know the basics of wage system in an organization and understand its concepts so as to incorporate the same in the practical field as and when required.
CO2	Know the salary system and job evaluation in an organization and understand its concepts so as to incorporate the same in the real life situations.
CO3	Understand the concept of wage as per various systems of work and apply them for a better system of wages and incentives plan.
CO4	Understand the policies of wages introduced and formulate the design of wage payment as per regulations in practical situations.
CO5	Know about various Act and legislations for wage payment introduced, and apply them for effectively planning the wage system.

Mapping of Course Outcomes with the program Outcomes

	PO1	PO2	PO3	PO4	PO5
CO1	√	√	√	√	-
CO2	√	√	-	√	-
CO3	√	√	√	√	-
CO4	√	√	-	√	-
CO5	√	√	√	√	-

MAPPING OF COs WITH BLOOM'S TAXONOMY						
CO1	Know the basics of wage system in an organization and understand its concepts so as to incorporate the same in the practical field as and when required.					
CO2	Know the salary system and job evaluation in an organization and understand its concepts so as to incorporate the same in the real life situations.					
CO3	Understand the concept of wage as per various systems of work and apply them for a better system of wages and incentives plan.					
CO4	Understand the policies of wages introduced and formulate the design of wage payment as per regulations in practical situations.					
CO5	Know about various Act and legislations for wage payment introduced, and apply them for effectively planning the wage system.					
Bloom's Level						
	Remember	Understand	Apply	Analyze	Evaluate	Create
CO1	√	√	√	-	-	-
CO2	√	√	√	-	-	-
CO3	√	√	√	-	-	-
CO4	√	√	√	√	-	-
CO5	√	√	√	√	-	-

UNIT I: Introduction to Wages

Meaning of The Wages, Minimum Wage, Need Based Minimum Wage, Fair Wage, Living Wage, Money wage, Take Home Pay, Theories of Wage Determination, Difference between Wage and Pay.

UNIT II: Introduction to Salary

Meaning of Wage and Salary Administration, Objectives, Principles, Factors Influencing Wage and Salary, Structure and Administration, Wage Levels, Job Evaluation, Wage Differentials.

UNIT III: Payment of Wages

System of Wages Payments-Time System, Piece System, Incentive System, Balance or Debt System, Wage Structure-Basic Wage, Dearness Allowance, Overtime, Concept of Bonus, Profit Sharing, Fringe Benefits, Executive compensation.

UNIT IV: Wage Policy

Cost of living and dearness Allowance, Consumer Price Index Number, Machinery for Wage Fixation, Tribunals, Wage Board, Bipartite Negotiations, Wage Policy in India.

UNIT V: Act and Legislation

Wage Legislation-Introduction and basic Knowledge of the Payment of Wages Act, 1936 the Minimum Wages Act, 1948, The Payment of Bonus Act, 1965.

Suggested Readings

- Singh, Chabara and Taneja - Personnel Management and Industrial Relations
- Brennan, Charles - Wage Administration
- Suri, G K - Wage Incentives
- Zollitsch, Herbert and A Langsner - Wage and Salary Administration

MUBBA22-503 II	PRINCIPLES & PRACTICE OF LIFE INSURANCE			L-3, T-1, P-0	4 CREDITS
				Total Lecture	48
Course Objectives:					
<ul style="list-style-type: none"> • The objectives of the given syllabus are to provide a comprehensive understanding of life insurance principles, practices, and regulations. • Students will learn about the historical evolution of life insurance, its economic and actuarial foundations, risk assessment, premium calculations, and various insurance schemes. The syllabus also aims to impart knowledge about legal and ethical aspects, including insurable interest and utmost good faith. • Furthermore, students will explore taxation, investment strategies, policy structures, claims processing, and the regulatory landscape, fostering a well-rounded comprehension of life insurance business and operations. 					
Course Outcomes: At the end of the course, the students will be able to					
CO1	Gain a deep and holistic comprehension of the nature, history, and principles underlying life insurance, including economic, actuarial, and legal aspects.				
CO2	Acquire the skills to assess and manage various types of hazards, such as physical, occupational, and moral hazards, while implementing effective rating methods for different risks.				
CO3	Develop proficiency in designing and managing a range of life insurance policies, including single and annual premium plans, group insurance, medical and non-medical schemes, and more.				
CO4	Learn the intricacies of investigating, processing, and settling insurance claims, including calculating bonuses, maturity values, and surrender values for policies.				
CO5	Gain insights into the functional setup of insurance organizations, the roles of development officers and agents, and the broader regulatory framework governing the life insurance industry, including both historical aspects and the impact of privatization.				
Mapping of Course Outcomes with the program Outcomes					
	PO1	PO2	PO3	PO4	PO5
CO1	√	√	-	-	√
CO2	-	-	-	√	-
CO3	-	√	√	-	-
CO4	-	-	-	√	-
CO5	√	√	-	-	-

MAPPING OF COs WITH BLOOM'S TAXONOMY						
CO1	Gain a deep and holistic comprehension of the nature, history, and principles underlying life insurance, including economic, actuarial, and legal aspects.					
CO2	Acquire the skills to assess and manage various types of hazards, such as physical, occupational, and moral hazards, while implementing effective rating methods for different risks.					
CO3	Develop proficiency in designing and managing a range of life insurance policies, including single and annual premium plans, group insurance, medical and non-medical schemes, and more.					
CO4	Learn the intricacies of investigating, processing, and settling insurance claims, including calculating bonuses, maturity values, and surrender values for policies.					
CO5	Gain insights into the functional setup of insurance organizations, the roles of development officers and agents, and the broader regulatory framework governing the life insurance industry, including both historical aspects and the impact of privatization.					
Bloom's Level						
	Remember	Understand	Apply	Analyze	Evaluate	Create
CO1	√	√	-	-	-	-
CO2	√	√	√	-	-	-
CO3	√	√	√	-	-	-
CO4	√	√	√	-	-	-
CO5	√	√	√	-	-	

MUBBA22-503 I1: PRINCIPLES & PRACTICE OF LIFE INSURANCE CREDITS: 4

UNIT-1

Nature of Life Insurance. History of Life Insurance Business, Objectives of Nationalization of Life Insurance: Economic Principles, Actuarial Principles, Mortality Tables, Risk Premium, Adverse selection, Important Elements of Premium-Selection and Classification-Single Premium, Annual Premium.

UNIT-2

Hazards-Physical Hazards, Occupational Hazards, Moral Hazards: Methods of rating, Insurance of Male and Female Lives Legal Principles involved in Insurance Business, Insurable Interest, Utmost Good Faith Indisputability.

UNIT-3

Tax Relief in Insurance, Key man Insurance, Investments, Mortality, Interest, Medical Insurance Scheme, Non-Medical Insurance Scheme, Group Insurance, other Group Schemes like Group Gratuity et. Mass Insurance. Salary Savings Scheme.

UNIT-4

LIC, s Functional Set up, Duties and Responsibilities of Development Officers and the Agents, Life Insurance and its Structure in India.

UNIT-5

Calculation of Premium, Commission and different Plans of Insurance, their uses, Benefits, Conditions and Privileges, Policy conditions, Revival Schemes, Double Accident Benefits, Disability Benefits, Assignments and Nominations.

UNIT-6

Surrender Values of the Policy, Investigation of Claims, Settlement of Claims, Calculation of Bonus and Maturity Value, Privatization of Life Insurance Business, Regulatory Framework for Life Insurance Business.

Suggested Readings

- Insurance Act, 1938 -Universal Book Traders, Delhi
- Law relating to Insurance -R. M. Vats
- Insurance Principles & Practice -M. N. Mishra
- Modern Concepts of Insurance -M. N. Mishra

MUBBA22-503 I2	PRINCIPLES & PRACTICE OF GENERAL INSURANCE	L-3, T-1, P-0	4 CREDITS
		Total Lecture	48

Course Objectives:

- The objectives are aimed at fostering a comprehensive grasp of the general insurance landscape.
- Technical proficiency will be cultivated by delving into the specifics areas, while also elucidating essential contract principles such as insurable interest, indemnity, etc.
- Furthermore, students will gain insights into the operational dynamics of the industry, including premium rating, tariff agreements, and more, and will understand the broader context of nationalization and the entry of private sectors in general insurance business in India.
- This holistic approach will equip students to analyze risks effectively, navigate insurance concepts, and grasp the contemporary landscape of general insurance.

Course Outcomes: At the end of the course, the students will be able to

CO1	Gain an encompassing understanding of general insurance's historical development, principles, and significance, with the ability to explain various risk types and the scope of insurance business.
CO2	Acquire technical proficiency in specific areas of insurance, along with core contract principles and key terms like indemnity and subrogation.
CO3	Learn diverse risk management techniques to assess and address risks, applying this knowledge to design insurance solutions and mitigate potential threats.
CO4	Understand general insurance operations, premium rating, tariff agreements, reinsurance methods, and the historical context of industry changes.
CO5	Develop practical skills to analyze contracts, identify insurable risks, and make informed decisions about risk assessment and coverage strategies.

Mapping of Course Outcomes with the program Outcomes

	PO1	PO2	PO3	PO4	PO5
CO1	-	√	√	-	-
CO2	√	√	-	√	-
CO3	-	-	-	√	-
CO4	-	√	-	-	√
CO5	-	-	-	√	-

MAPPING OF COs WITH BLOOM'S TAXONOMY						
CO1	Gain an encompassing understanding of general insurance's historical development, principles, and significance, with the ability to explain various risk types and the scope of insurance business.					
CO2	Acquire technical proficiency in specific areas of insurance, along with core contract principles and key terms like indemnity and subrogation.					
CO3	Learn diverse risk management techniques to assess and address risks, applying this knowledge to design insurance solutions and mitigate potential threats.					
CO4	Understand general insurance operations, premium rating, tariff agreements, reinsurance methods, and the historical context of industry changes.					
CO5	Develop practical skills to analyze contracts, identify insurable risks, and make informed decisions about risk assessment and coverage strategies.					
Bloom's Level						
	Remember	Understand	Apply	Analyze	Evaluate	Create
CO1	√	√	-	-	-	-
CO2	√	√	-	-	-	-
CO3	√	√	√	-	-	-
CO4	√	√	-	-	-	-
CO5	√	√	√	√	-	-

MUBBA22-503 I2: PRINCIPLES & PRACTICE OF GENERAL INSURANCE
CREDITS: 4

Unit-1 History

History and Development of General Insurance Business in India. Nature, Scope and Significance and Functions of general Insurance Business, the concept of Risks, Characteristics of Insurable Risk, Risk Management Techniques, Concept and Principles of Premium Rating, Tariff and Market Agreements.

Unit-2 Scope

Scope of Fire, Marine and Accident Insurance, Aviation, Engineering and Agricultural Insurance. Nature of Insurance Contracts, Basic Principles-Insurable Interest, Utmost Good Faith Indemnity, Subrogation, Contribution, Proximate Cause, Meaning and Process of Reinsurance, Methods of Reinsurance. (iii) General Insurance Functional set

Unit-3 Marine Insurance

Marine Insurance: Elements of Contract, subject matter of marine insurance, Procedure; kinds of policies, fixation and return of premium. Policy conditions, perils of marine insurance, doctrine of cause proxima, warranty, marine losses.

Unit-4 Miscellaneous Insurance

Miscellaneous Insurance: Types, extent of coverage and the policy conditions in respect of motor insurance, workmen's compensation insurance, export risk insurance and war risk insurance.

Unit-5 Insurance Business in India

General insurance business in India. Nationalisation, entry of private sector in general insurance business.

Suggested Readings

- Insurance Act, 1938 -Universal Book Traders, Delhi
- Law relating to Insurance -R. M. Vats
- Insurance Principles & Practice -M. N. Mishra

MUBBA22-503 I3	INSURANCE FUND MANAGEMENT			L-3, T-1, P-0	4 CREDITS
				Total Lecture	48
Course Objectives:					
<ul style="list-style-type: none"> • The objectives of this curriculum are to provide students with a comprehensive understanding of funds management in the insurance sector, including the nature and goals of such management, sources of funds, investment policies, and fund deployment. • The curriculum aims to equip students with the ability to analyze common stocks using various valuation methods and approaches. • Furthermore, students will be introduced to portfolio management concepts, risk-return analysis, efficient frontier construction, and theories like Capital Asset Pricing Model (CAPM) and Arbitrage Pricing Theory. • Overall, the syllabus seeks to foster an in-depth comprehension of portfolio management within the context of the Indian financial system. 					
Course Outcomes: At the end of the course, the students will be able to					
CO1	Understand insurance fund management objectives, fund sources, investment policies, and efficient fund utilization.				
CO2	Proficiently analyze securities, evaluate risk-return profiles, and employ valuation techniques.				
CO3	Assess common stocks using various valuation approaches, incorporating company, industry, and economic analyses.				
CO4	Construct efficient portfolios based on risk and return considerations, utilizing mean-variance criteria.				
CO5	Apply Capital Asset Pricing Model (CAPM), Arbitrage Pricing Theory, and portfolio evaluation techniques to real-world scenarios.				
Mapping of Course Outcomes with the program Outcomes					
	PO1	PO2	PO3	PO4	PO5
CO1	-	√	√	-	-
CO2	√	-	-	√	-
CO3	-	√	-	√	-
CO4	√	-	√	√	-
CO5	-	-	√	√	√

MAPPING OF COs WITH BLOOM'S TAXONOMY						
CO1	Understand insurance fund management objectives, fund sources, investment policies, and efficient fund utilization.					
CO2	Proficiently analyze securities, evaluate risk-return profiles, and employ valuation techniques.					
CO3	Assess common stocks using various valuation approaches, incorporating company, industry, and economic analyses.					
CO4	Construct efficient portfolios based on risk and return considerations, utilizing mean-variance criteria.					
CO5	Apply Capital Asset Pricing Model (CAPM), Arbitrage Pricing Theory, and portfolio evaluation techniques to real-world scenarios.					
Bloom's Level						
	Remember	Understand	Apply	Analyze	Evaluate	Create
CO1	√	√	-	-	-	-
CO2	√	√	√	√	-	-
CO3	√	√	√	√	-	-
CO4	√	√	√	√	-	-
CO5	√	√	√	√	√	-

Unit-1 Introduction

Nature and Objectives of Funds Management in Insurance Business, Sources of Funds in Insurance Companies, Investment Policies and Employment of Funds. An Over View of Indian Financial System.

Unit-2 Investment Policies

Investment Policies and Process, Security Analysis and its Objectives, Types of Securities, Risk in Holding Securities, over View of Securities Markets in India, Risk Return Analysis, Analysis of Different Types of Bonds-Different Features, Valuation, Term Structure, Interest Rates, Risk Immunization.

Unit-3 Common Stock Analysis

Common Stock Analysis-Its Features, Different Approaches of Stock Valuation, Company Analysis, Industry Analysis and General Economic Situation Analysis. Technical Analysis Features and Assumptions, DOW Theory, Charts, Technical trading Rules, Efficient Market Theory.

Unit-4 Introduction of Portfolio Management

Introduction of Portfolio Management Analysis of Risk and Return on a Portfolio. The Mean Variance Criterion, Tracing the Efficient Frontier, Constructing Optimum Portfolio.

Unit-5 Theory of Capital Market

Theory of Capital Market-Capital Asset Pricing Model, Arbitrage Pricing Theory, Techniques of Portfolio Revision, Performance evaluation of Portfolio, Over View of Portfolio Management in India.

Suggested Readings

- *Investment Management* -V.K. Bhalla
- *Portfolio Analysis & Management* -V.K. Bhalla
- *The Art of Risk Management* -Christophel Culp
- *Investment* -Sharpe William F

MUBBA22-503 R1	FUNDAMENTALS OF RETAILING	L-3, T-1, P-0	4 CREDITS
		Total Lecture	48

Course Objectives:

- The subject's teaching objectives are to equip students with a comprehensive understanding of retailing's fundamentals, including its definition, scope, and characteristics.
- Students will also explore the evolution of retailing globally and in India, while learning about diverse store formats from supermarkets to e-marketing. They'll gain strategic insights into store location planning, proficiency in merchandise decision-making, pricing strategies, and communication techniques.
- Additionally, students will familiarize themselves with retail information systems, covering the role of Management Information Systems (MIS), data management tools, and technological applications like POS terminals and RFID.

Course Outcomes: At the end of the course, the students will be able to

CO1	Gain a comprehensive understanding of retailing's definition, scope, characteristics, and evolution.
CO2	Acquire strategic insights into selecting optimal retail store locations, considering factors, design, and visual merchandising.
CO3	Develop proficiency in merchandise decisions, covering mix, pricing, branding, and vendor management.
CO4	Attain expertise in retail marketing strategies, including effective communication, pricing tactics, advertising, and promotions.
CO5	Familiarize themselves with retail information systems, harnessing MIS for data management, and employing tools like POS terminals and RFID.

Mapping of Course Outcomes with the program Outcomes

	PO1	PO2	PO3	PO4	PO5
CO1	-	√	√	-	-
CO2	-	√	-	-	-
CO3	√	√	√	-	-
CO4	√	-	-	√	-
CO5	√	-	-	√	√

MAPPING OF COs WITH BLOOM'S TAXONOMY						
CO1	Gain a comprehensive understanding of retailing's definition, scope, characteristics, and evolution.					
CO2	Acquire strategic insights into selecting optimal retail store locations, considering factors, design, and visual merchandising.					
CO3	Develop proficiency in merchandise decisions, covering mix, pricing, branding, and vendor management.					
CO4	Attain expertise in retail marketing strategies, including effective communication, pricing tactics, advertising, and promotions.					
CO5	Familiarize themselves with retail information systems, harnessing MIS for data management, and employing tools like POS terminals and RFID.					
Bloom's Level						
	Remember	Understand	Apply	Analyze	Evaluate	Create
CO1	√	√	-	-	-	-
CO2	√	√	-	-	-	-
CO3	√	√	-	-	-	-
CO4	√	√	-	-	-	-
CO5	√	√	-	-	-	-

Unit-1 Introduction to Retailing

Definition, concept and scope and characteristics of Retailing, Evolution of Retailing, growth of Retailing in India and the global scenario, Store Format-super market, Departmental Store, Malls, Hyper Market, Discount Store, Convenience Store, Specialty Store, Kiosks, neighborhood Store, Non Format Store-Direct Selling, Tele Shopping, E-Marketing, Vending Machine Retailing.

Unit-2 Retail Store Location

Retail Store Location-Planning, Location selection decision process, Analysis of Location decision, Factors affecting site selection and location decision, Retail Store, Shopping Centre, Mall Location, Store design and layout, Interior and exterior design components, Space planning, Visual Merchandising.

Unit-3 Merchandise decision

Merchandise decision-merchandise mix-variety, assortment, branding, quality, Pricing, display. Factors affecting merchandise mix-budget Constraints, space limitations, product turnover rates, stock replenishment, Vendor identification, selection of vendors, Finalization of Vendors.

Unit-4 Retail Pricing

Retail Pricing-Factors affecting Pricing, Retail Pricing Strategy, Pricing Adjustments, Retail Marketing Communication and Advertising, Choice of Media and Media selection Decision, Retail Sales Promotion, Retail Publicity.

Unit-5 Retail Information System

Retail Information System-Nature, Scope and Characteristics of Retail Information System, Role of MIS in Retail Marketing, Data warehousing and Mining, Electronic Data Interchange, Universal Product Code, Point of Sales Terminals, Radio Frequency Identification, Self Regulatory Check out System, familiarity with software Packages like MS Office, MS Windows, LAN, UNIX etc,

Suggested Readings:

- *Retail Management* -Bajaj, Tuli & Srivastava
- *Retail Management-A Strategic Approach* -Berman & Evans

MUBBA22-503 R2	RETAIL ENVIRONMENT	L-3, T-1, P-0	4 CREDITS
		Total Lecture	48

Course Objectives: The objectives are to multi-fold:-

- Firstly, to provide students with a profound comprehension of the dynamic retail environment, encompassing its economic, socio-cultural, political, legal, regulatory, and technological facets.
- Furthermore, the curriculum aims to instill awareness of the impact of emerging economies, globalization, and the World Trade Organization (WTO) on retailing, fostering an understanding of international environmental forces driving the evolution of the retail landscape.
- Students will explore strategic aspects of domestic and global retail businesses, encompassing alliances, franchising, licensing, and Foreign Direct Investment (FDI) implications.
- Lastly, the syllabus will shed light on the institutional and legal dimensions of the retail business environment, encompassing international sourcing, multinational corporations, and the prospects of retailing in rural India.

Course Outcomes: At the end of the course, the students will be able to

CO1	Attain a holistic grasp of retail's multifaceted dynamics, including economic, socio-cultural, legal, and technological dimensions, and their impact on growth.
CO2	Gain insights into global retail forces, understanding international influences, emerging economies, and the implications of organizations like the WTO.
CO3	Acquire strategic acumen in domestic and global retail strategies, encompassing alliances, franchising, licensing, and FDI implications.
CO4	Comprehend retail's economic contributions across major economies, exploring employment trends and diverse international retail formats.
CO5	Develop awareness of institutional and legal dimensions, including international sourcing, multinational corporations, and retail prospects in rural India.

Mapping of Course Outcomes with the program Outcomes

	PO1	PO2	PO3	PO4	PO5
CO1	√	√	√	-	-
CO2	-	√	√	-	√
CO3	-	-	-	√	√
CO4	√	√	-	√	-
CO5	√	-	-	√	√

MAPPING OF COs WITH BLOOM'S TAXONOMY						
CO1	Attain a holistic grasp of retail's multifaceted dynamics, including economic, socio-cultural, legal, and technological dimensions, and their impact on growth.					
CO2	Gain insights into global retail forces, understanding international influences, emerging economies, and the implications of organizations like the WTO.					
CO3	Acquire strategic acumen in domestic and global retail strategies, encompassing alliances, franchising, licensing, and FDI implications.					
CO4	Comprehend retail's economic contributions across major economies, exploring employment trends and diverse international retail formats.					
CO5	Develop awareness of institutional and legal dimensions, including international sourcing, multinational corporations, and retail prospects in rural India.					
Bloom's Level						
	Remember	Understand	Apply	Analyze	Evaluate	Create
CO1	√	√	-	-	-	-
CO2	√	√	-	-	-	-
CO3	√	√	√	-	-	-
CO4	√	√	-	-	-	-
CO5	√	√	√	-	-	-

Unit-1 Introduction to Retail Environment

Nature, Scope and Significance of Environment, Economic, Socio-cultural, Political, Legal, Regulatory, Technological and other Forces affecting Retail Marketing Business and its growth, Emerging Indian and Global Retail Business Environment, Demographic and Social order changes and organized Retailing, Branding, Segmentation and target Marketing in retail Business.

Unit-2 Factors Affecting Retail Environment

International Environmental Forces driving globalization of Retailing, Impact of WTO on Retailing, impact of emerging economies in new world economic order, Impact of Service sector on Retailing.

Unit-3 Retail Business Environment

Strategy for Domestic and Global Retail Business, Emerging Business Alliance, Franchising, Licensing, FDI in Retail Business, Cross Boarder Transaction in Retail Business.

Unit-4 Contribution of Retail Business

Contribution of Retail Business in Major Economies, Employment generation, Popular International Retail formats, Study of Major International Retailers, European and US Experience in Retailing.

Unit-5 Institutional and Legal Aspects of Business Environment

Institutional and Legal Aspects of Business Environment with special reference to Retail Business, International sourcing, Multi National Corporation and Indian Business world. Prospects of Retailing in Indian Rural Areas.

Suggested Readings

- *Business Environment* -K Ashwathappa
- *Business Environment and Policy* -Francis Cheruvenilam
- *International Retailing Trend and Strategies* -Mcgoldrick & Davies
- *International retailing* -Nicholas Alexander
- *Retail Management-A Strategic Approach* -Burman & Evans

MUBBA22-503 R3	RETAIL TECHNOLOGY & CRM	L-3, T-1, P-0			4 CREDITS
		Total Lecture			48
<p>Course Objectives: The objectives of teaching this syllabus are to enable students to:</p> <ul style="list-style-type: none"> • Understand Retail Tech: Grasp the complexity of retail businesses and the need for technology, covering data management, internet use, and rapid response systems. • Master Operations: Learn tech integration in procurement, vendor management, store operations, and security. Explore E-Retailing, including branding and online services. • Enhance Service Quality: Develop skills in customer care, service quality tools, and strategic service enhancement for retail businesses. 					
<p>Course Outcomes: At the end of the course, the students will be able to</p>					
CO1	Develop a deep understanding of technology's role in diverse and complex retail operations.				
CO2	Attain proficiency in integrating technology across procurement, supply, vendor management, store operations, and security.				
CO3	Acquire expertise in E-Retailing dynamics, including branding, cross-selling, online payment, and customer relationship management.				
CO4	Develop skills to manage customer care services, enhance service quality, and leverage strategic advantage through improved retail services.				
CO5	Learn to adapt retail strategies by utilizing technology for information sharing, data warehousing, and enhancing customer experience.				
Mapping of Course Outcomes with the program Outcomes					
	PO1	PO2	PO3	PO4	PO5
CO1		√			
CO2	√	√		√	
CO3	√	√		√	√
CO4			√	√	
CO5		√		√	√

MAPPING OF COs WITH BLOOM'S TAXONOMY						
CO1	Develop a deep understanding of technology's role in diverse and complex retail operations.					
CO2	Attain proficiency in integrating technology across procurement, supply, vendor management, store operations, and security.					
CO3	Acquire expertise in E-Retailing dynamics, including branding, cross-selling, online payment, and customer relationship management.					
CO4	Develop skills to manage customer care services, enhance service quality, and leverage strategic advantage through improved retail services.					
CO5	Learn to adapt retail strategies by utilizing technology for information sharing, data warehousing, and enhancing customer experience.					
Bloom's Level						
	Remember	Understand	Apply	Analyze	Evaluate	Create
CO1	√	√	-	-	-	-
CO2	√	√	√	-	-	-
CO3	√	√	√	-	-	-
CO4	√	√	-	-	-	-
CO5	√	√	√	-	-	-

Unit-1

Retail Business- its Diversity and Complexity, Need for application of Retail Marketing Technology, Information sharing and Information exchanges, Data Warehousing and Data Mining in Retail Business, Use and application of Internet in retail Business, Retail information system with special reference to rapid response delivery system

Unit-2

Use of Technology in Procurement and supply, vendor identification, Vendor selection, Different channels of sourcing, Techniques of Procurement.

Unit-3

Technology and store operations and management, Warehousing Management, Display techniques, LPOS terminals, Retail Business Promotion, Customer relationship Management with specific reference to retail business, Security of Retail stores, Accidents and crimes with reference to retail Business.

Unit-4

Nature, concept and significance of E-Retailing, Tele shopping, Operation and management of E-store, Strategies for E-Retailing, Branding on the web, cross selling, referral services, Permission marketing, Online payment processing, internet payment gateways, Internet security issues.

Unit-5

Customer care services, Managing service quality, Tools for achieving service quality, Customer perception of service quality, Strategic Advantage and service quality, improving retail service quality pre shopping and after shopping.

Suggesting Readings

- *Service Marketing-Operations,*
- *Management and Strategy -Clow & Kurtz*
- *Retail Management -Levy and Weitz*
- *Retail Management-Strategic Approach -Burman & Evans*

MUBBA22-503 G1	GLOBAL BUSINESS ENVIRONMENT			L-3, T-1, P-0	4 CREDITS
				Total Lecture	48
Course Objectives:					
<ul style="list-style-type: none"> • Global Business Environment encompasses providing students with a comprehensive understanding of the intricacies of the global business landscape. • The course seeks to familiarize students with the characteristics and components of the global environment, strategies for India's global engagement, and the impact of Multinational Enterprises (MNEs) on host and home countries. • Additionally, the syllabus delves into the dynamics of international investment, including factors influencing foreign investment and its significance, particularly in the context of India. 					
Course Outcomes: At the end of the course, the students will be able to					
CO1	Possess a thorough knowledge of the characteristics and components of the global business environment, enabling them to analyze and comprehend the complexities of the international marketplace.				
CO2	Develop the ability to formulate effective strategies for India's global participation and critically assess the benefits and drawbacks of Multinational Enterprises (MNEs) on both host and home countries.				
CO3	Equip students with the skills to evaluate factors influencing foreign investment and recognize the significance of such investments, particularly in the context of India's economic growth.				
CO4	Have a deep understanding of the GATT, WTO principles, and the organizational structures and functions of key international economic organizations. This knowledge will empower them to navigate and contribute effectively to the evolving global economic landscape.				
Mapping of Course Outcomes with the program Outcomes					
	PO1	PO2	PO3	PO4	PO5
CO1	-	-	-	-	√
CO2	√	-	-	-	-
CO3	-	√	-	√	-
CO4	-	-	√	√	-

MAPPING OF COs WITH BLOOM'S TAXONOMY						
CO1	Possess a thorough knowledge of the characteristics and components of the global business environment, enabling them to analyze and comprehend the complexities of the international marketplace.					
CO2	Develop the ability to formulate effective strategies for India's global participation and critically assess the benefits and drawbacks of Multinational Enterprises (MNEs) on both host and home countries.					
CO3	Equip students with the skills to evaluate factors influencing foreign investment and recognize the significance of such investments, particularly in the context of India's economic growth.					
CO4	Have a deep understanding of the GATT, WTO principles, and the organizational structures and functions of key international economic organizations. This knowledge will empower them to navigate and contribute effectively to the evolving global economic landscape.					
Bloom's Level						
	Remember	Understand	Apply	Analyze	Evaluate	Create
CO1	√	√	-	-	-	-
CO2	√	√	√	-	-	-
CO3	√	√	√	√	-	-
CO4	√	√	√	√	-	-

Unit- 1 Introduction to Global Environment

Global Environment -Characteristics and Components Strategies for India going global Multinational Enterprises(MNE) - Benefits to host and home country Demerits of MNE

Unit- 2 International Investment

International Investment - Factors effecting foreign Investment, Growth of foreign investment - significance of foreign investment, Foreign Investment in India

Unit- 3 World Trade Organisation

General Agreement on Trade and Tariffs (GATT) - Concept World Trade Organization (WTO)- Functions, Principles, Organizational Structure The WTO Agreements - A Bird's eye view Salient feature of Uruguay Round Agreement Dispute Settlement Mechanism, Ministerial Conferences

Unit- 4 International Economic Organisations

Introduction, Objectives, Organisational Structure and Functions of following organisation - International Monetary Fund (IMF) International Bank for Reconstruction and Development (IBRD) South Asian Association for Regional Cooperation (SAARC) European Union (EU)

Suggested Readings:

- Francis Chrunilam - *International business Environment*
- R Chandran - *International business Environment*
- Francis Chrunilam - *Business Environment*
- Ahswathappa K - *Business Environment*
- Ahswathappa K - *Business Environment*
- R Daft and K P M Sundaram - *Indian Economy*
- A N Agrawal - *Indian Economy*
- D M Mithani - *Money, Banking, International Trade and Finance*
- K Subbarao – *Internation Business*, Himalaya Publication

MUBBA22-503 G2	MULTINATIONAL BUSINESS FINANCE			L-3, T-1, P-0	4 CREDITS
				Total Lecture	48
<p>Course Objectives: The objectives of teaching this syllabus are to equip students to:</p> <ul style="list-style-type: none"> • Grasp the nature, significance, and challenges of multinational business finance within distinctive multinational corporations (MNCs). • Acquire proficiency in foreign exchange management, including exchange rate mechanisms, currency risk types, and effective risk management strategies. • Develop skills to critically evaluate international investment decisions, considering capital budgeting techniques, risk adjustments, and external factors. 					
<p>Course Outcomes: At the end of the course, the students will be able to</p>					
CO1	Develop a strong grasp of the intricacies, significance, and challenges associated with multinational business finance within diverse multinational corporations (MNCs).				
CO2	Manage currency risk adeptly using foreign exchange knowledge and strategic risk management strategies.				
CO3	Strategically evaluate international investments, utilizing capital budgeting techniques and assessing risk factors.				
CO4	Navigate international capital structures, financing sources, and optimize multinational cost of capital.				
CO5	Master cross-border cash management, trade financing, treasury operations, and risk management with derivatives.				
Mapping of Course Outcomes with the program Outcomes					
	PO1	PO2	PO3	PO4	PO5
CO1	-	√	-	√	√
CO2	-	√	-	√	-
CO3	-	√	√	√	-
CO4	-	√	√	√	-
CO5	√	√	-	√	√

MAPPING OF COs WITH BLOOM'S TAXONOMY						
CO1	Develop a strong grasp of the intricacies, significance, and challenges associated with multinational business finance within diverse multinational corporations (MNCs).					
CO2	Manage currency risk adeptly using foreign exchange knowledge and strategic risk management strategies.					
CO3	Strategically evaluate international investments, utilizing capital budgeting techniques and assessing risk factors.					
CO4	Navigate international capital structures, financing sources, and optimize multinational cost of capital.					
CO5	Master cross-border cash management, trade financing, treasury operations, and risk management with derivatives.					
Bloom's Level						
	Remember	Understand	Apply	Analyze	Evaluate	Create
CO1	√	√	-	-	-	-
CO2	√	√	-	-	-	-
CO3	√	√	√	√	√	-
CO4	√	√	√	√	-	-
CO5	√	√	-	-	-	-

Unit 1: Introduction to Multinational Business Finance

Nature, Scope, and Significance of Multinational Business Finance; Distinctive Features of Multinational Corporations (MNCs); Multinational Financial Management: Challenges and Opportunities; International Financial Markets and Institutions; Exchange Rate Systems and Determination

Unit 2: Foreign Exchange Management and Risk

Foreign Exchange Market: Structure and Functions, Exchange Rate Mechanisms: Spot, Forward, and Futures Markets; Currency Risk: Types, Measurement, and Management Strategies, Transaction, Translation, and Economic Exposure; Managing Currency Exposure: Hedging and Derivatives

Unit 3: International Investment Decisions

International Capital Budgeting: Importance and Challenges; Capital Budgeting Techniques: NPV, IRR, and Modified IRR ;Adjustments for Exchange Rate and Country Risk; Political and Economic Factors in Investment Decisions; Real Options and Strategic Investment in Multinational Context

Unit 4: Financing Multinational Operations

International Capital Structure: Equity and Debt Financing; Global Sources of Financing: Eurocurrency Markets, Syndicated Loans, Bonds; International Stock Markets and Cross-Listing; Multinational Cost of Capital and Capital Structure Optimization; Taxation and Transfer Pricing in Multinational Finance

Unit 5: Managing Working Capital and Global Treasury Operations

Multinational Cash and Liquidity Management; International Trade Financing: Letters of Credit, Export Credit Agencies; Multinational Receivables and Payables Management; Treasury Operations and Short-Term Investment Strategies; Risk Management and Derivatives in Global Treasury

Suggested Readings:

- Eiteman, D. K., Stonehill, A. I., & Moffett, M. H. (2020). *Multinational Business Finance* (16th ed.). Pearson.
- Shapiro, A. C., Sarin, A., & Martín-Martín, O. (2019). *Multinational Financial Management* (10th ed.). Wiley.
- Madura, J. (2021). *International Financial Management* (14th ed.). Cengage Learning.
- Levi, M. D. (2018). *International Finance* (6th ed.). Routledge.
- Moffett, M. H., Stonehill, A. I., & Eiteman, D. K. (2019). *Fundamentals of Multinational Finance* (6th ed.). Pearson.

MUBBA22-503 G3	INTERNATIONAL TRADE POLICY & STRATEGY	L-3, T-1, P-0	4 CREDITS
		Total Lecture	48

Course Objectives:

- The objectives of the course are to provide students with a comprehensive understanding of the intricacies of international trade.
- Through a systematic exploration of trade theories, the course aims to differentiate between internal and international trade and shed light on the significance of India's internal trade characteristics.
- The course intends to familiarize students with India's foreign trade history, and other major areas. By examining trade policies, agreements, and organizations like WTO, the course aims to equip students to analyze the dynamics of global trade and comprehend India's trade balance and payments.
- Ultimately, the course seeks to cultivate insights into strategic trade policies and their implications in the context of India's evolving trade landscape.

Course Outcomes: At the end of the course, the students will be able to

CO1	Develop a comprehensive understanding of trade concepts, including the distinctions between internal and international trade, major trade theories, and terminology.
CO2	Gain in-depth insights into India's foreign trade history, trends, major trading partners, and the composition of exports and imports.
CO3	Familiarize themselves with free trade and protective trade policies, and comprehend the roles of institutions like EXIM Bank, ECGC, STC, MMTC, SEZ, and EPZ in financing and promoting foreign trade.
CO4	Acquire analytical skills to assess trade policy developments during planning periods, evaluate changes in the global trade scenario, and understand bilateral and multilateral trade agreements.
CO5	Develop an understanding of India's balance of trade and balance of payments, and its significance in the context of global trade dynamics.

Mapping of Course Outcomes with the program Outcomes

	PO1	PO2	PO3	PO4	PO5
CO1	-	√	-	√	-
CO2	-	√	-	√	-
CO3	-	√	√	-	-
CO4	-	√	-	√	-
CO5	-	√	-	√	√

MAPPING OF COs WITH BLOOM'S TAXONOMY						
CO1	Develop a comprehensive understanding of trade concepts, including the distinctions between internal and international trade, major trade theories, and terminology.					
CO2	Gain in-depth insights into India's foreign trade history, trends, major trading partners, and the composition of exports and imports.					
CO3	Familiarize themselves with free trade and protective trade policies, and comprehend the roles of institutions like EXIM Bank, ECGC, STC, MMTC, SEZ, and EPZ in financing and promoting foreign trade.					
CO4	Acquire analytical skills to assess trade policy developments during planning periods, evaluate changes in the global trade scenario, and understand bilateral and multilateral trade agreements.					
CO5	Develop an understanding of India's balance of trade and balance of payments, and its significance in the context of global trade dynamics.					
Bloom's Level						
	Remember	Understand	Apply	Analyze	Evaluate	Create
CO1	√	√	-	-	-	-
CO2	√	√	-	-	-	-
CO3	√	√	-	-	-	-
CO4	√	√	-	-	-	-
CO5	√	√	-	-	-	-

MUBBA22-503 G3: INTERNATIONAL TRADE POLICY & STRATEGY
CREDITS: 4

Unit –I Introduction

Trade its meaning and types. Difference between internal and international trade. Theories of International Trade. India's Internal Trade- Characteristics and Problems. Coastal trade and trade of Uttar Pradesh. Terms of Trade. Trade : Terminology and abbreviations.

Unit-II Foreign Trade of India

Introduction to Foreign Trade of India Before independence, During Planning Period, Recent trends in India's Foreign Trade. Major Items of Exports: Composition, Direction and Future Prospects, Major Items of Imports: Composition, Direction and Future Prospects.

Unit –III Major Trading Blocks

Free Trade and Protective trade policies, India's Major trading partners. Financing of foreign trade, National Level Financing Institutions: EXIM Bank, ECGC and other institutions in financing of foreign trade, STC, MMTC, SEZ and EPZ. Export promotions.

Unit –IV Strategy for Trade Policy in India

General Developments during planning period. Recent World trade Scenario, Recent changes in trade policy, Trade agreements – Bilateral and Multilateral Trade Agreements. GATT & UNCTAD, WTO. India's Balance of Trade and Balance of Payments.

Books Recommended:

- Bhagwati J. Srinivasan – *Foreign Trade regimes and Economics development*
- Jaiswal Bimal & A.K.Singh – *Foreign Trade of India*
- Plaekar – *Trade of India*
- Salvi P.G. – *New Directions on India's Trade policy.*
- Cherrunilam F. – *International Trade Export Management*
- Singh, M – *India's Export trends*
- Varshney R.L. – *India's Foreign Trade*

MUBBA22-503 G4	TRANSACTIONAL & CROSS CULTURAL MARKETING			L-3, T-1, P-0	4 CREDITS
				Total Lecture	48
Course Objectives:					
<ul style="list-style-type: none"> • The syllabus aims to provide students with a strong understanding of transactional marketing, cross-cultural dynamics, and relationship-building strategies. • It covers customer acquisition, consumer behavior, marketing mix elements, adapting marketing strategies to different cultures, and transitioning to relational marketing for customer retention and success. • Through this course, students will grasp the foundational concepts and strategies of transactional marketing, including customer acquisition, consumer behavior, and marketing mix elements. 					
Course Outcomes: At the end of the course, the students will be able to					
CO1	Develop a comprehensive grasp of transactional marketing concepts, including its definition, scope, components, and the role of technology.				
CO2	Gain insights into consumer behavior and decision-making processes within transactional contexts, understanding factors influencing purchase decisions and motivations.				
CO3	Acquire proficiency in crafting transactional marketing strategies, encompassing product tactics, pricing techniques, promotion methods, distribution channels, and customer service.				
CO4	Cultivate a deep understanding of cross-cultural marketing, including the impact of cultural dimensions on marketing, cultural sensitivity, and adapting strategies to diverse cultural contexts.				
CO5	Develop skills in building customer relationships within transactional marketing, transitioning to relational marketing, fostering customer retention and loyalty, and leveraging customer data for future transactions.				
Mapping of Course Outcomes with the program Outcomes					
	PO1	PO2	PO3	PO4	PO5
CO1	-	√	-	√	-
CO2	-	√	√	√	-
CO3	√	√	√	√	-
CO4	-	√	√	√	√
CO5	-	√	√	√	-

MAPPING OF COs WITH BLOOM'S TAXONOMY						
CO1	Develop a comprehensive grasp of transactional marketing concepts, including its definition, scope, components, and the role of technology.					
CO2	Gain insights into consumer behavior and decision-making processes within transactional contexts, understanding factors influencing purchase decisions and motivations.					
CO3	Acquire proficiency in crafting transactional marketing strategies, encompassing product tactics, pricing techniques, promotion methods, distribution channels, and customer service.					
CO4	Cultivate a deep understanding of cross-cultural marketing, including the impact of cultural dimensions on marketing, cultural sensitivity, and adapting strategies to diverse cultural contexts.					
CO5	Develop skills in building customer relationships within transactional marketing, transitioning to relational marketing, fostering customer retention and loyalty, and leveraging customer data for future transactions.					
Bloom's Level						
	Remember	Understand	Apply	Analyze	Evaluate	Create
CO1	√	√	-	-	-	-
CO2	√	√	-	-	-	-
CO3	√	√	-	-	-	-
CO4	√	√	-	-	-	-
CO5	√	√	-	-	-	-

MUBBA22-503 G4: TRANSACTIONAL & CROSS CULTURAL MARKETING

CREDITS: 4

Unit 1: Introduction to Transactional Marketing

Definition and Scope of Transactional Marketing, Characteristics and Components of Transactional Marketing, Importance of Customer Acquisition and Short-Term Transactions, Types of Transactional Marketing Strategies, Role of Technology in Transactional Marketing

Unit 2: Consumer Behavior and Decision-Making in Transactions

Understanding Consumer Decision-Making Process, Factors Influencing Consumer Purchase Decisions, Buyer Motivations and Rationality in Transactional Marketing, Psychological and Sociocultural Influences in Transactional Context, Impulse Buying and the Role of Discounts and Promotions

Unit 3: Transactional Marketing Mix

Product Strategies in Transactional Marketing, Pricing Tactics: Discounts, Coupons, and Limited-Time Offers, Promotion Techniques for Immediate Sales, Place Strategies and Convenient Distribution Channels, Customer Service and Post-Purchase Follow-Up in Transactions

Unit 4: Cross-Cultural Marketing

Introduction to Cross-Cultural Marketing, Understanding Cultural Dimensions and Their Impact on Marketing, Cultural Sensitivity in International Business Transactions, Adapting Marketing Strategies for Different Cultural Contexts, Case Studies on Successful and Failed Cross-Cultural Marketing Campaigns

Unit 5: Building Relationships in Transactional Marketing

Transition from Transactional to Relational Marketing, Importance of Customer Retention and Loyalty, Implementing Relationship-Building Strategies in Transactions, Personalization and Customization in Transactional Context, Leveraging Customer Data for Future Transactions

Suggested Readings:

- Owen, A., & Hammond, R. (2002). *Transactional Marketing: How to Win Repeat Business in the 21st Century*. Butterworth-Heinemann.
- Ghoshal, S. (1987). Global Strategy: An Organizing Framework. *Strategic Management Journal*, 8(S1), 425-440.
- Keegan, W. J., & Green, M. C. (2019). *Global Marketing*. Pearson.
- Deshpande, R. (2017). *Global Marketing: Text and Cases*. Vikas Publishing House

SEMESTER – VI

MUBBA22-601T	BUSINESS POLICY & STRATEGY			L-3, T-1, P-0	4 CREDITS
				Total Lecture	48
Course Objectives:					
<ul style="list-style-type: none"> • To provide students with a comprehensive understanding of business policy and strategy, emphasizing the importance and relevance of strategic management in contemporary business environments. • To equip students with the knowledge and skills necessary for conducting environmental analyses, both internal and external, enabling them to formulate effective business policies and strategies. • To instill ethical considerations and corporate social responsibility in strategic management. 					
Course Outcomes: At the end of the course, the students will be able to					
CO1	Critically analyse the internal and external environments in which businesses operate and assess their significance for strategic planning.				
CO2	Develop the ability to analyze and assess both internal and external environmental factors to formulate effective business policies and strategies.				
CO3	Capable of applying various strategy formulation approaches in different organizational and industry contexts, with an emphasis on achieving competitive advantages.				
CO4	Exhibit proficiency in evaluating alternative strategies for growth, integration, diversification, and outsourcing to create value for businesses.				
CO5	Recognize and appreciate the ethical and social responsibilities associated with strategy implementation, enabling them to make informed, socially responsible, and ethically sound strategic decisions.				
Mapping of Course Outcomes with the program Outcomes					
	PO1	PO2	PO3	PO4	PO5
CO1	-	√	-	-	√
CO2	-	√	-	-	√
CO3	√	-	√	√	√
CO4	-	√	-	√	√
CO5	√	-	√	-	√

MAPPING OF COs WITH BLOOM'S TAXONOMY						
CO1	Critically analyse the internal and external environments in which businesses operate and assess their significance for strategic planning.					
CO2	Develop the ability to analyze and assess both internal and external environmental factors to formulate effective business policies and strategies.					
CO3	Capable of applying various strategy formulation approaches in different organizational and industry contexts, with an emphasis on achieving competitive advantages.					
CO4	Exhibit proficiency in evaluating alternative strategies for growth, integration, diversification, and outsourcing to create value for businesses.					
CO5	Recognize and appreciate the ethical and social responsibilities associated with strategy implementation, enabling them to make informed, socially responsible, and ethically sound strategic decisions.					
Bloom's Level						
	Remember	Understand	Apply	Analyze	Evaluate	Create
CO1	√	√	√	√	-	-
CO2	√	√	√	√	-	-
CO3	√	√	√	-	-	-
CO4	√	√	√	√	-	-
CO5	√	√	√	√	√	-

UNIT I: Introduction to Business Policy and Strategy

Nature & importance of business policy & strategy; Introduction to the strategic management process and related concepts; Characteristics of corporate, business & functional level strategic management decisions; Company's vision and mission, need for a mission statement.

UNIT II: Environmental Analysis for Business Policy Formulations

Evaluating a Company's External and Internal Environmental Analysis for Creating Business Policy and Strategy, Macro Environmental Factors; Demographic Elements, Political Forces, Economic Elements, Socio-cultural Factors, Technological Issues. Industry analysis; Stages of Industry Life Cycle.

UNIT III: Strategy Formulation

Strategy Formulation; Business-Level, Functional Level Strategy, Strategy Analysis and Choices Competitive Analysis and Advantages: Generic Strategies, Choice Based Strategies, Tailoring Strategy to Fit Specific Industry, Strategy for Leaders, Challengers, Weak Crisis Businesses.

UNIT IV: Alternative Strategy Development

Creating Value through Intensive Growth Strategies. Integration Strategies, Diversification Strategies, Using Offensive and Defensive Strategies. Outsourcing Strategies, Growth and Drivers of Outsourcing. Market Diversification Strategies.

UNIT V: Strategy Implementation and Corporate Ethics

Strategy and Organisational Structure, Different Types of Organisational Structure, Organisational Resource Allocation, Developing Functional Strategies. Crafting Social Responsibility, Social and Ethical Responsibilities of Corporate Organisations.

Suggested Readings:

- Pearce, J.A. & Robinson, R.B. Strategic Management: Formulation Implementation and Control. McGraw Hill Education
- Kazmi, A. Strategic Management and Business Policy. McGraw Hill Education
- Thompson and Strickland - Strategic Management Concept and cases
- Ansoff, H Lgor - Corporate Strategy
- Charles W L Hill and G R Jones - Strategic Management Theory
- Thomas L Wheelen and J D Hunger - Strategic Management

MUBBA22-602T	FINANCIAL INSTITUTIONS & MARKETING			L-3, T-1, P-0	4 CREDITS
				Total Lecture	48
Course Objectives:					
<ul style="list-style-type: none"> • Understand the structure and functioning of the Indian financial system, including recent reforms and challenges. • Familiarize with the roles and functions of regulatory institutions in India, such as RBI, SEBI, IRDA, and PFRDA. • Gain insights into the significance and operations of financial markets, with a focus on the Capital Market and Money Market in India. 					
Course Outcomes: At the end of the course, the students will be able to					
CO1	Comprehend the organization and functioning of the Indian financial system, including recent reforms and their impact on the economy.				
CO2	Evaluate the roles and responsibilities of key regulatory institutions in India, such as RBI, SEBI, IRDA, PFRDA, IDBI, SIDBI, and IFCI.				
CO3	Analyze the significance and interplay of different financial markets, including the Money Market and Capital Market, and their linkages with the broader economy.				
CO4	Understand the primary and secondary markets in the Capital Market, the role of stock exchanges like NSE and BSE, and the various instruments traded, such as equity shares and debentures.				
CO5	Gain insights into the Money Market's functions, instruments, and the role of the RBI in regulating the money market instruments.				
Mapping of Course Outcomes with the program Outcomes					
	PO1	PO2	PO3	PO4	PO5
CO1	√	√	-	-	√
CO2	-	-	√	√	-
CO3	-	√	-	-	√
CO4	-	√	-	-	√
CO5	-	-	√	√	√

MAPPING OF COs WITH BLOOM'S TAXONOMY						
CO1	Comprehend the organization and functioning of the Indian financial system, including recent reforms and their impact on the economy.					
CO2	Evaluate the roles and responsibilities of key regulatory institutions in India, such as RBI, SEBI, IRDA, PFRDA, IDBI, SIDBI, and IFCI.					
CO3	Analyze the significance and interplay of different financial markets, including the Money Market and Capital Market, and their linkages with the broader economy.					
CO4	Understand the primary and secondary markets in the Capital Market, the role of stock exchanges like NSE and BSE, and the various instruments traded, such as equity shares and debentures.					
CO5	Gain insights into the Money Market's functions, instruments, and the role of the RBI in regulating the money market instruments.					
Bloom's Level						
	Remember	Understand	Apply	Analyze	Evaluate	Create
CO1	√	√	-	-	-	-
CO2	√	√	√	√	√	-
CO3	√	√	√	√	-	-
CO4	√	√	-	-	-	-
CO5	√	√	-	-	-	-

Unit I: Indian Financial System and major Institutions:

Structure of Indian Financial System: An overview of the Indian financial system, major reforms in the last decade: Payment banks, GST, monetary policy, Insolvency and Bankruptcy code; issues in financial reforms and restructuring; future agenda of reforms; Mutual Funds- Introduction and their role in capital market development. Non-banking financial companies (NBFCs).

Unit II: Regulatory Institutions in India:

Indian Financial Institutions, RBI, SEBI, IRDA, PFRDA, IDBI, SIDBI, IFCI

Unit III: Financial Markets:

Introduction to Financial Markets in India: Role and Importance of Financial Markets, Types of Financial Markets: Money Market; Capital Market; Factors affecting Financial Markets, Linkages Between Economy and Financial Markets

Unit IV: Capital Market in India:

Capital Markets-functions, organization and instruments. Indian debt market; Indian equity Market- primary and secondary markets; Role of stock exchanges in India. Introduction to Stock Markets, Comparison between NSE and BSE, Primary and Secondary market, Major Instruments traded in stock markets: Equity Shares, Debentures.

Unit V: Money Markets in India:

Money Market: Meaning, functions, organization and instruments used in money markets, Segments of money markets, Call Money Markets, Repos and reverse Repo concepts, Treasury Bill Markets, Market for Commercial Paper, Commercial Bills and Certificate of Deposit, Role of central bank in money market; Indian money market- An overview.

Primary and Secondary markets for money market instruments role of RBI as regulated in money market.

Suggested Readings:

- Bhole, L.M., Financial Markets and Institutions. Tata McGraw Hill Publishing Company
- Khan, M.Y., Indian Financial System-Theory and Practice. New Delhi: Vikas Publishing
- House
- Sharma, G.L., and Y.P. Singh eds. Contemporary Issues in Finance and Taxation.
- Academic Foundation, Delhi
- Khan and Jain, Financial Services, Tata McGraw Hill.
- Pathak, B. Indian Financial System (4th ed). Pearson Publication
- Annual Reports of Major Financial Institutions in India.

MUBBA22-603 F1	INTERNATIONAL FINANCIAL MANAGEMENT			L-3, T-1, P-0	4 CREDITS
				Total Lecture	48
Course Objectives:					
<ul style="list-style-type: none"> • To familiarize the students with the issues relating to International Finance, markets, management, exchange rates and the risk associated with it. • To provide students with basic terms and concepts used in international trade and methods of payment in a global set up. • To provide students with the knowledge of converting foreign currency into home currency. • To improve students' knowledge regarding International financial regulation involved in international financial markets. 					
Course Outcomes: At the end of the course, the students will be able to					
CO1	Gain a deep understanding of international finance, this knowledge equips them to address complex financial challenges in the global arena.				
CO2	Familiarity with global financial institutions and their functions. This familiarity enables them to navigate the roles of these institutions in the international financial landscape.				
CO3	Proficiency in international financial markets and instruments. This expertise empowers them to engage effectively in global financial transactions.				
CO4	Learn strategies for mitigating these risks, enhancing their ability to make informed financial decisions in a global context.				
CO5	Insights into balance of payments analysis and economic imbalances. This knowledge enables them to analyze and address economic disparities and imbalances on an international scale.				
Mapping of Course Outcomes with the program Outcomes					
	PO1	PO2	PO3	PO4	PO5
CO1	-	√	-	-	√
CO2	-	√	-	-	√
CO3	√	√	-	-	√
CO4	-	-	√	√	√
CO5	-	-	-	√	√

MAPPING OF COs WITH BLOOM'S TAXONOMY						
CO1	Gain a deep understanding of international finance, this knowledge equips them to address complex financial challenges in the global arena.					
CO2	Familiarity with global financial institutions and their functions. This familiarity enables them to navigate the roles of these institutions in the international financial landscape.					
CO3	Proficiency in international financial markets and instruments. This expertise empowers them to engage effectively in global financial transactions.					
CO4	Learn strategies for mitigating these risks, enhancing their ability to make informed financial decisions in a global context.					
CO5	Insights into balance of payments analysis and economic imbalances. This knowledge enables them to analyze and address economic disparities and imbalances on an international scale.					
Bloom's Level						
	Remember	Understand	Apply	Analyze	Evaluate	Create
CO1	√	√	-	-	-	-
CO2	√	√	-	-	-	-
CO3	√	√	√	-	-	-
CO4	√	√	√	√	-	-
CO5	√	√	√	√	-	-

UNIT I: International Financial Management

Introduction; Meaning of International Finance; Issues involved in International finance; Methods of payment; Evolution of international monetary system, Meaning of International Financial management.

UNIT II: International Financial Institutions

IMF, IBRD, World Bank, ADB, IDA, MIGS, IFC, ICSID, BIS, WTO - Objectives and functions.

UNIT III: International Financial Markets

Foreign Institutional Investors- GDR, ADR, IDR- Meaning; Features. Foreign Direct Investment (FDI)- growth of FDI; Advantages and disadvantages of FDI to host country and home country; Loan syndication, External commercial borrowing, Euro currency Market-only concept.

UNIT IV: Foreign Exchange Markets

Foreign exchange market and market intermediaries; need of foreign exchange; Forwards , Futures, Swaps and Options, derivatives; International Risk Management-types of risk-political risk, exchange rate fluctuation risk, risk of non-payment, managing risk.

UNIT V: International Financial Activities

International taxation-double taxation-Bilateral relief and unilateral relief, Tax havens and transfer pricing, Balance of Payment-functions of Balance of Payment, Components of Balance of Payment, reasons for disequilibrium in Balance of Payment.

Suggested Readings:

- P. Subba Rao International Business text and cases, Himalaya Publishing house, 2012.
- K. Ashwathappa International Business, Tata Mc Graw Hill 2006
- V.A.Avadhani International Finance Himalaya Publishing House, 2000
- Shashi K Gupta and Praneet Rangi International Finance, Kalyani Publishers second
- revised edition 2017

MUBBA22-603 F2	MANAGEMENT OF FINANCIAL SERVICES	L-3, T-1, P-0	4 CREDITS
		Total Lecture	48

Course Objectives:

- The objective of the course "Management of Financial Services" is to provide students with a comprehensive understanding of the principles, concepts, and practices involved in effectively managing financial services in the modern business environment.
- This course aims to equip students with the necessary knowledge and skills to navigate the complex world of financial services and make informed decisions to achieve organizational goals.
- To enable students to gain more knowledge about various situations prevailing in the market, so as to be more alert and smart in taking financial decisions for an organization.

Course Outcomes: At the end of the course, the students will be able to

CO1	Develop an understanding of financial services, including the different types of financial intermediaries, their characteristics and roles, and the need for financial services in the modern economy.
CO2	Understand the functioning of depository institutions, including commercial banks and non-depository institutions such as finance companies, mutual funds, and pension funds, and their role in providing financial services.
CO3	Acquire knowledge of merchant banking and venture capital, including the concept, characteristics, and services of merchant bankers, the management of capital issues, and the growth of venture capital services in India.
CO4	Gain an understanding of leasing, hire-purchase, and factoring, including their concepts, types, legal and tax aspects, and their role in the financial services sector.
CO5	Develop an understanding of credit rating services, including their concept and types, the function of credit rating agencies, and the role of credit rating agencies in India.

Mapping of Course Outcomes with the program Outcomes

	PO1	PO2	PO3	PO4	PO5
CO1	√	√	-	-	√
CO2	-	√	-	-	√
CO3	-	-	√	√	√
CO4	-	√	√	√	√
CO5	-	√	√	√	-

MAPPING OF COs WITH BLOOM'S TAXONOMY						
CO1	Develop an understanding of financial services, including the different types of financial intermediaries, their characteristics and roles, and the need for financial services in the modern economy.					
CO2	Understand the functioning of depository institutions, including commercial banks and non-depository institutions such as finance companies, mutual funds, and pension funds, and their role in providing financial services.					
CO3	Acquire knowledge of merchant banking and venture capital, including the concept, characteristics, and services of merchant bankers, the management of capital issues, and the growth of venture capital services in India.					
CO4	Gain an understanding of leasing, hire-purchase, and factoring, including their concepts, types, legal and tax aspects, and their role in the financial services sector.					
CO5	Develop an understanding of credit rating services, including their concept and types, the function of credit rating agencies, and the role of credit rating agencies in India.					
Bloom's Level						
	Remember	Understand	Apply	Analyze	Evaluate	Create
CO1	√	√	-	-	-	-
CO2	√	√	-	-	-	-
CO3	√	√	√	√	-	-
CO4	√	√	√	√	-	-
CO5	√	√	√	√	-	-

UNIT I: Financial Services

Meaning and Concepts, Need for Financial Services, Various Types of Financial Services, Fund Based and Non Fund Based, Characteristics and Role of Financial Intermediaries.

UNIT II:

(a) Depository Institutions and Financial Services: Commercial Banks and their changing role, Functioning of banks, Financial services and Banking System.

(b) Non Depository Institutions: Finance Companies and Mutual Funds and Pension Funds- A Financial Services and their Role.

UNIT III: Merchant Banking and Venture Capital

The Concept of Merchant banking Services of Merchant Bankers, Merchant Banking in India- Rules and Regulations Management of Capital Issues, Fixed Deposits and Debenture Issues, Venture Capital- The Concept and Characteristics, Growth of Venture Capital Services in India.

UNIT IV:

(a) Leasing: Concept, Types, Legal and Tax Aspects, Hire- Purchase, Lease structuring.

(b) Factoring: Concept and Characteristics, Types of Factoring, Factoring in India, Factoring and Bill Rediscounting.

(c) Forfeiting: Meaning and Mechanism of Forfeiting.

UNIT V: Credit Rating Services:

Concept and Types, Function of Credit Rating Agencies, Credit Rating Agencies in India.

Suggested Reading:

- Bhole L.M.: Financial Institutions and Markets, 4th ed., McGraw Hill Co. New Delhi, 2008
- Anthony Saunders, Financial Markets and Institutions, 4th ed., McGraw Hill Publishing Company, New Delhi.
- Khan M.Y: Financial Services, 4th ed., McGraw Hill, New Delhi, 2008
- K Sasidharan, Financial services and System (2008), McGraw Hill Publishing Company, New Delhi.
- Clifford Gomez, Financial Markets, Institutions and Financial Services, Prentice Hall of India, 2008.
- Anthony Saunders, Financial Institutions Management- A Risk management Approach, 6th ed., McGraw Hill Publishing Company New Delhi
- M.Y. Khan Indian Financial System, 6th ed., McGraw Hill Publishing Company, New Delhi, 2008.

MUBBA22-603 F3	CORPORATE TAX PLANNING & MANAGEMENT			L-3, T-1, P-0	4 CREDITS
				Total Lecture	48
<p>Course Objectives: The aims and objectives of teaching "Corporate Tax Planning & Management" can be as follows:</p> <ul style="list-style-type: none"> • To provide students with a comprehensive understanding of income tax laws and principles, enabling them to navigate the complexities of income taxation. • To equip students with knowledge of various heads of income and their implications, with a particular focus on business profits, capital gains, and deductions. • To develop students' expertise in tax planning and management, covering aspects such as setting up new businesses, tax holidays, financial management decisions, and tax implications. • To foster critical thinking and problem-solving skills by addressing administrative, legislative, and organizational challenges associated with tax planning and management. 					
Course Outcomes: At the end of the course, the students will be able to					
CO1	Acquire a deep understanding of income tax laws, principles, and the different heads of income, allowing them to navigate the intricacies of corporate taxation.				
CO2	Develop expertise in tax planning and management, including considerations for new business setups, enabling them to make informed tax-related choices.				
CO3	Gain specialized knowledge in handling tax matters for non-resident companies and corporate reorganization.				
CO4	Enhance their critical thinking and problem-solving abilities by addressing administrative, legislative, and organizational challenges related to tax planning and management.				
CO5	Gain knowledge and skills necessary for effective corporate tax planning and management, contributing to their readiness for tax-related roles in the business and financial sectors.				
Mapping of Course Outcomes with the program Outcomes					
	PO1	PO2	PO3	PO4	PO5
CO1	-	√	√	-	-
CO2	√	√	-	√	-
CO3	-	-	-	√	-
CO4	-	-	-	√	-
CO5	-	√	-	-	√

MAPPING OF COs WITH BLOOM'S TAXONOMY						
CO1	Acquire a deep understanding of income tax laws, principles, and the different heads of income, allowing them to navigate the intricacies of corporate taxation.					
CO2	Develop expertise in tax planning and management, including considerations for new business setups, enabling them to make informed tax-related choices.					
CO3	Gain specialized knowledge in handling tax matters for non-resident companies and corporate reorganization.					
CO4	Enhance their critical thinking and problem-solving abilities by addressing administrative, legislative, and organizational challenges related to tax planning and management.					
CO5	Gain knowledge and skills necessary for effective corporate tax planning and management, contributing to their readiness for tax-related roles in the business and financial sectors.					
Bloom's Level						
	Remember	Understand	Apply	Analyze	Evaluate	Create
CO1	√	√	√	-	-	-
CO2	√	√	√	-	-	-
CO3	√	√	√	-	-	-
CO4	√	√	√	√	-	-
CO5	√	√	√	-	-	-

Unit-I: Income Tax Laws

Law Relating to Income Tax, Principles Underlying Certain as regards to Determination of Taxable income, Concept and Definition of Income, Receipts which are not income, Exemption from Charge of Income Tax, Capital and revenue Gains and Expenditures.

Unit-II: Heads of Income

Provision of Income tax Law relating to Various Heads of Income with Special Emphasis on Profits and gains from Business and Profession, Capital gains, Income from Other sources, Deductions, Techniques of Calculation of Income Tax.

Unit- III: Tax Planning & Management-1

Concept of Tax Planning, Tax planning with reference to setting up of a New Business locational aspect, nature of business, planning for Tax Holiday Benefits, Tax planning with Reference to Financial management Decision, Tax Planning and Cash Management.

Unit-IV: Tax Planning & Management-2

Tax Planning with Reference to Non-Resident company Assessee, Tax Planning with Reference to Corporate Reorganization, i.e. Amalgamation, Merger, Demerger and Slump sale.

Unit-V:

Problems of Tax Planning, Administrative, Legislative and Organizational Problems.

Suggested Readings:

- E.A. Srinivas, Corporate Tax Planning, Tata McGraw Hill.
- Vinod K. Singhania, Taxmann's Direct Taxes Planning and Management.
- V.S. Sundaram, Commentaries on the Law of Income- Tax in India, Law Publishers, Allahabad.
- A.C. Sampath Iyengar, Law of Income Tax, Bharat Publishing House, Allahabad.
- Taxman, The Tax and Corporate Law Weekly.
- Bhagwati Prasad, Direct Taxes Laws Practice, Wishwa Prakashan

MUBBA22-603 M1	INTERNATIONAL MARKETING	L-3, T-1, P-0	4 CREDITS
		Total Lecture	48

Course Objectives:

- The objective of teaching International Marketing is to equip students with a comprehensive understanding of the fundamental concepts, strategies, and intricacies involved in marketing across borders.
- Students should be able to analyze the differences between domestic and international marketing environments, grasp the significance of segmentation and entry strategies, and develop skills to plan, coordinate, and control international marketing efforts.
- Furthermore, students will gain insights into crafting effective product, pricing, and distribution strategies for global markets, while also learning to create tailored promotional mixes that resonate with diverse international audiences.
- Overall, the course aims to prepare students to navigate the complexities of international business and contribute effectively to the global marketing landscape.

Course Outcomes: At the end of the course, the students will be able to

CO1	Students will grasp the differences between domestic and international marketing environments, recognizing key challenges and opportunities.
CO2	Students will be adept at targeting markets, selecting entry strategies, and developing coordinated international marketing plans.
CO3	Manage product life cycles, set pricing strategies, and align products with global demands.
CO4	Manage international distribution channels and create customized promotional approaches for diverse markets.
CO5	Students will approach international business confidently, adapting strategies to cultural and economic nuances for success in global marketing.

Mapping of Course Outcomes with the program Outcomes

	PO1	PO2	PO3	PO4	PO5
CO1	-	√	√	-	√
CO2	√	√	-	√	-
CO3	√	√	-	√	-
CO4	√	√	-	-	-
CO5	√	√	-	√	√

MAPPING OF COs WITH BLOOM'S TAXONOMY						
CO1	Students will grasp the differences between domestic and international marketing environments, recognizing key challenges and opportunities.					
CO2	Students will be adept at targeting markets, selecting entry strategies, and developing coordinated international marketing plans.					
CO3	Manage product life cycles, set pricing strategies, and align products with global demands.					
CO4	Manage international distribution channels and create customized promotional approaches for diverse markets.					
CO5	Students will approach international business confidently, adapting strategies to cultural and economic nuances for success in global marketing.					
Bloom's Level						
	Remember	Understand	Apply	Analyze	Evaluate	Create
CO1	√	√	-	-	-	-
CO2	√	√	√	-	-	-
CO3	√	√	√	-	-	-
CO4	√	√	√	-	-	-
CO5	√	√	√	√	-	-

Unit-1: Introduction to International Marketing

Basic Concept and the Environment, Difference Between Domestic Marketing and International Marketing Environment. Scope and Size of International Marketing.

Unit-2: Market Selection

International Marketing Selection and Segmentation, Entry Options and Strategies, International marketing Planning, Coordination and Control.

Unit-3: Product Policy

International Product Policy and Planning, Product Development, Product Life Cycle.

Unit-4: Pricing Policy

International Pricing Policy, Pricing Objectives, Determination Pricing Policy and Pricing Strategy.

Unit-5: Distribution Channels

International Distribution Channels, Selection and Management of Distribution Channels, International Promotion, Marketing Communication, Developing Promotional Mix for foreign Markets.

Suggested Readings:

- Leighton -International Marketing-Text and Cases
- Keegan -Managing Global Marketing
- Kriplani -International Marketing Management
- JohnFayer -International marketing
- Fraklin R Root -International Marketing

MUBBA22-603 M2	INDUSTRIAL MARKETING	L-3, T-1, P-0	4 CREDITS
		Total Lecture	48

Course Objectives: The objectives of teaching Industrial Marketing can be summarized as follows:

- Develop a comprehensive understanding of the principles and concepts of industrial marketing, enabling students to navigate the unique challenges of business-to-business marketing.
- Equip students with the knowledge and skills necessary to analyze industrial marketing environments, buyer behavior, and product characteristics to make informed business decisions.
- Instill the importance of industrial marketing intelligence and data-driven decision-making, emphasizing the design and application of information systems to enhance business performance.

Course Outcomes: At the end of the course, the students will be able to

CO1	Comprehend the fundamental concepts and nature of industrial marketing, enabling students to identify and analyze the specific characteristics and challenges of business-to-business markets.
CO2	Understand how demand works for industrial products, based on the needs and behaviors of industrial buyers.
CO3	Develop effective marketing strategies for industrial products, including product development, channel distribution, pricing decisions, etc.
CO4	Design and apply industrial marketing intelligence systems, supporting informed decision-making in industrial marketing.
CO5	Evaluate and control marketing strategies to achieve business goals in industrial settings.

Mapping of Course Outcomes with the program Outcomes

	PO1	PO2	PO3	PO4	PO5
CO1	-	√	√	-	-
CO2	√	-	√	-	-
CO3	-	-	-	√	-
CO4	√	-	-	√	√
CO5	-	√	-	√	-

MAPPING OF COs WITH BLOOM'S TAXONOMY						
CO1	Comprehend the fundamental concepts and nature of industrial marketing, enabling students to identify and analyze the specific characteristics and challenges of business-to-business markets.					
CO2	Understand how demand works for industrial products, based on the needs and behaviors of industrial buyers.					
CO3	Develop effective marketing strategies for industrial products, including product development, channel distribution, pricing decisions, etc.					
CO4	Design and apply industrial marketing intelligence systems, supporting informed decision-making in industrial marketing.					
CO5	Evaluate and control marketing strategies to achieve business goals in industrial settings.					
Bloom's Level						
	Remember	Understand	Apply	Analyze	Evaluate	Create
CO1	√	√	-	-	-	-
CO2	√	√	-	-	-	-
CO3	√	√	-	-	-	-
CO4	√	√	√	-	-	-
CO5	√	√	√	√	√	-

Unit-1

Industrial Marketing Concept-Nature of Industrial Marketing, Industrial Marketing Environment, Industrial markets.

Unit-2

Demand for Industrial Goods, Demand and Product Characteristics, Derived Demand for Industrial Goods, Nature of Industrial Buying, Buyer Behaviour, Value Analysis and Vendor Selection.

Unit-3

Industrial Marketing Strategy-Product Strategy, Channel Distribution Strategy, Logistics, Pricing Decisions, Promotion Mix and strategy, Advertising, Personal Selling, Sales Promotion, Public Relations, Publicity.

Unit-4

Industrial Marketing Intelligence System, Information Needs System Design and Applications.

Unit-5

Industrial Marketing Control-Strategic Goals, Performance Standards, Evaluation of Performance.

Suggested Readings

- E Rayon Coray -*Industrial Marketing-Cases and Concepts*
- Robert W Hass -*Industrial Marketing Management*
- Ralph and Gross -*Industrial Marketing*
- Websterm -*Industrial Marketing*
- V Kasturi Rangan -*Business Marketing Strategy*

MUBBA22-603 M3	RURAL MARKETING			L-3, T-1, P-0	4 CREDITS
				Total Lecture	48
Course Objectives:					
<ul style="list-style-type: none"> • The course objective of the subject of Rural Marketing is to provide students with an understanding of the challenges and opportunities involved in marketing to rural consumers, with a focus on consumer behavior, product planning, distribution channels, and marketing of agricultural inputs. • The objective is to provide students with a comprehensive understanding of the unique dynamics, challenges, and opportunities associated with marketing products and services in rural areas. • This course aims to equip students with the knowledge and skills necessary to develop effective marketing strategies tailored to rural markets, enabling them to tap into the vast potential of rural consumers and contribute to the inclusive growth of businesses. 					
Course Outcomes: At the end of the course, the students will be able to					
CO1	Understand the nature and scope of rural marketing, including the socio-cultural, economic, and environmental factors that affect rural markets.				
CO2	Analyze the attitudes and behavior patterns of rural consumers, including their purchasing power and buying patterns, and develop effective marketing strategies to target them.				
CO3	Develop a comprehensive understanding of product planning and media planning for marketing consumer durables, non-durable goods, and services in rural markets.				
CO4	Develop expertise in planning distribution channels and organizing personnel selling in rural markets, with a focus on marketing agricultural inputs such as fertilizers, seeds, agricultural implements, and tractors.				
CO5	Gain knowledge of the variations in levels of intersection, variances of distance-traveled type, and the role of marketing centers in rural marketing, and develop strategies to address the unique challenges of marketing in rural areas.				
Mapping of Course Outcomes with the program Outcomes					
	PO1	PO2	PO3	PO4	PO5
CO1	-	√	√	-	√
CO2	√	-	-	√	-
CO3	-	√	-	-	-
CO4	-	-	-	√	
CO5	-	-	-	√	√

MAPPING OF COs WITH BLOOM'S TAXONOMY						
CO1	Understand the nature and scope of rural marketing, including the socio-cultural, economic, and environmental factors that affect rural markets.					
CO2	Analyze the attitudes and behavior patterns of rural consumers, including their purchasing power and buying patterns, and develop effective marketing strategies to target them.					
CO3	Develop a comprehensive understanding of product planning and media planning for marketing consumer durables, non-durable goods, and services in rural markets.					
CO4	Develop expertise in planning distribution channels and organizing personnel selling in rural markets, with a focus on marketing agricultural inputs such as fertilizers, seeds, agricultural implements, and tractors.					
CO5	Gain knowledge of the variations in levels of intersection, variances of distance-traveled type, and the role of marketing centers in rural marketing, and develop strategies to address the unique challenges of marketing in rural areas.					
Bloom's Level						
	Remember	Understand	Apply	Analyze	Evaluate	Create
CO1	√	√	-	-	-	-
CO2	√	√	√	√	-	-
CO3	√	√	-	-	-	-
CO4	√	√	√	√	-	-
CO5	√	√	√	-	-	-

UNIT I

Nature, Concept and Scope of Rural Marketing, the People, the Purchasing Power, Buying Pattern, Socio-Cultural, Economic and Other Environmental Factors Affecting Rural marketing.

UNIT II

Attitude and Behaviour Pattern of Rural consumers, Overview of Rural Marketing

UNIT III

Marketing of Consumer Durables and Non Durable Goods and Services in Rural Markets with Special Reference to Product Planning and Media Planning.

UNIT IV

Planning of Distribution Channels, Organizing Personnel Selling in Rural Markets, Marketing of Agricultural Inputs with Special Reference to Fertilizers, Seeds, Agricultural Implements and Tractors.

UNIT V

Rural Marketing Behaviour in Space, Variation in Levels of Intersection, Variances of Distance Traveled Type and Role of Marketing Centers, Special Manifestations of Rural Marketing.

Suggested Readings

- Raja Gopal. (2009). *Organizing Rural Business Policy, Planning and Management*. PHI Learning Private Limited.
- Raja Gopal. (2016). *Indian Rural Marketing*. New Age International Publishers.
- Gopalswamy, T. P. (2013). *Rural Marketing-Environment, Problems and Strategies*. Himalaya Publishing House.
- Ramachandram H. and Shastri G. S. (2014). *Behaviour in Space-Rural Marketing in an Underdeveloped Economy*. Himalaya Publishing House.

MUBBA22-603 H1	HUMAN RESOURCE PLANNING & DEVELOPMENT	L-3, T-1, P-0	4 CREDITS
		Total Lecture	48

Course Objectives:

- The objective of the course in Human Resource Planning & Development is to provide students with a comprehensive understanding of the principles, theories, and practices related to managing human resources within organizations.
- The course aims to equip students with the knowledge and skills necessary to effectively attract, develop, motivate, and retain employees to achieve organizational goals.
- To gain an understanding of the strategic significance of HRM and its alignment with organizational objectives.

Course Outcomes: At the end of the course, the students will be able to

CO1	Understand human resource planning and its forecasting methods.
CO2	Grasp job and career planning, including job analysis, enrichment, and career counseling.
CO3	Learn recruitment and selection strategies, and approaches to employee development.
CO4	Explore human resource development (HRD) concepts and designing effective HRD systems.
CO5	Comprehend performance appraisal, its types, and monitoring for employee development.

Mapping of Course Outcomes with the program Outcomes

	PO1	PO2	PO3	PO4	PO5
CO1	√	√	-	-	-
CO2	√	-	-	√	-
CO3	-	√	√	√	-
CO4	√	-	-	√	-
CO5	-	√	-	√	-

MAPPING OF COs WITH BLOOM'S TAXONOMY						
CO1	Understand human resource planning and its forecasting methods.					
CO2	Grasp job and career planning, including job analysis, enrichment, and career counseling.					
CO3	Learn recruitment and selection strategies, and approaches to employee development.					
CO4	Explore human resource development (HRD) concepts and designing effective HRD systems.					
CO5	Comprehend performance appraisal, its types, and monitoring for employee development.					
Bloom's Level						
	Remember	Understand	Apply	Analyze	Evaluate	Create
CO1	√	√	-	-	-	-
CO2	√	√	-	-	-	-
CO3	√	√	-	-	-	-
CO4	√	√	-	-	-	-
CO5	√	√	-	-	-	-

MUBBA22-603 H1: HUMAN RESOURCE PLANNING & DEVELOPMENT CREDITS:4

Unit-1: Human Resource Planning

Definition, Objectives and Components of Human Resource Planning, Manpower Forecasting: Necessity, Problems, Approaches, and Benefits of Forecasting.

Unit-2: Job & Career Planning

Job Analysis, Job Evaluation, Job Description, Job Specification: Concept, Needs and Importance. Job Enrichment, Job Satisfaction.

Career Planning: Significance, Need and Its components, Career counseling, Career Patching.

Unit-3: Recruitment & Selection

Recruitment and Selection of Human Resource, Factors Influencing Recruitment and selection, Different Methods of recruitment and Selection. Employee development, Work, Role and Importance of Employees and Executives, managers, Factors Responsible for Employee Behaviour, Different Approaches to Employee development

Unit-4: Human Resource Development

Meaning, methods, process and outcomes of human resource development; Tasks of HRD department; Designing a effective HRD system; Ways for improvement of human resource in an organization.

Unit-5: Performance Appraisal

Definition, nature and Its Importance, Different Types of Appraisal Systems, Monitoring and review of Appraisal System.

Suggested Readings

- Davis A De Cenzo et -Personnel, *Human Resource Management*
- Lloyd L Byars et -*Human Resource Management*
- R. K. Malhorta Edt. -*Personnel Management*

MUBBA22-603 H2	BUSINESS ETHICS	L-3, T-1, P-0	4 CREDITS
		Total Lecture	48

Course Objectives:

- The objective of the course "Business Ethics" is to provide students with a comprehensive understanding of ethical principles, frameworks, and decision-making processes in the context of business.
- This course aims to cultivate ethical awareness, critical thinking, and responsible decision-making skills among students, enabling them to navigate complex ethical dilemmas in the business world and contribute to the development of ethical organizational practices.
- To inculcate the behavioural ethics by making students understand the ethical responsibilities with a view to make them an ideal role-model in the business world.

Course Outcomes: At the end of the course, the students will be able to

CO1	Understand the concept of business ethics and its impact on organizational performance.
CO2	Apply values and moral philosophies to guide ethical decision-making in organizations.
CO3	Explore corporate social responsibility, governance, and organizational culture's role in ethical choices.
CO4	Analyze ethical considerations in organizational relations, HRM, and work culture.
CO5	Examine the global context of business ethics, including regulatory aspects and ethical behavior in the global economy.

Mapping of Course Outcomes with the program Outcomes

	PO1	PO2	PO3	PO4	PO5
CO1	√	√	√	-	√
CO2	√	-	√	-	-
CO3	√	-	√	-	√
CO4	√	√	√	√	-
CO5	√	-	√	-	√

MAPPING OF COs WITH BLOOM'S TAXONOMY						
CO1	Understand the concept of business ethics and its impact on organizational performance.					
CO2	Apply values and moral philosophies to guide ethical decision-making in organizations.					
CO3	Explore corporate social responsibility, governance, and organizational culture's role in ethical choices.					
CO4	Analyze ethical considerations in organizational relations, HRM, and work culture.					
CO5	Examine the global context of business ethics, including regulatory aspects and ethical behavior in the global economy.					
Bloom's Level						
	Remember	Understand	Apply	Analyze	Evaluate	Create
CO1	√	√	-	-	-	-
CO2	√	√	√	-	-	-
CO3	√	√	√	√	-	-
CO4	√	√	√	√	-	-
CO5	√	√	√	√	-	-

Unit-1: Business Ethics

Definition, Role, Significance and Importance of Business Ethics. An Overview of Business Ethics. Ethical Issues in Business. Business Ethics and Organizational performance.

Unit-2: Values

Application of Values and Moral Philosophies to Business Ethics. Organizational Values, Shared Values and Business ethics.

Unit-3: Corporate Social Responsibility

Corporate Governance and Business Social Responsibility, Framework for Understanding Ethical decision making, Emotional Intelligent Leadership, Organizational Culture and Ethical Decision making.

Unit-4: Organizational Relations

Organizational relationship and conflicts in Ethical Decision making. Business ethics and Organization Performance. HRM & Ethics. Creating Work-committed cultures in Organizations. Quality of Work Life.

Unit-5: Ethics in Global Economy

Business ethics in Global Economy. Ethical Behaviour: Concepts and advantages; Rating Agencies; Green Governance; Clause 49 and Listing Agreement.

Suggested Readings

- Chakraborty S.K.; Management by Values; Oxford University Press, Kolkata 2005.
- Sadri S., Jayashree; Business Ethics and Corporate Governance (towards excellence and sustainability); Himalaya Publishing Co. Mumbai 2011.
- R. Subramanian, Professional Ethics, Second Edition, OXFORD
- Jayashree S. Sadri S. and Dastoor D.S.; Jaico, Theory and Practice of Managerial Ethics; Mumbai
- Bhanumurthy K V: Ethics and Social Responsibility of Business, Pearson Education India.

MUBBA22-603 H3	SOCIAL SECURITY & LABOUR WELFARE			L-3, T-1, P-0	4 CREDITS
				Total Lecture	48
Course Objectives:					
<ul style="list-style-type: none"> • The course objective is to provide students with a comprehensive understanding of labour welfare, social security, and related laws, including the role of international organizations like ILO in promoting workers' rights and welfare. • The course aims to equip students with the knowledge and skills necessary to design, implement, and evaluate effective social security and welfare programs to promote employee well-being and enhance social protection in the workplace. • To make them familiarize with labour policies so that they become self dependent in planning better work system for the employees and reflect their identity as a good decision maker. 					
Course Outcomes: At the end of the course, the students will be able to					
CO1	Understand the concept, objectives, and principles of labour welfare and the extent of labour welfare work in India at different levels.				
CO2	Gain knowledge about the agencies for labour welfare in India, including statutory and non-statutory bodies.				
CO3	Learn about social security and its significance, origin, and growth in India, along with the different social security schemes.				
CO4	Understand the objectives, functions, and principles of the International Labour Organisation (ILO) and its relationship with India.				
CO5	Acquire knowledge about welfare and social security laws, including the salient features of the Workmen Compensation Act, Maternity Benefit Act, Employees State Insurance Act, and Employees Provident Fund Act.				
Mapping of Course Outcomes with the program Outcomes					
	PO1	PO2	PO3	PO4	PO5
CO1	-	√	-	-	√
CO2	-	√	-	-	√
CO3	-	-	-	-	√
CO4	-	√	-	-	√
CO5	√	-	√	-	√

MAPPING OF COs WITH BLOOM'S TAXONOMY						
CO1	Understand the concept, objectives, and principles of labour welfare and the extent of labour welfare work in India at different levels.					
CO2	Gain knowledge about the agencies for labour welfare in India, including statutory and non-statutory bodies.					
CO3	Learn about social security and its significance, origin, and growth in India, along with the different social security schemes.					
CO4	Understand the objectives, functions, and principles of the International Labour Organisation (ILO) and its relationship with India.					
CO5	Acquire knowledge about welfare and social security laws, including the salient features of the Workmen Compensation Act, Maternity Benefit Act, Employees State Insurance Act, and Employees Provident Fund Act.					
Bloom's Level						
	Remember	Understand	Apply	Analyze	Evaluate	Create
CO1	√	√	-	-	-	-
CO2	√	√	-	-	-	-
CO3	√	√	-	-	-	-
CO4	√	√	-	-	-	-
CO5	√	√	-	-	-	-

UNIT I: Introduction

Concept, Objectives and Principles of Labour Welfare, Agencies for Labour Welfare in India, Extent of Labour Welfare Work in India at Different Levels Statutory and Non-Statutory.

UNIT II: Labour Welfare in India

Labour Welfare Officer, Health, Safety and Welfare of Workers, Central Welfare Fund, Appraisal of Welfare Services.

UNIT III: Social Security

Concept, Significance, Origin and Growth of Social Security in India, Social Security Schemes- Social Assistance and Social Insurance, Old Age, Invalidity and Unemployment Insurance.

UNIT IV: International Labour Organisation

Objectives, Functions and Principles of I.L.O, I.L.O and India.

UNIT V: Welfare and Social Security Laws

Salient Features of Workmen Compensation Act,1923; Maternity Benefit Act,1961; Employees State Insurance Act,1923 and Employees Provident Fund Act,1952.

Suggested Readings:

- Ghosh, D. (2018). *Labour Welfare and Social Security in India*. Academic Excellence Publication.
- Ravi, G. (2019). *Social Security and Labour Welfare: Concepts and Practices*. Sage Publications India.
- Chakraborty, S. K. (2019). *Labour Welfare and Social Security*. Kalyani Publishers.
- Venkata Ratnam, C. S. (2018). *Social Security and Labour Welfare*. Himalaya Publishing House.
- Singh, P. (2019). *Social Security and Labour Welfare in India*. Anmol Publications Pvt. Ltd.

MUBBA22-603 II	ECONOMIC ENVIRONMENT OF INSURANCE BUSINESS			L-3, T-1, P-0	4 CREDITS
				Total Lecture	48
<p>Course Objectives: The objective is to provide students with a comprehensive understanding of the economic factors and global dynamics that shape the insurance industry.</p> <ul style="list-style-type: none"> • This includes equipping them with knowledge about the internal and external business environments, social responsibility, and the evolving status of insurance in India. • The syllabus aims to highlight the impact of liberalization on the insurance sector, the significance of international economic environments, and the role of government policies. • Additionally, it seeks to educate students on economic concepts like national income, social accounting, and monetary and fiscal policies relevant to the insurance business. • Overall, the objective is to prepare students to navigate the economic complexities and opportunities within the insurance industry in India and the global context. 					
Course Outcomes: At the end of the course, the students will be able to					
CO1	Gain a comprehensive understanding of the internal and external economic factors that influence the insurance business.				
CO2	Comprehend the impact of liberalization on the insurance sector in India, including the opportunities it presents and the government policies.				
CO3	Develop insights into the global economic environment and its relevance to insurance business, with a focus on international organizations.				
CO4	Acquire knowledge of key economic concepts such as national income, social accounting, etc., with a specific focus on how these concepts relate to the insurance business in India.				
Mapping of Course Outcomes with the program Outcomes					
	PO1	PO2	PO3	PO4	PO5
CO1	√	√	-	-	√
CO2	√	√	-	-	√
CO3	-	√	-	-	√
CO4	√	√	-	-	-

MAPPING OF COs WITH BLOOM'S TAXONOMY						
CO1	Gain a comprehensive understanding of the internal and external economic factors that influence the insurance business.					
CO2	Comprehend the impact of liberalization on the insurance sector in India, including the opportunities it presents and the government policies.					
CO3	Develop insights into the global economic environment and its relevance to insurance business, with a focus on international organizations.					
CO4	Acquire knowledge of key economic concepts such as national income, social accounting, etc., with a specific focus on how these concepts relate to the insurance business in India.					
Bloom's Level						
	Remember	Understand	Apply	Analyze	Evaluate	Create
CO1	√	√	-	-	-	-
CO2	√	√	-	-	-	-
CO3	√	√	-	-	-	-
CO4	√	√	-	-	-	-

MUBBA22-603 II: ECONOMIC ENVIRONMENT OF INSURANCE BUSINESS CREDITS:4

Unit-1: Business Environment

Internal and External Environment, Social Responsibility of Business Economic Planning and Insurance Business. Status of Insurance Business in India.

Unit-2: Liberalization of Insurance Business

Liberalization of Insurance Business Sector in India. Need for Liberalization, Opportunities of Insurance Business in India after Liberalization Policy of the Government of India. Government Policy towards Insurance Business in India.

Unit-3: Economic Environment with Respect to Global Business

International Economic Environment. GATT, WTO, and Insurance Business Sector. Prospectus of Insurance Business Sector in India. Comparative Environment of Insurance Business Score in India with reference to Japan, United Kingdom and United States of America.

Unit-4: National income and Social Accounting

National income and Social Accounting- introduction. Theory of Income Output and Employment. Classical and Keynesian Models. Trade Cycles. Theory of Inflation. Monetary and Fiscal Policies in India.

Suggested Readings

- *Economic Environment of Business* -Adhikary
- *Indian Economy* -A. N. Agrawal
- *Business Environment* -Ray Agrawal
- *Economic Survey* -Government of India

MUBBA22-603 I2	FIRE & AUTOMOBILE INSURANCE			L-3, T-1, P-0	4 CREDITS
				Total Lecture	48
<p>Course Objectives: The objective of teaching the subject is to provide students with a comprehensive understanding of insurance principles and practices in the context of fire and motor vehicles.</p> <ul style="list-style-type: none"> • This includes imparting knowledge about the concepts, policies, legal procedures, and fundamental principles of insurance, with a focus on fire and automobile insurance. • The course aims to equip students with the skills necessary to assess and manage risks, understand insurance regulations, and effectively handle claims in these specific domains. • Ultimately, the objective is to prepare students for careers in the insurance industry by providing them with the essential knowledge and expertise required for underwriting, claims management, and loss prevention in the context of fire and automobile insurance. 					
<p>Course Outcomes: At the end of the course, the students will be able to</p>					
CO1	Understand the fundamentals of fire insurance, policies, and legal procedures.				
CO2	Gain knowledge of motor insurance principles, policies, and regulations.				
CO3	Learn effective claim management for both fire and motor insurance.				
CO4	Comprehend the scope and applications of different insurance policies.				
CO5	Develop skills for risk assessment, loss prevention, and insurance underwriting in fire and motor insurance contexts.				
Mapping of Course Outcomes with the program Outcomes					
	PO1	PO2	PO3	PO4	PO5
CO1	-	√	√	-	-
CO2	-	√	-	-	√
CO3	√	-	-	√	-
CO4	-	√	-	-	-
CO5	-	-	-	√	√

MAPPING OF COs WITH BLOOM'S TAXONOMY						
CO1	Understand the fundamentals of fire insurance, policies, and legal procedures.					
CO2	Gain knowledge of motor insurance principles, policies, and regulations.					
CO3	Learn effective claim management for both fire and motor insurance.					
CO4	Comprehend the scope and applications of different insurance policies.					
CO5	Develop skills for risk assessment, loss prevention, and insurance underwriting in fire and motor insurance contexts.					
Bloom's Level						
	Remember	Understand	Apply	Analyze	Evaluate	Create
CO1	√	√	-	-	-	-
CO2	√	√	-	-	-	-
CO3	√	√	-	-	-	-
CO4	√	√	-	-	-	-
CO5	√	√	-	-	-	-

Unit-1: Introduction

Concept of Fire and Standard Fire Policy. Characteristics of Fire, Introduction of Fire Insurance. Scope of Cover. Tariff and Insurance Conditions.

Unit-2: Policies & Basis of Business

Special Policies: Fire Consequential Policy. Floater Policy. Reinstatement Value Policy. Basis of Profit Insurance. Measure of Indemnity. Indemnity period-Rate Basis and Related Terms and condition of the fire. Consequential Loss. Fire Claim. Management Claim.

Unit-3: Legal Procedures

Legal and Procedural Aspects of Claim. Loss Claim Procedure. Loss Prevention Techniques. Fire Losses. Fire Hazards and Fire Preventions.

Unit-4: Basic Principles of Motor Insurance

Basic Principles of Motor Insurance. Different Types of Vehicles. Types of Policies. Motor Vehicle Act Provisions related to Insurance. Motor insurance Tariff Rules and

Unit-5: Rules & Regulations

Regulations. Proposals, forms, Procedure for Underwriting. Endorsement, Renewals, Claim Procedure and Settlement of Claims.

Suggested Readings

- *Insurance Act, 1938* -Universal Book Traders, Delhi
- *Law relating to Insurance* -R. M. Vats
- *Insurance Principles & Practice* -M. N. Mishra
- *Modern Concepts of Insurance* -M. N. Mishra

MUBBA22-603 I3	LEGAL & REGULATORY ASPECTS OF INSURANCE BUSINESS			L-3, T-1, P-0	4 CREDITS
				Total Lecture	48
<p>Course Objectives: The objective is to equip students with a comprehensive understanding of the legal and regulatory framework governing the insurance industry in India.</p> <ul style="list-style-type: none"> • This includes knowledge about key insurance laws and provisions, the role and functions of regulatory authorities, and mechanisms for addressing insurance grievances. • The course aims to prepare students to navigate and comply with the legal and regulatory requirements essential for the effective management and ethical operation of insurance businesses. 					
Course Outcomes: At the end of the course, the students will be able to					
CO1	Understand insurance regulations and their historical context in India.				
CO2	Learn about the role and functions of the Insurance Regulatory and Development Authority (IRDA).				
CO3	Familiarize with relevant legal provisions in insurance contracts and grievance resolution mechanisms.				
CO4	Gain knowledge of key aspects of insurance laws and arbitration, simplifying the legal and regulatory aspects of the insurance industry.				
Mapping of Course Outcomes with the program Outcomes					
	PO1	PO2	PO3	PO4	PO5
CO1	√	√	-	-	-
CO2	-	√	-	-	√
CO3	-	√	-	-	-
CO4	-	√	-	√	-

MAPPING OF COs WITH BLOOM'S TAXONOMY						
CO1	Understand insurance regulations and their historical context in India.					
CO2	Learn about the role and functions of the Insurance Regulatory and Development Authority (IRDA).					
CO3	Familiarize with relevant legal provisions in insurance contracts and grievance resolution mechanisms.					
CO4	Gain knowledge of key aspects of insurance laws and arbitration, simplifying the legal and regulatory aspects of the insurance industry.					
Bloom's Level						
	Remember	Understand	Apply	Analyze	Evaluate	Create
CO1	√	√	-	-	-	-
CO2	√	√	-	-	-	-
CO3	√	√	-	-	-	-
CO4	√	√	-	-	-	-

MUBBA22-603 I3: LEGAL & REGULATORY ASPECTS OF INSURANCE BUSINESS **CREDITS:4**

Unit-1: Need for Regulations

Need for Regulation of Insurance Business. Brief Historical Back Ground of Insurance Regulatory Measures in India. Insurance Act, 1939 as amended from Time to Time. The Life Insurance Corporation of India Act, 1956 as Amended from Time to Time. The General Insurance Business (Notification) Act, 1972 as Amended from Time to Time.

Unit-2: Regulatory Body

Constitution of Insurance Regulatory Authority IIRA. IRDA Act, 1999

Unit-3: Provisions

Relevant Provisions of consumer Protection Act, 1986- Indian contract Act, 1872-Employees State Insurance Act, 1940, Law Relating to Agency, Workmen Compensation Act, 1923, Law Relating to Bailment, Law Relating to Insurance Contracts.

Unit-4: Basic Laws

Law Relating to Arbitration. Insurance Grievances Redressal Mechanism.

Suggested Readings:

- *Motor Accident Claims* -Dr. Janak Raj Jai
- *Motor Vehicle Act, 1988* -Bare Act
- *IRDA Publications* -IRDA

MUBBA22-603 R1	RETAIL SUPPLY CHAIN MANAGEMENT			L-3, T-1, P-0	4 CREDITS
				Total Lecture	48
<p>Course Objectives: The course objective is to equip students with a solid understanding of supply chain management in the retail sector, focusing on concepts, logistics, IT-enabled systems, distribution networks, and inventory management</p> <ul style="list-style-type: none"> • Students will learn about distribution network design, inventory management, and cost optimization, equipping them with the knowledge and skills required to effectively manage and streamline retail supply chains. • Overall, the objective is to prepare students for careers in retail operations by imparting practical knowledge and strategies for efficient supply chain management. 					
<p>Course Outcomes: At the end of the course, the students will be able to</p>					
CO1	Understand the nature and significance of supply chain management in the context of retail.				
CO2	Comprehend value chain systems, transportation, logistics, and the role of information technology in optimizing supply chains for retail businesses.				
CO3	Learn about different distribution channels, channel design decisions, and distribution channel strategies in the retail sector.				
CO4	Gain knowledge of inventory management, including its significance, cost optimization, and the application of economic order quantity principles in retail contexts.				
CO5	Develop the skills and insights necessary for efficient and effective retail supply chain management, preparing students for careers in the retail industry.				
Mapping of Course Outcomes with the program Outcomes					
	PO1	PO2	PO3	PO4	PO5
CO1	√	√	-	-	√
CO2	-	√	-	-	√
CO3	-	√	-	-	-
CO4	-	√	-	-	-
CO5	-	-	-	√	√

MAPPING OF COs WITH BLOOM'S TAXONOMY						
CO1	Understand the nature and significance of supply chain management in the context of retail.					
CO2	Comprehend value chain systems, transportation, logistics, and the role of information technology in optimizing supply chains for retail businesses.					
CO3	Learn about different distribution channels, channel design decisions, and distribution channel strategies in the retail sector.					
CO4	Gain knowledge of inventory management, including its significance, cost optimization, and the application of economic order quantity principles in retail contexts.					
CO5	Develop the skills and insights necessary for efficient and effective retail supply chain management, preparing students for careers in the retail industry.					
Bloom's Level						
	Remember	Understand	Apply	Analyze	Evaluate	Create
CO1	√	√	-	-	-	-
CO2	√	√	-	-	-	-
CO3	√	√	-	-	-	-
CO4	√	√	-	-	-	-
CO5	√	√	√	-	-	-

Unit-1: Introduction

Retail Supply Chain Management- Nature, Concept and significance of supply chain management, Supply chain management in case of Retail Business, Features and components of retail supply chain, Customer focus.

Unit-2: Value Chain System

Nature and concept of value chain and value delivery system, concept and significance of Transportation, Process of Transportation decision, Direct Logistics, Third Party logistic Providers, Multi model transportation, Reverse Logistics, Warehousing and transportation, warehousing operation and cross docking.

Unit-3: IT enabled Value Chain

Nature and Significance of Information Technology enabled supply chain management, ERP application, Just in time concept, Quick response delivery system, optimization of supply chain, Outsourcing-nature, significance and benefits of outsourcing, Retailing and Outsourcing, Key considerations in outsourcing, Global volatility of outsourcing.

Unit-4: Distribution Network

Distribution Network- Different distribution channels, channel design decision, Channel Management, Distribution Channel strategy.

Unit-5: Inventory management

Meaning, nature and significance of Inventory management, Inventory management and retail business, optimization and minimization of inventory, inventory cost, and Economic order quantity.

Suggested Readings

- Logistics management -Bowersox and Closs
- Managing the supply- A Strategic perspective -Gattomo and walters
- Supply Chain Management for global competitiveness -B. S. Sahay

MUBBA22-603 R2	MALL MANAGEMENT			L-3, T-1, P-0	4 CREDITS
				Total Lecture	48
<p>Course Objectives: The objective of teaching "Mall Management" is to provide students with a comprehensive understanding of the nature, concept, and management of malls.</p> <ul style="list-style-type: none"> • It aims to familiarize students with the global and Indian evolution of malls, their advantages, and challenges, as well as future trends. • The course focuses on the components of mall architecture, locational analysis, tenant selection, zoning decisions, and planning aspects in mall management. • Additionally, it provides students with practical exposure through field visits, enabling them to assess and study mall management in real-world settings. 					
<p>Course Outcomes: At the end of the course, the students will be able to</p>					
CO1	Understand the nature, evolution, and pros/cons of malls, including global and Indian contexts.				
CO2	Comprehend mall architecture and its key components for creating appealing shopping spaces.				
CO3	Learn locational analysis, tenant selection, and retail zoning to optimize tenant mix.				
CO4	Develop skills in planning and managing various mall operations, including tenant mix, space utilization, facilities, security, and promotions.				
CO5	Gain practical exposure through field visits to assess and study mall management in real-world settings, preparing students for careers in mall management.				
Mapping of Course Outcomes with the program Outcomes					
	PO1	PO2	PO3	PO4	PO5
CO1	√	√	-	-	-
CO2	-	√	-	-	√
CO3	-	√	-	-	-
CO4	-	√	-	-	-
CO5	-	-	-	√	√

MAPPING OF COs WITH BLOOM'S TAXONOMY						
CO1	Understand the nature, evolution, and pros/cons of malls, including global and Indian contexts.					
CO2	Comprehend mall architecture and its key components for creating appealing shopping spaces.					
CO3	Learn locational analysis, tenant selection, and retail zoning to optimize tenant mix.					
CO4	Develop skills in planning and managing various mall operations, including tenant mix, space utilization, facilities, security, and promotions.					
CO5	Gain practical exposure through field visits to assess and study mall management in real-world settings, preparing students for careers in mall management.					
Bloom's Level						
	Remember	Understand	Apply	Analyze	Evaluate	Create
CO1	√	√	-	-	-	-
CO2	√	√	-	-	-	-
CO3	√	√	-	-	-	-
CO4	√	√	√	-	-	-
CO5	√	√	√	-	-	-

Unit-1: Introduction to Mall Management

Nature and Concept of Mall, Genesis and growth of Malls globally, concept and growth of malls in India, Advantages and Disadvantages of Malls, Future trends and Projections of Malls, Malls and other Retail formats, Indian Mall and Western countries Malls.

Unit-2: Concept of Mall Management

Concept and component of Malls, Mall Architecture and its components, Façade, Atrium, Entrance, Circulation, Amenities and Utilities, Path and Parking.

Unit-3: Locational Analysis

Mall Location, Situation and location decisions, Catchments are identification, Process of Tenant decision, Tenant mix, Process of Retail zoning and decisions, Suitability of Retail Formats, Hyper Markets, Department Store, Multiplexes, Eating Joints.

Unit-4: Planning in Mall Management

Components of Mall Management, Tenant mix planning, Space selling, facilities and utilities management, security and information planning and management, Mall promotion and event management.

Unit-5: Field Visit

Field visits of students for on-the-spot assessment and study of Mall Management

Suggested Readings:

- *Retailing Management* -Levy and Weitz
- *Call of the Mall* -Paco Underhill, Simon and Schuster
- *Malls in India* -Image Multimedia

MUBBA22-603 R3	RETAIL STORE OPERATIONS & MANAGEMENT			L-3, T-1, P-0	4 CREDITS
				Total Lecture	48
<p>Course Objectives: The objective is to equip students with the knowledge and skills needed to manage and optimize retail store operations effectively.</p> <ul style="list-style-type: none"> • This includes understanding store management processes, product and brand management, store planning, creating a positive retail environment, and enhancing retail salesmanship. • The course prepares students for careers in retail management and emphasizes productivity, profitability, and customer service excellence in the retail industry. 					
<p>Course Outcomes: At the end of the course, the students will be able to</p>					
CO1	Understand the nature and significance of store operations, emphasizing their role in managing retail productivity and profitability.				
CO2	Comprehend product and brand management in a retail context, including stock planning, supplier selection, and category management.				
CO3	Learn store planning and design principles, covering aspects such as store space management, atmospheric components, and retail image.				
CO4	Gain insights into retail environment management, including human resource management, recruitment, training, motivation, and customer care.				
CO5	Develop retail salesmanship skills, focusing on sales management, customer service, multitasking, and flexibility, enabling students to excel in retail sales roles and enhance retail profitability.				
Mapping of Course Outcomes with the program Outcomes					
	PO1	PO2	PO3	PO4	PO5
CO1	√	√	-	-	-
CO2	-	√	-	-	-
CO3	√	√	-	-	√
CO4	-	√	√	-	-
CO5	-	√	-	√	√

MAPPING OF COs WITH BLOOM'S TAXONOMY						
CO1	Understand the nature and significance of store operations, emphasizing their role in managing retail productivity and profitability.					
CO2	Comprehend product and brand management in a retail context, including stock planning, supplier selection, and category management.					
CO3	Learn store planning and design principles, covering aspects such as store space management, atmospheric components, and retail image.					
CO4	Gain insights into retail environment management, including human resource management, recruitment, training, motivation, and customer care.					
CO5	Develop retail salesmanship skills, focusing on sales management, customer service, multitasking, and flexibility, enabling students to excel in retail sales roles and enhance retail profitability.					
Bloom's Level						
	Remember	Understand	Apply	Analyze	Evaluate	Create
CO1	√	√	-	-	-	-
CO2	√	√	-	-	-	-
CO3	√	√	-	-	-	-
CO4	√	√	√	-	-	-
CO5	√	√	√	-	-	-

MUBBA22-603 R3: RETAIL STORE OPERATIONS & MANAGEMENT CREDITS:4

Unit-1: Introduction

Nature, Concept and significance of store operations, Process of store management, Management of Retail Productivity and Profitability.

Unit-2: Product & Brand Management

Product and Merchandize Management, Brand Management and Retailing, Model stock plan, Types of Supplies, Process of Selection of Suppliers, Category management, Process of Merchandize Management.

Unit-3: Store planning

Store Space management, Store Design Planning and process, Atmospheric components, colour texture, lighting, temperature, music, goods presentation, Retail image.

Unit-4: Retail Environment

Retail selling environment, Store design, Store management, Retail Business Human resource Management, Recruitment, selection, training, placement and performance appraisal, motivation. Allocation and retention of Human Resource in Retail Business.

Unit-5: Retail Selling

Retail Salesmanship, Nature, concept and importance of Retail salesmanship, Theories of selling with special relationship of retailing, Retail sales management, customer care and service quality, Multi task and flexibility, synchronization.

Suggested Readings

- *Retail Management* -Bajaj Tuli and Srivastava
- *Retail Management* Gibson S Vedamani

MUBBA22-603 G1	INTERNATIONAL DISTRIBUTION & SUPPLY CHAIN MANAGEMENT	L-3, T-1, P-0	4 CREDITS
		Total Lecture	48

Course Objectives:

- The objective is to teach students how to manage global supply chains efficiently. This course will help them understand the key concepts, functions, and strategies in international distribution and supply chain management.
- Students will learn how to handle global logistics, including sourcing internationally and making procurement decisions. They will also explore emerging trends and best practices in supply chain management.
- By the end of the course, students will be prepared to address real-world supply chain challenges and contribute to the effectiveness of global supply chains.

Course Outcomes: At the end of the course, the students will be able to

CO1	Understand key concepts in international supply chain management.
CO2	Master global logistics, procurement, and environmental analysis.
CO3	Gain insights into global distribution and supply chain strategies.
CO4	Learn emerging trends and best practices in supply chain management.
CO5	Develop skills to address real-world supply chain challenges and enhance efficiency.

Mapping of Course Outcomes with the program Outcomes

	PO1	PO2	PO3	PO4	PO5
CO1	-	-	-	-	√
CO2	√	-	-	√	-
CO3	-	√	-	-	-
CO4	-	-	√	-	-
CO5	-	-	-	√	√

MAPPING OF COs WITH BLOOM'S TAXONOMY						
CO1	Understand key concepts in international supply chain management.					
CO2	Master global logistics, procurement, and environmental analysis.					
CO3	Gain insights into global distribution and supply chain strategies.					
CO4	Learn emerging trends and best practices in supply chain management.					
CO5	Develop skills to address real-world supply chain challenges and enhance efficiency.					
Bloom's Level						
	Remember	Understand	Apply	Analyze	Evaluate	Create
CO1	√	√	-	-	-	-
CO2	√	√	-	-	-	-
CO3	√	√	-	-	-	-
CO4	√	√	-	-	-	-
CO5	√	√	-	-	-	-

MUBBA22-603 G1: INTERNATIONAL DISTRIBUTION & SUPPLY CHAIN MANAGEMENT (SCM) CREDITS: 4

UNIT I: Supply Chain Management

Concept, Objectives, Functions and Importance of Supply Chain Management, Issues in Supply Chain Management, Strategic partnership, 3PL, 4PL, Managing networks and relationships, Sourcing Internationally, Subcontracting within an International Dimension, Procurement Decisions, Reverse Logistics.

UNIT II: Integrated Logistics Activities

Integrated Logistics Model, Value Added Concept, Financial Impact of Integrated Logistics on Firm, Emerging Integrated Logistics Concepts, Customer Service, Channels of Distribution, Concept of Distribution Centre

Service Response Logistics: Primary Service response Logistics Activities, Service Response Logistics Functions, Intermediaries in Service Response Logistics

UNIT III: Logistics Management

Concept, Objective and Scope, Major functions of Logistics- Transportation, Warehousing, Inventory Management, Material Handling and Storage, Logistical Packaging, Information flows

UNIT IV: Global Logistics and SCM

Managing Global Logistics, Components of Global Logistics Management, process and impact of Global Logistics, Environmental Analysis, Global Distribution, channel strategies, logistics strategies, supply chain strategies, Global Sourcing and Purchasing, Outsourced Manufacturing, Global Sourcing, Purchasing and Supplier Relations

UNIT V: Current Issues in Supply Chain Management

Best Practices in SCM- Tierization of Suppliers, Vendor Managed inventory, Milk Round System, Bar Coding, Hub and Spoke Concept, Postponement Strategy, Cross Docking, Drop Shipping, Risk Pooling, Trans Shipment, RFID, Benchmarking, Reengineering, Virtual Supply Chain, Agile and Lean Supply Chain, Green Supply Chain, Flexible Supply Chain

Suggested Reading:

- Alan E. Branch. *Global Supply Chain Management and International Logistic.*
- Douglas Long. *International Logistics: Global Supply Chain Management.*
- Ramachandran, K. *International Logistics: The Management of International Trade Operations.*
- Gopinath, D., & Kannan, K. S. *Logistics Management: A Global Perspective.*
- Arora, J. S. *Supply Chain Management: A Multi-disciplinary Approach.*

MUBBA22-603 G2	INTERNATIONAL ACCOUNTING & REPORTING SYSTEM			L-3, T-1, P-0	4 CREDITS
				Total Lecture	48
Course Objectives:					
<ul style="list-style-type: none"> • The objective is to help students understand international accounting and reporting. • This course aims to introduce them to global financial reporting standards, the differences between international and local standards, and how to apply these standards in practice. • By the end of the course, students should be able to navigate international financial reporting, foreign currency transactions, and emerging issues in international accounting, including sustainability reporting. 					
Course Outcomes: At the end of the course, the students will be able to					
CO1	International Accounting Fundamentals: Understand international accounting principles and standards.				
CO2	Comparative Analysis: Compare international and local accounting systems.				
CO3	IFRS Application: Apply key IFRS standards effectively in financial reporting.				
CO4	Foreign Exchange Accounting: Learn foreign currency transaction mechanics and accounting.				
CO5	Global Corporate Reporting: Explore international corporate reporting requirements, including sustainability reporting and governance.				
Mapping of Course Outcomes with the program Outcomes					
	PO1	PO2	PO3	PO4	PO5
CO1	√	√	-	-	√
CO2	-	-	√	-	√
CO3	√	√	-	√	-
CO4	-	-	-	-	√
CO5	√	-	√	-	√

MAPPING OF COs WITH BLOOM'S TAXONOMY						
CO1	International Accounting Fundamentals: Understand international accounting principles and standards.					
CO2	Comparative Analysis: Compare international and local accounting systems.					
CO3	IFRS Application: Apply key IFRS standards effectively in financial reporting.					
CO4	Foreign Exchange Accounting: Learn foreign currency transaction mechanics and accounting.					
CO5	Global Corporate Reporting: Explore international corporate reporting requirements, including sustainability reporting and governance.					
Bloom's Level						
	Remember	Understand	Apply	Analyze	Evaluate	Create
CO1	√	√	-	-	-	-
CO2	√	√	√	√	-	-
CO3	√	√	√	√	-	-
CO4	√	√	-	-	-	-
CO5	√	√	√	-	-	-

MUBBA22-603 G2: INTERNATIONAL ACCOUNTING & REPORTING SYSTEM

CREDITS: 4

UNIT I: Introduction to International Accounting

Concept and significance of international accounting; Overview of international financial reporting standards (IFRS) and generally accepted accounting principles (GAAP); International accounting standards bodies and regulatory bodies.

UNIT II: Comparative Accounting Systems

Comparison of accounting systems worldwide. Differences between IFRS and GAAP. Harmonization and convergence of international accounting standards. The role of the International Accounting Standards Board (IASB).

UNIT III: International Financial Reporting Standards (IFRS)

In-depth study of key IFRS standards. IFRS financial statements: balance sheet, income statement, cash flow statement, and statement of changes in equity. Fair value measurement and impairment accounting under IFRS. IFRS for small and medium-sized entities (SMEs).

UNIT IV: Foreign Currency Transactions and Hedging Foreign Exchange Risk

Introduction to the foreign exchange market. Foreign exchange rates, quotations, and currency pairs. Exchange rate systems (fixed, floating, pegged, etc.). Factors influencing exchange rates. Mechanics of foreign currency transactions. Spot and forward exchange rates. Currency conversion and settlement processes. Accounting for foreign currency transactions.

UNIT V: International Corporate Reporting

International corporate reporting and disclosure requirements. Segment reporting, related party transactions, and accounting for income taxes in an international context. Environmental and social reporting in international accounting. The role of auditors and corporate governance in international reporting. Emerging issues in international accounting and reporting. Sustainability reporting and integrated reporting.

Suggested Readings:

- Choi, F., Meek, G. (2008) *International Accounting*, Pearson Prentice Hall 8th Edition.
- Plumlee, M. (2010) *International Financial Reporting Standards*, Prentice Hall
- Madura, J. *International Financial Management*.
- Shoup, C. S. *The Role of Exchange Rates in Inflation Targeting Emerging Economies*.

MUBBA22-603 G3	INTERNATIONAL JOINT VENTURES, MERGERS & ACQUISITIONS			L-3, T-1, P-0	4 CREDITS
				Total Lecture	48
<p>Course Objectives: The objective of this course is to provide students with a comprehensive understanding of international joint ventures, mergers, and acquisitions.</p> <ul style="list-style-type: none"> • The goal is to equip students with the knowledge and skills necessary to navigate and excel in the complex world of international business partnerships, mergers, and acquisitions. • Students will learn about the various forms of collaboration between organizations, including the intricacies of joint ventures and the challenges they may encounter. 					
Course Outcomes: At the end of the course, the students will be able to					
CO1	Gain a deep understanding of joint ventures and strategic alliances, including their types, structures, and common challenges, supported by real-world case studies.				
CO2	Explore the theories and practical aspects of mergers and acquisitions, including cross-border M&A, cross-cultural challenges, and the analysis of post-merger performance.				
CO3	Learn the methods and factors affecting valuation, etc., and sensitivity analysis, while also understanding the financial and legal aspects of these transactions.				
CO4	Assess the financial impact of mergers and acquisitions on shareholders' wealth, explore payment and financing options, and understand the legal regulations and criteria for successful negotiations in these strategic business deals.				
Mapping of Course Outcomes with the program Outcomes					
	PO1	PO2	PO3	PO4	PO5
CO1	√	√	-	√	-
CO2	-	√	-	-	√
CO3	-	√	√	-	-
CO4	-	√	√	-	-

MAPPING OF COs WITH BLOOM'S TAXONOMY						
CO1	Gain a deep understanding of joint ventures and strategic alliances, including their types, structures, and common challenges, supported by real-world case studies.					
CO2	Explore the theories and practical aspects of mergers and acquisitions, including cross-border M&A, cross-cultural challenges, and the analysis of post-merger performance.					
CO3	Learn the methods and factors affecting valuation, etc., and sensitivity analysis, while also understanding the financial and legal aspects of these transactions.					
CO4	Assess the financial impact of mergers and acquisitions on shareholders' wealth, explore payment and financing options, and understand the legal regulations and criteria for successful negotiations in these strategic business deals.					
Bloom's Level						
	Remember	Understand	Apply	Analyze	Evaluate	Create
CO1	√	√	-	-	-	-
CO2	√	√	-	-	-	-
CO3	√	√	-	-	-	-
CO4	√	√	-	-	-	-

MUBBA22-603 G3: INTERNATIONAL JOINT VENTURES, MERGERS & ACQUISITIONS **CREDITS: 4**

UNIT I: Joint Ventures

Concept & Meaning of Joint Ventures, Need & Types of Joint Ventures, Structures & Problems faced in Joint Ventures, Joint Ventures and Strategic Alliance. Some relevant case study of successful and failed joint ventures.

UNIT II: Mergers and Acquisitions

Introduction to mergers, types of mergers, theories of mergers & acquisitions; Cross-border mergers and acquisitions, issues and challenges in cross border M&A. Handling cross-culture and taxations issues in cross-border M&A. Analysis of Post Merger Performance. Demerger, types of demerger, reverse merger, buyback of shares, leverage buy-out strategy, merger strategy - growth, synergy, operating synergy, financial synergy, diversification. Takeover and its types, takeover strategy

UNIT III: Deal Valuation and Evaluation

Factors affecting valuation basics, methods of valuation, cash flow approaches, economic value added (EVA), sensitivity analysis, and valuation under takeover regulation, valuation for slump sale, cost-benefit analysis and swap ratio determination.

UNIT IV: Post-Merger Evaluation

Financial Evaluation of Mergers & Acquisitions, Impact on shareholders' Wealth; Methods of payment and financing options in mergers & acquisitions, financing decision, Merger, Acquisition and Competition law 2002, SEBI (Securities & Exchange Board of India) Takeover Code 2011 and criteria for negotiating friendly takeover.

Suggested Readings:

- Weston, Fred; Chung, Kwang S. & Siu, Jon A.: Takeovers, Restructuring and Corporate Governance, (latest Ed.). Pearson Education
- Sundarsanam (2006); Creating Value from Mergers and Acquisitions, (1st ed.) Pearson Education
- 3. Narayankar, Ravi, (2013): Merger and Acquisitions Corporate Restructuring, Strategy and Practices, (latest ed.). International Book House Pvt. Ltd.
- J. Fred Weston, Kwang S. Chung, Susan E. Hoag. "Mergers, restructuring and corporate control", Prentice Hall of India
- Boeh, Kevin K and Beamish, Paul W. "Mergers and Acquisitions Text and Cases", Sage South Asia Edition