FACULTY OF COMMERCE

&

BUSINESS STUDIES

SYLLABUS

Academic Session: 2022-23 Onwards

MBA 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

MASTER OF BUSINESS ADMINISTRATION

[w.e.f Academic Session 2022-23 onwards]

SUMMARY

Programme		MBA
Duration		Two-year full time (Four Semesters)
Medium		English
Total Credits	SEM - I	32
	SEM - II	32
	SEM - III	28
	SEM - IV	28
	TOTAL	**120**
Minimum Qualifying Credits	SEM - I	32
	SEM - II	32
	SEM - III	28
	SEM - IV	28
	TOTAL	**120**
Minimum Qualifying Total Marks	SEM - I	1000
	SEM - II	900
	SEM - III	800
	SEM - IV	900
	TOTAL	**3600**

Faculty of Commerce and Business Studies-Motherhood University, Roorkee
Detailed Syllabus – MBA   (Academic Session 2022-23)

2

Department of Commerce & Business Studies

[If the Faculty/Department of Commerce exists then you write Vision and Mission otherwise no need to write Vision and Mission of the Faculty/Department]

VISION

This Course is committed to integrate all facets of commerce and management to educate and train innovative and competent human resource globally suitable for industry, business and service sector and to equip and encourage them to start their own ventures in urban or rural areas benefitting both the classes and masses.

MISSION

We are dedicated to secure and deliver knowledge through teaching, research and extension; and to seek continuous improvement in the quality of education to remain globally competitive.

MBA Program

Masters of Business Administration (MBA) is a post graduate program that, regardless of the specialization, will provide you with conceptual, theoretical and practical training in various aspects of business-like economics, operations marketing, basic accounting, corporate finance etc. It is a multidisciplinary course that trains graduates to establish their name in the field of management. However, if the student has a bent towards one specific area of management, a specialized MBA can be pursued in that specific facet. The pros and cons of a specialized MBA are elaborately discussed later in this article

Duration: MBA is an postgraduate level program offered by the Department of Commerce & Business Studies. This is a 2-years program, consisting of four semesters with two semesters per year.

Eligibility: Passed graduation in any discipline with 55% or equivalent CGPA/OGPA. For General/OBC category and 50% for SC/ST category.

Programme Outcomes

- Master of Business Administration (MBA) is a two-year full-time programme with dual specialization offered by the Department of Management (M.B.A), University of North Bengal.

- The Programme is designed to develop future managers with Dual Specializations in the area of Marketing Management, Financial Management, Human Resource Management and Systems & Operations Management with choice based elective subjects (CBCS).

PROGRAM EDUCATIONAL OBJECTIVES (PEOs):

PEO1	This MBA Programme aims at developing qualified future managers& entrepreneurs with proper education, training, research and consultancy orientations.
PEO2	It aims at grooming budding business professionals into true management leaders by imparting quality education, training them to challenge the convention and think innovatively.
PEO3	Emanate Leadership, Creativity, Attitude, Skills, Passions and Learning from its every corner to cast its rays towards empowering business excellence in the Industry and academia.
PEO4	Understand the application of theoretical studies into the real time application based approaches through Case based study, Internship and on-job training method.
PEO5	It aims to prepare management graduates with research & higher education interest capable of pursuing advanced studies & research, teaching-learning or consultancy assignments.
PEO6	Students will gain thorough systematic and subject skills within various disciplines of finance, marketing, human resources& operations.

PROGRAM SPECIFIC OBJECTIVES (PSOs):

PSO1	To equip the students with requisite knowledge, skills & right attitude necessary to provide effective leadership in a global environment.
PSO2	To develop competent management professionals with strong ethical values, capable of assuming a pivotal role in various sectors of the Indian Economy & Society, aligned with the national priorities.
PSO3	To develop proactive thinking so as to perform effectively in the dynamic socio-economic and business ecosystem.
PSO4	To harness entrepreneurial approach and skill sets. Also demonstrate their ability to adapt to a rapidly changing environment by having learned & applied new skills & new competencies.
PSO5	The knowledge of different specializations in Accounting, costing, banking and finance with the practical exposure helps the students to stand in organization.
PSO6	To enable management graduates desirous of becoming entrepreneurs to help start their own business as also demonstrate their entrepreneurial capabilities for their employer organization.

PROGRAM OUTCOMES (POs):

PO1	Enables learners to get theoretical and practical exposure in the management area including Accounts, Commerce, Marketing, Management, Economics, and Environment etc. and apply them to solve management issues.
PO2	Students will develop their knowledge of the fundamental and technical concepts of management & also develop a world view that understands & appreciates global cross- cultural ward business content.
PO3	The students will have the ability to apply his/her knowledge for a meaningful decision making & for achieving organizational goals, contributing effectively to term environment.
PO4	Ability to approach any relevant business issues from a global prospective & exhibit an appreciation of cross-cultural aspect of business & management.
PO5	Students will have good morality, personality development and communication skills for their professional growth. Along with the ability to exhibit a broad appreciation of the ethical & value under pinnings of managerial choices in political cross-cultural, globalized environment & distinguish between ethical & unethical behaviours.

MOTHERHOOD UNIVERSITY, ROORKEE
MASTER OF BUSINESS ADMINISTRATION

MBA 1ˢᵗSem									
Category	Code	Subject Title	L	T	P	CREDIT	IA	EA	TM
CORE COURSE (CC1-CC4)	MPMBA22-101T	Principles & Practices of Management	3	1	0	4	30	70	100
	MPMBA22-102T	Financial & Management Accounting	3	1	0	4	30	70	100
	MPMBA22-103T	Business Environment	3	1	0	4	30	70	100
	MPMBA22-104T	Quantitative Methods	3	1	0	4	30	70	100
GE-1	MPMBA22-105T	Managerial Economics	3	1	0	4	30	70	100
SEC-1	MPMBA22-106T	Computer Application in Management	2	1	0	3	30	70	100
	MPMBA22-151P	Computer Applications in Management (Practical)	0	0	2	2	30	70	100
SEC-2	MPMBA22-107T	Business Communication	3	0	0	3	30	70	100
AECC-1	MPMBA22-108T	Constitution of India	2	0	0	2	30	70	100
AECC-2	MPMBA22-152P	Seminar &Viva-voce	0	0	2	2	30	70	100
TOTAL			22	6	4	32	300	700	1000

MBA 2ⁿᵈSem									
Category	Code	Subject Title	L	T	P	CREDIT	IA	EA	TM
CORE COURSE (CC5-CC9)	MPMBA22-201T	Human Resource Management	3	1	0	4	30	70	100
	MPMBA22-202T	Financial Management	3	1	0	4	30	70	100
	MPMBA22-203T	Business Research Methods	3	1	0	4	30	70	100
	MPMBA22-204T	Organizational Behavior	3	1	0	4	30	70	100
GE-2	MPMBA22-205T	Marketing Management	3	1	0	4	30	70	100
GE-3	MPMBA22-206T	Production & Operation Management	3	1	0	4	30	70	100
SEC-3	MPMBA22-207T	Management Information System	2	1	0	3	30	70	100
SEC-4	MPMBA22-208T	Legal Aspects of Business	2	1	0	3	30	70	100
AECC-3	MPMBA22-251P	Seminar & Viva-voce	0	0	2	2	30	70	100
TOTAL			22	8	2	32	270	630	900

*(**Summer Training for 6 to 8weeks in corporate world or in Designated Organization shall be compulsory for all students immediately after Second Semester Examinations**)*

MOTHERHOOD UNIVERSITY, ROORKEE

MASTER OF BUSINESS ADMINISTRATION

MBA 3rdSem									
Category	Code	Subject Title	L	T	P	CREDIT	IA	EA	TM
CORE COURSE (CC10-CC12)	MPMBA22-301T	Project Management	3	1	0	4	30	70	100
	MPMBA22-302T	Business Ethics& Corporate Governance	3	1	0	4	30	70	100
	MPMBA22-303T	Strategic Management	3	1	0	4	30	70	100
DSE	MPMBA22-304T	Two paper each from the two Specializations	2	1	0	3	30	70	100
			2	1	0	3	30	70	100
			2	1	0	3	30	70	100
			2	1	0	3	30	70	100
SEC-5	MPMBA22-351P	Summer Internship Report & Viva-voce	0	0	4	4	30	70	100
TOTAL			**17**	**7**	**4**	**28**	**240**	**560**	**800**

Note: A student has to select four electives from any two groups of specializations (Two electives from each specialization). Specialization groups would be same for III and IV Semester.

MBA 4thSem									
Category	Code	Subject Title	L	T	P	CREDIT	IA	EA	TM
CORE COURSE (CC13-CC15)	MPMBA22-401T	International Business	3	1	0	4	30	70	100
	MPMBA22-402T	Entrepreneurship Development	3	1	0	4	30	70	100
	MPMBA22-403T	Total Quality Management	3	1	0	4	30	70	100
DSE	MPMBA22-404T	Two paper each from the two Specializations	2	1	0	3	30	70	100
			2	1	0	3	30	70	100
			2	1	0	3	30	70	100
			2	1	0	3	30	70	100
SEC-6	MPMBA22-451P	Major Research Project	0	0	4	4	100	100	200
TOTAL			**17**	**7**	**4**	**28**	**310**	**590**	**900**

Note: A student has to select four electives from any two groups of specializations (Two electives from each specialization). Specialization groups would be same for III and IV Semester.

SPECIALIZATION GROUPS (Semester-III)

MARKETING

MPMBA22-304M1	Consumer Behaviour
MPMBA22-304M2	Advertising Management
MPMBA22-304M3	Marketing of Services
MPMBA22-304M4	Marketing Research
MPMBA22-304M5	Retail Management

DIGITAL MARKETING

MPMBA22-304D1	Consumer Behaviour
MPMBA22-304D2	Advertising Management
MPMBA22-304D3	An Introduction to Digital Marketing
MPMBA22-304D4	Marketing Research

FINANCE

MPMBA22-304F1	Security Analysis & Portfolio Management
MPMBA22-304F2	Financial Markets & Institutions
MPMBA22-304F3	International Financial Management
MPMBA22-304F4	Corporate Tax Planning
MPMBA22-304F5	Risk Management & Insurance

HUMAN RESOURCE MANAGEMENT

MPMBA22-304H1	Industrial Relations & Labour Laws
MPMBA22-304H2	Industrial Psychology
MPMBA22-304H3	Human Resource Planning & Development
MPMBA22-304H4	Performance Management
MPMBA22-304H5	Organisational Structure & Change

INTERNATIONAL BUSINESS

MPMBA22-304I1	International Logistics Management
MPMBA22-304I2	Cross-Cultural Business Management
MPMBA22-304I3	Management of Multinational Corporations
MPMBA22-304I4	International Business Laws & Treaties

OPERATIONS MANAGEMENT

MPMBA22-304O1	Materials Management
MPMBA22-304O2	Maintenance Management
MPMBA22-304O3	Sourcing Management
MPMBA22-304O4	Management of Manufacturing System

INFORMATION TECHNOLOGY

MPMBA22-304IT1	Database Management System
MPMBA22-304IT2	Enterprise Resource Planning
MPMBA22-304IT3	Information System Management
MPMBA22-304IT4	Cyber Security

RETAIL MANAGEMENT

MPMBA22-304R1	Retail Management
MPMBA22-304R2	Retail Business Environment
MPMBA22-304R3	Retail Economics & Retail Formats
MPMBA22-304R4	Retail Store Operations Management

HOSPITAL & HEALTH CARE MANAGEMENT

MPMBA22-304HH1	Hospital & Patient Relation Management
MPMBA22-304HH2	Hospital Architecture Management
MPMBA22-304HH3	Clinical Services
MPMBA22-304HH4	Health Care Laws & Ethics

HOSPITALITY & TOURISM MANAGEMENT

MPMBA22-304HT1	Hospitality Marketing Management
MPMBA22-304HT2	Tourism Principles & Practice
MPMBA22-304HT3	Hospitality Laws
MPMBA22-304HT4	Tourism & Tourism Products Fundamentals

SPECIALIZATION GROUPS (Semester-IV)

MARKETING

MPMBA22-404M1	International Marketing
MPMBA22-404M2	Sales Management
MPMBA22-404M3	Rural Marketing

DIGITAL MARKETING

MPMBA22-404D1	e-Business
MPMBA22-404D2	Data Analytics
MPMBA22-404D3	Social Media Marketing
MPMBA22-404D4	Marketing of Services

FINANCE

MPMBA22-404F1	Financial Services
MPMBA22-404F2	Mergers & Acquisitions
MPMBA22-404F3	Financial Derivatives

HUMAN RESOURCE MANAGEMENT

MPMBA22-404H1	International Human Resource Management
MPMBA22-404H2	Compensation Management
MPMBA22-404H3	Corporate Leadership

INTERNATIONAL BUSINESS

MPMBA22-404I1	EXIM Financing & Documentation
MPMBA22-404I2	Global Financial Markets & Instruments
MPMBA22-404I3	Foreign Exchange Management & Currency Derivatives

OPERATIONS MANAGEMENT

MPMBA22-404O1	Quality Toolkit for Managers
MPMBA22-404O2	Supply Chain Management
MPMBA22-404O3	Enterprise Resource Planning
MPMBA22-404O4	Logistics Management

INFORMATION TECHNOLOGY	
MPMBA22-404 IT1	Software Project Management
MPMBA22-404 IT2	Information Security
MPMBA22-404 IT3	Web Technologies
RETAIL MANAGEMENT	
MPMBA22-404R1	Retail Store Location, Layout-Design & Visual Merchandising
MPMBA22-404R2	Retail Buying & Merchandise Management
MPMBA22-404R3	Retail Strategies
MPMBA22-404R4	Retail Selling & Customer Service
HOSPITAL & HEALTH CARE MANAGEMENT	
MPMBA22-404HH1	Management of Super Specialty System
MPMBA22-404HH2	Medical Records Management
MPMBA22-404HH3	Patient Care Planning & Management
MPMBA22-404HH4	Managing Quality in Health Care
HOSPITALITY & TOURISM MANAGEMENT	
MPMBA22-404HT1	Facility Management
MPMBA22-404HT2	International Tourism Management
MPMBA22-404HT3	Food & Beverages Control
MPMBA22-404HT4	Travel Agency & Tour Operations Management

MPMBA22-101T	PRINCIPLES & PRACTICES OF MANAGEMENT	L-3, T-1, P-0	4 CREDITS
		Total Lecture	48

Course Objectives:

- 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 mangers 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

	Remember	Understand	Apply	Analyze	Evaluate	Create
CO1	√	√	√	-	-	-
CO2	√	√	√	-	-	-
CO3	√	√	√	√	√	√
CO4	√	√	√	-	-	-
CO5	√	√	√	√	√	√

Faculty of Commerce and Business Studies-Motherhood University, Roorkee
Detailed Syllabus – MBA (Academic Session 2022-23)

13

MPMBA22-101T: PRINCIPLES & PRACTICES OF MANAGEMENT   CREDITS: 4

UNIT 1: Introduction of Management

Meaning; Nature & Scope of Management; Management as an art as well as Science; Functions of Manager:-Planning, Organising, Directing, Staffing, Controlling; Different schools of Management Thoughts.

UNIT 2: Planning

Concept, Importance and Objectives of Planning, Steps in Planning; Types of Planning, MBO, Strategic Planning Process, Presuming and Forecasting; Decision Making.

UNIT 3: Organizing

Concept of Organising; Significance of Organizing, Structure & Process of Organization; Various types of Organization; Delegation of Authority; Decentralization of Authority; Organization Charts.

UNIT 4: Directing &Staffing

Concept of Directing; Elements, Process of Directing; Principles of Directing; Definition of Staffing; Importance, Steps in the Process of Staffing; Recruitment, Selection; Placement, Promotion, Separation.

UNIT 5: Leading and Controlling

Motivation: Concept and its relevance for Individual & Organisation. Theories of motivation - Maslow, Herzberg, McClland and Vroom's.

Controlling: Concept & Process of Controlling, Major Controlling Techniques: - Traditional: Personal Observation, Statistical Reports, Break-Even Analysis, Budgetary Control. Modern: ROI; Ratio Analysis, Responsibility Accounting, Management Audit, PERT & CPM.

Suggested Readings

- Weihrich Heinz, Cannice Mark V. and Koontz Harold, (2019), *Management: A Global, innovative and Entrepreneurial Perspective,* McGraw Hill Education (India) Pvt. Ltd.
- Stoner James A.F., Freeman A. Edward and Gilbert Jr. Daniel R., (1995), *Management*, Pearson Hall.
- Robbins Stephen, P., Coulter Mary and Vohra Neharika, (2007), *Management*, Pearson Prentice Hall.
- Tripathi P C & Reddy P N, (2012), *Principles of Management*, Tata McGraw Hill.
- Sherlerkar S A, (2016), *Modern Business Organization and Management*, Himalaya Publishing House.

MPMBA22-102T	FINANCIAL & MANAGEMENT ACCOUNTING	L-3, T-1, P-0	4 CREDITS
		Total Lecture	48

Course Objectives:

To acquaint students with role of Management Accounting in planning, control and decision-making and to acquaint students with the techniques of financial management and their applications for business decision making.

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

CO1	Understand the role of the financial manager in growth of the firm by considering the agency relationship.
CO2	Able to explain accounting statements and can analyze the financial statement with the help of Ratio analysis.
CO3	Apply costing methods and costing techniques appropriately as per the nature of business and the requirement of the firm.
CO4	Apply methods of standard costing & techniques for better operation of management.
CO5	Apply the concept of budget & budgetary control for any investment decision for taking proper management decisions for smooth functioning 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	Apply costing methods and costing techniques appropriately as per the nature of business and the requirement of the firm.
CO2	Treat direct and indirect costs as per the costing techniques and from control purposes.
CO3	Treat direct and indirect costs as per the costing techniques and from control purposes.
CO4	Able to explain accounting statements and can analyze the financial statement with the help of Ratio analysis.
CO5	Apply the concept of time value of money for any investment decision.

Bloom's Level

	Remember	Understand	Apply	Analyze	Evaluate	Create
CO1	√	√	√	-	-	-
CO2	√	√	√	-	-	-
CO3	√	√	-	√	-	-
CO4	√	√	-	√	√	-
CO5	√	√	√	√	√	-

Faculty of Commerce and Business Studies-Motherhood University, Roorkee
Detailed Syllabus – MBA (Academic Session 2022-23)

16

MPPMBA22-102T: FINANCIAL & MANAGEMENT ACCOUNTING   CREDITS: 4

UNIT 1: Financial Accounting

Meaning, Need, Objectives, Concepts & Conventions. Branches of Accounting, Internal and External Users of Accounting, Advantages and Limitations of Financial Accounting, Accounting Standards. The Double Entry System – Its meaning and Scope, The Journal, Cash Book, Ledger, Trail Balance, Trading Account, Profit and Loss Account, Balance Sheet, Entries and Adjustments of different heads in different books and Accounts.

UNIT 2: Management Accounting

Meaning, Function, Scope, Utility, Limitation and Tools of Management Accounting, Analysis of Financial Statements – Ratios, Comparative and Common size Statements, Cash Flow and Fund Flow Analysis, Management Audit and Financial Reporting.

UNIT 3: Cost Accounting

Nature, Objectives, Significance of Cost Accounting, Classification of Cost, Costing of Material, Labour, and Overheads, Marginal Costing, and Cost Volume Profit Analysis – Its Significance, Uses and limitations.

UNIT 4: Standard Costing

Its Meaning, Uses and Limitations, Determination of Standard Cost, Variance Analysis – Material, Labour and Overheads. Responsibility Accounting – Its Meaning and Significance, Cost, Profit, and Investment Centers. Accounting for Price Level Changes – Concepts, CPP and CCA methods.

UNIT5:Budget and Budgetary Control

Its Meaning, Uses and Limitations, Budgeting and Profit Planning, Different types of Budget and their Preparations, Sales Budget, Purchase Budget, Production Budget, Cash Budget, Flexible Budget, Master Budget, Zero Based Budgeting.

Suggested Readings:

- Prashna Chandra, (2007), *Financial Management,* McGraw Hill.
- Pandey, I.M., (2015), *Financial Management,* 9th Ed. Vikas Publishing.
- Khan and Jain, (1984), *Financial Management,* Tata McGraw Hill Publishing Company Limited.
- Chaudhary, A., (2007), *Fundamentals of Accounting and Financial Analysis,* Pearson Education India.
- Bhattacharyya Ashish K., (2017), *Essentials of Financial Accounting,* PHI Learning.
- Sehgal A & Sehgal D, (2015), *Fundamentals of Financial Accounting,* Taxmann.

MPMBA22-103T	BUSINESS ENVIRONMENT	L-3, T-1, P-0	4 CREDITS
		Total Lecture	48

Course Objectives:

* The students started recognizing the importance of environment for the sustaining of not just business but the planet earth.

* Students learns here various causes of pollutions and how all they are caused by humans to satisfy their economics needs

* Population explosion resulted extreme demand and to satisfy such human are taking help from the artificial source which results hazards disease

* The students explored various social environment issue and able to admit that policies or business can be benefiting one but harming another. Such shouldn't a business choice.

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

CO1	Understand techniques and analysis of different business environment.
CO2	Evaluate the major factors which affect the economic environment of business.
CO3	Understand and analyze various political, technological and economic environments in the business.
CO4	Role and impact of Technology on business and factors influencing technological environment.
CO5	Understanding the role and significance of FDI, WTO& Regional Blocks.

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 techniques and analysis of different business environment.
CO2	Evaluate the major factors which affect the economic environment of business.
CO3	Understand and analyze various political, technological and economic environments in the business.
CO4	Role and impact of Technology on business and factors influencing technological environment.
CO5	Understanding the role and significance of FDI, WTO& Regional Blocks.

Bloom's Level

	Remember	Understand	Apply	Analyze	Evaluate	Create
CO1	√	√	√	√	√	-
CO2	√	√	√	√	√	-
CO3	√	√	√	√	√	-
CO4	√	√	√	√	√	-
CO5	√	√	√	√	-	-

MPMBA22-103T: BUSINESS ENIRONMENT   **CREDITS: 4**

UNIT-1

Introduction, Concept, Significance and Nature of Business Environment. Types of Environment, Interaction between Internal and External Environments, Nature and Structure of Economy, Techniques for Environment Analysis, Approaches and Significance of Environment Forecasting.

UNIT-2

Economic Systems; Globalization of Indian Economy; Mixed Economy, Planning in India: Emergence and Objective; Planning Monetary Policy, Fiscal Policy, MRTP Act. 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-3

Politico-Legal Environment Relationship between Business and Government, Economic Planning, Regulatory, Promotional and Entrepreneurial Roles of Government, Constitutional Provisions affecting Business. An overview of major laws affecting business, Consumerism, Corporate Social Responsibility of Business.

UNIT-4

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

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-5

Foreign Investment and Trade Regulation, Foreign Direct Investment, Foreign Institutional Investment, WTO and India: An Overview.

Regional Blocks: Cross National Corporation and Agreement, GATT & UNCTAD, Trading Blocks-EC, NAFTA, ASEAN, SAARC.

Suggested Readings:

- Shaikh & Saleem, (2006), *Business Environment,* Pearson, 2nd Edition.

- Cherunilam Francis, (2003), *Business Environment: Text and Cases,* Himalaya Publishing House, 8th Edition.

- Neelamegam ,V., (2008), *Business Environment,* Vrinda Publications.

- Mishra S K & Puri V K, (2021), *Economic Environment of Business,* Himalaya Publishing House, 3rd Edition.

MPMBA22-104T	QUANTITATIVE METHODS	L-3, T-1, P-0	4 CREDITS
		Total Lecture	48

Course Objectives:

To acquaint students with the construction of mathematical models for managerial decision situations and to use computer software packages to obtain a solution wherever applicable. The emphasis is on understanding the concepts, formulation and interpretation.

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

CO1	To Study applications of quantitative methods/techniques for decision making.
CO2	Identify the specially structured programming of transportation and assignment.
CO3	Analyze the decision making problems under uncertainty and competitive situations by linear programming etc.
CO4	Understanding the concept of PERT and CPM techniques
CO5	Study the theories of probability in business problems

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	To Study applications of quantitative methods/techniques for decision making.
CO2	Identify the specially structured programming of transportation and assignment.
CO3	Analyze the decision-making problems under uncertainty and competitive situations by linear programming etc.
CO4	Understanding the concept of PERT and CPM techniques.
CO5	Study the theories of probability in business problems.

Bloom's Level

	Remember	Understand	Apply	Analyze	Evaluate	Create
CO1	√	√	√	√	√	√
CO2	√	√	√	-	-	-
CO3	√	√	√	√	√	√
CO4	√	√	√	-	-	-
CO5	√	√	√	-	-	-

MPMBA22-104T: QUANTITATIVE METHODS CREDITS: 4

UNIT 1: Basic Statistics

Meaning of Statistics, Scope and Importance of Statistics, Classification and Tabulation of Data, Presentation of Data, Graphical Presentation of Data by Frequency Curve, Frequency Polygon, Ogive, Histogram, Limitations of Statistics.

UNIT 2: Measures of Central Tendency

Mean: Arithmetic (simple & weighted), Combine, Geometric & Harmonic- Median- Mode-Merits and Demerits of Measures of Central Tendencies- inter- relationship amongst the measures of Central Tendencies.

UNIT 3: Measures of variation

Measures of Dispersion; Concepts, Types: Range, Quartile Deviation, Means Absolute Deviation, Standard Deviation, Variance, Coefficient of Variation.

UNIT 4: Correlation and Regression Analysis

Karl-Pearson's Coefficient of Correlation, Spearman's Rank Correlation-Coefficient, Regression, Regression Coefficients, Properties of Regression, Test of Hypothesis- t, z, f and chi-square test.

UNIT 5: Probability

Probability Theory and Probability Distribution, Binomial, Poisson, Normal Distribution.

Suggested Readings

- Agarwal D. R., (2016), *Quantitative Methods,* Vrinda Publications
- Srivastava U. K, Shenoy G V, & Sharma S. C., (1989), *Quantitative Techniques of Managerial Decisions,* New Age International.
- Gupta S P, (2012), *Statistical Methods,* Sultan Chand.
- Gupta S. C. & Kapoor V. K., (2020), *Fundamental of Mathematical Statistics,* S Chand.

MPMBA22-105T	MANAGERIAL ECONOMICS	L-3, T-1, P-0	4 CREDITS
		Total Lecture	48

Course Objectives:

The objective of the course is to acquaint the students with the concept of economics dealing with consumer behavior. The course also makes the student understand the supply side of the market through the production and cost behavior of firm. The coverage includes determination of and linkages between major economic variables; level of output and prices.

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

CO1	Understand the role of economics in decision making.
CO2	Analyze the demand determinants and measuring price elasticity of demand.
CO3	Analyze the peculiarities of factors of production.
CO4	Evaluate the supply and cost analysis of total, Average and marginal curve.
CO5	Identify equilibrium, price and output decisions in various market forms.

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 economics in decision making.
CO2	Analyze the demand determinants and measuring price elasticity of demand.
CO3	Analyze the peculiarities of factors of production.
CO4	Evaluate the supply and cost analysis of total, Average and marginal curve.
CO5	Identify equilibrium, price and output decisions in various market forms.

Bloom's Level

	Remember	Understand	Apply	Analyze	Evaluate	Create
CO1	√	√	√	-	-	-
CO2	√	√	√	√	√	-
CO3	√	√	√	√	√	-
CO4	√	√	√	√	√	-
CO5	√	√	√	-	-	-

MPMBA22-105T: MANAGERIAL ECONOMICS   CREDITS: 4

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.

MPMBA22-106T	COMPUTER APPLICATIONS IN MANAGEMENT	L-2, T-1, P-0	3 CREDITS
		Total Lecture	36

Course Objectives:

To provide computer skills and knowledge for commerce students and to enhance the student understands of usefulness of information technology tools for business operations.

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

CO1	Understanding the Concept of Computers and Brief History of Computers.
CO2	Introduction of various Input- Output Devices along with the Introduction to internet and its applications.
CO3	Learning the basics related to MS Office MS Windows, MS Office.
CO4	Understanding The Role of Information Systems in Business Today.
CO5	Business Application of MIS: e-commerce, Electronic Payments Systems, Enterprise Resource Planning etc.

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 Computers and Brief History of Computers.
CO2	Introduction of various Input- Output Devices along with the Introduction to internet and its applications.
CO3	Learning the basics related to MS Office MS Windows, MS Office.
CO4	Understanding The Role of Information Systems in Business Today.
CO5	Business Application of MIS: e-commerce, Electronic Payments Systems, Enterprise Resource Planning etc.

Bloom's Level

	Remember	Understand	Apply	Analyze	Evaluate	Create
CO1	√	√	√	-	-	-
CO2	√	√	-	-	-	-
CO3	√	√	√	-	-	-
CO4	√	√	√	-	-	-
CO5	√	√	√	-	-	-

MPMBA22-106T: COMPUTER APPLICATIONS IN MANAGEMENT   CREDITS: 3

UNIT 1: Concept of Computers

Brief History of Computers, Generation and its Evolution, Characteristics of Computers (Hardware, Software), Functions of Computers, Advantages and Disadvantages of Computers, Main Areas of Computers and their Applications. Types of Computers: Analog, Digital, Hybrid, General Purpose and Special Purpose Computers, Micro Computers, Mini–Computers, Main-frame Computer, and Super Computers.

UNIT 2: Number System

Binary Numbers, Binary-Octal- Octal-Binary-Hexa-Binary etc. Floating Point representation of a number-Arithmetic-Operation---One's & Two's Complements--- Development of Boolean Algebra- Boolean Logic Operations.

UNIT 3: Micro Soft

MS Office MS Windows, MS Office (MS Word, PowerPoint, Excel, Access and Outlook)

UNIT 4: Information System

Information Systems in Global Business Today the Role of Information Systems in Business Today, Concepts of MIS; Components of MIS, Role of Managers, Business and technology Trends; Management and Decision Levels; Foundation of information Technology: Information Systems as a Competitive Advantage, Managerial Challenges of information Technology, overview of DBMS.

UNIT 5: Business Application of MIS

e-commerce, Electronic Payments Systems, Enterprise Resource Planning (ERP), Advantages of ERP, Challenges of ERP, ERP and Related Technologies: Customer Relationship Management (CRM), Supply Chain Management (SCM), Data Warehousing, Data Mining, Business Information System. Business Expert Systems: Role of Expert Systems in Complex Decision.

Suggested Readings:

- Barman H., (2017), *Foundations of IT and Computers,* Mahaveer Publication.
- Thareja, R., (2016), *Computer Fundamentals and Programming in C,* Oxford University Press.
- Goel R., & Kakkar D N, (2003), *Computer Applications in Management,* New Age International.
- Soni V., (2010), *Computer Applications for Management,* HPH.
- Rajaraman, V., (2014), *Fundamentals of Computers,* PHI.

MPMBA22-107T	BUSINESS COMMUNICATION	L-3, T-0, P-0	3 CREDITS
		Total Lecture	36

Course Objectives:

The objective of this paper is to equip students of the MBA course effectively to acquire skills in reading, writing, comprehension and communication, as also to use electronic media for business communication.

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

CO1	To study the importance of communication skills in Business Management.
CO2	Significance of verbal and non-verbal communications in business world.
CO3	Develop essential communication skills required for managing a business.
CO4	Learning to prepare effective way of drafting business reports.
CO5	Understanding the ways to draft or prepare curriculum vitae and correspondence.

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	To study the importance of communication skills in Business Management
CO2	Significance of verbal and non-verbal communications in business world.
CO3	Develop essential communication skills required for managing a business.
CO4	Learning to prepare effective way of drafting business reports.
CO5	Understanding the ways to draft or prepare curriculum vitae and correspondence.

Bloom's Level

	Remember	Understand	Apply	Analyze	Evaluate	Create
CO1	√	√	√	-	-	-
CO2	√	√	√	-	-	-
CO3	√	√	√	-	-	-
CO4	√	√	√	-	-	-
CO5	√	√	√	-	-	-

MPMBA22-107T: BUSINESS COMMUNICATION   CREDITS: 3

UNIT 1: Introduction

Importance, Role and Process of Business Communication. Types of Business Communication: The Media and Tools of Communication. Communication Process, Barriers and Gateways to Communication.

UNIT 2: Verbal and Non-verbal Communication

Personal language and body language. Types of managerial speeches: Occasional speech; Thematic speech. Group Communication in: Group Discussions, Meetings, Seminars and Conferences. Art of facing interviews in: Selection or Placement, Appraisal, Disciplinary Committees and Exit Interviews.

UNIT 3: Written Communication Skills

Formats for business letters and memos, inquires and replies, orders and their executions, complaints and adjustments, credit and status inquires, agency letters and sales letters, bill collection. Minutes, notices, circulars, business reports. Digital Communication - Power point preparation, Web use as a source of knowledge sharing. Job applications cover letter, follow-up messages and letters, disciplinary action, persuasive messages and negative messages.

UNIT 4: Recruitment and Employment Correspondence

Introduction, Drafting the Employment Notice, Job Application Letter, Curriculum Vitae/Resumes, Joining Interview, Group discussions. Interview skills Impact of Technological Advancement on Business Communication networks – Internet, e-mails, SMS, teleconferencing, video conferencing.
Offer of Employment, Job Description- Letter of Acceptance, Letter of Resignation and Promotion, Testimonials and References.

UNIT 5

Electronic Communication, Fax, Email, Internet & Multimedia, Office Administration & Management, Business Etiquette Case Studies.

Suggested Readings:

- Kitty O. Locker and Stephen Kyo Kaczmarck, (2007), *Business Communication: Building Critical Skills,* 3/e, TMH, New Delhi.

- Raymond V. Lesikar, Marie E. Flatley, Kathryn Rentz and Neeaja Pande, (2009), *Business Communication: Making Connections in a Digital World,* 11/e. TMH, New Delhi.

- Booher, Dianna (2001), *E-Writing: 21st Century Tools for Effective Communication,* New York: Pocket Books, Division of Simon & Schuster, Inc.

- Bezborah P, Mahanta K, (2008), *Business Communication,* Kalyani Publishers.

- Bovee, Thill and Schatzman, (2007), *Business Communication Today,* Pearson.

MPMBA22-108T	CONSTITUTION OF INDIA	L-2, T-0, P-0	2 CREDITS
		Total Lecture	24

Course Objectives:

- To provide basic information about Indian Constitution
- To give knowledge on different dynamics of constitutional law.
- To identify individual role and ethical responsibility towards society.

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

CO1	The students shall be able to understand the definition, analyse the sources from which the different laws are formed.
CO2	To understand the Fundamental Rights.
CO3	To Study the composition of Parliament.
CO4	Overview of principles & hierarchy of the judicial system of the country etc.
CO5	To know the special power of the authority and amendments.

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	The students shall be able to understand the definition, analyse the sources from which the different laws are formed.
CO2	To understand the Fundamental Rights.
CO3	To Study the composition of Parliament.
CO4	Overview of principles & hierarchy of the judicial system of the country etc.
CO5	To know the special power of the authority and amendments.

Bloom's Level

	Remember	Understand	Apply	Analyze	Evaluate	Create
CO1	√	√	√	√	√	-
CO2	√	√	√	-	-	-
CO3	√	√	√	-	-	-
CO4	√	√	√	-	-	-
CO5	√	√	√	-	-	-

MPMBA22-108T: CONSITITUTION OF INDIA   **CREDITS: 2**

UNIT 1: History and Philosophy of the Indian Constitution

History, Drafting Committee of Indian Constitution, Preamble, Salient Features, Definition of State, Directive Principles of State Policy, Fundamental Duties.

UNIT 2: Fundamental Rights

Rights of Equality, Rights of Freedom, Rights against Exploitation, Rights to Constitutional Remedies, Rights to Freedom of Religion, Cultural and Educational Rights, Rules of Law.

UNIT 3: Organs of Governance: I

Parliament: Composition, Qualification and Disqualification, Powers and Functions

UNIT 4: Organs of Governance: II

1 Executive: President, Governor, Council of Minister-- Qualification and Disqualification, Powers and Functions

2 Judiciary: Appointment and Transfer of Judges, Qualifications, Powers and Function.

UNIT 5: Amendment of Indian Constitution

Some Major Amendment, Special Power of Parliament, President and Supreme Court.

Suggested Readings

- Bakshi, P. M. (2020), *The Constitution of India,* Lexis Nexis, 18th edition.
- Keshav Krishan, (2020), *Singhal's Constitutional Law-I,* Singhal Law Publications.
- Basu, D. D. (2021), *Introduction to the Constitution of India - 25/edition,* Lexis Nexis.
- Agarwal P. K. & Gupta V. (2022), *The Constitution of India Bare Act,* Prabhat Prakashan Pvt Ltd, 1st edition.

MPMBA22-151P	SEMINAR & VIVA-VOCE	L-0, T-0, P-2	2 CREDIT

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.

Seminar and Viva-Voce is a useful tool that assists in authenticating that the student has got enough knowledge of the subject matter.

- 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	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	√	√	-	-	√

MPMBA22-151P: SEMINAR & VIVA –VOCE   **CREDITS: 2**

Seminar 50 Marks

The Objective of Seminar is to help the Students in Developing their Communication Skills, especially presentation before the Group. Each Student is expected to present a Seminar (As Elaborated in the Ordinance) on a topic Approved by the Teacher In-charge. In this Semester the topic of the Seminars will be Qualitative and based on the issues Relevant to the Corporate World and Business World.

Viva voce 50 Marks

At the end of Semester Course each student will have to face an interview where he/she is expected to answer questions relating to the course covered in the Semester and on the questions related to Corporate World and Business world. The Viva – Voce shall be conducted jointly by the Internal Expert and the External Expert. After Viva – voce the feedback of the External experts shall be obtained so as to decide the Modalities of Improvement during Second year of the course.

Summer training:

Each Student is requiring under going 45 – 60 days training in any organization immediately after completion of the second semester. Training report on the pattern of approved by the teacher in- charge of training shall be submitted by the student in duplicate to the teacher in – charge. The student shall have to bear all the expenses on training including traveling and daily maintenance and the expenses on preparation of the training report. There will be no vocation after second semester examination and students shall proceed for summer training.

SECOND SEMESTER SYLLABUS

MPMBA22-201T	HUMAN RESOURCE MANAGEMENT	L-3, T-1, P-0	4 CREDIT
		Total Lecture	48

Course Objectives:

The course aims at taking the student further into the functional area of HRM and into the domain of HRD.

This paper is to give a conceptual idea of one of the important resource (asset) of the organization, Human Resource Management and its applicability in an organization.

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

CO1	To know about the objectives, functions and relevance of HRM.
CO2	Purpose and process of acquisition of Human Resource Management.
CO3	Developing human resources by developing effective training programmes.
CO4	To know about the objectives and process of Performance Appraisal, Separation and Voluntary Retirement Scheme.
CO5	Motivating human resources: an overview.

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	To know about the objectives, functions and relevance of HRM.
CO2	Purpose and process of acquisition of Human Resource Management.
CO3	Developing human resources by developing effective training programmes.
CO4	To know about the objectives and process of Performance Appraisal, Separation and Voluntary Retirement Scheme.
CO5	Motivating human resources: an overview.

Bloom's Level

	Remember	**Understand**	**Apply**	**Analyze**	**Evaluate**	**Create**
CO1	√	√	√	-	-	-
CO2	√	√	√	√	-	-
CO3	√	√	√	√	√	-
CO4	√	√	√	√	-	-
CO5	√	√	√	-	-	-

MPMBA22-201T: HUMAN RESOURCE MANAGEMENT   CREDITS: 4

UNIT 1: Introduction to Human Resource Management

Evolution of HRM; Objectives and Function of HRM; Role and Responsibilities of HR Manager; Relevance of HRM; Systems approach to HRM.

UNIT 2: Acquisition of Human Resource Management

Human Resource Planning: Purpose and Process; Recruitment and Selection: Source of Recruitment, Stages in Selection Process; Placement; Goals Analysis: Job Description and Job Specification.

UNIT 3: Developing Human Resources

Concept of HRD; Management Development Programmes; Training and Development: Training Needs, Training Methods, Application of Computers in Training, Developing Effective Training Programmes.

UNIT 4: Performance Appraisal

Concept, Objectives and Process of Performance Appraisal; Criteria for Performance Appraisal; Tools of Performance Appraisal.
Separation: Lay-Off, Resignation, Dismissal, Retrenchment, Voluntary Retirement Scheme.

UNIT 5: Motivating Human Resources

Motivation at Work, Major Motivation Theory: An overview; Participative Management; Compensation Management, Major Elements of Compensation Management; Incentives: Concepts, Types of Incentives; Incentives schemes in Indian Industries; Fringe Benefits; Discipline and Employees' Grievance Redressal.

Suggested Readings

- Dessler, Gray, and BijuVarkkey, (2009), *Human Resource Management,* 11th ed., Pearson Education, New Delhi.

- David S .Decenzo and Stephen P. Robbins, (2006), *Personnel/Human Resource Management,* 3rd edition, Prentice-Hall of India, New Delhi.

- K. Aswathappa, (2005), *Human Resource and Personnel Management,* Tata McGraw-Hill.

- RS Dwivedi, (1997), *Managing Human Resources in Indian Enterprises,*Galgotia Publishing Co., New Delhi, Latest ed.

- BiswajeetPattanayak, (2005), *Human Resource Management,* 3rd ed., Prentice-Hall of India, New Delhi.

MPMBA22-202T	FINANCIAL MANAGEMENT	L-3, T-1, P-0	4 CREDIT
		Total Lecture	48

Course Objectives:

The objective of this course is to give a basic idea of financial management.

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

CO1	Students understand the nature, objectives, and Scope of Financial Management and how the Financial Decisions are taken by Finance Manager.
CO2	To understand about the different approaches, theories and determinants of Capital Structure.
CO3	To know about the meaning and techniques of evaluating Capital Budgeting Decisions with the help of some case studies.
CO4	To understand the theories and determinants of Dividend Policy; and about Working Capital Management.
CO5	To know about the Structure and functions of Financial Markets.

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 nature, objectives, and Scope of Financial Management and how the Financial Decisions are taken by Finance Manager.
CO2	To understand about the different approaches, theories and determinants of Capital Structure.
CO3	To know about the meaning and techniques of evaluating Capital Budgeting Decisions with the help of some case studies.
CO4	To understand the theories and determinants of Dividend Policy; and about Working Capital Management.
CO5	To know about the Structure and functions of Financial Markets.

Bloom's Level

	Remember	Understand	Apply	Analyze	Evaluate	Create
CO1	√	√	√	-	-	-
CO2	√	√	√	-	-	-
CO3	√	√	√	√	√	√
CO4	√	√	√	√	-	-
CO5	√	√	√	-	-	-

MPMBA22-202T: FINANCIAL MANAGEMENT   **CREDITS: 4**

UNIT 1: Financial Management

Nature, Objectives and Scope of Financial Management, Financial Decision- Types of Financial Decisions, Role of Finance Manager, Risk Return Framework for Financial Decision, Making, Time Value of Money.

UNIT 2: Cost of capital: Concept of Value, Present Value, Basic Valuation Models.

Capital Structure: Concept, Financial Leverage and its Impact on the Valuation of Firm, Theories of Capital Structure- Net Income Approach, Operating Income Approach, Miller – Modigliani Approach, Determinants of Capital Structure.

UNIT 3: Investment Decisions

Nature and kinds of Capital Budgeting, Techniques of Evaluating Capital Budgeting Decisions, Capital Budgeting under Risk and Uncertainty, Analysis of Real Life Capital Budgeting, Decisions - Some Case Studies.

UNIT 4: Dividend Decisions:

Dividend and its Form, Theories of Dividend Policy and their Impact on the Value of a Firm, Determinants of Dividend Policy. Working Capital Management: Meaning and Concepts of Working Capital. Estimating Working Capital Requirements.Management of Cash Receivables and Inventory.

UNIT 5

Financial Markets, Regulatory Bodies- Role & Functions.

Suggested Readings

- Van Horne James C., (1998), *Financial Management and Policy,* Prentice Hall of India 12th Ed, 208.
- Prashna Chandra, (2007), *Financial Management,* McGraw Hill.
- Pandey, I.M., (2015), *Financial Management,* 9th Ed. Vikas Publishing.
- Khan and Jain, (1984), *Financial Management,* Tata McGraw Hill Publishing Company Limited.

MPMBA22-203T	BUSINESS RESEARCH METHODS	L-3, T-1, P-0	4 CREDITS
		Total Lecture	48

Course Objectives:

To understand the importance, types and process of Research and Research Design.

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

CO1	To understand the importance of Research- an overview.
CO2	To know about the types and process of Research Design.
CO3	Students understand the concept and designing of questionnaire and Schedule.
CO4	Students understand the concept, need and importance of Sampling.
CO5	To know about the tabulation and processing of data, basic aspects of Statistical Inference Theory.

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	To understand the importance of Research- an overview.
CO2	To know about the types and process of Research Design.
CO3	Students understand the concept and designing of questionnaire and Schedule.
CO4	Students understand the concept, need and importance of Sampling.
CO5	To know about the tabulation and processing of data, basic aspects of Statistical Inference Theory.

Bloom's Level

	Remember	Understand	Apply	Analyze	Evaluate	Create
CO1	√	√	√	-	-	-
CO2	√	√	√	-	-	-
CO3	√	√	√	√	√	-
CO4	√	√	√	-	-	-
CO5	√	√	√	√	√	-

MPMBA22-203T: BUSINESS RESEARCH METHODS   **CREDITS: 4**

UNIT 1: Introduction

Concept, Nature, Scope, Need and Role of Business Research, Characteristic of Research, Types of Research, the Research Process: An overview.

UNIT 2: Research Design

Concept, Types of Research Design, Including Exploratory, Descriptive and Experimental, Research Design Process.

UNIT 3: Questionnaire Design and Schedule

Concept of Questionnaire and Schedule, Principles of Designing Questionnaire and Schedule, Limitations of Questionnaire, Reliability Validity of Questionnaire.

UNIT 4: Sampling Theory

Concept, Need and Importance of Sampling, Types of Sampling Methods, Sampling and Non Sampling Errors, Sample Design, Determinants of Sample Size, Steps in Designing the Sample.

UNIT 5: Data Analysis

Tabulation and Processing of Data, Basic Aspects of Statistical Inference Theory including Hypothesis Testing, Type I and Type II Errors, Applications of T- Test, Z Test, F-Test, Chi-square Test and ANOVA, Introduction to Computerized Statistical Packages.

Suggested Readings

- Zikmund, (2011-12), *Business Research Methods,* Cengage Learning.
- Cooper and Schindler, (2011), *Business Research Methods,* Tata McGraw Hill.
- Saunders, (2010), *Research Methods for Business,* Pearson Education.
- Bryman and Bell, (2015), *Business Research Methods,* Oxford University Press.

MPMBA22-204T	ORGANISATIONAL BEHAVIOUR	L-3, T-1, P-0	4 CREDITS
		Total Lecture	48

Course Objectives:

This course intends at understanding the relationship between individuals in an organisation and its fallouts.

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

CO1	To know about the conceptual foundation of Organisational Behaviour.
CO2	Students understand the theories of Perception, Attitude and Values.
CO3	Students understand the various theories of Learning and Personality.
CO4	To understand the concept, classification and Stages of Group Development; Group Structure; Group Decision-Making.
CO5	To understand the organizational power, politics and the organizational change.

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	To know about the conceptual foundation of Organisational Behaviour.
CO2	Students understand the theories of Perception, Attitude and Values.
CO3	Students understand the various theories of Learning and Personality.
CO4	To understand the concept, classification and Stages of Group Development; Group Structure; Group Decision-Making.
CO5	To understand the organizational power, politics and the organizational change.

Bloom's Level

	Remember	**Understand**	**Apply**	**Analyze**	**Evaluate**	**Create**
CO1	√	√	√	-	-	-
CO2	√	√	√	-	-	-
CO3	√	√	√	-	-	-
CO4	√	√	√	√	-	-
CO5	√	√	√	√	√	-

MPMBA22-204T: ORGANISATIONAL BEHAVIOUR   **CREDITS: 4**

UNIT 1: Introduction

Conceptual Foundation of Organisational Behaviour; Nature and Characteristics; Determinants; Contributing Disciplines; Challenges and Opportunities for Organisational Behaviour, Models and Approaches of Organizational Behaviour, OB and Emotional Intelligence.

UNIT 2: Perception, Attitude, and Values

Nature, Process, Importance, Factors Influencing Perception; Attribution Theory of Perception; Issues Involved in Perception: Selective Perception, Halo Effect, Contrast Effect, Projection, Stereotyping; Concept of Pygmalion Effect; an overview of Emotions, Values, Beliefs and Attitudes with Managerial Implications.

UNIT 3: Learning and Personality

Learning: Concept; Theories of Learning: Conditioning, Social Learning, Managerial Implication of Learning Theories.

Personality: Concept and Determinates; Types and Traits; Major Personality Attributes Influencing Organisational Behaviour; Locus of Control; Machiavellianism; Self-Esteem; Self-Monitoring; Risk-Taking; Personality; Proactive Personality' Personality and National Culture; Holland's Typology of Personality and Congruent Occupations.

UNIT 4: Group Behaviour

Groups: Concept and Classification; Stages of Group Development; Group Structure; Roles and Norms; Premise and Issues; Group Decision-Making: Group vs Individual; Groupthink and Groups Shift; Group Decision Making Techniques and Process.

Interpersonal Relationships: Understanding Self and Others; Developing Interpersonal Relationships; Transactional Analysis; Johari Window.

Conflict Management: Concept; Causes; Types; Stages; Effects; Management of Conflicts.

UNIT 5: Organisation Power and Politics

Concept; Sources and Classification; Power Tactics; Coalitions; Organisational Politics: Concept and People's Response to Organsational Politics, The Concept of Impressing Management. **Organisational Culture:** Concept; Dominant Culture; Strong vs Weak Cultures; Creating and Sustaining Culture; Employees Learning of The Culture; Creating a Customer-Responsive Culture.

Organisational Changes: Concept and Forces for Change; Managing Planned Changes; Resistance to Change; Approaches to Manage Organisational Change; Organisational Development; Culture-Boundedness of Managing the Change.

Suggested Readings

- Robbins, SP Stephen P., Timothy Judge and Nehasika Vohra, (2011), *Organisational Behaviour,* 12th ed., Pearson Education.
- Fred Luthans, (2009), *Organisational Behaviour,* 11th ed., McGraw Hill.
- W. Newstrom, John, (2009), *Organisational Behaviour,* 10th ed., Tata McGraw –Hill.
- Heresy, Paul, Kenneth H. Blanchard, and Dewey E. Johnson, (2006), *Management of Organisational Behaviour,* 8th ed., Prentice-Hall of India, Eastern Economy Edition.
- SS Khanka, (2008), *Organisational Behaviour,* S. Chand & Co., New Delhi
- Sanghi Seema, (2011), *Organisational Behaviour,* Pearson Publication.

MPMBA22-205T	MARKETING MANAGEMENT	L-3, T-1, P-0	4 CREDITS
		Total Lecture	48

Course Objectives:

Marketing is one of the core functional areas of management. The course explains the essentials of marketing in that context.

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

CO1	To understand the nature, scope, evolution of marketing and major elements and their Impact on marketing decisions.
CO2	To know about the importance of understanding Consumer Behaviour.
CO3	To understand the concept and classification of Products; Product Line and Product Mix.
CO4	To understand the Pricing decisions, as a Marketing Variable-its Role and Importance.
CO5	To understand the nature, objectives and importance of Promotion; Communication Process; Promotion Mix and Methods.

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	To understand the nature, scope, evolution of marketing and major elements and their Impact on marketing decisions.
CO2	To know about the importance of understanding Consumer Behaviour.
CO3	To understand the concept and classification of Products; Product Line and Product Mix.
CO4	To understand the Pricing decisions, as a Marketing Variable-its Role and Importance.
CO5	To understand the nature, objectives and importance of Promotion; Communication Process; Promotion Mix and Methods.

Bloom's Level

	Remember	**Understand**	**Apply**	**Analyze**	**Evaluate**	**Create**
CO1	√	√	√	√	-	-
CO2	√	√	√	-	-	-
CO3	√	√	√	-	-	-
CO4	√	√	√	-	-	-
CO5	√	√	√	-	-	-

MPMBA22-205T: MARKETING MANAGEMENT   CREDITS: 4

UNIT 1: Marketing Concept

Marketing Management; Nature and Scope; Evolution of Marketing; Selling vs Marketing; CRM; Emerging role of marketing; Marketing Mix. Marketing Environment: Concept; Need for Study; Major Elements and their Impact on Marketing Decisions.

UNIT 2: Consumer Behaviour

Consumer vs. Organizational/Industrial Buyer; Their Characteristics; Importance of understanding Consumer Behaviour; Determinants of Consumer Behaviour; Theories of Consumer Behaviour; Various Buying Roles in Family; Types of Buying Behaviour; Consumer Decision-Making Process in Buying.
Market Segmentation: Nature and Importance of Segmentation; Pre-requisites for Effective Segmentation; Bases of Segmenting Consumer Markets; Market Selection Strategies; Positioning, Consumer and Industrial Market.

UNIT 3: Product Decisions

Concept of Product; Classification of Products; Product Line and Product Mix; Branding, Product Support Packaging and Labeling; Customer Services; Development of New Product; Product Life Cycle; The New Product (Consumer); Adoption Process.

UNIT 4: Price Decisions

Pricing as a Marketing Variable-its Role and Importance; Price vs. Non-Price Competition; Factors Influencing Price Determination; Price Setting in Practice; Price Policies and Strategies. Distribution Channels and Physical Distribution Decisions: Why are Marketing Intermediaries Used? Marketing Channel Functions; Selecting Channels Distribution; Determining the Intensity of Distribution; Channel Management Decisions- Selection, Motivation and Evaluation of Individual Middlemen; Manufacturer-Distribution Relationship; Retailing and Wholesaling; Logistics of Distribution.

UNIT 5: Promotion Decisions

Nature; Objectives and Importance of Promotion; Communication Process; Promotion Mix and Methods; Advertising; Personal Selling; Public Relations and Sales Promotion. Legal, Ethical and Social Aspects of Marketing: Consumerism; Consumer Protection Measure in India; Recent Developments in Consumer Protection in India.

Suggested Readings

- Kotler Philip and Gray Armstrong, (2005), *Principles of Marketing,* Prentice Hall of India, New Delhi.
- Kotler Philip, (1997), *Marketing Management-Analysis, Planning, Implementation and Control,* Prentice Hall of India, New Delhi.
- Ramaswami, V.S and Nama kumari, S, (2009), *Marketing Management,* Mac Millan India, New Delhi.
- Stanton, Shallian J. and Charles Futrell, (1987), *Fundamentals of Marketing,* McGraw Hill, New York.
- Rajan Saxena, (2005), *Marketing Management,* 3rd ed, Tata MC Graw Hill, New Delhi.

MPMBA22-206T	PRODUCTION & OPERATIONS MANAGEMENT	L-3, T-1, P-0	4 CREDITS
		Total Lecture	48

Course Objectives:

The objective of the course is to acquaint the students with the basic features underlying production management and Operation Management.

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

CO1	To know about the factors affecting system and concept of Production and Operation Management.
CO2	Students understand the functions of Production and Material Management and related concepts.
CO3	Students understand the scheduling and measuring Production Activities.
CO4	Understand an overview of Material Management.
CO5	To know about the quality in Production and Operations 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	To know about the factors affecting system and concept of Production and Operation Management.
CO2	Students understand the functions of Production and Material Management and related concepts.
CO3	Students understand the scheduling and measuring Production Activities.
CO4	Understand an overview of Material Management.
CO5	To know about the quality in Production and Operations Management.

Bloom's Level

	Remember	Understand	Apply	Analyze	Evaluate	Create
CO1	√	√	√	√	-	-
CO2	√	√	√	-	-	-
CO3	√	√	√	√	-	-
CO4	√	√	√	-	-	-
CO5	√	√	√	-	-	-

MPMBA22-206T: PRODUCTION & OPERATIONS MANAGEMENT   CREDITS: 4

UNIT 1: Introduction

Nature and Scope of Production and Operations Management, its Relationship with other Systems in the Organisation, Factors Affecting Production System. Facility Location, Types of Manufacturing Systems, Lean Manufacturing, Layout Planning and Analysis.

UNIT 2: Production System and Related Concepts

Functions of Production and Material Management, Types of Production Systems, Productivity Variables, and Productivity Measurement, Production Planning and Control, Mass Production, Batch Production, Job Order Production, Selection, Product Design and Development, Process Selection, Capacity Design.

UNIT 3: Scheduling and Measuring Production Activities

Scheduling, Maintenance Management Concepts, CPM, Work Study, Method Study, Work Measurement, Work Sampling, Work Environment and Safety.

UNIT 4: Material and Inventory Management

An overview of Material Management, Material Planning and Inventory Control, Inventory Models, (Classical EOQ, Model with Shortages), JIT, Budgeting and Material Planning, Store Management, Safety Management, Stocking and Distribution of Materials. Determination of Material Required, Purchase Management, Procedure for Purchasing.

UNIT 5: Quality in Production and Operations Management

Quality Assurance, Accepting Sampling, Statistical Quality Control, Total Quality Management, QMS and ISO Standards.

Suggested Readings

- Adam and Ebert, Ronald J, (1992), *Production and Operation Management-Concepts, Models & Behaviour,* PHI New Delhi

- Charry SN, (2005), *Production and Operation Management-Concepts Methods and Strategy,* PHI New Delhi.

- Baff. ES, (1993), *Modern Production Management,* John Willey, New York.

- Chase, B Richard, Shankar, R., Jacobs, F.R., Aquilano, N.J., (2018), *Operations and Supply Management,* TMH, Delhi.

- Madan, Pankaj, (2010), *Production and Operation Management,* Global Vision Publishing, New Delhi.

MPMBA22-207T	MANAGEMENT INFORMATION SYSTEM	L-2, T-1, P-0	3 CREDITS
		Total Lecture	36

Course Objectives:

The objective of this course is to introduce students to information systems of management that are part of every business organization.

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

CO1	Students understand about the term management information System and the need for information and decision making.
CO2	Understand the Database management systems, Commercial database and Computer Communication etc.
CO3	To know about the Data system and System Analysis.
CO4	Students will learn the role of Information and Technology, Business and technology Trends and role of MIS in Decision- making.
CO5	Understand the structure of management information 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	Students understand about the term management information System and the need for information and decision making.
CO2	Understand the Database management systems, Commercial database and Computer Communication etc.
CO3	To know about the Data system and System Analysis.
CO4	Students will learn the role of Information and Technology, Business and technology Trends and role of MIS in Decision- making.
CO5	Understand the structure of management information System.

Bloom's Level

	Remember	Understand	Apply	Analyze	Evaluate	Create
CO1	√	√	√	-	-	-
CO2	√	√	√	-	-	-
CO3	√	√	√	-	-	-
CO4	√	√	√	-	-	-
CO5	√	√	√	-	-	-

MPMBA22-207T: MANAGEMENT INFORMATION SYSTEM   CREDITS: 3

UNIT 1: Introduction

Introduction to management information System, decision making and Its Process, need for information and decision making, Its elements, meaning and objectives.

UNIT2: Database management systems

Database management systems, advantages of Data base approach, Queries, Designing of Database, Database Administration, Commercial database. Computer Communication- LAN, Wan, Internet, Peer- to- Peer network, Client – server network. Familiarity with Software packages – MS Office, MS Windows, LAN, UNIX etc.

UNIT3: Organization Data system

Data system- Organization of System department, Physical facilities of system requirement Analysis, System Analysis, System design, System Implementation, System maintenance.

UNIT4: Role of Information and Technology

Role of Information and Technology, Business and technology Trends, Definition of MIS, role of MIS in Decision- making, Number Systems, Computer Languages, Computer hardware, Computer Software and operating System. Systems Approach, object Oriented design, The value and cost of information, Decision levels, Data capture, Data Quality.

UNIT 5: MIS – an overview

Structure of management information System, Successful and Comprehensive Structure, Integration of structure, development of management information System, various MIS reports, making MIS efficient and Effective, Limitations of management information System.

Suggested Readings

- Laudon Kenneth C. and Laudon Jane P., (1999), *Management Information Systems: Organization and Technology,* Pearson, 6 Sub Edition.

- Chakrabarty, U. K., (2010), *Management Information System for Industrial Safety Health & Environment,* Macmillan Publisher.

- Jawadekar Waman, (2017), *Management Information Systems 5/e: A Global Digital Enterprise Perspective,* McGraw-Hill Education.

MPMBA22-208T	LEGAL ASPECTS OF BUSINESS	L-2, T-1, P-0	3 CREDITS
		Total Lecture	36

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	√	√	√	-	-	-

MPMBA22-208T: LEGAL ASPECTS OF BUSINESS   **CREDITS: 3**

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.

MPMBA22-251P	SEMINAR & VIVA –VOCE	L-0, T-0, P-2	2 CREDITS

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.

Seminar and Viva-Voce is a useful tool that assists in authenticating that the student has got enough knowledge of the subject matter.

- 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	Assess their communication, presentation skills & overall impression
CO4	Explore the connection between university study and life enrichment, lifelong learning, and civic responsibility.
CO5	Practical knowledge about the various fields.

Mapping of Course Outcomes with the program Outcomes					
	PO1	**PO2**	**PO3**	**PO4**	**PO5**
CO1	√	-	√	-	√
CO2	-	√	-	-	√
CO3	√	-	-	-	√
CO4	-	√	-	-	√
CO5	√	-	√	√	√

MPMBA22-251P: SEMINAR & VIVA –VOCE   **CREDITS: 2**

Seminar 50 Marks

The Objective of Seminar is to help the Students in Developing their Communication Skills, especially presentation before the Group. Each Student is expected to present a Seminar (As Elaborated in the Ordinance) on a topic Approved by the Teacher In-charge. In this Semester the topic of the Seminars will be Qualitative and based on the issues Relevant to the Corporate World and Business World.

Viva voce 50 Marks

At the end of Semester Course each student will have to face an interview where he/she is expected to answer questions relating to the course covered in the Semester and on the questions related to Corporate World and Business world. The Viva – Voce shall be conducted jointly by the Internal Expert and the External Expert. After Viva – voce the feedback of the External experts shall be obtained so as to decide the Modalities of Improvement during Second year of the course.

Summer training:

Each Student is requiring under going 45 – 60 days training in any organization immediately after completion of the second semester. Training report on the pattern of approved by the teacher in- charge of training shall be submitted by the student in duplicate to the teacher in – charge. The student shall have to bear all the expenses on training including traveling and daily maintenance and the expenses on preparation of the training report. There will be no vocation after second semester examination and students shall proceed for summer training.

MPMBA22-301T	PROJECT MANAGEMENT	L-3, T-1, P-0	4 CREDIT
		Total Lecture	48

Course Objectives:

• The course aims to provide learners with an understanding of the concepts, principles, and tools necessary for effective project management, including project planning, organization, financing, implementation, monitoring, and control.

• The course aims to develop the skills like strong leadership abilities and good communication skills in students by emphasizing the importance of teamwork, collaboration, and effective communication with project stakeholders.

• The course aims to enhance students' ability to analyze problems, identify solutions, and make informed decisions in project management contexts.

• The course aims to familiarize students with risk identification, assessment, mitigation, and monitoring techniques. They will learn how to develop risk management strategies to minimize the negative impact of uncertainties on project outcomes.

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

CO1	Understand the basic concepts and characteristics of projects, project management, and project planning, including risk management and feasibility studies.
CO2	Learn about different forms of project organizations, project management principles, and tools and techniques for project management.
CO3	Gain an understanding of project financing and cost estimation, and how to allocate and schedule resources for successful project implementation and monitoring.
CO4	Learn about project communication, audits, post-project reviews, and project direction and control, including termination strategies and evaluation.
CO5	Develop the skills necessary to effectively manage and lead projects in a variety of settings and industries, including future Indian projects.

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 basic concepts and characteristics of projects, project management, and project planning, including risk management and feasibility studies.
CO2	Learn about different forms of project organizations, project management principles, and tools and techniques for project management.
CO3	Gain an understanding of project financing and cost estimation, and how to allocate and schedule resources for successful project implementation and monitoring.
CO4	Learn about project communication, audits, post-project reviews, and project direction and control, including termination strategies and evaluation.
CO5	Develop the skills necessary to effectively manage and lead projects in a variety of settings and industries, including future Indian projects.

Bloom's Level

	Remember	Understand	Apply	Analyze	Evaluate	Create
CO1	√	√	-	-	-	-
CO2	√	√	√	-	-	-
CO3	√	√	√	-	-	-
CO4	√	√	√	√	√	-
CO5	√	√	√	√	√	-

MPMBA22-301T: PROJECT MANAGEMENT   CREDITS: 4

UNIT I: Introduction

Definitions, Classification, Project risk, Scope, Concepts and Characteristics of Project, Importance of Project Management, Project management-definitions, overview, Project plan, management principles applied to project management, Tools and techniques of project management, Project management life cycles and uncertainty.

Project Planning

Project and Strategic Planning, Scope, Problem Statement, Project Goals, Success criteria, Risk Management, Approval Process, Social Cost Benefit Analysis, Feasibility Study.

UNIT II: Project Organization

Project Organization: Various Forms of Project Organizations, Project Organization Charting, Organization Human Resources, The Project Manager, The Project Team, Project Team Pitfalls, Project Contract Management, Types of Contracts, Fixing the Zero Data.

UNIT III: Project Financing

Project Cost Estimation, Sources of Finance, Multiple Project and Constraints.

UNIT IV: Project Implementation and Monitoring

Project Resource Requirements, Type of Resources, Men, Materials, Finance, Multi project Resources scheduling, Splitting and Multitasking, Resources Allocation method, Project Monitoring and control, Project network Technique-(PERT and CPM), Planning for Monitoring and evaluation, Project Management Information System, Project Scheduling-Time Constrained and Resource Constrained Scheduling, Project Communication, Project Audits, Post Project Reviews.

UNIT V: Project Direction and Control

Project Direction, Types of Project Termination, Project in Trouble, Termination Strategies, Evaluation of Termination Possibilities, Termination Procedures, Features of Future Indian Projects.

Suggested Readings

- *Project management*-for 21st century-Beenet P Lientz, Kathyn-Pearson Academic Press, 1995
- *Project Management*-Denislok
- *Project management*-David I Cleland-McGraw Hill International Edition, 1999
- *Project management*-Gopalakrishnan- McMillian India Ltd.
- *Project Management*-Harry-Maylor-Pearson Publication
- *Project Management*-Gray & Larson- Tata McGraw Hill
- *Project Management*- Prasanna Chandra- Tata McGraw Hill

MPMBA22-302T	BUSINESS ETHICS & CORPORATE GOVERNANCE	L-3, T-1, P-0	4 CREDIT
		Total Lecture	48

Course Objectives:

- To make students understand the values in business and ethics practiced. It will make the students well aware of corporate business practices so that students can adjust themselves accordingly.

- The course aims to highlight the intersection of business ethics and legal requirements. Students will examine how ethical considerations influence legal decisions and vice versa. They will gain an understanding of the legal and regulatory frameworks that govern business conduct and the ethical implications of compliance.

- The course aims to develop students' leadership abilities with an emphasis on ethical decision-making and responsible leadership. Students will learn about the qualities and behaviors associated with ethical leadership, including integrity, fairness, transparency, and accountability.

- The course aims to highlight the intersection of business ethics and legal requirements. Students will examine how ethical considerations influence legal decisions and vice versa.

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

CO1	Understand the importance of ethics and corporate governance in the day-to-day working of organizations.
CO2	Learn the issues involved in maintaining ethics and how to deal with such situations.
CO3	Learn scope of business ethics in Compliance, finance, Human resources, marketing, and production.
CO4	Critically apply understanding of ethics of real–world contexts and gather and analyse information by way of undertaking a research project on a topic relevant to business ethics.
CO5	Critically analyze the reasons of systematic failure of corporate governance that could spread from individual firms to entire markets or economies.

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 importance of ethics and corporate governance in the day-to-day working of organizations.
CO2	Learn the issues involved in maintaining ethics and how to deal with such situations.
CO3	Learn scope of business ethics in Compliance, finance, Human resources, marketing, and production.
CO4	Critically apply understanding of ethics of real–world contexts and gather and analyse information by way of undertaking a research project on a topic relevant to business ethics.
CO5	Critically analyze the reasons of systematic failure of corporate governance that could spread from individual firms to entire markets or economies.

Bloom's Level

	Remember	Understand	Apply	Analyze	Evaluate	Create
CO1	√	√	-	-	-	-
CO2	√	√	√	-	-	-
CO3	√	√	-	-	-	-
CO4	√	√	√	√	√	√
CO5	√	√	√	√	-	-

MPMBA22-302T: BUSINESS ETHICS & CORPORATE GOVERNANCE   CREDITS: 4

UNIT 1: Introduction to Business Ethics

Meaning, Nature & Scope, Morality & Ethics, Business Values & Ethics. Types of Ethics, Importance of Ethics in Business.

UNIT 2: The Ethical Value System

Universalism, Utilitarianism, Distributive Justice, Social Contracts, Individual Freedom of Choice, Ethical dilemmas, whistle blowing.

UNIT 3: Introduction to Corporate Governance.

Meaning & Conceptual Framework of Corporate Governance, Business Ethics & Corporate Governance, Fair & unfair practices of business, popular models of governance anglo-anvercom etc. Theories of Governance- Stockholder's theory and stewardship theory, agency theory etc. Corporate Governance Mechanism: Process, Indian Model, Emphasis on corporate governance (transparency, accountability & empowerment)

UNIT 4: Corporate Social Responsibility (CSR)

Introduction to CSR, advantages & Scope, Indian Scenario, CG & CSR, CSR & Business Ethics, Environmental aspect of CSR, CSR committees, CSR models, Drivers of CSR, Codes & Standards of CSR, Global reporting initiatives, ISO.

Suggested Readings

- Nidhi Chandorkar & Tushar Agarwal (2013), *Business Ethics & Corporate Governance*, Himalaya Publishing House.
- Mathur UC, *Corporate Governance & Business Ethics* (MC Milan).
- John R. Beatrigh, *Ethics & The Conduct of Business*, Pearson Education.

MPMBA22-303T	STRATEGIC MANAGEMENT	L-3, T-1, P-0	4 CREDIT
		Total Lecture	48

Course Objectives:

- The course aims to develop an understanding of strategic management and equip learners with the knowledge and skills necessary for effective strategy formulation, implementation, and evaluation in the context of business policy.

- The course aims to enable students to evaluate an organization's internal strengths and weaknesses. They will learn how to conduct a thorough analysis of resources, capabilities, and core competencies to identify competitive advantages and areas for improvement.

- The course aims to familiarize students with techniques and tools for evaluating and monitoring strategic performance.

- Students will learn how to measure key performance indicators (KPIs), conduct performance reviews, and make necessary adjustments to strategies based on performance feedback.

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

CO1	Develop an understanding of the nature, scope, and importance of strategic management in business policy.
CO2	Gain knowledge of the strategic management process, including strategy formulation, environmental appraisal, strategic analysis and choice, and strategy implementation and evaluation.
CO3	Learn to conduct industry analysis, remote environment analysis, competitive analysis, global environment analysis, and internal analysis using various frameworks and tools.
CO4	Acquire the ability to formulate corporate, business, and functional level strategies, and evaluate and choose among different strategic options.
CO5	Develop skills to implement and evaluate strategies, including resource allocation, budgeting, organizational structure, and performance measurement, and to address issues related to social responsibility and ethics.

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 the nature, scope, and importance of strategic management in business policy.
CO2	Gain knowledge of the strategic management process, including strategy formulation, environmental appraisal, strategic analysis and choice, and strategy implementation and evaluation.
CO3	Learn to conduct industry analysis, remote environment analysis, competitive analysis, global environment analysis, and internal analysis using various frameworks and tools.
CO4	Acquire the ability to formulate corporate, business, and functional level strategies, and evaluate and choose among different strategic options.
CO5	Develop skills to implement and evaluate strategies, including resource allocation, budgeting, organizational structure, and performance measurement, and to address issues related to social responsibility and ethics.

Bloom's Level

	Remember	Understand	Apply	Analyze	Evaluate	Create
CO1	√	√	√	-	-	-
CO2	√	√	√	√	-	-
CO3	√	√	√	√	-	-
CO4	√	√	√	√	√	-
CO5	√	√	√	√	√	√

MPMBA22-303T STRATEGIC MANAGEMENT   **CREDITS: 4**

UNIT I: Introduction

Meaning, Scope and Importance of Strategic Management, Nature of Strategic Management, Characteristics, Strategic Management Process, Strategic Management Model. Dimension and Levels of Strategy. Role of strategists in business Policy

UNIT II: Strategy Formulation

Corporate Planning, Concept of Planning, Planning Process, Types of Planning, Strategic Planning, Strategic Decision Making, Vision, mission and purpose, objectives and goals of a business organisation - Types of strategies - Guidelines for crafting successful business strategies.

UNIT II: Environmental Appraisal

External Analysis: Industry analysis, remote environment analysis, competitive analysis, global environment analysis. Internal Analysis: Resource based view of the firm, Capabilities, core competence, value chain analysis, VRHN analysis, distinctive competency, sustainable competitive advantage and profitability. SWOT Analysis. Synergy.

UNIT IV: Strategic Analysis and Choice

Environmental Threat and Opportunity Profile (ETOP); BCG**,** TOWS, GE, Directional Policy Matrix - Organizational Capability Profile - Strategic Advantage Profile Corporate Level strategies-growth, stability, renewal, corporate portfolio analysis, grand strategies, Mc Kinsey's 7s Framework. Business Level Strategies- Michael Porter's Generic strategies. Functional level strategies.

UNIT V: Strategy Implementation and Evaluation

Strategy Implementation: Structure, Systems and People, issues in implementation, Model of Strategic Implementation, Project implementation, Procedural implementation, Resource Allocation, Budgets, Organization Structure, Strategy and Organisation Structure, Different Types of Organisational Structure, Social responsibilities and Ethics - Building a capable organization - Functional issues. Symptoms of malfunctioning of strategy -Operations Control and Strategic Control, An overview of Strategic Evaluation and Control - Measurement of performance - Analyzing variances - Role of organizational systems in evaluation. Strategic Management for non-profit organizations.

Suggested Readings

- Michael A. Hitt, R. Duane Ireland, Robert E. Hoskisson (2008), *Management of Strategy-Concepts and Cases,* 4/e, Cengage Learning, New Delhi.

- John. A. Pearce II, Richard.B. Robinson Jr, Amita Mital, (2008), *Strategic Management – Formulation, Implementation and Control*, 1/e, Tata McGraw-Hill, New Delhi.

- Charles. W. L Hill, Gareth R Jones (2005), *Strategic Management- An Integrated Approach*, 6/e, Biztantra, New Delhi.

- hompson A Jr, A.J. Strickland, (2008), *Strategic Management*, Tata McGraw-Hill Publishing, New Delhi.

- Upendra Kachru, (2005), *Strategic Management-Concepts and Case*. Excel Books, New Delhi.

- Adrian Haberberg, Alison Rieple (2008). *Strategic Management – Theory and Application*, Oxford University Press, New Delhi.

MPMBA22-304M1	CONSUMER BEHAVIOUR	L-2, T-1, P-0	3 CREDIT
		Total Lecture	36

Course Objectives:

- The course objective of Consumer Behaviour is to enable students to understand the behavior of consumers and how it influences marketing decisions.

- The course aims to provide students with a solid foundation in consumer behaviour theories and concepts. Students will learn about the psychological, social, and cultural factors that influence consumer decision-making processes.

- The course aims to enable students to apply consumer behavior knowledge to marketing strategies and tactics.

- They will learn how to use consumer insights to develop effective marketing campaigns, product positioning, pricing strategies, and customer relationship management.

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

CO1	Develop a comprehensive understanding of consumer behavior, including the reasons for studying it and its scope in the market segmentation process.
CO2	Analyze the various factors that influence consumer behavior as an individual, such as motivation, personality, perception, learning, and attitudes.
CO3	Evaluate the impact of social and cultural settings on consumer behavior, including the influence of reference groups, family, social class, culture, and media.
CO4	Examine the decision-making process of consumers, including problem recognition, search and evaluation, purchasing processes, post-purchase behavior, and organizational buying behavior.
CO5	Develop skills in measuring consumer satisfaction and dissatisfaction, repeat buying, brand switching, loyalty, opinion leadership, and complaining behavior.

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 consumer behavior, including the reasons for studying it and its scope in the market segmentation process.
CO2	Analyze the various factors that influence consumer behavior as an individual, such as motivation, personality, perception, learning, and attitudes.
CO3	Evaluate the impact of social and cultural settings on consumer behavior, including the influence of reference groups, family, social class, culture, and media.
CO4	Examine the decision-making process of consumers, including problem recognition, search and evaluation, purchasing processes, post-purchase behavior, and organizational buying behavior.
CO5	Develop skills in measuring consumer satisfaction and dissatisfaction, repeat buying, brand switching, loyalty, opinion leadership, and complaining behavior.

Bloom's Level

	Remember	Understand	Apply	Analyze	Evaluate	Create
CO1	√	√	-	-	-	-
CO2	√	√	√	-	-	-
CO3	√	√	√	√	-	-
CO4	√	√	√	√	√	-
CO5	√	√	√	√	√	-

MPMBA22-304M1: CONSUMER BEHAVIOUR   CREDITS: 3

UNIT I: Introduction

Defining Consumer Behaviour; Reasons for Studying Behaviour, Applying Consumer Behaviour Knowledge; Scope of Consumer Behaviour; Market Segmentation; Bases of Segmentation, Criteria for Effective Targeting of Market Segments.

UNIT II: Consumer as an Individual

Consumer Motivation; Consumer Involvement, Personality and Self- Concept; Perception, Consumer Learning and Memory, Attitudes and Changing Attitudes, information Processing.

UNIT III: Consumer in Social and Cultural Settings

Reference groups and family influences; Social class, cultural; sub cultural and cross cultural influences on consumer behaviour; personal influences and diffusion of innovation; Impact of Media and Globalisation.

UNIT IV: Consumer Decision Process

Problem recognition; search and evaluating; purchasing processes; post purchase behaviour; consumer behaviour models; consumerism; organizational buying behaviour.

UNIT V: Consumer Satisfaction

Measurement of consumer satisfaction and dis-satisfaction, repeat buying, brand switching and loyalty, opinion leadership, complaining behaviour.

Suggested Readings

- Schiffman, L. G., & Kanuk, L. L. (2010). *Consumer behavior (10th ed.).* Prentice Hall.
- Engel, J. F., Blackwell, R. D., & Miniard, P. W. (2012). *Consumer behavior* (10th ed.). South-Western Cengage Learning.
- Zaltman, G., & Wallendorf, M. (2011). *Consumer behavior analysis*. Routledge.
- Mellott, D. W. (2016). *Consumer behavior* (2nd ed.). Kendall Hunt Publishing Company.
- Loudon, D. L., & Della Bitta, A. J. (2016). *Consumer behavior: Concepts and applications* (7th ed.). McGraw-Hill Education.
- Bennett, P. D. (2010). *Understanding and motivating health behaviors* (1st ed.). McGraw-Hill Education.

MPMBA22-304M2	ADVERTISING MANAGEMENET	L-2, T-1, P-0	3 CREDIT
		Total Lecture	36

Course Objectives:

- The course aims to provide students with a comprehensive understanding of the role of advertising in marketing communication.

- Students will learn about the objectives of advertising, its impact on consumer behavior, and its contribution to brand building and organizational success.

- The course may also address ethical issues in advertising, such as truthfulness, fairness, and responsible advertising practices.

- Students will learn about the various stages involved in the advertising planning process. This includes conducting market research, identifying advertising objectives, setting budgets, selecting media channels, developing creative strategies, and evaluating campaign effectiveness.

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

CO1	Develop an understanding of the nature and importance of communication process in marketing, including its components, obstacles and role in perception, learning and attitude change.
CO2	Learn about the different elements of the promotional mix and their relevance to the communication process.
CO3	Acquire knowledge of the strategic analysis for marketing communication, including communication objectives, market segmentation, target group and market positioning.
CO4	Develop skills in creating effective advertising copy, including message strategy and design, elements of advertisements, and methods of creative development.
CO5	Gain an understanding of advertising regulation, including the advertising department and its organization, advertising agencies and their functions, and the contribution of advertising to economic development and standard of living, along with ethical issues and problems and prospects of advertising 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 the nature and importance of communication process in marketing, including its components, obstacles and role in perception, learning and attitude change.
CO2	Learn about the different elements of the promotional mix and their relevance to the communication process.
CO3	Acquire knowledge of the strategic analysis for marketing communication, including communication objectives, market segmentation, target group and market positioning.
CO4	Develop skills in creating effective advertising copy, including message strategy and design, elements of advertisements, and methods of creative development.
CO5	Gain an understanding of advertising regulation, including the advertising department and its organization, advertising agencies and their functions, and the contribution of advertising to economic development and standard of living, along with ethical issues and problems and prospects of advertising in India.

Bloom's Level

	Remember	Understand	Apply	Analyze	Evaluate	Create
CO1	√	√	√	-	-	-
CO2	√	√	√	√	-	-
CO3	√	√	√	√	√	-
CO4	√	√	√	√	√	-
CO5	√	√	√	√	√	-

MPMBA22-304M2: ADVERTISING MANAGEMENT   CREDITS: 3

UNIT I: Analyzing the Communication Process

Nature of Communication Process and Its Components, Applications of Communication Process in Marketing, Obstacles in Communication Process, Role of Communication Process in Perception, Learning and Attitude Change. Different elements of Promotional Mix and Communication Process relevant to them.

Integrated Communication Fundamentals

Strategic Analysis for Marketing Communication, Communication Objective, Market Segmentation, Target Group, Market Positioning.

UNIT II: Advertising and the Marketing Function

Objective, Functions, Advertising as a tool for Communication, Social and Economic Aspects of Advertising, Importance of Advertising in Modern Marketing, Communication Process in Corporate Image Building, Advertising and Consumer Psychology.

UNIT III: Different Types of Advertising

Consumer Advertising, Business to Business Advertising, Trade Advertising, Retail Advertising, Financial Advertising, Recruitment Advertising, Setting Advertising Objectives, DAGMAR Approach, Continuous Advertising Planning Process.

UNIT IV: Message and Copy

Message Strategy and Design, Elements of Advertisements, Copy, Developing Effective Advertising Copy, Creativity and Visualization in Advertising, Method of Creative Development.

Media Planning

Comparative Study of Different Advertising Media, media Choice, Media Scheduling, Budgeting for Advertising, Evaluation of Advertising Effectiveness, pre testing and Post testing Techniques.

UNIT V: Regulation of Advertising – Advertising Department and Its organization, Advertising Agencies and their Functions, Contribution of Advertising to Economic Development and Standard of Living, Ethics and Advertising, Problems and Prospects of Advertising in India.

Suggested Readings

- O'Guinn, Alenn, Semenik, *Advertising and Integrated Brand Promotion*, Thomson, Fourth Edition, 2007.
- Belch, MA & Belch GE – *Advertising and Promotion, An Integrated Marketing Communications Perspective,* Sixth Edition, Tata McGraw Hill
- Jefking & Yadin, *Advertising, Fourth Edition*, Pearson Edition.
- Manendra Mohan, *Advertising Management, Concept and Cases*, Tata McGraw Hill Publication.

MPMBA22-304M3	MARKETING OF SERVICES	L-2, T-1, P-0	3 CREDIT
		Total Lecture	36

Course Objectives:

- To provide students with a comprehensive understanding of the concepts and practices of service marketing and equip them with the skills to design and implement effective service marketing strategies in a globalised environment.

- Students will gain knowledge of the extended marketing mix specific to services, commonly known as the 7Ps. They will understand how these elements need to be adapted and managed in a service-based business.

- Students will explore theories and frameworks related to service quality and customer satisfaction.

- The course aims to provide students with a comprehensive understanding of the distinctive features and challenges associated with marketing services. Students will learn about intangibility, inseparability, variability, and perishability as key characteristics of services and how they impact marketing strategies.

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

CO1	Develop an understanding of the nature, characteristics, and classification of services.
CO2	Learn the importance of managing customer expectations and implementing segmentation, targeting, and positioning in service marketing.
CO3	Acquire knowledge of the service marketing mix, including product, price, promotion, and place strategies.
CO4	Develop skills in designing and delivering effective service systems, including service quality measurement and customer relationship management.
CO5	Gain an understanding of the globalisation of services and its impact on marketing strategies 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 the nature, characteristics, and classification of services.
CO2	Learn the importance of managing customer expectations and implementing segmentation, targeting, and positioning in service marketing.
CO3	Acquire knowledge of the service marketing mix, including product, price, promotion, and place strategies.
CO4	Develop skills in designing and delivering effective service systems, including service quality measurement and customer relationship management.
CO5	Gain an understanding of the globalisation of services and its impact on marketing strategies in India.

Bloom's Level

	Remember	Understand	Apply	Analyze	Evaluate	Create
CO1	√	√	-	-	-	-
CO2	√	√	-	-	-	-
CO3	√	√	-	-	-	-
CO4	√	√	√	-	-	-
CO5	√	√	√	√	-	-

MPMBA22-304M3: MARKETING OF SERVICES   CREDITS: 3

UNIT I: Introduction to Services Marketing

Service as a Marketing Concept; Factors for the growth of Service Sector; Characteristics of Services; Dimensions of Services; Classification of Services; Managing Customer Expectations: Level of Expectations; Zone of Tolerance; Segmentation, Targeting and Positioning of Service.

UNIT II: Services Marketing Mix

Product: Service Package, Core and Supplementary Services; Product Levels, Service Levels and Delivery; Price: Pricing Concepts and Issues in Pricing, Pricing Policy, Pricing Approaches, Price and Customer Values; Promotion: Internal and External Communication, Issues in Services Promotion; Place: Service Distribution, Channel Options, Service Distribution Strategy.

UNIT III: Service Design

Essential of a Service System; Components of Services; Designing the Service Package; Front Office Interface; Back Office Interface; Operations System; Service Delivery System; Customer Satisfaction and Conflicts; Service Recovery System; Service Quality; Concept of Service Quality, Measuring Service Quality; SERVQUAL System; Concept of CRM: CRM Objectives, Technology impact on Services, Concept of e-CRM.

UNIT IV: Globalisation of Services

Stages of Globalisation; International Marketing Services; Emerging Trends; Principal Driving Forces in Global Marketing of Services; Key Decisions in Global Marketing; Services Strategy and Organising for Global Marketing.

UNIT V: Marketing of Services in India

Application of the principles of Marketing Services in the Marketing of Financial Services, IT, Tourism Services, Travel Services, Hospitality Services and Transport Services.

Suggested Readings

- Zeithaml, Gremler, Bitner, and Ajay Pandit, *Services Marketing,* Tata McGraw-Hill, 5th ed., 2011.
- Christopher Lovelock, *Services Marketing: People, Technology and Strategy*, Pearson Education, 5th ed., 2011.
- Rajendra nargundkar, *Services Marketing: Text and Cases*, Tata McGraw-Hill, 3rd ed., 2010.
- Harsh V Verma, *Services Marketing: Text and Cases*, Pearson Education, 2nd ed., 2011.
- Govind Apte, *Services Marketing,* Oxford Univ. Press, 2nd ed., 2004

MPMBA22-304M4	MARKETING RESEARCH	L-2, T-1, P-0	3 CREDIT
		Total Lecture	36

Course Objectives:

- The course aims to provide students with a solid understanding of the purpose and significance of marketing research in decision-making. Students will learn how marketing research helps organizations gather valuable insights, identify opportunities, and make informed marketing decisions.

- The course aims to familiarize students with various marketing research methodologies and techniques. Students will learn about qualitative research methods such as focus groups, in-depth interviews etc.

- The course aims to equip students with the skills to conduct competitive analysis and gather market intelligence.

- The course may cover ethical considerations in marketing research, such as privacy, confidentiality, and informed consent.

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

CO1	Understand the importance of research in marketing and the marketing research industry.
CO2	Learn different approaches to marketing intelligence and types of market research.
CO3	Develop skills in research design, data collection, and analysis.
CO4	Gain knowledge of qualitative and non-parametric data analysis techniques.
CO5	Understand ethical issues related to marketing research and how to prepare and present marketing research reports.

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 importance of research in marketing and the marketing research industry.
CO2	Learn different approaches to marketing intelligence and types of market research.
CO3	Develop skills in research design, data collection, and analysis.
CO4	Gain knowledge of qualitative and non-parametric data analysis techniques.
CO5	Understand ethical issues related to marketing research and how to prepare and present marketing research reports.

Bloom's Level

	Remember	Understand	Apply	Analyze	Evaluate	Create
CO1	√	√	-	-	-	-
CO2	√	√	-	-	-	-
CO3	√	√	√	√	-	-
CO4	√	√	√	-	-	-
CO5	√	√	√	√	-	-

MPMBA22-304M4: MARKETING RESEARCH   **CREDITS: 3**

UNIT I: Introduction

Importance and Role of research in Marketing; the marketing research industry; Approaches to Marketing intelligence. Types of Market research; research approaches; significance of Market research, Market research process, criteria of good marketing research, problems encountered by marketing research in India.

UNIT II: Marketing Research Design

Research design- Pre-test, Post-test, Control group and Solomon four group design, Causal Research; observation techniques, experiments and test markets.

UNIT III: 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 IV: 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, Discriminate analysis.

UNIT V: Reporting the Results and Ethical Issues in Marketing Research

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

Suggested Readings

- Naresh K Malhotra, Satyabhushan Dash, (2009). *Marketing Research- An Applied Orientation,* 5/e, Pearson Education, New Delhi.
- Donald S. Tull, Del I. Hawkins, (2009). *Marketing research –Measurement & Method*, PHI Private Limited, New Delhi.
- Donald R. Cooper, Pamela S Schindler, (2007). *Marketing Research-Concepts and Cases.* Tata McGraw-Hill Publishing Company Limited, New Delhi.
- Hair, Bush, Ortinau, (2006). *Marketing Research*, 3/e, Tata McGraw-Hill Publishing Company Limited, New Delhi.

MPMBA22-304M5	RETAIL MANAGEMENT	L-2, T-1, P-0	3 CREDIT
		Total Lecture	**36**

Course Objectives:

- The course aims to provide students with a comprehensive understanding of the retail industry, including its structure, key players, and trends. Students will learn about the various retail formats, such as department stores, specialty stores etc.

- The course aims to familiarize students with the operational aspects of retail stores. Students will learn about inventory management, supply chain management, store layout and visual merchandising, customer service, pricing strategies, and retail technology.

- The course aims to develop students' skills in retail marketing and promotion. Students will learn about retail advertising, sales promotion, loyalty programs, customer relationship management, and the use of digital and social media in retail marketing.

- The course aims to develop students' leadership and team management skills in a retail context.

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

CO1	Understand the evolution, challenges, and global market of retailing.
CO2	Develop skills in strategic retail planning, customer service, and relationship marketing.
CO3	Gain knowledge of retail formats, location decisions, and retail market segmentation.
CO4	Learn about retail mix elements such as product merchandising, pricing, promotion, and multi-channel retailing.
CO5	Develop an understanding of retail operations including supply chain management, financial management, inventory management, and retail management information systems.

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 evolution, challenges, and global market of retailing.
CO2	Develop skills in strategic retail planning, customer service, and relationship marketing.
CO3	Gain knowledge of retail formats, location decisions, and retail market segmentation.
CO4	Learn about retail mix elements such as product merchandising, pricing, promotion, and multi-channel retailing.
CO5	Develop an understanding of retail operations including supply chain management, financial management, inventory management, and retail management information systems.

Bloom's Level						
	Remember	**Understand**	**Apply**	**Analyze**	**Evaluate**	**Create**
CO1	√	√	-	-	-	-
CO2	√	√	√	-	-	-
CO3	√	√	-	-	-	-
CO4	√	√	√	√	-	-
CO5	√	√	√	√	√	-

MPMBA22-304M5: RETAIL MANAGEMENT   **CREDITS: 3**

UNIT I: Retailing Environment

An Overview: Introduction, Evolution and Challenges of Retailing; Types of Retailers and Ethical Security Issues in Retail, The Global Retail Market, Opportunity in Retailing, Multi Channel Retailing.

UNIT II: Strategic Retail Planning

Strategic Retail Planning Process, Understanding the Retail Customer, Delivery Value through Retail Formats, Role of Customer Services and Relationship Marketing in Retail, Retail Location and Site Decision, Retail Buying, Retail Market Segmentation, Evaluation Areas for Retail Locations, Concept of Product Life Cycle.

UNIT III: Retail in India

Evolution of Retail in India, Drivers of Retail Change in India, The Size of Retail in India, Retail Formats in India, FDI in Retail, Challenges to Retail Development in India.

UNIT IV: Retail Mix

Product Merchandizing, Pricing Decisions in retail, Promotion and Communication Mix in Retail, Multi Channel Retailing, Managing Retail Services, Category Management, Merchandise management Process Overview, Considerations in setting up a Retail Prices, Store Design Objectives and Visual Merchandizing.

UNITV: Retail Operations

Supply Chain Management and Vendor Relation role in Retail, Management of Human Resources, Financial Management issues in retail, The strategic Profit Model, The Profit path, Store Operations – size and place allocation, Store Maintenance, Inventory Management, retail Management Information Systems.

Suggested Readings

- Swapna Pradhan, *Retailing Management*, text and Cases, Second Edition, Tata McGraw Hill Publications.

- Barry Berman, Joel R.Evans, *Retail Management*, A Strategic Approach, Tenth Edition, 2008, Pearson Edition.

- C Bajaj, *Retail Management,* Oxford Publication, Second Edition

- Dairs & Ward: *Managing Retail Consumption*, John Wiley & Sons

- Levy & Wertz: *Retailing Management*, Irwin

MPMBA22-304D1	CONSUMER BEHAVIOUR	L-2, T-1, P-0	3 CREDIT
		Total Lecture	36

Course Objectives:

- The course objective of Consumer Behaviour is to enable students to understand the behavior of consumers and how it influences marketing decisions.

- The course aims to provide students with a solid foundation in consumer behaviour theories and concepts. Students will learn about the psychological, social, and cultural factors that influence consumer decision-making processes.

- The course aims to enable students to apply consumer behavior knowledge to marketing strategies and tactics.

- They will learn how to use consumer insights to develop effective marketing campaigns, product positioning, pricing strategies, and customer relationship management.

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

CO1	Develop a comprehensive understanding of consumer behavior, including the reasons for studying it and its scope in the market segmentation process.
CO2	Analyze the various factors that influence consumer behavior as an individual, such as motivation, personality, perception, learning, and attitudes.
CO3	Evaluate the impact of social and cultural settings on consumer behavior, including the influence of reference groups, family, social class, culture, and media.
CO4	Examine the decision-making process of consumers, including problem recognition, search and evaluation, purchasing processes, post-purchase behavior, and organizational buying behavior.
CO5	Develop skills in measuring consumer satisfaction and dissatisfaction, repeat buying, brand switching, loyalty, opinion leadership, and complaining behavior.

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 consumer behavior, including the reasons for studying it and its scope in the market segmentation process.
CO2	Analyze the various factors that influence consumer behavior as an individual, such as motivation, personality, perception, learning, and attitudes.
CO3	Evaluate the impact of social and cultural settings on consumer behavior, including the influence of reference groups, family, social class, culture, and media.
CO4	Examine the decision-making process of consumers, including problem recognition, search and evaluation, purchasing processes, post-purchase behavior, and organizational buying behavior.
CO5	Develop skills in measuring consumer satisfaction and dissatisfaction, repeat buying, brand switching, loyalty, opinion leadership, and complaining behavior.

Bloom's Level

	Remember	Understand	Apply	Analyze	Evaluate	Create
CO1	√	√	-	-	-	-
CO2	√	√	√	-	-	-
CO3	√	√	√	√	-	-
CO4	√	√	√	√	√	-
CO5	√	√	√	√	√	-

MPMBA22-304D1: CONSUMER BEHAVIOUR   **CREDITS: 3**

UNIT I: Introduction

Defining Consumer Behaviour; Reasons for Studying Behaviour, Applying Consumer Behaviour Knowledge; Scope of Consumer Behaviour; Market Segmentation; Bases of Segmentation, Criteria for Effective Targeting of Market Segments.

UNIT II: Consumer as an Individual

Consumer Motivation; Consumer Involvement, Personality and Self- Concept; Perception, Consumer Learning and Memory, Attitudes and Changing Attitudes, information Processing.

UNIT III: Consumer in Social and Cultural Settings

Reference groups and family influences; Social class, cultural; sub cultural and cross cultural influences on consumer behaviour; personal influences and diffusion of innovation; Impact of Media and Globalisation.

UNIT IV: Consumer Decision Process

Problem recognition; search and evaluating; purchasing processes; post purchase behaviour; consumer behaviour models; consumerism; organizational buying behaviour.

UNIT V: Consumer Satisfaction

Measurement of consumer satisfaction and dis-satisfaction, repeat buying, brand switching and loyalty, opinion leadership, complaining behaviour.

Suggested Readings

- Schiffman, L. G., & Kanuk, L. L. (2010). *Consumer behavior (10th ed.).* Prentice Hall.
- Engel, J. F., Blackwell, R. D., & Miniard, P. W. (2012). *Consumer behavior* (10th ed.). South-Western Cengage Learning.
- Zaltman, G., & Wallendorf, M. (2011). *Consumer behavior analysis*. Routledge.
- Mellott, D. W. (2016). *Consumer behavior* (2nd ed.). Kendall Hunt Publishing Company.
- Loudon, D. L., & Della Bitta, A. J. (2016). *Consumer behavior: Concepts and applications* (7th ed.). McGraw-Hill Education.
- Bennett, P. D. (2010). *Understanding and motivating health behaviors* (1st ed.). McGraw-Hill Education.

MPMBA22-304D2	ADVERTISING MANAGEMENET	L-2, T-1, P-0	3 CREDIT
		Total Lecture	36

Course Objectives:

- The course aims to provide students with a comprehensive understanding of the role of advertising in marketing communication.
- Students will learn about the objectives of advertising, its impact on consumer behavior, and its contribution to brand building and organizational success.
- The course may also address ethical issues in advertising, such as truthfulness, fairness, and responsible advertising practices.
- Students will learn about the various stages involved in the advertising planning process. This includes conducting market research, identifying advertising objectives, setting budgets, selecting media channels, developing creative strategies, and evaluating campaign effectiveness.

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

CO1	Develop an understanding of the nature and importance of communication process in marketing, including its components, obstacles and role in perception, learning and attitude change.
CO2	Learn about the different elements of the promotional mix and their relevance to the communication process.
CO3	Acquire knowledge of the strategic analysis for marketing communication, including communication objectives, market segmentation, target group and market positioning.
CO4	Develop skills in creating effective advertising copy, including message strategy and design, elements of advertisements, and methods of creative development.
CO5	Gain an understanding of advertising regulation, including the advertising department and its organization, advertising agencies and their functions, and the contribution of advertising to economic development and standard of living, along with ethical issues and problems and prospects of advertising 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 the nature and importance of communication process in marketing, including its components, obstacles and role in perception, learning and attitude change.
CO2	Learn about the different elements of the promotional mix and their relevance to the communication process.
CO3	Acquire knowledge of the strategic analysis for marketing communication, including communication objectives, market segmentation, target group and market positioning.
CO4	Develop skills in creating effective advertising copy, including message strategy and design, elements of advertisements, and methods of creative development.
CO5	Gain an understanding of advertising regulation, including the advertising department and its organization, advertising agencies and their functions, and the contribution of advertising to economic development and standard of living, along with ethical issues and problems and prospects of advertising in India.

Bloom's Level

	Remember	Understand	Apply	Analyze	Evaluate	Create
CO1	√	√	√	-	-	-
CO2	√	√	√	√	-	-
CO3	√	√	√	√	√	-
CO4	√	√	√	√	√	-
CO5	√	√	√	√	√	-

MPMBA22-304D2: ADVERTISING MANAGEMENT   CREDITS: 3

UNIT I: Analyzing the Communication Process

Nature of Communication Process and Its Components, Applications of Communication Process in Marketing, Obstacles in Communication Process, Role of Communication Process in Perception, Learning and Attitude Change. Different elements of Promotional Mix and Communication Process relevant to them.

Integrated Communication Fundamentals

Strategic Analysis for Marketing Communication, Communication Objective, Market Segmentation, Target Group, Market Positioning.

UNIT II: Advertising and the Marketing Function

Objective, Functions, Advertising as a tool for Communication, Social and Economic Aspects of Advertising, Importance of Advertising in Modern Marketing, Communication Process in Corporate Image Building, Advertising and Consumer Psychology.

UNIT III: Different Types of Advertising

Consumer Advertising, Business to Business Advertising, Trade Advertising, Retail Advertising, Financial Advertising, Recruitment Advertising, Setting Advertising Objectives, DAGMAR Approach, Continuous Advertising Planning Process.

UNIT IV: Message and Copy

Message Strategy and Design, Elements of Advertisements, Copy, Developing Effective Advertising Copy, Creativity and Visualization in Advertising, Method of Creative Development.

Media Planning

Comparative Study of Different Advertising Media, media Choice, Media Scheduling, Budgeting for Advertising, Evaluation of Advertising Effectiveness, pre testing and Post testing Techniques.

UNIT V: Regulation of Advertising – Advertising Department and Its organization, Advertising Agencies and their Functions, Contribution of Advertising to Economic Development and Standard of Living, Ethics and Advertising, Problems and Prospects of Advertising in India.

Suggested Readings

- O'Guinn, Alenn, Semenik, *Advertising and Integrated Brand Promotion*, Thomson, Fourth Edition, 2007.
- Belch, MA & Belch GE – *Advertising and Promotion, An Integrated Marketing Communications Perspective,* Sixth Edition, Tata McGraw Hill
- Jefking & Yadin, *Advertising, Fourth Edition*, Pearson Edition.
- Manendra Mohan, *Advertising Management, Concept and Cases*, Tata McGraw Hill Publication.

MPMBA22-304D3	AN INTRODUCTION TO DIGITAL MARKETING	L-2, T-1, P-0	3 CREDIT
		Total Lecture	36

Course Objectives:

- This course aims to provide students with a comprehensive understanding of digital marketing concepts, strategies, tools, and techniques. It focuses on the significance of digital marketing, the digital marketing landscape, the behavior and expectations of digital consumers, and the practical application of digital marketing tools and strategies.

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

CO1	Understand the fundamentals, evolution, and significance of digital marketing in comparison to traditional marketing.
CO2	Analyze the digital marketing landscape in India, including digital user behavior, strategy development, and market segmentation.
CO3	Demonstrate knowledge of key digital marketing terminology and concepts, including PPC, SEO, social media marketing, and affiliate marketing.
CO4	Develop and implement digital advertising strategies using various tools and techniques, including display advertising and programmatic digital advertising.
CO5	Understand the importance of video marketing and blogging, and analyze case studies to differentiate between traditional and digital marketing methods.

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, evolution, and significance of digital marketing in comparison to traditional marketing.
CO2	Analyze the digital marketing landscape in India, including digital user behavior, strategy development, and market segmentation.
CO3	Demonstrate knowledge of key digital marketing terminology and concepts, including PPC, SEO, social media marketing, and affiliate marketing.
CO4	Develop and implement digital advertising strategies using various tools and techniques, including display advertising and programmatic digital advertising.
CO5	Understand the importance of video marketing and blogging, and analyze case studies to differentiate between traditional and digital marketing methods.

Bloom's Level

	Remember	Understand	Apply	Analyze	Evaluate	Create
CO1	√	√	-	-	-	-
CO2	√	√	√	√	-	-
CO3	√	√	√	-	-	-
CO4	√	√	√	-	-	-
CO5	√	√	-	-	-	-

MPMBA22-304 D3: AN INTRODUCTION TO DIGITAL MARKETING   CREDITS: 3

Unit- I Introduction

Fundamentals of Digital marketing & Its Significance, Traditional marketing Vs Digital Marketing, Evolution of Digital Marketing, Digital Marketing Landscape, Key Drivers, Digital Consumer & Communities, Gen Y & Netizen's expectation & influence wrt

Digital Marketing.

Unit- II Digital Users in India

The Digital users in India, Digital marketing Strategy- Consumer Decision journey, POEM Framework, Segmenting & Customizing messages, Digital advertising Market in India, Skills in Digital Marketing, Digital marketing Plan.

Unit- III Terms used in Digital Marketing

Terminology used in Digital Marketing, PPC and online marketing through social media, Social Media Marketing, SEO techniques, Keyword advertising, Google web-master and analytics overview, Affiliate Marketing, Email Marketing, Mobile Marketing

Unit- IV Digital Advertising

Display adverting, Buying Models, different type of ad tools, Display advertising terminology, types of display ads, different ad formats, Ad placement techniques, Important ad terminology, Programmatic Digital Advertising.

Unit- V Video Marketing and Blogging

Introduction to Video Marketing, Types, Strategy, Need, Benefits and Challenges. Blogs-Meaning, Importance, Issues and Challenges. Case studies on digital marketing. Difference-Traditional marketing and Digital marketing. Benefits and challenges. Tools for effective Digital Marketing

Suggested Reading:

1. Digital Marketing –Kamat and Kamat-Himalaya

2. Marketing Strategies for Engaging the Digital Generation, D. Ryan,

3. Digital Marketing, V. Ahuja, Oxford University Press

4. Digital Marketing, S.Gupta, McGraw-Hill

5. Quick win Digital Marketing, H. Annmarie , A. Joanna, Paperback edition

6. Digital Marketing: From Fundamentals to Future Swamithan T N, Karthik Kumar

MPMBA22-304D4	MARKETING RESEARCH	L-2, T-1, P-0	3 CREDIT
		Total Lecture	36

Course Objectives:

- The course aims to provide students with a solid understanding of the purpose and significance of marketing research in decision-making. Students will learn how marketing research helps organizations gather valuable insights, identify opportunities, and make informed marketing decisions.

- The course aims to familiarize students with various marketing research methodologies and techniques. Students will learn about qualitative research methods such as focus groups, in-depth interviews etc.

- The course aims to equip students with the skills to conduct competitive analysis and gather market intelligence.

- The course may cover ethical considerations in marketing research, such as privacy, confidentiality, and informed consent.

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

CO1	Understand the importance of research in marketing and the marketing research industry.
CO2	Learn different approaches to marketing intelligence and types of market research.
CO3	Develop skills in research design, data collection, and analysis.
CO4	Gain knowledge of qualitative and non-parametric data analysis techniques.
CO5	Understand ethical issues related to marketing research and how to prepare and present marketing research reports.

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 importance of research in marketing and the marketing research industry.
CO2	Learn different approaches to marketing intelligence and types of market research.
CO3	Develop skills in research design, data collection, and analysis.
CO4	Gain knowledge of qualitative and non-parametric data analysis techniques.
CO5	Understand ethical issues related to marketing research and how to prepare and present marketing research reports.

Bloom's Level

	Remember	Understand	Apply	Analyze	Evaluate	Create
CO1	√	√	-	-	-	-
CO2	√	√	-	-	-	-
CO3	√	√	√	√	-	-
CO4	√	√	√	-	-	-
CO5	√	√	√	√	-	-

MPMBA22-304D4: MARKETING RESEARCH   **CREDITS:3**

UNIT I: Introduction

Importance and Role of research in Marketing; the marketing research industry; Approaches to Marketing intelligence. Types of Market research; research approaches; significance of Market research, Market research process, criteria of good marketing research, problems encountered by marketing research in India.

UNIT II: Marketing Research Design

Research design- Pre-test, Post-test, Control group and Solomon four group design, Causal Research; observation techniques, experiments and test markets.

UNIT III: 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 IV: 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, Discriminate analysis.

UNIT V: Reporting the Results and Ethical Issues in Marketing Research

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

Suggested Readings

- Naresh K Malhotra, Satyabhushan Dash, (2009). *Marketing Research- An Applied Orientation,* 5/e, Pearson Education, New Delhi.

- Donald S. Tull, Del I. Hawkins, (2009). *Marketing research –Measurement & Method*, PHI Private Limited, New Delhi.

- Donald R. Cooper, Pamela S Schindler, (2007). *Marketing Research-Concepts and Cases.* Tata McGraw-Hill Publishing Company Limited, New Delhi.

- Hair, Bush, Ortinau, (2006). *Marketing Research*, 3/e, Tata McGraw-Hill Publishing Company Limited, New Delhi.

MPMBA22-304F1	SECURITY ANALYSIS & PORTFOLIO MANAGEMENT	L-2, T-1, P-0	3 CREDIT
		Total Lecture	36

Course Objectives:

- The objective of the Security Analysis and Portfolio Management course is to equip students with the knowledge and skills to make informed investment decisions, analyze securities and portfolios, and evaluate investment performance.

- It prepares them to understand the dynamics of capital markets, assess risk and return, and construct well-diversified investment portfolios.

- The course aims to introduce students to the concepts of market efficiency and behavioral finance. Students will learn about different forms of market efficiency and understand the implications for investment decision-making.

- The course may cover both fundamental and technical analysis techniques. Students will learn how to analyze financial statements, evaluate company fundamentals, assess industry trends to make investment decisions.

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

CO1	Understand the investment decision process and categories of investment, including their objective and steps of security analysis.
CO2	Gain knowledge of the capital market, including its types, functions, limitations, and trading of securities.
CO3	Learn about fundamental analysis, technical analysis, and efficient market hypothesis, and their importance in investment decision making.
CO4	Develop skills in portfolio analysis and selection, risk, and return analysis, and different models such as CAPM, beta, and Markowitz.
CO5	Understand the portfolio revision and evaluation techniques, including measures such as Sharpe and Treynor, and the mutual fund 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 investment decision process and categories of investment, including their objective and steps of security analysis.
CO2	Gain knowledge of the capital market, including its types, functions, limitations, and trading of securities.
CO3	Learn about fundamental analysis, technical analysis, and efficient market hypothesis, and their importance in investment decision making.
CO4	Develop skills in portfolio analysis and selection, risk, and return analysis, and different models such as CAPM, beta, and Markowitz.
CO5	Understand the portfolio revision and evaluation techniques, including measures such as Sharpe and Treynor, and the mutual fund industry.

Bloom's Level

	Remember	Understand	Apply	Analyze	Evaluate	Create
CO1	√	√				
CO2	√	√				
CO3	√	√	√	√		
CO4	√	√	√	√	√	
CO5	√	√	√	√	√	

MPMBA22-304F1: SECURITY ANALYSIS & PORTFOLIO MANAGEMEN CREDITS: 3

UNIT I: Introduction of Investment

Meaning and Objective of Investment, Investment Decision Process, Categories of Investment, Steps of Security Analysis, Investment Avenues, Speculation and Gambling.

UNIT II: Introduction of Capital Market

Meaning and Nature of Capital Market, Types, Functions and limitations of Capital Market, Trading of Securities, (Including BOLT), SEBI guidelines IPO, Book Building and Qualified Institutional Placement.

UNIT III: Fundamental Analysis

Technical Analysis and Efficient Market Hypothesis, Economic, Industrial and Company Analysis.

UNIT IV: Portfolio Analysis

Portfolio Analysis and Selection, Risk and Return Analysis, Beta, Markowitz and Sharpe Model, Capital Asset Pricing Model, Arbitrage Pricing Theory.

UNIT V: Portfolio Revision and Evaluations

Portfolio Revision and Portfolio Evaluation, Constant Rupee Value Plan, Constant Ratio Plan, Sharpe and Trey nor Measures, Mutual Fund Industry.

Suggested Readings

- Fischer, Donald, E. and Ronald J. Jordan, *Security Analysis and Portfolio Management,* Prentice Hall India, New Delhi, 6th ed.

- Chandra, Prasanna, *Investment Management*, Tata McGraw Hill, New Delhi

- Sharpe, William, F. Alexander, and Bailey, *Investment*, Prentice Hall Of India, 5th Edition.

- Kevin, S. *Portfolio Management,* Prentice Hall India, New Delhi.

- Avadhani, V.A, *Investment and Security Market in India*, Himalaya Publishing House, 3rd Edition.

- Pandey, I.M. *Financial Management,* Vikas Publications, New Delhi ed., 2012.

MPMBA22-304F2	**FINANCIAL MARKETS & INSTITUTIONS**	**L-2, T-1, P-0**	**3 CREDIT**
		Total Lecture	**36**

Course Objectives:

- The objective of this course is to provide students with a deep understanding of the functioning of financial markets, the roles of financial institutions, and the regulatory framework.

- It prepares them to analyze and evaluate financial instruments, assess market efficiency, and navigate the complexities of the financial system.

- Students will be introduced to financial institutions, including banks, insurance companies, investment firms, mutual funds, and pension funds.

- They will understand the roles and functions of these institutions in intermediating funds, providing financial services, and managing risks.

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

CO1	Understand the nature, role, and organization of the financial system, both in India and globally.
CO2	Develop an understanding of the regulatory framework for non-banking financial institutions, primary and secondary markets, and money markets.
CO3	Learn about the management of commercial banks, including negotiable instruments, working capital management, and project financing.
CO4	Develop skills in identifying and managing various risks associated with financial intermediation, such as interest rate risk, credit risk, and operational risk.
CO5	Gain knowledge of risk management in financial institutions, including managing credit risk, liability and liquidity management, and managing risk through securitization and 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	Understand the nature, role, and organization of the financial system, both in India and globally.
CO2	Develop an understanding of the regulatory framework for non-banking financial institutions, primary and secondary markets, and money markets.
CO3	Learn about the management of commercial banks, including negotiable instruments, working capital management, and project financing.
CO4	Develop skills in identifying and managing various risks associated with financial intermediation, such as interest rate risk, credit risk, and operational risk.
CO5	Gain knowledge of risk management in financial institutions, including managing credit risk, liability and liquidity management, and managing risk through securitization and derivatives.

Bloom's Level

	Remember	Understand	Apply	Analyze	Evaluate	Create
CO1	√	√	-	-	-	-
CO2	√	√	-	-	-	-
CO3	√	√	√	-	-	-
CO4	√	√	√	-	-	-
CO5	√	√	√	√	-	-

MPMBA22-304F2: FINANCE MARKETS & INSTITUTIONS   **CREDITS: 3**

UNIT I: Financial System

Nature and Role of Financial System; Structure/organization of financial system; Functions of financial sector; Indian Financial System-an overview; Globalization of Financial Markets. Regulatory Framework for Non-banking Financial Institutions; Primary markets; Secondary markets; Money Markets.

UNIT II: Management of Commercial Banks

An overview, Management of Banking Institutions; Negotiable Instruments; Working Capital Management; Project Financing, including Infrastructure Projects; Prudential Norms Prescribed by Regulators; Non-Performing Assets; Capital Adequacy Norms; Basel II Framework and Basel-III; Risk- Rating Agencies; Regulatory framework for Banks.

UNIT III: Risk of Financial Inter-Mediation

Introduction; Interest Rate Risk; Re-financing Risk; Re-investment Risk; Market Risk; Credit Risk; Operational Risk; Liquidity Risk.

UNIT IV: Risk Management in Financial Institutions

Managing Credit Risk; Liability and Liquidity Management; Managing Interest Risk; Managing Operational Risk; Managing Risk through Sale of Assets and Securitization, Derivatives.

UNIT V: Management of Non-Banking Financial Institutions and Depositories

Securitization: Concept, nature, scope, and their implications; DFIs in India: NABARD, State Level Institutions-PCF, IDFC, REC, IFCI, IDBI, SIDBI, Functions and objectives of Depository.

Suggested Readings

- 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 Markets and Institutions*, 4th ed., McGraw-Hill Publishing Company, New Delhi.
- M.Y. Khan, *Financial Services*, 4th ed., McGraw-Hill Publishing Company, New Delhi 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.
- Sharma, *Management of Financial Institutions: With Emphasis on Bank and Risk Management, Prentice-*Hall of India, New Delhi.

MPMBA22-304F3	INTERNATIONAL FINANCIAL MANAGEMENT	L-2, T-1, P-0	3 CREDIT
		Total Lecture	36

Course Objectives:

- The objective of this course is to equip students with the knowledge and skills to navigate the complexities of international finance.

- It prepares them to analyze and manage foreign exchange risk, make investment and financing decisions in a global environment, and understand the impact of international financial trends on business operations.

- Students will gain knowledge of international financial institutions, such as the International Monetary Fund (IMF), World Bank, and regional development banks.

- They will understand the roles and functions of these institutions in promoting international financial stability, providing financial assistance, and fostering economic development.

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

CO1	Understand the evolution of the international monetary system and exchange rate regimes.
CO2	Develop knowledge of foreign exchange markets, including spot and forward markets and hedging strategies.
CO3	Identify and manage different types of risk exposures, including translation, transaction, and operating exposures.
CO4	Analyze the financial operations of multinational companies, including global financial strategy and international development banks.
CO5	Develop skills in managing multinational working capital, including cash, inventory, accounts receivable, and short-term financing.

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 evolution of the international monetary system and exchange rate regimes.
CO2	Develop knowledge of foreign exchange markets, including spot and forward markets and hedging strategies.
CO3	Identify and manage different types of risk exposures, including translation, transaction, and operating exposures.
CO4	Analyze the financial operations of multinational companies, including global financial strategy and international development banks.
CO5	Develop skills in managing multinational working capital, including cash, inventory, accounts receivable, and short-term financing.

Bloom's Level

	Remember	Understand	Apply	Analyze	Evaluate	Create
CO1	√	√	-	-	-	-
CO2	√	√	√	-	-	-
CO3	√	√	√	-	-	-
CO4	√	√	√	√	-	-
CO5	√	√	√	√	-	-

MPMBA22-304F3: INTERNATIONAL FINANCIAL MANAGEMENT   CREDITS: 3

UNIT I: Financial Management in Global Perspective

Development in the International Monetary System, Gold Standard, Bretton Woods System of Exchange Rate, Exchange Rate Regime, IMF and International Liquidity, System of Exchanging Currencies.

Exchange Rate Determination: Determination of Exchange Rate in Spot and Forward Market, PPP Theory, IRP Theory, Monetary Theories of Exchange Rate determination, Overshooting Models.

UNIT II: Foreign Exchange Market

Structure; Spot and Forward, Participants in Foreign Exchange Market-Arbitraging, Hedging and Speculation, Covered Interest Rate Arbitrage, Borrowing and Investing Markets. Fisher's Effect.

UNIT III: Risk Exposures and Their Management

Translation, Transaction and Operating Exposures: Their Measurement and Management, Political Risk.

UNIT IV: Financial Foreign Operations

Internationalization of Financial Markets, Euromarkets, Special Financing Vehicles, Designing a Global Financial Strategy.

UNIT V: International Financial Markets: International Equity Issues and Long Term Borrowings. GDRs, ADRs and Euro Bonds. International Development Banks, Foreign Currency Financing by Indian Financial Institutions.

Multinational Working Capital Management: Management of Cash, Inventory and Accounts Receivable in Global Context, Inter–Company Fund Flow Mechanism, Short Term Financing. Financing of International Trade.

Suggested Readings

- Shapiro AC: *Multinational Financial Management*: PHI
- Levi, Maurice*: International Finance*, Routledge, 2009
- Eiteman, David K: Arthur Stonehill and Michael H. Moffett, *Multinational Business Finance*, Pearson, 2008
- Vij, Madhu: *International Financial Management*, Excel Publications, 2006
- Apte : *International Financial Management*: PHI
- Seth, A.K.: *International Financial Management*

MPMBA22-304F4	CORPORATE TAX PLANNING	L-2, T-1, P-0	3 CREDIT
		Total Lecture	**36**

Course Objectives:

- The course aims to provide students with a comprehensive understanding of the basic concepts and practices of taxation in India and develop their skills in tax planning and compliance.

- The objective of this course is to equip students with the knowledge and skills to effectively manage corporate taxes. It prepares them to identify tax planning opportunities, navigate tax regulations, and make informed tax-related decisions.

- Students will develop the ability to analyze tax implications and devise tax-efficient strategies to enhance the financial performance and competitiveness of corporations.

- Students will understand how different business decisions impact corporate taxes. They will explore topics such as choice of business entity, capital structure decisions, investment decisions, financing decisions.

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

CO1	Understand the basic concepts of taxation in India, including direct and indirect taxes, customs, excise, service, sales, VAT, GST, income, wealth, gift, and central gain tax.
CO2	Analyze corporate taxation in India, including tax liability and taxation of non-profit organizations and distributed profits.
CO3	Apply tax planning strategies for setting up a new business, financial management decisions, employees' remuneration, scientific research assets, insurance compensation, and liquidation.
CO4	Explain the special provisions relating to non-residents, such as double taxation relief, transfer pricing, advance ruling, and Direct Tax Code 2009.
CO5	Apply tax planning strategies with reference to business restructuring, including mergers, acquisitions, demergers, slump sales, and conversion of sole proprietorship/partnership firms into companies.

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 basic concepts of taxation in India, including direct and indirect taxes, customs, excise, service, sales, VAT, GST, income, wealth, gift, and central gain tax.
CO2	Analyze corporate taxation in India, including tax liability and taxation of non-profit organizations and distributed profits.
CO3	Apply tax planning strategies for setting up a new business, financial management decisions, employees' remuneration, scientific research assets, insurance compensation, and liquidation.
CO4	Explain the special provisions relating to non-residents, such as double taxation relief, transfer pricing, advance ruling, and Direct Tax Code 2009.
CO5	Apply tax planning strategies with reference to business restructuring, including mergers, acquisitions, demergers, slump sales, and conversion of sole proprietorship/partnership firms into companies.

Bloom's Level

	Remember	Understand	Apply	Analyze	Evaluate	Create
CO1	√	√	-	-	-	-
CO2	√	√	√	√	-	-
CO3	√	√	√	√	-	-
CO4	√	√	√	√	-	-
CO5	√	√	√	√	-	-

MPMBA22-304F4: CORPORATE TAX PLANNING   CREDITS: 3

UNIT I: Basic Concepts

Tax Planning; Tax Evasion: and Avoidance; Money Laundering; An overview of Taxation in India: Direct and Indirect Taxes; Customs Act; Central Excise Act; Service Tax; Sales Tax; VAT and Goods and Services Tax (GST); Income Tax; Wealth Tax; Gift Tax; and Central Gain Tax; GAAR.

UNIT II: Corporate Tax in India

Residential status of companies and tax incidence; Tax liability; Taxation of Not-for profit organisations; Tax on distributed profits.

UNIT III: Tax Planning

Tax Planning with Reference to Setting Up of a New Business: Location Aspect, Nature of Business, From of organization; Tax Planning with Reference to Financial Management Decision-Capital Structure, Divided Including Deemed Dividend and Bonus Shares; Tax Planning with Reference to Specific Management Decisions-Make or Buy, Own or Lease, Repair or Replace; Tax Planning with Reference to Employees' Remunerations; Tax Planning with Reference to Sale of Scientific Research Assets; Tax Planning with Reference to Receipt of Insurance Compensation; Tax Planning with reference to Distribution of Assets at the time of Liquidation.

UNIT IV: Special Provisions Relating to Non-Residents

Double Taxation Relief; Provisions Regulating Transfer Pricing; Advance Ruling Direct Tax Code 2009 and Tax Planning.

UNIT V: Tax Planning with Reference to Business Restructuring

Merger, Amalgamation, Acquisition, Demerger, Slump sale, Conversion of sole proprietary concern/partnership firm into company, Transfer of assets between holding and subsidiary companies.

Suggested Readings

- Ahuja, Grish, and Ravi Gupta, *Corporate Tax Planning and Management,* Bharat Law House, Delhi.
- Singhania, Vinod K., Kapil Singhania, and Monica Singhania, *Direct Taxes Planning and Management,* Taxmann Publications Pvt. Ltd., New Delhi.
- Pagare, Dinkar, *Direct Tax Planning and Management*, Sultan Chand and Sons, New Delhi.
- SP Goyal, *Direct Tax Planning*, Sahitya Bhawan, Agra
- Bare Acts of relevant enactments

MPMBA22-304F5	RISK MANAGEMENT & INSURANCE	L-2, T-1, P-0	3 CREDIT
		Total Lecture	36

Course Objectives:

- This course aims to provide students with a comprehensive understanding of risk management and insurance, including its types, pricing, legal and contractual aspects, assessment and control, and the globalization of the insurance sector.

- The objective of this course is to equip students with the knowledge and skills to identify, assess, and manage risks faced by organizations.

- It prepares them to understand the principles of risk management, apply risk management techniques, and make informed decisions regarding risk financing and insurance.

- Students will develop the ability to analyze risk scenarios, develop risk management strategies, and enhance organizational resilience in the face of uncertainties.

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

CO1	Understand the basic concepts of risk management, including types of risk, risk measurement and evaluation, and risk prediction.
CO2	Analyze the demand for insurance and risk aversion by individuals and businesses, as well as the legal and contractual aspects of insurance.
CO3	Identify and evaluate different types of insurance, including fire, motor, health, social, home-owners, life, and marine insurance, and understand their pricing and employees' benefits.
CO4	Develop strategies for the assessment and control of malpractices, loss assessment, and loss control, as well as the computation of insurance premium.
CO5	Analyze the globalization of the insurance sector and its regulation by IRDA, including reinsurance, coinsurance, and assignment.

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 basic concepts of risk management, including types of risk, risk measurement and evaluation, and risk prediction.
CO2	Analyze the demand for insurance and risk aversion by individuals and businesses, as well as the legal and contractual aspects of insurance.
CO3	Identify and evaluate different types of insurance, including fire, motor, health, social, home-owners, life, and marine insurance, and understand their pricing and employees' benefits.
CO4	Develop strategies for the assessment and control of malpractices, loss assessment, and loss control, as well as the computation of insurance premium.
CO5	Analyze the globalization of the insurance sector and its regulation by IRDA, including reinsurance, coinsurance, and assignment.

Bloom's Level

	Remember	Understand	Apply	Analyze	Evaluate	Create
CO1	√	√	-	-	-	-
CO2	√	√	√	√	-	-
CO3	√	√	√	√	√	-
CO4	√	√	√	√	-	-
CO5	√	√	√	√	-	-

MPMBA22-304F5: RISK MANAGEMENT & INSURANCE   CREDITS: 3

UNIT I: Introduction

Concept of Risk; Objectives and Needs of Risk Management; Types of Risk; Identification and Measurement of Risk; Risk Evaluation and Prediction, Beta, Risk-Premium.

UNIT II: Risk Aversion and Risk Management

Risk Aversion and Demand for Insurance by Individual; Business Risk Management and Demand for Insurance; Expected Utility Application of Statistical Techniques in Risk Avoidance; Disaster Risk Management; Insurability of Risk, Contractual Provisions and Legal Doctrines; Premium Loading; Moral Hazards; Deductibles and Claim Processing Costs; Risk Retention and Transfer; Legal Aspects of Insurance Contract; Principle of Indemnity; Estoppels, Endowment Insurance.

UNIT III: Types of Insurance

Fire and Motor Insurance; Health Insurance; Social Insurance; Home-Owners Insurance; Life Insurance and Annuities; Term Insurance; Endowment Insurance; Whole Life Insurance; Life Insurance Pricing; Employees Benefits Group; Medical Coverage; Retirement Plans; Marine Insurance; Ships and Goods Policy; Marine Risk Institute Cargo Clauses Reinsurance, Insurance Principle.

UNIT IV: Assessment and Control

Control of Malpractices; Negligence, Loss Assessment and Loss Control; Exclusion of Perils, Actuaries, Computation of Insurance Premium.

UNIT V: Globalization of Insurance Sector

Globalization of Insurance Sector; Regulation of Risk Reduction by IRDA; Reinsurance; Coinsurance Assignment

Suggested Readings

- Scott Harrington and Gregory Niehaus, *Risk Management and Insurance*, 2nd ed., Tata McGraw- Hill, 2004.

- Dorfman, *Risk Management and Insurance*, PHI

- Panda, GS, *Principles and Practices of Insurance*, Kalyani Pub. 2004

- Mishra, MN, *Principles and Practices of Insurance*, S. Chand and Co., 2004

- Gupta, PK, *Insurance and Risk Management*, Himalaya Publishing House, 2004

- Jeevanandam, C, *Risk Management*, Sultan Chand and Sons, 2005

MPMBA22-304H1	INDUSTRIAL RELATIONS & LABOUR LAWS	L-2, T-1, P-0	3 CREDIT
		Total Lecture	36

Course Objectives:

- To provide learners with a comprehensive understanding of industrial relations, including trade unionism, labor problems, and labor legislation, to develop strategies for handling industrial disputes and worker participation in management.

- The objective of this course is to equip students with the knowledge and understanding of the legal, social, and economic aspects of industrial relations.

- It prepares them to navigate the complexities of labor relations, understand the rights and obligations of employers and employees, and effectively manage labor issues in the workplace.

- Students will develop the ability to analyze industrial relations scenarios, apply labor laws and regulations, and contribute to the development of harmonious and productive work environments.

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

CO1	Understand the concept, nature, and objectives of industrial relations, as well as the role of state, trade unions, and employers' organizations.
CO2	Analyze the growth of trade unionism, collective bargaining, and the problems faced by trade unions.
CO3	Develop strategies for handling labour problems such as discipline, grievances, turnover, absenteeism, accidents, and industrial unrest.
CO4	Evaluate the historical perspective and impact of labor legislation, including important provisions of various acts related to labor.
CO5	Demonstrate an understanding of the settlement of industrial disputes, worker development, worker participation in management, and IR 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	Understand the concept, nature, and objectives of industrial relations, as well as the role of state, trade unions, and employers' organizations.
CO2	Analyze the growth of trade unionism, collective bargaining, and the problems faced by trade unions.
CO3	Develop strategies for handling labour problems such as discipline, grievances, turnover, absenteeism, accidents, and industrial unrest.
CO4	Evaluate the historical perspective and impact of labor legislation, including important provisions of various acts related to labor.
CO5	Demonstrate an understanding of the settlement of industrial disputes, worker development, worker participation in management, and IR strategies.

Bloom's Level

	Remember	Understand	Apply	Analyze	Evaluate	Create
CO1	√	√	-	-	-	-
CO2	√	√	√	√	-	-
CO3	√	√	√	-	-	-
CO4	√	√	√	√	√	-
CO5	√	√	√	√	-	-

MPMBA22-304H1: INDUSTRIAL RELATIONS & LABOUR LAWS **CREDITS: 3**

UNIT I: Introduction

Overview of Industrial Relations: Concept of Industrial Relations; Nature of Industrial Relations; Objectives of IR; Role of State; Trade Unions; Employers' Organization; ILO in IR; ILO its Role, Functioning and Contributions, Industrial Relations machinery in India

UNIT II: Trade Unionism

Trade Union: origin and growth, unions after independence, unions in the era of Liberalization; Concept, objectives, functions and role of Trade Unions in collective bargaining; Problems of Trade Unions

UNIT III: Labour problems

Discipline and misconduct; Grievance handling procedure; Labour turnover; Absenteeism; Workers' participation in management; Industrial accidents and Industrial Unrest, Strikes and Lock-Out, Settlement of Industrial Dispute, Consultative Bodies (Bipartite, Tripartite) and IR Strategies, Worker Development and Worker participation in management (WPM),Conciliation, Arbitration , Adjudication ,Collective Bargaining.

UNIT IV: Labour legislations

Historical perspective; Impact of ILO; Indian constitution Abolition of Bonded and Child Labor, Important provisions of: Payment of Wages Act, Workmen's Compensation Act, Employees' State Insurance Act, Payment of Gratuity Act, Employees Provident Fund Act, Important Provisions of Industrial Dispute Act and Factories Act.

Suggested Readings:

- Monappa A- *Industrial Relations* (Tata McGraw-Hill, 2002)
- C.S.Venkata Ratnam- *Industrial Relations* (Oxford Pub.,2008)
- Srivastava S C- *Industrial Relations and Labour Laws* (Vikas, 4th edition) 2000.
- Mamoria CB, Mamoria, Gankar- *Dynamics of Industrial Relations* (Himalayan Publication, 2003)
- Bare Acts.

MPMBA22-304H2	INDUSTRIAL PSYCHOLOGY	L-2, T-1, P-0	3 CREDIT
		Total Lecture	36

Course Objectives:

- The course aims to provide students with a comprehensive understanding of the concepts and applications of Industrial Psychology, including individual differences, workplace behavior, efficiency, and contemporary issues in the field.

- It prepares them to apply psychological principles to enhance employee motivation, engagement, and performance.

- Students will develop the ability to analyze and solve workplace behavior issues, design effective job roles and structures, and contribute to the development of a positive and productive work environment.

- Students will understand the importance of continuous learning and development for individual and organizational success.

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

CO1	Understand the nature, scope, and problems of industrial psychology, individual differences, and psychological testing.
CO2	Apply psychological principles in the selection, placement, training, counseling, and motivation of individuals in the workplace.
CO3	Analyze the implications of motivation, perception, learning, leadership, personality, and attitude in organizations, and apply engineering psychology to improve industrial efficiency.
CO4	Develop strategies for performance management, training and development, and accident prevention and safety in the workplace.
CO5	Demonstrate an understanding of contemporary issues in industrial relations, including grievance handling, industrial disputes, and union/management 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 nature, scope, and problems of industrial psychology, individual differences, and psychological testing.
CO2	Apply psychological principles in the selection, placement, training, counseling, and motivation of individuals in the workplace.
CO3	Analyze the implications of motivation, perception, learning, leadership, personality, and attitude in organizations, and apply engineering psychology to improve industrial efficiency.
CO4	Develop strategies for performance management, training and development, and accident prevention and safety in the workplace.
CO5	Demonstrate an understanding of contemporary issues in industrial relations, including grievance handling, industrial disputes, and union/management relations.

Bloom's Level

	Remember	Understand	Apply	Analyze	Evaluate	Create
CO1	√	√	-	-	-	-
CO2	√	√	√	-	-	-
CO3	√	√	√	√	-	-
CO4	√	√	√	-	-	-
CO5	√	√	√	-	-	-

MPMBA22-304H2: INDUSTRIAL PSYCHOLOGY   **CREDITS: 3**

UNIT I: Industrial Psychology

Introduction, Nature, Scope and Problems of Industrial Psychology, Development and Importance of Industrial and Organisational Psychology, Industrialisation in India. Individual Difference and their Evaluation. Role of Heredity and Environment. Psychological Testing: Utility, Reliability and Validity.

UNIT II: Individual at Workplace

The role of the Psychologist in Industry, Occupational Psychology: Study of Behaviour in work situation and application of Psychological principles to problems of selection, Placement, Counseling and Training. Design of work environments: Human engineering and physical environment techniques of job analysis, Social Environment-Group Dynamic in Industry. Personal Psychology: selection, Training, Placement, Promotion, Counseling, Job Motivations, Job Satisfaction.

UNIT III: Industrial Behaviour

Introduction and Implications of Motivation, Perception, Learning, Leadership, Personality and Attitude in Organisations. Consumer Behaviour; Study of Consumer Preference, Effect of Advertising. Leadership, Industrial Morale. The Nature and Scope of Engineering Psychology, its Application to Industry.

UNIT IV: Industrial Efficiency

Efficiency at Work: the concept of efficiency, The Work Curve, its Characteristics. Work Methods; Hours of Work, Nature of Work, Fatigue and Boredom, Rest Pauses, Stress Management and Well-Being at Work,. Personal Factors; Age Abilities, Interest, job Satisfaction. Working Environment: Noise, Illumination, Atmospheric Conditions. Job Analysis, Performance Management, Training and Development. Accident and Safety: The Human and Economic Costs of Accidents, Accident Record and Statistics, The Causes of Accidents Situational and Individual Factors related to Accident Reduction.

UNIT V: Contemporary Issues

Grievances and Grievance handling Procedure. Industrial Disputes: Courses, Strikes and Lockouts, Industrial Relations Machinery Bi-Partite and Tri-Partite Agreement, Labour Courts and Industrial Tribunals, Code of Discipline, Standing Order. Union/Management Relations.

Suggested Readings

- Tiffin, J and McCormic E.J.: *Industrial Psychology, (Prentice Hall),* 6th Edn., 1975
- McCormic E.J.: *Human Factors Engineering and Design* (McGraw Hill), 4th Edn., 1976
- Mair, N.R.F.: *Principles of Human Relations*
- Gilmer: *Industrial Psychology*
- Ghiselli and Brown: *Personnel and Industrial Psychology*
- Myer: *Industrial Psychology*
- Dunnete, M.D.: *Handbook of Industrial and Organisational Psychology*

MPMBA22-304H3	HUMAN RESOURCE PLANNING & DEVELOPMENT	L-2, T-1, P-0	3 CREDIT
		Total Lecture	36

Course Objectives:

- The objective is to equip students with the knowledge and skills to effectively plan, develop, and manage the human resources of an organization.

- It prepares them to align HR strategies with business objectives, attract and retain top talent, enhance employee performance, and create a positive work environment.

- Students will develop the ability to analyze HR needs, design HR programs, and contribute to the strategic success of organizations through effective human resource planning and development.

- Students will gain insights into HR metrics and analytics for measuring and evaluating the effectiveness of HR programs and initiatives.

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

CO1	Understand the importance of human resource planning and its different approaches.
CO2	Understand the concept of career planning and its significance in organizations.
CO3	Analyze the evolution and concept of HRD and its role in organizations.
CO4	Assess and implement HRD programs by conducting task analysis, organizational analysis, and HRD needs assessment.
CO5	Understand the impact of organizational culture and workforce diversity on HRD practices in manufacturing and service 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	Understand the importance of human resource planning and its different approaches.
CO2	Understand the concept of career planning and its significance in organizations.
CO3	Analyze the evolution and concept of HRD and its role in organizations.
CO4	Assess and implement HRD programs by conducting task analysis, organizational analysis, and HRD needs assessment.
CO5	Understand the impact of organizational culture and workforce diversity on HRD practices in manufacturing and service sectors.

Bloom's Level

	Remember	Understand	Apply	Analyze	Evaluate	Create
CO1	√	√	-	-	-	-
CO2	√	√	-	-	-	-
CO3	√	√	√	√	-	-
CO4	√	√	√	√	-	-
CO5	√	√	√	√	-	-

MPMBA22-304H3: HUMAN RESOURCE PLANNING AND DEVOLPMENT   CREDITS: 3

UNIT I: Human Resource Planning

Approaches to Human Resource Planning, Concept, importance, Need for Human Resource Planning, objectives Types of HR plan, Dimensions of Human Resource Planning, Approaches- Social Demand Approach, Rate of Return Approach and Manpower Requirement Approach. Human Resource Information System, Human Resource Planning Process, Approaches to Human Resource Planning, Benefits of Human Resource Planning, Problems/Barriers to Human Resource Planning.

UNIT II: Career planning

Concept, objective, Career Stages, Significance of Career Planning, Need and Components of Career Planning, Career planning vs. human resource planning, career planning vs. succession planning, Process of career planning and career development, Human Resources Evaluation: Human Resources Audit and Human Resource Accounting, Succession planning, HR Metrics.

UNIT III: Evolution and Concept of HRD

System concept, Role of HRD, Professionals, HRD climate and its element, HRD Matrix, HRD Function, HRD Process, Role of line Managers and supervisors in HRD.

UNIT IV: Assessing and Implementing HRD Programmes

Task analysis, persons Analysis, Organizational analyses, Assessing HRD needs, HRD process models Training Vs HRD, HRD intervention, Quality of Work life. Empowerment, Creating HRD environment, Evaluation frame work; collecting, data for evaluation, research design, issues concerning evaluation, assessing impact of HRD.

UNIT V: Organizational Culture and HRD

Work force diversity and HRD, Labor Market changes, Equal Employment Opportunity, adapting demographic changes and gender issues, HRD practices in manufacturing and services sector

Suggested Readings

- Bhatacharya, Dipak Kumar – *Human Resource Planning*, Excel Books.
- T.V. Rao *Human Resource Development* Oxford IBH Publication
- Aswathapa, *Human Resource and Personnel Management Text & Cases*, TMH.
- Desimone & Harries – *Human Resource Development* – Thomson Learnin

MPMBA22-304H4	PERFORMANCE MANAGEMENT	L-2, T-1, P-0	3 CREDIT
		Total Lecture	36

Course Objectives:

- The objective is to equip students with the knowledge and skills to effectively manage and improve individual and team performance in organizations.

- It prepares them to set performance expectations, measure and evaluate performance, provide feedback, and implement strategies for performance improvement.

- Students will develop the ability to analyze performance issues, design performance management systems, and contribute to the development of a high-performance culture within organizations.

- Students will gain insights into performance appraisal processes and techniques. They will learn about different methods of performance appraisal, including self-assessment, peer assessment, and supervisor evaluation.

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

CO1	Understand the meaning, objectives, and scope of PM systems, and their role in organizations.
CO2	Measure performance through different approaches and diagnose causes of poor performance.
CO3	Understand the relationship between performance measurement systems, behavior, and employee development.
CO4	Implement performance consulting services, alternative views of performance measurement, and modern performance measurement frameworks.
CO5	Analyze and evaluate the impact of organizational changes on the adoption of new performance measurement methods and techniques.

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 meaning, objectives, and scope of PM systems, and their role in organizations.
CO2	Measure performance through different approaches and diagnose causes of poor performance.
CO3	Understand the relationship between performance measurement systems, behavior, and employee development.
CO4	Implement performance consulting services, alternative views of performance measurement, and modern performance measurement frameworks.
CO5	Analyze and evaluate the impact of organizational changes on the adoption of new performance measurement methods and techniques.

Bloom's Level

	Remember	Understand	Apply	Analyze	Evaluate	Create
CO1	√	√	-	-	-	-
CO2	√	√	√	√	-	-
CO3	√	√	√	-	-	-
CO4	√	√	√	√	-	-
CO5	√	√	√	√	√	-

MPMBA22-304H4: PERFORMANCE MANAGEMENT   CREDITS: 3

UNIT 1: Introduction

Meaning, Objectives and scope of PM systems; Role of PM Systems, Characteristics of an ideal PM system., Performance Management in different types of organizations (manufacturing, sales and service), Issues and Problems in Performance Management, Performance Management and its Organisational implications Legal and Ethical Perspectives in Performance Management.

UNIT II: Measuring Performance

Determinants of performance, performance dimensions, approaches to measuring performance, diagnosing causes of poor performance, differentiating task from contextual performance, Performance Measurement Approaches. Process of Performance Management.

UNIT III: Behavioural Issues and Employee Development

Relationship between performance measurement systems and behavior; Influence of individual and group behavior on performance. Accountability issues arising out of performance measurement systems. Assessment of potential beneficial and adverse consequences of linking reward schemes to performance measurement. Performance management and employee development: Personal Development plans, 360 degree feed back as a developmental tool; Performance linked remuneration system, performance linked career planning and promotion policy.

UNIT IV: Performance Consulting

Performance Consulting: Concept, the need for performance consulting, Role of performance consulting, designing and using performance relationship maps, contracting for performance consulting services, implementing organization-wide performance improvement. Performance evaluation and corporate failure: Alternative views of performance measurement; Non-financial performance indicators and predicting and preventing corporate failure.

UNIT V: Current Developments and Emerging Issues in Performance Management

Computation and evaluation of performance measures relevant in a divisionalised organization structure including ROI, RI and Economic value added (EVA). Devising separate measures in respect of managerial and divisional performance. Application of value-based management approaches to performance management. Modern performance measurement frameworks: Six Sigma; Performance Prism, Forced ranking Balanced Score Card. Contemporary issues in performance management. Studying the impact of change in organization's structure, culture and strategy on the adoption of new performance measurement methods and techniques. Methods of PMS- Appraisal, Communication and Interview, Performance feedback and counseling. Talent Management

Suggested Readings

- Herman Aguinis (2007). *Performance Management*. Pearson Education.
- Lance A. Berger and Dorothy (2007). *The Talent Management Hand Book*. Tata Mc-Graw Hill
- Rao T.V. (2007). *Appraising and Developing Managerial Performance*. Excel Books.
- Dixit Varsha (2008). *Performance Management*. Vrinda Pubilcations Ltd.

MPMBA22-304H5	ORGANISATIONAL STRUCTURE & CHANGE	L-2, T-1, P-0	3 CREDIT
		Total Lecture	36

Course Objectives:

- The objective is to equip students with the knowledge and skills to understand, analyze, and manage organizational structure and change.

- It prepares them to design and re-design effective organizational structures, manage and lead change initiatives, and create agile and adaptable organizations.

- Students will develop the ability to diagnose organizational structure issues, apply change management theories, and contribute to the development of resilient and responsive organizations.

- Students will understand the importance of organizational agility and flexibility in a rapidly changing business environment. They will explore strategies for creating agile organizations, such as cross-functional teams, flexible job roles, and adaptive structures.

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

CO1	Understand the concepts and importance of organizational change and transformation.
CO2	Analyze and design different types of organizational structures and their effectiveness.
CO3	Develop skills to manage resistance to change in organizations.
CO4	Apply various organizational development techniques to promote change and improve effectiveness.
CO5	Understand the institutional theory of organizational growth and apply it in practical situations.

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 importance of organizational change and transformation.
CO2	Analyze and design different types of organizational structures and their effectiveness.
CO3	Develop skills to manage resistance to change in organizations.
CO4	Apply various organizational development techniques to promote change and improve effectiveness.
CO5	Understand the institutional theory of organizational growth and apply it in practical situations.

Bloom's Level

	Remember	Understand	Apply	Analyze	Evaluate	Create
CO1	√	√	-	-	-	-
CO2	√	√	√	√	-	-
CO3	√	√	√	-	-	-
CO4	√	√	√	-	-	-
CO5	√	√	√	-	-	-

MPMBA22-304H5: ORGANISATIONAL STRUCTURE & CHANGE   CREDITS: 3

UNIT 1: Introduction

Concept of Organisational Structure, Organisational Culture, Concept and Importance of Organisational Change; Organisational Environment Specific and General.

Organisational Efficiency and Effectiveness

Concept of Efficiencies, Measurement of Efficiency and Effectiveness and effectiveness Internal Systems Approach, External Resources Approach and Technical Approach of Organisational Effectiveness, Organisational Effectiveness and Technology.

UNIT II: Structure

Meaning, Types and Designing, Kinds of Organizational Structure, Functional, Divisional (Geographic and Market), Line and Staff Committee Organization, Matrix Structure; Network Structure and Boundary- Less Organizations, Organizational Design and Strategy in Changing Global Framework.

UNIT III: Organisational Change

Concepts and Targets of Change, Planned and Unplanned Change, Stimulating Factors for Organisational Change, Resistance to Organizational Change- Organisational and Individual, Lewin's Force Field Theory of Change, Evolutionary and Revolutionary Change in Organisation, Concept of Total Quality Management, Developments in Revolutionary Change Re-Engineering, Restructuring.

UNIT IV:

Concept of Organisational Development, History of Organisation Development, Phases and Foundations of Organisational Development, Values, Assumptions and Beliefs in O.D

Managing Changes: Action Research-Diagnosing The Organization, Determination of Desired Future State, Implementing Action, Evaluating Action, Institutionalizing Action Research, Systematic Innovations.

UNIT V: Organisational Transformation

Birth, Growth, Decline and Death, Institutional Theory of Organizational Growth, Greiner's model of Organizational Growth. O.D Techniques to deal with Resistance To Change, O.D Techniques to promote Change;

O.D. intervention: Human Process Interventions, Structure and Technological Interventions and Strategy Interventions – Sensitivity Training – Survey Feedback, Process Consultation – Team Building – Inter- Group Development – Innovations – Learning Organisations.

Suggested Readings

- Wendell L. French Cecil H. Bell, Jr.: *Organisational Development,* McGraw-Hill. 6/e, 2005.
- Ian Palmer, Richard Dundford, Gib Akin, *Managing Organisational Change: A Multiple Perspectives Approach,* McGraw-Hill, 2/e, 2009.
- Barbara Senior, Jocelyne Fleming - *Organisational Change,* Pearson Education, New Delhi 3/e, 2009.
- Gareth R., Mary Mathew – *Organisational Theory, Design and Change,* Pearson Education, New Delhi 5/e, 2008.

MPMBA22-304I1	INTERNATIONAL LOGISTRICS MANAGEMENT	L-2, T-1, P-0	3 CREDIT
		Total Lecture	36

Course Objectives:

• The course aims to provide students with an understanding of international logistics management and its importance in global business operations.

• Students will learn about the complexities and challenges of managing logistics in an international context.

• The objective is to equip students with the knowledge and skills to effectively manage logistics in a global context. It prepares them to understand and navigate the complexities of international supply chains, optimize logistics operations, and mitigate risks associated with global trade.

• Students will develop the ability to analyze international logistics challenges, design logistics strategies, and contribute to the development of efficient and resilient global supply chains.

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

CO1	Understand the importance and scope of logistics in international marketing.
CO2	Analyze the components of logistics such as customer service, warehousing, inventory, transportation, packaging, and material handling.
CO3	Evaluate the general structure of shipping, developments in ocean and air transportation, and the Indian shipping and air industry.
CO4	Apply supply chain management concepts such as value chain analysis, 3PL and 4PL, push and pull strategies, and demand forecasting.
CO5	Develop skills to use logistics information systems, MRP, DRP, ERP, PDM, and CPFR to enhance supply chain 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 importance and scope of logistics in international marketing.
CO2	Analyze the components of logistics such as customer service, warehousing, inventory, transportation, packaging, and material handling.
CO3	Evaluate the general structure of shipping, developments in ocean and air transportation, and the Indian shipping and air industry.
CO4	Apply supply chain management concepts such as value chain analysis, 3PL and 4PL, push and pull strategies, and demand forecasting.
CO5	Develop skills to use logistics information systems, MRP, DRP, ERP, PDM, and CPFR to enhance supply chain management.

Bloom's Level

	Remember	Understand	Apply	Analyze	Evaluate	Create
CO1	√	√	-	-	-	-
CO2	√	√	√	√	-	-
CO3	√	√	√	√	√	-
CO4	√	√	√	-	-	-
CO5	√	√	√	√	-	-

MPMBA22-304I1: INTERNATIONAL LOGISTICS MANAGEMENT   CREDITS: 3

UNIT I: Global Logistics

Concept, Objectives, Functions and Scope; Relevance of Logistics in International Marketing; Evolution of Logistics; Integrated Logistics.

UNIT II: Components of Logistics

Customer Service; Warehousing: Types, Importance, Factors affecting choice of a warehouse facility; Inventory: Types, Functions, Control; Transportation: Modes, Routing and Scheduling, Multi-Modal Transportation; Packaging and Material Handling

UNIT III: General Structure of Shipping and Developments in Ocean Transportation

Characteristics; Liner and Tramp operations; Code of conduct for Liner Conferences; Freight structure and practices; UN convention on shipping; Maritime Frauds; Containerization; CFS and Inland Container Depots; Port Trusts; Role of Intermediaries; CONCOR; Indian Shipping Industry: Problems and Prospects.

UNIT IV: Air Transportation

Characteristics; Advantages; Total cost concept; Freight Structure and Operations; Carrier Consignee Liabilities; Indian Air Industry: Problems and Prospects.

UNIT V: Supply Chain Management

Meaning, Objectives, Importance; Value Chain Analysis; 3PL and 4PL; Push and Pull Strategies, Bullwhip Effect; Supplier Selection and Evaluation; Demand Forecasting; Use of IT: Logistics Information System, MRP, DRP, ERP, PDM, and CPFR

Suggested Readings

- Asopa, V.N: *Shipping Management*: Cases and Concepts, Macmillan, New Delhi.
- Desai, H.P: *Indian Shipping Perspectives*, Anupam Publications, Delhi.
- Khanna, K.K.: *Physical Distribution*, Himalaya Publishing, Delhi.
- Bowersox , Donal J and Closs , David J: *Logistical Management*, Tata McGraw Hill, New Delhi.
- *Shipping Documents and Reports*, UNCTAD
- Sople, V V: *Logistics Management*, Pearson, New Delhi
- Agarwal, D K: *Text Book of Logistics and Supply Chain Management*, Macmillian, New Delhi
- Muthiah , Krishnaveni: *Logistics and World Sea Borne Trade*, Himalaya Publishing House, Mumbai
- Chopra, Sunil. Meindl, Peter and Kalra, D V: *Supply Chain Management*, Pearson, New Delhi

MPMBA22-304I2	CROSS-CULTUREAL BUSINESS MANAGEMENT	L-2, T-1, P-0	3 CREDIT
		Total Lecture	36

Course Objectives:

- The course aims to provide students with an understanding of cross-cultural management and its significance in a global business environment.

- Students will learn about the challenges and opportunities of managing cultural diversity in international business operations.

- The aim is to equip students with the knowledge and skills to effectively manage and navigate cultural diversity in a global business environment. It prepares them to understand and appreciate cultural differences, adapt their management approaches, and build successful cross-cultural relationships.

- Students will develop the ability to analyze cross-cultural business challenges, design strategies for international operations, and contribute to the development of inclusive and culturally intelligent organizations.

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

CO1	Understand the factors that promote globalization in a cross-cultural context.
CO2	Analyze the meaning, levels, and variables of culture and their impact on behavior in a global context.
CO3	Develop skills to communicate and negotiate effectively across cultures.
CO4	Evaluate the challenges and best practices in managing human resources in a global context.
CO5	Compare and contrast management styles and practices in different cultures and 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 factors that promote globalization in a cross-cultural context.
CO2	Analyze the meaning, levels, and variables of culture and their impact on behavior in a global context.
CO3	Develop skills to communicate and negotiate effectively across cultures.
CO4	Evaluate the challenges and best practices in managing human resources in a global context.
CO5	Compare and contrast management styles and practices in different cultures and contexts.

Bloom's Level

	Remember	Understand	Apply	Analyze	Evaluate	Create
CO1	√	√	-	-	-	-
CO2	√	√	√	√	-	-
CO3	√	√	√	-	-	-
CO4	√	√	√	√	√	-
CO5	√	√	√	√	-	-

MPMBA22-304I2: CROSS CULTURAL MANAGEMENT   **CREDITS: 3**

UNIT I: Globalization and Culture

Globalization in Cross Cultural Context, Factors that promoted Globalization.

UNIT II: Introduction to Culture

Meaning; Levels of culture; Variables of cultures; Culture and Behavior; Dimensions of culture: Hofstede's, Attitudinal, Trompenaar's, GLOBE Project; Managing Multiculturalism: Problems and its Management.

UNIT III: Cross Culture Communication

Cross Cultural Communication; Dimension of Cross Cultural Communication; Cross Cultural Negotiation Process and Style; Variables of Cross Cultural Negotiations.

UNIT IV: International HRM and Cross Cultural Issues

International HRM: Selection, Training and Development for Global Assignments, Compensation, Reward Practices; Motivation and Leadership; Managing Multi-cultural Teams.

UNIT V: Comparative Management

Methods of Comparative Management; Management Styles and Practices in US, Japan, China, Korea, India, Saudi Arabia. Other contexts like Work Timings, Style of Dressing, National Festivals and Food Habits.

Suggested Readings

- Deresky Helen, *International Management*: Managing Across Borders and Cultures, 4th Ed, Prentice Hall India
- Esenn Drlarry, Rchildress John: *The Secret of a Winning Culture* - Building High-Performance Teams, Prentice Hall India, New Delhi
- Cashby Franklin, *Revitalize Your Corporate Culture: Powerful Ways to Transform Your Company Into A High-Performance Organization*, Cashby Franklin, Prentice Hall India, New Delhi
- Journals- *International Journal of Cross Cultural Management*
- Hodgetts, Richard M. and Luthans, Fred: *International Management*. Tata McGraw Hill, New Delhi.
- Cullen, John B : *International Management a Strategic Perspective*, Cengage Learning, Delhi

MPMBA22-304I3	MANAGEMENT OF MULTINATIONAL CORPORATIONS	L-2, T-1, P-0	3 CREDIT
		Total Lecture	36

Course Objectives:

- The course aims to provide students with an understanding of MNCs and their unique characteristics. Students will learn about the reasons for multinational expansion, the benefits and challenges of operating in multiple countries, and the strategic considerations involved in managing MNCs.

- The objective of the course is to equip students with the knowledge and skills to effectively manage MNCs in a global business environment.

- It prepares them to understand the complexities of international business operations, develop global strategies, and lead multinational teams.

- Students will develop the ability to analyze management challenges faced by MNCs, design strategies for international growth, and contribute to the success of global organizations.

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

CO1	Understand the trends, challenges, and opportunities in international management.
CO2	Analyze the growth and development of multinational corporations (MNCs) and their management styles.
CO3	Evaluate the organizational design and structure of international corporations, including the locus of decision making and control.
CO4	Apply strategic management concepts to international business strategy formulation and implementation, including assessing the global environment and managing political risk.
CO5	Analyze Indian perspectives and policy related to international business through case studies of Indian firms operating abroad and changing government policies.

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 trends, challenges, and opportunities in international management.
CO2	Analyze the growth and development of multinational corporations (MNCs) and their management styles.
CO3	Evaluate the organizational design and structure of international corporations, including the locus of decision making and control.
CO4	Apply strategic management concepts to international business strategy formulation and implementation, including assessing the global environment and managing political risk.
CO5	Analyze Indian perspectives and policy related to international business through case studies of Indian firms operating abroad and changing government policies.

Bloom's Level

	Remember	Understand	Apply	Analyze	Evaluate	Create
CO1	√	√	-	-	-	-
CO2	√	√	√	√	-	-
CO3	√	√	√	√	√	-
CO4	√	√	√	√	-	-
CO5	√	√	√	√	-	-

MPMBA22-304I3: MANAGEMENT OF MULTINATIONAL CORPORATIONS   CREDITS: 3

UNIT I: International Management

Internationalization; Trends, Challenges and Opportunities; Different Schools of Thought of International Management; Regional Trade Blocs.

UNIT II: Growth and Development of MNCs

Role and Significance of MNCs; Pattern of Growth; Concept of Country of Origin; Different Management Styles.

UNIT III: Organizational Design and Structure of International Corporations

Global Organization Structure; Locus of Decision Making and Control; Headquarter and Subsidiary Relations in International Firms; Managing the Portfolio Composition.

UNIT IV: International Business Strategy

Strategic Alliances: Acquisitions and mergers, Management of Joint-Ventures and other International Strategic Alliances; Assessing the Global Environment: Economical, Political, Legal and Technological Environment; Strategy Formulation and Implementation International Business; Political Risk Assessment and Management.

UNIT V: Indian Perspectives and Policy

Case Studies for Internationalization of Indian Business Firms and their operations abroad; changing government policy on entry of FIs and FIIs.

Suggested Readings

- Hodgetts, Richard M. and Luthans, Fred: *International Management*. Tata McGraw Hill, New Delhi.
- Koonts and Whelrich: *Management: The Global Perspective*, Tata McGraw Hill, New Delhi.
- Nagandhi, Anant.R: *International Management*, Prentice Hall of India Ltd., New Delhi. Thakur, Manab, Gene E. Burton, and B.N. Srivastava: *International Management*: Concepts and Cases, Tata McGraw Hill, New Delhi.
- Christoppher Bartlett and Sumantra Ghoshal, *Transnational Management*: Text and Cases, Tata Mc Graw Hill, New Delhi
- Deresky, Helen: *International Management*: Managing Across Borders and Cultures, 4th Ed, Prentice Hall India, New Delhi

MPMBA22-304I4	INTERNATIONAL BUSINESS LAWS & TREATIES	L-2, T-1, P-0	3 CREDIT
		Total Lecture	36

Course Objectives:

- The course aims to provide students with an understanding of international business laws and their significance in the global marketplace.

- Students will learn about the legal frameworks that govern international business transactions and the role of laws in facilitating cross-border trade and investment.

- The aim is to equip students with the knowledge and skills to navigate the legal complexities of international business. It prepares them to understand and comply with international business laws, draft and negotiate international contracts, protect intellectual property rights, and manage legal risks in cross-border transactions.

- Students will develop the ability to analyze legal challenges in international business, make informed business decisions, and contribute to the development of legally compliant global business strategies.

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

CO1	Understand the complexities of international business and legal frameworks, including codes and common laws.
CO2	Analyze the implications of WTO regulations and treaties on international trade, including tariffs and non-tariff barriers.
CO3	Evaluate the impact of WTO regulations on important sectors such as licensing, franchising, and technology transfer.
CO4	Understand the regulatory framework and taxation of international business, including electronic commerce and cross-border transactions.
CO5	Analyze Indian laws and regulations governing international transactions, including foreign investments and taxation of foreign income.

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 complexities of international business and legal frameworks, including codes and common laws.
CO2	Analyze the implications of WTO regulations and treaties on international trade, including tariffs and non-tariff barriers.
CO3	Evaluate the impact of WTO regulations on important sectors such as licensing, franchising, and technology transfer.
CO4	Understand the regulatory framework and taxation of international business, including electronic commerce and cross-border transactions.
CO5	Analyze Indian laws and regulations governing international transactions, including foreign investments and taxation of foreign income.

Bloom's Level

	Remember	Understand	Apply	Analyze	Evaluate	Create
CO1	√	√	-	-	-	-
CO2	√	√	√	√	-	-
CO3	√	√	√	√	√	-
CO4	√	√	√	-	-	-
CO5	√	√	√	√	-	-

MPMBA22-304I4: INTERNATIONAL BUSINESS LAWS AND TREATIES   CREDITS: 3

UNIT I: Legal Framework of International Business

Nature and Complexities; Code and Common Laws and their Implications to Business; International Business Contract–Legal Provisions; Payments Terms; International Sales Agreements; Rights and Duties of Agents and Distributors.

UNIT II: Regulatory Framework of WTO

Basic Principals and Charter of GATT/WTO; GATT/WTO provisions relating to Preferential Treatment of Developing Countries; Regional Groupings, Subsidies, Technical Standards, Antidumping Duties and other Non-Tariff Barriers, Custom Valuation and Dispute Settlement.

UNIT III: Implications of WTO to Important Sectors

GATS, TRIPs and TRIMS, Regulations and Treaties Relating to Licensing; Franchising; Joint Ventures, Patents and Trade Marks; Technology Transfer, Telecommunications. Frame work relating to Electronic Commerce.

UNIT IV: Regulatory Framework and Taxation

Electronic Commerce – Cross Border Transactions – On-Line Financial Transfers – Legal Safeguards – International Business Taxation – Tax Laws – Multilateral and Bi-lateral treaties – Sharing of Tax Revenues.

UNIT V: Indian Laws and Regulations Governing International Transactions

FEMA; Taxation of Foreign Income; Foreign investments; Setting up Offices and Branches Abroad; Restrictions on Trade in Endangered Species and other Commodities.

Suggested Readings

- Lew, Julton D.M and Clive Stand brook (ed.), *International Trade Law and Practice*, Euromoney Publications, London.
- Daniels, John, Emest W. Ogram and Lee H. Redebungh*: International Business*, Environments and operations.
- Schmothoff C.R: Export Trade – *The Law and Practice of International Trade*.
- Motiwal OP, awasthi HIC: International Trade – *The law and Practice*: Bhowmik and company, New Delhi.
- Kapoor ND: *Commercial Law*; Sultan Chand & Co. New Delhi.
- Subarao: "*International Business*" Himalaya Publishing House, New Delhi.

MPMBA22-304O1	MATERIALS MANAGEMENT	L-2, T-1, P-0	3 CREDIT
		Total Lecture	36

Course Objectives:

- The objective is to equip students with the knowledge and skills to effectively manage materials in the supply chain.

- It prepares them to understand the principles and practices of materials planning, inventory management, purchasing, and warehouse management.

- Students will develop the ability to analyze materials management challenges, design strategies for efficient resource allocation, and contribute to the improvement of overall operational performance.

- Students will gain an understanding of how materials management strategies and techniques impact working capital and profitability.

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

CO1	Understand the role, strategies, and costs of materials management and their impact on working capital and profits.
CO2	Analyze materials planning techniques such as MRP, CRP, and capacity management to optimize production planning.
CO3	Evaluate inventory management policies, reduction techniques, and probabilistic models for effective inventory control.
CO4	Evaluate purchasing management strategies, supplier selection, and purchasing under uncertainty, including international purchasing.
CO5	Understand the principles of warehouse management, including storage types, stores systems and procedures, and stores accounting and stock.

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, strategies, and costs of materials management and their impact on working capital and profits.
CO2	Analyze materials planning techniques such as MRP, CRP, and capacity management to optimize production planning.
CO3	Evaluate inventory management policies, reduction techniques, and probabilistic models for effective inventory control.
CO4	Evaluate purchasing management strategies, supplier selection, and purchasing under uncertainty, including international purchasing.
CO5	Understand the principles of warehouse management, including storage types, stores systems and procedures, and stores accounting and stock.

Bloom's Level

	Remember	Understand	Apply	Analyze	Evaluate	Create
CO1	√	√	-	-	-	-
CO2	√	√	√	√	-	-
CO3	√	√	√	√	√	-
CO4	√	√	√	√	√	-
CO5	√	√	√	-	-	-

MPMBA22- 304O1: MATERIALS MANAGEMENT   CREDITS: 3

UNIT I: Introduction

Materials management-Role, need, importance, strategies, costs techniques – impact on Working Capital and profits, Operating environment, aggregate planning, approaches master scheduling, manufacturing planning and control system-manufacturing resource planning, enterprise resource planning-making the production plan

UNIT II: Materials Planning

Materials requirements planning-bill of materials-resource requirement planning-manufacturing resource planning-capacity management-scheduling orders-production activity control, codification.

UNIT III: Inventory Management

Policy Decisions–objectives-control –Need for safety stock – inventory reduction techniques: ABC, FSN, VED - Retail Discounting Model, Newsvendor Model; EOQ and EBQ models for uniform and variable demand with and without shortages -Quantity discount models. Probabilistic inventory models – Differential inventory management – no store concept – Perpetual inventory management.

UNIT IV: Purchasing Management

Establishing specifications-selecting suppliers-price determination, value analysis and standardization, forward buying-mixed buying strategy, price forecasting, demand management-price forecasting, purchasing under uncertainty-purchasing of capital equipment, international purchasing

UNIT V: Warehouse Management

Principles of storage – Warehousing functions – types - Stores management-stores systems and procedures-incoming materials control-stores accounting and stock

Suggested Readings

- J.R.Tony Arnold, Stephen N. Chapman, Lloyd M. Clive, *Materials Management*, Pearson, 2012P. Gopalakrishnan, *Purchasing and Materials Management*, Tata McGraw Hill, 2012

- A.K.Chitale and R.C.Gupta, *Materials Management*, Text and Cases, PHI Learning, 2nd Edition, 2006

- A.K.Datla, *Materials Management*, Procedure, Text and Cases, PHI Learning, 2nd Edition, 2006

- Ajay K Garg, *Production and Operations Management*, Tata McGraw Hill , 2012

MPMBA22-304O2	MAINTENACE MANAGEMENT	L-2, T-1, P-0	3 CREDIT
		Total Lecture	36

Course Objectives:

- The objective is to equip students with the knowledge and skills to effectively manage maintenance activities in organizations.

- It prepares them to understand the principles and practices of maintenance system design, planning, control, and performance evaluation.

- Students will develop the ability to analyze maintenance challenges, design strategies for efficient maintenance operations, and contribute to the improvement of overall organizational performance.

- Students will learn about replacement techniques used in maintenance decision-making. They will explore concepts such as economic life, optimal replacement time, and cost-benefit analysis for equipment replacement.

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

CO1	Understand the role and scope of maintenance in total organizational contexts and design maintenance organizations in multiechelon repair inventory systems.
CO2	Analyze maintenance systems and design, including selection, planning, and control techniques such as predictive, preventive, corrective, and total productive maintenance.
CO3	Evaluate maintenance planning considerations, spares management, and maintenance work measurement.
CO4	Analyze maintenance control techniques, including budget preparation, budgetary control of maintenance expenditures, and maintenance performance evaluation using various indices such as MTBF and MTTR.
CO5	Apply replacement techniques and computer applications in maintenance management and stay updated on current trends such as IOT, thermography, and LAN machine attesting.

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 and scope of maintenance in total organizational contexts and design maintenance organizations in multiechelon repair inventory systems.
CO2	Analyze maintenance systems and design, including selection, planning, and control techniques such as predictive, preventive, corrective, and total productive maintenance.
CO3	Evaluate maintenance planning considerations, spares management, and maintenance work measurement.
CO4	Analyze maintenance control techniques, including budget preparation, budgetary control of maintenance expenditures, and maintenance performance evaluation using various indices such as MTBF and MTTR.
CO5	Apply replacement techniques and computer applications in maintenance management and stay updated on current trends such as IOT, thermography, and LAN machine attesting.

Bloom's Level

	Remember	**Understand**	**Apply**	**Analyze**	**Evaluate**	**Create**
CO1	√	√	-	-	-	-
CO2	√	√	√	√	-	-
CO3	√	√	√	√	√	-
CO4	√	√	√	√	√	-
CO5	√	√	√	√	-	-

MPMBA22-304O2: MAINTENANCE MANAGEMENT   **CREDITS: 3**

UNIT I: Introduction

Maintenance: Its role and scope in total organisational contexts, role of maintenance. Centralized and decentralized maintenance organisation structures. Design of Maintenance organisation in multiechelon repair inventory systems.

UNIT II: Maintenance System and Design

Maintenance system - Design and its selection - Break down maintenance - Routine maintenance -Predictive maintenance - Preventive maintenance - Corrective maintenance – Shutdown maintenance - Total Productive maintenance – Autonomous maintenance - Design maintenance - Contract maintenance – Reliability Engineering. Current Trends - IOT, Thermography, LAN Machine Attesting

UNIT III: Maintenance Planning

Pareto's principles for repetitive breakdown analysis - Spares management - Planning considerations for each type of activities.

UNIT IV: Maintenance Control

Maintenance work measurement - Time standards - Incentive schemes- Scheduling maintenance costs - Budget preparation and budgetary control of maintenance expenditures.

UNIT V: Maintenance Performance

Maintenance effectiveness - various performance indices and their evaluation – MTBF and MTTR – uses and limitations - monitoring of maintenance performance. Replacement Technique - Application of Computer in maintenance.

Suggested Readings

- Mobley, R. K., ed. *Maintenance engineering handbook*. 8th ed. New York: McGraw-Hill, 2014

- Kelly, A.; Harris, M. J. *Management of industrial maintenance*. London: Butterworths, 2007.

- Gopalakrishnan, P & Sundararajan, *'Maintanance Management'*, Prentice Hall Of India, New Delhi, 2004

MPMBA22-304O3	SOURCING MANAGEMENT	L-2, T-1, P-0	3 CREDIT
		Total Lecture	36

Course Objectives:

- The objective is to equip students with the knowledge and skills to effectively manage sourcing activities in organizations.

- It prepares them to understand the principles and practices of sourcing, supplier evaluation and selection, price determination, negotiation, and legal aspects of purchasing.

- Students will develop the ability to analyze sourcing challenges, design sourcing strategies, and contribute to the improvement of overall supply chain performance.

- Students will learn about the importance of evaluating supplier performance and developing strong supplier relationships.

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

CO1	Understand the difference between sourcing and procurement and apply sourcing activities effectively.
CO2	Evaluate supplier efficiency and select the optimal supplier/vendor using vendor rating methods.
CO3	Analyze vendor process capability and identify advantages.
CO4	Determine pricing strategies and negotiate effectively.
CO5	Understand legal aspects related to purchasing management, including the Indian Contract Act, GST, and laws related to the carriage of goods, public purchasing, and tendering processes.

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 difference between sourcing and procurement and apply sourcing activities effectively.
CO2	Evaluate supplier efficiency and select the optimal supplier/vendor using vendor rating methods.
CO3	Analyze vendor process capability and identify advantages.
CO4	Determine pricing strategies and negotiate effectively.
CO5	Understand legal aspects related to purchasing management, including the Indian Contract Act, GST, and laws related to the carriage of goods, public purchasing, and tendering processes.

Bloom's Level

	Remember	Understand	Apply	Analyze	Evaluate	Create
CO1	√	√	√	-	-	-
CO2	√	√	√	√	√	-
CO3	√	√	√	√	-	-
CO4	√	√	√	-	-	-
CO5	√	√	√	√	-	-

MPMBA22-304O3: SOURCING MANAGEMENT **CREDITS: 3**

UNIT I

Sourcing Management: Introduction to Sourcing, Sourcing vs Procurement, Sourcing activities. Purchasing: Purchasing Cycle, Characteristics of a Purchasing Manager, Risks to be Considered by Purchase Manager. Make or Buy Decision: An introduction. Case Studies

UNIT II

Evaluating Suppliers' Efficiency: Vendor Rating, Selection and Development: Need for Measuring Supplier Performance, Categories of Suppliers, Supplier Evaluation and Selection Process, Vendor Rating process, Factors Affecting the Selection of Optimal Suppliers or Vendor Rating, Suppliers Evaluation Methods/ Vendor Rating Methods, Advantages of Vendor/Supplier Rating. Case Studies

UNIT III

Vendor Process Capability and Material Handling: Introduction to Process Capability, Characteristics of Vendor Process Capability, Handling the Vendor Process Capability, Advantages of Vendor Process Capability. Case Studies

UNIT IV

Price Determination and Negotiation: Objectives of Pricing, Factors Influencing Pricing, Types of Pricing Strategies, Negotiation in sourcing: Meaning of Negotiation, Examples of Negotiation, Types of Negotiations, The Process of Negotiation, Skills for Successful Negotiating, and Obstacles to Negotiation. Case Studies

UNIT V

Legal Aspect of Purchasing Management: An Introduction, The Indian Contract Act, 1872, GST, Law of Carriage of Goods. Public Purchasing: Procurement Process, Fundamental Principles of Public Buying; Tendering: Introduction, Terminologies used in Tendering, Tendering Process, e – Tendering. Case Studies

Suggested Readings:-

- Dobler, D. W., Jr, L. L., & Burt, D. N. (1995). Purchasing and Materials Management. New Delhi: Tata McGrawHil Publishing Company Limited

- Gopalakrishnan P., Purchasing and Materials Management, Tata McGraw-Hill Publishing Company Ltd, New Delhi.

- David N. Burt, Sheila Petcavage, Richard Pinkerton: Proactive Purchasing in the Supply Chain: The Key to World-Class Procurement, McGraw Hill

MPMBA22-304O4	MANAGEMENT OF MANUFACTURING SYSTEM	L-2, T-1, P-0	3 CREDIT
		Total Lecture	36

Course Objectives:

• The objective is to equip students with the knowledge and skills to effectively manage manufacturing systems in organizations.

• It prepares them to understand the principles and practices of manufacturing systems, facility planning, capacity planning, and maintenance systems.

• Students will develop the ability to analyze manufacturing challenges, design strategies for efficient manufacturing operations, and contribute to the improvement of overall operational performance.

• Students will gain knowledge of maintenance strategies and planning in manufacturing systems.

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

CO1	Understand the importance of manufacturing systems for technological and socioeconomic developments and distinguish between production and productivity.
CO2	Analyze different types of manufacturing systems, including job shop, mass, batch, project shop, continuous process, linked cell, and flexible manufacturing systems.
CO3	Evaluate different manufacturing support systems, including process planning, computer-aided process planning, production planning and control systems, aggregate planning, master production scheduling etc.
CO4	Design effective facility layouts by considering factors affecting plant location, types of plant layout, criteria for good layout, process layout, assembly line balancing, and computer-based solutions to layout problems.
CO5	Understand capacity planning and expansion strategies, maintenance system strategies and planning, opportunity cost, replacement analysis using specific time period, spares management, and maintenance records.

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 importance of manufacturing systems for technological and socioeconomic developments and distinguish between production and productivity.
CO2	Analyze different types of manufacturing systems, including job shop, mass, batch, project shop, continuous process, linked cell, and flexible manufacturing systems.
CO3	Evaluate different manufacturing support systems, including process planning, computer-aided process planning, production planning and control systems, aggregate planning, master production scheduling etc..
CO4	Design effective facility layouts by considering factors affecting plant location, types of plant layout, criteria for good layout, process layout, assembly line balancing, and computer-based solutions to layout problems.
CO5	Understand capacity planning and expansion strategies, maintenance system strategies and planning, opportunity cost, replacement analysis using specific time period, spares management, and maintenance records.

Bloom's Level

	Remember	Understand	Apply	Analyze	Evaluate	Create
CO1	√	√	-	-	-	-
CO2	√	√	√	√	-	-
CO3	√	√	√	√	√	-
CO4	√	√	√	√	-	-
CO5	√	√	√	√	-	-

MPMBA22-304O4: MANAGEMENT OF MANUFACTURING SYSTEM   CREDITS: 3

UNIT I: Manufacturing System

Introduction and components, Importance of Manufacturing for Technological and Socioeconomic developments, Production versus Productivity; Manufacturing Plant: Decisions for Plant location. Plant Layouts and its types. Types of manufacturing System: Job shop. Mass, Batch, Project shop, Continuous process Linked cell system (Cellular manufacturing system), Flexible Manufacturing System (FMS)

UNIT II: Manufacturing Support System: Process Planning, Computer Aided Process Planning, Production planning and Control Systems, Aggregate Planning and Master Production schedule, Material Requirement Planning, Capacity Planning ; Shop Floor Control: Introduction, Overview of Automatic Identification and Data capture , Bar Code Technology and Radio Frequency Identification

UNIT III: Facility planning

Factors affecting selection of plant location, Factor rating analysis, Load distance model, closeness ratings. Types of plant layout, criteria for good layout, Process layout, Assembly line balancing. Computer based solutions to layout problems.

UNIT IV: Capacity planning

Analysis of designed capacity, installed capacity, commissioned capacity, utilized capacity, factors affecting productivity and capacity expansion strategies.

UNIT V: Maintenance System

Maintenance strategies and planning, Maintenance economics: quantitative analysis, optimal number of machines, Replacement strategies and policies, economic service life, opportunity cost, replacement analysis using specific time period, spares management. Maintenance records

Suggested Readings

- Kalpakjian and Schmid, Manufacturing Engineering and Technology, 6 ed., Pearson.
- Lindberg, Processes & Materials of Manufacture, Prentice Hall India.
- J P Kaushik: Manufacturing Processes , PHI
- James. B. Dilworth, "Operations Management – Design, Planning and Control for Manufacturing and Services", McGraw Hill Inc. Management Series, 1

MPMBA22-304 IT 1	DATABASE MANAGEMENT SYSTEM	L-2, T-1, P-0	3 CREDIT
		Total Lecture	36

Course Objectives: The objective of teaching Database Management System (DBMS) is to equip students with a comprehensive understanding of data modeling, relational databases, and advanced database concepts.

- The objective of teaching Database Management System (DBMS) in an MBA IT specialization is to empower students with the knowledge and skills necessary to excel in the Information Technology field.

- By offering a deep understanding of data modeling, database design, and management, the course aims to prepare students for IT leadership roles, equipping them to make data-driven decisions, manage IT infrastructure efficiently, and pursue careers in areas such as Database Administration, Data Analysis, and Business Intelligence.

- Ultimately, the goal is to enhance students' employability and their ability to contribute effectively to the IT industry.

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

CO1	Students will master various data models, enabling effective data structuring.
CO2	Graduates will acquire practical skills for designing and managing databases.
CO3	Students will become adept at querying and analyzing data to inform decision-making.
CO4	Graduates will understand database normalization and query optimization.
CO5	Students will grasp diverse database system architectures and transaction management concepts.

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 master various data models, enabling effective data structuring.
CO2	Graduates will acquire practical skills for designing and managing databases.
CO3	Students will become adept at querying and analyzing data to inform decision-making.
CO4	Graduates will understand database normalization and query optimization.
CO5	Students will grasp diverse database system architectures and transaction management concepts.

Bloom's Level

	Remember	Understand	Apply	Analyze	Evaluate	Create
CO1	√	√	-	-	-	-
CO2	√	√	√	-	-	-
CO3	√	√	√	√	-	-
CO4	√	√	√	√	-	-
CO5	√	√	√	√	-	-

MPMBA22-304 IT 1: DATABASE MANAGEMENT SYSTEM   CREDITS: 3

Unit : I

Introduction – Data Models – Database languages – Transaction – Storage management – Database administrator – Users – overall system structure – Entity – Relationship Model – Basic concepts – Mapping constraints – keys – E-R Diagram – Weak Entity Sets – reduction of E-R Diagram to tables.

Unit : II

Relational Model – structure – relational algebra – extended operations – Modifications on a database – views – SQL – basic structure – set operations – aggregate functions – Nested Sub queries – derived relations, views.

Unit : III

Integrity constraints – Domain constraints – referential integrity – assertions – triggers – functional dependencies – relational database design – decomposition – normalization using functional, multivalued, Join dependencies – Domain – Key Normal form – alternative approaches.

Unit : IV

Object Oriented data Model – Languages – Object Relational databases: Nested Relations – Complex types and object Orientation – Querying with complex types – creation of complex values and objects – comparison.

Unit : V

Database System Architectures : Centralized Systems, Client server systems, Distributed systems, Parallel databases – introduction – inter query – intra query, intra-operation – interoperation parallelism –distributed databases – distributed data storage – network transparency – Query processing – Transaction model – Commit protocols – coordinator selection – concurrency control – deadlock handling – multi database systems.

Text Book

1. Henry F. Korth and Abraham Silberschatz, S. Sudarshan, Database System Concepts, 3rd edition, McGraw-Hill, 1997

MPMBA22-304 IT 2	ENTERPRISE RESOURCE PLANNING	L-2, T-1, P-0	3 CREDIT
		Total Lecture	36

Course Objectives: The objectives of this Course are

- To provide a contemporary and forward-looking on the theory and practice of Enterprise Resource Planning Technology.

- To focus on a strong emphasis upon practice of theory in Applications and Practical oriented approach.

- To train the students to develop the basic understanding of how ERP enriches the business organizations in achieving a multidimensional growth.

- To aim at preparing the students technological competitive and make them ready to self-upgrade with the higher technical skills.

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

CO1	**ERP Fundamentals:** Have a solid understanding of the fundamentals of Enterprise Resource Planning, including its integrated management information, seamless integration capabilities, and its significance in modern business operations.
CO2	**Business Modeling:** Create business models, know the roles in ERP implementation, and customization.
CO3	**Competitive Advantage:** Identify how ERP systems offer a competitive edge.
CO4	**ERP Packages:** Familiarity with commercial ERP systems and their architecture.
CO5	**ERP Architecture:** Have a good grasp of ERP architecture, including basic architectural concepts, system control interfaces, services etc. They should be able to apply this knowledge to real-world cases and make informed decisions regarding ERP system design and implementation.

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	**ERP Fundamentals:** Have a solid understanding of the fundamentals of Enterprise Resource Planning, including its integrated management information, seamless integration capabilities, and its significance in modern business operations.
CO2	**Business Modeling:** Create business models, know the roles in ERP implementation, and customization.
CO3	**Competitive Advantage:** Identify how ERP systems offer a competitive edge.
CO4	**ERP Packages:** Familiarity with commercial ERP systems and their architecture.
CO5	**ERP Architecture:** Have a good grasp of ERP architecture, including basic architectural concepts, system control interfaces, services etc. They should be able to apply this knowledge to real-world cases and make informed decisions regarding ERP system design and implementation.

Bloom's Level

	Remember	Understand	Apply	Analyze	Evaluate	Create
CO1	√	√	√	-	-	-
CO2	√	√	√	-	-	-
CO3	√	√	√	-	-	-
CO4	√	√	√	√	-	-
CO5	√	√	√	√	-	-

MPMBA22-304 IT 2: ENTERPRISE RESOURCE PLANNING   CREDITS: 3

Unit I

INTRODUCTION TO ERP: Integrated Management Information Seamless Integration – Supply Chain Management – Integrated Data Model – Benefits of ERP – Business Engineering and ERP – Definition of Business Engineering – Principle of Business Engineering – Business Engineering with Information Technology.

Unit II

BUSINESS MODELLING FOR ERP - Building the Business Model – ERP Implementation – An Overview – Role of Consultant, Vendors and Users, Customization – Precautions – ERP Post Implementation Options-ERP Implementation Technology –Guidelines for ERP Implementation.

Unit III

ERP AND THE COMPETITIVE ADVANTAGE ERP domain MPGPRO – IFS/Avalon – Industrial and Financial Systems – Baan IV SAP-Market Dynamics and Dynamic Strategy.

Unit IV

COMMERCIAL ERP PACKAGE Description – Multi-Client Server Solution – Open Technology – User Interface- Application Integration.

Unit V

ARCHITECTURE Basic Architectural Concepts – The System Control Interfaces – Services – Presentation Interface – Database Interface - Cases.

TEXT BOOK:

1. Vinod Kumar Garg and N.K.Venkita Krishnan, "Enterprise Resource Planning – Concepts and Practice", PHI, 1998.

REFERENCE BOOK

1. Jose Antonio Fernandz, the SAP R/3 Handbook, TMH, 1998.

2. Lau, "Enterprise Resource Management", McGraw Hill.

3. Daniel E O'Leary, "Enterprise Resource System: Systems, Lifecycle, Electronic Commerce, Risk.

4. Mary Sumner, "Enterprise Resource Planning".

MPMBA22-304 IT 3	Information System Management	L-2, T-1, P-0	3 CREDIT
		Total Lecture	36

Course Objectives: The objectives of teaching Information System Management

- **Develop Strategic Awareness:** Enable students to understand how information systems align with organizational strategies.

- **Comprehensive Knowledge:** Equip students with a comprehensive knowledge of various types of information systems, including their functions and applications, ranging from transaction processing to advanced technologies like artificial intelligence and expert systems.

- **Ethical and Security Awareness:** Instill ethical responsibilities in students, emphasizing the importance of ethical conduct in the context of information systems. Additionally, educate them on information security measures and contemporary technologies such as cloud computing, mobile computing, e-commerce.

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

CO1	**Strategic Alignment:** Understand how information systems align with organizational strategies and can be used for competitive advantage.
CO2	**Comprehensive System Knowledge:** Gain in-depth knowledge of various types of information systems, their functions, and applications, including transaction processing, decision support, and emerging technologies.
CO3	**Ethical Awareness:** Develop ethical responsibility and awareness, recognizing the importance of ethical behavior in the context of information systems and addressing issues like computer crime and intellectual property theft.
CO4	**Information Security Proficiency:** Acquire the skills to secure information systems by understanding the roles of people and technology in preventing, detecting, and responding to security threats.
CO5	**Embrace Emerging Technologies:** Familiarize with contemporary technologies such as cloud computing, mobile computing, e-commerce and their impact on modern 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	**Strategic Alignment:** Understand how information systems align with organizational strategies and can be used for competitive advantage.
CO2	**Comprehensive System Knowledge:** Gain in-depth knowledge of various types of information systems, their functions, and applications, including transaction processing, decision support, and emerging technologies.
CO3	**Ethical Awareness:** Develop ethical responsibility and awareness, recognizing the importance of ethical behavior in the context of information systems and addressing issues like computer crime and intellectual property theft.
CO4	**Information Security Proficiency:** Acquire the skills to secure information systems by understanding the roles of people and technology in preventing, detecting, and responding to security threats.
CO5	**Embrace Emerging Technologies:** Familiarize with contemporary technologies such as cloud computing, mobile computing, e-commerce and their impact on modern organizations.

Bloom's Level

	Remember	Understand	Apply	Analyze	Evaluate	Create
CO1	√	√	√	-	-	-
CO2	√	√	√	-	-	-
CO3	√	√	√	√	√	-
CO4	√	√	√	√	-	-
CO5	√	√	√	-	-	-

MPMBA22-304 IT 3: INFORMATION SYSTEM MANAGEMENT   CREDITS: 3

UNIT – I Organization and Information Systems:

The Organization: Structure, Managers and activities; The level of people and types of decisions and their information needs; Changing Environment and its impact on Business – The IT/IS and its influence.

Information Systems(IS): Data, information and its attributes; Information Systems – meaning, functions and dimensions and need; Categorization of Organizational Information Systems – hierarchical and functional perspective.

Strategic business use of IS: Interdependence between organization and IS; IS strategies for competitive advantage using Porter's; Five Forces Model and Value Chain Model

UNIT – II Types of Information systems - I:

Meaning, functions and applications of: - Transaction Processing Systems; - Management Information Systems; - Decision Support Systems; - Executive Support / Information Systems Digital Dashboards; Artificial Intelligence and Machine Learning; - Expert Systems

UNIT – III Types of Information systems - II:

Meaning, functions and applications of: - Functional system: Financial, Human Resource, Marketing, Production and Operations. Enterprise Systems: Business Process integration - ERP, Supply chain management systems, CRM, Business Intelligence.

UNIT – IV Ethical Issues pertaining to IS:

Ethical responsibilities of business professionals; Computer crime – hacking & cracking, cyber theft; unauthorized use at work, software piracy, theft of intellectual property, viruses & worms, adware and spyware

UNIT – V Information Security

First line of defence – People / employees; Second line of defence – Technology for authorization, prevention, detection and response

Contemporary/ emerging technologies: Cloud and mobile computing;E-commerce, m-commerce; Internet of Things.

Suggested Readings:

1. Gordon B. Davis, Margrethe H. Olson, Management Information Systems: Conceptual foundations, Structure and development –2nd Edition – Tata-Mc Graw hill International Book Company, 2000

2. Security, Audit & Control Features PeopleSoft: A Technical and Risk Management Reference Guide; 2nd Edition, by Deloitte Touche Tohmatsu Research Team; ISACA

MPMBA22-304 IT 4	CYBER SECURITY	L-2, T-1, P-0	3 CREDIT
		Total Lecture	36

Course Objectives:

- To equip students with the technical knowledge and skills needed to protect and defend against cyber threats. To develop skills in students that can help them plan, implement, and monitor cyber security mechanisms to ensure the protection of information technology assets. To expose students to responsible use of online social media networks. To systematically educate the necessity to understand the impact of cybercrimes and threats with solutions in a global and societal.

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

CO1	Understand the basic terminologies related to cyber security and current cyber security threat landscape.
CO2	Students will have complete understanding of the cyberattacks that target computers, mobiles and persons.
CO3	Understand the legal framework that exist in India for cyber-crimes and penalties and punishments for such crimes.
CO4	Understand the aspects related to personal data privacy and security. They will also get insight into the Data Protection Bill,2019.
CO5	They will get insights into risk based assessment, requirement of security controls and need for cyber security audit and compliance.

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 basic terminologies related to cyber security and current cyber security threat landscape.
CO2	Students will have complete understanding of the cyberattacks that target computers, mobiles and persons.
CO3	Understand the legal framework that exist in India for cyber-crimes and penalties and punishments for such crimes.
CO4	Understand the aspects related to personal data privacy and security. They will also get insight into the Data Protection Bill,2019.
CO5	They will get insights into risk based assessment, requirement of security controls and need for cyber security audit and compliance.

Bloom's Level					
	Remember	**Understand**	**Apply**	**Analyze**	**Evaluate**	**Create**
CO1	√	√	-	-	-	-
CO2	√	√	-	-	-	-
CO3	√	√	√	-	-	-
CO4	√	√	√	-	-	-
CO5	√	√	√	-	-	-

MPMBA22-304 IT 4: CYBER SECURITY   CREDITS: 3

- **UNIT I- Overview of Cyber Security:** Cyber security increasing threat landscape, Cyber security terminologies- Cyberspace, attack, attack vector, attack surface, threat, risk, vulnerability, exploit, exploitation, hacker., Non-state actors, Cyber terrorism, Protection of end user machine, Critical, IT and National Critical Infrastructure, Cyberwarfare, Case Studies.   **(6 Hours)**

- **UNIT II- Cyber-crimes-** Cyber crimes targeting Computer systems and Mobiles- data diddling attacks, spyware, logic bombs, DoS, DDoS, APTs, virus, Trojans, ransomware, data breach., Online scams and frauds- email scams, Phishing, Vishing, Smishing, Online job fraud, Online sextortion, Debit/ credit card fraud, Online payment fraud, Cyberbullying, website defacement, Cybersquatting, Pharming, Cyber espionage, Cryptojacking, Darknet- illegal trades, drug trafficking, human trafficking., Social Media Scams & Frauds- impersonation, identity theft, job scams, misinformation, fake newscyber crime against persons - cyber grooming, child pornography, cyber stalking., Social Engineering attacks, Cyber Police stations, Crime reporting procedure, Case studies.   **(8 Hours)**

- **UNIT III- Cyber Law:** Cyber crime and legal landscape around the world, IT Act,2000 and its amendments. Limitations of IT Act, 2000. Cyber crime and punishments, Cyber Laws and Legal and ethical aspects related to new technologies- AI/ML, IoT, Blockchain, Darknet and Social media, Cyber Laws of other countries, Case Studies.   **(6 Hours)**

- **UNIT IV- Data Privacy and Data Security:** Defining data, meta-data, big data, non personal data. Data protection, Data privacy and data security, Personal Data Protection Bill and its compliance, Data protection principles, Big data security issues and challenges, Data protection regulations of other countries- General Data Protection Regulations(GDPR),2016 Personal Information Protection and Electronic Documents Act (PIPEDA)., Social media- data privacy and security issues.   **(8 Hours)**

- **UNIT V- Cyber security Management, Compliance and Governance:** Cyber security Plan- cyber security policy, cyber crises management plan., Business continuity, Risk assessment, Types of security controls and their goals, Cyber security audit and compliance, National cyber security policy and strategy.   **(8 Hours)**

SUGGESTED READINGS

1. Cyber Security Understanding Cyber Crimes, Computer Forensics and Legal Perspectives by Sumit Belapure and Nina Godbole, Wiley India Pvt. Ltd.

2. Information Warfare and Security by Dorothy F. Denning, Addison Wesley.

3. Security in the Digital Age: Social Media Security Threats and Vulnerabilities by Henry A. Oliver, Create Space Independent Publishing Platform.

4. Data Privacy Principles and Practice by Natraj Venkataramanan and Ashwin Shriram, CRC Press.

5. Information Security Governance, Guidance for Information Security Managers by W. KragBrothy, 1st Edition, Wiley Publication.

6. Auditing IT Infrastructures for Compliance By Martin Weiss, Michael G. Solomon, 2nd Edition, Jones Bartlett Learning.

MPMBA22-304 R1	RETAIL MANAGEMENT	L-2, T-1, P-0	3 CREDIT
		Total Lecture	36

Course Objectives:

- This course aims to provide students with an in-depth understanding of the retail environment, strategic retail planning, the evolution and current state of retail in India, the retail mix, and retail operations. The course will also explore multi-channel retailing, customer service, relationship marketing, and the financial and operational aspects of retail management.

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

CO1	Understand the evolution, challenges, and opportunities in the global and Indian retail environment, including different types of retailers and ethical issues.
CO2	Develop strategic retail plans, understand retail customer behavior, and deliver value through various retail formats and customer service strategies.
CO3	Analyze the drivers of retail change in India, the size of the retail market, retail formats, and the impact of FDI on retail development.
CO4	Implement retail mix strategies, including product merchandising, pricing decisions, promotion and communication, category management, and visual merchandising.
CO5	Manage retail operations, including supply chain management, vendor relations, human resource management, financial management, store operations, and inventory 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 evolution, challenges, and opportunities in the global and Indian retail environment, including different types of retailers and ethical issues.
CO2	Develop strategic retail plans, understand retail customer behavior, and deliver value through various retail formats and customer service strategies.
CO3	Analyze the drivers of retail change in India, the size of the retail market, retail formats, and the impact of FDI on retail development.
CO4	Implement retail mix strategies, including product merchandising, pricing decisions, promotion and communication, category management, and visual merchandising.
CO5	Manage retail operations, including supply chain management, vendor relations, human resource management, financial management, store operations, and inventory management.

Bloom's Level

	Remember	Understand	Apply	Analyze	Evaluate	Create
CO1	√	√	-	-	-	-
CO2	√	√	-	-	-	-
CO3	√	√	√	√	-	-
CO4	√	√	√	-	-	-
CO5	√	√	√	-	-	-

MPMBA22-304 R1: Retail Management   **CREDITS: 3**

UNIT I: Retailing Environment

An Overview: Introduction, Evolution and Challenges of Retailing; Types of Retailers and Ethical Security Issues in Retail, The Global Retail Market, Opportunity in Retailing, Multi Channel Retailing.

UNIT II: Strategic Retail Planning

Strategic Retail Planning Process, Understanding the Retail Customer, Delivery Value through Retail Formats, Role of Customer Services and Relationship Marketing in Retail, Retail Location and Site Decision, Retail Buying, Retail Market Segmentation, Evaluation Areas for Retail Locations, Concept of Product Life Cycle.

UNIT III: Retail in India

Evolution of Retail in India, Drivers of Retail Change in India, The Size of Retail in India, Retail Formats in India, FDI in Retail, Challenges to Retail Development in India.

UNIT IV: Retail Mix

Product Merchandizing, Pricing Decisions in retail, Promotion and Communication Mix in Retail, Multi Channel Retailing, Managing Retail Services, Category Management, Merchandise management Process Overview, Considerations in setting up a Retail Prices, Store Design Objectives and Visual Merchandizing.

UNITV: Retail Operations

Supply Chain Management and Vendor Relation role in Retail, Management of Human Resources, Financial Management issues in retail, The strategic Profit Model, The Profit path, Store Operations – size and place allocation, Store Maintenance, Inventory Management, retail Management Information Systems.

Suggested Readings

- Swapna Pradhan, *Retailing Management*, text and Cases, Second Edition, Tata McGraw Hill Publications.
- Barry Berman, Joel R.Evans, *Retail Management*, A Strategic Approach, Tenth Edition, 2008, Pearson Edition.
- C Bajaj, *Retail Management,* Oxford Publication, Second Edition
- Dairs & Ward: *Managing Retail Consumption*, John Wiley & Sons
- Levy & Wertz: *Retailing Management*, Irwin

MPMBA22-304 R2	RETAIL BUSINESS ENVIRONMENT	L-2, T-1, P-0	3 CREDIT
		Total Lecture	36

Course Objectives:

• This course aims to equip students with a comprehensive understanding of the dynamic retail environment, including structural changes, internationalization, managing economic fluctuations, customer behavior, logistics, distribution, and workforce management. The course will also address the future trends and innovations in the retail sector.

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

CO1	Understand the functions, formats, and structural changes in the retail environment, including socio-demographic, technological, and economic changes.
CO2	Analyze the process of internationalization and globalization in retailing, including competitive environments and government policies.
CO3	Evaluate strategies for managing retail operations during economic fluctuations and recessions, including strategic planning and SWOT analysis.
CO4	Comprehend customer behavior and its impact on retail business, including psychographics, motivation, perception, and consumer behavior modeling.
CO5	Manage logistics, distribution, and workforce planning in retail, including trends in supply chain management, inventory management, and personnel administration.

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 functions, formats, and structural changes in the retail environment, including socio-demographic, technological, and economic changes.					
CO2	Analyze the process of internationalization and globalization in retailing, including competitive environments and government policies.					
CO3	Evaluate strategies for managing retail operations during economic fluctuations and recessions, including strategic planning and SWOT analysis.					
CO4	Comprehend customer behavior and its impact on retail business, including psychographics, motivation, perception, and consumer behavior modeling.					
CO5	Manage logistics, distribution, and workforce planning in retail, including trends in supply chain management, inventory management, and personnel administration.					
Bloom's Level						
	Remember	**Understand**	**Apply**	**Analyze**	**Evaluate**	**Create**
CO1	√	√	-	-	-	-
CO2	√	√	√	√	-	-
CO3	√	√	√	√	√	-
CO4	√	√	√	√	-	-
CO5	√	√	√	√	-	-

MPMBA22-304 R2: Retail Business Environment   **CREDITS: 3**

Unit-I Introduction to Retail Environment:

The functions of retailing, Retail formats, Successful Retailing. Structural change in retail environment: Various types of changes, Socio-demographic change, Technology and economic change, socio-economic changes, Impact of changes on retail industry.

Unit- II International Retailing Internationalization and Globalization:

Shopping at World Stores, Internationalization and Globalization, Going International, The Internationalization Process, Culture, Business and International Management. Retailing Structure: Environment & competition, Competitive Environment in different Retail Sectors, Govt. Policies in Retail Sectors, Retail Development and Competition.

Unit- III Managing retailing in good times and bad:

Changes in consumer spending, Impact of economic fluctuation on Retailing industry, Maintaining the balance in the economy, Govt. macroeconomics policy in retail industry, Managing Fluctuations in Retail Industry, Dealing with recession in retail industry. Retail planning and environment: Strategic planning process, SWOT analyses of retail sector, Integrated marketing system forging Relationship for success in retail, Role of retail formats and merchandise.

Unit- IV The Customer and The Retail Business:

Knowing Your Customers: Focusing on the consumer, Mapping out society: Psychographics, Postmodern Consumers, Learning Attitudes, Motivation and Perception, Modelling Consumer Behaviour. Logistics and Distribution: Shipping the Goods to Market: The Distribution Process, The stages of distribution, Trends in supply chain management, Physical Distribution and Inventory Management, Warehouse Management.

Unit- V People in Retailing:

Making People Matter: Retail Employment, Planning the Workforce, Management and Organizational Culture, Personnel Management and Administration, Health and Safety. A Review of Retailing: Environment and Operations: Retail Change: A Review, Cultural Transformation and Retailing, New Approaches in Retailing, Emerging Themes and Niches, Building for the future: Learning from the past.

Suggested Readings:
1. Retailing: Environment and Operations, Newman, A. & Cullen, P. 9th Indian Reprint 2011, Cengage Learning.
2. Integrated Retail Management, Ogden, J.R. and Ogden, D.T, 1st Edition 2008, Bizantra.
3. Retailing Management, Pradhan, S, 2nd Edition 2007, Tata McGraw Hill.

MPMBA22-304 R3	RETAIL ECONOMICS & RETAIL FORMATS	L-2, T-1, P-0	3 CREDIT
		Total Lecture	36

Course Objectives:

- The course "Retail Economics & Retail Formats" aims to provide students with a comprehensive understanding of the economic impact of retailing, the various retail environments, and the different types of retail formats. It covers the benefits of retail to the economy, the legal, economic, competitive, technological, and global environments, the impact of FDI in India, and the classification of various retail formats.

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

CO1	Understand the economic benefits of retailing and analyze the different retail environments.
CO2	Evaluate the impact of Foreign Direct Investment (FDI) on the Indian retail sector.
CO3	Analyze the factors contributing to economic growth, urbanization, consumerism, and brand proliferation in retail.
CO4	Classify and differentiate various store-based retail formats by ownership, price, and product line.
CO5	Understand and evaluate the different non-store based retail formats and their impact on the scalability of retail operations.

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 economic benefits of retailing and analyze the different retail environments.
CO2	Evaluate the impact of Foreign Direct Investment (FDI) on the Indian retail sector.
CO3	Analyze the factors contributing to economic growth, urbanization, consumerism, and brand proliferation in retail.
CO4	Classify and differentiate various store-based retail formats by ownership, price, and product line.
CO5	Understand and evaluate the different non-store based retail formats and their impact on the scalability of retail operations.

Bloom's Level						
	Remember	**Understand**	**Apply**	**Analyze**	**Evaluate**	**Create**
CO1	√	√	-	-	-	-
CO2	√	√	√	√	√	-
CO3	√	√	√	√	-	-
CO4	√	√	√	-	-	-
CO5	√	√	√	√	√	-

MPMBA22-304 R3: Retail Economics & Retail Formats   **CREDITS: 3**

UNIT I:

Retail Economics: Benefits to the Economy – Retailing Environment – The Legal environment – The Economic environment – The Competitive environment – The Technological environment – The Global environment.

UNIT II:

Indian Experience in Retailing – Impact of FDI in Indian Context.

UNIT III:

Economic Growth – Urbanization – Consumerism – Brand Profusion – Cheaper Real Estate

UNIT IV:

Retail Formats I: Classification of retailers – Store based Retailers – By Ownership – Independent store – Chain store – Franchise store – By price – discount store– off-price retailer – Factory outlet stores – Close out retailers – single price retailers – warehouse club – Catalog showrooms – By product Line – department store – supermarket– hypermarket

UNIT V:

Retail Formats II: Specialty retailers – Convenience stores – Non store based Retailer – Direct selling – Direct marketing – catalog marketing – telemarketing – TV home shopping, World Wide Web – Automatic vending – The impact of scalability of store formats.

Suggested Reading:

1. Gibson Vedamani, Retail Management, Functional Principles and Practices, Jaico Books, Second Edition, 2004.

2. Michael Levy and Barton A. Weitz, Retail Management, Tata McGraw Hill, Fifth Edition, 2004.

3. Retail Management, ICFAI Center for Management Research Publication

MPMBA22-304 R4	RETAIL STORE OPERATIONS MANAGEMENT	L-2, T-1, P-0	3 CREDIT
		Total Lecture	36

Course Objectives:

• This course aims to equip students with comprehensive knowledge and skills in managing retail store operations. It covers various aspects such as store organization, store management, layout design, merchandise management, visual merchandising, and creating the right store atmosphere.

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

CO1	Understand the logistics, objectives, and management of different types of retail stores.
CO2	Implement effective store management practices, including employee motivation and store security.
CO3	Design efficient store layouts and manage merchandise effectively to enhance customer experience.
CO4	Apply visual merchandising strategies to attract and retain target customers.
CO5	Create a conducive store atmosphere by utilizing lighting, signage, and sensory elements.

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 logistics, objectives, and management of different types of retail stores.
CO2	Implement effective store management practices, including employee motivation and store security.
CO3	Design efficient store layouts and manage merchandise effectively to enhance customer experience.
CO4	Apply visual merchandising strategies to attract and retain target customers.
CO5	Create a conducive store atmosphere by utilizing lighting, signage, and sensory elements.

Bloom's Level

	Remember	Understand	Apply	Analyze	Evaluate	Create
CO1	√	√	-	-	-	-
CO2	√	√	√	-	-	-
CO3	√	√	√	-	-	-
CO4	√	√	√	-	-	-
CO5	√	√	√	-	-	-

MPMBA22-304 R4: Retail Store Operations Management   **CREDITS: 3**

Unit- I

Introduction to Stores operations & Type of Retail Store, Introduction; the Logistics Chain; Store Operations; Objectives of the Store Function; Managing the Store. Retail Store Organization; Centralized and Decentralized Retail Stores; Types of Retail Stores; Location of Retail Store; Site Selection of Retail Store; Merchandise Management in Retail Store; Merchandise Handling in Retail Store.

Unit- II

Store Management and its Operations Store Management and its Operations Retail Store Operation Store Management Responsibilities; Motivating Retail Store Employees; Retail Store Operation Management; Store Format, Size and Space Organization; Retail Store Security; Retail Store Environment and Brand Building

Unit- III

Store Layout and Merchandise Management Objective of Store Layout Design; Selecting a Layout; Division of Merchandise by Department; Locating Departments Within the Store; Merchandise Management and Principles of Merchandise Management. Space Management, Retail Store; Layout; Layout Planning; Layout as an Indicator of Competitiveness; Layout Types.

Unit- IV

Visual Merchandising Meaning and Strategy Meaning of Visual Merchandising; Create Your Retail Store for Target Customers; Retail Strategy for Visual Merchandise; Fixtures and Presentation Techniques.

Unit- V

Atmospherics Lighting; Address the Senses; Housekeeping Standards; Store Windows; Creative Displays; Signage and Graphics; Color; Music; Scent. Interactive Windows.

Text Books

1. Retail Store Operation, by Paul H Nystrom, Publisher: Ronald Press, New York

2. Basics of Design: Layout and Typography for Beginner by Lisa Graham, Publisher: Cengage Learning

3. Visual Merchandising: The Business of Merchandise Presentation by Rober Colborne, Publisher: Cengage Learning.

\

MPMBA22-304HH1	HOSPITAL & PATIENT RELATION MANAGEMENT	L-2, T-1, P-0	3 CREDIT
		Total Lecture	36

Course Objectives:

- This course aims to provide students with comprehensive knowledge and skills in managing hospital and patient relations. It focuses on patient-centric management, quality in patient care, patient classification systems, medical ethics, auditory procedures, and the maintenance of patient medical records and disaster preparedness.

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

CO1	Implement patient-centric management practices to enhance patient care and safety.
CO2	Apply quality management theories and models to improve patient care services.
CO3	Utilize patient classification systems and understand their role in case mix and patient empowerment.
CO4	Comprehend and apply medical ethics, auditory procedures, and the legal aspects of patient care.
CO5	Manage patient medical records and develop strategies for disaster preparedness and crisis 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	Implement patient-centric management practices to enhance patient care and safety.
CO2	Apply quality management theories and models to improve patient care services.
CO3	Utilize patient classification systems and understand their role in case mix and patient empowerment.
CO4	Comprehend and apply medical ethics, auditory procedures, and the legal aspects of patient care.
CO5	Manage patient medical records and develop strategies for disaster preparedness and crisis management.

Bloom's Level					
	Remember	**Understand**	**Apply**	**Analyze**	**Evaluate**	**Create**
CO1	√	√	√	-	-	-
CO2	√	√	√	-	-	-
CO3	√	√	√	-	-	-
CO4	√	√	√	-	-	-
CO5	√	√	√	-	-	-

MPMBA22-304HH1: HOSPITAL & PATIENT RELATION MANAGEMENT CREDITS: 3

Unit- I Patient Centric Management:

Concept of patient care, Patient-Centric management, Organisation of hospital department, Roles of departments/ managers in enhancing care, Patient counseling & Practical examples of patient centric management in hospitals; Patient safety & patient risk management.

Unit- II Quality in Patient Care Management:

Defining quality, Systems approach towards quality, towards a quality framework, Key theories and concepts, Models for quality improvement & Variations in practice.

Unit- III Patient Classification Systems and the Role of Case Mix:

Why do we need to classify patients, Types of patient classification systems, ICD 9 (CM, PM), Case mix classification systems, DRG, HBG, ARDRG, Case mix innovations and Patient empowering classification systems.

Unit- IV Medical Ethics & Auditory Procedures:

Ethical principles, Civic rights, consumer protection act, CPA, Guidelines of the CPA, Patient complaints power & procedures of the district forum, State & National Commission, Role of Supreme Court, patient appeals, Autopsy, Tort Liability, Vicarious Liability, Medical negligence, Central & State Laws, Use of investigational Drugs, Introduction/needs & procedures for medical audit, Audit administration & regulating committees. Confidentiality and professional secrecy, ethics of trust and ethics of rights- autonomy and informed consent, under trading of patient rights- universal accessibility - equity & social justice, human dignity.

Unit- V Patient Medical Records and Disaster Preparedness:

Policies & procedures for maintaining medical records, E-records, legal aspects of medical records, its safety, preservation and storage; Policies & procedures for general safety; fire safety procedure for evacuation; disaster plan and crisis management.

Suggested Readings:

1. Goel S L & Kumar R. 2004. Hospital Core Services: Hospital Administration of the 21stCentury. Deep Deep Publications Pvt Ltd: New Delhi

2. Gupta S & Kant S. 1998. Hospital & Health Care Administration: Appraisal and ReferralTreatise. Jaypee: New Delhi

3. Harris M G & Assoc. 2003. Managing Health Service: Concepts & Practices. Maclennan +Petty: Sydney

4. Kelly D L. 2006. Encyclopaedia of Quality Management in Hospitals & Health CareAdministration. Vol 1-6. Pentagon Press: Chicago

5. Kilpatrick A O & Johnson J A. 1999. Handbook of Health Administration & Policy.

Marcel Dekkes Inc: New York

6. Kumar A. 2000. Encyclopaedia of Hospital Administration & Development: Volume I. AnmolPublications Ltd: New Delhi.

7. Ransom S B. Joshi M S & Nash D B. 2006. The Health Care Quality Book: Vision, Strategy& Tools. Standard Publishers Distributors: Delhi

8. Reddy N K S. 2000. Medical Jurisprudence & Toxicology. ALT Publications: Hyderabad

9. Rao M S. 1992. Health & Hospital Administration in India. Deep & Deep Publications: NewDelhi.

MPMBA22-304HH2	HOSPITAL ARCHITECTURE MANAGEMENT	L-2, T-1, P-0	3 CREDIT
		Total Lecture	36

Course Objectives:

• This course aims to equip students with a comprehensive understanding of hospital architecture management, including planning, designing, and organizing various hospital functions. Students will learn about hospital planning stages, community surveying, construction management, functional organization, and project management of supportive services.

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

CO1	Understand the concepts of hospital architecture, including planning, designing, and bed allocation.
CO2	Conduct community surveys to determine hospital needs, location, and resource allocation.
CO3	Manage the planning and construction stages of a hospital, considering legal formalities and environmental regulations.
CO4	Organize and maintain functional hospital operations, adhering to ethical standards and accreditation requirements.
CO5	Implement project management techniques for various supportive services within a hospital.

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 of hospital architecture, including planning, designing, and bed allocation.
CO2	Conduct community surveys to determine hospital needs, location, and resource allocation.
CO3	Manage the planning and construction stages of a hospital, considering legal formalities and environmental regulations.
CO4	Organize and maintain functional hospital operations, adhering to ethical standards and accreditation requirements.
CO5	Implement project management techniques for various supportive services within a hospital.

Bloom's Level

	Remember	Understand	Apply	Analyze	Evaluate	Create
CO1	√	√	-	-	-	-
CO2	√	√	√	√	-	-
CO3	√	√	√	√	-	-
CO4	√	√	√	-	-	-
CO5	√	√	√	-	-	-

MPMBA22-304HH2: HOSPITAL ARCHITECTURE MANAGEMENT   CREDITS: 3

Unit- I Concept of Hospital Architecture:

Introduction to Hospital Planning -Feasibility, Site allocations. Planning and designing of a Hospital (Building & Physical Layout); Different Hospitals planning with bed allocations– Space required for separate functions – different types of hospitals – problems & constraints in different types of hospitals – History of hospital developments.

Unit- II Surveying the Community

Area wide planning, planning for general Hospital service, determining the logical centers for hospital location, determining the area served by them, non-acceptable hospitals, occupancy and bed ratios, determining the size and kind of hospital service, quality of facilities and Services, evaluating the natural and human resource of each area in terms Sourcing finance, hospital constitution.

Unit- III Hospital Planning & Construction

Role of hospital consultant, planning stage: role of architect, working drawings, legal formalities, the hospital site, design considerations, environments regulations, equipment Planning, bed distribution, space requirements, their relationships, construction costs Management, Human resources -health care Equipment's,-Various level of hospitals architecture like Small-medium-large set up.

Unit- IV Functional Hospital Organization:

Functional Hospital Organization: Hospital code of ethics, medical ethics, standards for hospitals, standards for hospital accreditation, accreditation standards for extended care facilities.

Medical Specialties: Overview of the functions and sphere of each specialty: oncology, general medicine, cardio thoracic gastroenterology, urology, radiology, psychiatry, endocrinology, neurology, ophthalmology, medical services, surgical services, operation theatre, maternity services, Dental services.

Unit V Project management on Supportive Services:

Overview of Project management & Clinical Laboratories, radiological services, medical records, frontoffice, billing, staffing, housekeeping, transportation, dietary services, emergency services, infection control, and Mortuary services.

Suggested Reading:

1. Piggott, Carolyn Semple, Business Planning for Health Care Management, U.K. Open University press.

2. Kant Gupta, Shakti Kumar Gupta, Modern Trends in Planning & Designing of Hospitals, Jaypee Brothers Publishers.

3. Kunders G.D., Gopinath S., and Katakam A. Hospital Planning, Design and Management,

4. Tata McGraw Hill, New Delhi, 1999 Arun Kumar, (ed) Encyclopedia of HospitalAdministration and Development, Anmol publications, New Delhi, 2000.

5. Srinivasan, A.V. (ed), Managing a Modern Hospital, Chapter 2, Response Books, New Delhi, 2000

MPMBA22-304HH3	CLINICAL SERVICES	L-2, T-1, P-0	3 CREDIT
		Total Lecture	36

Course Objectives:

• The course aims to provide comprehensive knowledge and skills in managing clinical services within the healthcare sector, focusing on administration, policies, management, quality assurance, and surgical and allied services.

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

CO1	Understand the structure and function of healthcare administration in India, particularly in clinical settings.
CO2	Analyze and apply national health policies and programs to clinical service management.
CO3	Organize and administer various clinical services effectively, including outpatient, inpatient, emergency, and specialized services.
CO4	Implement quality management techniques and ensure compliance with quality standards in clinical services.
CO5	Manage surgical and allied services, including trauma care, urology, orthopedics, and insurance-related aspects in clinical 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	Understand the structure and function of healthcare administration in India, particularly in clinical settings.
CO2	Analyze and apply national health policies and programs to clinical service management.
CO3	Organize and administer various clinical services effectively, including outpatient, inpatient, emergency, and specialized services.
CO4	Implement quality management techniques and ensure compliance with quality standards in clinical services.
CO5	Manage surgical and allied services, including trauma care, urology, orthopedics, and insurance-related aspects in clinical settings.

Bloom's Level

	Remember	Understand	Apply	Analyze	Evaluate	Create
CO1	√	√	-	-	-	-
CO2	√	√	√	√	-	-
CO3	√	√	-	-	-	-
CO4	√	√	√	-	-	-
CO5	√	√	√	-	-	-

MPMBA22-304HH3: CLINICAL SERVICES   **CREDITS: 3**

Unit- I Introduction

Health administration in India – Health care delivery system – Introduction to OPD services – Overview function – location design – space requirements facilities – emergency service design – space requirement – physical facilities – Clinical & non-clinical services.

Unit- II Policies in Clinical Services

National Health Policy – National Health Programmes – Tuberculosis's control Programme, DOTS programme for control of Blindness – Family Welfare Programme- AIDS control programme, role & functions of National AIDS Control Organisation (NACO).

Unit – III Management and Organisation of Clinical Services

Organisation and Administration of various clinical services – Outpatient Services – In-Patient Services – Emergency Services – Operation Theatre – ICUs- Super Specialty Services including their utilization study – Nursing care & Ward Management (generated specialized delivery suite and maternity ward) – Neonatal Intensive Care Unit – Day Care Unit. Medical and allied services: Medical services, paediatric services, psychiatric services, gastro-enterology services, endocrinology services geriatric services cardiology centre, nephrology and dialysis.

Unit – IV Quality Management

Services and process quality – Cost of Quality – Quality control – Statistical methods in hospitals for control of service quality – Quality Circles – Total Quality Management – Five S and Six Sigma, Kaizen, Standard Operating Procedures (SOPs) – ISO, ISO standards and their implementation – Accreditation of hospitals – ISO, NABH, JCI.

Unit – V Surgical and Allied Services to Clinical Services

Surgical services Dental services – obst and gyneac services – physiotherapy services – Trauma centre – burns – paraplegic and malignant treatment centre – urology centre – orthopedic services. Insurance companies and TPAs – Insurance policy and cover – Personal accident insurance benefit – Claims procedures – Administration of patient related schemes – Medical Insurance – cashless benefit, reimbursement – CGHS, ECHS, CSMA, ESIC.

Suggested Reading:

1. Arnold D. Kalcizony & Stephen M. Shortell, Health Care Management.

2. Carolyn Semple Piggot & Carolyn S. Piggot, Business Planning for Health Care Management.

3. McLaughlin, D. B., & Olson, J. R., Healthcare operations management, Health Administration Press.

MPMBA22-304HH4	HEALTH CARE LAWS & ETHICS	L-2, T-1, P-0	3 CREDIT
		Total Lecture	36

Course Objectives:

• This course provides a comprehensive understanding of the legal and ethical frameworks governing healthcare practices. It covers the essential laws, regulations, and ethical principles that healthcare professionals must navigate to ensure compliance and ethical integrity in their practice.

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

CO1	Understand the professional code of conduct, ethics, and legal frameworks such as the Hippocratic Oath, IMC Regulations, and Geneva Conventions relevant to health care.
CO2	Analyze legal issues in patient care management including consent, emergency medicine protocols, medico-legal cases, and patient rights and responsibilities.
CO3	Evaluate the legal requirements for hospital establishment, compliance with safety regulations, and management of biomedical waste and radiation safety.
CO4	Interpret Acts applicable to hospitals including the Transplantation of Human Organs Act, Pre-natal Diagnostic Techniques Act, and Biomedical Waste Rules.
CO5	Discuss public health laws governing hospitals, challenges in health care laws related to epidemics, smoking prohibition, and unethical practices like advertising and rebates.

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 professional code of conduct, ethics, and legal frameworks such as the Hippocratic Oath, IMC Regulations, and Geneva Conventions relevant to health care.
CO2	Analyze legal issues in patient care management including consent, emergency medicine protocols, medico-legal cases, and patient rights and responsibilities.
CO3	Evaluate the legal requirements for hospital establishment, compliance with safety regulations, and management of biomedical waste and radiation safety.
CO4	Interpret Acts applicable to hospitals including the Transplantation of Human Organs Act, Pre-natal Diagnostic Techniques Act, and Biomedical Waste Rules.
CO5	Discuss public health laws governing hospitals, challenges in health care laws related to epidemics, smoking prohibition, and unethical practices like advertising and rebates.

Bloom's Level

	Remember	Understand	Apply	Analyze	Evaluate	Create
CO1	√	√	-	-	-	-
CO2	√	√	√	√	-	-
CO3	√	√	√	√	√	-
CO4	√	√	√	-	-	-
CO5	√	√	-	-	-	-

MPMBA22-304HH4: HEALTH CARE LAWS & ETHICS   **CREDITS: 3**

Unit – I Introduction to Health Care Laws and Regulation

Professional Code of Conduct and Ethics - Hippocratic Oath - Declaration of Geneva - IMC Regulations 2002 - Geneva Convention - Torts - Law of Natural Justice. Legal Issues in Patient Care Management - Ethical and Legal Aspects of Doctor-Patient Relationship - Consent - Emergency Medicine -Medico Legal Case - LAMA - Absconding Patients - Dying Declaration and Doctor - Autopsy - Medical Termination of Pregnancy - Mental Health of Patients - Rights and Responsibilities of Patients. Medical Negligence - Duty of Care to the Patient - Breach of Duty - Types of Negligence - Forms of Negligence – Legal Liability of Hospital: Absolute Liability and Vicarious Liability - Remedies Available to Patients.

Unit – II Acts Applicable to Hospitals:

Legal Requirements for Establishment of a Hospital - Building Bye Laws - Building Requirement for Radiation Safety - The Indian Electricity Rules - Regulation Governing Installation of Lifts & Escalators -Indian Boilers Act - Safety of Centralized Gas & Vacuum Supply Service - Petroleum Rules - Fire Safety Regulations- Registration of Hospitals/ Nursing Homes.

Unit – III Laws pertaining to Hospitals:

Transplantation of Human Organs Act, 1994 – Pre-natal Diagnostic Techniques (Regulation and Prevention of Misuse) Act, 1994 – Medical Negligence – Medico Legal Case – Dying Declaration-MCI act on medical education. The Biomedical Waste (Management and Handling) Rules-Radiation Safety System.

Unit – IV Medical Terminology- Glossary of medical terms:

major Diseases and medical specialties-Roots, Prefixes, Suffixes, Abbreviations and symbols-Common roots: element referring to, usage and definition-Common prefixes and suffixes-Common abbreviations: departments, time, general healthcare, routes of medication and laboratory-Symbols.

Unit – V Public Health Laws in Hospitals and Challenges in Health Care Laws:

Public Health Laws - Control of Epidemics - Notifiable Infectious Diseases - Prohibition of Smoking in Public Places Rules - The Registration of Births and Deaths Act - Prevention of Food Adulteration Act. Unethical/ Criminal Activities - Advertising - Rebates and Commissions.

Suggested Reading:

1. BM Sakharkar, PRINCIPLES OF HOSPITAL ADMINISTRATION AND PLANNING – Jaypee Brothers Publications.

2. Francis CM, Mario C de Souza; HOSPITAL ADMINISTRATION – Jaypee Brothers Medical Publishers

3. Gupta D and Gupta, S. Government and business, Vikas Publishing House 1987

4. Varma, D.P.S Monopolies, Trade Regulations and Consumer Protection, Tata McGraw Hill, New Delhi, 1985.

5. R.K. Chaube, Consumer Protection and the Medical Profession, Jaypee Publishing, New Delhi, 2000.

MPMBA22-304HT1	HOSPITALITY MARKETING MANAGEMENT	L-2, T-1, P-0	3 CREDIT
		Total Lecture	36

Course Objectives:

• The objective of this course is to provide students with a comprehensive understanding of marketing principles and their application in the hospitality and tourism industry. It covers market segmentation, marketing information systems, promotion strategies, and pricing strategies specific to the hotel and tourism sectors. This knowledge will equip students with the skills needed to effectively market hospitality services and products in various environments.

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

CO1	Understand the fundamentals of marketing and market segmentation, and how they apply to the hotel and tourism industry.
CO2	Utilize Marketing Information Systems (MIS) to gather and analyze data relevant to hotel and tourism marketing.
CO3	Develop and implement effective promotion strategies, including product modification, product launching, and branding for the hotel industry.
CO4	Formulate and execute promotional strategies for tourism and hotel services, utilizing sales techniques and advertising to enhance market presence.
CO5	Design competitive pricing strategies for hotel services, including room tariffs, food, and beverage pricing, and package tariffs to attract and retain customers.

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 marketing and market segmentation, and how they apply to the hotel and tourism industry.
CO2	Utilize Marketing Information Systems (MIS) to gather and analyze data relevant to hotel and tourism marketing.
CO3	Develop and implement effective promotion strategies, including product modification, product launching, and branding for the hotel industry.
CO4	Formulate and execute promotional strategies for tourism and hotel services, utilizing sales techniques and advertising to enhance market presence.
CO5	Design competitive pricing strategies for hotel services, including room tariffs, food, and beverage pricing, and package tariffs to attract and retain customers.

Bloom's Level						
	Remember	**Understand**	**Apply**	**Analyze**	**Evaluate**	**Create**
CO1	√	√	-	-	-	-
CO2	√	√	√	√	-	-
CO3	√	√	√	-	-	-
CO4	√	√	√	-	-	-
CO5	√	√	√	-	-	-

MPMBA22-304HT1: HOSPITALITY MARKETING MANAGEMENT CREDITS: 3

Unit I: Brief Introduction to Marketing and Market Segmentation

Definition, functions, concepts of Hotel & Tourism marketing, marketing of hotel services. Customers of hotel & tourism industry, hotel & tourism marketing in Indian environment. Concept & bases for segmentation, importance of segmentation. Decision process, menu fatigue, drinking habits, effective market segmentation.

Unit II: MIS

Definition, sub system, functions, sources of information for hotel & tourism industry.

Unit III: Hotel Industry Promotion Strategy

Concept, features, modification of product, failure of product. Launching new product, product screening & branding. Formulation of hotel product mix & travel mix.

Unit IV: Tourism & Hotel Promotion Strategy

Promote, selling the product, sales techniques, advertising selection of medium sales promotion. Key tools of sales promotion in hotel & travel organization.

Unit V: Tourist Packages & Hotel Pricing Strategy

Package tariffs, discount given, additional facilities given, room tariffs. Pricing food & beverages

Suggested Reading:

1. P. Kotler, Marketing for Hospitality & Tourism.

2. S.M. Jha, Tourism and Hospitality Marketing.

3. Sherlekar, Marketing Management.

MPMBA22-304HT2	TOURISM PRINCIPLES & PRACTICE	L-2, T-1, P-0	3 CREDIT
		Total Lecture	36

Course Objectives:

- The objective of this course is to provide students with a comprehensive understanding of the fundamental principles and practices of tourism. It covers the concept, types, and forms of tourism, transportation modes, tourist circuits, tourism organizations, and successful tourism planning. This knowledge will enable students to effectively analyze and apply tourism concepts in real-world scenarios, contributing to their professional development in the hospitality and tourism management field.

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

CO1	Understand the basic concepts, definitions, and psychological dimensions of tourism, including various types, forms, and characteristics of tourism products.
CO2	Analyze and evaluate different modes of transportation in India, including road, rail, air, and sea transport, and their significance in the tourism industry.
CO3	Identify and describe major tourist circuits, wildlife sanctuaries, national parks, and famous pilgrimage places in India.
CO4	Gain knowledge about key tourism organizations, both national and international, and their roles in the development and promotion of tourism.
CO5	Develop skills in tourism planning and marketing, including understanding the need for tourism policy, planning processes, and the components of a successful marketing mix.

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 basic concepts, definitions, and psychological dimensions of tourism, including various types, forms, and characteristics of tourism products.
CO2	Analyze and evaluate different modes of transportation in India, including road, rail, air, and sea transport, and their significance in the tourism industry.
CO3	Identify and describe major tourist circuits, wildlife sanctuaries, national parks, and famous pilgrimage places in India.
CO4	Gain knowledge about key tourism organizations, both national and international, and their roles in the development and promotion of tourism.
CO5	Develop skills in tourism planning and marketing, including understanding the need for tourism policy, planning processes, and the components of a successful marketing mix.

Bloom's Level

	Remember	Understand	Apply	Analyze	Evaluate	Create
CO1	√	√	-	-	-	-
CO2	√	√	√	√	√	-
CO3	√	√	√	-	-	-
CO4	√	√	√	-	-	-
CO5	√	√	√	-	-	-

MPMBA22-304HT2: TOURISM PRINCIPLES & PRACTICE   CREDITS: 3

Unit I: Introduction to Tourism

Concept of Tourism and Industrial Background- Objectives, Introduction, Tourism: The Basic Concept, Tourism: Meaning and Definition, The Tourist, Tourism, Recreation, Leisure and Their Interrelationship. Psychological Dimensions and Motivators of Travel- Objectives, Introduction, Definition and Role of Motivation, Tourism as a Service Industry.

Tourism: Types, Forms, Products And Attractions- Objectives, Introduction, Forms of Tourism, Nature of Tourism, Characteristics of Tourism,Elements and Characteristics of Tourism Product, Tourism Product System

Unit II: Modes of Transport

Road and Rail Transport in India- Objectives, Introduction, Transportation in India, Road Transport in India, Railways. Air and Sea Transport in India-Objectives, Introduction, Classification of Airways, Airlines in India, Sea Transport, Cruises of India

Unit III: Tourist Circuits

Wild Life Sanctuary And National Parks- Objectives, Introduction, Wild life Sanctuary, Project Tiger, Do's & Don'ts in a Wildlife Sanctuary, Kaziranga National Park, Jim Corbett National Park, Ranthambore National Park, Mudumalai Wildlife Sanctuary

Famous Pilgrimage Places Of India- Objectives, Introduction, Pilgrimage, Kumbh Mela, Char Dham, Vaishnodevi, Palitana, Ajmer Dargah.

Tourist Circuit: Meaning And Examples- Objectives, Introduction, Tourist Circuit, Golden Triangle, Bangalore Mysore Ooty, Buddhist Circuit, Bhubaneshwar Konark Puri

Unit IV: Tourism Organisation

Tourism Organisations – I: Objectives, Introduction to Organisations, TAAI, IATO, Indian Tourism Development, Corporation (ITDC)

2 Tourism Organisations – II: Objectives, Introduction, IATA, UFTAA, ASTA, PATA, WTO, ICAO.

Unit V: Tourism Planning

Successful Tourism Planning- Objectives, Introduction to Successful Tourism Planning, Need for Tourism Policy and Planning, Steps in Planning Process, Tourism Policy of India, The Concept of Marketing, Marketing Mix, The Promotion.

Suggested Readings:

1. Bhatia, A. K. (2012). The Business of Tourism: Concepts and Strategies. Sterling Publishers Pvt. Ltd.

2. Kamra, K. K., & Chand, M. (2006). Basics of Tourism: Theory, Operation, and Practice. Kanishka Publishers.

MPMBA22-304HT3	HOSPITALITY LAWS	L-2, T-1, P-0	3 CREDIT
		Total Lecture	36

Course Objectives:

• This module explores in detail the legal requirements necessary for operating a business in the hospitality industry. In particular it addresses the rights and responsibilities that the law imposes upon an international hospitality manager.

• It allows learners to develop a full appreciation of the possible consequences of failure to satisfy the legal obligations of a business.

• This module is to be delivered with an international focus to illustrate to the learners both the similarities and differences between hospitality legislation in different jurisdictions in relation to common legal areas to include planning, licensing laws, food operations and employment.

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

CO1	Gain foundational knowledge of hospitality laws in India, including business operations, contracts, and regulations.
CO2	Identify and comply with legal requirements for hotel operations, including licensing, insurance, and the role of professional bodies.
CO3	Apply relevant labor, hospitality, public health, and environmental laws to maintain safety and legal compliance.
CO4	Understand and apply hygiene and food safety regulations, including international standards and the Food Safety and Standards Act, 2006.
CO5	Manage intellectual property rights, adhere to cyber laws, and ensure consumer protection within the hospitality 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	Gain foundational knowledge of hospitality laws in India, including business operations, contracts, and regulations.
CO2	Identify and comply with legal requirements for hotel operations, including licensing, insurance, and the role of professional bodies.
CO3	Apply relevant labor, hospitality, public health, and environmental laws to maintain safety and legal compliance.
CO4	Understand and apply hygiene and food safety regulations, including international standards and the Food Safety and Standards Act, 2006.
CO5	Manage intellectual property rights, adhere to cyber laws, and ensure consumer protection within the hospitality industry.

Bloom's Level

	Remember	Understand	Apply	Analyze	Evaluate	Create
CO1	√	√	-	-	-	-
CO2	√	√	√	-	-	-
CO3	√	√	√	-	-	-
CO4	√	√	√	-	-	-
CO5	√	√	√	-	-	-

MPMBA22-304HT3: HOSPITALITY LAWS   **CREDITS: 3**

Unit I Introduction to Indian Hospitality & Related Laws in India: -

Introduction, Legal Perspectives, Key Issues. The legal requirements Prior and at the time of doing Hotel Business. Catering Establishment Act, 1958.

Unit II Laws Related to Hotel Operations in India:

Doing Hotel Business in India, Business Contracts, Hotel Licenses and Regulations, Hotel Insurance. Role of professional bodies like FHRAI & Hotel Association of India (HAI) in regulating the affairs of the hotel industry.

Unit III Laws Related to Employees, Guests, Public Health Safety:

Introduction and Overview of Labour Laws, Hospitality. Laws, Public Health and Environmental Laws

Unit IV Laws Related to Food & Beverage Services:

Introduction, Hygiene and Food, Personal Hygiene, Kitchen Hygiene, Food Hygiene, Food Poisoning, Food Safety Management Systems, Hazard Analysis Critical Control Point (HACCP), British Retail Consortium (BRC) Safety Standards, Safe Quality Food Program (SQF), International Featured Standards (IFS) Food Standard Certification, Foundation Food Safety System Certification (FSSC 22000). The Food Safety and Standards Act, 2006 (FSSA), India.

Unit V Intellectual Property, Cyber Laws, and Consumer Protection in Hospitality:

Intellectual Property Rights (IPR) in the Hospitality Industry: Overview of Intellectual Property Rights (IPR) including trademarks, copyrights, patents, and trade secrets. Importance of IPR in branding and protecting hotel and restaurant names, logos, and unique concepts.

Cyber Laws and Data Protection: Introduction to Cyber Laws relevant to the hospitality industry. Data protection and privacy laws, including the General Data Protection Regulation (GDPR) and the Indian Information Technology Act, 2000. Consumer Protection Laws: Overview of consumer protection laws relevant to the hospitality industry. Rights of consumers and obligations of hospitality businesses.

Suggested Reading:

1. Kumar, P. (2016). Hospitality Law: Managing Legal Issues in the Hospitality Industry. Pearson India.

2. Tiwari, A. K. (2013). Food Safety and Standards Act, 2006 along with Rules & Regulations. Taxmann Publications.

3. Sethi, M. (2007). Elements of Hospitality Management. Oxford University Press.

4. Walker, J. R., & Miller, J. E. (2008). Supervision in the Hospitality Industry. John Wiley & Sons.

MPMBA22-304HT4	TOURISM & TOURISM PRODUCTS FUNDAMENTALS	L-2, T-1, P-0	3 CREDIT
		Total Lecture	36

Course Objectives:

- This course aims to provide students with a comprehensive understanding of tourism products and their diverse nature. It explores archaeological, cultural, religious, natural, sports, health, and business-related tourism products, focusing on their significance, heritage, and impact on the tourism industry, with special emphasis on the rich heritage and diverse offerings of Karnataka.

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

CO1	Recognize and categorize different types of tourism products including archaeological, cultural, religious, natural, sports, health, and business-oriented offerings.
CO2	Examine significant South Indian and Indian monuments, including their historical, cultural, and architectural importance, and understand their role in attracting tourists.
CO3	Appreciate the richness of Indian folk art, festivals, music, dance, and religious pilgrimages, and assess their impact on tourism.
CO4	Identify and describe natural attractions like mountains, rivers, forests, and beaches, along with the role of adventure and sports activities in promoting tourism.
CO5	Understand the significance of health resorts, ayurvedic centers, medical tourism, and the characteristics of business travel, including MICE tourism and innovative tourism offerings.

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	Recognize and categorize different types of tourism products including archaeological, cultural, religious, natural, sports, health, and business-oriented offerings.
CO2	Examine significant South Indian and Indian monuments, including their historical, cultural, and architectural importance, and understand their role in attracting tourists.
CO3	Appreciate the richness of Indian folk art, festivals, music, dance, and religious pilgrimages, and assess their impact on tourism.
CO4	Identify and describe natural attractions like mountains, rivers, forests, and beaches, along with the role of adventure and sports activities in promoting tourism.
CO5	Understand the significance of health resorts, ayurvedic centers, medical tourism, and the characteristics of business travel, including MICE tourism and innovative tourism offerings.

Bloom's Level

	Remember	Understand	Apply	Analyze	Evaluate	Create
CO1	√	√	-	-	-	-
CO2	√	√	√	√	-	-
CO3	√	√	-	-	-	-
CO4	√	√	√	√	-	-
CO5	√	√	-	-	-	-

MPMBA22-304HT4: TOURISM & TOURISM PRODUCTS FUNDAMENTALS CREDITS: 3

Unit - I DEFINITION & NATURE OF TOURISM PRODUCTS

Introduction - the concept of Unity and diversity. The concept, nature and antiquity of Karnataka – Archaeological sites, Brahmagiri, Chandravalli, Maski, Talkad, T.Narasipur, Banavasi, Sannati- Hampi. Types of products- archeological-cultural-religious, natural, sports, health, business & innovations.

Unit - II ARCHOELOGICAL PRODUCTS

South Indian Monuments of religious & secular interest. Important monuments- Aihole, Badami, Pattadakal, Shravanbelagola, Belur, Halebidu, Bijapur,Hampi, Tanjore, Madurai.. Cochin, Trivandrum. Ajanata,Ellora,Hydrabad. Delhi & its surroundings-Agra,Fathepursikri, Khajurao, Bhuwaneshwar, Puri, Konark, Mount Abu, Jaipur, Dwaraka, Somanath & Mathura Monuments. World Heritage sites in India. Art and Architecture.

Unit-III CULTURAL RELIGIOUS PRODUCTS

Indian folk art & festivals, music, dance, cultural festivals etc. Festivals, carnivals, urus etc. Pilgrimages. Dasara,. Kumbha mela, Pushkar mela. Rathayatras, Utsavas & Car festivals Fairs and Festivals of Karnataka – an overview – Mysore Dasara, Bangalore Karaga, Melukote Vairumudi, Hampi Utsav, Kadambotsava, Karavali Utsav etc., Traditions, customs and cuisine.

Unit- IV NATURAL AND SPORTS PRODUCT

Mountains, rivers ,lakes, sea, beaches/resorts, forests, national parks, wildlife, jungle safari, bird sanctuaries, hill station. Land, water, aerial sports- relationship to tourism.

Unit- V HEALTH PRODUCTS, BUSINESS & INNOVATIVE PRODUCTS

Health resorts, ayurvedic centers, ayurvedic & rejuvenation therapies, medical tourism in India. Characteristics of business traveler, MICE & tourism, heritage trainsluminaries, cultural festivals, jungle resorts, food festivals.

Suggested Reading:

1. R.C.Manujundar,An advanced history of India.3012.

2. History of South Inidia by Nilakanda shastry,3011.

MPMBA22-401T	INTERNATIONAL BUSINESS	L-3, T-1, P-0	4 CREDIT
		Total Lecture	**48**

Course Objectives:

- The objective of this course is to equip students with the knowledge and skills to understand and navigate the complexities of international business operations.

- It prepares them to analyze global business environments, make strategic decisions, and effectively manage international business operations in a dynamic and interconnected world.

- The course may involve case studies, simulations, and projects that allow students to apply the theoretical concepts learned in the course to real-world international business scenarios.

- Students will develop critical thinking, problem-solving, and decision-making skills in an international business context.

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

CO1	Understand the complexities and challenges of international business and its environment.
CO2	Identify the various modes of entry into international business and analyze their advantages and disadvantages.
CO3	Analyze the theories of international trade and the commercial policy instruments used in international trade.
CO4	Evaluate the role of international organizations and arrangements in promoting international business.
CO5	Develop an understanding of the organizational structure and key issues in international production, finance, marketing, and human resource 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	Understand the complexities and challenges of international business and its environment.
CO2	Identify the various modes of entry into international business and analyze their advantages and disadvantages.
CO3	Analyze the theories of international trade and the commercial policy instruments used in international trade.
CO4	Evaluate the role of international organizations and arrangements in promoting international business.
CO5	Develop an understanding of the organizational structure and key issues in international production, finance, marketing, and human resource decisions.

Bloom's Level

	Remember	Understand	Apply	Analyze	Evaluate	Create
CO1	√	√	-	-	-	-
CO2	√	√	√	√	-	-
CO3	√	√	√	√	-	-
CO4	√	√	√	√	√	-
CO5	√	√	√	√	-	-

MPMBA22-401: INTERNATIONAL BUSINESS   CREDITS: 4

UNIT I: Introduction

Nature and Scope of International Business; Relation of International Business; International Business vs Domestic Business. International Business Environment: Economics, Socio-Cultural and Politic-Legal Environment; Complexities of International Business; Modes of Entry into International Business; global trading environment-recent trends in world trade in goods and services.

UNIT II: Theories of International Trade: An overview; Commercial Policy Instruments-Tariff and Non-Tariff measures; Balance of payment account and its components.

International Organisation and Arrangements: WTO-Its Objectives, Principles, Organisational Structure and Functioning; An overview of other organizations – UNCTAD, World Bank and IMF; Commodity and other trading agreements.

UNIT III: Regional Economic Co-operation: Forms of regional grouping; Integration efforts among countries in Europe, North America, and Asia.

International Financial Environment: International Financial System and Institutions; Foreign exchange markets and risk Management; Foreign investments-types and flows; Foreign Investment in Indian Perspective.

UNIT IV: Organisational Structure for International Business Operations: Key issues in International Production, Finance, Marketing and Human Resource Decisions; International Business Negotiations.

Developments and Issues in International Business: Outsourcing and its potentials for India; Strategic alliances, Mergers and Acquisitions; Role of IT in International Business; International Business and Ecological Considerations.

UNIT V: Measure for Promoting for International Business in India; Special Economic Zones (SEZs) and 100% exports oriented units (EOUs); Measures for promoting foreign investment into and from India; Indian joint ventures and acquisitions abroad. Financing of International Business and Payments Terms.

Suggested Readings

- Charles, W.L. Hill and Arun K. Jain, *International Business,* Tata McGraw-Hill, New Delhi, 2008

- Justin, Paul and Raunack Kapoor, *International Business,* 2nd ed., Prentice-Hall of India Ltd., 2012

- Johnosn, Derbe, and Colin Turner, *International Businesss-Themes and Issues in the Modern Global Economy,* London: Roultedge, 2003

- Cherunilam, Francis, *International Business: Text and Cases,* Prentice-Hall of India Ltd., 2004

- John, H. Daniels and Lee H. Radenbaugh, *International Business Environment and Operations,* Person, Delhi, 2001

- Michael R. Czinkota, *et al., International Business,* the Dryden Press, Fortforth, 2002

MPMBA22-402T	ENTREPRENEURSHIP DEVELOPMENT	L-3, T-1, P-0	4 CREDIT
		Total Lecture	48

Course Objectives:

- The objective of an Entrepreneurship Development course in an MBA program is to equip students with the knowledge, skills, and mindset required to pursue entrepreneurial ventures.

- It prepares them to identify and evaluate entrepreneurial opportunities, develop business plans, and navigate the challenges of starting and managing their own businesses.

- Students will gain insights into the role of government and other external factors in supporting and promoting entrepreneurship.

- Students will learn the process of developing a comprehensive business plan. They will understand the essential elements of a business plan, including objectives, market analysis, product/idea development, marketing strategies etc.

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

CO1	Understand the concept and need for entrepreneurship.
CO2	Identify the different characteristics and types of entrepreneurship.
CO3	Analyze external and internal factors that affect entrepreneurship development
CO4	Develop a comprehensive business plan for a new venture
CO5	Evaluate the role of government in promoting entrepreneurship and identify relevant schemes and incentives.

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 need for entrepreneurship.					
CO2	Identify the different characteristics and types of entrepreneurship.					
CO3	Analyze external and internal factors that affect entrepreneurship development					
CO4	Develop a comprehensive business plan for a new venture					
CO5	Evaluate the role of government in promoting entrepreneurship and identify relevant schemes and incentives.					

	Bloom's Level					
	Remember	**Understand**	**Apply**	**Analyze**	**Evaluate**	**Create**
CO1	√	√	-	-	-	-
CO2	√	√	√	-	-	-
CO3	√	√	√	√	-	-
CO4	√	√	√	-	-	-
CO5	√	√	√	√	√	-

MPMBA22-402T: ENTREPRENEURSHIP DEVELOPMENT   CREDITS: 4

UNIT I: Foundation of Entrepreneurship Development

Concept and need of entrepreneurship; Characteristics and Types of Entrepreneurship; Entrepreneurship as a career; Entrepreneurship as a style of Management; The changing role of the entrepreneur; Entrepreneurial traits, factors affecting entrepreneur.

UNIT II: Theories of Entrepreneurship

Influences on entrepreneurship development; External influences on entrepreneurship development; Socio-cultural, Political, economical, personal entrepreneurial success and failure: reasons and remedies; Women entrepreneurs: Challenges and achievements of women entrepreneurs.

UNIT III: Business Planning Process

The business plan as an entrepreneurial tool; Elements of business planning; Objectives; Market analysis; development of Product/ idea; Marketing, Finance, Organisation and management; Ownership; Critical risk contingencies of The proposal; Scheduling and milestones.

UNIT IV: Project Planning for Entrepreneurs

Technical, Financial, Marketing, Personnel, and management feasibility reports; Financial schemes offered by various financial institution, Like Commercial Banks, IDBI, ICICI, SIDBI, SFCs, Foreign currency Financing; Estimation of Financial requirements.

UNIT V: Entrepreneurship Development and Government

Role of Central Government and State Government in promoting entrepreneurship with various incentives, subsidies, grants, programmed, schemes and challenges. Government initiatives and inclusive entrepreneurial Growth.

Suggested Reading

- Khanna, S.S., *Entrepreneurial Development*, S. Chand, New Delhi.
- Hisrich D. Robert, Michael P. Peters, Dean A. Sheperd, *Entrepreneurship*, McGraw-Hill.6th ed.
- Holt H. David, *Entrepreneurship: New Venture Creation*, Prentice- Hall of India, New Delhi, Latest
- Kuratko, F. Donald, Richard M. Hodgetts, *Entrepreneurship: Theory, Process, Practice*, Thomson.
- Desai, Vasant, *Dynamics of Entrepreneurship*: *New Venture Creation*, Prentice-Hall of India, New Delhi, Latest edition.
- Patel, V.G*., The Seven Business Crises and How to Beat Them*, Tata McGraw-Hill, New Delhi, 1995.

MPMBA22-403T	TOTAL QUALITY MANAGEMENT	L-3, T-1, P-0	4 CREDIT
		Total Lecture	48

Course Objectives:

- The objective of the Total Quality Management course in an MBA program is to equip students with the knowledge, skills, and tools to effectively implement TQM practices in organizations.
- It focuses on developing an understanding of the fundamental principles, human aspects, management systems, practices, and standards related to TQM.
- Students will learn how to drive quality improvement, enhance productivity, and create a culture of continuous improvement within organizations.
- Students will gain insights into strategic quality management and the components of a quality management system. They will understand the significance of quality statements, organizational culture, and the product quality cycle.

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

CO1	Understand the principles and philosophies of TQM and the evolution of TQM.
CO2	Identify and analyze the human aspect of TQM, including the role of quality leaders, teams, and participative management.
CO3	Develop an understanding of the TQM planning environment and quality management system.
CO4	Analyze TQM practices and technologies, including policy deployment, benchmarking, and failure-mode and effect analysis.
CO5	Understand the concept and need for quality standards and the process of ISO certification.

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 principles and philosophies of TQM and the evolution of TQM.
CO2	Identify and analyze the human aspect of TQM, including the role of quality leaders, teams, and participative management.
CO3	Develop an understanding of the TQM planning environment and quality management system.
CO4	Analyze TQM practices and technologies, including policy deployment, benchmarking, and failure-mode and effect analysis.
CO5	Understand the concept and need for quality standards and the process of ISO certification.

Bloom's Level

	Remember	Understand	Apply	Analyze	Evaluate	Create
CO1	√	√	-	-	-	-
CO2	√	√	√	√	-	-
CO3	√	√	√	-	-	-
CO4	√	√	√	√	-	-
CO5	√	√		-	-	-

MPMBA22-403T: TOTAL QUALITY MANAGEMENT   **CREDITS: 4**

UNIT I: Total Quality Management (TQM) Concept and Fundamentals

Approaches to Quality Management, TQM Framework and **Features**, Principle of TQM, Philosophies of Quality Gurus: Deming's 14 Points, Crosby's Four Absolutes, Juran's Trilogy, Feigenbaum's Total Quality Control, The Total Quality Triad, Evolution of TQM.

UNIT II: Human Aspect of Total Quality Management (TQM)

TQM Human Elements, Motivating People for Total Quality, Resistance to Change, Characteristics of Quality Leaders, Role of Quality Leaders, Teams for TQM, On-th-Job satisfaction and quality, Participative Management, Compensation System, Ergonomics.

UNIT III: Quality Management System

Strategic Quality management, Quality Statement, Culture, Product Quality cycle, TQM Planning Environment, Role of Quality Control Department, Planning for Productivity, Quality and re-engineering, Introduction to Business Process Re-engineering (BPR), The Cost of Quality (Direct and Indirect Cost), Evaluating the cost of TQM, Quality Inedx, The Total Quality Cost Curve, Standardization.

UNIT IV: Total Quality Management (TQM) Practices

TQM Technologies and TQM Practices: Policy Deployment, Benchmarking, Backtracking, Cross- Functional Teams, QFD, Taguchi Method, Failure-Mode and Effect Analysis, The Poka-Yoke Concept, Concurrent Engineering, Malcolm Baldrige Award Model, TQM Implementation Process, Introduction to World Class Manufacturing.

UNIT V: Quality Management Standards

Concept and need of Quality Standards, National Quality Standard Organisations: Bureau of Indian Standards (BIS), Agmark Grading of Agriculture and Allied Commodities, Quality Council of India; International Ogranisation for Standardisation (ISO), ISO Standards: ISO 9000 and 14000 Series, Integration of ISO 14000 with ISO 9000, Process of ISO Certification, Implementing he System, Post Certification.

Suggested Readings

- Dale, Carol, Glen, Mary, *Total Quality Management,* 3rd ed., Pearson Education, New Delhi.
- Ross, *Total Quality Management: Text, Cases, and Readings,* 2nd ed. St. Lucie Press.
- H Lal, *Total Quality Management: A Practical Approach,* New Age International, New Delhi.

MPMBA22-404M1	INTERNATIONAL MARKETING	L-2, T-1, P-0	3 CREDIT
		Total Lecture	36

Course Objectives:

- Analyze the international marketing environment, including geographic, demographic, economic, political, legal, and socio-cultural factors.

- Gain insights into international distribution channels, including the selection of middlemen and distribution logistics such as transportation and warehousing.

- Develop skills to analyze and formulate international marketing strategies that align with the goals and objectives of the organization in the global marketplace.

- The course aims to provide students with a comprehensive understanding of the concepts, theories, and practices related to international marketing and equip them with the necessary skills to navigate the complexities of international markets.

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

CO1	Understand the international marketing environment, including its geographic, demographic, economic, political, legal, and socio-cultural aspects.
CO2	Analyze the process of international product/market selection and entry modes, including export licensing, franchising, joint venture, and wholly-owned subsidiary.
CO3	Develop an understanding of international product planning and pricing, including product standardization and adaptation, packaging, branding, and pricing methods and process.
CO4	Analyze the types and functions of foreign distribution channels, distribution logistics, transportation and warehousing decisions, and international advertising.
CO5	Develop skills in selecting middlemen, measuring advertising effectiveness, and evaluating the performance of international marketing operations.

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 international marketing environment, including its geographic, demographic, economic, political, legal, and socio-cultural aspects.
CO2	Analyze the process of international product/market selection and entry modes, including export licensing, franchising, joint venture, and wholly-owned subsidiary.
CO3	Develop an understanding of international product planning and pricing, including product standardization and adaptation, packaging, branding, and pricing methods and process.
CO4	Analyze the types and functions of foreign distribution channels, distribution logistics, transportation and warehousing decisions, and international advertising.
CO5	Develop skills in selecting middlemen, measuring advertising effectiveness, and evaluating the performance of international marketing operations.

Bloom's Level

	Remember	Understand	Apply	Analyze	Evaluate	Create
CO1	√	√	-	-	-	-
CO2	√	√	√	√	-	-
CO3	√	√	√	√	-	-
CO4	√	√	√	√	-	-
CO5	√	√	√	-	-	-

MPMBA22-404M1: INTERNATIONAL MARKETING   **CREDITS: 3**

UNIT I: Introduction to International Marketing

Nature Scope and Significance of International Marketing; International Marketing Distinguished from Domestic Marketing. Exporting, International Trade and International Business, International Business, International Marketing Management Process an Overview.

UNIT II: International Marketing Environment

Geographic, demographic, economic, politic, legal, Socio-cultural environments; their nature and effect on international marketing operations, tariff and non-tariff barriers; WTO, UNCTAD, Generalized system of preferences (GSP), regional economic groupings European Union(EU), NAFTA, ASEAN, facilities and incentives for exporters.

UNIT III: International Product/ Market Selection and Entry Modes

Selection of Products, Selection of Market, various modes of entry into international markets and their evaluation, export licensing franchising, Contracting, Joint venture, setting up wholly owned subsidiary.

UNIT IV: International Product Planning and Pricing

Product in international context, Standardisation vs. adoption decision, other considerations; Packaging, branding after sales services, ISO 9001:2000 quality system standard, factors influencing price, pricing methods and process, price quotations and related considerations.

UNIT V: International Distribution and Promotion

Types and functions of foreign distribution channels, selection of middlemen, distribution logistics- transportation and warehousing decisions, International advertising- standardization vs. adaptation, Selection of media, Selection of agency, measuring advertising effectiveness.

Suggested Reading

- Cateroa, R, Phllip, *International Marketing*, Tata McGraw Hill, 2006
- Vern Terpestra, *International Marketing*,Cengage Learning, 2010
- RC Varshney and B.Bhattacharya, *International Marketing- Indian Perspective*, Sultan chand & Sons New Delhi, 2006
- Fayerweather, J, *International Marketing Management*, Sage Publication, 2006
- Jain Subhash, *International Marketing Management*, Cengage Learning, 2005

MPMBA22-404M2	SALES MANAGEMENT		L-2, T-1, P-0	3 CREDIT
			Total Lecture	36

Course Objectives:

- Identify situations where personal selling is more effective than advertising and understand the different types of selling situations and salespersons.

- Learn the step-by-step process of effective selling, including prospecting, pre-approach, approach, presentation and demonstration, handling objections, closing the sale, and post-sale activities.

- Discuss the ethical and legal aspects of selling and understand the measures to make selling an attractive career option.

- These course objectives aim to equip students with the knowledge, skills, and strategies necessary to effectively manage a sales force, optimize sales performance, and adapt to the evolving dynamics of the sales environment.

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

CO1	Understand the importance of personal selling in the marketing mix and identify different types of selling situations and salespersons.
CO2	Analyze the process of effective selling, including applying the AIDA model in personal selling and understanding the importance of sales forecasting, sales budgeting, and sales controlling in managing the sales effort.
CO3	Apply the AIDA model in personal selling and understand the importance of international product planning and pricing.
CO4	Analyze the types and functions of foreign distribution channels and understand the ethical and legal aspects of selling.
CO5	Understand the importance of sales controlling in managing the sales effort and exhibit a broad appreciation of the ethical and value underpinnings of managerial choices in a globalized environment, and distinguish between ethical and unethical behaviors.

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 importance of personal selling in the marketing mix and identify different types of selling situations and salespersons.
CO2	Analyze the process of effective selling, including applying the AIDA model in personal selling and understanding the importance of sales forecasting, sales budgeting, and sales controlling in managing the sales effort.
CO3	Apply the AIDA model in personal selling and understand the importance of international product planning and pricing.
CO4	Analyze the types and functions of foreign distribution channels and understand the ethical and legal aspects of selling.
CO5	Understand the importance of sales controlling in managing the sales effort and exhibit a broad appreciation of the ethical and value underpinnings of managerial choices in a globalized environment, and distinguish between ethical and unethical behaviors.

Bloom's Level

	Remember	Understand	Apply	Analyze	Evaluate	Create
CO1	√	√	-	-	-	-
CO2	√	√	√	√	-	-
CO3	√	√	√	-	-	-
CO4	√	√	√	√	-	-
CO5	√	√	√	-	-	-

MPMBA22-404M2: SALES MANAGEMENT   **CREDITS: 3**

UNIT I: 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 II: 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 III: Controlling the Sales Effort

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

UNIT IV: Managing the Sales Force

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

UNIT V: 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*.

MPMBA22-404M3	RURAL MARKETING	L-2, T-1, P-0	3 CREDIT
		Total Lecture	36

Course Objectives:

- Explore the characteristics of rural consumers and their buying behavior, including the factors that influence their decision-making process.

- Understand the marketing mix elements in the context of rural markets, including product decisions, pricing strategies, promotional techniques, and distribution channels.

- The course objective aim to provide students with a comprehensive understanding of rural markets, rural consumer behavior, and the strategies and techniques required to effectively market products and services in rural areas.

- The objectives also emphasize the importance of innovation, technology, and sustainable development in rural marketing practices.

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

CO1	Comprehend the nature, size, and scope of Indian rural markets and rural demand.
CO2	Understand rural consumer behavior, segmentation, targeting, and positioning strategies.
CO3	Analyze the marketing mix elements in the context of rural markets, including product, pricing, promotion, and distribution.
CO4	Appreciate the significance of innovation in rural markets and the role of IT and organized retailing in rural India.
CO5	Assess the future prospects of the rural market in India, including the changing role of the rural sector, marketing of agricultural inputs and products, and rural female empowerment.

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 nature, size, and scope of Indian rural markets and rural demand.
CO2	Understand rural consumer behavior, segmentation, targeting, and positioning strategies.
CO3	Analyze the marketing mix elements in the context of rural markets, including product, pricing, promotion, and distribution.
CO4	Appreciate the significance of innovation in rural markets and the role of IT and organized retailing in rural India.
CO5	Assess the future prospects of the rural market in India, including the changing role of the rural sector, marketing of agricultural inputs and products, and rural female empowerment.

Bloom's Level

	Remember	Understand	Apply	Analyze	Evaluate	Create
CO1	√	√	-	-	-	-
CO2	√	√	-	-	-	-
CO3	√	√	√	√	-	-
CO4	√	√	√	√	-	-
CO5	√	√	√	√	-	-

MPMBA22-404M3: RURAL MARKETING   **CREDITS: 3**

UNIT I: Introduction to Rural Markets

Definition, Concept, Nature, Size and Scope of Indian Rural markets, Rural Demand, Buying Characteristics, Rural Market Structure : Demographic, Physical, Economic Environment.

UNIT II: Understanding the Rural Consumer

Rural Community in India, Profile of Rural markets: Segmenting the Rural Market, Target and Positioning, Rural Consumer Behavior, Rural Buyer Characteristics, Consumer Buying Decision Process, Factors Affecting Consumer Behavior – Cultural, Social, Technological, Economic and Political.

UNIT III: Marketing Mix in Rural Markets

Product: Significance, Concept and Product Mix Decisions, Pricing Strategy: Objectives, Policies and Strategies, Promotion: Advertising, Sales Promotions Communication in Rural marketing, language and Culture Distribution Strategies, Channels of Distribution, Role of Co-operative, Government, Financial Institutions, Public Sector Undertakings, Regulated Markets and Public Distribution Systems.

UNIT IV: Innovation in Rural Markets

Significance of innovation in rural markets, Intervention of IT in Rural Markets: Importance and Initiatives, Emergence of Organised retailing in Rural India, Key Drivers of Organised Retail, Cases in organised retail: Operative Models adopted by Indian Companies.

UNIT V: Future of Rural Marketing

Changing Role of Rural Sector in India; Rural Income and Demand, Problems in Marketing of agricultural inputs in Rural India – Chemical fertilizers, Certified seeds and Agricultural Equipments – Tractors, Engines, Pump Sets, Marketing of Agricultural products, improvement Measures taken by the Government – Initiatives by Co-operative and Private Sector, Present Scenario- Rural Female Empowerment, Micro Financing, Mobility in Emerging Markets, Growing Rural Tourism.

Suggested Readings

- Rama Bijapurkar (2007), *We are like That Only, the logic of Consumer India*, Penguin Books
- Prahalad C.K (2008), *Fortune at the Bottom of the Pyramid*, Pearson Publication
- R V Badi, N V Badi, *Rural Marketing, 2008*, Himalaya Publishing House.
- U C Mathur, *Rural marketing, Text and Cases*, 2008, excel books

MPMBA22-404D1	e- BUSINESS	L-2, T-1, P-0	3 CREDIT
		Total Lecture	36

Course Objectives:

- This course aims to provide comprehensive understanding of e-business concepts, including e-commerce models, security measures, e-payment systems, marketing technologies, and cyber laws. It covers the application of digital technologies in business, emphasizing security protocols, marketing strategies, and legal frameworks governing online transactions.

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

CO1	Understand various e-commerce business models and compare traditional commerce with e-commerce advantages and disadvantages.
CO2	Implement effective security measures including encryption, SSL protocols, firewalls, and VPNs to safeguard e-business transactions and communications.
CO3	Analyze different e-payment systems such as credit cards, digital wallets, and secure electronic transactions (SET) protocols.
CO4	Utilize e-commerce marketing technologies like CRM systems, data mining, and viral marketing to enhance B2B and B2C marketing strategies.
CO5	Comprehend cyber laws and regulations, including the IT Act 2000, to mitigate internet fraud and ensure legal compliance in e-business operations.

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 various e-commerce business models and compare traditional commerce with e-commerce advantages and disadvantages.
CO2	Implement effective security measures including encryption, SSL protocols, firewalls, and VPNs to safeguard e-business transactions and communications.
CO3	Analyze different e-payment systems such as credit cards, digital wallets, and secure electronic transactions (SET) protocols.
CO4	Utilize e-commerce marketing technologies like CRM systems, data mining, and viral marketing to enhance B2B and B2C marketing strategies.
CO5	Comprehend cyber laws and regulations, including the IT Act 2000, to mitigate internet fraud and ensure legal compliance in e-business operations.

Bloom's Level

	Remember	**Understand**	**Apply**	**Analyze**	**Evaluate**	**Create**
CO1	√	√	-	-	-	-
CO2	√	√	√	-	-	-
CO3	√	√	√	√	-	-
CO4	√	√	√	√	-	-
CO5	√	√	-	-	-	-

MPMBA22-404D1: e-BUSIESS   **CREDITS: 3**

Unit I: E-BUSINESS – An Introduction:

Introduction, E-Commerce – definition, History of E-commerce, types of E-Commerce B to B etc. Comparison of traditional commerce and e-commerce. E-Commerce business models – major B to B, B to C model, Consumer-to-Consumer (C2C), Consumer-to-Business (C2B) model, Peer to-Peer (P2P) model – emerging trends. Advantages/ Disadvantages of ecommerce, web auctions, virtual communities, portals, e-business revenue models.

Unit II: Security for e-Business

Security threats – An area view – implementing E-commerce security – encryption – Decryption, Protecting client computers E-Commerce Communication channels and web servers Encryption, SSL protocol, Firewalls, Cryptography methods, VPNs, protecting, networks, policies and procedures.

Unit III e-payments

E-payment systems – An overview. B to C payments, B to B payments. Types of E- payment system – Credit card payment, debit cards, accumulating balance, online stored value payment systems, digital cash, digital (electronic) wallets, agile wallet, smart cards and digital cheques. Secure Electronic Transaction (SET) protocol. RFID Concepts.

UNIT IV: e-Business Marketing Technologies

E-Commerce and marketing B to B and B to C marketing and branding strategies. Web transaction logs, cookies, shopping cart database, DBMS, SQL, data mining, CRM (customer relationship Management) system – permission marketing, affiliate marketing, viral marketing.

UNIT V: Cyber Laws

Legal Aspects of E-Business, Internet frauds – Cyber Laws. IT Act 2000 salient features. Guidelines on cyber securities to be included.

Suggested Reading:

1. Kalakota Ravi and A. B. Whinston : "Frontiers of Electronic Commerce", Addison

2. Watson R T :"Electronic Commerce – the strategic perspective." The Dryden press

3. Agarwala K.N and Deeksha Ararwala: "Business on the Net – Whats and Hows of ECommerce"

4. Agarwala and Ararwala : "Business on the Net – Bridge to the online store front,"

5. Murthy CSV: "E. Commerce" Himalaya Publishing House Pvt.Ltd.

MPMBA22-404D2	DATA ANALYTICS	L-2, T-1, P-0	3 CREDIT
		Total Lecture	36

Course Objectives:

• This course provides an in-depth understanding of data analytics and its application in digital marketing.

• Students will learn how to collect, analyze, and interpret data to make informed marketing decisions.

• The course covers various analytical tools and techniques essential for data-driven marketing strategies.

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

CO1	Gain a foundational understanding of data analytics and its role in digital marketing.
CO2	Develop proficiency in using key analytical tools and software such as Excel, Python, R, Tableau, and Power BI.
CO3	Acquire skills in analyzing and interpreting marketing data using techniques like EDA, hypothesis testing, regression, classification, and clustering.
CO4	Apply data analytics to real-world digital marketing scenarios, including customer segmentation, CLV analysis, A/B testing, sentiment analysis, and web/social media analytics.
CO5	Explore advanced topics such as big data analytics and machine learning, understand ethical issues, and stay informed about future trends in data analytics.

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 foundational understanding of data analytics and its role in digital marketing.
CO2	Develop proficiency in using key analytical tools and software such as Excel, Python, R, Tableau, and Power BI.
CO3	Acquire skills in analyzing and interpreting marketing data using techniques like EDA, hypothesis testing, regression, classification, and clustering.
CO4	Apply data analytics to real-world digital marketing scenarios, including customer segmentation, CLV analysis, A/B testing, sentiment analysis, and web/social media analytics.
CO5	Explore advanced topics such as big data analytics and machine learning, understand ethical issues, and stay informed about future trends in data analytics.

Bloom's Level

	Remember	Understand	Apply	Analyze	Evaluate	Create
CO1	√	√	-	-	-	-
CO2	√	√	√	-	-	-
CO3	√	√	√	√	-	-
CO4	√	√	√	-	-	-
CO5	√	√	√	-	-	-

MPMBA22-404D2: DATA ANALYTICS   **CREDITS: 3**

Unit I: Introduction to Data Analytics

Introduction to Data Analytics; Importance of Data in Marketing; Types of Data: Structured and Unstructured; Data Collection Methods; Data Cleaning and Preprocessing.

Unit II: Data Analytics Tools and Techniques

Introduction to Analytical Tools (Excel, Python, R); Data Visualization Tools (Tableau, Power BI); Descriptive Statistics; Inferential Statistics; Predictive Analytics.

Unit III: Data Analysis and Interpretation

Exploratory Data Analysis (EDA); Hypothesis Testing; Regression Analysis; Classification Techniques; Clustering Techniques.

Unit IV: Application of Data Analytics in Digital Marketing

Customer Segmentation; Customer Lifetime Value (CLV) Analysis; A/B Testing; Sentiment Analysis; Web and Social Media Analytics.

Unit V: Advanced Topics and Case Studies

Big Data Analytics; Machine Learning in Marketing; Real-World Case Studies; Ethical Issues in Data Analytics; Future Trends in Data Analytics.

Suggested Reading:

1.Provost, F., & Fawcett, T. (2013). Data Science for Business: What You Need to Know about Data Mining and Data-Analytic Thinking. O'Reilly Media.

2. Hair, J. F., Black, W. C., Babin, B. J., & Anderson, R. E. (2018). Multivariate Data Analysis (8th ed.). Cengage Learning.

3. Siegel, E. (2013). Predictive Analytics: The Power to Predict Who Will Click, Buy, Lie, or Die. Wiley.

4. Marr, B. (2015). Big Data: Using SMART Big Data, Analytics and Metrics to Make Better Decisions and Improve Performance. Wiley.

5. Davenport, T. H., & Harris, J. G. (2017). Competing on Analytics: Updated, with a New Introduction: The New Science of Winning. Harvard Business Review Press.

MPMBA22-404D3	SOCIAL MEDIA MARKETING	L-2, T-1, P-0	3 CREDIT
		Total Lecture	36

Course Objectives:

- This course aims to familiarize students with social media marketing concepts, platforms, and strategies. It covers content creation, platform-specific advertising techniques, metrics for measuring campaign effectiveness, and the strategic use of social media to engage audiences and achieve marketing goals.

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

CO1	Understand the fundamentals of social media marketing including platform characteristics and strategic advantages.
CO2	Design and create effective content tailored to target audiences across various social media platforms.
CO3	Implement advertising and marketing strategies on Facebook, Instagram, Twitter, LinkedIn, YouTube, and Pinterest.
CO4	Measure and analyze key metrics to evaluate social media campaign performance and effectiveness.
CO5	Apply case studies to contextualize and refine social media marketing strategies for practical implementation.

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 social media marketing including platform characteristics and strategic advantages.
CO2	Design and create effective content tailored to target audiences across various social media platforms.
CO3	Implement advertising and marketing strategies on Facebook, Instagram, Twitter, LinkedIn, YouTube, and Pinterest.
CO4	Measure and analyze key metrics to evaluate social media campaign performance and effectiveness.
CO5	Apply case studies to contextualize and refine social media marketing strategies for practical implementation.

Bloom's Level

	Remember	**Understand**	**Apply**	**Analyze**	**Evaluate**	**Create**
CO1	√	√	-	-	-	-
CO2	√	√	√	-	-	-
CO3	√	√	√	-	-	-
CO4	√	√	√	√	-	-
CO5	√	√	√	-	-	-

MPMBA22-404D3: SOCIAL MEDIA MARKETING   **CREDITS: 3**

Unit- I Introduction to social media marketing:

Introduction to the concept of social Media-Definition, Characteristics and Scope, History. Social media marketing- Definition, Uses and Scope, Social media platforms - Facebook, YouTube, LinkedIn, Instagram, Twitter, Pinterest, Blogs. Importance of Social Media Marketing. Social Media Marketing advantages and limitations. Introduction to social media marketing strategies.

Unit- II

Content designing for social media platforms: Terminologies-basics of content creation, process, Identification of target audience and social media platform, defining content mix using sales posts, interactive posts and informative posts, Impact of colors, images on the customer, tools used for content creation like canva, GIFs, Instagram stories, pin templates, tall pins, image cut outs, YouTube video Thumbnail, etc.

Unit- III

Facebook and Instagram advertising and marketing Introduction to Facebook and Instagram platform as advertising and marketing media, characteristics of Facebook and Instagram marketing. Target audience, page set up, Post types and its dimensions, competitor analysis, case studies.

Unit- IV

Twitter, LinkedIn, YouTube, Pinterest advertising and marketing: Introduction and overview of platforms, Characteristics, how to use these platforms, target audience, profile / account building, how to pin. Crafting summary for marketing, creating and uploading videos, use of hashtags, Case studies.

Unit- V

Metrics of social media marketing: What is to be measured- Parameters to measure impact volume, reach and Engagement (engagement rates, engagement metrics). Influence, share of voice (volume and sentiment), referrals and conversions, response rate and time. Case studies.

Suggested Text Books

1. Internet age - Marketing with social media, Dr Apoorva Palkar, Amit Jadhav, Himalaya publication

2. Social Media Marketing – Tracy tuten, Sage Publications

3. Social Media Marketing 1st Edition, Michael R. Solomon, Tracy Tuten - Pearson Education.

MPMBA22-404F1	**FINANCIAL SERVICES**	**L-2, T-1, P-0**	**3 CREDIT**
		Total Lecture	**36**

Course Objectives:

- Explore the role and functions of financial services in the economy, including the mobilization of funds, capital allocation, risk management, and financial intermediation.

- Understand the regulatory framework and legal aspects associated with financial services, including compliance requirements and the role of regulatory authorities.

- The course objective aim to provide students with a comprehensive understanding of various financial services, their functions, and their significance in the economy.

- The objectives also focus on developing analytical skills and the ability to assess and evaluate different financial services in real-world scenarios.

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

CO1	Understand the concept and need for financial services, and the characteristics and role of financial intermediaries.
CO2	Analyze the functioning of banks, commercial banks' changing role, and non-depository institutions such as finance companies, mutual funds, and pension funds.
CO3	Comprehend the concept and characteristics of merchant banking and venture capital, including the rules and regulations governing them in India.
CO4	Evaluate leasing, factoring, hire-purchase, and credit rating services, including their types, legal and tax aspects, and the process of credit-rating.
CO5	Appreciate the significance of various financial services and their role in the Indian 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 and need for financial services, and the characteristics and role of financial intermediaries.
CO2	Analyze the functioning of banks, commercial banks' changing role, and non-depository institutions such as finance companies, mutual funds, and pension funds.
CO3	Comprehend the concept and characteristics of merchant banking and venture capital, including the rules and regulations governing them in India.
CO4	Evaluate leasing, factoring, hire-purchase, and credit rating services, including their types, legal and tax aspects, and the process of credit-rating.
CO5	Appreciate the significance of various financial services and their role in the Indian economy.

Bloom's Level

	Remember	Understand	Apply	Analyze	Evaluate	Create
CO1	√	√	-	-	-	-
CO2	√	√	√	√	-	-
CO3	√	√	√	-	-	-
CO4	√	√	√	√	√	-
CO5	√	√	√	-	-	-

MPMBA22-404F1: FINANCIAL SERVICES   **CREDITS: 3**

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: Depositories and Financial Services

Commercial Banks and their Changing Role, Functioning of Banks, Financial Services and Banking System. Non Depository Institutions: Finance Companies and Mutual Funds and Pension Funds-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 Regulation Management of Capital Issues, Fixed Deposits and Debenture Issues, Venture Capital- The Concept and Characteristics, Growth of Venture Capital Services in India.

UNIT IV: Leasing: Concept, Types, Legal and Tax Aspects, Factoring in India, Hire-Purchase, Lease Structuring. **Factoring:** Concept and Characteristics, Types of Factoring in India, factoring and Bill Rediscounting. **Forfeiting:** Meaning and Mechanism of Forfeiting.

UNIT V: Credit Rating Services

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

Suggested Readings

- 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 and System* (2008), McGraw Hill Publishing Company, New Delhi.
- Clifford Gomez, *Financial Markets, 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.
- Sharma, *Management of Financial Institutions*: With Emphasis on Bank and Risk Management, Prentice Hall of India, New Delhi.

MPMBA22-404F2	MERGERS & ACQUISITIONS	L-2, T-1, P-0	3 CREDIT
		Total Lecture	36

Course Objectives:

- This course aims to provide an understanding of mergers and acquisitions, corporate restructuring, and valuation techniques used in these activities.

- Explore the theories of mergers, including operating, financial, and managerial synergy, and understand the role of industry life cycle in the merger decision.

- Develop skills in valuation techniques used in mergers and acquisitions, including discounted cash flow valuation, relative contribution valuation, valuation of synergies, and valuation of leveraged buyouts.

- The course objective aims to provide students with a comprehensive understanding of mergers and acquisitions, including their strategic, financial, and legal aspects. The objectives also focus on developing analytical skills and the ability to evaluate the potential value and challenges associated with different types of restructuring transactions.

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

CO1	Develop an understanding of the different types and characteristics of mergers, the motives behind them, and the theories that explain them.
CO2	Evaluate the value creation potential of mergers and acquisitions and the agents involved in these activities.
CO3	Analyze the various methods of corporate restructuring, such as joint ventures, equity carve-outs, and leveraged buyouts.
CO4	Apply valuation approaches, such as discounted cash flow valuation and relative valuation, to determine the worth of the target company in mergers and acquisitions.
CO5	Evaluate the defensive strategies employed in corporate restructuring and takeover bids and analyze their effectiveness.

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 the different types and characteristics of mergers, the motives behind them, and the theories that explain them.
CO2	Evaluate the value creation potential of mergers and acquisitions and the agents involved in these activities.
CO3	Analyze the various methods of corporate restructuring, such as joint ventures, equity carve-outs, and leveraged buyouts.
CO4	Apply valuation approaches, such as discounted cash flow valuation and relative valuation, to determine the worth of the target company in mergers and acquisitions.
CO5	Evaluate the defensive strategies employed in corporate restructuring and takeover bids and analyze their effectiveness.

Bloom's Level

	Remember	Understand	Apply	Analyze	Evaluate	Create
CO1	√	√	-	-	-	-
CO2	√	√	√	√	√	-
CO3	√	√	√	√	-	-
CO4	√	√	√	√	-	-
CO5	√	√	√	√	√	-

MPMBA22-404F2: MERGERS & ACQUISITIONS   **CREDITS: 3**

UNIT I: Introduction

Overview of Mergers; Types And Characteristics; Motives Behind Mergers; Theories of Mergers- operating, Financial and Managerial Synergy of Mergers; Role of Industry Life Cycle-Development Stages; Value Creation through Mergers; Agents Contributing to Mergers and Acquisition Activities, Difference between Merger, Amalgamation, Absorption Reconstruction and Takeover.

UNIT II: Corporate Restructuring

Method of Restructuring- Joint Ventures, Sell-Off And Spin Off- Equity Carve-Outs, Leveraged Buy Outs (LBO)- Management Buy Outs- Master Limited Partnerships- Employees Stock Option Plans(ESOP).

UNIT III: Mergers and Acquisition Process

Process of Merger Integration- Process of Merger Integration- Organisational and Human aspects; Managerial challenges of Mergers and Acquisition. Strategic fit and the M & A decision.

UNIT IV: Valuation

Benchmarks of Value; Valuation approaches- Discounted Cash Flow Valuation- Valuing relative Contribution – Valuing Comparables- Valuation of the Target's Equity- Precedent Acquisition; Valuing Operating and Financial Synergy- Valuing Corporate Control- Valuing of Leveraged Buy Outs (LBO)- Methods of Financing Mergers- Cash Offer, Share Exchange Ratio-Merger as Capital Budgeting Decision.

UNIT V: Defensive Strategies in Restructuring

Accounting for Amalgamation- Polling Interest Method- Purchase Method; Procedure Laid down under Indian Companies Act of 1956, Accounting Standard and SEBI Guidelines, Takeover Defenses- Types and Techniques of Raid; Advance Preventive Measures; Strategies of Takeover bid White Knights-White Square- Crown Jewel-Pacman's Strategy- Golden Parachute- Poison Pills Strategy – Coercive Offers and Defense-Financial Defensive Measures- Anti takeover Amendments.

Suggested Readings

- Weston. F, Chung. K, and Hoag, S. (2008). *Mergers, Restructuring, and Corporate Control*, Prentice-Hall of Indian Pvt. Ltd., New Delhi.
- Patrick A. Gaughan (2007). *Mergers, Acquisitions and Corporate Restructurings*, 4/e Wiley India, New Delhi.
- Narayanan, P. and Vikram, Nanda (2003), *Finance For Strategic Decision Making-* What non- Financial managers Need to Know, Jossey- Bass, Wiley India.
- Reuvid Jonathan, (2005). *Mergers and Acquisitions*, Kogan Page.
- Robert Brown (2007), *Applied Mergers and Acquisitions*, John Willey and Sons.

MPMBA22-404F3	FINANCIAL DERIVATIVES	L-2, T-1, P-0	3 CREDIT
		Total Lecture	36

Course Objectives:

- To provide an understanding of financial derivatives and their uses, as well as the techniques used in trading and hedging with derivatives.

- Explore the factors contributing to the growth of derivatives and understand the functioning of the financial derivatives market in India.

- Develop critical thinking and problem-solving skills in evaluating the benefits and risks associated with financial derivatives.

- These course objectives aim to provide students with a comprehensive understanding of financial derivatives, including their types, valuation, and trading strategies. The objectives also focus on developing analytical skills and the ability to evaluate the benefits, risks, and ethical considerations associated with derivative instruments in financial markets.

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

CO1	Develop an understanding of the concept, features, and types of financial derivatives.
CO2	Analyze the factors contributing to the growth of derivatives and the financial derivatives market in India.
CO3	Evaluate the uses and functions of financial futures, swaps, and options, including their pricing and valuation.
CO4	Apply hedging concepts and techniques in trading and managing financial derivatives.
CO5	Critically assess the risks and benefits associated with carry trades and speculative 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 an understanding of the concept, features, and types of financial derivatives.					
CO2	Analyze the factors contributing to the growth of derivatives and the financial derivatives market in India.					
CO3	Evaluate the uses and functions of financial futures, swaps, and options, including their pricing and valuation.					
CO4	Apply hedging concepts and techniques in trading and managing financial derivatives.					
CO5	Critically assess the risks and benefits associated with carry trades and speculative derivatives.					
Bloom's Level						
	Remember	**Understand**	**Apply**	**Analyze**	**Evaluate**	**Create**
CO1	√	√	-	-	-	-
CO2	√	√	√	√	-	-
CO3	√	√	√	√	√	-
CO4	√	√	√	√	-	-
CO5	√	√	√	√	-	-

MPMBA22-404F3: FINANCIAL DERIVATIVES   CREDITS: 3

UNIT I: Financial Derivatives

Concept, Features, Uses, Types, Critiques of Derivatives, Traders in Derivative Markets, Factors contributing to the growth of Derivatives, Financial Derivatives Market in India, Derivative contrails and Market Liquidity.

UNIT II: Financial Futures

Introduction, Financial Futures Contracts, Types of Financial Futures, Contracts, Evolution of Futures Market in India, Operators/ Traders in Future Market, Functions Market Growth in Future Market, Future Margin, Market to Market, Cleaning House, Theories of Future Prices. Hedging Concepts – Long, Short, Cross, Forward Contract, Feature of Forward Contract, Classification of Forward Contracts, Forward Prices vs Future Prices, Strode Index Futures.

UNIT III: Financial SWAPS

Introduction, Concept, types, Nature, Evolution, Features, and Types of Swaps.

UNIT IV: Financial Options

Introduction, Concept, Types, Distinction between option and futures contracts, Option valuation, Determinants of option pricing, option premium, Greeks of option Contracts.

Option Models: Black- Scholes option pricing model, Binomial Option pricing model, Trading and Hedging with options.

UNIT V: Carry Trades and speculative Derivatives- Economic Derivatives, Market Expectations, Carry trade as a speculative Investment Strategy; Uncovered Interest Parity, Measurement of Risk and Returns in carry Trades, Rupee Interest Derivatives, Convertible Securities and Warrants, Hedging- objectives and Process.

Suggested Readings

- David A. Dubof sky and Thomas W. Miller, J.R. Derivatives: *Valuation and Risk Management*, Oxford.

- Vohra, N.D. and Bagri, B.R*., Future and Options*, TMH

- Kumar, *Financial Derivatives*, PHI.

- Marshall & Bansal: *Financial Engineering*, a complete guide to Financial Innovation, PHI.

- Mishra, Bishnupriya, Debasis, S, *Derivatives and Risk management*, Excel Books.

- Bhalla V.K, *Investment Management Security Analysis and Portfolio Management* – S.Chand

MPMBA22-404H1	INTERNATIONAL HUMAN RESOURCE MANAGEMENT	L-2, T-1, P-0	3 CREDIT
		Total Lecture	36

Course Objectives:

- Gain insights into key issues in international labor relations, including international compensation approaches, labor standards, and the role of labor unions.

- Understand the ethical considerations and cultural nuances in international HRM practices.

- These course objectives aim to provide students with a comprehensive understanding of international human resource management, including its cultural, strategic, and practical dimensions.

- The objectives also focus on developing skills in cross-cultural leadership, communication, and negotiation, as well as preparing students to address challenges and implement effective HRM practices in a global context.

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

CO1	Understand the complexities and challenges of managing human resources in a global business environment.
CO2	Develop cross-cultural management and communication skills to effectively lead and negotiate in international settings.
CO3	Learn international human resource planning approaches and techniques for recruitment, selection, performance management, training and development, and strategic HRM.
CO4	Gain knowledge of international HRM roles and challenges, including expatriate management and international compensation.
CO5	Analyze key issues in international labor relations, including labor standards, unions, and corporate social responsibility.

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 complexities and challenges of managing human resources in a global business environment.
CO2	Develop cross-cultural management and communication skills to effectively lead and negotiate in international settings.
CO3	Learn international human resource planning approaches and techniques for recruitment, selection, performance management, training and development, and strategic HRM.
CO4	Gain knowledge of international HRM roles and challenges, including expatriate management and international compensation.
CO5	Analyze key issues in international labor relations, including labor standards, unions, and corporate social responsibility.

Bloom's Level

	Remember	Understand	Apply	Analyze	Evaluate	Create
CO1	√	√	-	-	-	-
CO2	√	√	√	-	-	-
CO3	√	√	√	-	-	-
CO4	√	√	√	√	-	-
CO5	√	√	√	√	-	-

MPMBA-404H1: INTERNATIONAL HUMAN RESOURCE MANAGEMENT
CREDITS: 3

UNIT I: Global Business Environment and Human Component

Global Business Environment, Introduction, Human and Cultural variables, Cross cultural differences and Managerial Implication. Cross Cultural Research Methodology and Hosted Study.

UNIT II: Cross Cultural Management

Cross Cultural Leadership and Decision making, Cross Cultural Communication and Negotiation. Developing International Staff and Multinational Terms.

UNIT III: International Human Resource Planning

Approaches; International Recruitment and Selection, Performance Management, Training and Development and Strategic HRM. Managing global, Diverse Workforce. Human Resources in a Comparative Perspective

UNIT IV: International HRM Roles and Challenges

International HRM roles in multinational organizations, Expatriate problem, International Compensation, Repatriation.

UNIT V: Key issues in International Labour Relations

Approaches to International Compensation, International Labour Standards, Labour Unions and International Labour Relations, HRM practices in other countries. International Labour Standards, HR/IR issues in MNCs Corporate Social Responsibility.

Suggested Readings

- Doweing, P.J. – *International Dimensions of Human Resource Management End Edition* Words Worth.

- G. Hofstede – *Cultures Consequence; International Differences in Work related Values* – Sage.

- Deresky- *International Management*, PHI/Addision Wesley.

- Aswathappa, *Human Resource and Personnel Management*, TMH.

- Meraic, D and Puffer, S. *Management International crosses Exercises and Reading* St. Paul. West Publish.

- Mangaraj, S., *Globalization and Human Resource Management*, Excel Books.

- S. C. Gupta- *Text book of International HRM*-Macmillan.

- Tayeb- *International HRM*- Oxford.

- Dowling, Welch & Schuler, *International HRM*, Excel Books.

MPMBA22-404H2	COMPNSATION MANAGEMENT	L-2, T-1, P-0	3 CREDIT
		Total Lecture	36

Course Objectives:

- Understand the conceptual aspects of compensation and reward management, including the monetary and non-monetary components of compensation and rewards.

- Understand the legal constraints on pay systems and the considerations for designing a payroll system using accounting software.

- The course objectives aim to provide students with a comprehensive understanding of compensation management, including theories, practices, and strategies related to compensation and rewards.

- The objectives also focus on developing analytical and decision-making skills in designing and managing compensation systems, as well as understanding the legal and ethical considerations in compensation management.

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

CO1	Understand the monetary and non-monetary components of compensation and rewards, and the different perspectives and trends in compensation and reward management.
CO2	Analyze the economic and behavioral theories related to wages, including wage and motivators, tournament theory, and total rewards.
CO3	Evaluate the salient features of job evaluation processes and schemes, including analytical and non-analytical techniques, and determine the legal constraints on pay systems.
CO4	Identify the determinants for formulating wage structures, designing pay ranges and bands, and implementing compensation strategies such as job-based pay, market-based pay, and pay for performance.
CO5	Evaluate individual and team-based compensation, incentive plans, and employee benefits and pensions, and analyze the principles and models of executive compensation.

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 monetary and non-monetary components of compensation and rewards, and the different perspectives and trends in compensation and reward management.
CO2	Analyze the economic and behavioral theories related to wages, including wage and motivators, tournament theory, and total rewards.
CO3	Evaluate the salient features of job evaluation processes and schemes, including analytical and non-analytical techniques, and determine the legal constraints on pay systems.
CO4	Identify the determinants for formulating wage structures, designing pay ranges and bands, and implementing compensation strategies such as job-based pay, market-based pay, and pay for performance.
CO5	Evaluate individual and team-based compensation, incentive plans, and employee benefits and pensions, and analyze the principles and models of executive compensation.

Bloom's Level

	Remember	Understand	Apply	Analyze	Evaluate	Create
CO1	√	√	-	-	-	-
CO2	√	√	√	√	-	-
CO3	√	√	√	√	√	-
CO4	√	√	√	√	-	-
CO5	√	√	√	√	√	-

MPMBA22-404H2: COMPENSATION MANAGEMENT   CREDITS: 3

UNIT I: Introduction

Conceptual aspects of compensation and reward management; Monetary and non-monetary components of compensation and rewards; Perspectives and trends in compensation and reward management. Compensation Philosophies, Compensation Approaches, Decision about Compensation. Economic and behavioural theories related to wages: subsistence theory, wages fund theory, residual claimant theory, surplus value theory, marginal productivity theory, bargaining theory; supply and demand theory; competitive theory; Employee's acceptance of wage level; wage and motivators; tournament theory. Concept of total rewards.

UNIT II: Job Evaluation: Processes and Schemes

Salient features of Job Evaluation–Analytical and non-analytical techniques – Point factor rating; factor comparison; job classification; ranking; Urwick Orr Profile Method; Hay Plan method; Decision Band method; job or role matching; market pricing; Computer assisted job evaluation.

UNIT III: Wages and Salary Administration

Concepts of minimum wage, living wage and fair wage; Wage Boards; Pay Commissions; Collective bargaining. Pay surveys; Determinants for formulating wage structures; Pricing Jobs: pay levels; designing pay ranges and bands; Salary structures: graded salary structures; salary progression curves; Pay structure in practice: Basic salary, DA, Allowances, Bonus; Fringe benefits and Incentive schemes. Spot awards. Team incentives; *Design of a pay roll system (using Accounting software).* Legal Constraints on Pay System.

UNIT IV: Compensation Strategies

Job based pay, Skill based pay, competency based pay, market based pay, Pay for position; Pay for person; Pay for performance: variable pay; Rewarding excellence; Creating the strategic reward system. Best practices in 'pay for performance'. Compensation as a retention strategy.

UNIT V: Rewarding Performance and Executive Compensation

Individual-based compensation; team-based compensation; Incentives: types of incentive plans: Taylor's differential piece rate system, Halsey Premium Plan, Rowan Premium Plan, Emerson Efficiency Premium Plan, Gantt Bonus Plan, Bedaux Premium Plan, Merrick Piece Rate System, Commission system; Gain sharing plans: Scanlon Plan, Rucker Plan, Improshare, Value added; Profit sharing plans and Cafeteria plan. Employee benefits and pensions. Policies and practice of benefits; Strategic Perspectives on Benefits, goals for Benefits, Benefits Need Analysis, principal types of benefits; Stock option and purchase plans using ESOP compensation. Pension- understanding kinds of pension. Agency Theory and Executive Compensation; Principles of Executive Compensation; Factors affecting Executive compensation; Models of Executive Compensation: Optimal Contracting Model; Managerial Power Model; Trends of Executive compensation in India and abroad.

Suggested Readings

- Richard. I. Henderson (2005). *Compensation Management in Knowledge- based World.* Prentice-Hall.
- Thomas. P. Plannery, David. A. Hofrichter & Paul. E. Platten (2002). *People, Performance & Pay: Dynamic Compensation for Changing Organizations.* Free Press.
- Michael Armstrong & Helen Murlis (2005). *Reward Management: A Handbook of Remuneration Strategy and Practice*. 5/e, Kogan Page, London.
- Edwarde.E. Lawler III (2000). *Rewarding Excellence: Pay Strategies for the New Economy.* Jossey –Bass, California.
- Singh B.D. (2007). *Compensation and Reward Management*, Excel Books, New Delhi.
- Tapomoy Deb (2009). *Compensation Management: Text and Cases*, Excel Books, New Delhi.

MPMBA22-404H3	CORPORATE LEADERSHIP	L-2, T-1, P-0	3 CREDIT
		Total Lecture	36

Course Objectives:

- To provide an understanding of organizational leadership and its importance in business, and to equip students with the necessary skills to become effective leaders.

- Explore different leadership theories and styles, including their application in Indian organizations.

- These course objectives aim to provide students with a comprehensive understanding of corporate leadership, including theories, skills, and ethical considerations.

- The objectives also focus on developing effective communication skills, managing power and politics, leading teams, and adapting to changes and crises in organizational settings.

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

CO1	Understand the various leadership theories, styles, and traits and their effectiveness in different organizational contexts.
CO2	Develop effective communication skills and overcome communication barriers in a business setting.
CO3	Analyze the concept of power and politics in an organization and learn how to manage them effectively.
CO4	Understand team leadership and its impact on team morale, motivation, and productivity.
CO5	Develop an understanding of ethics in leadership, strategic leadership, and managing crises and change, as well as emerging trends in corporate leadership.

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 various leadership theories, styles, and traits and their effectiveness in different organizational contexts.
CO2	Develop effective communication skills and overcome communication barriers in a business setting.
CO3	Analyze the concept of power and politics in an organization and learn how to manage them effectively.
CO4	Understand team leadership and its impact on team morale, motivation, and productivity.
CO5	Develop an understanding of ethics in leadership, strategic leadership, and managing crises and change, as well as emerging trends in corporate leadership.

Bloom's Level

	Remember	Understand	Apply	Analyze	Evaluate	Create
CO1	√	√	-	-	-	-
CO2	√	√	√	-	-	-
CO3	√	√	√	√	-	-
CO4	√	√	√	-	-	-
CO5	√	√	√	-	-	-

MPMBA22-404H3: CORPORATE LEADERSHIP   **CREDITS: 3**

UNIT I: Organisational Leadership

Introduction, importance and scope of corporate leadership. Leadership traits, Functions and Theories, Leadership Styles in Indian Organisations, Leadership Effectiveness.

UNIT II: Communication

Business communication-Types, Medias, Objectives, Models, Process, Importance Understanding Barriers to communication and ways to handle and improve barriers. Presentation skills-Its Purpose in business world. Reading and writing Skills- Importance of Reading And Writing, Improving Writing Skills through Understanding and Practicing Notice, E-mail, Tenders, Advertisement, Formal Letter. Listening skills-its importance as individual and as a leader or as a worker, its types, Barriers to Listening & Remedies to improve Listening Barriers. Non Verbal Communication.

UNIT III: Power and Politics

Meaning of Power and Politics, Distinction between Power and Authority, Bases or Sources of Power, Acquisition and Symbols of Organisational Politics. Reasons of Organisational Politics, Managing Organsational Politics. Influencing: Power, Politics, Networking and Negotiation

UNIT IV: Team Leadership

Leader / Follower Relations, Team Leadership and Self-Managed Teams, Leadership of Culture and Diversity and Learning Organisation. Enhancing Morale and Motivation. Time Management, Job Frustration, Stress Management,

UNIT V: Ethics in Leadership, Strategic Leadership and Managing Crises and Change, Emerging Trends in Corporate Leadership.

Suggested Readings

- (5th edition) (2010). Author: Peter Northouse. Sage press. *Leadership in Organisations*. (7th edition). (2009). Author: Gary Yukl. Prentice-Hall.

- Leadership: *Enhancing the Lessons of Experience.* (7th edition). (2010). Richard L. Hughes, Ginnett, & Curphy. McGraw-Hill/Irwin.

- *Effective Leadership.* (3rd Edition). (2007). Author Lussier/Achua. Thomson.

MPMBA22-404I1	EXIM FINANCING & DOCUMENTATION	L-2, T-1, P-0	3 CREDIT
		Total Lecture	36

Course Objectives:

- To provide an understanding of the procedures, regulations, and documentation involved in export and import, as well as the financing options available.
- These course objectives aim to provide students with a comprehensive understanding of the financing and documentation aspects of export-import activities.
- The objectives cover various topics such as export procedures, import procedures, export incentives, and different types of financing options available for exporters and importers.
- By achieving these objectives, students will be equipped with the knowledge and skills necessary to navigate the complex landscape of international trade and effectively manage the financial aspects of export-import transactions.

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

CO1	Understand the documentation and regulations involved in export and import, including foreign exchange regulations, quality control, and commercial inspection.
CO2	Gain knowledge of the procedures and policies involved in export and import, such as export credit, import licensing, and export incentives.
CO3	Develop an understanding of export and import financing options, including pre-shipment finance, packing credit limits, and post-shipment finance.
CO4	Analyze the role of clearing and forwarding agents, import-export passbook, and export and trading house schemes in export and import procedures.
CO5	Learn about the policies and procedures for EOU/FTZ/EPZ/SEZ units and the role of Ex-im Bank in export and import financing.

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 documentation and regulations involved in export and import, including foreign exchange regulations, quality control, and commercial inspection.
CO2	Gain knowledge of the procedures and policies involved in export and import, such as export credit, import licensing, and export incentives.
CO3	Develop an understanding of export and import financing options, including pre-shipment finance, packing credit limits, and post-shipment finance.
CO4	Analyze the role of clearing and forwarding agents, import-export passbook, and export and trading house schemes in export and import procedures.
CO5	Learn about the policies and procedures for EOU/FTZ/EPZ/SEZ units and the role of Ex-im Bank in export and import financing.

Bloom's Level

	Remember	Understand	Apply	Analyze	Evaluate	Create
CO1	√	√	-	-	-	-
CO2	√	√	-	-	-	-
CO3	√	√	√	-	-	-
CO4	√	√	√	√	-	-
CO5	√	√	√	-	-	-

MPMBA22-404I1: EXIM FINANCING AND DOCUMENTATION   CREDITS: 3

UNIT I: Introduction

Export and Import documentation; Foreign exchange regulations; including FEMA, IS/ISO 9000 and new ISO 14000 accepted quality certificates; Quality Control and pre-shipment inspection; Export trade control; Marine insurance; Commercial inspection and practices.

UNIT II: Export Procedures

General excise clearances: Role of Clearing and following agents; shipment of export cargo. Export credit, Export credit guarantee and policies; Forward exchange cover; Finance for export on deferred payment terms; Duty drawbacks.

UNIT III: Import Procedures

Import Licensing policy; Actual user Licensing; Replenishment Licensing; Import-export pass book; Capital goods Licensing; Export houses and trading houses, Import of unrestricted and restricted items, Customer guarantee, Green channel for import cargo clearance.

UNIT IV: Export Incentives

Overview of export Incentives-ECGC, Duty drawbacks, duty exemption schemes, tax incentives; Procedures and documentation for expert incentives.

Trading Houses, Export and trading houses schemes: Criteria, Procedures and Documentation; Policy and Procedures for EOU/FTZ/EPZ/SEZ units, Ex-im Bank.

UNIT V: Export and Import Financing

Nature, General Guidelines, Classification Pre-shipment Finance with classification, Packing credit limits with documents ECGC Formalities, Scrutiny of Packing credit application amount and disbursement. Repayments and sharing of Packing credits, Substitution of export contracts, Pre-shipment in Foreign currency, Factoring Services, Post shipment Finance.

Suggested Readings

- Cherian and Parab: *Export Marketing*, Himalaya Publishing House, New Delhi.
- Government of India: Handbook of *Procedures, Import and Export Promotion*, New Delhi.
- Rathod, Rathor and Jani: *International Marketing*, Himalaya Publishing House, New Delhi.
- Export- *Import Manual*, Nabhi Publication, New Delhi.
- Government of India: *Export Policy, Procedures*, etc (Volumes I, II and III) New Delhi.
- Khurana P.K- *Export Management*, Galgotia Publication.

MPMBA22-404I2	GLOBAL FINANCIAL MARKETS & INSTRUMENTS	L-2, T-1, P-0	3 CREDIT
		Total Lecture	36

Course Objectives:

- To provide an understanding of global financial markets, currency markets, money markets, capital markets, and foreign portfolio investment.

- Analyze the trends and dynamics of global financial markets, including the factors that influence asset prices and capital flows.

- By achieving these course objectives, students will gain a comprehensive understanding of global financial markets, their instruments, and the dynamics that drive them.

- They will be equipped with the knowledge and skills necessary to navigate and make informed decisions in the complex and interconnected world of global finance.

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

CO1	Understand the functions, structure, and participants of global financial markets and European financial markets.
CO2	Gain knowledge of the creation of Euro Dollar, global currency markets, and Asian markets.
CO3	Develop an understanding of various international money markets instruments such as GDRs, ADRs, Euro bonds, and derivatives.
CO4	Analyze the equity and debt market, emerging market assets, and financial sector reforms in India.
CO5	Learn about foreign portfolio investment techniques, capital flows, financial innovations, and stock market bubbles and crashes in international capital markets.

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 functions, structure, and participants of global financial markets and European financial markets.
CO2	Gain knowledge of the creation of Euro Dollar, global currency markets, and Asian markets.
CO3	Develop an understanding of various international money markets instruments such as GDRs, ADRs, Euro bonds, and derivatives.
CO4	Analyze the equity and debt market, emerging market assets, and financial sector reforms in India.
CO5	Learn about foreign portfolio investment techniques, capital flows, financial innovations, and stock market bubbles and crashes in international capital markets.

Bloom's Level

	Remember	Understand	Apply	Analyze	Evaluate	Create
CO1	√	√	-	-	-	-
CO2	√	√	-	-	-	-
CO3	√	√	√	-	-	-
CO4	√	√	√	√	-	-
CO5	√	√	√	√	-	-

MPMBA22-404I2: GLOBAL FINANCIAL MARKETS & INSTRUMENTS   CREDITS: 3

UNIT I: Global Financial Markets

International Financial Market, European Financial Market Functions, Structure, Participants, Depository Receipts Market, Commercial papers-Market.

UNIT II: Euro Currency Market

Creation of Euro Dollar, Global Currency Markets (with Size and Structure); Asian Markets-Transactions, Regulatory Systems and Measure Instruments.

UNIT III: International Money Markets

GDR's, ADR's, IDR's, Euro Bonds, Euro Loans, Euro Issues, Commercial papers, Repos, Derivatives, Floating rate instruments, Euro deposits, Loan Syndication, Money Market Institution(IMF, IBRB, Development Banks).

UNIT IV: Global Capital markets

Equity, Euro Equity Markets, debt Market, Emerging Market Assets, world capital market and Financial Sector Reforms in India.

UNIT V: Foreign Portfolio Investment

As an alternative Sores, Foreign currency Flows and Asset prices; Techniques of Portfolio Investment, Landing Capital Flows Recipients, and Portfolio of capital Flows Financial Innovations Stock market Bubbles, Financial Crashes and Scams in international capital Markets.

Suggested Readings

- Shaprio, A.C: *Multinational Financial Management,* Prentice Hall of India, New Delhi
- Buckley, Adrian: *Multinational Finance*, Prentice Hall of India, New Delhi.
- Maurice, Levi: *International Finance*, McGraw Hill, Int., Ed., New York.
- Bhalla V.K: *Investment- Security Analysis-* S.Chand (New Delhi) *Management and Portfolio Management*.
- Henning C.N., Piggot, W. and Scott, W.H: *International Financial Management*, McGraw Hill, Int. Ed., New York.
- P.G: *Global Financial System*, TMH, Delhi.
- Apte P.G: *Global Financial System;* TMH,

MPMBA22-404I3	FOREIGN EXCHANGE MANAGEMENT & VURRENCY DERIVATIVES	L-2, T-1, P-0	3 CREDIT
		Total Lecture	36

Course Objectives:

- To provide an understanding of the foreign exchange market, exchange rates, foreign exchange transactions, and currency derivatives as a hedging mechanism.
- Develop critical thinking and analytical skills to evaluate and make informed decisions in the field of foreign exchange management and currency derivatives.
- By achieving these course objectives, students will develop a solid understanding of foreign exchange markets, exchange rate mechanisms, and the use of currency derivatives for risk management.
- They will be equipped with the knowledge and skills necessary to analyze and navigate the complexities of international financial markets and effectively manage foreign exchange transactions and currency risk.

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

CO1	Explain the organization of the foreign exchange market and the roles of RBI and FEDAI regulations.
CO2	Analyze exchange rate systems, including the gold standard, Bretton Woods, fixed vs floating exchange rate systems, and exchange controls.
CO3	Understand foreign exchange transactions, including spot vs forward transactions, interbank deals, cover deals, trading, swap deals, and arbitrage operations.
CO4	Evaluate different types of ready merchant rates, forward exchange contracts, execution, cancellation, and extensions, dealing position, exchange position, and cash position.
CO5	Describe currency derivatives as a hedging mechanism, including currency forwards, futures, options, exchange-traded transactions, financial swaps, forward rate agreements, and interest rate options.

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 organization of the foreign exchange market and the roles of RBI and FEDAI regulations.
CO2	Analyze exchange rate systems, including the gold standard, Bretton Woods, fixed vs floating exchange rate systems, and exchange controls.
CO3	Understand foreign exchange transactions, including spot vs forward transactions, interbank deals, cover deals, trading, swap deals, and arbitrage operations.
CO4	Evaluate different types of ready merchant rates, forward exchange contracts, execution, cancellation, and extensions, dealing position, exchange position, and cash position.
CO5	Describe currency derivatives as a hedging mechanism, including currency forwards, futures, options, exchange-traded transactions, financial swaps, forward rate agreements, and interest rate options.

Bloom's Level

	Remember	Understand	Apply	Analyze	Evaluate	Create
CO1	√	√	-	-	-	-
CO2	√	√	√	√	-	-
CO3	√	√	√	-	-	-
CO4	√	√	√	√	√	-
CO5	√	√	√	√	-	-

MPMBA22-404I3: FOREIGN EXCHANGE MANAGEMENT & CURRENCY DERIVATIVES/CREDITS: 3

UNIT I: The Foreign Exchange Market Organisation

Spot Vs Forward Markets- Bid and Ask Rates- Interbank Quotations- International Market Quotations- Cross Rates- Merchant Rates- FEDAI Regulations – Roles of RBI.

UNIT II: Exchange Rates

Exchange Rate System- Gold Standard- Bretton Woods- Fixed Vs Floating Exchange Rate systems- Determinants of Exchange Rates- Exchange Controls.

UNIT III: Foreign Exchange Transactions

Purchase and sales transactions – Spot vs Forward transactions- Forward Margins- Interbank Deals – Cover deals – trading- swap deals- Arbitrage operations – Factors Determining Forward margins.

UNIT IV: Exchange Rates

Principal types of Ready Merchant Rates- ready rates based on cross rates, Forward exchange contracts – Execution of Forward contracts – Cancellation and Extensions – Dealing position- Exchange Position – Cash position.

UNIT V: Currency Derivatives as Hedging Mechanism

Currency Forwards- Currency Futures – Currency Option – Exchange traded transactions – Financial Swaps – Forward Rate agreements – Interest Rate Options.

Suggested Readings

- Alan C Shapiro: *Multinational Financial Management*, Prentice Hall, New Delhi.
- Francis Cherunilam: *International Economics*, Tata McGraw Hill Pub Ltd, New Delhi.
- Ian H Giddy: *Global Financial Markets*, AITBS Publishers and Distributers, New Delhi.
- C Jeevanandam, *Foreign Exchange*: Practice, Concepts, Sultan Chand & Sons, New Delhi.
- Vijayabhaskar P and Mahapatra B., *Derivatives Simplified*, Respose Books, Sage Publications, New Delhi
- Apte P.G – *Global Financial System*, TMH.

MPMBA22-404O1	QUALITY TOOLKIT FOR MANAGERS	L-2, T-1, P-0	3 CREDIT
		Total Lecture	36

Course Objectives:

- This course is designed to help students understand the concepts of Quality Management & Control. It is also intended to help the students develop sufficient level of competency to apply the quality improvement tools and techniques in organizations.

- Gain insights into the process of quality auditing and its importance in evaluating and ensuring adherence to quality standards.

- By achieving these course objectives, students will develop a comprehensive understanding of quality management principles, techniques, and tools.

- They will be equipped with the skills necessary to analyze and improve processes, enhance product quality, and effectively manage quality initiatives in organizations.

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

CO1	Understand the evolution of quality management and the concept of product and service quality.
CO2	Analyze various dimensions of quality and evaluate different quality philosophies, such as Deming's, Juran's, and Crosby's quality philosophy.
CO3	Apply graphical and statistical techniques, 7 QC tools, process capability analysis, measurement system analysis, design and analysis of experiments (DOE), and acceptance sampling plan for process quality improvement.
CO4	Apply quality function deployment, robust design and Taguchi method, design failure mode and effect analysis, and product reliability analysis for product quality improvement.
CO5	Analyze different quality management approaches, including quality circles, TQM, Six Sigma, Design for Six Sigma, and quality standards like ISO-9000, ISO 14001, ISO 22000, ISO 27001, OHSAS 18001, and QS 9000, and quality audit, benchmarking, and quality awards.

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 evolution of quality management and the concept of product and service quality.
CO2	Analyze various dimensions of quality and evaluate different quality philosophies, such as Deming's, Juran's, and Crosby's quality philosophy.
CO3	Apply graphical and statistical techniques, 7 QC tools, process capability analysis, measurement system analysis, design and analysis of experiments (DOE), and acceptance sampling plan for process quality improvement.
CO4	Apply quality function deployment, robust design and Taguchi method, design failure mode and effect analysis, and product reliability analysis for product quality improvement.
CO5	Analyze different quality management approaches, including quality circles, TQM, Six Sigma, Design for Six Sigma, and quality standards like ISO-9000, ISO 14001, ISO 22000, ISO 27001, OHSAS 18001, and QS 9000, and quality audit, benchmarking, and quality awards.

Bloom's Level

	Remember	Understand	Apply	Analyze	Evaluate	Create
CO1	√	√	-	-	-	-
CO2	√	√	√	√	-	-
CO3	√	√	√	-	-	-
CO4	√	√	√		-	-
CO5	√	√	√	√	-	-

MPMBA22-404O1: QUALITY TOOLKIT FOR MANAGERS   CREDITS: 3

UNIT I: Quality Concepts

Evolution of Quality Management, Concepts of Product and Service Quality, Dimensions of Quality, Quality Philosophies: Deming's, Juran's, Crosby's Quality Philosophy, Quality Cost, Quality Leadership

UNIT II: Process Quality Improvement

Graphical & statistical techniques, 7 QC tools, Regression Control charts, Process capability analysis, Measurement system Analysis, Design and Analysis of Experiment (DOE), Acceptance sampling plan, Process failure mode and effect analysis (PFMEA). SERVQUAL Model with application, case studies.

UNIT III: Product Quality Improvement

Quality Function Deployment, Robust Design and Taguchi Method, Design Failure Mode & Effect Analysis, Product Reliability Analysis.

UNIT IV: Quality Management

Quality Circles, TQM, Six Sigma, Six sigma for Process Improvement, Six Sigma in Product Development, Design for Six Sigma.

UNIT V: Quality Standards : ISO-9000 and it concept of Quality management, ISO 14001, ISO 22000, ISO 27001, OHSAS 18001 and QS 9000, Indian Quality standards, Benchmarking, Quality Audit, Quality Awards.

Suggested Readings

- Mitra A., Fundamentals of Quality Control and Improvement, PHI, 2nd Ed., 1998.
- Lt. Gen. H. Lal, "Total Quality Management", Eastern Limited, 1990.
- Greg Bounds, "Beyond Total Quality Management", McGraw Hill, 1994
- Menon, H.G, "TQM in New Product manufacturing", McGraw Hill 1992.
- D. C. Montgomery, Introduction to Statistical Quality Control, John Wiley & Sons, 3rd Edition.
- J Evans and W Linsay, The Management and Control of Quality, 6'th Edition, Thomson, 2005
- Besterfield, D H et al., Total Quality Management, 3rd Edition, Pearson Education, 2008.
- D. C. Montgomery and G C Runger, Applied Statistics and Probability for Engineers, John Wiley & Sons, 4th Edition.

MPMBA22-404O2	SUPPLY CHAIN MANAGEMENT	L-2, T-1, P-0	3 CREDIT
		Total Lecture	36

Course Objectives:

- The objective of this course is to provide students with an understanding of the fundamentals, design, and management of supply chain networks.

- Identify the factors influencing distribution network options and learn about facility location and capacity location models.

- By achieving these course objectives, students will develop a comprehensive understanding of supply chain management principles, strategies, and techniques.

- They will be equipped with the knowledge and skills necessary to analyze, optimize, and manage supply chains in various organizational contexts, ensuring efficient operations, improved performance, and sustainability.

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

CO1	Understand the importance and decision phases of supply chain management, including drivers of supply chain performance and types of supply chains.
CO2	Analyze and evaluate the building blocks of a supply chain network and business processes in supply chains.
CO3	Develop the ability to create a world-class supply base, including supplier evaluation, selection, and measurement, and supplier quality management.
CO4	Analyze and design a supply chain network, including distribution network design, demand forecasting, inventory management, and coordination in the supply chain.
CO5	Understand the importance of building sustainable and global supply chains, including eSCM, internet-enabled supply chains, and sustainability stakeholders, areas, and levels.

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 importance and decision phases of supply chain management, including drivers of supply chain performance and types of supply chains.
CO2	Analyze and evaluate the building blocks of a supply chain network and business processes in supply chains.
CO3	Develop the ability to create a world-class supply base, including supplier evaluation, selection, and measurement, and supplier quality management.
CO4	Analyze and design a supply chain network, including distribution network design, demand forecasting, inventory management, and coordination in the supply chain.
CO5	Understand the importance of building sustainable and global supply chains, including eSCM, internet-enabled supply chains, and sustainability stakeholders, areas, and levels.

Bloom's Level

	Remember	Understand	Apply	Analyze	Evaluate	Create
CO1	√	√	-	-	-	-
CO2	√	√	-	-	-	-
CO3	√	√	√	√	-	-
CO4	√	√	√	√	-	-
CO5	√	√	√	-	-	-

MPMBA22-404O2: SUPPLY CHAIN MANAGEMENT   **CREDITS: 3**

UNIT I: Introduction

Supply Chain Fundamentals - Importance - Decision Phases - Process view Supplier-Manufacturer-Customer chain-Drivers of Supply Chain Performance- Structuring Supply Chain Drivers- Overview of Supply Chain Models and Modeling Systems - Building blocks of a supply chain network -Business processes in supply chains- Types of supply chains and examples – Value Chain Hierarchy – Value Life Cycle – SCOR Model.

UNIT II: Building Capability and Strategic Sourcing

Management Capability - Controllability vs. Flexibility – Integrating Capability – Chain of Capability – Radical vs. incremental improvement - In-sourcing and Out-sourcing - Types of Purchasing Strategies- Supplier Evaluation, Selection and Measurement - Supplier Quality Management. - Creating a world class supply-base - World Wide Sourcing and SCM Metrics.

UNIT III: The SC Network Design

Distribution Network Design - Role, Factors Influencing Options- Value Addition - Model for Facility Location and Capacity Location - Impact of uncertainty on Network Design -Network Design decisions using Decision trees. Distribution - Center Location Models. Supply Chain Network optimization Models.

UNIT IV: Estimating Demand Inventory & Supply

Overview of Demand forecasting in the supply chain -Aggregate planning in the supply chain - Managing Predictable Variability - Managing supply chain cycle inventory - Uncertainty in the supply chain - Safety Inventory - Determination of Optimal level of product availability - Coordination in the Supply Chain -Supply chain performance measures - Supply chain inventory management - multi-echelon supply chains and Bullwhip effect.

UNIT V: Building Sustainable & Global Supply Chains

eSRM- eLRM - eSCM. - Internet-enabled supply chains: E-marketplaces - e-procurement - e-logistics - e-fulfillment - ERP and supply chains - supply chain automation - supply chain integration – Framework for Value system sustainability – Sustainability stakeholders/areas/levels – Global SCM – Managerial insights

Suggested Readings

- Joel D. Wisner (2018), *Principles of Supply chain management*, 5th Edition, Cengage Learning.
- Sunil Chopra and Peter Meindi, *Supply Chain Management-Strategy Planning and Operation*, Pearson Education, Third Indian Reprint, 2004.
- Monczka et al., *Purchasing and Supply Chain Management*, Cengage Learning, Second edition, Second Reprint, 2002.
- Altekar Rahul V, *Supply Chain Management-Concept and Cases*, Prentice Hall India, 2005.
- Shapiro Jeremy F, *Modeling the Supply Chain, Cengage Learning*, Second Reprint, 2002.
- Ballou Ronald H, *Business Log*

MPMBA22-404O3	ENTERPISE RESOURCE PLANNING	L-2, T-1, P-0	3 CREDIT
		Total Lecture	36

Course Objectives:

- The course aims to provide students with an understanding of Enterprise Resource Planning (ERP) systems and their implementation.
- Gain knowledge of related technologies such as data warehousing, data mining, OLAP, and supply chain management (SCM) in the context of ERP.
- Examine strategies to enhance ERP systems, such as enterprise application integration (EAI) and utilizing ERP for e-commerce and internet-based functionalities.
- They will be equipped with the knowledge and skills to evaluate and make informed decisions regarding the implementation and effective utilization of ERP systems in organizations.

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

CO1	Understand the benefits of ERP and related technologies, as well as the concept of Business Process Reengineering (BPR).
CO2	Gain knowledge about ERP implementation lifecycle, methodology, hidden costs, and project management.
CO3	Develop an understanding of business modules in an ERP package, such as finance, manufacturing, human resources, and sales and distribution.
CO4	Learn about the ERP market, major players like SAP, Oracle, and PeopleSoft, and the future of ERP systems.
CO5	Understand how to turbocharge the ERP system, integrate it with e-commerce and the internet, and explore future directions for ERP.

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 benefits of ERP and related technologies, as well as the concept of Business Process Reengineering (BPR).
CO2	Gain knowledge about ERP implementation lifecycle, methodology, hidden costs, and project management.
CO3	Develop an understanding of business modules in an ERP package, such as finance, manufacturing, human resources, and sales and distribution.
CO4	Learn about the ERP market, major players like SAP, Oracle, and PeopleSoft, and the future of ERP systems.
CO5	Understand how to turbocharge the ERP system, integrate it with e-commerce and the internet, and explore future directions for ERP.

Bloom's Level

	Remember	Understand	Apply	Analyze	Evaluate	Create
CO1	√	√	-	-	-	-
CO2	√	√	√	-	-	-
CO3	√	√	√	-	-	-
CO4	√	√	√	-	-	-
CO5	√	√	√	-	-	-

MPMBA22-404 O3: ENTERPRISE RESOURCE PLANNING　　　　**CREDITS: 3**

UNIT I: Introduction ERP

An Overview, Enterprise – An Overview, Benefits of ERP, ERP and Related Technologies, Business Process Reengineering (BPR), Data Warehousing, Data Mining, OLAP, SCM

UNIT II: ERP Implementation

ERP Implementation Lifecycle, Implementation Methodology, Hidden Costs, Organizing the Implementation, Vendors, Consultants and Users, Contracts with Vendors, Consultants and Employees, Project Management and Monitoring

UNIT II: The Business Modules

Business modules in an ERP Package, Finance, Manufacturing, Human Resources, Plant Maintenance, Materials Management, Quality Management, Sales and Distribution

UNIT IV: The ERP Market

ERP Market Place, SAP AG, PeopleSoft, Baan, JD Edwards, Oracle, QAD, SSA

UNIT V: ERP – Present and Future

Turbo Charge the ERP System, EIA, ERP and e-Commerce, ERP and Internet, Future Directions

Suggested Readings:

- Alexis Leon, "*ERP Demystified*", Tata McGraw Hill, New Delhi, 2007.
- Joseph A Brady, Ellen F Monk, Bret Wagner, "*Concepts in Enterprise Resource Planning*", Thompson Course Technology, USA, 2009.
- Vinod Kumar Garg and Venkita krishnan N K, "*Enterprise Resource Planning – Concepts and Practice*", PHI, New Delhi, 2004. REFERENCE BOOKS
- Sinha P. Magal and Jeffery Word, *Essentials of Business Process and Information System,* Wiley India, 2009.
- Jagan Nathan Vaman, *ERP in Practice*, Tata McGraw-Hill, 2007.
- Mahadeo Jaiswal and Ganesh Vanapalli, *ERP Macmillan India*, 2013.

MPMBA22-404O4	LOGISTICS MANAGEMENT	L-2, T-1, P-0	3 CREDIT
		Total Lecture	36

Course Objectives:

To provide an understanding of the functions, importance and role of logistics in the supply chain management and to develop skills in logistics management.

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

CO1	Understand the definition, scope and objectives of logistics, logistics service attributes and value-added logistics services.
CO2	Explain the role of logistics in competitive strategy and integrating logistics into the supply chain.
CO3	Develop knowledge on distribution channels, outsourcing logistics, effective inventory management, on-time delivery and transportation systems.
CO4	Gain knowledge on performance measurement, logistics audit, cost identification and formatting.
CO5	Identify the current trends in logistics including e-logistics, automatic identification technologies, green logistics and global logistics.

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 definition, scope and objectives of logistics, logistics service attributes and value-added logistics services.
CO2	Explain the role of logistics in competitive strategy and integrating logistics into the supply chain.
CO3	Develop knowledge on distribution channels, outsourcing logistics, effective inventory management, on-time delivery and transportation systems.
CO4	Gain knowledge on performance measurement, logistics audit, cost identification and formatting.
CO5	Identify the current trends in logistics including e-logistics, automatic identification technologies, green logistics and global logistics.

Bloom's Level

	Remember	**Understand**	**Apply**	**Analyze**	**Evaluate**	**Create**
CO1	√	√	-	-	-	-
CO2	√	√	-	-	-	-
CO3	√	√	√	-	-	-
CO4	√	√	√	-	-	-
CO5	√	√	√	-	-	-

MPMBA22-404O4: LOGISTICS MANAGEMENT

CREDITS: 3

UNIT I: Introduction

Definition and Scope of Logistics – Functions & Objectives – Customer Value Chain – Service Phases and attributes – Value added logistics services – Integrating logistics into supply chain - Role of logistics in Competitive strategy – Customer Service

UNIT II: Distribution Channels and Outsourcing Logistics

Distribution channel structure - channel members, channel strategy, role of logistics and support in distribution channels. Logistics requirements of channel members. Logistics outsourcing – catalysts, benefits, value proposition – Cross docking – Effective Inventory Management – On time Delivery

UNIT III: Transportation and Packaging

Transportation System – Evolution, Infrastructure and Networks – Effective utilization - Freight Management – Vehicle Routing – Containerization – Milk Run and FTL concepts. Packaging- Design considerations, Material and Cost. Packaging as Unitization. Consumer and Industrial Packaging. Dispatches – SKD/CKD – international requirements

UNIT IV: Performance Measurement and Costs

Performance Measurement – Need, System, Levels and Dimensions. Internal and External Performance Measurement – Metrics – Logistics Audit. Cost – Identification, Time Frame and Formatting.

UNIT V: Current Trends

Logistics Information Systems – Need, Characteristics and Design. E-Logistics – Structure and Operation. Logistics Resource Management eLRM. Automatic Identification Technologies. Global Logistics – Operational and Strategic Issues, ocean and air transportation – Trans country regulations - Strategic logistics planning. Green Logistics

Suggested Readings

- Coyle et al., The Management of Business Logistics, Cengage Learning, 7th Edition, 2004.
- Ailawadi C Sathish & Rakesh Singh, Logistics Management, PHI, 2011.
- Ronald H. Ballou, Business Logistics and Supply Chain Management, Pearson Education, 5th Edition, 2007
- Bowersox Donald J, Logistics Management – The Integrated Supply Chain Process, Tata McGraw Hill,3rd edition 2016
- Sople Vinod V, Logistics Management – The Supply Chain Imperative, Pearson Education, 3rd Edition, 2012

MPMBA22-404 IT 1	SOFTWARE PROJECT MANAGEMENT	L-2, T-1, P-0	3 CREDIT
		Total Lecture	36

Course Objectives:

- The objective of teaching the subject is to prepare students to manage software projects effectively, ensure software quality, and contribute to the success of technology-driven businesses.

- This subject equips them with skills that are highly relevant in today's digital business environment.

- Effective Project Leadership: To develop leadership and communication skills for leading software development projects.

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

CO1	Equipped with the knowledge and skills to effectively plan, execute, and monitor software projects, ensuring timely delivery and adherence to quality standards.
CO2	Develop strong leadership qualities and effective communication skills, enabling them to lead software development teams, foster collaboration, and drive project success.
CO3	Have the ability to identify and analyze software project requirements, solve complex problems, and create structured documentation to guide development.
CO4	Understand the importance of software quality and be proficient in quality assurance techniques and software testing methodologies, contributing to the delivery of reliable software products.
CO5	Capable of implementing and improving software development processes, optimizing productivity, and staying up-to-date with evolving methodologies and technologies in the field.

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	Equipped with the knowledge and skills to effectively plan, execute, and monitor software projects, ensuring timely delivery and adherence to quality standards.
CO2	Develop strong leadership qualities and effective communication skills, enabling them to lead software development teams, foster collaboration, and drive project success.
CO3	Have the ability to identify and analyze software project requirements, solve complex problems, and create structured documentation to guide development.
CO4	Understand the importance of software quality and be proficient in quality assurance techniques and software testing methodologies, contributing to the delivery of reliable software products.
CO5	Capable of implementing and improving software development processes, optimizing productivity, and staying up-to-date with evolving methodologies and technologies in the field.

Bloom's Level

	Remember	Understand	Apply	Analyze	Evaluate	Create
CO1	√	√	√	-	-	-
CO2	√	√	√	-	-	-
CO3	√	√	√	√	-	-
CO4	√	√	√	√	-	-
CO5	√	√	√	√	-	-

MPMBA22-404 IT 1: SOFTWARE PROJECT MANAGEMENT   CREDITS: 3

UNIT 1 INTRODUCTION

Defining of Software Development Process - Process - Tailoring the Process - Improving the process discipline - Need for implementing discipline. Software Production Process - Identify the Software Model - Software Process Models : Waterfall Model, Prototyping Model, RAD Model, Incremental Model, Spiral Model, Component Assembly Model - Software Life Cycle.

UNIT 2 SOFTWARE DEVELOPMENT

Software Development Team - Three Vital Aspects of Software Project Management - The Team - Meaning of Leadership - Communicating in Harmony - Personality traits - Project Organizations. Project Planning: Top-Down and Bottom-Up Planning - Types of Activity - Project Duration : Schedule Monitoring Tools - Gantt Chart, PERT Chart, Critical Path.

UNIT 3 PROJECT REVIEW

Tracking Meetings - Recovery plans - Schedule Work & Escalation Meetings. Project Engineering: Product Requirements - Understanding the Customer Problem to solve - Initial Investigation, Strategies for determining information requirements, Information gathering Tools - Product Objectives.

UNIT 4 PROBLEM SOLVING

Product Specifications - Defining the Final Product - Data Flow Diagram, Data Dictionary, Structured English, Decision Trees, Decision Tables - Feasibility Study. Software Testing : Test Plan - Development Testing : Verification and Validation - General Testing Methods : White Box and Black Box Testing - Unit Testing – System Integration Testing - Validation Testing - System testing.

UNIT 5 SOFTWARE QUALITY

Software Quality - Quality Measures - FURPS - Software Quality Assurance – Software Reviews - Format Technical Review (FTR) Formal Approaches to SQA – Software Reliability - Introduction to SQA - The Software Quality Assurance Plan – Formal approaches to SQA - Clean room Methodology.

Suggested Reading:-

- Kathy Schwalbe, "IT Project Management", Cengage Learning.
- Richard H. Thayer, "Software Engineering Project Management", John Wiley & Sons, 2nd edition, 2001.
- Royce, Walker, "Software Project Management", Pearson Education, 2002.
- Kelker, S. A., "Software Project Management", Prentice Hall, 2003.

MPMBA22-404 IT 2	INFORMATION SECURITY	L-2, T-1, P-0	3 CREDIT
		Total Lecture	36

Course Objectives: The objective of teaching the subject is to:

- Produce professionals who can strategically manage and lead the security efforts within organizations, ensuring the protection of sensitive data, legal compliance, and business continuity in an increasingly digital and interconnected world.

- Students should gain an understanding of compliance regulations and risk management principles. They should be able to assess and address security risks to ensure compliance with legal and industry standards.

- The aim is to prepare students to develop and implement business continuity plans to ensure that organizations can continue to function in the face of cybersecurity incidents or disasters.

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

CO1	Develop expertise in safeguarding sensitive organizational data, reducing the risk of data breaches and ensuring data integrity.
CO2	Be proficient in assessing and managing security risks, enabling them to make informed decisions and comply with legal and industry standards.
CO3	Learn to create and implement business continuity plans, ensuring that organizations can continue operations in the face of cyber security incidents.
CO4	Equipped to lead cyber security efforts within organizations, communicate security objectives, and manage security teams effectively.
CO5	Develop and implement strategies that prevent security incidents, minimizing damage to the organization's reputation and financial health.

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 expertise in safeguarding sensitive organizational data, reducing the risk of data breaches and ensuring data integrity.
CO2	Be proficient in assessing and managing security risks, enabling them to make informed decisions and comply with legal and industry standards.
CO3	Learn to create and implement business continuity plans, ensuring that organizations can continue operations in the face of cyber security incidents.
CO4	Equipped to lead cyber security efforts within organizations, communicate security objectives, and manage security teams effectively.
CO5	Develop and implement strategies that prevent security incidents, minimizing damage to the organization's reputation and financial health.

Bloom's Level

	Remember	Understand	Apply	Analyze	Evaluate	Create
CO1	√	√	√	-	-	-
CO2	√	√	√	√	-	-
CO3	√	√	√	√	√	-
CO4	√	√	√	√	√	-
CO5	√	√	√	-	-	-

MPMBA22-404 IT 2: INFORMATION SECURITY   **CREDITS: 3**

UNIT-1 Introduction to Information Security

Introduction to Information Security: Attacks, Vulnerability, Security Goals, Security Services and mechanisms.

UNIT-I1 Conventional Cryptographic Techniques

Conventional Cryptographic Techniques : Conventional substitution and transposition ciphers, One-time Pad, Block cipher and Stream Cipher, Steganography

UNIT-I1I Symmetric and Asymmetric Cryptographic Techniques; Authentication and Digital Signatures

Symmetric and Asymmetric Cryptographic Techniques : DES, AES, RSA algorithms;

Authentication and Digital Signatures : Use of Cryptography for authentication, Secure Hash function, Key management – Kerberos.

UNIT-IV Program Security

Program Security : Nonmalicious Program errors – Buffer overflow, Incomplete mediation, Time-of-check to Time-of- use Errors, Viruses, Trapdoors, Salami attack, Man-in-the-Middle attacks, Covert channels

UNIT-V Security in Networks

Security in Networks : Threats in networks, Network Security Controls – Architecture, Encryption, Content Integrity, Strong Authentication, Access Controls, Wireless Security,

Honeypots, Traffic flow security, Firewalls – Design and Types of Firewalls, Personal Firewalls, IDS, Email Security – PGP,S/MIME.

Reference Books:

1. Security in Computing, Fourth Edition, by Charles P. Pfleeger, Pearson Education

2. Cryptography And Network Security Principles And Practice, Fourth or Fifth

Edition, William Stallings, Pearson

3. Modern Cryptography: Theory and Practice, by Wenbo Mao, Prentice Hall.

4. Network Security Essentials: Applications and Standards, by William Stallings. Prentice Hall.

MPMBA22-404 IT 3	WEB TECHNOLOGIES	L-2, T-1, P-0	3 CREDIT
		Total Lecture	36

Course Objectives:

- The aim of teaching web technologies as a specialization subject in an MBA program is to equip students with the knowledge and skills to lead and manage businesses in the digital era.

- This includes fostering proficiency in digital business, strategic decision-making, entrepreneurial capabilities, effective project management, and cross-functional collaboration.

- Additionally, the aim is to instill a global perspective and ethical considerations, enabling graduates to adapt to evolving digital trends and drive innovation and competitiveness in the digital landscape.

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

CO1	Develop a strong foundation in web technologies, which is increasingly important in the modern business world. They will be better equipped to understand and leverage digital tools and platforms for business purposes.
CO2	Learning web development and scripting languages can enhance problem-solving skills, a crucial attribute for business professionals. Students may apply these skills to innovate and find creative solutions to business challenges.
CO3	Understanding web technologies can help students bridge the gap between technology and business. They can effectively communicate with technical teams, making them more versatile in diverse business environments.
CO4	For students interested in entrepreneurship, web development skills can be valuable. They can create and manage their own web-based businesses or better understand the technical aspects of digital ventures.
CO5	Students may gain project management skills through web development projects, which can be useful in overseeing web-related initiatives within 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	Develop a strong foundation in web technologies, which is increasingly important in the modern business world. They will be better equipped to understand and leverage digital tools and platforms for business purposes.
CO2	Learning web development and scripting languages can enhance problem-solving skills, a crucial attribute for business professionals. Students may apply these skills to innovate and find creative solutions to business challenges.
CO3	Understanding web technologies can help students bridge the gap between technology and business. They can effectively communicate with technical teams, making them more versatile in diverse business environments.
CO4	For students interested in entrepreneurship, web development skills can be valuable. They can create and manage their own web-based businesses or better understand the technical aspects of digital ventures.
CO5	Students may gain project management skills through web development projects, which can be useful in overseeing web-related initiatives within organizations.

Bloom's Level

	Remember	Understand	Apply	Analyze	Evaluate	Create
CO1	√	√	-	-	-	-
CO2	√	√	√	-	-	-
CO3	√	√	√	-	-	-
CO4	√	√	√	-	-	-
CO5	√	√	√	-	-	-

MPMBA22-404 IT 3: WEB TECHNOLOGIES   CREDITS: 3

UNIT I: Introduction to Internet

A Brief History of the Internet; Internet Service Providers (ISPs); Internet Connectivity; Introduction to the World Wide Web (WWW); Web Browsers; Web Servers; Protocols in Web Communication; Domain Names; Hardware and Software for Web Access.

UNIT II: Introduction to HTML

Introduction to HTML: The development process, Html tags and simple HTML forms, web site structure.

Introduction to XHTML: XML, Move to XHTML, Meta tags, Character entities, frames and frame sets, inside browser.

UNIT III: Style Sheet

Style sheets : Need for CSS, introduction to CSS, basic syntax and structure, using CSS, background images, colors and properties, manipulating texts, using fonts, borders and boxes, margins, padding lists, positioning using CSS, CSS2.

UNIT IV: Javascript

Client side scripting, What is Javascript, How to develop Javascript, simple Javascript, variables, functions, conditions, loops and repetition.

UNIT V: XML & PHP

Introduction to XML, uses of XML, simple XML, XML key components, DTD and Schemas, Well formed, using XML with application.

PHP- Starting to script on server side, Arrays, function and forms, advance PHP. Databases: Basic command with PHP examples.

Reference Books:

1. Steven Holzner,"HTML Black Book", Dremtech press.

2. Web Technologies, Black Book, Dreamtech Press

3. Web Applications : Concepts and Real World Design, Knuckles, Wiley-India

4. Internet and World Wide Web How to program, P.J. Deitel & H.M. Deitel Pearson.

MPMBA22-404R1	RETAIL STORE LOCATION, LAYOUT-DESIGN & VISUAL MERCHANDISING	L-2, T-1, P-0	3 CREDIT
		Total Lecture	36

Course Objectives:

• This course aims to equip students with knowledge in retail store management, focusing on operations, customer service, store layout design, and visual merchandising. It covers strategies for store location decisions, site evaluation, and effective use of atmospherics to enhance retail environment and customer experience.

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

CO1	Develop strategies for effective retail store operations, including customer service, floor management, and shrinkage prevention.
CO2	Analyze retailing strategies related to store location decisions using demographic, economic, and competitive analysis.
CO3	Evaluate site potential and select optimal locations based on market saturation indices and infrastructure criteria.
CO4	Design retail store layouts that optimize space utilization, accessibility, and customer flow.
CO5	Implement visual merchandising techniques to enhance merchandise presentation, atmosphere, and customer engagement in retail environments.

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 strategies for effective retail store operations, including customer service, floor management, and shrinkage prevention.
CO2	Analyze retailing strategies related to store location decisions using demographic, economic, and competitive analysis.
CO3	Evaluate site potential and select optimal locations based on market saturation indices and infrastructure criteria.
CO4	Design retail store layouts that optimize space utilization, accessibility, and customer flow.
CO5	Implement visual merchandising techniques to enhance merchandise presentation, atmosphere, and customer engagement in retail environments.

Bloom's Level

	Remember	Understand	Apply	Analyze	Evaluate	Create
CO1	√	√	√	-	-	-
CO2	√	√	√	√	-	-
CO3	√	√	√	√	√	-
CO4	√	√	√	-	-	-
CO5	√	√	√	-	-	-

MPMBA22-404R1: RETAIL STORE LOCATION, LAYOUT-DESIGN & VISUAL MERCHANDISING   **CREDITS: 3**

UNIT I: Store Management:

Retail Operations and their significance – Customer service and accommodations – Retail Selling Process – Store staffing and scheduling – Retail Floor and shelf management – Store administration and facilities management – Shrinkage prevention – POS/Cashiering process – Store operating parameters.

UNIT II: Store Location:

Importance of Location Decision – Retailing strategy and location – Characteristic Used in Location – Analysis – Country and Regional Analysis – Demographic – Economic Cultural – Demand – Competition – Infrastructure – Trade Area Analysis – Trade Area Consideration – Defining the trade Area – Reilly's Law – Huffs Model – Concentric Zones – Geo demographics.

UNIT III: Site Evaluation:

Estimation Market Potential – Estimating Sales Potential – Index of Retail Saturation – Infrastructure Site Evaluation and Selection Types of Locations – Planned Shopping Centers – Basic Configurations of Shopping centers – Central Business Districts – Free Standard Location – Assessing Site Evaluation Criteria

UNIT IV: Store Layout:

– Store Planning – Location Planning - Store Design and Retail Image Mix – The space Mix - Stores Exterior: Store Layout: Types of Display Areas – Flexibility of Store Design – Recognizing the needs of the Disabled – Stores Interior – managing Space – circulation plans.

UNIT V: Design and Visual Merchandising:

Location of Departments – Location of Merchandise within departments: Use of Planograms - Evaluating Space Productivity – Merchandise Presentation Techniques – Idea oriented presentation – Style item presentation Color presentation.

Atmospherics: Visual Communications – Lighting – Color – Music – Scent – Store Security.

Suggested Reading:

1. Barry Berman & Joel R Evans, Retailing Management, A Strategic Approach, Macmillan Publishing company, 4th Edition, 1989.

2. James R Ogden & Denise T Ogden, BiZstantra, Integrated Retail Management, Indian Adoptation, New Delhi, 2005.

3. Michael Levy & Bartan A Weity, Retailing Management Tata McGraw Hill Publishing Company Ltd., 5th Edition, 2003.

4. William R Davidson, Daniel R Sweency and Ronold W Stampfel; John Wiley & Sons, Retailing Management 6th Edition, 1988.

MPMBA22-404R2	RETAIL BUYING & MERCHANDISE MANAGEMENT	L-2, T-1, P-0	3 CREDIT
		Total Lecture	36

Course Objectives:

- This course aims to equip students with comprehensive knowledge and skills in retail buying and merchandise management. It covers planning, assortment management, inventory control, pricing strategies, global sourcing, ethical considerations, and retail communication, preparing students to effectively manage retail operations and optimize merchandise performance.

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

CO1	Develop comprehensive merchandise plans integrating financial objectives and category management principles.
CO2	Analyze inventory performance using GMROI and inventory turnover metrics to optimize assortments.
CO3	Implement effective buying systems and evaluate merchandise performance using open-to-buy systems.
CO4	Formulate pricing strategies aligned with retail objectives, methods, and adjustments.
CO5	Design and evaluate retail communication programs to enhance brand communication 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	Develop comprehensive merchandise plans integrating financial objectives and category management principles.
CO2	Analyze inventory performance using GMROI and inventory turnover metrics to optimize assortments.
CO3	Implement effective buying systems and evaluate merchandise performance using open-to-buy systems.
CO4	Formulate pricing strategies aligned with retail objectives, methods, and adjustments.
CO5	Design and evaluate retail communication programs to enhance brand communication and customer engagement.

Bloom's Level

	Remember	Understand	Apply	Analyze	Evaluate	Create
CO1	√	√	-	-	-	-
CO2	√	√	√	√	-	-
CO3	√	√	√	-	-	-
CO4	√	√	√	-	-	-
CO5	√	√	√	√	√	-

MPMBA22-404R2: RETAIL BUYING & MERCHANDISE MANAGEMENT CREDITS: 3

UNIT I:

Planning Merchandise Assortments – Organising the buying process by categories – Category Management – The Buying Organisation -- Setting Financial Objectives for the Merchandise Plan –

UNIT II:

Gross Margin Return On Inventory Management (GMROI), Measuring Inventory Turnover – Sales Forecasting – Assortment Planning Process – Variety –Assortment – Product Availability – Trade offs between Variety, Assortment and Product Availability – Assortment Plan, Product Mix Trends.

UNIT III:

Buying Systems for Staple Merchandise – Buying Systems for Fashion Merchandise – Merchandise Budget Plan – Components – Evaluation – Open – to –Buy Systems – Allocating Merchandise to Stores – Analyzing the Merchandise Performance. Buying Merchandise – Branding Strategies – Global Sourcing Decisions – Costs and Managerial issues associated with Global Sourcing -- Merchandising Buying and Handling Process – Ethical and Legal issues in Merchandise Buying.

UNIT IV:

Merchandise Pricing – Setting the Retail Price – Pricing Objectives – Pricing strategies – Pricing Methods –Pricing Adjustments – Price Discrimination.

UNIT V:

Retail Communication Mix – Role of Communication in Retailing – Methods of Communication – Planning the Retail Communication Programs – Implementing and Evaluating the Retail Communication Programs.

Suggested Reading:

1. John Donnellan, Merchandise Buying and Management, Fairchild Publications.

2. Michael Levy and Barton A. Weitz, Retail Management, Tata McGraw Hill, Fifth Edition, 2004.

3. Ralph D. Shipp, Retail Merchandising : Principles and Applications, Houghton Miffin College Division, Second Edition, 1985.

4. Retail Management, ICFAI Center for Management Research Publication.

MPMBA22-404R3	RETAIL STRATEGIES	L-2, T-1, P-0	3 CREDIT
		Total Lecture	36

Course Objectives:

This course aims to equip students with comprehensive knowledge and skills in retail strategy formulation and implementation. Students will learn to develop vision and mission statements, differentiate store strategies, conduct retail surveys, and apply qualitative research methods to understand consumer behavior and market dynamics..

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

CO1	Develop effective vision and mission statements for retail businesses.
CO2	Implement differentiation strategies to enhance retail growth and expansion.
CO3	Analyze consumer buying behavior and demographics to tailor marketing strategies.
CO4	Formulate retail market strategies focusing on customer needs and preferences.
CO5	Apply financial strategies using the Strategic Profit Model to assess and improve retail performance.

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 effective vision and mission statements for retail businesses.
CO2	Implement differentiation strategies to enhance retail growth and expansion.
CO3	Analyze consumer buying behavior and demographics to tailor marketing strategies.
CO4	Formulate retail market strategies focusing on customer needs and preferences.
CO5	Apply financial strategies using the Strategic Profit Model to assess and improve retail performance.

Bloom's Level						
	Remember	**Understand**	**Apply**	**Analyze**	**Evaluate**	**Create**
CO1	√	√	-	-	-	-
CO2	√	√	√	-	-	-
CO3	√	√	√	√	-	-
CO4	√	√	√	-	-	-
CO5	√	√	√	-	-	-

MPMBA22-404R3: RETAIL STRATEGIES   **CREDITS: 3**

UNIT I:

Developing vision, mission – Store Differentiating Strategies – Retail Growth and Expansion strategies. Retail surveys – qualitative research – research design – Developing a methodology – Shopper observations – retail audits

UNIT II:

Understanding the Retail Customer I: The Market – Structure of Buying Population – Nature of Buying Behavior – Consumer Markets Population Analysis – Demographic Analysis – Consumer Buying Behavior - Buying Considerations – Product Tangibility – Goods Services – Product Durability – Durables – Non Durables – Product Availability – Convenience Products – Shopping Products – Specialty Products – Understanding the Retail Customer II Buying Situations – Consumer Population – Consumer Requirements – Consumer Potential – Ability to Buy – Willingness to buy – Authority to Buy – Buying Centers – Buying Influences – Psychological factors – Motivation – Perception- Learning – Attitudes – Personal Factors – Personality – Self concept – Life Styles – Life Cycle – Social Factors – Family – Reference groups – Social Class – Culture – Buying Process – Problem Recognition – Information Search – Alternative Evaluation – Purchase Decision – Post Purchase Evaluation – Buying Scenes.

UNIT III:

Retail Market Strategy : Store Positioning - Retail Marketing Mix - Definition of retail Market Strategy – Focus on the Customer – nature of Strategic Planning – Preplanning: Assessing the Firms situation – SWOT – Mission – Goals and objectives –Budget implementation and control.

UNIT IV:

Financial Strategy: Strategic Profit Model – An Overview – The Income Statement – Net Sales – Gross Margins – Expenses – Net Profit – The Balance Sheet – Current Assets – Accounts Receivable – Merchandise Inventory – Cash and other Current Assets – Current Assets cycle – Fixed Assets – Asset Turn Over – Liabilities and Owners Equity – Strategic Resource Management Model – Return on Assets – Recap of Strategic Profit Model – Setting Performance Objectives Top down Vs Bottom Up Process – Accountability – Performance measure – Types of Measures.

UNIT V:

Retail surveys – qualitative research – research design – Developing a methodology – Shopper observations – retail audits

Suggested Reading:

1. Barry Berman & Joel R Evans, Retailing Management, A Strategic Approach – Macmillan Publishing company, 4th Edition, 1989.

2. James R Ogden & Denise T Ogden, BiZstantra, Integrated Retail Management, Indian Adoptation, New Delhi, 2005.

3. Michael Levy & Bartan A Weity, Retailing Management Tata McGraw Hill Publishing Company Ltd., 5th Edition, 2003.

4. William R Davidson, Daniel R Sweency and Ronold W Stampfel; Retailing Management,John Wiley & Sons, 6th Edition, 1988.

MPMBA22-404R4	RETAIL SELLING & CUSTOMER SERVICE	L-2, T-1, P-0	3 CREDIT
		Total Lecture	36

Course Objectives:

- Learn the essentials of personal selling in retail, including prospecting, presenting merchandise, handling objections, and maximizing sales through up-selling and cross-selling strategies.

- Acquire skills in relationship selling, evaluating sales performance, and implementing effective customer service strategies based on customer expectations and service quality metrics.

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

CO1	Demonstrate proficiency in retail selling techniques, including prospecting, demonstrating, and handling objections, to effectively promote merchandise and enhance sales performance.
CO2	Evaluate personal sales performance using metrics like conversion rate and sales per hour, and apply relationship selling strategies to build lasting customer relationships.
CO3	Assess customer expectations and perceived service quality, implement customer service strategies, and utilize the Gaps Model to improve service quality and customer satisfaction.
CO4	Develop strategies to achieve the right level of customer service while considering cost implications and conducting competitive analysis.
CO5	Analyze store characteristics, income levels of the target market, and supplier customer service levels to meet customer expectations and enhance retail performance.

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 proficiency in retail selling techniques, including prospecting, demonstrating, and handling objections, to effectively promote merchandise and enhance sales performance.
CO2	Evaluate personal sales performance using metrics like conversion rate and sales per hour, and apply relationship selling strategies to build lasting customer relationships.
CO3	Assess customer expectations and perceived service quality, implement customer service strategies, and utilize the Gaps Model to improve service quality and customer satisfaction.
CO4	Develop strategies to achieve the right level of customer service while considering cost implications and conducting competitive analysis.
CO5	Analyze store characteristics, income levels of the target market, and supplier customer service levels to meet customer expectations and enhance retail performance.

Bloom's Level

	Remember	Understand	Apply	Analyze	Evaluate	Create
CO1	√	√	√	-	-	-
CO2	√	√	√	√	√	-
CO3	√	√	√	√	-	-
CO4	√	√	√	√	-	-
CO5	√	√	√	√	-	-

MPMBA22-404R4: RETAIL SELLING & CUSTOMER SERVICE   CREDITS: 3

UNIT I: Retail Selling:

Role of Personal selling in Retail Promotion Mix - Role of Retail Sales Person - Retail Selling Process - Preparing for the customer – Prospecting for the customer – Approaching the customer - Presenting the Merchandise – Demonstrating - Handling Objections – Up Selling – Cross Selling.

UNIT II:

Making the Sale – Relationship Selling – Building Customer Relationships -Skills required for the Retail Sales Person – Evaluation of the Retail Sales Person – Conversion Rate – Sales per hour – Use of Time Standards.

UNIT III: Customer service:

Significance of Customer Service – Customer Service Strategies - Customer Evaluations of Service Quality – Role of Expectations – Perceived Service- Situations leading to satisfactory and unsatisfactory customer experience – Gaps model for improving quality of retail services – Knowledge Gap – Standards Gap – Delivery Gap – Communications Gap – Service Recovery.

UNIT IV:

Developing the right Customer Service Level – Cost of Customer Service – Competitive Analysis

UNIT V:

Store Characteristics – Income level of Target Market – Customer's wants and needs -- Supplier Customer Service Levels.

Suggested Reading:

1. James R. Ogden and Denise T. Ogden, Integrated Retail Management (Indian Adaptation), Biztantra, 2005

2. Michael Levy and Barton A. Retail Management, Weitz, Tata McGraw Hill, Fifth Edition, 2004.

3. Retail Management – ICFAI Centre for Management Research Publication

MPMBA22-404HH1	MANAGEMENT OF SUPER SPECIALTY SYSTEM	L-2, T-1, P-0	3 CREDIT
		Total Lecture	36

Course Objectives:

- To briefly describe on dimensions of Super speciality systems- Location, spa Area, staffing, instrument, equipments, work load, clinical zone, support zone, utility zone cost effectiveness, audit and compliance procedures.

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

CO1	Learn the relevance of Super Speciality systems in hospitals.
CO2	Become aware of basic criteria in establishing children, maternity, Psychiatric & Ayush hospitals.
CO3	Understand the dimensions covering establishing of specialized units- Neurology, cardiothoracic, Gastroenterology, Endocrinology.
CO4	Know the medical audit, protocols, committee, frequency of audit, areas of audit and types.
CO5	Become aware of methods of audit, audit practice and implementation,

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	Learn the relevance of Super Speciality systems in hospitals.
CO2	Become aware of basic criteria in establishing children, maternity, Psychiatric & Ayush hospitals.
CO3	Understand the dimensions covering establishing of specialized units- Neurology, cardiothoracic, Gastroenterology, Endocrinology.
CO4	Know the medical audit, protocols, committee, frequency of audit, areas of audit and types.
CO5	Become aware of methods of audit, audit practice and implementation,

Bloom's Level

	Remember	Understand	Apply	Analyze	Evaluate	Create
CO1	√	√	-	-	-	-
CO2	√	√	√	-	-	-
CO3	√	√	√	-	-	-
CO4	√	√	√	-	-	-
CO5	√	√	√	-	-	-

MPMBA22-404HH1: MANAGEMENT OF SUPER SPECIALTY SYSTEM CREDITS: 3

Unit – I Specialised Hospital

Teaching hospital attached to Medical college: Location, spa Area, staffing, instrument, equipment, work load, clinical zone, support zone, utility zone cost effectiveness; Children Hospital: Location spa Area, staffing, instrument, equipments, work load, clinical zone, support zone, utility zone cost effectiveness; Maternity Hospital: Location spa Area, staffing, instrument, equipments, work load, clinical zone, support zone, utility zone cost effectiveness; Psychiatric Hospital: Location spa Area, staffing, instrument, equipments, work load, clinical zone, support zone, utility zone cost effectiveness; Ayush Hospital Location spa Area, staffing, instrument, equipments, work load, clinical zone, support zone, utility zone cost effectiveness.

Unit – II Super Specialty Centers Concept of Super Specialty in the Hospital, Cardiothoracic Centre

Location, Area, staffing, instrument, equipments, work load, clinical zone, support zone, utility zone cost effectiveness; Neurology Centre: Location, Area, staffing, instrument, equipments, work load, clinical zone, support zone, utility zone cost effectiveness.

Unit – III SPECIALISED CENTRES

Gastroenterology, Cancer centre, Location, Area, staffing, instrument, equipments, work load, clinical zone, support zone, utility zone cost effectiveness. Lithotripcy Centre, Dialysis centre, Endocrinology centre, Location spa Area, staffing, instrument, equipments, work load, clinical zone, support zone, utility zone cost effectiveness.

Unit – IV Concept of Medical Audit for Specialty Hospitals

Definition of Medical audit, Protocols, committee, frequency of audit, areas of audit. Types of audit: Direct & Indirect Audit; Audit element; case audit, mortality review, complication audit, antibiotic utilization over stay audit, investigation audit, infection can not audit, critical area audit, medical record audit, equipment audit.

Unit – V Methods of Audit

Statistical method, Death review committee, Random table method, scoring method, on the spot medical audit. Audit Practice and Implementation: Audit practice, audit monitoring, constraints, implementation, outcome status survey of medical audit an example.

Suggested Reading:

1. Tabish, Principles of Hospital Administration, Jaypee Publication.

2. S.L. Goel, Management of Hospital Administration.

MPMBA22-404HH2	MEDICAL RECORDS MANAGEMENT	L-2, T-1, P-0	3 CREDIT
		Total Lecture	36

Course Objectives:

• To elaborately discuss on various terminologies used in Medical record management, indexing norms and legal compliances involved in the same.

• To briefly present an overview of Analysis of medical record – Qualitative, Quantitative and statistical.

• To brief on Medical Record Policies- Understanding Global Medical bills- Insurance Policies-

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

CO1	Learns the basic medical terminologies, words and phrases on operating terminology.
CO2	Become aware of indexing and maintaining Mental health record.
CO3	Realize the legal importance of medical record & maintaining EMR.
CO4	Learn HIPAA and OSHA requirements.
CO5	Understand Global Medical bills, Insurance Policies, Medical Record Information, Recognitions, Disabilities, case sheets, MRO/MRT Training & Applications.

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	Learns the basic medical terminologies, words and phrases on operating terminology.
CO2	Become aware of indexing and maintaining Mental health record.
CO3	Realize the legal importance of medical record & maintaining EMR.
CO4	Learn HIPAA and OSHA requirements.
CO5	Understand Global Medical bills, Insurance Policies, Medical Record Information, Recognitions, Disabilities, case sheets, MRO/MRT Training & Applications.

Bloom's Level

	Remember	**Understand**	**Apply**	**Analyze**	**Evaluate**	**Create**
CO1	√	√	-	-	-	-
CO2	√	√	-	-	-	-
CO3	√	√	-	-	-	-
CO4	√	√	-	-	-	-
CO5	√	√	-	-	-	-

MPMBA22-404HH2: MEDICAL RECORDS MANAGEMENT   CREDITS: 3

Unit I Medical Terminology

Elements of medical terms (a) Root/stem, (b) Prefixes, (c) Suffixes, (d) Colours, (e) Numerals, (f) Symbols, (g) Abbreviation, General and special practices in medicine, Suffixes, words and phrases on operative terminology, Terms pertaining to body as a whole.

Unit II

Health Information Management, Historical Development of Medical Record, uses and values of medical record, Medical record forms – basic and special, Flow of medical record-Registration- Numbering- unit, serial-unit, -Deficiencychecking-Assembling-Coding-ICDX,ICD9-CM, CPT - 4, ICP, ICD - 0 - Indexing - master - patient ,disease index, physician, operative - Filing - alphabetic, terminal digit, middle digit, straight numeric, Format types-source oriented (SOMR), problem oriented (POMR) integrated, Mental health record.

UNIT III

Analysis of medical record- Qualitative, Quantitative and statistical. Committees-executive; credential; safety; infection surveillance, prevention and control; audit Legal importance of medical record: Consent, release of information, legal cases, medical record as legal document. Electronic Medical Record (EMR).

UNIT IV

Eliminating incorrect data entry and increase overall accuracy. Understand the latest privacy requirements, including up-to-date information concerning HIPAA and OSHA compliance. Importance of maintenance of record in healthcare settings.

UNIT V

Medical Record Policies-Understanding Global Medical bills-Insurance Policies-Medical Record Information-Recognitions-Disabilities-case sheets-MRO / MRT Training-Applications.

Suggested Reading:

1. Medical Records Manual: A guide for Developing Countries. Who Regional Office for the Western Pacific, World Health Organization Regional Office for the Western Pacific. Stylus Pub Llc.

2. Hogarth P: Glossary of Health care terminology. WHO Regional Office., Europe.

3. Edna Huffman: Medical records Management Record company, Illinois., USA

4. Medical Record Management-The Essentials and More 9th Edition (Hardcover) Author: Edna. K. Huffman. Publisher: Physicians*Record Company (1990-12)

5. Jerome H. Carter. Electronic Medical Records. A guide for clinician and administrators.

MPMBA22-404HH3	PATIENT CARE PLANNING & MANAGEMENT	L-2, T-1, P-0	3 CREDIT
		Total Lecture	36

Course Objectives:

The overall purpose of this course is to enhance the knowledge, skills and attitude in managing clinical services in hospitals. To fulfill this, the objectives of the course are:

• To understand the role of administrator in patient care planning and management.

• To develop the skills of planning are location, design and layout of clinical services from staff / customer point of view.

• To develop the skills to optimally utilize the available resources (staff, space, equipment, facilities, supplies, etc.)

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

CO1	Understand the principles and steps involved in planning hospital facilities and services.
CO2	Design and implement effective outpatient services, including specialty clinics and emerging concepts like day care and appointment scheduling.
CO3	Develop protocols for emergency and casualty services, ensuring efficient management of trauma cases and disaster preparedness.
CO4	Optimize inpatient care through well-designed facilities and procedures for admission, transfer, billing, and discharge.
CO5	Manage operation theatre logistics, including staffing, equipment, and sterile techniques to ensure safe surgical procedures.

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 principles and steps involved in planning hospital facilities and services.					
CO2	Design and implement effective outpatient services, including specialty clinics and emerging concepts like day care and appointment scheduling.					
CO3	Develop protocols for emergency and casualty services, ensuring efficient management of trauma cases and disaster preparedness.					
CO4	Optimize inpatient care through well-designed facilities and procedures for admission, transfer, billing, and discharge.					
CO5	Manage operation theatre logistics, including staffing, equipment, and sterile techniques to ensure safe surgical procedures.					
Bloom's Level						
	Remember	**Understand**	**Apply**	**Analyze**	**Evaluate**	**Create**
CO1	√	√	-	-	-	-
CO2	√	√	√	-	-	-
CO3	√	√	√	-	-	-
CO4	√	√	√	-	-	-
CO5	√	√	√	-	-	-

MPMBA22-404HH3: PATIENT CARE PLANNING & MANAGEMENT CREDITS: 3

Unit I: Hospital Planning

Concept of Planning; Guiding Principles in Planning Hospital Facilities and Services; Regional Planning and Factors to be emphasized; Steps in Hospital Planning; Planning Team and Stages of Project; Estimation, Architech Brief and Master Plan; Selection of Site and Decision on Land, Space and Utilities.

Unit II : Outpatient Services

Objectives; Functions; Location; Design and Layout; Policy and Procedures; Organization; Staffing; Equipment and Facilities; Key Result Areas and Performance / Quality Indicators; Daily Planning and Scheduling of Work; Managing Time : Waiting Time and Total Time; Specialty, Sub-specialty and Super Specialty Clinics; Diagnosis, Physiotheraphy and Occupational Therapy; Emerging Concepts : Day Care, Reservation, Appointment by Phone; Medico-social Works / Patient Counselling; Other Facilities : Pharmacy, Gifts Shop, Prayer/Meditation Room.

Unit III : Trauma Care : Emergency and Casualty Services

Objectives; Functions; Location, Design and Layout; Policy and Procedures; Organizaion; Staffing; Equipment and Facilities; Key Result Areas and Performance / Quality Indicators; Disaster Management : Principles and Classification; Life Saving Drugs; Ambulance and Paramedic Services; Medico-legal Procedures; Forms and Registers to be maintained; Communication System;

Unit IV : Inpatient Services

Inpatient Care; Objectives; Functions; Locations, Design and Layout; Policy and Procedures; Organization; Staffing; Equipment and Facilities; Key Result Areas and Performance / Quality Indicators; Admission, Transfer, Billing and Discharge Procedures; Managing Deaths; Intensive Care Units; Objectives; Functions; Location, Design and Layout; Policy and Procedures; Organization; Staffing; Equipment and Facilities; Keys Result Areas and Performance / Quality Indicators; Types of ICUs.

Unit V: Operation Theatre

Objectives; Functions; Location; Design and Layout; Policy and Procedures; Organization; Staffing; Equipment and Facilities; Key Result Areas; Daily Planning and Scheduling; Determinants of number of Operating Rooms; Zoning and Aseptic / Sterile Techniques; Clinical Protocols Sub-stores; CSSD; Immediate Postoperative Recovery Rooms; Safety Issues.

Suggested Reading:

1. B.M. Sakharkar, Principles of Hospital Administration and Planning (Jaypee Brothers Medical Publishers Pvt. Ltd., New Delhi).

2. C.M. Francis and et al., Hospital Administration (Jaypee Brothers Medical Publishers Pvt. Ltd., New Delhi).

3. G.D. Kunders, Designing for Total Quality in Health Care (Prism Books Pvt. Ltd., Bangalore).

MPMBA22-404HH4	MANAGING QUALITY IN HEALTH CARE	L-2, T-1, P-0	3 CREDIT
		Total Lecture	36

Course Objectives:

- The objective of "Managing Quality in Health Care" is to equip students with comprehensive knowledge and skills in quality management principles and practices specific to the healthcare sector. This includes understanding quality models, tools, and techniques, as well as applying them to improve patient care outcomes and organizational effectiveness.

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

CO1	Grasp the history, core values, and models of quality management, emphasizing its impact on healthcare productivity and profitability.
CO2	Apply leadership principles and tools like flow charts, cause-and-effect diagrams, Pareto diagrams, and Statistical Process Control (SPC) to improve healthcare processes.
CO3	Excel in defining customer needs, ensuring exceptional service, managing patient satisfaction, and monitoring clinical quality indicators.
CO4	Develop and implement quality policies, establish roles for managers and teams, and foster leadership commitment to continuous quality improvement.
CO5	Explore ISO certification, JCI accreditation, and business process reengineering to enhance healthcare quality and organizational 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	Grasp the history, core values, and models of quality management, emphasizing its impact on healthcare productivity and profitability.
CO2	Apply leadership principles and tools like flow charts, cause-and-effect diagrams, Pareto diagrams, and Statistical Process Control (SPC) to improve healthcare processes.
CO3	Excel in defining customer needs, ensuring exceptional service, managing patient satisfaction, and monitoring clinical quality indicators.
CO4	Develop and implement quality policies, establish roles for managers and teams, and foster leadership commitment to continuous quality improvement.
CO5	Explore ISO certification, JCI accreditation, and business process reengineering to enhance healthcare quality and organizational efficiency.

Bloom's Level

	Remember	Understand	Apply	Analyze	Evaluate	Create
CO1	√	√	-	-	-	-
CO2	√	√	√	-	-	-
CO3	√	√	√	-	-	-
CO4	√	√	√	-	-	-
CO5	√	√	√	-	-	-

MPMBA22-404HH4: MANAGING QUALITY IN HEALTH CARE   CREDITS: 3

Unit- I: Fundamentals

History, Need and Importance of Quality Management Core Values, Concepts and Model Quality Gurus and their views Dimensions of Quality Principles of Quality Management : Structure, Process and Outcome Quality Vs Productivity Vs Profitability Cost of conformance and non-conformance to Quality Major Components in Quality Setting Objectives Quality Investment Activity Monitoring Performance Assessment Quality Management Process Leadership Commitment Corporate Framework on Quality Transformation of Corporate Culture Customer Focus Process Focus Collaborative Approach Education, Training and Development Learning by Practice and Teaching Benchmarking Quality Measurement and Statistical Report at all Levels Recognition and Reward Management Integration.

Unit II: Quality Foundation, Tools; and Techniques

Leadership, Team Work, Communication, Problem Solving, Managing Time, Tools and Techniques, Flow Chart, Cause and Effect Diagram, Pareto Diagram, Statistical Process Control (SPC).

Unit III: Healthcare Quality

Quality / Customer Service, Define Customer and Identify Customers, Customer Experience : Core Service & Delivery of Service, Excellent Customer Service ; Caring Service; Individual Behaviour : Stress, Communication and Interpersonal Relationship; Patient Satisfaction; Rights and Responsibilities of Patients; Satisfaction and Delight; Quality Indicators of Patient Satisfaction; Clinical Quality; Complication and Infection Rate; Admission, Follow Up and Continuity of Care; Measuring Quality; Setting Objectives and Agreeing upon Standards; Develop Key Result Areas and Performance Indicators; Feedback : Customers, Staff, Suppliers, etc; Quality Audit and Review Techniques.

Unit IV: Organisation and Roles in Quality

Quality Policy : Commitment to Patients and Staff; Code of Conduct for Health Professionals; Job Description of Quality Manager; Quality Steering Committee; Quality Council; Quality Teams : Task Force, Quality Circle; Obstacles to Practice Quality.

Unit V: Recent Trends

ISO Certification; BS Mark; Accreditation : JCI; Quality Awards Scheme; Business Process Reengineering.

Suggested Reading:

1. Edward W. Deming, Out of the Crisis (Cambridge University Press, Cambridge)

2. Richard Smith (ed.) Audit in Action (British Medical Journal, London) ISBN 0-7279-0317-9

3. Nankemp and Eileen Richardson, Quality Assurance in Nursing Practice a(Butterworth Heinemann Ltd., London, Second Edition) ISBN 0-7506-2326-8)

4. Helga Drummond, The TQM Movement – what Total Quality Management is Really All About (UBSPD, New Delhi)

MPMBA22-404HT1	FACILITY MANAGEMENT	L-2, T-1, P-0	3 CREDIT
		Total Lecture	36

Course Objectives:

- The objective of this course is to provide students with comprehensive knowledge and skills required for managing various aspects of facilities within the hotel and tourism industry, including building construction, water and waste management, HVAC systems, energy management, and interior decoration.

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

CO1	Analyze hotel and travel organization structures, including load-bearing frames, anti-termite treatments, leak-proof methods, and hygiene standards.
CO2	Implement methods for managing hot and cold water requirements, water treatment, waste disposal, and plumbing systems in hospitality settings.
CO3	Apply knowledge of air conditioning systems, including central and split AC systems, ventilation types, and refrigeration needs for hotel environments.
CO4	Understand electrical systems, energy pricing, and manage electrical bills. Also, grasp safety measures for elevators and escalators in hotel facilities.
CO5	Plan and design hotel interiors, including recreational areas, food production, and service areas. Understand the principles of building renovation in hospitality 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	Analyze hotel and travel organization structures, including load-bearing frames, anti-termite treatments, leak-proof methods, and hygiene standards.
CO2	Implement methods for managing hot and cold water requirements, water treatment, waste disposal, and plumbing systems in hospitality settings.
CO3	Apply knowledge of air conditioning systems, including central and split AC systems, ventilation types, and refrigeration needs for hotel environments.
CO4	Understand electrical systems, energy pricing, and manage electrical bills. Also, grasp safety measures for elevators and escalators in hotel facilities.
CO5	Plan and design hotel interiors, including recreational areas, food production, and service areas. Understand the principles of building renovation in hospitality settings.

Bloom's Level

	Remember	Understand	Apply	Analyze	Evaluate	Create
CO1	√	√	√	√	-	-
CO2	√	√	√	-	-	-
CO3	√	√	√	-	-	-
CO4	√	√	√	-	-	-
CO5	√	√	√	-	-	-

MPMBA22-404HT1: FACILITY MANAGEMENT   **CREDITS: 3**

Unit -1 Building Construction

Hotel & travel & tourism organization type-frame. Load bearing-anti-termite treatments. Leak proof method. Hygiene of surroundings.

Unit -II Water & Water Waste Management

Methods for hotels. Hot & cold water requirement. Requirement of water, water treatment. Waste disposal & plumbing.

Unit -III Heat Ventilation & Air Conditioning

Air conditioning system-brief outline of central & split AC system, need for ventilation, types. Refrigeration needs, walk in cooler & freezer types.

Unit -IV Energy & Vertical Transport Management

Volt, fuse, AC, DC, single phase, three phase, circuit breakers, energy pricing & electrical bills. Types of elevators & escalators safety measures.

Unit-5 Interior Decoration of Hotel and Travel Organisation

Design, location, planning, design type, interiors. Recreational areas, food production & service areas. Building renovation.

Suggested Reading:

1. R. Balan, Housekeeping Operations.

2. Arora, S. P., & Bindra, S. P. (2019). A Textbook of Building Construction. Dhanpat Rai Publications.

3. Hammer, M. J., & Hammer Jr., M. J. (2011). Water and Wastewater Technology (7th ed.). Prentice Hall.

4. Kachru, U. (2007). Water Management in Hotels. Sage Publications India Pvt. Ltd.

MPMBA22-404HT2	INTERNATIONAL TOURISM MANAGEMENT	L-2, T-1, P-0	3 CREDIT
		Total Lecture	36

Course Objectives:

• The objective of this course is to equip students with a comprehensive understanding of the global tourism industry, including the impacts of globalization, political aspects, operating in a multinational environment, international sales and marketing strategies, and future trends in tourism.

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

CO1	Analyze the effects of globalization on the tourism sector, including challenges, factors affecting global tourist movements, and contemporary trends.
CO2	Identify barriers to travel and tourism investments, understand the role of international organizations like WTO and IMF, and assess the need for government support in tourism.
CO3	Balance global and local perspectives in international hotel management, understand international rules and regulations, and manage human resources and cultural diversity effectively.
CO4	Conduct market research, develop international marketing strategies, and understand travel distribution systems such as GDS and product positioning.
CO5	Assess long-term tourism growth trends, understand transportation developments and technology's impact on tourism, and evaluate the relationship between tourism and the environment.

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	Analyze the effects of globalization on the tourism sector, including challenges, factors affecting global tourist movements, and contemporary trends.
CO2	Identify barriers to travel and tourism investments, understand the role of international organizations like WTO and IMF, and assess the need for government support in tourism.
CO3	Balance global and local perspectives in international hotel management, understand international rules and regulations, and manage human resources and cultural diversity effectively.
CO4	Conduct market research, develop international marketing strategies, and understand travel distribution systems such as GDS and product positioning.
CO5	Assess long-term tourism growth trends, understand transportation developments and technology's impact on tourism, and evaluate the relationship between tourism and the environment.

Bloom's Level

	Remember	Understand	Apply	Analyze	Evaluate	Create
CO1	√	√	√	√	-	-
CO2	√	√	√	√	-	-
CO3	√	√	√	√	-	-
CO4	√	√	√	√	-	-
CO5	√	√	√	√	-	-

MPMBA22-404HT2: INTERNATIONAL TOURISM MANAGEMENT CREDITS: 3

Unit- I Globalisation & tourism sector

Globalisation & the business world, the tourism industry, challenges, Factors affecting Global & regional tourist movements, Demand and origin factors, destination & resource factors. Contemporary trends in international tourist movements. The emergence of international hotels & tourisms. Historical aspects, development of chains, development abroad, airline connection.

Unit- II Political aspects of the International Travel, Tourism

Barriers to travel, tourism investment & business, regulations, international organisations dealing with barriers viz : WTO, IMF, IHA, need for government support of tourism, national tourism organizations, political stability, travel advisories, political risk, crisis management.

Unit- III Operating in a Multinational Environment

International hotels; Balancing global & local perspectives. International rules & regulations - a brief study; Human resources & cultural diversity. Understanding cultural diversity, cultural perceptions, business protocol, cultural considerations in negotiations.

Unit- IV International Tourism Sales & Marketing

Market research, developing an international marketing strategy, understanding various travel distribution systems viz GDS, product positioning.

Unit- V Global competition & the Future

Long-term tourism growth trends, tourism growth in major regions, transportation developments, technology & automation, Development issues, tourism & the environment.

Suggested Reading:

1. Holloway, J. C., & Humphreys, C. (2016). The Business of Tourism (10th ed.). Pearson.

2. Cooper, C., & Hall, C. M. (2020). Contemporary Tourism: An International Approach (4th ed.) Good fellow Publishers.

MPMBA22-404HT3	FOOD & BEVERAGES CONTROL	L-2, T-1, P-0	3 CREDIT
		Total Lecture	36

Course Objectives:

- The objective of the "Food & Beverages Control" course is to provide students with a comprehensive understanding of the various aspects of food and beverage service management, including service area organization, staff responsibilities, menu planning, service procedures, and the preparation and presentation of beverages.

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

CO1	Comprehend the structure and function of different sections in food and beverage service areas, including pantry and bar equipment requirements.
CO2	Demonstrate knowledge of the job descriptions, attributes, and etiquette required for food and beverage service staff, including table setting, order taking, and guest reception.
CO3	Plan various types of menus, including a la carte and table d'hôte, understand menu structure, and perform modern service techniques such as carving and flambe service.
CO4	Apply different food service methods, including buffet and banquet service, and understand the organization and operation of banquet departments.
CO5	Gain knowledge of the preparation, processing, and service of breakfast, brunch, tea, coffee, and cocoa, including the manufacture and service of related beverages.

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 structure and function of different sections in food and beverage service areas, including pantry and bar equipment requirements.
CO2	Demonstrate knowledge of the job descriptions, attributes, and etiquette required for food and beverage service staff, including table setting, order taking, and guest reception.
CO3	Plan various types of menus, including a la carte and table d'hôte, understand menu structure, and perform modern service techniques such as carving and flambe service.
CO4	Apply different food service methods, including buffet and banquet service, and understand the organization and operation of banquet departments.
CO5	Gain knowledge of the preparation, processing, and service of breakfast, brunch, tea, coffee, and cocoa, including the manufacture and service of related beverages.

Bloom's Level

	Remember	Understand	Apply	Analyze	Evaluate	Create
CO1	√	√	-	-	-	-
CO2	√	√	√	-	-	-
CO3	√	√	√	-	-	-
CO4	√	√	√	-	-	-
CO5	√	√	√	-	-	-

MPMBA22-404HT3: FOOD & BEVERAGES CONTROL   **CREDITS: 3**

Unit-I Sections of Food & Beverage Service Areas

Introduction, still room, linen room, silver room, wash up area, hot plate, dispenses, bar. Pantry, equipment required in the pantry.

Unit-II Food and Beverage Service Staff Organisation

Job description attributes of a Food and Beverage service staff, Points to be observed while laying a table, taking an order, receiving a guest; Presenting a menu card, service etiquettes; Rules for waiting at a table, preparing table for next guest.

Unit-III Menu Planning & Modern Services

Menu structure, composition and sequencing; Types, menu pattern; Planning a la carté menu, table d' hote.

Taking the order, method of serving a dish at the table, general points, sequence of services. Introduction to carving and jointing, methods of carving, carving trolley, examples of dishes involved in guerdon. Flambe service- Japanese service, At site cooking.

Unit-IV Food Service Procedure; Buffet & Banqueting

Silver service or platter to plate service, French service, pre plated service or American service; Side Table service or Guerdon service, English service or butler service; Dump service or Western way of serving Indian food, Ethnic and traditional service of Indian food.

Types of buffet, menu planning for buffet. Organization of banquet department, types of banquet, booking a function for a banquet. Sequence of service, menu example

Unit- V Breakfast, Brunch, Low Tea, High Tea, Tea, Coffee & Cocoa

Types of breakfast sequence of breakfast with examples, planning breakfast; Types of Meals. Manufacture of tea, preparation of tea, service of tea. Manufacture of coffee, processing coffee, other types of coffee made in the world, service of coffee. Cocoa and chocolate manufacture, processing of cocoa, preparation of chocolates, uses of cocoa in the food preparation and service, equipment used for the above.

PRACTICALS

1) Knowledge of restaurant & duty chart to be prepared cleaning & upkeep of silver & glassware.

2) Knowledge of side board, laying of table cloth. Layout of a la carté menu.

3) Laying of table for breakfast, lunch, dinner for simple a la carté menus, listing equipment required for service & procedures.

4) Planning and service of meals for French, American, English& Indian menus a la carté.Digital Layout of Ala carte Menu.

Suggested Reading:

1. Andrews, S. (2013). Food and Beverage Service Training Manual (4th ed.). Tata McGraw-Hill Education.
2. Bhar, R. (2007). Textbook of Food and Beverage Management. APH Publishing.
3. Singh, R. (2016). Food and Beverage Service Operation (2nd ed.). Oxford University Press.
4. Varghese, R. (2018). Food and Beverage Operations: A Comprehensive Guide. Abhijeet Publications.

MPMBA22-404HT4	TRAVEL AGENCY & TOUR OPERATIONS MANAGEMENT	L-2, T-1, P-0	3 CREDIT
		Total Lecture	36

Course Objectives: It aims to equip students with comprehensive knowledge and skills related to the travel and tourism industry. The primary objectives are to:

- Understand the origin, development, and changing dynamics of the travel and tour operations trade.
- Gain insights into the core areas and functions of a travel agency business, including setting up and managing a travel agency.
- Analyze real-world case studies of travel trade organizations and associations to understand industry practices and standards.

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

CO1	Understand the historical development and current trends in the travel and tour operations industry.
CO2	Differentiate between travel agents and tour operators, including their various forms and typologies, and understand their distinct functions and contributions to the tourism industry.
CO3	Acquire practical knowledge of the core areas of travel agency business, including ticketing, travel facilitation etc., and learn the procedures for setting up and getting approvals for a travel agency.
CO4	Develop skills in tour operations management, including negotiating with suppliers, planning and executing tours, understanding the factors affecting tour planning, and setting up a tour operation unit.
CO5	Develop skills in tour operations management, including negotiating with suppliers, planning and executing tours, understanding the factors affecting tour planning, and setting up a tour operation unit.

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 historical development and current trends in the travel and tour operations industry.
CO2	Differentiate between travel agents and tour operators, including their various forms and typologies, and understand their distinct functions and contributions to the tourism industry.
CO3	Acquire practical knowledge of the core areas of travel agency business, including ticketing, travel facilitation etc., and learn the procedures for setting up and getting approvals for a travel agency.
CO4	Develop skills in tour operations management, including negotiating with suppliers, planning and executing tours, understanding the factors affecting tour planning, and setting up a tour operation unit.
CO5	Develop skills in tour operations management, including negotiating with suppliers, planning and executing tours, understanding the factors affecting tour planning, and setting up a tour operation unit.

Bloom's Level

	Remember	Understand	Apply	Analyze	Evaluate	Create
CO1	√	√	-	-	-	-
CO2	√	√	-	-	-	-
CO3	√	√	√	-	-	-
CO4	√	√	√	-	-	-
CO5	√	√	√	-	-	-

MPMBA22-404HT4: TRAVEL AGENCY & TOUR OPERATIONS MANAGEMENT CREDITS: 3

Unit –I Introduction to Travel Agency

Travel and Tour Operations Trade: Origin and Development and

Changing Scenario especially due to CRS & ICT. Meaning and Definitions of Travel Agency and Tour Operators; Forms & Typologies of Tour Operators and Travel Agents and Differentiations Between Them.

Unit –II Travel Agents

Role and Contributions of Travel Agents & Tour Operators in Development & Growth of Tourism Industry in India; Ethical, Legal and Regulatory Aspects of Travel Agency and Tour Operations Business.

Unit –III Travel Agency Business

Core areas of Travel Agency Business and Functions (Ticketing, Travel Facilitation, Documentation, Marketing etc.). Departmentalization of a Travel Agency and Organizational Structure of a Standard Travel Agency. Setting up a Travel Agency, Fiscal & Non-Fiscal Incentives. Provided by the Government and Sources of Income. Procedures for approval from the State Department, Central Government and IATA.

Unit –IV Tour Operations Management

Tour Operations: Considerations, Challenges and Organization; Organizational Structure and Functions of a Tour Operator (Negotiating & Contracting with Suppliers, Tour Planning & Execution, Marketing etc.)Factors Affecting Tour Planning and Sources of Income. Requirements and obligatory conditions to set up a Tour Operation Unit.

Unit –V Case Studies of Travel Trade Organizations and Associations

TAAI and IATO; IATA and WATA; Thomas Cook and Cox & Kings; Orbitz and SOTC.

Suggested Reading:

1. Kotler, P., Bowen, J. T., Makens, J. C., & Baloglu, S. (2017). Marketing for Hospitality and Tourism (7th ed.). Pearson Education.

2. Inkson, C., & Minnaert, L. (2018). Tourism Management: An Introduction (2nd ed.). SAGE Publications.

3. Bhatia, A. K. (2012). The Business of Travel Agency and Tour Operations Management. Sterling Publishers Pvt. Ltd.