

MBA Syllabus (Semester IV)

Compulsory Paper

- **MBR4010T : [Environment and Business Sustainability], [4 credits], [Semester IV], [Nature of the Course: Core Course]**
- **Course Outcomes (CO)**

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

1. Understand the meaning, significance, and key principles of sustainability and sustainable development.
2. Examine the evolution and relevance of corporate social responsibility (CSR) in national & global perspective; and the relationship between CSR and ethics and sustainability.
3. Examine how various intergovernmental bodies and specialized UN agencies approach CSR and sustainable development in terms of various entrepreneurial programs, projects and across India and/or other nations and evaluate their impact.
4. Integrate and apply knowledge gained in basic courses to the formulation and implementation of green strategies relevant for various organizational functions like Marketing and Human Resources Management.
5. Evaluate the business processes and sustainability practices of various organisations, Identify sustainability loopholes and gaps and develop innovative solutions towards the same.

Course Outcomes (CO)

Module No.	Module Name	Topics	Description	No of Hours allotted	Marks Allotted	Credit of each Module	Associated Course Outcome (CO)
1	I. Sustainability and Sustainable Development	Introduction to Sustainability, Meaning, Conceptualization, Approaches	Introduction to Sustainability and Sustainable Development	4	10%	0.4	CO1
		Introduction to Sustainable Development, Theoretical Background and Conceptualization					

2	II. The TBL Concept	The Triple Bottom Line: Concept, Three Ps – People, Planet and Profit	Approaches/Frameworks to study sustainability	6	15%	0.6	CO1
		Importance, Principles, Pillars of Sustainability, Environmental Awareness					
		Sustainability Framework of TBL					
3	III. Corporate Social Responsibility (CSR)	Introduction to CSR, Meaning and Purpose of CSR	Introduction to CSR	6	15%	0.6	CO2
		Relevance, Strategies, Types, Characteristics of CSR					
		Objectives of CSR, Evolution of CSR, CSR and Ethics, Criteria behind CSR					
4	IV. CSR and UNIDO	: UNIDO's approach to CSR, Responsible Entrepreneur's Achievement Program-(REAP)	UNIDO's approach to CSR	8	20%	0.8	CO3
		UNIDO CSR assistance, CSR Projects, Creating shared prosperity, advancing economic competitiveness					
		Upgrading businesses and industrial infrastructure, investing in technology and innovation, supporting small and medium industry clusters					
		Setting up export consortia, Quality and compliance infrastructure, Competitive trade capacities.					
5	V. UNIDO – Select Country Experiences	UNIDO Experiences in India, Pakistan, Sri Lanka	Country Case Studies	2	5%	0.2	CO3
		UNIDO Experiences in Thailand, China and Croatia					
6	VI.	Sustainable Development and UNCTAD (United Nations Conference on Trade and Development):	Sustainable Development and UNCTAD	4	10%	0.4	CO3

	Sustainable Development and UNCTAD	The TED initiative – Trade, Environment and Development					
7	VII. Green Strategies	Green Strategies in Business Operations, Vision 2030	Green Strategies, Vision 2030	4	10%	0.4	CO4
		Elements in Marketing and Human Resource Management towards Green strategies					
8	VIII. Business Process and Social Sustainability	(Suggestive) ITC Ltd., Marriott Hotels India Pvt. Ltd. Group, Nissan Motor India Pvt. Ltd.	Industry Case studies	6	15%	0.6	CO5
		HDFC Bank, Bank of America					
		Vodafone, Google Inc., Sony Ltd., Lenovo Group Ltd.,					

Suggested Readings:

Text Books:

1. Sri Urip, “CSR Strategies - Corporate Social Responsibility for a competitive Edge in Emerging Markets”, John Wiley
2. Andrew Savitz, “Triple Bottom Lines -How Today's Best-Run Companies Are Achieving”, John Wiley
3. UNIDO Report -, “Industrialization as the driver of sustained prosperity”, UNIDO,2020
4. Agarwal, S.K., “Corporate social Responsibility in India”, Sage Publishing Co. India Pvt. Ltd., 2008

References:

Annual CSR Reports and select online sources to handed from time to time

Section 03

□ CO-PO mapping

CO/ PO	PO1 Knowledge of Business	PO2 Critical & Problem Solving Skills	PO3 Ethical orientation	PO4 Global perspective & Communication Skills	PO5 Leadership & Team Building Skills	PO6 Entrepreneurship Skills	PO7 Sustainability Perspective	PO8 Lifelong learning & Research Skills
CO 1	M		H				H	
CO 2	H		H	M			H	
CO	H			H			H	

3								
CO 4	H	M	M				H	
CO 5	M	M		M			H	

** H means High relevance, M means Medium relevance, L means Low relevance

MBA Syllabus (Semester III: Marketing Specialization)

MBR4012T: [Marketing Analytics], [4 credits], [Semester IV], [Nature of the Course: Specialization Course]

Course Outcomes (CO)

At the end of this course, students will be able to

- CO1. Explain the classification of data and identify relevant marketing data and tools for analysis
- CO2. Describe the applications of Marketing Analytics and its advances in solving marketing related problems
- CO3. Solve diverse marketing related problems by using data analytics process and tools
- CO4. Analyze different marketing management scenario, explain them and provide data driven solutions
- CO5. Explain the findings derived by using marketing analytics tools and provide help in taking marketing decisions

Sl. No.	Topic	Sub-Topic	Description	Number of Hours	Marks allotted	Credit of each Module	Associated Course Outcome (CO)
1				2 hrs	5%	0.2	CO1

	Introduction to Marketing Analytics	Marketing Decision making process, Analytics in Marketing, Rising relevance of marketing analytics	Basics ideas about use of analytics in Marketing				
2	Planning the Data and Analytics	Processing of Data, Data Input Format, Coding, Variables and Variable Labels, Value Labels, Missing Data, Types of Analysis, Various types of Charts	Theoretical Concept related to Data	4 hrs	5%	0.2	CO1, CO2
Sl. No.	Topic	Sub-Topic	Description	Number of Hours	Marks allotted	Credit of each Module	Associated Course Outcome (CO)
3	Marketing Segmentation Analytics	Understanding Segments, Category based Segmentation, Demographic and Psychographic Segments and their Targeting Strategies, Targeting with more than Two Segments, Non-Parametric Chi Square Test, One Sample TTests, Cross tab Chi-Square,	Use of Analytics to identify and explain marketing segments	6 hrs	20%	0.8	CO3, CO4, CO5

		Independent Samples T-Test, ANOVA, Cluster Analysis, Collaborative Filtering, Using Classification Trees for Segmentation					
4	Product Management Analytics	Trial, Repeat Volume, Penetration, Volume Projections, Growth—Percentage, Growth—CAGR, Cannibalization Rate, Fair Share Draw Rate, Brand Equity Metrics, Conjoint Utilities and Consumer Preferences	Use of Analytics in product marketing	6hrs	15%	0.6	CO3, CO4, CO5
5	Pricing Analytics	Estimating Linear and Power Demand Curves, Pricing Using Subjectively Estimated Demand Curves, Price Bundling, Nonlinear Pricing, Demand Curves and Willingness to Pay, Profit Maximizing with Nonlinear Pricing Strategies, Price Skimming and Sales, Dropping Prices Over Time, Reasons of Sales Promotion	Using analytics for pricing decisions	6hrs	10%	0.4	CO3, CO4, CO5
Sl. No.	Topic	Sub-Topic	Description	Number of Hours	Marks allotted	Credit of each Module	Associated Course Outcome (CO)

6	Consumer Analytics	Customer Value, Calculating Lifetime Customer Value, DIRECTV, Customer Value, Estimating the Chance a Customer Is Still Active, Customers Want, Conjoint Analysis, Products, Attributes, and Levels, Full Profile Conjoint Analysis, Logistic Regression, Logistic Regression Model, Maximum Likelihood Estimate of Logistic Regression Model	Using Analytics for Consumer Management and decisions	6hrs	20%	0.8	CO3, CO4, CO5
7	Retail Analytics	Market Basket Analysis and Lift, Computing Lift for Two Products, Computing Three-Way Lifts, Using Lift to Optimize Store Layout, RFM Analysis, Allocating Retail Space and Sales Resources	Using Analytics for retail analysis	4hrs	15%	0.6	CO3, CO4, CO5
8	Advertising and Web Media Analytics	Measuring the Effectiveness of Advertising, The Adstock Model, Optimizing Advertising: Pulsing versus Continuous Spending, Media Selection Models, A Linear Media Allocation Model, A Monte Carlo Media Allocation Simulation, Pay per Click (PPC) Online Advertising, Profitability Model for PPC Advertising, Google AdWords Auction	Using analytics for social media and digital market analytics	6hrs	10%	0.4	CO3, CO4, CO5

Suggested Readings:

Text Book:

1. Marketing Analytics: Strategic Models and Metrics by Stephan Sorger, Admiral Press

Reference Books

2. Marketing Analytics: Data-Driven Techniques with Microsoft Excel by Wayne L. Winston, Wiley
3. Marketing Metrics - Manager's Guide to Measuring Marketing Performance by Neil
4. T Bendle, Paul Farris, Philip E Pfeifer, David J Reibstein, Pearson Education

CO-PO mapping

CO/ PO	PO1 Knowledge of Business	PO2 Critical & Problem Solving Skills	PO3 Ethical orientation	PO4 Global perspective & Communication Skills	PO5 Leadership & Team Building Skills	PO6 Entrepreneurship Skills	PO7 Sustainability Perspective	PO8 Lifelong learning & Research Skills
CO1	H					L		L
CO2	M	H					M	H
CO3	M	H				H	M	H
CO4	M	H				M	M	H
CO5	M	H						H

*** H means High relevance, M means Medium relevance, L means Low relevance*

- MBR4022T: [Customer Relationship Management], [4 credits], [Semester IV], [Nature of the Course: Elective Course]**

- Course Outcomes (CO)**

At the end of this course, students will be able to

CO1. Examine the basic concepts related to Customer Relationship Management

CO2. Explain the ideas related to the CRM Process

CO3. Apply the theories of CRM and use of technology

CO4. Integrate the digital system with the CRM process

CO5. Analyze the situation and formulate CRM strategies

Sl. No.	Topic	Sub-Topic	Description	Number of Hours	Marks allotted	Credit of each Module	Associated Course Outcome (CO)
1		Introduction, Meaning and	Overview and fundamental	6 hrs	10%	0.6	CO1

	<p>Introduction</p> <p>Customer Relationship Management</p>	<p>Definition of CRM, Importance of CRM, Concept and Growth of Relationship Marketing, Scope of Relationship Marketing, concept of Lifetime Customer and Customer Loyalty, Benefits and difficulties of CRM</p>	<p>concept of Customer Relationship Management</p>				
2	<p>CRM Process</p>	<p>Customer Development Process, Customer satisfaction, Importance of customer retention, Customer Retention Strategies, Customer Life Time Value, types of Relationship Management, CRM process for B2B markets: Enterprise Resource Planning (ERP), - Supply Chain Management</p>	<p>CRM Process and Implementation</p>	8 hrs	20%	0.8	CO1, CO2
3	<p>Technological Support in CRM</p>	<p>Technological Applications in CRM, Customer Databases and Information Systems, Database Marketing Strategies, CRM Software Solutions for B2C and B2B Markets, Accounting Systems for Customer Acquisition and Retention Costs, Customer Loyalty and Profitability through Technology</p>	<p>Applications of Technological Support in CRM</p>	8 hrs	20%	0.8	CO2, CO3,
4	<p>Emerging Trend in CRM</p>	<p>Importance of e-CRM in Service Marketing, Challenges involved in formulating and implementing e-CRM strategies, e-CRM architecture and its components, Five engines of e-CRM, Evolution of</p>	<p>Application of E-CRM</p>	10hrs	25%	0.7	CO3, CO54

		e-customer and e-marketing, e-CRM for personalized services					
5	Analytics in CRM	Managing and sharing customer data - Customer information databases - Ethics and legalities of data use - Data Warehousing and Data Mining concepts - Data analysis - Market Basket Analysis (MBA), Click stream Analysis, Personalization and Collaborative Filtering	Fundamental Concepts of Analytics in CRM	8 hrs	25%	0.8	CO4, CO5

Suggested Readings:

Text Book:

1. Anderson, K., and Kerr, C., "Customer relationship Management", McGraw Hill, 2002
2. Payne, A., "Handbook of CRM", Butterworth- Heinmann (Elsevier), 2005

Reference Books

1. V. Kumar & Werner J., Customer Relationship Management, Willey India, 2008

CO-PO mapping

CO/ PO	PO1 Knowledge of Business	PO2 Critical & Problem Solving Skills	PO3 Ethical orientation	PO4 Global perspective & Communication Skills	PO5 Leadership & Team Building Skills	PO6 Entrepreneurship Skills	PO7 Sustainability Perspective	PO8 Lifelong learning & Research Skills
CO1	H			M		L		
CO2	H			M				
CO3	H	M						
CO4	H	M						M
CO5	H	H		L		L		H

□ **MBR4032T: [Retail Management], [4 credits], [Semester IV], [Nature of the Course: Marketing Specialization]**

□ **Course Outcomes (CO)**

At the end of this course, students will be able to

1. Understand the concept and recent trends of Retail Management in national & global perspective
2. Understand and apply appropriate frameworks to develop high level retail marketing strategy and identify the role of marketing strategies in the building of brand equity and shareholder value in the retail industry
3. Evaluate the implementation of marketing strategy through the retail mix – including product and merchandise mix, pricing, location and store- design, promotions, and store management - to improve the total customer experience and retailer market competitiveness
4. Analyze retail problems and apply appropriate retail management models and theories to generate strategic and tactical solution
5. Analyze how retail managers can make informed strategic choices in relation to managing channel partners, retail form (online vs. bricks and mortar), global sourcing, and managing staff to improve strategic

□ **Course Content**

Module No.	Module Name	Topic(s)	Description	No. of Hours allotted	Marks Allotted	Credit of each Module	Associated Course Outcome
1.	I. Introduction to Retailing	Concept, definition and functions; Global Retail Scenario; Indian Retail Scenario	Introduction & Basic Concepts	6	15%	0.15	CO1
		Factors Influencing growth of organized retail in India					
		Basic Retail Models					
		Modern Retail Formats					
		Retailing in rural India					
2.	II. Strategic Planning in Retail & Retail Formats	Elements of Retail Strategy	Concept, process and types	8	20%	0.20	CO2
		Consumer Behaviour in Retail; Identifying & Understanding Retail Consumers; Factors affecting retail consumer behaviour					
		Store Based Retail Formats					
		Non-Store based Retail Formats					
3.	III. Store Location Planning & Store Operations	Site selection and Evaluation	Concept, process and application	10	25%	0.25	CO3 and CO4
		Trading Area Analysis; Huff Law, Radial studies, Gravity Models, & Drive-time analysis.					
		Store Design and Layout: Exterior and Interior element, Space planning					
		Visual Merchandising and atmospherics					
4.	IV. Merchandise Management	Developing Merchandise plans	Concept, process and methods	6	15%	0.15	CO3 and CO4
		Implementing Merchandise Plans					
		Financial Merchandise Management					
5.	V.	Issue in managing retail supply chain		2	5%	0.05	CO5

	Retail Supply Chain Management and Retail Information System	Concept and recent trends in Retail Information system	Concept, methods and overview				
6.	VI. Retail Pricing and Promotions	Factors affecting Retail Pricing; Developing a retail pricing strategy; types of pricing strategies in retail Retail Promotion: concept of retail image, classification of the elements of retail promotional mix, Planning a retail promotional strategy	Concept, process and methods	6	15%	0.15	CO3
7.	VII. Retail HRM	Identifying Manpower requirements, Recruitments, Selection & training	Concept and Overview	2	5%	0.05	CO5

Suggested Readings

1. Berman, Evans and Chatterjee, Retail Management: A Strategic Approach, 13th Edition, Pearson Education India

□ CO-PO mapping

CO/ PO	PO1 Knowledge of Business	PO2 Critical & Problem Solving Skills	PO3 Ethical orientation	PO4 Global perspective & Communication Skills	PO5 Leadership & Team Building Skills	PO6 Entrepreneurship Skills	PO7 Sustainability Perspective	PO8 Lifelong learning & Research Skills
CO 1	H			H				
CO 2	H	M						
CO 3	H	H		H		M		
CO 4	H	M						
CO 5	H	M		H				

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1	Introduction to Digital Marketing	Definition, Significance, Evolution of internet, Role of the Internet in transforming marketing, Building a consensual marketing relationship with customers, Buy and sell side ecommerce Business or Consumer Model, Generic digital marketing strategy development process, Difference between digital and traditional marketing communications	Understanding Digital Marketing context	2	5%	0.2	CO1
2	The Digital Marketing Environment	Different elements of the digital environment that impact on an organisation's digital marketing strategy Competitor, customer and intermediary assessment, Impact of the Internet on the five competitive forces, Evaluation of changes in trading patterns, Business models enabled by e-commerce Micro Environment, Macro Environment, Value chain partners, New Channel Structure	Understanding Elements of Digital Marketing Environment	6	15%	0.6	CO2
3	Planning Digital Marketing Campaigns	'Personal' joins the marketing 'Ps', The effect on 'price', 'product' and 'place', Creating brand consistent digital promotions; Secure personal information across digital networks; Building digital marketing models;	Planning Integrated Digital marketing campaigns	6	15%	0.6	CO3
Module No.	Module Name	Topic	Description	No of Hours allotted	Marks allotted	Credit of each Module	Associated Course Outcome (CO)

4	Digital Marketing Strategy Development	Digital Marketing strategy; Scope of digital marketing strategy; An integrated Internet marketing strategy; Need of separate digital marketing plan; A generic strategic approach; Situation review; Internal audit or analysis; External audits or analysis; Channel marketing strategy; Strategic goal setting; Frameworks for objective setting; Strategy formulation; Strategy implementation	Formulating Digital Marketing strategies	8	20%	0.8	CO4
5	Digital Marketing Mix	Introduction; Product; The long tail concept; The Internet and branding; The importance of brand online; Price; Increased price transparency; Downward pressure on price; New pricing approaches (including auctions); Alternative pricing structure or policies; Place; Place of purchase; New channel structures; Channel conflicts; Virtual organisations; Promotion; People, process and physical evidence	Understanding Marketing Mix in digital platforms	4	10%	0.4	CO3
Module No.	Module Name	Topic	Description	No of Hours allotted	Marks allotted	Credit of each Module	Associated Course Outcome (CO)

6	Digital CRM	Benefits of relationship marketing; Differentiating customers by value; Key concepts of electronic customer relationship management (e-CRM); Benefits of e-CRM; Marketing applications of CRM; Customer lifecycle management; Permission marketing; Personalisation and mass customisation; Online and multi-channel service quality; Approaches to implementing e-CRM; The IDIC approach to relationship building; Techniques for managing customer activity and value; Lifetime value modelling; Loyalty schemes; Virtual communities	Understanding CRM in Digital Marketing Platform	6	15%	0.6	CO5
7	Online Promotion Techniques	Search engine marketing; Search engine optimisation (SEO); Pay-per-click (PPC) search marketing; Trusted feed; Online PR; Online PR activities; Online partnerships; Affiliate marketing; Online sponsorship; Interactive advertising; Fundamentals of online advertising; Purpose of interactive advertising; Measurement of interactive ad effectiveness; Interactive ad targeting options; Interactive ad formats; Making banner advertising work; Buying advertising; E-mail marketing; Viral marketing; On-site promotional techniques	Digital Marketing Promotional Techniques	6	15%	0.6	CO3
Module No.	Module Name	Topic	Description	No of Hours allotted	Marks allotted	Credit of each Module	Associated Course Outcome (CO)
8			Advertising	2	5%	0.2	CO5

	Maintaining and Monitoring the online presence	Introduction; Performance management for Internet marketing; The maintenance process	Analytic, Web analytics and monitoring digital marketing performance				
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Suggested Readings

1. e Marketing eXcellence Planning and optimizing your digital marketing by Dave Chaffey and PR Smith, Elsevier

Reference Books

2. Digital Marketing by Will Rowan, Kogan Page
3. Understanding digital marketing: marketing strategies for engaging the digital generation by Damian Ryan, Calvin Jones, Kogan Page
4. Marketing to the Social Web: How Digital Customer Communities Build Your Business by Lary Weber, Kogan Page

CO-PO mapping

CO/ PO	PO1 Knowledge of Business	PO2 Critical & Problem Solving Skills	PO3 Ethical orientation	PO4 Global perspective & Communication Skills	PO5 Leadership & Team Building Skills	PO6 Entrepreneurship Skills	PO7 Sustainability Perspective	PO8 Lifelong learning & Research Skills
CO 1	H			M				
CO 2	H			M				
CO 3	H	M						
CO 4	H	M						
CO 5	H	M						

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- MBR4052T: [RURAL MARKETING], [4 credits], [Semester IV], [Nature of the Course: Discipline Specific Elective]**

Course Outcomes (CO)

At the end of this course, students will be able to

CO1- Understanding & acquaintance with the fundamental Concept and the structure of rural marketing.

CO2- Evaluation & developing clarity on the 7Ps of rural marketing.

CO3- Analysing the dynamics of rural areas Problems, challenges & opportunities.

CO4- Determination of Pricing strategies and policies for the rural markets

CO5- Application on the various aspects of rural distribution management.

CO6- Case Study Analysis of major FMCG companies serving rural areas like HUL, Dabur, ITC, Godrej, TATA etc.

Course Content

Module Name	Description	No of Hours allotted	Topic(s)	Marks allotted	Credit of each Module	Assoc d Co Outc (C	
1)	Rural Markets	Basic concepts, functions, evolution	5	Definition, Characteristics and salient features of rural markets;	10%	0.4	CO
				evolution-phases of rural markets and marketing in India,			
				SEC classification, background of Indian hinterland- latest statistics, facts and figures, growth rate;			
				rural: urban, urban: rural consumer markets			
2)	Marketing of Rural products	Rural Product planning	8	Product planning; market research; segmentation and product identification. Parameters and variables affecting rural markets;	10%	0.4	CO2
				initiatives adopted by companies for rural penetration,			
				4As, 4Cs; Problems, challenges, opportunities,			
				Myths of rural marketing			
3)	Pricing and Marketing Communication	Pricing strategies and policies	7	Pricing strategies and policies for the rural markets; price determination. price discounts; marketing communication for rural markets;	20%	0.8	CO
				Special characteristics of rural advertising and promotion.			
4)	Marketing to Rural consumers	Rural marketing channels and distribution strategies	10	Rural marketing channels and distribution strategies;	30%	1.2	CO4
				logistics and support systems for rural markets, Agricultural marketing; cooperative marketing, marketing of animal products;			
				cooperative marketing, marketing of animal products. Distribution - Logistics Management - Problems encountered - selection of appropriate channels.			
5)		Case study & latest trends	10	Social Marketing: CSR in Rural Markets,	30%	1.2	CO5,C

Special Aspects of Rural Marketing	The Future of Rural Marketing in India
	Rural Marketing of financial Services,
	Rural Marketing of Consumer Durables, Rural Marketing of FMCG Products,
	Role of Govt. In Rural & Agricultural Marketing. Case Studies: ITC e Choupal,
	HUL Project i-Shakti,
	DCM Haryali,
	Godrej Aadhaar,
	TATA kisan sansar

Suggested Readings

1. Pradeep Kashyap & Siddhartha Raut: Rural Marketing, Dreamtech Press ,2005
2. Barkar, J.W.: Agricultural Marketing, Oxford University Press, New York.
3. Rajagopal: Rural Marketing in India, Renaissance, Delhi.
4. CSG Krishnamacharylu & Laitha Ramakrishna, - RURAL MARKETING, Pearson Education Asia. 2009

Reference books

1. Navi Radjou, Jaideep Prabhu and Simone Ahuja: **Jugaad Innovation: A Frugal & Flexible Approach to Innovation for the 21st Century**, Wiley Publication, 2012
2. Prahlad,CK: **The Fortune at the Bottom of the Pyramid-Eradicating poverty through profits**, Prentice Hall India, 2004
3. Rajan, RV: **Don't Flirt with Rural Marketing**, Productivity & Quality Publishing Private Limited Publisher, 2013
4. Bijapurkar R: **We Are Like That Only: Understanding the Logic of Consumer India**, Penguin India,2008
5. Srinivas MN: **The Remembered Village**, Sage India,2013
6. Sainath, P: **Everybody loves a good drought**, Penguin India, 1996
7. Yunus M: **Banker to the Poor: Micro-Lending and the Battle Against World Poverty**, Public Affairs Publisher; 2008

CO-PO Mapping

	PO1 Knowledge of Business	PO2 Critical & Problem Solving Skills	PO3 Ethical orientation	PO4 Global perspective & Communication Skills	PO5 Leadership & Team Building Skills	PO6 Entrepreneurship Skills	PO7 Sustainability Perspective
1	H	M					L

2	H	H	M	M		L	M
3	H	H		M			L
4	H	M	M				M
5	H			H			
6	H	H	H	M	L	M	L

MBR4062T: [INTERNATIONAL MARKETING], [4 credits], [Semester IV], [Nature of the Course: Discipline Specific Elective]

Course Outcomes (CO)

At the end of this course, students will be able to

1. Understanding & acquaintance with the fundamental Concept and the structure of international marketing.
2. Evaluation & developing clarity on the International PLC.
3. Application on the various aspects of Dumping and Price Distortion as well as counter trade.
4. Create & Design distribution channels for International Promotion, Distribution and Logistics Planning.
5. Examine Export Import Policy, Documentation and Procedures.
6. Understand functions of International Financial Institutions-WB, IMF, IFC, IBRD, OECD

Course Content

Module No	Module Name	Topic(s)	Description	No of Hours allotted	Marks allotted	Credit of each Module	Associated Course Outcome (CO)					
I	Introduction	Definition and scope	Foundation & concepts Concepts of trading blocks	8	20%	0.8	CO 1					
		bases of international trade-Competitive or differential advantage										
		Management Orientations, MNCs and TNCs										
		Benefits of international marketing										
		Methods of entry-Direct, Indirect										
major international economic institutions and trading blocks												
		WTO- World Trade Organization, GATT and sectoral impacts										
II	Product and Pricing Decisions	Foreign market identification; product decisions	Theories & concepts	8	20%	0.8	CO2					
		International Product Planning										
		Product Adoption and Standardization										
		International Market Segmentation										
		price and non-price factors; pricing decisions and methods										
Dumping and Price Distortion												
III	International Promotion, Distribution and Logistics Planning	International promotion	Model creation & Application	8	20%	0.8	CO4					
		cross-cultural dimensions of advertising										
		Distributional channels; Direct and Indirect Channels										
		Factors Involved in Distribution Systems										
		Modes of Transportation										

		International Packaging					
		institutional infrastructure for exports.					
IV	Export Policy and Procedures	EXIM policy and export assistance;	Application & Analysis	8	20%	0.8	CO5
		export-import procedure and formalities; export finance					
		Export documentation; import documents; negotiation of documents					
		outline of import procedures.					
V	International Financial Institutions	WB- World Bank	Latest trends & model evaluation	8	20%	0.8	CO6
		IBRD- International Bank for Reconstruction and Development					
		OECD- Organization for Economic Cooperation and Development					
		IFC- International Finance Corporation					

Suggested Readings

1. Caterora & Graham: International Marketing, Pearson Education, 2000.
2. Keegan, Warren J.: Global Marketing Management, Pearson Education, 2007

☐ CO-PO mapping

CO/ PO	PO1 Knowledge of Business	PO2 Critical & Problem Solving Skills	PO3 Ethical orientation	PO4 Global perspective & Communication Skills	PO5 Leadership & Team Building Skills	PO6 Entrepreneurship Skills	PO7 Sustainability Perspective	PO8 Lifelong learning & Research Skills
CO 1	H		M	H	M			
CO 2	H	H		H			H	
CO 3	H		M			M	M	

CO 4	H	H		H			M	
CO 5	H			M				
CO 6	H		M		M			L

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- Final PO and CO Mapping

Courses	Programme Outcome (PO)				
	PO ₁	PO ₂	PO _n
Course 01			.	.	
Course 02					
..					
..					
Course N					
Final Outcome					

MBA Syllabus (Semester III: Finance Specialization)

- MBR4011T: [FINANCIAL DERIVATIVES AND RISK MANAGEMENT], [4 credits], [Semester IV], [Nature of the Course: Elective Course in Finance Area]**

- Course Outcomes (CO)**

At the end of this course, students will be able to

CO1 get an idea about the regulatory framework of financial derivatives

CO2 understand the operations of derivatives exchanges, and be able to compare and contrast Exchange Traded and Over - The Counter (OTC) instruments

CO3 gain good knowledge about different types of forwards, futures, swaps and options, the principal differences between them, and where and how they are traded

CO4 identify the advantages and disadvantages of using financial instruments according to various market conditions and identify the relationship of financial derivatives with their underlying assets

CO5 understand the risks of all types of financial derivatives and derivatives portfolios, and efficient ways of managing those risks.

Course Content

Module No	Module Name	Topic(s)	Description	No of Hours allotted	Marks allotted	Credit of each Module	Associated Course Outcomes (CO)
I	Introduction	Forward contracts, Futures contracts, Options and other derivatives.	Derivatives	4	10%	0.4	CO1 CO2
II	Forward and Futures	Markets; use of futures for hedging; Risk Management Using Futures and Forwards	Forward and Futures	8	20%	0.8	CO3 CO4
		Pricing- Cost of Carry Model; interest rate futures, FRA					
III	Options	Markets; Payoffs; Risk Neutral Valuation	Options	12	30%	1.2	CO3 CO4
		Binomial Option Pricing Model; Black Scholes Option Pricing Model					
		Put Call Parity; Uses of Options					
		Option Strategies					
IV	Swap	Definition, Types, Interest rate swap, Currency swap	Swap	8	20%	0.8	CO3, CO4
V	Management of market risk	Stop loss; Delta hedging; Theta; Gamma; Vega; Rho; Scenario Analysis; Portfolio insurance, VaR	Risk Management	8	20%	0.8	CO5

Suggested Readings:

TEXT BOOKS :

1. Hull: Options, Futures and Other Derivatives, Pearson Education/PHI
2. An Introduction of Financial Economics , Khatua, Majumdar & Ali, ABS, 2021.

REFERENCE BOOKS

1. Chance: Derivatives & Risk Management, Thomson Learning
2. Dufobsky & Miller: Derivatives Valuation and Risk Management, OUP
3. Kumar: Financial Derivatives, PHI
4. Stulz: Risk Management & Derivatives, Thomson Learning

☐ CO-PO mapping

CO/ PO	PO1 Knowledge of Business	PO2 Critical & Problem Solving Skills	PO3 Ethical orientation	PO4 Global perspective & Communication Skills	PO5 Leadership & Team Building Skills	PO6 Entrepreneurship Skills	PO7 Sustainability Perspective	PO8 Lifelong learning & Research Skills
CO 1	H			M				
CO 2	H			M				
CO 3	H	H				L	M	L

CO 4	H	H				L	M	L
CO 5	H	H				M		L

** H means High relevance, M means Medium relevance, L means Low relevance

- MBR4021T: [Strategic Financial Management], [4 credits], [Semester IV], [Nature of the Course: Elective Course in Finance Area]**

- Course Outcomes (CO)**

At the end of this course, students will be able to

CO1 get an idea about the regulatory framework of advanced corporate finance

CO2 understand the operations of various financial management tools

CO3 gain good knowledge about different types of strategic financial decisions

CO4 identify the advantages and disadvantages of using financial instruments according to various market conditions and identify the relationship of investment, financing, dividend and working capital decisions

CO5 understand the risks of all types of financial instruments

Course Content

Module No	Module Name	Topic(s)	Description	No of Hours allotted	Marks allotted	Credit of each Module	Associated Course Outcomes (CO)
I	Introduction	Concepts and Importance of Strategic Financial Management, Strategic Financial Decision-making, Financial Policy and Strategic Management	overview	4	10%	0.4	CO1 CO2
II	Investment Decisions	Complex capital budgeting decisions, Capital Rationing, Risk Analysis in capital budgeting Certainty Equivalent coefficient, Inflation impact on capital budgeting decisions, Economic value added, and Market value added	Investment Decisions	10	25%	1.0	CO3 CO4
III	Cost of Capital and Dividend decisions	Significance, Weighted Average cost of capital, Weighted Marginal cost of capital Divisional and Project cost of capital, Dividend decisions Modigliani and Miller Dividend Irrelevance Theory	Cost of Capital and Dividend decisions	10	25%	1.0	CO3 CO4

IV	Financing Decisions	Theories of Capital Structure – Modigliani and Miller Approach, Effect of Bankruptcy costs, Agency Costs and other imperfections, Donaldson’s Pecking order theory, Signaling or Asymmetric information theory, Leverage – Operating, Financial and Combined	Financing Decisions	8	20%	0.8	CO3, CO
V	Working Capital Management Decisions	Operating Cycle and its relevance, Receivables Management, Inventory Management, Cash Management – Baumol’s model, Miller Orr model and Beranek model	Working Capital Management Decisions	8	20%	0.8	CO4, CO

Suggested Readings:

1. Van Horne, J.C., Financial Management & Policy, Pearson
2. Brearley & Myers: Principles of Corporate Finance, McGraw Hill
3. Chandra, P., Strategic Financial Management, Tata McGraw Hill
4. Sofat, R. and Hiro, P., Strategic Financial Management, PHI

CO-PO mapping

CO/ PO	PO1 Knowledge of Business	PO2 Critical & Problem Solving Skills	PO3 Ethical orientation	PO4 Global perspective & Communication Skills	PO5 Leadership & Team Building Skills	PO6 Entrepreneurship Skills	PO7 Sustainability Perspective	PO8 Lifelong learning & Research Skills
CO 1	H			M				
CO 2	H							
CO 3	H	H				M	M	L
CO 4	H					M	M	L
CO 5	H	H				M		

** H means High relevance, M means Medium relevance, L means Low relevance

- MBR4031T: [PROJECT APPRAISAL AND FINANCE], [4 credits], [Semester IV], [Nature of the Course: Elective Course in Finance Area]**

□ **Course Outcomes (CO)**

At the end of this course, students will be able to

CO1: have a theoretical foundation regarding project evaluation and asset pricing under uncertainty

CO2: think about general projects as a collection of real options

CO3: analyze stylized risky projects and to value and hedge cash flows coming from positions in common derivative financial securities.

CO4: evaluate of compound investment strategies, financial instruments, large-scale investments and project finance, and entrepreneurial finance and valuation of small projects

CO5: enhance the knowledge of global perspectives in project appraisal and finance

Course Content

Module No	Module Name	Topic(s)	Description	No of Hours allotted	Marks allotted	Credit of each Module	Associated Course Outcomes (CO)
I	Overview	Project: Functions, Attributes, Processes and Project Planning	GENERATION OF PROJECT IDEAS	2	5%	0.2	CO1
		Generation of Project ideas					
		Resource allocation at the Business unit level					
II	Project Appraisal	Market Appraisal	VARIOUS APPRAISAL METHODS	2	5%	0.2	CO1
		Technical, Environmental, Economic & Social Appraisal, DPR					
III	Financial Appraisal	Need of Capital Budgeting decisions	VARIOUS FINANCIAL APPRAISAL TECHNIQUES	10	25%	1.0	CO1, CO2
		Investment Appraisal Techniques					
		Net Present Value ,Internal Rate of Return, NPV vs. IRR, Pay- back period Method, Modified Internal Rate of Return, Alternative Project Evaluation Approach, Replacement decision, The Optimal Capital Budget					
IV	RISK ANALYSIS MODELS	Project Risk Management, Simple Probability Analysis, Sensitivity Analysis, Scenario Analysis, Break-Even Analysis, Certainty Equivalent Method, Risk Adjusted Discount Rate Method, Hiller Mode, Simulation Analysis, Decision Tree Analysis, Capital Rationing, Real Option techniques.	RISK ANALYSIS MODELS	10	25%	1.0	CO3
V	FINANCIAL FORECASTING	Financial Forecasting, Percentage of Sales Method Proforma Forecasting Technique, Growth & External Fund requirement	FINANCIAL FORECASTING	4	10%	0.4	CO4
VI	FINANCING STRATEGY	Cost of Project, Means of Finance, Infrastructure Financing, Project Stakeholders, Project Contracts, Managing the Risk of Financing big	FINANCING STRATEGY	8	20%	0.8	CO4

		Infrastructure Project, Financing in a big Project, Private equity, Venture Capital in Project Finance, Leasing and HP					
VII	INTERNATIONAL PROJECT APPRAISAL	Project Appraisal in the International context, Reasons for Cross-border investing, Foreign Exchange exposure from Foreign Direct investment & Cost of Capital ,Adjusted Present Value Approach, Managing exposure of FDI to political risk, Relationship between the CAPM & Black-Scholes Option pricing formula, International Joint Ventures	INTERNATIONAL PROJECT APPRAISAL	4	10%	0.4	CO5

Suggested Readings:

TEXT BOOKS: Sitangshu Khatua, Project Management & Appraisal, TMH

REFERENCE BOOKS

1. Prasanna Chandra, "Projects", Tata McGraw Hill
2. Samuel J. Mantel, Jack R. Meredith, Scott M. Shaffer, Margaret M. Sutton, & R. Gopalan, "Project Management", Wiley India Publication
3. Timothy, D.R. and W.R. Sewell, "Project Appraisal and Review", Macmillan, India
4. Gary, Larsen & Desai, "Project Management", Tata McGraw Hil

☐ CO-PO mapping

CO/ PO	PO1 Knowledge of Business	PO2 Critical & Problem Solving Skills	PO3 Ethical orientation	PO4 Global perspective & Communication Skills	PO5 Leadership & Team Building Skills	PO6 Entrepreneurship Skills	PO7 Sustainability Perspective	PO8 Lifelong learning & Research Skills
CO 1	H							
CO 2	H							
CO 3	H	H						M
CO 4	H	H				M		M
CO 5	H	H		H				

** H means High relevance, M means Medium relevance, L means Low relevance

- MBR4041T: [Corporate Restructuring & Valuation], [4 credits], [Semester IV], [Nature of the Course: Elective Course in Finance Area]**
- Course Outcomes (CO)**

At the end of this course, students will be able to

CO1 get an idea about the regulatory framework of advanced corporate restructuring

CO2 understand the operations of various financial management strategies

CO3 gain good knowledge about different types of strategic financial decisions

CO4 identify the various aspects of financial instruments according to various market conditions and identify the relationship of legal, accounting & taxation aspect

CO5 understand the all types of valuation aspects

Course Content

Module No	Module Name	Topic(s)	Description	No of Hours allotted	Marks allotted	Credit of each Module	Associated Course Outcomes (CO)
I	Introduction	Corporate Restructuring: Concept and Form: Merger, Consolidation, Acquisition, Divestiture, Demerger, Carve out, Joint venture, Delisting of Securities, M&A as a Growth Strategy, Takeover and Defense Tactics, Funding of Acquisition, LBO and MBO	overview	4	10%	0.4	CO1 CO2
II	Strategies	Growth strategy: Intensive, integrative and Diversification growth, Theory of M&A: Monopoly theory, Efficiency Theory, Valuation theory, Raider Theory and Empire Building Theory : Friendly Vs Hostile Takeover, Takeover Tactics: Dawn Raid, Bear hug, Saturday night special, proxy fight, Successful Takeover Tactics in India - Defence Tactics: Crown jewels, blank cheque, Shark repellents, Poison pill and put, people pill, Green nail and buy-back as takeover defence tactic - Intents of Target Companies	Growth strategy and Merger & Acquisition & Takeover and Defense Tactics	12	30%	1.2	CO2 CO3

III	Legal aspect	Companies Act, 1956. SEBI (Buy -back of Securities) Regulation, 1998, SEBI (Substantial Acquisition of Shares and Takeover) Regulation, 1997, SEBI (Delisting of Securities) Guidelines, 2003 and Listing agreement clauses of NSE and BSE (40 A and 40 B)	Legal aspect	8	20%	0.8	CO3 CO4
IV	Accounting and Taxation aspect	Methods of Accounting for M&A, Accounting for Demerger, Tax issues relating to M&A: Capital Gain, Carry forward and Set off Losses	Accounting and Taxation aspect	8	20%	0.8	CO3, CO4
V	Funding and Valuation	Payment Consideration, Sources of Fund, LBO and Going Private. Valuation of Target Company: Concept of Value of a Company, Methods of Enterprise and Equity Valuation, Dividend Discount Model, DCF Model, Shareholder's Value Creation: MVA Approach and EVA Approach.	Funding and Valuation	8	20%	0.8	CO5

Suggested Readings:

1. Nishikant Jha, "Mergers, Acquisitions and Corporate Restructuring", Himalaya Publishing House
2. Sudi Sudarshan, "Creating Value from Mergers and Acquisitions - The Challenges", Pearson
3. Damodaran, A., Investment Valuation: Tools & Techniques for determining the value of any asset, Wiley
4. Palepu, Healy, Bernard, "Business Analysis & Valuation", Cengage Learning
5. Arzac, E.R., Valuation for Mergers, Buyouts and Restructuring, Wiley

CO-PO mapping

CO/ PO	PO1 Knowledge of Business	PO2 Critical & Problem Solving Skills	PO3 Ethical orientation	PO4 Global perspective & Communication Skills	PO5 Leadership & Team Building Skills	PO6 Entrepreneurship Skills	PO7 Sustainability Perspective	PO8 Lifelong learning & Research Skills
CO 1	H			M				
CO 2	H	M				M	M	L
CO 3	H	M				M	L	L
CO 4	H	M				M		
CO 5	H							

** H means High relevance, M means Medium relevance, L means Low relevance

- MBR4041T: [Corporate Restructuring & Valuation], [4 credits], [Semester IV], [Nature of the Course: Elective Course in Finance Area]**
- Course Outcomes (CO)**

At the end of this course, students will be able to

CO1 get an idea about the regulatory framework of advanced corporate restructuring

CO2 understand the operations of various financial management strategies

CO3 gain good knowledge about different types of strategic financial decisions

CO4 identify the various aspects of financial instruments according to various market conditions and identify the relationship of legal, accounting & taxation aspect

CO5 understand the all types of valuation aspects

Course Content

Module No	Module Name	Topic(s)	Description	No of Hours allotted	Marks allotted	Credit of each Module	Associated Course Outcomes (CO)
I	Introduction	Corporate Restructuring: Concept and Form: Merger, Consolidation, Acquisition, Divestiture, Demerger, Carve out, Joint venture, Delisting of Securities, M&A as a Growth Strategy, Takeover and Defense Tactics, Funding of Acquisition, LBO and MBO	overview	4	10%	0.4	CO1 CO2
II	Strategies	Growth strategy: Intensive, integrative and Diversification growth, Theory of M&A: Monopoly theory, Efficiency Theory, Valuation theory, Raider Theory and Empire Building Theory : Friendly Vs Hostile Takeover, Takeover Tactics: Dawn Raid, Bear hug, Saturday night special, proxy fight, Successful Takeover Tactics in India - Defence Tactics: Crown jewels, blank cheque, Shark repellents, Poison pill and put, people pill, Green nail and buy-back as takeover defence tactic - Intents of Target Companies	Growth strategy and Merger & Acquisition & Takeover and Defense Tactics	12	30%	1.2	CO2 CO3
III	Legal aspect	Companies Act, 1956. SEBI (Buy -back of Securities) Regulation, 1998, SEBI (Substantial Acquisition of Shares and Takeover) Regulation, 1997, SEBI (Delisting of Securities) Guidelines, 2003 and Listing agreement clauses of NSE and BSE (40 A and 40 B)	Legal aspect	8	20%	0.8	CO3 CO4
IV	Accounting and Taxation aspect	Methods of Accounting for M&A, Accounting for Demerger, Tax issues relating to M&A: Capital Gain, Carry forward and Set off Losses	Accounting and Taxation aspect	8	20%	0.8	CO3, CO4
V	Funding and Valuation	Payment Consideration, Sources of Fund, LBO and Going Private. Valuation of Target Company: Concept of Value of a Company, Methods of Enterprise and	Funding and Valuation	8	20%	0.8	CO5

		Equity Valuation, Dividend Discount Model, DCF Model, Shareholder's Value Creation: MVA Approach and EVA Approach.					
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Suggested Readings:

1. Nishikant Jha, "Mergers, Acquisitions and Corporate Restructuring", Himalaya Publishing House
2. Sudi Sudarshan, "Creating Value from Mergers and Acquisitions - The Challenges", Pearson
3. Damodaran, A., Investment Valuation: Tools & Techniques for determining the value of any asset, Wiley
4. Palepu, Healy, Bernard, "Business Analysis & Valuation", Cengage Learning
5. Arzac, E.R., Valuation for Mergers, Buyouts and Restructuring, Wiley

CO-PO mapping

CO/ PO	PO1 Knowledge of Business	PO2 Critical & Problem Solving Skills	PO3 Ethical orientation	PO4 Global perspective & Communication Skills	PO5 Leadership & Team Building Skills	PO6 Entrepreneurship Skills	PO7 Sustainability Perspective	PO8 Lifelong learning & Research Skills
CO 1	H			M				
CO 2	H	M				M	M	L
CO 3	H	M				M	L	L
CO 4	H	M				M		
CO 5	H							

*** H means High relevance, M means Medium relevance, L means Low relevance*

MBR4051T: [International Finance], [4 credits], [Semester IV], [Nature of the Course: Elective Course in Finance Area]

Course Outcomes (CO)

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

CO1. Select and evaluate exchange rates appropriate to different situations.

CO2. Appreciate different kinds of flows to a country's foreign exchange market and their impact on some critical parameters pertaining to a country's economy

CO3. Appreciate the basis for long term trends in exchange rates and for spotting spot- forward arbitrage opportunities

CO4. Evaluate different avenues for garnering foreign currency resources and costs associated therewith, as well as to discuss about credit facilities for exporters/importers

CO5. Identify and quantify Foreign Currency and Interest Rate Risks and Exposures as well as to explore various available risk management mechanisms

CO6. Explore proposals for setting up overseas projects

Course Content

Module No	Module Name	Topic(s)	Description	No of Hours allotted	Marks allotted	Credit of each Module	Associated Course Outcome (CO)
I	Foreign Exchange Markets and Rates	Financial Market, segments, foreign exchange market, function & location of market, over the counter and telephonic market, authorized dealers, buying/bid rate and selling/ask/offer rate, voice box, market brokers like Hatori Marshall, exposure limits & deal switch, exchange spread, market volatility, special features of forex market, volume of transaction, share of merchant, arbitrage & speculative trades, round the clock market, settlement/value date, settlement process and settlement risk, direct, indirect & inverse quotes, problems, cross rate, problems, cash, TOM, spot & forward rates, forward premium & discount, problems, arbitrage, condition for arbitrage, problems, TT, Bill, TC and Cash/Currency Rates, problems,	Foreign Exchange Market & Rates, Various Kinds of Rates and Trades, Arbitrage	8	20%	0.8	CO1
II	Demand & Supply in Foreign Exchange Market,	Sources of inflow & outflow in Forex market, unilateral flows, balance of trade, visible & invisible trades, current account, capital account, FDI and FPI as defined by RBI, balance of payment, problem, foreign exchange reserve, developments during the pandemic, additional overseas borrowing by GOI, convertibility of currency, partial convertibility of rupee,	BOT & BOP, Current & Capital Accounts, FDI & FPI, Foreign Exchange Reserve, Convertibility of Currency	4	10%	0.4	CO2
III	Purchasing Power Parity and Interest Rate Parity	Purchasing power parity, PPP and spot exchange rate, arbitrage and market equilibrium, computation of real exchange rate, problems, impact of inflation and change of spot rate with time, problems, interest rate parity, relationship between spot & forward rates, scenarios for forward premium and discount, overvalued forward and cash & carry arbitrage, undervalued forward and reverse cash & carry arbitrage, problems, Fisher effect and four way equivalence	Purchasing Power Parity and Exchange Rate, Impact of Inflation, Interest Rate Parity and Forward Premium/Discount, Arbitrage	5	12.5%	0.5	CO3

IV	Raising Fund in Foreign Currency and Cost of Capital; Export & Import Credit	Foreign currency fund, Debt, off -market & on- market options, foreign currency loan, external commercial borrowing, types of bonds, straight bonds, Yankee, Bull Dog, Samurai, Kangaroo, Maple, Panda, Dragon, Alpine Bonds, floating rate notes, LIBOR, TIBOR, SIBOR , inverse floaters, Orange County versus Merrill Lynch, foreign currency convertible bonds, FCCB and FCD, optional convertibility & compulsory convertibility, circumstances of issue, euro currency bonds, euro currency and offshore banking, real life examples, masala bonds, examples, ratings for global bond issues, global rating agencies, piercing the sovereign ceiling, examples, global equity offering, global depository receipt and American depository receipt, process of offer, example, countries of issue, red herring prospectus, road shows, book building, price discovery process and cut off price, issue structuring, domestic custodian & global depository, issue of GDR/ADR, risk of foreign investors, cost of debt, problems, cost of equity, problems, export credit, pre shipment & post shipment credit for export, EPC & PCFC, FBD facilities, ECGC guarantee, import finance, buyer’s credit & supplier’s credit, difference , letter of comfort, letter of undertaking, examples, PNB & Nirav Modi scam	Foreign Currency Debt, Foreign Currency Bonds and External Commercial Borrowing; Cost of Capital, Credit for Export & Import	8	20%	0.8	CO4
V	Foreign Exchange Risk & Exposure and Risk Management	Foreign exchange exposure and risk, difference, exposure for asset & liability, combined exposure, problems, types of exposure, accounting exposure, transaction, translation & operating exposure& risk, gain/loss due to exposure, problems, financial forward for hedging, cash and carry arbitrage & reverse cash and carry arbitrage, problems, financial futures, Indian futures market, hedging using futures, long & short hedge, cross hedge, selection of futures contract, currency futures in IMM, hedging using futures. imperfect hedge, exporter’s hedge & importer’s hedge, problems, hedging	Foreign Exchange & Interest Rate Exposure and Risk, Financial Derivatives & other hedging mechanisms	10	25%	1.0	CO5

		interest rate risk using Eurodollar futures, currency options, call & put, European & American, option premium, strike/exercise price, time to expiration, in the money, at the money & out of the money options, intrinsic value & time value, problems, hedging problems using currency options, cross currency swap, problems, fixed & floating rates of interest, interest rate risk, floor, ceiling and collar as a series of interest rate call or put options or combination of call & put, interest rate swaps, CIRCUS, problems, , lead & lag, netting, money market hedge, problems					
VI	Multinational Capital Budgeting	Investment in a subsidiary abroad, surplus of subsidiary, withholding tax, time dependent exchange rates, surplus generated by parent, cost of capital for parent, computation of NPV for the parent, decision criterion, problems	Mechanisms for Multinational Capital Budgeting	5	12.5%	0.5	CO6

TEXT BOOK: International Financial Management – By P. G. Apte

□ **CO-PO mapping**

CO/ PO	PO1 Knowledge of Business	PO2 Critical & Problem Solving Skills	PO3 Ethical orientation	PO4 Global perspective & Communication Skills	PO5 Leadership & Team Building Skills	PO6 Entrepreneurship Skills	PO7 Sustainability Perspective	PO8 Lifelong learning & Research Skills
CO 1	H	H		L		H		
CO 2	H						M	
CO 3	H							L
CO 4	H	H		M		H		M
CO 5	H	H		M		H		M
CO 6	H	M		M		L		L

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OPTIONAL PAPER [FINANCE]**BEHAVIOURAL FINANCE**

- Unit 1** : Introduction to Behavioural Finance: - Concept, Need and factor affecting investors' psychology, [5 sessions]
- Unit 2** : Are Capital Markets Perfect? : - (Ir) relevance of Efficient Market Theory-Imperfect Substitutes-On the Survival of Noise Traders-Informational Imperfections [8sessions]
- Unit 3** : Behavioural Dynamics of Markets: - Beliefs about Markets-Biases of Judgment-Errors of Preference-Valuation and Group Behavioural Biases - The Psychology of market Information [6 sessions]
- Unit 4** : Utility/ Preference Functions: - Expected Utility Theory [EUT], Brief History of Rational Thought: Pascal-Fermat to Friedman-Savage, Paradoxes (Allais and Others), Prospect Theory. [7 sessions]
- Unit 5** : Behavioural Investing: - Style Investing - Zen Investing - Belief Bias and the Zen Investing- Value Investing-Socially Responsible Investing, Investment Decision Cycle: Judgment under Uncertainty. [8 sessions]
- Unit 6** : Information Screening Biases, Information Processing: - Bayesian Decision Making, Heuristics and cognitive biases, Forecasting Biases, Emotion and Neuroscience, Group Behaviour: Conformism, herding, fatal attractions [6 sessions]

Suggested Readings :

1. J. Montier, "Behavioral Finance: Insights into Irrational Minds and markets", John Wiley
2. L. Tvede , "The Psychology of Finance: Understanding Behavioral Dynamics of Markets ", John Wiley
3. M.M. Sulphey, 'Behavioural Finance', PHI

MBA Syllabus (Semester III: HR Specialization)

MBR4013T : [LABOUR LAWS], [4 credits], [Semester IV], [Nature of the Course: Discipline Specific Elective Course]

Course Outcomes (CO)

At the end of this course, students will be able to

1. Explain approach to labour law and labour relations
2. Explain the conceptual basis of labour and ethics in labour relations
3. Assess the constitutional directives and limitations to labour law
4. Evaluate the health, safety and welfare measures of employees
5. Get an overview of social justice and labour laws

□ **Course Content**

Module No	Module Name	Topic(s)	Description	No of Hours allotted	Marks allotted	Credit of each Module	Associated Course Outcome (CO)
I	Introduction to the Historical Dimensions of Labour & Employee Legislation in India	Overview	Introduction	5	12.5%	0.5	CO 1
		Employee Legislation in India - Labour Protection ; Welfare					
		Social Security ; Social Justice - System of Economic Governance					
		Principles of Labour Legislation – Labour and the Constitution- Labour Laws in IT Industry					
II	International Labour Organization and its role	Employee unions, Employer unions and Labour department of the government- Organised and Unorganised	Labour Union and its significance	5	12.5%	0.5	CO 1
		Labour- Quality of Life of Workers - Governance of Enterprises					
		Views on the Role of Labour Legislation - Gender Dimensions of Labour Laws					

		Application of Labour Laws in Special Economic Zones- Issues, Challenges and strategies					
III	Labour Administration	Directorate of Labour Bureau: Labour statistics Office of Director General of Employment and Training: Apprentice training, Labour Research and Training Administration of Welfare Funds, Reforms in Labour Administration	Administrative methods of labour relations	5	12.5%	0.5	CO 2 & CO 3
IV	Laws Relating to Service conditions	Factories Act 1948 Shops and Commercial Establishment Act 1961 Contract Labour (Regulation & Abolition) Act 1970 Apprentice Act 1961	Service related Acts	5	12.5%	0.5	CO 4
V	Background & Laws Relating to Social Security Benefits	Need for social insurance and social safety, Right to information Act, Environmental protection and reporting (ISO 14000) Workmen Compensation Act 1923, Workmen's Compensation Amendment Act 2000 Employees State Insurance Act	Social Security Acts	5	12.5%	0.5	CO 4

		1948, Equal Remuneration Act 1976, Maternity Benefit Act 1965 Employees Provident Fund and Miscellaneous Provisions Act 1952, Payment of Gratuity Act 1972, Unorganized Workers Social Security Act 2008					
VI	Welfare of Special Categories of Labour	Child Labour (The Child Labour Prevention and Regulation Act, 1986) Female Labour – Contract Labour –Construction Labour – Agricultural Labour Differently abled Labour –BPO & KPO Labour - Social Assistance – Social Security – Implications.	Welfare related Acts	5	12.5%	0.5	CO 4
VII	Prevention of Sexual harassment at workplace	Meaning and significance, Supreme Court verdict Employer responsibility to create harassment free work place Training employees for good behaviour, Modifying service rules to	Workplace Security	5	12.5%	0.5	CO 4

		include sexual harassment as misconduct. Punishing the perpetrator and protecting the victim.					
	Practical & Reflective Learning	Case Analysis & Assignments	Practical implications	5	12.5%	0.5	CO 5

Suggested Readings

1. VSP Rao, Human Resource Management, 2nd edition, 2020, Taxmann Publications Pvt. Ltd, India

CO-PO mapping

CO/ PO	PO1 Knowledge of Business	PO2 Critical & Problem Solving Skills	PO3 Ethical orientation	PO4 Global perspective & Communication Skills	PO5 Leadership & Team Building Skills	PO6 Entrepreneurship Skills	PO7 Sustainability Perspective	PO8 Lifelong learning & Research Skills
CO 1	H							
CO 2	H		M					
CO 3	H							
CO 4	H							
CO 5	H	M	M					M

** H means High relevance, M means Medium relevance, L means Low relevance

- MBR4023T : [Strategic Human Resource Management], [4 credits], [Semester IV], [Nature of the Course: Core Course]**

Course Outcomes (CO)

At the end of this course, students will be able to

6. Enumerate the meaning of SHRM
7. Interpret the rationale and overview of SHRM
8. Assess the process of SHRM

9. Criticize and review formulation and implementation of SHRM
10. Evaluate the strategic role of HRM
11. Distinguish between different implications of SHRM

Course Content

Module No	Module Name	Module SubTopic(s)	Description	No of Hours allotted	Marks allotted	Credit of each Module	Associated Course Outcome (CO)
I	Concept of Strategy	Strategy defined,	Introduction	5	10%	0.4	CO 1
		Key concepts,					
		Fundamentals of Strategy, Strategic Management and HRM					
II	Concept of SHRM	Meaning of SHRM Aims of SHRM, ,	Concepts of SHRM	6	15%	0.4	CO2
		Models of SHRM, SHRM and HR Strategies,					
		Strategic Fit					
III	Process of SHRM	Resource-based HR Strategy,	Process of SHRM	5	15%	0.7	CO3
		Approaches to the development of HR Strategies					
IV	Formulations and Implementation of SHRM	Models for developing HR Strategies,	Process and Application	6	10%	0.4	CO 4
		Implementing HR Strategies,					
		Content of HR Strategies,					
		Achieving Integration					
V	Strategic Role of HR	Strategic Contribution of HRM for Organizational Success,	HRM and its Strategic Role	6	15%	0.8	CO 4, CO 5

		HR Specialists as Strategic Partners, HR as Business Partner, HR Competencies, Strategic Role of HR Director					
VI	Implication of SHRM	Strategic HRM for Organizational Development,	Theories and Practices	8	17.5%	0.8	CO 5, CO 6
		Strategic HRM for Organization Culture Management,					
		Strategic HRM for developing Employee Relationships					
		Practice Oriented Applications					
VII	Functional Strategies in SHRM	Employee Resourcing Strategy, ,	Different Implications of SHRM	7	17.5%	0.5	CO 5, CO 6
		Strategies for Managing Performance					
		Strategic HRD,					
		Reward Strategy					

Suggested Readings

2. Michael Armstrong, Handbook of Strategic Human Resource Management, Kogan Page Limited, London, UK and India, First Edition, 2003

☐ CO-PO mapping

CO/ PO	PO1 Knowledge of Business	PO2 Critical & Problem Solving Skills	PO3 Ethical orientation	PO4 Global perspective & Communication Skills	PO5 Leadership & Team Building Skills	PO6 Entrepreneurship Skills	PO7 Sustainability Perspective	PO8 Lifelong learning & Research Skills
CO 1	H			H				
CO 2	H		M					
CO 3	H					L	M	M
CO	H	M						

4								
CO 5	H	M	M	L		H		
CO 6	H			L		H		

** H means High relevance, M means Medium relevance, L means Low relevance

MBR4033T : [Human Resource Analytics], [4 credits], [Semester IV], [Nature of the Course: Discipline Specific Elective Course]

Course Outcomes (CO)

At the end of this course, students will be able to

12. Review the need and application of Management Information Systems

13. Estimate the impact of MIS on HR functions

14. Explore the process of creating and using workforce analytics

15. Summarise the use of various tools and frameworks of metrics in HR business framework

16. Develop a value framework to link the HR outcomes with that of Business outcomes

Course Content

Module No	Module Name	Topic(s)	Description	No of Hours allotted	Marks allotted	Credit of each Module	Associated Course Outcome (CO)
I	Management Concepts and CBIS	Introduction to Computer Based Information Systems; HRIS Life Cycle; Pre implementation stage of HRIS: HRIS Planning; HRIS Cost-benefit Analysis	Introduction	2	5%	0.2	CO 1
		Getting Management Support for HRIS; Limitations of Computerisation of HRIS; Implementation of HRIS: Tools in HRIS Development					
II	HRIS at present:	Human Resources Information Systems in large and small organizations; Emerging Trends in HRIS: Networking, Internet, Intranet	Trends in HRIS	2	5%	0.2	CO 2

		& Technology Implications					
III	Workforce Analytics	Definition, evolution, function of Workforce analytics	Overview	6	15%	0.6	CO 3
		Use of HR metrics to measure results in HR - Process vs Outcome					
		Different type of Objective and Measurements: Descriptive Predictive Prescriptive Analysis.					
		Measurement Scales Univariate Analysis, Bivariate Analysis					
		Challenges in measuring human capital; HR Business Framework, Concept of Balanced Score Card					
IV	Importance of HR Analytics	Role and Responsibilities of HR Analytics;	Significance	4	10%	0.4	CO 3
		HR analytics linkage & measuring impact on business outcomes					
		Framework of contemporary HR Analytics,- Predictive tools and Applications in solving problems using HR analytics.					
V	Recruitment Metrics	Fill-up ratio, Time to hire, Cost per hire, Early turnover, Termination	Training Models	4	10%	0.4	CO 4

		<p>during probation; Channel efficiency mix in terms of Direct hires, Employee referral hires, Agency hires & Lateral hires ; Offer reject and renege, Fulfilment ratio, Quality of hire, Recruitment to HR cost</p>					
		<p>How will the HR team know if hiring from a institution is better or not?</p>					
VI	Talent & Diversity Metrics	<p>Retention index, Voluntary and involuntary turnover, Turnover by department, grades, performance, and service tenure ; Internal hired index. People Deployment Metrics: Employees per manager, Employee service profiling, Workforce age profiling, Workforce service profiling</p> <p>Churn index, Separation clearance time; Diversity Metrics: Workforce diversity index, Gender mix, Differently abled index, Implementation challenges</p>	Measurement and Significance of talent metrics	4	10%	0.4	CO 4

		How will the HR team decide for future resource planning?					
VII	Learning & Development Metrics	<p>Training need identification, Make or Buy Model, Training effectiveness evaluation; Percentage of employee trained, Internally and externally trained, Training hours and cost per employee, ROI calculation</p> <p>How will the HR team decide which employee need training?</p> <p>How will the HR team concur about the effectiveness of a new training?</p>	Measurement and Significance of learning metrics	4	10%	0.4	CO 4
VIII	Internal Mobility Metrics	<p>Career Progression Indices - Promotion index, Rotation index, Career path index, Level wise succession readiness index</p> <p>How will the HR team address the issue of promotional parameters?</p> <p>How will the HR team evaluate the team performance for the past few months?</p>	Measurement and Significance of mobility metrics	4	10%	0.4	CO 4
IX	HR Cost Metrics	<p>Revenue per employee, Operating cost per employee, PBT per employee, HR cost per employee, HR to operating cost; Compensation to HR cost, HR budget variance,</p>	Measurement and Significance of HR cost metrics	4	10%	0.4	CO 4

		HR ROI					
		How will the HR team address the issue of biasness on salary and promotion?					
		How will the HR team find out the significant factors impacting productivity of the employees?					
X	Strategy Formulation & Application – Reflective learning	Business Intelligence in HR; Redefining HR Policies and Practices, understanding future of work and workplace	Implications and alignment	6	15%	0.6	CO 5
		HR Predictive Analytics: Use of HR analytics in workforce planning: talent acquisition, talent development, talent compensation, talent engagement and retention;					
		Assignment					

Suggested Readings

3. Dipak Kumar Bhattacharya, HR Analytics: Understanding Theories and Applications, 1st edition, 2017, Sage Publications India Private Limited
4. Tracey Smith, HR Analytics: The What, Why and How, 2013, Createspace Independent Pub

CO-PO mapping

CO/ PO	PO1 Knowledge of Business	PO2 Critical & Problem Solving	PO3 Ethical orientation	PO4 Global perspective & Communication Skills	PO5 Leadership & Team Building Skills	PO6 Entrepreneurship Skills	PO7 Sustainability Perspective	PO8 Lifelong learning & Research Skills
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		Skills						
CO 1	H							
CO 2	H							
CO 3	H	H						M
CO 4	H	H						M
CO 5	H	H						M

** H means High relevance, M means Medium relevance, L means Low relevance

**MBR4043T: [International Human Resource Management and Diversity Management], [4 Credits], [Semester IV],
[Nature of the Course: Specialization]**

○ **Course Outcomes (CO)**

At the end of this course, Students will be able to

1. Understand the concepts and the current trends in HRM from a Global perspective
2. Elaborate the process of International Business in the context of global organizations
3. Examine the recruitment and selection process and their dynamics in global organizations
4. Evaluate Factors influencing Compensation Packages and Programmes in international scenario.
5. Create new knowledge and apply creative solutions for IIMA cases

○ **Course Content**

Module No	Module Name	Topic(s)	Description	No of Hours allotted	Marks allotted	Credit of each Module	Associated Course Outcome (CO)
I	I. International Business and HRM	Overview, Scope and Concept of IHRM	International Business and HRM	4	10%	0.4	CO 1
II	II. Recruitment and Selection by Multinationals	Human Resource Planning and Information System Recruitment and Selection of Expatriates	Recruitment and Selection of Expatriates & Human Resource Outsourcing	5	12.5%	0.5	CO 1

III	III. Performance Management in International Organizations	Performance Management of Expatriates	Performance Feedback, Cultural Implications of the Feedback Process	5	12.5%	0.5	CO2
IV	IV. International Compensation Management	Factors influencing Compensation Programmes	Constitution of Total Compensation Package	4	10%	0.4	CO 1
V	V. Repatriation of Expatriates	Developing a Framework for Global HR Managers, Talent Management	Meaning of Repatriation, The Repatriation Process	5	12.5%	0.5	CO 4
VI	VI. Cross Cultural Theories and Implications in International Business	Theory of Culture, Integrating Cultural Dimensions	Different theories of Cross Cultural Research approach	6	15%	0.6	CO 1
VII	VII. Diversity Management in International Business	Approaches to Managing Diversity	Process of Managing Diversity	4	10%	0.4	CO 1
VIII	VIII. Managing International Projects and Teams – An HRM Approach	Elements of a Dynamic International Team	Elements of a Dynamic International Team	5	12.5%	0.5	CO 1
IX	Cases and Discussion	Case Based Learning	IIMA Case Components	2	5 %	0.2	CO 5

Suggested Readings:

1. S. C. Gupta: International Human Resource Management - Texts and Cases; Macmillan Publishers, 2008 (Reprint Second Edition)
2. K. Aswathappa and Sadhna Dash: International Human Resource Management - Texts and Cases; Tata McGraw-Hill Education, 2013 (Second Edition)

CO-PO mapping

1	2	3	4	5	6	7
Knowledge of Business	Technical & Problem-Solving Skills	Global orientation	Global perspective & Communication Skills	Leadership & Team Building Skills	Entrepreneurship Skills	Sustainability Perspective
H			H			
H						
H						
H	M					
H	M		M			

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Section 03

Final PO and CO Mapping

Courses	Programme Outcome (PO)				
	PO ₁	PO ₂	PO _n
Course 01			.	.	
Course 02					
..					
..					
Course N					
Final Outcome					

Total Marks : 100

Paper Code: MBR4053T

OPTIONAL PAPER [HUMAN RESOURCE]

HUMAN RESOURCE ACCOUNTING & AUDIT

Unit 1 : Meaning & Definition of HRA – Importance - Development of the Concept – History of Score Card – HRA for Managers & HR Professionals - Investment in Human Resources – Quality of Work Force and Organizations’ Performance - Efficient use of Human Resources

– Modern Market Investment Theory ; Advantages and disadvantages of HRA.

Unit 2 : Human Resource Planning – Human Capital Investment – Expenditure Vs Productivity – Training – Human Capital & Productivity - Human Resource Accounting – Measurement of Human Value – Objectives of Human Resources Accounting – Approaches to Human Resource Accounting; Human Resource Valuation Models.

Unit 3 : Investment Approach – Investment in Human Resources - HR Value – Concepts, Methods & Mechanisms - Recruiting and Training Costs – Depreciation –Rates of Return – Organization Behavior Vs Turnover – Non Value Adds in the Management of Human Resources, Measures and Prevention - Organization Climate Approach – Improvement Determination of Changes in Human Resource Variables – Increased Costs, Cost Reduction and Future Performance.

Unit 4 : HR Accounting – Design, Preparation & Implementation - Responsibility Accounting and Management Control - Structure and Process - Design of HR Accounting Process & Procedures for each of the HR Sub-system including Recruitment, induction, Performance Appraisal and Training - Classification of Costs in HR Accounting – Behavioral Aspects of Management Control – Social Control.

Unit 5 : HR Audit - Audit & Accounting, Scope of Audit, Approaches (Comparative, Compliance, Statistical, MBO approach), Audit Process, Methodology (interview, workshop, questionnaires, Observations, Analysis or records), Challenges in HR Audit, Use of Audit Findings & Action Plan, Benefits of HR Audit.

Unit 6 : Balanced Scorecard - Need for a Scorecard, Building a Balanced Scorecard, Balance Scorecard ± Strategic Initiative.

Suggested Readings :

1. Eric G. Flamholtz' Springer: Human Resource Accounting: Advances in Concepts, Methods and Applications
2. Jac Fitz-enz, et. Al: How to Measure Human Resource Management, Mc Graw Hill
3. Rakesh Chandra Katiyar: Accounting for Human Resource, UK Publishing House
4. M. Saeed, D. K. Kulshreshtha: Human Resource Accounting, Anmol Publications
5. D. Prabhakara Rao: Human Resource Accounting; Inter India Publications

MBR4063T : [Career Planning & Talent Management], [4 Credits], [Semester IV], [Nature of the Course: Specialization]

○ **Course Outcomes (CO)**

At the end of this course, Students will be able to

6. Understand the concepts of Talent Management and its dynamics.
7. Elaborate the process of Career Planning & Talent Management in the context of National & Global organizations.
8. Examine the Role of Technology in Talent Management and Linking Competencies to Performance and Pay.
9. Evaluate the factors affecting Entrepreneurial Leaders, Diversity & Inclusion in Organizations.
10. Create new knowledge and apply creative solutions for IIMA cases.

○ **Course Content**

Module No	Module Name	Topic(s)	Description	No of Hours allotted	Marks allotted	Credit of each Module	Associated Course Outcome (CO)
I	Talent Management: An Overview	Meaning and Process, Perspectives	Introduction to Talent Management	4	10%	0.4	CO 1
II	II. Capacity Building &	Identifying skills	Identifying skills;	6	15%	0.6	CO2

	Performance Management		Capability & Capacity Planning				
III	III. Reward Strategy	Developing Core Competencies	Linking Competencies to Performance and Pay	7	17.50%	0.7	CO3
IV	IV. Motivation & Leadership	Managing Demotivated Employees Intrinsic Rewards	Managing Demotivated Employees	4	10%	0.4	CO 2
V	V. Communication Strategy	Communication Techniques; Role of Technology in Talent Management	Role of Technology in Talent Management	5	12.50%	0.5	CO 3
VI	VI. Employee Engagement	Creating Engaged Employees; Job Redesigning	Creating Engaged Employees	5	12.50%	0.5	CO 4
VII	VII. Globalisation & Diversity Management	Emerging trends; Entrepreneurial Leaders; Diversity & Inclusion	Emerging trends	5	12.50%	0.5	CO 4
VIII	Case Presentations	Case Analysis	Creating new knowledge of TM	4	10%	0.4	CO 5

Suggested Readings

1. *The Talent Management Handbook: Creating Organizational Excellence by Identifying, Developing and Promoting Your Best People* by Lance Berger and Dorothy Berger, McGraw-Hill.
2. *Reinventing Talent Management: How to Maximize Performance in the New Marketplace*, by William A. Schiemann. John Wiley & Sons.
 - **CO-PO mapping**

	1	2	3	4	5	6	7	8
	Knowledge of Business	Technical & Problem-Solving Skills	Technical orientation	Global perspective & Communication Skills	Leadership & Team Building Skills	Entrepreneurship Skills	Sustainability Perspective	Long learning & Research Skills
1	H			H				
2	H							
3	H			M				
4	H	M						
5	H	M		M				

*** H means High relevance, M means Medium relevance, L means Low relevance.*

Section 03

3. Final PO and CO Mapping

Courses	Programme Outcome (PO)				
	PO ₁	PO ₂	PO _n
Course 01			.	.	
Course 02					
..					
..					
Course N					
Final Outcome					