

**M.B.A. (FULL TIME) BATCH 2021-23
SEMESTER III**

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| Subject Name | Entrepreneurship and New Ventures | Subject Code | MS5A-601 |
| | | Total Credits | 0 3 |
| Subject Nature: Core | | | |
| Course Objective: | | | |
| <ol style="list-style-type: none"> 1. The objectives of this course are to help students to learn and to acquaint themselves with all the facets of Entrepreneurship. 2. To introduce the spirit of Entrepreneurship in students, inculcate creativity & risk taking. | | | |
| Learning Outcome: | | | |
| <ol style="list-style-type: none"> 1. Provide overview of Entrepreneurship environment in country 2. The process of owning your business & art of sustaining a business. 3. Various qualities, character & leadership requirements of being an Entrepreneur. | | | |
| Examination Scheme: | | | |
| The faculty member will award internal marks out of 40 based on three assessments of 20 marks each of which best two will be considered. The end semester examination will be worth 60 marks having theory and cases/practical problems. | | | |
| Course Contents | | | |
| UNIT –I Entrepreneur & Entrepreneurship | <ol style="list-style-type: none"> 1.1 Concept & Nature, 1.2 Definition Characteristics, Functions, Kinds, Role, 1.3 Difference between entrepreneur and Manager. 1.4 Role of entrepreneurship in development of economy Ethical dimensions | | |
| Unit-2 Theories of Entrepreneurship | <ol style="list-style-type: none"> 2.1 Theories of Entrepreneurship: Innovative theory, Theory of social change, Theory of model personality, Theory of Social behavior. 2.2 Creativity and entrepreneurship; Steps in Creativity; Innovation and inventions; Using left brain skills to harvest right brain ideas; Legal Protection of innovation; Skills of an entrepreneur; Decision making and Problem Solving (steps in decision making) 2.4 Process of Innovation- Social & Commercial <p>Entrepreneurial environment: Political, Economic, Technical, Social, Cultural, International.</p> | | |
| Unit – 3 New Venture | <ol style="list-style-type: none"> 3.1 Small Business : meaning, role, Strengths and weaknesses Defining an entrepreneur- entrepreneurial traits - Developing | | |

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| | <p>Entrepreneurs</p> <p>3.2 New ventures: Acquiring an Established venture: Advantages and disadvantages of acquiring established business, considerations for evaluation business opportunities</p> <p>3.3 Methods of valuing a business - Franchising and franchisee's perspective.</p> |
| Unit- 4 Business Plan | <p>4.1 Need for a Business plan - Steps in the preparation of Business plan.</p> <p>4.2 Need for marketing research</p> <p>4.3 Operating plans and financial plan</p> <p>4.4 Dynamics of small business environment, Causes for small business failure, Success factors for small business</p> |
| Unit -5 Feasibility Planning | <p>5.1 Planning paradigm for new ventures - Stages of growth model</p> <p>5.2 Fundamental of a good feasibility plan, components of feasibility plan , Relevance of marketing concept to new ventures</p> <p>5.3 Marketing research of pre-start-up planning , Sources of marketing research information , Implication of market research</p> <p>5.4 Marketing functions that new ventures must address Establishing marketing and sales promotion infrastructure</p> <p>5.5 Concept of pricing - Growth strategies - Marketing plan.</p> |
| Unit-6 Financing a new venture | <p>6.1 Financing and its effects on effective asset management –Alternate methods of financing</p> <p>6.2 Applicability of Legislation</p> <p>6.3 Venture capital and new venture financing -</p> <p>6.4 working out working capital requirement -</p> <p>6.5 Government agencies assisting in financing the project. Commercial banks, Financing institutions (IDBI, IFCI, ICICI, IRBI, LIC UTI, SFC, SIDC, SIDBI and EXIM Bank).</p> <p>6.6 Micro Finance</p> |
| Unit-7 Life cycle of an entrepreneurial venture | <p>7.1 Role of entrepreneur during various transition</p> <p>7.2 Requirements for successful patent grants : steps in obtaining a patent , Registration of trademark , copyright and the concept of fair use, protection of intellectual property</p> <p>7.3 Entrepreneurship Strategies & Policies: concept of Entrepreneurial Strategies, Need for effective Entrepreneurial Policy.</p> |
| <p>Text Reading</p> <ol style="list-style-type: none"> 1. David H. Holt Entrepreneurship: New Venture Creation, PHI 2. Mary Coulter Entrepreneurship in Action, PHI 3. B.K. Mohanty Fundamentals of Entrepreneurship, PHI <p>Suggested</p> <ol style="list-style-type: none"> 1. Stay Hungry Stay Foolish 2. Autobiography of Steve Jobs, Bill Gates | |

| MBA (Full Time) Semester III (2021-23) | | | |
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| Subject Name | Project Management | Subject Code | MS5A-603 |
| Subject Nature: Core | | | |
| Course Objective: The Course Objective is to acquaint students with project management methods and to develop skills on Project Planning, Analysis, Implementation and Control. | | | |
| Learning Outcome: It develops various individual skills but it emphasizes the need for a systemic approach. The individual skills include: <ul style="list-style-type: none"> • Project risk analysis, project success/ failure analysis; • Project scheduling, able to use financial model, cost-benefit analysis in project management • Report writing, presentation and team working. | | | |
| Examination Scheme: The faculty member will award internal marks out of 40 based on three assessments of 20marks each of which best two will be considered. The end semester examination will be worth 60 marks having theory and cases/practical problems | | | |
| Course Contents | | | |
| UNIT | CONTENT | | |
| Unit 1: Introduction | 1.1 Meaning, Need And Significance and its types; 1.2 Project Life Cycle and its phases; 1.3 Generation and Screening of Project Ideas. | | |
| Unit 2: Project Selection & Analysis | 2.1 Market and Demand Analysis, (Including Demand Forecasting); 2.1 Location Analysis; 2.2 Technical Analysis; 2.3 Financial Analysis 2.4 Cost of Project 2.5 Working Capital Requirement & its Financing 2.6 Cost and Benefit Analysis; 2.5 Social Cost Benefit Analysis. | | |

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| <p>Unit 3: Financial Feasibility And Project Appraisal</p> | <p>3.1 : Financial Feasibility Study or Financial Analysis; 3.2 Time Value of Money; 3.3 Cost of Capital; 3.4 Projected Cash Flows; 3.4 Project appraisal (Capital Budgeting) and Appraisal Criteria; 3.5 Analysis of Risk-concept, types, techniques of Risk Evaluation, Sensitivity Analysis and common methods for handling Risk.</p> |
| <p>Unit 4: Project Financing</p> | <p>4.1 Preparing Project Report, Financial Projections, Estimating Costs. 4.2 Project Financing, Project Appraisal by Financial Institutions.</p> |
| <p>Unit 5: Project Management And Control</p> | <p>5.1 Project Organizations; 5.2 Planning and Control of Project 5.3 Human Aspects of Project Management; Project Control Tools (Gantt Charts, Line off balance).</p> |
| <p>Unit 6: Network Techniques for Project Management</p> | <p>6.1 Basic Concepts of Networks; 6.2 Line Estimation and Determination of Critical Path (For Both PERT and CPM Models); 6.3 Network Cost Systems; 6.4 Activity Crashing.</p> |
| <p>Unit 7: Project Review</p> | <p>7.1 Need for Reviews; 7.2 Initial Review, Performance Evaluation; 7.3 Abandonment Analysis; 7.4 Evaluating the Capital Budgeting Systems. 7.5 Other Issues: Tax Implications, Environmental, Health and Safety.</p> |
| <p>Learning Resources: Text Books: 1. Prasanna Chandra. “Project Planning, Analysis, Selection, Implementation and Review”, New Delhi, Tata McGraw Hill Publications, Latest Edition. 2. P. Gopalkrishnan and E. Rama Moorthy, “Text Book of Project Management”. New Delhi, McGraw Hill Publications, Latest Edition. Reference Books: 1. Harold Kerzner, “Project Management: A Systems Approach to Planning, Scheduling and Controlling”, New Delhi, CBS Publications, Latest Edition. 2. Rajive Anand, “Project Profiles with Model Franchise Agency and Joint Venture Agreement”, New Delhi, Bharat Publications, Latest Edition.</p> | |

| M.B.A. (FULL TIME) BATCH (2021-23) SEMESTER III | | | |
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| SUBJECT NAME | FINANCIAL RISK AND DERVATIVES | SUBJECT CODE | MS5A-621 |
| | | TOTAL CREDITS | 03 |
| SUBJECT NATURE: FINANCE COMPULSORY | | | |
| COURSE OBJECTIVE: To acquaint participant with the basic concept of Financial Risk and Derivatives. | | | |
| LEARNING OUTCOME: | | | |
| <ol style="list-style-type: none"> 1. At the end of the course students should be able to; 2. Understand the risk return tradeoff and manage financial risk through the use of various derivative instrument 3. To make them understand operations of derivatives market. | | | |
| EXAMINATION SCHEME: | | | |
| The faculty member will award internal marks out of 40 based on three assessments of 20 marks each, of which best two will be considered. The end semester examination will be worth 60 marks consisting of two sections A and B respectively. Section A will be of 12 marks and have two theory questions out of which a student will be required to do any one . Section B will be of 48 marks and have five numerical/cases out of which a student will be required to do any four . | | | |
| COURSE CONTENTS | | | |
| UNIT –1 Understanding Risk | <ol style="list-style-type: none"> 1.1. Concept of Risk 1.2. Types of Risk 1.3. Risk Management Process 1.4. Risk Management Strategies | | |
| Unit-2 Introduction to Derivatives | <ol style="list-style-type: none"> 2.1 Concept of Forwards, Future, Options 2.2 Difference between Forward and Futures 2.3 Types of Options 2.4 Participants in markets Hedgers, Speculators and Arbitragers 2.5 Uses of Derivatives 2.6 Basic Derivatives terminology | | |
| Unit-3 Futures Contract | <ol style="list-style-type: none"> 3.1. Future Terminology 3.2. Types of Futures, 3.3. Standardization in Futures, 3.4. Futures Exchange Clearing House 3.5. Types of Orders 3.6. Trading in Futures-Mark to Market Process 3.7. Convergence of Future and Spot Price 3.8. Stock Index Futures 3.9. Currency Futures 3.10. Interest Rates Future 3.11. Hedging Using Futures—Short Hedge, Long Hedge. | | |

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| Unit- 4 Options Market | 4.1. Types of Options, 4.2. Payoffs from option positions, In the Money option, Out ofMoney Option, At the Money option, 4.3. Naked Option, Exotic Options, Bond Option, Time Value OfMoney. 4.4. Exchange Traded Option- Stock, Option, Foreign CurrencyOption, Over the Counter Exchange Option, Index Options, Put Call Parity. |
| Unit -5 Option Trading Strategies | 5.1. Bull Strategy 5.2. Bear Strategy 5.3. Butterfly Strategy 5.4. Calendar Strategy 5.5. Diagonal Spread Strategy 5.6. Straddles, Strip and Straps Strategy. |
| Unit-6 Swaps | 6.1. Introduction to Swaps 6.2. Basic Swap Structure 6.3. Interest Rate Swaps 6.4. Currency Swaps 6.5. Mechanics of Swaps Transactions 6.6. Swap options. |
| Unit-7 Greek Letters | 7.1. Concept of Delta Theta, Gamma Vega, Rho 7.2. Factors Determining Option Price 7.3. Black Scholes Mode |
| Learning Resources: Text Books: Latest Edition of- Hull, J.: Options: Futures and other Derivatives, Prentice Hall, New Delhi. Chance, Don M: An Introduction to Derivatives, Dryden Press, International Edition. Chew, Lilian: Managing Derivative Risk, John Wiley, New Jersey. Das, Satyajit: Swap & Derivative financing, Probus Kolb, Robert W: Understanding Futures Markets, Prentice Hall Inc., New Delhi. | |

**M.B.A. (FULL TIME)
BATCH 2021-23
SEMESTER III**

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| SUBJECT NAME | INSURANCE AND BANK MANAGEMENT | SUBJECT CODE | MS5A-623 |
| | | TOTAL CREDITS | 03 |
| SUBJECT NATURE: FINANCE COMPULSORY | | | |
| COURSE OBJECTIVE: To acquaint participant with the basic concept of Insurance and Banking sector. | | | |
| LEARNING OUTCOME: At the end of the course students should be able to; 1. To enable the students to gain acumen, insight and through knowledge relating to the various aspects of Insurance and Banking sector and their regulatory frameworks. | | | |
| EXAMINATION SCHEME: The faculty member will award internal marks out of 40 based on three assessments of 20 marks each, of which best two will be considered. The end semester examination will be worth 60 marks consisting of two sections A and B respectively. Section A will be of 12 marks and have two theory questions out of which a student will be required to do any one . Section B will be of 48 marks and have five numerical/cases out of which a student will be required to do any four . | | | |
| COURSE CONTENTS | | | |
| UNIT –1 Understanding Banking | 1.1 Evolution of Banking 1.2 Banking in India 2.2 Types of Banks Roles of Banks (viz. Intermediation, Payment system, and financial services) 2.3 Banking Regulations-- BASEL Norms 2.4 Banking Products – Fee based and fund based 2.5 Banking Structure in India- RBI, Commercial, Rural and Co-operative banks their role and significance 2.6 Capital Adequacy norms for banks, SLR, CRR, CAR | | |
| Unit-2 Bank Management | 2.1 Liquidity Management 2.2 Investment Management 2.3 Loan Management 2.4 Liability Management 2.5 Credit Management 2.6 Risk Management 2.7 Commercial banks' Balance Sheet and Income Statement, Relationship between B/S and Income Statement 2.8 Return on Equity Model 2.9 Important ratios used in Balance Sheet Analysis, C A M E L S Rating 2.10 Management of assets and liabilities in banks-Profitability and Productivity in Banks | | |
| Unit-3 Understanding | 3.1. Definition of Insurance 3.2. General Principles of Insurance | | |

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| Insurance | 3.3. Insurance Application and Acceptance Procedure 3.4. Insurance Terminology |
| Unit- 4 Life Insurance | 4.1. Life Insurance Definition, General Principles of Life Insurance 4.2. Types of Life Insurance Products--- Whole Life Policy, TermPolicy, Endowment Policy. 4.3. Annuities Types 4.4. Claim Management of Claim Settlement 4.5. Analysis of Balance Sheet of a Life Insurance Company |
| Unit -5 General Insurance | 5.1. General Insurance Definition, General Principles of GeneralInsurance 5.2. Marine Insurance, Fire Insurance 5.3. Motor Vehicle Insurance 5.4. Public Liability Insurance 5.5. Third Party Insurance 5.6. Mediclaim and Health Policies 5.7. Group Insurance 5.8 Burglary Insurance |
| Learning Resources: Text Books: Latest Edition of- Banking Theory, Law & Practice, Gordon Natrajan , HPH Insurance Management, S.C.Sahoo&S.C.Das , HPH Bank Management & Financial Services, Rose, Hudgins , McGraw Hill Risk Management & Insurance, Trieschmann, Hoyt, Sommer , Cengage Banking and Insurance, Mohapatra and Acharya , Pearson | |

| M.B.A. (FULL TIME) BATCH 2021-22 SEMESTER III | | | |
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| SUBJECT NAME | FINANCIAL MARKETS PRODUCTS AND SERVICES | SUBJECT CODE | MS5A-625 |
| | | TOTAL CREDITS | 03 |
| SUBJECT NATURE: FINANCE COMPULSORY | | | |
| COURSE OBJECTIVE: To acquaint participant with the basic concept of Financial Markets, Products and Services. | | | |
| LEARNING OUTCOME: At the end of the course students should be able to; 1.To provide the students understanding of role financial institutions and markets play in the business environment. It also helps to develop a series of applications of principles from finance and economics that explore the connection between financial markets, financial institutions , financial products and services and the economy. | | | |
| EXAMINATION SCHEME: The faculty member will award internal marks out of 40 based on three assessments of 20 marks each, of which best two will be considered. The end semester examination will be worth 60 marks consisting of two sections A and B respectively. Section A will be of 12 marks and have two theory questions out of which a student will be required to do any one . Section B will be of 48 marks and have five numerical/cases out of which a student will be required to do any four . | | | |
| COURSE CONTENTS | | | |
| UNIT –1 Nature and Role of Financial System | 1.1 Money and finance – Money and near-money – Financial intermediation and financial intermediaries – The structure of the financial system – Functions of the financial sector – Indicators of financial development 1.2 Nature and Scope of Financial Services, Fund based and fee based services. | | |
| Unit-2 Financial Market Operations | 2.1. Money Market: Introduction, Instruments—T-Bills, Commercial Papers, Certificate of Deposits, Call Money, Money Market Mutual Funds, Commercial Bills, Collateralized Debt Obligations, Trading mechanism of instruments, regulations. 2.2. Capital Market: Meaning, Functions, Primary and Secondary Market. Methods of floatation of Capital –IPO’s, Book building, Private Placements etc. –Investor protection in primary market – recent trends in primary market. Rights Issue, Bonus Issue. BSE & NSE operations. Concept of Circuit Breakers 2.3. Secondary Market---Overview of major Stock Exchanges in India. Meaning, Purpose and Consideration in developing index – Methods (Weighted Aggregate Value Method, Weighted Average of Price Relatives method, Free Float method) 2.4. Trading on Stock Exchanges: Different trading systems – Sharegroups on BSE and NSE –BOLT and NEAT System – Different types of settlements – Pay –in and Pay out – Bad Delivery – Short delivery – Auction, Order types and books – De -Mat settlement – | | |

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| | Physical settlement – Institutional segment – Funds settlement – Valuation debit-Valuation price – Bad and short delivery – Auction. |
| Unit-3 Lease and Hire Purchase | 3.1. Meaning and Types of Leasing – Legislative frameworks –Matters on Depreciation and Tax – Problems on leasing 3.2. Concepts and features – Tax and Depreciation implications – Problems on Hire Purchasing. |
| Unit- 4 Credit Ratingand Securitization of Debts | 4.1. Definition and meaning- Process of credit rating of financial instruments- Rating methodology-Rating agencies – Rating symbols of different companies. 4.2. Securitization of Debt- Meaning- Features- Special Purpose Vehicle- Pass Through Certificate & mechanism – Benefits of Securitization – Issues in Securitization |
| Unit -5 Mutual Funds, Factoring Forfeiting andBill Discounting | 5.1. Mutual Funds- Types Mutual Funds – Advantages of mutual funds, Exchange Traded Funds – Hedge funds- Regulations on mutual funds – Accounting aspects. 5.2. Factoring and Forfeiting: Concepts, types, mechanism, advantages, disadvantages Bill Discounting: Concept, type, bill rediscounting, problems on bill discounting. |
| Unit -6 Credit Cards,Venture Capital Finance and Merchant Banking | 6.1. Credit Cards: Concepts, operational procedure, advantages,disadvantages. 6.2. Venture Capital Finance: Concepts, Procedure, andImportance. Merchant Banking: Mergers, Amalgamations, Acquisition,Takeovers. |

Learning Resources:

Text Books: Latest Edition of-

M.Y.Khan, Financial Services, Tata McGraw-Hill, New Delhi.

Harsh V.Verma, Marketing of Services, Global Business Press

Sames L .Heskett, Managing In the Service Economy, Harvard Business School Press,Boston.

M.Y.Khan, Indian Financial System, 4/eTata Mc Graw-Hill, New Delhi. **Frank.J.Fabozzi& Franco Modigliani**, Foundations of Financial Markets and Institutions,Pearson Education Asia.

H.R Machiraju, Indian Financial Systems, Vikas Publishing House Pvt. Ltd.

Meir Kohn, Financial Institutions and Markets, Tata McGraw-Hill, New Delhi.

B. Pathak : Indian Financial Systems Pearson Education

| M.B.A. (FULL TIME) BATCH 21-23 SEMESTER III | | | |
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| SUBJECT NAME | INVESTMENT ANALYSIS AND PORTFOLIO MANAGEMENT | SUBJECT CODE | MS5A-627 |
| | | TOTAL CREDITS | 03 |
| SUBJECT NATURE: FINANCE COMPULSORY | | | |
| COURSE OBJECTIVE: The objectives of this course is to provide the students in dept understanding of investment techniques as applied to various forms of securities and acquaint them with the functioning of mutual funds, investment strategies and portfolio management services. | | | |
| LEARNING OUTCOMES <ul style="list-style-type: none"> • Ability to understand risk and return on financial assets • Evaluation of key financial assets • Portfolio concepts | | | |
| EXAMINATION SCHEME: The faculty member will award internal marks out of 40 based on three assessments of 20 markseach of which best two will be considered. The end semester examination will be worth 60 marks having theory and cases/practical problems. | | | |
| COURSE CONTENTS | | | |
| UNIT –1 Introduction | 1.1 Concept of Investment, Investment V/S Speculation, 1.2 Financial And Economic Aspect Of Investment, 1.3 Types, Characteristics And Objectives Of Investment 1.4 Selecting Investments in a global market. | | |
| Unit-2 Risk Return | 2.1 Concept Of Risk And Return, Systematic And UnsystematicRisk 2.2 Analysis of different types of Risks and Return, 2.3 Determinants of Required Rate of Return, 2.4 Risk free rate and factors influencing the risk free rate; RiskPremium. 2.5 Multifactor Model of Risk & Return | | |
| Unit-3 Fundamental and Technical Analysis | 3.1 Efficient Market Hypothesis: Efficient Market Concept; Different forms of Efficiency, Random walk theory. Challenges to the Efficient Market Hypothesis. 3.2 EIC analysis-Macro economic activity and security Markets. The Cyclical Indicator Approach. Monetary Variables, the | | |

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| | <p>Economy and Stock Prices. Inflation, interest rate and security prices</p> <p>3.3 Analysis of Growth and Value Companies.</p> <p>Technical Analysis: Assumptions, Advantages and Challenges. Technical Trading Rules and Indicators Technical Analysis of Equity Markets.</p> |
| <p>Unit- 4 Valuation of Assets</p> | <p>4.1 Bonds: Bond Fundamentals, Bond Valuation Models: PV Model</p> <p>4.2 Bonds Yield, Measures Duration, Modified Duration, Immunization Convexity, Bond Value Theorem.</p> <p>4.3 Equity : Constant Growth Model, Multi-Stage Growth Model, P/E Ratio and Earnings Multiplier Models.</p> <p>4.4 Valuation Of Preference Shares, Valuation of Warrants, Rights Issued.</p> |
| <p>Unit -5 Portfolio Management:</p> | <p>5.1 Measurement of Expected Risk and Return of Portfolio</p> <p>5.2 Markowitz Portfolio Theory. The Efficient Frontier and Investor</p> <p>5.3 Utility. Optimal Portfolio Selection</p> <p>5.4 Sharpe's Single Index Model,</p> <p>5.5 Lagrange Multiplier Theory.</p> |
| <p>Unit-6 Capital Asset Pricing Model & Multi Factor Models:</p> | <p>6.1 Concept of Beta</p> <p>6.2 SML And CML Valuations.</p> <p>6.3 Arbitrage Pricing Theory, Empirical Tests of APT</p> <p>6.4 Estimating Risk in a Multi-factor Setting.</p> |
| <p>Unit-7 Portfolio Performance Evaluation & Portfolio Management Strategy</p> | <p>7.1 Treynor, Sharpe, Jensen and Information Ratio Performance Measures.</p> <p>7.2 Passive vs. Active Management.</p> <p>7.3 Bond Portfolio Management Strategies and Equity Portfolio Management Strategies</p> <p>7.4 Equity Portfolio Management Strategy-Index Portfolio Construction Techniques.</p> |
| <p>Learning Resources:</p> <p>Text Books: Latest Edition of-</p> <ol style="list-style-type: none"> 1. Fischer & Jordan, Security Analysis and Portfolio Management, Prentice Hall India. 2. Punithavathy Pandian, Security Analysis and Portfolio Management, Vikas Publishing House Pvt. Ltd. 3. I. M. Pandey, Financial Management, Vikas Publishing House Pvt. Ltd. 4. Martin Pring, Technical Analysis Explained, McGraw Hill. 5. V. A. Avadhani, Investment and Securities Market in India, Himalaya Publishing | |

**M.B.A. (FULL TIME)
BATCH 2021-23
SEMESTER III**

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| SUBJECT NAME | FINANCIAL ANALYSIS REPORTING AND ANALYSIS | SUBJECT CODE | MS5A-629 |
| | | TOTAL CREDITS | 0 3 |
| SUBJECT NATURE: FINANCE OPEN ELECTIVES | | | |
| COURSE OBJECTIVE: To acquaint participant with the basic concept of Financial Statement Analysis. | | | |
| LEARNING OUTCOME: At the end of the course students should be able to have better understanding of analyzing financial statements for the purpose of valuation of firms and investments. | | | |
| EXAMINATION SCHEME: The faculty member will award internal marks out of 40 based on three assessments of 20 marks each, of which best two will be considered. The end semester examination will be worth 60 marks consisting of two sections A and B respectively. Section A will be of 12 marks and have two theory questions out of which a student will be required to do any one . Section B will be of 48 marks and have five numerical/cases out of which a student will be required to do any four . | | | |
| COURSE CONTENTS | | | |
| UNIT –1 Framework for Financial Statement Analysis | 1.1 Understanding financial statements—balance sheet, income statement. Need for financial statement analysis. Limitations of Financial Statements Analysis. 1.2 Various tools of Financial Analysis – Horizontal Analysis, Vertical Analysis, Trend Analysis, Common Size Statement. | | |
| Unit-2 Cash Flow Analysis | 2.1. Direct and indirect methods preparation of cash flow statements. 2.2. Transaction analysis, reported versus operating changes in assets and liabilities, relation between income and cash flows Analysis of cash flow trends | | |
| Unit-3 Ratios and Financial Analysis | 3.1. Types of ratios, analysis of firms performance using ratios classification and selection of ratios. Cases on analyzing financial statements using Ratios. | | |
| Unit- 4 Analysis of Long Lived Assets | 4.1 Capitalization decisions, capitalization versus expensing— general issues, industry issues, analytical adjustments for capitalization and expensing. 4.2 Depreciation concept, need for fixed asset disclosures, impairment of long lived assets. Treatment of long lived assets. | | |
| Unit -5 Analysis of Financing Liabilities | 5.1. Nature of current and long term liabilities, debt with equity features, effect of changes in interest rates, debt of firms in distress, retirement of debt prior to maturity, bond covenants, nature of covenants. | | |

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| <p>Unit -6 Valuation of Companies</p> | <p>6.1. Applying enterprise valuation methodologies including market multiples, precedent transactions and discounted cash flow analysis (DCF).</p> <p>6.2. Estimating a Firm's Equity and Enterprise Value for investment and change of control analysis. Estimating a Firm's Cost of Capital: CAPM, Arbitrage Pricing Theory and alternatives to CAPM, Weighted Average Cost of Capital. Valuing Firms with a Changing Capital Structure & Adjusted Present Value. Method of Enterprise Valuation (APV).</p> <p>6.3. Relative Valuation using Market Comparables. Equity Capital Raising Transactions, Initial Public Offerings. Valuation in Practice, Corporate Control & Agency Problems. Mergers & Acquisitions. Leveraged Buyouts (LBOs) / Management Buyouts. Valuation in Private Equity Setting & Venture Capital.</p> |
| <p>Learning Resources: Text Books: Latest Edition of- Penman, S. H.: Financial Statement Analysis and Security Valuation, 3rd ed., McGraw Hill, Boston. Ross, S. A., Westerfield, R. W., Jaffe, J. : Corporate Finance, McGraw Hill, Boston. Soffer, L., Soffer, R. Financial Statement Analysis: A Valuation Approach, Prentice Hall, Upper Saddle River. Copeland, T. E., Weston, J. F., Shastri, K. Financial Theory and Corporate Policy, d., Pearson, Boston.</p> | |

**M.B.A. (FULL TIME)
BATCH 2021-23
SEMESTER III**

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| SUBJECT NAME | STRUCTURED PRODUCTS AND ALTERNATIVE INVESTMENT | SUBJECT CODE | MS5A-633 |
| | | TOTAL CREDITS | 03 |
| SUBJECT NATURE: FINANCE OPEN ELECTIVES | | | |
| COURSE OBJECTIVE: To acquaint participant with the basic concept of Alternative Investments. | | | |
| LEARNING OUTCOME: At the end of the course students should be able to; 1. Enable students to develop understanding about alternative investment. 2. Understand risk return tradeoff and manage financial risk arising out of investments alternative | | | |
| EXAMINATION SCHEME: The faculty member will award internal marks out of 40 based on three assessments of 20 marks each, of which best two will be considered. The end semester examination will be worth 60 marks consisting of two sections A and B respectively. Section A will be of 12 marks and have two theory questions out of which a student will be required to do any one . Section B will be of 48 marks and have five numerical/cases out of which a student will be required to do any four . | | | |
| COURSE CONTENTS | | | |
| UNIT –1 Overview of Alternative Investment | 1.1. Alternative Investments: an Overview 1.2. The role of Alternative Investment in Strategic Asset Allocation 1.3. Trends in Alternative Investments 1.4. Alternative Investments & Due Diligence 1.5. Traditional Investments, Alternative Investments and Modern Portfolio Theory | | |
| Unit-2 Types of Alternative Investment | 2.1 Private Equity – History, Types- Angel, Venture, Private, Crowd, Different Funding Series, Types – Equity, Debt, Investment Methods, Mezzanine capital, Distressed and special situations, LBO, Performance of Private Equity, Private Equity: Risk & Return Profile 2.2 Real Estate -- Real Estate as an Investment Asset, Real Estate Investment Trusts, Commercial Real Estate, Mortgage backed Securities, Mortgage Debt and Preferred Equity in Real Estate, Real Estate Appraisal & Valuation, Performance of Real Estate Portfolios 2.3 Hedge Funds --- Introduction to Hedge Funds, Investing in Hedge Funds, Performance of Hedge Funds, Due Diligence, Risk Management, Hedge Fund Benchmark & Asset Allocation. Long/Short Equity Strategies, Dedicated Short, Equity Market Neutral, Distressed Securities, Merger Arbitrage, Convertible Arbitrage, Fixed Income Arbitrage, Global Macro, Event Driven | | |

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| | <p>Funds. Unique risks for Hedge Funds, Net value and returns, Return statistics and risk(measuring risk, downside risk measures, benchmark related statistics), Risk-Adjusted Performance Measures (Sortin risk, Sterling and Burke ratio, return on VaR).</p> <p>2.4 Other Alternate Investment Asset classes -- Liquid Alternatives, Currency, Art Funds, Wine Funds, Film Funds.</p> |
| Unit-3 Structured Products | <p>3.1. Structured products Introduction</p> <p>3.2. Issuers' and investors' appetite for structured products</p> <p>3.3. Identify underlying assets used for SPV's Define special purpose vehicle Identify mechanics of popular structured products using different assets classes as base</p> <p>3.4. Implied correlations, base correlations, term structure effects</p> <p>3.5. Future for structured products</p> |
| Unit- 4 Types of Alternative Investment | <p>4.1. Credit Default Swaps-- forms of payment, categories of trigger events, valuation, economic role of CDS in the broader investment landscape, life cycle of CDS, CDS Indexes.</p> <p>4.2. Collateralized Debt Obligations -- cash flows working, allocation of default losses, credit ratings system of CO, their structure and performance. Tranches and seniority, varieties of CDOs, and their economic roles in the world of investments.</p> |
| Unit -5 Alternative Investment - India | <p>5.1 Alternative Investments Sector in India</p> <p>5.2. Tax Structure</p> <p>5.3. Genesis of Alternative Investments Market Regulation</p> <p>5.4. AIF Regulations</p> <p>5.5. Types of AIFs</p> <p>5.6. Legal Structure & Documentation</p> <p>5.7. Registration Process</p> <p>5.8 Target Participants</p> <p>5.9 Investment Restrictions</p> <p>5.10. Recent Developments</p> |
| <p>Learning Resources: Text Books: Latest Edition of- Hull, J.: Options: Futures and other Derivatives, Prentice Hall, New Delhi. Chance, Don M: An Introduction to Derivatives, Dryden Press, International Edition. Chew, Lilian: Managing Derivative Risk, John Wiley, New Jersey. Das, Satyajit: Swap & Derivative financing, Probus Kolb, Robert W: Understanding Futures Markets, Prentice Hall Inc., New Delhi.</p> | |

| M.B.A. (FULL TIME) BATCH 2019-21 SEMESTER III | | | |
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| SUBJECT NAME | BEHAVIORAL FINANCE | SUBJECT CODE | MS5A-635 |
| | | TOTAL CREDITS | 03 |
| SUBJECT NATURE: FINANCE OPEN ELECTIVES | | | |
| <p>COURSE OBJECTIVE: To develop an understanding of Classical Finance and Behavioral Finance-Heuristics and Biases in Human Decision making-A framework of decision making under risk-Real world applications in finance-Real world applications to public policy</p> | | | |
| <p>LEARNING OUTCOMES</p> <ul style="list-style-type: none"> • Ability to understand risk and return on financial assets • Evaluation of key financial assets • Portfolio concepts for individual needs | | | |
| <p>EXAMINATION SCHEME: The faculty member will award internal marks out of 40 based on three assessments of 20 marks each of which best two will be considered. The end semester examination will be worth 60 marks having theory and cases/practical problems.</p> | | | |
| COURSE CONTENTS | | | |
| UNIT –1 Introduction | 1.1 Neoclassical Challenge and Behavioral Finance 1.2 Rational Expectations Hypothesis and behavioral challenges 1.3 Expected Utility theory, Portfolio Theory, Efficient Market Hypothesis 1.4 Decision-making process and behavioral biases, | | |
| Unit-2 Behavioral economics and finance | 2.1 prospect theory and asset pricing - Prospect theory, Bounded rationality, 2.2 Mental Accounting 2.3 Probability weighing function: Parameterization of utility function. Risk-taking behavior. 2.4 Endowment effect: experiments. Sentiments and asset pricing | | |
| Unit-3 Heuristics and behavioral biases of investors | 3.1 Anchoring bias. Limited attention, storing and retrieving information, availability bias. Familiarity bias. 3.2 Risk preference, framing bias. Mental accounting, Representativeness, Ambiguity aversion, 3.3 Overconfidence and excessive trading | | |
| Unit-4 Group Behavior | 4.1 Conformism, herding, fatal attractions, 4.2 Investing Styles and Behavioral Finance, | | |

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| | 4.3 Emotions and Neuro Science |
| Unit -5 Behavioral corporate finance | 5.1 The decision-making process in reality. First level: rational managers. Managerial financing and investment decisions as rational responses to securities market mispricing. 5.2 Second level: less than rational managers. Behavioral biases of managers. Capital structure choice: behavioral aspects. Investment policy: real investments and M&A deals |
| Unit-6 Investment Strategies of Individuals | Models Of Personal Finance:- 6.1 4 Stroke Model, 6.2 Stair Case Model, 6.3 Earning –Expenses Model |
| Unit-7 Value Investing | 7.1 Principles of value investing 7.2 Value investing to counter behavioural biases |
| Learning Resources: 14. Behavioural Finance, William Forbes, Willey Publications 15. Behavioral Finance By Prasanna Chandra, Mcgraw Hill Publishers 16. Value Investing & Behavioral Finance , Parag Parikh, Tata Mcgraw Hill Publishers | |

| M.B.A. (FULL TIME) BATCH 2021-23 SEMESTER III | | | |
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| SUBJECT NAME | CORPORATE FINANCE | SUBJECT CODE | MS5A-631 |
| | | TOTAL CREDITS | 03 |
| SUBJECT NATURE: FINANCE OPEN ELECTIVES | | | |
| COURSE OBJECTIVE: | | | |
| <ul style="list-style-type: none"> ● The course aims at explaining the core concepts of corporate finance and its importance in managing a business ● To provide understanding of nature, importance, structure of corporate finance related areas and to impart knowledge regarding source of finance for a business | | | |
| LEARNING OUTCOMES; | | | |
| <ul style="list-style-type: none"> ● Be able to described and evaluate the different sources of corporate finance (e.g. equity, debt, retained earnings etc), and be able to explain the relative advantages and disadvantages of each source. ● Understand how risk and the cost of capital impact on investment appraisal, and explain how such factors affect the value of a capital project. ● Assess the external and internal influences on a corporation’s capital structure, payout policy ● Have good understanding of, and be able to discuss current topical issues under debate in the world of corporate finance | | | |
| EXAMINATION SCHEME: | | | |
| The faculty member will award internal marks out of 40 based on three assessments of 20 markseach of which best two will be considered. The end semester examination will be worth 60 marks having theory and cases/practical problems. | | | |
| COURSE CONTENTS | | | |
| UNIT –1 Introduction | <ul style="list-style-type: none"> ● Meaning of Corporate Finance ● Scope and Importance of Corporate Finance ● Goals of Financial Management ● Role of Finance Manager ● The Agency Problem ● Organization of Finance Functions | | |
| Unit-2 | <ul style="list-style-type: none"> ● Long Term Financing Needs of a Business ● Long Term Financing ● Advantages of Long Term Financing& Short Term Finance ● Sources of Long Term Finance &Short Term Finance ● External& Internal Sources of Finance | | |
| Unit-3 | <ul style="list-style-type: none"> ● Time Value of Money &Techniques ● Amortization Schedule ● Equity,Dividend Discount & Relative Valuation Techniques ● Bond Valuation | | |

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| | <ul style="list-style-type: none"> • Concept of Security Return & Risk • Risk and Return Trade off • Capital Budgeting: methods and their limitations - Comparing projects with varying lives with varying cash flows - Capital budgeting decision rules |
| Unit- 4 | <ul style="list-style-type: none"> • Working Capital Estimation :Determination of operating cycle and cash cycle. Estimation of working capital requirements of a firm. Determination of level of current assets. Sources for financing working capital. • Cash Management: (theory and numerical) Need for Cash Management, Cash Management Cycle, Cash Forecasting through budgeting, Determining the Optimum Cash Balance under Certainty (Baumol's Model) and Uncertainty (The Miller- Orr Model). <ul style="list-style-type: none"> • Receivables Management: Nature and Goals of Credit Policy ,Credit Policy Variables(theory and numerical) |
| Unit -5 | <ul style="list-style-type: none"> • Capital Structure: Corporate finance in practice –Planning the capital structure: EBIT and EPS analysis. ROI & ROE analysis. Capital structure policy (No capital structure theories to be covered). • Dividend policy:Corporate Dividend Distribution Tax- empirical evidence of dividend policy. Analyzing cash returned to the stockholders - cash flow approach and comparable firm approach |
| Unit-6 | <ul style="list-style-type: none"> • Financial management in intangible – intensive companies. Characteristics of intangibles, implications for financial managements, Types and approaches to valuations of intangible assets |
| Unit-7 | <ul style="list-style-type: none"> • Corporate financial modeling: Effect of inflation on; Asset value, firm value, returns, Financial planning – Basis of financial planning, sales forecast method, pro-forma P & L account method, pro-forma balance sheet method, determination of External Financing Requirement (EFR). |
| <p>Learning Resources:</p> <ol style="list-style-type: none"> 1. Ashwath Damodaran – Corporate Finance-Theory and Practice – John Wiley & Sons. 2. Ross, Wester field & Jaffe, Corporate Finance– TMH 3. Eugene F. Brigham Financial Management: Theory and Practice South Western College. 4. Prasanna Chandra; Financial Management Theory and Practice; Tata McGraw Hill; 5. I.M. Pandey – Financial Management (Vikas). 6. Journal of Corporate Finance | |

| INSTITUTE OF MANAGEMENT STUDIES | | | |
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| M.B.A.(FULL-TIME) | | | |
| Batch2021-23 | | | |
| Semester III | | | |
| Subject Name | PRODUCTAND BRAND MANAGEMENT | Subject Code | MS5A-605 |
| | | Total Credits | 03 |
| Subject Nature: Marketing Compulsory | | | |
| Course Objective: The objectives of this course are to acquire the conceptual understanding of product and brand management and its applications for corporate growth and development. | | | |
| Learning Outcome: Up on completion of this course students will develop fundamental understanding of how to build, measure, and manage a brand. | | | |
| Examination Scheme: The faculty member will award internal marks out of 40 based on three assessments of 20 marks each, of which best two will be considered. The end semester examination will be worth 60 marks having theory and case /practical problems. | | | |
| Course Contents | | | |
| UNIT –I Introduction to Product Management | 1.1 Why product management, Relationship between marketing and product management, 1.2 Product management process, 1.3 Functions of product manager, 1.4 Role and responsibilities of product manager. | | |
| Unit-2 Product Life Cycle | 2.1 Concept of PLC, Operational zing the aspect of PLC concept, 2.2 PL Case forecasting model, 2.3 PL C as guideline for marketing strategy, 2.4 Extension of PLC. | | |
| Unit-3 New Product Development | 3.1 Characteristics of successful product development, New product development process and organization. | | |
| Unit-4 Brand Management | 4.1 Concept, Decision, Elements and Brand portfolio | | |
| Unit-5 Brand Association | 5.1 Brand awareness, identity, image, personality and loyalty 5.2 Managing brand equity through brand loyalty, 5.3 Measuring brand equity. | | |

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| <p>Unit-6 Branding Strategies</p> | <p>6.1 Evaluation of brands, Perceived quality, 6.2 Brand positioning and repositioning, 6.3 Brand extension decisions. Emerging trends in product and brand management</p> |
| <p>Learning Resources: Text Reading: Latest Edition</p> <ol style="list-style-type: none"> 1. Majumdar, Ramanuj, “Product Management in India”, PHI. 2. David A. Aaker, Rajeev Batra and John G. Meyer. “Advertising Management”, New Delhi.PHI 3. David A. Aaker.“ Managing Brand Equity”,NewYork. FreePress. Jean Noel Kapfers.”Strategic Brand Management” , New York ,Free Press. <p>Suggested Readings</p> <ol style="list-style-type: none"> 1. Moorthi, Y.L.R., “Brand Management”, Vikas 2. Kumar Ramesh, S., “Managing Indian Brands” 3. Oguinn, T.C., Allen, C.T. and Semenik, R.J. , Vikas, “ Advertising and Integrated Brand Management”. Thomson. | |

| INSTITUTE OF MANAGEMENT STUDIES | | | |
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| M.B.A.(FULL-TIME) | | | |
| Batch 2021-23 | | | |
| Semester III | | | |
| Subject Name | CONSUMER BEHAVIOUR | Subject Code | MS5A-607 |
| | | Total Credits | 03 |
| Subject Nature: Marketing Compulsory | | | |
| Course Objective: The objectives of this course are to help students gain an understanding of Consumer Behaviour and their applications. | | | |
| Learning Outcome: Up on completion of this course students will be able to understand Consumer behavior and also to develop appropriate marketing strategies for different segments of consumers. | | | |
| Examination Scheme: The faculty member will award internal marks out of 40 based on three assessments of 20 marks each, of which best two will be considered. The end semester examination will be worth 60 marks having theory and case /practical problems. | | | |
| Course Contents | | | |
| Unit – 1 Introduction to Consumer Behaviour | 1.1 Definition and scope of Consumer Behaviour, 1.2 Linkage with Marketing Strategy, Application of Consumer Behaviour and Consumer Research. | | |
| Unit-2 Environment and Influences on Consumer Behaviour | 2.1 Understanding culture, subculture and its marketing implications in Consumer Behaviour, culture process; 2.2 Social Class, Measurement of social class, social class mobility 2.3 Family, Family life cycle and Family decision making process, Understanding Husband- Wife decision role, Children’s & Peer group influence in family decision making; 2.4 Personal influence, word of mouth communication, opinion leadership. | | |
| Unit-3 Individual Determinants of Consumer Behaviour | 3.1 Demographics; Concept, Theories and Applications – Motivation, Learning, Knowledge, Involvement, Perception, Attitude formation and change, Personality and Self Concept, Psychographics and LifeStyle. | | |

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| <p>Unit- 4 Consumer Decision Process and Models</p> | <p>4.1 Pre – purchase Process : Information processing, Types of information and sources, external and internal search, marketing strategies 4.2 Purchase Processes: Consumer choice making process, Evaluative criteria, Decision rules Post Purchase Processes: Framework, dissonance satisfaction /Dissatisfaction.</p> |
| <p>Unit- 5 Strategic Applications of Consumer Behaviour</p> | <p>5.1 Marketing to children, women, adults and old age consumers; 5.2 Concerns and strategies; The consumer movement, consumer rights and responsibilities.</p> |
| <p>Learning Resources: TextReading: Latest Edition 2. R.D.,Miniard,P.W.andEngel,J.F.,“ 3. Consumer Behaviour”, Thomson. 4. SchiffmanL.G. and Kanuk L. L.,“ Consumer Behaviour ”,PHI. 5. Hawkins, Del I., Best, Roger J., Coney, Kenneth A. and Mookerjee, Amit, “Consumer Behaviour Building Marketing Strategy”, Tata McGraw Hill Publishing Company Limited,NewDelhi. 6. Assel,H.,“Consumer Behaviour”, Thomson. 7. Solomon M.R.,“Consumer Behaviour”,PHI.</p> | |

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| M.B.A.(FULL-TIME) | | | |
| Batch 2021-23 | | | |
| Semester III | | | |
| Subject Name | SALES AND DISTRIBUTION MANAGEMENT | Subject Code | MS5A-609 |
| | | Total Credits | 03 |
| Subject Nature: Marketing Compulsory | | | |
| Course Objective: The objectives of this course are to expose the students to various aspects of sales and distribution Management as an integral part of marketing management and provide abilities in sales and distribution system. | | | |
| Learning Outcome: Upon successful completion of this course student will be able to understand the concepts which are helpful in developing a sound sales and distribution policy and in organizing and managing sales force and marketing channels. | | | |
| Examination Scheme: The faculty member will award internal marks out of 40 based on three assessments of 20 marks each, of which best two will be considered. The end semester examination will be worth 60 marks having theory and case /practical problems. | | | |
| Course Contents | | | |
| UNIT –I Personal Selling | 1.1 The role of personal selling in marketing mix, 1.2 The personal selling process, Personal selling objectives, Types of sales job. | | |
| Unit-2 Theories of Sales Management | 2.1 Objectives, Nature and scope. 2.2 Buyer– Seller Dyads, Theories of Selling-AIDAS Theory, “ Right set of circumstances” Theory, “ Buying formula” Theory, and Behavioral equation theory of selling. | | |
| Unit – 3 Sales Planning | 3.1 Sales organization, Sales forecasting, Sales Budgeting, 3.2 Territory design and setting Quotas. | | |
| Unit- 4 Operational Sales Management | 4.1 Selection, Training, Motivation and Compensation, Evaluation and Control of sales force. | | |

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| <p align="center">Unit- 5 Distribution</p> | <p>5.1 Design of distribution channel, 5.2 Management of channels, 5.3 Managing Co-operation, Conflict and competition, 5.4 Vertical and Horizontal Marketing Systems.</p> |
| <p align="center">Unit- 6 Whole Selling and Retailing</p> | <p>6.1 Importance, Types, Marketing decisions for whole seller, 6.2 Retailing: Importance, Types, Retailer marketing decisions</p> |
| <p align="center">Unit – 7 Physical Distribution</p> | <p>7.1 Objectives, Order processing, Warehousing inventory, 7.2 Transportation, Organizing for physical distribution, EDI and Supply chain, 7.3 Internet as a medium for order processing and information.</p> |
| <p>Learning Resources: Text Reading: Latest Edition 1. Cundiff and Govni, “Sales Management–Decisions, Strategy and Cases”, New Delhi: Prentice Hall of India. 2. Ingram, Laforge, Avila, Schwepker and Williams, “ Sales Management”, Thomson. Suggested Readings 3. Watuba R. Thomsas., “ Sales Management – Text and Cases”, Business Publication Inc. 4. Johnson, Kurtz and Scheving, “ Sales Management, Concept Practice and Cases ”, Mc Graw Hill NY.</p> | |

| INSTITUTE OF MANAGEMENT STUDIES | | | |
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| M.B.A.(FULL-TIME) | | | |
| Batch 2021-23 | | | |
| Semester III | | | |
| Subject Name – E- Business | E-Business | Subject Code | MS5A-611 |
| | | Total Credits | 03 |
| Subject Nature: Marketing Compulsory | | | |
| Course Objective: | | | |
| <p>1. The objective of this course is to learn concept, dimensions and approaches of e-business & ecommerce and future business technologies.</p> <p>2. Elaborate challenges in adopting and implementing new business technologies to the traditional business or creating strategies for new e-business models.</p> | | | |
| Learning Outcome: At the end of the course students should be able to; | | | |
| <p>1. Explain the basic concept of e-business & e-commerce.</p> <p>2. Explain the process of developing and implementing e-business and be aware of the ethical, social and security issues in e-commerce business models.</p> <p>3. Explain the role of information systems in organizations, the strategic management processes, and the implications for the management.</p> | | | |
| Examination scheme: The faculty member will award internal marks out of 40 based on three assessments of 20 marks each of which best two will be considered. The end semester examination will be worth 60 marks having theory and cases/practical problems. | | | |
| Note: - One case / case-let is to be discussed in each unit. | | | |
| Course Contents | | | |
| Unit 1 Introduction to e Business & e Commerce | <p>1.1 Define e-Commerce and e-Business,</p> <p>1.2 Define Types of eCommerce transactions.</p> <p>1.3 Define e-Business Models.</p> <p>1.4 Internet Marketing and e-Tailing.</p> <p>1.5 Elements of e-Business Models.</p> <p>1.6 Explain the benefits and limitations of e-Commerce.</p> | | |
| Unit-2 eMarketplaces: Structures, Mechanisms, Economics, & impacts | <p>2.1 Define e-Marketplace and Describe their Functions.</p> <p>2.2 Explain e-Marketplace types and their features.</p> <p>2.3 Describe the various types of auctions and list their characteristics.</p> <p>2.4 Discuss the benefits, limitations and impacts of auctions.</p> <p>2.5 E-Commerce in the wireless environment. Competition and impact on industry.</p> | | |
| Unit – 3 E-Business applications, E-Procurement and EPayment Systems | <p>3.1 e-Commerce Integration and e-Business applications.</p> <p>3.2 ERP, e-SCM, CRM, E-Payment.</p> <p>3.3 E-Procurement definition, processes, methods and benefits.</p> <p>3.4 Discuss the categories and users of smart cards.</p> <p>3.5 Describe payment methods in B2B EC.</p> | | |
| Unit- 4 Electronic Documents & Security Issues | <p>4.1 Electronic Library & types of digital documents</p> <p>4.2 Data Warehousing</p> <p>4.3 Digital Signature</p> <p>4.4 Client Server Security</p> <p>4.5 Data & Documents security</p> <p>4.6 Firewalls 4.7 Introduction to Cloud & Data Mining</p> | | |

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| <p>Unit -5 The Impact of E-Business on Different Fields and Industries</p> | <p>5.1 Electronic Healthcare platforms & Applications 5.2 Banking and Personal Finance Online. 5.3 Financial Marketplaces & Advisories 5.4 On demand Entertainment 5.5 E-Tourism · Employment and Job Market Online 5.6 Online Real Estate. 5.7 Online Publishing and e-Books. 5.8 On-Demand Delivery Systems and E-Grocers.</p> |
| <p>Text Reading: Latest Editions</p> <ol style="list-style-type: none"> 1 E-Business and E-Commerce Management: Strategy, Implementation and Practice by Dave Chaffey, Financial Times/ Prentice Hall; 5th edition 2 Ravi Kalakotta and Whinston B., “Frontiers of E-Commerce”, Addison-Wesley, New Delhi. 3 3 Ravi Kalakotta and M. Robinson, “E-Business: Roadmap for Success”, Addison-Wesley, New Delhi. 4 4 E-COMMERCE: An Indian Perspective by S.J. P.T. Joseph, PHI Learning Pvt. Ltd.; 6th edition | |

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| M.B.A.(FULL-TIME) | | | |
| Batch 2021-23 | | | |
| Semester III | | | |
| Subject Name | LOGISTICS AND SUPPLY CHAIN MANAGEMENT | Subject Code | MS5A-615 |
| | | Total Credits | 03 |
| Subject Nature: Marketing Open Electives | | | |
| Course Objective: The course aims at developing an understanding of supply chain management and its significance in managerial process. | | | |
| Learning Outcome: Students will be able to: <ul style="list-style-type: none"> • Analyze total system costs in supply chains • Know when and how to use various forecasting techniques • Compute tradeoffs between cost and responsiveness in supply chains | | | |
| Examination scheme: The faculty member will award internal marks out of 40 based on three assessments of 20 marks each of which best two will be considered. The end semester examination will be worth 60 marks having theory and cases/practical problems. | | | |
| Note: - One case / case-let is to be discussed in each unit. | | | |
| Course Contents | | | |
| UNIT –I Introduction and A Strategic View of Supply Chain | 1.1 The role of Supply Chain Management in Economy and Organization. 1.2 Supply Chain Strategy and Performance Measures. 1.3 Outsourcing: Make Versus Buy. | | |
| Unit-2 Managing Material Flow in Supply Chain | 2.1 Inventory Management 2.2 Transportation, 2.3 Network Design and Operations: Facility Location. | | |
| Unit-3 Managing Information Flowing Supply Chain | 3.1 Demand Forecasting, The Role of Information Technology in Supply Chain Management. | | |

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| <p>Unit- 4 Supply Chain Innovations</p> | <p>4.1 Supply Chain Integration, 4.2 Supply Chain Restructuring, 4.3 Agile Supply Chains, 4.4 Pricing and Revenue Management</p> |
| <p>Learning Resources: Text Reading: Latest Edition</p> <ol style="list-style-type: none"> 4. Shah Janat, “Supply Chain Management-Text and Cases”, New Delhi: Pearson Education, Latest Edition 5. Chopra Sunil, Meindl Peter, Kalra D.V., “Supply Chain Management – Strategy, Planning and Operation ”, New Delhi : Pearson Education, Latest Edition 6. Sinha Amit, Kotzab Herbert, “ Supply Chain Management- A Managerial Approach”, New Delhi: Tata Mc Graw- Hill- latest Edition. | |

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| M.B.A.(FULL-TIME) | | | |
| Batch 2021-23 | | | |
| Semester III | | | |
| Subject Name | GLOBAL MARKETING | Subject Code | MS5A-617 |
| | | Total Credits | 03 |
| Subject Nature: Marketing Open Electives | | | |
| Course Objective: | | | |
| The objectives of this course are to help the students to gain an understanding of concept of International Marketing, types of international markets, demand and supply position in international markets, import-export documentation, policies and procedures of foreign trade. | | | |
| Learning Outcome: | | | |
| Upon completion of this course, students will be able to... | | | |
| <ul style="list-style-type: none"> • Assess current issues in global marketing. • Assess the future of global marketing. • Identify and explain the variables involved in selecting pricing strategy in the global market place. • Analyze global value chains. • Develop competitive strategies by addressing global competitive analysis, global market entry strategies and global sourcing strategies. | | | |
| Examination scheme: The faculty member will award internal marks out of 40 based on three assessments of 20 marks each of which best two will be considered. The end semester examination will be worth 60 marks having theory and cases/practical problems. | | | |
| Course Contents | | | |
| UNIT –I International Marketing | 1.1 Basis of International Trade, 1.2 Theories of International Trade, (Absolute Advantage, Comparative Advantage and Factor Endowment Theory) Difference Between Domestic, International, Multinational, Global Markets, EPRG Framework | | |
| Unit-2 Scanning of International Environment | 2.1 Social, Political, Legal, Economic | | |
| Unit-3 Factors Affecting International Trade | 3.1 Methods of Entry, Types of Regional Agreements, Role of IMF and WTO in International Trade. | | |

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| Unit- 4 Foreign Trade Policy | 4.1 EXIM Policy 2002-2007 Salient Features. Export Documentation and Procedure and Institutional Support for export promotion in India. |
| Unit-5 Product | 5.1 Identify New Products, International Product Planning, Product Design Strategy, Product Elimination, 5.2 Adoption and Diffusion of New Products. |
| Unit-6 Pricing Strategy | 6.1 Factors Affecting International Prices, 6.2 Methods of Pricing, Pricing an International Product, Transfer Pricing, Exchange Rates and Its Impact on Pricing, High Sea Pricing. |
| Unit-7 Distribution System for International Markets | 7.1 Direct & Indirect Channels, 7.2 Factors Affecting International Channel, International Channel Management, Whole selling and Retailing. |
| Unit-8 Promoting Products / Services In Overseas Markets | 8.1 Perspective of International Advertising, Standardization v/s Localization, Global Media Decisions, Global Advertising Regulations, and Industry Self-Regulation. |
| TOTAL CLASS ROOM CONTACT SESSIONS IN HOURS | |
| | 45 |
| Learning Resources: Text Reading: Latest Edition <ol style="list-style-type: none"> 1. W.J. Keegan—“Global Marketing Management”, New Delhi, PHI. 2. Sack On kvisit and John J. Shaw. “International Marketing Analysis and Strategies”, PHI 3. Subhash S. Jain, “ International Market Management”” Delhi, CBS Publishers Distributors Suggested Readings <ol style="list-style-type: none"> 1. M.R. Czinkota and Ronkainen, “International Marketing”, Dryden Forthworth 1998. 2. S.J. Poliwoda, “International Marketing”, New Delhi, Prentice Hall of India. | |

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| M.B.A.(FULL-TIME) | | | |
| Batch 2021-23 | | | |
| Semester III | | | |
| Subject Name | RETAILMARKETING | Subject Code | MS5A-619 |
| | | Total Credits | 03 |
| Subject Nature: Marketing Open Electives | | | |
| Course Objective: The course enables the students to appreciate the importance of retailing and distribution in the emerging market scenario, and equips them with the tools and techniques. | | | |
| Learning Outcome: On successful completion of this course students will be able to: <ul style="list-style-type: none"> 1. Apply abroad theoretical and technical knowledge of retail management to understand opportunities and challenges for creating excellent retailing experience. 2. Critically analyze and summarize market information to assess the retailing environment and formulate effective retail strategies. | | | |
| Examination scheme: The faculty member will award internal marks out of 40 based on three assessments of 20 marks each of which best two will be considered. The end semester examination will be worth 60 marks having theory and cases/practical problems. | | | |
| Course Contents | | | |
| Unit – 1 Marketing Channels and Supply Chains | 1.1 Emergence, Roles and types of marketing channels, Channel members and their characteristics, 1.2 Choosing various channel options, factors affecting the choice 1.3 Supply Chain Management (SCM) – advantages gained, Physical flow of merchandise, logistics of e-retailing. | | |
| Unit-2 Retailing | 2.1 Nature and importance of retailing, wheel of retailer, 2.2 Types of retailing- ownership based, store based, non-store based, webbased. 2.3 Retail management decisions Recent trends in retailing. | | |
| Unit-3 Strategic Planning in Retailing | 3.1 Situation analysis, objectives, Identification of consumers and positioning, overall strategy, specific activities and control. | | |
| Unit- 4 Identifying and Understanding | 4.1 Consumer demographics & lifestyle, consumer needs & desires, consumer shopping attitude, consumer decision process, retailer's action. | | |

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| Customers | 4.2 Location, Operation & Merchandise Management: Trading Area Analysis, Sites election. |
| Unit- 5 Operation and Merchandise Management | 5.1 Trading area analysis, site selection, store formation size and space allocation, store security and credit management. 5.2 Merchandise plans– forecasts, innovativeness, assortment decisions, brand decisions, timing and allocation, merchandise pricing. |
| Unit-6 Retail Promotion | 6.1 Building retail store image, atmosphere, layout planning 6.2 Retail promotional mix strategy Retail stores sales promotional scheme. |
| TOTAL CLASSROOM CONTACT SESSIONS IN HOURS | |
| | 45 |
| Learning Resources: Text Reading: Latest Edition 1. Berman, Berry and Joel Evans Retail Management. 2. Cooper,J. Strategy planning in Logistics and Transportation. 3. Cox, Roger and Paul Brittain Retail Management. 4. Levy& Weitz Retailing Management. 5. Kotler, Philip Marketing Management. | |

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| M.B.A. (Full Time) | | | |
| Semester III | | | |
| Batch 2021-23 | | | |
| Subject Name | Labour Laws | Subject Code | <u>MS5A- 637</u> |
| | | Total Credits | 03 |
| Subject Nature: | | | |
| Course Objective: | | | |
| <ul style="list-style-type: none"> • To impart knowledge to students regarding various Social Legislative Norms related to welfare, protection and betterment of labour force. • To develop an understanding about different obligations towards society. | | | |
| Learning Outcome: | | | |
| At the end of the course students will become more informed and responsible future HR managers, as they have complete knowledge about the legislative compliances prevailing in our country related to labour. | | | |
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| Examination scheme: | | | |
| The faculty member will award internal marks out of 40 based on three assessments of 20 marks each of which best two will be considered. The end semester examination will be worth 60 marks having theory and cases/practical problems. | | | |
| Course Contents | | | |
| UNIT –1 Industrial Relations Code | 1.1 Concept, growth and Emerging Patterns in IR 1.2 Parties to Industrial Relations 1.3 Different perspective and approaches to Industrial Relation The Industrial Disputes Act, 1947, The Industrial Employment (Standing Orders) Act, 1946 and The Trade Unions Act, 1926. | | |
| Unit-2 Labour Welfare Legislation | 1.1 Concept and Philosophy of Labour Welfare. 1.2 Theories of Labour welfare. 1.3 Contract Labour Act (Regulation and Abolition) Act, 1970- Scope, Application, Important Definitions and Important Provisions. | | |
| Unit-3 Social Security Code | 3.1 Evolution and Growth of social legislation in India. 3.2 International Labour Standards on Social Security. 3.3 Employees State Insurance Act, 1948. 3.4 Payment of Gratuity Act, 1972. 3.5 Maternity Benefit (Amendment) Act, 2017 3.6 Employees’ Provident and Miscellaneous Provisions Act, 1952 | | |
| Unit- 4 Collective Bargaining in India | 4.1 Meaning, Nature & Emerging Patterns. 4.2 Workers Participation in Management: Different degrees and forms of Worker’s Participation in India. | | |
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| Unit -5 Occupational Health, Safety and Welfare code | 5.1 Factories Act 1948 5.2 Contract Labour Act 1970 |
| Unit -6 Recent Developments | 6.1 discussion on major case laws 6.2 various policies and schemes for workers and employers 6.3 major reforms and amendments 6.4 case studies |
| TOTAL CLASSROOM CONTACT SESSIONS | |
| 45 | |
| Learning Resources: Text Readings: 1. P.L. Malik, Industrial Law, Lucknow, Eastern Book Co., 1995. 2. Introduction to the Constitution of India 21 st Edition, D.B. Basu 3. R.C. Chawla and K.C. Garg, Industrial Law, Ludhiana, Kalyani Publishers, 1993. 4. Industrial Relations, Trade Unions and Labour Legislation, P.R.N. Sinha, Indubala Singh and Seema Priyadarshini Shekhar, Pearson, Third Edition. | |

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| INSTITUTE OF MANAGEMENT STUDIES | | | |
| M.B.A. (Full Time) | | | |
| Semester III | | | |
| Batch 2021 – 2023 | | | |
| Subject Name | Talent Acquisition and Management | Subject Code | MS5A-639 |
| | | Total Credits | 03 |
| Subject Nature: Core | | | |

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| <p>Course Objective: The course will help the students to understand the following HR activities:</p> <ul style="list-style-type: none"> ● Optimum Productivity ● Reduction in labour cost ● Effective recruitment and selection ● Group satisfaction | |
| <p>Learning Outcome: At the end of the course students should be able to;</p> <ol style="list-style-type: none"> 1. Define HR Planning and explain how HR Planning is conducted in the organizations. 2. Explain Meaning and Concept, Need, of Designing effective Recruitment & selection Process, 3. Understand new trends in hiring & HR planning. 4. Describe HRIS & its importance to planning, recruitment & selection function of HR. | |
| <p>Examination scheme: The faculty member will award internal marks out of 40 based on three assessments of 20 marks each of which best two will be considered. The end semester examination will be worth 60 marks having theory and cases/practical problems.</p> | |
| <p>Course Contents</p> | |
| <p>1 Manpower Planning</p> | <p><i>I.I.</i> Manpower Planning and Resourcing: Factors Affecting Manpower Planning, Need for Manpower Planning, Five Steps in Manpower Planning, Importance of Manpower Planning, Surplus & Shortage of resources. Obstacles in Manpower Planning, Advantages of Manpower Planning, Successful Manpower Planning, Consolidated Demand Forecast Development, Effective Decision Making, Gaining Senior Management Support, Meeting the Organization's Goals and Objectives</p> <p>Manpower Forecasting: Introduction, Forecasting, Necessity for forecasting, Steps in forecasting, Demand and supply forecasting, Demand Forecasting techniques, Forecasting accuracy, Benefits of forecasting</p> <p>Role of Human Resource in Manpower Planning: Introduction, Inputs provided by HR for manpower planning, Key human resource elements</p> |

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| <p>2 HR information System & HR Accounting</p> | <p>Purposes of HRIS, Uses of HRIS Establishing an HRIS Approaches to Evaluate HR Function. Human Resource Accounting: Introduction, Definition of Human Resource Accounting, Need, Significance, Objectives for HRA, Advantages of HRA , Methods of HRA, Objections to HRA, Controlling Manpower Costs, True Costs of Planning and Recruitment, Human Resource Accounting in India.</p> |
| <p>3 Developing a Manpower Plan</p> | <p>Introduction, Developing a Manpower Plan, Qualitative Side of Manpower Planning, Behavioral Event Interviewing & Standard Interviews, Competency Mapping (Skill Inventory), Problems in Manpower Planning, Sample Manpower Plan</p> |
| <p>4 Recruitment</p> | <p>Sourcing & Recruitment: Introduction, Sources of candidates, Recruitment, Outsourcing, Attracting candidates, E-Recruitment, Person specifications, Career Management, Career Planning & Succession Planning Resourcing Strategy: Introduction, Components of Resourcing Strategy, Business Scenario Planning, Estimating Future Human Resource Requirements, Labor Turnover, Action Planning, Role of HR in Developing Resource Capability, Resourcing Strategy</p> |
| <p>5 Selection</p> | <p>5.1 Introduction, Selection Process, Selection Methods, 5.2 Types of tests- Psychological tests, Validity of tests, Psychometric tests, online test, Importance of tests, Interviews, Final stages interpreting test results, Induction: Introduction, Benefits of an Induction program, designing an induction program, Documentation, Types of Induction, On-the-Job Training</p> |
| <p>6 Recent Trends in Manpower Development and Planning</p> | <p>Train to Hire: Introduction, Outsourcing the Train-to-Hire Process, Partnering with educational institutions, Generating revenue, setting up an academy, Designing Curriculum Recent Trends in Manpower Development and Planning Introduction, Competency mapping, Knowledge management, E-Manpower Development, E-Manpower planning, HRIS</p> |
| <p>Learning Resources: Text Readings: Latest Editions Donald Currie, “Personnel in Practice for the New IPD-CPP”, Blackwell, MA. R. W. Mondy and R. M. Noe, “Human Resource Management”, Prentice Hall, London, 6th Ed.</p> | |

| INSTITUTE OF MANAGEMENT STUDIES | | | |
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| M.B.A. (Full Time) | | | |
| Semester II | | | |
| Batch 2021-23 | | | |
| Subject Name | HUMAN RESOURCE DEVELOPMENT & AUDIT | Subject Code | MS5A-641 |
| | | Total Credits | 03 |
| Subject Nature: CORE | | | |
| Course Objective: | | | |
| <ul style="list-style-type: none"> The objectives of this course are to help the students acquire the skills to develop the human resource in the organization. | | | |
| Learning Outcome: | | | |
| At the end of the course students should be able to; | | | |
| <ol style="list-style-type: none"> Develop necessary knowledge to act as a coach, mentor in the organization. Develop the skills to understand the need of the employees and help them grow in the organization. | | | |
| Examination scheme: | | | |
| The faculty member will award internal marks out of 40 based on three assessments of 20 marks each of which best two will be considered. The end semester examination will be worth 60 marks having theory and cases/practical problems. | | | |
| Course Content | | | |
| UNIT –I What is Human Resource Development | Concept and Historical Perspective, Elements of Good HRD, HRD and Organizational Effectiveness. | | |
| Unit-2 HRD Systems | Design and development of HRD processes, systems and Strategies. HR Wheel- individual development, Organizational Development and Career Development | | |
| Unit – 3 Individual Development | Evolution of Individual Development Roles and responsibilities in Individual Development competencies in Individual Development New Approaches to Individual Development Seven laws of Individual Development | | |
| Unit - 4 Career Development | Overview Career Development Activities Individual Component and Career Development activities Organizational Component and Career Development activities | | |
| Unit-5 The HRD Manager | Role of HRD Manager Competencies of HRD Manager Characteristics of effective HRD Manager | | |
| Unit-6 HRD Mechanisms | Training Counselling Performance Appraisal and Management Coaching HR Accounting | | |
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| Unit 7 The Benefits and Cost of H.R.D | The cost and benefit of training, Models of cost benefit analysis of training, HR Accounting. |
| Unit 8 Future of HRD | 9.1 Economic, Political, Sociological and Organizational Factors. |
| Text Reading: Latest Editions | |
| <ol style="list-style-type: none"> 1. Tapomoy Deb, "Human Resource Development: Theory and Practice", Ane books Pvt. Ltd. New Delhi. 2. Uday Kumar Haldar, "Human Resource Development", Oxford University press. 3. Jerry W. Gilley and Steven A. England, "Principles of Human Resource Development", U.S.A, Addison-Wesley. 4. T.V. Rao, "HRD Audit", New Delhi, Sage Publications. 5. Suggested Readings (Latest Edition) 6. Satish Pai, Ravishanker, Upinder Dhar and B. Pattanayak (Eds), "HRD Skills for Organizational Excellence". Mumbai, Himalaya. <p>Ashok Chanda and Shilpa Kabra "Human Resource Strategies-Architecture for Change" New Delhi, Response Books.</p> | |

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| INSTITUTE OF MANAGEMENT STUDIES | | | |
| M.B.A. (Full Time) | | | |
| Semester III | | | |
| Batch 2021 - 2023 | | | |
| Subject Name | COMPENSATION AND REWARD MANAGEMENT | Subject Code | MS5A - 643 |
| | | Total Credits | 03 |
| Subject Nature: HRM Compulsory | | | |
| Course Objective: | | | |
| <ul style="list-style-type: none"> ● To familiarize the students with the dynamics of wage and salary administration. ● To impart knowledge about whole compensation scenario and components of salary. | | | |
| Learning Outcome: | | | |
| At the end of the course students should be able to; | | | |
| <ol style="list-style-type: none"> 1. Describe various theories associated with wage and salary administration. 2. Differentiate among varieties of element that helps in constituting an ideal salary and will be able to design a salary structure in very effective manner. 3. Explain role of taxation and wage legislation in compensation system. | | | |

Examination scheme:

The faculty member will award internal marks out of 40 based on three assessments of 20 marks each of which best two will be considered. The end semester examination will be worth 60 marks having theory and cases/practical problems.

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| Course Contents | |
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| UNIT –1 Wage and Salary Administration | Definition, Goals, Concept of Wages & Salary. 1.2 Theories of wages, Minimum wage, Fair wage & Living wage 1.3 Wage criteria & Wage fixation Machineries 1.4 Salary Benchmarking, designing KRA & KPI Union's role in wage and salary administration |
| Unit-2 Incentive Plan | 2.1 Wage theories 2.2 Pay for Performance- types of incentive schemes-Individual and Group Incentive plans 2.2 Productivity Gain sharing plans, Profit Sharing Plans 2.4 Concept and Classification of Employees benefits, |
| Unit-3 Wage legislation | 3.1 Employees' provident fund and Miscellaneous Provisions Act, 1952 3.2 Minimum Wages Act, 1948 3.3 Payment of Wages Act, 1948 3.4 Payment of Bonus Act, 1965 |
| Unit- 4 Wage legislation | 4.1 Maternity Benefit Act, 1961 4.2 Workmen's Compensation Act, 1923 4.3 Gratuity Act, 1972 |
| Unit-5 Tax Planning & Reward Management | 6.1 Role of Tax Planning in Compensation Benefits 6.2 Tax Efficient Compensation package 6.3 Salary Restructuring. 6.4 Concept of reward management 6.5 Purpose and contents of Reward strategy 6.6 Developing, Communicating & Implementing reward strategy. |

Learning Resources:**Text Books:**

1. Armstrong & Stephens, Employee Reward Management and Practice, Kogan Page
2. Milkovich, Newman, Ratnam, Compensation, McGraw Hill, New Delhi.
3. Henderson, R.O., Compensation Management, Englewood Cliffs, Prentice Hall
4. Armstrong, M and Murlis H, Reward Management, Kogan Page.

Reference Books:

1. Cascio, Costing Human Resource, Thomson Learning,, India
2. Martocchio Joseph J., Strategic Compensation-A Human Resource Management Approach, Pearson Education.
3. Richard I Henderson, Compensation Management in a Knowledge-Based World, Pearson Education.

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| M.B.A. (Full Time) | | | |
| Semester III | | | |
| Batch 2021 - 2023 | | | |
| Subject Name | LEARNING & DEVELOPMENT | Subject Code | MS5A-645 |
| | | Total Credits | 03 |
| Subject Nature: CORE | | | |
| Course Objective: | | | |
| <ul style="list-style-type: none"> ● To introduce the importance of training & development in Human Resource Management; and that in organization for its overall growth. ● Help students familiarize with the scope of training & development as an independent stream in career development. ● Explore various Training& development Outlooks; as well as its evolution, dependency & as strategic essential in organization' holistic growth. | | | |
| Learning Outcome: | | | |
| At the end of the course students should be able to; | | | |
| <ol style="list-style-type: none"> 1. Understanding the evolution of human skills, Learning & is experiential nature in work life. 2. To be able to train/ design training & development modules & execute them efficiently & effectively. 3. To be able to identify. Sync & structure organizational' objective& growth with T&D needs as Human Resource Manager. 4. Learn implementation of Training Process, Assessment & reach out for 360 degree development of human resource potential in Organization. | | | |
| Examination scheme: | | | |
| The faculty member will award internal marks out of 40 based on three assessments of 20 marks each of which best two will be considered. The end semester examination will be worth 60 marks having theory and cases/practical problems. | | | |
| Course Contents | | | |
| Unit-1 Introduction TO T&D | 1.1 Scope, Functions 1.2Evolution & Importance 1.3Systems Approach to Training | | |
| Unit-2 Training Need Assessment | Organization Analysis, Task Analysis, 43 Person Analysis | | |

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| Unit-3 Designing the Training Programs | Learning theories & Principles of Learning, Trainee Readiness and Motivation, Establishing Training Objectives. |
| Unit- 4 Implementing the Training Programs | Training Methods for non-managerial employees Management Development. Strategic Development & Skill Development; Work Life Balance Training |
| Unit -5 Developing the Group and the Climate | The Social Process, Establishing Tasks in Common, Building Realistic Relationships, the Training climate, Personal and Inter-Personal Dimensions. Trainers and Training Styles. |
| Unit-6 Evaluating the Training Program | 6.1 Kirkpatrick four-level approach & other alternative models, 6.5 Bench Marking |
| Unit – 7 Special Topics in Training and Development: | Orientation Training, Basic Skills Training, Team Training, Diversity Trainings. |
| <p>TEXT READINGS:</p> <ol style="list-style-type: none"> 1. Rolf P. Lynten and Udai Pareek, Training for Organizational Transformation Part - 2, Sage Publications, 2000. 2. Bohlander, Snell and Sherman, Managing Human Resources, Lachina Publishing Services, 2000. | |

INSTITUTE OF MANAGEMENT STUDIES

M.B.A. (Full Time)
Semester III
Batch 2021 - 2023

| SUBJECT NAME | PERFORMANCE MANAGEMENT | Subject Code | MS5A-653 |
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| | | Total Credits | 03 |
| Subject Nature: | | | |
| <p>Course Objective: The objective of this course is to equip students with comprehensive knowledge and practical skills to improve their ability for performance appraisal in their organizations. It is particularly intended for future managers and supervisors who will conduct the performance appraisal of their subordinates</p> | | | |
| <p>Learning Outcome: At the end of the course students should be able to;</p> <ul style="list-style-type: none"> <input type="checkbox"/> Understand the logic and applications through tools and techniques of operations management in business and industrial flow of information, goods and services. <input type="checkbox"/> Integrate the business activities and scientific problem solving methodology. <input type="checkbox"/> Set the unique way of doing job/task/work/activities with optimality in business. | | | |
| <p>Examination scheme: The faculty member will award internal marks out of 40 based on three assessments of 20 marks each of which best two will be considered. The end semester examination will be worth 60 marks having theory and cases/practical problems.</p> | | | |
| Course Contents | | | |
| UNIT –I | Performance Management Conceptual Frame Work Introduction to Performance Management, nature, scope, importance, process of Performance Management, link between Performance Management and Performance Appraisal, Benefits of Performance Management, Performance Planning, Role Analysis and Evaluating Performance Management. | | |
| Unit-2 | Performance Appraisal System–Meaning, Features and Objectives of Performance Appraisal– Factors affecting Performance Appraisal– Benefits of Performance Appraisal– Problems with Performance Appraisal– Essentials of a Good Appraisal System– Evaluation of a Performance Appraisal System. | | |
| Unit-3 | Appraisal Methods on the basis of approaches – Ranking– Forced Distribution–Paired Comparison–Check List– Critical Incident–Graphic Rating Scale– BARS–MBO–Human Resource Accounting. - 360 degree Feedback– Definition & Uses of 360 degree feedback– Rationale for 360 degree feedback— Scope of application in various industries – Advantage and disadvantage of 360 degree feedback- Concept of Potential Appraisal – Requirements for an Effective Potential Appraisal system- Performance Appraisal and Potential Appraisal. | | |
| Unit-4 | Model and Process of Performance Management– Performance Management Cycle– Role Definition–Personal Development Plan–Performance Agreement– performance Review—Balance Scorecard approach to PMS, Benchmarking process, industry best practice. | | |

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| Unit -5 | Performance Management Application & Improvement: Performance Management for Teams, Performance Management in practice, Analyzing Performance problems. Performance counselling- Concept, Principles and Skills competency based Performance Management. Performance Management linked Reward Systems Types of pay for - Performance Plans – Individual based, Team Based, Plant Wide Plans and Corporate Wide Plans. |
| Unit- 6 | Organization Culture and Power - Data Capturing for Monitoring and Review; Behavioral Patterns of HR and Other Managers and Their Place in Information Processing for Decision Making. |
| Unit- 7 | HRIS-Security of Data and Operations of HRIS Modules; Common Problems during IT adoption efforts and Processes to overcome; Orientation and Training Modules for HR & Other Functionaries; Detailed Analytical Framework; Opportunities for combination of HRM & ITES Personnel; HRIS and Employee Legislation; An Integrated View of HRIS; Why and How of Winners and Losers of HRIS Orientation. |
| <p>Learning Resources:</p> <p>Text Readings: Michael Armstrong: Performance Management- Key Strategies and Practical Guide, Kogan Page.</p> <p>Murphy and Cleaveland: Performance Appraisal, Sage Publication Chadha: Performance management, Excel Books</p> <p>Hartle: Transforming Performance Management Process, Kogan page.</p> <p>Srinivas R. Khandula: Performance Management: Strategies, Interventions and Drivers, Prentice Hall of India</p> <p>Herman Aguinis: Performance Management, Pearson Education A.S. Kohli and Tapomoy Deb, Performance Management OXFORD University Press</p> | |