

**DR. HARI SINGH GOUR UNIVERSITY SAGAR
(M.P.)**

(A Central University)



Department of Business Management

Syllabus

Of

MASTERS OF BUSINESS ADMINISTRATION

III & IV SEM

(As per AICTE/NEP Model)

w.e.f. Session 2023

Dr. Sunoet Wala
28/11/2023

Prd. D.K. Verma
28.11.23

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MBA CBCS Programme

The MBA CBCS Programme is divided into two parts as under. Each part will consist of two semesters.

Part	Years	Semester	
I	First Year	Semester I	Semester II
II	Second Year	Semester III	Semester IV

- There will be three lecture hours with one tutorial hours of teaching per week for each core Paper.
- Duration of Examination of each Paper shall be three hours.
- Each Paper will be of 100 marks.
- Out of hundred 40 marks shall be allotted for internal assessment & 60 marks for end semester.

Credit Distribution Scheme for MBA CBCS Programme

Programme		Credits				Total Credits	Minimum Duration	Maximum Duration
			CC	SE		OE		
MBA I	First Semester		32	0		0	02 Years	04 Years
	Second Semester		32	0		0		
MBA II	Third Semester		16	06		0		
	Fourth Semester		12	06		0		
Total			92	12		0		

Explanation of Course Character Code:

- First three alphabets stand for Name of the Department of Business Management.
- Middle Alphabetical Code stands for the Nature of Course.
- First Digit Stands for Concern Semester.
- Second Digit Stands for Level of Course.
- Third Digit Stands For Course Number.

Where,

- AECC** : Ability Enhancement Compulsory Course
- CC** : Core Course
- SEC** : Skill Enhancement Course
- DSE** : Discipline Specific Elective Course
- GE** : Generic Course
- FC** : Foundation Course
- OE** : Open Elective
- SE** : Specific Elective

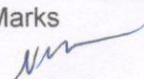
Scheme of Examination & Evaluation:

Syllabus Contents	Examination	Maximum Marks
50 % Syllabus (Unit I & II)	First Mid Sem	20 Marks
(Unit III & IV)	Continuous Internal Assessment	15 Marks
	Attendance	05 Marks
Entire Syllabus	End – Semester	60 Marks

The marks for attendance shall be awarded as follow:

- (I) 75 % and below
- (II) >75% and upto 80%

: 00 Marks
: 01 Marks



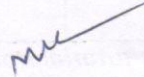
(III) > 80% and upto 85%
(IV) > 85% and upto 90%
(V) > 90% and upto 95%
(VI) > 95 %

02 Marks
03 Marks
04 Marks
05 Marks

- Students to be eligible for appearing in End Semester Examination must appear in Mid Examination and Internal Assessment.
- 75% Attendance Compulsory to appear in the Final Examination.







Sl. No.	Name of the Candidate	Internal Assessment	Mid Examination	End Semester Examination	Total Marks
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100					

Regular MBA Course for III & IV Semester

MBA Third Semester

S. No.	Course Code	Title	Max. Marks	Credits	Distribution of Credits			
					L	T	P	C
1.	BUM-DSM-321	Quantitative Techniques	100	4	3	1	0	4
2.	BUM-DSM-322	Entrepreneurship	100	4	3	1	0	4
3.	BUM- DSM-323	Legal Environment for Business	100	4	3	1	0	4
4.	BUM-SEC-324	Soft Skill development & Field Project	100	4	3	1	0	4
		Specialization: Marketing Management						
5.	BUM- SE -325A	Digital and Social Media Marketing	100	3	2	1	0	3
6.	BUM- SE -325B	International Marketing and Service marketing	100	3	2	1	0	3
		Specialization: Financial Management						
4.	BUM- SE -326A	Management of Financial Institutions and Risk Management	100	3	2	1	0	3
5.	BUM- SE -326B	Security Analysis and Portfolio Management	100	3	2	1	0	3
		Specialization: Human Resource Management						
5	BUM- SE -327A	Human resource metrics & Compensation management	100	3	2	1	0	3
6.	BUM- SE -327B	Strategic HRM and Performance Management Systems	100	3	2	1	0	3
			600	22	16	6	0	22

MBA Fourth Semester

S. No.	Course Code	Title	Max. Marks	Credits	Distribution of Credits			
					L	T	P	C
1.	BUM- AECC-421	Project Management	100	4	3	1	0	4
2.	BUM- DSM-422	Corporate Strategy	100	4	3	1	0	4
3.	BUM-SEC-423	Soft Skill Development & Field Project	100	4	3	1	0	4
	Specialization: Marketing Management							
5.	BUM- SE -424A	Retail Management and product Management	100	3	3	0	0	3
6.	BUM- SE -424B	B2B Marketing, Sales and Distribution Management	100	3	3	0	0	3
	Specialization: Financial Management							
4.	BUM- SE -425A	International Financial Management and Foreign Exchange Management	100	3	3	0	0	3
5.	BUM- SE -425B	International Accounting and Projects Planning Analysis Management	100	3	3	0	0	3
	Specialization: Human Resource Management							
4.	BUM- SE -426A	International HRM and Cross Cultural Management	100	3	3	0	0	3
6.	BUM- SE -426B	Industrial Legislation & Labour Laws	100	3	3	0	0	3
			500	18	15	3	0	18

Third Semester
Course Code: BUM-DSM-321
Title: Quantitative Techniques

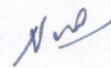
S. No.	Course Code	Title	Max. Marks	Credits	Distribution of Credits			
					L	T	P	
1.	BUM-DSM-321	Quantitative Techniques	100	4	3	1	0	

Course Objective: *The objective of the course is to make the students familiar with some basic statistical and mathematical modelling. Students will learn the skills to build their formulations. The focus, however, is on their applications in business decision-making*

UNIT – I	Quantitative Techniques:- An Overview, Methods, Importance, and Scope of Quantitative Techniques in Business Management.	12 Hours
UNIT –II	Linear Programming- Introduction, Formulation of Linear Programming Problems, Solutions of Linear Programming Problems by Graphical Method, Simplex Method.	12 Hours
UNIT – III	Transportation Problem- Finding Initial Basic Feasible Solutions- Northwest Corner Rule, Least Cost Method, Row Minima Method, Column Minima Method and Vogel's Approximation Methods, Test of Optimality-Modified Distribution Method. Assignment Model- Hungarian Method for the Optimal Solution, Solving the Unbalanced Problem.	12 Hours
UNIT – IV	Decision Theory - Introduction, Payoff Table, Regret Table, Decision Making Under Uncertainty- Maximax, Maximin, and Minimax Regret Criterion, Laplace Criterion, Hurwitz Criterion, Expected Monetary Value Criterion, Expected Opportunity Loss Criterion.	12 Hours
UNIT – V	Network Analysis- Rules and Precautions of Network Construction; CPM and PERT Networks- Obtaining the Critical Path, Probability of Completion of Project. Game Theory- Competitive Games, Rectangular Game, Obtaining the Saddle Point, Value of the Game, Solution of Games with Saddle Points.	12 Hours

Books Recommended:

- Gupta, S.P., Statistical Methods, Sultan Chand & Sons, New Delhi.
- Gupta, S.C., Practical Statistics, Sultan Chand & Sons, New Delhi.
- Sharma J.K., Business Statistics, Pearson, New Delhi
- J.C. Pant, Introduction to Optimisation: Operations Research, Jain Brothers, Delhi,
- Pannerselvam, Operations Research, Prentice Hall of India
- Iyer, Operation Research, TMH



Third Semester
Course Code: BUM-DSM-322

S. No.	Course Code	Title	Max. Marks	Credits	Distribution of Credits			
					L	T	P	C
1.	BUM-DSM-322	Entrepreneurship	100	4	3	1	0	4

Course Objective: The Objective is to Introduce the procedures for Start-ups, smooth running of business and understanding the Challenges.

UNIT – I	Entrepreneurship and Intrapreneurship—similarities and variance; India's start up revolution—Trends, Imperatives, benefits; the players involved in the ecosystem, Business Incubators; Rural entrepreneurship, social entrepreneurship, women entrepreneurs; The entrepreneurial mind-set, Key attributes of an entrepreneur; Desirable and acquirable attitudes and behaviors --- right time, right age, right conditions	12 Hours
UNIT – II	Myths and realities of entrepreneurship; Transition from regular job to start-ups; source of Finance & Entrepreneurial Stress; life stages of entrepreneurship; Conceiving ideas ---Challenges, generating Idea, opportunity and retrospective determinism; Creating and appropriating value- Scarcity, choice and trade offs- Identifying 'paying customer', developing market understanding- Narrowing focus-End user profiling.	12 Hours
UNIT – III	Understanding Market:- Market segmentation, Market size; Market plan, pricing Strategy; Heuristics approach and Gut-feeling in business decision making; Business Plan development; economics, scalability, defensibility of business; Venture feasibility, analysis-Pitching; Types of Organizations —partnership, sole proprietorship, LLP; Intellectual property —copyright & trademarks.	12 Hours
UNIT – IV	Legal Provisions: Tax-regulations; contract law- essentials of a Valid Contract; Partnership Act, 1932; LLP Act, 2008; Ethical practices in Business. Service Provider: —hiring the service provider- Digital Haves and Havenots- Digital Economy as a resource; Fund Raise: ---Micro—Apps-Funding and Incubation, Informal capital—Friends & Family. Venture Capital: ---Introduction to the world of Venture Capitalists-Evaluation criteria employed by VCs-Selecting the right VC-Financing Mix and the Financing continuum shareholding- Cliff -Vesting schedule-Relative importance of Operational Involvement, Idea / patent, Driving force and capital infusion-Go-Live	12 Hours
UNIT – V	Provision for Start-up Business: ---Minimum viable product Name of product / service- Website / Visiting card /Office space; <i>MSME Development ACT, 2006</i> Addressing Challenges: ---Causes of failure---of Product/ market; managerial-Resilience; Valuation: --- Harvesting-Valuation methods; Term sheet-Strategic sale, negotiations; Management succession	12 Hours

Books Recommended:

- Nina Jacob, - *Creativity in Organisations* (Wheeler, 1998)
- Jonne & Ceserani- *Innovation & Creativity* (Crest) 2001.
- Bridge S et al- *Understanding Enterprise: Entrepreneurship and Small Business* (Palgrave, 2003)
- Holt- *Entrepreneurship: New Venture Creation* (Prentice-Hall) 1998.
- Dollinger M J- *Entrepreneurship* (Prentice-Hall, 1999)

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Third Semester
Course Code: BUM- DSM-323

S. No.	Course Code	Title	Max. Marks	Credits	Distribution of Credits			
					L	T	P	C
1.	BUM- DSM-323	Legal Environment for Business	100	4	3	1	0	4

Course Objective:

- Study various & latest Business Laws
- Understand the implementation of Laws in India
- Develop Managerial & Legal competency

UNIT – I	Legal Aspect of Business: Indian Contract Act, 1872 :--Def of Contract & Agreement ;Essentials of Valid Contract; Types of Contract; Performance of Contract; Discharge of Contract; Quasi Contract; Breach of Contract Contract of Indemnity & Guarantee;	12 Hours
UNIT –II	Business Management and Jurisprudence; structure of the Indian Legal Systems: sources of Law; The Competition Act 2002 :-- Competition Commission of India; Duties, Powers & Function of Commission; competition Advocacy; Appellate Tribunal.	12 Hours
UNIT – III	Companies Act 2013 : Nature and types of companies , formation of companies, Memorandum and Articles of Association; Prospectus & Allotment of Security; winding up. The limited Liability Partnership Act 2008 : Salient features of LLP, Designated partners, Incorporation documents, Incorporation by Registration, Extent and Limitation of Liability of LLP and partners.	12 Hours
UNIT – IV	Laws of Agency ; Principal-Agent; Creation of Agency; Types of Agent; Authority of Agent Bailment & Pledge :-- Def, Types of Bailment; Duties & Rights of Bailor/Pledger.Types of Bailment. Sales of Goods - Def Sales; Agreement to Sell; Future Goods; Perishing & Non Perishable Goods; Transfer Of Property in Goods; Conditions & Warranties; Caveat Emptor; Rights of Unpaid Seller.	12 Hours
UNIT – V	Intellectual Property Rights : - Objectives of IPR ; Copyright, Trademark, secret, Geographical Indications; The Design Act; Patents. SEBI Act 1992 :-- establishment & incorporation of Board; Management of Board; Terms of Service of Chairman & members of Board; Powers & Functions of Board; Registration of Stock Brokers, Sub Brokers & Transfer Agents.	12 Hours

Books Recommended:

- Francis Cherunilam, Business Environment, Himalaya Publications, New Delhi, 11th Edition
- K. Aswathappa, Essentials of Business Environment, Himalaya Publications, New Delhi, 11th Edition.
- Suresh Bedi, Business Environment, Excel Publications, New Delhi.
- Justin Paul, Business Environment, Text & Cases, McGraw-Hill, New Delhi.
- Francis Cherunilam, Government and Business, Himalaya Publications, New Delhi
- Economic Survey (Latest), Govt. of India, Ministry of Finance, New Delhi.
- Ramesh Singh, Indian Economy, Mcgraw Hill Education Series, New Delhi
- Datt and Sundaram, Indian Economy, S. Chand Publication, New Delhi

MBA Third Semester
Title: Soft Skill development & Field Project - BUM-SEC-324

S. No.	Course Code	Title	Max. Marks	Credits	Distribution of Credits			
					L	T	P	C
8.	BUM-SEC-324	Soft Skill development & Field Project	100	4	3	1	0	0

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

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

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Third Semester
Course Code: BUM- SE-325A

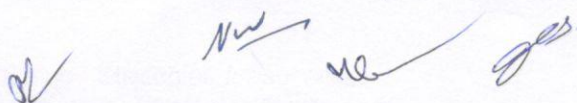
S. No.	Course Code	Title	Max. Marks	Credits	Distribution of Credits			
					L	T	P	C
1.	BUM- SE-325A	Digital and Social Media Marketing	100	3	3	0	0	3

Course Objective: Understand the Digital Environment; Benefits of Social Media and web world for marketing.

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

Books Recommended:

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



Third Semester: 3 Course Code: BUM- SE-325B

S. No.	Course Code	Title	Max. Marks	Credits	Distribution of Credits			
					L	T	P	C
1.	BUM- SE-325B	International Marketing and Service marketing	100	3	3	0	0	3

Course Objective: Learn the International Market Environment, Dealing with the Challenges, Learning the Rules of International Marketing.

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

Books Recommended:

- Bhattacharya, B. Export Marketing : Strategies for success.
- Johri, Lalit M. International Marketing : Strategies for success.
- Keegan, Warren: Global Marketing Management.
- Onkvisit, Sak, and Shaw, J.J.: International marketing analysis and strategy.
- Pripalomi, V.H. : International Marketing.
- Terpstra, Vern and Sarathi, R. : International Marketing
- Walter, I and Murray, T. Handbook of international business.
- Lovelock, Christopher H. Services Marketing.
- McDonald, Malcom and Payne, A. Marketing Planning for Services.
- Zeithmal, Bitner, Gremler and Pandit, Service Marketing: Integrating Customer Focus Across the Firm, McGraw Hill Education Pvt. Ltd., New Delhi

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Third Semester: 3
Course Code: BUM- SE-326A

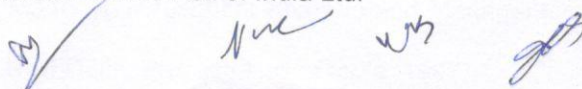
S. No	Course Code	Title	Max. Marks	Credits	Distribution of Credits			
					L	T	P	C
1.	BUM- SE-326A	Management of Financial Institutions and Risk Management	100	3	3	0	0	3

Course Objective: Study of Indian Financial System; Learn the working of Financial Institutions; strategies for Risk Management.

		Max. 6 hrs.
UNIT – I	Introduction to Indian financial system; role in economic development, weaknesses of Indian financial system. Financial Services. Fundamentals of Mutual Funds, Merchant Banking, underwriting Securitization of debt, leasing, hire purchase, venture capital, factoring & forfeiting, Discounting, Credit rating & Credit Card (Max. 12 hrs.)	9 Hours
UNIT –II	Financial Institutions: Fundamentals & Basic Concept, Role & importance of Financial institutions, Banking financial institutes- structure and operations, non Banking Financial institutions; Financial Management of Commercial Banks; Role of ICICI, IDBI, SIDBI, MUDRA, NHB, NABARD, LIC, GIC, and ECGC etc. in the concerned area. Provisions of RBI's Operations; Credit and Monetary Planning; Thrift Institutions. Development Banks, Innovation and recent trends in Banking	9 Hours
UNIT – III	Introduction to Risk Management : Identifying types of risks, Management of Translation, Transaction and economic Exposure, Quantifying Risk and Hedging techniques, Internal and External Techniques viz Netting, Matching, Leading and Lagging, Price variation, Short Term borrowing. Instruments of External techniques of Risk Management: Forwards, Futures, Swaps, Options, Forward Rate Agreement, Caps, Collars, Floors and their applications, Pricing techniques, Operational aspects.	9 Hours
UNIT – IV	Life Insurance: Principles of Life Insurance, Financial Planning and Insurance, Life Insurance Products, Pensions and Annuities, Risk Assessment & Underwriting, Premium Setting, Product Development, Design and Evaluation, Reinsurance, Claims Management, Marketing and Servicing, IT Applications, Tax planning, Legal Framework	9 Hours
UNIT – V	General Insurance: Principles of General Insurance, General Insurance Products (Fire, Motor & Health), Terminology d. Perils, Clauses and Covers, Risk Assessment & Underwriting, Product Design, Development and evaluation, Loss prevention and control. Claims Management, Reinsurance, Marketing and Servicing, IT applications, Legal framework and documentation.	9 Hours

Books Recommended:

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



Third Semester: 3
Course Code: BUM- SE-326B
Title: Security Analysis and Portfolio Management

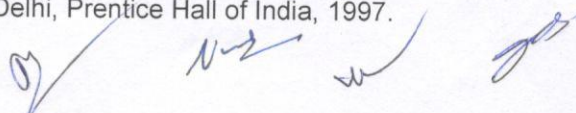
S. No.	Course Code	Title	Max. Marks	Credits	Distribution of Credits			
					L	T	P	C
1.	BUM- SE-326B	Security Analysis and Portfolio Management	100	3	3	0	0	3

Course Objective: Understand process of Investments; Portfolio Management System; rules of SEBI.

		Max. 6 hrs.
UNIT – I	Investment – A Conceptual Framework: Investment process, risks of investment and the common mistakes made in investment management. Investment Environment: Features and composition of money market and capital market, money market, capital market instruments and financial derivatives Risk and Return: Concepts of risk and return, how risk is measured in terms of standard deviation and variance, the relationship between risk and return.	9 Hours
UNIT – II	Fundamental Analysis: Economy analysis, industry analysis and company analysis, weaknesses of fundamental analysis. Technical Analysis: Tools of technical analysis, important chart formations or price patterns and technical indicators. Efficient Market Hypothesis: Concept of 'Efficient Market' and its implications for security analysis and portfolio management	9 Hours
UNIT – III	Return and Risk(individual and portfolio)- Factor pricing models-equity and Fixed Income valuation-Asset allocation techniques-Managing equity and bonds funds-Managing Mutual funds	9 Hours
UNIT – IV	Portfolio Management: Meaning, evolution, Need & objectives, nature & scope, phases, types, steps to Portfolio investment process, General responsibilities of Portfolio manager and his code of conduct. SEBI guidelines. Differences between security analysis & Portfolio Management.	9 Hours
UNIT – V	Portfolio Theories: Traditional theory, Modern theory (Markowitz theory, sharp's theory, CAPM) Portfolio construction, analysis, selection, revision, evaluation/measurement of Portfolio performances, Portfolio insurance	9 Hours

Books Recommended:

- Amling, Frederic. Investment, Englewood Cliffs, New Jersey, Prentice Hall., 1983.
- Bhalla, V. K. Investment Management; Security Analysis and Portfolio Management. 8th ed., Delhi, S. Chand, 2001
- Fischer, Donald E. and Jordan, Ronald J. Security Analysis and Portfolio Management. 6th ed., New Delhi, Prentice Hall on India, 1995.
- Fuller, Russell J. and Farrell, James L. Modern Investment and Security Analysis. New York, McGraw Hill, 1993.
- Haugen, Robert H. Modern Investment Theory, Englewood Cliffs, New Jersey, Prentice Hall Inc. 1987.
- Huang, Stanley S C and Randall, Maury R. Investment Analysis and Management, London, Allyn and Bacon London. 1987.
- Sharpe, William F etc. Investment, New Delhi, Prentice Hall of India, 1997
- Brennet, M. Option Pricing; Theory & Applications. Toronto, Lexington Books, 1993
- Cox, John C and Rubinstein, Mark Options Markets. Englewood Cliffs, New Jersey, Prentice Hall Inc. 1985.
- Huang, Stanley S C. and Randall, Maury R. Investment Analysis and Management, London, Allyn and Bacon, 1987.
- Sharpe, William F. etc. Investment, New Delhi, Prentice Hall of India, 1997.



Third Semester
Course Code: BUM- SE-327A
Title: Human resource metrics & Compensation management

S. No.	Course Code	Title	Max. Marks	Credits	Distribution of Credits			
					L	T	P	C
1.	BUM- SE-327A	Human resource metrics & Compensation management	100	3	3	0	0	3

Course Objective:

- Understand Metric assessment in HR
- Learn the creation of Compensation package
- Relevance of psychological contract & its creation

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

Books Recommended:

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

✓ *N.S.* ✓ *W* ✓ *g*

Third Semester
Course Code: BUM- SE-327B

S. No.	Course Code	Title	Max. Marks	Credits	Distribution of Credits			
					L	T	P	C
1.	BUM- SE-327B	Strategic HRM and Performance Management Systems	100	3	3	0	0	3

Course Objective: Learning and aligning Corporate & HR strategy; learning the models of HR Assessment; Learning the importance of Ethics in HR environment.

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

Books Recommended:

- Anuradha Sharma, STRATEGIC HUMAN RESOURCE MANAGEMENT: an Indian perspective, sage publication
- T.V.Rao, performance management toward organizational excellence, sage publications
- Chiara demartini, performance management system:design, diagnosis and use, springer publications

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Fourth Semester
Course Code: BUM- AECC-421
Title: Project Management

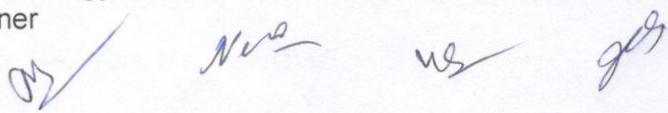
S. No.	Course Code	Title	Max. Marks	Credits	Distribution of Credits			
					L	T	P	C
1.	BUM- AECC-421	Project Management	100	4	3	1	0	4

Course Objective: Dealing with the rules & process of Project based working; Risk involved & its Management

UNIT – I	Project Management: Introduction, Need for Project Management, Project Management Knowledge Areas and Processes, The Project Life Cycle, The Project Manager (PM), Phases of Project Management Life Cycle, Project Management Processes, Impact of Delays in Project Completions, Essentials of Project Management Philosophy, Project Management Principles	12 Hours
UNIT – II	Project Identification and Selection: Introduction, Project Identification Process, Project Initiation, Pre-Feasibility Study, Feasibility Studies, Project Break-even point, Project Planning: Introduction, Project Planning, Need of Project Planning, Project Life Cycle, Roles, Responsibility and Team Work, Project Planning Process, Work Breakdown Structure (WBS), PERT and CPM	12 Hours
UNIT – III	Organisational Structure and Organisational Issues: Introduction, Concept of Organisational Structure, Roles and Responsibilities of Project Leader, Relationship between Project Manager and Line Manager, Leadership Styles for Project Managers, Conflict Resolution, Team Management and Diversity Management, Change management	12 Hours
UNIT – IV	Understanding different fundamental contract types and some of the variants, Introduction, Risk, Risk Management, Role of Risk Management in Overall Project Management, Steps in Risk Management, Risk Identification, Risk Analysis, Reducing Risks	12 Hours
UNIT – V	Project Performance Measurement and Evaluation: Introduction, Performance Measurement, Productivity, Project Performance Evaluation, Benefits and Challenges of Performance Measurement and Evaluation, Controlling the Projects	12 Hours

Books Recommended:

- Project Management: Principles of Project Management- Paul Newton and Helen Bristoll
- Fundamentals of Project Management- James P. Lewis
- Project Management: Process, Technology and Practice- Ganesh Vaidyanathan
- Project Management- Harold Kerzner



Fourth Semester
Course Code: BUM- DSM-422
Title: Corporate Strategy

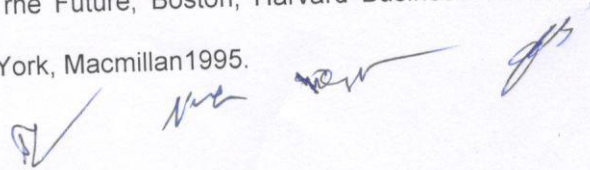
Sl. No.	Course Code	Title	Max. Marks	Credits	Distribution of Credits			
					L	T	P	C
1.	BUM- DSM-422	Corporate Strategy	100	4	3	1	0	4

Course Objective: learning the various strategies for corporate performance; dealing in Models for success of Corporates.

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

Books Recommended:

- Business Policy & Strategic Management, Azhar Kazmi , Tata McGraw Hill, New Delhi.
- Business Policy, Strategic Planning & Management, P.K. Ghosh, Sutan Chand New Delhi.
- Ansoff, H. Igor. Implanting Strategic Management, Englewood Cliffs, New Jersey, Prentice Hall., 1984.
- Budhiraja, S.b. and Athreya, M.B. Cases in Strategic Management, New Delhi, Tata McGraw Hill, 1996.
- Christensen, C.R. etc. Business Policy: Text and Cases. 6th ed., Homewood Illionis, Richard D. Irwin, 1987.
- Glueck, William F. Strategic Management and Business Policy. 3rd ed. New York, McGraw-Hill. 1988.
- Hax, A.C. and Majluf, N. s. Strategic Management. Englewood Cliffs, New Jersey, Prentice-Hall Inc. 1984.
- Heme. G. and Prahlad, C.K. Competing fot rhe Future, Boston, Harvard Business School Press, 1984.
- Peters, Tom, Business School in a Box. New York, Macmillan1995.

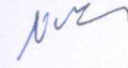


MBA Fourth Semester
Title: Soft Skill development & Field Project - BUM-SEC-423

S. No.	Course Code	Title	Max. Marks	Credits	Distribution of Credits		
					L	T	P
8.	BUM-SEC-423	Soft Skill development & Field Project	100	4	3	1	0

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

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



Fourth Semester
Course Code: BUM- SE-424A

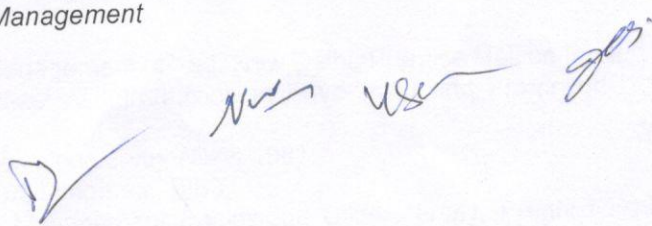
S. No.	Course Code	Title	Max. Marks	Credits	Distribution of Credits			
					L	T	P	C
1.	BUM- SE-424A	Retail Management and product Management	100	3	3	0	0	3

Course Objective: Learn about the Retail Sector---Branding; Decision making in Retail marketing; creation of Brand personality.

UNIT – I	Retail Management: Understanding Shoppers-Delivering value through retail formats-Deciding location-Supply Chain Management-Retail Buying-Retail Marketing	9 Hours
UNIT –II	E-retailing and Technology in Retailing- In Store Technologies, Electronic retailing, Technology- Human Interface, Challenges etc.Category Management-Store layout and Design-Establishing a Pricing Strategy-Deciding location	9 Hours
UNIT – III	Product management decision- making & product policy decisions.New product idea generation and screening-Brand Awareness and Consumer Brand Knowledge	9 Hours
UNIT – IV	-Brand Identity, personality and Associations-Brand Architecture-Differentiation and Positioning Decisions Concept Testing-Tactical Branding Decisions-Product Use	9 Hours
UNIT – V	Testing-Packaging Decisions-Test marketing and alternative methodologies-Pre-Launch and launch management-Product Recalls-Brand Equity (build, leverage and measure)	9 Hours

Books Recommended:

- Diamond Allen, Fashion Retailing.
- Diamond, Jay And Gerald Pontel Retailing.
- Drake, Mary Francis, J.H.Spoone and H.Greenwald Retail Fashion.
- Levy, Michael & Barton A.Weitz Retailing Management.
- Berman B and Evans J R- *Retail Management*



MBA Fourth Semester
Course Code: BUM- SE-424B

S. No.	Course Code	Title	Max. Marks	Credits	Distribution of Credits			
					L	T	P	C
1.	BUM- SE-424B	B2B Marketing, Sales and Distribution Management	100	3	3	0	0	3

Course Objective: Learn about the different concepts of Marketing; Understanding and designing of Market Channels.

UNIT – I	B2B Marketing: Market Opportunity Identification–Analysis & Evaluation-Introduction to B2B Marketing-Customer Analysis-Customer Relationship Management Strategies for Business Markets	9 Hours
UNIT –II	Assessing Market Opportunities-Environmental Changes Impacting Supply Chain Power-Strategic Market Planning-Managing Products for Business Markets-Managing Business Marketing Channels	9 Hours
UNIT – III	Pricing-Key Account Management-Business Marketing Communication-Business Marketing Communication-B2B Branding	9 Hours
UNIT – IV	Introduction to SDM & Marketing Channels-Channel DesignChannel Migration & Emergent Channels-Power & Conflict in Channel Management-Wholesaling and Mass Distribution	9 Hours
UNIT – V	Retailing and Modern Retail-Introduction to Sales & Personal Selling-Strategic Sales Management-Managing the sales force-Sales Analytics-Sales force Compensation and EvaluationSocial & Ethical concerns in SDM	9 Hours

Books Recommended:

- Aaker, David A. etc. Advertising Management, 4th ed. New Delhi, Prentice Hall on India, 1985.
- Beleh, George E and Belch, Michael A. Introduction to Advertising and Promotion, 3rd ed. Chicago,
- Borden, William H. Advertising, New York, John Wiley, 1981.
- David Ogilvy on Advertising London, Longman, 1983.
- Anderson, R. Professional Sales Management Englewood Cliffs, Jersey, Prentice Hall Inc. 1992.
- Anderson, R. Professional Personal Selling, Englewood Cliffs, Jersey, Prentice Hall Inc. 1991.
- Buskirk, R H and Stanton, W J. Management of Sales Force. Homewood Illinois, Richard D. Irwin. 1983.
- Dalrymple, D J. Sales Management: Concepts and Cases, New York, John Wiley, 1989.

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Fourth Semester
Course Code: BUM- SE-425A

Title: International Financial Management and Foreign Exchange Management

S. No.	Course Code	Title	Max. Marks	Credits	Distribution of Credits			
					L	T	P	C
1.	BUM- SE-425A	International Financial Management and Foreign Exchange Management	100	3	3	0	0	3

Course Objective: to learn the global Financial Market; Foreign Exchange processes; International Financial Operations.

UNIT - I	International Financial Environment, International Financial Transaction, Foreign Exchange Market: An Introduction, Foreign Exchange Market: Market Participants, Introduction to Indian Foreign Exchange Market, International Monetary Standard: Gold Standard, International Monetary System: Paper Currency Standard, Purchasing Power Parity & Bretton Woods Agreement, Floating Rate, Currency Boards & Currency Basket Systems, Foreign Exchange Contracts: Spot and Forward Contracts, Foreign Exchange Contracts: Swaps and Options	9 Hours
UNIT - II	Foreign Exchange Quotations: Spot Market, Foreign Exchange Quotations: Bid-Ask Spread, Foreign Exchange Quotations: Cross Rates, TT Buy/Sell Rates, TC Buy/Sell Rates.	9 Hours
UNIT - III	Exchange Rate Arithmetic: Forward Rates, Exchange Rate Arithmetic: Forward Rates, Exchange Rate Arithmetic: Cross Rates & Triangular Arbitrage, Exchange Rate Theories: Purchasing Power Parity, Purchasing power parity, Exchange Rate Theories: Exchange Rate Pass Troughs.	9 Hours
UNIT - IV	International Parity Conditions, Foreign Exchange Exposures: Transaction Exposure, Transaction Exposure Management, Interest Rate Swaps, Currency Swaps, Operating Exposure Measurement, Operating Exposure Management: At Operational Level, Operating Exposure Management: At Strategic Level, Translation/Accounting Exposure: Integral vs. Non-Integral Foreign Operation, Translation/Accounting Exposure: Measurement and Management.	9 Hours
UNIT - V	International Trade & Risk Associated with International Trade, Financing of International Trade, International Equity Market and Cross Listing of Shares, International Equity Market and Indian ADRs and GDRs, International Bond Market: An Introduction, Indian Companies and International Bond Market, International Perspective of Cost of Capital, International Capital Structure, International Capital Budgeting, Evaluation of Foreign Direct Investment.	9 Hours

Books Recommended:

- International Financial Management by P.G.Apte, TMH Publication, 4th Ed.
- International Finance Management, Eun & Resnick TMH Publication, 4th Ed.
- International Finance Management, Jeff Madura, Thomson Publication, 7th Ed.
- Multinational Business Finance by David K Eiteman, Arthur I Stonehill, Michael H Moffett , Alok Pandey , Pearson Publication, 10th Ed.
- Multinational Financial Management, by Alan C. Shapiro, Wiley India, 8th Ed.
- Abdullah, F.A. Financial Management for the Multinational Firm. Englewood Cliffs, New Jersey, Prentice Hall Inc. 1987.
- Bhalla, V. K. International Financial Management. 2nd ed. New Delhi, Anmol, 2001.
- Buckley, Adrian, Multinational Finance, New York, Prentice Hall Inc. 1996.
- Kim, Suk and Kim, Seung. Global Corporate Finance: Text and Cases, 2nd ed. Miami Florida, Kolb, 1993,
- Levi McGraw Hill.

Fourth Semester
Course Code: BUM- SE-425B

Title: : International Accounting and Project Planning Analysis Management

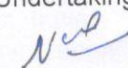
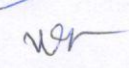
S. No.	Course Code	Title	Max. Marks	Credits	Distribution of Credits			
					L	T	P	C
1.	BUM- SE-425B	International Accounting and Project Planning Analysis Management	100	3	3	0	0	3

Course Objective: To learn about Audit, its dimensions, evaluation of Firms Performance.

UNIT – I	International Dimensions of Accounting- International Audit Environment, International dimensions of Financial Reporting, Characteristics of financial reporting in emerging capital market, Transfer pricing.	9 Hours
UNIT –II	Performance Evaluation, Analysis of foreign financial statements, Additional Issues in International financial statement analysis, Integrating Ethics into the Accounting Curriculum, Global Risk Management.	9 Hours
UNIT – III	Generation and Screening of Project Idea; Capital Expenditure; Importance and Difficulties; Market Demand and Situational Analysis; Technical Analysis; Financial Analysis; Analysis of Project Risk; Firm Risk and Market Risk; Social Cost Benefit Analysis.	9 Hours
UNIT – IV	Multiple Project and Constraints; Network Techniques for Project Management; Project Review and Administrative Aspects Project Financing in India; Problem of time and Cost Overrun in Public Sector Enterprises in India.	9 Hours
UNIT – V	Assessment of the Tax Burden; Environmental Appraisal of Projects, , Project negotiation, Valuing Projects	9 Hours

Books Recommended:

- Evans, Thomas G. International Accounting & Reporting, London, MacMillan, 1985.
- Gray, S. J. International Accounting and Transnational Decisions, London, Butterworth, 1993.
- Prodhan, Bimal, Multinational Accounting, London Croom-Helm, 1986.
- Rathore, Shirin, International Accounting, Englewood Cliffs, New Jersey, Prentice Hall Inc., 1996.
- Bhalla, V. K. Modern Working Capital management, New Delhi, Anmol, 1997.
- Bhalla V. K. Financial management and Policy, 2nd ed. New Delhi, Anmol, 1998.
- Chandra, Prasanna Project; Preparation, Appraisal, Budgeting and Implementation, 3rd ed., New Delhi, Tata McGraw Hil, 1997.
- Dhankar, Raj S. Financial Management of Public Sector Undertakings, New Delhi Westvile, 1995.


Fourth Semester
Course Code: BUM- SE-426A
Title: International HRM & Cross Cultural Management

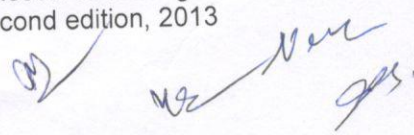
S. No.	Course Code	Title	Max. Marks	Credits	Distribution of Credits			
					L	T	P	C
1.	BUM- SE-426A	International HRM & Cross Cultural Management	100	3	3	0	0	3

Course Objective: To learn the International HR Environment; understand the HR working with Cross-culture Challenges; leadership ; & performance Management system.

UNIT – I	International HRM: Approaches, Challenges in global labour market-Linking HR to International expansion strategies, Socio-cultural context, Culture and employee management issues, challenges in managing employee diversity, stages of international involvement, developing HRM policies in global context, Managing expatriate assignments with HRM policies. Case study1	9 Hours
UNIT –II	Institutional & Structural Context-Managing alliances and joint ventures ,HR challenges in cross border integrations-Legal issues in global workforce management, Meeting the challenges of effective Staffing in International context, appraisal of expatriate, third and host country employees, case study 2	9 Hours
UNIT – III	Issues in international performance management, international training, international compensation-approaches, composition, social security systems across countries, emerging issues, International Labour Relations, HRM practices in different countries. Case study 3	9 Hours
UNIT – IV	Cross Cultural Management: Dimensions of culture, the impact of culture on business practices, leadership across cultures, challenging role of Global Manager/Leader, need for cross-cultural management. Case study 4	9 Hours
UNIT – V	The challenge of managing multicultural/cross-cultural workgroups and international teams, virtual and multi cultural teams ,cross-cultural communications and negotiation-Decision-making within diverse cultures -ethical dilemmas and social responsibility facing firms in different cultures, Building cultural intelligence and cultural competence. Case study 5	9 Hours

Books Recommended:

- French and Bell, Organizational Development, Pearson Education Sixth edition, 2008
- D.R. Brown, An Experimental Approach to Organization Behavior, Pearson Education, Eighth edition, 2013
- S.P.Robbins, "Organisational Behaviour", Pearson Education
- Prasad, Organization Development for Excellence, McMillan, India.
- Sharma A.M, Managing Human Resources in Global Environment", Himalaya Publication, Nagpur, Latest edition, 2013
- P. Subba Rao, International Human Resource Management, Himalaya Publication, Second edition, 2017
- International Dimensions of Human Resource Management. 2nd ed. California, Wadsworth, 1994.
- K. Aswathappa & Sadhna Dash, "International Human Resource Management: Text & Cases", Tata Mcgraw Hill Education, Private Ltd., New Delhi, Second edition, 2013



Fourth Semester
Course Code: BUM- SE-426B
Title: Industrial Legislation & Labour Laws

S. No.	Course Code	Title	Max. Marks	Credits	Distribution of Credits			
					L	T	P	C
1.	BUM- SE-426B	Industrial Legislation & Labour Laws	100	3	3	0	0	3

Course Objective: To Learn Various Business Laws through respective ACTS; Understand the legal Compliances of Corporate; Learn about the rights of workmen and rules to protect them.

UNIT – I	Factories Act, 1948:- Objectives; Def:- Factory, Manufacturing Process, Worker, Occupier; Inspecting Staff; Measures for:- Health, Safety, Welfare, working hours of Adults, Employment of Young Persons; General duties of Manufacturer for articles & Substances.	9 Hours
UNIT –II	Industrial Dispute Act, 1947:- Objectives of Act; Def of Industrial Dispute; Public Utility Services; Unfair Labour Practices; Strike —def, Types, Rules for strike in general & for Public Utility Services; Lockouts ---Def, rules for Lockout; Lay-Off ---Def, Forms & Methods, Compensation in Lay-Off; Retrenchment ----Def, Essentials, Conditions precedent to retrenchment of Workmen.	9 Hours
UNIT – III	Trade Unions Act 1926:- Def, Registration of TU, Rights of a Registered TU, General Fund & Political Fund. Workmen's Compensation Act, 1923: Def:- Workman, Employer, Hazardous Occupation; Dependents; Disablement; Employers Liability for Compensation; Amount Of Compensation.	9 Hours
UNIT – IV	Minimum Wages Act, 1948:- Theory of wages---Deduction theory, Subsistence Theory, Wage Fund Doctrine, theory of Marginal Productivity; Objective of Act; Def- Wages, living wage, Fair Wage; Need Base Minimum Wages; Payment of Wages Act:- Objectives, Provisions of Act:---Time of Payment, Unlawful Deductions, Authorised Deductions, Mode of Payment, Responsibility of payment.	9 Hours
UNIT – V	Maternity Benefit Act, 1961: Objectives; Restrictions on Employment of Women; Right to Payment of Maternity Benefit; Payment in case of death of Women; Leave for Miscarriage; Nursing Breaks. Provisions of Paternity Benefits:--- Rules of paternity leaves for father, duration, eligibility; Significance of Paternity leave Payment of Bonus Act, 1965:- Definition Of Bonus, Allocable Surplus, available Surplus, accounting Year; Computation of available Surplus; Eligibility of Bonus; Disqualification for Bonus; Payment of Minimum & maximum Bonus	9 Hours

Recommended Books:

- Labour & Industrial Laws, Dr. V.G. Goswami, Central Law Agencies
- Bare Acts of respective Acts
- Legal Aspects of Business, Albuquerque, Oxford.
- Labour & industrial Laws, S.N. Misra, Central Law Agency
- Taxmann's Labour Laws, Taxmann Publications.

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