

**SHRI VISHWAKARMA SKILL UNIVERSITY**  
(Enacted by the Act 25 of 2016, State of Haryana)  
**DUDHOLA, PALWAL**



**MBA**

**NSQF Level 6.5**

**Batch 2024-2026 and Onwards**

**MBA Scheme and Syllabus - For Academic Session 2024 and Onwards**


**Scheme**

Semester 1: 26 Credits

Semester 2: 26 Credits

Semester 3: 32 Credits

Semester 4: 24 Credits

  
**Dr. Pinki**  
**Chairperson | SDMS**  
**SVSU, Dudhola, Palwal**

Semester 1

Code	Subject	Credits				Hours				Theory (Marks)			Practical (Marks)			Total
		T	Tu	P	To	T	P	TH	NH	I	E	To	I	E	To	
24PMBA01	Managerial Economics	3	1		4	60	0	60	120	30	70	100	0	0	0	100
24PMBA02	Accounting for Managers	3	1		4	60	0	60	120	30	70	100	0	0	0	100
24PMBA03	Principles of Management & Organisational Behaviour	3	1		4	60	0	60	120	30	70	100	0	0	0	100
24PMBA04	Statistical Analysis for Managers	3	1		4	60	0	60	120	30	70	100	0	0	0	100
24PENG01	Professional Communication	1	0		1	15	0	15	30	15	35	50	0	0	0	50
24PENG02	Professional Communication Practical	0	0	1	1	0	30	30	30	0	0	0	15	35	50	50
24PMBA05	Information Technology for Managers	3	1		4	60	0	60	120	30	70	100	0	0	0	100
24PMBA06	Legal and Business Environment	3	1		4	60	0	60	120	30	70	100	0	0	0	100
Total		19	6	1	26	375	30	405	780	195	455	650	15	35	50	700

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**Semester 2**

Code	Subject	Credits				Hours				Theory (Marks)				Practical (Marks)			Total
		T	Tu	P	To	T	P	TH	NH	I	E	To	I	E	To		
24PMBA07	Marketing Management	3	1	0	4	60	0	60	120	30	70	100	0	0	0	100	
24PMBA08	Human Resource Management	3	1	0	4	60	0	60	120	30	70	100	0	0	0	100	
24PMBA09	Financial Management	3	1	0	4	60	0	60	120	30	70	100	0	0	0	100	
24PMBA10	Business Research Methods	3	1	0	4	60	0	60	120	30	70	100	0	0	0	100	
24PMBA11	Strategic Management	3	1	0	4	60	0	60	120	30	70	100	0	0	0	100	
24PMBA12	Operations Research	3	1	0	4	60	0	60	120	30	70	100	0	0	0	100	
24PMBM01	Entrepreneurship	2	0	0	2	30	0	30	60	30	70	100	0	0	0	100	
Total		20	6	0	26	390	0	390	780	210	490	700	0	0	0	700	

*\*Each student shall undergo a summer internship (6-8 weeks) after completion of the second semester.*

  
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### Semester 3

Code	Subject	Credits				Hours				Theory (Marks)				Practical (Marks)			Total
		T	Tu	P	To	T	P	TH	NH	I	E	To	I	E	To		
24PMBA13	Project Management	3	1	0	4	60	0	60	120	30	70	100	0	0	0	100	
		3	1	0	4	60	0	60	120	30	70	100	0	0	0	100	
		3	1	0	4	60	0	60	120	30	70	100	0	0	0	100	
		3	1	0	4	60	0	60	120	30	70	100	0	0	0	100	
24PMBA14	Summer Internship Report	0	0	4	4	0	120	120	120	0	0	0	50	50	100	100	
		21	7	4	32	420	120	540	960	210	490	700	50	50	100	800	
		Total															

  
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**Semester 4**

Code	Subject	Credits				Hours				Theory (Marks)			Practical (Marks)			Total
		T	Tu	P	To	T	P	TH	NH	I	E	To	I	E	To	
	Elective 4 (Specialisation 1)	3	1	0	4	60	0	60	120	30	70	100	0	0	0	100
	Elective 5 (Specialisation 1)	3	1	0	4	60	0	60	120	30	70	100	0	0	0	100
	Elective 4 (Specialisation 2)	3	1	0	4	60	0	60	120	30	70	100	0	0	0	100
	Elective 5 (Specialisation 2)	3	1	0	4	60	0	60	120	30	70	100	0	0	0	100
24PMBA15	Research Project	0	0	6	6	0	180	180	180	0	0	0	100	100	200	200
24UHPE01	Human Values & Professional Ethics	2	0	0	2	30	0	30	60	30	70	100	0	0	0	100
<b>Total</b>		14	4	6	24	270	180	450	720	150	350	500	100	100	200	700



  
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## Qualification

Functional Analyst – TMS (Level 6)  
Warehouse Data Analyst (Level 6)  
Automotive Customer Relationship Manager (Level 7)  
Digital Marketing Manager (Level 6)  
Sales Manager (Level 6)  
Airport Terminal Operations Manager (Level 6)

## Activities for Notional Hours:

- ☐ **Case Studies:** Analyzing real-world business scenarios helps students apply theoretical knowledge to practical situations. It enhances problem-solving skills and decision-making abilities.
- ☐ **Business Simulations:** Simulations allow students to experience running a business in a risk-free environment. They can make strategic decisions, manage resources, and understand the consequences of their actions.
- ☐ **Internships and Consulting Projects:** Hands-on experience through internships or consulting projects provides practical exposure to industry dynamics, builds networks, and enhances skills like project management and client interaction.
- ☐ **Networking Events:** Attending industry conferences, guest lectures, and networking events helps students connect with professionals, alumni, and potential employers. It fosters relationships and opens up career opportunities.
- ☐ **Entrepreneurship Challenges:** Competitions or workshops focusing on entrepreneurship encourage students to develop business ideas, create business plans, and pitch their concepts to investors or judges.
- ☐ **Workshops and Seminars:** Short-term workshops or seminars on specific topics such as leadership, negotiation, or digital marketing provide focused learning and skill development.
- ☐ **Leadership Development Programs:** Programs that focus on developing leadership skills, such as team building, conflict resolution, and ethical decision-making, prepare students for managerial roles.
- ☐ **Global Immersion Programs:** International study trips or exchange programs expose students to global business practices, cultural diversity, and international markets.
- ☐ **Research Projects:** Undertaking research projects allows students to delve deep into specific areas of interest, contribute to academic knowledge, and develop analytical and critical thinking skills.
- ☐ **Soft Skills Training:** Training sessions on communication, presentation skills, time management, and emotional intelligence enhance overall professional development.

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- **Career Development Workshops:** Sessions on resume writing, interview skills, personal branding, and job search strategies prepare students for the job market and career advancement.
- **Ethics and Corporate Social Responsibility (CSR) Initiatives:** Discussions, workshops, or projects focusing on ethical dilemmas and the role of businesses in society foster a sense of responsibility among students.
- **Technology and Innovation Labs:** Access to labs or courses focusing on emerging technologies, digital transformation, and innovation equips students with relevant skills for the future of business.
- **Industry Visits and Company Tours:** Visiting companies and interacting with industry professionals provides insights into organizational cultures, operations, and industry trends.
- **Peer Learning Groups:** Collaborating with classmates on group projects, case analyses, or study groups enhances teamwork, communication skills, and peer learning.

## Syllabus

### SEMESTER-I

#### MANAGERIAL ECONOMICS

**Course Code:** 24PMBA01

**Course Credit:** 4 (3-1-0)

**Max. Marks:** 100 (30I + 70E)

**Course Objective:** The objective of this course is to familiarize the students with the concepts and techniques used in microeconomic theory and to develop managerial capabilities for effective decision-making in a variety of different business situations and market conditions.

#### Learning Outcomes:

LO1: To understand the basics of Micro Economics and decision-making

LO2: To analyse the theories of demand

LO3: To apply critical thinking in production problems and input purchase decisions.

LO4: To analyze the various market structures and Types of market competition.

LO5: To understand and analyse models of oligopoly.

Unit	Topics
I LO1 LO2	<b>Basics of Micro Economics:</b> Introduction to Microeconomics. Objectives, Marginal Analysis and its Uses in the Business Decision-Making.
II LO1 LO2 LO3	<b>Theories of Demand:</b> Preference, Utility Function, Indifference Curve, Revealed Preference Approach, Income and Substitution effects, Demand Functions, Demand Forecasting; Managerial Applications.



III LO3 LO4	<b>Production and Cost:</b> The production function, Maximization optimization approach to developing optimal input combination, Input demand function, Short-term and long-run production function, Law of variable proportion and return to scale, and Iso-quant curves.
IV LO4 LO5	<b>Market Structure:</b> Profit Maximization under Different Market Structures, Perfect Competition, Monopoly, Price Discrimination, Other Pricing Strategies of Firms, and Monopolistic Competition.
V LO4 LO5	<b>Market Structure and Macro Economics:</b> Oligopoly, Modern theories of firm: Bamoul's theory of sales maximization, Managerial Theory, Behavioral Theory; National Income: Concept and Measurement.

### Suggested Readings

1. Samuelson, W. F., Marks, S. G., & Zagorsky, J. L. (2021). *Managerial economics*. John Wiley & Sons.
2. Dwivedi, D. N. (1980). *Managerial economics*. Vikas Publishing House.
3. Png, I. (2022). *Managerial economics*. Routledge.
4. Baye, M. R. (2010). *Managerial economics and business strategy*. McGraw-Hill.
5. Beg, M. A. (2010). *Managerial economics*. Ane Books Pvt Ltd.

## ACCOUNTING FOR MANAGERS

**Course Code:** 24PMBA02

**Course Credit:** 04 (3-1-0)

**Max Marks:**100 (30I+70E)

**Course Objective:** The core objective of this course shall be to provide a basic understanding of accounting concepts and related fields. Students shall be able to interpret accounting transactions, financial statements, and company fundamentals with a managerial perspective.

### Learning Outcomes

LO1: To understand accounting-related basic framework.

LO2: To gain familiarity with the debit and credit approach and accounting terminologies.

LO3: To understand the format of the income statement and balance sheet.

LO4: To understand the format of the cash flow statement.

LO5: To analyse and interpret financial statements.

Unit	Topics
I LO1	<b>Basics of Accounting:</b> Basic concepts of accounting, the need and importance of accounting, principles, and conventions of accounting, and branches of accounting.
II LO2	<b>Accounting Fundamentals:</b> Concept of double entry system with basic examples, accounting equation, trial balance.
III LO3	<b>Financial Statements:</b> Income Statement and Balance Sheet format; Item-wise practical examples of companies' statements.

<b>IV LO4</b>	<b>Cash Flow Statement:</b> Types of cash flows, sources and uses of cash, the format of cash flow statement, item-wise practical examples from companies' statements.
<b>V LO5</b>	<b>Financial Statement Analysis:</b> Analyse financial statements with different methods; financial ratios and comparative statements.

### Suggested Readings

1. Anthony, R.N., Hawkins, F.D., & Merchant, K.A. Accounting: Text and Cases (latest ed.) Tata McGraw Hill.
2. Hilton, R.W., & Platt, D.E. Managerial Accounting (latest ed.) Tata McGraw Hill.
3. Dhamija, S. (2015). *Financial Accounting for Managers*, 2/e. Pearson Education India.
4. Maheshwari, S. N., Maheshwari, S. K., & Maheshwari, C. S. K. (2022). *Financial and management accounting*. Sultan Chand & Sons.
5. Shah, F. (2023). Financial Accounting for Management, Paresh Shah, Oxford University Press. *Journal of Business Strategy Finance and Management*, 5(1), 58.

## PRINCIPLES OF MANAGEMENT AND ORGANIZATIONAL BEHAVIOUR

**Course Code:** 24PMBA03

**Course Credit:** 04 (3-1-0)

**Max. Marks:** 100 (30I+70E)

**Course Objective:** The course will equip students with a deep understanding of management principles, organizational behavior theories, and practical skills essential for effective leadership and team management in diverse organizational contexts.

### Learning Outcomes:

LO1: To understand the evolution of management thought and its impact on modern management practices.

LO2: To apply principles and techniques of managerial functions to effectively manage organizational resources and achieve strategic objectives.

LO3: To analyse concepts of organizational behaviour to enhance individual and organizational effectiveness within diverse organizational settings.

LO4: To analyze group dynamics for enhancing organizational efficiency and team collaboration.

LO5: To evaluate the impact of organizational design, culture, and cross-cultural differences on organizational effectiveness and adaptability in diverse global contexts.

Unit	Topic
<b>I (LO1)</b>	<b>Basics of Management and Evolution-</b> Meaning and Nature of Management: Definition and Concept of Management, Evolution of Management Thought, Differentiating Management from Administration; Tasks and Responsibilities of a Professional Manager: Managerial Levels, Managerial Skills, Functions and Roles of Managers; Management by Objectives (MBO).
<b>II (LO2)</b>	<b>Managerial Functions and Processes-</b> Planning: Concept, Process, and Techniques, organizing: Principles and Organization Structures (Line & Staff), Leading: Definition, Principles, and Techniques of Effective Leadership, Staffing:



	Importance and Methods of Recruitment and Selection, controlling: Definition, Nature, Importance, and Techniques; Decision Making.
<b>III LO3</b>	<b>Organizational Behavior and Fundamentals-</b> Definition, Scope, and Importance of Organizational Behavior; Personality: Concept, Types, and Implications in Organizational Settings; Perception; Attitude: Formation, Types, and Influence on Behavior; Learning: Concept and Theories; Motivation: Definition, Importance, and Major Theories.
<b>IV LO4</b>	<b>Group Dynamics and Teamwork:</b> Group Formation and Development; Team Building and Collaboration; Leadership - Concept, Importance and Styles; Power and Politics; Conflict Management.
<b>V LO5</b>	<b>Organizational Processes and Structure:</b> Organizational Design and Structure; Organizational Culture and Climate; Cross-Cultural Organizational Behavior: Cultural Diversity in Organizations, Cross-Cultural Differences and Organizational Effectiveness.

### Suggested Readings

1. Robbins, S. P., Judge, T. A., & Vohra, N. (latest ed.). Organizational Behavior. Pearson Education.
2. Greenberg, J., & Baron, R. A. (latest ed.). Behavior in Organizations. Pearson Education.
3. Stoner, J. A. F., Freeman, R. E., Kodwani, A. D., et al. (latest ed.). Management. Pearson Education.
4. Rao, T. V. (latest ed.). Organizational Behaviour and Human Performance. Sage Publications India.
5. Koontz, H., Weihrich, H., Mark V., Cannice, M. V. (latest ed.). Essentials of Management – An International Innovation and Leadership Perspective. McGraw Hill.

## STATISTICAL ANALYSIS FOR MANAGERS

**Course Code: 24PMBA04**

**Course Credit: 04 (3-1-0)**

**Max. Marks: 100 (30I+70E)**

**Course Objective:** This course provides an introduction to quantitative techniques used for decision-making in business and economics. It covers mathematical, statistical, and computational methods to analyze data and make informed decisions.

### Learning Outcomes

LO1: To understand the fundamental concepts of quantitative techniques.

LO2: To apply mathematical and statistical methods to solve real-world problems.

LO3: To develop skills in data analysis and interpretation.

LO4: To communicate the results of statistical analysis in the context of a business problem.

LO5: To interpret the relevance of statistical findings for decision-making.

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Unit	Contents
I LO1	<b>Data Collection and Presentation:</b> Types of Data: Primary vs. Secondary, Data Collection Methods, Data Presentation: Tables, Charts, Graphs; Basic Probability Concepts, Probability Distributions- Binomial, Poisson, Normal.
II LO1,2	<b>Descriptive Statistics:</b> Measures of Central Tendency-Mean, Median, Mode; Measures of Dispersion-Range, Quartile Deviation, Variance, Standard Deviation; Data Distribution and Skewness.
III LO2,3	<b>Hypothesis Testing:</b> Sampling, types, Null and Alternative Hypotheses; Types of Errors; t-tests, z-tests, Analysis of Variance and Chi-square tests; Wilcoxon signed-rank test, Mann-Whitney U test, Kruskal-Wallis, Kolmogorov-Smirnov test.
IV LO3,4	<b>Correlation and Regression Analysis:</b> Correlation- concept, Karl Pearson's correlation coefficient and Spearman's rank correlation, Introduction to Simple linear regression analysis, determining the lines of regression, Multiple Linear Regression Analysis, Coefficient of determination. Assumptions of Multiple Linear Regression Analysis.
V LO5	<b>Time Series Analysis:</b> Introduction to forecasting, Components of Time Series, Trend Analysis, Seasonal Variations, Smoothing techniques, Methods of Forecasting.

#### Suggested Readings

1. Richard I. Levin and David S. Rubin, Statistics for Management, Pearson publications, latest edition.
2. Ken Black, Business Statistics: Contemporary Decision Making, Wiley publications, latest edition.
3. Naval Bajpai, Business Statistics, Pearson Publications, Latest Edition.
4. Styne and Foster, Statistics for Business: Decision making and analysis Pearson Publications, latest edition.
5. R.S Bhardwaj, Business Mathematics Excel Books. New Delhi, Latest Edition.

### PROFESSIONAL COMMUNICATION

Course Code: 24PENG01

Course Credit: 01(1-0-0)

Max. Marks: 50(15I+35E)

#### Course Objectives:

The course is designed to groom communication skills of the learners to enable them to communicate effectively in diverse professional situations.

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**Learning Outcomes:** After completing this course, the learners will be able to

1. Communicate in diverse professional and inter-cultural situations.
2. Draft various types of messages.
3. Perform well in interviews and meetings.



#### 4. Comprehend and practice communication ethics

Unit	Topics
<b>I Business Communication</b>	Introduction to Business Communication, Types of Communication, 7Cs of Communication, Listening Skills, Legal and Ethical issues in Communication
<b>II Written Communication</b>	Improving personal writing skills, Planning and executing different types of messages, Writing reports, Business Correspondence-letters, Agenda and Minutes, Resume writing
<b>III Interpersonal Skills</b>	Team Intelligence, Assertive Behaviour, Emotional Intelligence, Negotiation Skills, Mentoring and Appraisals, Presentation Skills
<b>IV Inter-Cultural Communication</b>	Culture, Types of Culture, Communication Strategies for cross-cultural communication, Business Etiquettes across cultures
<b>V Interviews</b>	Interviews and its types, Group Discussions, Mock Interviews, Communication during Exit Interviews, Preparing for interviews, Networking and Social media

#### Recommended Readings:

1. Bovee, C., & Thill, J.V., and Raina, R.L. *Business Communication Today*. New York: Pearson, 2016.
2. Lata, Pushp, and Sanjay Kumar. *Communication Skills*. 2<sup>nd</sup> ed. New Delhi: OUP, 2019.
3. Lehman, C. M., Dufrene D. D., and Sinha, M. *BCOM: The South Asian Perspective on Business Communication*. New Delhi: Cengage Learning, 2016.
4. Monippally, Matthukutty, M. *Business Communication: From Principles to Practice*. New Delhi: McGraw Hill Pub., 2018.
5. Mukerjee, H. S. *Business Communication: Connecting at Workplace*. New-Delhi: Oxford University Press, 2012.
6. Murphy, H. A., Hildebrandt, H.W., and Thomas, J.P. *Effective Business Communication*. Boston: McGraw-Hill Companies, 1997.
7. Post, Emily. *The Etiquette Advantage in Business*. New York: Collins, 2005.
8. Ramesh, Gopalaswamy, and Mahadevan Ramesh. *The Ace of Soft Skills: Attitude, Communication and Etiquette for Success*. Noida: Pearson, 2019.
9. Sandra, M. O. *Handbook of Corporate Communication and Strategic Public Relations: Pure and Applied*. New Delhi: Routledge, 2004.
10. Sinha, K. K. *Taxmann's Business Communication*. 4<sup>th</sup> Revised ed. New Delhi: Taxmann's Pub., 2018.
11. Taylor, Grant. *English Conversation Practice*. Indian ed. Chennai: McGraw Hill Education Pvt.Ltd., 2017.

## Professional Communication Practical

**Course Code: 24PENG02**

**Course Credit: 01(0-1-0)**

**Max. Marks: 50(35I+15E)**

**Course Objective:** This course is designed to strengthen the communication abilities of the learners by providing them hands-on practice.


**Learning Outcomes:** After completing this course, the learners will be able to

- 1) Demonstrate knowledge and understanding of a range of professional or public communication situations.
- 2) Perform effectively in diverse professional and public communication situations like interviews and negotiations, drafting emails and resume etc.

**Details:**

1. Situational Conversations
2. Listening Skills
3. Resume Writing
4. Mock Interviews
5. Group Discussion
6. Presentation Skills
7. Negotiation Skills
8. Email Writing
9. Public Speaking
10. Extempore Speech

**Note:** The teacher should play the role of the facilitator and allow the learners maximum time to practice these activities. The focus should be primarily on helping the learners overcome the LSWR barrier and gradually move towards honing these skills to enable the learners use them in professional communication situations.

  
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## INFORMATION TECHNOLOGY FOR MANAGERS

**Course Code: 24PMBA05**

**Course Credit: 04 (3-1-0)**

**Max. Marks: 100 (30I+70E)**

**Course Objective:** This course is designed to provide students with practical skills and knowledge in various computer applications that are essential for efficient business operations. The course covers a range of software tools used for data analysis, project management, communication, and more.

### Learning Outcomes

LO1: To understand information technology solution to a real-world problem including design, implementation, and evaluation of the computer-based system.

LO2: To design and use word, spreadsheets and database applications for business processes and tracking

LO3: To construct a conceptual database model and write queries for relational databases

LO4: To enhance communication through presentation and data visualisation tools.

LO5: To apply various communication technologies for collaboration in business organisation

Unit	Concept
I LO1	<b>Introduction:</b> Process Modelling and digital convergence; protocols, IP Addresses, Bounded and unbounded medium Technologies, ISP, Web Server, Domain Names, Mail Server, Simple Mail Transfer Protocol (SMTP), Post Office Protocol (POP3) and Internet message access protocol (IMAP4).
II LO2	<b>Word Processing Applications:</b> Creating and formatting documents, Advanced features: mail merge, templates, and macros; Collaborative editing and sharing documents; Spreadsheet Applications - Excel or Google Sheets; Data entry, formatting, and basic formulas; Charts and graphs for data visualization; Pivot tables and data analysis
III LO3	Database Management Systems: Introduction to databases and DBMS (Access, MySQL); Creating and managing tables; Queries, forms, and reports; Project Management Software- Using tools like Microsoft Project, Creating project plans, Gantt charts.
IV LO4	Presentation Software and Data Visualization: Designing effective presentations, Data Analysis and Visualization- Tools for data analysis (Excel, Tableau, Power BI), Creating dashboards and reports, Interpreting and presenting data insights.
V LO4	Communication and Collaboration Tools: Email management (Outlook, Gmail), Collaborative tools (Teams, Slack, Zoom); Cloud Computing and File Management -Introduction to cloud services (OneDrive, Google Drive, Dropbox), Security and privacy considerations; Overview of emerging technologies in business (AI, ML, IoT)

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### Suggested Readings

1. *Microsoft Office 365: In Practice*, Randy Nordell, Latest Edition
2. Alter, S. (2001). *Information systems: Foundation of e-business*. Prentice Hall PTR.
3. Turban, E., Leidner, D., McLean, E., & Wetherbe, J. (2008). *Information Technology For Management*, (With CD). John Wiley & Sons.
4. Turban, E., McLean, E., & Wetherbe, J. (1998). *Information technology for management making connections for strategic advantage*. John Wiley & Sons, Inc..
5. Bolisani, E., & Scarso, E. (1999). *Information technology management: a knowledge-based perspective*. *Technovation*, 19(4), 209-217.

### LEGAL AND BUSINESS ENVIRONMENT

**Course Code:** 24PMBA06

**Course Credit:** 4 (3-1-0)

**Max. Marks:** 100 (30I + 70E)

**Course Objective:** This course aims to analyze the legal aspects of the micro and macro environment of business in a coherent and critical manner. To impart knowledge of different Business Regulations and Environmental Laws.

#### Learning Outcomes:

- LO1: To understand various concepts of the Indian Business Environment.  
LO2: To recognize the impact of the business environment on business activities,  
LO3: To apply the legal knowledge in different business situations  
LO4: To identify various facts and the uniqueness of the legal business environment.  
LO5: To analyze the legal business environment with recent trends around the world.

Unit	Topics
I LO1 LO2	<b>Business Environment:</b> Concepts, Significance and Nature of Business Environment; Elements of environment: Internal and External; Techniques of Environmental Scanning and Monitoring.
II LO2 LO3	<b>Economic Environment of Business:</b> India as an Emerging Economy, Economic Planning in India; Balance of Payment, Foreign investment in India; Exchange Rate Regimes, Capital Account Convertibility.
III LO3 LO4	<b>Government Policies:</b> Industrial Policy, Fiscal Policy, Monetary Policy, Foreign Trade Policy; Economic Reforms: Liberalization, Privatization & Globalization (LPG) and Structural Adjustment Programs, Banking Sector Reforms in India, Financial Sector Reforms.
IV LO4 LO5	<b>Political and Legal Environment of Business:</b> Critical elements of Political Environment; Government and Business; Changing dimensions of Legal Environment in India; Competition Act 2002, Foreign Exchange Management Act and Licensing Policy; Consumer Protection Act 2019
V LO4	<b>International and Recent Issues in the environment:</b> Multinational Corporations; Foreign collaborations and Indian business; Non-resident Indians and Corporate Sector.

<b>LO5</b>	Public sector reforms, BRICS and India, The New Development Bank (NDB) and AIIB by BRICS
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### Suggested Readings

1. Upadhyay, S. (2005). Business Environment.
2. Schmidheiny, S. (1992). *Changing course: A global business perspective on development and the environment* (Vol. 1). MIT press.
3. Shatzkin, M., & Riger, R. P. (2019). *The Book Business: What Everyone Needs to Know®*. Oxford University Press.
4. Bock, A. J. (2018). *The business model book: Design, build and adapt business ideas that drive business growth*. Pearson UK.
5. Mallor, J., & Barnes, A. J. (2020). Business law the ethical, global, and e-commerce environment.

## Semester 2

### MARKETING MANAGEMENT

**Course Code: 24PMBA07**

**Course Credit: 04 (3-1-0)**

**Max. Marks: 100 (30I+70E)**

**Course Objective:** To introduce the students to the concepts, strategies and contemporary issues involved in the marketing of products and services.

### Learning Outcomes:

LO1: To understand the fundamentals of marketing and the influence of macro and micro environments on global marketing strategies.

LO2: To apply market segmentation, targeting, positioning, and strategic marketing planning in developing effective market strategies.

LO3: To analyze product mix strategies and pricing factors.

LO4: To analyze distribution channels, conflict management, retailing, logistics, and promotional strategies in marketing.

LO5: To evaluate trends in marketing, including service, social media, green, CRM, rural, and emerging trends.

Unit	Topics
<b>I</b> <b>LO1</b>	<b>Introduction to Marketing:</b> Nature and Scope of Marketing, Marketing Concepts, Marketing Philosophies, Customer Value, Holistic Marketing, Marketing Environment: Environmental monitoring, Understanding the impact of Macro and Micro environment on Marketing, Global Marketing.
<b>II</b> <b>LO2</b>	<b>Identifying and Selecting Markets:</b> Consumer Buying Behaviour, Organizational Buying Behaviour, Market Segmentation, Targeting and Positioning, Marketing Research and Market Information, Strategic Marketing Planning Process.



III LO3	<b>Product Mix Strategies:</b> Product, Planning and Development, Product Life Cycle, New Product development, Brands, Packaging and Labelling, Developing Pricing Strategies: Setting Price, Factors influencing Price Determination
IV LO5	<b>Channels of Distribution:</b> Designing Distribution Channels, Managing Conflicts and Controls in Channels, Retailing, Wholesaling and Logistics, Marketing Communication: Role of Promotion in Marketing, Integrated Marketing Communication, Promotional Mix.
V LO5	<b>Trends in Marketing:</b> Service Marketing, Social Media Marketing, Green Marketing, Customer Relationship Management, Rural marketing, other emerging trends.

### Suggested Readings

1. Kotler, P., & Keller, K. L. (latest ed.). Marketing Management. Pearson Education.
2. Baines, P., Fill, C., Page, K., & Sinha, P. K. (latest ed.). Marketing: Asian Edition. Oxford University Press.
3. Ramaswamy, V. S., & Namakumari, S. (latest ed.). Marketing Management: A Strategic Decision Making Approach, Global Perspective, Indian Context. Sage Publications.
4. Walker, O. C., Mullins, J., & Boyd Jr., H. W. (latest ed.). Marketing Strategy: A Decision-Focused Approach. McGraw Hill Education.
5. Etzel, M., Walker, B., Stanton, W., & Pandit, A. (latest ed.). Marketing Management. McGraw Hill Education.

## HUMAN RESOURCE MANAGEMENT

**Course Code: 24PMBA08**

**Course Credit: 04 (3-1-0)**

**Max. Marks: 100 (30I+70E)**

**Course Objective:** The course aims to provide students with a comprehensive understanding of Human Resource Management (HRM) principles, strategies, and practices, equipping them with the knowledge and skills necessary to effectively manage HR functions, align them with organizational objectives, and navigate contemporary challenges in the field.

### Learning Outcomes:

- LO1: To understand the roles, functions, and challenges of Human Resource Management.
- LO2: To understand the concepts of job analysis, design, and human resource planning alignment.
- LO3: To apply strategic recruitment and selection processes.
- LO4: To analyse training, performance, and compensation strategies for optimization
- LO5: To evaluate employee relations and global HRM challenges.

Unit	Topics
I LO1	<b>Introduction to HRM and Strategic Alignment-</b> HRM functions as Line, Staff, and Functional roles, HRM competencies and roles within organizations, integration of HRM with organizational strategy, challenges in strategic HRM processes.
II LO2	<b>Job Analysis, Design, and Human Resource Planning-</b> Concept and importance of job analysis, methods and steps in job analysis, differentiate between job description and job

	specification, job rotation, enlargement, and enrichment, Overview of Human Resource Planning (HRP).
<b>III LO3</b>	<b>Recruitment and Selection</b> -Recruitment sources and methods, selection process for Person-Job and Person-Organization fit, Orientation & Induction.
<b>IV LO4</b>	<b>Employee Training, Performance Management, and Compensation</b> -Training process including needs assessment, design, and evaluation, concept of performance management and its objectives, identify performance standards and appraisal methods, Job evaluation, Reward Management.
<b>V LO5</b>	<b>Employee Relations and Global HRM</b> -Overview of Industrial Relations, Global HRM practices and organizational culture, Role of technology and ethical considerations in HRM.

### Suggested Readings

1. Dessler G. and Varkkey, B. (latest ed.). *Human Resource Management*. Pearson Education
2. Denisi A. et al., (latest ed.). *HR: A South Asian Perspective*. Cengage Learning
3. Ivancevich J.M., (latest ed.). *Human Resource Management*. McGraw Hill Education
4. Aswathappa, (latest ed.). *Human Resource Management*. McGraw Hill Education
5. Kandula, S. R., & Rao, P. (latest ed.). *Human Resource Management: A Contemporary Text*. Prentice Hall India.

## FINANCIAL MANAGEMENT

**Course Code: 24PMBA09**

**Course Credit: 04 (3-1-0)**

**Max Marks:100 (30I+70E)**

**Course Objective:** To provide a strong conceptual foundation for corporate finance and develop analytical skills by associating the tools and techniques

### Learning Outcomes:

LO1: To understand the basics of financial management.

LO2: To apply the capital budgeting techniques in industrial practices

LO3: To evaluate the different sources cost of capital

LO4: To analyse the impact of dividend on firm's value

LO5: To implement best practices of corporate finance in real world situation

Unit	Topics
<b>I LO1</b>	<b>Introduction to Financial Management:</b> Objectives, Functions & Scope of Financial Management, Role of Financial Manager, Interface of Financial Management with other functional areas.

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II LO2	<b>Capital Budgeting:</b> Nature and importance of capital budgetary process, Appraisal Criteria – Net Present Value, Internal Rate of Return, Profitability Index, Payback Period, Average Rate of Return & Benefit-Cost ratio.
III LO3	<b>Cost of Capital Estimation:</b> Concept and importance, Factors affecting cost of capital, Computations of cost of various sources of finance, Weighted Average Cost of Capital.
IV LO4	<b>Capital Structure Determination:</b> Introduction, Features of an optimal capital structure, Factors determining capital structure, capital structure theories.
V LO4	<b>Dividend Policy and Working Capital Management:</b> Introduction, Determinants of dividend policy, Dividend theories, Working Capital Management, Nature & Importance of Working Capital Management.

### Suggested Readings

1. Damodaran, A. (2014). *Applied corporate finance*. John Wiley & Sons.
2. Pandey, I. M. (1995). *Finance: A management guide*. PHI Learning Pvt. Ltd.
3. Chandra, P. (2017). *Fundamentals of financial management*. McGraw Hill Education.
4. Van Horne James, C. (2002). *Financial Management & Policy, 12/E*. Pearson Education India.
5. Brealey, R. A., Myers, S. C., & Allen, F. (2014). *Principles of corporate finance*. McGraw-hill.

## BUSINESS RESEARCH METHODS

**Course Code:** 24PMBA10

**Course Credit:** 04 (3-1-0)

**Max Marks:**100 (30I+70E)

**Course Objective:** To equip with basics of research methodology and understanding of insightful application of modern analytical tools and techniques for decision making.

### Learning Outcomes:

LO1: To develop an understanding of different types of research and the objectives behind conducting research.

LO2: To apply research design principles and literature review in research settings

LO3: To apply principles of sampling, questionnaire design, and measurement scales effectively in research.

LO4: To apply descriptive statistics, factor analysis, discriminant analysis, and parametric/non-parametric tests in research data interpretation.

LO5: To analyze qualitative data and to create well-structured research reports with proper citation and avoidance of plagiarism.

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Unit	Topic
I LO1	<b>Introduction to Business Research-</b> Meaning and Purpose of Research; Types of Research; Research Problem and Formulation; Hypothesis of Study: Formulating research hypotheses, Types of hypotheses; Research Proposal Format.

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II LO 2	<b>Research Design and Literature Review-</b> Research Design: Meaning and importance, Types, Errors and types of errors; Research Problem and Hypothesis: Selecting and analyzing the research problem, Formulating the problem statement, Formulating hypotheses; Literature Review: Purpose and importance, Sources, Procedure.
III LO 3	<b>Sampling, Questionnaire Design, and Measurement Scales-</b> Sampling: Defining target population, Sampling frame and sampling units, methods, sample size, sample design, sampling and non-sampling errors; Data Collection Methods: Primary and secondary data; Process of Questionnaire development.
IV LO 4	<b>Statistical Analysis and Data Interpretation-</b> Descriptive Statistics and Data Analysis: Descriptive statistics, exploratory and confirmatory factor analysis, Discriminant analysis; Parametric and non-parametric tests; Descriptive statistics (frequencies, central tendency), Inferential statistics (relationship between variables, hypothesis testing).
V LO 5	<b>Qualitative Data Analysis, Report Writing, and Plagiarism-</b> Qualitative Data Analysis: Approaches, Coding and thematic analysis, Content Analysis; Research Report Writing: types of research reports, Report writing essentials, Final proofreading and report format, Bibliography and appendices; Plagiarism: techniques to avoid plagiarism, importance of proper citation and referencing.

### Suggested Readings

1. Creswell, J. W. (Latest Edition). *Research Design: Qualitative, Quantitative, and Mixed Methods Approaches, 3rd Edition*. SAGE Publications.
2. Cooper, D. R., Schindler, P. S., & Sharma, J. K. (Latest Edition). *Business Research Methods, 11th Edition*. Tata McGraw Hill Education, New Delhi.
3. Sekaran, U., & Bougie, R. (Latest Edition). *Research Methods for Business, 5th Edition*. Wiley India, New Delhi.
4. Krishnaswamy, K. N., Shivkumar, A. I., & Mathiranjani, M. (Latest Edition). *Management Research Methodology: Integration of Principles, Methods and Techniques*. Pearson Education, New Delhi.
5. Chawla, D., & Sondhi, N. (Latest Edition). *Research Methodology: Concepts and Cases*. S. Chand & Company Ltd.

## STRATEGIC MANAGEMENT

Course Code: 24PMBA11

Course Credit: 4 (3-1-0)

Max. Marks: 100 (30I + 70E)

**Course Objective:** The objective of this course is to understand business strategies, analyse and implement suitable strategies in varied business environmental situations.

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LO1: To understand business policies and strategies for business.

LO2: To appraise the environmental factors of business

LO3: To analyse different business strategies

LO4: To understand and implement business strategies

LO5: To evaluate strategies and control mechanisms

Unit	Topics
I LO1 LO2	<b>Introduction to Business Policy and Strategic Management:</b> Definition, Concept, Objective and Significance, The levels at which strategy operates, Characteristic of Strategic Management, An Overview: Strategic Management Process, Concept of Strategic Decision Making.
II LO LO2 LO3	<b>Environment Appraisal:</b> Concept and Environmental Sector; PEST Analysis, Organizational Appraisal: Concepts and Capability Factors; Porter's Value Chain Model, Framework for developing Strategic Advantage, SWOT Analysis.
III LO3 LO4	<b>Type of Strategies:</b> Guidelines for Crafting Successful Business Strategies. Strategy Analysis and Choice: Corporate Level Strategy Analysis: BCG Matrix and GE 9 cell Matrix, Business Level Strategy Analysis: Life Cycle Analysis, Porter's Five Forces of Industry Analysis.
IV LO4 LO5	<b>Strategy Implementation:</b> Interrelation Between Strategy Formulation and Implementation, Aspects of Strategy Implementation, An overview of Project, Procedural Implementation, Resource Allocation, Structural Implementation, Structural Consideration, Structure for Strategies, An overview of Functional Strategies.
V LO4 LO5	<b>Strategy Evaluation and Control:</b> An Overview of Strategic Evaluation and Control, Strategic Control and Operational Control, Techniques for Strategic Evaluation and Control, Role of Organizational Systems in Evaluation, McKinsey's 7s Framework.

### Suggested Readings

1. Kazmi, Azhar, "Business Policy and Strategic Management", TMH, New Delhi.
2. Wheelen and Hunger, Strategic Management and Business Policy, Pearson Education
3. Chandrasekharan: Strategic Management, Oxford University Press.
4. A A Thompson Jr., A J Strickland III, J E Gamble, Crafting and Executing Strategy- The Quest for Competitive Advantage, Tata McGraw Hill
5. David, Fred R. "Strategic Management-Concept and Cases", Pearson Education

### OPERATIONS RESEARCH

Course Code: 24PMBA12

Course Credit: 4 (3-1-0)

Max. Marks: 100 (30I + 70E)

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Course Objective: To build capabilities in the students for analyzing different situations in the industrial/ business scenario involving limited resources and finding the optimal solution within



constraints. To impart comprehensive knowledge and understanding of theoretical fundamentals in Operational Research.

#### Learning Outcomes:

LO1: To analyse business system with limited constraints and depict it in a model form.

LO2: To convert the business problem into a mathematical model.

LO3: To develop critical thinking and use PERT and CPM techniques to improve decision making.

LO4: To identify different types of decision-making environments and choose the appropriate decision-making approaches for each.

LO5: To enhance employability.

Unit	Contents
<b>I</b> LO1,5	<b>Linear Programming:</b> Formulation of L.P. Problems, Graphical Solutions; Simplex Method, Big-M method and Two-phase method; Duality (Interface with Excel solver application)
<b>II</b> LO1,2	<b>Transportation and Assignment Problem:</b> Transportation Problem: Formulation, Solution by N.W. Corner Rule, Least Cost method, Vogel's Approximation Method, Modified Distribution Method; Assignment Problem: Hungarian Method.
<b>III</b> LO3,5	<b>Network Analysis:</b> Basic Concept, Construction of the Network diagram, Critical Path Analysis, float and slack analysis (Total float, free float, independent float), Time-Cost optimization in Project. (Interface with Project Management software)
<b>IV</b> LO4,5	<b>Decision Theory:</b> Decision making environment, Construction of Pay off Table, Opportunity Loss Table, Decision under uncertainty, Decision under Risk: Expected Monetary Value (EMV), Expected Opportunity Loss (EOL), Expected Profit with Perfect Information (EPPI) and Expected Value of Perfect Information (EVPI); Decision Tree Analysis
<b>V</b> LO4,5	<b>Game Theory and Simulation:</b> Introduction, Two person Zero-Sum games, Maximin Minimax Principle, Games without Saddle point- Mixed strategy, Dominance Rule; Simulation: Concept, Monte Carlo Simulation.

#### Suggested Readings

1. N.D Vohra, Quantitative Techniques in Management Tata McGraw-Hill, Latest Edition
2. Taha, H A, Operations Research - An Introduction Prentice Hall of India Private Limited, N. Delhi, Latest Edition.
3. J. K. Sharma, Operations Research- Theory and applications Macmillan India Ltd, latest edition.
4. Ravindran, A., Phillips, D. T and Solberg, J. J., Operations Research: Principles and Practice, John Willey and Sons, latest edition.
5. Mohan Man, Gupta P. K., Swarup Kanti, Introduction to Management Science Operations Research, 19th ed, Sultan Chand & Sons.

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ENTREPRENEURSHIP

Course Code: 24PMBM01

Course Credit: 2 (2-0-0)

Max. Marks: 100 (30I+70E)

**Course Objective:** The objective of this course is to expose the learner to the fields of entrepreneurship development. Focus will be to train the students to develop new projects and encouraging them to start their own ventures.

**Learning Outcomes:** Students will be able to:

CO1: Understanding of Entrepreneurial Ecosystem.

CO2: Conduct feasibility studies

CO3: Develop a business plan

CO4: Appraise various initiatives and supporting startups

CO5: Understanding of registration process for launching startups.

**Course Content:**

Unit / CO	Course Content
Unit-I (CO1)	Concept of Entrepreneur and Entrepreneurship, Entrepreneur vs. Manager, Significance of Entrepreneurship in Economic Development; Characteristics/ Qualities of Entrepreneurs, Social Entrepreneurship, Entrepreneurial Ecosystem.
Unit-II (CO2)	Start-up Idea generations and evaluation, Criteria to select a product, Conducting feasibility study
Unit-III (CO3)	Minimum Viable Product, Business plan, Sources of Finance for Entrepreneurship: Angel Funding, Venture Funding, Bank loans, Government funding schemes, Micro Finance.
Unit-IV (CO4)	Government initiatives for start-up support, Role of support bodies like NIESBUD, SIDBI, Incubators.
Unit-V (CO5)	Introduction to various forms of business organization (sole proprietorship, partnership, corporations, Limited Liability company), Registration formalities for startups.

\* Other Learning Activities (for 30 hours) includes the following:

- End term Exam/ class tests/
- case studies/ simulation
- PPTs
- Career Counselling sessions
- Events/ Competitions/ Workshops/ Expert Lectures
- Business Plan development
- Social/ community work
- Entrepreneurial pitch

**Suggested Readings:**

1. Barringer, B. R., & Ireland, R. D. (2019). Entrepreneurship: Successfully Launching New Ventures. Pearson.
2. Burns, P. (2020). Entrepreneurship and Small Business: Start-Up, Growth and Maturity. Palgrave Macmillan.
3. Gupta, V. K., & Dutta, D. K. (2019). Entrepreneurship: Concepts, Theory, and Perspective. Springer.
4. Forbat John, "Entrepreneurship" 1st Edition, New Age International, 2008.

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5. Havinal, Veerbhadrappa, "Management and Entrepreneurship", 1st Edition, New Age International Publishers, 2008.
6. Prahlad, CK., Fortune at the Bottom of the Pyramid: Eradicating Poverty Through Profits, 1st Edition; Dorling Kindersley Ltd, 2006.

### Semester 3

### SUMMER INTERNSHIP REPORT

**Course Code: 24PMBA14**

**Course Credit: 4 (0-0-4)**

**Max. Marks: 100 (50I + 50E)**

All the students will submit their Summer Training Reports (in duplicate) within one month; this period shall be counted from the last date of completion of their Summer Training. The supervisor in the organization under whose guidance the summer training is carried out will be required to grade the student's report in the format prescribed by the university. Each student will be attached with one internal faculty guide; with whom they shall be in continuous touch during the training period. The internal faculty guide and the external faculty guide will be required to evaluate (out of 50 marks each) based on the assessment report provided by the organization where the Summer Training has been completed and his/her assessment of the work done by the student.

### Project Management

**Course Code: 24PMBA13**

**Course Credit: 04 (3-1-0)**

**Max Marks: 100 (30I+70E)**

**Course Objectives:** The aim is to provide a suitable framework for looking insight into the process of preparation, appraisal, monitoring and control of a project. The course provides an understanding of the role of project management technique.

#### **Learning Outcomes:**

LO1: Understand the foundations of Project Planning & Management.

LO2: Make use of project management tools and templates for business

LO3: Construct framework of projects and adapt project appraisal techniques for investment in projects.

LO4: Apply the project financing and implementation techniques in business

LO5: Understand tax planning of projects

Unit	Topics
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I LO1	Concept of Project Preparation: Meaning and importance of Project; Types of project; Project life cycle; Project planning & implementation; Management action; Investment returns; Corporate strategy; Objectives of Project Planning, monitoring and control of investment projects. Project Preparation: Technical feasibility, estimation of costs, demand analysis and commercial viability, risk analysis, collaboration arrangements
II LO2	Project management tools, process, plans and project planning tips; balanced scorecard, design project management; Project Management Templates; Project management approaches: Traditional Approach, Critical Chain Project Management, Extreme Project Management, Event Chain Methodology; Process-based management; Project development stages; Project control systems
III LO3	Project Management Framework; International Project Management Standards; Project Planning Strategies and Tools; Project Management Frameworks; Project Phases and Milestones; Project Goals; Project Processes.
IV LO3	Project Appraisal: Business criterion of growth, liquidity and profitability, social cost benefit analysis in public and private sectors, investment criterion and choice of techniques: Estimation of shadow prices and social discount rate. Financial evaluation: Project rating index; Time Value of Money; Investment Criteria; Project Cash Flows; Cost of Capital; Project Risk Analysis; Project Rate of Return; Special Decisions Situations.
V LO4, LO5	Project Financing and Implementation: Judgmental, Behavioral, Strategic and organizational Considerations; Financing of Project: Raising finance in domestic market and international market; Infrastructure financing; Tax planning while financing for projects; Implementation

### Recommended Readings:

Shenhar, A. J., & Dvir, D. (2007). *Reinventing Project Management: The Diamond Approach to Successful Growth and Innovation*. Harvard Business School Publishing.

Chandra, P. (2014). *Projects: Planning analysis, selection, financing, implementation and review* (8th ed.). McGrawHill.

### List of Electives in MBA 2<sup>nd</sup> Year

Finance						
S.no.	Subject	L	T	P	Total	
1	Financial Derivatives	3	1	0	4	
2	International Finance	3	1	0	4	
3	Investment Analysis & Portfolio Management	3	1	0	4	
4	Financial Analytics	3	1	0	4	
5	Behavioural Finance	3	1	0	4	
6	Wealth Management	3	1	0	4	

7	Financial Markets & Services	3	1	0	4
<b>Human Resources</b>					
1	Learning & Development	3	1	0	4
2	Behaviour Testing & Counselling	3	1	0	4
3	Performance Management	3	1	0	4
4	International Human Resource Management	3	1	0	4
5	Industrial Relations and Labour Laws	3	1	0	4
6	People Analytics	3	1	0	4
7	Compensation Management	3	1	0	4
8	Cross Cultural Management	3	1	0	4
<b>Marketing</b>					
1	Digital Marketing	3	1	0	4
2	Consumer Behaviour	3	1	0	4
3	Integrated Marketing Communication	3	1	0	4
4	Marketing Analytics	3	1	0	4
5	Sales and Distribution	3	1	0	4
6	Services Marketing	3	1	0	4
7	International Marketing	3	1	0	4
<b>Operations</b>					
1	Total Quality Management	3	1	0	4
2	Operations Analytics	3	1	0	4
3	Logistics Management	3	1	0	4
4	Enterprise Resource Planning	3	1	0	4
5	Supply Chain Management	3	1	0	4
6	Business Process Re-Engineering	3	1	0	4
7	Production and Operations Management	3	1	0	4
<b>International Business</b>					
1	Export and Import Management	3	1	0	4
2	International Business Environment	3	1	0	4
3	International Business Laws	3	1	0	4
4	Global Strategic Management	3	1	0	4
5	International Finance	3	1	0	4
6	International Marketing	3	1	0	4
7	International Human Resource Management	3	1	0	4



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## Financial Derivatives

**Course Code: 24PMBAF01**

**Course Credit: 04 (3-1-0)**

**Max Marks:100 (30I+70E)**

### Course Objective:

The course is designed to provide students a good understanding and analysis of the derivative products, their theoretical underpinning and practical applications. The course covers the design, use and pricing of derivative instruments and reviews their role in risk management. Students learn a range of analytical methods, apply these techniques with market data and communicate their findings to others.

### Learning Outcomes

- LO 1: Explain derivative instruments (e.g. futures, forwards, options and swaps)
- LO 2: Evaluate the motives and rationale of corporate hedging activity
- LO 3: Analyse the payoffs and strategies involved in trading derivative instruments
- LO 4: Evaluate prices of individual and combinations of derivative securities
- LO5: Apply models for derivative pricing

Unit	Topics
I LO1	<b>Derivatives:</b> An overview, Types of Derivatives, Participants in Derivatives Market, Regulatory Framework, Consequences and Criticisms of Derivatives Commodity Derivatives
II LO2	<b>Forwards &amp; Futures:</b> Introduction to Forward Contracts, Introduction to Futures Contracts, Cash Flows under Forward & Futures Contracts, Pricing Forwards & Futures Contracts
III LO3	<b>Stock and Index Futures:</b> Index Futures, Futures Contract on Indices and Individual Stocks, Features and Specification of Stock/Index Futures, Margining System, Pricing Stock & Index Futures
IV LO4	<b>Options:</b> Call & Put Option, OTC and Exchange Traded Options, American & European Options, Option parties, Options contracts – specifications, Features of call and put options, Options premium, Intrinsic value and Time value, Moneyness of call and put options.
V LO5	<b>Options and Swaps</b> – Determinants, Option applications, Trading in options, Option pricing- The Binomial Model, The Black Scholes Model, Swaps, pricing and types.

### Suggested Readings:

1. **Dr. Pinki**  
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John C. Hull, *Fundamentals of Futures and Options Market*, 5<sup>th</sup> Edition, Pearson Education, 2010.
2. Sundaram Janakiramanan, *Derivatives and Risk Management*, Pearson Education, 2011.



3. Robert W. Kolb and James A. Overdahl, *Futures, Options & Swaps*, 5<sup>th</sup> Edition, Wiley India, 2009.
4. Don M. Chance and Robert Brooks, *Derivatives and Risk Management Basics*, Cengage Learning, 2008.
5. David A. Dubofsky, and Thomas W. Miller, *Derivatives – Valuation & Risk Management*, Oxford University Press, 2003.

Case: Increasing hedging for interest rate and foreign currency risk for McDonald's (<https://fincad.com/resources/resource-library/case-study/mcdonalds-case-study>)

### International Finance

**Course Code: 24PMBAF02**

**Course Credit: 04 (3-1-0)**

**Max Marks:100 (30I+70E)**

**Course Objective:** This course explores financial decision-making in a global context, focusing on exchange rate mechanisms, foreign investment strategies, international capital budgeting, risk management, and global financial markets. It equips students with the analytical tools to manage financial operations across borders and navigate risks arising from currency fluctuations and international regulations.

#### Learning Outcomes

LO1: To understand the global financial environment and the role of multinational corporations (MNCs).

LO2: To analyze the functioning of foreign exchange markets and exchange rate systems.

LO3: To manage the foreign exchange risk through currency derivatives.

LO4: To know and manage the foreign exchange exposure

LO5: To analyse the international long term investment proposals.

Unit	Topics
I LO1	<b>Global Financial Environment:</b> Multinational corporations and international finance, balance of payments, international financial institutions (IMF, World Bank), and role of central banks in currency stability.
II LO2	<b>Foreign Exchange Markets and Exchange Rate Determination:</b> Structure and participants in the forex market, spot and forward markets, exchange rate quotations, purchasing power parity (PPP), interest rate parity (IRP), the Fisher effect
III LO3	<b>Currency Derivatives:</b> Currency Forwards, Currency Futures and Currency Options, Currency Swaps. Currency Forwards vs. Currency Futures Contracts. Trade settlements in the spot and currency futures and forward markets.

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IV LO4	<b>Foreign Exchange Risk and Exposure:</b> Techniques for the Measurement and Management of Currency Risk and Exposure, parameters and constraints of Exposure Management
V LO5	<b>International Investment Decisions</b> – Foreign Direct Investment, International Capital Budgeting

### Suggested Case Studies

- 1) Toyota's Global Currency Risk Management- Use of hedging instruments and natural hedging strategies.
- 2) Coca-Cola's Capital Budgeting in Latin America- FDI evaluation in volatile emerging markets.
- 3) Starbucks: Global Financing Decisions- Raising capital through Eurobonds and international equity.

### Suggested Readings

1. Madura, J. (2021). *International Financial Management* (14th ed.). Cengage Learning.
2. Shapiro, A. C., & Moles, P. (2014). *International Financial Management* (4th ed.). Wiley.
3. Eun, C. S., & Resnick, B. G. (2020). *International Financial Management* (9th ed.). McGraw-Hill Education.
4. Eiteman, D. K., Stonehill, A. I., & Moffett, M. H. (2019). *Multinational Business Finance* (15th ed.). Pearson.
5. Bekaert, G., & Hodrick, R. J. (2017). *International Financial Management* (3rd ed.). Cambridge University Press.

## INVESTMENT ANALYSIS & PORTFOLIO MANAGEMENT

**Course Code: 24PMBAF03**

**Course Credit: 04 (3-1-0)**

**Max. Marks: 100 (30I+70E)**

### Course Objective:

To Understand the general structure of various financial markets, characteristics of financials instruments, calculate and analyse stock and bond valuation, conduct fundamental analysis and estimate risk and return of equity and debt to form portfolio of stocks.

### Learning Outcomes

- LO1: Able to value financial products such as stocks and Bonds
- LO2: Able to build a diversified portfolio and assess portfolio performance.
- LO3: Able to discuss various theories on bond and stock valuation.
- LO4: Able to work on the real data on excel and make portfolio.

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LO5: Apply portfolio evaluation and revision strategies

Unit	Contents
I LO1	Introduction to Security Analysis and Portfolio Management, Nature and Scope, Importance, Investment avenues, Characteristics Investment, Characteristics of Investment, Investment Vs Gambling, Speculation, Hedging, different Investment avenues, types of Investor, Risk profiling. Stock Exchanges and Their Mechanics; Market Indexes, Trading System in the Stock Exchanges; Stock Market Operations- Stock exchange members, Functions of Market, Clearing & Settlement
II LO2	Risk and Return- calculation of arithmetic return, geometric return, CAGR, Real rate return, Holding period return, expected return. Calculation of Risk, S.D, Variance, Types of risk; Fundamental Analysis: Economic Analysis, Analysis of GDP, Interest rates, Inflation, Ease of doing business index, Peace index; Other Macro factors; Industry analysis- Cross sectional performance, Different types of industry, Industry life cycle, Industry risk.
III LO3	Company Analysis-Share Valuation, Qualitative factors, Quantitative factors- different ratios, growth analysis. Bond valuation, Models of securities Valuation  Subtopics: Different debt instruments, types of yield, yield structure, concept of duration.
IV LO4,5	Portfolio Analysis- Portfolio Selection, Portfolio risk and return using 2 assets, 3 assets, n assets, Portfolio return, Markowitz model. Sharpe: The Single Index Model, Capital Asset Pricing Model.
V LO1, LO4,LO5	Portfolio Revision, Portfolio Evaluation; CML, SML, Revision strategies, Evaluation techniques- Sharpe, Jensen's and Treynor ratios.

Recommended Readings

- Security Analysis and Portfolio Management by Donald E. Fischer and Ronald J. Jordan, Pearson education, (Lt. Ed.)
- Investments by Zvi Bodie, Alex Kane, Alan J Marcus & Pitabas Mohanty, Tata McGraw Hill, (Lt. Ed.)
- The Tao of Warren Buffet: Warren Buffet's Words of Wisdom Marry Buffet, Scribner. (Lt. Ed.)

FINANCIAL ANALYTICS

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Course Credit: 04 (3-1-0)

Course Code: 24PMBF04

Max. Marks: 100 (30I+70E)



## Objective

This course shall provide basic understanding to students about financial data, its handling, filtering and utilisation for financial decision making. This course shall also emphasize on providing experience to students with developing models and checking their applications in R Studio software.

## Learning Outcome

LO1: To analyse data and get equipped with its basic characteristics.

LO2: To learn cause and effect relationship and choice of models in appropriate way.

LO3: To understand volatile behaviour of financial data series and model accordingly.

LO4: To establish co-movements between data series and forecasting data.

LO5: To evaluate and apply models in software with real data

Unit	Contents
I LO1	<b>Basics of financial data &amp; Visualization of Data and Trend:</b> Introduction to Financial Data, Understanding of Types of Data and sources of data, Descriptive Analysis, Trend Analysis & finance functions in excel, Econometric Models and their application
II LO2	<b>Time Series and Stationarity Test</b> Time series & its components, features of time series data, assumptions before modeling, log returns, stationarity tests/presence of unit root: ADF, PP, KPSS test, converting into stationary series.
III LO3	<b>Univariate Analysis-ARIMA:</b> Univariate Analysis, usage of univariate series for projections and modeling, Forecasting of Time Series using ARIMA, Understanding of AR, MA, ARMA, ARIMA, understanding of Deterministic and Stochastic Models, ACF & PACF, Diagnostic Testing of ARIMA Models.
IV LO4, LO5	<b>Regression Analysis:</b> Basics of correlation and regression application on financial data, Bivariate and Multivariate Regression of Time Series (Ordinary Least Square model).
V LO1 LO4, LO5	<b>Volatility Models:</b> Assumptions of volatility models, univariate, bivariate and multivariate analysis ARCH, GARCH, DCC-GARCH, MGARCH, EGARCH, building Models using financial data.

## Recommended Readings

- Damodar N. Gujarati, Dawn C. Porter, & Sangeetha Gunasekar [GUJ], *Basic Econometrics*, 5<sup>th</sup> Edition, McGraw-Hill, 2015.
- Ramu Ramanathan [RAM], *Introductory Econometrics with Applications*, 2nd Edition, Cengage, 2014.
- Chris Brooks [CB], *Introductory Econometrics for Finance*, 2nd Edition, Cambridge University Press, 2008.
- Makridakis, Spyros, Steven C. Wheelwright, and Rob J. Hyndman, [MAK], *Forecasting: Methods and Applications*, Third edition. John Wiley and Sons, 1998

- J. M. Woolridge *Introductory Econometrics- A Modern Approach*, 6<sup>th</sup> Edition, Cengage, 2009.
- Frank Fabozzi, Sergio M. Focardi, Svetlozar C. Rachev, Bala G. Arshanapalli [FAB], *The Basic Handbook of Financial Econometrics*, Wiley, 2014.
- Walter Enders [WE], *Applied Econometric Time Series*, 3<sup>rd</sup> Edition, Wiley India, 2010.

### Behavioural Finance

**Course Code: 24PMBAF05**

**Course Credit: 04 (3-1-0)**

**Max Marks:100 (30I+70E)**

**Course Objective:** This course explores how psychological influences and cognitive biases affect the financial behaviors of investors and markets. It contrasts traditional financial theories (based on rational agents) with behavioural insights to understand anomalies, investor sentiment, and market inefficiencies.

#### Learning Outcomes

LO1: To Understand key behavioural biases and heuristics.

LO2: To Analyze how emotions and cognitive errors impact investment decisions.

LO3: To Identify market anomalies unexplained by classical finance.

LO4: To Apply behavioural concepts to portfolio management, financial planning, and policy-making

LO5: To Propose evidence-based solutions for mitigating bias in investment advisory and financial planning.

Unit	Topics
I LO1	<b>Introduction to Behavioural Finance:</b> Traditional vs. Behavioural Finance, Efficient Market Hypothesis (EMH), Capital Asset Pricing Model (CAPM), assumptions of rationality, origins and evolution of behavioural finance, key contributors including Kahneman, Tversky, and Thaler.
II LO2	<b>Cognitive Psychology and Investor Biases:</b> Prospect Theory, loss aversion, mental accounting, framing and anchoring effects, overconfidence, optimism bias, confirmation bias, representativeness, and availability heuristics.
III LO3	<b>Behavioural Patterns and Market Anomalies:</b> Heuristics in investment decisions, herding behaviour, disposition effect, trading biases, calendar anomalies (e.g., January effect, weekend effect), momentum and reversal effects, asset price bubbles and crashes, and limits to arbitrage.
IV LO4	<b>Behavioural Aspects in Corporate and Portfolio Finance:</b> Managerial biases, behavioural influences on capital structure and dividend policy, Behavioural Corporate



	Finance, Behavioural Portfolio Theory vs. Modern Portfolio Theory, asset allocation, diversification, and behavioural investor profiling.
<b>V</b> <b>LO5</b>	<b>Applied Behavioural Finance and Policy Implications:</b> Behavioural insights in personal finance and financial planning, nudging and behavioural interventions, fintech and robo-advisory tools, regulatory frameworks, investor protection, debiasing strategies, and financial literacy initiatives.

### Suggested Case Studies

- 4) The Dotcom Bubble (1995–2000)- Overconfidence, herding, and market euphoria
- 5) GameStop Short Squeeze (2021)- Herd behavior, social media influence, and loss aversion.

### Suggested Readings

- 1 **Ackert, L. F., & Deaves, R.** (2010). *Behavioral Finance: Psychology, Decision-Making, and Markets* (2nd ed.). South-Western Cengage Learning. A comprehensive academic text covering foundational theories and practical applications.
- 2 **Statman, M.** (2019). *Behavioral Finance: The Second Generation*. CFA Institute Research Foundation. Explores the evolution of behavioural finance and its implications for investors and policy-makers.
- 3 **Shleifer, A.** (2000). *Inefficient Markets: An Introduction to Behavioral Finance*. Oxford University Press. A rigorous treatment of behavioural anomalies and market inefficiencies.
- 4 **Kahneman, D.** (2011). *Thinking, Fast and Slow*. Farrar, Straus and Giroux. A landmark book explaining the dual-system theory of thinking and its impact on decision-making.
- 5 **Thaler, R. H.** (2015). *Misbehaving: The Making of Behavioral Economics*. W. W. Norton & Company. A narrative account of how behavioural economics challenged traditional economic assumptions.
- 6 **Ariely, D.** (2008). *Predictably Irrational: The Hidden Forces That Shape Our Decisions*. Harper. Discusses how and why people often make irrational financial decisions.

## Wealth Management

**Course Code: 24PMBAF06**

**Course Credit: 04 (3-1-0)**

**Max Marks:100 (30I+70E)**

**Course Objective:** This course introduces the principles and practices of wealth management, focusing on financial planning, investment management, risk management, retirement planning, taxation, and estate planning. It aims to equip students with the skills to develop and implement customized wealth strategies for individuals and high-net-worth clients.

### Learning Outcomes

**LO1:** To Understand the foundations and key components of personal and institutional wealth management.

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LO2: To Analyze client financial goals and develop tailored investment strategies.

LO3: To Apply risk management and insurance planning techniques.

LO4: To Design tax-efficient and retirement planning solutions.

LO5: To Structure estate and succession plans in alignment with client objectives.

Unit	Topics
I LO1	<b>Introduction to Wealth Management:</b> Concept and scope of wealth management, role of a wealth manager, client segmentation (mass affluent, HNWIs, UHNWIs), wealth management process, regulatory and ethical considerations, and overview of financial markets and institutions.
II LO2	<b>Investment Planning and Asset Allocation:</b> Investment policy statements (IPS), asset classes and diversification, risk-return trade-off, portfolio construction, strategic vs. tactical asset allocation, behavioural aspects in investing, and performance measurement and evaluation.
III LO3	<b>Risk Management and Insurance Planning:</b> Identifying client risk exposure, insurance products (life, health, property, liability), annuities, risk tolerance assessment, role of insurance in financial planning, and integration of risk management with wealth strategies.
IV LO4	<b>Retirement and Tax Planning:</b> Retirement needs analysis, retirement income strategies, pension and provident funds, individual retirement accounts (IRAs), tax-efficient investing, tax planning strategies for individuals and businesses, and global tax implications for cross-border clients.
V LO5	<b>Estate Planning and Wealth Transfer:</b> Principles of estate planning, wills and trusts, power of attorney, succession planning for business owners, charitable giving and philanthropy, cross-border estate issues, and legal/ethical considerations in wealth transfer.

#### Suggested Readings

1. Kapoor, J. R., Dlabay, L. R., & Hughes, R. J. (2021). *Personal Finance* (13th ed.). McGraw-Hill Education.
2. Chisholm, D. (2011). *Introduction to Wealth Management*. CFA Institute.
3. Maude, D. (2006). *Global Private Banking and Wealth Management: The New Realities*. Wiley.
4. Evensky, H. (2011). *Wealth Management: The Financial Advisor's Guide to Investing and Managing Client Assets*. McGraw-Hill.
5. Dalton, M. A., & Dalton, J. F. (2020). *Fundamentals of Financial Planning* (13th ed.). Money Education.

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FINANCIAL MARKETS & SERVICES

**Course Code: 24PMBAF07**

**Max. Marks: 100 (30I+70E)**

### Objective

This course is designed to acquaint students with the working of the financial system and the financial markets. It provides exposure to the major financial services and the legal provisions governing them.

### Learning Outcomes

- LO1: Explain the functioning of the financial system
- LO2: Appraise the financial markets and instruments
- LO3: Analyse the nature of various financial services
- LO4: Evaluate the investment decision by applying concept relevant to financial markets and institutions.
- LO5: Understand the concept of securitization

Unit	Contents
I LO1	Overview of Financial System, Markets, Institutions and Instruments; Meaning, nature and types of Financial Services; Importance of Financial Services; features, participants and functions of Capital Market and money market; Stock exchanges and SEBI, Overview of other such macro events like US recession, Covid-19.
II LO2	Constituents of Depository system; Functions of Depository; Dematerialization and Rematerialization process, Depositories in India. Concept, origin and growth of MFs; Constitution & management of MFs; Classification of MFs schemes; NAV and pricing of MFs; State of MFs in India.
III LO3	Concept and process of factoring; Types and importance of factoring; Financial aspects of factoring. Merchant Banking services, Issue management, Merchant Banking in India, Regulatory framework.
IV LO4	Concept and objectives of credit rating; Process of credit rating; Rating framework; credit rating agencies in India. Leasing and its concepts. Overview about blockchain and cryptocurrency.
V LO4, LO5	Concepts & characteristics of venture capital; VC financing process; Venture capital in India; VCF Regulations. Concept; Process of securitization; Advantages and financial evaluation.

### Recommended Readings

- Thummuluri Siddaiah, Financial Services, First Edition, Pearson Education, (Lt. Ed.)
- Bharati. V. Pathak, The Indian Financial System (Markets, Institutions and Services), Second edition, Pearson Education, (Lt. Ed.)
- Gordon and Natarajan, Financial Markets and Services, Fifth edition, Himalaya Publishing House, (Lt. Ed.)
- M.Y. Khan, Financial Services, Fourth edition, Tata Mc. Graw Hill, (Lt. Ed.)
- H.R. Machiraju, Indian Financial System, Third edition, Vikas Publishing House, (Lt. Ed.)



- Nalini Prava Tripathy, Financial Services, Second edition, Prentice-Hall India, (Lt. Ed.)
- L.M. Bhole, Financial Institutions and Markets, Fifth edition, Tata Mc. Graw Hill, (Lt. Ed.)

### Human Resources

#### LEARNING AND DEVELOPMENT

**Course Code: 24PMBAHR01**

**Course Credit: 04(3-1-0)**

**Max Marks:100 (30I+70E)**

**Course Objective:** To enable students to comprehend the processes of learning and development, and to design, implement, and assess effective training and executive development programs within contemporary organizational environments.

#### Learning Outcomes

LO1. To enable to understand the concepts of learning along with learning theories.

LO2. To develop an understanding of training and levels, tools and techniques involved in training.

LO3. To design and evaluate effective training programs using instructional strategies, training methods, and assessment tools.

LO4.To understand the management development factors, process and career advancement within organizations.

LO5.To gain insights into modern technologies, trends, tools in training and development and latest trends in the field.

Unit	Topics
I LO1	Introduction: Learning, Meaning and significance, The Forces Influencing Working and Learning, classification of learning capabilities, learning theories- Reinforcement Theory, Social Learning Theory, Goal Theories, Expectancy Theory, Adult Learning Theory, pedagogy and andragogy; The basic principles of learning, The Learning Process, Mental and Physical Processes, The Learning Cycle, Instructional Emphasis for Learning Outcomes.
II LO2	Training and Learning: Training Meaning and Definition – Need for Training – Importance of training – Objectives of Training – Steps in training programs – Training Policy - Training for different employees – Principles of learning and training, Training need assessment -Process and approaches, competency Model.
III LO3	Training Design and Development: Meaning and significance of training design and development, principles of training design, design process, identifying the training objectives, Objectives of training, Designing a training programme-Instructional Design- Training Calendar – Skill Matrix Programme Trainer Capabilities-Training Environment and Transfer of learning, Training Methods (Traditional and Contemporary), Evaluation Process and Designs
IV LO4	Executive Development: Concept of Management/Executive Development – Objectives- Importance and principles of Management Development –Process of Management Development - Methods and Techniques of Executive Development methods, Career Management
V LO5	Technology and Learning and Development Learning Management Systems – E-learning- Mobile Technology and Training - Recent trends in Organizations with respect to Training and Development- Training Process Outsourcing Recent Government Initiatives in the field of learning, training and development eg. Skill India, Swayam and new initiatives.

**Text Books: Latest Editions**



1. Noe, R. A & Kodwani, A.D. Employee Training & Development. McGraw Hill.
2. Blanchard, P.N., Thacker, J.W. Effective training systems, strategies and practices. Pearson.
3. Rishipal. Training and development methods. S. Chand publication.

#### Reference Books: Latest Editions

1. Beebe, S. A., Mottet, T. P. & Roach, K. D. Training & Development: Communicating for Success. Pearson.
2. Bhattacharyya, D. K. Training and Development: Theory and Application. Sage.
3. Rao, P.L. Enriching Human Capital through Training & development. Excel Books.

### BEHAVIOUR TESTING AND COUNSELLING

**Course Code: 24PMBAHR02**

**Course Credit: 04(3-1-0)**

**Max Marks:100 (30I+70E)**

#### Course Objective:

To provide students with essential knowledge and practical competencies in behavioral counseling and psychological testing, enabling them to effectively apply various behavioral assessments and counseling techniques within organizational settings.

#### Learning Outcomes:

LO1: To explain the theoretical foundations, significance, and various theories underpinning psychometric testing.

LO2: To design, develop, and analyze behavioral tests by applying all stages of test construction, including test design, administration, scoring, item analysis, standardization, and establishing reliability and validity.

LO3: To demonstrate proficiency in administering and interpreting standardized behavioral assessments such as 16 Personality Factors (PF), Myers Briggs Type Indicator (MBTI), Anxiety Test, Fundamental Interpersonal Relationship Orientation- Behaviour (FIRO-B), Thematic Apperception Test, and Word Association Test.

LO4: To acquire and practice effective counseling skills through structured classroom learning, supervised role-plays, and simulated organizational scenarios.

LO5: To apply ethical principles and evaluate their significance in counseling practices aimed at improving employee well-being and organizational performance.

Unit	Topics
I LO1	Overview of Testing: Testing and Assessment, Scales of Measurement; The Tools of Psychological Assessment, parties and process in assessment; Types of Tests Introduction to the concepts of Freud, Adler, Cattell, and Jung, Behavioural Theories
II LO2	Methodology of Assessment: Test Design and Construction; Test Administration and Scoring; Item Analysis; Test Standardization; Reliability and Validity

III LO3	Practical exposure to Psychological Tests: 16 Personality Factors (PF); Myers Briggs Type Indicator (MBTI); Fundamental Interpersonal Relationship Orientation- Behaviour (FIRO-B); Thematic Apperception Test & Word Association Test; Anxiety Test
IV LO4	Introduction to Counseling: Meaning and definition of Guidance, Counseling and Psychotherapy. Background and Historical Context. Counseling Procedures, Counselling Skills; Changing Behaviour through Counselling; Organizational Application of Counselling; Dealing with Problem Employees
V LO5	Ethics Issues: Historical, Cultural, and Legal/ Ethical Considerations; Practical administration of test; Ethics in Counselling

#### Text Books: Latest Editions

1. Aiken, L.R. & Grith- Marnat, G. *Psychological Testing and Assessment*. Pearson Education.
2. Singh, K. *Counseling Skills for Managers*. PHI
3. Samuel T. Gladding, *Counseling: A Comprehensive Profession*, Pearson Education.

#### Reference Books: Latest Editions

1. Kaplan, R. M. & Saccuzzo, D.P. *Psychological Testing: Principles, Applications, and Issues*. Cengage Learning India Pvt. Ltd.
2. Ramnath Sharma, Rachana Sharma, *Guidance and Counselling in India*, Atlantic Publishers
3. Edward S. Neukrug, *Counseling Theory and Practice*, Thomson Press (India) Ltd.

### PERFORMANCE MANAGEMENT

**Course Code: 24PMBAHR03**

**Course Credit: 04(3-1-0)**

**Max Marks:100 (30I+70E)**

#### Course Objective:

To enable students to design, implement, and apply performance management processes for enhancing employee performance and development in an ethical and effective manner.

#### Learning Outcomes:

- LO1: To describe the aims, significance, and role of performance management in organizations.
- LO2: To explain the key components involved in designing and implementing an effective Performance Management System.
- LO3: To apply appropriate performance rating systems in workplace scenarios and identify potential issues and errors in their implementation.
- LO4: To implement performance management processes, review discussions, and coaching techniques to drive employee performance and personal growth initiatives.
- LO5: To understand ethical practices in delivering performance feedback and employee development planning.

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Unit	Topics
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I LO1	Introduction to Performance Management: Aims and role of performance management; benefits of performance management; disadvantages of poorly implemented performance management system; characteristics of an ideal performance system; reward Systems; difference between performance and potential management, Linkage of performance management to other HR processes.
II LO2	Performance management process: Definition and Purposes of Strategic Planning, Process of Linking Performance Management to the Strategic Plan, performance management and strategic planning; identifying KRAs (Key Result Areas) and KPIs (Key Performance Indicators); interactive goal setting process; SMART goals for employee performance.
III LO3	Approaches to Measuring and Appraising Employee Performance: Defining performance and choosing a measurement approach; measuring results and behaviour - self-appraisal, simple ranking, graphic rating, BARS, paired comparison, forced-choice method, critical incidents, field review method, appraisal interviews, 360-degree feedback and balanced scorecard for performance rating; gathering performance information for appraisals.
IV LO4	Performance Review, Coaching Techniques, and Data-Driven HR Decisions: Performance Review Discussion, Using Performance Management Systems, Data for HR Decision and Performance Improvements, Performance Management Systems, Personal Development Plans, Performance Management Skills- Coaching, Coaching Styles, Coaching Process, Performance Review Meetings
V LO5	Performance feedback and counselling: Identifying and communicating gaps in knowledge, skills and attitudinal areas for improvements; competency mapping and potential assessment; performance management and employee development; ethics in performance management.


#### Text Books: Latest Editions

1. Aguinis, H. Performance Management. Pearson Education Inc.
2. Kandula, S. Performance Management: Strategies, Interventions and Drivers. PHI Learning.
3. Kohli, A. S., & Deb, T. Performance Management. Oxford University Press.

#### Reference Books: Latest Editions

1. Armstrong, M. Performance Management: Key Strategies and Practical Guidelines. Kogan Page.
2. Rao, T.V. Performance Management and Appraisal Systems: HR Tools for Global Competitiveness. SAGE Publications.
3. Bagchi, S.N. Performance Management. Cengage Learning.

  
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## INTERNATIONAL HUMAN RESOURCE MANAGEMENT

**Course Code: 24PMBAHR04**

**Course Credit: 04(3-1-0)**

**Max Marks:100 (30I+70E)**

### Course Objective:

To enable students to design, implement, and apply performance management processes for enhancing employee performance and development in an ethical and effective manner.

### Learning Outcomes:

LO1 To explain the concept of International Human Resource Management (IHRM) and analyze the impact of cultural differences and global organizational structures on HR practices.

LO2 To apply global workforce planning, staffing approaches, and expatriate training methods to effectively manage international employees and multinational teams.

LO3 To analyze international compensation structures and performance management systems, identifying challenges in managing expatriates and international assignees.

LO4 To evaluate the role of global HR support services and emerging IHRM trends in addressing workforce health, safety, and organizational sustainability.

LO5 To apply international performance management frameworks and assess country-specific practices for managing global workforce performance.

Unit	Topics
I LO1	Fundamentals of International Human Resource Management and Cross-Cultural Management: Concept of IHRM, the difference between domestic and international HRM, strategic IHRM; choice of method for entry into international business; global organisational structure; IHRM and global organisational design; understanding nature and importance of culture, major models of national cultures and managerial implications, cultural convergence and divergence
II LO2	Global Workforce Planning, Staffing, and International Training & Development: Global workforce planning and forecasting; approaches to staffing, determinants of staffing choices, challenges to successful staffing; selection criteria and process; TCN and HCN expatriate training, Current scenario in international training and development, virtual and global teams, developing international staff and multinational teams, global leadership development, design and delivery of cross- cultural training.
III LO3	International Compensation: Key components of global compensation, determinants of and approaches to international compensation, issues and challenges. Country specific compensation management practices.
IV LO4	Global HR Support Systems, Health, Safety, and Emerging Trends in IHRM: The global workforce's health workforce, global human resource support services and information systems, the structure of global human resources, transfer of employees in International subsidiary; IHRM trends and future challenges.
V LO5	International Performance Management Systems: Performance management in the multinational enterprise, performance management of international assignee, issues in managing performance. Country specific performance management practices.

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Text Books: Latest Editions

1. Dennis R. B., Randall S. S., Lisbeth C. International Human Resource Management: Policies and Practices for Multi-National Enterprises. Routledge Taylor & Francis Group.
2. Dowling P. J., Festing M., Engle A. D. International Human Resource Management. Cengage Learning.
3. Vance C. M., Paik Y. Managing a Global Workforce: Challenges and Opportunities in International Human Resource Management. PHI Learning.

**Reference Books: Latest Editions**

1. Brewster C., Houldsworth E., Sparrow P., Vernon G. The International Human Resource Management. The Chartered Institute of Personnel and Development.
2. Harzing, A. W., & Pinnington, A. H. International Human Resource Management. SAGE Publications.
3. Scullion, H., & Collings, D. G. Global Talent Management. Routledge Taylor & Francis Group.

## **INDUSTRIAL RELATIONS AND LABOUR LAWS**

**Course Code: 24PMBHR05**

**Course Credit: 04 (3-1-0)**

**Max. Marks: 100 (30I+70E)**

### **Objective**

This course shall enlighten students about the contemporary industrial relations and labour laws. It shall also enhance their understanding about protective legislations and regulations.

### **Learning Outcomes:**

LO1: To explain the concept, evolution, and key stakeholders of industrial relations in India.

LO2: To analyze the provisions of the Industrial Relations Code, 2020 and its impact on employee relations.

LO3: To explain the provisions of the Social Security Code, 2020 and evaluate organizational responsibilities for employee welfare.

LO4: To apply legal provisions on workplace safety, health, and working conditions under the 2020 Code.

LO5: To analyze wage-related provisions of the Code on Wages, 2019 and assess their implementation in organizations.

Unit	Contents
I LO1	Introduction to Industrial Relations: The Concept of Industrial Relations, Evolution of Industrial Relations in India, The Dynamic Context of Industrial Relations: Globalization and the National Economy, Responses to Competitive Pressures, Changes in Employment Practices, The Actors in Employee Relations: Management, Unions and the State. Role of Trade Union in Industrial Relations, Changing Profiles of Major Stakeholders of Industrial Relations in India.
II LO2	Code on Industrial Relations: Understanding the Industrial Relations Code, 2020; Provisions related to recognition of trade unions; Negotiation and settlement of industrial disputes: conciliation, arbitration, and adjudication; Retrenchment, layoffs, and closures; legal framework and implications; Unfair labour practices: types and consequences;

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	Provisions related to unfair labour practices under the Industrial Relations Code; Code on Industrial Relations and its impact on labour management relations in organisations
III LO3	Code on Social Security: Understanding the Code on Social Security, 2020; Social security for workers: provident fund, employee state insurance, gratuity, maternity benefit, and other welfare measures; Role Appendix-24 Resolution No. 5-9 EC (1270) - 27.07.2024 2 of organisations in ensuring social security of workers; Compliance with the Code on Social Security in organisations.
IV LO4	Code on Occupational Safety, Health, and Working Conditions (9 hours) Understanding the Occupational Safety, Health, and Working Conditions Code, 2020; Occupational safety and health: legal provisions, safety policies, and practices in organisations; Working conditions: regulations related to working hours, leaves, holidays, and other conditions of work; Role of organisations in ensuring safety, health, and working conditions of workers; Compliance with the Occupational Safety, Health, and Working Conditions Code in organisations
V LO4	Code on Wages : Understanding the Code on Wages, 2019; Provisions related to payment of wages: minimum wages, payment modes, and time limits; Equal remuneration for men and women workers: concepts, importance, and legal provisions; Ensuring fair wages and equal remuneration in organisations; Central Advisory Board and State Advisory Boards: composition, functions, and role in wage-related matters; Compliance with the Code on Wages in organisations

#### Text Books: Latest Editions

1. Jha, G.K.. *Labour Laws and Industrial Relations*. Notion Press.
2. Mallik, P. L. *Handbook of Labour and Industrial Laws*. Eastern Book Company.
3. Singh, B. P., Chhabra, T. N., & Taneja, P. L. *Personnel Management and Industrial Relations*. Dhanpat Rai Publishing House.

#### Reference Books: Latest Editions

1. Srivastava, S. C. *Industrial Relations and Labour Laws*. Vikas Publishing House.
2. Taxmann. *New Labour & Industrial Laws*. Taxmann Publication Pvt. Ltd.
3. S. C. Srivastav, *Industrial and Labour Laws*, Vikas Publishing Houses.

### PEOPLE ANALYTICS

**Course Code: 24PMBAHR06**

**Course Credit: 04 (3-0-1)**

**MaxMarks:100((30I+70E)**

#### Course Objective:

The primary objective of the course is to enable students to understand, analyze, and apply data-driven insights to manage and optimize human resources. The course will encourage the application of people analytics in workforce planning, talent management, diversity & inclusion, and organizational development.

#### Learning Outcomes:

LO1: To introduce the concepts and applications of people analytics in human resource management.  
 LO2: To equip students with analytical tools and techniques to make data-driven HR decisions.  
 LO3: Equip students with analytical tools and techniques, including statistical analysis, data visualization, and predictive modeling, to solve real-world HR challenges.  
 LO4s: To develop the ability to interpret, visualize, and communicate HR data insights effectively.  
 LO5: Promote ethical and responsible use of employee data, with an emphasis on privacy, consent, and organizational transparency.

Unit	Topics
I LO1	Introduction to People Analytics and Data Sources: Definition, evolution, and scope, Importance & Benefits in modern organizations; Ethical and legal considerations; Qualities of Smart HR(Update, Upgrade, Upskill); PA Team; Strategies for PA; Process Cycle for PA; Data Sources of people data: HRIS, surveys, performance reviews, performance appraisal, business data(data from workplace); Structured vs unstructured HR data; Data quality and privacy issues.
II LO2	Operating Models, Types of People Analytics and HR Metrics: Centralized expertise hub, Hub and spoke model, Front-back model, Federated model; Types of People Analytics: Descriptive analytics, Predictive Analytics, Diagnostic analytics, Prescriptive analytics; Key HR metrics: Employee turnover rate, Early turnover, Absenteeism rate, Cost per hire, Revenue per employee, engagement rating, time-to-hire, ENPS.
III LO3	Introduction to Descriptive and Inferential Statistics in HR: <del>Basic Statistics and Analysis: Descriptive statistics – mean, median, mode, standard deviation (in Excel); Correlation, regression, and hypothesis testing.</del> Introduction to statistical inference for HR decisions; Tools for PA: Excel for HR metrics, Introduction to R or Python for HR data analysis, Introduction to HR dashboards using Power BI / Tableau, Survey tools and sentiment analysis.  <b>Note: 2Hr. Lab for any one of the Modern tools</b>
IV LO4	Interpretation of People Data and Implementation Challenges: Descriptive Analysis, Inferential Analysis, Qualitative Analysis, Comparative Analysis, Predictive Analysis, Content Analysis, Trend Analysis; Storytelling, Visualization, Challenges: Organizational readiness and culture, Data governance in HR, Change management and communication, Impact of IQ and SQ.
V LO4	Application Areas: Application Areas: Talent acquisition analytics, Performance management analytics, Learning & development analytics, Employee engagement and retention analytics, Diversity and inclusion analytics, Workforce planning and predictive analytics; Real-world Case studies and industry insights.

#### Suggested Readings:

1. People Analytics in the Era of Big Data – Jean Paul Isson & Jesse Harriott
2. The Practical Guide to HR Analytics – Shonna D. Waters et al.
3. Competing on Talent Analytics – Harvard Business Review article
4. Academic journal papers and case studies (updated yearly)

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- People Analytics: An Essential Guide for 2025 - AIHR
- What Is People Analytics? Definition, Process, Trends, and Tools - Spiceworks



### **Suggested Case Studies on People Analytics: Success Stories**

1. Google – Project Oxygen

**Topic:** Leadership and Performance

**Insight:** Google analyzed internal data to identify what makes a great manager. The result was a set of key behaviors that improved team performance and satisfaction.

2. IBM – Predicting Employee Attrition

**Topic:** Predictive Analytics & Retention

**Insight:** IBM used machine learning models to predict which employees were likely to leave, allowing proactive engagement.

3. Microsoft – Organizational Network Analysis (ONA)

**Topic:** Collaboration & Productivity

**Insight:** Microsoft used ONA to study how work-from-home affected collaboration patterns across teams.

4. Walmart – Scheduling and Workforce Optimization

**Topic:** Workforce Planning

**Insight:** Walmart applied analytics to optimize employee scheduling, improving efficiency and satisfaction.

5. Deloitte – Diversity and Inclusion Analytics

**Topic:** D&I Strategy

**Insight:** Deloitte used analytics to assess and improve diversity metrics and uncover bias in hiring.

6. LinkedIn – Talent Flow & Workforce Trends

**Topic:** Talent Acquisition

**Insight:** LinkedIn uses people analytics not just internally, but to generate industry-level talent insights.

### **COMPENSATION MANAGEMENT**

**Course Code:** 24PMBAHR07

**Course Credit:** 04 (3-0-1)

**MaxMarks:**100((30I+70E)

**Course Objective:**

To equip students with strategic, legal, and practical knowledge to design, manage, and evaluate effective employee compensation and benefits systems.

**Learning Outcomes:**

LO1. Understand the components of compensation and various aspects related to the designing of the compensation as well as compensation strategy of an organisation.

LO2. understand skills in designing, analyzing and restructuring reward management systems, policies and strategies.

LO3. Gain insight into the different techniques of compensation and the compensation structure of different employees.

LO4. Understand and evaluate legal requirements of employee benefits, and design a comprehensive benefits package.

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LO5. Understand methods of job evaluation, analyze the tax implications and labour commission recommendations on employee compensation.

Unit	Topics
I LO1	Introduction: Compensation management - concept, goals and theories; compensation strategy; inter and intra industry wage differentials; components of compensation; fringe benefits and supplementary compensation; bonuses - concept & method of calculation; Overview of laws related to compensation.
II LO2	Wage and salary administration: theories of wage determination, types of wages, salary progression, wage boards and pay commissions. Pay for performance plans, incentive scheme: merits, demerits, types of incentive schemes, group incentive plans. Team based compensation: introduction, design of team-based compensation.
III LO3	Strategic compensation management: strategic compensation design and policies, Legal framework of compensation, retirement plans, employee welfare and working conditions- statutory and voluntary measures. Taxation issues and employee compensation: tax implications of compensation
IV LO4	Managing Employee Benefits: Nature and types of benefits, <del>Concepts employee benefits programs security benefits, retirement security Of Employee benefits, health care benefits, time off benefits, employee benefits,</del> Benefits required by law, discretionary major employee benefits, designing a benefits package.
V LO4	Job Evaluation - concept and methods; institutions related to compensation management: wage boards, pay commissions; tax implication of employee compensation package to the employees; recommendations of 2nd National Commission on Labour relating to compensation.

Text Books: Latest Editions

1. Singh, B. D. *Compensation and Reward Management*. Excel Books.
2. Henderson, R. I. *Compensation Management in a Knowledge-Based World*. Pearson Education.
3. Milkovich, G. T., Newman, J. M., & Ratnam, C. S. V. *Compensation*. Tata McGraw-Hill, Special Indian Edition.

Reference Books: Latest Editions

1. Armstrong, M., & Murlis, H. *Reward Management: A Handbook of Salary Administration*. Kogan Page.
2. Sharma, J. P. *An Easy Approach to Company and Compensation Laws*. Ane Books Pvt. Ltd.
3. Malik, P. L. *Handbook of Labour and Industrial Law*. Eastern Book Company.

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CROSS CULTURAL MANAGEMENT

Course Code: 24PMBAHR08

Course Credit: 04 (3-1-0)



**Max Marks: 100 (30I+70E)**

**Course Objective:**

To develop students' ability to manage cultural diversity in global business through effective communication, leadership, negotiation, and culture-driven organizational strategies.

**Learning Outcomes:**

LO1. To explain the concept of culture, its dimensions, and its influence on business strategy in global organizations.

LO2. To analyze the impact of cultural diversity on global management practices, team dynamics, leadership, and reward systems.

LO3. To apply negotiation processes and decision-making strategies in culturally diverse international business contexts.

LO4. To evaluate global staffing, training, expatriate management, and retention strategies for building high-performance, culturally competent teams.

LO5: To assess culture change strategies using frameworks like Hofstede's cultural dimensions and address cultural issues in international performance management.

Unit	Topic
I LO1	Introduction: Concept of Culture for a Business Context; Brief wrap up of organizational culture & its dimensions; Cultural Background of business stakeholders– An Analytical framework, Difference in Global, International and Multi National firm, Culture and Strategy; Cultural change in Organizations; Culture and marketing; Cultural Diversity.
II LO2	Culture and Global Management: Global Business Scenario and Role of Culture; Elements & Processes of Communication across Cultures; High-Performance Winning Teams and Cultures; Culture Implications for Team Building, Role of leader in a diverse team, Culture and reward systems.
III LO3	Cross Culture Negotiation & Decision Making: Process of Negotiation and Needed Skills & Knowledge Base; International and Global Business Operations- Strategy Formulation & Implementation; Aligning Strategy, Structure & Culture in an organizational Context. Culture and Communications: Business communication across cultures
IV LO4	Global Human Resources Management : Staffing and Training for Global Operations; Expatriate training; Cross-cultural Competencies for Global Manager; Motivating and Leading; Developing the values and behaviors necessary to build high-performance organization personnel; Retention strategies.
V LO5	Designing the Strategy for a Culture Change Building: Hofstede's cultural dimensions, Successful Implementation of Culture Change Phase, Cultural Factors/Issues in International Performance Management.

Text Books: Latest Editions

1. Deresky, H. International Management: Managing Across Borders and Cultures. Pearson Education.

2. Thomas, D.C. & Peterson, M.F. Cross-Cultural Management: Essential Concepts. SAGE Publications.

3. Mead, R. & Andrews, T.G. International Management: Culture, Strategy, and Behavior. McGraw Hill Education.

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### Reference Books: Latest Editions

1. Hofstede, G., Hofstede, G.J., & Minkov, M. Cultures and Organizations: Software of the Mind. McGraw Hill.
2. Moran, R.T., Abramson, N.R., & Moran, S.V. Managing Cultural Differences: Global Leadership Strategies for the 21st Century. Routledge Taylor & Francis Group.
3. Schneider, S.C., & Barsoux, J.L. Managing Across Cultures. Pearson Education.

### Marketing

### Digital Marketing

**Course Code: 24PMBAM01**

**Course Credit: 04 (3-1-0)**

**Max Marks: 100 (30I+70E)**

**Course Objective:** This course shall enable students to understand, learn, compare and develop digital marketing tools and associated models. The student shall be equipped with digital marketing platform and get familiar with tools related to this medium of marketing.

#### Learning Objectives:

LO1: To understand the concept of digital marketing

LO2: To learn fundamentals of digital marketing and its significance

LO3: To compare and analyse digital users in India

LO4: To understand terminologies used in digital marketing

LO5: To learn and develop advertising and buying models

Unit	Topics
I LO1	<b>Introduction to Digital Marketing:</b> Meaning of digital marketing, Social Media Marketing, Search Engine Optimization, Advertising Tools & Its Optimization, Web Analytics
II LO2	<b>Fundamentals of Digital marketing:</b> Traditional marketing Vs Digital Marketing, Evolution of Digital Marketing, Digital Marketing Landscape, Key Drivers, Digital Consumer & Communities, Gen Y & Netizen's expectation & influence wrt Digital Marketing
III LO3	<b>The Digital users in India:</b> Digital marketing Strategy- Consumer Decision journey, POEM Framework, Segmenting & Customizing messages, Digital advertising Market in India, Skills in Digital Marketing, Digital marketing Plan
IV LO4	<b>Terminology used in Digital Marketing:</b> PPC and online marketing through social media, Social Media Marketing, SEO techniques, Keyword advertising, Google webmaster and analytics overview, Affiliate Marketing, Email Marketing, Mobile Marketing

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<b>V LO5</b>	<b>Display adverting, Buying Models:</b> different type of ad tools, Display advertising terminology, types of display ads, different ad formats, Ad placement techniques, Important ad terminology, Programmatic Digital Advertising
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### Suggestive Readings

1. Digital Marketing –Kamat and Kamat-Himalaya
2. Marketing Strategies for Engaging the Digital Generation, D. Ryan,
3. Dital Marketing, V. Ahuja, Oxford University Press
4. Digital Marketing, S.Gupta, McGraw-Hill
5. Quick win Digital Marketing, H. Annmarie, A. Joanna, Paperback edition

### Consumer Behaviour

**Course Code: 24PMBAM02**

**Course Credit: 04 (3-1-0)**

**Max Marks: 100 (30I+70E)**

**Course Objective:** The main objective of this paper is to help students develop basic understanding of the concepts and theories of consumer behavior and will also be exposed to globalization of consumer markets and international dimensions of consumer

### Learning Objectives:

LO1: To understand the conceptual foundations of consumer behavior and consumer buying process.

LO2: To know the conceptual foundations of internal determination of consumer buying decisions.

LO3: To know the conceptual foundations of external determination of consumer buying decisions.

LO4: To get acquaint about cross cultural factors affecting consumer behavior.

LO5: To know opinion leadership and Innovation diffusion.

Unit	Topics
<b>I LO1</b>	<b>Introduction Consumer Behavior:</b> Customer and Consumer, Buyer and user, Origin of Consumer behavior, Development of consumer behavior in international perspective, Theory and its Application to Global Marketing Strategy; Consumer Buying Process: Extensive, Limited and Routine Problem Solving Behaviors
<b>II LO2</b>	<b>Internal Determinants of Consumer Buying Behavior:</b> Individual differences among customers and markets segmentation; Needs, motivation and involvement; Elements and dynamics of consumer perception; Attitudes and attitude change; Elements of Learning, cognitive theory of learning and measurement of consumer learning; Personality theories, self and self-image, and psychographics (values and life style analysis).

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III LO3	<b>External Determinants of Consumer Buying Behavior:</b> Family and household influence; Consumer related reference groups, Aspiration Group and social class; Culture and subcultures influence: nature and type of culture, measurement of culture; Models of Consumer Behavior in international perspective; Organizational buying behavior: Process, Influence and model.
IV LO4	<b>Cross-Cultural Consumer Analysis:</b> Consumer and Industrial Buying Behavior; Economic demographic and socio-cultural trends and consumer behavior; Globalization of consumer markets and international marketing implications.
V LO5	<b>Opinion Leadership and Innovation Diffusion:</b> Opinion leadership, Diffusion Innovation and Consumer Adoption Process; Diffusion of Innovation Across Nations/Cultures; Consumer Satisfaction and Other Feedbacks; Cross-Cultural Consumer Research – Complexities and issues.

### Suggestive Readings

1. Schiffman, Leon G. and S. Ramesh Kumar, Consumer Behavior; Pearson Education. (Latest Edition).
2. Solomon, Michael R.; Consumer Behavior – Buying, Having and Being; Pearson Education. (Latest Edition).
3. Nair, Suja R.; Consumer Behavior in Indian Perspective; Himalaya Publishing House; New Delhi. (Latest Edition)
4. Ramanuj Majumdar, Consumer Behavior, Prentice Hall of India, New Delhi, (Latest Edition).

### Integrated Marketing Communication

**Course Code: 24PMBAM03**

**Course Credit: 04 (3-1-0)**

**Max Marks: 100 (30I+70E)**

**Course Objective:** The objective of the course is to acquaint the students with essential concepts and techniques of Integrated Marketing Communication. It provides the learning about various communication tools and its effectiveness.

### Learning Objectives:

LO1: To understand the basics of integrated marketing communication.

LO2: To learn and understand communication process.

LO3: To understand and plan for marketing communication.

LO4: To develop marketing communication programme

LO5: To understand sources of integrated marketing communication

Unit	Topics
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<b>I</b> <b>LO1</b>	<b>An Introduction to Integrated Marketing Communication:</b> Meaning and role of IMC in Marketing process, one voice communication V/s IMC. Introduction to IMC tools – Advertising, sales promotion, publicity, public relations, and event sponsorship; The role of advertising agencies and other marketing organizations providing marketing services and perspective on consumer behaviour
<b>II</b> <b>LO2</b>	<b>Understanding communication process:</b> Source, Message and channel factors, Communication response hierarchy- AIDA model, Hierarchy of effect model, Innovation adoption model, information processing model, The standard learning Hierarchy, Attribution Hierarchy, and low 20% involvement hierarchy Consumer involvement- The Elaboration Likelihood (ELM) model, The Foote, Cone and Belding (FCB) Model
<b>III</b> <b>LO3</b>	<b>Planning for Marketing Communication:</b> Establishing marcom Objectives and Budgeting for Promotional Programmes-Setting communication objectives, Sales as marcom objective, DAGMAR approach for setting ad objectives. Budgeting for marcom-Factors influencing budget, Theoretical approach to budgeting viz. Marginal analysis and Sales response curve, Method to determine marcom budget.
<b>IV</b> <b>LO4</b>	<b>Developing the Integrated Marketing Communication Programme:</b> Planning and development of creative marcom. Creative strategies in advertising, sales promotion, publicity, event sponsorships etc. Creative strategy in implementation and evaluation of marcom- Types of appeals and execution styles. Media planning and selection decisions- steps involved and information needed for media planning. Measuring the effectiveness of all Promotional tools and IMC
<b>V</b> <b>LO5</b>	<b>Digital Media &amp; Advertising:</b> Digital Media, Evolution of Technology, Convergence of Digital Media, E- Commerce and Digital Media, Advertising on Digital Media, Social Media, Mobile Advertising, E-PR Advertising Laws & Ethics: Advertising & Law, Advertising & Ethics, Pester Power, Intellectual Property Rights, ASCI

### Suggestive Readings

1. Advertising & Promotion- An Integrated Marketing Communications Perspective, George Belch, Michael Belch & Keyoor Purani, TATA McGraw Hill
2. Advertising Management, Jaishri Jethwaney & Shruti Jain, Oxford University Press
3. Advertising & Promotions: An IMC perspective, Kruti Shah and Alan D'Souza, Tata McGraw Hill
4. Advertising Management, Aakar, Batra and Myers, Prentice
5. Advertising & Promotions, S H Kazmi and Satish K Batra, Excel

 Marketing Analytics

Course Code: 24PMBAM04 **Dr. Pinki**  
Course Credit: 04 (3-1-0) **Chairperson | SDMS**  
Max Marks: 100 (301-705) **Dudhola, Palwal**

**Course Objective:** This course on Marketing Analytics provides inputs to learners to measure, manage and analyze marketing performance to maximize its effectiveness and optimize return on investment (ROI).

**Learning Outcomes:**

**LO 1:** To use Market sizing techniques and porter's model for gaining business insights

**LO 2:** To apply Pricing analytics and forecasting tools to products and services

**LO 3:** To analyse Product metrics and Apply Analytics to study products , segments and positioning

**LO4:** To analyse distribution metrics and apply distribution analytics

**LO5:** To analyse promotion metrics and apply promotion analytics

Unit	Contents
Unit-I (LO1)	Introduction, Market Sizing and gaining Insight: Introduction to Marketing Analytics, Models and metrics; Advantages and applications of Marketing analytics; Market Sizing – Top down approach, bottom up approach, triangulation; Gaining insight using Pestel Analysis, Porters five forces model
Unit-II (LO2)	Customer Analytics, Pricing Analytics and Forecasting: Pricing methods and Techniques; Price Elasticity  demand curves; Pricing assessment Methods; Optimizing Price; Value based pricing using conjoint analysis; Price Bundling; Forecasting- Regression to forecast sales  Moving average method.
Unit-III (LO3)	Product and Service Analytics: Product and Service Metrics; Product analytics using Conjoint analysis; Customer life time value and marketing decision making  Market Segmentation; Segmentation using cluster analysis; Positioning using perceptual mapping
Unit-IV (LO4)	Distribution Analytics: Distribution Analytics; Retail Location Selection: Gravity Model and Huff Model; Channel Evaluation and Selection  Distribution channel Metrics
Unit-V (LO5)	Promotion and Web Analytics: Promotional Budget estimation and Allocation  Promotional Metrics; Web Analytics Social media metrics and analytics  Google ads metrics and analytics

**Suggested Readings**

Cutting-edge marketing analytics: real world cases and data sets for hands on learning , By: Venkatesan, R., Farris, P., & Wilcox, R. T. (2015).. Pearson Education

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Sales and Distribution  
SVSU, Dudhola, Palwal

Course Code: 24PMBAM05

Course Credit: 04 (3-1-0)



**Max Marks: 100 (30I+70E)**

**Course Objective:** This course is meant to make students understand fundamentals of Sales Management and Distribution Management. Students will be equipped with basic skills required in sales and distribution management.

**Learning Outcomes:**

- LO 1: To understand the basics of sales management
- LO 2: To learn recruitment and selection for sales work force
- LO 3: To understand and analyse distribution channel management
- LO4: To learn and develop channel designs and planning
- LO5: To understand challenges and issues related with sales and distribution network

Unit	Contents
Unit-I (LO1)	<b>Introduction to Sales Management:</b> The Selling process, Managing Sales Information, Sales Organization, Managing of sales territory, Management of Sales Quota
Unit-II (LO2)	<b>Recruitment and Selection of Sales force:</b> Training the sales force, 25% Sales force motivation, Sales force compensation, Evaluating and controlling sales force
Unit-III (LO3)	<b>Distribution Channel Management:</b> Evolution of Marketing Channels, Retailing, wholesaling, Measuring Wholesale Performance, Franchising
Unit-IV (LO4)	<b>Channel Design and Planning Process:</b> Channel Management, Channel Information System, Logistics and SCM, IT and Logistics & SCM, Performance Measures
Unit-V (LO5)	<b>Challenges of Sales and Distribution:</b> Management of issues/challenges related to sales and distribution network. Innovative techniques and strategies for implementing effective sales and distribution network. Global issues related to sales and distribution for MNCs.

**Suggested Readings**

1. Sales & Distribution Management (Latest Edition), Panda Tapan K., Sahadev Sunil, Oxford University Press Sales & Distribution Management – Text & Cases (2nd Edition), Krishna K. Havaladar, Vasant M. Cavale, Tata McGraw-Hill
2. Sales Management: Decisions, Strategies & Cases, Richard R. Still, Edward W. Cundiff, Norman A.P. Govoni, Pearson Education, Latest Edition
3. Sales Management: Concepts Practice, and Cases, Johnson F.M., Kurtz D.L., Scheuing E.E., Tata McGraw- Hill, Latest Edition
4. Selling & Sales Management, David Jobber, Geoffrey Lancaster, Pearson Education, Latest Edition
5. Sales Management, Tanner, Honeycutt, Erffmeyer, Pearson Education, Latest Edition

 **Dr. Pinki** Services Marketing

Course Code: 24PMBA106

Course Credit: 04 (S-1-0)

Max Marks: 100 (30I+70E)

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**Course Objective:** This course is designed to prepare students who are pursuing marketing careers in the services or goods industries and non-marketing students desiring to understand the key concepts of services marketing and how they can be used to create competitive advantage for businesses

### Learning Outcomes

LO1: Enable the students to learn the basics of service marketing

LO2: Understand customer focus in regard service marketing

LO3: Aligning service design and standards and analyzing delivery and performance of services

LO4: Analyzing service development and quality dimension of services

LO5: Evaluating emerging issues in service marketing

Unit	Contents
<b>I</b> LO 1	<b>Foundations for Service Marketing:</b> Concept and characteristics of services, difference in goods and service in marketing, evolution of services marketing, growth of service sectors and service industries, service marketing triangle, service marketing mix, Challenges faced by the Services Sector, Impact of Technology on Service Firms, Emerging Service Sectors in India.
<b>II</b> LO 2	<b>Focus on the Customer:</b> Customer Expectations of Service, Customer Perceptions of Service, Listening to Customers through Research, Building Customer Relationships, Market segmentation Process, customer loyalty, Service Recovery, measuring customer satisfaction, SERVQUAL and GAP Model
<b>III</b> LO 3	<b>Aligning Service Design and Standards:</b> Service Innovation and Design, Customer-Defined Service Standards, Physical Evidence and the Servicescape; <b>Delivering and Performing Service:</b> Introduction, Service delivery process, service encounters and Moments of Truth, Employees' Roles in Service, service employee- criteria, importance and emotional approach service employee-criteria, importance and emotional approach, Customers' Roles in Service, Managing Demand and Capacity.
<b>IV</b> LO 4	<b>Service Development and Quality Improvement:</b> Introduction, Types of New Service Development and its Stages, Types of new services, Stages in new service development, Service Costs Incurred by the Service Provider, service Blue Printing, service Development, Need, Importance and as a Measure of Competitive Advantage, service Quality Dimensions, Service Quality Measurement and Service Mapping, Improving Service Quality and Service Delivery, Service Failure and Recovery.
<b>V</b> LO 5	<b>Emerging Issues in Service Marketing:</b> Introduction, Strategic approach in Services Marketing, Service Marketing in e-Commerce and e-Marketing, and Telemarketing Services, Service Marketing Research for Global Markets and Rural Markets, Ethical Aspects in Service Marketing

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### Suggestive Readings



1. Valerie A. Zeithaml, Mary Jo Bitner, Dwayne D. Gremler (2018), Services Marketing: Integrating Customer Focus Across the Firm, Seventh Edition, New York, NY: McGraw-Hill Companies.
2. Lovelock, Christopher, Wirtz, Jochen and Chatterjee, Jayanta, Service Marketing – People, Technology, Strategy, Pearson Education, New Delhi.
3. Verma, Harsh, Services Marketing – Text and Cases, Pearson Education 4. Apte, Govind, Services Marketing – OUP, New Delhi.
4. Jauhari, Vinnie and Kirti Dutta, Services: Marketing, Operations and Management, Oxford University Press, New Delhi.

### International Marketing

**Course Code: 24PMBAM07**

**Course Credit: 04 (3-1-0)**

**Max Marks:100 (30I+70E)**

**Course Objective:** The course aims at exposing the students to the global business activities, marketing in international business and global forces transforming the international business today. The course would develop a general perspective about managing international business both in operational as well as strategic context.

### Learning Outcomes

LO1: To understand the basic of international marketing

LO2: To understand the perspectives of international marketing domain

LO3: To gain familiarity with international marketing environment

LO4: To learn and frame branding and promotional strategies

LO5: To understand the international marketing pricing policies

Unit	Topics
I LO1	<b>Introduction:</b> Overview Need, Scope, Tasks, Contrast in domestic and international marketing, EPRG Framework, Socio cultural environment – culture defined, elements of culture, culture analysis, Political & Legal Environment – Embargoes & sanctions, Political risk, legal factors, legal differences hofstede model.
II LO2	<b>Perspectives of International Marketing:</b> International Business Entry & Development Strategic effects of going international, Strategies employed by Indian companies to sustain globally, Global Market Entry Strategies – Export/Import, International Intermediaries – EMC's, Trading Companies, Licensing, Franchising, FDI, Local presence – Inter firm co-operation, MNC's and Globalisation, Merger's and Acquisitions.

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III LO3	<b>International Marketing Environment:</b> Environment and Global Marketing Economic Environment, New trade theory, Macro economic objectives, Function of WTO, Regional Economic groups (EEU, NAFTA, etc.), World Bank,
IV LO4	<b>Branding and Strategy:</b> Product and Promotion Strategy in International Marketing The international product and its life cycle, Global product policy, Global branding and different positioning of the same brand in different countries, Intellectual property, Gray market, Role of Services in global economy, Media advertising, PR, Trade Fairs.
V LO5	<b>International Marketing Pricing Policies:</b> Pricing for International Market Key factors in global pricing & methods, Pricing policies – Marginal cost, cost plus, Market oriented, Export payment methods – L/C, Advance, DA/DP, FIBC, Counter trade, Transfer price, Dumping & legal aspects.

### Suggested Readings

1. Daniels & Lee, International Business Keegan, Global Marketing
2. Varshney & Bhattacharya, International Marketing Management
3. Paliwoda, S., & Thomas, M. (2013). *International marketing*. Routledge.
4. Onkvisit, S., & Shaw, J. J. (2008). *International marketing: strategy and theory*. Routledge.
5. Czinkota, M. R., Ronkainen, I. A., & Cui, P. (2007). *International marketing*. Mason: Thomson/South-Western.

## Operations

### TOTAL QUALITY MANAGEMENT

**Course Code:** 24PMBAOP01

**Course Credit:** 4 (3-1-0)

**Max. Marks:** 100 (30I + 70E)

**Course Objective:** The objective of this course is to provide students with a comprehensive understanding of Total Quality Management principles, tools, and techniques to ensure continuous improvement in products, services, and processes

### Learning Outcomes:

LO1: Realize the importance of significance of quality.

LO2 – Manage quality improvement teams.

LO3: Identify requirements of quality improvement programs.

LO4: Develop research skills that will allow them to keep abreast of changes in the field of Total Quality Management

LO5: Understand tools for quality and its systems.



Unit	Contents
<b>I</b> <b>LO1,2</b>	<b>INTRODUCTION</b> Definition of Quality, Dimensions of Quality, Quality Planning, Quality costs - Analysis Techniques for Quality Costs, Basic concepts of Total Quality Management, Historical Review, Principles of TQM, Leadership - Concepts, Role of Senior Management, Quality Council, Quality Statements, Strategic Planning, Deming Philosophy, Barriers to TQM Implementation. Introduction to TQM, Models for TQM. TQM implementation, Advantages of TQM, Obstacles to TQM, TQM in service sector.
<b>II</b> <b>LO2,3</b>	<b>TQM PRINCIPLES</b> Customer satisfaction - Customer Perception of Quality, Customer Complaints, Service Quality, Customer Retention, Employee Involvement - Motivation, Empowerment, Teams, Recognition and Reward, Performance Appraisal, Benefits, Continuous Process Improvement - Juran Trilogy, PDCA Cycle, 5S, Kaizen, Supplier Partnership - Partnering, sourcing, Supplier Selection, Supplier Rating, Relationship Development, Performance Measures - Basic Concepts, Strategy, Performance Measure.
<b>III</b> <b>LO3</b>	<b>STATISTICAL PROCESS CONTROL (SPC)</b> The seven tools of quality, Statistical Fundamentals - Measures of central Tendency and Dispersion, Population and Sample, Normal Curve, Control Charts for variables and attributes, Process capability, Concept of six sigmas, New seven Management tools.
<b>IV</b> <b>LO4,5</b>	<b>TQM TOOLS</b> Benchmarking - Reasons to Benchmark, Benchmarking Process, Quality Function Deployment (QFD) - House of Quality, QFD Process, Benefits, Taguchi Quality Loss Function, Total Productive Maintenance (TPM) - Concept, Improvement Needs, FMEA - Stages of FMEA.
<b>V</b> <b>LO4,5</b>	<b>QUALITY SYSTEMS</b> Need for ISO 9000 and Other Quality Systems, ISO 9000:2000 Quality System - Elements, Implementation of Quality System, Documentation, Quality Auditing, TS 16949, ISO 14000 - Concept, Requirements and Benefits.

**Note:** In addition, teacher conducting the course will announce 8-10 case studies at the commencement of session for deeper understanding of the constrained optimization for managerial decision making for discussion in tutorial classes during the session.

#### Suggested Readings

1. Total Quality Management: by Bosterfield et al. Pearson Education India, 2001.
2. The Essence of Total Quality Management by Johan Bank, Prentice Hall of India 2000.
3. Managing for Total Quality: by Logothelis Prentice Hall of India, 2000.
4. Total Quality Management: by Sundra Raju, Tata Mcgraw Hills Publishing Company, 1997.

Text Books: Dr. Pinki Chairperson | SDMS  
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1. Dale H. Besterfield, et al., Total Quality Management, Pearson Education, Inc. 2003.

(Indian reprint 2004). ISBN 81-297-0260-6.

## Operations Analytics

**Course Code: 24PMBAOP02**

**Course Credit: 4 (3-1-0)**

**Max. Marks: 100 (30I + 70E)**

**Course Objective:** This course shall help students to understand the concepts and tools used to support operational decision making. It will enable them to formulate, implement, and interpret practical operational analytics models in a computing environment. They shall be also be equipped with operational analytics in aiding sound decision-making.

### Learning Outcomes:

LO1: To understand concepts and tools for operational decision making.

LO2: To learn and implement models in operational environment

LO3: To understand the role of operational analytics in sound decision making

LO4: To identify and apply models and their associated challenges

LO 5: To develop a multi-dimensional approach for operational decision making

Unit	Contents
I LO1	Introduction to Operations Analytics: Scope of analytics, Data vs information and decision making, scenarios of decision making, intelligence in business manufacturing 4.0 and IOT Patterns and its relevance, types of analytics relation to operational performance metrics.
II LO2,3	Data visualization techniques, Selective inventory control modelling, Simulation modelling, Inventory modelling, Procurement /SCM modelling, Regression
III LO2,3	Data envelopment Analysis Queueing and waiting line modelling Forecasting models Reliability and warranty modelling Models in operations planning
IV LO4,5	Modelling service delivery systems and evaluating performance Project modelling Performance modelling EVA Resource modelling
V LO4,5	Modelling yield management and its application in capacity management/revenue management/overbooking Inspection modelling Multi-dimensional thinking development

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\* Course makes use of commercially available operations software's/MS Excel/R

### Suggested Readings

1. The Applied Business Analytics Casebook, Applications in Supply Chain Management, Operations Management and Operations Research. By Matthew J. Drake, 978-0-13-340736-5.



2. Fox, W. P., & Burks, R. E. (2025). *Modeling operations research and business analytics*. Chapman and Hall/CRC.
3. Ozcan, Y. A. (2017). *Analytics and decision support in health care operations management*. John Wiley & Sons.
4. Bordawekar, R., Blainey, B., & Puri, R. (2022). *Analyzing analytics*. Springer Nature.

### Logistics Management

**Course Code:** 24PMBAOP03

**Course Credit:** 4 (3-1-0)

**Max. Marks:** 100 (30I + 70E)

**Course Objective:** The course aims to develop analytical and strategic skills necessary for optimizing logistics operations, reducing costs, improving customer service, and enhancing overall supply chain performance.

#### Learning Outcomes:

**LO1:** To understand the fundamental principles and functions of logistics and their role in supply chain performance.

**LO2:** To analyze transportation and inventory decisions to optimize cost, time, and customer satisfaction.

**LO3** To evaluate warehousing strategies and inventory control methods to support efficient logistics operations.

**LO4** To apply technology solutions such as ERP, WMS, and TMS to streamline logistics activities.

**LO5** To assess the challenges of global logistics and recommend sustainable and compliant logistics strategies.

Unit	Contents
I LO1,2	Logistics management - Definition, Evolution, Importance. The concepts of logistics. Logistics relationships. Functional applications – HR, Marketing, Operations, Finance, IT. Logistics Organization - Logistics in different industries
II LO2,3	Logistics Activities: – functions, objectives, solution. Customer Service, Warehousing and Material Storage, Material Handling, order processing, information handling and procurement Transportation and Packaging. Third party and fourth party logistics Reverse Logistics - Global Logistics
III LO3,4	Transportation management: Legal types - Modes of transportation –Transport mode selection –methods – transport costs – rate profiles–transport regulations– intra and interstate transport of goods. Transport Industry in India- International Transport – Rail ways, Road transport, Ports – Transport Security - Trends in Modern Transport

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IV LO4,5	Modelling logistics systems - Simulation of logistic systems - Dimensions of Logistics & SCM – The Macro perspective and the macro dimension – Logistic system analysis strategy, Logistical Operations Integration, Customer service – Supply Chain Relationships
V LO4,5	. Order processing and Unitization. Defining Order Processing – order acquisition –order entry–document processing – status reporting – factors affecting processing time – Customer service. Unitization – functionsofPackaging –concept of unitization– Palletization Containerization–Costs of packaging – designing a package – packaging materials – choosing right materials,– Contain in India

**Note:** In addition, teacher conducting the course will announce 8-10 case studies at the commencement of session for deeper understanding of the constrained optimization for managerial decision making for discussion in tutorial classes during the session.

#### Suggested Readings

1. Agrawal D K. (2007). *Distribution and Logistics Management: A Strategic Marketing Approach* : Macmillan publishers India.
2. Alan Ruston, Phil Crouches & Peter Baker. (2014)*The Handbook of Logistics and Distribution Management*. New Delhi: kogan page India.
3. Bowersox. (2000). *Logistical Management*: Mc-Graw Hill.
4. Kapoor Satish K & KansalPurva.(2003)*Basics of Distribution Management: A Logistical Approach* : Prentice HALL of India.

#### Text Books:

"Logistics Management and Strategy: Competing through the Supply Chain" by Alan Harrison and Remko van Hoek

### ENTERPRISE RESOURCE PLANNING

**Course Code:** 24PMBAOP04

**Course Credit:** 04 (3-1-0)

**Max. Marks:** 100 (30I+70E)

**Course Objective:** The objective of this course is to provide students with a comprehensive understanding of Enterprise Resource Planning (ERP) systems and their role in supporting business operations and decision-making.

#### Learning Outcomes

LO1: To know the basics of ERP

LO2: To understand the key implementation issues of ERP

LO3: To know the integration of business processes through ERP solutions.

LO4: To know the business modules of ERP



LO5: To be aware of some popular products in the area of ERP

Unit	Concept
I LO1,2	<b>Introduction:</b> Overview of enterprise systems – Evolution - Risks and benefits - Fundamental technology - Issues to be consider in planning design and implementation of cross functional integrated ERP systems.
II LO2	<b>ERP Solutions and Functional Modules:</b> Overview of ERP software solutions- Small, medium and large enterprise vendor solutions, BPR and best business practices - Business process Management, Functional modules
III LO3,4	<b>ERP Implementation:</b> Planning Evaluation and selection of ERP systems - Implementation life cycle- ERP implementation, Methodology and Frame work- Training – Data Migration - People Organization in implementation-Consultants, Vendors and Employees.
IV LO4	<b>Post Implementation:</b> Maintenance of ERP- Organizational and Industrial impact; Success and Failure factors of ERP Implementation.
V LO4,5	<b>Emerging Trends on ERP:</b> Extended ERP systems and ERP add-ons - CRM, SCM, Business analytics - Future trends in ERP systems-web enabled, Wireless technologies, cloud computing.

**Note:** In addition, teacher conducting the course will announce 8-10 case studies at the commencement of session for deeper understanding of the constrained optimization for managerial decision making for discussion in tutorial classes during the session.

#### Suggested Readings

1. Alexis Leon, ERP demystified, second Edition Tata McGraw-Hill, 2008.
2. Sinha P. Magal and Jeffery Word, Essentials of Business Process and Information System, Wiley India, 2012
3. Jagan Nathan Vaman, ERP in Practice, Tata McGraw-Hill, 2008
4. Alexis Leon, Enterprise Resource Planning, second edition, Tata McGraw-Hill, 2008.
5. Mahadeo Jaiswal and Ganesh Vanapalli, ERP Macmillan India, 2009
6. Vinod Kumar Grag and N.K. Venkitakrishnan, ERP- Concepts and Practice, PHI, 2006.
7. Summer, ERP, Pearson Education, 2008

#### SUPPLY CHAIN MANAGEMENT

Course Code: 24PMBAOP05

Course Credit: 04 (3-1-0)

Max. Marks: 100 (30I+70E)

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**Course Objective:** The course introduces students to the concepts and processes of supply chain management, framework for structuring supply chain drivers; network designs, demand forecasting, inventory planning, sourcing decisions and IT enablement of supply chain.

**Learning Outcomes**

LO1. To understand the key concepts in supply chain management.

LO2. To highlight the importance of all activities of the supply chain.

LO3. To develop skills for planning, designing the operational facilities of supply chain with the analytical and critical understanding

LO4. To understand how transportation play an important role in SCM.

LO5. Demonstrate effective application capabilities of their conceptual understanding to the real world business situations.

Unit	Topic	Books
<b>I - Supply Chain definition</b>	Objectives, Types, Various definitions, Drivers, Need for SCM, SCM as a profession; SCM decisions and skills, Strategy formulation in SCM; Value in Supply Chain, Tradeoffs, CRM Strategy relationship matrix	
<b>II - Strategic Sourcing</b>	Strategic Sourcing - Source evaluation, collaborative perspective, Buyer-Supplier Relationship; Partner Selection, develop of Partnership,	
<b>III - Managing Material Flow in Supply Chain</b>	Inventory Management - importance of inventory, imbalances, uncertainties, inventory costs, inventory turnover ratio; Bullwhip effect in the Supply Chain; Warehousing: Economic Benefits, Strategic benefits, Accuracy and audits, Security, Safety and maintenance; Warehouse Operations: Inbound and Outbound processes, Handling, Storage; Warehouse Ownership: Private, Public, Contract; Warehouse decisions: Site selection, Design, Product mix analysis, Expansion; Warehouse decisions: Layout & Sizing	
<b>IV - Transportation &amp; Demand Forecasting</b>	Transportation Selection, Tradeoff, modes of transportation, models for transportation and distribution, factors affecting network effectiveness, 3PL advantages – Indian transport infrastructure; The role of forecasting in a supply chain; Components of a forecast & Forecasting methods; Qualitative Forecasting Methods & Quantitative Methods of forecast	
<b>V - Information Technology in Supply Chain management</b>	Role of IT in a supply chain; The supply chain IT framework: CRM, ISCM, SRM, TMF; Future of IT in SCM; Supply chain IT in practice; SCM & ERP; Enabling Supply Chain Management through IT; Supply Chain Integration/Virtual; Technology in Supply Chain	

**Recommended**

**Text Books**

1. Supply Chain Management: Concepts and Cases. Prentice Hall of India. By Altekhar RV. 2006.

**Reference Books**

1. Purchasing and Supply Chain Management. Thomson Asia. By Monczka R, Trent R & Handfield R. 2002.



2. Purchasing and Supply Chain Management Analysis, Planning and Practice. Vikas Publ. House. Van Weele AJ. 2000.
3. Designing and Managing the Supply Chain, Concepts, Strategies and Case Studies, 3rd Edition, Irwin/McGraw Hill. By Simchi-Levi, David, Kamisnky, Philip, and Simchi-Levi, Edith (2008)
4. Essentials of supply chain management (2005), Jaico Publishing House by Dr. R.P. Mohanty and Dr. S. G. Deshmukh
5. Supply Chain management (2008), Pearson Prentice Hall, ISBN: 978-0-13-608040-4. By Chopra, Sunil, P. Meindl, 4th edition

## BUSINESS PROCESS RE-ENGINEERING

**Course Code: 24PMBAOP06**

**Course Credit: 04 (3-1-0)**

**Max. Marks: 100 (30I+70E)**

**Course Objective:** The aim of the course is to make the students proficient in analysis of business process from tactical, operational & strategic perspectives, Evolution of BPR TQM, Practical Application of the BPR Framework & Critical Success Factors.

### Learning Outcomes

LO1. Understand BPR and its Evolved

LO2. Apply the BPR methodology in actual practice

LO3. Understand the phases of BPR

LO4. Understand best-practice method to achieve sustainable transformation using BPR

LO5. Analyze the critical factor of BPR program management.

Unit	Topic
I LO1	<b>Business processes Re engineering:</b> Definition, Basic Concept & Evolution, Need, Myths, Benefits, BPR principles & elements, Breakthrough reengineering model, Performance improvement, Key targets of BPR, Myths about BPM, BPR & other management concepts: TQM, Quality function deployment, ISO standards, ERP.
II LO2	<b>Understanding Business Processes,</b> Measuring existing processes before effecting Change, Redesigning Business Processes, Case Studies, selection criteria, dysfunction, importance feasibility, Goals of BPR: reduction of Cycle time &, Cost, Quality enhancement, Customer Satisfaction, BPR team characteristics.
III LO3	<b>BPR Methods &amp; Phases,</b> Tools used for Business Modelling- flow-charting, business activity maps, relational diagrams, cost-benefit analysis, Process Modelling, Notations, Case Studies. BPR KPIs Definition, Measuring KPIs, Methodologies, Balanced Scorecard (Common Assessment Framework) Extended Framework, Integrated Methodology, Case Studies.

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<b>IV LO4</b>	<b>BPR enablers in manufacturing:</b> Agile, Lean, JIT, Collaborative; Intelligent Manufacturing, Planning of Production, Product design and its development, Manufacturing & Environment. Functional Information System: Marketing, Production, Material Management, Accounting & Finance, HRM. BPR & IT, Criticality of IT in business process
<b>V LO5</b>	<b>Organization Restructuring,</b> Planned alteration in business re-engineering projects; Factors relating to change management systems and culture, Leadership and organizational change management, Factors relating to organizational structure, Factors related to BPR program management, Factors related to IT infrastructure, Factors Relating to BPR Failure, Problems in communication & organizational resistance, Lack of organizational readiness for change, Problems related to creating a culture for change, Lack of training and education, Factors related to management support, Ineffective BPR teams, A framework for barrier management.

#### Recommended Books

1. Hammer, M. and Champy, J, Re-engineering the Corporation: A Manifesto for Business Revolution, Harper Business (Latest Edition)
2. R. Radhakrishnan S.Balasubramanian, Business Process Reengineering, Text and Cases, PHI. (Latest Edition)
3. Vikram Sethi and William R. King, Organisational Transformation through Business Process Reengineering, Pearson. (Latest Edition)
4. K. Shridhara Bhatt, Business Process Reengineering, Himalaya Publications. (Latest Edition)
5. Hammer, M. and Stanton, S.A, The Re-engineering Revolution, Harper Business. (Latest Edition)
6. Graham R. Sturdy, Business Process Reengineering: Strategies for Occupational Health and Safety, (Latest Edition), Cambridge Scholars Publishing

### PRODUCTION AND OPERATIONS MANAGEMENT

**Course Code: 24PMBAOP07**

**Course Credit: 4 (3-1-0)**

**Max. Marks: 100 (30I + 70E)**



**Course Objective:** To equip students with the knowledge and skills to manage the complex processes of planning, scheduling, and controlling production activities in both manufacturing and service organizations.

#### Learning Outcomes:

- LO1: Recognize the objectives, functions, applications of PPC and forecasting techniques.
- LO2: Explain different Inventory control techniques.
- LO3: Solve routing and scheduling problems

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LO4: Summarize various aggregate production planning techniques.

LO5: Describe way of integrating different departments to execute PPC functions

Unit	Contents
<b>I</b> <b>LO1</b>	<b>INTRODUCTION:</b> Definition – Objectives of production Planning and Control – Functions of production planning and control – Elements of production control – Types of production – Organization of production planning and control department – Internal organization of department
<b>II</b> <b>LO2,3</b>	<b>FORECASTING</b> Types of forecasting: General principles of Forecasting –Forecasting techniques– qualitative methods- Jury/Expert Method , Survey of Expert opinion method , Sales force composite method, Survey of buyers intention method and quantitative methods- Simple average, moving average, smoothing coefficient, Least Square method. <b>INVENTORY MANAGEMENT</b> Functions of inventories – relevant inventory costs – ActivityBasedCosting analysis – VED analysis – Economic Order Quantity model – Inventory control systems – P-Systems and Q-Systems Introduction to MRP-I, MRP-II & ERP, JustInTime inventory, Kanban system
<b>III</b> <b>LO3,4</b>	<b>ROUTING</b> Definition – Routing procedure –Route sheets – Bill of material – Factors affecting routing procedure. <b>SCHEDULING</b> Definition – Activities-Difference with loading, Scheduling types: Forward, Backward scheduling, Job shop scheduling methods – Arrival pattern, processing pattern, number of workers available, machine varieties available, Priority rules for job sequencing FIFO, SPT, SOT, EDD, STR, CR, LISO, Random Orders. Scheduling Techniques Gantt Charts, LOB, Johnson's job sequencing rules- n jobs on 2machines, n jobs on 3 machines, n jobs on m machines.
<b>IV</b> <b>LO4,5</b>	<b>LINE BALANCING:</b> Introduction, objectives, terms related to line balancing, procedures, simple problems <b>AGGREGATE PLANNING:</b> Introduction, Inputs to aggregate planning, strategies- Line strategy, chase strategy, capacity options, demand options.
<b>V</b> <b>LO4,5</b>	<b>DISPATCHING</b> Centralized and Decentralized Dispatching- Activities of dispatcher – Dispatching procedure – follow-up – definition – Reason for existence of functions – types of follow up, applications of computer in production planning and control.

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### Suggested Readings

1. S.N. Chary, "Production & Operations Management", (4<sup>th</sup> Edition), TMH.
2. Martin K. Starr and David W. Miller, "Inventory Control Theory and Practice", Prentice Hall.
3. Dr. C. Nadha Muni Reddy and Dr. K. Vijaya Kumar Reddy "Reliability Engineering & Quality Engineering", Galgotia Publications, Pvt., Limited.
4. S.k Sharma, Savita Sharma, "A Course in Industrial Engineering and Operations Management", Tata McGraw Hill publications.

### Text Books:

1. Samuel Eilon, "Elements of Production Planning and Control", Universal Publishing Corporation.
2. Baffa & Rakesh Sarin, "Modern Production & Operations management", 8th edition, John Wiley.

## International Business

### Export and Import Management

**Course Code:** 24PMBAIB01

**Course Credit:** 4 (3-1-0)

**Max. Marks:** 100 (30I + 70E)

**Course Objective:** To enable students understand the concepts of export and import management, payment systems, operational environment and challenges within EXIM framework. To make students familiar with export financing and promotion strategies.

### Learning Outcomes:

LO1: To understand the concept of export and import management

LO2: To document export import transactions related evidences

LO3: To analyse and understand payment mechanism in international environment

LO4: To learn export finance facilities and mechanism

LO5: To learn and draft export promotion strategies

Unit	Contents
<b>I Dr. Pinki</b> <b>Chairperson / SDMS</b> <b>SVSU, Dudhola, Palwal</b> <b>LO1</b>	Concept of Export and Import. Export Procedure in detail: Steps taken at Stages- Registration, Pre-shipment, Shipment and Post-shipment Stage. Various stages of Import Procedure in India. Export and Import Management- Meaning, Features, and Functions.



II LO2,3	Export and Import documentation- Meaning, types of documents used in Exim (Export and Import), Important Document used in EXIM: Different Certificates, Invoices and Bills.
III LO3,4	Methods of payment in Export. Parties involved in EXIM and their functions. Quality Control and Pre-shipment Inspection.
IV LO4,5	Export Finance- Pre-shipment and Post Shipment Finance. Role of EXIM Bank Role of ECGC in Export Financing.
V LO4,5	Export Promotion- Meaning and Significance, Institutional Infrastructure for Export Promotion in India, Legal Environment for Export Business, Problems Faced by Indian Importers and Exporters and their solutions.

### Suggested Readings

1. Gupta, P. (2018). Export Import Management. McGraw Hill Education (India) Private Limited.
2. Seyoum, B. (2013). Export-import theory, practices, and procedures. Routledge.
3. Sebhatu, T. B. (2024). Starting and Managing an Import/Export Business. Friesen Press
4. Kumar, A. (2005). Export and import management. Excel Books India.
5. Rai, U. K. (2010). Export-Import and Logistics Management. PHI Learning Pvt. Ltd.

### International Business Environment

Course Code: 24PMBAIB02

Course Credit: 4 (3-1-0)

Max. Marks: 100 (30I + 70E)

### Course Objective:

### Learning Outcomes

LO1: To Understand the influence the of various environment factors and the main drivers of globalization on international business operation

LO2: To describe the historical development of modern global monetary system

LO3: To be familiar with the political systems of different countries; and the economic and political arguments for regional economic integration

LO4: To recognize the current trends related to FDI in world economy

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LO5: To understand the international working environment with challenges

Unit	Topic
I LO1	Introduction to International Business: Importance nature and scope of International business; modes of entry into International Business internationalization process and managerial implications. Approaches to international business. Trade Theories.
II LO2	Environmental Context of International Business: Framework for analyzing international business environment – Domestic, foreign and global environments and their impact on international business decisions.
III LO1, LO2	Global Trading Environment: World trade in goods and services – Major trends and developments; World trade and protectionism – Tariff and non-tariff barriers; Counter trade.
IV LO3	International Financial Environment: Foreign investments-Pattern, Structure and effects; Movements in foreign exchange and interest rates and then impact on trade and investment flows. Capital flows, foreign investment flow and barriers: FDI and FII
V LO4, LO5	International Economic Environment: World Economic and Trading Situation; International Economic Institution and Agreements; WTO, IMF, World Bank UNCTAD, Agreement on Textiles and Clothing (ATC), GSP, GSTP and other International agreements; International commodity trading and agreements. BRICS and BRICS Bank

### Suggested Readings

1. Bennet, Roger, International Business, Financial Times, Pitman Publishing, London, 1999.
2. Bhattacharya, B., Going International: Respon se Strategies of the Indian Sector, Wheeler Publishing, New Delhi, 1996.
3. Czinkota, Michael R., et. al., International Business, the Dryden Press, Fortworth, 1999.
4. John D Daniel, Lee H Radebaugh and Daniel P Sullivan, International Business: Environment and Operations, 10thEdition., Pearson Education.
5. Griffin, Ricky W. and Pustay, Michael W, International Business: A Managerial Perspective, Addison Wesley, Readings, 1999.

### INTERNATIONAL BUSINESS LAWS

Course Code: 24PMBAIB03

Course Credit: 4 (3-1-0)

Max. Marks: 100 (30I + 70E)

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Course Objective: To acquaint the students with the comprehensive understanding of the legal aspects associated with international business transactions.

### Learning Outcomes



LO1: Understand the concept of contract and agreement

LO2: Knowledge about legal frame work of International business

LO3: Understand and evaluate various international commercial terms in context to sea and air carriers

LO4: Read and analyse various licensing agreements

LO5: Knowledge about host country laws

Unit	Topic
I LO1	<b>Introduction:</b> Contract, Valid Contract; Void Contract; Contingent Contract; Quasi Contract; Contract of Indemnity, Bailment and Agency- An overview;  Performance of contract; Contract Vs Agreement;
II LO2	<b>Legal Framework of International Business:</b> Nature and Complexities; Code and Common Law and their implications to business; International Business Contracts- Legal Provisions; Payment terms; International Sales Agreement; Rights and Duties of Agents and Distributors; The Regulation of Imports and Exports; Comparative Law: Differences in National Laws and Legal Systems; International Sale of Goods CISG (1980): Formation and Performance of Contract, Acceptance and Rejection of Goods. Company Law: Characteristics of  Company, Kinds and Stages in the formation of a Company; Setting up offices and branches abroad.
III LO1, LO2	<b>International Commercial Terms (INCOTERMS);</b> Carriage: Unimodel and Multimodel Transport; The Carriage of Goods and the Liability of International Air Carriers: The Warsaw Convention of 1929, The Montreal Convention of 1999, Applicability to International Carriage, Liability for Air Cargo Losses;  Liability of the Goods by Sea: The Harter Act, The Hague Rules, the Carriage of  Goods by Sea Act (COGSA), Limitations of Liability under COGSA, Nautical Liability of the Carrier; Shipper's Liability for Hazardous Cargo; Carrier's Liability for Cargo Shortages; The Per-Package Limitation; Liability for Material  Deviation; Liability of Ocean Transportation Intermediaries.
IV LO3	<b>Licensing Agreements and the Protection of Intellectual Property Rights:</b> Reasons for Intellectual Property Transfer Agreements; Intellectual Protection for Patents, Trademarks and other Intellectual Property; Trade-Related Aspects of Intellectual Property Rights (TRIPS); the DOHA Declaration on TRIPS and Public Health; Non-Enforcement of IPR Laws; The Mechanics of IPR Transfer Regulations; The Gray Market; Franchising; Licensing outside

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	the Technological Context.
<b>V LO4, LO5</b>	<b>Host-Country Regulations:</b> Corporate Law, Taxation and Currency Risk-Host Country Corporate Law affecting Foreign Investment; Minority Ownership Investments; Controlling Currency Risk: Currency Swaps, Arrangements with Soft Currency Country, Payment and Price Adjustment Approaches, Structuring of Hard-Currency Obligations and Revenues, Countertrade, Informal Consortia or Parallel Exchanges, Inconvertibility Insurance.

### Recommended Books

#### Text Books

1. Schaffer, Agusti & Earle (Latest Edition): International Business Law: A Comprehensive Approach, Cengage Learning, New Delhi.

#### Reference Books

1. Lew, D.M., Julton, Clive (Latest Edition): International Trade Law and Practice, Euromoney Publications, London.
2. Carr, I. (2005): International Trade Law (Latest Edition), Routledge-Cavendish.
3. August, R.A., Mayer, D. & Bixby, M. (Latest Edition): International Business Law (5th Ed.), Prentice Hall.
4. Chow, D.C.K., & Schoenbaum, T.J. (Latest Edition): International Business Transactions (2nd Ed.), Aspen Publishers

## Global Strategic Management

**Course Code:** 24PMBAIB04

**Course Credit:** 04 (3-1-0)

**Max Marks:** 100 (30I+70E)

**Course Objective:** This course shall enable students to grasp knowledge about existing competitive strategies and their execution. Students shall be able to draft competitive strategies and analyse them with real word environment.

#### Learning Outcomes

LO1: To understand strategy and associated industry structure

LO2: To describe resources related to strategies and analyse them

LO3: To understand leadership related challenges in formulation of strategies

LO4: To analyse products and platforms for strategy development

LO5: To understand and compare disruptive and entrepreneurial strategies

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Unit	Topics
I LO1	<b>Introduction and industry structure:</b> Meaning of strategy and strategic development, Value Creation and Value Capture, competitive advantages, Industry Structure Analysis, strategy analysis, corporate strategic examples from Coca Cola, Maruti Suzuki, Amazon etc.
II LO2	<b>Strategic resources and analysis:</b> Strategic resources and capabilities, Competitive moats for example Netflix in 2019, marketing strategies for edge over competitors, analysis of companies strategies from real world.
III LO3	<b>Leadership Challenges:</b> Game theory for strategy, Entry Dynamics, Bargaining Power, role and responsibilities of leadership positions in competitive environment
IV LO4	<b>Products and platforms:</b> Introduction to Platform Strategy, Platform Pricing and Tipping, strategic insights insight to action with exercises.
V LO5	<b>Disruption and Entrepreneurial Strategy:</b> Thinking Clearly About Disruption, Disruptive Entry Strategies, pros and cons of disruptive strategies, execution challenges for disruption and entrepreneurial strategies.

### Suggested Readings

1. Day, G. S., & Reibstein, D. J. (Eds.). (2004). *Wharton on dynamic competitive strategy*. John Wiley & Sons.
2. Kay, N. (2014). *Competitive strategy*. Edinburgh: *Edinburgh Business School, Heriot-Watt University*.
3. Porter, M. E. (1983). *Cases in competitive strategy*. Simon and Schuster.
4. Gartner, W. B. (1985). *Competitive strategy*.

### International Finance

Course Code: 24PMBAF02

Course Credit: 04 (3-1-0)

Max Marks:100 (30I+70E)

**Course Objective:** This course explores financial decision-making in a global context, focusing on exchange rate mechanisms, foreign investment strategies, international capital budgeting, risk management, and global financial markets. It equips students with the analytical tools to manage financial operations across borders and navigate risks arising from currency fluctuations and international regulations.

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Learning Outcomes

LO1: To understand the global financial environment and the role of multinational corporations (MNCs).

LO2: To analyze the functioning of foreign exchange markets and exchange rate systems.

LO3: To Evaluate investment and financing decisions in an international context.

LO4: To Manage currency and political risk using various hedging techniques.

LO5: To Interpret global capital market trends and international financing instruments.

Unit	Topics
I LO1	<b>Global Financial Environment:</b> Multinational corporations and international finance, international monetary system, balance of payments, globalization of financial markets, international financial institutions (IMF, World Bank), and role of central banks in currency stability.
II LO2	<b>Foreign Exchange Markets and Exchange Rate Determination:</b> Structure and participants in the forex market, spot and forward markets, exchange rate quotations, purchasing power parity (PPP), interest rate parity (IRP), the Fisher effect, forecasting exchange rates, and currency convertibility issues.
III LO3	<b>Foreign Exchange Risk Management:</b> Types of foreign exchange risk (transaction, translation, economic), exposure measurement techniques, hedging instruments (forwards, futures, options, swaps), operational strategies to reduce risk, and case studies in currency risk.
IV LO4	<b>International Investment and Financing Decisions:</b> International capital budgeting (adjusted NPV, APV methods), cost of capital for MNCs, international diversification and portfolio theory, foreign direct investment (FDI) analysis, international tax issues, and financing options through eurocurrency and global bond markets.
V LO5	<b>International Financial Markets and Institutions:</b> Overview of global capital markets, international banking, syndicated loans, eurocurrency markets, sovereign debt markets, international stock exchanges, and regulatory frameworks affecting cross-border capital flows.

### Suggested Readings

1. Madura, J. (2021). *International Financial Management* (14th ed.). Cengage Learning.
2. Shapiro, A. C., & Moles, P. (2014). *International Financial Management* (4th ed.). Wiley.
3. Eun, C. S., & Resnick, B. G. (2020). *International Financial Management* (9th ed.). McGraw-Hill Education.
4. Eiteman, D. K., Stonehill, A. I., & Moffett, M. H. (2019). *Multinational Business Finance* (15th ed.). Pearson.



5. Bekaert, G., & Hodrick, R. J. (2017). *International Financial Management* (3rd ed.). Cambridge University Press.

### International Marketing

**Course Code: 24PMBAM07**

**Course Credit: 04 (3-1-0)**

**Max Marks:100 (30I+70E)**

**Course Objective:** The course aims at exposing the students to the global business activities, marketing in international business and global forces transforming the international business today. The course would develop a general perspective about managing international business both in operational as well as strategic context.

#### Learning Outcomes

LO1: To understand the basic of international marketing

LO2: To understand the perspectives of international marketing domain

LO3: To gain familiarity with international marketing environment

LO4: To learn and frame branding and promotional strategies

LO5: To understand the international marketing pricing policies

Unit	Topics
I LO1	<b>Introduction:</b> Overview Need, Scope, Tasks, Contrast in domestic and international marketing, EPRG Framework, Socio cultural environment – culture defined, elements of culture, culture analysis, Political & Legal Environment – Embargoes & sanctions, Political risk, legal factors, legal differences hofstede model.
II LO2	<b>Perspectives of International Marketing:</b> International Business Entry & Development Strategic effects of going international, Strategies employed by Indian companies to sustain globally, Global Market Entry Strategies – Export/Import, International Intermediaries – EMC's, Trading Companies, Licensing, Franchising, FDI, Local presence – Inter firm co-operation, MNC's and Globalisation, Merger's and Acquisitions.
III LO3	<b>International Marketing Environment:</b> Environment and Global Marketing Economic Environment, New trade theory, Macro economic objectives, Function of WTO, Regional Economic groups (EEU, NAFTA, etc.), World Bank,
IV LO4	<b>Branding and Strategy:</b> Product and Promotion Strategy in International Marketing The international product and its life cycle, Global product policy, Global branding and different positioning of the same brand in different countries, Intellectual property, Gray market, Role of Services in global economy, Media advertising, PR, Trade Fairs.
V	<b>International Marketing Pricing Polices:</b> Pricing for International Market Key factors in global pricing & methods, Pricing policies – Marginal cost, cost plus, Market oriented,

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LO5	Export payment methods – L/C, Advance, DA/DP, FIBC, Counter trade, Transfer price, Dumping & legal aspects.
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### Suggested Readings

6. Daniels & Lee, International Business Keegan, Global Marketing
7. Varshney & Bhattacharya, International Marketing Management
8. Paliwoda, S., & Thomas, M. (2013). *International marketing*. Routledge.
9. Onkvisit, S., & Shaw, J. J. (2008). *International marketing: strategy and theory*. Routledge.
10. Czinkota, M. R., Ronkainen, I. A., & Cui, P. (2007). *International marketing*. Mason: Thomson/South-Western.

## INTERNATIONAL HUMAN RESOURCE MANAGEMENT

**Course Code:** 24PMBHR04

**Course Credit:** 04(3-1-0)

**Max Marks:**100 (30I+70E)

**Course Objective:** This course shall enable students to understand HRM concepts and practices on international platforms. Students shall be able to acquire strategies related to international HRM practices.

LO1 Understanding key IHRM concepts and practices

LO2 Applying IHRM principles in real-world scenarios

LO3 Developing critical thinking and problem-solving skills

LO4 Understanding the role of IHRM in global business

Unit	Topics
I	Concept of IHRM, the difference between domestic and international HRM, strategic IHRM; choice of method for entry into international business; global organisational structure; IHRM and global organisational design; understanding nature and importance of culture, major models of national cultures and managerial implications, cultural convergence and divergence
LO1	
LO2	
II	Global workforce planning and forecasting; approaches to staffing, determinants of staffing choices, challenges to successful staffing; selection criteria and process; TCN and HCN expatriate training, Current scenario in international training and development, virtual and global teams, developing international staff and multinational teams, global leadership development, design and delivery of cross- cultural training.
LO 1	
LO2	
LO3	


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III LO3 LO4	Key components of global compensation, determinants of and approaches to international compensation, issues and challenges; performance management in the multinational enterprise, performance management of international assignee, issues in managing performance.
IV LO4 LO5	The global workforce's health workforce, global human resource support services and information systems, the structure of global human resources, IHRM trends and future challenges.
V LO4 LO5	Performance Management and MNE, Constraints in goal attainment, performance management cycle, Performance Management of International Assignees, third and host country employees, issues and challenges in international performance management, country specific performance management practices.

#### Suggested Readings:

1. Dennis R. B., Randall S. S., Lisbeth C., International Human Resource Management: Policies and Practices for Multi-National Enterprises, Routledge Taylor & Francis Group
2. Dowling P. J., Festing M., Engle A. D., International Human Resource Management, Cengage learning
3. Vance C. M., Paik Y., Managing a global workforce: challenges and opportunities in International Human Resource Management, PHI
4. Brewster C., Houldsworth E., Sparrow P., Vernon G., The International Human Resource Management, The Chartered Institute of Personnel and Development

  
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## Semester 4

### Human Values and Professional Ethics

**Course Credit: 02(0-1-0)**

**Course Code: 24UHPE01**

**Max. Marks: 100(30I+70E)**

**Objectives:** The course aims to inculcate core human values and professional ethics in the learners to guide them in developing a strong sense of ethics and values that can help them navigate their chosen profession with integrity and responsibility.

**Learning Outcomes:** After completing this course, the learners will be able to

- Understand of Human values to interact and connect with the outer world in a peaceful manner (Yama).
- To exhibit Professional Ethics at working place.
- Ability to work in team with human values and professional ethics.
- Appreciate the essential complementarity between 'VALUES' and 'SKILLS' to ensure sustained happiness and prosperity.

#### • UNIT I

• Human Values-1: Values: Understanding values, Types of values, Role of tracking values for individual & social wellbeing. • Integrity, Trustworthiness, Honesty, Courage, Love and Compassion, non-violence, Renunciation, Righteousness • Co-operation: -Understanding cooperation and significance of cooperation, Team work, Cohesion of Self-Family-Society.

• UNIT II • Human Values-2: Empathy, Emotional Intelligence– Emotional Competencies – Conscientiousness. • Self-confidence, Spirituality, Character. • Truthfulness: Understanding truthfulness, need for truthfulness and role of truthfulness in relationship and social interaction.

• Customs and Traditions -Value Education – Human Dignity – Human Rights – Fundamental Duties.

• UNIT III • Professional Ethics aiming at excellence and Harmony: Value Based Life and Profession, Professional Ethics and Right Understanding, Competence in Professional Ethics, Issues in Professional Ethics. • Integrity, Trusteeship, Harmony, Accountability, Inclusiveness, Commitment, Respectfulness, Belongingness, Sustainability 18

• UNIT IV Professional Ethics: Global Prospective: • Globalization and MNCs –Cross Culture Issues, • Business Ethics, Media Ethics, Environmental Ethics, Bio Ethics, Computer Ethics, War Ethics

• UNIT V Duties and Rights in Profession: • Concept of Duty, Professional Duties, Consensus and Controversy • Professional and Individual Right, • Conflict of Interest-Ethical egoism, • Gifts and Bribes, Plagiarism

**Recommended Readings:** 1. Alavudeen, A, R. Kalil Rahman, and M. Jayakumaran. Professional Ethics and Human Values. Laxmi Publications, 2015. 2. Banerjee, B P. Foundation of Ethics and Management. Excel Books, 2005. 3. Gaur, R, R, R. Sangal, and G.P. Bagaria, A Foundation Course in Human Values and Professional Ethics. Excel Books, 2010.

4. Hugman, Richard. New Approaches in Ethics for the Caring Professions: Taking Account



of Change for Caring Professions. Red Globe Press, 2005. 5. Hugman, Richard, and Carter Jan. Rethinking Values and Ethics in Social Work. New York: Red Globe Press, 2017. 6. Titus, Smith and Nolan. Living Issues in Philosophy. Oxford University Press, 1995.


### **Research Project**

**Course Credit: 06(0-0-6)**

**Course Code: 24PMBA15**

**Max. Marks: 200(100I+100E)**

Students will undergo a research project based on their specialisation in second year of program. Each student shall be assigned a faculty supervisor and he/she will present the research work at a seminar/conference. Viva shall take place based on the final report submitted by the students to their respective supervisors.



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**Chairperson | SDMS**  
**SVSU, Dudhola, Palwal**