

Programme/Class: PG Degree	Year: 2	Semester: IV
<b>Subject: MBA</b>		
Course Code: F011001T	<b>Course Title:</b> Strategic Management	
<b>Course outcomes:</b> After completing the course, students would be able to: <ul style="list-style-type: none"> <li>• Outline the type of decisions taken at different levels of an organization.</li> <li>• Explain the process of strategic decision-making in an organization.</li> <li>• Apply various tools to assess the business environment.</li> <li>• Evaluate the strategy that best fits in achieving the organizational goals.</li> </ul>		
<b>Credits: 3</b>		<b>Core Compulsory / Elective:</b> Core Compulsory
<b>Max. Marks: 25+75</b>		<b>Min. Passing Marks: 10+25</b>
<b>Total No. of Lectures-Tutorials-Practical (in hours per week): L-T-P: 3-1-0</b>		
Unit	Topics	No. of Lectures Total=45
<b>I</b>	<b>Introduction, Strategic Management:</b> Business Policy and Strategic Management, Basic Concept of Strategic Management, Concept of Strategy, Dimension of Strategic Decision, Levels of Strategy, Strategy making modes, <b>Overview of the Process of Strategic Planning and Management:</b> Strategy Formulation, Implementation, and Evaluation; Mission, Vision, Objectives, Business Definitions, Summary statement of strategy, Deducing strategy from action & endeavours; Strategic Decision Making.	10
<b>II</b>	<b>Environmental Scanning-</b> Components of Environment & Environmental analysis, External Environmental Analysis-General, Industry & Competitive Environment, Porter's Five Force Model for Industry Analysis, Internal Environmental Analysis- Resource-based approach, Value-Chain Approach, Scanning Functional Resources to identify Key Internal Forces <b>Strategy Formulation:</b> Designing Various Profile based on Environmental Scanning- ETOP Study, OCP, SAP, SWOT Analysis, TOWS Matrix, and Competitive Profile Matrix(CPM).	12
<b>III</b>	<b>Business Level Strategies:</b> Porter's Generic Strategies; <b>Corporate Level Strategies:</b> Growth/ Expansion, Diversification, Stability, Retrenchment & Combination Strategy; <b>Corporate Restructuring:</b> Mergers, Acquisitions, and Takeovers; Strategic Alliances, <b>Strategic Analysis and Choice:</b> Process of Strategic Choice, Strategic Analysis: Portfolio Analysis, Corporate Parenting, BCG Model, GE 9 Cell, Porter's Diamond Model, Subjective Factors in Strategic Choice.	14
<b>IV</b>	<b>Strategy Implementation:</b> Strategic implementation through structure, Human Resource Management, values, and ethics. Mc Kinsey's 7S Model, Organization Life Cycle, Management and Control, Activity-based Costing, Strategic Information System. <b>Strategy Evaluation and Control:</b> Process of Strategic Control, Reluctance to use Strategic Control; Strategic Control & Environmental Factors. Information for Strategic Control, Implementing Strategic Control, Successful Maintenance of Strategic Control <b>Case Study related to the Entire Syllabus.</b>	9
<b>Suggested Readings:</b> <ol style="list-style-type: none"> <li>1. Carpenter-Strategic Management (Pearson)</li> <li>2. Kazmi A. - Business Policy and Strategic Management (Tata Mc Graw Hill, 2nd Ed.)</li> <li>3. Hitt, Ireland and Hoskisson, Strategic Management: Concepts and Cases(2007), Cengage Learning</li> <li>4. Mc Carthy D.J., Minichiello Robert J., and Curran J.R. - Business Policy and Strategy (AITBS)</li> <li>5. Pearce II John A. and Robinson J.R. and Richard B. - Strategic Management (AITBS)</li> <li>6. Fred R. David- Strategic Management: Concepts and Cases; Prentice Hall, 2011</li> <li>7. डॉ. ए.के. चौधरी- व्यूहरचनात्मकप्रबन्ध - साहित्यभवनप्रकाशन</li> </ol>		
<b>Suggested Continuous Evaluation Methods:</b> In addition to the theoretical inputs, the course will be delivered through Assignments, Presentations, Group Discussions, and Case Studies. This will instill in students a sense of decision-making and practical learning.		

Programme/Class: PG Degree	Year: 2	Semester: IV
<b>Subject: MBA</b>		
Course Code: F011002T	<b>Course Title: Managing Innovation &amp; Entrepreneurship</b>	
<b>Course outcomes:</b> On completion of the course, the learner will be able to: <ul style="list-style-type: none"> <li>• Develop an understanding of key concepts of entrepreneurship and its application in business opportunities.</li> <li>• Learn creative process and design thinking for innovation.</li> <li>• Plan business models and strategies for an entrepreneurial venture.</li> </ul>		
<b>Credits: 3</b>		<b>Core Compulsory / Elective:</b> Core Compulsory
<b>Max. Marks: 25+75</b>		<b>Min. Passing Marks: 10+25</b>
<b>Total No. of Lectures-Tutorials-Practical (in hours per week): L-T-P: 3-1-0</b>		
Unit	Topics	No. of Lectures Total=45
I	<b>Entrepreneur:</b> Concept of Entrepreneur, Definition of Entrepreneur, Entrepreneurial Characteristics, Function of Entrepreneur, Kinds of Entrepreneur, Role of Entrepreneur, Difference between Entrepreneur and Manager. <b>Entrepreneurship:</b> Introduction, Meaning, Origin of Entrepreneurship in India.	13
II	<b>Creativity and Innovation:</b> Introduction, Nature of Creativity, Types of Innovation, Phases of Innovation. <b>Theories of Entrepreneurship:</b> Innovation Theory, Need for Achievement Theory, Status Withdrawal Theory. <b>Entrepreneurial Environment:</b> Political Environment, Legal Environment, Economic Environment, Cultural Environment, Social Environment, Technological Environment, International Environment	12
III	<b>Women Entrepreneurs:</b> Introduction, Promotional schemes for women entrepreneurs, Women Entrepreneurs in India. Entrepreneurship Development Plan. <b>Identification of Business Opportunities:</b> Introduction, Objectives of Identification of Business Opportunity, Starting a New Venture, <b>Location of an enterprise:</b> Factors influencing the selection of the location of an enterprise, Government location policy.	10
IV	<b>Intellectual Property:</b> Introduction, Meaning, Types of Intellectual Property, Intellectual Property Management, Nature of Intellectual Property, IP Rights, Copyright, Confidentiality and Trade Secrets, Developing an IP Strategy. <b>Case Study related to the Entire Syllabus.</b>	10
<b>Suggested Readings:</b> <ol style="list-style-type: none"> <li>1. Hisrich, Robert D. &amp; Kearney, Claudine, "Managing Innovation and Entrepreneurship", Sage Publications Ltd., 2014..</li> <li>2. Shukla, M., "Social Entrepreneurship in India: Quarter Idealism and a Pound of Pragmatism", Sage Publications Pvt. Limited, 2019.</li> <li>3. Kumar, A., "Entrepreneurship: Creating and leading an entrepreneurial organization", Pearson Education, 2012.</li> <li>4. □□. □□. □□□□ - □□□□□□□□□□□□ - □□□□□□□□□□□□, □□□□</li> </ol>		
<b>Suggested Continuous Evaluation Methods:</b> In addition to the theoretical inputs, the course will be delivered through Assignments, Presentations, Group Discussions, and Case Studies. This will instill in students a sense of decision-making and practical learning.		

Programme/Class: PG Degree	Year: 2	Semester: IV
<b>Subject: MBA</b>		
Course Code: F011003T(A)	<b>Course Title: International Financial Management</b>	
<b>Course outcomes:</b> On completion of the course, the learner will be able to: <ul style="list-style-type: none"> <li>• Recognize the difference in the operations in the international and domestic financial markets.</li> <li>• Explain the various ways, the exchange rate evolved over the years in the international markets.</li> <li>• Explain the exchange rate fluctuations in the market and recognize the opportunity to manage exchange risk using the forward markets.</li> </ul>		
<b>Credits: 3</b>		<b>Core Compulsory / Elective: Elective (Finance)</b>
<b>Max. Marks: 25+75</b>		<b>Min. Passing Marks: 10+25</b>
<b>Total No. of Lectures-Tutorials-Practical (in hours per week): L-T-P: 3-1-0</b>		
Unit	Topics	No. of Lectures Total=45
I	<b>International Financial Management:</b> Introduction, Importance, Nature, Scope. <b>Foreign Exchange Market:</b> Introduction, The foreign exchange market, Nostro, Vostro, and Loro Accounts, The Indian foreign market. <b>The International Monetary System:</b> Gold standard, The Gold Exchange Standard, The Bretton Woods System, The Pre-Bretton Woods System, Exchange Rate Policy and Monetary Policy, The Par Rate Exchange, Exchange rate of the Indian Rupee.	11
II	<b>The Balance of payments:</b> Introduction, Functions of the BOP, Principles of BOP, India's BOP. <b>International Parity Relationship:</b> Introduction, Exchange Rate Determination, Factors Affecting Exchange Rates, The Purchasing Power Parity (PPP), Exchange Rate Forecasting. <b>Management of Foreign Exchange:</b> Currency Forwards and Futures, Currency Options, Financial Swaps, Interest Rate Futures.	15
III	<b>Cross Border Investment Decisions:</b> Introduction, Capital budgeting, Approaches to Project Evaluation. <b>Financing decisions of MNCs:</b> Introduction, The Cost of Capital, Capital Structure, Methods of Raising Capital. <b>Management of Working Capital:</b> Cash Management, Management of Receivables, Inventory Management, Financing Current Assets.	10
IV	<b>Foreign Investments:</b> Introduction, Foreign Direct Investment, Foreign Investments in India, Foreign Depository Receipts, Foreign Investments by Indian Companies. <b>The Indian Accounting and Taxation System:</b> Introduction, The Accounting Standard Board, Accounting Standard, The Taxation System in India, <b>Multilateral Financial Institutions:</b> The International Bank for Reconstruction and Development, The International Monetary Fund, Asian Development Bank. <b>Case Study related to the Entire Syllabus.</b>	10
<b>Suggested Readings:</b> <ol style="list-style-type: none"> <li>1. Thummuluri Siddiah – International Financial Management – Pearson India</li> <li>2. Vyuptakesh Sharan - International Financial Management- _PHC</li> <li>3. P.G.Apte- International Financial Management - Tata McGraw Hill- New Delhi</li> <li>4. Jeff Madura- International Financial Management -Cengage Learning</li> <li>5. Eun &amp; Resnic- International Financial Management – Mac Graw Hill</li> <li>6. □□□□□□□□□□□□□□ - □□□□□□□□□□□□ -□□.□□.□□.□□. □□□□□□□□□□, □□□□</li> </ol>		
<b>Suggested Continuous Evaluation Methods:</b> In addition to the theoretical inputs, the course will be delivered through Assignments, Presentations, Group Discussions, and Case Studies. This will instill in students a sense of decision-making and practical learning.		

Programme/Class: PG Degree	Year: 2	Semester: IV
<b>Subject: MBA</b>		
Course Code: F011004T(A)	<b>Course Title:</b> Corporate Restructuring and Valuation	
<b>Course outcomes:</b> On completion of the course, the learner will be able to: <ul style="list-style-type: none"> <li>• Develop practical insights into and understanding of approaches to corporate restructuring activities.</li> <li>• Understand strategies to create value for share holders through merger and acquisition in the current scenario.</li> <li>• Understand the importance of mergers and acquisitions for growth and development.</li> </ul>		
<b>Credits: 3</b>		<b>Core Compulsory / Elective:</b> Elective (Finance)
<b>Max. Marks: 25+75</b>		<b>Min. Passing Marks: 10+25</b>
<b>Total No. of Lectures-Tutorials-Practical (in hours per week): L-T-P: 3-1-0</b>		
Unit	Topics	No. of Lectures Total=45
I	<b>Mergers and Acquisition:</b> Introduction to Mergers and Acquisition environment, corporate restructuring activities – operational and financial restructuring, Mergers and Consolidations, Acquisitions, Divestitures, Spin-offs, Carve-outs, Buyouts. Corporate Restructuring Process. SEBI guidelines on Mergers and Acquisition, Global and national scenarios, Participants in the Mergers and Acquisition Process	12
II	<b>Corporate Takeover:</b> Corporate Takeover Market, Common Takeover Tactics, Anti takeover defenses. <b>Merger and Acquisition Process:</b> Strategic and acquisition plans, Search and Screening Phase, Negotiation and deal structuring, Integration and Evaluation. Financing the deal –All cash offers, Share Exchange, Cash and Share Offer, Role of Private Equity, Hedge and Venture Capital funds, Management and Leveraged Buy outs.	12
III	<b>Valuing an Acquisition:</b> valuing the target firm, status quo valuation (Free cash flow and adjusted present value approaches), Value of corporate control, valuing operating and financing synergies, Valuing Equity in Distressed firms, Valuing start-up firms.	11
IV	<b>Post-merger Re-organization:</b> Integration of businesses and operations; human and cultural aspects; assessing the accomplishment of post-merger objectives; measuring post-merger efficiency. Reorganization of share capital, <b>Case Study related to the Entire Syllabus.</b>	10
<b>Suggested Readings:</b> <ol style="list-style-type: none"> <li>1. Donald M DePamphilis, Mergers, Acquisitions, and Other Restructuring Activities, Academic Press</li> <li>2. Aswath Damodaran, Investment Valuation, Wiley, Third Edition</li> <li>3. Enrique R Arzac, Valuation for mergers, Buyouts and Restructuring, Wiley India</li> <li>4. Sudi Sudarsanam, Creating Value from Mergers and Acquisitions, Pearson</li> </ol>		
<b>Suggested Continuous Evaluation Methods:</b> In addition to the theoretical inputs, the course will be delivered through Assignments, Presentations, Group Discussions, and Case Studies. This will instill in students a sense of decision-making and practical learning.		

Programme/Class: PG Degree	Year: 2	Semester: IV
<b>Subject: MBA</b>		
Course Code: F011005T(A)	<b>Course Title:</b> Behavioral Finance	
<b>Course outcomes:</b> On completion of the course, the learner will be able to: <ul style="list-style-type: none"> <li>• Identify and apply analytical skills for financial decision-making.</li> <li>• Discover the behavioral bias and psychological characteristics of investors.</li> <li>• Frame strategies to manage wealth effectively and wisely from mispriced assets.</li> </ul>		
<b>Credits:</b> 3		<b>Core Compulsory / Elective:</b> Elective (Finance)
<b>Max. Marks:</b> 25+75		<b>Min. Passing Marks:</b> 10+25
<b>Total No. of Lectures-Tutorials-Practical (in hours per week):</b> L-T-P: 3-1-0		
Unit	Topics	No. of Lectures Total=45
I	<b>Introduction to Behaviour Finance:</b> Nature, scope, objectives. <b>Neoclassical Finance and Behavioural Challenge:</b> Rational markets hypothesis and the challenge of behaviouralists. <b>Expected Utility Theory [EUT] and Rational Thought:</b> Decision making under risk and uncertainty, Expected utility as a basis for decision-making, Theories based on Expected Utility Concept, Investor rationality and market efficiency.	11
II	<b>Behavioral Factors and Financial Markets:</b> The Efficient Markets Hypothesis, Fundamental Information and Financial Markets, Information available for Market Participants and Market Efficiency, Market Predictability, The Concept of limits of Arbitrage Model, Asset management and behavioral factors.	9
III	<b>Active Portfolio Management:</b> Return statistics and sources of systematic underperformance <b>Fundamental information and technical analysis:</b> The case for psychological influence. <b>Heuristics and Behavioral Biases of Investors:</b> Types of investors- Individual and Institutional, How the human mind works-the two systems, Familiarity and related heuristics, Representativeness and related biases, Anchoring, Irrationality and adaptation, Hyperbolic discounting.	15
IV	<b>Behavioral Corporate Finance:</b> Behavioral factors and Corporate Decisions on Capital Structure and Dividend Policy, Capital Structure dependence on Market Timing, Systematic approach to using behavioral factors in corporate decision-making. <b>Case Study related to the Entire Syllabus.</b>	10
<b>Suggested Readings:</b> <ol style="list-style-type: none"> <li>1. Behavioral Finance and Wealth Management: How to Build Investment Strategies That Account for Investor Biases, Michael M. Pompian , 2nd Edition, , ISBN: 978-1-118-18229-1</li> <li>2. Behavioral Corporate Finance : Hersh Shefrin, (Mcgraw-hill/Irwin Series in Finance, Insurance, And Real Estate) 1st Edition, ISBN: 978-0072848656</li> <li>3. Behavioral Finance: Prasanna Chandra, McGrawHill, 7<sup>th</sup> Edition, ISBN: 93-85965-55-7</li> <li>4. Behavioural Finance: Singh, Ranjit, PHI, Print Book ISBN : 9789389347128</li> </ol>		
<b>Suggested Continuous Evaluation Methods:</b> In addition to the theoretical inputs, the course will be delivered through Assignments, Presentations, Group Discussions, and Case Studies. This will instill in students a sense of decision-making and practical learning.		

Programme/Class: PG Degree	Year: 2	Semester: IV
<b>Subject: MBA</b>		
Course Code: F011003T(B)	<b>Course Title:</b> International Marketing	
<b>Course outcomes:</b> On completion of the course, the learner will be able to: <ul style="list-style-type: none"> <li>• Understand the concepts of marketing and the marketing environment.</li> <li>• Learn about the marketing process for different types of products and services.</li> <li>• Learn to implement the marketing process.</li> </ul>		
<b>Credits: 3</b>		<b>Core Compulsory / Elective:</b> Elective (Marketing)
<b>Max. Marks: 25+75</b>		<b>Min. Passing Marks: 10+25</b>
<b>Total No. of Lectures-Tutorials-Practical (in hours per week): L-T-P: 3-1-0</b>		
Unit	Topics	No. of Lectures Total=45
I	<b>International Marketing:</b> An Introduction, Scope of marketing Indian Products abroad. <b>International Marketing Environment:</b> Economic Environment, Social Environment, Political Environment, Legal Environment. <b>Market Selection:</b> Market selection process, Determinants of Market Selection. <b>Market Entry Strategies:</b> Licensing and franchising, Exporting, Joint venture.	10
II	<b>International Product decisions:</b> Product mix, Product Life Cycle, New Product Development, Branding, Packaging and labelling, <b>International pricing:</b> Pricing objectives, Factors affecting pricing methods, Export Price Pricing. <b>International distribution:</b> Types of intermediaries, International Logistics. <b>International Promotion:</b> Promotion strategies, Trade fairs, and exhibitions.	12
III	<b>Export Finance:</b> Payment terms, EXIM Bank, Letter of Credit, and Financing of Foreign Trade. <b>Export Risk Insurance:</b> Export credit Insurance, ECGC. <b>Quality control and Pre-shipment Inspection:</b> Objective of quality control, Quality Standards, Bureau of Indian Standards, Problems in Maintaining Quality of Exports. <b>Export Promotion:</b> EPZ and SEZ, <b>Trade and BoP of India:</b> Highlights of India's Trade, Direction of Trade.	12
IV	<b>Export Procedures and Documents:</b> Preliminaries, inquiry and offer, confirmation of offer, Production of goods, Export License, Pre-shipment inspection, Excise Clearance, Customs formalities, Exchange control formalities, Documents Related to Shipments, <b>Some Issues in International Business:</b> Business ethics, social responsibility of business, environmental issues, labour issues. <b>Case Study related to the Entire Syllabus.</b>	11
<b>Suggested Readings:</b> <ol style="list-style-type: none"> <li>1. Francis Cherunilam, International Marketing, Himalaya Publications, New Delhi.</li> <li>2. Keegan: Global Marketing Management 8th Edition, Pearson Education, Delhi, 2013</li> <li>3. Michael R Czincota, International marketing, 10th Edition. 2013, Cengage Learning.</li> <li>4. Gerald Album et.al. International Marketing and Export management, 6th Edition, Prentice Hall, 2008</li> <li>5. Rudolf R. Sinkovics &amp; Pervez N. Ghauri New challenges to International Marketing, Emerald Group Publishing Limited, 1st Edition, 2009.</li> <li>6. Philip R. Cateora, John L. Graham, and Mary Gilly International Marketing 15th edition, McGraw-Hill/Irwin, 2011.</li> <li>7. □□□□□□□□□□□□□□□□□□□□, □□□□: □□. □□□□□□□□□□□□, □□.□□.□□.□□. □□□□□□□□□□, □□□□</li> </ol>		
<b>Suggested Continuous Evaluation Methods:</b> In addition to the theoretical inputs, the course will be delivered through Assignments, Presentations, Group Discussions, and Case Studies. This will instill in students a sense of decision-making and practical learning.		

Programme/Class: PG Degree	Year: 2	Semester: IV
<b>Subject: MBA</b>		
Course Code: F011004T(B)	<b>Course Title: Industrial &amp; Rural Marketing</b>	
<b>Course outcomes:</b> On completion of the course, the learner will be able to: <ul style="list-style-type: none"> <li>• Understand the nuances of industrial and rural marketing.</li> <li>• Formulate industrial marketing strategies and also design industrial marketing mix elements.</li> <li>• Apply concepts, techniques, and processes of marketing in rural contexts.</li> <li>• Familiarize with the special problems related to sales in rural markets.</li> </ul>		
<b>Credits: 3</b>		<b>Core Compulsory / Elective: Elective (Marketing)</b>
<b>Max. Marks: 25+75</b>		<b>Min. Passing Marks: 10+25</b>
<b>Total No. of Lectures-Tutorials-Practical (in hours per week): L-T-P: 3-1-0</b>		
Unit	Topics	No. of Lectures Total=45
<b>I</b>	<b>Introduction to industrial marketing:</b> Definitions of Industrial Marketing, Nature of Industrial Marketing, Industrial Marketing Vs. Consumer Marketing, Economics of Industrial Demand, The resellers Market, The Industrial marketing concept, Types of Industrial markets, Classifying Industrial Products, Organizational Procurement Characteristics. <b>Industrial Marketing Environment:</b> Environment effect on the Industrial Market with special reference to government Rule. Trends in industrial marketing.	11
<b>II</b>	<b>Strategy planning In Industrial Markets:</b> Assessing Market Opportunities, Segmenting Industrial Market, Industrial distribution Channel and marketing logistics. <b>Product and Service Strategy in Industrial Market:</b> Developing product strategy, analyzing industrial product life cycle, developing strategies for existing and new products.	12
<b>III</b>	<b>Introduction to Rural Market:</b> Rural market structure, Rural consumer Buying Behaviour, Rural market environment, Rural Marketing Information System, Research & Forecasting, Rural demand, Segmentation, Targeting, Positioning, Problems of rural marketing, Rural Marketing agencies.	11
<b>IV</b>	<b>Managing Rural Marketing Mix:</b> Product Decisions, Pricing Decisions, Promotion Decisions, Distribution, Channel Management, Relationship Management Physical Distribution, Sales force management. <b>Case Study related to the Entire Syllabus.</b>	11
<b>Suggested Readings:</b> <ol style="list-style-type: none"> <li>1. Industrial Marketing – P K Ghosh</li> <li>2. Industrial Marketing – Hawaldar</li> <li>3. Reeder &amp; Reeder : Industrial Marketing, Prentice Hall, India.</li> <li>4. Badi &amp; Badi – Rural Marketing – HPH</li> <li>5. Dogra, Ghuman – Rural Marketing – TMH</li> <li>6. Ramakrishnan – Rural Marketing – K. Pearson</li> <li>7. Kashyap, Raut – Rural Marketing – Biztantra</li> <li>8. T.P. Gopalaswamy – Rural Marketing – Vikas</li> </ol>		
<b>Suggested Continuous Evaluation Methods:</b> In addition to the theoretical inputs, the course will be delivered through Assignments, Presentations, Group Discussions, and Case Studies. This will instill in students a sense of decision-making and practical learning.		

Programme/Class: PG Degree	Year: 2	Semester: IV
<b>Subject: MBA</b>		
Course Code: F011005T(B)	<b>Course Title:</b> Marketing of Services	
<b>Course outcomes:</b> On completion of the course, the learner will be able to: <ul style="list-style-type: none"> <li>• Analyze and develop students' understanding of those aspects of marketing of particular relevance to service producing organizations.</li> <li>• Recognize the present strategies and approaches for addressing these challenges.</li> <li>• Employ the basic knowledge of challenges in the distribution process.</li> </ul>		
<b>Credits: 3</b>		<b>Core Compulsory / Elective:</b> Elective (Marketing)
<b>Max. Marks: 25+75</b>		<b>Min. Passing Marks: 10+25</b>
<b>Total No. of Lectures-Tutorials-Practical (in hours per week): L-T-P: 3-1-0</b>		
Unit	Topics	No. of Lectures Total=45
I	<b>Nature and Field of Services:</b> Introduction, The Emergence of the services sector, Classification of Services, Distinctive nature of service. <b>Service Marketing concept:</b> The concept of Service Marketing, Definition of Service Marketing, Management of the Three Additional P's of Services Marketing Mix, Innovation in Service Marketing.	15
II	<b>Managing Services Marketing Mix:</b> The Service Product, The Price, The Place, The Promotion, The Concept of Services Product Life Cycle. <b>Managerial aspects of the service sector:</b> Introduction, People, Process, and Physical Evidence. <b>Managing Quality aspects of Service Marketing:</b> Introduction, Service Quality, Definition of Quality, Determinants of Service Quality, Gaps Model of Service Quality, Bridging the Service Quality Gaps.	12
III	<b>Customer Relationship Management:</b> Introduction, Definition of Relationship Marketing, The Concept of Customer Relationship Management, Components of CRM <b>Marketing Banking services:</b> Banking services, Retail Banking and Consumer Finance, Market Segmentation, Pricing, Promotion, Product Strategies, and Challenges.	10
IV	<b>Marketing Insurance Services:</b> An overview of the Insurance Industry, Segmentation of the Insurance Industry, Marketing Mix of the Insurance Industry, and Product Mix of the Insurance Industry. <b>Marketing Travel and Transport Services:</b> Overview of The Indian Travel and Transport Industry, The Concept of Travel and Transport, Managing Marketing Mix for Travel and Transport Service. <b>Case Study related to the Entire Syllabus.</b>	10
<b>Suggested Readings:</b> <ol style="list-style-type: none"> <li>1. Rampal. M.K &amp; Gupta S. L , Service marketing , Galgotia Publishing, NewDelhi 2000.</li> <li>2. Valarie A Zeithaml , Services Marketing: Integrating Customer Focus Across the Firm, Second Edition, McGraw-Hill 2003.</li> <li>3. Christopher Lovelock , Services Marketing : People, Technology &amp; Strategy, Seventh Edition, Pearson Education, NewDelhi 2011</li> <li>4. □□□□□□□□□□□□□□, □□□□□□□□□□, □□.□□.□□.□□. □□□□□□□□□□, □□□□</li> </ol>		
<b>Suggested Continuous Evaluation Methods:</b> In addition to the theoretical inputs, the course will be delivered through Assignments, Presentations, Group Discussions, and Case Studies. This will instill in students a sense of decision-making and practical learning.		

Programme/Class: PG Degree	Year: 2	Semester: IV
<b>Subject: MBA</b>		
Course Code: F011003T(C)	<b>Course Title:</b> Organization Effectiveness, Change and Development	
<b>Course outcomes:</b> On completion of the course, the learner will be able to: <ul style="list-style-type: none"> <li>• To familiarize the students with basic organizational processes to bring about organizational effectiveness and change.</li> <li>• Assess the drivers and pressures that produce organizational change and evaluate interventions for effective change management.</li> </ul>		
<b>Credits: 3</b>		<b>Core Compulsory / Elective:</b> Elective (Human Resource)
<b>Max. Marks: 25+75</b>		<b>Min. Passing Marks: 10+25</b>
<b>Total No. of Lectures-Tutorials-Practical (in hours per week): L-T-P: 3-1-0</b>		
Unit	Topics	No. of Lectures Total=45
I	<b>Organizational Effectiveness-</b> Concept, Need and Importance, Approaches to organizational effectiveness, Steps in organizational effectiveness, Relationship between organizational design, Leadership and effectiveness, Factors contributing to organizational effectiveness, Strategies to improve effectiveness. Strategic role of Human element (employers, employees) in developing effectiveness.	11
II	<b>Organizational Change-</b> Definition and process, types and forms of change, Forces for change, Resistance to change, Tools for effectively introducing and sustaining change, Levins Change Model.  <b>Issues and Complexities in Managing Organizational Change.</b> Strategic role and impact of change on organizational performance, Ethical issues related to change, Role of vision in organizational change.	11
III	<b>Organizational Development-</b> Basic Values, Concepts, Objectives, Action research, Underlying Assumptions and Values, Challenges and future of OD.  <b>Phases of OD</b> -Entry, Contracting, Diagnosis, Feedback, Change Plan, Intervention, Evaluation, Termination.	11
IV	<b>OD Interventions</b> – Meaning, Structural Interventions (work redesign, work module, Quality of Work Life, Quality Circles), Behavioural Interventions (Management By Objectives, sensitivity training, Transactional Analysis, career planning), Inter- group Interventions (team building, survey feedback, managerial grid), Techno-structural Interventions (restructuring organization, employee involvement).  <b>Case Study related to the Entire Syllabus.</b>	12
<b>Suggested Readings:</b> <ol style="list-style-type: none"> <li>1. Cummings and Worley, Theory of organization Development and change CENGAGE Learning, New Delhi.</li> <li>2. French and Bell, Organizational Development Prentice Hall of India. New Delhi.</li> <li>3. Bennis. W.G. Changing Organizations, Tata McGraw Hill, New York.</li> <li>4. Khandwalla, Organizational Design for Excellence, Tata McGraw hill, New Delhi</li> </ol>		
<b>Suggested Continuous Evaluation Methods:</b> In addition to the theoretical inputs, the course will be delivered through Assignments, Presentations, Group Discussions, and Case Studies. This will instill in students a sense of decision-making and practical learning.		

Programme/Class: PG Degree	Year: 2	Semester: IV
<b>Subject: MBA</b>		
Course Code: F011004T(C)	<b>Course Title:</b> Leadership and Teamwork	
<b>Course outcomes:</b> On completion of the course, the learner will be able to: <ul style="list-style-type: none"> <li>• Develop a critical understanding of theories and concepts of leadership and teamwork.</li> <li>• Understand techniques to develop teamwork and leadership behaviour.</li> </ul>		
<b>Credits: 3</b>		<b>Core Compulsory / Elective:</b> Elective (Human Resource)
<b>Max. Marks: 25+75</b>		<b>Min. Passing Marks: 10+25</b>
<b>Total No. of Lectures-Tutorials-Practical (in hours per week): L-T-P: 3-1-0</b>		
Unit	Topics	No. of Lectures Total=45
I	<b>Introduction-</b> Leadership, leadership myths, interactional framework for analyzing leadership, difference between leader and manager. <b>Leader development-</b> The Action- Observation Reflection model. <b>Indian Philosophy and Leadership-</b> 18 Leadership Sutras from The Bhagavad Gita.	12
II	<b>Leadership-</b> Definition and description, attributes and personality traits, theories and styles of Leadership, leadership and emotions, leadership ethics, gender and leadership, culture and leadership effectiveness (Globe Study) <b>The Dark Side of Leadership-</b> Destructive Leadership, managerial incompetence and derailment.	11
III	<b>Group and Teams-</b> Group structure, Group Vs team. <b>Leading Team-</b> Enhancing teamwork within a group, the leader's role in team-based organization conflict management, team decision making and conflict management,	11
IV	<b>Understanding Team processes-</b> Virtual teams, managing multicultural teams, Building effective relationships with subordinates and peers, fostering followers satisfaction, enhancing creativity to solve problems. <b>Building High-Performance Teams-</b> The Rocket model, building credibility and trust, skills for developing others, Community leadership.  <b>Case Study related to the Entire Syllabus.</b>	11
<b>Suggested Readings:</b> <ol style="list-style-type: none"> <li>1. Chatterjee, Debasish, "Timeless Leadership: 18 Leadership Sutras from The Bhagavad Gita", John Wiley &amp; Sons Singapore Pte. Ltd., Singapore, 2012.</li> <li>2. Pattanaik, DevDutt, "The Leadership Sutra", Aleph Book Company, India. 2016.</li> <li>3. Northouse, Peter G., "Leadership Theory and Practice", Sage Publication, 2018. Eighth Edition.</li> <li>4. Bhattacharyya, Som Sekhar and Jha, Sumi, "Strategic Leadership Models and Theories – Indian Perspective", Emerald Publishing, 2018.</li> </ol>		
<b>Suggested Continuous Evaluation Methods:</b> In addition to the theoretical inputs, the course will be delivered through Assignments, Presentations, Group Discussions, and Case Studies. This will instill in students a sense of decision-making and practical learning.		

<b>Programme/Class:</b> PG Degree	<b>Year:</b> 2	<b>Semester:</b> IV
<b>Subject:</b> MBA		
<b>Course Code:</b> F011005T(C)	<b>Course Title:</b> Talent Management	
<b>Course outcomes:</b> On completion of the course, the learner will be able to: <ul style="list-style-type: none"> <li>• Assess an organization's approach to manage talent and its alignment with business strategy.</li> <li>• Map competency based on job analysis</li> <li>• Devise strategies for developing, engaging, and retaining talent</li> <li>• Relate performance management and compensation with talent management strategies.</li> <li>• Evolve Balanced Score card system in organization and link HR functions to organization strategy and customer satisfaction through HR audit.</li> </ul>		
<b>Credits:</b> 3	<b>Core Compulsory / Elective:</b> Elective (Human Resource)	
<b>Max. Marks:</b> 25+75	<b>Min. Passing Marks:</b> 10+25	
<b>Total No. of Lectures-Tutorials-Practical (in hours per week):</b> L-T-P: 3-1-0		
<b>Unit</b>	<b>Topics</b>	<b>No. of Lectures Total=45</b>
<b>I</b>	<b>Talent Management</b> - Definition, Meaning of Talent Management, Objectives &Role of Talent Management in building sustainable competitive advantage to a firm, Key Processes of Talent Management, Consequences of Failure in Managing Talent, Benefits of Talent Management: How Your Business Can Benefit From it, Responsibilities of Talent Management Manager & Professionals.	11
<b>II</b>	<b>Talent Management Planning</b> -Understanding the Needs and Mindset of Employee, Steps in Talent Management Process, Knowledge, Values, Beliefs and Skill Implications for Talent Management, Modeling Excellence.	11
<b>III</b>	<b>Talent Acquisition</b> - High-performance workforce, Importance of Talent Development Process, Steps in Developing Talent, Succession Planning, Difference between Talent Acquisition and Recruitment, Current Trends in Talent Acquisition.	11
<b>IV</b>	<b>Talent Retention "SMR Model" (Satisfy, Motivate and Reward)</b> – The Formula to Win Your Employees & Retain Them, Employee Retention Programs, Career Planning & Development, Return on Investment (ROI) on Talent Management, Employee Engagement, Best Practices in Employee Retention. <b>Opportunities and Challenges in Talent Management- Talent Management Challenges</b> , Strategies to Overcome the Challenges, Opportunities in Talent Management, Talent Management in the Digital Era, Current Trends in Talent Management. <b>Case Study related to the Entire Syllabus.</b>	12
<b>Suggested Readings:</b> <ol style="list-style-type: none"> <li>1. A Framework for Human Resource Management, Dessler Gary, Pearson, Edition: 7th</li> <li>2. Fundamentals of Human Resource Management, Varkkey Biju, Dessler Gary, Pearson, Edition: 14th</li> <li>3. Talent Management Hand Book, Lance A Berger, Dorothy R Berger, McGraw-Hill, Edition: 13th</li> <li>4. Talent management in India: Challenges and opportunities, Hasan, &amp; Singh, Atlantic Publication.</li> </ol>		
<b>Suggested Continuous Evaluation Methods:</b> In addition to the theoretical inputs, the course will be delivered through Assignments, Presentations, Group Discussions, and Case Studies. This will instill in students a sense of decision-making and practical learning.		

<b>Programme/Class:</b> PG Degree	<b>Year:</b> 2	<b>Semester:</b> IV
<b>Subject:</b> MBA		
<b>Course Code:</b> F011006R	<b>Course Title:</b> Summer Training Report/Research Project Evaluation and Viva Voce	
<b>Credits:</b> 4		<b>Core Compulsory / Elective:</b> Core Compulsory
<b>Max. Marks:</b> 100		<b>Min. Passing Marks:</b> 35
<b>Guideline for Summer Training Report/Research Project Evaluation and Viva Voce:</b>		
<p>There will be evaluation of Summer Training Report/Research Project and Viva will be conducted as per University norms.</p> <p>UGC authorized/or University authorized online platform software shall be used to detect plagiarism in research work.</p>		