

SCHOOL OF COMMERCE AND MANAGEMENT

PROGRAMME: MASTER OF BUSINESS ADMINISTRATION

SEMESTER: II

COURSE TITLE: BUSINESS INTELLIGENCE USING TABLEAU (P)

COURSE CODE: 01BMBAR19262

CREDITS: 2

1. GOAL

By the end of this course, the student will be able to perform in the following areas:

- Connect to any data.
- Edit and save a data source.
- Use the Tableau interface to effectively create powerful visualizations.
- Create basic calculations including basic arithmetic calculations, custom aggregations and ratios, date math, and quick table calculations.
- Build dashboards to share visualizations.

2. OBJECTIVES OF DEVELOPMENT

- To offer students the opportunity to exercise qualities of judgement and help them to develop a holistic perspective of data visualization by classroom demonstrations.
- To enable students to understand various cases by exercising and solving problems hands-on.
- To understand that change is constant and how to manage change in business but reviewing data and representing them in a useful manner.

3. COURSE MANAGEMENT

3.1 COURSE DESCRIPTION:

This course is designed for the beginner to intermediate-level Tableau user. It is for anyone who works with data regardless of technical or analytical background. This course is designed to help you understand and use the important concepts and techniques in Tableau to move from simple to complex visualizations and learn how to combine them in interactive dashboards.

3.2 CREDITS HOURS/SEMESTER

Instruction Hours: 60

4. DEVELOPMENT OF STUDENTS LEARNING OUTCOME:

4.1 FRAMEWORK OF LEARNING OUTCOME WEIGHTAGE

Sub Unit KLAAp Assignment				
UNIT I	K	L	A	Ap
1.1	1	1	0	0
1.2	1	1	0	0
1.3	0	1	1	1
1.4	1	1	0	0
Total for UNIT I	3	4	1	1
UNIT II	K	L	A	Ap
2.1	1	1	1	1
2.2	1	1	0	0
2.3	1	1	0	0
Total for UNIT II	3	3	1	1
UNIT III	K	L	A	Ap
3.1	1	1	0	0
3.2	1	0	0	0
3.3	1	1	0	0
Total for UNIT III	3	2	0	0
UNIT IV	K	L	A	Ap
4.1	0	1	1	0
4.2	1	0	0	0
4.3	1	1	0	0
Total for UNIT IV	2	2	1	0

Weightage Calculation											
UN IT	K	Weight age of "K" in the unit	L	Weight age of "L" in the unit	A	Weight age of "A" in the unit	Ap	Weight age of "Ap" in the unit	C DP (40)	U C (6 0)	T W (10 0)
	15% of 40		15% of 40		35% of 40		35% of 40				
	6		6		14		14				
1	3	1.6	4	2.2	1	4.7	1	7.0	15	15	30
2	3	1.6	3	1.6	1	4.7	1	7.0	15	15	30
3	3	1.6	2	1.1	0	0.0	0	0.0	3	15	18
4	2	1.1	2	1.1	1	4.7	0	0.0	7	15	22
	11		11		3		2		40		100

5. TEACHING METHODS:

- Classroom lecture.
- Practical Session on live projects.
- Classroom discussion, case study and role play.
- Research based assignments on contemporary topic.
- Flipped classes.
- Model making.
- Online classroom.

- Videos based classes.
- Quizzes and Peer Review Discussions.
- Class Presentations and Seminars.

6. TEACHING PLAN

Week	Topic	Hours	Teaching Methodology	Weightage
1-4	Unit I: 1.1 Connecting to data, simplifying and sorting data, organizing data (K, L) 1.2 Slicing data by date, using multiple measures in a view, showing relationship between numerical values (K, L) 1.3 Mapping data geographically, viewing specific values, customizing data (L, A, Ap) 1.4 Analyzing data with quick table calculations, showing breakdowns of the whole, highlighting data with reference lines, making your views available (K, L)	15 hrs 4 hrs/week	Classroom lecture and seminars Case study	30%
5-7	Unit II: 2.1 Creating and connecting to data sources, defining subsets of your data (K, L, A, Ap) 2.2 Using calculations in Tableau, Advanced table calculations (K, L) 2.3 Creating and using parameters, data extracts, Comparing measures (K, L)	15 hrs 4 hrs/week	Classroom lecture and seminars Case study	30%
8	INTERNAL ASSESSMENT			
9-11	Unit III: 3.1 Tableau geocoding, Viewing distributions (K, L) 3.2 Statistics and forecasting (K) 3.3 Dashboards and stories (K, L)	15 hrs 4 hrs/week	Classroom lecture and seminars. Case study	18%

12-15	Unit IV: 4.1 Review calculations, advanced table calculations, level of detail expressions (L, A) 4.2 Analyzing time-based data, analyzing customer behavior, advanced chart types (K) 4.3 Geographical analysis, advanced dashboard techniques (K, L)	15 hrs 4 hrs/week	Classroom lecture and seminars. Case study	22%
16	END SEMESTER EXAMINATION			

7. EVALUATION METHOD

As per the GCU – Multi Assessment Provision (MAP)

8 TEACHING MATERIALS AND RESOURCES

8.1. Text and Main Document

Lecture materials provided by the teacher

8.2. Documents for further study

- Competitive Advantage: Creating and Sustaining Superior Performance - Michael Porter
- Crafting and Executing Strategy: The Quest for Competitive Advantage –Concept and Cases - Arthur A. Thompson, A.J. Strickland, John E. Gamble and Arun K. Jain
- Contemporary Strategic Management - Robert Grant
- Strategic Management and Business Policy - Azhar Kazmi
- Business Policy and Strategic Management - P. Subba Rao

8.3 Magazines and Journals

- Harvard Business Review
- Business Magazines
- Jack Welch & the GE way

8.4 E-learning

- <http://bookboon.com/en/strategicmanagement-ebook>
- <http://www.kau.edu.sa/Files/0057862/Subjects/Strategic%20Management%20Book.pdf>
- <http://www.free-management-ebooks.com/news/strategy-skills/>
- <http://www.talkativeman.com/creating-a-winning-corporate-strategy-jack-welch-questions/>
- <https://www.slideshare.net/mrudangpharma/jack-welch-ges-two-decade-of-transformation>

SCHOOL OF COMMERCE & MANAGEMENT

PROGRAMME: BACHELOR OF BUSINESS ADMINISTRATION

SEMESTER: II

COURSE TITLE: BUSINESS LAW AND ETHICS

COURSE CODE : 01AMBAR19266

CREDITS : 3

1. GOALS

By the end of this course, the student will be able to perform in the following areas:

- To acquaint the learners with fundamental principles of business law.
- To make the learners to understand the complexities involved in implementation of business rules and regulations.
- To orient students, about the legal aspects of business.
- To provide the brief idea about the frame work of Indian Business Law.

2. OBJECTIVES OF DEVELOPMENT

The purpose of this paper is to enable the students learn nature, scope and structure of Banking and understand the influence of various Banking operations.

- To provide a basic knowledge of main ideas and key theories relating to the Business Law by classroom teaching and ICT.
- To develop an understanding of these and of related ideas and concepts by analyzing the Business rules and regulations.
- To develop skills in diagnosis and problem solving by applying the learned material to a given situations through case studies.
- To commit to creating and being part of a better place to work via analysis and interpretation of Business law.

3. COURSE MANAGEMENT

3.1 COURSE DESCRIPTION

To make the students understand about the basic concepts of business law. The students shall be taught the essentials and relevancy of business law, which will enable them to adopt the best practices. It also makes them to understand how properly planned Business operations can be an instrument in developing one's business objectives. The course shall consist of discussions on the case studies on current issues to make them to trace the real measures that can help to become more competitive. The students are further taught about the breach of business regulations, fines and penalties.

3.2 CREDIT HOURS/SEMESTER

Instruction Hours: 45

4. DEVELOPMENT OF STUDENTS' LEARNING OUTCOME

Successful completion of this course should enable participants to achieve the following objectives:

- Able to understand the various aspects of business law.
- Able to understand the role of business law in shaping of an economy on ethical values.
- Able to know the importance of business regulations in making the business expandable and profitable.
- Able to know about the fines and penalties imposed in case of violation of business regulations.
- Enhance critical thinking and analysis skills through the use of existing case studies, personal application papers and small group exercises.
- Strengthen research, writing and presentation skills.

4.1 FRAMEWORK FOR LEARNING OUTCOME WEIGHTAGE

Sub Unit wise KLAAP Assignment				
UNIT I	K	L	A	Ap
1.1	1	1	1	0
1.2	1	0	0	0
1.3	1	0	0	1
Total for UNIT I	3	1	1	1
UNIT II	K	L	A	Ap
2.1	1	1	0	0
2.2	1	0	0	0
2.3	0	1	1	0
2.4	1	1	0	1
2.5	0	0	0	1
Total for UNIT II	3	3	1	2
UNIT III	K	L	A	Ap
3.1	1	1	0	1
3.2	1	1	0	0
3.3	0	1	1	1
Total for UNIT III	2	3	1	2
UNIT IV	K	L	A	Ap
4.1	1	1	0	0
4.2	0	0	1	1
4.3	1	1	0	0
4.4	0	0	0	1
Total for UNIT IV	2	2	1	2
UNIT V	K	L	A	Ap
5.1	1	1	0	0
5.2	0	1	1	0

5.3	0	0	0	1
Total for UNIT V	1	2	1	1

Weightage Calculation											
UN IT	K	Weigh tage of "K" in the unit	L	Weigh tage of "L" in the unit	A	Weigh tage of "A" in the unit	Ap	Weigh tage of "Ap" in the unit	CDP (40)	UC (60)	TW (100)
	15% of 40		20% of 40		30% of 40		35% of 40				
	6		8		12		14				
1	3	1.6	1	0.7	1	2.4	1	1.8	7	12	19
2	3	1.6	3	2.2	1	2.4	2	3.5	10	12	22
3	2	1.1	3	2.2	1	2.4	2	3.5	9	12	21
4	2	1.1	2	1.5	1	2.4	2	3.5	8	12	20
5	1	0.5	2	1.5	1	2.4	1	1.8	6	12	18
	11		11		5		8		40		100

5. TEACHING METHODS

- Classroom lectures.
- Business Case Studies.
- Student Presentations on Business Cases and role plays
- Individual assignments on current topics.
- Invited Lectures / Talks by Industry experts in the field.

6. TEACHING PLAN

Week	Topic	Hours	Teaching Methodology	Weight age
1 - 2	Unit I: Introduction to business law 1.1 Introduction, Meaning and Nature of Law (K, L, A) 1.2 Sources of Indian Law (K) 1.3 Mercantile Law, Some Basic Legal Concepts, Essentials of Business Law (K, Ap)	9 hrs 3 hrs/week	1. Lecture on Nature of Law. 2. Seminar on Scope and definitions of business law. 3. Knowledge Quiz on sources of business law.	19%
3 - 4	Unit II: Indian Contract Act, 1872 2.1 Definition of a Valid Contract, Offer and Acceptance, Capacity to Contract, Consent, Consideration, agreement, Essential elements of a valid contract (K, L) 2.2 Meaning of Agency, Bailment and Pledge (K, L) 2.3 Indian Sale of Goods Act, 1930: Definition of contract of sale (L, A) 2.4 Essentials of contract of sale,	9 hrs 3 hrs/week	1. Presentation on essentials of a valid contract. 2. Seminar on remedies for breach of contract. 3. Discussion on Indian Sale of goods act, 1930 (To prepare MOU) 4. Lecture on essentials of contract. 5. Homework on rights and duties of buyer.	22%

	conditions and warranties (K, L) 2.5 Rights and duties of buyer, rights of an unpaid seller (Ap)			
5 - 7	Unit – III: The Competition Act, 2002 3.1 Objectives of Competition Act, Features of Competition Act, CAT (K, L, Ap) 3.2 Offences and penalties under the Act, Competition Commission of India (K, L) 3.3 Consumer Protection Act, 1986: Definition of the terms consumer, consumer dispute, defect, deficiency, unfair trade practices and services, Consumer forums (L, A, Ap)	9 hrs 3 hrs/week	1. Presentation on features of competition act. 2. Case studies of CCI. 3. Lecture on Consumer protection act, 1986. (Visit to Consumer forums)	21%
8	INTERNAL ASSESSMENT			
9 - 13	Unit IV: Indian Patent Rights and FEMA, 1999 4.1 Meaning of IPR, invention and non-invention, procedure to get patent, restoration and surrender of lapsed patent, infringement of patent 4.2 FEMA, 1999: Objects of FEMA, salient features of FEMA, definition of important terms: authorized person, currency, foreign currency, foreign exchange, foreign securities. 4.3 Offences and Penalties.	9 hrs 3 hrs/week	1.Lecture on IPR 2.Seminar on the objectives of FEMA 3.Homework on fines and penalties	20%
14 - 15	Unit V: Environment Protection Act, 1986 5.1 Objects of the Act, definitions of important terms: environment, environment pollutant, environment pollution, hazardous substance and occupier 5.2 Types of pollution 5.3 Rules and powers of central government to protect environment in India, Global warming & EMS.	9 hrs 3 hrs/week	1. Lecture on Objectives of the act. 2. Seminar on types of pollution. 3. Case studies of environment issues. (To visit polluted areas and recycling plants)	18%
16	END SEMESTER EXAMINATION			

7. EVALUATION PLAN

As per GCU – Multi Assessment Provision (MAP).

8. TEACHING MATERIALS AND RESOURCES

8.1 Text and Main Documents

- Lecture materials provided by the teacher.

8.2 Documents for further study

- Appannaiah, Dr. Gopala Krishna (Himalaya publishing House)
- K. Aswathappa, G. Sudarshana Reddy (Himalaya publishing house)
- Dr. Nilofer Hussaini, Syed Rajeena, Business Regulations (Skyward Publishers)
- Business Law and Management by N. D. Kapoor and Dinkar Pagare, Pub: Sultan Chand and Sons, 2013.
- COMPANY LAW AND PRACTICE: RATAN NOLAKHA; Vikas Publishing, 2015
- Corporate Business Responsibility: A study of CSR practices in Indian Industry, Baxi C.V and Rupamnjari Sinha Ray, Vikas publishing house, 2014

8.3 Magazines and Journals

- EBSCO
- JSTOR
- EMERALD
- IJRCM
- IUP Journal of Applied studies

8.4 E-Learning

Students must browse the following websites to enhance their knowledge in the subject and can take the exercise as advised from time to time in consultation with faculty member.

- <https://www.googleads.com>
- <https://books.google.co.in>
- <https://en.wikipedia.org>

CURRICULUM DOCUMENT

SEMESTER II

SCHOOL OF COMMERCE AND MANAGEMENT

PROGRAMME: MASTERS IN BUSINESS ADMINISTRATION

SEMESTER: II

COURSE TITLE: FINANCIAL MANAGEMENT

COURSE CODE : 01BMBAR19265

CREDITS : 3

1. GOALS

- To familiarize the students with basic concepts of financial management and financial system.
- To understand concept of time value of money and its uses.
- To evaluate the investment proposals.
- To analyze capital structure and dividend decision.
- To understand the management of working capital in an organization.

2. OBJECTIVES OF DEVELOPMENT

The course aims to provide students with the knowledge and skills required to create and capture value as financial managers. Through lecture, case analysis, worked samples, and by learning to apply appropriate mathematical and financial formulas and functions, the students will be able to:

- Understand the goals and implications of financial management and the role of the financial decision-maker through case analysis.
- Recognize and understand how firms decide to commit capital, the elements of optimal capital structure, the effects of financial leverage, bankruptcy, and the role of taxes by analyzing financial statements.
- Determine the cost of capital, understand and apply the concepts of the weighted cost of capital (WACC) by working on actual books of accounts.
- Understand the meaning of time value of money and how to evaluate the tradeoff between rupee today and future by solving numerical.
- Understand the different criteria used to evaluate proposed investments by utilizing various methods like net present value, profitability index, payback period, etc.

3. COURSE MANAGEMENT

3.1 COURSE DESCRIPTION

The focus of this course is in the area of financial management. Finance is a way of thinking and solving about economic problems that implicate uncertainty over time. This course is designed to show the future finance managers how to interface with accounting and finance departments, provides them an introductory framework for understanding how financiers think, how they break down components of a financial problem, and how they make decisions as investors and corporations. Also the course helps them to understand how firms meet their financial objectives utilizing financial decision-making, familiarizes them with financial vocabulary, understand aspects of financial theory, develop skills in financial computation, learn how to determine risk, how to make decisions, and how to value an investment as a potential projects and working capital management.

3.2 CREDIT HOURS PER SEMESTER

Instruction Hours: 45

4. DEVELOPMENT OF STUDENTS' LEARNING OUTCOME

Successful completion of this course should enable participants to achieve the following objectives:

- Demonstrate critical thinking skills so as to become future-oriented decision makers, problem solvers and innovators.
- The students would be able to analyse the risk and return of alternative sources of financing.
- Estimate cash flows from a project, including operating, net working capital, and capital spending.
- Estimate the required return on projects of differing risk, to estimate the cash flows from an investment project, calculate the appropriate discount rate, and determine the value added from the project, and make a recommendation to accept or reject the project.

4.1 FRAMEWORK FOR LEARNING OUTCOME WEIGHTAGE

Sub Unit wise KLAAp Assignment				
UNIT I	K	L	A	Ap
1.1	1	1	0	0
1.2	0	1	1	0
1.3	1	1	0	0
Total for UNIT I	2	3	1	0
UNIT II	K	L	A	Ap
2.1	1	1	1	1
2.2	0	0	0	1
Total for UNIT II	1	1	1	2
UNIT III	K	L	A	Ap
3.1	1	1	0	0
3.2	1	0	0	0
3.3	0	1	0	1
Total for UNIT III	2	2	0	1
UNIT IV	K	L	A	Ap
4.1	1	1	1	1
4.2	0	1	0	0
Total for UNIT IV	1	2	1	1
UNIT V	K	L	A	Ap
5.1	1	0	0	0
5.2	0	1	0	0
5.3	1	0	0	0
Total for UNIT V	2	1	0	0

Weightage Calculation

UNIT	K	Weightage of "K" in the unit	L	Weightage of "L" in the unit	A	Weightage of "A" in the unit	Ap	Weightage of "Ap" in the unit	CDP (40)	UC (60)	TW (100)
	15% of 40		15% of 40		35% of 40		35% of 40				
	6		6		14		14				
1	2	1.5	3	2.0	1	4.7	0	0.0	8	12	20
2	1	0.8	1	0.7	1	4.7	2	7.0	13	12	25
3	2	1.5	2	1.3	0	0.0	1	3.5	6	12	18
4	1	0.8	2	1.3	1	4.7	1	3.5	10	12	22
5	2	1.5	1	0.7	0	0.0	0	0.0	2	12	14
	8	6.0	9	6.0	3	14.0	4	14.0	40		100

5. TEACHING METHODS

- Classroom lectures.
- Business case studies.
- Student presentations on business cases and role plays.
- Individual assignments on current topics.
- Invited lectures/talks by industry experts in the field

6. TEACHING PLAN

Week	Topic	Hours	Teaching Methodology	Weightage
1 – 3	Unit I: Introduction to Financial Management 1.1 Financial management – Introduction to financial management, objectives of financial management. Changing role of finance managers. Interface of Financial Management with other functional areas (K, L) 1.2 Emerging Issues in financial management: Risk management, Behavioral finance and financial engineering (L, A) 1.3 Introduction to Financial System. Financial markets, Financial Instruments, Financial institutions and financial services. Introduction to derivatives (K, L)	8 hrs 4 hrs/week	<ul style="list-style-type: none"> Lecture about theoretical topics. Reading, case studies and discussion board. Self-study 	20%
4-5	Unit II: Time value of money 2.1 Time value of money –Future value of single cash flow & annuity, present value of single cash flow, annuity & perpetuity. (K, L, A, Ap)	12 hrs 4 hrs/week	<ul style="list-style-type: none"> Combination of lecture about theoretical and practical topics, Experiential exercises in order to expose students to 	25%

	2.2 Simple interest & Compound interest, Capital recovery & loan amortization. (Theory & Problem) (Ap)		the challenges faced in the finance field. <ul style="list-style-type: none"> • Online quiz 	
6 – 8	Unit III: Sources of Financing: 3.1 Shares, Debentures, Term loans, Lease financing, Hybrid financing, Venture Capital, Angel investing and private equity, Warrants and convertibles (Theory Only) (K, L) 3.2 Cost of Capital: Basic concepts. Cost of debenture capital, cost of preferential capital, cost of term loans (K) 3.3 Cost of equity capital (Dividend discounting and CAPM model) - Cost of retained earnings - Determination of Weighted average cost of capital (WACC) and Marginal cost of capital. (Theory & Problem). (L, Ap)	8 hrs 4 hrs/week	<ul style="list-style-type: none"> • Discussing theoretical topics. • solving practical problems in and out the class, • Writing reports about financial events and working in groups. 	18%
8	INTERNAL ASSESSMENT			
9 – 13	Unit IV: Investment decisions 4.1 Capital budgeting process, Investment evaluation techniques – Net present value, Internal rate of return, modified internal rate of return, Profitability index, Payback period, discounted payback period, accounting rate of return (Theory & Problem). (K, L, A, Ap) 4.2 Capital rationing; Risk analysis in capital budgeting (Theory only) (L)	9 hrs 4 hrs/week	<ul style="list-style-type: none"> • Discussing theoretical topics. • Solving practical problems in and out the class, • Writing reports about financial events and working in groups 	22%
14 - 15	Unit V: Working capital management – 5.1 Factors influencing working capital requirements - Current asset policy and current asset finance policy (K) 5.2 Determination of operating cycle and cash cycle (L) 5.3 Estimation of working capital requirements of a firm. (Does not include Cash, Inventory & Receivables Management)(K)	8 hrs 4 hrs/week	<ul style="list-style-type: none"> • Discussing theoretical topics. • Solving practical problems in and out the class, • Writing reports about financial events and working in groups 	14%
16	END SEMESTER EXAMINATION			

7. EVALUATION PLAN

As per GCU – Multi Assessment Provision (MAP).

8. TEACHING MATERIALS AND RESOURCES

8.1 Text and Main Documents

- Lecture materials provided by the teacher.

8.2 Documents for further study

- Khan M.Y, and Jain P.K., Financial Management, Tata McGraw Hill, New Delhi
- Keown, Arthur J., Martin, John D., Petty, J. William and Scott, David F, Financial Management, Pearson Education
- Kishore, R., Financial Management, Taxman s Publishing House, New Delhi
- Chandra, Prasanna, Financial Management, TMH, New Delhi
- Pandey, I.M., Financial Management, Vikas Publishing House, New Delhi
- Van Horne, James C., Financial Management and Policy, Prentice Hall of India
- Brigham & Houston, Fundamentals of Financial Management, Thomson Learning, Bombay.

8.3 Magazines and Journals

- EBSCO
- JSTOR
- EMERALD
- IJRCM
- IUP Journal of Applied finance

8.4 E-Learning

Students must browse the following websites to enhance their knowledge in the subject and can take the exercise as advised from time to time in consultation with faculty member.

- <http://www.cipfa.org/training/e-learning-materials>
- http://qu.edu.iq/ade/wp-content/uploads/2016/02/financial_management_www.accfile.com_.pdf
- <https://archive.org/details/fundamentals-of-financial-management>
- <http://gurukpo.com/financial-management-3/>
- <https://www.slideshare.net/niaz007/financial-management-complete-note-for-bba>
- <https://www.docsity.com/en/study-notes/management/financial-management-1/>

SCHOOL OF COMMERCE AND MANAGEMENT

PROGRAMME: MASTERS IN BUSINESS ADMINISTRATION

SEMESTER: II

COURSE TITLE: HUMAN RESOURCE MANAGEMENT

COURSE CODE : 01BMBAR19263

CREDITS : 3

1. GOAL

- The goal of the course is to make student aware of the concepts, techniques and practices of human resource development.
- This course is intended to make students capable of applying the principles and techniques as professionals for developing human resources in an organization.
- This course emphasizes on the understanding of the basic concepts of managing human resource and their applications in today's organizations.
- To provide the future manager with inputs with a view to enhancing the appreciation of the Human Resources function as a potential career option, Understanding the interface of the Human Resources function with Operations, Marketing, and Finance functions.

2. OBJECTIVES OF DEVELOPMENT

By the end of this course, the student will be able to achieve the following objectives:

1. To provide participants a synthesized framework of Human Resources theory & practice
2. To impart fundamentals of HR Practices in Organizations through case studies.
3. To understand the basic HR functions through mock sessions.
4. To learn and to align HR systems with the strategic business objectives of a firm through group discussion.
5. Understand issues, opportunities and challenges pertaining to HRM through simulation
6. Understand the strategic and functional roles of HRM in various international contexts, especially in areas such as recruitment and selection, training and development, performance management, career management, employee compensation, as well as expatriation and repatriation with the help of role play method.

3. COURSE MANAGEMENT

3.1 COURSE DESCRIPTION

This course is basically designed to provide students the basic understanding of key HRM functions, which include HR planning, recruitment & selection, compensation, performance evaluation, and training & development. Human resource provides a competitive advantage that ultimately has a vital role in success and effectiveness of any organization, this course emphasizes on the understanding of the basic concepts of managing human resource and their applications in today's organizations. This course provides an introduction to the issues and procedures used in

the recruitment, selection, and performance appraisal of employees in organizations, including the context of recruitment and selection, measurement issues, and methods and procedures of recruitment, screening, testing, interviewing, performance appraisal, and hiring decision-making. The course will address critical terms and concepts in the field, including reliability and validity of selection and appraisal procedures. The students will also be encouraged to compare and contrast the human resource practices suggested in their text books and the practices critical for achieving success from indigenous perspective.

3.2 CREDITS HOURS

Instruction Hours: 45

4. DEVELOPMENT OF STUDENTS LEARNING OUTCOME

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

1. Demonstrate an in-depth knowledge of the activities and decisions that inform the employment relationship and management including recruitment, selection, training, health and safety, employment laws, motivation, and productivity of employees.
2. Understand the relevance of the HRM theories and practices.
3. Develop and design different forms and memos for recruitment, selection, and performance appraisal of employees.
4. Identify and discuss ethical implications of situations and decisions, and develop appropriate professional stances.
5. Participate in selection of personnel using psychometric assessment techniques.
6. Conduct internal research on HR-related problems at work, and communicate results effectively to colleagues and peers.
7. Understand the difference between HRM theories, their relevance and application from indigenous context.
8. Understand external forces (e.g. globalization, socio cultural changes, institutional forces) that have the potential to shape international HRM and develop generic and transferable skills - especially in diagnosing international HRM.

4.1 FRAMEWORK OF LEARNING OUTCOME WEIGHTAGE

Sub Unit KLAAp Assignment				
UNIT I	K	L	A	Ap
1.1	1	1	0	0
1.2	0	1	1	1
1.3	0	0	1	1
Total for UNIT I	1	2	2	2
UNIT II	K	L	A	Ap
2.1	1	1	0	1
2.2	1	1	0	1
2.3	1	1	0	1

Total for UNIT II	3	3	0	3
UNIT III	K	L	A	Ap
3.1	1	0	1	1
3.2	0	1	1	1
3.3	1	0	0	1
3.4	0	1	1	1
Total for UNIT III	2	2	3	4
UNIT IV	K	L	A	Ap
4.1	1	1	1	0
4.2	0	1	1	0
4.3	0	1	1	1
4.4	0	1	0	1
Total for UNIT IV	1	4	3	2

Weightage Calculation											
UNI T	K	Weigh tage of "K" in the unit	L	Weigh tage of "L" in the unit	A	Weig htage of "A" in the unit	Ap	Weig htage of "Ap" in the unit	CD P (40)	UC (60)	TW (100)
	15 % of 40		15% of 40		35 % of 40		35% of 40				
	6		6		14		14				
1	1	0.9	2	1.1	2	3.5	2	2.5	8	15	23
2	3	2.6	3	1.6	0	0.0	3	3.8	8	15	23
3	2	1.7	2	1.1	3	5.3	4	5.1	13	15	28
4	1	0.9	4	2.2	3	5.3	2	2.5	11	15	26
	7		11		8		11		40		100

5. TEACHING METHODS:

- Classroom lecture
- Practical Session on live projects
- Classroom discussion, case study and role play
- Research based assignments on contemporary topic
- Flipped classes
- Onsite student teaching
- Field visits
- Model making
- Online classroom
- Videos based classes
- Quizzes and Peer Review Discussions
- Class Presentations and Seminars

6. TEACHING PLAN

Week	Topic	Hours	Teaching Methodology	Weightage
1-4	<p>Unit I: Introduction to Human Resource Management</p> <p>1.1 Introduction: Conceptual foundations; Human aspect of management, Human Relations; Human Resource Management- Concept, Scope and Importance (K, L)</p> <p>1.2 Human Resource Philosophy - Strategic human resource management - Using HRM to attain competitive advantage - Trends in HRM - Organisation of HR departments - Line and staff functions - Role of HR Managers (L, A, Ap)</p> <p>1.3 Changing role of HRM- Competencies of HR Manager: Employer branding and Competency mapping; Workforce diversity, Technological change, Restructuring and rightsizing, Empowerment; TQM, Managing ethical issues, Using HR Analytics for recognizing changing trends in HRM (A, Ap)</p>	<p>10 hrs</p> <p>3 hrs/week</p>	<p>1. Classroom lecture and seminars</p> <p>2. List, with examples, 10 things today's HR managers do to deal with these trends and challenges.</p> <p>3. Working individually or in groups, bring several business publications such as <i>Bloomberg Businessweek</i> and the <i>Wall Street Journal</i> to class. Based on their contents, compile a list entitled "What HR Managers and Departments Do Today."</p>	23%
5-7	<p>Unit II: Acquisition of Human Resources</p> <p>2.1 Human Resource Planning: HRP, Assessing Human Resource requirements; Human resource forecasting; Work load analysis; Job analysis; Job description and specifications; Job design; Job characteristic approach to job design (K, L, Ap)</p> <p>2.2 Recruitment, Selection: Factors affecting recruitment; Sources of recruitment (internal and external); Basic selection model; Psychometric</p>	<p>10 hrs</p> <p>3 hrs/week</p>	<p>1. Classroom lecture and seminars</p> <p>2. Assignments on - In a company with only 25 employees, is there less of a need for job descriptions? Why or why not?</p> <p>3. Using the Internet or library resources, analyze the annual reports of five companies. Bring to class examples of how those companies say they are</p>	23%

	<p>tests for selection; Interviewing; Placement and Induction; Job Changes- Transfers, Promotions, and Separations; An overview of Training and Development; Emerging trends in Recruitment, Selection, and development (K, L, Ap)</p> <p>2.3 Orientation & Training: Orienting the employees, the training process, need analysis, Training -techniques, Developing Managers: Management Development - On-the-job and off-the-job Development techniques using HR to build a responsive organisation (K, L, Ap)</p> <p>2.4 Management Developments - Managing careers: Career planning and development - Managing promotions and transfers (L, A, Ap)</p>		<p>using their HR processes to help them achieve their strategic goals.</p> <p>4. Assignments based on types of Recruitment</p> <p>5. Videos related to the orientation and the training.</p>	
INTERNAL ASSESSMENT				
9-11	<p>Unit III: Performance and Compensation Management</p> <p>3.1 Performance Appraisal- Concept, Objectives and Methods; Traditional and Modern Methods- MBO, 360 Degree Appraisal, Behaviorally Anchored Rating Scale, Potential Appraisal, Human Resource Audit (K, A, Ap)</p> <p>3.2 Establishing Pay plans: Basics of compensation - factors determining pay rate - Current trends in compensation - Job evaluation – Incentives- Practices in Indian organizations. Statutory benefits - non-statutory (voluntary) benefits - Insurance benefits - retirement benefits and other welfare measures to build employee commitment (K, A, Ap)</p>	<p>13 hrs</p> <p>3 hrs/week</p>	<p>1. Classroom lecture and seminars.</p> <p>2. Prepare a performance appraisal system of IT company</p> <p>3. Group discussions on solving current trend in compensation</p>	28%

	3.3 Compensation Management, Performance Appraisal, and Audit: Compensation Management Job Evaluation, Base Compensation and Supplementary Compensation; Innovations in Compensation Management- Pay Band System, ESOP, Flexi-time Schedules, etc. (L, A, Ap)			
12-15	Unit – 4 International HRM 4.1 Nature and scope of International Human Resource Management (IHRM) - approaches to HRM- differences between domestic HRM and IHRM (K, L, A) 4.2 Role of HR in Internationalization of Business - staffing global organizations - training and maintaining expatriates - implementing global HR system (L, A) 4.3 Managing people in an international context- Japan -Europe- U.S.A. - Issues and Challenges of IHRM (L, A) 4.4 HRD Strategies for long term planning & growth productivity and Human Resources Management (L, Ap)	12 hrs 3 hrs/week	1. Assignment on strategic shrm tools 2. Videos related managing global human resource 3. Group Activity - Staffing global organizations. 4. What sorts of jobs do you think computerized interviews are most appropriate? Why?	26%
16	END SEMESTER EXAMINATION			

7. EVALUATION METHOD

As per the GCU – Multi Assessment Provision (MAP)

8 TEACHING MATERIALS AND RESOURCES

8.1. Text and Main Document

Lecture materials provided by the teacher

8.2. Documents for further study

1. Aswathappa, K. (2013). Human Resource Management: Text and Cases.
2. Dessler, Gary and Biju Varkkey (2016). Human Resource Management, 14/e; New Delhi; Pearson Education

3. Bernardin, John H (2013). Human Resource Management: An Experiential Approach, 5/e; New Delhi, McGraw-Hill
4. Pattanayak, B. Human Resource Management, 2nd ed., New Delhi, Prentice-Hall of India,
5. De Cenzo, D.A. & Robbins, S.P., Human Resource Management, 6th ed., New York, John Willey
6. Rao, V.S.P., Human Resource Management, 1st ed., New Delhi, Excel Books
7. Armstrong, M., A Handbook of Human Resource Management Practice, 8th ed., Kogan Page.

8.3 Magazines and Journals

1. People Matters
2. National HRD network
3. Business Manager
4. Human Capital

8.4 E-learning

Students must browse the following websites to enhance their knowledge in the subject and can take the exercise as advised from time to time in consultation with faculty member.

1. www.hr.com
2. <https://webhr.co>
3. <https://hr.blr.com>
4. www.shrm.org

SCHOOL OF COMMERCE AND MANAGEMENT

PROGRAMME: MASTERS IN BUSINESS ADMINISTRATION

SEMESTER: II

COURSE TITLE: INNOVATION AND ENTREPRENEURSHIP

COURSE CODE: 01BMBAR19217

CREDITS: 3

1. GOALS

By the end of this course, the student will be able to perform in the following areas:

- To evaluate effects of innovation and research in business.
- Understand and appreciate various models of innovation in a business environment.
- To understand the relationship between innovation and entrepreneurship in a business environment.
- To learn about the entrepreneurship ecosystem.
- To learn about various forms of business organization.

2. OBJECTIVES OF DEVELOPMENT

- To make the students understand about innovation and entrepreneurship through citing real life examples and descriptive case studies.
- To get an insight of the various innovative methods in practice in various companies, industries and countries.
- To innovate practices in various forms along with video based sessions, so planned that the students can have a clear understanding of the subject matter.
- Industry collaboration further enriching the course content.
- To give the students a deep perspective of entrepreneurship in Indian business environment.

3. COURSE MANAGEMENT

3.1 COURSE DESCRIPTION

This course is offered to provide the basics of innovation process and entrepreneurship development and its components. It aims to understand the implementation of innovative methods in business and its application real world. This course also aims at understanding the various aspects of entrepreneurship and the relationship with innovation.

3.2 CREDIT HOURS / SEMESTER

Instruction hours: 45

4. DEVELOPMENT OF STUDENTS' LEARNING OUTCOME

By the end of this course it is expected that the student will be able to:

- Understand and apply various innovative methods relevant to business.
- Apply various approaches to management of the innovation process.
- Understand various barriers to innovation.
- Learn about entrepreneurs and various challenges faced by an entrepreneur.
- Analyse different business models and approaches.

4.1 FRAMEWORK FOR LEARNING OUTCOME WEIGHTAGE

Sub Unit KLAAp Assignment				
UNIT I	K	L	A	Ap
1.1	1	1	1	0
1.2	1	1	1	1
1.3	1	1	1	0
1.4	0	1	1	0
1.5	0	1	1	0
Total for UNIT I	3	5	5	1
UNIT II	K	L	A	Ap
2.1	1	1	1	0
2.2	0	1	1	1
2.3	1	1	1	0
Total for UNIT II	2	3	3	1
UNIT III	K	L	A	Ap
3.1	1	1	0	0
3.2	1	1	1	1
3.3	1	1	0	0
3.4	1	1	0	0
Total for UNIT III	4	4	1	1
UNIT IV	K	L	A	Ap
4.1	1	1	0	1
4.2	0	1	1	1
4.3	0	1	1	1
Total for UNIT IV	1	3	2	3

Weightage Calculation											
UNIT	K	Weigh tage of "K" in the unit	L	Weigh tage of "L" in the unit	A	Weigh tage of "A" in the unit	Ap	Weigh tage of "Ap" in the unit	C DP (40)	U C (6 0)	T W (10 0)
	15% of 40		15% of 40		35% of 40		35% of 40				
	6		6		14		14				
1	3	1.8	5	2.0	5	6.4	1	2.3	12	15	27
2	2	1.2	3	1.2	3	3.8	1	2.3	9	15	24
3	4	2.4	4	1.6	1	1.3	1	2.3	8	15	23
4	1	0.6	3	1.2	2	2.5	3	7.0	11	15	26

	10		15		11		6		40		100 00
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5. TEACHING METHODS

- a) Classroom lecture.
- b) Student discussion groups.
- c) Individual assignments on current topics.
- d) Videos related to Economic Theories.
- e) Quizzes and group discussions.
- f) Class presentation and seminars
- g) Debate on current issues
- h) Resolution of case studies
- i) Newspaper article discussion

6. TEACHING PLANS

Week	Topic	Hours	Teaching Methodology	Weightage
1 - 3	Unit I: Introduction to Innovation 1.1 Innovation – definition and classification, relationship between innovation and entrepreneurship (K, L, A) 1.2 Innovative models; Product, process, organizational and marketing innovation and their role in business environment, recent innovation models (K, L, A, Ap) 1.3 Sources of innovation (push, pull, analogies), transfer of technology (K, L, A) 1.4 Creative methods and approaches used in innovation management (L, A) 1.5 Approaches to management of the innovation process (Agile Management, Six Thinking Hats, NUF test) (L, A)	15 hrs 3 hrs/week	1. Classroom lecture citing examples on innovation projects 2. Graphical representation of innovative models 3. Day to day utilization of innovation in the life of a manager 4. Role play on creative methods and approaches used in innovation 5. Analysis of the innovation process	27%
4 - 6	Unit II: More on Innovation 2.1 Project approach to innovation management, surviving an innovation framework, Scrum framework, method Stage Gate, its essence, adaptation of access to selected business models (K, L, A) 2.2 The strategy of innovation process, types and selection of appropriate strategies (L, A, Ap) 2.3 Barriers to innovation in business, innovation failure and its causes, post-audits of innovative projects (K, L, A)	10 hrs 3 hrs/week	Lecture Quiz Classwork Seminar Debate	24%
8	INTERNAL ASSESSMENT			

10 - 12	Unit III: Introduction to Entrepreneurship 3.1 Entrepreneurs; entrepreneurial personality and intentions - characteristics, traits and behavioral; Decision making process, entrepreneurial challenges (K, L) 3.2 Opportunities, discovery/ creation, Pattern identification and recognition for venture creation: prototype and exemplar model, reverse engineering (K, L, A, Ap) 3.3 Entrepreneurial ecosystem, Ideation, development and exploitation of opportunities (K, L) 3.4 Negotiation, decision making process and approaches, Effectuation and Causation (K, L)	10 hrs 3 hrs/week	Lecture Quiz Classwork Seminar Debate	23%
13 - 15	Unit IV: Entrepreneurship and business 4.1 Introduction to business models; Creating value propositions-conventional industry logic, value innovation logic; customer focused innovation; building and analyzing business models (K, L, Ap) 4.2 Business model canvas, Introduction to lean startups, lean business models, Business Pitching (L, A, Ap) 4.3 Forms of business organizations; organizational structures; Evolution of Organisation, sources and selection of venture finance options and its managerial implications, alternative financial methods, Policy Initiatives and focus; role of institutions in promoting entrepreneurship, types (L, A, Ap)	10 hrs 3 hrs/week	Lecture Quiz Classwork Seminar Debate	26%
16	END SEMESTER EXAMINATION			

7. EVALUATION PLAN

As per GCU – Multi Assessment Provision (MAP).

8. TEACHING MATERIALS AND RESOURCES

8.1 Text and Main Documents

- Lecture materials provided by the teacher.

8.2 Documents for further study

- Adamson, D. *Walking the High-Tech High Wire: The Technical Entrepreneur's Guide to Running a Successful Enterprise*. McGraw-Hill, 1994.
- Bhide, A. *The Origin and Evolution of New Businesses*. Oxford University Press, 2003.
- Drucker, P. *Innovation and Entrepreneurship*. 2Rev Ed edition. Butterworth-Heinemann, 2010
- Spinelli, S., and J. Timmons. *New Venture Creation for the 21st Century*. 9th edition. McGraw-Hill, 2012.
- Thomas Robert J., ed. *New Product Success Stories: Lessons from Leading Innovators*. Wiley, 1995.
- Libcap, Gary, ed. *Advances in the Study of Entrepreneurship, Innovation, and Economic Growth*. University of Arizona. JAI Press.

8.3 Magazines and Journals

- EBSCO
- JSTOR
- EMERALD
- IJRCM
- IUP Journal of Applied studies

8.4 E-Learning

Students must browse the following websites to enhance their knowledge in the subject and can take the exercise as advised from time to time in consultation with faculty member.

- <https://www.worldbank.org/en/topic/innovation-entrepreneurship>
- <https://innovation-entrepreneurship.springeropen.com/>

SCHOOL OF COMMERCE AND MANAGEMENT

PROGRAMME: MASTERS IN BUSINESS ADMINISTRATION

SEMESTER: II

COURSE TITLE: MARKETING MANAGEMENT

COURSE CODE : 01BMBAR19264

CREDITS : 3

1. GOALS

By the end of this course, the student will be able to perform in the following areas:

- The purpose of this course is to understand the basic marketing concepts.
- To understand the changing environmental factors.
- Marketing research data to forecast industry trends and meet customer demands.
- To evaluate the opportunity and formulate marketing strategies.
- To understand fundamental premise underlying market driven strategies

2. OBJECTIVES OF DEVELOPMENT

- To identify the indicators of management thoughts and practices
- To understand fundamental premise underlying market driven strategies
- To enable the students to understand the marketing concept, the marketing mix, monitoring the external and internal environment, ethics and social responsibility, consumer and organizational buying behavior, identifying target markets and segments.
- To enable the students, understand how to communicate and position the product in the mind of the consumer.

3. COURSE MANAGEMENT

3.1 COURSE DESCRIPTION

The purpose of this course is to understand vivid illustrations of concepts using actual companies and situations. A variety of products, services, and markets, and many have accompanying illustrations in the form of ads or product shots. The course includes two Marketing in Action mini-cases highlighting innovative, insightful marketing accomplishments by leading organizations. Each case includes questions that promote classroom discussion and analysis. The course will help the students to understand what products and services to offer, what prices to set, what communications to send and receive, what channels of distribution to use, and what partnerships to develop. The course will help the students to understand the knowledge of analytical skills in solving marketing related problems and to understand the awareness of marketing management process.

3.2 CREDIT HOURS/SEMESTER

Instruction Hours: 45

4. DEVELOPMENT OF STUDENTS' LEARNING OUTCOME

- Able to understand and critically discuss the key terms and concepts in marketing and understanding of marketing terminology and concepts.
- Able to assess marketing's role in discovering and satisfying consumer's needs, wants and behaviors
- Determine market size through a target market analysis
- Utilize environmental scanning to identify opportunities and threats in the marketing environment.
- To demonstrate knowledge of the individual components of a marketing mix
- Able to understand the customer relationships and value through marketing.
- To know the importance of ethics and social responsibility in marketing.
- To recognize organizational markets and buyer behavior.
- To update themselves with latest developments taking from time to time in the market
- Analyze marketing factors that contribute to a product's success or failure.

4.1 FRAMEWORK FOR LEARNING OUTCOME WEIGHTAGE

Sub Unit KLAAp Assignment				
UNIT I	K	L	A	Ap
1.1	1	1	0	0
1.2	1	1	1	0
1.3	0	0	1	1
1.4	1	1	0	0
Total for UNIT I	3	3	2	1
UNIT II	K	L	A	Ap
2.1	1	1	1	0
2.2	0	1	1	0
2.3	1	1	0	1
2.4	1	1	0	0
Total for UNIT II	3	4	2	1
UNIT III	K	L	A	Ap
3.1	1	1	0	0
3.2	0	1	1	1
3.3	0	1	1	0
3.4	0	1	1	0
3.5	0	1	1	0
Total for UNIT III	1	5	4	1
UNIT IV	K	L	A	Ap
4.1	1	1	0	1
4.2	0	1	0	1
4.3	0	1	0	0
Total for UNIT IV	1	3	0	2

Weightage Calculation											
UN IT	K	Weigh tage of "K" in the unit	L	Weigh tage of "L" in the unit	A	Weigh tage of "A" in the unit	Ap	Weigh tage of "Ap" in the unit	C DP (40)	U C (6 0)	T W (10 0)
	15% of 40		15% of 40		35% of 40		35% of 40				
	6		6		14		14				
1	3	2.3	3	1.2	2	3.5	1	2.8	10	15	25
2	3	2.3	4	1.6	2	3.5	1	2.8	10	15	25
3	1	0.8	5	2.0	4	7.0	1	2.8	13	15	28
4	1	0.8	3	1.2	0	0.0	2	5.6	8	15	23
	8		15		8		5		40		10 0

5. TEACHING METHODS

- Classroom Lecture – Class room lectures by chalk and talk and Power Point presentation, discussions, Q&A, debate and Just a minute activity.
- Moodle assignment and online quizzes – Quizzes will be conducted via Moodle application. Business Cases, video aid will also be sent via this application.
- Case-let Discussions – A live case will be broken into different case-lets and discussed in the classroom.
- Activity based learning/Outcome based – Exhibition will be conducted based on the topics discussed in the classroom.

6. TEACHING PLAN

Week	Topic	Hours	Teaching Methodology	Weightage
1 - 2	Unit I: Marketing creating customer value and company and marketing strategy 1.1 Introduction to Market, Marketing, Marketing Management, Understanding the Marketplace and Customer (K, L) 1.2 Designing a Customer Value–Driven Marketing Strategy and Plan (K, L, A) 1.3 Company-Wide Strategic Planning: Defining Marketing’s Role (A, Ap) 1.4 Designing the Business Portfolio (K, L)	11 hrs 3 hrs/week	1. Lecture on the need to market a product or service 2. Presentation on the process of marketing the same 3. Video Presentation on how to build a marketing mix for the product or service 4. Case study discussion on the process of marketing	25%
3 - 4	Unit II: Marketing environment & recent trend in marketing 2.1 Importance of Marketing, Marketing Environment (K, L, A)	11 hrs 3 hrs/week	1. The growth of marketing in Indian Cinema 2. Case studies to show the concept of targeting,	25%

	2.2 Social, ethical and legal aspects of marketing (L, A) 2.3 E-business, Tele Marketing, M-Business, Green Marketing (K, L, Ap) 2.4 Customer Relationship Marketing, Retailing, Concept Marketing, Virtual Marketing Rural Marketing, CRM, Services marketing, B2B Marketing, Internet Marketing (K, L)		positioning and customer retention 3. Case discussion on both ethical and unethical marketing 4. Discussion on an e-commerce portal and the marketing strategies adopted to increase the footfall	
8	INTERNAL ASSESSMENT			
9 - 13	Unit III: Marketing Mix 3.1 Meaning, Products and Services, 4 P's of Marketing, 8 P's of Service Mix (K, L) 3.2 Product Mix- Product Line, Product Lifecycle, New Product Development, Branding and Packaging (L, A, Ap) 3.3 Price Mix- Objectives of Pricing, Factors influencing Pricing, Methods of Pricing (L, A) 3.4 Place Mix- Meaning, Types of Marketing Channels, Factors affecting Channel Selection (L, A) 3.5 Promotion Mix- Meaning, Significance of Promotion, Tools of Promotion (L, A)	13 hrs 4 hrs/week	1. Lecture with a sample product and service describing the importance of 4Ps and 8Ps respectively 2. Presentation on the various layers of product distribution 3. Discussion on the strategies adopted to push a product in the market with respect to pricing 4. Live project on selling a product or service in a target location and the strategies adopted to promote the same	28%
14 - 15	Unit IV: Market Segmentation, Consumer Behavior & Sustainable Marketing 4.1 Meaning of Segmentation, Characteristics of Segmentation, Bases of Segmentation, Niche marketing (K, L, Ap) 4.2 Meaning of Consumer Behavior, Factors influencing Consumer Behavior Buying Decision Process (L, A) 4.3 Sustainable marketing, social responsibility and ethics, The Global market place(L, A)	10 hrs 3 hrs/week	1. Research on the need of a product that can be pushed in a particular market area and presentation of the same in the form of an assignment 2. Tools used to arrive at the result will give them the knowledge of the basics of market research 3. Discussion on the strategies that can be imbibed to promote the product 4. Role play on the process of buying in a market environment to	23%

			understand the buyer behavior and the decision-making process	
16	END SEMESTER EXAMINATION			

7. EVALUATION PLAN

As per GCU – Multi Assessment Provision (MAP).

8. TEACHING MATERIALS AND RESOURCES

8.1 Text and Main Documents

- Lecture materials provided by the teacher.

8.2 Documents for further study

- Philip Kotler and Kevin Lane Keller, Marketing Management, PHI 15th Edition, 2015
- KS Chandrasekar, “Marketing Management - Text and Cases”, Tata McGrawHill-Vijaynicole, First edition, 2010
- P N Reddy & Appanniah, Marketing Management, HPH.
- Kuranakaran, Marketing Management, Himalaya Publishers.
- Rekha & Vibha, Marketing Management, VBH.
- Philip Kotler, Marketing Management, Prentice Hall.
- Bose Biplab, Marketing Management, Himalaya Publishers.
- J.C. Gandhi, Marketing Management, Tata McGraw Hill.
- Ramesh & Jayanti Prasad: Marketing Management, I.K. International
- William J. Stanton, Michael J.Etzel, Bruce JWalker, Fundamentals of Marketing, McGraw Hill Education.
- Sontakki, Marketing Management, Kalyani Publishers.
- K. Venkataramana, Marketing Management, SHBP.
- Dr. Alice Mani: Marketing Management, SBH.

8.3 Magazines and Journals

- EBSCO
- JSTOR
- EMERALD
- IJRCM
- IUP Journal of Applied studies

8.4 E-Learning

Students must browse the following websites to enhance their knowledge in the subject and can take the exercise as advised from time to time in consultation with faculty member.

- <https://www.pitman-training.com/our-courses/marketing-principles-and-practices/>
- <http://english4success.ru/Upload/books/584.pdf>
- <https://www.findacourse.ie/marketing-principles-practices-c7447.html>
- https://en.wikiversity.org/wiki/Principles_of_marketing
- <http://www.brandyoubrilliant.com/the-four-basic-principles-of-marketing-and-their-role-in-an-effective-marketing-strategy/>

SCHOOL OF COMMERCE AND MANAGEMENT
PROGRAMME: MASTERS IN BUSINESS ADMINISTRATION

SEMESTER: II

COURSE TITLE: MINOR PROJECT WORK

COURSE CODE: 01BMBAR19271

CREDITS: 4

Course Name: Minor Project

Students will be conducting research on selected topic and present their observations and findings in the report.

Evaluation/Assessment:

Total Marks: 100

Report submitted to the Guide: 40 Marks

Attendance/DPR Report – 16 marks

Synopsis – 16 marks

Interim Review Report – 4 marks

Project Guide's Prerogative – 4 marks

Viva – 60 Marks

30 Marks Internal Examiner

30 Marks Externals Examiner

Report Guidelines

The body of the Minor Project must be organized in the following manner.

- Cover Page with Title and other details
- Certificate of originality from the Student and Faculty
- Acknowledgements
- Abstract [Should not exceed 150 words with five key terms]
- Report should not be less than 12 pages (Other than Certificates etc.) and not exceed 15 Pages with 12 point Times Roman New Font with 1.5-line spacing.

- References

Report content may broadly be divided into five as follows:

Chapter	CONTENTS	% of Total Length
1	Introduction	15%
2	Review of literature	10%
3	Objectives and Research Methodology	20%
4	Data Analysis and Interpretation	40%
5	Findings, conclusions and Recommendations	15%
	References	

Content of the Report should have the following subdivisions:

1: Introduction

- Theoretical background of the study/research
- Importance of the topic
- Need to study the topic

2: Review of Literature

- Review of Literature and Gaps
- Statement of the Problem
- Scope of the Study

3: Objectives and Research Methodology

- Objectives of the Study
- Research Design - Type of Research, Tools for Data Collection, Sample, Sampling Technique, Data Analysis techniques used in the study
- Limitations of Study

4: Data Analysis and Interpretation- Collected data to be presented in the form of Graphs, Tables, Infographics and interpreting the same

5: Summary of Findings, Conclusions and Suggestions

Format of Synopsis

- The first page should contain the Title of Minor Project, Name of the student, Registration Number, Name of the Guide
- The subsequent pages should contain:
 - Title of the study
 - Introduction to the topic
 - Need for the Study
 - Statement of the problem
 - Objectives of study
 - Research Methodology – Type of research, Research Design, Sample Size, Data Collection (Primary/Secondary), Data Analysis Techniques to be used in the research
 - References

*Not exceeding 3 pages

*Hard copy to be submitted, A4 Size paper with 1-inch margin on all the sides.

*Font 12, Times New Roman, Use Bold, Capital letter for Headings, 1.5-line spacing

*Synopsis has to be signed by the student and Faculty Guide

APPENDIX

MBA Minor Project

PROGRESS REPORT format

Sl. No.	Particulars	
1	Name of the Student	
2	Registration Number	
3	Name of the Guide	
5	Title of the Report	
7	Progress report : A brief note reflecting, Number of meeting with Guides, places visited, libraries visited, books referred, meeting with persons, activities taken up, preparations done for collection and analysis of data etc.,)	

Date:

Signature of the Candidate

Signature of the Guide

COVER PAGE & TITLE PAGE

Title < Font size Arial Narrow 18-All caps & Bold>

Minor Project report submitted in partial fulfillment of the requirements for the
award of the Degree of

MASTER OF BUSINESS ADMINISTRATION

of

GARDEN CITY UNIVERSITY

< Font size Arial Narrow 14-All caps & Bold>



By(Font Size 14-Italic)

Name<Font size Arial Narrow 14-Title Case)

Reg. No. ...

Under the guidance of

Name of guide .<Font size Arial Narrow 14-Title Case)

Designation of guide <Font size Arial Narrow 12-Title Case)

Department <Font size Arial Narrow 20-All caps& Color Bold)

2017–2019(Font Size 14)

PREFATORY PAGES

DECLARATION BY THE STUDENT

I hereby declare that “*Title of the project*” is the result of the project work carried out by me under the guidance of *Name of the Guide* in partial fulfillment for the award of Master’s Degree in Business Administration by Garden City University.

I also declare that this project is the outcome of my own efforts and that it has not been submitted to any other university or Institute for the award of any other degree or Diploma or Certificate.

Place:

Name :

Date:

Register Number:

CERTIFICATE OF ORIGINALITY

Date:

This is to certify that the Minor Project titled “-----
-----” is an original work of Mr./Ms. _____; bearing University Register Number _____ and is being submitted in partial fulfillment for the award of the Master’s Degree in Business Administration of Garden City University. The report has not been submitted earlier to this University for the fulfillment of the requirement of a course of study.

Signature of Faculty Guide

Signature of HOD

Date

Date

References should be indicated in your Report in the following format:

Books

Abraham, K. (2001) *The Dynamics of Economic Reforms (Economic Liberalisation and Political Transformation)*, New Delhi: McGraw Publishers.

Edited Volume

Aharoni, Y. (2009) "On Measuring the Success of Privatisation", in Ramamurthi, R. and Vernon, R. (eds) *Privatisation and Control of State Owned Enterprises*. Washington, D.C.: World Bank.

Journals

Boardman, D. and Vining, S. (1989) "Ownership in Competitive Environments: A Comparison of the Performance of Mixed, Private and SOEs", *Journal of Law and Economics*, April, Vol. 1, No,32, pp.16-9.

Reports and Gazettes

Asian Development Bank (2008) *India: Statistical Abstract 2008*, April, 2008, Manila, ADB.

Newspapers and Magazines

Ahluwalia, M. (2003) 'Some of the criticism directed at the IMF is not valid', an exclusive interview, **D+C [Development & Cooperation]**, September, vol.30.

Websites

Ministry of Finance (2008) "Privatisation", Viewed on 06/11/2003 in the MoF Website, <http://www.mof.in/~epa/Privatise/index.html>.

Ram Mohan, T.T. (2004) "Privatisation in China: Softly, Softly Does it", accessed on 02/10/2010 at <http://www.iimahd.ernet.in/publications/public/Fulltext.jsp?wp-no=2004-09-04>

SCHOOL OF COMMERCE AND MANAGEMENT

PROGRAMME: MASTER OF BUSINESS ADMINISTRATION

SEMESTER: II

COURSE TITLE: STRATEGIC MANAGEMENT

COURSE CODE: 01BMBAR19261

CREDITS: 3

1. GOAL

- This course is designed to help the student, integrate and apply earlier functional courses and to acquaint the students with the strategic management process.
- The course takes the general management point of view, emphasizing the creation, implementation and evaluation of befitting strategies in organizations.
- The course aims at students to understand and analyze a firm's external environment, the resources and carry out SWOT analysis for strategy formulation.
- It enables the students to learn the process of implementing a strategy in a business.

2. OBJECTIVES OF DEVELOPMENT

- To offer students the opportunity to exercise qualities of judgement and help them to develop a holistic perspective of the management of organizations by classroom demonstrations.
- To enable students to understand various strategies adopted by different firms and how to survive in competitive business by company profile analysis.
- To understand that change is constant and how to manage change in business but reviewing company history.

3. COURSE MANAGEMENT

3.1 COURSE DESCRIPTION:

The content of this course is designed to provide an integrated view of the functional areas and to acquaint them with the strategic management process. Students need to be familiarized with the strategies at corporate, business and functional levels. This will equip the students to understand the business world of today, both the challenges and opportunities facing organizations of all sizes and also ways to compete in the rapidly changing global business environment. Survival and competition have become imperative for organizations in the current global scenario. In this context, the course develops the strategic thinking and decision-making abilities of students, especially in relation to understanding the application of various strategies in different situations.

3.2 CREDITS HOURS/SEMESTER

Instruction Hours: 45

4. DEVELOPMENT OF STUDENTS LEARNING OUTCOME:

4.1 FRAMEWORK OF LEARNING OUTCOME WEIGHTAGE

Sub Unit KLAAP Assignment				
UNIT I	K	L	A	Ap
1.1	1	1	0	0
1.2	1	1	0	0
1.3	0	1	1	1
1.4	1	1	0	0
Total for UNIT I	3	4	1	1
UNIT II	K	L	A	Ap
2.1	1	1	1	1
2.2	1	1	0	0
2.3	1	1	0	0
Total for UNIT II	3	3	1	1
UNIT III	K	L	A	Ap
3.1	1	1	0	0
3.2	1	0	0	0
3.3	1	1	0	0
Total for UNIT III	3	2	0	0
UNIT IV	K	L	A	Ap
4.1	0	1	1	0
4.2	1	0	0	0
4.3	1	1	0	0
Total for UNIT IV	2	2	1	0

Weightage Calculation											
UNIT	K	Weightage of "K" in the unit	L	Weightage of "L" in the unit	A	Weightage of "A" in the unit	Ap	Weightage of "Ap" in the unit	CDP (40)	UC (60)	TW (100)
	15% of 40		15% of 40		35% of 40		35% of 40				
	6		6		14		14				
1	3	1.6	4	2.2	1	4.7	1	7.0	15	15	30
2	3	1.6	3	1.6	1	4.7	1	7.0	15	15	30
3	3	1.6	2	1.1	0	0.0	0	0.0	3	15	18
4	2	1.1	2	1.1	1	4.7	0	0.0	7	15	22
	11		11		3		2		40		100

5. TEACHING METHODS:

- Classroom lecture.
- Practical Session on live projects.
- Classroom discussion, case study and role play.

- Research based assignments on contemporary topic.
- Flipped classes.
- Onsite student teaching.
- Field visits.
- Model making.
- Online classroom.
- Videos based classes.
- Quizzes and Peer Review Discussions.
- Class Presentations and Seminars.

6. TEACHING PLAN

Week	Topic	Hours	Teaching Methodology	Weightage
1-4	Unit I: Introduction 1.1 Strategic Management: An Introduction, Meaning, Need and Process of Strategic Management; Business Policy, Mission and Vision. (K, L) 1.2 Corporate Planning and Strategic Management; Single and Multiple SBU organizations (K, L) 1.3 Strategic Decision-Making Processes and Challenges (L, A, Ap) 1.4 Strategic Business Units (SBU); Strategies at Corporate Level and Functional level; Roles of a Manager-Interpersonal, Informational and Decision Roles of a Manager (K, L)	12 hrs 3 hrs/week	Classroom lecture and seminars Case study	30%
5-8	Unit II 2.1 Environmental Analysis: SWOT, PESTLE, Resources, Capabilities and Competencies, Distinctive Competence and Core Competence of Organizations; Competitive Advantage (K, L, A, Ap) 2.2 General, Industry and International Environmental Factors; Analysis of Environment, Environmental Threat and Opportunity Profile (ETOP) (K, L)	12 hrs 3 hrs/week	Classroom lecture and seminars Case study	30%

	2.3 Internal Strengths and Weaknesses; Factors affecting techniques of Internal Analysis; Diagnosis of Strengths and Weaknesses (K, L)			
9-11	Unit III 3.1 Strategy Formulation; Strategy formulation at Business and Corporate levels, Business Diversification; Strategic Alliances; Strategies and Modes of entering foreign markets; International Business Strategies. (K, L) 3.2 Gap Analysis, BCG Matrix, Product Portfolio, Managerial Grid, Planning Grid; Contingency Strategies; Prescriptions for choice of Business Strategy (K) Strategy Alternatives, Grand Strategies and their sub strategies; Stability, Expansion, Retrenchment and Combination; Internal and External Alternatives (K, L)	7 hrs 3 hrs/week	Classroom lecture and seminars. Case study	18%
12-15	Unit IV: 4.1 Strategy Implementation, Implementation Process, Barriers to Implementation; Project & Procedural Implementation, Resource Allocation; Structural Implementation; Plan and Policy Implementation; Leadership Implementation; Implementing Strategy in International Setting (L, A) 4.2 Strategy Implementation: Strategic Leadership and Organization Culture; Management of Change (K) 4.3 Strategy Evaluations and Control: Control and Evaluation Process; Motivation to Evaluate; Criteria for Evaluation; Measuring and Feedback; Evaluation and Corrective Action (K, L)	7 hrs 3 hrs/week	Classroom lecture and seminars. Case study	22%

7. EVALUATION METHOD

As per the GCU – Multi Assessment Provision (MAP)

8 TEACHING MATERIALS AND RESOURCES

8.1. Text and Main Document

Lecture materials provided by the teacher

8.2. Documents for further study

1. Competitive Advantage: Creating and Sustaining Superior Performance - Michael Porter
2. Crafting and Executing Strategy: The Quest for Competitive Advantage –Concept and Cases - Arthur A. Thompson, A.J. Strickland, John E. Gamble and Arun K. Jain
3. Contemporary Strategic Management - Robert Grant
4. Strategic Management and Business Policy - Azhar Kazmi
5. Business Policy and Strategic Management - P. Subba Rao

8.3 Magazines and Journals

1. Harvard Business Review
2. Business Magazines
3. Jack Welch & the GE way

8.4 E-learning

Students must browse the following websites to enhance their knowledge in the subject and can take the exercise as advised from time to time in consultation with the faculty member.

<http://bookboon.com/en/strategicmanagement-ebook>

<http://www.kau.edu.sa/Files/0057862/Subjects/Strategic%20Management%20Book.pdf>

<http://www.free-management-ebooks.com/news/strategy-skills/>

<http://www.talkativeman.com/creating-a-winning-corporate-strategy-jack-welch-questions/>

<https://www.slideshare.net/mrudangpharma/jack-welch-ges-two-decade-of-transformation>