

MBA Syllabus **Detailed Course Outline**

Semester - I

Paper Code	Name of the Subject	Credit	Remarks	Theory/ External	Internal Assessment	Total
OLMBA (CC)-101	Principles of Management	04	Core Course	70	30	100
OLMBA (CC)-102	Quantitative Techniques for Business	04	Core Course	70	30	100
OLMBA (CC)-103	Financial and Management Accounting	04	Core Course	70	30	100
OLMBA (CC)-104	Marketing Management	04	Core Course	70	30	100
OLMBA (CC)-105	Managerial Economics	04	Core Course	70	30	100
OLMBA(CC)-106	Human Resource Management	04	Value Added Course (Credited)	70	30	100
	Semester Total	24		420	180	600

OLMBA (CC)-101: PRINCIPLES OF MANAGEMENT

Course Objective: The objective of this course is to introduce the students to the intricacies of management. It elaborates on the various theories, principles, skills, functions and significance of management in today's global era.

Learning Outcomes: Students incorporate managerial knowledge and skills after attending this course. They develop the competencies to implement these in the real business world.

Unit I

Management: Concept, Nature & Importance; Managerial Roles & Skills; Levels of Management; Principles of Management; Management Process. Classical theories-Taylor Scientific Management, Fayol's Administrative Management, Bureaucracy. Neo classical theories-Hawthorne Experiment & Human relations Approach; System approach; Social System Approach; Decision Theory Approach; Behavior Science Approach; Contingency theory; McKinsey-7-S theory; Quantitative Approach.

Unit II

Nature, Scope, Objectives and Significance of Planning; Types of Planning; Process of Planning; Barriers to Effective Planning; Planning Premises and Forecasting; Decision Making- Conditions of Certainty, Risk and Uncertainty, Bounded rationality (Herbert Simon); Management By Objective; Management Information System.

Unit III

Concept of Organizing; Organization Theories; Formal & Informal Organizations; Forms of Formal Organizational Structure; Departmentation; Span of Management; Authority, Responsibility and Accountability; Power; Delegation, Centralization & Decentralization.

Unit IV

Concepts and significance of Staffing, Direction & Supervision. Types & importance of Control; Techniques of control; Management by Exception; Co-ordination: Essence of management; Coordination Vs. Co-operation; Types of coordination; Techniques of coordination.

Unit V

Forms of Business Organizations; Company and its various forms; Formation of a company; Memorandum of Association; Articles of Association; Prospectus; Shares and Share Capital; Promoters, Trusts & Societies; Issues of Consumer Protection.

Suggested Readings:

- Stoner, Freeman & Gilbert Jr (2011); *Principle & Practice of Management in Business*; Prentice Hall of India; 6th Edition.
- Koontz H., Weihrich H. (2009) ; *Principles of Management*; Tata McGraw Hill; 8th Edition.
- Robbins, Decenzo David & Coulter (2012); *Fundamental of Management*; Prentice Hall of India; 8th Edition.
- Williams C (2009) *Principles of Management*; South-Western/Cengage Learning; 5th Edition.
- Weihrich Heinz and Koontz Harold (2013); *Management: A Global, Innovative, and Entrepreneurial Perspective*; McGraw Hill; 14th Edition.
- Andrew Leigh (2012); *The Essentials of Management: Everything you need to succeed as a new manager*; Pearson UK; 2nd Edition.

OLMBA (CC)-102: QUANTITATIVE TECHNIQUES FOR BUSINESS

Course Objective: The objective of this course is to acquaint the students with various statistical tools and techniques used in business decision making.

Learning Outcomes: On completion of this course, the students will be able to understand various quantitative statistical methods. Understand data and draw inference from data, Calculate and interpret statistical values by using statistical tool & demonstrate an ability to apply various statistical tools to solve business problems.

Unit-I

Introduction to Statistics: Basic concepts, Classification & Tabulation, Data measurement, Uses of Statistics in business. Descriptive Statistics: Measure of Central Tendency - Mean, Median, Mode, Percentiles, Quartiles.

Unit-II

Measures of Variation: Range, Inter-quartile range, Mean Absolute Deviation, Variance and Standard deviation. Measures of Association Correlation: Methods of Correlation study - Karl Pearson's coefficient of correlation, Rank correlation.

Unit-III

Simple Regression Analysis: Introduction to regression analysis, regression lines, Coefficient of Determination & Estimation, Develop Trend line Probability: Introduction, Methods of assigning probabilities, Structure of probability, Joint and Conditional probabilities, Addition and Multiplication Laws, Baye's Theorem

Unit-IV

Analysis of Categorical Data: Chi-Square- Test of Independence, Test of Goodness of Fit. Probability Distributions: Discrete Distributions –Binomial Distribution, Poisson Distribution,

Continuous Distributions - Normal Distribution

Unit-V

Introduction to Matrices: Types of Matrices, Matrix Operations-Addition, Subtraction & Multiplication of Matrices, Adjoint and Inverse of a Matrix, Solving Linear Equations using Matrix Method, Business Applications of Matrices.

Suggested Readings:

- Levin & Rubins, (2017) *Statistics for Business*, Prentice Hall of India, 8th Edition, N.Delhi.
- Bhardwaj, R.S. (2009) *Business Statistics*, Excel Books, 2nd edition.
- Gupta, S.C. & Kapoor VK, (2002) *Fundamentals of Mathematical Statistics*, Sultan Chand & Sons Reprint Edition.
- Arulmozhi, G. and Muthulakshmi, S. (2009), *Statistics for Management*, The McGraw-Hill Education, ISBN: 9780070153684.
- Medhi, J. (2013), *Statistical Methods-An Introductory Text*, New Age International Publishers, ISBN: 978-81-224-1957-3.

OLMBA (CC)-103: FINANCIAL AND MANAGEMENT ACCOUNTING

Course Objective: The basic objective of this course is to enable the students to learn, explain and integrate the fundamental concepts, principles and techniques of accounting.

Learning Outcomes: Successful Application of financial and accounting information for planning decision-making and control in real business situations

Unit I

Introduction to Accounting -Basic Concepts, Purpose, Importance, Scope and Limitations of Accounting Users of Accounting, Information, Generally Accepted Accounting Principles (GAAP) and Accounting Standards (AS), International Financial Reporting Standards (IFRS)—need and significance. Ethical Dimensions in Reporting of Accounting Information

Unit II

Financial Statements Preparation and Analysis- Preparation of Income Statements and Balance Sheet, Contents of Corporate Annual Reports, Financial Statement Analysis – Ratio Analysis, Trend Analysis

Unit III

Preparation of Cash Flow Statement, Direct Method-Cash Flow from Operating, Investing and Financing Activities; Indirect Method of Preparing Cash Flow Statement Reconciliation of Net Income to Net Cash Provided by Operations,

Unit IV

Costing Techniques- Introduction to Costs and Costs Behaviour, Absorption and marginal costing, Applications of marginal costing techniques in managerial decision making

Unit V

Accounting for Planning and Control- Budgets and Budgetary Control, Various Types of Operating Budgets, and Financial Budgets, Flexible Budgeting, Rolling Budget and Zero Based Budgeting Variance Analysis, Management Control System and Responsibility Accounting.

Suggested Readings:

- Khan, M. Y., & Jain, P. K. (2006). *Management Accounting*, McGraw-Hill Education, 4th Edition.

- *Ananthanayanan, P.S. (2014). Management Accounting, Oxford Publication.*
- *Larson, Kermit D., & Miller, Paul B. W. (1994) Financial Accounting, McGraw-Hill Education*
- *Narayanaswamy, R. (2014). Financial Accounting: A Managerial Perspective, Prentice Hall India, 6th Edition.*
- *Maheshwari, S.N., Maheshwari, S.K. & Maheshwari, S.K. (2018), Financial Accounting, Vikas Publishing, 6th Edition.*

OLMBA (CC)-104: MARKETING MANAGEMENT

Course Objective: The course seeks to familiarize the students with marketing principles and theories and develop an understanding of their practical applications in the contemporary business environment. The students would understand that companies are now customer-and-market driven. Segmentation, targeting and positioning are the basic fundamentals involved in value creation, delivery and promotion.

Learning Outcomes: The students will grasp how the concept of marketing is changing with times and companies are developing newer forms of communication as well as strategies to leverage on their understanding of customers.

Unit I:

Meaning, Scope, Nature, Importance, Recent Trends & Challenges in Marketing, Core Concepts of Marketing, Company's Orientations towards the Marketplace, Concept of Value, Value Creation and Delivery.

Unit II:

Marketing Plan and Strategy, Ansoff Market Expansion Grid, BCG Matrix, Role of Technology in Marketing, Environmental Variables of Marketing, Market Segmentation, Bases for Segmentation, Market Targeting, Developing and Communicating Positioning Strategy.

Unit III:

Consumer and Business Markets, Product Classification, Product life cycle – stages and strategies, Product Differentiation, Developing Pricing Strategies and Programs, Adapting the Price, Pricing techniques for Promotion, Responding to Price Changes.

Unit IV:

Dealing with Competition, Role of Marketing Channels, Channel levels, Channel Design Decision and Managing Channel Conflict.

Unit V:

Characteristics of Marketing Communication Mix, Integrated Marketing Communication, Macro Models of Communication, Micro Models of Consumer Response, Communication Objectives, Personal and Non-Personal Communication Channels, New Forms of Communication (viral marketing, experiential marketing), Marketing Control, Emerging trends in marketing.

Suggested Readings:

- *Kotler, P., & Keller, K., Koshi, A. & Jha, (2012) M. Marketing Management: South Asian Perspective, Pearson (14th edition.).*
- *RamaOswamy, V.S., & Namakumari, S. (2018), Marketing Management: Global Perspective Indian Context Sage Pub. (6th edition.).*
- *Grewal, D., Levy, (2016) M. Marketing McGrawHill (5th edition.).*

- *Saxena, Rajan.(2009) Marketing Management McGraw Hill (6th edition).*
- *Dutta, Debraj&Dutta, Mahua,(2011) Marketing Management., Vrinda Publication,(2ndEdition)*
- *Kamal Y. (2020), Marketing Management, NRBC, (1st Edition).*

OLMBA (CC)-105: MANAGERIAL ECONOMICS

Course Objective: The objective of this course is to acquaint the students with insights of Economic Theory as used in managerial decision making. Emphasis is given to changes in the nature of business firms in the context of globalization.

Learning Outcomes: Managerial Economics provides the students with the basic tools to fundamentally deal with achieving a set of goals in a situation where resources are limited and choices must involve trade-offs, taking into account the external environment. The course will help the students strengthen the foundations of analytical approach to Managerial decision-making and understand the economic behaviour of several economic agents including a single firm. They will be exposed to the economic underpinnings of consumer behaviour and also understand the production functions facing firms. They should be able to analyse various market structures and the strategic behaviour of firms as regards pricing and output decisions. Students will also learn how the changing Macroeconomic environment impacts the prospects of various businesses.

Unit I:

Nature and Scope of Managerial Economics, Demand-Supply Framework, Elasticity types and applications, Demand Forecasting, Marginal Analysis and Optimization.

Unit II:

Analysis of Production Function, Theory of Cost, Law of Variable Proportion, Laws of Returns to Scale, Economies of Scope, Optimal Combination of Inputs,

Unit III:

Managerial Theories and Goal(s) of a Firm; Information Economics and its Business Applications, Environmental Economics.

Unit IV:

Market Structures and Strategic Behavior of Firms, Pricing and out-put strategies in different Market Structures, Price Discrimination, Game Theory Applications.

Unit V:

National Income Analysis, Theories of Inflation and Deflation, Theories of Business Cycles and Stabilization Policies, Monetary Policy, Fiscal Policy and the Budget.

Suggested Readings:

- *Thomas & Maurice (2016); Managerial Economics; McGraw-Hill. 8th Edition.*
- *Salvatore & Rastogi (2016); Managerial Economics: Principles & Worldwide Applications; Oxford University Press, 8th Edition.*
- *J.V. Vaishampayam (2008); Managerial Economics; NRBC, 1st Edition.*
- *A Koutsoyiannis (2003); Modern Microeconomics; Palgrave MacMillan, 2nd Edition.*
- *G S Gupta (2017); Managerial Economics; McGraw Hill Education, 2nd Edition.*

OLMBA(CC)-106: HUMAN RESOURCE MANAGEMENT

Course Objective: To develop student competency on theories and practices dealing with factors influencing people at workplace. It teaches the basic techniques of how an organization acquires, rewards, motivates, and manages its people effectively.

Learning Outcomes: On completion of the course the student should be able to understand the importance of human resources (HR) in organization, link organization strategy with human resource practices in an organization, learn the techniques of HR practices and its implementation aspects to motivate employees for performance and their retention and to learn the implementation of HR practices thorough discussion of real examples with case studies.

Unit I:

Introduction to Human Resource Management (HRM), Evolution of HRM, Trends shaping HRM, Strategic Human Resource Management, HRM Models-Harvard model, Guest model, Ulrich's HR model, AMO framework, Line and Staff aspects of HRM.

Unit II:

Job Analysis- process and methods, Job Description, Job Specification, Human Resource Planning and Forecasting, Employee Recruitment- Sources, Application Forms, Employee Selection- Types of Tests, Management Assessment Centers, Types of Interviews, Placement.

Unit III:

Employee Orientation- Purpose, Process, Training Process- Analysing the training need & designing the training program, implementation and evaluation of training program, Management Development Programs, Employer Life-cycle Career Management- Promotion, Transfers, Retirements, Career Planning, Talent Management.

Unit IV:

Concept of Performance Management and Appraisal, Techniques for Appraising Performance, Appraisal related Problems, Appraisal Interview, Succession Planning Factors in determining pay rates, Process of establishing Pay rates- Salary survey, Job Evaluation, Pricing Managerial and Professional Jobs, Competency-Based Pay, Variable Pay, Employee Incentives, Benefits.

Unit V:

Employee Relations: Concept and Types of Employment Relationship, Industrial relations, Collective bargaining, Psychological Contract, Ethical behaviour at work, Employee well-being.

Suggested Readings:

- Dessler, G. & Varkkey, B. (2015); *Human Resource Management*; New Delhi: Pearson; 14th Edition.
- Armstrong, M. & S. Taylor. (2017); *Armstrong's Handbook of Human Resource Management Practice*; London: Kogan Page; 14th Edition.
- Aswathappa, K. (2010); *Human Resource and Personnel Management*; Tata McGraw-Hill Education; 6th v
- Rao, P. S., & Rao, V. S. P. (2009); *Personnel and Human Resource Management*; Himalaya Publishing House; 5th Edition.
- Bernardin, John H. (2012); *Human Resource Management*; McGraw Hill; 6th Edition.

Semester II

Paper Code	Name of the Subject	Credits	Remarks	Theory/ External	Internal Assessment	Total
OLMBA (CC)-201	Organisational Behaviour	04	Core Course	70	30	100
OLMBA (CC)-202	Financial Management	04	Core Course	70	30	100
OLMBA (CC)-203	Legal Aspects and Business Environment	04	Core Course	70	30	100
OLMBA (CC)-204	Production and Operations Management	04	Core Course	70	30	100
OLMBA (CC)-205	Research Methods for Business	04	Core Course	70	30	100
OLMBA (CC)-206	Management Information Systems	04	Core Course	70	30	100
	Semester Total	24		420	180	600

OLMBA (CC)-201: ORGANISATIONAL BEHAVIOUR

Course Objective: The objective of this paper is to help the students understand how individuals, groups and structure interact to influence behaviour of people working in an organization.

Learning Outcomes: Students are expected to develop an understanding of their own perceptions, attitudes and behaviours as well as of those expected from an OB Manager. They are expected to develop comprehensive understanding of interplay among human nature, group dynamics, technology and organizational environment and its implications on organizational performance.

Unit I

Introduction to OB: Meaning and Nature of Organisational Behaviour, OB as an Interdisciplinary Subject, Significance of OB for Managers, OB as an Open System, Robbin's Model of OB, Changing Context, Challenges for an OB Manager.

Unit II

Perception: Meaning, Significance of Perception for Understanding Human Behaviour, Factors Influencing Perception, Attribution Theory. Attitude: Meaning, Concept, Significance of attitude for Understanding Human Behaviour, Values and attitude, Attitude formation, Measurement of Attitude, Cognitive Dissonance theory, Attitude Change, Learning: Concept, Learning Theories: Classical, Operant, Social, Learning, OB Modification, Steps in OB Modification Process.

Unit III

Motivation: Motivation and Goal Directed Nature of Human Behaviour, Process, Theories of Motivation, Maslow's Need Hierarchy, Herzberg's Two Factor Theory, Theory X, Y and Z, Work Redesign for Creating Motivating Job, Applications of Motivation. Meaning, Functions and Types of Group, Reasons for Joining Group, Stages of Group Development, Characteristics, Advantages, and Disadvantages of Informal Groups.

Unit IV:

Concept of Group Dynamics, Group Norms, Group Cohesiveness, Group Shift and Group Decision Making Techniques, Conflict, Dysfunctional Groups, Groups vs. Team, Types of Team, Concept of Leadership, Fiedler's Contingency Model, Hershey and Blanchard's Model, Transactional and Transformation Leadership.

Unit V:

Organizational Conflict: Reasons, Consequences and Handling. Organisational Culture: Concept, Forming, Sustaining and Changing a Culture, OCTAPACE Model, Hofstede Model, Organisational

Change: Forces of Change, Resistance to Change, Change Model-Lewin's model. Case Studies: Some cases of real business world to supplement learning from the course.

Suggested Readings:

- Robbins, Judge, and Vohra (2013); *Organizational Behavior*; Prentice Hall Inc.; 15th Edition.
- Fred, Luthans (2005); *Organisational Behavior*; UK: McGraw Hill; 10th Edition.
- G, Moorhead & Griffith. (2007). *Organizational Behavior*. Houghton Muffin Co.
- Newstrom J (2007); *OB: Human Behaviour at Work*. McGraw Hill Inc.; 12th Edition.
- PareekUdai (2016); *Understanding Organizational Behaviour*; Oxford University Press; 4th Edition.
- Rao, V.S.P. (2009); *OrganisationBehaviour*; Excel Book.

OLMBA (CC)-202: FINANCIAL MANAGEMENT

Course Objective: The objective of this course is to provide the basic understanding of corporate financial concepts. To enable the students synthesize and explain the corporate financial functions and decision making dynamics in the broad framework of a financial system.

Learning Outcomes: To demonstrate the application of the course concepts in capital structure and project investment decisions. To demonstrate the application of financial understanding in varying situations of risk return analysis, cash, credit and inventory management.

Unit I:

Nature of Financial Management: Scope and objectives of finance, role and functions of finance manager, risk-return trade off, shareholders' wealth maximization, agency problem, General awareness of financial environment-financial instruments, regulation and markets.

Unit II:

Investment Decisions: Analysis of Capital budgeting decisions, application of discounted and non-discounted techniques in capital budgeting, time value of money, capital rationing, risk analysis in capital budgeting.

Unit III:

Financing Decisions: Cost of Capital and Dividend Decision: Optimum capital structure, financial and operating leverages, sources of long-Term Finance, cost of capital-components' costs and Combined Cost (WACC), capital structure theories.

Unit IV:

Dividend theories, Irrelevance of dividend, MM Hypothesis, relevance of dividend and Walter's model, dividend policy determinants, share repurchase or buyback, Issue of bonus share and its implications,

Unit V:

Working Capital Management: Principles of working capital management, Accounts Receivable management, Inventory management and Cash management, factors influencing working capital requirement, computation of working capital required in business firm.

Suggested Readings:

- Gitman, Lawrence J., & Chad J. Zutter (2017). *Principles of Managerial Finance*, Pearson Publication, 13th Edition
- Van Horne, James C, & Dhamija, Sanjay (2011), *Financial Management and Policy*, Pearson Publication
- Rustagi, R.P. (2019), *Fundamentals of Financial Management*, Taxman's 14th Edition
- Kishore, Ravi M (2016). *Financial Management*, Taxman's, 8th Edition.

- Khan, M.Y., & Jain, P.K. (2018). *Financial Management: Text, Problems and Cases*, McGraw Hill Publication, 8th Edition

OLMBA (CC)-203: LEGAL ASPECTS AND BUSINESS ENVIRONMENT

Course Objective: To help students develop an appreciation of the evolution of the global economy and of current topical debates surrounding ‘globalization’ and a range of associated issues and laws. Provide background knowledge of the institutional, economic, political, cultural and technological environments that constitute today’s global business environment. Provide a strong foundation to students of basic economic theories and regulations underlying the importance of the transnational corporation, of international trade, and of competitiveness.

Learning Outcomes: Aims to equip the students with an analytical framework to scan the national and global business environment. Provide students a framework to calculate the implications of their business decisions on different segments of the economy and legal issues.

Unit I

Indian Contract Act, 1872 Contract- Meaning, Essentials, Kinds, Offer and Acceptance, Contractual Capacity, Free Consent, Consideration, Void Agreements, Quasi Contracts. Modes of discharge of contract and remedies for breach of contract. Contract of Indemnity and Guarantee. The Sale of Goods Act, 1930 Meaning of Contract of sale, Difference between Sale and Agreement to Sell. Conditions and Warranties, Transfer of Property in Goods, Unpaid Seller and his Rights.

Unit II

Indian Partnership Act, 1932. Meaning and test of Partnership, Implied Authority of a partner, Position of a minor in partnership. The Negotiable Instruments Act, 1881 Meaning, and characteristics of promissory note, bill of exchange and cheque. Negotiation and assignment. Crossing of cheque, bouncing of cheques.

Unit III

Concept of Business Environment, Nature and Factors in Business Environment, Role of Planning in a Market Economy, India’s Growth Experience, Performance & Challenges, Unemployment & Employment, Population Change, and Economic Environment, Agricultural Growth, Performance & Policies, Industrial Growth & Policies.

Unit IV

Economic role of Government; Contemporary Economic Reforms, Role of Industry in Economic Development, Stock Exchange of India, Role of Regulatory Institutions in Indian financial system– RBI and SEBI, Balance of Payment. Global Business Environment– Political, Economic, Social, Cultural, Legal, Technological, Theories of International Trade; Adam Smith, Ricardo and Ohlin & Heckscher, Indian Economy and GATT, WTO,

Unit V

Emerging issues, Regional Economic Integration, European Union. Corporate Social Responsibility; Environmental and Sustainability issues in Development.

Suggested Readings:

- M C Kuchhal, *Business Law*, Vikas Publications
- Akhileshwar Pathak, *Legal Aspects of Business*, Tata Mc GRAW HILL
- Cherunilum F. (2017); *Business Environment*; Himalaya Publishing House, 4th Edition.
- B.N. Ghosh (2014); *Business Environment*; Oxford University Press 1st Edition.
- Rao P.S. (2013); *International Business*; Himalaya Publishing House 1st Edition.

OLMBA (CC)-204: PRODUCTION AND OPERATIONS MANAGEMENT

Course Objective: The objective of this subject is to introduce the students with the intricacies of Operations Management. The course discusses the importance of planning, organizing and controlling aspects in Operations Management. It also elaborates on the significance of Quality Management in the organizations.

Learning Outcomes: Students will be able to formulate and evaluate Operational decisions in any organization – Production based and/or Service Based.

Unit I

Introduction to Operations Management; Historical Evolution; Strategic role of Operations; Systems view of Operations Management; Functions of Operations manager; Recent Trends; Designing Products; Services and Processes; Flexible Manufacturing System.

Unit II

Facility Location Planning; Facility Layout Planning; Job Design; Work Study; Work Measurement; Method Study; Financial Analysis of Operating Plans; Ergonomics; Environmental Consideration – Green manufacturing; Ethical issues in OM.

Unit III

Production Planning & Control, Master Scheduling; Aggregate Planning; Rough Cut Capacity Planning; Gantt Charts & Sequencing. Just in Time (JIT); Lean Production System; Total Productive Maintenance (TPM).

Unit IV

Fundamentals of Inventory Management; Inventory Control Techniques; Material Requirement Planning (MRP); Manufacturing Resource Planning (MRP II); Enterprise Resource Planning; Project Management – PERT/CPM.

Unit V

Introduction to Quality Management; TQM; Contributions of Quality Gurus - Demings, Juran, Philip Crosby & Ishikawa; Techniques of Quality Control; ISO 9000 & ISO 14000; Statistical Process Control; Quality Circles; Kaizen; Six Sigma Approach; 7 QC tools; Service Quality & Service Quality Management

Suggested Readings:

- Heizer and Render, (2010) *Operations Management*, 10th edition, Prentice Hall,.
- Ashwathappa K & Bhat K. Shridhara (2019) - *Production & operation Management*, 2nd Edition, Himalaya Publication.
- S N Chary (2019) *Production and Operations Management*, 6th Edition, Tata McGraw Hill,.
- William J Stevenson (2018) *Operations Management*, McGraw Hill, 13th edition.
- Adam Jr Everetl E. & Ebert R J, (1992) *Production and Operations Management*, 5th Edition, Prentice-Hall.
- Dilworth James B (1996) *Operations Management*, 2nd edition, McGraw Hill,.

OLMBA (CC)-205: RESEARCH METHODS FOR BUSINESS

Course Objective: The objective of this paper is to impart knowledge about various stages of the research processes and their application in decision making.

Learning Outcomes: Develop understanding on various kinds of research, objectives of doing research, research process, research designs and sampling. Have basic knowledge on qualitative research techniques, and adequate knowledge on measurement & scaling techniques as well as the quantitative data analysis. Basic awareness of data analysis-and hypothesis testing procedures

Unit-I

Concept, Objectives and Significance of Research, Research Process, Research Design: Exploratory Research Design, Descriptive Research Designs- Cross-sectional & Longitudinal, Experimental Design: Pre-Experimental, Quasi Experimental, True Experimental & Statistical Design.

Unit-II

Measurement and Scaling: Primary Level of Measurement- Nominal, Ordinal, Interval, Ratio, Comparative and Non-competitive Scaling Techniques, Questionnaire Design, Sampling- Sampling Process, Sampling Techniques-Probability and Non-Probability Sampling, Sample Size Decision.

Unit-III

Data Collection: Primary & Secondary Data; Survey Method of Data Collection, Classification of Observation Method; Fieldwork and Data Preparation. Hypothesis: Null Hypothesis & Alternative Hypothesis; Type-I & Type-II Errors; Hypothesis Testing: T-Test, ANOVA Concepts of Multivariate Techniques-Multiple Regression Analysis, Discriminant Analysis etc.

Unit-IV

Qualitative Research: Data Collection of Qualitative Research- Interviews, Observation & Documents, Qualitative Research Procedure: Focus Group Interview, Online Focus Group, Depth Interview, Projective Techniques, Other Methods of Qualitative Research: Narrative, Phenomenological, Grounded Theory, Ethnography & Case Study Method.

Unit-V

Meaning, Types and Layout of Research Report; Steps in Report Writing, Tabular & Graphical Presentation of Data, Citations, Bibliography and Annexure in Report, Avoid Plagiarism; Use of Statistical Software to Analysis the Data.

Suggested Readings:

- *Satyabhushan D., Malhotra NK.,(2015) Marketing Research: An Applied Orientation, 7th Edition, Pearson publisher.*
- *Bajpai N., (2011) Business Research Methods:, Pearson publisher.*
- *Cooper & Schindler (2015) Business Research Methods, 12th Edition, Mcgraw-Hill.*
- *Green, Tull&Albaum (2010) Research for Marketing Decisions, 5th Edition, PHI Pvt. Ltd, New Delhi.*
- *Levine ,Khrehbiel& Berenson (2013) Business Statistics, 6th Edition, Pearson Education.*
- *Luck D. & Rubin D. (2006) Marketing Research, 7th edition, PHI, New Delhi.*

OLMBA (CC)-206: MANAGEMENT INFORMATION SYSTEMS

Course Objective: For an organization to thrive in today's increasingly rapid pace of change in environment, managers and functional specialists in all areas must perform their jobs effectively, efficiently, and ethically. Information technology provides the tools that enable all organizational personnel to solve increasingly complex problems and to capitalize on opportunities that contribute to the success of the organization. This course provides students with solid grounding in business uses of information technology in a rapidly changing environment, and to understand critical issues surrounding the use of IT in organizations.

Learning Outcomes: Students will be able to understand and articulate fundamental concepts of information systems management. Apply IT to solve common business problems. Plan and implement effective IT solutions to business problems. Apply the ethical aspects of information technology use in the organization.

Unit I:

Information Systems: Concept & Technologies, Role of information Systems in Business. Influence of Information Systems in Transforming Businesses. Global E-Businesses and Collaborations, Strategic roles of Information Systems. Behavioural, Technical and Socio- technical approaches. Enhancing Business Processes through Information Systems. Types of Business Information Systems. TPS, MIS, DSS and EIS. Organising the Information Systems function in Business. Ethical and Social issues of Information Systems.

Unit II:

Using Information Systems to Achieve Competitive Advantage: Porter's Competitive Forces Model and The Business Value Chain Model. Aligning Information Systems with Business. Decision Making and Information Systems: Types of Decisions and the Decision-Making Process, Business Value of Improved Decision Making. Decision Support for Operational, Middle and Senior Management. Concepts of Database and Database Management System.

Unit III:

Functional Information Systems: Marketing, Human Resource, Financial and Operational Information Systems. Cross Functional Information Systems, Enterprise Systems. Supply Chain Management Systems. Customer Relationship Management Systems. Business Value of Enterprise applications and challenges in Implementing, Knowledge Management.

Unit IV:

E-Commerce: Fundamentals and Concepts: Digital Markets and Digital Goods. Types of E-commerce and E-commerce Business Models. B2B E-Commerce: New Efficiencies and Relationships. Concept of Mobile E-Commerce. Security and Control of Information Systems.

Unit V:

Implementing Information Systems as Planned Organisational Change. Business Process Reengineering. Systems Analysis and Systems Design. Modeling and Designing Systems: Structured and Object-Oriented Methodologies, Traditional Systems Life Cycle, Prototyping, End-User Development, Application Software Packages and Outsourcing. Implementing Information Systems. Introduction to Change Management.

Suggested Readings:

- *Laudon Kenneth C. and Laudon Jane P., (2018), Management Information Systems Managing the Digital Firm by : Pearson Publication, 15e*
- *James A O'Brien, Behl Ramesh, George M. Marakas, (2019), Management Information Systems, McGraw Hill*
- *Jawadekar Waman S., (2013) Management Information Systems A Global Digital Enterprise Perspective; McGraw Hill*
- *Dr.S.Shajahan, R.Priyadharshini, (2004) Management Information Systems, New Age International Publishers*
- *Boris Shishkov, (2020) Designing Enterprise Information Systems, Springer Publication,, ISBN 978-3-030-22441-7*

SEMESTER III

Paper code	Name of the Subject	Credit	Remarks	Theory/ External	Internal Assessment	Total
OLMBA (CC)-301	Innovation and Entrepreneurship	04	Core Course (Compulsory for all Groups)	70	30	100
OLMBA (CC)-302	Business Analytics	04	Core Course (Compulsory for all Groups)	70	30	100
OLMBA (IN)-301	Summer Internship Project	04	Summer Internship (Compulsory for all Groups)	70	30	100
GROUP A - Financial Management						
OLMBA (FM-CC) -301	Project Management	04	Core Course Domain	70	30	100
OLMBA FM(EL)-301A	Investment Analysis & Portfolio Management	08	Elective (Choose Any Two)	70	30	100
OLMBA FM(EL)-301B	Taxation Laws			70	30	100
OLMBA FM(EL)-301C	Financial Systems			70	30	100
OLMBA FM(EL)-301D	International Financial Management			70	30	100
GROUP B - Marketing						
OLMBA (M-CC) 301	Consumer Behaviour	04	Core Course Domain	70	30	100
OLMBA M (EL)-301A	Rural marketing	08	Elective (Choose Any Two)	70	30	100
OLMBA M (EL)-301B	Marketing of Services			70	30	100
OLMBA M (EL)-301C	Digital Marketing			70	30	100
OLMBA M (EL)-301D	Industrial Marketing			70	30	100
GROUP C – International Business						
OLMBA (IB-CC)-301	International Business	04	Core Course Domain	70	30	100
OLMBA IB(EL)-301A	Foreign Exchange Management	08	Elective (Choose Any Two)	70	30	100
OLMBA IB(EL)-301B	International Economics			70	30	100
OLMBA IB(EL)-301C	International Marketing			70	30	100
OLMBA IB(EL)-301D	International Logistics Management			70	30	100
GROUP D – Human Resource						
OLMBA (HR-CC) 301	Organisational Design, Development and Change	04	Core Course Domain	70	30	100
OLMBA HR (EL)-301A	Labour Welfare and Social Security	08	Elective (Choose Any Two)	70	30	100
OLMBA HR (EL)-301B	Human Resource Training and Development			70	30	100
OLMBA HR (EL)-301C	Managerial Psychology and Stress Management			70	30	100
OLMBA HR (EL)-301D	Compensation and Reward Management			70	30	100
	Semester Total credits	24				

OLMBA(CC)-301: INNOVATION AND ENTREPRENEURSHIP

Course Objective: The course is designed as a broad overview of entrepreneurship, including identifying a winning business opportunity, gathering funding for and launching a business, growing the organization and harvesting the rewards. It is an integrative course—one that combines material introduced to the students in core courses and applies it to the design and implementation of new ventures. The students are expected to have completed courses in Management Principles, Marketing, HRM, Productions & Operations, Economics, Accounting & Finance.

Learning Outcomes: Appreciate and develop entrepreneurial attitude and prerequisites for becoming an entrepreneur. Demonstrate creativity in identifying opportunities for business venture. Distinguish between suitability of alternative forms of business organisations for chosen venture. Familiarize with the procedures for establishing a business venture and necessary documentary and regulatory compliances and tax issues. Familiarize and identify sources of finance available for the venture. Display insights into procedure for and advantages of different IPR's. Relate and apply different strategies in support of a venture. Develop and display soft skills for managing a team and provide leadership. Prepare projected financial statements and ratios for key indicators. Prepare a comprehensive business plan. Recognize the need for social entrepreneurial opportunity and ways to organise the same through own venture

Unit I:

Entrepreneurship: Meaning and objective. Entrepreneurship and its role in Economic Development. Entrepreneurial Traits and Mindset. Misconceptions and Myths about Entrepreneurship. Motivation for becoming an Entrepreneur. Entrepreneurship as a Career Option. Entrepreneurial Leadership. Creativity and Innovation. Bottlenecks to Creativity and innovation. Disruptive Technology and generating commercial value from Innovation; Sources of New Ideas, Techniques for generating Ideas. Accessing Business Potential of an Idea. Idea to Opportunity: Sources of Opportunity, Opportunity Recognition.

Unit II:

Types of New Ventures, Tax implications of various forms of Ventures. Procedures for setting up a Business in India. Entrepreneurship and Intellectual Property Rights (IPR): Patents, Trademarks and Copyrights. Business Plan: Purpose and Contents of a Business Plan. Marketing Plan: Need for Marketing Research, Industry Analysis, Competitor Analysis, Market Segmentation, Target Markets, Market Positioning, Marketing Mix, Marketing Plan and Market Strategy. Operation and Production Plan: Product Design and Specifications.

Unit III:

Types of Production Systems, Location and Layout Decisions, Plant and Technology Choices, Production Planning and Commercialization. Financial Plan: Assumptions underlying the Financial Statements. Budgeting. Preparation of projected Funds Flow and Cash Flow Statement, Profit and Loss Accounts / Income Statement and Balance Sheet. Key Financial Indicators: Break-Even Analysis, Ratio Analysis, Valuation Methods, Sensitivity analysis. Financing of New Ventures: Stages of Financing, Sources of Finance – Seed Funding, Venture Capital Funding, Bank Funding, Lease Financing. Funding opportunities and Institutional Support in India for New Ventures. Managing Cash and Liquidity, Record Keeping, Performing Due Diligence

Unit IV:

Launching a New Venture: Preparing Implementation Plan, Raising Resources, Leveraging Intellectual property, Organisation Plan: Team Building for the New Venture, Designing Organisational Structure and Systems Building a Winning Team, Motivating and Inspiring the Team Members, Monitoring the Technological Trends, Pilot Testing, Understanding Markets, Market Strategies and Positioning.

Managing Growth: Managerial Issues and Growth Strategies for New Ventures. Revival and Exit: Turnaround Strategies, Liquidation and Exit Strategies for Entrepreneurs.

Unit V:

Introduction to social enterprises, Social entrepreneurship – need, definition, characteristics and models. Social leadership, networks and external relationships, revenue models, Measures of performance of social enterprises, ISO 26000, Local problems and local solutions, Social audit, Issues in management of Social Enterprises.

Suggested Readings:

- Kumar A (2012); *Entrepreneurship*; Pearson, 3rd Edition.
- Poornima M.CH (2006); *Entrepreneurship Development: Small Business Enterprises*; Pearson, 1st Edition.
- Kumar A., S.C. Poornima, M.K. Abraham, K. Jayashree (2011); *Entrepreneurship Development*; New Age International Publishers, 1st Edition.
- A.Sahay, M. S. Chhikara (2007); *New Vistas of Entrepreneurship: Challenges & Opportunities*; Excel Books, 1st Edition.
- R.K.R. Kummitha (2016); *Social Entrepreneurship: Working towards Greater Inclusiveness*; Sage Publications, 1st Edition.

OLMBA(CC)-302: BUSINESS ANALYTICS

Course Objectives: Understand the conceptual foundations of relevant business analytics methodologies. Understand the nature and scope of analytics in business management decisions. Understanding the application of various analytical tools including interpreting the input and communicating the output from these tools and models with their advantages and limitations. Understand the application of these analytical tools to assist business decisions. Support Business decisions with analytical, research and managerial skills.

Learning Outcomes: The Students would be able to understand the benefits provided by analytical methods in business management. Manage technical challenges to plan, gather, analyse and interpret research information. Be able to access the appropriateness of analytical methods for different applications. Have gained hands-on analytical application skills utilizing relevant software. Be able to properly interpret and communicate methodological results. Resolve marketing decision problems and make sound business decisions using analytics.

Unit I:

Overview of Business Analytics, Analytical Methods and Models, Use of Analytics in Business Practices, Concept of Big Data, Types of Data, Hands on Practice on Data in Excel.

Unit II:

Concept of Data Visualization, Data visualization and Storytelling Through data, Data Visualization Techniques, Data Visualization Through Advanced Chart, Time Series Data Analysis and forecasting.

Unit III:

Data Mining and Management, Data Mining Tools, Data Mining Process, Data Mining Through Social Media, Summarize Marketing Data, Data Reduction methods, Metrics for Business Management, Pricing Analytics.

Unit IV:

Introduction to R and R-Studio software, Data Analysis Through R, Web and Social Media Analytics, Sentiment Analysis, Social Network Analytics, Text Analytics, Hands on practice on Data Analysis using R.

Unit V:

Optimization Techniques, Linear Optimization Models, Sensitivity Analysis, Decision Analysis, Decision Analysis without Probabilities, Decision Analysis with Probabilities.

Suggested Readings:

- Lilien, G. L., Rangaswamy, A., & De Bruyn (2007); *Principles of Marketing Engineering*; Trafford Publishing, 3rd edition.
- Linoff, G. S., & Berry, M. J. (2011); *Data mining techniques for marketing, sales, and customer relationship management*; John Wiley & Sons, 3rd Edition.
- S. Scheps (2011); *Business Intelligence; For Dummies*; 1 Edition.
- E. Siegel & T.H. Davenport (2013); *Predictive Analytics: The Power to Predict Who Will Click, Buy, Lie, or Die*; Wiley, 1st Edition.
- Pochiraju, Bhimasankaram, Seshadri & Sridhar (2019); *Essentials of Business Analytics*; Springer International Publishing, 1st Edition.

OLMBA (IN) – 301 SUMMER INTERNSHIP PROJECT

OLMBA(FM-CC)-301: PROJECT MANAGEMENT

Course Objective: The aim is to provide a suitable framework for gaining insight in the process of preparation, appraisal, monitoring and control of a project. The role project management techniques and how to mobilize finance for domestic and international projects shall be highlighted.

Learning Outcomes: The course will equip the students to various feasibility analysis of project and will give the knowledge and skills required to be successful in applying project management.

Unit I: Basic framework of project

Meaning and importance of a Project, types of projects, project development cycle, the concept of project management, project planning and implementation Corporate Strategy and Resource Allocation, Generation and Screening of Project Ideas -Project identification, Project formulation and preparation – pre-feasibility studies, feasibility studies and Balanced scorecard,

Unit II: Project Preparation

Market and Demand estimation, market survey, demand forecasting techniques, technical feasibility, cost of project, estimation of costs, estimation of fund requirement, sources of funds, project financing in India, loan syndication for projects, tax considerations in project preparation, plans and project planning tips; design project management

Unit III: Project Appraisal

Cost benefit analysis (Cash flow projections), Financial evaluation – discounted and non-discounted techniques of capital budgeting techniques, project rating index, critical examination of evaluation techniques,

Economic, commercial, social cost benefit analysis in public and private sectors, investment criteria and choice of techniques, Treatment of risk and uncertainty –types and risk measuring techniques, risk sensitivity analysis, probability approach single as well as multiple projects, allocation of limited capital

Unit IV: Implementation, Monitoring and Control of Projects

Project scheduling, network techniques for resource and cost budgeting and scheduling, project management teams and coordination, forms of project organizations, project review and administrative aspects, Monitoring and post completion audit, evaluation of the projects.

Unit V: Contemporary Issues

Contemporary issues in project appraisal and related area, project management principles by project management institute USA

Suggested Readings:

- Gray, Clifford F., Larson, Erik W. and Desai, Gautam V. (2017). *Project management the managerial process*, McGraw hill education, 7th edition,
- Chandra, Prasanna (2019), *Projects: Preparation, Appraisal, Budgeting and Implementation*, 8th edition, McGraw hill education
- Lester, Albert (2017), *Project management, planning and control*, 7th edition, Butterworth-Heinemann.
- Gupta, Rajeev M. (2014), *Project management*, second edition, PHI
- Bhavesh Patel (2010), *Project management financial evaluation with strategic planning, networking and control*, second edition, Vikas publishing
- Nagrajan, K. (2010), *Project Management*, New Age International Publications.

OLMBA FM(EL)-301A: INVESTMENT ANALYSIS & PORTFOLIO MANAGEMENT

Course Objective: The basic purpose of this course is to develop competencies for analyzing different investment opportunities and construct an optimal portfolio of investments as per risk profile and investment objectives with respect to the various avenues of investment and their management strategies.

Learning Outcomes: The students will be able to provide theoretical & practical background in the field of investments. They will be able to design, manage & measure the portfolio performance.

Unit I: Investment Environment

Nature and scope of investment decision, Investment vs. speculation, type of investments – commodities, real estate, financial assets and other investment avenues, sources of investment information, introduction to Indian securities market

Investment Environment: Investment process, Procedure of investment in securities market, Stock Market Indices, Role of SEBI with regard to Secondary Markets, The Role and Functions of Various Players and Agencies in the Secondary Market.

Unit II: Security Valuation and analysis

Equity Valuation and Analysis: valuation of equity & preference shares - different models: dividend discount models – constant growth, two-stage, three phase model

Risk and Return trade off – types and measurement, mean variance criterion, Single Index Model

Risk - types and measurement, Fundamental Analysis vs. Technical analysis, Efficient Market Hypothesis & its implications to investors.

Bonds: Characteristics, valuation, risk & return, Bond Price & interest rate relationship, bond duration.

Unit III: Portfolio Construction

Portfolio Management: Nature and Scope, Traditional Vs Modern Portfolio Management, Portfolio Risk and Return – Diversification & Portfolio Risk

Portfolio Construction: Markowitz Theory (mean variance analysis), Portfolio Analysis & Construction- Feasible set and the efficient set of Markowitz drawing the efficient set with two securities, three securities, n securities, effect of risk free lending & borrowing, optimum portfolio for an investor, construction of optimum portfolio under single index model

Unit IV: Portfolio Performance evaluation

CAPM –Theory and model- capital market line, security market line. Multi factor model, Arbitrage pricing theory.

Portfolio Revision & Performance Valuation: Need for revision of portfolio, formula plans, portfolio performance evaluation, risk adjusted measures of portfolio performance evaluations, Fama's performance attribution model, managed portfolio & its performance evaluation

Unit V: Contemporary issues in Portfolio Management

Case studies in analyzing securities and its valuation, practical cases related to portfolio management and its analysis, recent developments

Suggested Readings:

- Bodie, Z., Kane, A., Marcus, A. J. & Mohanty, P. (2019). *Investments*, McGraw-Hill Education, 11th Edition.
- Chandra, P. (2017). *Investment Analysis and Portfolio Management*, McGraw-Hill Education, 5th Edition.
- Elton, E. J., Gruber, M. J., Brown, S. J. & Goetzmann, W. N. (2010). *Modern Portfolio Theory and Investment Analysis*. USA, John Wiley & Sons, 8th Edition.
- Fischer, D. E. & Jordan, R. J, (2002), *Security Analysis and Portfolio Management*, Pearson Education, 6th Edition.
- Tripathi, Vanita (2019), *Security Analysis and Portfolio Management*, Taxmann Publication
- England, Holden, C. W (2014). *Excel Modeling in Investments*, Pearson Education, 5th Edition.
- Ranganathan, M. & Madhumathi, R (2011). *Investment Analysis and Portfolio Management*, Pearson Education, 2nd Edition.
- Reilly, F. K., Brown, K. C. & Leeds, S. J (2018). *Investment Analysis & Portfolio Management*, Cengage Learning, 11th Edition.
- Sehgal, S (2005), *Asset Pricing in Indian Stock Market*, New Century Publications

OLMBA FM(EL)-301B: TAXATION LAWS

Course Objective: The aim of this course is to enable the students to understand the structure and system of taxation laws and equip them with application knowledge.

Learning Outcome: Develop an understanding of the basics of an individual's direct taxation, residential status, and tax liability and make aware of the computation of the total income from various heads. Develop an understanding of the basics of GST, its benefits, challenges, and council structure, and make aware of the concept of supply and input tax credit.

UNIT-01: INTRODUCTION TO INCOME TAX

General introduction of Indian income tax act, 1961. Basic concepts: income, agriculture income, casual income previous year, assessment year, gross total income, total income, person, assesses, residential status and tax liability of an individual, exempted income.

UNIT-02: HEADS UNDER INCOME TAX- I

Income from salary, income from house property

UNIT-03: HEADS UNDER INCOME TAX- II

Income from business and profession, capital gains, income from other sources.

UNIT-04: INTRODUCTION TO GOODS AND SERVICE TAX (GST)

Introduction to Goods and Service Tax –Evolution of GST Act in India – Meaning of Goods and Service Tax – Objectives of GST - Need for GST – Features of GST – Subsuming of taxes- Benefits of Implementing GST – Challenges of GST Regime — Constitution of GST Council – Structure, Power, and Functions of GST

Council.

UNIT-05: PROCEDURES AND LEVY UNDER GST

Registration under GST, Taxable turnover, GST Registration Forms and Process, Person Liable to Register Under GST, Compulsory Registration, Exempted Goods and Services Under GST, Rates of GST, Procedure Relating to Levy CGST & SGST, Various Schedules Related to Supply- Computation of Taxable Value and Tax Liability under CSGT & SGST, Procedure Relating to Levy IGST- Computation of Taxable Value and Tax Liability IGST, Input Tax Credit, Set Off , simple problems on utilization of Input Tax Credit.

Suggested Readings:

- *Dr. H.C. Mehrotra, Goods and Services Tax (GST), 10th edition.*
- *V.S. Datey, Taxmann's GST Ready Reckoner [2023].*
- *Dr. H.C. Mehrotra and Dr. S.P. Goyal, Income Tax Law & Accounts, 63rd edition.*
- *Dr. Vinod K. Singhania and Dr. Monica Singhania, Taxmann's Students' Guide to Income Tax University Edition.*

OLMBA FM(EL) - 301C: FINANCIAL SYSTEMS

Course Objective: The aim of the course is to enable the students to understand the structure and systems of Financial Markets and financial institutions.

Learning Outcomes: The students will have basic understanding of financial environment and its components. The subject shall enlighten the learned on the types of markets , financial institutions and their regulatory framework

Unit I: Financial Systems & Money Market

An overview of the Indian Financial Systems Definition, Significance, and its relationship with economic development. The constituents of a Financial System, Regulation of organized financial system in India, Money Market as a part of Financial System.: meaning, role and features, components: call, treasury bill, commercial bill, commercial paper, financial guarantee, discount market etc. present position of India

Unit II: Capital Market

The primary and the secondary market: Concept, characteristics, and functions. Instruments of Capital Market, Capital market institutions – The stock exchange, its organization, functions and control, capital market in India, OTCEI and N.S.E & B.S.E, Regulation of capital market, Role of SEBI

Unit III: Financial Intermediaries: Banks & NBFC

Commercial bank functions and present position, problems of capital adequacy, risk management in banks – BASEL Norms& other commercial banking reforms, Regulatory role of RBI Non-Banking Financial Intermediaries: meaning role types and features, Investment institutions their objectives, functions, organization, Insurance- LIC, GIC, Mutual Funds and other important NBFCs

Unit IV Financial Services and Instruments

Financial Services: meaning, role features and types of financial services regulatory framework of financial services in India, Introduction to marketing of financial services, risk management of financial series. Introduction to financial instruments: Meaning, types and features, Comparison of India Financial System with international financial system

Unit V Recent Developments in Financial System

Recent amendments and reforms in RBI, SEBI and IRDA in the financial system.

Suggested Readings:

- Pathak, Bharti V. (2018), Indian Financial System, Pearson Education, New Delhi, 5th Edition
- Bhole, M.K (2017), Financial Institutions and Markets, McGrawHill Education, 6th Edition.
- Khan, M.Y (2019), Indian Financial Systems, McGrawHill Education, 11th Edition.
- Srivastava, R.M. & Nigam, Divya (2010), Management of Indian Financial Institutions, Himalaya Publishing.
- Desai, V (2015). Development Banking and Financial Intermediaries, Himalaya Publishing House.

OLMBA FM(EL) - 301D: INTERNATIONAL FINANCIAL MANAGEMENT

Course Objective: To provide insights relating to financial management applications in the realm of international business with special reference to international financial markets and operations of MNCs

Learning Outcomes: On successful completion of the course students will be able to analyse, apply and evaluate information within the global financial environment so as to solve problems and make informed decisions. Further to review the problems of dealing in foreign currency, recognise and calculate futures and forward exchange rates, hedging and related foreign exchange exposures.

Unit I: International Financial Environment

The rise of Multinational Corporation, International Monetary System, International Financial Institutions: World Bank, International Monetary Fund, Asian Development Bank, Bank for International Settlement

Unit II: Foreign Exchange Markets

Theories of Foreign Exchange Rate Movement and International Parity Conditions, Foreign Exchange Markets: Foreign Currency Futures and Foreign Currency Options, Hedging strategies through foreign exchange markets

Unit III: Managing Foreign Exchange Exposure

Foreign Exchange Risk and Exposure, Management of Foreign Exchange Risk, Techniques of Foreign Exchange Risk Management, Management of Translation Exposure, Management of Transaction Exposure,

Unit IV: Financial Management of the Multinational Firm

Foreign Direct Investment, Internationalisation, Cost of Capital and Capital Structure of the Multinational Firm, Multinational Capital Budgeting, Multinational Cash Management

Unit V: Current trends

Recent trends in Balance of Payments, Fluctuations of foreign exchange, contemporary case studies

Suggested Readings:

- Vij, Madhu (2002), *International Financial Management*, 3rd Edition, Excel Books, New Delhi
- Apte, P. G. (2008), *International Financial Management*, 7th Edition, McGraw Hill Education (India) Pvt. Ltd., Chennai
- Shapiro, A.C., Moles, P. and Seal, J.K. (2016), *International Financial Management*, Wiley
- Madura, J. (1997), *International Financial Management*, 5th Edition, South-Western Publications.
- Sharan, V. (2010), *International Financial Management*, 6th Edition, Prentice Hall India Publications

OLMBA M(M-CC)-301: CONSUMER BEHAVIOUR

Course Objective: The objective of this paper is to help the students understand the importance of understanding consumer psychology and behaviour towards successful marketing endeavours

Learning Outcomes: Students are expected to develop an understanding of consumers'

perceptions, attitudes and behaviours as well as their decision-making process. They are expected to develop comprehensive understanding of consumer behaviour and use this knowledge in developing marketing strategies and enhance the marketing effectiveness.

Unit I:

Defining Consumer Behaviour, Scope and application of Consumer Behaviour, Consumer's impact on Marketing Strategy, Technology's impact on Consumers, Customer Satisfaction, Customer Loyalty, Customer Retention, Consumer Research, Interdisciplinary nature of Consumer Behaviour, Market Segmentation and Bases for Market Segmentation.

Unit II:

Consumers Needs and Motivation, Personality, Theories of Personality, Effect of Personality Traits on Consumer Behaviour, Green Consumers, The Self-Concept and Self-image, Extended Self, Consumer Perception, Elements of Perception, Selective Perception, Consumer Imagery, Consumer Involvement.

Unit III:

Consumer Learning, Behavioural Learning, Observational Learning and Cognitive Learning, Measures of Consumer Learning, Consumer Attitude, Tri-Component Attitude Model, Multi Attribute Attitude Models, Attitude- towards-Object Model, Attitude-towards-Behaviour Model, Attitude-towards-the-Ad Model, Cognitive Dissonance.

Unit IV:

Consumer Persuasion, Designing Persuasive Messages, Persuasive Advertising Appeals, Consumer Decision Making Process, Organisational and Household Decision Making, The Economic Model, Howard Sheth Model, The Nicosia Model, Webster and Wind Model, Consumer Reference Groups, Reference Groups amongst Youngsters, Consumption related Reference Groups, Factors Affecting Reference Group Influence.

Unit V:

Family and Lifecycle, Stages in Family Life Cycle, Parental Styles and Consumer Socialization, Family's Supportive Roles, Family's Decision Making and Consumption Related Roles, Children's Influence on Social class and Lifestyles, Culture and Subcultures, Indian Core Values, Measuring Cultural Values, Influence of Culture on Consumer Behaviour.

Suggested Readings:

- Leon G. Schiffman & Leslie Lazar Kanuk, (2010), *Consumer Behavior*; pearson publication
- Michael R. Solomon, (2017), *Consumer Behavior*, Tata McGrawhill
- David L. Loudon & Albert J. Della Bitta, (1988), *Consumer Behavior*
- Wayne D. Hoyer; Deborah J. MacInnis and Pinaki Dasgupta, (2010), *Consumer Behavior*
- Seth Jagdish, Jain Varsha, Don E. Schultz; (2019), *Consumer Behavior A Digital Native*, Pearson Publication
- Majumdar Ramanuj, (2007), *Consumer Behavior Insight from Indian Market*, EEE Publication

OLMBA M(EL)-301A: RURAL MARKETING

Course Objective: The course aims to sensitize the student on the specifics of marketing in the rural context. For an individual born and brought up in the urban setting it is very difficult to appreciate the opportunities and challenges that rural marketing entails given the distinct consumer mind set and infrastructural set up. It is deemed that the course would be helpful on this front and provide insightful preparation to a future manager embarking on rural marketing.

Learning Outcomes: Having undergone the course curriculum, the student would be in a better

position to appreciate the differences in basics of rural and urban markets. He would have considerable understanding of support and infrastructure facilities as also the functioning of rural institutions which will aid his actual work in future. The distribution avenues available for an urban marketer are completely different from the rural counterpart and the course will provide an intense understanding on that front as well. Moreover, student would find him in good stead as far as planning of rural communication program is concerned.

Unit I:

Introduction-Definition, Scope of Rural Marketing, Concepts, Components of Rural Markets, Classification of Rural Markets, Rural versus Urban Markets, E-rural Marketing

Unit II:

Rural Marketing Environment: Demographics, Support and Infrastructure Facilities, Rural Credit Institutions, Rural Retail System, Problems in Rural Marketing, Rural Demand, Rural Market Index.

Unit III:

Rural Consumer and Consumer Behaviour: Lifestyle, Personality and Brand Belief, Opinion Leadership Process, Social Factors, Technological Factors, Economic Factors, Political Factors, Information Search and Pre-Purchase Evaluation, Segmenting, Targeting and Positioning, Product Strategy, Branding in Rural India, Various Media Channels.

Unit IV:

Distribution Strategy: Accessing Rural Markets, Coverage Status in Rural Markets, Channels of Distribution, Evolution of Rural Distribution Systems – Wholesaling, Vans, Rural Mobile Traders, Haats/Shandies, Public Distribution System, Co-operative Societies, Prevalent Rural Distribution Models – Distribution Models of select FMCG Companies.

Unit V:

Innovative Practices in Rural Areas: Project Shakti- Direct Distribution to reach Rural India; Implementation Approach; Market Strategy; Challenges; ITC e-Choupal Story- Profitable Rural Transformation; The paradox of Indian Agriculture; e choupal: Vision and Planning; e choupal operations: Participants and Processes; The Social Impact of e Choupals; Detractors, Risks and Limitations

Suggested Readings:

- Pradeep and Siddhartha(2005), *Rural Marketing*, RautBiztantra Publication
- CG Krishnamacharyulu, LalithaRamakrishnan(2011),*Rural Marketing*, Pearson Education.
- Gopalswamy, I.P. (1997)– *Rural Marketing*, Wheeler Publication • Sukhpal Singh (2009), *Rural Marketing Management* Vikas
- Samiuddin et.al. (Ed.), (1997), *Rural Marketing*, National.
- Sanal Kumar Velayudhan, (2007), *Rural Marketing*, Response Books.
- Raja Gopal, (1993), *Rural Marketing*, Rawat.
- C.K. Prahalad, (2009) , *The Fortune at the Bottom of the Pyramid*, Pearson

OLMBA M(EL)-301B: MARKETING OF SERVICES

Course Objective: Services form an essential component of many consumer societies around the world, and service experiences are an integral part of our lives. This course examines the development, distribution, pricing and promotion of services and how excellence in these areas results in service offerings that are of value to consumers. It also explores the human factor in services marketing (e.g., managing service staff, leadership, building loyal customers) and how processes, people and policies are managed to achieve and deliver exceptional service quality.

Learning Outcomes: The students will develop a thorough understanding of various aspects of service creation, differentiation, positioning, timely delivery and promotion as well as appreciate the importance of service quality and role of customer in value creation, services redesign and service recovery.

Unit I:

Nature and Scope of Services: Introduction, meaning of services, unique characteristics, difference between services and tangible products, service sector, classification of services, growth of service sectors and service industries. Services Marketing: Introduction, concept and evolution of services marketing, meaning of service marketing, myths encountered in services, Marketing Framework and challenges for Service Businesses, need for service marketing, and growth in Services Marketing, consumer behavior in services context.

Unit II:

Service Management Trinity, Marketing Strategy for Services: Introduction, Need for segmentation of services, bases of segmentation in services, segmentation strategies in service marketing, need for targeting and positioning of services, developing service product, flower of service, branding service products, new service development, Service Differentiation Strategies, Positioning strategies for services, Product/Service Delivery Strategies.

Unit III:

Pricing of Services, pricing tripod, Revenue Management, Ethical Concerns in pricing of services, Distribution of Services, options for delivery, place and time decisions, role of intermediaries, challenges of distribution, role and challenges of services communication, marketing communication mix.

Unit IV:

Designing and managing services process, flow charting and blueprinting services processes, service process re-design, customer as co-producer, managing capacity, analyzing demand pattern, managing demand, Inventory Demand Through Waiting Lines and Queuing Systems, service environment and its dimensions, understanding consumer response to service environment.

Unit V:

Customer complaining behaviour, Principles of Effective Service Recovery System, customer responses to Effective Service Recovery System, handling Abusive and Opportunistic Customer, meaning of service quality, The Gaps Model, measuring and improving service quality, Hard Measures of Service Quality, Tools to Analyze and Address Service Quality Problems, improving service productivity

Suggested Readings:

- Valarie Zeithaml & Mary Jo Bitner, (2018), *Services Marketing: Integrating Customer Focus across the Firm* by McGraw Hill publication
- Christopher Lovelock, (2011), *Services Marketing: People, Technology, Strategy* by Pearson India
- H.V. Verma, (2011), *Marketing of Services*, Global Business Press, New Delhi.
- Fitzimmons, Fitzimmons, (2017), *Service Management operations, strategy, Information Technology*, Tata McGraw Hill publication
- William C. Miller, (1993), *Quantum Quality: Quality Improvement through Innovation, Learning & Creativity*, Amacon New York. N.Y. Publication,

OLMBA M(EL)-301C: DIGITAL MARKETING

Course Objective: The objective of the course is to help student understand the changed dynamics

of marketing as businesses transformed from traditional to digital with the advent of internet and other technological advancements. So basically, the concepts covered are a revisit to the marketing practices which have evolved in the light of changed business practices now done predominantly online.

Learning Outcomes: After completing the course on Digital Marketing the student would be able to chalk out a pertinent strategy and comprehend the business model for a company operating in digital environment. Student would be able to create customer value online and would be able to contribute in new product development in the ambit of customer co design. An understanding of the changes in pricing strategies for internet will be handy while deciding on pricing. Similarly, the knowledge of online channel partners and the digital communication will further aid the digital marketing prowess of the students.

Unit I:

The Emergence of Digital Marketing; Environment, Strategy, and Performance (ESP); Digital Marketing Environment- Legal Factors, Technology, Digital Business Markets; Strategic Planning: Strategic Objectives; From Strategy to Digital Strategy; From Business Models to Digital Business Models; Value and Revenue; Menu of Strategic Digital Business Models; Performance Metrics; Balanced scorecard in Digital Marketing.

Unit II:

Product: Creating Customer Value Online; Online Benefits: Attributes, Branding, Support Services, Labeling; Digital Marketing Enhanced Product Development; Customer Co design, Electronic Input, Web Content Development; New Product Strategies for Digital Marketing; Taxonomy for Internet Products; New Products Trends; Price: Changes in Pricing Strategies for Internet; Buyer and Seller Perspectives: Buyer View, Seller View; Pricing Strategies for Digital Marketing: Fixed Pricing, Dynamic Pricing, Bartering.

Unit III:

Distribution Channel Overview; Types of Intermediaries; Distribution Channel Length and Functions: Functions of a Distribution Channel, Distribution System; Channel Management and Power; Classifying Online Channel Members; Distribution Channel Metrics; Overview of Digital Marketing Communication Issues; Integrated Digital Marketing Communication; Internet Advertising; Marketing Public Relations; Digital Sales Promotion offers; Direct Marketing, IMC Metrics.

Unit IV:

Marketing 4.0 in the Digital Economy: From Segmentation and Targeting to Customer Community Confirmation; From Brand Positioning and Differentiation to Brand Clarification of Characters and Codes; From Selling the Four P's to Commercializing the Four C's; From Customer Service Processes to Collaborative Customer Care; Integrating Traditional and Digital Marketing; The New Customer Path: Understanding How People Buy: From Four A's to Five A's; Driving from Awareness to Advocacy: The O Zone; Marketing Productivity Metrics: Introducing PAR and BAR; Decomposing PAR and BAR; Driving up Productivity; Industry Archetypes and Best Practices: Four Major Industry Archetypes.

UNIT V:

Human Centric Marketing for Brand Attraction: Understanding Humans Using Digital Anthropology, Building the Six Attributes of Human Centric Brands; Content Marketing for Brand Curiosity: Content is the New Ad, #Hashtag is the New Tagline, Step by Step Content Marketing; Omni channel Marketing for Brand Commitment: The Rise of Omni channel Marketing; Engagement Marketing for Brand Affinity: Enhancing Digital Experiences with Mobile Apps, Providing Solutions with Social CRM, Driving Desired Behavior with Gamification.

Suggested Readings:

- Philip Kotler, Hermawan Kartajaya, and Iwan Setiawan; (2018), *Marketing 4.0: Moving from Traditional to Digital*; Wiley Publications.
- Judy Strauss, Adel El- Ansary, and Raymond Frost;(2016), *E- Marketing*: Pearson Education.
- Dr.Seema Gupta,(2017), *Digital Marketing*, Tata McGrawhill Publication
- Chaffey Dave, Chadwick Ellis, Johannsen, Mayer,(2006), *Internet Marketing*, Pearson Publication
- Christopher Lovelock, (2011), *Services Marketing: People, Technology, Strategy* by Pearson India

OLMBA M(EL)-301D: INDUSTRIAL MARKETING

Course Objective: -The purpose of this course is to familiarize the student with the concepts of B2B marketing and develop an insight into the finer aspects of business markets and acquaint the student in managing the business markets.

Learning Outcomes: - After completion of the course students will have an understanding of basic concepts and dynamics in B2B marketing and they would be able to take up career options in the domain of B2B / Industrial marketing of various companies.

Unit I:

A Business Marketing Perspective: Basic concepts and Perspective on B2B – Customer Types, Derived Demand, Characteristics of B2B and B2C markets; Classification of Goods; Understanding Organizational Buying Behaviour: - Buying Process, Forces determining behaviour – Buying Situations, Concept of TCO, KAM and Buying Centre.

Unit II:

Segmenting Business Markets-Requirements, Bases for Segmenting, Macro Level and Micro Level, Segmentation Process in Business Markets, implementing a Segmentation Strategy, Role of Demand Estimation, Methods of Forecasting Demands in Business Markets

Unit III:

Managing Products for Business Markets: -Product Quality & Customer Value, Product Policy, Types of Products Lines, Planning Industrial Product Strategy, Technology Adoption Life Cycle; Pricing Strategy for B2B Markets- Pricing Process, Value Based Pricing, Cost Determinants

Unit IV:

Managing Relationships in Business Markets: - Types Of Relationships, Creating a Customer Relationship Management Strategy, Drivers of Relationship Marketing Effectiveness, Relationship Marketing Programs, Financial Impact of Relationship Marketing Programs.

Unit V:

Marketing Control Process: - Strategic Control, Annual Plan Control, Profitability Control, Efficiency and Effectiveness Control, Competitive Bidding, Open Bidding and Closed Bidding, Public Private Partnership, Emerging trends in B2B Marketing: E-commerce and Effects of Digital Technology, Green Practices for Sustainability.

Suggested Readings:

- Michael D. Hutt, Dheeraj Sharma & Thomas W. Speh,(2014), *Business to Business Marketing - A South Asian Perspective:-(11th edition)*.
- Sharad Sarin, (2013), *Business Marketing Concepts and cases*: -McGraw hills publications New Delhi.

- By Robert P. Vitale, Waldemar Pfoertsch, Joseph Giglierano, (2010), *Business-ToBusiness Marketing -Analysis and Practices*.
- Robert R. Reeder, Edward G. Brierty and Betty H. Reeder, (2008), *Industrial Marketing - Analysis, Planning and control :-By 2e, PHI Learning Private Ltd., New Delhi*.

OLMBA (IB-CC)-301: INTERNATIONAL BUSINESS

Course Objective: This course will provide the students an opportunity to learn and understand how business is conducted in the international arena. The syllabus is designed to allow students to gain managerial skills to meet the challenges they will face in the global workplace.

Learning Outcomes: To make students aware about the challenges and new dimensions of the changing International Business Environment, further to understand about increasing Economic Integration its nuances, prospects and challenges.

Unit I

An overview of International Business: Introduction, Definition of International Business, difference between international and domestic business, Advantages and Disadvantages of International Business, Approaches to International Business, Changing Environment of International Business, Globalization of Markets, Trends in Globalization, Effects and Benefits of Globalization, Balance of payment and foreign exchange.

Unit II

Foreign Exchange Determination Systems: Basic Concepts Relating to Foreign Exchange, Various types of Exchange Rate Regimes – Floating Rate Regimes, Managed Fixed Rate Regime, Purchasing Power Parity Theory, Factors Affecting Exchange Rates, Brief History of Indian Rupees Exchange Rates.

Unit III

International Trade and Investment Theories, Instruments of Trade Policy- Tariffs, Subsidies, Import Quotas, Voluntary Export Restraints, Administrative Policy, Anti-dumping Policy.

Unit IV

International Institution: UNCTAD, Its Basic Principles and Major Achievements, IMF, Role of IMF, IBRD, Features of IBRD, WTO, Role and Advantages of WTO India's patent policy and trips.

Unit V

Regional Economic Integration: Introduction, Levels of Economic Integration, Regional Economic Integration in Europe, Regional Economic Integration in U.S.A: NAFTA, Andean community, ASEAN, SAARC, Integration for Business.

Suggested Readings:

- Jaiswal B. (2017); *International Business; Himalaya Publishing House; 2nd Edition*.
- Albaum Duerr (2011); *International Marketing and Export management; Pearson, 7th Edition*.
- Agarwal R. (2002); *International Trade; Excel Books; 1st Edition*.
- Hill C.W. (2008); *International Business; TMH, 5th Edition*.
- Jaiswal B. & Y. Kamal (2020); *Export Procedure & Documentation; NRBC, 1st Edition*.

OLMBA IB(EL)-301A: FOREIGN EXCHANGE MANAGEMENT

Course Objective: To provide students the knowledge of international financial operations and forex dynamics, and also to acquaint them with the macro environment in which the international financial transactions are conducted.

Learning Outcomes: The paper focuses on understanding the concepts of foreign exchange rate and its determination. Further to make the students understand its risk and relation with the balance of payments, international capital flows and its subsequent impact on the economy. On completion of this module the student will be able to demonstrate comprehensive knowledge and understanding of the theories of exchange rates and their empirical relevance so that finally they will be able to identify and analyse mechanisms for managing risk in foreign exchange markets.

Unit I

Concept and significance of foreign Exchange, Functions of Foreign Exchange Department, Exchange Control: objective and methods of exchange control, Exchange control in India. Foreign Exchange Market.

Unit II

Exchange rate concept and determination, Mechanism of currency trading, Purchasing power parity, Fisher effect and Interest rate parity theory.

Unit III

Exchange Arithmetic's- Foreign Exchange Transactions, Exchange Quotations, Spot and Forward Rates, Bill Buying and selling rate, Cross rates, Arbitrage and two point arbitrage calculation.

Unit IV

Fixed and Option Forward Contracts. Execution of Forward contract, Cancellation of Forward Contract, Extension of Forward contracts, Foreign Exchange Risk Exposure.

Unit V

International Financial Market & Institution. Indian Laws and Regulations Governing International Business Transactions – FERA/FEMA, International Commodity Agreements – Working of important commodity exchanges.

Suggested Readings:

- C. Jeevanandan (2016); *Foreign Exchange & Risk Management*; Sultan Chand & Sons, 1st Edition.
- R.B.I. (2005); *Statutory Provisions*; RBI
- Verghese, S.K. (1986); *Foreign Exchange & Finance of Foreign Trade*; Vikas Publishing House, 1st Edition.
- Jaiswal B. (2015); *Currency Banking & Exchange*; Vishal Publishing, 1st Edition.
- Jaiswal B. (2015); *Banking Operations & Management*; Vishal Publishing, 1st Edition.

OLMBA IB(EL)-301B: INTERNATIONAL ECONOMICS

Course Objective: To build foundation of International economics required for managing complexity of International Business.

Learning Outcomes: To have an indepth understanding of open-economy and other macroeconomic concepts. Further the determinants of exchange rates, balance of payments and its impact on the economy should also be understood so as to be able to apply economic reasoning to issues of the global world.

Unit I

Introduction to International Economics: Concepts of trade, Offer curves, production possibility curves, theories of international trade, absolute cost, comparative cost, factor endowment theory, Heckscher-Ohlin Model, Fleming-Mendell Open Economy Model.

Unit II

International Financial Transactions: Concept of Balance of Trade and Balance of Payments, Current and Capital Account, International capital movement – FDI, FII, Foreign Exchange market, Foreign Exchange rates – Fixed and floating rates, Spot and forward rates, IMF and its role in ensuring world financial stability. Purchasing Power Parity Theory.

Unit III

International Trade and Investment: Theories: Complimentary trade theories – Stopler – Samuelson theorem, International Product life Cycles. Investment Theories – Theory of Capital Movements, Market Imperfections theory; Internationalization Theory; Location Specific Advantage Theory; Eclectic Theory, Instruments of Trade Policy- Tariffs, Subsidies, Import Quotas, Voluntary Export Restraints, Administrative Policy, Anti-dumping Policy.

Unit IV

International Trade Policies and Organisations: Bilateral and multilateral trade agreements, WTO – its objectives, functions and other issues – Trade in goods, Trade in services. Trade policies – tariffs, quotas and other trade restrictions- ‘Optimal’ tariff.

Unit V

International Economic Integration & EMEs: Meaning, advantages, disadvantages and its various economic stages, working of European Union. EMEs –characteristics and global prospects. Past financial crises: Mexico 1994, Asia 1997-98, Russia 1998. Financial and economic crisis of 2008-09, what was the same, and what was different in 2008-09. European crisis in 2010-15- Russian crisis in 2014-15.

Suggested Readings:

- *Krugman & Obstfeld (2017); International Economics: Theory & Policy; Pearson, 10th Edition.*
- *Cherunilum F. (2017); International Economics; McGraw Hill Education, 5th Edition.*
- *Maheswari Y. (2005); Managerial Economics; PHI, 2nd Edition.*
- *Varsheney R.L. (2014); Managerial Economics; Sultan Chand & Sons, 2nd Edition.*
- *Dewett K.K. & Navalur M.H. (2006); Modern Economic Theory; S. Chand, 1st Edition.*

OLMBA IB(EL)-301C: INTERNATIONAL MARKETING

Course Objective: To promote understanding of challenges and opportunities in the realm of Digital international marketing.

Learning Outcomes: To make students aware about the marketing practices in reference to International Business and its Digital aspects.

Unit-I

Meaning, Definition and Importance of International Marketing. Process of International Marketing. Introduction to International Digital Marketing tools.

Unit-II

International Marketing and Expansion Strategies. Recent developments in Digital Marketing and International Marketing practices. Management of Digital Media in Foreign Markets.

Unit-III

Digital Multinational Product Planning. Introduction to Digital Analytics. Digitization of STP. Introduction to Digital Promotion in International Markets. Digital Promotion Mix

Unit-IV

Introduction to International Consumer Behaviour. International Consumer Behaviour and marketing Strategy. Methods of consumer research, Applications of International consumer behaviour knowledge in marketing.

Unit-V

Brand loyalty, Brand extensions. International Attitudes and Attitude Change. Concept and measurement of attitudes. Strategies of attitude change. International Persuasion.

Suggested Readings:

- Assael, H. (1995); Consumer Behaviour and marketing Action; South West College Publishing, 1st Edition.
- Kamal Y. (2022); Marketing Management; NRBC, 1st Edition.
- Jaiswal B. (2017); International Business; Himalaya Publishing House, 1st Edition.
- Engle, J F (1993); Consumer Behaviour; Dryden Press, 2nd Edition.
- Schiffman L. G. & Kanuk, L. L. (2008); Consumer Behaviour; Prentice Hall of India, 1st Edition.

OLMBA IB(EL)-301D: INTERNATIONAL LOGISTICS MANAGEMENT

Course Objective: To acquaint students with the issues related logistics involved in supply chain management of firm engaged in international business. Course Outline.

Learning Outcomes: To make students aware about the components and shift in practices of Supply Chain Management in Exporting and Importing.

Unit I

Supply Chain Management & Logistics Framework: Concepts, Issues in Supply Chain Management; Customer Focus and Distribution Management; Concept, Objective and Scope; Transportation, Warehousing, Inventory Management; Packing and Unitization.

Unit II

International Air Transport System: International set up for Air Transport, Freight rates, India's Export-Import Trade by air, problems and prospects.

Unit-III

Ocean Transport: World Seaborne Trade and Shipping Industry – Characteristics and Structure; Liner Operation; Tramp Operations, Value, Volume and direction of seaborne trade; Liner freighting practices. Principles, structure and freighting practices. Developments in ocean transport C.F.S. & I.C.D.

Unit- IV

Indian shipping: Growth, policy and problems; Port and Port Trust: their role and responsibility. Cargo Intermediaries: Ship agents, broker, freight forwarder, cargo booking ante stevedore and longshoremen, terminal operators.; Carriage of Goods by Sea, Air and Combined transport

Unit-V

Maritime frauds and unethical practices: causes and precautions. Chartering principles and practices: Types of chartering, contract of affreightment, Charter party agreement

Suggested Readings:

- Rai U.K. (2016); Export Import & Logistics Management; PHI.
- Jaiswal B. & Y. Kamal (2019); Export Import Procedure & Documentation; NRBC, 1st Edition.

- Steve W. & A. Rushton (2015); *International Logistics*; PHI.
- J. Bes (1960); *Chartering Practices*; Baker & Howard.
- Christopher M. (2016); *Logistics & Supply Chain Management*; FT Publishing International.

OLMBA (HR-CC)- 301: ORGANIZATIONAL DESIGN, DEVELOPMENT AND CHANGE

Course Objective: The course has been designed to familiarize students with the concept of organizational design, development and change and to organizational development theories to improve organizational performance and create healthy places to work, and organizational intervention practices that encourage learning and change.

Learning Outcomes: On completion of the course, the students should be able to understand the meanings of organization design and restructuring, the evolutionary process of organisation design, the universal perspectives of and the new perspective on organisation design, organisational restructuring strategies. Develop insight on the change process and reasons why change is imperative. Build competency on implementation aspects of Organization Development interventions to bring change at different levels of the organization. Assess OD consultant as a scope to practice by leading change from outside and identify change and OD implementation aspects with help of discussion on case studies and problems faced by the organizations

Unit-I

Understanding Organizations; Factors affecting Organizational Design; the Design process; Evolutionary Process of Organisation Design; Universal Perspectives of Organization Design. Organizational restructuring strategies

Unit II

Organization Development: Concept, Values, Assumptions, Process of Organization Development: Understanding the organizational issues, diagnosing the problems, Feedback on diagnostic information, reverse mentoring, generation mix, open space technology, appreciative enquiry

Unit III

Organizational Development Interventions: Team development Interventions, Inter-group interventions, Comprehensive OD Techniques. Structural Intervention: Job Design, Quality of Work life, Quality Circles, MBO, Socio technical Systems, Physical Setting and layout

Unit IV

Organizational Change: Concept of planned change, Internal and External Factors of Change, Resistance to Change, Change Options Skills of Change Agent Models of Change: A Three Stage Model of the Change Process (Kurt Lewin , ADKAR, Mckinsey 7 s model) ,Strategies for Managing Change

Unit- V

Organizational Change and Development Issues: Organizational Power & Politics: Concepts Sources Contingency approach, Contingency model, Political implication, Strategies for managing political activities Organizational Culture: Concepts, Changing Organization Culture, Strategies for merging Organizational Culture, Strategies for strengthening Organizational Culture

Suggested Readings:

- Pradip N. Khandwalla, 1991. *Organisational Designs for Excellence*, New Delhi: Tata McGraw-Hill Publishing Company Limited.
- David K. Banner and T. Elaine Gagné, 1995. *Designing Effective Organisations: Traditional and Transformational Views*, Thousand Oaks, California: Sage Publications.

- *W. Burke, Debra Noumair (2015); Organization Development a Process of Learning and Changing ; Pearson education ; 3rd Edition.*
- *French, W.E. and Bell, Organization Development, Prentice-Hall of India, New Delhi.*
- *Singh Kavita(2009); Organizational Change &Development; Excel publishing; 2nd Edition.*
- *Donald Brown (2006); Experiential Approach to Organization Development; Pearson New International Edition; 7th Edition.*
- *Thornhill et al (2000); Managing Change; Prentice Hall; 1st Edition.*
- *Bhatia S.K (2007); Management of Change and Organization Development: Innovative Approaches and Strategies; Deep and Deep Publications; 1st Edition.*

OLMBA HR(EL)-301A: LABOUR WELFARE AND SOCIAL SECURITY

Course Objective: The students will be aware about the various welfare facilities and services provided to the employees to make their life worth living and how these create a sense of belongingness and loyalty towards the organisation in the people at work. At the same time, it highlights how these schemes improve the efficiency of the employees, creates a conducive work environment and enhances industrial peace.

Learning Outcomes: After completion of the course, the student shall be able to comprehend insurance fund and gratuity provisions and manage their application, acquaint themselves with the significance of social security for an employee. Enabling them to understand the implications of the existence of the social security schemes. Able to understand the causes of labour turnover and absenteeism, and reducing them, proficient in meeting the legal requirements related to welfare and minimize health hazards at workplace.

Unit-I

Labour Welfare: Concept, Significance, Objective, Scope, Classification, Approaches, and Principles. Labour Welfare Officer: Qualifications, Roles and Functions, Status, Terms and Conditions of Services, Challenges

Unit-II

Legal Provisions Relating to Labour Welfare in India; Beedi Workers Welfare Fund Act, 1976; The Contract Labour (Regulation & Abolition) Act, 1970; Child Labour (Prohibition & Regulation) Act, 1986. The Factories Act, 1948; The Mines Act, 1952; Relevant cases related to Acts.

Unit-III

Social Security: Concept, Significance, Objectives, Evolution, Scope; Forms of Social Security: Social Insurance, Public Assistance and Public Services. Industrial Social Work: Concept, Objectives, Scope, Principles; Industrial Social Worker: Roles and Functions, Status, Skills Required; Recent Developments in Social Work Practice in Industry; Future of Industrial Social Work in India Unit-IV Workmen's Compensation Act, 1923; Employees' State Insurance Act, 1948; Employees' Provident Fund and Miscellaneous Provisions Act, 1952, Relevant cases related to Acts.

Unit-V

Maternity Benefit Act, 1961; Personal Injuries (Compensation) Insurance Act, 1963; Payment of Gratuity Act, 1972. Relevant cases related to Acts.

Suggested Readings:

- Goswami, V. G. (2015); *Labour and Industrial Law*; Central Law Agency Allahabad; 10th Edition.
- Malik, P.L., (2017); *Industrial Law*; Eastern Book Co.; 25th Edition.
- Sivarethinamohan R (2010); *Industrial Relations and Labour Welfare: Text and Cases*; PHI Learning Pvt. Ltd.; Revised Edition 2016.
- Gupta M. (2007); *Labour Welfare and Social Security in Unorganised Sector*; Deep and Deep Publications; 1st Edition.
- Saharay H.K. (2017); *Textbook on Labour and Industrial Law*; Universal Law Publishing an imprint of LexisNexis; 7th Edition.
- Mamoria, C.B. (2020); *Dynamics of Industrial Relations*; Himalaya Publishing House; 16th Edition.

OLMBA HR (EL)-301B: HUMAN RESOURCE TRAINING AND DEVELOPMENT

Course Objective: The course aims to equip students with skills relevant for training and developing the manpower in an organization. Further discussion on the principles and practices of training and development (T&D) familiarizes the students with tools and techniques involved in T&D.

Learning Outcomes: On completion of the course, the students should be able to develop an understanding of the evolution of training & development from a tactical to a strategic function. To provide an insight into what motivates adults to learn and the most appropriate methodologies to impart training. To understand the concept of training audit & training evaluation. To learn how design a training module and execute it.

Unit I

Training Needs Analysis: Meaning and significance of training needs, types of needs, components of needs, data collection, analysis and interpretation. Meaning and significance of training design and development, principles of training design, design process, identifying the training objectives, types of training. Process of training.

Unit II

Training implementation: Meaning and significance of implementation, making or buying decision, implementation process for making and buying decisions, skills of effective trainer.

Training Methods: Presentation Methods, Hands-on Methods, Group Building Methods. Choosing Training methods. E-Learning & Use of Technology in Training: Technology's Influence on Training, Choosing New Technology Training Methods.

Unit III

Training Evaluation: Meaning, Reasons for Evaluating Training and significance of training evaluation, Donald Kirkpatrick's Evaluation Model, ROI in Training, Types of Evaluation Designs, Considerations in Choosing an Evaluation Design, data collection for training evaluation, Threats to Validity, Determining Costs, Evaluation Practices in different organizations, Measuring Human Capital and Training Activity

Unit IV

Executive Development/ Management Development/Career Management Need, factors affecting MDP, methods, process, administration, delivery, costing & pricing, Company Strategies for Providing Development, Increased Use of New Technologies for Learning, Increased Demand for Learning for Virtual Work Arrangements, Increased Use of Training Partnerships & Outsourcing Training.

Unit V

Careers and Career Management: Introduction, Importance, Meaning, A Model of Career Development (Career Stages), Career Management Systems.

Suggested Readings:

- Janakiram B (2007); *Training and Development; Biztantra; 1st Edition.*
- Mamoria, C.B. & Rao VSP (2019); *Personnel Management; Himalaya Publishing House; 13th Edition.*
- Pareek, Udai and Lynton, Rolf, P. (2011); *Training for Development; SAGE Publishing India; 3rd Edition.*
- Rudrabasavaraj, M.N. (1977); *Executive Development; Himalaya Publishing House; 1st Edition.*
- Barbazette J (2006); *Training Needs Assessment: Methods, Tools, and Techniques; John Wiley & Sons, 1st Edition.*

OLMBA HR (EL)-301C: MANAGERIAL PSYCHOLOGY AND STRESS MANAGEMENT

Course Objective: To equip the potential managers with understanding of psychological make-up of personnel working in an organization with a view to promote positive culture. Also, to familiarize students with the nature of stress and relationship between stress and managerial problems. The objective is also to examine the various methods of assessing individual and organizational stress and indicating ways of coping with stress.

Learning Outcomes: On completion of the course, the students should be able to gain knowledge about theoretical principles and practical processes in Guidance and Counselling and would be able to apply these in research and professional areas. To understand applied and positive perspectives of Counselling. To gain proficiency in undertaking and reporting of psychological assessment and conducting counseling programs/sessions. To gain the requisite competencies and skills for providing Counselling in varied spheres. To be able to conceptualize the dynamics of frustration, stress and burnout and their various coping mechanisms.

Unit-I

Managerial Counselling: Need, Process, Goals, Expectations. Counselling related Concepts: Helping, Consultation, Advice, Psychotherapy. Counselling Skills: Verbal Communication Skills and Non Verbal skills, Listening, Questioning, Empathy, Relationship, Silence as Therapeutic Tool, Crisis Intervention, Process and Steps.

Unit-II

Counselling Process: Steps in Managerial Counselling (8 Step model), Counselling Environment, Approaches to Counselling (Directive, Behaviouristic, Humanistic, and Existential) Counselling in Industrial Setting, Negotiation, Negotiation Process.

Unit-III

Psychological Testing and Diagnosis: Types of Psychological Tests, Group Therapy and Brief Counselling. Managerial Blockages, SWOT. Counselling for Absentees, Sick, Accident Prone, Retiring/Retired, Improving Performance and Job Environment Fit, Recent Trends in counselling psychology.

Unit-IV

Stress: Concept, Nature & Types. Different perspectives and symptoms. Framework of stress; Organizational stress and its causes (Personal characteristics, organizational structure, properties of work and work setting, job roles). P-E (Person-Environment) fit model of job stress. Dynamics of Frustration. Responding to stress (Emotional, physiological and behavioural response). Potential Stressors, Role Stress. Causes of organizational stress. Potential effects of stress: Physiological, Psychological & Behavioural. Organizational stress: Impact performance, productivity, satisfaction, absenteeism and turnover.

Unit V

Nature and characteristics of coping: Different views of coping – psychodynamic, transactional, internal and external resource perspective. Individual-centered stress management techniques: Cognitive, hypno-suggestive, behavioural and physical (yoga and aerobic exercises) interventions. Common coping strategies and patterns; giving up, striking out at others, indulging and blaming self, defensive coping; appraisal focused, problem focused, emotion focused coping. Organization-centric stress management interventions techniques: Institutional & collateral. Preventing, mitigating and moderating stress at organizational level.

Suggested Readings:

- Dryden Windy, *Key Issues for Counselling in Action*, Sage Publication, New Delhi, 1995.
- Dryden Windy, *Counselling in Practice*, Sage Publications, New Delhi, 1995.
- Gelso, Charles J. and Fretz, Bruce R. (2014) *Counselling Psychology*, American Psychological Association; 3rd Edition.
- Murphy David (2017); *Counselling Psychology: A Textbook for Study and Practice*; John Wiley & Sons.
- Mehta, D.S., *Handbook of Public Relations in India*, Allied Publishers Ltd., New Delhi, 1998.
- Rao, Narayan (2013); *Counselling Psychology*; Tata McGraw Hill, New Delhi; 3rd Edition.
- Singh K (2007); *Counselling Skills for Managers*; PHI Learning, 1st Edition
- Srivastava, A. K. (1999). *Management of occupational stress: Theories and practice*. New Delhi: Gyan Publishing House.
- Weiten, W., Dunn, D. S., & Hammer, E. Y. (2012). *Psychology applied to modern life: Adjustment in 21st century* (10th ed.). Belmont, CA: Wadsworth, Cengage Learning.
- Aldwin, C. M. & Werner, E. E. (2004). *Stress, coping and development: An integrative perspective*. New York: Guilford.
- Schafer, W. (2000). *Stress management* (4th Ed.). New Delhi: Cengage
- Ross, R. R. & Altmair, E. M. (1994). *Interventions in occupational stress*. New Delhi: Sage Publications.

OLMBA HR (EL)-301D: COMPENSATION AND REWARD MANAGEMENT

Course Objective: The purpose of this course is to provide insights into the compensation management administration of the organisations and to impart skills to develop compensation strategies and policies.

Learning Outcomes: On completion of the course, the students should be able to develop an understanding of various conceptual and practical approaches to obtain compensation decisions. To identify the internal and external environmental factors that have an impact on the pay structure of an organization. To demonstrate an understanding of the issues related to compensation in corporate sector and impart skills in designing. To analyze and restructure compensation management system, policies and strategies.

Unit I

Compensation & Rewards: Concepts, Objectives & Dimensions of Compensation, Components of Compensation Plan, Factor influencing Compensation plan, Importance of an Ideal Compensation Plan, Compensation Management Process.

Unit II

Compensation Structure: Job Evaluation: Aspects, Objective, Principles, Procedure & Methods, Designing a Compensation System, Establishing a Pay Structure, Designing Pay levels, Mix and structure, Graded Pay Structures, Broad-banding.

Unit III

Wages and Salary Administration: Principles of wage and salary administration, Basic Wage Plans, Wage Policy, Pay Policies Considerations, Wage differentials. Theories of Wages.

Unit IV

Incentive Schemes: Nature, Importance and drawbacks of Incentive payments, Pre-requisites for an efficient system, Types of Incentive Schemes, Performance linked Compensation Reasons, types of performance based compensation schemes, Variable Performance Linked Pay (VPLP), Employee Stock Option Plan (ESOP); Economic Value Added (EVA).

Unit V

Employee Benefits & Services: Overview, Types of Employee Benefits and Services, Principle of Fringe Benefits, different steps in administration of benefits and services, future of fringe benefits; Executive Remuneration: Elements, Executive compensation strategies, Remuneration Model and Compensation strategies. Emerging trends & challenges of Remuneration.

Suggested Readings:

- *Bhattacharyya, D. (2014); Compensation Management; Oxford Publication; 2nd Edition.*
- *Singh, B.D. (2007); Compensation and Reward Management; Excel Books; 1st Edition. · Singh Soni Shyam (2008); Compensation Management; Excel Books; 1st Edition.*
- *Henderson, R.O., Compensation Management in a knowledge -Based world, 10th Pearson Education.*
- *Armstrong, M and Murlis H (2012); Reward Management: A Handbook of Remuneration Strategy and Practice, Kogan Page; 5th Edition.*

SEMESTER-IV

Paper code	Name of the Subject	Credit	Remarks	Theory/ External	Internal Assessment	Total
OLMBA (CC)-401	Strategic Management	04	Core Course (Compulsory for all Groups)	70	30	100
OLMBA CC)-402	Artificial Intelligence in Business	04	Core Course (Compulsory for all Groups)	70	30	100
OLMBA(MT)-401	Master Thesis/ Dissertation	04	Master Thesis/ Dissertation (Compulsory for all Groups)	70	30	100
GROUP A - Financial Management						
OLMBA (FM-CC) -401	Management of Financial Institutions	04	Core Course Domain	70	30	100
OLMBA FM (EL)-401A	Merchant Banking and Financial Services	08	Elective (Choose Any Two)	70	30	100
OLMBA FM (EL)-401B	Behavioral Finance			70	30	100
OLMBA FM (EL)-401C	Financial Derivatives			70	30	100
OLMBA FM (EL)-401D	Corporate Tax Planning			70	30	100
GROUP B - Marketing						
OLMBA (M-CC) 401	Customer Relationship Management	04	Core Course Domain	70	30	100
OLMBA M (EL)-401A	Product and Brand Management	08	Elective (Choose Any Two)	70	30	100
OLMBA M (EL)-401B	Integrated Marketing Communications			70	30	100
OLMBA M (EL)-401C	Logistics and Supply Chain Management			70	30	100
OLMBA M (EL)-401D	Sales and Distribution Management			70	30	100
GROUP C – International Business						
OLMBA (IB-CC)-401	International Financial Management	04	Core Course Domain	70	30	100
OLMBA IB (EL)-401A	Export Import Procedure & Documentation	08	Elective (Choose Any Two)	70	30	100
OLMBA IB (EL)-401B	India’s Foreign Trade			70	30	100
OLMBA IB (EL)-401C	International Business Environment			70	30	100
OLMBA IB (EL)-401D	Management of MNC’s			70	30	100
GROUP D – Human Resource						
OLMBA (HR-CC) 401	Industrial Relations and Trade Unionism	04	Core Course Domain	70	30	100
OLMBA HR (EL)-401A	International Human Resource Management	08	Elective (Choose Any Two)	70	30	100
OLMBA HR (EL)-401B	Organizational Leadership, Conflict Resolution and Team Building			70	30	100
OLMBA HR (EL)-401C	Talent Management and Competency Mapping			70	30	100
OLMBA HR (EL)-401D	Performance Management and HR Audit			70	30	100
	Semester Total credits	24				

OLMBA (CC)-401: STRATEGIC MANAGEMENT

Course Objective: The objective of this course is to develop a holistic perspective of enterprise, critical from the point of view of the top management and to acquaint with strategic management process and develop competencies to understand competitive posture of own and competing firms in various industries with a view to successfully implement strategy with effectiveness.

Learning Outcomes: Relate vision and mission with the current business of the organization. Define business in terms of need/ functions, customers and alternative Technologies. Distinguish between ability, capability, competence and competitive advantage. Interpret trends and developments in the environment and implications for business in terms of opportunities, challenges and threats. Perform SWOT analysis of organisation and competitors. Justify the chosen strategy with the conditions and prerequisites for success. Construct business portfolio and understand strategic implication. Distinguish a mechanist organization with a learning organization. Assess an organization's readiness to change. Address the issues in implementation of strategy in a given situation. Apply value chain to identify core competencies required to be developed. Discriminate between variants of organisation structure and recommend suitable organisation structure to support strategy execution. Identify and recommend best practices for ensuring effectiveness in strategy execution. Decipher characteristics of culture in an organisation and recommend required attributes and actions for changing the problematic /unhealthy culture. Identify performance metrics for strategic performance management Recommend strategic and operational effectiveness techniques for evaluation and perform strategic audit. Demonstrate ethical behavioural orientation and cultural sensitivity.

Unit I:

Nature and Scope of Strategic Management, Process of Strategic planning and Implementation, Strategic Management Process, Strategists and their Role in Strategic Management, Hierarchy of Strategic Internet: Vision, Mission, Goals and Objectives, Business Definition. Environmental Appraisal: Environmental Scanning, Appraising the Environment, Organizational Appraisal: Organisational Capability Factors, Considerations in Organisational Appraisal, Methods and Techniques used for Organisational Appraisal, Structuring Organisational Appraisal.

Unit II:

Company level strategies: Grand, Stability, Expansion, Retrenchment and Combination Strategies, Business Level strategy: Cost, Differentiation, Focus, Organisational prerequisites for implementing chosen business strategy, Implications for strategic alignment, tailoring strategy to fit specific industry and company situation. Strategic Analysis and Choice: Business Portfolio, Portfolio balance, choice, Construction and analysis of business portfolio, Strategic imperatives of portfolio choice, Competitive advantage: Sources, drivers and routes to Competitive advantage

Unit III:

Strategies for entering new business, choosing a diversification path-related vs unrelated business, International diversification and. Strategies for managing a group of business, Corporate Restructuring. The challenge of Strategic Implementation, Levels of organizational change and associated approaches to strategic management of change, Organizational learning, leadership for organizational change, assessment of readiness to change, Integrating formulation and implementation, role of implementers at different levels, Principal managerial components of strategy execution process, building a capable organization, staffing, building core competencies and competitive capabilities, matching organization structure to strategy, organization structures of the future

Unit IV:

Generic model of core processes and systems, Context levers, systems levers – information resourcing,

human resourcing, capital resourcing and control systems, systems as action levers, managing internal operations and actions to promote better strategy execution: Marshalling resources, instituting best practices, adopting best practices and continuous improvement, TQM, Installing Information systems and operating systems, corporate culture and leaderships keys to successful execution

Unit V:

Functional and Operational Implementation, operational effectiveness, Strategy Evaluation and Control, Techniques of operational and strategic control the leader as a role model, Everyday actions shaping organizational outcomes, Strategic Management in an International Firm; Navigating and managing disruptions and innovation. Strategy and Corporate Evolution in Indian Context.

Suggested Readings:

- Thompson, A A, Strickland, A. J and Gamble, J E, Jain A K, 19 ed, *Crafting and Executing Strategy*, McGraw Hill/Irwin
- Dess, G G, and Miller, A, *Strategic Management*, 2nded, McGraw Hill,
- Pearce I, J A. Robinson, R B. Jr., Mital, A McGraw-Hill Education, 2018 *Strategic Management: Planning for Domestic and Global*
- David, F., 15thed 2015, *Strategic Management*
- Kazmi, A, 3rd edition, *Business Policy and Strategic Management*, Tata McGraw Hill

OLMBA (CC) – 402: ARTIFICIAL INTELLIGENCE IN BUSINESS

Course Objective: The objective of the course is to give the student a conceptual understanding of how AI works and how is it different from the human mind. It is further sought to enlighten the student on how the traditional business tools and practices will be affected by the AI systems. The important points regarding the challenges and the ethical dimension are also incorporated. Finally, the future of AI and the interface between consciousness and AI is brought out succinctly.

Learning Outcomes: The conceptual understanding of AI system and its difference with the human mind will help student appreciate the gravity of the implications for the business in the coming decades. Going through the instructions on the utility of AI as business tools the student would stand out as a valuable asset to their future employers. The ethical dimensions involved should also sensitize the students on the challenges involved for value-based business practices. In the frightening and uncertain times of AI era the student should find solace in the infallibility and supremacy of human consciousness and take the AI challenge boldly and positively.

Unit I

What matters to a machine; What makes a mind; Looking into the Future; Programs that Write Programs; Four Basic Drives; The Intelligence Explosion; The Point of No Return; The Law of Accelerating Returns; The Singularity; The End of Human Era; The Cyber Ecosystem; Tele migration, Automation and the Transformation; Digitech Impulse.

Unit II

Market Research; Marketplace Segmentation; Raising Awareness; Social Media Engagement; In Real Life; The B2B World; The In-Store Experience; On the Phone; The Onsite Experience—Web Analytics; Merchandising; Closing the Deal; Back to the Beginning: Attribution; Growing Customer Expectations; Retention and Churn; Many Unhappy Returns; Customer Sentiment; Customer Service; Predictive Customer Service; The AI Business Platform.

Unit III

Application of AI: Finance, Manufacturing, Transportation, Energy, Healthcare, Communication, Law, and Defence. One-to-One Marketing; One-to-Many Advertising; The Four Ps; The Customer Journey; Branding; Your Bot Is Your Brand; Marketing Mix Modelling; Econometrics; Customer Lifetime Value.

Unit IV

Machine Mistakes; Human Mistakes; The Ethics of AI; What Machines Haven't Learned Yet; How to Train a Dragon; The Human Advantage; AI to Leverage Humans; Collaboration at Work; Your Role as Manager; AI for Best Practices.

Unit V

The Path to the Future; Machine-Train Thyself; Intellectual Capacity as a Service; Data as a Competitive Advantage; How Far Will Machines Go; Computing Tomorrow; Consciousness and AI: What is Consciousness; is Consciousness beyond Science; Experimental clues about Consciousness; Theories of Consciousness; How might AI Consciousness Feel?

References:

- James Barrat (2015); *Our Final Invention*; Pan Macmillan India, 1st Edition.
- Garry K & Mig G. (2017); *Deep Thinking: Where Machine Intelligence Ends and Human Creativity Begins*; John Murray Publications, 1st Edition.
- Kamal Y. (2020); *Marketing Management*; NRBC, 1st Edition.
- Jim Sterne, G.A. Poe & Gildan M. (2018); *Artificial Intelligence for Marketing*; Gildan Media- Audible Book, 1st Edition.
- Max Tegmark (2017); *Life 3.0: Being Human in the Age of AI*; Knopf, 1st Edition.

OLMBA (MT)-401 MASTER THESIS/DISSERTATION

OLMBA (FM-CC) 401: MANAGEMENT OF FINANCIAL INSTITUTIONS

Course Objective: To provide in- depth understanding of nature and functions of various financial markets, institutions, and instruments.

Learning outcomes: The students should learn the types and role of financial institutions. Further they should also be able to understand the management of commercial bank practices such as ALM and risk management systems.

Unit I: Introduction to Financial Institutions

Introduction to Financial Institutions, Classification of Financial Institutions, Concept of Apex-Level Institutions, its objectives. Organisation & functions, resource mobilisation Co-ordination & supervisory role, Financing of other financial Institutions.

Unit II: Management of Commercial Banks

Objectives, Functions & Organizational setup, Management of deposits, Mobilisation of Funds, Management of cash position & liquidity, Nature & functions of primary & secondary reserves, Considerations influencing reserves, Employment of funds by commercial banks, Type of securities, mode of creating charge, bank guarantee, regulation of bank frauds. Management of loan, advance & other investments Management of income, Prudential norms. Asset-Liability management in Commercial Banks.

Unit III: Management of Non-Banking Financial Institutions

Concept, Objectives, Nature, Function & Promotional role of NBFI, Management of funds, changing role of NBFI in present environment, Policies & practices regarding mobilization & management of funds in NBFCs, their performance. Types & functions of Mutual funds, their legal & accounting aspects, SEBI & mutual funds, Investment & marketing Strategies of mutual funds, performance review of mutual funds currently in India Concept, nature and types of policies, Advantages, Social aspect, Impact on Economy.

Unit IV: Risk Management in Financial Institutions

Risk exposure of financial institutions, Interest risk, market risk, foreign exchange risk, liquidity risk,

Operational risk.

Interest Rate Risk and its management, The Reprising Model, Theories of Interest rate risk, Duration.
Market Risk: The Risk Metrics Model, Monte Carlo Simulation,
Credit Risk management: Default risk models

Unit V: Contemporary Issues

Regulatory structure and practices of Financial Institutions in India, Current scenario, and contemporary problems.

Suggested Readings:

- Saunders, A. and Cornett, M.M. (2017). *Financial Institutions Management, 7th Edition*, McGraw Hill Education, New Delhi
- Pathak, Bharti V. (2018), *Indian Financial System*, Pearson Education, New Delhi, 5th Edition
- Bhole, M.K (2017), *Financial Institutions and Markets*, McGraw Hill Education, 6th Edition.
- Khan, M.Y (2019), *Indian Financial Systems*, McGraw Hill Education, 11th Edition.
- Srivastava, R.M. & Nigam, Divya (2010), *Management of Indian Financial Institutions*, Himalaya Publishing.
- Desai, V (2015). *Development Banking and Financial Intermediaries*, Himalaya Publishing House.

OLMBA FM (EL) - 401A: MERCHANT BANKING AND FINANCIAL SERVICES

Course Objective: To develop understanding of various financial services for managing long-term and short-term assets and liabilities.

Learning Outcomes: the subject will help in understanding of the structure and types of financial services along with their relevance in economic development. It will enable the learners to comprehend the current scenario of financial services and regulatory framework.

Unit I: Merchant Banking and Venture Capital

The concept of Merchant Banking Services in India: Rules Regulation's and categorization. The lead manager and its functions, management of capital issues. Underwriting: meaning, features types and process, Venture capital; Concept and characteristics, process and problems of venture capital financing, growth of venture capital services in India

Unit II: Leasing and Consumer Finance

Leasing concept - types, legal tax and accounting aspects. Financial evaluation of lease structuring, Qualitative factors in lease decisions. Lease agreements, Consumer Finance: meaning and features, Hire Purchase agreement – Types, difference between hire purchase and lease. Flat and effective rates of interest. Evaluation of Hire Purchase deals.

Unit III: Other Financial Services

Credit Rating – Concept and types, functions of credit rating agencies, credit rating of Debt and other securities. Credit rating agencies in India - their rating scale and rating process. Factoring – The concept and characteristics, Types of factoring, legal and financial aspects, factoring in India. Factoring and Bill discounting, Forfaiting.

Unit IV: Securitization and Marketing aspect

Securitization: -Introduction of securitization, features, advantages and the steps involved in the securitization process, guidelines laid down by the Securitization Act, Introduction to marketing of

financial services: Concept, significance, and environment. Financial services marketing vs. Consumer and Industrial Goods Marketing, Planning, organizing and analysis of financial services marketing. Marketing of banking and insurance services

Unit V: Contemporary Issues

Case studies in Venture capital and other services

Suggested Readings:

- Verma, J.C., (1996), *Bharat's Manual of Merchant Banking: Concept, Practices and Procedures with SEBI Clarifications, Guidelines, Rules and Regulations*, Bharat Law House, 4th Edition
- Van Horne, James C, & Dhamija, Sanjay (2011), *Financial Management and Policy*, Pearson Publication
- Vij, M. & Dhawan, S. (2017), *Merchant Banking and Financial Services*, McGrawHill Education, 2nd Edition
- Gurusamy, S. (2013), *Merchant Banking and Financial Services*, Vijay NicoleImprints Private Limited
- Khan, M.Y., & Jain, P.K. (2018). *Financial Management: Text, Problems and Cases*, Mc Graw Hill Publication, 8th Edition

OLMBA FM(EL)-401B: BEHAVIORAL FINANCE

Course Objective:

The purpose of this course is to introduce the student to the new field of behavioral finance. The theory is based on the notion that investors behave in a rational, predictable and an unbiased manner. This course will help the students to identify persistent or systematic behavioral factors that influence investment behavior

Learning Outcomes: It will enable students to understand some psychological biases which lead to various anomalies and investor behaviour in secondary markets.

Unit I: An overview of Behavioural Finance

Behavioural Finance: Nature, Scope, Objectives and Significance & Application. History of Behavioural Finance, Psychology: Concept, Nature, Importance, The psychology of financial markets, The psychology of investor behaviour, Behavioural Finance Market Strategies, Prospect Theory, Loss aversion theory under Prospect Theory & mental accounting—investorsDisposition effect.

Unit II: Theories of Behavioural Finance

Building block of Behavioural Finance, Cognitive Psychology and limits to arbitrage. Demand by arbitrageurs: Definition of arbitrageur; Long-short trades; Risk vs. Horizon; Transaction costs and short-selling costs; Fundamental risk; Noise-trader risk; Professional arbitrage; Destabilizing informed trading (positive feedback, predation) Expected utility as a basis for decision-making. The evolution of theories based on expected utility concept, Investing Stylesand Behavioral Finance.

Unit III : Rationality in Behavioural Finance

Elsberg's paradoxes, Rationality from an economics and evolutionary prospective. Different ways to define rationality: dependence on time horizon, individual or group rationality, Group Behavior: Conformism, herding, fatal attractions. Herbert Simon and bounded rationality.

Demand by average investors: Definition of average investor; Belief biases; Limited attention and

categorization; Non-traditional preferences – prospect theory and loss aversion; Bubbles and systematic investor sentiment.

Unit IV: External Factor of Investor Behaviour

External factors and investor behaviour: Fear & Greed in Financial Market, Emotion and Neuroscience and financial markets: geomagnetic storm, Statistical methodology for capturing the effects of external influence onto stock market returns,

Unit V:

Behavioural corporate finance: Empirical data on dividend presence or absence, ex-dividend day behaviour. Recent development in behavioural finance and cases.

Suggested Readings:

- Mauboussin, M. J. (2013). *More Than You Know: Finding Financial Wisdom in Unconventional Places (Updated and Expanded)*. Columbia University Press.
- Chancellor, E. (1999). *Devil take the hindmost: A history of financial speculation*.
- Forbes, W. (2011), *Behavioural Finance*, Wiley India.
- Montier, J. (2010), *The Little Book of Behavioral Investing*, Wiley
- Cialdini, R. (2007). *Collins Business Essentials Revised. Influence: The Psychology of Persuasion*.

OLMBA FM (EL)-401C: FINANCIAL DERIVATIVES

Course Objective: to understand the basics of various financial Derivative instruments – forwards, futures, options and swaps, their pricing and hedging strategies.

Learning Outcomes: it will enable learners to analyze and implement risk management strategies in financial markets using financial derivatives.

Unit I- Derivatives – Forwards and Futures

Introduction to derivatives, meaning, characteristics, types, their need, uses and applications, derivative market structure –OTC and exchange traded, Forwards –problems in forward contracts, Futures - market, basic mechanism, types of margins, determination of future pricing and participants in futures market, hedging strategies using futures prices

Unit II – Options

Meaning, Definition and features of option contract, important terms, types – call and put, American and European, distinction between futures and options, advantages and disadvantages of options, factors affecting pricing of options, construction of option strategies in various market situations and their pay-off

Unit III – Other Derivatives

Black and Scholes option pricing model – assumptions and valuations of put options with the model, Credit derivatives – concept and types, uses, benefits and limitations of credit derivatives, Swaps – Interest rate swaps, currency swaps – basic structure of swaps and management of risk using swaps

Unit IV – Commodity and Currency Derivatives

Commodity market derivative instruments – product category, contract specifications, risk management strategies using commodity futures and options, introduction to currency derivative instruments

Unit V – Case studies

Derivatives in India – prospects and policies, reasons for its popularity, Case studies related to real market applications of Futures, Options and Swaps of different derivative instruments

Suggested Readings:

- Rajwade, A.V. (2010), *Currency Exposure and Derivatives*, McGraw Hill Education.
- Rajwade, A.V. (2007), *Handbook of debt Securities and Interest Rate Derivative*, McGraw Hill Publications.
- Hull, John C. (2008). *Options Futures and other Derivatives*, Prentice Hall India, 7th Edition.
- Vijaya Bhasker, P. & Mahapatra B. (2002), *Derivatives Simplified*, Sage Publications.
- Rustagi, R.P. (2013), *Derivatives and risk management*, Taxmann Publications
- R. Madhumati and M. Ranganatham (2011), *Der*

OLMBA FM (EL)-401D: CORPORATE TAX PLANNING

Course Objectives: To acquaint the students with the taxation policies and practices applicable to companies and formulating strategy for tax planning.

Learning Objective: Develop an understanding of tax planning, tax management, the residential status of a company, and the computation of corporate tax liability under various heads. Enhance understanding of set-off carry forward corporate losses, and tax considerations in specific financial and managerial decisions. To understand capital structure decisions, double taxation relief, transfer pricing, tax planning relating to amalgamation and merger, filing returns, and solving cases on corporate tax planning.

Unit I:

Basic concepts of income tax, Tax evasion and tax avoidance; tax planning and tax management, Residential status of a company and incidence of taxation, Corporate tax liability-computation of income under various heads of income

Unit II

Set off and carry forward of corporate losses, Scope of tax planning for setting of new business, Location of business undertaking, Nature and size of business, Form of business and ownership pattern, Employee remuneration

Unit III

Tax considerations in specific financial and managerial decisions, Lease or own decision, Make or buy decision, Repair/renewal or replacement of an asset, Capital structure decision, Dividend policy and tax considerations

Unit IV

Double taxation relief, Tax provisions regulating transfer pricing, Tax planning relating to amalgamation and merger of companies, Tax planning with reference to sale of scientific research assets

Unit V

Recent amendments in corporate tax laws, filing of returns, cases of corporate tax planning

Suggested Readings:

- Singhania, V.K. & Singhania, M. (2019), *Corporate tax planning and business tax procedures*, Taxmann 23rd Edition

- Ahuja, Girish and Gupta. Ravi (2019), *corporate tax planning and management by, BharatLaw House, 20th Edition.*
- Lakhotia R. N. & Lakhotia S. (2017), *Corporate Tax Planning Handbook, 32nd Edition, McGraw Hill Education*
- Agarwal K.K. (2008), *Corporate Tax Planning, Atlantic Publishers and Distributors PVT LTD*
- Agarwal, K.K., (2008), *Direct Tax Planning and Management, Atlantic Publishers and Distributors PVT LTD, 5th Edition.*

OLMBA (M-CC)-401: CUSTOMER RELATIONSHIP MANAGEMENT

Course Objective: Customer Relationship Management, also known as CRM, helps businesses successfully implement strategies, practices and technologies aimed at winning and retaining customers profitably. The objective of this course is to equip the students with a sound foundation of CRM concepts and best practices so they can implement CRM practices successfully for long-term profitability. Although organizations continue to invest heavily in CRM, CRM implementations experience a high failure rate. The pitfalls as well as the benefits of CRM implementation are addressed in the course.

Learning Outcomes: Able to understand the meaning and applications of CRM, Quantify the benefits of CRM to companies and consumers, Plan and implement CRM best practices, Understand and communicate the importance of bonding and building loyalty with customers and Able to build long term customer relationships

Unit I: Fundamentals of Customer Relationship Management

Meaning and definition of CRM, benefits of CRM, reasons for adopting CRM, Conceptual Foundations of Customer Relationship Management. Types, stages and issues in CRM. Paradigm shift in approach towards Marketing. Literary Perspective of Customer Relationship Management. Implementation Models of Customer Relationship Management

Unit II: Dimensions of Customer Relationship Management

Customer Satisfaction: meaning and definition, Customer Satisfaction Models, Measuring Customer Satisfaction, ISO guidelines. Customer Loyalty: Concept, Principles, significance and dimensions of Customer Loyalty, Determinants and Categories of Customer Loyalty, Factors affecting Loyalty and Customer Loyalty Grid. Service Quality: Concept and Dimensions, Service Quality Gaps and bridging of Gaps, Service Quality Measurement Scales.

Unit III: Information Technology in Customer Relationship Management

Technological Developments in CRM. Information Technology Implementation in CRM. Features, advantages and functional components of eCRM. Important CRM Software. Customer Relationship Management through Information Technology Tools: Databases, Data Warehouses and Data Mining. Call Centres, Multimedia Contact Centres, Electronic Point of Sale, Customer Help Desk, Sales Force Automation and Automated Vending. CRM implementation process, precautions related to CRM implementation.

Unit IV: Emerging Dimensions and Dynamics in Customer Relationship Management

Customer Recall, Retention and Experience Management. Service Failure and Service Recovery Management. Service Recovery Paradox. People Factor in Customer Relationship Management: role of Employee Satisfaction in Customer Satisfaction. Employee Relationship Management. Cost-benefit analysis of CRM, Customer profitability, Customer value and Lifetime value of customer. Emerging Contemporary issues in Customer Relationship Management.

Unit V: Application of Customer Relationship Management in Different Sectors

Growth of Service Sector in India, Characteristics of Service Businesses and Service Customers.

Role of Social Media. Customer Relationship Management Practices in Service Sector. Customer Relationship Management Practices in Rural Markets. Case studies of Application of CRM in Select Service Companies.

Suggested Readings:

- Jagdish N Sheth, Parvatiyar Atul, G Shainesh; (2013), *Customer Relationship Management: Emerging Concepts, Tools and Applications Paperback* ; McGraw Hill Education
- Mukerjee;(2007), *Customer Relationship Management: A Strategic Approach to Marketing Paperback* ;Prentice Hall India
- Rai A K; (2012), *Customer Relationship Management: Concepts and Cases by Prentice Hall India*
- N Mullick; (2016), *Customer Relationship Management Paperback*,: Oxford University Press
- William G.Zikmund, Raymond Mcleod,Faye W. Gilbert: (2003), *Customer Relationship Management*; Wiley Publication
- Jill Dyche, (2001), *Customer Relationship Management*; Pearson Publication

OLMBA M(EL)-401A: PRODUCT AND BRAND MANAGEMENT

Course Objective: This course provides insights into creating and successfully managing product lines and product mix. It equips the students with knowledge on various aspects of brands and branding decisions.

Learning Outcomes: The students are expected to understand the importance and techniques of managing products and brands in the marketing domain. They shall be able to apply the gained knowledge whenever they take up corporate roles in the function of product management and brands.

Unit- I:

Conceptualizing a Product, Meaning and Elements of a Product, Product Management, Levels of Products, Product Management Approaches, Classification of Products.

Unit-II:

Constituents of Product mix, Product mix Decisions, Product Line Decisions, Product Line Strategies, Product Line Coverage Strategy, Factors Determining Scope of product lines, Role of new Product Development, New Product Development Process, Consumer Diffusion Process, Consumer Adoption Process.

Unit-III:

Concept of Product Life Cycle, Strategic Considerations in Product Life Cycle, Marketing Strategies at Life Cycle stages, Introduction to Branding and Brand Management, Role and Importance of Branding, Branding Decisions, Brand Name Decisions, Co-Branding.

Unit-IV:

Elements of Branding, Brand Identity, Brand Spectrum and Brand Extensions, Types of Brands, Brand Management Process, Brand Loyalty

Unit-V:

Brand Communications, Brand Positioning, Brand Personality and image, Brand Equity- Approaches and models.

Case Studies: Some cases of real business world to supplement learning from the course.

Suggested Readings:

- Panda, T, (2016), *Product and Brand Management*, Oxford, India

- Keller, K L, (2013), *Strategic Brand Management*, Pearson
- Verma, H.,(2006) *Brand Management*, Excel Books India,
- Chitale, K., GUPTA, R, (2013) PHI Learning Pvt. Ltd., *Product Policy and Brand Management*
- Sengupta, S, (2005) *Brand Positioning Strategies for Competitive Advantage*, TMH.

OLMBA M(EL)-401B: INTEGRATED MARKETING COMMUNICATIONS

Course Objective: The main objective of this subject is to expose the students to the importance and design of various elements of Integrated Marketing Communication and the need to ensure consistency in message across different communication mix elements and channels.

Learning Outcomes: The students are expected to understand the importance and techniques of managing marketing communication for various corporates. They shall be able to apply the gained knowledge whenever for the professional roles in the area of marketing communication.

Unit I:

Introduction to Integrated Marketing Communication: Meaning and Role of IMC in the Marketing Mix. Elements of Promotion mix: Public Relations, Sponsorship, Advertising (types, advertising campaign, role in brand promotion), Direct Marketing Communication, Sales Promotion, Personal Selling, Packaging, Exhibition, Trade shows, Interactive/Internet Marketing.

Unit II:

Marketing Communication Psychology, Changing Marketing Communication Environment, Process of Integrated Marketing Communication: Marketing Communication, Planning and Plan, Setting Objectives (DAGMAR approach, Response Hierarchy Models), Determining Strategy and Tactics.

Unit III:

Research and Analysis for Decision Making, Profiling Target Markets, Creative implementation: Generating Creative Ideas, Selection of Idea, Copy Writing, Art Direction and Production for Print and Internet media.

Unit IV:

Copy Writing, Direction and Production for Radio and TV, Evaluation and Control of Integrated Marketing Communication, Media Strategy and Planning, Types of Media including E- media, their advantages and disadvantages.

Unit V:

Selection of Media, Media Buying, Setting Budget and Allocating Resources, Evaluation of Media, Role and Functions of Advertising and Promotion Agencies, Compensation to these agencies.

Case Studies: Some cases of real business world to supplement learning from the course.

Suggested Readings:

- K.E. Clow, Baack, D.E., (2014) *Integrated Advertising, Promotion and Marketing Communications*, (6 ed) Pearson Education
- Pickton, D, Boderick, A, (2004) *Integrated Marketing Communications*, PHI.
- P J. Kitchen, P D Pelsmacker, (2004), *Integrated Marketing Communications: A Primer*, Psychology Press.
- Belch, G., & Belch, M., (2018), *Advertising and promotion: An integrated marketing communications perspective*, New York: McGraw-Hill.
- Narang, R.,(2020) Pearson Education, *Advertising, Selling & Promotion*, 1st ed., Pearson Education.

OLMBA M(EL)-401C: LOGISTICS AND SUPPLY CHAIN MANAGEMENT

Course Objective: The purpose of this course is to develop an understanding of underlying concepts, strategies and issues involved in the area of Logistics & Supply Chain Management and related concepts.

Learning Outcomes: To equip students with the dimensions of supply chain networks of manufacturing and service sector.

Unit I: Introduction to Logistics and Supply Chain Management

Logistics & SCM : Origin, meaning and definition, Concepts and Views, Importance of logistics & **SCM** in modern business and foreign trade, Objectives of logistics, & **SCM** Logistics & **SCM** - Strategy & Planning, Strategic Fit, Drivers of Performance, Efficiency and Responsiveness of SCM **Purchasing and Supply Management** - Concepts and Leverage Principle of Purchasing, Life Cycle Cost Analysis, Procurement and Purchasing Principles, Negotiation and Contracting, Project Buying etc.

Unit II: Transportation Management

Transportation: Meaning, definition, modes and Importance, Notions of Transportation Decisions Effective Transportation System: meaning and importance, Service choices and their characteristics, Transport Service Selection, Vehicle Routing & Scheduling: meaning and importance, Trade offs in Selecting Modes, Consolidation and Cross docking, Network Analysis, Routing and Scheduling, Cost Modeling, Transport Contracting and 3PL

Unit III: Inventory Management & Control

Inventory: Meaning, definition, types and role, Storage & handling decisions, Basic Notions of Inventory Costs, Inventory control Techniques-ABC analysis, VED analysis, PUSH & PULL Inventory control, Inventory Models, Service Levels, Tradeoffs in Inventory Decisions JIT and Multi-echelon inventory

Unit IV: Warehousing & Location Management

Warehouse: Meaning, definition, types and importance. Location/Facility Management: Meaning and importance, Ware house layout, Housekeeping: Meaning and Importance, Space Management, Warehouse Operations and Performance

Unit V: Demand Analysis and Forecasting

Basic tools of forecasting like Times Series, Regression etc.

Legal Aspects in Supply Chain Management - Legal Aspects of Movement of Goods, Legal Framework of Business, GST etc.

IT and ERP in SCM - Role of IT in SCM, IT-enabled SCM, E-commerce, Latest Developments like Block chain, IoT etc.

Suggested Readings:

- *Leonardo Decandia, Lei Lei, Rosa Oppenheim, Yao Zhao, (2017), Managing Supply Chain Operations, World Scientific Publishing Company.*
- *David B. Grant, Alexander Trautrim, Chee Yew Wong, (2015) Kogan Page Publishers, sustainable Logistics and Supply Chain Management (Revised Edition).*
- *Janat Shah, (2016) Supply Chain Management: Text And Cases 2nd Edition by, Pearson*
- *D K Agrawal, (2003), Logistics and Supply Chain Management, Macmillan*
- *SIMCHI LEVI, (2008), Designing N Managing Supply, 3E, McGraw Hill*

OLMBA M(EL)-401D: SALES AND DISTRIBUTION MANAGEMENT

Course Objective: The purpose of this paper is to acquaint the student with the concepts which are helpful in developing a sound sales and distribution policy and in organizing and managing sales force and marketing channels.

Learning Outcomes: - After the Completion of the course students will be able to take up career options in the sales functions of various corporates and manage the distribution of the relevant products and services.

Unit I:

Role and Importance of Sales Management, Types of Personal Selling, The Sales Management Process, Emerging Trends in Sales Management, Selling and Buying Styles, Selling Skills, Stages in the Selling Process, The Process & Methods of Prospecting, Pre Approach & Approach Process, Methods of Sales Presentation, Handling Customer Objections, Closing the Sale and Follow Up.

Unit II:

Forecasting Market Demand, The Forecasting Process, Sales Forecasting Methods, Sales Organization, Factors Influencing Structure and Design, Types of Organizational Design. Concept of Sales Territory, Designing and Allocation of Sales Territory, Criteria for Selecting Geographical Control Units, Territory Shapes, Workload Analysis, of Sales Quota, Methods of Setting Sales Quota, Types of Sales Quota.

Unit III:

Sales Force Recruitment and Selection, Sources for Sales Force Recruitment, Planning for Sales Force Recruitment, Procedure of Sales Force Selection, Objectives Sales Training Program, Methods and Types of Sales Training, Sales Training Evaluation, Sales Force Compensation Plan, Objectives of a Sales Compensation Plan, Types of a Sales Compensation Plan, Sales Audit, Evaluating Sales Performance.

Unit IV:

Distribution Management: - Role of Distribution Channel, Distribution Channel Strategy, Channel Design Process, Classification Schemes of Channel Flows, Channel Establishment Plan, Company Channel Design.

Unit V:

Channel Information System- Role and Benefits, Components of Channel Information System, Designing a Channel Information System, Channel Conflict, Conflict Resolution Mechanism, Strategies of Channel Influence.

Suggested Readings:

- *Still, Cundiff and Govoni (2007), Sales Management, 5th ed, Pearson Edition*
- *Johnston, MW, Marshall, G W, (2005), Sales Force Management – Tata McGraw Hill Edition*
- *Jobber, D & Lancaster, G (2009), Management of Sales Force – 8th ed Tata McGraw Hill Edition*
- *Panda, T K, Sahdev, S, (2011) Sales and Distribution Management – Oxford Edition*
- *Havaladar, KK, Cavale, V, (2006), Sales and Distribution Management, McGraw Hill Edition*

OLMBA(IB-CC)-401: INTERNATIONAL FINANCIAL MANAGEMENT

Course Objective: To give insights relating to financial management applications in the realm of international business with special reference to international financial markets systems & operations of MNCs

Learning Outcomes: On successful completion of the course students will be able to analyse, apply and evaluate information within the global financial environment so as to solve problems and make informed decisions. Further to review the problems of dealing in foreign currency, recognise and calculate futures and forward exchange rates, hedging and related foreign exchange exposures.

Unit I

The rise of Multinational Corporation, International Financial System. The Foreign exchange market, the determination of exchange rates. The international monetary system & international economic linkages.

Unit II

Payment terms in international trade, Balance of payment & categories, the international flow of goods services & capital, Financing technique in international trade, Export Financing & Credit insurance, Counter trade, foreign exchange risk Management with special reference to Financial Management.

Unit III

Financing Foreign Operations, International financial markets, the Euro Markets, the Development Banks e.g. IMF, World Bank & Asian development bank. Short term Financing-objectives, Options & strategy, Special financing vehicles -International leasing, Interest rate & Currency swaps. LDC - Debt equity swaps the GDRs Foreign Direct Investment.

Unit IV

Corporate Strategy and FDI, Designing a global expansion strategy , Capital budgeting for the Multinational Corporation - Issues in foreign investment analysis , foreign project appraisal, political risk analysis & its Management .

Unit V

International Currency Asset Management - International Cash, Accounts Receivable & Inventory Management, Inter Company fund flow mechanism. Cost of capital for foreign Investments. Role of WTO in the International trading Environment.

Suggested Readings:

- Varn Horn (2010); *Fundamentals of Financial Management & Policy*; PHI, 1st Edition.
- Jaiswal B., Banerjee R. & Venkatraman B. (2019); *Financial Markets & Financial Services*; Sahitya Bhawan, 1st Edition.
- Rita M.M. (1976); *International Financial Management*; Prentice Hall, 1st Edition.

OLMBA IB(EL)-401A: EXPORT IMPORT PROCEDURES & DOCUMENTATION

Course Objective: The purpose of this course is to familiarize students with the procedures and documentation relating to foreign trade operations, and to train them to handle the documentary work concerning export-import business.

Learning Outcomes: To make students aware with the documentation and process familiarity for exporting and importing.

Unit I

Export Documentation: Types of Documents, characteristics and relevance; getting ready for exports; Export contract and Inco terms; Procuring and processing of an export order; Methods and Terms of Payments for Exports; Documentary credit and collection.

Unit II

Cargo insurance: contract of cargo insurance, procedures and documentation for cargo loss claims; Role and schemes of ECGC and commercial banks. Quality control and Pre-shipment Inspection: Schemes, process and procedures; Excise and custom clearance regulations, procedures and documentation; Export incentives.

Unit III

Export Procedure: Procurement for Exports – Planning and methods of procurement for exports; Procurement through imports, Financing imports - instruments and related procedures and documentation;

Unit IV

Custom clearance of imports – regulations, procedures and documentation. Managing risks involved in importing: transit risk, credit risk and exchange risk. Import Documentation: Duty Exemption Schemes: Objectives, benefits, procedures and documentation; Schemes for import of capital goods:

Unit-V

Procedures and documentation for new/second hand capital goods. Institutional support: Export / trading/ star trading/ superstar trading houses: Objective criteria and benefits; procedures and documentation.

Suggested Readings:

- Rai U.K. (2010); *Export Import & Logistics Management*; PHI, 1st Edition.
- Jaiswal B. & Y. Kamal (2020); *Export Procedure & Documentation*; NRBC, 1st Edition.
- Kapoor D.C. (2007); *Export Management*; Vikas Publications. 1st Edition.
- D.G.F.T. (2020); *Hand Book of Procedures (2020-25)*; DGFT, Applicable Edition.
- Jain K. (2010); *Export Import Procedure & Documentation*; Himalaya Publishing House, 1st Edition.

OLMBA IB(EL)-401B: INDIA'S FOREIGN TRADE

Course Objective: To enact the familiarity in students about the Foreign Trade and Global Trends of International Business.

Learning Outcomes: The paper aims to make the students understand the composition direction and quantum of Foreign Trade, its problems, disputes and policies to identify the Foreign Trade aspirations. Further to enable them to significantly evaluate the position of India in the Global Economics Scenario. Apply suitable Trade method to manage foreign trade in India.

Unit I

Introduction: Trade its meaning and type, Difference between internal trade and international trade, Problems of international trade. Theories of International Trade.

Unit II

India's Balance of Payment and Balance of Trade. Trends during planning period, Problems of balance of payment and corrective measures. Brief history before Independence, Recent trends in India's foreign trade.

Unit III

Composition and Direction of India's export and import. India's principal imports, India's principal export. Foreign Trade of India. Changes in directional pattern during planning period, India's major trading partners.

Unit IV

India trade and Geo-political relations-India-U.S. trade, India-China trade, Indo-Japan trade, India-E.U. trade, Look East Policy, New CECA, CEPA and other economic agreements.

Unit V

Recent changes in foreign trade policy, Trade agreements, Bilateral and Multilateral trade agreements. Trade relations of India with USA, UK, China; Regional Integration: EU, NAFTA, SAFTA, SAARC, ASEAN.

Suggested Readings:

- Anoop S. (2015); *Foreign Trade of India*; NRBC.
- Bhattacharya V. (2011); *International Marketing*; S. Chand, 2nd Edition.
- Cherunilum F. (2005); *International Marketing*; Himalaya Publishing House.
- Jaiswal B. & Banerjee R. (2019); *Introduction to International Business*; Himalaya Publishing House.
- Jaiswal B. (2011); *International Business*; Himalaya Publications

OLMBA IB(EL)-401C: INTERNATIONAL BUSINESS ENVIRONMENT

Course Objective: The provide an overview of the field of international business and give the student a feel of the competition in the global marketplace.

Learning Outcomes: The paper focuses on the overview of the unique problems faced by firms engaging in international activities; the importance of understanding the foreign economic, social, political, cultural, and legal environment; the mechanics of importing and exporting; joint venture, franchising, and subsidiaries, international dimensions of management, marketing and accounting, and international financial management so as to be able to take appropriate strategic decisions in the Global markets.

Unit I

An Overview of International Business Environment; International Economic Environment – Regional integration and trade blocks – Types of integration – theory of customs union. Integration of developing countries; International commodity agreements – quota agreements
– Cartels – Bilateral & Multi-lateral contracts.

Unit II

Historical developments of Modern Trade theory Investment theories – Theory of capital movements – Market imperfections – Internationalisation. International Trade and Payments: Government Influence on Trade: Trade in merchandise – Trade in services – Global sourcing – degree of dependence.

Unit III

International Investment: Types and significance of foreign investments – factors affecting international investment – growth and dispersion of FDI – cross border mergers and acquisitions – foreign investment in India. Cultural contacts of global management – Understanding the role of culture – communicating across cultures – cross cultural negotiations and decision making.

Unit IV

Multi National Corporation: Definition and Meaning – Importance and dominance of MNCs – Code of conduct – MNCs in India – Transfer of Technology – global competitiveness – indicators of competitiveness - competitive advantage of nations.

Unit-V

Technology and Global competitiveness. Social Responsibilities and Ethics, MNE Social Responsibilities, Efficiencies, Perspectives, Ethics, Technological Perspective, Foreign Corrupt Practices Act, Cases.

Suggested Readings:

- *Sullivan & Daneiel (2015); International Business environments and Operations; Pearson, 2nd Edition.*
- *Sundaram S. & B. Stewart (2011); International Business Environment; PHI, 2nd Edition.*
- *Helen D. (2005); International Management Managing Across Borders and Cultures; PHI.*
- *Bhattacharya V. (2011); International Marketing; S. Chand, 2nd Edition.*
- *Cherunilum F. (2005); International Marketing; Himalaya Publishing House.*

OLMBA IB(EL)-401D: MANAGEMENT OF MNCs

Course Objective: To provide understanding of the issues in managing a multinational company.

Learning Outcomes: The paper will explore the special features and problems of multi-national corporations; recent problems of the international economic system, as well as country-risk analysis so as to understand the implications of operating across national borders. Further to analyse the different combinations of international strategies and organisational structures.

Unit I

Introduction, Definition of International Business, difference between international and domestic business, Advantages and Disadvantages of International Business, Approaches to International Business, Changing Environment of International Business, Globalization of Markets, Trends in Globalization, Effects and Benefits of Globalization,

Unit II

Trends, challenges, and opportunities; Different schools of thought of international management. Growth and Development of MNCs: Role and Significance of MNCs – Pattern of Growth – Country of Origin – Different Management Styles – Strategic Issues involved.

Unit III

Importance and scope; Methods of comparative management; management styles and practices in US, Japan, China, Korea, India; Organizational design and structure of international corporations; Locus of decision making; Headquarter and subsidiary relations in international firms.

Unit IV

Creating strategy for international business; Management of production, Services technology and operations; Marketing financial, legal and political dimensions; Ethics and social responsibility of business. Strategic Alliances: Acquisitions and mergers; Management of joint ventures and other international strategic alliances.

Unit V

Internationalization of Indian business firms and their operations abroad; International Mergers and Acquisitions. Changing government policy on entry of FIs and FIIs.

Suggested Readings:

- *Khan M.S. (2009); Management of Multi Nationals Corporation; Himalaya Publications, 1st Edition.*
- *Jaiswal B. (2011); International Business; Himalaya Publishing House, 1st Edition.*
- *Douglass W. & James B. (1981); International Business Finance; McMillan, 1st Edition.*

- Kamal Y. (2020); *Marketing Management*; NRBC, 1st Edition.
- Wiederhold G. (2000); *Valuing Intellectual Capital*; Springer, 1st Edition.
- Zeneoff D & Zwick J (1969); *International Financial Management*; PHI, 1st Edition.
- Shapiro A.C. & M. Peters (2016); *International Financial Management*; PHI, 1st Edition.

OLMBA (HR-CC)-401: INDUSTRIAL RELATIONS AND TRADE UNIONISM

Course Objective: The objective of the course is to make the students aware and understand about the dynamics of the industrial relations in the rapidly changing environment and also, they will have knowledge about the disciplinary procedure and grievance management process along with their implementation aspect. To provide understanding of the working of trade unions, concept of collective bargaining and equitable financial rewards.

Learning Outcomes: After completion of the course, the student shall be to understand the various facets of interaction between the employer-employee in an organisation, learning and developing analytical abilities to deal with the issues of the union and workers. To know the intricacies related to disputes and conflicts occurring in the organisation and the method of handling them effectively and to understand the disciplinary mechanism. To understand the concept and origin of trade union, their historical development. To assess the importance of ILO and trade union functions in various countries. Understand the types of bargaining issues and the rights of management and understand the strategies when working with unions.

Unit-I

Industrial Relations: Concept, Objectives, Nature and Scope; Approaches to Industrial Relations; Factors affecting Industrial Relations in India; Evolution of Industrial Relations; Changing Role of State and New Paradigms in Industrial Relations; Industrial Relations and Globalization, Industrial relations & Technology Change; India and International Labour Organization (ILO)- History, Objective, Structure and Functions.

Unit-II

Industrial Disputes: Concept, Types and Causes; Machinery for Settlement of Industrial Disputes in India; Statutory and Non-Statutory Preventive Measures for Settlement of Industrial Disputes: Code of Discipline, Code of Efficiency, and Welfare, Model Grievance Procedure, Inter-Union Code of Conduct; Disciplinary Action, Domestic Enquiry-Principle of Natural Justice; The Industrial Dispute Act, 1947; Relevant cases related to Act.

Unit-III

Participative Management: Concept, Objectives, Scope and Approaches to Participation: Workers' Participation in Management in India, Problems and Remedies; Collective Bargaining: Concept, Objectives, Methods and Problems; Agreements, Settlements, Consent Awards and their Implementation, Collective Bargaining Policy, Legal Sanction for Collective Bargaining.

Unit-IV

Trade Union: Concept, Objectives, Functions, Theories; Historical Development of Trade Union Movement in India, England and America; Types and Structure of Trade Unions; Central Labour Organizations, Employer's Organizations- Objectives and Functions; Problems of Trade Union; The Trade Union Act, 1926; Relevant cases related to Act.

Unit-V

Industrial Relations Legislations: Payment of Wages Act, 1936; Minimum Wages Act, 1948; Equal Remuneration Act, 1976; Payment of Bonus Act, 1965; Relevant cases related to Acts.

Suggested Readings:

- Malik D (1989); *Indian Trade Unionism in Developmental Perspective*, Commonwealth Publishers.
- Mamoria, C.B. (2020); *Dynamics of Industrial Relations*; Himalaya Publishing House; 16th Edition.
- Monappa Arun (2012); *Industrial Relations and Labour Laws*; Tata McGraw-Hill Education; 2nd Edition.
- Mustafa, M. and Dharma, Onkar (2002); *Workers' Participation in Management, Concept and Practice*; Deep and Deep Publications; 2nd Edition.
- Sharma R.C. (2016); *Industrial Relation and Labour Legislation*; PHI Learning Pvt. Ltd; 1st Edition.
- Sharma, A.M. (2019), *Understanding Wage System*, Himalaya Publishing House.
- Sinha (2004);) *Industrial Relations, Trade Unions, and Labour Legislation*; Pearson Education India; 4th Edition.
- Sivarethinamohan R (2010); *Industrial Relations and Labour Welfare: Text and Cases*; PHI Learning Pvt. Ltd.; Revised Edition 2016.
- Srivastava S C (2012); *Industrial Relation & Labour Laws*; Vikas Publication, 6th Edition.
- Taxmann (2019); *Labour Laws*; Taxmann Publication; 1st Edition.

OLMBA HR (EL)- 401A: INTERNATIONAL HUMAN RESOURCE MANAGEMENT

Course Objective: Globalization, growing presence of multinationals with expatriate managers, cross border mergers and acquisitions and increasing diversity of workforce demands human resource to be more sensitive to cross-cultural issues and understanding of international approaches to dealing with people in organisations. The course seeks to look at HRM in a broader, comparative and international perspective to deal with complex issues and manifold risks.

Learning Outcomes: After completion of the course, the student shall be to provide the students with knowledge and understanding of IHRM as well as the ability and skills to analyse IHRM in contemporary firms. Critically analyses the core issues and emerging trends in the field, with a consistent emphasis on real-world scenarios and concerns.

Unit I

Introduction to IHRM: Definition, reasons for going global, Approaches to IHRM, Difference between IHRM and Domestic HRM, Reasons for emergence of IHRM. Models of IHRM-Matching model, Harvard Model, Contextual Model, 5P Model European Model. Barriers in effective global HRM. Socio-cultural context, Organizational dynamics and IHRM: Role of culture in International HRM, Country and Regional Cultures, Country Culture versus MNE Culture. Culture and employee management issues/ impact of Country culture on IHRM.

Unit II

International Workforce planning and staffing: Recruitment, Selection and staffing in International Context International Managers- parent country nationals, third country nationals, host country nationals, advantages and disadvantages of different selection methods, different approaches to multinational staffing decisions, recruitment methods using head-hunters, cross-national advertising, e-recruitment; Selection criteria and techniques, use of selection tests, interviews for international selection, international staffing issues.

Unit III

Performance Management: A conceptual background, Constraints in goal attainment, performance management cycle, models, performance and appraisal in IHRM appraisal of expatriate, third and host country employees, issues and challenges in international performance management, country specific performance management practices.

Unit IV

Training and development in International context: Context Backdrop of international training,

Current scenario in international training and development, training & development of international staff, types of expatriate training, HCN training, Career Development, repatriate training, developing international staff and multinational teams, knowledge transfer in multinational companies. Re-entry issues:

Unit V

International Compensation, International Employment Laws and HRIS: Forms of compensation and factors that influence compensation policy, key components of international compensation, Approaches to international compensation, compensation practices across the countries, social security systems across the countries, global compensation: emerging issues. International Labour Relations: Key issues, response of labour unions to MNCs HRM practices in different countries- Japan, USA, UK, Turkey, Middle East, India and China. HRIS: Meaning, Role of IT in HR, Designing of HRIS, Applications of HRIS in Employee Management, Limitation of HRIS.

Suggested Readings:

- *Peter J. Dowling, Marion Festing, Allen D. Engle (2013), International Human Resource Management: Managing People in a Multinational Context, 6th Edition, Cengage Learning*
- *International Human Resource Management by R V Badi and S G Hundekar; Vrinda Publications*
- *B. Sebastian Reiche, Anne-Wil Harzing, Helene Tenzer (2018), International Human Resource Management, Sage publication.*
- *Rao P.L. (2008), International Human Resource Management: Text and Cases, Excel Books.*
- *Edward Tony & Chris Rees (2008), International Human Resource Management, Pearson Education India.*

OLMBA HR (EL)- 401B: ORGANIZATIONAL LEADERSHIP, CONFLICT RESOLUTION AND TEAM BUILDING

Course Objective: To understand the concept of Organizational leadership and to develop the essential skills of leadership, conflict resolution and team building in the prospective manager.

Learning Outcomes: On completion of the course, the students should be able to understand the nature and importance of leadership in the context of organizational goals. Various theories of leadership that focus on task and employee relationships. To be able to relate positive and negative consequences of conflict to organizational performance. To understand the difference in the dynamics of poor, good and great teams and will be able to recognize the impact of team dynamics on business results. To be able to proactively identify and eliminate dysfunctional team behaviours.

Unit I

Organizational Leadership: Concept, Nature, Characteristics; Leader Vs Manager; Leadership Skills, Leader Roles, Responsibilities and Functions of Leader, Qualities of a Good Leader, Prerequisites of Organizational Leaders, Classification of Leadership: Formal vs. Informal, Positive vs. Negative, Cultivated vs. Innate, Factors Affecting Choice of Leadership; Retention and Change of Leadership, Obstacles in the way of Leadership, Understanding Leaders and Leadership.

Unit II

Leadership Approaches & Theories: Approaches for Examining Leadership Behaviour: Trait Theories, Behavioural Theories (Ohio State studies, University of Michigan Studies, Managerial Grid, and Scandinavian Studies), Contingency Theories (Fiedler's Model, Hersey and Blanchard's Situational Theory, Leader-Member Exchange Theory, Path-Goal Theory, Leadership Participation Model). The changing paradigm of Leadership; Gender and leadership; Culture and leadership; Leadership and ethics.

Unit- III

Leadership Styles: Autocratic, Consultative, Laissez Faire, Bureaucratic, Manipulative and Expert Leadership, Likert's Four Systems of Management (Exploitative-Authoritative Style, Benevolent Authoritative Style, Consultative Style and Participative Style), Strategies for Development of Effective Leadership: Delegation of Authority, Participation in Decision Making, Open and Uninhibited Communication, Suggestion System. Leader Achievers- Biographies of Organizational Leaders.

Unit IV

Conflict: Concept, Nature, Transitions in Conflict Thought (Traditional View, Human Relations View and Interactionist View), Causes of Conflict (Personal, Work Related, Group Related, Organizational and Societal), Consequences for and Impact of Conflict on Individual, Group, Organization and Society

Types of Conflict: Dyadic Conflict, Individual Level Conflict, Inter-Group Conflict, Inter organizational Conflict, Goal Conflict and Role Conflict, Functional vs. Dysfunctional Conflict, The Conflict Process- Pondy's Model, Measurement and Diagnosis of Conflict, Conflict Resolution: Concept, Need, Methods, and Techniques.

Unit V

Team: Concept, Objectives, Teams vs. Groups, Elements and Functions of Teams, Types of Teams (Problem-Solving Teams, Self-Managed Work Teams and Cross-Functional Teams). Strategies of Building a Dynamic Team- Driving towards a Mission, striving towards Team Effectiveness, thriving on Teamwork, arriving at Peak Performance Team Decision- Making Techniques; Turning Individuals into Team Players; Contemporary Issues in Managing Teams.

Suggested Readings:

- Seema Sanghi, Stephen P. Robbins, Timothy A. Judge (2010); *Essentials of Organizational Behavior*; Pearson Education; 10th Edition.
- Yukl, G. (1981). *Leadership in Organizations*, 9/e. Pearson Education India.
- Northouse Peter G. (2010); *Leadership: Theory and Practice*; Sage Publication; 5th Edition.
- Blake, Robert R.O, Shepherd, Herbert A. and Mouton, Jane S. (1968); *Managing Intergroup Conflict in Industry*; Gulf Publishing House.
- Morton Deutsch, Peter T. Coleman, Eric C. Marcus (2011); *The Handbook of Conflict Resolution: Theory and Practice*; John Wiley & Sons; 2nd Edition.
- Cleland, David I. (1996); *Strategic Management of Teams*; John Wiley and Sons.
- Eirene Leela Rout, Nelson Omiko (2007); *Corporate Conflict Management: Concepts and Skills*; PHI Learning Pvt. Ltd; 1st Edition.
- Susan S. Raines (2019); *Conflict Management for Managers: Resolving Workplace, Client, and Policy Disputes*; Rowman & Littlefield; 2nd Edition.
- Russell Freedman (2013); *Team Management*; Lulu Press, Inc.; 3rd Edition.
- Harigopal, K. (1995) *Conflict Management - Managing Interpersonal Conflict*; Oxford and PH Pub; 1st Edition.

OLMBA HR (EL)- 401C: TALENT MANAGEMENT AND COMPETENCY MAPPING

Course Objective: It aims to impart an understanding of talent management through insights on strategies for acquisition, engagement, and retention of talent in organization. It gives insight on how to design, organize, implement, and evaluate training programmes in an organizational setting. The course aims to equip students with skills and knowledge to enable them to effectively implement a competency-based management system.

Learning Outcomes: On completion of the course, the students should be able to the students should be able to assess an organization's approach to manage talent and its alignment with business strategy, map competency based on job analysis, devise strategies for developing, engaging, and retaining talent. To develop insight on the concepts, principles, and process of training and

development. The students will be able to analyse, design and implementation of competency model at various levels in an organization.

Unit I

Elements of talent Management, Talent Management System and Approach, Talent Management Assessment Tools, HR Planning, Creating a Talent Management System, Forces impacting Talent Management, Institutional Strategies for dealing with Talent Management issues, Information Technology to support Talent Management System.

Unit II

Talent Acquisition: Job analysis-Method of collecting information, developing questionnaires, interviews, developing job description & job specification. Developing HR planning process (using MS-Excel and quantitative tools). Evaluation of factors affecting HRP, Strategic view of recruitment & selection. Talent Acquisition, Recruitment Process, Strategic Trends in Talent Acquisition, Talent acquisition management solutions.

Unit III

Employee Engagement: Preparing recruitment plan, E-recruitment (using various job portals), searching & downloading applicant profile by using job portals, selecting recruitment source, preparing recruitment budget, employer branding, Selection process, Use of assessment centres, selection errors & minimising selection errors, Reliability & Validity tests, Choosing the types of interviews, Contemporary Talent Management Issues and Challenges.

Unit IV

Competency: Introduction: Concept, Definition and Characteristics of competency, Competency versus Competence, Performance versus Competency, Skills versus Competence, Behaviour indicators, Types of competencies - Generic/Specific, Threshold/Performance, and differentiating and technical, managerial and human. Competency framework - Development of Competency Framework, Lancaster Model of Managerial Competencies.

Unit V

Development of Competency Maps and Integration of Competency based HRM: Steps in development of competencies map - Studying Job, Processes, and Environment, Identifying Knowledge, Skills and Traits for each Job for creating Competitive Advantage, Creating Competency Map using Competency Matrix, Competency profiling, Competency based Selection, Interviews, Performance Management System, Training and Development, Career Planning and Competency linked Remuneration.

Suggested Readings:

- Lance A. Berger and Dorothy R. Berger (2008); *The Talent Management Handbook*, McGrawHill; 3rd Repint.
- Michael Armstrong (2020); *A Handbook of HRM Practice*; Kogan Page; 15th Edition.
- Jane Yarnall (2007); *Strategic Career Management*, Butterworth-Heinemann, UK; 1st Edition.
- Allan Schweyer (2004); *Talent Management Systems: Best Practices in Technology Solutions for Recruitment, Retention and Workforce Planning*; John Wiley & Sons; 1st Edition.
- Jack J. Phillips and Lisa Edwards (2008); *Managing Talent Retention*; Pfeiffer; 1st Edition.
- William Macey, Benjamin Schneider, Karen Barbera, and Scott A. Young (2009); *Employee Engagement*; Wiley- Blackwell; 1st Edition.
- Emma Bridger (2018); *Employee Engagement: A Practical Introduction*; Kogan Page Publishers; 2nd Edition.
- Margaret Dale and Paul Iles, 2002, *Assessing Management Skills – a guide to competencies and evaluation techniques*, Jaico Publishing House, Mumbai.

- *Lyle M.Spencer, Signe M. Spencer, 2008, Competence at work models for Superior Performance, Wiley India Pvt. Ltd, New Delhi.*
- *Michael Armstrong and Helen Murlis, 2005, Handbook of Reward Management, Crest Publishing House, New Delhi.*
- *Radha R.Sharma, 2004, 360 Degree Feedback, Competency Mapping and Assessment Centres for Personal and Business Development, Tata McGraw-Hill Publishing Company Limited, New Delhi.*

OLMBA HR (EL)- 401D: PERFORMANCE MANAGEMENT AND HR AUDIT

Course Objective: It aims to impart an understanding of concept, process, system and strategies for managing performance of employees at different levels in organization. Further HR Audit contents and process develops insight on the evaluation aspects of HR processes and its alignment to the business.

Learning Outcomes: On completion of the course, the students should be able to understand the Theory, Concept & Good practices in the area of PMS. Also understand & appreciate the Strategic Importance of PMS in any Organisation. Design an organization's performance management process that is compliant with law and supports organizational mission and strategy. Compare and contrast various organizational performance management programs and best practices and define attributes of effective performance management systems. Employ job-related performance standards and performance indicators that reflect the employee's range of responsibilities. Assess how increased employee involvement can contribute to effective performance and coach employees to identify career paths and resources available to support individual development. Identify and communicate appropriate actions with employees (e.g. training and development, wage increase, promotion, bonus etc.) based on their performance strengths and weaknesses.

Unit I

Conceptual Framework of Performance Management, Performance management process, Objectives of performance management system, Linkage of performance management system with other HR practices.

Unit II

Performance Monitoring: Assessment Centre, Designing and Measuring Performance (KPI & KRA), Criteria for Performance Measurement, Setting Organizational, Team & Individual Performance Standards, Methods for Evaluating Performance, 360 Degree Appraisal, Balance Score Card.

Unit III

Performance management feedback, Performance management documentation, Managing Performance at Organization and individual level, Managing Team Performance, Performance Management Development of Program, Performance Management Training, Evaluating Performance Management, Use of technology and e-PMS, Performance management practices in Indian organizations.

Unit IV

Human Resource Audit: Introduction, Objectives, Concepts, Components, Need, Important Components of Human Resource Development Audit, HR Audit process, Need for Human Resource Audit: Identifying the Human Resource Audit Goal, Defining the Audit Team, Approaches to Human Resource Audit, Benefits of Human Resource Audit

Unit V

HR Audit and Workforce Issues: Introduction, Workforce Communication and Employee Relations, Performance Management, Compensation System, Teambuilding System, HR Audit Report – Purpose, Report Design – Preparation of report, Use of HR Audit report for business improvement, Human

Resource Auditing as a Tool of Human Resource Valuation: Introduction, Rationale of Human Resource Valuation and Auditing, Valuation of Human Resources, Issues in Human Capital Measurement and Reporting

Suggested Readings:

- *Armstrong, M. (2006); Performance management, Key Strategies and Practical Guidelines; Kogan Page, London; 3rd Edition.*
- *Bhattacharyya, D.K. (2011); Performance Management Systems and Strategies, Pearson Education, 1st Edition.*
- *Robert B. (2012); Performance Management; McGraw-Hill Education India; 2nd Edition.*
- *Rao, T.V. (2004); Performance Management and Appraisal Systems, HR tools for global competitiveness; Response Books, A division of Sage Publications.*
- *John McConnell (2011); Auditing your Human Resources Department; Harpercollins FocusNashville, United States; 2 nd Edition.*
- *T V Rao (2008); HRD Audit; Sage Publications; 2nd Edition.*
- *Paul R. Niven (2014); Balance Scorecard; John Wiley & Sons, Inc.; 1st Edition.*