

**DR. A.P.J. ABDUL KALAM TECHNICAL UNIVERSITY  
LUCKNOW**



**Teaching and Evaluation Scheme  
For  
Second Year  
MBA (Common)**

**AS PER AICTE MODEL CURRICULUM & NEP 2020**

**(Effective from the Academic Session: 2025-26)**

## **PREAMBLE**

The Evaluation Scheme and Syllabus for Second Year MBA (Common) programme is designed with a view to enhance the skills, knowledge & leadership of management graduates in order to maximize the employment opportunities in various functional areas. The guidelines of Model Curriculum of AICTE are duly considered by incorporating relevant emerging areas in all specializations offered during the program. It has also followed the guidelines of New Education Policy (NEP) to emphasis on skill building through project and practical work specifying the learning outcomes for each subject and used Bloom's hierarchical model as expected indicators of learning levels. The specified levels of learning outcomes are indicative and could be used suitably for assessment and evaluation.

The management education is dynamic and driven by socio-economic and technological changes as well as innovations. Hence, it is expected that, latest updates from research, industry practices and cases must be discussed extensively during teaching to achieve the desired levels of knowledge and skills with practical outlook among graduating students. The detailed syllabus has introduced case studies and latest updates also.

Visits to Manufacturing Units, malls, ware house & logistic hubs, Ports etc. and some short duration live Projects will be helpful to buddy managers in gaining the feel real corporate culture and working practices. It will help in orienting the students towards entrepreneurship and to start their own start-ups.

Today IT is enable of all areas of management be HR, Finance, Marketing and hence technological integrations with all functions have changed the face of planning and decision making in all manufacturing and service industries. The Supply Chain processes are driven by ERP System and High-End Technologies for real time tracking and identifications during transportation for better customer's support. Therefore in the real time scenario , while designing the syllabus, we have given equal emphasis on the quantitative and analytics approaches which will help the students to understand the practical know how of corporate and will understand the pattern & interpretation of large data. Therefore we have given equal emphasis on building student's IT skills .

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# **GUIDELINES FOR SUMMER TRAINING (III SEMESTER) AND RESEARCH PROJECT REPORT (RPR) (IV SEMESTER)**

## **Summer Training Project Report (STPR)**

### **Objective:**

The internship module aims to provide the student with:

- A practice-oriented and ‘hands-on’ working experience in the real world or industry, and
- To enhance the student’s learning experience.
- An opportunity to develop a right work attitude, self-confidence, interpersonal skills and
- Ability to work as a team in a real organisational setting.
- An opportunity to further develop and enhance operational, customer service and other
- Life-long knowledge and skills in a real-world work environment.
- Pre-employment training opportunities and an opportunity for the company or
- Organisation to assess the performance of the student and to offer the student an employment
- Opportunity after his/her graduation, if it deems fit.

### **Outcomes:**

At the end of the course, a student will be able to:

**CO – 1:** Understand the application of knowledge and skill sets acquired from the course and workplace in the assigned job function/s.

**CO – 2:** Apply real life challenges in the workplace by analyzing work environment and conditions, and selecting appropriate skill sets acquired from the course.

**CO – 3:** Create critical thinking and problem-solving skills by analyzing underlying issue/s.

**CO – 4:** Develop the ability to harness resources by analyzing challenges and considering opportunities.

**CO – 5:** Understand appreciation and respect for diverse groups of professionals by engaging harmoniously with different company stakeholders.

### **Guidelines For Summer Internship Project Report**

1. At the end of the second semester examination, it is mandatory for every student of MBA to undergo on-the-job practical training in any manufacturing, service or trading organization. The training will be of 6 to 8 weeks duration. The college/institute will facilitate this compulsory training for students.
2. During the training, the student is expected to learn about the organization and analyze and suggest solutions to a live problem. The objective is to equip the students with the knowledge of actual functioning of an organization and problems faced by them for

exploring feasible solutions.

3. During the course of training, the organization (where the student is undergoing training) will assign a problem/project to the student.
4. The student, after the completion of training will submit a report to the College/Institute which will form part of the third semester examination. However, the report must be submitted by the end of September 30.
5. The report (based on training and the problem/project studied) prepared by the student will be known as Summer Training Project Report. The report should reflect in depth study of a micro problem, ordinarily assigned by the organization where the student undergoes training. Relevant tables and bibliography should support it. One comprehensive chapter must be included about the organization where the student has undergone training. This should deal with brief history of the organization, its structure, performance products/services and problem faced. The average size of report ordinarily will be of minimum 100 pages in standard font size (12) and double spacing. Two neatly typed (one sided only) and soft bound copies of the report will be submitted to the College/Institute. The report will be typed on A-4 size paper.
6. The report will have two certificates, one from the Faculty guide and another from reporting officer of the organization where the student has undergone training. These certificates should be attached in the beginning of the report.
7. The Summer Training Project Report will carry Total 100 marks and out of which 70 marks will be evaluated by two examiners (one external and one internal). The external examiner will be appointed by University. The evaluation will consist of (1) Summer Training Project Report evaluation (2) Project Presentation and Viva Voce. The average of the marks awarded by the 2 examiners will be taken into account for the results.
8. The Project Report evaluation will comprise of 30 sessional marks and would be evaluated by internal project guide.
9. Only such person will be appointed as an external examiner for the evaluation of the project report who has minimum three years of experience of teaching MBA classes in a College/University. Experience of teaching MBA classes as guest faculty shall not be counted.
10. It is mandatory that the student will make presentation in the presence of teachers and students. The student is expected to answer to the queries and questions raised in such a meeting.
11. The suggestive parameters on which external evaluation would be carried out are as under:

### **Project Report Evaluation:**

<b>Evaluation Criteria</b>	<b>Marks</b>
Understanding of Objectives with topic	20
Understanding of Relevance of topic	20
Interpretation & Analysis	10
Presentation	10
Query handling	10

### **Research Project Report (RPR)**

In fourth semester, the candidates will have to submit a Research Project Report on a problem/topic (from the specialization areas) to be assigned by the MBA department under the supervision of a core faculty member of the department. The Research Project Report will carry 300 marks. The evaluation of the project report will be done by two examiners (external & internal). The evaluation will consist of (1) Evaluation of Project Report (2) Presentation and Viva Voce.

The evaluation of Project Report will comprise of 100 marks and would be evaluated by the internal guide. The evaluation of Viva Voce of Project would comprise of 200 marks and would be evaluated by an external examiner appointed by University and one internal examiner appointed by institute. The average of the marks awarded by the 2 examiners will be taken into account for the results. In case the difference in the marks given by the examiners is 30 or more, the project report will be referred to a third examiner. In such cases the average of two closer awards (given by three examiners) will be taken into account for the results. The report will contain the objectives and scope of the study. Research Methodology, use and importance of the study, analysis of data collected, conclusions and recommendations. It will contain relevant charts, diagrams and bibliography. A certificate of the supervisor and the Head of the MBA program certifying the authenticity of the report shall be attached therewith. The student will submit two copies of the report to the Head of MBA program. The number of pages in the report will be minimum 75 or more. The report should be typed in A-4 size paper. The suggestive parameter on which evaluation would be carried

1. Understanding & relevance of the topic
2. Relevance & Analysis of the data
3. Ability to present
4. Ability to handle query

**MBA II Year Teaching and Evaluation Scheme**  
**W.E.F. Academic Session 2025-26**  
**(In Accordance with AICTE Model Curriculum & New Education Policy)**

**Semester IV**

SN	CODE	SUBJECT	PERIOD S			INTERNAL EVALUATION SCHEME				END SEMESTER		TOTAL	CREDIT
			L	T	P	CT	TA	PS	Total	TE	PE		
1	BVE 401	Universal Human Values and Professional Ethics	3	0	0	20	10	0	30	70	0	100	3
2		Elective-4 Specialization Group-1	3	0	0	20	10	0	30	70	0	100	3
3		Elective 5 Specialization Group-1	3	0	0	20	10	0	30	70	0	100	3
4		Elective -4 Specialization Group-2	3	0	0	20	10	0	30	70	0	100	3
5		Elective -5 Specialization Group-2	3	0	0	20	10	0	30	70	0	100	3
6	BMB 406	Research Project Report & Viva Voce	0	6*	0	0	100	0	100	0	200	300	10
		<b>TOTAL</b>										<b>800</b>	<b>25</b>

**\*Students will be guided and assessed by Faculty Guide for Research project**

## ELECTIVES IN IV SEM

### Specialization Group: MARKETING (MK)

SN	CODE	SUBJECT
4	BMB MK 04	SERVICES & RETAIL MARKETING
5	BMB MK 05	B 2 B MARKETING

### Specialization Group: HUMAN RESOURCE MANAGEMENT (HR)

SN	CODE	SUBJECT
4	BMB HR 04	HR ANALYTICS
5	BMB HR 05	ORGANIZATIONAL CHANGE AND DEVELOPMENT

### Specialization Group: FINANCIAL MANAGEMENT (FM)

SN	CODE	SUBJECT
4	BMB FM 04	BEHAVIOURAL FINANCE
5	BMB FM 05	STRATEGIC FINANCIAL MANAGEMENT

### Specialized Group : OPERATION MANAGEMENT (OM)

SN	CODE	SUBJECT
4	BMB OM 04	SERVICE OPERATIONS MANAGEMENT
5	BMB OM 05	PROJECT AND SOURCING MANAGEMENT

### Specialized Group : INTERNATIONAL BUSINESS (IB)

SN	CODE	SUBJECT
4	BMB IB 04	MANAGING GLOBAL SUPPLY CHAINS
5	BMB IB 05	INTERNATIONAL FINANCE

### Specialized Group : INFORMATION TECHNOLOGY (IT)

SN	CODE	SUBJECT
4	BMB IT 04	E-BUSINESS
5	BMB IT 05	BUSINESS DATA WAREHOUSING AND DATA MINING

### Specialization Group : COOPERATIVE MANAGEMENT (CM)

SN	CODE	SUBJECT
4	BMB CM 04	NON-CREDIT CO-OPERATIVES
5	BMB CM 05	CO-OPERATIVE ACCOUNTING & AUDIT

## **IV SEMESTER**

### **UNIVERSAL HUMAN VALUES AND PROFESSIONAL ETHICS**

#### **BVE 401**

**Credit: 3**

**Total Hours: 40**

#### **Course Objectives**

1. To help students distinguish between values and skills, and understand the need, basic guidelines, content and process of value education.
2. To help students initiate a process of dialog within themselves to know what they 'really want to be' in their life and profession
3. To help students understand the meaning of happiness and prosperity for a human being.
4. To facilitate the students to understand harmony at all the levels of human living, and live accordingly.
5. To facilitate the students in applying the understanding of harmony in existence in their profession and lead an ethical life

#### **Course Outcomes**

1. Understand the significance of value inputs in a classroom, distinguish between values and skills, understand the need, basic guidelines, content and process of value education, explore the meaning of happiness and prosperity and do a correct appraisal of the current scenario in the society
2. Distinguish between the Self and the Body, understand the meaning of Harmony in the Self the Co-existence of Self and Body.
3. Understand the value of harmonious relationship based on trust, respect and other naturally acceptable feelings in human-human relationships and explore their role in ensuring a harmonious society
4. Understand the harmony in nature and existence, and work out their mutually fulfilling participation in the nature.
5. Distinguish between ethical and unethical practices, and start working out the strategy to actualize a harmonious environment wherever they work.

#### **Course Description**

Every human being has two sets of questions to answer for his life: a) what to do? and, b) how to do?. The first set pertains to the value domain, and the other to the skill domain. Both are complimentary, but value domain has a higher priority. Today, education has become more and more skill biased, and hence, the basic aspiration of a human being, that is to live with happiness and prosperity, gets defeated, in spite of abundant technological progress. This course is aimed at giving inputs that will help to ensure the right understanding and right feelings in the students in their life and profession, enabling them to lead an ethical life. In this course, the students learn the process of self- exploration, the difference between the Self and the Body, the naturally acceptable feelings in relationships in a family, the comprehensive human goal in the society, the mutual fulfillment in the nature and the co- existence in existence. As a natural outcome of such inputs, they are able to evaluate an ethical life and profession ahead.

**UNIT-1: Course Introduction - Need, Basic Guidelines, Content and Process for Value Education (8 Hours)**

Understanding the need, basic guidelines, content and process for Value Education, Self-Exploration–what is it? - its content and process; ‘Natural Acceptance’ and Experiential Validation–as the mechanism for self-exploration, Continuous Happiness and Prosperity- A look at basic Human Aspirations, Right understanding, Relationship and Physical Facilities- the basic requirements for fulfillment of aspirations of every human being with their correct priority, Understanding Happiness and Prosperity correctly- A critical appraisal of the current scenario, Method to fulfill the above human aspirations: understanding and living in harmony at various levels.

**UNIT-2: Understanding Harmony in the Human Being - Harmony in Myself (8Hours)**

Understanding human being as a co-existence of the sentient ‘I’ and the material ‘Body’, Understanding the needs of Self (‘I’) and ‘Body’ - Sukh and Suvidha, Understanding the Body as an instrument of ‘I’ (I being the doer, seer and enjoyer), Understanding the characteristics and activities of ‘I’ and harmony in ‘I’, Understanding the harmony of I with the Body: Sanyam and Swasthya; correct appraisal of Physical needs, meaning of Prosperity in detail, Programs to ensure Sanyam and Swasthya.

**UNIT-3: Understanding Harmony in the Family and Society- Harmony in Human-Human Relationship (8 Hours)**

Understanding harmony in the Family- the basic unit of human interaction , Understanding values in human-human relationship; meaning of Nyaya and program for its fulfillment to ensure Ubhay-tripti; Trust (Vishwas) and Respect (Samman) as the foundational values of relationship, Understanding the meaning of Vishwas; Difference between intention and competence, Understanding the meaning of Samman, Difference between respect and differentiation; the other salient values in relationship, Understanding the harmony in the society (society being an extension of family): Samadhan, Samridhi, Abhay, Sah-astitva as comprehensive Human Goals, Visualizing a universal harmonious order in society- Undivided Society (AkhandSamaj), Universal Order (Sarvabhaum Vyawastha )- from family to world family!.

**UNIT-4: Understanding Harmony in the Nature and Existence - Whole existence as Co-existence (8 Hours)**

Understanding the harmony in the Nature, Interconnectedness and mutual fulfilment among the four orders of nature- recyclability and self-regulation in nature, Understanding Existence as Co-existence (Sah-astitva) of mutually interacting units in all-pervasive space, Holistic perception of harmony at all levels of existence.

**UNIT-5: Implications of the above Holistic Understanding of Harmony on Professional Ethics (8 Hours)**

Natural acceptance of human values, Definitiveness of Ethical Human Conduct, Basis for Humanistic Education, Humanistic Constitution and Humanistic Universal Order, Competence in Professional Ethics: a) Ability to utilize the professional competence for augmenting universal human order, b) Ability to identify the scope and characteristics of people-friendly and eco-friendly production systems, technologies and management models, Case studies of typical holistic technologies, management models and production systems, Strategy for transition from the present state to Universal Human Order: a) At the level of individual: as socially and ecologically responsible engineers, technologists and managers, b) At the level of society: as mutually enriching institutions and organizations

## Suggested Readings

1. R R Gaur, R Sangal, G P Bagaria, 2009, A Foundation Course in Human Values and Professional Ethics.
2. Ivan Illich, 1974, Energy & Equity, The Trinity Press, Worcester, and Harper Collins, USA
3. E.F. Schumacher, 1973, Small is Beautiful: a study of economics as if people mattered, Blond & Briggs, Britain.
4. Sussan George, 1976, How the Other Half Dies, Penguin Press. Reprinted 1986, 1991
5. Donella H. Meadows, Dennis L. Meadows, Jorgen Randers, William W. Behrens III, 1972, Limits to Growth – Club of Rome’s report, Universe Books.
6. A Nagraj, 1998, Jeevan Vidya Ek Parichay, Divya Path Sansthan, Amarkantak.
7. P L Dhar, RR Gaur, 1990, Science and Humanism, Commonwealth Publishers.
8. A N Tripathy, 2003, Human Values, New Age International Publishers.
9. Subhas Palekar, 2000, How to practice Natural Farming, Pracheen (Vaidik) KrishiTantraShodh, Amravati.
10. E G Seebauer & Robert L. Berry, 2000, Fundamentals of Ethics for Scientists & Engineers, Oxford University Press
11. M Govindrajran, S Natrajan & V.S. Senthil Kumar, Engineering Ethics (including Human Values), Eastern Economy Edition, Prentice Hall of India Ltd.
12. B P Banerjee, 2005, Foundations of Ethics and Management, Excel Books
13. B L Bajpai, 2004, Indian Ethos and Modern Management, New Royal Book Co., Lucknow. Reprinted 2008

**IV SEMESTER ELECTIVES**  
**MARKETING GROUP (MK)**  
**SERVICE & RETAIL MARKETING**  
**BMB MK 04**

**Credit: 3**

**Total Hours: 40**

**Course Objectives:** The objective of this course is to:

- Understand the fundamental concepts, characteristics, and strategic frameworks of services marketing.
- Analyze consumer behavior in services and apply principles for service design and delivery.
- Evaluate pricing, promotion, and service quality aspects to ensure customer satisfaction and loyalty.
- Gain insights into the nature of industrial marketing and different types of industrial products.
- Apply knowledge of organizational buying behavior, models, and influencing factors in industrial markets.

**Unit 1 (6 Hours)**

**Introduction to Services Marketing:** Introduction: Definition, Characteristics and Classification of Services, Difference between Product and Services Marketing, Paradigms in Services Marketing, Present Marketing Environment, Services Marketing Mix: Understanding the 7 P's, Strategies for Services Marketing: Segmentation, Targeting & Positioning, Differentiation.

**Unit 2 (6 Hours)**

**Understanding Consumer Behavior and Service Design Understanding Consumer Behavior:** Services vis-à-vis goods, Consumer Behavior in Services, Customer Expectations and Perceptions of Services – Evaluation of services. Service Development Design & Standards: New Service Development Process – Basic service to potential service, Customer Defined Service Standards, Demand and Capacity Management.

**Unit 3 (8 Hours)**

**Delivering Services:** Role of Employees and Customers in service delivery;, Service process – Blue printing – Physical evidence. **Pricing of Services:** Pricing Considerations and Strategies,. Managing Service Promise: Role of Advertising, Personal Selling, Sales Promotion, Publicity and Public Relations. Service Performance. **Evaluating Success of Service Offering:** Service quality and measurement, Complaint handling, Recovery Management, Service Guarantees, the GAP model of service Quality.

**Unit 4 (10hrs)**

**Introduction to retailing & Retail Consume behavior :** Nature, scope and importance of retailing, Factors Influencing Retailing, Retail Models ,Retail formats: Store-based (department stores, supermarkets, discount stores) and non-store based (e-retail, vending, direct selling), Organized vs Unorganized retail in India, FDI in retail and current policy framework, Understanding retail consumer behavior, Factors influencing in-store and online consumer decisions, Retail marketing mix (6Ps: Product, Price, Place, Promotion, People, Presentation),Retail branding and private labels.

Unit 5 (10)

**Merchandise Management, Pricing, and Supply Chain:** Merchandise planning process, Assortment planning and category management, Retail buying process; vendor selection, Inventory management and stock turnover Pricing objectives and strategies in retail, Supply chain management in retail, Role of technology: barcoding, RFID, POS

**Suggested Readings:**

1. Services marketing, Zeithaml Valerie and Mary jo Bitner, Gremler & Pandit, Tata McGraw Hill. Services Marketing, Lovelock, Christopher, Prentice Hall
2. Services Marketing: Concepts, Planning and Implementation, *Adrian Payne*
3. Chetan Bajaj, Rajnish Tuli & Nidhi V. Srivastava; Retail Management; Oxford University Press
4. Swapna Pradhan; *Retail Management: Text and Cases*; McGraw Hill
5. S.C. Bhatia; Retailing Management; Atlantic Publishers & Distributors
6. U.C. Mathur; *Retail Marketing*; Excel Books

**Course Outcomes**

	<b>Course Outcomes</b>	<b>Bloom's Level</b>
<b>CO1</b>	Understand the fundamental concepts of services marketing in the evolving marketing environment.	<i>K2: Understand</i>
<b>CO2</b>	Analyze consumer behavior in services, identify customer expectations and perceptions, and apply service design and development strategies.	<i>K4: Analyze</i>
<b>CO3</b>	Evaluate service delivery systems, pricing, promotion mix, and service performance using quality frameworks.	<i>K5: Evaluate</i>
<b>CO4</b>	Create various Retail Formats & classifications.	<i>K6 : Create</i>
<b>CO5</b>	Examine organizational buying processes and analyze factors affecting Retailing Business and its evaluation .	<i>K5: Evaluate</i>

# **B2B MARKETING**

## **BMB MK 05**

**Course Credit:** 3

**Total Hours:** 40

### **Course Objectives:**

1. Introduce the fundamental concepts and characteristics of business-to-business (B2B) marketing.
2. Explain the nature of organizational buying behavior and the decision-making processes involved in B2B markets.
3. Provide an understanding of B2B marketing strategies, including market segmentation, targeting, and positioning.
4. Familiarize students with various B2B communication tools and distribution channel strategies.
5. Equip learners with strategic tools and frameworks to analyze and manage marketing performance in business markets.

### **UNIT I: Introduction to B2B Marketing (8 Hours)**

Concept of Business Marketing and Business Market Customers; Market Structure and Business Environment; Characteristics of Business Marketing; Strategic Role of Marketing in Business Context; Types of Commercial Enterprises; Commercial and Institutional Customers. Case studies.

### **UNIT II: Organizational Buying and Buyer Behaviour (8 Hours)**

Organizational Buyers' Decision Process: Stepwise Model, Process Flow Model; Characteristics of Business Markets; Government as a Customer; Commercial Enterprises within Business Markets; Commercial and Institutional Customers' Roles and Buying Behavior. Case studies.

### **UNIT III: B2B Marketing Strategy (8 Hours)**

Strategy Making and Strategy Management in B2B; Industrial Product Strategy; Managing Products and Services for Business Markets; Managing Business Market Channels; Strategic Tools: Growth-Share Matrix, Multifactor Portfolio Matrix, The Balanced Scorecard. Case studies.

### **UNIT IV: Segmentation, Targeting & Positioning (STP) in B2B Markets (8 Hours)**

Market Segmentation in B2B Context; Basic Framework of Segmentation; Selecting Target Segments; Positioning Strategies in B2B; Pricing Strategies in Business Markets; B2B Advertising Techniques; Competitive Bidding Process; Relationship Marketing and CRM. Case studies.

### **UNIT V: Business Marketing Communication and Channels (8 Hours)**

B2B Advertising Channels and Communication Strategies; Digital Marketing in B2B; Trade Shows, Exhibitions, and Business Meets; Sales Force Management and Deployment Analysis; Business Marketing Channels and Participants; Channel Design and Management Decisions; B2B Logistics Management. Case studies.

### Course Outcomes (COs)

CO No.	Course Outcome	Knowledge Level (Bloom's Taxonomy)
CO1	Explain the foundational concepts of B2B marketing and the nature of business markets.	K2 – Understand
CO2	Analyze the behavior of organizational buyers and decision-making frameworks.	K4 – Analyze
CO3	Apply strategic marketing tools to develop B2B product and channel strategies.	K3 – Apply
CO4	Evaluate segmentation, targeting, and positioning strategies for business markets.	K5 – Evaluate
CO5	Design integrated B2B marketing communication plans and distribution channels.	K6 – Create

### Suggested Readings

1. Michael D. Hutt, Dheeraj Sharma, Thomas W. Speh, *B2B Marketing: A South Asian Perspective*, Cengage, 2014.
2. Sharad Sarin, *Business Marketing: Concepts and Cases*, McGraw Hill, 2013.
3. James C. Anderson, Das Narayandas, James A. Narus, D.V.R. Seshadri, *Business Market Management (B2B)*, Pearson, 2010.
4. Robert Vitale, Waldemar Pfoertsch, Joseph Giglierano, *Business to Business Marketing*, Pearson, 2011.
5. Krishna K. Havaldar, *Business Marketing: Text and Cases*, McGraw Hill, 2014.
6. Armstrong, Gary and Philip Kotler, *Principles of Marketing*, Prentice Hall, 2006.

## HUMAN RESOURCE MANAGEMENT (HR) GROUP

### HR ANALYTICS

#### BMB HR 04

**Credit: 3**

**Total Hours: 40**

#### **COURSE OBJECTIVES:**

1. This course introduces the student to the theory, concepts, and business application of HR analytics, and the ability to track, store, retrieve, analyze and interpret HR data to support decision making.
2. The student will use applicable benchmarks/metrics to conduct research and statistical analyses related to Human Resource Planning and Recruitment and Selection.
3. Employ appropriate software to record, maintain, retrieve and analyze Performance and training effectiveness.
4. Apply quantitative and qualitative analysis to understand and design compensation system.
5. Demonstrate how to connect HR results to business results.

#### **UNIT 1**

**8 Hours**

**Introduction to HR Analytics:** Evolution of HR Analytics, HR information systems and data sources, Evolution of HR Analytics; HR Metrics and HR Analytics; Intuition versus analytical thinking; HRMS/HRIS and data sources; Analytics frameworks like LAMP, HR Scorecard & Workforce Scorecard.

#### **UNIT 2**

**8 Hours**

**Human Resource Planning and forecasting:** Quantitative and Qualitative Dimensions of HR Planning, Methods and Techniques of HR Demand Forecasting, Data Base for Manpower Forecasting.

**Recruitment and Selection Analytics:** Evaluating Reliability and validity of selection models, Finding out selection bias, Predicting the performance and turnover.

#### **UNIT 3**

**8 Hours**

**Performance Analysis:** Predicting employee performance, Training requirements, evaluating training and development, Optimizing selection and promotion decisions, Analyzing and Classifying training needs, Measuring training effectiveness, Predicting training effectiveness and performance.

**Designing a Compensation System:** Understanding compensation Analytics, quantifiable data, Factors affecting Compensation & Benefits, Analytics for compensation planning, Competency Scorecard.

#### **UNIT 4**

**4 Hours**

**Monitoring impact of Interventions:** Tracking impact interventions, Evaluating stress levels and value-change. Formulating evidence based practices and responsible investment, Evaluation mediation process, moderation and interaction analysis.

#### **UNIT 5**

**8 Hours**

**Applications of HR Metrics and Creating HR Dashboards:** HR Metrics, Types of HR Metrics, Staffing Metrics, Training and Development Metrics, Application-oriented Exercises : Dashboards: Few Key Excel Add-ins/Functions to Help Create Dashboards, Name Range, The Developer Tab, Form Controls, Important Excel Formulas Useful for Creating Dashboards, VLOOKUP, INDEX, SUMIF, AVERAGEIF and COUNTIF, Application of Excel Functions in Creating HR Dashboards, Storyboarding: Connecting the Dots and Integrating the Findings.

<b>Course Outcomes</b>	<b>Learning Levels as per Bloom's Taxonomy for Evaluation and Assessment</b>
<b>CO 1:</b> Apply HR Analytical techniques in the areas of HRP, recruitment and selection, Compensation and Benefits and Training etc.	Applying ( K 3)
<b>CO2:</b> Demonstrate HR function in adding value in business terms.	Analyzing ( K 4)
<b>CO3:</b> Utilise soft factors in a people management context and convert them into measurable variables.	Applying ( K 3)
<b>CO4:</b> Design a Metrics and Analysis index for recruitment, performance and or a training and development context	K6 Create
<b>CO5:</b> Predict the issues using the available HR data and formulate the best strategies.	K 5 Evaluating

### **Suggested Readings**

1. Bhattacharya Kumar Dipak, HR Analytics Understanding Theories and Applications, SAGE Publishing
2. Banerjee Pratyush, Pandey Jatin and Gupta Manish (2019), Practical Applications of HR Analytics, SAGE Publishing
3. Sesil. J, Applying advanced analytics to HR management decisions: Methods for recruitment, managing performance and improving knowledge management. Prentice Hall.
4. Barnett K, Berk J, Human Capital Analytics. Word Association Publication. Fitz-Enz J,
5. The HR Analytics: Predicting the Economic Value of your Company's Human Capital Investments, AMACOM.

# ORGANIZATIONAL DEVELOPMENT AND CHANGE MANAGEMENT

## BMB HR 05

**Credit: 3**

**Total Hours :40**

### Course Objectives

1. To evaluate organizational dynamics, integrating historical evolution, current trends, and power management strategies in diverse contexts.
2. To apply theories of planned change, diagnose organizational readiness, and implement effective change management strategies across levels.
3. To create comprehensive stress management and safety programs, considering cultural variations, grievance procedures, and psychological contract implications

### Unit 1 : ORGANIZATIONAL DEVELOPMENT -

**8 hrs**

Defining Organizational Development (OD) Concepts, Nature and Scope of O.D. Characteristics of OD, Evolution and Process of Organizational Development, Dynamics of planned change, triggers for change strategies for implementing organizational change, Strategies of change, Inter-Disciplinary Nature of OD, Designing Interventions The OD Practitioner, Client- Consultant relationship, Ethics in OD, Recent trends in OD.

### Unit 2 Action Research and OD

**8hrs**

Managing OD Process: Diagnosis, Nature of OD intervention; Creating Parallel Learning Structures, O.D. Interventions: Team Interventions – Inter group interventions – Personal, Interpersonal and group process interventions – Comprehensive interventions – Structural interventions.

### Unit 3: Implementation and Assessment of O.D.

**7 hrs**

Implementation conditions for failure and success of efforts. Assessment of O.D. and change in organisational performance , The impact of O.D, Some key considerations and issues in O.D., Issues in Consultant – Client relationship mechanistic & organic system: and contingency approach, The failure of O.D.

### Unit 4: STRESS MANAGEMENT & ORGANIZATIONAL CHANGE

**10 hrs**

Stress at Work Four approaches to Stress; The stress response Sources of work stress Occupational Stress Preventive stress management; Occupational Safety and Grievances redressal, Change cycles, Types of change, Readiness and, Resistance to Change and its diagnosis, Levels of Change (Hersey & Blanchard) Organizational change models. Diagnosis ,red flags in diagnosis. Theories and Models of Planned Change: Lewin's Change Model, Seven Stage Model

### Unit 5 : DIVERSITY AND INCLUSION

**7 hrs**

Diversity : Demographic Characteristics Levels of Diversity Discrimination :Stereotype threat, Discrimination at workplace Biographical characteristics – Sex , Race and Ethnicity ,Disabilities , Hidden Disabilities Other Differentiating Characteristics : Tenure, Religion, Sexual Orientation.

## Course Outcomes

On completion of the course the student will be able to:

- CO1 : Students will be able to remember and understand the basic concepts of Organizational development & Change (K1)
- CO2: Employing theories and models of planned change, students will evaluate organizational readiness, identify sources of resistance, and craft efficient change management strategies across various organizational tiers (K2)
- CO 3: Analysing stressors, preventive measures, grievance procedures, and occupational safety protocols (K3)
- CO 4: Assess the dynamics of organizational development (OD) by integrating its characteristics, historical evolution, and current trends to develop strategies for effectively managing power dynamics within organizational contexts. (K4)
- CO 5: students will create comprehensive stress management and employee safety programs, considering cultural variations and the implications of psychological contracts. (K5)

## References

1. Vohra, N., Robbins, S. P., & Judge, T. A. (2022). *Organizational Behavior*, 18th Edition
2. *Organizational Dynamics and Intervention: Tools for Changing the Workplace*. New Delhi: Prentice-Hall of India Private Limited.
3. Anderson, L.D. (2013). *Organizational Development*. 2nd Edition. Sage.
4. Bowditch, J.L. and Buono, A.F. (1994). *A primer on organizational behavior*. New York. Wiley.
5. Bruke, W.W. (1992). *Organizational Development*. Boston, Little Brow

# FINANACIAL MANAGEMENT (FM) GROUP

## BEHAVIOURAL FINANCE

### BMB FM 04

Credit: 3

Total Hours 40

#### Objectives:

1. **To understand** the foundations of rational finance and behavioural finance, and the challenges behavioural finance poses to traditional financial theories.
2. To apply knowledge of cognitive and emotional biases in making informed and rational investment decisions
3. **To analyze** the impact of overconfidence, herd behaviour, and other social factors on financial markets division and investor decisions.
4. **To evaluate** the principles of value investing through the lens of behavioural biases and investor psychology.
5. **To develop** informed investment strategies by integrating behavioural insights into financial decision-making and market outcomes.

#### Unit I

**8 Hours**

**Introduction to Behavioral Finance:** Foundations of behavioral Finance, behavioral Finance Vs Conventional Finance

**Rational Markets Hypothesis and Challenge of Behaviouralist :** Intellectual Underpinnings, The rise of Rational Market Hypothesis, Impact on wall street and the choices, The Challenge of Behaviouralist, Synthesis and Future Horizons. Impact on Capital Market

**Foundations of Rational Finance:** Introduction, Neoclassical, Economics, Rational Preferences, Utility maximization, Relevant information; Expected Utility Theory, Modern Portfolio Theory, Capital Asset Pricing Model, Efficient Markets Hypothesis, Agency Theory, From Rationality to Psychology.

#### Unit II

**Hrs 8**

**Heuristics and Biases :** How the Human mind Works: The Two Systems, Familiarity and related Heuristics, Anchoring, Irrationality and Adaption, Hyperbolic Discounting.

**Self Deception:** Introduction, Miscalibration, Forms of Over confidence, Causes of Over confidence, Other forms of self- Deception, Implications of Over confidence for financial decision making. Factors Impeding correction, How much do the experts know, the Success equation: Untangling skill and Luck in business.

#### Unit III

**Hrs 8**

**Prospect Theory, Framing and Mental Accounting:** Error in Bernoullis Theory, Prospect Theory, SP/A Theory, Framing, Mental Accounting, From theory to practice.

**Challenge to market efficiency:** Theoretical foundations of EMH, Empirical for EMH, Theoretical Challenges for EMH, Noise trading and limits to Arbitrage, Keynes Beauty contest and guess- a number game, Assessment of EMH.

#### UNIT IV

**Hrs 8**

**Investor Behaviour:** Portrait of an individual investor, what the heuristics and biases mean for financial decision making, implications of: emotions and mental accounting. Behavioural portfolio

theory, psychographic models, basic ingredients of sound investment philosophy, guidelines for overcoming psychological biases.

**UNIT V**

**Hrs 8**

**Market outcomes:** Size effect and seasonality, Momentum and reversal, post- earnings announcement drift, value premium, premium puzzle, excessive volatility, Bubbles, Behavioral Asset Pricing Model.

**Value Investing:** Central tenets of value investing, Evidence and prospects of value investing, Strategies of well-known value investors, academic research on value investing.

S. No	Course Outcome	Bloom's Taxonomy
CO1	Understand the foundations of rational finance and behavioural finance.	K2 (Understanding)
CO2	Apply knowledge of cognitive and emotional biases in making informed and rational investment decisions.	K3 (Applying)
CO3	Analyze the impact of overconfidence, herd behaviour, and other social factors on financial markets division and investor decisions	K4 (Analyzing),
CO4	<b>Evaluate</b> the principles of value investing through the lens of behavioural biases and investor psychology.	K5 (Evaluating)
CO5	<b>Develop</b> informed investment strategies by integrating behavioural insights into financial decision-making and market outcomes	K6 (Creating)

**Reference Books**

1. Chandra Prasanna (2016): *Behavioral Finance*, Tata Mc Graw Hill Education(India) Private Limited, Chennai.
2. Acket Lucy F and DeavesRichard(2011): *Understanding Behavioral Finance*, CENGAGE Learning.
3. Wood, Arnold Ed(2010), *Behavioral Finance and Investment Management*, Charlottesville, Virginia: Research Foundation of CFA Institute.
4. PompianM(2006): *Behavioral Finance and Wealth Management: How to build optimal portfolio's That account for Investor Biases*, New Jersey: John Wiley and Sons.
5. Peterson Richard(2007): *Inside the investors Brain: The power of mind over money*, Hoboken, N.J.: John Wiley and Sons.

# STRATEGIC FINANCIAL MANAGEMENT

## BMB FM 05

**Credits: 3**

**Hours 40 L**

### **Objectives:**

1. To understand the basic knowledge of financial management and its functions, frameworks, and tools of strategic financial management
2. To apply financial strategies for investment, financing, and dividend decisions in alignment with organizational goals.
3. To analyze capital structure, cost of capital, risk-return trade-offs, and their impact on shareholder value to evaluate alternative investment proposals.
4. To evaluate the knowledge of factors influencing dividend, capital structure, working capital of a firm.
5. To develop innovative financial strategies for value creation, long-term sustainability, and competitive advantage.

### **Unit I**

**8 Hours**

**Strategic Financial Management:** Objectives and Functions. Valuation of Securities- Approaches to corporate valuation, valuation of equities including cash flow, dividend earning approach, valuation of debts and preference shares.

### **Unit II**

**8 Hours**

**Capital Structure:** factors affecting capital structure, Capital structure theories. Operating Leverage, Financial Leverage and Combined Leverage, EBIT and EPS analysis, ROI and ROE analysis.

### **Unit III**

**8 Hours**

**Dividend policy:** Factors affecting dividend decisions. Theories of Dividend polices, corporate dividend behaviour of companies, Legal and procedural aspects.

### **Unit IV**

**8 Hours**

**Institutional setup for term finance and working capital finance:** term lending institutions and commercial banks, NBFCs..Commercial Banking, Working Capital, Venture Capital Venture capital funds: Stages in Venture capital financing, Business plan, elements of a business plan, the process of venture capital financing, methods of venture capital financing, future. Prospects of venture capital financing.

### **Unit V**

**8 Hours**

**Project planning and analysis:** project - Meaning and concept - Project life cycle - generation and screening of ideas - Analysis of market and demand - Technical and Financial Analysis

S. No	Course Outcome	Bloom's Taxonomy
CO1	Understand the basic knowledge of financial management and its functions.	K2 (Understanding)
CO2	Apply financial strategies for investment, financing, and dividend decisions in alignment with organizational goals.	K3 (Applying)
CO3	Analyze capital structure, cost of capital, risk-return trade-offs, and their impact on shareholder value to evaluate alternative investment proposals..	K4 (Analyzing), K5
CO4	Evaluate the knowledge of factors influencing dividend, capital structure, working capital of a firm	K5 (Evaluating)
CO5	Develop innovative financial strategies for value creation, long-term sustainability, and competitive advantage	K6 (Creating)

#### Reference Books:

1. Rajiv Srivastava and Anil Misra- Financial Management-OXFORDUniversity Press.
2. Prasannachandra -Financial Management- Tata Mc GrawHill
3. I M Pandey -Financial Management-Vikas Publishing House Pvt. Lt. New Delhi
4. [Lawrence D. Schall](#) &[Charles W. Haley](#) -Introduction to Financial Management-McGraw Hill.



# OPERATION MANAGEMENT (OM) GROUP

## SERVICE OPERATIONS MANAGEMENT

### BMB OM 04

**Course Credit: 3**

**Contact Hours: 40**

**Course Objectives:** The objective of this course is to:

- Understand the fundamental concepts, nature, and scope of service operations management across diverse service sectors.
- Analyze the design, development, and delivery of service processes using various operational frameworks and models.
- Evaluate service quality management techniques, capacity planning, and demand-supply alignment strategies.

#### **Unit 1: (8 Hours)**

**Introduction to Service Operations:** Nature and characteristics of services, Classification of service industries, Evolution of service operations management, Service Economy and Growth of Services. Service encounter and service delivery system, Service process matrix and service positioning strategies. Role of service operations in organizational competitiveness.

#### **Unit 2: (8 Hours)**

**Service process design:** flow diagrams, blueprinting, process analysis. Service capacity planning and management. Managing demand and capacity mismatches. **Service Process Management:** Queue management and waiting line models, Service facility location decisions, Facility layout and service environment design. Employee scheduling and service staffing strategies.

#### **Unit 3: (8 Hours)**

**Service Quality and Productivity:** Concept of service quality and SERVQUAL model, Gap model of service quality, Techniques for measuring service quality. Productivity in service operations, Balancing productivity and customer satisfaction. Service recovery strategies. Customer retention and service guarantee strategies. **Case Study Analysis and Industry Examples.**

#### **Unit 4: (8 Hours)**

**Technology in Service Operations:** Role of Information Technology in service operations. Self-service technologies and automation, E-services and digital service delivery models, Integration of CRM systems in service operations. Cloud computing and IT-enabled services (ITES). Managing back-office and front-office integration. Technology adoption challenges and strategies. **Case Discussions.**

#### **Unit 5: (8 Hours)**

**Service Operations:** Service operations strategy formulation and execution. Strategic capacity and facility management. **Innovation in service operations.** Sustainable service operations and green practices. Benchmarking and continuous improvement in service processes. Performance measurement frameworks in services. Application of service operations strategies in banking, hospitality, healthcare, retail, ITES, and logistics sectors.

## Suggested Readings

1. Fitzsimmons, J. A., Fitzsimmons, M. J., & Bordoloi, S. (2014). *Service Management: Operations, Strategy, Information Technology*, McGraw-Hill.
2. Chandrasekaran, K. (2016). *Essentials of Services Marketing*, Tata McGraw-Hill.
3. Johnston, R., & Clark, G. (2008). *Service Operations Management: Improving Service Delivery*, Pearson.
4. Apte, G. (2011). *Services Marketing*, Oxford University Press India.
5. Jha, S. M. (2015). *Services Marketing*, Himalaya Publishing House.
6. Lovelock, C., & Wirtz, J. (2021). *Services Marketing: People, Technology, Strategy*, Pearson.
7. Zeithaml, V. A., Bitner, M. J., Gremler, D. D. (2020). *Services Marketing: Integrating Customer Focus Across the Firm*, McGraw-Hill.

## Course Outcomes

	<b>Course Outcome</b>	<b>Bloom's Level</b>
<b>CO1</b>	Define and explain the fundamental concepts, nature, and scope of service operations and their role in competitive advantage.	<i>K2: Understanding</i>
<b>CO2</b>	Apply service process design and management techniques including capacity planning, queue management, and facility location strategies to real-world service organizations.	<i>K3: Applying</i>
<b>CO3</b>	Analyze service quality using models like SERVQUAL and Gap Model, and develop strategies to manage productivity and customer satisfaction.	<i>K4: Analyzing</i>
<b>CO4</b>	Evaluate technology applications, CRM systems, and self-service technologies for enhancing service operations and customer experiences.	<i>K5: Evaluating</i>
<b>CO5</b>	Design and develop service operations strategies focusing on innovation, sustainability, and performance excellence across various service sectors.	<i>K6: Creating</i>
<b>CO6</b>	Critically assess service recovery strategies, demand-supply alignment, and the challenges of digital service delivery models in a competitive business environment.	<i>K5: Evaluating</i>

# PROJECT AND SOURCING MANAGEMENT

## BMB OM 05

**Course Credit: 3**

**Contact Hours: 40**

**Course Objectives:** The objective of this course is to:

- Understand the fundamental concepts, processes, and strategies involved in sourcing management and project management.
- Analyze supplier evaluation methods, vendor rating techniques, and supplier development strategies in sourcing decisions.
- Examine price determination mechanisms and negotiation strategies in sourcing and procurement.
- Understand project characteristics, project life cycle stages, budgeting processes, and various cost structures in projects.
- Apply project scheduling techniques, for effective project planning, monitoring, and control.
- Evaluate real-world sourcing and project management practices to recommend strategic improvements and innovations.

### **Unit 1 (8 Hours)**

**Sourcing Management:** Introduction to Sourcing, Sourcing v/s Procurement, **Purchasing:** Purchasing Cycle, 8 R's of Purchasing, Role of a Purchasing Manager, Risks associated with purchasing process and its mitigation, Concept and applications of Make or Buy Decision:. Case Studies

### **Unit 2 (8 Hours)**

**Evaluating Suppliers' Efficiency: Vendor Rating, Selection and Development:** Need for Measuring Supplier Performance, Categorization of Suppliers, Suppliers Evaluation Methods/ Vendor Rating Methods, Supplier Selection Process, Vendor Rating process, Factors Affecting the Selection of Optimal Suppliers or Vendor Rating, Advantages of Vendor/Supplier Rating, Identify and evaluating the international suppliers. **Case Studies**

### **Unit 3 (8 Hours)**

**Price Determination and Negotiation:** Objectives of Pricing, Factors Influencing Pricing, Types of Pricing Strategies, **Negotiation in sourcing:** Meaning of Negotiation, Examples of Negotiation, Types of Negotiations, The Process of Negotiation, Skills for Successful Negotiating, and Obstacles to Negotiation. **Case Studies**

### **Unit 4(8Hours)**

**Introduction of Project:** Characteristics of Project, Types of Projects, Project Life Cycle, Concepts of Deliverables, The Project Management Process, Roles of Project Team & Project Leader, Fundamental components of Project Cost, Types of Costs: Direct, Indirect, Recurring, Non-Recurring, Fixed, Variable, Project Financing and Budgeting: Sources of Finance, Top down Budgeting, Bottom up Budgeting, Activity Based Costing

## Unit 5 (8 Hours)

**Project Scheduling, Network Analysis & Control** : Steps in Project Scheduling and Network design, Gantt Chart, Work Breakdown Structure (WBS) , Identifying and application of the Nodes and Activities, Activity on Arrow (AoA) and Activities on Node (AoN) methods, Application of PERT and CPM, Planning- Monitoring and Control Cycle, Tracking through Gantt chart. Earned Value Analysis(EVA): Planned Value (PV), Earned Value (EV), Cost Variance (CV), Schedule Variance (SV), Cost performance Index (CPI), Schedule performance Index (SPI). Project Termination: Types of Terminations, Project Termination Process. Case Studies

### Suggested Readings

1. Dobler, D. W., jr, L. L., & Burt, D. N., Purchasing and Materials Management. New Delhi: TataMcGraw-Hill Publishing Company Limited
2. Gopalakrishnan P., Purchasing and Materials Management, Tata McGraw-Hill PublishingCompany Ltd, New Delhi.
3. David N. Burt, Sheila Petcavage, Richard Pinkerton: Proactive Purchasing in the Supply Chain: The Key to World-Class Procurement, McGraw Hill

### Course Outcomes

	<b>Course Outcome</b>	<b>Bloom's Level</b>
<b>CO1</b>	Define and explain fundamental concepts related to sourcing management, purchasing cycles, vendor management, and project management frameworks.	<i>K1: Remembering, K2: Understanding</i>
<b>CO2</b>	Apply vendor rating methods, supplier selection criteria, and pricing strategies in real-world sourcing scenarios.	<i>K3: Applying</i>
<b>CO3</b>	Analyze supplier efficiency, negotiation processes, and risks associated with sourcing and purchasing operations.	<i>K4: Analyzing</i>
<b>CO4</b>	Evaluate project budgeting methods, cost estimation techniques, financing options, and project resource allocation strategies.	<i>K5: Evaluating</i>
<b>CO5</b>	Design and develop project schedules, using Work Breakdown Structure (WBS), network analysis, PERT, CPM, and Earned Value Analysis for tracking and controlling projects.	<i>K6: Creating</i>
<b>CO6</b>	Critically assess project termination processes, project performance metrics, and the role of negotiation and supplier management in overall project success.	<i>K5: Evaluating</i>

# INTERNATIONAL MANAGEMENT (IB) GROUP

## MANAGING GLOBAL SUPPLY CHAINS

### BMB IB 04

**Course Credits: 3**

**Contact Hours 40**

#### **Course Objectives**

1. To gain a comprehensive understanding of the principles and frameworks underpinning global supply chains and their strategic importance in international business.
2. To critically analyze the complexities and challenges in designing, operating, and managing supply chains across diverse geographical and cultural settings.
3. To develop practical skills to design, optimize, and implement global supply chain networks leveraging Indian and global business scenarios.
4. To explore risk identification, mitigation strategies, and sustainable practices in supply chain operations.
5. To examine the role of emerging technologies and innovations shaping the future of supply chains and supply chain management decision-making.

#### **Unit 1: Introduction to Global Supply Chains**

**(8Hrs)**

Definition, scope, and evolution of global supply chains; Key components: sourcing, manufacturing, logistics, distribution, and customers; Importance and strategic role of global supply chains in competitive advantage; Supply chain flows: product, information, financial, and reverse flows; Globalization trends impacting supply chains in India and worldwide; Case study analysis of Indian companies with global supply chains.

#### **Unit 2: Supply Chain Design and Network Configuration**

**(10Hrs)**

Principles of supply chain network design; Decisions on facility location, capacity, and distribution channels; Global sourcing strategies: make, buy, or outsource decisions; Supplier selection and relationship management focusing on Indian suppliers and international contexts; Impact of trade policies, tariffs, and customs on Indian exporters/importers. Case analysis of analyzing supply chain design decisions; Exercise on the design a supply chain network for an Indian manufacturing exporter;

#### **Unit 3: Supply Chain Operations and Coordination**

**(6Hrs)**

Coordination mechanisms and collaboration among supply chain partners; Role of Indian logistics infrastructure and regulatory factors; Supply chain performance measurement; Case analysis.

#### **Unit 4: Risk Management and Sustainability**

**(8Hrs)**

Types of risks in global supply chains: geopolitical, operational, financial, environmental; Risk assessment and mitigation frameworks; Sustainability in supply chains: Green Supply Chain Management (GSCM) principles; Corporate social responsibility and ethical sourcing, with case studies from Indian companies. Case analysis on supply chain disruptions and recovery plans; Exercises on the discussion on sustainable practices in Indian industries

**Unit 5: Technology and Innovation in Global Supply Chains****(8Hrs)**

Digital transformation in supply chains; Emerging technologies: AI, blockchain, robotics, and their applications in supply chains; Role of Industry 4.0 and latest trends in supply chain innovation; Challenges and opportunities of technology adoption in Indian firms; Case study on digital supply chains in Indian retail and manufacturing sectors

**Course Outcomes (COs)**

<b>CO No.</b>	<b>Course Outcome Description</b>	<b>K-Level (Bloom's Taxonomy)</b>
CO1	Recall and explain key concepts, components, and significance of global supply chains	Remembering (K1)
CO2	Analyze and design effective supply chain networks tailored to Indian and global contexts	Analyzing (K4)
CO3	Apply operational tools and techniques for managing inventory, logistics, and partner coordination	Applying (K3)
CO4	Evaluate risks and develop sustainability strategies for efficient global supply chains	Evaluating (K5)
CO5	Assess the impact of emerging technologies and innovations on supply chain management and performance	Evaluating (K5)

**Suggested Readings**

1. Mahajan, M. I. (2015). *Export-import procedures and documentation* (26th ed.). Snow White Publications Pvt Ltd.
2. Balagopal, T. A. S. (2016). *Export management* (22nd ed.). Himalaya Publishing House.
3. Cherunilam, F. (2007). *International trade and export management* (4th rev. ed.). PHI Learning.
4. Purushothaman, S., & Saikumari, V. (2019). *Logistics and supply chain management* (2nd Revised ed.). Sultan Chand & Sons.
5. Chopra, S., & Meindl, P. (2019). *Supply Chain Management: Strategy, Planning, and Operation* (7th Indian ed.). Pearson Education India.

# **INTERNATIONAL FINANCE**

## **BMB IB 05**

**Course Credits 3**

**Contact Hours 40**

### **Course Objectives**

1. To provide a comprehensive understanding of the international financial environment, markets, and instruments.
2. To analyze the dynamics of foreign exchange markets, exchange rate determination, and currency risks.
3. To develop skills in managing international financial operations, including multinational financing and investment decisions.
4. To evaluate the impact of global economic policies, international monetary systems, and balance of payments on business decisions.
5. To explore techniques for managing foreign exchange risk and decision-making in multinational corporate finance.

### **Unit I: Introduction to International Finance (6 Hrs)**

Definitions and distinctions among International Trade, International Business, and International Finance; Theories of International Trade; International Trade Financing in India; Balance of Payments of India (Using data from RBI website); International Monetary Systems: Gold Standard, Gold Exchange Standard, Bretton Woods System, Current Monetary System, European Monetary Union.

### **Unit II: International Financial Institutions (6 Hrs)**

Overview of International Financial Institutions: Roles of International Monetary Fund (IMF), World Bank, Asian Development Bank (ADB), BRICS Development Bank, European Bank for Reconstruction and Development (EBRD).

### **Unit III: Foreign Exchange Management (10 Hrs)**

Structure of Forex Markets: Wholesale and Domestic Markets; Types of Forex Quotations: Direct, Indirect, Cross Currency; Foreign Exchange Transactions and Settlement Dates; Forward Rates, Swaps, and Merchant Transaction Quotes; Early Delivery, Extension, and Cancellation of Forward Contracts; Introduction to Cryptocurrencies in the International Finance Context; Exchange Rate Determination and Forecasting: Purchasing Power Parity (PPP), Interest Rate Parity (IRP).

### **Unit IV: Foreign Exchange Exposure in International Financial Systems (10 Hrs)**

Types of Foreign Exchange Exposure: Transaction, Translation, Economic; Managing Transaction and Translation Exposure, Hedging Strategies; Measuring and Managing Economic Exposure and Foreign Exchange Risk; Multinational Financial System: Role and Value in Global Business, Designing Global Remittance Policies, Transfer Pricing and Tax Evasion Issues; International Securities: GDR, ADR, Eurobonds, Foreign Bonds

## Unit V: International Investment and Challenges (8 Hrs)

International Portfolio Investment: Foreign Investment Analysis, International Bond Investing, Direct Investment Strategies, Optimal International Asset Allocation; International Foreign exchange risk: types of exposure including transaction exposure, translation exposure, and economic exposure; impact of currency volatility on multinational corporations and cross-border cash flows; political and sovereign risk: effects of political instability, abrupt policy changes, and expropriation; regulatory and compliance challenges.

### Course Outcomes

Cos	Course Outcomes	K-Level (Bloom's Taxonomy)
CO1	Understand and explain fundamental concepts of international finance, trade, and monetary systems	Remembering (K1)
CO2	Analyze foreign exchange markets, exchange rate determination, and forecasting models	Analyzing (K4)
CO3	Apply foreign exchange risk management techniques, including hedging and derivatives	Applying (K3)
CO4	Evaluate multinational financial management decisions such as international investment and project appraisal	Evaluating (K5)
CO5	Assess the impact of political risk, emerging technologies, and international regulations on global financial operations	Evaluating (K5)

### Suggested Readings:

1. Eun, Cheol S., & Resnick, Bruce G. *International Financial Management*. McGraw Hill Education (Latest Edition)
2. Hill, W. L. Charles & Jain, A.K. (2008). *International Business* (6th ed.). McGraw Hill
3. Jaiswal, Amit & Gautam, Keshari. *International Financial Management*. PHI Learning Pvt. Ltd.
4. Shapiro, Alan C. *Multinational Financial Management* (Indian Adaptation). Wiley India
5. Madhu Vij. *International Financial Management: Text & Cases*. Taxmann Publications
6. Apte, P.G. *International Financial Management*. Tata McGraw Hill

**INFORMATION TECHNOLOGY (IT) GROUP**  
**E-BUSINESS**  
**BMB IT 04**

**Credits: 3**

**Contact Hours 40 L**

**Course Objectives**

- To understand the foundations of the digital economy and distinguish between various e-business and e-commerce models.
- To explore tools and strategies for launching and managing an online business.
- To analyze mobile commerce, IT-enabled services, and pervasive computing in business.
- To examine the structure, implementation, and impact of e-governance models.
- To evaluate ethical, regulatory, and legal issues governing digital business and service delivery.
- To assess emerging technological trends shaping the future of e-business and governance.

**Unit - I: 8 hrs**

**The Digital Economy and E-Commerce Foundations:** Understanding the Internet Economy - Evolution and characteristics of the digital economy, Current trends and future outlook; Introduction to E-Commerce - Definitions and scope, Historical emergence and milestones; E-Commerce Business Models - B2B, B2C, C2C, C2B, B2A, C2A models, Hybrid and emerging models, Case studies of major e-commerce ventures

**Unit - II: 8 hrs**

**Setting Up and Managing an E-Business:** Launching an E-Business - Steps in starting an online business, Tools and platforms for e-business; Building and Operating an E-Commerce Website - Web development technologies, User interface and experience design; Customer Acquisition and Retention - Digital marketing and net-based promotional strategies, CRM and personalization; Payment Systems and Security: Online payment options and platforms, Cybersecurity issues and solutions; Legal and Ethical Concerns - E-commerce regulations, privacy, data protection, Ethical marketing, consumer rights, intellectual property

**Unit - III: 8 hrs**

**IT Enabled Services and Pervasive Technologies:** Introduction to IT Enabled Services (ITES) - Categorization: General Services, Specialized Services, Role of BPO in e-business; ITES in India - Industry size, trends, and global contribution; Mobile Commerce and Pervasive Computing - Mobile payments, omnichannel commerce, IoT integration; Legal Framework - IT Act of India: key provisions and business implications

**Unit - IV: 6 hrs**

**E-Government and E-Governance:** Fundamentals of E-Governance - Definitions, concepts, and objectives, Stages and maturity models of e-governance; National E-Governance Initiatives - National E-Governance Plan (NEGP), Mission Mode Projects and implementation frameworks, Role of ICT in public service delivery.

## Unit - V: 12 hrs

**E-Governance Models and Applications:** Categories and Models of E-Governance - Technology policy, infrastructure, training, and consulting funds, Models: Digital Governance, Broadcasting/Wider Dissemination, Critical Flow, Interactive Service, Govt-to-Citizen-to-Govt; Major E-Governance Service Areas: Public grievance redressal (telephone, ration card, land records, police records), Rural and urban digital service delivery

**Contemporary Issues and Future Trends:** Trends in E-Business and E-Governance - Artificial intelligence in e-business, Big data and analytics, Blockchain and smart contracts; Sustainability and Ethical Considerations -Data privacy, green IT, social responsibility

### Course Outcomes (COs)

S. No	Course Outcome	Bloom's Taxonomy
CO1	Understand digital economy concepts and apply e-business models in diverse business contexts.	K2 (Understanding)
CO2	Analyze strategies for setting up and managing e-commerce platforms.	K4 (Analyzing)
CO3	Evaluate applications of ITES, mobile commerce, and legal frameworks in e-business.	K5 (Evaluating)
CO4	Interpret and assess e-governance strategies and their impact on public service delivery.	K4 (Analyzing)
CO5	Formulate insights into future trends in e-business using AI, blockchain, and ethical frameworks.	K6 (Creating)

### Suggested Readings:

- Joseph, E- Commerce: A Managerial Perspective, Prentice Hall
- Stain, L.D., Web Security: Step-by Step Reference Guide, Addison Wesley 3.
- Burnham, C., Web Hosting, McGrawHill Publication
- Gupta, M.P., Kumar, P. and Bhattacharya, J., Government Online, McGrawHill
- Heeks, R., Implementing and Managing e-Government, Sage
- Satyanarayana, J., E-Government: The Science of Possible, Prentice Hall

# BUSINESS DATA WAREHOUSE AND DATA MINING

## BMB IT 05

**Credits: 3**

**Contact Hours 40 L**

### Course Objectives

- To understand the role and architecture of data warehouses in business intelligence.
- To develop multidimensional data models and explore OLAP operations for business analytics.
- To analyze preprocessing steps for mining and implement feature extraction methods.
- To apply various data mining techniques for classification, clustering, and association rule mining.
- To examine advanced mining areas including text, web, spatial, and multimedia mining.
- To evaluate ethical, legal, and implementation issues associated with data mining.

### Unit - I: 6 hrs

**Introduction to Data Warehousing and Data Mining:** Fundamentals and Definitions: Data warehousing and its business value, Introduction and evolution of data mining, goals of data mining, Myths about data mining, The Data Mining process; Business Relevance - Data warehousing vs. OLTP systems, Roles of data warehousing and mining in business decisions; Basic Architecture and Components - Overall architecture of data warehouse systems, Layers: staging, integration, access, Enterprise Data Warehouse (EDW); Knowledge Discovery in Databases (KDD) - Knowledge Extraction through Data Mining, Steps in KDD process and business applications

### Unit - II: 7 hrs

**Data Warehouse Modeling and Implementation:** Multidimensional Data Modeling - Star, snowflake, and fact constellation schemas, Dimensional modeling and its business use cases; OLAP (Online Analytical Processing) - Concepts of OLAP cubes, OLAP operations: roll-up, drill-down, slice, dice, pivot, OLAP vs. OLTP, applications in business analytics; ETL Processes - Data extraction, transformation, and loading, Data integration and metadata management; Data Quality and Warehouse Implementation Approaches - Methods for improving data quality, Warehousing architectures (centralized, federated, real-time), Challenges and best practices in implementation

### Unit - III: 7 hrs

**Data Preprocessing and Exploration:** Data Preparation Techniques - Data cleaning, integration, transformation, Data reduction, discretization, concept hierarchy; Feature Engineering -Feature extraction and transformation for mining; Visualization and Statistical Summaries -Data summarization, data visualization for business; Issues and Challenges - High dimensionality, scalability, missing values

### Unit - IV: 10 hrs

**Data Mining Methods:** Association Rule Mining - Mining frequent patterns, market basket analysis, Apriori algorithm and advanced techniques, Constraint-based and correlation mining; Classification and Prediction - Decision trees, Bayesian classifiers, SVM, rule-based classifiers, Regression, prediction accuracy, and evaluation, Ensemble methods and business use cases; Clustering -Clustering algorithms: k-means, hierarchical, density-based, grid-based, Clustering

high-dimensional data, outlier detection, Applications in segmentation, targeting, fraud detection

**Unit - V: 10 hrs**

**Advanced Mining Topics and Applications:** Web, Text, and Multimedia Mining - Concepts and business applications; Spatial and Temporal Data Mining - Techniques and relevant uses; Business Intelligence and Case Studies -CRM, financial analytics, marketing, social media, retail, insurance; Trends in Data Mining -Big Data, cloud data warehousing, real-time analytics, AI-driven mining  
**Data Mining Implementation and Ethics:** Evaluation and Validation - Accuracy, overfitting, underfitting, cross-validation; Business Integration - Aligning mining outcomes with business strategy, User adoption and deployment; Privacy, Security, and Ethical Issues - Data privacy challenges, security in warehousing/mining, Regulations and best practices, Ethical implications in data analysis and usage

**Course Outcomes (COs)**

S. No	Course Outcome	Bloom's Taxonomy
CO1	Understand data warehousing components and their role in business intelligence.	K2 (Understanding)
CO2	Apply OLAP and multidimensional modeling techniques for strategic insights.	K3 (Applying)
CO3	Analyze data preprocessing methods and their impact on mining accuracy.	K4 (Analyzing)
CO4	Evaluate and compare various mining algorithms and their business applications.	K5 (Evaluating)
CO5	Develop solutions using mining techniques while addressing ethical and deployment considerations.	K6 (Creating)

**Suggested Readings:**

- Ali ABM Shawkat and Wasimi Saleh A: Data Mining; Method and Technique, Cengage Publication
- L. T., Moss, S. Atre, A. Wesley: Business Intelligence Roadmap: The Complete Project Lifecycle for Decision- Support Applications, Information, Technology Series.
- Ralph Hughes: Agile Data Warehousing; Delivering World-Class Business Intelligence Systems Using Scrum and XP, Ceregenics Inc.
- S. Rizzi & M. Golfarelli: Data Warehouse Design; Modern Principles and Methodologies, Tata McGrawHill Education
- Chris Eaton, Dirk Deroos, Tom Deutsch et al., “Understanding Big Data”, McGrawHill, 2012.
- Alberto Cordoba, “Understanding the Predictive Analytics Lifecycle”, Wiley, 2014.
- Eric Siegel, Thomas H. Davenport, “Predictive Analytics: The Power to Predict Who Will Click, Buy, Lie, or Die”, Wiley, 2013.
- James R Evans, “Business Analytics – Methods, Models and Decisions”, Pearson 2013.
- R. N. Prasad, Seema Acharya, “Fundamentals of Business Analytics”, Wiley, 2015.
- S M Ross, “Introduction to Probability and Statistics for Engineers and Scientists”, Academic Foundation, 2011.
- David Hand, Heiki Mannila, Padhria Smyth, “Principles of Data Mining”, PHI, 2013.

# COOPERATIVE MANAGEMENT (CM) GROUP

## NON-CREDIT CO-OPERATIVES

### BMB CM 04

**Course Credit: 3**

**Contact Hours: 40**

#### Course Objectives

1. To gather the functions of Milk Producers Co-operatives.
2. To acquire the various types of Marketing Co-operatives.
3. To understand the functions of Consumer Co-operatives.
4. To know about the Industrial and Processing Co-operatives.
5. To acquire knowledge about various types of Non-Credit Co-operatives.

#### UNIT I (8 Hrs)

**Marketing Co-operatives:** Origin and Development of Marketing Co-operatives in India; Primary and Apex Co-operative Marketing Societies in India; their Constitution and Functioning; Various forms of Government assistance; NAFED; and Regulated Markets.

#### UNIT II (8 Hrs)

**Consumer Co-operatives:** Need and Importance; Origin and Development; Structure; Working of Primary, District, Apex Consumer Co-operatives; NCCF; Supermarkets; Recent development and problems in consumer Co-operatives.

#### UNIT III (8 Hrs)

**Dairy Co-operatives:** Place of Dairy Co-operatives in Indian Economy; Structure of Dairy Co-operatives; NDDB; AMUL Pattern; Working and Functions of National Cooperative Dairy Federation; State Cooperative Milk Producers Federation; District Cooperative Milk Producers Union; and Primary Cooperative Milk Producers Societies; Operation Flood Schemes; Recent developments and problems in dairy Co-operatives.

#### UNIT IV (7Hrs)

**Sugarcane and Fertilizer Cooperatives:** The Uttar Pradesh Sugar Cane Co-operative Societies; Service Regulations 1975; Problems of MSP for sugarcane growers; IFFCO; KRIBHCO; Functions and role in improved agricultural practices and productivity.

#### UNIT V (9Hrs)

**Industrial and Processing Co-operatives:** Chikankari / Handlooms Weavers Co-operatives Sugar Factories; Tea Producers Co-operative Societies; Constitution and Working; Labour Contract Societies; Co-operative Printing Press; Co-operative Hospitals; Co-operative Publishers and

Colleges; Fisheries Co-operatives; Forest Produce Co- operatives (LAMPS) and New Generation Cooperatives.

### Course Outcome

After successful completion of this course students will be able to,

S.No	Course Outcomes	Bloom's Technology
1	CO1. Imbibe the methods of marketing by Primary Agricultural Producers Co-operative Marketing Society Ltd	Remembering (K1)
2	CO2. Gather knowledge regarding the method of processing of milk by Dairy Co-operatives.	Knowledge (K2)
3	CO3. Know the impact of consumer Co-operatives in regulating the prices of consumer goods	Knowledge (K2)
4	CO4. Understand the scope of employment opportunities created by industrial Co-operatives in rural India	Remembering (K1)
5	CO5. Know the role of miscellaneous and service Co-operatives in the upliftment of community as a whole.	Comprehending (K3)

### Suggested Readings

1. B.L. Mathur, Rural Development and Co –operation, RBSA Publishers, 2006.
2. B.S. Mathur, Co-operation in India. Sahitya Bhawan, 2000.
3. R.D.Bedi, Theory, History and Principles of Co-operation, R. Call Book Depot, 2000.
4. S. Shanmuga Sundaram, Weavers Co-operatives. Rainbow, Publications, 1987.
5. T.N. Hajela, Principles, Problems and Practice of Co-operation. Ane's Student Edition, 2000.

# CO-OPERATIVE ACCOUNTING & AUDIT

## BMB CM 05

**Course Credit: 3**

**Contact Hours: 40**

### **Course Objectives**

1. To understand the concept of general and Co-operative audit.
2. To classify the verification and valuation of various assets and liabilities.
3. To know the role, duties and responsibilities of Co-operative auditors.
4. To enable for auditing system in different types of Co-operatives.
5. To understand concept of errors and frauds.

### **UNIT I (8 Hrs)**

**Accounting of PACS:** Accounting records to be maintained by PACS; Basic accounting principles and policies; Steps for preparation of financial statements; Accounting entries for credit activities; Accounting entries for non-credit activities; Accounting entries for common activities; Preparation of final accounts; Understanding the financial statements of PACS; Computerization of PACS; Accounting under CBS environment.

### **UNIT II (8 Hrs)**

**Accounting of ZSBs:** Accounting rules and procedures for the Zila Sahakari Bank Ltd; Head Office Accounting; Rules and procedures for the Zila Sahakari Bank Ltd; DCCB Branches; Reconciliation procedures; Accounting of LDBs; Accounting rules and procedures for the Uttar Pradesh Bhumi Vikas Bank Ltd; Head Office Accounting; Rules and procedures for the Uttar Pradesh Bhumi Vikas Bank Ltd; Branches; and reconciliation procedures in LDBs.

### **UNIT III (8 Hrs)**

**Cooperative Audit:** Definition; Objectives; Scope and Advantages of Audit; Internal Check Vs Internal Audit; Audit, Inspection and Supervision; Audit of Co-operative Societies Vs Joint Stock Companies; Administrative set up for Co-operative Audit; Appointment of Auditor; Rights, duties and responsibilities of a Cooperative Auditor; Types of Audit; Mechanical and Administrative Audit; Preparations for Audit and Framing of Audit Programme.

### **UNIT IV (8 Hrs)**

**Audit Certificate and Classification:** Commencement of Audit Programme; Routine Checking; Vouching of Cash Transaction; Meaning of Verification; Mode of Valuation of various Assets and Liabilities; Depreciation; Reserve: Meaning, and Definition; Various Reserves; Audit of Final Accounts; Profit and Loss Account; Balance Sheet; Reconciliation of Bank Accounts; Audit Report; Audit Certificate; Audit Classification; Assessment and Levy of Audit Fees.

## UNIT V (8 Hrs)

**Audit Programme for Selected Societies:** Various stages of Audit; Audit procedures for Cooperative Credit Institutions; Marketing Societies; Consumer Stores; Housing Societies; Milk Producers Societies; Industrial Cooperatives; Classification on the Reserve Bank of India Standard; Preparation of Final Audit Memorandum and its Enclosures.

### Course Outcome

After successful completion of this course students will be able to,

S.No	Course Outcomes	Bloom's Technology
1	CO1. Gain knowledge on general and Co-op audit.	Remembering (K1)
2	CO2. Acquired skills to apply in verification and valuation of assets and liabilities.	Comprehending (K3)
3	CO3. Learn the duties and responsibilities of general and Co-operative auditor.	Knowledge (K2)
4	CO4. Expand knowledge on conducting audit programme in cooperatives.	Knowledge (K2)
5	CO5, Identify the embezzlement of Errors and Frauds.	Comprehending (K3)

### Suggested Readings

1. Manual on Common Accounting System (CAS) for Primary Agricultural Credit Societies (PACS), NABARD.
2. R.G. Saxena. Principles and Practice of Auditing, Himalaya Publishing House, New Delhi, 2011.
3. D.R. Kapoor, Hand Book of Co-operative Audit, Anmol Publications Pvt Ltd. 1998.
4. B.N. Tandon, S. Sudhhrsan, S. Sundhora Babu, A Hand Book of Practical Auditing, S. Chand and Company Ltd, 2006.
5. B.N. Tandon, A Hand Book of Practical Auditing, S. Chand and Company Ltd, 2007.