

# SCHOOL OF COMMERCE AND MANAGEMENT



## CURRICULUM AND SCHEME OF EXAMINATION

LINGAYA'S  
VIDYAPEETH

(MBA Program)

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## FOREWORD

This is to certify that this booklet contains the entire Curriculum and Scheme of Examination of MBA-Master of Business Administration being offered at school of Commerce and management at this University. This has been duly vetted and finally approved by the Board of studies vide its 24th meeting and Academic Council of the University vide its 25th meeting (Agenda items 24.5, 24.6, 24.8 and 24.9, 24.10) held on 4<sup>th</sup> July 2023 for Batch 2023-26 onwards and changes, if any deemed appropriate, shall be duly incorporated after the necessary approval by the Academic Council.

This Curriculum and Scheme of Examination of MBA has been implemented w.e.f. AY 2023-25 for Batch 2023 -25.



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## Preamble

The MBA is a two year program that is designed in a manner so as to train students towards taking up challenging managerial roles. In other words, the MBA program equips students with the subject based and lifelong skills which are required to be successful in the fast moving business environment. Within the structure of the program, the design draws on the choice-based credit system, ensuring that students get ample opportunity and options to expand their horizons of learning. Interdisciplinary learning broadens and diversifies the skill set, complementing the management-oriented domain knowledge. While the first two semesters of the program lay a strong foundation for management concepts, the third and fourth semesters provide deeper insights into the students' elected/ chosen areas of specialization. Each student specializes in two domain areas of management, from those offered by the department.

At a time when India is attaining recognition as a world economic power and when the availability of demographic dividend is increasing, there are various facets of management and business administration which have been incorporated into the curriculum. The cornerstones of the curriculum structure are digitization, globalization, professional skilling, entrepreneurship and creative thinking. It is for this reason that a variety of specialization areas and a significant exposure to interdisciplinary learning have been provided.

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## **Program Focus on Regional, National and Global Needs**

In sync with the program outcomes of managerial competency, critical thinking, multicultural appreciation and ethical decision making, the MBA program seeks to prepare talent which makes an impact at a gradient of levels, viz., from the local level, to regional level, to national and the global level. A few such courses are Business Communication, Managerial Economics, Organization Behavior, Entrepreneurship and New Venture Development, Human Resource Management, Strategic Management, Supply Chain and Logistics Management, Waste Management Banks, Marketing to Base of the Pyramid etc.

The complete list of courses catering to Regional, National and Global needs is provided in Appendix A.

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## **Program Focus on Environment, Human Values and Diversity**

As a professional program, the MBA equips students to learn and groom themselves as managers in contemporary times. With increasing diversity at places of work, skills are required in order to uphold basic human values, as well as to respect our environment and the society. The curriculum includes a number of courses to address these requirements, a few of which are Organization Behavior, Employability Skills, Consumer Behavior, International HRM, Managing Multinational Enterprises, Managing Corporate Entrepreneurship, Coaching, Counseling and Mentoring etc.

The complete list of courses focusing on Environment, Human Values and Diversity is provided in Appendix B.

## **Program Focus on Ability Enhancement**

Focusing more on outcomes, the MBA program emphasizes on the lifelong skills which students imbibe from or develop through the program. The courses have been designed so as to enhance the ability for employability, entrepreneurship and/or skill development. The statements delineating the outcomes of various courses indicate the thrust of the course, towards the specific type of ability. A few of these courses are Managerial Economics, Business Environment and Legal Aspects, Communication Development Programme-I, Professional Competency, Indian Ethos and Values, Summer Internship Project, Legal Aspects of Healthcare, Credit Evaluation, Monitoring and Recovery Management etc.

The complete list of courses focusing on Ability enhancement is provided in Appendix C.

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## Contents

	Page Nos.
<b>Vision and Mission of the Department</b>	<b>1</b>
<b>About the Department</b>	<b>2</b>
<b>Program Educational Objectives and Program Outcomes</b>	<b>3</b>
<b>Semester System and Choice Based Credit System</b>	<b>4</b>
<b>Study Scheme: MBA</b>	<b>5</b>
<b>Course Contents in Detail (Foundation, Core and Domain Specific courses)</b>	
<b>Course Contents in Detail (Open elective courses)</b>	
<b>Appendices A–G</b>	

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## **Vision of the Department**

To build the Department of Management Studies as a center for total quality education through a focus on holistic development to the individual, the nation and the world

## **Mission of the Department**

To be a centre of excellence for management education with an aim to: -

- Develop knowledge and skills, for creating future thought leaders for transformational changes in the global context
- Enhance individual capabilities by working towards maximizing potential and leadership skills
- Encourage the spirit of innovation, entrepreneurship and empowerment for nation building
- Inculcate ethics and values for inclusive growth through institutional social responsibility and participation of stakeholders.

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## About the Department

The School of Commerce & Management stands out as a leading center of excellence for management studies. SOCM was established in 2004-2005 with a vision to create world-class managers, entrepreneurs, and change leaders who can create new benchmarks of professional excellence in the industry. The department offers six programs: BBA, B.Com (Hons), BMI (Integrated MBA+BBA), MBA, MBA Executive & Ph.D. In the dual specialization MBA program, we offer specializations in Human Resource Management, Marketing Management, Financial Management, Business Analytics and International Business, Operation & Management, Entrepreneurship & Small Business Management, Event & Media Management, Management Information System, Health Care Management. We will introduce more streams in the curriculum as per demand in the industry.

### SOCM Pillars

Our essential strong pillars include our intellectual capital, a robust industry-oriented curriculum and the innovative learning delivery that provides training by industry mentors, industry visits, case study workshops and graded evaluation, live projects, workshops, seminars, conferences and corporate guest lectures. We have a separate career development cell for our students, which is to impart knowledge and skills and meet the human resources requirements of the industry. Not surprisingly, we have exemplary students and an illustrious alumni network spread across the globe.

Our faculty members are seasoned professionals and come with a rich industrial and academic experience. We ensure that students are abreast with the latest trends and technologies through our regular teaching-learning process and additional enrichment programs.

We are dedicated to the advanced quality of education with a futuristic outlook and enhanced and embedded employability certifications in every specialization. We have an excellent departmental library and a central library at the University. Inventiveness and transformation are the main characteristics of the School of Commerce & Management. We have developed rigorous syllabi that aim to create future managers to become outstanding entrepreneurs and business professionals of tomorrow with the right attitude and analytical and problem-solving skills through experiential pedagogy. Programs in Management are the flagship amongst all programs of Lingaya's.



The Board of Studies, which comprises experts from IIM and other prestigious institutions, through their insight, help in ensuring that the syllabi are tailor-made to impart the requisite knowledge. The department also has a strong research focus, evident from an increasing number of research scholars who enroll in our PhD program every year.

The broad vision of the School is to strive to achieve excellence in management education, research, training and consultancy. Accordingly, the Programs offered have a significant component of working in real-world situations under the careful guidance of mentors.

The major programs offered at SOCM are:

<b>S.No</b>	<b>Programme</b>	<b>Duration</b>
<b>1</b>	<b>BBA</b>	<b>3 years</b>
<b>2</b>	<b>B.Com (Hons.)</b>	<b>3 years</b>
<b>3</b>	<b>BMI - (BBA MBA integrated)</b>	<b>4.5 years</b>
<b>4</b>	<b>MBA-Dual specialization</b>	<b>2 years</b>
<b>5</b>	<b>MBA (Executive)</b>	<b>1 year</b>
<b>6</b>	<b>Ph.D.in Management</b>	<b>3-5 years</b>

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**Program Educational Objectives (PEO's) of the MBA Program** – These are broad statements that describe the career and professional accomplishments that the program is preparing graduates to achieve:

<b>Program Educational Objectives</b>	<b>The graduating student is expected to.....</b>
<b>PEO1</b>	Have an integrated knowledge of the various disciplines of management
<b>PEO2</b>	Acquire and be equipped with skills in the application of management theory and practice for real life problem solving in an increasing complex and dynamic business world
<b>PEO3</b>	Become well informed, ethical and committed corporate citizens contributing to the industry and community at large
<b>PEO4</b>	Acquire entrepreneurial capabilities for their own ventures or for their Employer organization

**Program Outcomes (PO's) of the MBA Program**– These are statements that describe what learners will know and be able to do when they graduate from the program. The intended outcomes are aligned with the educational objectives and are listed below

<b>Program Outcomes</b>	<b>By the end of the program graduating students should</b>
<b>PO1</b>	Be able to work collaboratively in a team, with competencies in disciplines of management and business
<b>PO2</b>	Be able to apply management theory and analysis for problem solving, critical thinking and decision-making
<b>PO3</b>	To acquire skills to develop value-based leadership and interpersonal relations
<b>PO4</b>	Be able to identify and analyze economic, multicultural, national and international issues in the global business

	environment
<b>PO5</b>	Be aware of legal, ethical and social responsibilities and translate them into effective corporate policies

### Mapping Program Educational Objectives to Program Outcomes

PEO's	Program Outcomes(PO's)				
	PO1	PO2	PO3	PO4	PO5
<b>PEO1</b>	3	3	2	3	
<b>PEO2</b>	3	3	3		
<b>PEO3</b>					3
<b>PEO4</b>			3	3	

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## **Semester System and Choice Based Credit System (CBCS)**

Credit based system of study and student's performance/progress is measured by the number of credits that he/she has earned, i.e. completed satisfactorily. Based on the course credits and grade obtained by the student, grade point average is calculated

### **(a) Course credits assignment**

Each course has a certain number of credits assigned to it depending upon its duration in periods for lecture, tutorial and laboratory/clinical practice in a week. A few courses/activities are without credit (s) and are referred to as Audit Pass Courses (APC) but are mandatory to pass as a partial fulfillment of award of degree.

### **(b) Earning of credits**

At the end of every course, a letter "Grade" shall be awarded in each course for which a student has registered. On obtaining a minimum Pass Grade, students shall accumulate the course credits as Earned Credits. A student's performance shall be measured by the number of credits that he/she has earned and by the weighted grade point average. Grades obtained in the audit courses shall not be counted for computation of grade point average, however shall be mandatory to pass as a partial fulfillment of award of degree.

For the Award of Degree of a program- MBA, he/she has to earn a minimum 102 credits during the 2 year duration of the program in 4 semesters.

The total credits required to be earned have been further classified under two baskets of courses: "Compulsory Courses Basket", and "Elective Courses Basket". The total 92 credits required to be earned under "Compulsory Courses Basket" and 10 credits under "Elective Courses Basket".

All courses under "Compulsory Courses Basket" and "Elective Courses Basket" are required to be qualified and cleared/passed by each and every student enrolled under the program and are semester-wise listed in the study scheme along with credits assigned to each course.

Under Elective Courses Basket, there will be three types of courses:

- Semester-wise courses offered by the department itself
- Open/Inter-disciplinary courses offered at the Institute/University level notified from the office of Dean-Academics.
- Massive Open Online Courses (MOOCs ) available on SWAYAM Platform or any other platform as recommended by UGC/AICTE and notified from the office of Dean-Academics.

Each course shall have credits assigned to it. Student shall be required to register courses every semester for as many courses/credits specified under “Elective Courses Basket” depending upon his/her interest, capability/pace of learning and availability of time slot (without any clash in time table) so as to earn all required total credits under the “Elective Courses Basket” during the entire program duration.

However, for registration of courses [including courses under “Compulsory Courses Basket”, “Elective Courses Basket” and Previous Semester Courses (wherein he/she was declared ineligible on the basis of attendance or he/she could not clear the course within permissible given chances)], if any, the maximum limit in a semester shall be 30 credits.

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## Study Scheme

### Program: MBA Program

**Program brief-**The MBA program is spread over four semesters of 16-18 weeks each. The courses covered in the first two semesters are designed to give an insight into the various functional areas of management, enhance communication skills and decision making ability. At the end of the first two terms, the students go for an industry internship or summer training with an organization spanning 8-10 weeks. In the second year, the students shall take elective / optional courses to specialize in a maximum of two functional areas. All elective packages, however, may not be offered, as this would be determined by the number (s) of students showing interest in specializing in different areas.

All courses are guided by course outcomes (CO) statements, indicating the knowledge, skills and attitudes which students should develop through the course. Each CO statement is mapped to the attainment of the program outcomes (PO). The degree of mapping between CO and PO statements is symbolized by the following:

Strong Mapping	3
Medium Mapping	2
Weak Mapping	1

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### SCHEME OF STUDIES

**Session: 2023-2025**

<b>School: School of Commerce and Management</b>							<b>Batch:2023-2025</b>						
<b>Department: Commerce and Management</b>							<b>Year: 1</b>						
<b>Course: MBA</b>							<b>Semester: I</b>						
<b>Compulsory Courses</b>													
S. N	Cate gory	Cours e Code	Course Name	Periods			Cr edi ts	Evaluation Scheme					Subject Total Marks
				L	T	P		Theory			Practic al		
								A B Q	M S E	E S E	IP	EX P	
1	PCC	MBA N 101	Managerial Economics	3	-	-	3	15	25	60	-	-	100
2	PCC	MBA N 103	Accounting for Managers	3	-	-	3	15	25	60	-	-	100
3	PCC	MBA N 105	Human Resource Management	2	1	-	3	15	25	60	-	-	100
4	PCC	MBA N 107	Business environment and legal aspects	3	-	-	3	15	25	60	-	-	100
5	PCC	MBA N 109	Marketing Management	3	-	-	3	15	25	60	-	-	100
6	PCC	MBA N 111	Business Research	3	-	-	3	15	25	60	-	-	100
7	PCC	MBA N 113	Ethics and Corporate Governance	2	1	-	3	15	25	60	-	-	100
8	SEC	HPP -	Holistic &	1	-	2	2	-	-	-	-	-	100

		171	Professional proficiency										
9	CC	CC-181	Design Thinking for Innovation (With Assessment)	1	1	-	2	-	-	-	-	100	100
			Total				25						

### ABBREVIATIONS

<b>MBA</b>	Master's in Business Administration	<b>ABQ</b>	Assignment Based Quiz
<b>PCC</b>	Programme Core Course	<b>MSE</b>	Mid Semester Examination
<b>AECC</b>	Ability Enhancement Compulsory Course	<b>ESE</b>	End Semester Examination
<b>PEC</b>	programme Elective Course	<b>L</b>	Lecture
<b>SEC</b>	Skill Enhancement Category	<b>T</b>	Tutorial
<b>CC</b>	Certification Course	<b>P</b>	Practical
		<b>IP</b>	Internal Practical
		<b>EXP</b>	External Practical

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School: School of Commerce and Management							Batch:2023-2025						
Department: Commerce and Management							Year: 1						
Course: MBA							Semester: II						
S. N	Category	Course Code	Course Name	Periods			Credits	Evaluation Scheme					Subject Total Marks
				L	T	P		Theory			Practical		
								A B Q	M SE	ES E	IP	EX P	
1	PCC	MBA N 102	Compensation and Reward Management	2	1	-	3	15	25	60	-	-	100
2	PCC	MBA N 104	Production and Operation Management	3	-	-	3	15	25	60	-	-	100
3	PCC	MBA N 106	Corporate Finance & Indian Financial System	3	-	-	3	15	25	60	-	-	100
4	PCC	MBA N 108	Digital Marketing in E-Commerce	2	1	-	3	15	25	60	-	-	100
5	PCC	MBA N 110	Project Management	2	1	-	3	15	25	60	-	-	100
6	PCC	MBA N 112	Marketing Research	2	1	-	3	15	25	60	-	-	100
7	SEC	MBA	Legal Environment	3	-	-	3	15	25	60	-	-	100

		N 114	of International Business										
8	CC	CC-182	Business analytics for decision making (With Assessment)	1	1	-	2						
9	SEC	HPP - 172	Holistic & Professional proficiency	1	-	2	2	-	-	-	-	-	100
10	PRO J	MBA - 152	Mini Project - I	-	-	4	2	-	-	-	40	60	100
			MOOC	3	-	1	4	-	-	-	-	-	100
			Total				27						

### ABBREVIATIONS

<b>MBA</b>	Master's in Business Administration	<b>ABQ</b>	Assignment Based Quiz
<b>PCC</b>	Programme Core Course	<b>MSE</b>	Mid Semester Examination
<b>SEC</b>	Skill Enhancement Course	<b>ESE</b>	End Semester Examination
<b>PROJ</b>	Mini Projects	<b>L</b>	Lecture
<b>CC</b>	Certification Course	<b>T</b>	Tutorial
		<b>P</b>	Practical
		<b>IP</b>	Internal Practical
		<b>EXP</b>	External Practical

**Note: Immediately after the completion of Second Semester, the students shall proceed for their Summer Vacation Training (SVT). The summer training report prepared after the completion of training shall be assessed in the third semester as a compulsory course. The SVT will be submitted by the candidate in the manner as specified in the ordinance.**

<b>School: School of Commerce and Management</b>							<b>Batch:2023-2025</b>						
<b>Department: Commerce and Management</b>							<b>Year: 2</b>						
<b>Course: MBA &amp; BMI</b>							<b>Semester: III &amp; VII</b>						
<b>Compulsory Courses</b>													
S.N	Category	Course Code	Course Name	Periods			Credits	Evaluation Scheme					Subject Total Marks
				L	T	P		Theory			Practical		
								A B Q	M SE	ES E	IP	EX P	
1	SEC	HPP - 173	Holistic & Professional proficiency	1	-	2	2	-	-	-	-	-	100
2	Pref - 1	ABMA_MC M	Education basket	4	-		4						
3	Pref 2	ABMA_MC M	Education basket	2	-		2						
4			MOOC	3	-	1	4	-	-	-	-	-	100
<b>Students will opt any two Specialisation areas and from each area select any THREE specialised subjects</b>													
<b>*Education basket will be offered. Subjective students have to opt two subjects from the University Education basket. Once opted the same Education Basket will continue in IVth, Vth &amp; VI Semester.</b>													
<b>Specialisation – 1</b>													
<b>Human Resources and Organizational Behaviour</b>													

5	DS E	MBA N 205A	Employee Relations & Labour Law	3	-	-	3	15	25	60	-	-	100
		MBA N 205B	HR Analytics	2	1	-	3	15	25	60	-	-	100
		MBA N 205C	Diversity and Inclusion of HR Professionals	3	-	-	3	15	25	60	-	-	100
		MBA N 205D	Compensation Management	3	-	-	3	15	25	60	-	-	100
		MBA N 205E	Talent Acquisition & Succession Planning	3	-	-	3	15	25	60	-	-	100
		MBA N 205F	Change Management & Organisation Transformation	3	-	-	3	15	25	60	-	-	100
<b>Specialisation – 2</b>													
<b>Marketing</b>													
		MBA N 207A	Service Marketing	3	-	-	3	15	25	60	-	-	100
		MBA N 207 B	Marketing Analytics	3	-	-	3	15	25	60	-	-	100
	DS E	MBA N 206 C	Social Media & Web Analytics	3	-	-	3	15	25	60	-	-	100
		MBA N 207 D	Sales & Retail Management	3	-	-	3	15	25	60	-	-	100
6		MBA N	Consumer Behaviour &	3	-	-	3	15	25	60	-	-	100

		2067E	integrated Marketing Communication										
		MBA N 207 F	Advertising & Branding	3	-	-	3	15	25	60	-	-	100
<b>Specialisation – 3</b>													
<b>Finance</b>													
		MBA N 209 A	Risk Analytics	3	-	-	3	15	25	60	-	-	100
		MBA N 209 B	Financial Derivatives	3	-	-	3	15	25	60	-	-	100
		MBA N 209 C	Personal Financial Management	3	-	-	3	15	25	60	-	-	100
	<b>DS E</b>	MBA N 209 D	Financial Planning & Tax Management	3	-	-	3	15	25	60	-	-	100
		MBA N 209 E	Investment Analysis & Portfolio Management	3	-	-	3	15	25	60	-	-	100
<b>7</b>		MBA N 209 F	Financial & Credit Risk Analytics	3	-	-	3	15	25	60	-	-	100
<b>Specialisation – 4</b>													
<b>International Business</b>													
	<b>DS E</b>	MBA N 211 A	International Banking	3	-	-	3	15	25	60	-	-	100
		MBA N 211	Global Mergers & Acquisitions	3	-	-	3	15	25	60	-	-	100

		<b>B</b>											
		MBA N 211 C	Export - import Procedures and Documentation	3	-	-	3	15	25	60	-	-	100
		MBA N 211 D	International marketing	3	-	-	3	15	25	60	-	-	100
		MBA N 211 E	Foreign Exchange management	3	-	-	3	15	25	60	-	-	100
<b>8</b>		MBA N 211 F	International HRM	3	-	-	3	15	25	60	-	-	100
<b>Specialisation – 5</b>													
<b>Business Analytics</b>													
		MBA N 213 A	Data Visualization for managers	2	1	-	3	15	25	60	-	-	100
		MBA N 213 B	Data Science using R	2	1	-	3	15	25	60	-	-	100
	<b>DS E</b>	MBA N 213 C	Advanced Analytics	2	1	-	3	15	25	60	-	-	100
		MBA N 213 D	Financial Modelling Using Excel	2	1	-	3	15	25	60	-	-	100
<b>9</b>		MBA N 213 E	Business Data Analytics Using Python	2	1	-	3	15	25	60	-	-	100

		MBA N 213 F	Business Forecasting	2	1	-	3	15	25	60	-	-	100
<b>Specialisation – 6</b>													
<b>Operations &amp; Management</b>													
		MBA N 215 A	Management of Manufacturing System	3	-	-	3	15	25	60	-	-	100
		MBA N 215 B	Demand and Business Forecasting	3	-	-	3	15	25	60	-	-	100
		MBA N 215 C	Technology and Business Transformation	3	-	-	3	15	25	60	-	-	100
	<b>DS E</b>	MBA N 215 D	Operations Planning and Control	3	-	-	3	15	25	60	-	-	100
		MBA N 215 E	Supply Chain & Logistics Management	3	-	-	3	15	25	60	-	-	100
		MBA N 215 F	Sustainable Operation Management	3	-	-	3	15	25	60	-	-	100
<b>10</b>													
<b>Specialisation – 7</b>													
<b>Entrepreneurship and Small Business Management</b>													
		MBA N 217 A	Managing Corporate Entrepreneurship	3	-	-	3	15	25	60	-	-	100
	<b>DS E</b>	MBA N 217 B	Planning and Structuring New venture	3	-	-	3	15	25	60	-	-	100
		MBA N 217	Social Entrepreneurship	3	-	-	3	15	25	60	-	-	100

		<b>C</b>											
<b>11</b>		MBA N 217 D	Strategies and Practices of Entrepreneurial Firms	3	-	-	3	15	25	60	-	-	100
		MBA N 217 E	Creativity, Innovation and Entrepreneurship	2	1	-	3	15	25	60	-	-	100
		MBA N 217 F	Managing Strategic Partnership and Negotiation	2	1	-	3	15	25	60	-	-	100

**Specialisation – 8**

**Event and Media Management**

		MBA N 219 A	Event and Media Production & Logistics	3	-	-	3	15	25	60	-	-	100
		MBA N 219 B	Event and Media Research	3	-	-	3	15	25	60	-	-	100
	<b>DS E</b>	MBA N 219 C	Event Leadership and Team building	3	-	-	3	15	25	60	-	-	100
		MBA N 219 D	Event and Media Management	3	-	-	3	15	25	60	-	-	100
		MBA N 219 E	Managing Sponsorships for Events	2	1	-	3	15	25	60	-	-	100
<b>12</b>		MBA N 219	PR for Events and Media	3	-	-	3	15	25	60	-	-	100



		F											
<b>Specialisation – 9</b>													
<b>Management Information System</b>													
	<b>DS E</b>	MBA N 221 A	Data mining for business decision	3	-	-	3	15	25	60	-	-	100
		MBA N 221 B	Information security and risk management	3	-	-	3	15	25	60	-	-	100
		MBA N 221 C	Business intelligence	3	-	-	3	15	25	60	-	-	100
		MBA N 221 D	Enterprise resource planning	3	-	-	3	15	25	60	-	-	100
		MBA N 221 E	Digital innovation and transformation	2	1	-	3	15	25	60	-	-	100
<b>13</b>		MBA N 221 F	IT Consulting	3	-	-	3	15	25	60	-	-	100
<b>Specialisation – 10</b>													
<b>Healthcare management</b>													
	<b>DS E</b>	MBA N 223 A	Health care and social policy	3	-	-	3	15	25	60	-	-	100
		MBA N 223 B	Quality assurance for health care-2	3	-	-	3	15	25	60	-	-	100
		MBA N 223 C	HR practices in healthcare	3	-	-	3	15	25	60	-	-	100

14	MBA N 223 D	Legal aspects of health care	3	-	-	3	15	25	60	-	-	100
	MBA N 223 E	Quality assurance for health care-1	3	-	-	3	15	25	60	-	-	100
	MBA N 223 F	Biomedical waste management	3	-	-	3	15	25	60	-	-	100
		<b>Total</b>				<b>26</b>						

### ABBREVIATIONS

<b>MBA:</b>	Master's in Business Administration	<b>ABQ:</b>	Assignment Based Quiz
<b>PCC:</b>	Programme Core Course	<b>MSE:</b>	Mid Semester Examination
<b>AECC</b>	Ability Enhancement Compulsory Course	<b>ESE:</b>	End Semester Examination
<b>PROJ</b>	Summer Vacation Training report & Presentation	<b>L:</b>	Lecture
<b>DSE</b>	Discipline Specific Elective	<b>T:</b>	Tutorial
<b>SEC</b>	Skill Enhancement Course	<b>P:</b>	Practical
		<b>IP:</b>	Internal Practical
		<b>EXP:</b>	External Practical

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<b>School: School of Commerce and Management</b>	<b>Batch:2023-2025</b>
<b>Department: Commerce and Management</b>	<b>Year: 2</b>
<b>Course: MBA &amp; BMI</b>	<b>Semester: IV &amp; VIII</b>
<b>Compulsory Courses</b>	

S.N	Category	Course Code	Course Name	Periods			Credits	Evaluation Scheme					Subject Total Marks
				L	T	P		Theory			Practical		
								A	M	ES	IP	EXP	
1	RPP ROJ	MB A STP R 01	Professional Company Internship Project	-	-	40	20	-	-	-	100		100
			Total				20						

**\*Education basket will be offered. Subjective to student has to opt two subjects from the University Education basket. Once opted the same Education Basket will continue in IVth, Vth & VI Semester.**

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ABBREVIATIONS			
<b>MBA:</b>	Master's in Business Administration	<b>ABQ:</b>	Assignment Based Quiz
<b>PCC:</b>	Programme Core Course	<b>MSE:</b>	Mid Semester Examination
<b>DSE</b>	Discipline Specific Elective	<b>ESE:</b>	End Semester Examination
<b>RPROJ</b>	Research Paper project	<b>L:</b>	Lecture
<b>SEC</b>	Skill Enhancement Course	<b>T:</b>	Tutorial
		<b>P:</b>	Practical
		<b>IP:</b>	Internal Practical
		<b>EXP:</b>	External Practical

**Summer Training Project Report - Students have to go for 150 to 180 days of Summer Training Project (Internship Training immediately after completion of 3rd Semester. The students who arrange their training by themselves are required to submit the details about company, contact person and corporate guide to the placement coordinator/SVT Mentor allotted**

<u>Sr. No.</u>	<u>Mooc Semester</u>	<u>Total Credit</u>
<u>1</u>	2	4
<u>2</u>	3	4
	Total	8

Total Course Credit to = 98  
Total Mooc Credit is = 08

**Total Credits of MBA = 106**

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<b>School: School of Commerce and Management</b>							<b>Batch:2023-2025</b>						
<b>Department: Commerce and Management</b>							<b>Year: 4.5</b>						
<b>Course: BMI</b>							<b>Semester: IX</b>						
<b>Compulsory Courses</b>													
S.N	Category	Course Code	Course Name	Periods			Credits	Evaluation Scheme					Subject Total Marks
				L	T	P		Theory			Practical		
								A B Q	M S E	E S E	IP	E X P	
1	PC C	MBA N 301	Minor IX/ Any Online Course	3	1	-	4	15	25	60	-	-	100
2	PC C	MBA N 303	Strategic Service Marketing	4	-	-	4	15	25	60	-	-	100
3	PC C	MBA N 305	Global Outsourcing	3	1	-	4	15	25	60	-	-	100
4	RP PR OJ	MBA DW 01	Dissertation Work	-	-	20	10	-	-	-	40	60	100
<b>Total</b>								22					

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# Semester - I

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<b>MBA N 101</b>	<b>Managerial Economics</b>	<b>L-T-P:3-0-0</b>
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**Objective:**

The objective of the paper is to acquaint the students with the economic concepts and principles and to enable them to use them to address business problems in a globalized economic environment.

**Unit-I**

➤ **Introduction to Managerial Economics: Managerial Economics:**

Meaning, Nature, Scope & Relationship with other disciplines, Role of managerial economics in decision Making, Opportunity Cost Principle, Production Possibility Curve, Incremental Concept, Scarcity Concept.

➤ **Demand:** Demand and its Determination: Demand function; Determinants of demand; Demand elasticity – Price, Income and cross elasticity, Use of elasticity for analyzing demand, Demand estimation.

➤ **Demand forecasting,** Demand forecasting of new products.

➤ **Indifference Curve Analysis:** Meaning, Assumptions, Properties, Consumer Equilibrium, Importance of Indifference Analysis, Limitations of Indifference Theory.

**Unit-II**

➤ **Production Function :** Production function Meaning, Concept of productivity and technology, Short Run and long run production function, Isoquants; Least cost combination of inputs, Producer's equilibrium; Returns to scale; Estimation of production function.

➤ **Theory of Cost:** Cost Concepts and Determinants of cost, short run and long run cost theory, Modern Theory Cost, Relationship between cost and production function.

- **Revenue Curve:** Concept of Revenue, Different Types of Revenues, concept and shapes of Total Revenue ,Average revenue and marginal revenue, Relationship between Total Revenue ,Average revenue and marginal revenue, Elasticity of Demand and Revenue relation.

### Unit-III

- **Market Structure:** Market Structure: Meaning, Assumptions and Equilibrium of Perfect Competition, Monopoly, Monopolistic Competition, Oligopoly: Price and output determination under collusive oligopoly, Price and output determination under non-collusive oligopoly, Price leadership model.
- **Supply:** Introduction to supply and supply curves.
- **Pricing:** Pricing practices; Commodity Pricing: Economics of advertisement costs; Types of pricing practices.
- **Factor Pricing:** Demand and supply of factors of production; Collective bargaining, Concept of rent, profit, interest- Rate of return and interest rates; Real vs. Nominal interest rates. Basic capital theory–Interest rate and return on capital, Measurement of profit.

### Unit-IV

- **Product market:** Saving and Investment function, Consumption function, Aggregate supply and Aggregate demand, Investment multiplier, Foreign trade and budget multiplier.
- **Money market:** Motive for holding money; Liquidity preference, Money demand, Money market equilibrium. IS-LM Analysis: Derivation of nominal IS-LM and equilibrium.
- **National Income:** Conceptual Framework, Measures of National Income, Methods of Measurement, Limitations of National Income.
- **Consumption Function:** Meaning, and Nature, Determinants and Measures to Raise Propensity to Consume. Keynes Psychological Law of Consumption - Meaning, Properties and Implications,



- **Inflation:** Meaning, Types, Theories Causes, Effects and Control, Unemployment Trade off, Trade Cycles: Concept and Theories of trade cycles.

**Note:** Relevant Case Studies will be discussed in class.

**Suggested Readings/ Books:**

- D.M.Mithani, *Managerial Economics Theory and Applications*, Himalaya Publication
- Peterson and Lewis, *Managerial Economic*, Prentice Hall of India
- Gupta, *Managerial Economics*, TataMcGraw Hills
- Geetika, *Managerial Economics*, Tata McGraw Hills
- Froeb, *Managerial Economics*, Cengage Learning
- Koutsoyiannis, A, *Modern Micro Economics*, Palgrave Macmillan Publishers, New Delhi.
- Thomas Christopher R., and Maurice S. Charles, *Managerial Economics – Concepts and Applications*, 8th Edition,
- Peterson and Lewis, *Managerial Economics*, 4th Edition, Prentice Hall of India Pvt. Ltd., New Delhi.
- Shapiro, *Macro Economics*, Galgotia Publications.
- H. L Ahuja *Advanced Economic Analysis*, S. Chand & Co. Ltd, New Delhi. 7.
- G.S Gupta, *Managerial Economics*, Tata McGraw Hill.
- Goel Dean, *Managerial Economics*, Prentice Hall of India, Pvt. Ltd., New Delhi
- K.K.Dewett, *Modern Economic Theory*, S. Chand Publication

CO 1: Capable of analyzing fundamentals of managerial economics such as demand, Opportunity Cost, Demand forecasting of new products.

CO 2: Understand the concept of various production functions.

CO 3: Examine the concepts of cost, production, price & output decisions of firms under the various market structure and their relationship to business operations.

CO 4: Determine the concepts of money market, national income, consumption function, inflation and trade cycles.

Pos Cos	PO1	PO2	PO3	PO4	PO5	PO6	PSO 1	PSO2
CO1	2	2	-	2	1	1	2	2
CO2	1	2	-	1	-	-	2	1
CO3	1	2	-	1	-	-	2	2
CO4	2	1	1	1	-	-	2	2

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<b>MBA N 103</b>	<b>Accounting for Managers</b>	<b>L-T-P:3-0-0</b>
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**Objective:**

This course aims to familiarize the students with various accounting concepts, tools and techniques and its application in managerial decision making. It also acquaints the students with the latest accounting practices and reporting standards.

**Unit I**

➤ **Introduction to Accounting:** Accounting as an information system, Accounting Process, concepts, convention and principles of Accounting, Role of accountant in an organization. Branches of accounting: Financial, Cost and Management Accounting and their inter- relationships, Exposure to format of schedule VI of Public Limited, Banking and Insurance Companies.

➤ **Unit II**

➤ **Cost Accounting:** Meaning, Objectives, Scope and Classification of costs, Preparation of Cost Sheet.

➤ **Marginal Costing** –Concept of Marginal Cost; Marginal Costing Vs Absorption Costing;

➤ **Cost-Volume-Profit Analysis;** Break-Even Analysis; Assumptions and its practical applications for managerial Decision making with special reference to pricing, make or buy decisions, selection of Sales-Mix.

➤ **Standard Costing:** Introduction, Variance Analysis, types of Variances-Materials and Labour Variances.

➤ **Budgetary Control-** Types of Budgets Master budget Zero base budgeting, Fixed Budget and Flexible Budgets, Zero Base Budget, Participative Budget and Performance Budget.

➤ **Unit III**

- **Financial Statement Analysis:** Concepts and objectives,
- **Tools of Financial Analysis:** trend analysis, common size statements, comparative statements, Ratio analysis-Liquidity, solvency, profitability, turnover ratios, Cash flow statements and funds flow statements.

➤ **Unit IV**

- **Recent Developments in Accounting:** Introduction to concept of Price Level Accounting, Human Resource Accounting, Transfer Pricing. Target Costing, Kaizen costing, Activity based costing, Life Cycle Costing.
- **Financial Reporting and Regulations:** Meaning, objectives, principles and environment of financial reporting; Introduction to Accounting Standards issued by ICAI, US GAAPs, International Accounting Standards, IFRS, Applicability of various accounting standards, comparison and the process of harmonization.

**Suggested Readings:**

- Ahuja, N. L. and Dawar, V. 'Financial Accounting and Analysis' Taxmann Publishers
- Khan and Jain, 'Management Accounting', Tata McGraw.
- J. Madegowda, 'Accounting for Managers', Himalaya Publishing.
- 4. Horngren, Charles T., Gary L. Sundem and William O. Stratton, "Introduction to Management Accounting", Pearson Education Asia.
- Ramchandran, 'Financial Accounting for Management', Tata McGraw
- Pandey, I.M, "Essentials of Management Accounting", Vikas Publishing House.
- Sehgal, A. and Sehgal, D., '*Advanced Accounting – Financial Accounting I*', Taxmann Publications
- Shukla, M.C. and Grewal, T.S. *Advanced Accounts Vol. I & Vol. II*, S. Chand and Co.
- Horngren, C. T., Sundem, G. L. and Stratton, W. O., '*Introduction to Management Accounting*', Pearson Education
- Elliott, B. and Elliott, J., '*Financial Accounting and Reporting*', Pearson

- Gibson, C. H., '*Financial Reporting Analysis (Using Financial Accounting Information)*', South- Western Publications
- Christopher, N. and Parker, R., '*Comparative International Accounting*', Prentice Hall

CO1 Understand the branches, principles & standards of accounting and also analyze the role of accounting in organizations.

CO2 Know the practical applications for managerial Decision making with special reference to pricing, and selection of Sales-Mix.

CO3 Knowledge about funds flow and cash flow analysis by preparing Funds Flow Statement and Cash Flow Statements

CO4 Analyze the recent developments in accounting and financial Reporting and Regulation.

Pos Cos	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2
CO1	2	3	1	-	-	1	2	2
CO2	2	2	1	-	-	1	2	2
CO3	2	2	1	-	-	-	2	2
CO4	2	2	1	-	-	-	2	2

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<b>MBA N 105</b>	<b>Human Resource Management</b>	<b>L-T-P:3-0-0</b>
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**Objective:**

To teach relevant, practical and applicable human resource management skills to equip the student with the foundation competencies for working as HR practitioners in business. To highlight the important challenges facing managers and employees in today's business climate. To introduce contemporary theory and practice in modern human resource management and the range of tools and methods available to address HR challenges and problems.

**Unit I**

Meaning, Scope & Objectives of HRM, Evolution of HRM, Difference between PM & HRM, HRM functions, HR Policy & procedures. Competitive challenges influencing HRM Qualities & qualification of HR Manager, Line & Staff Roles and Responsibilities of HR Manager/Departments, HR as a factor of Competitive Advantage.

**Unit II**

Human Resource Planning – Job Analysis and Design -Recruitment - Selection and placement process – Types of interviews, Placement, Orientation & Induction, Determining training needs analysis, Evaluation, Capacity Building.

**Unit III**

Career Planning & Development. Career stages – Career Choices and Preferences, Mentoring and Coaching, Time Management. Employee Separations, Downsizing & Outplacement, HRIS, Purposes of Performance Management, Performance Appraisal Methods, limitations and problems, Punishment and Promotion, Job evaluation. Wage & Salary fixation, incentives, bonus, ESOPs. Insurance, Fringe Benefits.

## Unit IV

Talent Management, Competency Mapping, Industrial Relations – Health & Safety issues, grievance handling, D Work Life Balance, Quality of Work Life, HRD in India, International HRM

### Text Books:

1. Aswathappa.K, Human Resource Management, Text and Cases, Tata McGraw Hill, New Delhi. 2014
2. Gupta. S.C, Advanced Human Resource Management, Strategic Perspective, ANE Books Pvt. Ltd, New Delhi.2009.
3. V.S.P. Rao, Human Resource Management, Taxmann Publications Pvt. Ltd, 18-Aug-20 Angela Baron and Michael Armstrong, Human Capital Management (Achieving Added Value through People), Kogan Page Limited, United States. 2007
4. Anuradha Sharma and Aradhana Khandekar Strategic Human Resource Management. Response Books, New Delhi. 2006
5. Beer et al, Managing Human Assets, The Free Press: Maxwell MacMillan Inc, New York. 1984

CO1: Understand the role of human resources management and HR as a factor of Competitive Advantage.

CO2: Demonstrate knowledge of practical application of training and employee development.

CO3: Understand the role of Career Choices and Preferences of employees.

CO4: Ability to analyze and manage work life balance, quality of work life.

CO'S/ PO'S	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2
CO1	1	1	3	3	3	1	2	-
CO2	-	2	2	2	-	-	1	-
CO3	2	1	-	-	2	1	-	-
CO4	1	-	1	-	2	-	2	3

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<b>MBA N 107</b>	<b>Business Environment &amp; Legal Aspects</b>	<b>L-T-P:3-1-0</b>
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**Objective:**

By the end of the course, a student should be able to:

1. Develop a deeper understanding of the environmental factors & laws influencing Indian business organizations.
2. Analyze the implication of business policies & laws for decision making in business organizations.
3. Identify the fundamental legal principles in companies act and partnership act.
4. Examine the importance of Indian Contract Act and international factors influencing Indian business organizations

**Unit I**

- Nature and Structure of Business Environment
- Risk Assessment in Business Environment
- Emerging Sectors of Indian Economy
- Design and Strategy of Economic Reforms
- Role of Regulatory Institutions in Indian Financial System
- Case study 1

**Unit II**

- Balance of Payments Trends; Environment for Foreign Trade and Investment
- Exchange Rate Movements and their Impact
- External Influences on India's Business Environment
- Growth of MNCs in India
- Foreign Trade and Investment Policy
- Case study 2



### Unit III

- Technological Environment
- Globalization Trends and Challenges
- Exchange Rate Movements and Their Impact
- Nature and Kinds of Contracts
- Concepts Related To Offer, Acceptance And Consideration
- Principles Governing Capacity Of Parties And Free Consent
- Case study

### Unit IV

- Legality of Objects, Performance and Discharge of Contract
- Breach of Contract & its Remedies
- Company – Formation and regulation
- Memorandum and Articles of Association
- Meetings and Resolutions
- Appointment and Remuneration of Managerial Persona
- Case study

### Unit V

- Winding Up of Company
- Characteristics, Nature & Types of Partnership
- Minor's Position in Partnership
- Registration and Dissolution of Firm
- Liability of Partners
- Case Study 5

### Recommended Texts and Readings:

- i. I. J. Ahluwalia and I.M.D Little, 2012, India's Economic Reform and Development, Oxford University Press.
- ii. S.K. Mishra and V.K. Puri, 2010, Economic Environment of Business, Latest edition, Himalaya Publishing House.
- iii. G. Stonehouse and D. Campbell, 2004, Global and Transnational Business, John Wiley Publishing.
- iv. J.D. Daniels and H. Lee Radesbaugh, 2007, International Business-Environment and Operations, Pearson.
- v. W.L. Charles Hill, 2003, International Business, 2003-competency in the Global Marketplace, Tata McGraw Hill.
- vi. K.R. Bulchandani, 2018, Business Law for Management, Himalaya Publishing House.
- vii. K. Ramachandra and B. Chandershekhara, 2016, Legal Aspects of Business, Himalaya Publishing House.
- viii. M. C. Kuchhal and V. Kuchhal, 2018, Business Law, Vikas Publishing.

### Notes:

1. The case study mentioned at the end of each unit will cover as far as possible the whole unit.
2. Only the latest available editions of the above books are recommended.
3. Website references will be announced at the time of the launch of the course by the concerned faculty.

### Assessment Tools:

1. Assignments (Presentations/ Research paper Case Analysis/ Quiz etc.) Sessional tests
2. Class Participation Term end examination

### Distribution of Marks for Continuous Evaluation:

Parameters	Weightage
Sessional test 1	20
Sessional test 2	20
Assignments	40
Class participation	10
Attendance	10

**Instructions for setting question paper:** The question paper shall consist of two parts (Part A and Part B). Six questions are to be set in Part A, of which four questions are to be attempted. Each question will carry 20 marks. Part A will include questions covering the entire syllabus. Part B will include a case study of 20 marks which will be compulsory to attempt.

### Course Articulation Matrix

CO Statement (MBA-DS- 104)	PO1	PO2	PO3	PO4	PO5
MBA-DS-104.1	3	2	2	3	2
MBA-DS-104.2	2	2	3	1	2
MBA-DS-104.3	3	2	2	3	2
MBA-DS-104.4	3	2	3	2	2

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<b>MBA N 109</b>	<b>Marketing Management</b>	<b>L-T-P:3-0-0</b>
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**Objectives:**

To understand the basics of market, marketing, marketing environment and business environment and its domain knowledge. To understand the core concepts in marketing concepts, critical thinking, problem solving and Analysis.

**Unit I**

Understanding the term Marketing-Importance of Marketing-Scope of Marketing-Core Concepts-Company Orientation toward marketplace-Marketing and Customer Value-Marketing Environment- Micro and Macro Environment.

**Unit II**

Consumer Markets: Model of Consumer Behavior, Seven Os Structure, Factors Affecting Consumer Behavior, Stages in the Adoption Process, Industrial Markets -Characteristics, Industrial Buyer Behavior, Service Marketing-Characteristics-Marketing Strategy.

**Unit III**

Market Segmentation: Levels and Bases for Segmentation, Segmenting Consumer Markets, Business Markets, Market Targeting -Evaluating Market Segments -Product Positioning for competitive advantage, Positioning Strategies.

**Unit IV**

Marketing Programme: Decisions Involved in Product, Branding, Packaging, Product Extension Strategies - Product Line and Product Mix Decisions, New Product Development, Product Life Cycle. Pricing Products, Strategies, Distribution -Channels, Channel Management Decisions, Promotion Mix - Advertising, Sales Promotion, Public Relations, Personal Selling, Promotion Decisions, Place.

**Text Book**

Philip Kotler and Kevin Lane Keller, Marketing Management, PHI 14th Edition, 20 2. KS Chandrasekar, “Marketing management-Text and Cases”, Tata McGraw-Hill-Vijaynicole, First edition, 2010.

Lamb, Hair and McDaniel, Marketing, 8th Edition, Thomson Learning, 2005, Rajan Saxena,

Marketing management, TMH, 2006.

Keith Blois, Marketing, Oxford University Press, 2005.

Ramaswamy V.S. Namakumari S, Marketing Management - The Indian Context, Macmillan India Ltd, 2006.

CO1 Understand the concepts of marketing, marketing environment and planning

CO2 Gain understanding of model of consumer behavior.

CO3 Recognize the levels and bases for segmentation, targeting and positioning.

CO4 To analyze how facets of marketing mix interact and in turn lead to creation of customer value.

CO'S/ PO'S	PO2	PO3	PO4	PO5	PO6	PSO1	PSO 2	PSO2
CO1	3	3	3	1	2	-	3	2
CO2	3	3	3	1	1	-	3	2
CO3	3	3	3	1	1	-	3	2
CO4	3	3	3	1	1	-	3	2



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<b>MBA N 111</b>	<b>Business Research</b>	<b>L-T-P:3-0-0</b>
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### **Objectives:**

To identify and how to obtain appropriate marketing information for strategic and tactical marketing decisions. To develop analytical skills and critical thinking to properly interpret the results of a marketing research exercise.

### **Unit-I**

- **Marketing Research:** Definition, Nature and Scope for Marketing Decision Making. Marketing Research Process. Types of Research – Descriptive Research, Exploratory Research and Causal Research,
- **Sources of Data:** Commercial (Syndicated) and Non-commercial Sources of Secondary Data for Marketing Research.

### **Unit-II**

- **Causal Research Designs:** Basic Designs – After-Only Design, Before-After design, After only with control Group Design, Before-After with Control Group Design, Time Series Design Latin Square Design, Factorial Design, Ex-Post Facto Design, Completely Randomized Design, Randomized Block Design,
- **Observation Research:** Direct Observation, Indirect Observation, Observational Variables, **Developing Research Proposal:** Purpose, Nature and Evaluation, Content and Format

### Unit-III

- **Questionnaire Design:** Principles of Writing Questionnaire,
- **Reliability and Validity:** Basic Concepts; True Score Model; Measurement Errors in Marketing; Scales of Measurement – Nominal, Ordinal, Interval and Ratio; Coefficient Alpha and Internal Consistency; Types of Reliability – Test-retest Reliability, Alternative Forms and Split-Half Reliability; Types of Validity – Content, Criterion, Concurrent, Predictive Convergent, Construct, Discriminant and Nomological Validity; Concept of Generalizability.

### Unit-IV

- **Data Preparation:** Understanding SPSS, Creating SPSS Sheet; Entry of Data in SPSS; Basic Computations of Descriptive Statistics, **Basic Data Analytic Techniques:** Assessing Reliability; Computing Coefficient Alpha Scale Refinement and Item Analysis, **Advanced Data Analytic Techniques:** Correlation Analysis, Factor Analysis, Regression Analysis.

### Text Books:

1. Fundamentals in Marketing Research, Scott Smith and Gerald Albaum
2. Research Methods for Business Students, Mark Saunders, Philip Lewis and Adrian Thornhi
3. Business Research Methods, Emma Bell, Alan Bryman and Bill Harley.
4. Management & Business Research, Mark Easterby-Smith, Richard Thorpe, Paul R. Jackson and Lena J. Jaspersen
5. Marketing Research: An Applied Orientation, Naresh K.
6. Marketing Research: Text and Cases, Rajendra Nargundkar

- CO 1 :** Discuss the significance of concepts & theories of marketing research.
- CO 2 :** Analyse the concepts of various marketing designs.
- CO 3 :** Demonstrate analytical skills in identification of types of questionnaire and designing them.
- CO 4 :** Evaluate and interpret the data preparation.

CO'S/ PO'S	PO2	PO3	PO4	PO5	PO6	PSO 1	PSO 2	PSO2
CO1	3	1	1	2	1	1	2	3
CO2	2	3	1	2	1	2	1	3
CO3	2	3	1	2	1	1	3	3
CO4	2	2	2	3	1	3	2	3

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CHOOSE TO KNOW



<b>MBA N 113</b>	<b>Ethics and Corporate Governance</b>	<b>L-T-P 2-1-0</b>
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**Course Objectives:**

1. To introduce MBA students to the principles of ethical behaviour and corporate governance in a business context.
2. To provide students with an understanding of the importance of ethics and governance in organizational success and sustainability.
3. To develop students' ability to identify ethical dilemmas and make informed decisions in complex business situations.
4. To equip students with knowledge of best practices in corporate governance and their impact on organizational performance.
5. To foster critical thinking and ethical reasoning skills through analysis of real-world case studies.

**Course Purpose:**

The purpose of this course is to provide MBA students with a comprehensive understanding of ethics and corporate governance and their relevance in modern business environments. By exploring key concepts, case studies, and ethical frameworks, students will gain practical insights into the role of ethical behaviour and effective governance in maintaining trust, reputation, and sustainability.

**Prerequisite:** None

**Course Outcomes:**

Upon completion of this course, students will be able to:

1. Understand the principles and concepts of business ethics and corporate governance.
2. Analyze ethical dilemmas and make ethical decisions in business contexts.
3. Evaluate the impact of corporate governance on organizational performance.
4. Apply ethical reasoning and best practices in corporate governance.
5. Communicate and present ethical and governance insights effectively.

**Program Outcomes:**

This course aligns with the following program outcomes of the MBA program:

1. **Ethical Leadership:** Students will understand ethical considerations and demonstrate ethical leadership in business.
2. **Critical Thinking:** Students will develop critical thinking skills to analyze ethical dilemmas and governance issues.
3. **Global Perspective:** Students will analyze international trends and practices in business ethics and governance.
4. **Communication Skills:** Students will effectively communicate ethical insights and governance recommendations.
5. **Strategic Thinking:** Students will apply ethical and governance considerations in strategic decision-making.

## Syllabus:

### Module 1: Introduction to Business Ethics and Corporate Governance

- Overview of business ethics and its importance
- Principles and values in ethical decision-making
- Introduction to corporate governance and its role
- Ethical theories and frameworks for business decisions
- Case studies in ethical misconduct and governance failures

### Module 2: Ethical Dilemmas and Decision-Making

- Identifying ethical dilemmas in business scenarios
- Ethical decision-making models and processes
- Balancing stakeholder interests and ethical considerations
- Ethical challenges in a global business environment
- Case studies of ethical decision-making in organizations

### Module 3: Corporate Governance Structures and Practices

- Role of boards of directors and governance committees
- Governance codes and regulations
- Stakeholder engagement and accountability
- Executive compensation and incentive structures
- Case studies of effective and ineffective corporate governance

### Module 4: Sustainability and Social Responsibility

- Ethical considerations in sustainability and CSR
- Triple bottom line: People, planet, profit
- Corporate citizenship and community engagement
- Ethical challenges in supply chain management
- Case studies of sustainable and responsible organizations

### Module 5: Ethics, Governance, and Organizational Culture

- Building an ethical organizational culture
- Whistleblowing and protection of ethical behavior
- Managing ethical risks and conflicts of interest
- Measuring and reporting ethical and governance performance
- Case studies of ethical culture transformation

### Recommended Reference Books:

1. "Business Ethics: Concepts and Cases" by Manuel G. Velasquez
2. "Ethics and Governance: Developing and Maintaining an Ethical Corporate Culture" by W. Michael Hoffman and Robert E. Frederick
3. "Corporate Governance and Ethics" by Zabihollah Rezaee
4. "Business Ethics and Corporate Governance" by Andrew Crane and Dirk Matten
5. "Corporate Governance Matters: A Closer Look at Organizational Choices and Their Consequences" by David Larcker and Brian Tayan

Program Outcomes / Program Specific Outcomes	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2
CO1 - Understand the principles and concepts of business ethics and corporate governance.	3							
CO2 - Analyze ethical dilemmas and make ethical decisions in business contexts.	2	3						
CO3 - Evaluate the impact of corporate governance on organizational performance.			3					
CO4 - Apply ethical reasoning and best practices in corporate governance.				3				
CO5 - Communicate and present ethical and governance insights effectively.					3			

<b>HPP 171</b>	<b>Holistic &amp; Professional Proficiency</b>	<b>L-T-P 0-0-2</b>
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CC - 181	<b>Design Thinking &amp; Innovation</b>	L-T-P:2-0-0
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**Course Objective:**

To transform creative thinking into design thinking in every stage of your problem.

To apply design thinking to your real life problems/ situations in order to evolve innovative and workable solutions.

**Unit-1:**

Innovation and Creativity: Meaning of Innovation and Creativity. Difference between innovation and creativity, and its role in Industry and Organizations, dynamics of creative thinking, Process of Design Thinking, Implementing the process in driving innovation.

**Unit-2:**

An exercise in design thinking & implementing design thinking through workshop & exercise case studies in design thinking, design thinking process.

**Unit-3:**

Design thinking in various sectors (Health sector, Finance, Education, Infrastructure) Design thinking case studies in retail, Design thinking case studies in banking, Design thinking case studies in management decisions.

**Unit-4:**

Invention and Discovery Process, Typology- Innovation in action like lateral thinking, out of the box thinking, Disruptive ideas. Case studies on innovation business ideas like RED BUS, Flipkart, Ola, Big-Basket.

**Text books-**

1. "Design a Better Business: New Tools, Skills, and Mindset for Strategy and Innovation" by Patrick Van Der Pijl, Justin Lokitz, and Roland Winkler
2. "The Design Thinking Playbook: Mindful Digital Transformation of Teams, Products, Services, Businesses and Ecosystems" by Michael Lewrick, Patrick Link, and Larry Leifer
3. "Change by Design: How Design Thinking Transforms Organizations and Inspires Innovation" by Tim Brown

4. "Design Thinking for Strategic Innovation: What They Can't Teach You at Business or Design School" by Idris Mootee

CO1: Understand the Foundations of Design Thinking

CO2: Apply the Design Thinking Process

CO3: Develop User-Centered Solutions

CO4: Foster Creative Ideation Techniques

CO6: Collaborate in Cross-Disciplinary Teams

Pos Cos	PO1	PO2	PO3	PO4	PO5	PO6	PSO 1	PSO2
CO1	2	3	1	-	-	1	2	2
CO2	2	2	1	-	-	1	2	2
CO3	2	2	1	-	-	-	2	2
CO4	2	2	1	-	-	-	2	2

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# Semester – II

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<b>MBA N 102</b>	<b>Compensation &amp; Reward Management</b>	<b>L-T-P:2-1-0</b>
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**Course Objective:**

To devise “SMART” annual performance objectives (e.g., objectives that are specific, measurable, attainable, relevant and trackable).

**Unit 1:**

Introduction to Performance Management System: Meaning, Uses and purpose of Performance Management, Performance Management vs Performance Appraisal, Performance management and its challenges in current scenario, Performance management as a System and Process, Establishing Performance Criterion of developing an Effective Appraisal System, Criteria (KRA, KSA VS KPI).

**Unit 2:**

Managing Performance: Methods of managing performance of all the levels of Management (including labour), 360-degree Performance Appraisal, Performance Feedback & Counselling methods, Performance analysis for Individual and organizational development.

**Unit 3:**

Contemporary Issues: Potential appraisal, Competency mapping & its linkage with Career Development and Succession planning, Balance score card: Introduction and Applications, Advantages and limitations, Advantage & Disadvantage of online appraisal.

**Unit 4:**

Reward System: Compensation- Meaning, Function, Job evaluation: Methods of job evaluation, Inputs to job evaluation, Practical implication for technical/non-technical and executive/managerial positions and significance of wage differentials.

**Unit 5:**

Compensation: Method of pay and Allowances, pay structure: Basic Pay, DA, HRA, Gross Pay, take home pay etc. Incentive schemes; Methods of payment: Time and piece rate. Fringe benefits & other allowances: Overtime, City compensatory, Travelling etc. Regulatory compliance: Introductions, Wage and Pay commissions, Overview of minimum wages Act



1948 and Equal Remuneration Act-1976. Profit Sharing options.

**Suggested Reading:**

1. T V Rao: Performance Management: Towards organizational Excellence (SAGE Publishing)
2. Michael, Armstrong Performance Management. Kogan Page.
3. Shrinivas R Kandula, Performance Management: Strategies, Intervention & Drivers. Pearson
4. Chadha, P. Performance Management: It's About Performing Not Just Appraising. McMillan India Ltd.
5. B D Singh, Compensation and Reward Management, Excel Book

CO1: Understanding of the key concepts of performance management and contemporary methods for administering compensation and rewards in practices.

CO2: Articulate the benefits of using a performance development plan and the consequences of not having one in place.

CO3: Distinguish the elements of an effective, integrated performance development system.

CO4: Familiarize the students with the concept of competency mapping and understanding its role in career development.

CO5: Familiarize students with various aspects of compensation system in India and make them understand various issues linked with the process of fixing salary dearness allowance, bonus, incentive scheme and benefits.

CO'S/ PO'S	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2
CO1	1	1	3	3	3	1	2	-
CO2	-	2	2	2	-	-	1	-
CO3	2	1	-	-	2	1	-	-
CO4	1	-	1	-	2	-	2	3



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<b>MBA N 104</b>	<b>Production and Operations Management</b>	<b>L-T-P:3-0-0</b>
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**Objectives:** To know the basic concept and function of Production and Operation Management.  
To understand the Production process and planning

**Unit I** Nature and Scope of Production/Operations Management, POM Relationship with other Systems in the Organisation, Factors that affect System and Concept of Production and Operation Management. Facility Location, Types of Manufacturing Systems, Lean Manufacturing, Student Planning and Analysis.

**Unit II:** Production System and Related Concepts, Functions of Production and Material Management, Types of Production Systems, Productivity Variables, and Productivity Measurement, Production Planning and Control in Mass Production, Batch Production, Job Order Production, Selection, Product Design and Development, Process Selection, Capacity Design, Determination of Material Required, Procedure for Purchasing, Stocking and Distribution of Materials.

**Unit III:** Scheduling and measuring Production Activities, Scheduling, Maintenance Management Concepts, TPM, Work-Study, Method Study, Work Measurement, Work Sampling, Work Environment and Safety, Material Management.

**Unit IV:** Material and Inventory Management, An overview of Material Management, Material Planning and Inventory Control, Inventory Models, (Classical EOQ, Model with Shortages), JIT, Budgeting and Material Planning, Purchase Management, Store Management, Safety Management. Quality in Prod. & Ops Management: Quality Assurance, Accepting Sampling, Statistical Process Control, Total Quality Management, QMS and ISO Standards.

**Text Books:**

1. Everett E. Adam and Ronald J Ebert, Production and Operation Management: Concepts, Models & Behaviour, PHI New Delhi
2. Ajay Garg, Production and Operations Management, TMH, Delhi
3. Richard B Chase, Ravi Shankar, F.R. Jacobs, N.J. Aquilano, Operations and
4. Supply Management TMH, Delhi
5. R Panneerselvam Book, Production and Operations Management, PHI New Delhi
6. Joseph Martinich, Production and Operations Management, TMH, Delhi
7. K Aswathappa, Production and Operations Management, TMH, Delhi

CO1: Recognize the factors that affect system and concept of production and operation management.. CO2: Develop understanding of production planning and control in mass production, batch production.

CO3: Know the various scheduling and measuring production activities.

CO4: Describe various material and inventory controls.

Pos Cos	PO1	PO2	PO3	PO4	PO5	PO6	PSO 1	PSO2
CO1	3	2	1	-	-	-	3	2
CO2	2	3	1	-	-	-	3	2
CO3	2	3	1	-	-	-	2	2
CO4	2	3	1	-	-	-	2	2

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<b>MBA N 106</b>	<b>Corporate Finance &amp; Indian Financial System</b>	<b>L-T-P:3-0-0</b>
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**Objective:** To provide an in-depth understanding of the core finance functions and decisions in the area of corporate financial management. Further provide practical and problem insight for effective financial decision-making.

**Unit-I Introduction to Financial Management and Corporate Finance:** Meaning, nature, evolution, objectives, functions and scope of corporate finance. Interface of financial management with other functional areas, environment of corporate finance, functions and role of financial manager. **Time Value of Money**-Introduction, types of cash flows, future value of single cash flow, multiple flows and Annuity. **Valuation of Securities:** Concept of Valuation, Methods for valuation of equity, debt and hybrid securities.

**Unit-II Capital Structure Decision-Capital Structure Theories:** Meaning and features of capital structure decision, Net Income Approach, Net Operating Income Approach, Traditional Approach, Modigliani-Miller Hypotheses with special reference to the process of arbitrage and Agency Cost. **Capital Budgeting Decision:** Nature of investment decisions; process of capital budgeting, investment evaluation criteria: Discounted and Non-Discounted Methods (Pay-Back Period, Average rate of return, Net Present Value, Benefit Cost Ratio and Internal Rate of Return). Risk analysis in capital budgeting and Capital rationing.

**Unit-III Dividend Decision-:** Issues in dividend decisions. forms of dividend, theories of relevance and irrelevance of dividends. **Management of Working Capital:** Meaning, nature, objectives and Approaches of Working Capital (Conservative, Matching and Aggressive approaches), Static vs. Dynamic View of Working Capital. Factors determining the amount and composition of Working Capital .Methods for financing of working capital.

**Unit-IV Introduction to Financial System:** Overview, evolution of Indian financial system. Structure and functions of Indian financial system. Financial sector reforms-major reforms in the last decade. **Financial Institutions:** Introduction to Reserve Bank of India, Securities and Exchange Board of India, Insurance Regulatory and Development Authority of India, Introduction to commercial banks, co-operative banks, NBFCs, insurance companies, mutual funds, stock exchanges, commodity exchanges, and Depositories. **Financial Markets:** Introduction, evolution, capital market and money market, functions and operations of primary market and secondary market. **Financial Instruments:** Shares, Debentures, Bonds, Money Market Instruments, Derivatives, Global Depository Receipts, Foreign Currency Convertible Bonds.

**Text Books:**

1. Corporate Finance and Indian Financial System, , 2021-22
2. Corporate Finance & Indian Financial System, Gupta Shashi K., Sharma R.K., Gupta Neeti, Kalyani Publisher
3. Corporate Finance and Indian Financial System, Shweta Sharma
4. Indian Financial System, Pathak Bharti, Pearson Education

CO 1 Enlighten them with the Concepts and Practical dynamics of Financial Services.

CO 2 Examine the Capital Structure Decision-Capital Structure Theories.

CO 3 Analyze the methods for financing of working capital.

CO 4 Recognize the Financial sector reforms-major reforms in the last decade.

Pos Cos	PO1	PO2	PO3	PO4	PO5	PO6	PSO 1	PSO2
CO1	3	3	2	-	-	-	2	3
CO2	3	3	2	-	-	-	2	3
CO3	3	3	2	-	-	-	2	2
CO4	3	3	2	-	-	-	2	1

**LINGAYA'S VIDYAPEETH**  
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<b>MBA N 108</b>	<b>Digital Marketing in E-Commerce</b>	<b>L-T-P:2-1-0</b>
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**Objective:** This course attempts to help students to understand both functional and management roles required to plan and execute effective Digital Marketing campaigns.

**Unit I**

**Introduction to Digital Marketing:** Digital Marketing: Origin of digital marketing; Traditional Vs Digital Marketing; Internet Users in India; Graham's 4Ps of digital marketing; The consumer decision journey; The P-O-E-M Framework; The digital landscape; Digital Marketing Plan.

**Unit II**

**Display Advertising and email Marketing:** Concept of Display Advertising; Types of display Ads; Buying Models; Display Plan; Targeting – Contextual targeting- Placement Targeting-Remarketing- Interest categories- Geographic Language Tagging; What makes a good Ad? Programmatic digital advertising; Analytics tools – viewability, on target reach, Ad fraud, Brand Health.

E-mail Marketing – Building a List- Content Strategies – e-mail newsletter – Automating email marketing- Analytics

**Unit III**

**Social Media Marketing:** How to build a successful social media strategy? Facebook Marketing- Facebook for Business-Anatomy of an Ad campaign – Adverts - Facebook Insights

Linkedin Marketing – Linkedin Strategy- Sales lead generation – Content Strategy – Linkedin Analytics – Targeting – Ad Campaign

Twitter Marketing – Getting started with Twitter – Building a content strategy – Twitter Ads – Twitter Analytics

Instagram Marketing – Objectives – Content Strategy – Style guidelines – Hashtags – Videos- Sponsored Ads – Apps – Generate leads

**Unit IV**

Search Engine Advertising and Search Engine Optimization: **Why pay for Search Advertising? Understanding Ad Placement; Understanding Ad ranks; Creating the first Ad campaign; Enhancing**

**the Ad campaigns; Performance reports. Google AdSense.**

Search Engine Optimization – How search engine works? SEO Phases; On page Optimization; Off-page Optimization; Social Media Reach; Maintenance

Mobile Advertising – Mobile Marketing toolkit – Mobile Marketing Features – Mobile Analytics

Web Analytics – Key Metrics – Making web analytics actionable – Types of tracking codes

**Suggested Readings:**

1. Seema Gupta. (2018). Digital Marketing (1st Ed). Tata Mc Graw Hill
2. Evans. D. & Bratton, S. (2008). Social Media Marketing: An Hour a Day (2nded.). Wiley.
3. Ryan, D. & Jones, C. (2012). Understanding digital marketing: Marketing strategies for engaging the digital generation. Kogan Page.
4. Teixeira, J. (2010). Your Google Game Plan for Success: Increasing Your Web Presence with Google AdWords, Analytics and Website Optimizer. Wiley.

**CO1** DEFINE various concepts related to Digital Marketing.

**CO2** EXPLAIN the role of Facebook, Google Ad words, YouTube and Email in digital marketing.

**CO3** MAKE USE OF Facebook, Google Ad words, YouTube and Email for carrying out digital marketing of real life products.

**CO4** ILLUSTRATE the use of Facebook, Google Ad words, YouTube and Email in various contexts of Digital Marketing.

Pos Cos	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PSO 1	PSO 2
CO 1	3	2	1	-	1	1	2	1
CO 2	-	2	3	-	1	3	1	2
CO 3	1	2	1	1	-	2	2	3
CO 4	-	3	2	-	1	2	2	2

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<b>MBA N 110</b>	<b>Project Management</b>	<b>L-T-P:2-1-0</b>
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**Objective:** To enable the student to evolve a suitable framework for the preparation, appraisal, monitoring and control and hedge risk of industrial project.

**Unit I:**

**Introduction**

Objectives of Project Planning, monitoring and control of investment projects. Relevance of social cost benefit analysis, identification of investment opportunities. Pre-feasibility studies.

**Unit II:**

**Project Preparation**

Technical feasibility, estimation of costs, demand analysis and commercial viability, risk analysis, collaboration arrangements; financial planning; Estimation of fund requirements, sources of funds. Loan syndication for the projects. Tax considerations in project preparation and the legal aspects.

**Unit III:**

**Project appraisal**

Business criterion of growth, liquidity and profitability, social cost benefit analysis in public and private sectors, investment criterion and choice of techniques. Estimation of shadow prices and social discount rate.

**Unit IV:**

**Issues in Project Planning and Management**

Cost and Time Management issues in Project planning and management.



### Suggested Readings:

1. Chandra. Prasanna, Project Preparation Appraisal and Implementation. Tata McGraw Hill.
2. Gray, Clifford .F. Project Management. McGraw Hill.

Note: Latest edition of text books may be used.

CO 1: Analyze the concept of project planning .

CO 2: Recognize the tax considerations and fund requirements.

CO 3: Understand the liquidity and profitability.

CO 4: Understand the various issues .in project planning

Pos Cos	PO1	PO2	PO3	PO4	PO5	PO6	PSO 1	PSO2
CO1	3	2	1	-	-	-	2	2
CO2	2	2	-	1	-	-	2	2
CO3	2	2	-	2	2	1	2	2
CO4	2	2	-	-	-	-	2	2

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**Objectives:** To identify and how to obtain appropriate marketing information for strategic and tactical marketing decisions. To develop analytical skills and critical thinking to properly interpret the results of a marketing research exercise.

**Unit-I Marketing Research:** Definition, Nature and Scope for Marketing Decision Making. Marketing Research Process. Types of Research – Descriptive Research, Exploratory Research and Causal Research, **Sources of Data:** Commercial (Syndicated) and Non-commercial Sources of Secondary Data for Marketing Research.

**Unit-II Casual Research Designs:** Basic Designs – After-Only Design, Before-After design, After only with control Group Design, Before-After with Control Group Design, Time Series Design Latin Square Design, Factorial Design, Ex-Post Facto Design, Completely Randomised Design, Randomised Block Design, **Observation Research:** Direct Observation, Indirect Observation, Observational Variables, **Developing Research Proposal:** Purpose, Nature and Evaluation, Content and Format.

**Unit-III Questionnaire Design:** Principles of Writing Questionnaire, **Reliability and Validity:** Basic Concepts; True Score Model; Measurement Errors in Marketing; Scales of Measurement – Nominal, Ordinal, Interval and Ratio; Coefficient Alpha and Internal Consistency; Types of Reliability – Test-retest Reliability, Alternative Forms and Split-Half Reliability; Types of Validity – Content, Criterion, Concurrent, Predictive Convergent, Construct, Discriminant and Nomological Validity; Concept of Generalisability.

**Unit-IV Data Preparation:** Understanding SPSS, Creating SPSS Sheet; Entry of Data in SPSS; Basic Computations of Descriptive Statistics, **Basic Data Analytic Techniques:** Assessing Reliability; Computing Coefficient Alpha Scale Refinement and Item Analysis, **Advanced Data Analytic Techniques:** Correlation Analysis, Factor Analysis, Regression Analysis.

### Text Books:

1. Fundamentals in Marketing Research, Scott Smith and Gerald Albaum
2. Research Methods for Business Students, Mark Saunders, Philip Lewis and Adrian Thornhi
3. Business Research Methods, Emma Bell, Alan Bryman and Bill Harley.
4. Management & Business Research, Mark Easterby-Smith, Richard Thorpe, Paul R. Jackson and Lena J. Jaspersen
5. Marketing Research: An Applied Orientation, Naresh K.
6. Marketing Research: Text and Cases, Rajendra Nargundkar

**CO 1 :** Discuss the significance of concepts & theories of marketing research.

**CO 2 :** Analyse the concepts of various marketing designs.

**CO 3 :** Demonstrate analytical skills in identification of types of questionnaire and designing them.

**CO 4 :** Evaluate and interpret the data preparation.

Pos Cos	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2
CO1	3	1	1	2	1	1	2	3
CO2	2	3	1	2	1	2	1	3
CO3	2	3	1	2	1	1	3	3
CO4	2	2	2	3	1	3	2	3

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<b>MBA A 114</b>	<b>Legal Environment of International Business</b>	<b>L-T-P:3-0-0</b>
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**Objectives:** To create an environment conducive to the growth of business; and to make sure that business operates within the larger framework of governance in the country.

**Unit I:** Foundational Principles, The Legal System, Distinguishing Law, Legal Reasoning, Law and Business, Alternate Dispute Resolution (ADR), Torts Section.

**Unit 2:** Law of Contracts, Contracts and Components, Legality and Unconscionability, Breach of Contract and Remedies Section.

**Unit 3:** Business and Ethics, Ethical Foundations, Ethical Misconduct, the Ethical Organization Section

**Unit 4:** Forms of Business Organizations, Forms of Organizations, Managing the Corporation Section, Global Legal Environment, Going Global, Global Dispute Settlement, Global Business and Taxation, International Trade.

**Suggested Readings:**

1. Kuchhal M.C. - Business Law (Vikas Publication)
2. Gulshan S.S. - Business Law Including Company Law (Excel Books)
3. N D Kapoor – Elements of Mercantile Law – Sultan Chand-2014
4. Dr Avatar Singh- Principles of Mercantile Law, Eastern Book Company 2014
5. NandanKamath- Law relating to Computer, Internet and E-Commerce (A Guide to cyber Laws), Universal Law Publishing Co. Ltd.New Delhi, 2012. 6. Relevant Acts.

CO 1: Analyze the concept of Law and Business .

CO 2: Recognize the law of Contracts.

CO 3: Understand the ethical foundations, ethical misconduct.

CO 4: Understand the various forms of Business Organizations.

Pos Cos	PO1	PO2	PO3	PO4	PO5	PO6	PSO 1	PSO2
CO1	3	2	-	-	-	-	2	2
CO2	2	2	-	-	-	-	2	2
CO3	2	2	-	-	-	-	2	2
CO4	2	2	-	-	-	-	2	2

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<b>CC - 182</b>	<b>Business Analytics for Decision Making</b>	<b>L-T-P:1-1-0</b>
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**Objective:**

To gain an understanding of how managers use business analytics to formulate and solve business problems and to support managerial decision making. To become familiar with the processes needed to develop, report, and analyze business data.

**Unit I** Introduction to Analytics, Davenport article - Competing on Analytics, LaValle et al. article - Analytics: The New Path to Value.

**Unit II** Visualization/ Data Issues, Organization/sources of data, Importance of data quality, Dealing with missing or incomplete data, Data Classification, Davenport and Harris article - The Dark Side of Customer Analytics.

**Unit III** Introduction to Data Mining, Introduction to Data Mining, Data Mining Process, Data mining tool XLMiner, Loveman article – Diamonds in the Data Mine, Market Basket Analysis – Shmueli Classification and Regression Trees – Shmueli.

**Unit IV** Introduction to Decision Modeling, Optimization Use of Excel to solve business problems: e.g. marketing mix, capital budgeting, portfolio optimization, Decision Making under Uncertainty Simulation Introduction to Risk, Types of problems: inventory management, capital investment analysis, market share estimation, sensitivity analysis.

**Text Books:**

1. Business Analytics, James Evans, 10 February 2012.
2. Business Analytics: Data Analysis & Decision Making, Wayne Winston, South-Western College Publishing, 1 January 2014,
3. Business Analytics: Text and Cases, Arindam Banerjee and Tanushri Banerjee, 15 December 2019
4. Fundamentals Of Business Analytics, R. N. Prasad and Seema Acharya, August 2011

- CO 1 Develop understanding related to analytics and davenport article .
- CO 2 Create appropriate knowledge about dealing with missing or incomplete data.
- CO 3 Recognize the concept of Loveman article – Diamonds in the Data Mine,
- CO 4 Understand the basis optimization use of excel to solve business problems.

Pos Cos	PO1	PO2	PO13	PO4	PO5	PO6	PSO 1	PSO2
CO1	3	3	1	-	-	-	3	2
CO2	3	3	1	-	-	-	1	2
CO3	3	3	1	-	-	-	1	2
CO4	3	3	1	-	-	-	1	2



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<b>HPP – 172</b>	<b>Holistic &amp; Professional proficiency</b>	<b>L-T-P:0-0-2</b>
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# Semester – III

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# **Specialisation –I**

## **Human Resources and Organizational Behaviour**

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<b>MBA N 205A</b>	<b>Employee Relations &amp; Labour Laws</b>	<b>L-T-P:3-0-0</b>
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**Course Objectives:**

To provide a conceptual framework of Industrial Relation, to make students aware with the Indian Labour legislation. To make students aware with the basic requirements and mandate of labour legislations.

**Unit -I**

Introduction: Concept, objectives, functions, significance and aspects of Industrial Relations Emerging challenges of IR in India, Linking Industrial Relations with economic growth of a country.

Trade Unionism: Development of trade unionism, functions, type and structure, problems and suggestive remedial measures of trade unions

The Trade Unions Act 1926- objectives, recognition and registration, Industrial Democracy and Participative Management.

**Unit -II**

Collective Bargaining: Significance, types and Procedure of collective bargaining Discipline: definition and objectives, Misconduct, Disciplinary Action, Types of punishments, Code of Discipline, Domestic Enquiry.

Grievance Function in IR: Meaning and content presentation of grievances, role of HR department, evaluation of grievance redressal machinery, grievance settlement procedure.

**Unit -III**

The Factories Act, 1948, The Payment of Wages Act, 1923, The Workmen's compensation Act, 1972. The Industrial Disputes Act, 1947.

**Unit -IV**

The Payment of Minimum wages act 1936, The Contract Labour (Abolition and regulative) act. The ESI Act, 1948.

The payment of Bonus Act, 1965, The payment of Gratuity Cat, 1972 The Maternity Benefit Act, 1961. Employee's Provident fund and Miscellaneous Provisions Act, 1952.



**References:**

1. Mamoria CB, Mamoria, Gankar; Dynamics of Industrial Relations; Himalaya Publishing House, 15th Ed.)
2. Singh B.D; Industrial Relations and Labour Laws; Excel, 1st Ed.
3. Srivastava SC; Industrial Relations and Labour Laws; Vikas Publishing, 2000, 4th Ed.
4. Venkata Ratnam; Industrial Relations; Oxford University Press, 2006, 2nd Ed.
5. Monappa Arun; Industrial Relations; McGraw Hill Education

CO1: To understand the concept of employee relations.

CO2: To demonstrate the employee conduct and grievances.

CO3: able to illustrate the role of trade union in the industrial setup.

CO4: able to elaborate Industrial Dispute settlement procedures.

CO5: able to summarize the important provisions of labour laws.

Pos Cos	PO1	PO2	PO3	PO4	PO5	PO6	PSO 1	PSO2
CO1	1	-	3	-	3	-	2	-
CO2	-	2	-	-	-	-	-	-
CO3	2	-	-	-	-	1	-	-
CO4	-	-	1	-	2	-	-	3

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<b>MBA N 205 B</b>	<b>HR Analytics</b>	<b>L-T-P:2-1-0</b>
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**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 systems.
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.

## Suggested Readings

1. Bhattacharya Kumar Dipak, HR Analytics Understanding Theories and Applications ,SAGEPublishing
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.

## Course Outcome:

CO1: Apply HR Analytical techniques in the areas of HRP, recruitment and selection, Compensation and Benefits and Training etc.

CO2: Demonstrate HR function in adding value in business terms.

CO3: Utilize soft factors in a people management context and convert them into measurable variables.

CO4: Design a Metrics and Analysis index for recruitment, performance and or training and development context

CO5: Predict the issues using the available HR data and formulate the best strategies.

Pos Cos	PO1	PO2	PO3	PO4	PO5	PO6	PSO 1	PSO 2
CO1	2	-	2	2	-	2	1	2
CO2	2	2	-	3	-	-	1	-
CO3	1	1	-	3	2	1	-	-
CO4	-	1	2	1	-	-	3	-

MBA N 205 C	Diversity and Inclusion of HR Professionals	L-T-P:3-0-0
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### Course Objectives:

Organizations are unlikely to remain competitive without high performing employees to execute team and organizational strategy. The objective of this course is to facilitate students in developing insights and understanding of effective management and development of talent in teams and organizations. The syllabus is intended to help students identify best practices and approaches for talent management. The course is designed for students and executives who will be significantly involved in creating and managing talent.

### Course Contents

#### Unit I

**Define Talent and Talent Management:** historical context of talent management; Challenges and Dilemmas; single-ladder pipeline versus multiple pipelines; aligning strategy and talent management for competitive advantage.

#### Unit II

**Best HRM Practices for managing talent/star employees** (hiring, rewarding, retaining, performance management and succession planning etc.); employer branding and talent management; Role of social media in talent management.

#### Unit III

**Talent management in different organizational contexts:** global context, disruptive organizations, complex and uncertain scenarios etc.

#### Unit IV

**Diversity and Talent:** Talent management and future directions, Talent Analytics; preparing a talent development plan.

### Suggested Readings

1. Collings, D.G., Mellahi, K. & Cascio, W.F. (2017). The Oxford Handbook of Talent Management: Oxford University Press.
2. Wilcox, M. (2016). Effective Talent Management: Aligning Strategy, People and Performance. Routledge.
3. Sparrow, P., Scullion, H. & Tarique, I. (eds) (2014) Strategic Talent Management: Contemporary Issues in Global Context. Cambridge: Cambridge University Press.
4. Sparrow, P., Hird, M., and Cooper, C.L. (2015). Do We Need HR? Repositioning People Management for Success. Palgrave Macmillan
5. Born, M. and Heers, M. (2009) Talent Management: Alternatives to the single-ladder approach. DEA, EHRM, Denmark (Faculty Report)  
[https://dea.nu/sites/default/files/Report\\_EHRM.pdf](https://dea.nu/sites/default/files/Report_EHRM.pdf) (accessed 19/08/2018).

CO1: Understand the concept of talent management.

CO2: To learn about the best practices for talent management.

CO3: Analyze talent management in different contexts.

CO4: Evaluate the concept of diversity & talent.

Po s Co s	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PSO 1	PSO 2
CO 1	3	1	1	2	-	1	1	1
CO 2	-	-	3	-	1	-	-	-
CO 3	2	1	-	-	1	1	-	1
CO 4	-	3	2	1	2	-	3	-

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<b>MBA N 205 D</b>	<b>Compensation Management</b>	<b>L-T-P: 3-0-0</b>
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### OBJECTIVE

The primary concern of this course is to develop in depth understanding of the concepts and issues related to compensation in corporate sector and impart skills in designing, analysis, and restructuring compensation management system, policies and strategies.

**UNIT I. Compensation:** Introduction to Compensation and Rewards; Objective of Compensation and Rewards; Introduction to Framework of Compensation Policy; Labour market characteristics and pay relatives.

**UNIT II. Wage Determination & Wage Differential:** Compensation structure and Differentials; Wage Determination Process, Factors Influencing Wage and Salary Structure and Principles of Wage and Salaries Administration; Theory of Wages: Minimum, Fair and Living Wage; Basic Kinds of Wage Plans; Wage Differentials & Elements of a Good Wage Plans; Institutional Mechanisms for Wage Determination; Wage Fixation

**UNIT III. Job Evaluation:** Nature and Objectives of Job Evaluation; Principles and Procedure of Job Evaluation Programs; Job Evaluation Methods; Rewards and Incentives – Objective, Role Importance and Classification

**UNIT IV. Profit Sharing & Benefits:** Cafeteria Style of Compensation; Compensation policy; Fringe Benefits; Benefit Programs; Concepts of Compensation Survey & Methodology; Planning Compensation for Executives & knowledge Workers.

**UNIT V. Tax Planning:** Introduction to Tax Planning; Comparative International Compensation; Downsizing; Voluntary Retirement Scheme; Pay Restructuring in Mergers & Acquisition

### REFERENCE BOOKS

1. Luis R. Gomez-Mejia & Steve Werner, Global compensation - Foundations and perspectives Routledge.
2. Richard I. Henderson, Compensation Management in a Knowledge-Based World, Pearson Education, 10th Edition.
3. B D Singh, Compensation And Reward Management, Excel Books

4. Tapomoy Deb, Compensation Management, Text and Cases, Excel Books
5. Milkovich, George T and Newman J.M., "Compensation", Tata McGraw Hill
6. Martocchio, J.J., "Strategic Compensation", Pearson Education
7. Armstrong, M and Murlis, H, "Reward Management", Kogan Page, UK
8. Henderson, R.O., "Compensation Management", Pearson Education

### Course Outcome

CO1: Recognize how pay decisions help the organization achieve a competitive advantage.

CO2: Gain knowledge to determine the wages of employees in an organization.

CO3: Demonstrate comprehension by constructing a compensation system encompassing internal consistency, external competitiveness, employee contributions, organizational benefit systems, and administration issues.

CO4: Design rational and contemporary compensation systems in modern organizations.

CO5: Applying the compensation techniques and models in real life scenarios of the companies.

Pos COs	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2
CO1	1			1				1
CO2			1				1	1
CO3	1	1	1	1				1
CO4	1		2	1		1	1	1
CO5	1	2	1				1	1



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<b>MBA N 205 E</b>	<b>Talent Acquisition &amp; Succession Planning</b>	<b>L-T-P:3-0-0</b>
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**Course Objective**

This course would enable the students to gain an in-depth understanding of the process of strategic staffing. Students will be able to identify the competencies required for a given job title, identify appropriate recruitment sources, selection tools and techniques and design a customized staffing procedure.

**UNIT - 1**

Talent Acquisition: Defining Talent Acquisition, develop high potential employee - High performance workforce, Importance of Talent Development Process, Steps in Developing Talent, Succession Planning, Difference between Talent Acquisition and Recruitment, Current Trends in Talent Acquisition.

**UNIT - 2**

Talent Retention: "SMR Model" (Satisfy, Motivate and Reward) – The Formula to Win Your Employees & Retain Them, Employee Retention Programs, Career Planning & Development, Return on Investment (ROI) on Talent Management, Employee Engagement, Best Practices in Employee Retention.

**UNIT -3**

Opportunities and Challenges in Talent Management: Talent Management Challenges, Strategies to Overcome the Challenges, Opportunities in Talent Management, Talent Management in the Digital Era, Current trends in Talent Management.

**UNIT – 4**

Introduction to Succession Planning, Nature, objectives, Why Succession Planning is Essential, The Succession Planning Process, Understanding the Fundamentals of Succession and Transition Planning, Creating an Effective Succession Plan.

## References

1. Gowri Joshi & Veena Vohra, Talent Management, Cengage Learning .
2. Mamta Mohapatra & Swati Dhir, Talent Management, SAGE Publishing India
3. Dessler Gary, Varkkey Biju, Fundamentals of Human Resource Management, Pearson Publication,
4. Lance A Berger, Dorothy R Berger, Talent Management Hand Book, McGraw Hill
5. Hasan, M., Singh, A. K., Dhamija, S., Talent management in India: Challenges and opportunities, Atlantic Publication

CO1: Identify key employee development activities and build developmental plans. Develop organizational coaching and mentoring programs.

CO2: Perform career development activities.

CO3: Manage an organizational succession plan.

CO 4: Understanding for analysis of the impacts of Talent management in the organization

CO 5: Competency to implement Talent Management practices

CO 6: Competency to develop leadership qualities among subordinate

Pos Cos	PO1	PO2	PO3	PO4	PO5	PO6	PSO 1	PSO2
CO1	3	-	1	2	-	1	1	1
CO2	-	-	3	-	1	-	-	-
CO3	2	1	-	-	1	1	-	1
CO4	-	3	2	1	2	-	3	-

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<b>MBA N 205 F</b>	<b>Change Management &amp; Organization Transformation</b>	<b>L-T-P:3-0-0</b>
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**Course Objectives:**

To learn how an organization can be designed and developed to deal with the challenges from environment, technology, and its own processes. Gaining knowledge about organizational development processes.

How to change and develop organizations. Better understanding of the change management model. Skills needed to develop an action plan for the development process. Better understanding of change resistance and how to handle it.

**Unit –I**

Organization and Its Environment: Meaning of Organization – Need for existence – Organizational Effectiveness – Measuring Organizational Effectiveness – External Resources Approach, Internal Systems Approach and Technical approach – Internal organizational Relationships – global implications of Organizational Design – Corporate Restructuring.

**Unit- II**

Organizational transformation: Organizational Design – Determinants – Components – Types - Basic Challenges of design – Differentiation, Integration, Centralization, Decentralization, Standardization, - Technological and Environmental Impacts on Design Importance of Design – Success and Failures in design – Design Principles and set of choices - Implications for Managers.

**Unit- III**

Organizational Culture: Understanding Culture – Strong and Weak Cultures – Types of Cultures – Importance of Culture - Creating and Sustaining Culture - Culture and Strategy – STAR Model in decision making - Implications for practicing Managers.

#### **Unit- IV**

Organizational Change: Meaning – Forces for Change - Resistance to Change – Types and forms of change – Evolutionary and Revolutionary change – Change process – role of change agent – Organisation Development – HR functions and Strategic Change Management - Implications for practicing Managers.

#### **Unit- V**

Organization Evaluation and Learning Organizations: Organizational life cycle – Organizational Learning - individual skill sets in Learning Organizations – Change mastery – models of Organizational change – Innovation, Entrepreneurship and Creativity-HR implications.

#### **References:**

1. Gareth R. Jones; Organizational Theory, Design and Change; Pearson Education, 6th Edition 2011
2. Richard L. Daft; Understanding the theory and Design of Organization's; Cengage Learning Western, 10th Edition 2012
3. M.G. Rao and V.S.P. Rao; Organization Design, Change and Development; Discovery Publishing House, New Delhi.
4. Kavita Singh, Thomson G. Cummings and Christopher G. Worley; Organisational development and Change; Cengage learning, 9th edition 201.
5. Robbins; Organization Theory: Structure Design and Applications; Prentice Hall of India, 2009.
6. Bhupen Srivastava; Organizational Design and Development: Concepts Application; Biztantra. 2010.
7. Robert A Paton, James Mc Calman, Change Management, A guide to effective implementation; Response Books, 2012.
8. Adrian Thornhill, Phil Lewis, Mike Millmore and Mark Saunders; Managing Change -A Human Resource Strategy Approach; Wiley, 2010.

**CO1 :** To Understand the concept of IHRM.

**CO2 :** Analyze the cross cultural negotiations.

**CO3 :** To evaluate the concept of international business approaches.

**CO4 :** To evaluate the concept of change management and international labor.

CO'S/ PO'S	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2
CO1	1	1	2	-	3	2	3	-
CO2	1	-	-	3	-	-	-	-
CO3	2	-	-	-	-	1	2	-
CO4	-	-	1	-	2	-	-	2

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## **Specialisation –II**

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MBA N 207 A	Service Marketing	L-T-P:3-0-0
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### Course objectives

1. Make students have an understanding of B2B marketing and its characteristics
2. To enhance knowledge of emerging trends in integrated marketing communication and Distribution channels.
3. To understand pricing strategy of B2B marketing and its impact on selling
4. To analyze consumer behaviour in service marketing
5. To understand service delivery promises and gaps.

### UNIT I

**Fundamentals of B2B marketing:** Consumer market Vs Business market, Classification of business products & customers, Elements of B2B offering, Strategic tools for managing product offerings.

**Organizational Buying Behaviour:** Organizational buying process, buying situations, buying grid, buying center. **Buyer seller relationships:** Types, Managing relationships with suppliers, Customers and Distributors, CRM process, Strategic alliances,

### UNIT II

**Market communication** Brand expression, Communication mix and customer acquisition process .Relationship communication, sales responsibilities. The relationship communication process ,call preparation, selling to low-priority and high-priority customers. Value selling and consequences-order fulfillment-relationship building.

**Marketing Distribution:** Distinctive nature, Channel design, Managing and administering channel members, Direct & Indirect channels, Supply chain and Logistics management.

### UNIT III

**Pricing & Negotiation:** Pricing basics and objectives, Price models and skills, pricing tactics, Negotiated pricing. **Price setting in B2B markets:** 3 C's of pricing cost, Customer and competition pricing strategy, Price positioning, Roles of sales force in pricing, Bid pricing, Internet auctions, Ethical aspects of B2B pricing.

**Managing the personal selling function:** Personal selling, Industrial sales force management, Sales force selection, Training, Control and evaluation.

### UNIT- 4

**Service Design:** Services vis-à-vis goods, Customer Expectations and Perceptions of Services, the Gaps Model of Service Quality. Service innovation & Design, Customer Defined Service Standards, Physical Evidence,

**Delivering, Pricing and Managing Service Promise** .Delivering Services: Role of Employees and Customers in service delivery; Demand and Capacity Management., **Managing Service Promise:** Pricing of Services: Pricing Considerations and Strategies, Role of Advertising, Personal Selling, Sales Promotion, Publicity and Public Relations.

#### Suggested Readings:

1. Services marketing, Zeithaml Valerie and Mary jo Bitner, Gremler & Pandit, TataMcGraw Hill.
2. Services Marketing, Lovelock, Christopher, Prentice Hall
3. B2B Marketing , Hutt, M.D. & Speh, T.W., Cengage Learning
- 4 Business to Business Marketing, Ross Brennan, Louise Canning & RaymondMcDowell, Sage Publications,
- 5.B2B Marketing Strategy: Differentiate, Develop and Deliver LastingCustomerEngagement, Heidi Taylor, Kogan page,
- 6.Innovative B2B Marketing: New Models, Processes and Theory, Simon Hall,Kogan Page



**COURSE OUTCOME:**

CO1.Understand and nature of B2B marketing

CO2. Ability to create an integrated marketing communications plan which includes promotional strategies

CO3.Define and apply knowledge of various aspects of managerial decision making related to pricing strategy and tactics.

CO4. Be able to identify critical issues related to servicedesign, such as identifying and managing customer service experience, expectations, perceptions and outcomes.

CO5. Use critical analysis to perceive service shortcomings in reference to ingredients to create service excellence.

Pos Cos	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PSO 1	PSO 2
CO 1	1	1	1	-	1	1	2	1
CO 2	-	2	2	-	2	-	1	1
CO 3	2	1	1	1	-	2	2	3
CO 4	-	-	1	-	1	2	2	1

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<b>MBA N 207 B</b>	<b>Marketing Analytics</b>	<b>L-T-P:3-0-0</b>
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**Objective:** The course will introduce marketing analytics and its commonly used tools. It would focus on developing an understanding of the data available to marketing managers and the tools for generating insights from data and how such insights are used in marketing decision making.

### **Unit I**

**Introduction to Marketing Analytics:** Meaning and scope of marketing analytics, Sources of marketing data, Marketing metrics and measurements, Offline and digital marketing measures, Marketing analytics in the age of big data.

### **Unit II**

**Product analytics:** Pricing and revenue management; Segmentation, targeting and positioning; Marketing mix analytics; Assortment optimization; New product and service design.

### **Unit III**

**Customer Analytics:** Customer lifetime value, Customer choice, Market basket analysis, Cross-selling and optimization.

### **Unit IV**

**Emerging issues in marketing Analytics:** Data collection and Protection laws; Ethical use of data and analytics; Future of marketing analytics.

### **Text Book**

1. Moutusy Maity & Pavankumar Gurazada, First edition Marketing Analytics, Oxford university press.

### **Reference Books**

1. Blattberg, R. C., Do- Kim, B., Neslin, S. A. (2008) Database marketing: analyzing and managing customers. New York: Springer.
2. Jeffery, M. (2010). Data Driven Marketing. Wiley.
3. Lilien, G. L., Rangaswamy, A., & De Bruyn, A. (2017). Principles of Marketing Engineering and Analytics. Decision Pro.
4. Stephan, S. (2013). Marketing Analytics: Strategic Models and Metrics (1st ed.). Createspace Independent Publishing
5. Venkatesan, R., Farris, P., & Wilcox, R. T. (2014). Cutting-edge marketing analytics: real world cases and data sets for hands-on learning. Pearson Education.

CO1: Understanding the concept of marketing analytics

CO2: Learn the product analytics concept

CO3: Analyse the customer analytics

CO4: Evaluate the emerging issues in marketing analytics

Pos Cos	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2
CO1	1	1	1	-	1	1	2	1
CO2	-	2	2	-	2	-	1	1
CO3	2	1	1	1	-	2	2	3
CO4	-	-	1	-	1	2	2	1

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<b>MBA N 207 C</b>	<b>Social Media and Web Analytics</b>	<b>L-T-P:3-0-0</b>
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- a. To provide basic understanding of the use and deployment of Digital marketing tools and web/social/mobile analytics platforms
- b. Gaining a grounded understanding of web analytics and business implication.
- c. To prepare the students with growth potentials for Web Analysts professionals

### **Unit 1**

**Social Media & Analytics:** Introduction to Social Media, Social media landscape, Social Media Analytics & its need. SMA in Small and large organizations; Application of SMA in different social media platforms.

**Introduction to Web Analytics:** Definition, Process, Key terms: Site references, Keywords and Key phrases; building block terms: Visit characterization terms, Content characterization terms ,Conversion metrics; Categories: Offsite web, on site web; Web analytics platform, Web Analytics evolution, Need of web analytics, Advantages & Limitations.

### **Unit 2**

**Network fundamentals:** The social networks perspective - nodes, ties and influencers, Social network, web data and methods.

**Data Collection and Web Analytics Fundamentals:** Capturing Data: Web logs, web Beacons, java script tags, packet sniffing; Outcome data: E-commerce, Lead generation, Brand/ Advocacy and support; Competitive Data: Panel Based measurement, ISP based measurement, Search Engine Data; Organizational Structure.Type and size of data, identifying unique page definition, cookies, Link Coding Issues.

### Unit 3

**Web Metrics & Analytics:** Common metrics: Hits, Page views, visits, unique page views, Bounce, Bounce rate & its improvement, Average time on site, Real time report, traffic source report, custom campaigns, content report, Google analytics; Key Performance Indicator: Need, characteristics, perspective and uses. Graphs and Matrices- Basic measures for individuals and networks. Random graphs & network evolution, Social Context: Affiliation & Identity

**Web analytics tools:** A/B testing, online surveys, Web crawling and Indexing. Natural Language Processing Techniques for Micro-text Analysis

### Unit 4

**Facebook Analytics:** Introduction, parameters, demographics. Analyzing page audience: Reach and engagement analysis. Post-Performance on FB; Social Campaigns: Goals and evaluating outcomes, Measuring and analyzing social campaigns, Social Network Analysis like Instagram, twitter, LinkedIn, YouTube etc. Ad Words, Benchmarking, Categories of traffic: Organic traffic, Paid traffic;

**Google Analytics:** Brief introduction and working, Google website optimizer, Implementation Technology, Limitations, Performance concerns, Privacy issues.

### Suggested Readings

1. Rob Stokes, (2014), e marketing: The Essential Guide to Digital Marketing, Quirk Education.
2. Tuten & Bikramjit Rishi, Social Media Marketing, 3<sup>rd</sup> Ed. 2020, SAGE Publishing India
3. Dave Chaffey, Fiona Ellis-Chadwick, Richard Mayer, Kevin Johnston, (2012), Internet Marketing: Strategy, Implementation and Practice, Prentice Hall.
4. Liana Evans, Social Media Marketing: Strategies for Engaging in Facebook, Twitter & Other Social Media, Que Publishing.
5. Vandana Ahuja, (Digital Marketing, 1st edition, Oxford University Press.
6. Avinash Kaushik, Web Analytics 2.0: The Art of Online Accountability and Science of Customer Centricity,
7. Clifton B., Advanced Web Metrics with Google Analytics, Wiley Publishing, Inc. 2nd ed.
8. Kaushik A., Web Analytics 2.0, The Art of Online Accountability and Science of Customer Centricity, Wiley Publishing, Inc. 1st ed.

9. Sterne J., Web Metrics: Proven methods for measuring web site success, John Wiley and Sons  
 10. Annmarie Hanlon, Digital Marketing, SAGE Publishing India

**COURSE OUTCOME**

CO1: Students will develop knowledge, understanding and skills in analysis of Social Media

CO2: Acquainted with better understanding of implementation Web Analytics tool

CO3: Develop analytical skills for effective decision alternatives in social media problems

CO4: Develop the knowledge, understanding and skills in Facebook and google analytics.

CO5: Acquainted with better understanding of implementation of web analytics strategies and develop analytical skills for effective decision alternatives in social media operations.

Pos Cos	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PSO 1	PSO 2
CO 1	1	1	1	-	1	1	2	-
CO 2	-	2	2	-	2	-	1	-
CO 3	2	1	1	1	-	-	-	-
CO 4	-	-	1	-	1	2	2	1

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<b>MBA N 207 D</b>	<b>Sales &amp; Retail Management</b>	<b>L-T-P:3-0-0</b>
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**Objectives:**

1. To build knowledge, understanding, and skills in Sales and Retail Management.
2. Enable development and implementation of Sales and Retail Management strategies.
3. Help to analyze decision alternatives and criteria in the context of realistic problem situations in Sales and Retail Management.

**Unit1:**

Introduction to Sales: Role of selling in marketing, Personal selling, Types of sales personnel, Characteristics of a successful salesman, Process of effective selling.

**UNIT 2:**

Negotiation and Bargaining: Negotiation Strategies, conflicts and dispute resolution, negotiation and discussion stages. Listening skills - Controlling emotions, Art of persuasion and emotions, ethics in sales, Influencing and assertiveness skills, Spotting the signs, non-verbal communication and voice clues The Bargaining and Closing Stage -• Making concessions, the techniques, Closing techniques, Confirming agreement

**UNIT 3:**

Building Sales Organization: Types of sales organizations and their structure, Functions and responsibilities of sales person. Filling sales positions: Recruitment, Selection, Training and Development. Leading Sales Organization: Sales force motivation & compensation, designing incentives and contests, Sales forecasting, Sales budget, Sales quota, Sales territory, Building sales reporting mechanism and monitoring, Sales force productivity, Sales force appraisal.

## UNIT 4:

Introduction to retailing: Factors Influencing Retailing, Strategic Retail Planning Process, Retail Organization, Retail Models and Theory of Retail Development, Modern retail formats in India, Store Location & Site Selection: Trading Area Analysis, Types of Location, Location and Site Evaluation, Objectives of Good store Design

### Suggested Readings

1. Still, R.R., Cundiff, E.W. and Govani, N.A.P.; Sales Management; Pearson Education
2. Venugopal, Pingali, Sales and Distribution Management, SAGE Publishing
3. Berman, Evans, Retail Management Strategic approach, Pearson
4. Chaudhary Prashant , Selling and Negotiation, SAGE Publishing
5. Tapan Panda: Sales and Distribution Management, OUP.
6. Havaldar, K.K., and Cavale, V.M.; Sales and Distribution Management; McGraw- Hill Education.
7. Pradhan Swapna; Retailing Management; McGraw-Hill Education

CO1: Understand the basics of sales and retail marketing

CO2: Learn the strategy of sales and retail marketing

CO3: To analyze the promotional techniques.

CO4: Evaluate the various layout and design of marketing.

Pos Cos	P O 1	P O 2	P O 3	P O 4	P O 5	P O 6	P S O 1	P S O 2
CO1	3	1	1	2	-	1	1	1
CO2	2	1	3	3	1	2	2	3
CO3	2	1	-	2	2	1	2	1
CO4	-	3	3	1	2	-	3	-



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MBA N 207 E	Consumer Behaviour & Integrated Marketing Communication	L-T-P:3-0-0
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**Course Objectives:** To understand consumer behaviour and explain the consumer decision making process  
 To define external and internal influences on buying behaviour  
 To provide an understanding of integrated marketing communications (IMC) and its influences on other marketing functions and other promotional activities.  
 Help to understand what advertising is and its role in advertising and brand promotion.  
 Understand the importance of message design and the creativity involved in message designing.

**UNIT-1**

**Introduction:** Consumer Behaviour & the Marketing Mix, Consumer Goals, **Consumer Decision Making Process:** Need Recognition, Search for information, Pre purchase evaluation of alternatives, Purchase, Consumption, Post consumption Evaluation & Divestment, Interrupts in buying process & their effects, Customer involvement, **Consumer Journey through the World of Technology**

**UNIT-2**

**Consumers as individuals and in the social context:** Consumer Perception, Consumer Learning & Knowledge, Consumer Attitude Formation & Change, Reference Groups, Family Gender & Age Influences, Culture and Social Mobility

**UNIT-3**

**Marketing Communication:** The Role of Marketing Communication **Developing Effective Communication:** Target Audience, Communication Objectives Design the Communication, Select the Communication Channels & Total Marketing Communication Budget. Communication Mix & Managing the IMC Process  
**Advertising Management:** Meaning, Nature and Scope of Advertising, Classification of advertising, Process of Advertising, Fundamentals of Advertising Campaigns, The Creative Brief, and Advertising Appeal. Advertising Agencies – their role, functions. Global vs local advertising

## UNIT-4

**Developing the Advertising Campaign:** Message Strategies, Executional Framework of messages, Sources And Spokespersons, Source Characteristics, Advertising Effectiveness & its measurement

**Media Planning and Strategy:** Steps involved in media planning, Media Types and their characteristics ;Setting Media objectives, Media Selection & Media Strategy

**Interactive Marketing:** Its advantage and disadvantages, Placing Ads and Promotions online, Buzz Marketing, Viral Marketing, and Mobile marketing

### Suggested Readings

1. Consumer Behavior, Schiffman, L. G. and Kanuk, L. L., Pearson.
2. Consumer Behaviour : Sethna Zubin & Blythe Jim, SAGE Publishing India
3. Integrated Advertising, Promotion and Marketing Communications: Clow, Kenneth E.& Baack Donald E., Pearson
4. Advertising & promotions an IMC perspective: Kruti Shah & Alan D' Souza, McGrawHill education
5. Advertising and promotion- An integrated Marketing Communication Perspective, George E Belch & Michael A Belch, McGraw Hill Education
6. 6.Advertising, Brand and Consumer Behaviour, 2020, S. Ramesh Kumar, SAGE Publishing India

**CO1.** Understand the three major influences on customer choice: the process of human decision making in a marketing context; the individual customers make up; the environment in which the customer is embedded.

**CO2.** Develop the cognitive skills to enable the application of the above knowledge to marketing decision making and activities

**CO3.** Be able to demonstrate how concepts may be applied to marketing strategy.

**CO4.** Apply an IMC approach in the development of an overall advertising and promotional plan.

**CO5.** Enhance creativity, critical thinking and analytical ability through developing an integrated marketing communication campaign

Pos Cos	P O 1	PO2	PO3	PO4	PO5	PO6	PSO 1	PSO 2
CO1	3	1	2	2	-	1	1	1
CO2	2	1	3	3	1	2	2	3
CO3	2	2	1	2	2	2	2	1
CO4	-	3	3	1	2	-	3	-

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<b>MBA N 207 F</b>	<b>Advertising &amp; Branding</b>	<b>L-T-P:3-0-0</b>
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**Unit 1:**

Advertising industry: advertisers, agencies, media companies and other organizations. The communication model: communication process, stages and challenges. Economic, social, ethical and regulatory aspects of advertising. Demand creation role of advertiser in primary and secondary demand. How advertising works" Hierarchy of effects model advertising objectives, routes to persuasion.

**Unit 2:**

Customer behavior and advertising: segmentation, motivation analyses, and value proposition. Advertising message: message objectives, recall, attitude, emotions and feelings. Message tact creative approaches. Copy writing Creative aspects of advertising: copy writing, advertising artwork, copy in conventional media and Cyberspace.

**Unit 3:**

Advertising, Objectives: goals and objectives, DAGMAR, Media strategy: budgeting, approach and allocation. Media planning types, class, vehicle, scheduling and new media forms. Advertising effectiveness; pro and post launch research. Advertising in the evolving marketing environment.

**Unit-4:**

Branding context: assets and the asset, concept of value, brand and marketing metrics; Brand meaning: brand image and personality, brand and product; Brand planning; brand vision and visioning process, business of brand: Brand audit brand reality check and brand appraisal. Brand positioning; choice of context, parity and differentiation. Repositioning brand equity: brand assets and liabilities, equity creation and management

**Suggested Readings:**

1. Belch and Belch, Advertising and Promotion, Tata McGraw Hill Co.
2. Sharma, Kavita, Advertising: Planning and Decision Making, Taxmann Publication Pvt. Ltd.
3. Mahajan, J.P., and Ramki, Advertising and Brand Management, Ane Books Pvt Ltd, New Delhi.

4. Burnett, Wells, and Moriarty, Advertising: Principles and Practice, Pearson Education
5. Terence A. Shimp, Advertising and Promotion: An IMC Approach, South Western, Cengage Learning.

CO1. Demonstrate alternative ways of thinking about consumers as individuals.

CO2. Interpret the role of personality and learning in consumer behavior.

CO3. Analyze social and cultural factors that affect consumer behavior.

CO4. Develop marketing strategies that are consumer based and also create and enhance customer value.

Po s C os	PO1	PO 2	PO 3	PO 4	PO 5	PO 6	PSO 1	PSO 2
CO1	2		2	1	1	1	1	3
CO2	1	3	1	2				1
CO3	3		3	-		1		
CO4		1	-	2	1	1	2	1

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## **Specialisation – III**

### **Finance**

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<b>MBA N 209 A</b>	<b>Risk Analytics</b>	<b>L-T-P 3-0-0</b>
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**Objective:** *To make students to understand the Risk Analytics*

**UNIT I:**

**REGRESSION, FORECASTING:**

Bivariate regression: Identify linear regression models and their application in data analysis - Calculate linear bivariate regressions in order to model commonly encountered problems - Determine the quality of fit of a linear model, establishing its usefulness for prediction - Multivariate regression: Identify multivariate linear regression models in data analytics - Calculate linear multivariate regressions in order to model commonly encountered problems - Determine the quality of fit of a multivariate linear model, establishing its usefulness for prediction - Other regressions: Identify logistic regression models and apply those models to common business problems - Determine the quality of fit of a multivariate linear model - Forecasting in time: Identify the components of a time forecast in order to predict future values from a model - Differentiate seasonal variations from trends in order to improve prediction of future values from a model.

**UNIT II:**

**CLASSIFICATION:**

Classification k Nearest Neighbor (KNN): Determine core aspects of classification in order to understand when it's an appropriate technique - Calculate kNN algorithm with fixed or variable number of k and assess the quality of the results - Classification Naïve Bayes: Identify Naïve Bayes classification and when it is applicable - Apply a Naïve Bayes classification to a common business problem - Classification Support Vector Machine: Identify the basics of the support vector machine (SVM) classification algorithm - Identify what a support vector is and its use in the classification algorithm - Calculate a SVM classification to solve common business problems - Classification Decision Trees: Identify the steps to build a decision tree classifier - Apply the steps to create a basic decision tree - Use a decision tree algorithm and appropriate metrics to solve a business problem and assess the quality of the solution

### UNIT III:

#### CLUSTERING & Optimization:

Determine core aspects and types of clustering in order to properly apply the algorithms to business problems - Apply various clustering algorithms to data sets in order to solve common, applicable business problems. Identify the goals and constraints of a linear optimization - Calculate a linear optimization in order to solve a business problem.

### UNIT IV:

#### SIMULATION:

Use data analysis performed on historical data and any applicable theory to construct a model - Use a Monte Carlo analysis with the model in order to generate and assess the likelihood of predictions from the model.

#### SUGGESTED READINGS:

1. Forecasting and Predictive Analytics Certificate; AICPA Data Analytics with R; Bharti Motwani; Wiley
2. Fundamentals of Business Analytics, 2nd Edition; R N Prasad, Seema Acharya; Wiley
3. Business Analysis with Microsoft Excel an
4. Course Outcome

#### Course Outcome:

CO 1: Identify the regression models and analysis.

CO 2: Apply the steps to create a basic of different techniques.

CO 3: Determine core aspects and types of clustering in order to properly apply the algorithms to business problems

CO 4: Know the techniques and theory to construct a model.

Pos Cos	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2
CO1	2	1	-	2	-	-	3	1
CO2	3	2	-	1	-	1	2	2
CO3	1	-	2	2	-	-	3	2
CO4	2	1	-	1	1	1	1	1



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<b>MBA N 209 B</b>	<b>Financial Derivatives</b>	<b>L-T-P:3-0-0</b>
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**Course Objectives:**

1. To make students aware of different types of Derivatives.
2. To develop an understanding amongst students of financial derivatives and associated regulatory framework
3. To have an understanding of the derivative tools such as options, futures and their application to hedging.

**Unit 1**

Introduction: Derivatives Market; Definition, Evolution and Features of Derivatives, Types of Derivatives, forward , futures and options market, Forward market transactions, Forward Contracts, Forward market in India , Hedging with forwards.

**Unit 2**

Forwards and Futures Contracts: Introduction to Forward Contracts, features of forward contracts, Futures Contract-types , functions , distinction between futures and forward contracts ,pricing of future contracts, Currency Futures , Hedging in Currency-Futures, Speculation and Arbitrage in Currency Futures , Pricing of Futures, Cost of Carry Model , Application of Market Index , Index Futures in the Stock Market , Indian Derivatives Market.

**Unit 3**

Options: Introduction to options, hedging with Currency Options, Speculation and Arbitrage with Options, Pricing Options, General Principles of Pricing, Black Scholes option pricing Model. Index Options, Hedging with Index Options, Speculation and Arbitrage with Index Options, Index Options Market in Indian Stock Market, use of different option strategies to mitigate the risk.

## Unit 4

Introduction to Commodity Markets- History of commodity trading, Major commodities traded in derivatives exchange in India, Participant in commodity derivative markets, Commodity Market Indices, Commodity Futures, Commodity Options, Uses of commodity derivatives-Hedging, Speculation and Arbitrage.

Swaps and other derivatives: Financial Swaps, Types of swaps, Derivatives v/s swaps, Interest Rate Exposure, Interest Rate Swaps, Currency Swaps, Forward Rate Agreement (FRA).

### Suggested Readings

1. Thomas Susan, Derivatives Market in India; Tata McGraw Hill,
2. Financial Derivatives: Theory, Concepts and practices by S.L. Gupta ,PHI
3. Financial Derivatives by S.S.S Kumar, PHI ,.
4. Options, Futures and other Derivatives, John C. Hull; Prentice Hall of India; New Delhi,

### Websites:

1. [www.bseindia.com](http://www.bseindia.com)
2. [www.nseindia.com](http://www.nseindia.com)
3. [www.nism.ac.in](http://www.nism.ac.in)
4. [www.sebi.com](http://www.sebi.com)
5. [www.careratings.com](http://www.careratings.com)
6. [www.crisil.com](http://www.crisil.com)
7. [www.icraindia.com](http://www.icraindia.com)

## COURSE OUTCOME

CO1: Understand about various derivatives instruments and derivative Market structure

CO2 Understand the forward and future pricing mechanism and strategies for hedging using various futures products

CO3 Understand the option pricing mechanism and using options strategies for mitigating risk

CO4 Understand the Commodity derivative market

CO5 Understand the Swaps derivatives and their mechanism

Pos Cos	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2
CO1	1	2	2	-	1	1	-	-
CO2	-	2	2	-	-	-	1	-
CO3	2	1	1	1	-	-	-	-
CO4	-	-	1	-	1	-	2	1

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<b>MBA N 209 C</b>	<b>Personal Financial Planning</b>	<b>L-T-[P 3-0-0]</b>
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### **UNIT I**

Setting Financial Goals and Assessing Your Situation Budgeting and Cash Flow Management, importance of budgeting in the financial planning and management process, and resources available for cash flow management.

### **UNIT II**

Basic process of budgeting, a panel discussion with practicing investment advisors, and a comparative discussion of the more common tools and methods for managing cash flows. Saving strategies, best practices for building saving habit and barriers to saving.

### **UNIT III**

Mental accounting, the time value of money, borrowing and credit, the ability to use debt and credit to finance purchases and its advantages and disadvantages.

Loan repayment, credit report, investment terms and key investment strategies. Investment choices and risk Management. Insurance, personal risk tolerance and individualized risk management strategies. Financial planning as a career, career opportunities in financial planning.

### **UNIT IV**

Personal & Family Financial Planning

Financial Statements, tools and budgets, managing your flows and reviewing your statements. Managing income taxes, income tax basics. Building and maintaining good credit. Credit basics. Managing Risk, Risk management basics and insurance overview. Investment Fundamentals, Rules of investing; Debt and equity. Investing Through Mutual Funds

Mutual funds and managed portfolios; create a personal investment plan. Personal Plan of Action

**CO1:** To understand the basics of finance and assess the cash flows.

**CO2:** To learn the process of budgeting

**CO3:** Analyses the investment strategies

**CO4:** Evaluate the tools for calculation Of finances.

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Pos Cos	PO1	PO2	PO3	PO4	PO5	PO6	PSO 1	PSO 2
CO1	2	1	1	2	-	1	-	-
CO2	-	1	-	-	1	1	-	2
CO3	2	1	-	2	2	1	1	1
CO4	-	3	3	1	2	-	-	-

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<b>MBA N 209 D</b>	<b>Financial Planning &amp; Tax Management</b>	<b>L-T-P:3-0-0</b>
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### **Unit I**

#### **Financial Planning:**

Definition , Need of financial Planning and process of Financial Planning, Role of Financial Planner , Myths about Financial Planning, Factors that influence that influence the personal financial planning ,Investors life cycle, Financial goals of investors , Risk Appetite, Risk Profiling, Systematic approach to investing: SIP,SWP,STP, Financial Plan; Goal based Financial Plan; Comprehensive Financial Plan; Financial Blood Test Report.

### **Unit II**

#### **Asset Allocation:**

Guidelines for asset Allocation, Classification of Assets, Risk return characteristics of assets, Factors involved in Asset allocation ,Principles of Asset Allocation, Retirement planning , Need for retirement planning , Golden Rules of retirement planning, Retirement planning process, Retirement planning investment options, Estate planning Definition and Need of Estate Planning.

### **Unit III**

#### **Introduction to Tax:**

Definition, Cannons of Taxation Person, Assesse, Income, Previous Year, Assessment Year, Income Tax Important Dates and Forms. Residential Status & Tax Incidence: Individual Income Exempted from Tax.

### **Unit IV**

#### **Heads of Income:**

Salaries, Income from House Property, Profits & Gains from Business or Profession, Capital Gains, Income from Other sources., Clubbing of incomes, Calculation of Taxable Income, Tax Calculation including Surcharge and Marginal relief, Deduction, Rebate, Relief, Set Off & Carry Forward of Losses-Principles, Meaning, Inter-sources & Inter-head Set Off

### **Unit V**

#### **Tax Planning & Management:**

Tax Avoidance, Planning & Evasion, Income Tax Authorities Their appointment, Jurisdiction, Powers and functions, Provisions relating to collection and recovery of tax, refund of tax, offences, penalties and prosecutions, appeals and revisions, Advance Tax, TDS, Advance Rulings, Avoidance of Double Taxation Agreements.

## Suggested Readings

1. Dr. Vinod K. Singhania & Dr. Monica Singhania Students Guide to Income Tax (Taxmann Publication, Latest Edition according to assessment year)
2. Yashwant Sinha, Vinay K. Shrivastava, Indirect Tax reform in India, SAGE Publishing
3. Sid Mitra & Shailendra Kumar Rai, Financial Planning, SAGE Publishing India
4. Dr. B.K. Agarwal & Dr. Rajeev Agarwal Tax Planning and Management (Nirupam Publication, Latest Edition according to assessment year)
5. Paolo M. Panteghini Corporate Taxation in a Dynamic World (Springer, Latest Edition)
6. Girish Ahuja & Ravi Gupta Direct Tax Laws & Practice (Bharat Law House, Latest Edition)
7. Personal Financial Planning (Wealth Management): S. Murali, K.R. Subbakrishna, (Himalaya Publishing House)

CO1: Understanding the concept of global financial

CO2: Understand the scope tax planning concerning various business and managerial and strategic activities

Can be explored

CO3: Have Know about various Tax Dates Rates and Forms

CO4: Have Knowledge of Financial Planning and its Process

CO5: Have knowledge about asset allocation and retirement planning process

Pos C os	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2
CO1	1	3	3	2	2	1	-	-
CO2	2	3	-	-	-	-	-	-
CO3	2	1	2	1	1	2	-	-
CO4	1	2	3	1	-	-	-	-

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<b>MBA N 209 E</b>	<b>Investment Analysis &amp; Portfolio Management</b>	<b>L-T-P:3-0-0</b>
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## **Unit I**

### **Investment**

Overview of Capital Market: Market of securities, Stock Exchange and New Issue Markets - their nature, structure, functioning and limitations; Trading of securities: equity and debentures/ bonds. Securities trading - Types of orders, margin trading, clearing and settlement procedures. Regularity systems for equity markets, Type of investors, Aim & Approaches of Security analysis.

## **Unit II**

### **Portfolio Theory**

Risk & Return: Concept of Risk, Component & Measurement of risk, covariance and correlation, Fundamental coefficient, Measurement of systematic Analysis: Economic, Industry, Company Analysis, Portfolio risk and return, Beta as a measure of risk, calculation of beta, Selection of Portfolio: Markowitz's Theory, Single Index Model, Case Studies.

## **Unit III**

### **Capital Market & Asset Pricing**

Technical Analysis: Dow Theory, Support and Resistance level, Type of charts & its interpretations, Trend line, Gap Wave Theory, Relative strength analysis, Technical Versus Fundamental analysis. Nature of Stock Markets: EMH (Efficient Market Hypothesis) and its implications for investment decision. Capital market theorem, CAPM (Capital Asset Pricing Model) and Arbitrage Pricing Theory. Case Studies.

## **Unit IV**

### **Bond, Equity and Derivative Analysis:**

Valuation of Equity Discounted Cash flow techniques: Balance sheet valuation, Dividend discount models, Intrinsic value and market price, earnings multiplier approach, P/E ratio, Price/Book value, Price/sales ratio, Economic value added (EVA). Valuation of Debentures/Bonds: nature of bonds, valuation, Bond theorem, Term structure of interest rates.



## Unit V Active Portfolio Management

Portfolio Management and Performance Evaluation: Performance Evaluation of existing portfolio, Sharpe, Treynor and Jensen measures; Finding alternatives and revision of portfolio; Portfolio Management and Mutual Fund Industry

### Suggested Readings:

1. Bhatt- Security Analysis and Portfolio Management
2. Pandian P - Security Analysis and Portfolio Management (Vikas)
3. Bodie, Kane, Marcus & Mohanti - Investment and Indian Perspective (TMH) William F. Sharpe, Gordon J. Alexander and Jeffery V. Bailey: Investments, (PrenticeHall).
4. Abhishek Kumar, Index Investing, 2020, SAGE Publishing
5. Donald E. Fischer and Ronald J. Jordan: Security Analysis and Portfolio Management, (Pearson Education, )

### Course Outcome:

CO 1: Understand about various investment avenues.

CO 2: Understand the value of assets and manage investment portfolios.

CO 3: Understand various Models of Investment and its application

CO 4: Understand and create various investment strategies on the basis of various market conditions.

CO 5: Measure riskiness of a stock or a portfolio position.

Pos Cos	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PSO 1	PSO 2
CO1	1	3	2	1	2	1	-	-
CO2	2	2	3	2	-	-	-	-
CO3	1	2	3	1	2	2	-	-
CO4	2	2	3	1	-	-	-	-

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<b>MBA N 209 F</b>	<b>Financial &amp; Credit Risk Analytics</b>	<b>L-T-P:3-0-0</b>
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**Unit I**

**Introduction**

Financial Credit: Meaning & Objectives, Credit Risk, Credit Analysis, Seven C's, Credit Analysis Process, Credit Process, Documentation, Loan Pricing and Profitability Analysis. Regulations, Types of Credit Facilities: Various types of Credit Facilities- Cash Credit, Overdrafts, Demand Loan, Bill Finance – Drawee Bill Scheme, Bill Discounting. Cash Delivery: Types of Facilities, Modes of Delivery.

**UNIT II:**

**Trade Credit Risk**

Sole -Banking Arrangement, Multiple Banking Arrangement, Consortium Lending, Syndication. Credit Thrust, Credit Priorities, Credit Acquisitions, Statutory & Regulatory restrictions on Advances. Credit Appraisal: Validation of proposal, Dimensions of Credit Appraisals, Structuring of Loan documents, Credit Risk, Credit Risk Rating, Credit Worthiness of Borrower, Purpose of Loan, Source of Repayment, Cash Flow, Collateral.

**UNIT III:**

**Letter of Credit and Loan Commitments**

Quasi Credit Facilities: Advantages of Non-Fund Facilities, Various types of NFB Facilities, Various types Letter of Credits, Assessment of LC limits, Bills Purchase/ Discounting under LC. Loan commitments, Un-funded lines of credit and their characteristics Various types of Bank Guarantees: Performance Guarantee, Financial Guarantees, Deferred Payment Guarantees, Types of Performance and Financial Guarantees, Assessment of Bank Guarantees Limit, Period of Claim under Guarantee.

**UNIT IV:**

**Operational Risk: Overview**

Risk & Uncertainty, Financial Sector, Risk Types, Operational Risk Management- Recruitment & Training, Work flow Design, Work Flow Documentation, Delegation of Authority, Independent

Internal Audit, Independent Compliance Function, Independent Risk Management Function, System Audit, Corporate Governance, Whistle Blower Policy, Risk Management Culture.

## **UNIT V:**

### **Credit Analysis & Rating**

Importance of credit analysis, Stages of credit analysis profitability analysis and pricing of loans, Credit risk analysis (Debt ratios and risk of leverage), Analysis of working capital, liquidity, operating and cash cycle risk. Credit Rating: Measurement of Risk, Objective of Rating, Internal & External Rating, Model Credit Rating, Methodology of Rating, Internal & External Comparison, Model Rating Formats.

### **Suggested Readings**

1. Fundamentals of Credit and Credit Analysis: Corporate Credit Analysis Kindle Edition by Arnold Ziegel (Author), Ronna Ziegel (Editor)
2. Credit Appraisal Risk Analysis & Decision Making by V.Rajaraman (Author)
3. Financial Engineering, Risk Management & Financial Institutions (English, Paperback, Rao S.S. Prasada)
4. The Bank Credit Analysis Handbook: A Guide for Analysts, (Wiley Finance) Hardcover by Jonathan Golin (Author), Philippe Delhaise (Author)
5. Credit Risk Measurement: New Approaches to Value at Risk and Other Paradigms (Wiley Finance) by Anthony Saunders (Author), Linda Allen (Author)
6. Credit Risk Analytics: Measurement Techniques, Applications, and Examples in SAS (Wiley and SAS Business Series) Hardcover – by Daniel Roesch (Author), Harald Scheule (Author), Bart Baesens (Author)
7. Credit Risk Modeling Theory And Applications by David Lando, NewAge International (P) Ltd., Publishers

### **Course Outcome:**

CO1: Understand about various types of financial credit.

CO2: Understand the credit risk and its rating.

CO3: Understanding of credit commitments and its application.

CO4: Understanding of risk management and corporate governance.

CO5: Measure riskiness of a stock or a portfolio position.

Pos Cos	PO1	P O 2	PO 3	PO4	PO 5	PO 6	PSO 1	PSO 2
CO1	1	3	2	1	2	1	-	-
CO2	2	2	3	2	1	1	-	-
CO3	1	2	3	1	2	2	-	-
CO4	1	2	3	1	-	-	-	-

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# **Specialisation 4**

## **International Business**

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<b>MBA N 211 A</b>	<b>International Banking</b>	<b>L-T-P 3.0.0</b>
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**Pre-requisites: -**

**Course Type: Domain Specific Elective**

**Course Outcomes:**

By the end of the course, a student should be able to:

- MBA-DS-IB-404.1. Get acquainted with the institutional and operational aspects of multinational banking.
- MBA-DS-IB-404.2. Analyze how international banks operate in global market.
- MBA-DS-IB-404.3. Compare and contrast regulatory and supervisory processes among central bankers.
- MBA-DS-IB-404.4. Be familiar with risk management and money laundering activity in international banking.
- MBA-DS-IB-404.5. Analyze the nature and importance of the international banking business

**Unit I**

- Nature and Growth of International Banking
- Global Trends and Development in International Banking
- Structuring Overseas Operations
- Commercial vs. Investment Banking
- Growth of Eurocurrency Deposits and Credit
- Determination of Eurocurrency Interest Rates, Instruments
- Case study 1

**Unit II**

- Regulatory Environment for International Banking
- International Banking Risks
- Capital Adequacy; Syndication Techniques in International Lending

Transferability and Trading of Loans  
International Bank Credit Rating  
Role of Bank for International Settlements  
Case study 2

### **Unit III**

International Financial Centers  
Offshore Banking Unit  
Special Economic Zones  
Foreign Exchange Management Control  
International Loan Agreements  
International Loan Syndication  
Case study 3

### **Unit IV**

International Payment Systems;  
International Asset and Liabilities Management  
Bank Asset Portfolio Management  
Strategies for Managing Non-Performing Assets  
International Credit Appraisal Techniques  
Case study 4

### **Unit V**

International Banking Mergers and  
Acquisitions  
Treasury and Risk Management  
Banks' Participation in International Money and Capital Markets  
Case study 5

**Recommended texts and readings:**

1. S. S. Macdonald and K. W. Timothy, 2015, Management of Banking, Thomson Learning
2. F. Modigliani, F. J. Fabozzi and M. Ferri, 2009, Foundations of Financial Markets and Institutions, Pearson Education
3. I. H. Giddy, 2010, Global Financial Markets, AITBS
4. S. W. Robinson, 1999, Multinational Banking, A.W. Sijthoff International
5. F. A. Lees, 1974, International Banking and Finance,

**John Wiley Notes:**

1. The case study mentioned at the end of each unit will cover as far as possible the whole unit.
2. Only latest available editions of the above books are recommended.
3. Website references will be announced at the time of the launch of the course by the concerned faculty.

**Assessment Tools:**

Assignments (Presentations/ Role Plays/ Case Analysis/

Quiz etc.) Sessional tests

Class Participation

Term end

examination

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### Distribution of Marks for Continuous Evaluation:

Parameters	Weightage
Sessional test 1	20
Sessional test 2	20
Assignments	40
Class participation	10
Attendance	10

**Instructions for setting question paper:** The question paper shall consist of two parts (Part A and Part B). Six questions are to be set in Part A, of which four questions are to be attempted. Each question will carry 20 marks. Part A will include questions covering the entire syllabus. Part B will include a case study of 20 marks which will be compulsory to attempt.

### Course Articulation Matrix

CO Statement (MBA-DS- IB-404)	PO1	PO2	PO3	PO4	PO5
MBA-DS-IB-404.1		3	2		2
MBA-DS-IB-404.2	2			3	
MBA-DS-IB-404.3	2	2			2
MBA-DS-IB-404.4			3	2	2
MBA-DS-IB-404.5	2		3		

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<b>MBA N 211 B</b>	<b>Global Mergers and Acquisitions</b>	<b>L-T-P 3.0.0</b>
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**Pre-requisites: -**

**Course Type: Domain Specific**

**Elective Course Outcomes:**

At the completion of course, the student should be able to:

- MBA-DS-IB-401.1. Understand the steps involved in merger and acquisitions.
- MBA-DS-IB-401.2. Understand the role of merger and acquisitions in world economic growth.
- MBA-DS-IB-401.3. Gain understanding of government policies concerning merger and acquisitions.
- MBA-DS-IB-401.4. Understand human resource challenges in international merger and acquisition.

**Unit I**

Nature and Scope Of International Merger and Acquisitions  
 Basic Steps Involved in International Merger and Acquisition Process.  
 Motives Behind International Merger and Acquisitions  
 Synergy in International Merger and Acquisitions and the Role of International Life Cycle  
 Role of International Merger and Acquisition in World Economic Growth  
 Case study 1

**Unit II**

Threats and Opportunities in International Merger and Acquisitions  
 Major Government Policy and Procedures Concerning International Merger and Acquisition  
 Steps for Effective Cross Border Merger and Acquisition  
 Factors of Success in International Merger and Acquisition  
 Future Scenario of International Merger and Acquisition Case study 2

**Unit III**

Business Valuation Process and Determination of Right Price  
 Standard Approaches to Standard Valuation Issues Relating to Valuation of Intangibles  
 An Overview of Business Valuation Standard Practices Across Countries  
 Valuing Synergy in International Merger and Acquisition  
 Resolution of Valuation Disputes Case study 3

#### **Unit IV**

An Overview of Integration Issues in International Merger and Acquisitions  
Challenges of Human Resource Integration  
Timing and Speed of Integration  
Integration of Corporate, Culture and Redesigning Post Merger Cultural Process  
Factors of Successful  
Integration Case study 4

#### **Unit V**

Nature and Characteristics of Joint Venture  
Joint Venture as International Business Strategy  
Equity and Risk Sharing in Joint Ventures  
Aspects Relating to the Sharing of Technology Resolving Conflict of Interest in International Joint Ventures  
Factors of Success of International Joint Ventures Case study 5

#### **Recommended texts and readings:**

1. K. G. Ray, 2010, Merger and acquisitions- strategy, valuation and integration; Prentice Hall of India
2. J. F. Weston, 2001, Merger and Acquisitions as Adjustment Processes. Journal of industry, competition and trade, 1(4), 395-410
3. V. S. Kaveri, 2018, Financial analysis of company mergers in India; Himalayan Publishing

#### **Notes:**

1. The case study mentioned at the end of each unit will cover as far as possible the whole unit.
2. Only the latest available editions of the above books are recommended.
3. Website references will be announced at the time of the launch of the course by the concerned faculty.

#### **Assessment Tools:**

Assignments (Presentations/ Role Plays/ Case Analysis/ Quiz etc.)  
Sessional tests  
Class Participation  
Term end examination

### Distribution of Marks for Continuous Evaluation:

Parameters	Weightage
Sessional test 1	20
Sessional test 2	20
Assignments	40
Class participation	10
Attendance	10

**Instructions for setting question paper:** The question paper shall consist of two parts (Part A and Part B). Six questions are to be set in Part A, of which four questions are to be attempted. Each question will carry 20 marks. Part A will include questions covering the entire syllabus. Part B will include a case study of 20 marks which will be compulsory to attempt.

### Course Articulation Matrix

CO Statement (MBA-DS-IB-401)	PO1	PO2	PO3	PO4	PO5
MBA-DS-IB-401.1	3	3			
MBA-DS-IB-401.2	2	3			2
MBA-DS-IB-401.3		2		3	2
MBA-DS-IB-401.4	2	1		2	

**LINGAYA'S VIDYAPEETH**  
(A Deemed to be University u/s 3 of UGC Act, 1956)

<b>MBA N 211 C</b>	<b>Export &amp; Import Procedures and Documentation</b>	<b>L-T-P:3-0-0</b>
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**Course Objectives:**

1. The basic objective of this course is to provide to the country a steady stream of competent young men & women with the necessary knowledge, skills and foundations for acquiring a wide range of rewarding careers into the rapidly expanding world of Import & Export Management
- 2 To promote basic understanding on the concepts of export & import documentations to enable them to realize

**Unit 1:**

Introduction to exports, Registration process, Selection of products and market Payment Terms, Export costing and pricing, Preliminaries for exports. Registration – IEC, RCMC, EPC ,Central Excise. (*BCMC changed to RCMC*) Categories of Export, Physical – Direct & Indirect, Deemed Exports Merchant Or Manufacturer Exports

**Unit 2 :**

Shipment procedures, Role of clearing and forwarding agent, Cargo management Containerization, Shipping documents and terms used in shipping, Export Procedures Excise Clearance for exports, Marine insurance of Export cargo Shipment goods, Quality and Pre Shipment inspection, EGC Services, GSP rules of origin

**Unit 3:**

Meaning and importance of letter of credit, Documentation papers of L/C EXPORT incentives, risk and insurance, Benefits of Exports, excise clearance Benefit / Rebate, Income Tax Benefit ,(*IPRS is discontinued*), Shipment & Transport – Sea, Air, Rail, Road, Pipeline, Role of overseas agent & remittance of commission.

#### **Unit 4:**

The organization of exports –imports firms and business planning, planning of export/import operations. Import procedures Overview of various export promotion schemes Duty Drawback- Advance License, (*Replenishment Licenses, Special Interest License is discontinued*), RemissionScheme, DEPB Scheme

**Unit 5 :** Export Promotion Capital Goods Scheme. Diamond & Jewelry, Agricultural & Pharmaceutical Product exports promotion scheme. Export of Principal Commodities in India, SEZ,EHTP,STP & EOU's, Types of Export Houses. (*Free trade zones have been changed to SEZ*)

#### **Suggested Readings**

1. Ram Singh, Export and Import Management, 2021, SAGE Publishing
2. C Ramagopal, Export import Policy Procedure & Documentation ,Newage publisher
3. Kiran rai Usha,Export import & logistics management--,Eastern economy edition
4. Singh, ram,International trade Logistics , Oxford publishing house.
5. New Import Export Policy - Nabhi Publications
6. EXIM Policy & Handbook of EXIM Procedure – VOL I & II
7. A Guide on Export Policy Procedure & Documentation– Mahajan
8. How to Export – Nabhi Publications
9. Export Management – D.C. Kapoor

#### **COURSE OUTCOME**

**CO1:** Identify the process of Registration process ,Payment terms, Export costing and pricing.

**CO2:** Interpret the process of Shipment Procedures, & summarize the various documents used in Shipping,

**CO3:** Classify the concept of various incentives, benefits risk involved in shipping process

**CO4:** Discuss the various business planning Import procedures & various export promotion schemes

**CO5:** Demonstrate the various export promotion schemes & Types of Export Houses.

Pos Co s	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2
CO1	2	3	2	1	1	3	-	1
CO2	2	2	2	-	1	1	-	-
CO3	1	2	3	-	2	2	1	2
CO4	3	1	3	1	-	-	-	-

**LINGAYA'S VIDYAPEETH**  
(A Deemed to be University u/s 3 of UGC Act, 1956)

MBA N 211 D	<b>International Marketing</b>	<b>L-T-P:3-0-0</b>
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**Pre-requisites: -**

**Course Type: Domain Specific**

**Elective Course Outcomes:**

By the end of the course, a student should be able to:

- MBA-DS-IB-301.1. Critically evaluate theoretical and functional approaches to International Marketing.
- MBA-DS-IB-301.2. Analyze all forms of International Marketing strategies for the underlying strategic and tactical objectives
- MBA-DS-IB-301.3. Assess and evaluate different forms of IM tools and strategy for functional relevance
- MBA-DS-IB-301.4. Critique and analyze the relationship between International brand and their stakeholders.

**Unit I**

- Overview of World Business and Framework of International Marketing
- International Dimensions of Marketing
- Domestic vs. International Marketing
- Benefits of International Marketing.
- Global Marketing Environment
- Case study 1



## Unit II

- Planning for International Marketing
- Marketing Research
- Marketing Information sources
- Market Analysis
- Foreign Market Entry strategies
- Case study 2

## Unit III

- Product Policy and Planning
- Product Design and Standardization
- Developing and International Product Lines
- Foreign Product Diversification
- International Branding Decisions
- International Packaging
- Case study 3

## Unit IV

- Terms of Sale and Methods of Financing in International Marketing
- International Pricing Decisions and Strategies
- International Channels of Distribution
- Issues in International Channel Management
- Aspects of International Supply Chain Management
- Case study 4

## Unit V

- Elements of International Promotion Mix
- International Promotion Strategies
- Issues in International Advertising and Media Selection
- International Sales Negotiation
- Ethical Issues in International Promotions
- Case study 5

### Recommended texts and readings:

1. S. Onkvisit and J. J. Shaw, 2004, International Marketing – Analysis and Strategy, PHI
2. D. Isobel and R. Lawe, 2019, International Marketing Strategy, Thomson Learning
3. W. J., Keegan, 2014, Global Marketing Management, Pearson Education
4. R. M. Joshi, 2014, International Marketing, Oxford University Press
5. C. Rajagopal, 2007, International Marketing, Vikas

### Notes:

1. Focus shall be on case studies, learning by doing exercises, role plays and experiential activities.
2. Only the latest available editions of the above books are recommended.
3. Website references will be announced at the time of the launch of the course by the concerned faculty.

### Assessment Tools:

Assignments (Presentations/ Role Plays/ Case Analysis/  
Quiz etc.)  
Sessional tests  
Class Participation  
Term end  
examination

### Distribution of Marks for Continuous Evaluation:

Parameters	Weightage
Sessional test 1	20
Sessional test 2	20
Assignments	40
Class participation	10
Attendance	10

**Instructions for setting question paper:** The question paper shall consist of two parts (Part A and Part B). Six questions are to be set in Part A, of which four questions are to be attempted. Each question will carry 20 marks. Part A will include questions covering the entire syllabus. Part B will include a case study of 20 marks which will be compulsory to attempt.

### Course Articulation Matrix

CO Statement (MBA-DS-IB- 301)	PO1	PO2	PO3	PO4	PO5
MBA-DS-IB-301.1		2	3	2	
MBA-DS-IB-301.2		2	3		2
MBA-DS-IB-301.3	3	3	1		
MBA-DS-IB-301.4	2			3	2

## LINGAYA'S VIDYAPEETH

(A Deemed to be University u/s 3 of UGC Act, 1956)

<b>MBA N 211 E</b>	<b>Foreign Exchange Management</b>	<b>L-T-P 3.0.0</b>
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### Pre-requisites: -

**Course Type: Domain Specific Elective**

### Course Outcomes:

By the end of the course, a student should be able to:

- MBA-DS-IB-302.1. Examine movements in exchange rates
- MBA-DS-IB-302.2. Examine the contemporary approaches by which exchange rates are determined
- MBA-DS-IB-302.3. Understand the operational aspects of foreign exchange management and their instruments
- MBA-DS-IB-302.4. Apply the knowledge of exchange rates in dealing with foreign exchange risk and exposure.

### Unit I

- Nature of Foreign Exchange: Sources of Demand For and Supply of Foreign Exchange
- Balance of Payments (BOP) Framework
- Nominal, Real and Effective Exchange Rates; Determination of Rate of Exchange
- Monetary Portfolio Balances, Purchasing Power Parity Approaches
- Overvalued and Undervalued Currencies; Exchange Rate Systems
- Case study 1

### Unit II

- General Factors of Exchange Rate Fluctuations
- The Dornbusch Sticky -Price Theory of Exchange Rate Volatility
- Exchange Rate Overshooting and the J-Curve Effect
- Central Banking Interventions for Exchange Rate Stability
- Effect of Depreciation on Trade Balance

Case study 2

### Unit III

- Nature Functions and Participants of Foreign Exchange Market
- Spot and Forward Markets; Forward Premium
- Forwards in Hedging and Arbitrage
- Methods of Quoting Exchange Rates; Cross Rates of Exchange
- The Interest Rate Parity Theorem; The Expectation Theory; International Fisher Effect
- Case study 3

## Unit IV

- Currency Futures
- Options and Determination of their Market Value
- Over-The-Counter Options; Fisher Black's Optional-Pricing Model
- Currency and Interest Rate Swaps; Credit Risk of Swaps
- Euro Currency Market and Its Instruments
- Case study 4

## Unit V

- Foreign Exchange Risk vs. Exposure
- Measuring Foreign Exchange Risk and Exposure
- Basic Techniques of Exposure Management
- Foreign Exchange Regulation in India
- Case study 5

### Recommended texts and readings:

1. I. A. N. Giddy, 1997, Global Financial Markets, AITBS
2. D. L. Maurice, 2010, International Finance, Prentice Hall of India
3. A. Buckley, 1996, Multinational Finance, Prentice Hall of India
4. P. Roth, 1997, Mastering Foreign Exchange and Money Markets, Pitman
5. P.G. Apte, 2011, International Financial Management, Tata McGraw Hill

### Notes:

1. Focus shall be on case studies, learning by doing exercises, role plays and experiential activities.
2. Only latest available editions of the above books are recommended.
3. Website references will be announced at the time of the launch of the course by the concerned faculty.

**Deemed-to-be University**  
**u/s 3 of UGC Act 1956**

**Assessment Tools:**

Assignments (Presentations/ Role Plays/ Case Analysis/ Quiz  
etc.) Sessional tests  
Class Participation  
Term end examination

**Distribution of Marks for Continuous Evaluation:**

Parameters	Weightage
Sessional test 1	20
Sessional test 2	20
Assignments	40
Class participation	10
Attendance	10

**Instructions for setting question paper:** The question paper shall consist of two parts (Part A and Part B). Six questions are to be set in Part A, of which four questions are to be attempted. Each question will carry 20 marks. Part A will include questions covering the entire syllabus. Part B will include a case study of 20 marks which will be compulsory to attempt.

**Course Articulation Matrix**

CO Statement (MBA-DS-IB- 302)	PO1	PO2	PO3	PO4	PO5
MBA-DS-IB-302.1		2		3	2
MBA-DS-IB-302.2	3		2	2	2
MBA-DS-IB-302.3		3	2		
MBA-DS-IB-302.4	2	2		2	

<b>MBA N 211 F</b>	<b>International Human Resource Management (IHRM)</b>	<b>L-T-P 3-0-0</b>
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**Course Objectives:**

1. To introduce MBA students to the principles and practices of international human resource management.
2. To provide students with an understanding of the challenges and opportunities in managing a global workforce.
3. To develop students' ability to apply HRM strategies in cross-cultural contexts.
4. To equip students with practical skills in selecting, training, and managing employees across borders.
5. To foster critical thinking and problem-solving skills in the context of international HRM.

**Prerequisite:** Basic understanding of a field of study that focuses on the management of human resources in multinational corporations and other global organizations. It involves the application of HRM principles and practices to managing people in different cultural, institutional, and legal aspects internationally.

**Course Learning Outcomes:** Upon completion of this course, students will be able to:

1. Understand the principles and concepts of international human resource management.
2. Analyze the challenges and opportunities in managing a global workforce.
3. Develop cross-cultural communication and leadership skills.
4. Apply HRM strategies to effectively manage international employees.
5. Analyze the impact of cultural differences on HRM practices.

**Unit 1: Introduction to International HRM**

- Overview of international human resource management
- Role of HRM in a global business environment
- Importance of cross-cultural understanding in HRM
- Ethical considerations in managing a global workforce
- Case studies of international HRM challenges

**Unit 2: Cross-Cultural Communication and Leadership**

- Cultural dimensions and their impact on communication
- Effective cross-cultural communication strategies
- Leading diverse and multicultural teams
- Developing cultural intelligence in HRM
- Case studies of successful cross-cultural leadership

### Unit 3: Staffing and Talent Management in a Global Context

- Global talent acquisition and recruitment strategies
- Expatriate management: Selection, training, and repatriation
- Local, global, and transnational staffing approaches
- Developing global leaders and successors
- Case studies of international staffing challenges

### Unit 4: Compensation and Benefits in a Global Workforce

- International compensation and reward systems
- Managing compensation disparities and equity
- Localization and international benefits packages
- Incentive structures for international employees
- Case studies of effective global compensation strategies

### Unit 5: HRM in Global Mergers and Acquisitions

- HRM challenges in mergers and acquisitions (M&A)
- Role of HRM in post-M&A integration
- Cultural due diligence and workforce harmonization
- Managing change and resistance in M&A scenarios
- Case studies of successful HRM in global M&A

### Recommended Reference Books:

1. "International Human Resource Management" by Peter Dowling, Marion Festing, and Allen Engle
2. "Global HR: Challenges Facing the Function" by Paul Sparrow, Chris Brewster, and Hilary Harris
3. "International Management: Culture, Strategy, and Behaviour" by Fred Luthans and Jonathan Doh
4. "Global HR Competencies: Mastering Competitive Value from the Outside-In" by Dave Ulrich, Jon Younger, Wayne Brockbank, and Mike Ulrich
5. "International Human Resource Management: Policies and Practices for Multinational Enterprises" by Dennis R. Briscoe, Randall S. Schuler, and Ibraiz Tarique

Program Outcomes / Program Specific Outcomes	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2
CO1 - Understand the principles and concepts of international human resource management.	2	2	2	2	-	-	-	-
CO2 - Analyze the challenges and opportunities in managing a global workforce.	3	3	2	2	-	-	-	-
CO3 - Develop cross-cultural communication and leadership skills.	2	2	3	-	3	-	-	-
CO4 - Apply HRM strategies to effectively manage international employees.	2	2	2	-	-	2	-	-
CO5 - Analyze the impact of cultural differences on HRM practices.	2	2	3	-	-	-	-	-





# **Specialisation 5**

## **Business Analytics**

**LINGAYA'S VIDYAPEETH**  
(A Deemed to be University u/s 3 of UGC Act, 1956)

<b>MBA N 213 A</b>	<b>Data Visualization for Managers</b>	<b>L-T-P 2.1.0</b>
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**Pre-requisites: -**

**Course Type: Domain Specific**

**Elective Course Outcomes:**

By the end of the course, the student should be able to:

- MBA- DS-BA-403.1 Understand best practices in data visualization to develop charts, maps, tables, and other visual representations of data
- MBA- DS-BA-403.2 Evaluate Tableau's visualization tools to conduct data analysis, especially exploration of an unfamiliar dataset
- MBA- DS-BA-403.3 Create compelling, interactive dashboards to combine several visualizations into a cohesive and functional whole
- MBA- DS-BA-403.4 Utilize data visualizations, dashboards and Tableau Stories to support relevant communication for diverse audiences

**Unit I**

Introduction to the Art and Science of Data Visualization

Overview of Data Visualization

Prepare the data for Visualization, Various visualisation techniques

Exploratory visualization, Standardized reporting & compliances,

Decision Models - Pivot grid & charts

Case Study

**Unit II**

Introduction to Tableau

Interactive Visualization Features

Importing Data / Connecting to External Sources Interface;

Creating Sheets and Dashboard

Case study 2

**Unit III**

Business Intelligence & Data Warehousing – Architectures

Components of D/W,

Data Integration & transformations (ETL Vs ELT)

Predictive modelling

Case study 3

## Unit IV

Design Fundamentals Design Principles, Colors, and “Chart Junk” Design perspectives.  
The Shaffer 4 C’s of Data Visualization  
Creating a good data set for analysis  
Data modeling fundamentals for analytics  
Selecting data for your KPIs.  
Case study 4

## Unit V

Storytelling using visualization : Importance of context  
Choosing an effective visual tool, Focus audience’s attention  
Design Thinking, Dissecting model visuals, Prepare Lessons.  
Dashboards vs. Storyboards vs. Info graphics - Designing with the user in mind  
Case study 5

### Recommended Texts and Readings :

1. S. Murray, 2013, Interactive Data Visualization for the Web: An Introduction to Designing with D, O’Reilly Media Inc.
2. A. Cairo, 2014, The Functional Art: An Introduction to Information Graphics and Visualization. New Riders
3. A. Cairo, 2019, The Truthful Art: Data, Charts, and Maps for Communication. New Riders

### Notes:

1. Focus shall be on case studies, learning by doing exercises, role plays and experiential activities.
2. Only the latest available editions of the above books are recommended.
3. Website references will be announced at the time of the launch of the course by the concerned faculty.

### Assessment Tools:

Assignments (Presentations/ Role Plays/ Case Analysis/  
Quiz etc.) Sessional tests  
Class Participation  
Term end  
examination

### Distribution of Marks for Continuous Evaluation:

Parameters	Weightage
Sessional test 1	20
Sessional test 2	20
Assignments	40
Class participation	10
Attendance	10

**Instructions for setting question paper:** The question paper shall consist of two parts (Part A and Part B). Six questions are to be set in Part A, of which four questions are to be attempted. Each question will carry 20 marks. Part A will include questions covering the entire syllabus. Part B will include a case study of 20 marks which will be compulsory to attempt.

### Course Articulation Matrix

CO Statement (MBA-DS-BA-403)	PO1	PO2	PO3	PO4	PO5
MBA-DS-BA-403.1	3	2		3	2
MBA-DS-BA-403.2	2	3			2
MBA-DS-BA-403.3			3		
MBA-DS-BA-403.4	3	2			3

**LINGAYA'S VIDYAPEETH**  
(A Deemed to be University u/s 3 of UGC Act, 1956)

<b>MBA N 213 B</b>	<b>Data Science using R</b>	<b>L-T-P:2-1-0</b>
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**Objectives:** The availability of large data in the organizations are compelling them to find patterns in them for better decision making. This course will help the students to analyze the data using data exploration and modelling techniques.

### **Course Contents**

#### **Unit I**

Introduction to Data Analysis with R, R packages for data analysis, Loading and Handling Data in R, Exploring Data in R. Data Wrangling or data pre-processing (categorized or mapped to other data, creating predictable relationships between them, and making it easier to build the models you need to answer questions about your data).

#### **Unit II**

An introduction to data pre-processing in R, the tools to identify and handle missing values in the dataset, transforming data formats to align them with other data, normalizing data, create categories of information through data binning, and convert categorical variables into quantitative values that can then be used in numeric-based analyses.

#### **Unit III**

Exploratory Data Analysis

Exploratory data analysis, or EDA, exploratory data analysis techniques .

#### **Unit IV**

Model Development in R

regression techniques for determining the correlation between variables dataset, and evaluating the result both visually and through the calculation of metrics.

CO1: Learn the basics of data analysis with R

CO2: Understand the practical use of R tool

CO3: Evaluating the exploratory data

CO4: Developing the techniques of data calculation

Pos Cos	PO1	PO2	PO3	PO4	PO5	PO6	PSO 1	PSO 2
CO1	3	1	1	2	-	1	1	1
CO2	2	1	3	3	1	2	2	3
CO3	2	1	-	2	2	1	2	1
CO4	-	3	3	1	2	-	3	-

**LINGAYA'S VIDYAPEETH**  
(A Deemed to be University u/s 3 of UGC Act, 1956)

<b>MBA N 213 C</b>	<b>Advanced Analytics</b>	<b>L-T-P 2.1.0</b>
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**Pre-requisites: -**

**Course Type: Domain Specific**

**Elective Course Outcomes**

By the end of the course, a student should be able to:

- MBA-DS-BA-402.1 Understand and acquaint with the data management and visualization for business decision making
- MBA-DS-BA-402.2 Develop strategic thinking while demonstrating critical thinking.
- MBA-DS-BA-402.3 Perform exploratory and statistical analysis for navigating the complex demands of dynamic business environment.
- MBA-DS-BA-402.4 Design and develop strategic decision making with advanced analytics

**Unit I**

Handling Data: Cleaning and Transformation  
 “Tidy Data”: Shaping the Data for Analysis  
 Variables and Observations: Types, Distribution, Exploratory Data Analysis &  
 Confirmatory Data Analysis  
 Master Data  
 Management Case study  
 1

**Unit II**

Exploratory Data Analysis and Visual Analytics using Tableau  
 Applications of Data Visualization  
 Visual Analytics using Tableau- Basics of Descriptive Analytics,  
 Measures and Dimensions, Variable Types  
 Building Charts: Histogram, Box Plot, Bar Chart, Line Chart, Pareto Chart, Scatter Plot,  
 Matrix Plot, Mosaic Plot  
 Case study 2

### Unit III

Advanced Data Analysis Features in Tableau  
Performing Calculations Calculated Fields, Table Calculations, Time Series Forecasting,  
Regression Lines, Creating Sets, Groups for Aiding Dynamic Analysis  
Clustering Techniques for Segmentation  
Analysing and Understanding Relationship Between a Large Number of Variables:  
Creating Dashboards and Interactive Visualizations  
Case study 3

### Unit IV

Introduction to Qlickview  
Custom Reporting and D3js  
Building and Publishing Reports in Tableau and Qlickview  
Real time Reporting and Mobile  
Analytics Case study 4

### Unit V

Social Media Analytics  
CRM Analytics  
Pitfalls of Data Usage and Dependence  
Creating a Data driven Organization  
Culture Case study 5  
Tools required for the course:

1. Microsoft Excel
2. Tableau Public (Free tool by Tableau)- <https://public.tableau.com/en-us/s/download>

### Recommended texts and readings:

1. T. H. Daveport, 2013, Big Data at work: Dispelling the myths, uncovering the opportunities, Harvard Business Review Press
2. R. D., Peng and E. Matsui, 2012, The Art of Data Science- A Guide for Anyone Who Works with Data, Skybtude Consulting, LLC
3. J. Leek, 2015, The Elements of Data Analytic Style, Victoria
4. B. Jones, 2015, Communicating Data with Tableau- Designing, Developing and Delivering Visualizations Data Visualization, O'Reilly Media Inc.
5. E. Siegal, 2016, Predictive Analytics: The Power to Predict who will click, buy, lie or die, John Wiley& Sons



**Notes:**

1. The case study mentioned at the end of each unit will cover as far as possible the whole unit.
2. Only latest available editions of the above books are recommended.
3. Website references will be announced at the time of the launch of the course by the concerned faculty

**Assessment Tools:**

Assignments (Presentations/ Role Plays/ Case Analysis/

Quiz etc.) Sessional tests

Class Participation Term end examination

**Distribution of Marks for Continuous Evaluation:**

Parameters	Weightage
Sessional test 1	20
Sessional test 2	20
Assignments	40
Class participation	10
Attendance	10

**Instructions for setting question paper:** The question paper shall consist of two parts (Part A and Part B). Six questions are to be set in Part A, of which four questions are to be attempted. Each question will carry 20 marks. Part A will include questions covering the entire syllabus. Part B will include a case study of 20 marks which will be compulsory to attempt.

**Course Articulation Matrix**

CO Statement (MBA-DS-BA-402)	PO1	PO2	PO3	PO4	PO5
MBA-DS-BA-402.1	3	3	2	2	2
MBA-DS-BA-402.2	2	2	2	3	
MBA-DS-BA-402.3	2	1	2	2	3
MBA-DS-BA-402.4	3	3			2

<b>MBA N 213 D</b>	<b>Financial Modelling using Excel</b>	<b>L-T-P 2-1-0</b>
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**Course Objectives:**

1. To introduce MBA students to the principles and techniques of financial modelling using Microsoft Excel.
2. To provide students with an understanding of how financial models support decision-making and analysis in business.
3. To develop students' ability to construct and analyze financial models for various business scenarios.
4. To equip students with practical skills in building models for valuation, budgeting, forecasting, and investment analysis.
5. To foster critical thinking and problem-solving skills through hands-on application of financial modelling.

**Prerequisite:** Basic understanding of tools used for preparing the expected financial statements predicting the company's financial performance in a future period using the assumptions and historical performance information. One may use such financial models in DCF valuations, mergers and acquisitions, private equity, project finance, etc.

**Course Learning Outcomes:** Upon completion of this course, students will be able to:

1. Understand the principles and concepts of financial modelling.
2. Create and manipulate financial models using Excel.
3. Analyze financial data to support decision-making.
4. Apply modelling techniques for valuation, budgeting, and forecasting.
5. Develop and present insights from financial models.

**Unit 1: Introduction to Financial Modelling and Excel Basics**

- Overview of financial modelling and its importance
- Essential Excel functions for modelling
- Data organization and formatting in Excel
- Building a simple financial model: Cash flow projection

**Unit 2: Financial Statements and Valuation Modelling**

- Constructing income statements, balance sheets, and cash flow statements
- Introduction to discounted cash flow (DCF) valuation
- Using Excel formulas for financial statement analysis
- Valuation modelling: Forecasting cash flows and applying discount rates

### Unit 3: Budgeting and Forecasting Models

- Budgeting techniques and best practices
- Building budget models in Excel: Revenues, expenses, and capital expenditures
- Sensitivity analysis and scenario planning
- Rolling forecasts and dynamic budget models

### Unit 4: Investment Analysis and Decision Models

- Capital budgeting and investment analysis techniques
- Evaluating investment opportunities using Excel functions
- Risk and return analysis: Applying Net Present Value (NPV) and Internal Rate of Return (IRR)
- Developing decision models for investment choices

### Unit 5: Advanced Financial Modelling Techniques

- Data analysis and visualization in Excel
- Monte Carlo simulation for risk assessment
- Complex financial models: Mergers and acquisitions, project finance
- Model auditing, error checking, and sensitivity analysis
- Presenting insights from financial models

### Recommended Reference Books:

1. "Financial Modelling in Excel For Dummies" by Danielle Stein Fairhurst
2. "Financial Modelling: Build a Complete DCF Valuation Model" by Udemy
3. "Excel Best Practices for Business: Covers Excel 2003, 2002, and 2000" by Loren Abdulezer
4. "Financial Modelling: An Introductory Guide to Excel and VBA Applications in Finance" by Joachim Häcker and Dietmar Ernst
5. "Financial Modelling and Valuation: A Practical Guide to Investment Banking and Private Equity" by Paul Pignataro

Program Outcomes / Program Specific Outcomes	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2
CO1 - Understand the principles and concepts of financial modeling.	3	2	-	-	-	-	-	-
CO2 - Create and manipulate financial models using Excel.	2	3	-	-	-	-	-	-
CO3 - Analyze financial data to support decision-making.	2	3	-	-	2	-	-	-
CO4 - Apply modeling techniques for valuation, budgeting, and forecasting.	3	2	-	-	-	-	-	-
CO5 - Develop and present insights from financial models.	2	2	-	-	3	-	-	-

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<b>MBA N 213 E</b>	<b>Business Data Analytics Using Python</b>	<b>L-T-P 3.1.0</b>
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**Pre-requisites: -**

**Course Type: Domain Specific Elective**

**Course Outcomes**

By the end of the course, a student should be able to:

MBA-DS-BA-303.1 Understand and exercise basic coding sequential, conditional, and looping structure for business decision making

MBA-DS-BA-303.2 Application of advanced data management tasks using Python for reading, writing, cleaning of data and reshaping datasets.

MBA-DS-BA-303.3 Perform exploratory and statistical analysis with Python for various business functions.

MBA-DS-BA-303.4 Design and develop analytical skills for creating data structures and applications in business data management

**Unit I**

- Introduction to Business Data Analysis
- Knowledge Domains of Data Analyst
- Understanding the Nature of Data
- Data Analysis Process
- Quantitative and Qualitative data analysis Case study 1

**Unit II**

- NumPy-Types of Data
- Arithmetic Operations
- Universal Functions Matrix
- Indexing Arrays, Loading Files
- Reading Files with Tabular Data; Introduction to SciPy
- Case study 2

### Unit III

- Pandas Function by Element; Function by Row/Column
- CSV and Text Files
- Merging, Concatenating; Data Transformation
- Data Aggregation
- Case study 3

### Unit IV

- Matplotlib, Plotting Windows
- Plotting Charts; Adding Text, Bar Chart, Histogram, Pi Charts, Line Charts
- Writing Mathematical Expressions
- Case study 4

### Unit V

- Open Data Sources Analysis: Political and Government
- Data Sources Analysis: Climate and Health Data
- Reports Generation
- Inferences from Secondary Open Source  
Data Case study 5

### Recommended texts and readings:

1. W. McKinney, 2017, Python for Data Science, O'Reilly Media Inc.
2. F. Nelli, 2015, Python Data Analytics, Apress
3. J. Rogel, 2018, Salazar, Chapman and Hall, Data Science and Analytics with Python, CRC Press
4. A. B. Downey, 2014, ThinkStats2, O'Reilly Media Inc.

### Notes:

1. The case study mentioned at the end of each unit will cover as far as possible the whole unit.
2. Only the latest available editions of the above books are recommended.

Website references will be announced at the time of the launch of the course by the concerned faculty

### Assessment Tools:

Assignments (Presentations/ Role Plays/ Case Analysis/ Quiz  
etc.) Sessional tests  
Class Participation  
Term end examination

### Distribution of Marks for Continuous Evaluation:

Parameters	Weightage
Sessional test 1	20
Sessional test 2	20
Assignments	40
Class participation	10
Attendance	10

**Instructions for setting question paper:** The question paper shall consist of two parts (Part A and Part B). Six questions are to be set in Part A, of which four questions are to be attempted. Each question will carry 20 marks. Part A will include questions covering the entire syllabus. Part B will include a case study of 20 marks which will be compulsory to attempt.

### Course Articulation Matrix

CO Statement (MBA-DS-BA-303)	PO1	PO2	PO3	PO4	PO5
MBA-DS-BA-303.1	3			2	3
MBA-DS-BA-303.2	2	2	3	3	2
MBA-DS-BA-303.3	2	3	3	1	2
MBA-DS-BA-303.4	3	2	2	3	2

**LINGAYA'S VIDYAPEETH**  
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<b>MBA N 213 F</b>	<b>Business Forecasting</b>	<b>L-T-P 3.1.0</b>
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**Pre-requisites: -**

**Course Type: Domain Specific**

**Elective Course Outcomes:**

By the end of the course, the student should be able to:

MBA- DS-BA-305. 1 Understand the importance of forecasting in making accurate decisions in economic and business environments.

MBA- DS-BA-305. 2 Evaluate the basics in time series analysis and their applications in forecasting

MBA- DS-BA-305. 3 Analyze the trend, seasonal and cyclical issues in forecasting analysis

MBA- DS-BA-305. 4 Create forecasting reports to higher level management for vital decision-making processes.

**Unit I**

- Introduction to Forecasting & Demand Analysis: An Overview
- Significance of Demand Analysis and Forecasting
- Determinants of Demand, Elasticity of Demand, Revenue and Profit of a Firm Estimation of Demand
- Forecasting Demand -Techniques, Purposes & type of Users
- Case Study 1

**Unit II**

- Marketing Research Techniques
- Statistical Estimations, Variable Identification, Time Series and Cross-Sectional Data Collection, 2.3 Specification of the Model
- 2.4 Estimation of the Parameters,
- Case study 2

**Unit III**

- Interpretation of Regression Statistics
- Time Series Regression
- Forecasting with Regression Model: Unconditional Forecasting
- Forecasting with Serially Correlated Errors, Conditional Forecasting
- Case study 3



#### Unit IV

- Univariate time series: Linear model, Stationarity, Autocorrelation, Partial Auto correlation, Multicollinearity, ARIMA, ARMA process Stationarity and Unit Roots Tests: Introduction, Unit Roots tests, Stationarity tests Univariate Time Series: Volatility Models-Introduction, The ARCH Model, The GARCH Model
- Multivariate Time Series Analysis: Vector Autoregression Model–Cointegration
- Case study 4
- 

#### Unit V

- Qualitative Forecasting Techniques and Other Advanced Techniques,
- Barometric Techniques, Leading, Lagging and Coincident Economic Indicators, Diffusion and Composite Indexes, Accuracy of Forecast - Short Run & long term Forecast Use of Software Packages for Forecasting
- Case study 5

#### Recommended Texts and Readings :

1. G. E. P. Box, G. M. Jenkins and G. C. Reinsel, 2015, Time Series Analysis: Forecasting and Control; Wiley & Sons, Publications
2. F. X. Diebold, 2007, Elements of Forecasting, South-western Cengage Learning
3. J. H. Wilson and B. Keating, 2019, Business Forecasting with Forecast X™, McGraw Irwin, John Galt Solutions, Inc.
4. M.I K. Evans, 2003, Practical Business Forecasting. UK: Blackwell

#### Notes:

Focus shall be on case studies, learning by doing exercises, role plays and experiential activities.

1. Only the latest available editions of the above books are recommended.
2. Website references will be announced at the time of the launch of the course by the concerned faculty.

**Assessment Tools:**

Assignments (Presentations/ Role Plays/ Case Analysis/ Quiz

etc.) Sessional tests

Class Participation

Term end examination

**Distribution of Marks for Continuous Evaluation:**

Parameters	Weightage
Sessional test 1	20
Sessional test 2	20
Assignments	40
Class participation	10
Attendance	10

**Instructions for setting question paper:** The question paper shall consist of two parts (Part A and Part B). Six questions are to be set in Part A, of which four questions are to be attempted. Each question will carry 20 marks. Part A will include questions covering the entire syllabus. Part B will include a case study of 20 marks which will be compulsory to attempt.

**Course Articulation Matrix**

CO Statement (MBA-DS-BA-305)	PO1	PO2	PO3	PO4	PO5
MBA-DS-BA-305.1	3	2		3	
MBA-DS-BA-305.2	3	3		3	
MBA-DS-BA-305.3			3	3	
MBA-DS-BA-305.4				3	3



## **Specialisation – 6**

### **Operations & Management**

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<b>MBA N 215 A</b>	<b>Management of Manufacturing System</b>	<b>L-T-P:3-0-0</b>
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**Course Objective:**

1. Understand the practical application of different type of manufacturing system.
2. Understanding the use of IT enabled technology in manufacturing system.
3. Understanding the entire value chain.
4. Develop an ability to analyze the capacity utilization & Strategy.
5. Understanding of tools for maintenance and capacity planning

**Unit 1**

Manufacturing System: Introduction and components, Importance of Manufacturing for Technological And Socio Economic developments, Production versus Productivity; Strategic benefit of Plant location & Plant Layouts. Types of manufacturing System: Job shop. Mass, Batch, Project shop, Continuous process Linked cell system (Cellular manufacturing system), Flexible Manufacturing System (FMS)

**Unit 2**

Manufacturing Support System: Process Planning, Computer Aided Process Planning, Production Planning and Control Systems, Aggregate Planning and Master Production schedule, Material Requirement Planning, Capacity Planning; Shop Floor Control: Introduction, Overview of Automatic Identification and Data capture, Bar Code Technology and Radio Frequency Identification

**Unit 3:**

Describe the key components of the entire value chain including supplier, Relationships between manufacturing cost and customer satisfaction, internal and external customer relationship, Evaluate the effective use of Lean techniques, Adopting Continuous Process Improvement (CPI), Just in Time, Enterprise Resource Planning (ERP, Analyze sustainable and green manufacturing practices.

#### Unit 4:

Capacity planning: Analysis of designed capacity, installed capacity, commissioned capacity, utilized capacity, factors affecting productivity and capacity expansion strategies.

Maintenance System: Maintenance strategies and planning, Maintenance economics: quantitative analysis, optimal number of machines, Replacement strategies and policies, economic service life ,opportunity cost, replacement analysis using specific time period, spares management.

#### Suggested Readings

1. Kalpakjian and Schmid, Manufacturing Engineering and Technology, Pearson.
2. Lindberg, Processes & Materials of Manufacture, Prentice Hall India.
3. J P Kaushik: Manufacturing Processes , PHI
4. James. B. Dilworth, “Operations Management – Design, Planning and Controlfor Manufacturing and Services”, McGraw Hill Inc. Management Series,
5. P. Radhakrishnan, S. Subramanyan and V. Raju, “CAD / CAM / CIM”, New AgeInternational (Pvt.) Ltd. Publishers

#### COURSE OUTCOME

CO 1: Conceptual knowledge of working of Manufacturing unit and complete system

CO 2: Understanding of the processes of and activities of Manufacturing

CO 3: Competency to implement effective managerial practices in manufacturing

CO 4: Understanding of tools for maintenance and capacity planning

CO 5: Knowledge about the support systems of manufacturing

Pos Cos	PO1	PO2	PO3	PO4	PO5	PO6	PSO 1	PSO2
CO1	2	3	-	-	1	-	2	2
CO2	2	3	-	-	1	-	1	1
CO3	2	3	-	-	1	-	1	1
CO4	2	3	-	-	1	-	1	1

**LINGAYA'S VIDYAPEETH**  
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<b>MBA N 215 B</b>	Demand and Business Forecasting	<b>L-T-P:3.0.0</b>
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**Pre-requisites: -**

**Course Type: Domain Specific Elective**

**Course Outcomes:**

By the end of the course, a student should be able to:

- MBA-DS-OM-402.1 Understand the importance of forecasting in making accurate decisions in economic and business environments.
- MBA-DS-OM-402.2 Comprehend the basics in regression analysis, time series analysis and their applications in forecasting.
- MBA-DS-OM-402.3 Analyze forecasting reports to higher level management for vital decision making process.
- MBA-DS-OM-402.4 Discuss concepts related to demand analysis.
- MBA-DS-OM-402.5 Estimate and forecast demand through various techniques

**Unit I**

Demand Analysis: An Overview  
Significance of Demand Analysis and Forecasting  
Determinants of Demand  
Elasticity of Demand  
Revenue and Profit of a Firm  
Case study 1

**Unit II**

Estimation of Demand  
Forecasting Demand, Purpose of Forecast, Marketing Research Techniques  
Consumer Surveys, Consumer Clinics, Market Experiments in Test Stores.  
Survey and Opinion Polling Techniques  
Reasonability, Trend Analysis, Business  
Cycles  
Case study 2

### **Unit III**

Statistical Estimation, Variable Identification,  
Specification of the Model, Estimation of the Parameters  
Time Series and Cross Sectional Data Collection  
Moving Average  
Exponential Smoothing  
Techniques  
Case study 3

### **Unit IV**

Regression Method, Interpretation of Regression Statistics  
General Linear Model  
Deviation from general linear model  
Modelling and forecasting cycles- ARMA models  
Use of Software Packages for  
Forecasting  
Case study 4

### **Unit V**

Accuracy of Forecast, Short Run Forecast, Long Run Forecast  
accuracy measures and their importance  
Evaluating and combining forecast  
Practical issues in developing industry/firm level models  
Interfacing with commercial economic forecasting  
services  
Case study 5

### **Recommended texts and readings:**

1. J. H. Wilson and B. Keating, 2009, Business Forecasting. McGraw Hill/Irwin
2. E. Hanke and D. W. Wichern, 2008, Business Forecasting. Pearson International
3. C. W. Chase Jr., 2003, Demand-Driven Forecasting, A Structured Approach to Forecasting, Wiley
4. S. Kolassa and E. Siemsen, 2016, Demand forecasting for managers, Business Expert Express

### **Notes:**

1. The case study mentioned at the end of each unit will cover as far as possible the whole unit.
2. Only the latest available editions of the above books are recommended.
3. Website references will be announced at the time of the launch of the course by the concerned faculty.

**Assessment Tools:**

Assignments (Presentations/ Role Plays/ Case Analysis/  
Quiz etc.) Sessional tests  
Class  
Participation  
Term end  
examination

**Distribution of Marks for Continuous Evaluation:**

Parameters	Weightage
Sessional test 1	20
Sessional test 2	20
Assignments	40
Class participation	10
Attendance	10

**Instructions for setting question paper:** The question paper shall consist of two parts (Part A and Part B). Six questions are to be set in Part A, of which four questions are to be attempted. Each question will carry 20 marks. Part A will include questions covering the entire syllabus. Part B will include a case study of 20 marks which will be compulsory to attempt.

**Course Articulation Matrix**

CO Statement (MBA-DS-OM-402)	PO1	PO2	PO3	PO4	PO5
MBA-DS-OM-402.1	1	2		3	2
MBA-DS-OM-402.2	2	2	3	1	2
MBA-DS-OM-402.3	3	1		2	
MBA-DS-OM-402.4		2	2	2	3
BA-DS-OM-402.5	3	3	3	3	3



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<b>MBA N 215 C</b>	Technology and Business Transformation	<b>L-T-P:3-0-0</b>
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**Pre-requisites: -**

**Course Type: Domain Specific Elective**

**Course Outcomes:**

By the end of the course, a student should be able to:

- MBA-DS-OM-404.1 Understand the key principles, terms and definitions used in the management of Technology
- MBA-DS-OM-404.2 Comprehend the capabilities and tools needed for technology management in the transformation of a business
- MBA-DS-OM-404.3 Apply appropriate technology policies and strategies within a changing context for an organization
- MBA-DS-OM-404.4 Analyze the range of contemporary and pervasive issues regarding technology and its management

**Unit I**

Introduction to concepts of technology and business transformation

Technology developments & implications of Technology Management,

Technology change, lifecycle & Growth of Technologies

Technology Policy and Planning,

Case study 1

**Unit II**

Technology Development and Acquisition

Forecasting and Technology

Innovation chain - approaches and methodologies

Technology Strategy, Generation, and Development.

Case study 2

### **Unit III**

Technology Transfer - Models, Modes,  
Technology search strategy  
Dimensions of Technology Transfer, Features & Routes of Technology Transfer  
Technology absorption capabilities  
Pricing of Technology Transfer agreements & Code of conduct for Technology transfer  
Government initiative, Technology transfer and absorption process at unit level.  
Case study 3

### **Unit IV**

Technology absorption - technology package, dependence, concept, constraints & benefits  
Technology import & Government initiatives  
Technology Assessment (TA) - Organization and Management  
Technology Evaluation.  
Diffusion - Major diffusion activities, Diffusion Strategy.  
Case study 4

### **Unit V**

Technological Environment  
Technology Support Systems: Financing  
Human & organizational Aspects in Technology Management  
Social Issues in Management – Rationalization & Automation, EIA Process  
Case study 5

### **Recommended texts and readings:**

1. B. Fredrick, 2018, Managing Technology. Prentice Hall
2. G. H. Gaynor, 2015, Handbook of Technology Management, McGraw Hill
3. T. Khalil, 1999, Management of Technology, McGraw Hill International
4. N. Harrison and D. Samson, 2001, Technology Management: Text and International Cases, McGraw-Hill Publishing Co.
5. M. Ciampa, 2014, Security + Guide to Network Security Fundamentals, Cengage Learning
6. C. N. Madu, 2001, Management of New Technologies for Global Competitiveness, Jaico Publishing House

### **Notes:**

1. The case study mentioned at the end of each unit will cover as far as possible the whole unit.
2. Only latest available editions of the above books are recommended.
3. Website references will be announced at the time of the launch of the course by the concerned faculty.

**Assessment Tools:**

Assignments (Presentations/ Role Plays/ Case Analysis/

Quiz etc.) Sessional tests

Class Participation

Term end

examination

**Distribution of Marks for Continuous Evaluation:**

Parameters	Weightage
Sessional test 1	20
Sessional test 2	20
Assignments	40
Class participation	10
Attendance	10

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<b>MBA N 215 D</b>	<b>Operations Planning and Control</b>	<b>L-T-P:3-0-0</b>
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**Course Objectives:**

1. To understand the various fundamentals and functions of production planning and control.
2. To impart learning on work study procedures and practices.
3. To generate understanding on the essentials of product/ process planning and useful tools to accomplish both.
4. To develop knowledge and ability to undertake production scheduling procedures.
5. To know the recent trends in production planning and control such as manufacturing requirement Planning (MRP II) and Enterprise Resource Planning (ERP) and global practices.

**Unit 1**

**Introduction:** Meaning and objective of Production Planning & Control, functions, roles & responsibilities of PPC manager. Forecasting – qualitative and quantitative analysis techniques.

**Unit 2**

**Process of Production Planning and Control –**

Capacity planning –Concept, types, plant capacity, capacity planning strategies-Routing – procedure, materials flow patterns -Scheduling –production scheduling, machine scheduling and Line Balancing With numerical -Loading –process, strategies and relationship between capacity and loading-numerical, PPC in different production systems ie. Job, batch, Mass (assembly) and continuous

### Unit 3

**Aggregate Planning** –Meaning, Strategies and Cost, concept of Aggregate planning; capital-intensive, labor-intensive, and fashion industries. Materials requirement planning (MRP I), MRP-Manufacturing Resource planning (MRP II) – Master production scheduling, Enterprise Resource Planning (ERP) and global practices.

### Unit 4

**Waste Management:** Value and waste, Types of waste; 5S techniques of eliminating wastes, Lean process to minimize wastages

**Control Systems:** Production control systems, Gantt Charts, Bar Charts, production progress reporting and performance analysis, system feedback, strategies for corrective actions, role of control rooms in production plants.

### Suggested Readings

1. Martand Telsang, “Industrial Engineering and Production Management”, S. Chand and Company,
2. S.K. Mukhopadhyay, Production Planning and Control, Prentice Hall of India private limited,
3. James.B.Dilworth, “Operations Management – Design, Planning and Control for manufacturing and services” Mcgraw Hill International edition.
4. S.N.Chary, “Theory and Problems in Production & Operations Management”, Tata McGrawHill,
5. Kanishka Bedi, “Production and Operations management”, Oxford university press,
6. Elwood S.Buffa, and Rakesh K.Sarin, “Modern Production / Operations Management”, John Wiley and Sons,
7. Norman Gaither, G. Frazier, “Operations Management” Thomson learning
8. K.C.Jain & L.N. Aggarwal, “Production Planning Control and Industrial Management”, Khanna Publishers

**COURSE OUTCOME**

CO1 : It will help in understanding the fundamentals of production planning and profit considerations.

CO2: It will provide quantitative knowledge and capability to use various product/process planning tools.

CO3: It will enable them to devise appropriate strategies concerning aggregate planning and cost.

CO4: It help in resolving complex scheduling issues byway of implementing standard scheduling procedures.

CO5: It will enhance exposure to recent trends in production planning and control and increased adaptability with latest global-production practice

Pos Cos	PO1	PO2	PO3	PO4	PO5	PO6	PSO 1	PSO 2
CO1	2	2	1	2	-	1	1	1
CO2	1	1	2	1	2	1	2	-
CO3	2	2	-	2	2	1	-	-
CO4	-	3	3	1	2	-	3	-

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<b>MBA N 215 E</b>	<b>Supply Chain &amp; Logistics Management</b>	<b>L-T-P:3-0-0</b>
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**Course Objective:**

This course is intended to provide an understanding of the

1. Components and processes of supply chain and logistics management
2. Drivers of Supply Chain & Creating Strategic Fit
3. Performance drivers of supply chain.
4. Understanding about logistics, transportation & warehousing.
5. Understanding the factors of Global Supply Chain.

**Unit 1**

**Supply Chain Concepts:** Objectives of a Supply Chain, Stages of Supply chain, Value Chain Process, Cycle view of Supply Chain Process, Key issues in SCM, logistics & Supply Chain Drivers and obstacles, Supply chain strategies, strategic fit, Best practices in SCM, Obstacles of streamlined SCM.

**Unit 2**

**Logistics :** Evolution, Objectives, Components and Functions of Logistics Management, Distribution Related Issues and Challenges; Gaining competitive advantage through Logistics Management ,Transportation- Functions, Costs, and Mode; Network and Decision, Containerization, Cross docking.

**Unit 3**

Supply Chain Performance: Bullwhip effect and reduction, Performance measurement: Dimension, Tools of performance measurement, SCOR Model. Demand chain management, Global Supply chain-Challenges in establishing Global Supply Chain, Factors that influences designing Global Supply Chain Network.

## Unit 4

**Warehousing:** Concept and types, Warehousing strategy, Warehouse facility location & network design, Reverse logistics, Outsourcing- Nature and concept, Strategic decision to Outsourcing, Third party logistics(3PL), Fourth party logistics(4PL).

Supply Chain and CRM- Linkage, IT infrastructure used for Supply Chain and CRM, Functional components for CRM, Green supply chain management, Supply Chain sustainability.

### Suggested Readings:

1. Chopra, Sunil, Meindl, Peter and Kalra, D. V.; Supply Chain Management: Strategy, Planning and Operation; Pearson Education
2. Altekar, Rahul V.; Supply Chain Management: Concepts and Cases; PHI Learning Reference Books
3. Ballou, Ronald H.; Supply Chain Management; Pearson Education
4. Sahay, B.S.; Supply Chain Management; Macmillan
5. Ballou, R.H. Business Logistics Management. Prentice-Hall Inc.
6. Bowersox D.J. ,Closs D.J. , Logistical Management, McGraw-Hill,

### COURSE OUTCOME

CO 1: Apply the basic framework of Supply Chain Management and basic concepts in logistics

CO 2: Knowledge about distribution, warehousing and its roles in strategic planning with supply chain

CO 3: Competency to analyze and use inventory management methodologies and evaluate and select transportation modes

CO 4: Assess the strategic role and impact of IT on supply chain integration

CO 5: Knowledge about the latest trends in SCM and logistic



Pos Cos	PO1	PO2	PO3	PO4	PO5	PO6	PSO 1	PSO 2
CO1	1	-	1	-	-	1	1	1
CO2	1	1	2	1	-	1	2	-
CO3	2	2	-	3	2	1	-	-
CO4	-	3	3	3	2	-	3	-

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<b>MBA N 215 F</b>	<b>Sustainable Operation Management</b>	<b>L-T-P:3-0-0</b>
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**Course Objective:** We examine how operations management can contribute to sustainability through product design, production design, flow management and other operational measures. We also discuss the interface of operations management with other disciplines such as psychology, marketing and policy making in terms of sustainability.

**Session 1 –**

- Topics: Overview of Sustainable Operations Management
- Readings: Sustainable Operations Management: An enduring stream or a passing fancy?
- Readings: Sustainability: What Does it Mean for the Operations Manager?

The first class session will review class structure and procedures, assignments, grading, etc. We illustrate the role of operations management in the big picture of all business functions related to sustainability. In particular, we introduce the concepts of green supply chain and sustainable product design. We also provide an overview of leading institutions and scholars, and their work in sustainable operations.

**Session 2 –**

- Topics: Closed Loop Supply Chain: Remanufacturing and Recycling
- Readings: Remanufacturing: The next great opportunity for boosting US productivity
- Assignment 1 due

In this session, we learn three key concepts in sustainable operations: remanufacturing, recycling, close loop supplychain. They are among the most commonly used techniques to achieve sustainability with operations management. We will learn about their implementation. We also provide detailed case studies on how the industry leaders such as CAT, Xerox, StGobain implement these concepts.

**Session 3 –**

- Topics: Green Product Design
- Readings: Product Modularity and the Design of Closed Loop Supply Chains
- Assignment 2 due

The carbon footprint of a product is largely fixed in its design stage. Therefore, it is essential to understand the role of product design to achieve sustainability. In this session, we particularly discuss the concept of "environmental attributes" and its relation with consumer psychology. We also discuss how to best balance product performance with its environmental friendliness, which can be a zero sum game.

#### **Session 4 –**

Topics: Green Supply Chain Management

Readings: Developing Strategies for Green Supply Chain Management

Green Supply Chain refers to 'greening' requirements to both upstream and downstream supply chain activity such as purchasing material components, and technology choice. The focus of the study is on the management efficacy and costs to the supply chain from altering its traditional focus of cost, quality, and service to include environmental performance.

#### **Session 5 –**

Guest Lecture: An Example of Sustainable Operations Management

#### **Suggested Readings:**

Business dailies and weeklies can be accessed through the library. **Business Eastern Europe** by EIU is a weekly briefing on operating a business in Eastern Europe. **Country Reports** also by EIU provide in-depth economic, political and business analysis and short-term market outlooks. Electronic versions of **The WSJ** are in PressDisplay. **The Economist** is included by EbscoHost. For **The Fin. Times** online, see Journal Search.

New business databases include OneSource, the most comprehensive company & executive information. Global Market Information Database has comprehensive data and reports across industries, countries and type of consumers.

Thomson One Banker provides data on internationally quoted companies, international stock exchange indices, private equity, and financial deals.

Science Direct is an extensive full-text database covering authoritative titles from the core scientific literature.

The Company Dossier in Lexis Nexis Academic allows users to browse in-depth company profiles and industry reports. Core statistical databases include IFS, GFS Online, OECD Main Economic Indicators, National Accounts Statistics, and Tax Statistics.

Econlit at the CSA/Proquest platform provides bibliographic coverage of a wide range of economics-related literature.

**<http://www.library.ceu.hu/databases.html>**

**Course Outcome:**

CO1: Express and supplement their own analysis and conclusions in financial terms, the common business language.

CO2: Understanding and acceptance of diversities of viewpoints

CO3: Apply mathematical and statistical models

CO4: Applicability of conventional prescriptions, as well as the impact of non-quantitative information.

CO5: Motivated to consider the ethical limitations of shareholder wealth maximization.

Pos Cos	PO1	PO2	PO3	PO4	PO5	PO6	PSO 1	PSO 2
CO1	1	-	1	-	-	1	1	1
CO2	2	1	2	2	-	2	2	-
CO3	1	2	-	3	2	1	-	-
CO4	-	3	2	1	-	-	3	-



## **Specialisation – 7**

# **Entrepreneurship and small business Management**

**Deemed-to-be University  
u/s 3 of UGC Act 1956**

choose to know

**LINGAYA'S VIDYAPEETH**  
(A Deemed to be University u/s 3 of UGC Act, 1956)

<b>MBA N 217 A</b>	<b>Managing Corporate Entrepreneurship</b>	<b>L-T-P:3-0-0</b>
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**Pre-requisites: -**

**Course Type: Domain Specific**

**Elective Course Outcomes:**

By the end of the course a student should be able to:

MBA-DS-ESBM-401.1. Understand corporate entrepreneurship and innovation

MBA-DS-ESBM-401.2. Develop an in-depth understanding of the organizational processes and culture to encourage corporate entrepreneurship

MBA-DS-ESBM-401.3. Formulate strategies and plans conducive to Entrepreneurship

MBA-DS-ESBM-401.4. Appreciate the role of innovation and corporate policies in dynamic business environment for managing corporate entrepreneurship

**Unit I**

Defining the Corporate Entrepreneur

Difference between an Entrepreneur and Corporate Entrepreneur

The Role of Corporate Entrepreneurship in the Current Organizational and Economic Landscape

Innovations in the Corporate World: Reason, Strategy and Opportunities

Business Selection

Case study 1

**Unit II**

Corporate Incubators as Facilitators of Entrepreneurial Performance

Funding Requirements

Treatment of Risks

Venture Capital

Case study 2

### **Unit III**

Behavioral Aspects of Corporate Entrepreneurship  
How to Succeed as an Intrapreneur  
Selecting, Evaluating and Compensating Corporate Entrepreneurs  
Building the Climate for Intrapreneurship  
Case study 3

### **Unit IV**

The Process of Intrapreneurship- Locating The Venture in the Organization  
Organizing and Controlling the Venture  
Constraints on Entrepreneurial Performance Outcomes  
Intrapreneurship vs. Buyouts, Mergers and Acquisitions  
Case study 4

### **Unit V**

Ethical Issues in Intrapreneurship  
Intrapreneurship and KPIs  
Technology Push vs. Technology Pull  
Framework for Sustainable Entrepreneurship  
Case study 5

### **Recommended texts and readings:**

1. V. Sathe, 2007, Corporate Entrepreneurship: Top managers and New Business Creation, Cambridge
2. D. F. Kuratkoa, 2016, Corporate Entrepreneurship and Innovation, Cengage Learning
3. R. Wolcott and M. Lippitz, 2009, Grow from within – Mastering Corporate Entrepreneurship and Innovation, McGraw Hill Education

### **Notes**

1. The case study mentioned at the end of each unit will cover as far as possible the whole unit.
2. Only latest editions of the above books are recommended.
3. Website references will be announced at the time of the launch of the courses by the concerned faculty

**Assessment Tools:**

Assignments (Presentations/ Role Plays/ Case Analysis/  
Quiz etc.) Sessional tests  
Class Participation  
Term end  
examination

**Distribution of Marks for Continuous Evaluation:**

Parameters	Weightage
Sessional test 1	20
Sessional test 2	20
Assignments	40
Class participation	10
Attendance	10

**Instructions for setting question paper:** The question paper shall consist of two parts (Part A and Part B). Six questions are to be set in Part A, of which four questions are to be attempted. Each question will carry 20 marks. Part A will include questions covering the entire syllabus. Part B will include a case study of 20 marks which will be compulsory to attempt.

**Course Articulation Matrix**

CO Statement (MBA-DS-ESBM-401)	PO1	PO2	PO3	PO4	PO5
MBA-DS-ESBM-401.1	2	3			
MBA-DS-ESBM-401.2	3	3	2	3	1
MBA-DS-ESBM-401.3		1		2	3
MBA-DS-ESBM-401.4	2	2	2	2	3



## LINGAYA'S VIDYAPEETH

(A Deemed to be University u/s 3 of UGC Act, 1956)

<b>MBA N 217 B</b>	Planning and Structuring New Venture	<b>L-T-P:3-0-0</b>
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### Pre-requisites: -

**Course Type: Domain Specific**

### Elective Course Outcomes:

By the end of the course a student should be able to:

MBA-DS-ESBM-402.1. Get acquainted with theory and practice of new venture management

MBA-DS-ESBM-402.2. Develop understanding of how to carry- out a new venture planning from start to finish to get results.

MBA-DS-ESBM-402.3. Design appropriate business plan to meet the contemporary need of a new venture.

MBA-DS-ESBM-402.4. Work with different stakeholders in generating revenue, profits and growth.

### Unit I

New Ventures Identification

Source and Techniques of Idea Generation

Imagination and Creativity for Entrepreneurial Intellect

Role of Technology in Creating and Changing Business Aspects

Case study 1

### Unit II

Eco System to Set off New Ventures

Inorganic Growth: Advantages of Acquiring an Existing Venture

Value Creation and Assessment of Key Issues

Evaluating the Opportunities

Laws Concerning Creation of New Ventures

Case study 2

### **Unit III**

Legal System for Protection and Promotion of New Venture in India

Intellectual Property Rights, Patents, Trademarks and Copyrights

Processes and Procedures for Getting Patents, Trademarks and Copyrights

Organization Structure: Sole Proprietorship, Partnership, Limited Liability Partnership (LLP) and Company

Case study 3

### **Unit IV**

Business Planning New Ventures: Concept and Development of a Business Plan

Elements for Developing an Acceptable Business Plan, Executive Summary

Aspects of Business: Finance, Marketing, Human Resource Management

Operations Management in Developing a Sustainable Business Plan and Strategy for Future

Case study 4

### **Unit V**

Financing New Venture: Criteria for Evaluating New Venture Proposals

Stages in Financing New Ventures

Sources of Financing Indian Entrepreneurs: Bank, State Financial Corporation's (SFs),

Angel Investors, Business Incubators and Facilitators Government Policies

Marketing New Venture

Case study 5

### **Recommended texts and readings:**

1. S. Spinelli and R. Adams, 2011, New Venture Creation: Entrepreneurship for the 21st Century, McGraw Hill
2. K. R. Allen, 2011, Launching New Ventures: An Entrepreneurial Approach, Cengage Publishing
3. A. Zacharakis, W. D. Bygrave and A. C. Corbett, 2016, Entrepreneurship, Wiley Publication
4. P. Forsyth, 2003, Business Planning: Enterprise, Wiley

**Publication Notes:**

1. The case study mentioned at the end of each unit will cover as far as possible the whole unit.
2. Only latest editions of the above books are recommended.
3. Website references will be announced at the time of the launch of the courses by the concerned faculty.

**Assessment Tools:**

Assignments (Presentations/ Role Plays/ Case Analysis/ Quiz etc.)  
Sessional tests  
Class  
Participation  
Term end  
examination

**Distribution of Marks for Continuous Evaluation:**

Parameters	Weightage
Sessional test 1	20
Sessional test 2	20
Assignments	40
Class participation	10
Attendance	10

**Instructions for setting question paper:** The question paper shall consist of two parts (Part A and Part B). Six questions are to be set in Part A, of which four questions are to be attempted. Each question will carry 20 marks. Part A will include questions covering the entire syllabus. Part B will include a case study of 20 marks which will be compulsory to attempt.

**Course Articulation Matrix**

CO Statement (MBA-DS-ESBM-402)	PO1	PO2	PO3	PO4	PO5
MBA-DS-ESBM-402.1	2			3	2
MBA-DS-ESBM-402.2	3	2	3	3	1
MBA-DS-ESBM-402.3	2	3	2	2	3
MBA-DS-ESBM-402.4	1	2	2	1	2

MBA N 217 C	Social Entrepreneurship	L-T-P 3-0-0
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**Course Objectives:**

1. To introduce MBA students to the principles and practices of social entrepreneurship.
2. To provide students with an understanding of the role of entrepreneurship in addressing social challenges.
3. To develop students' ability to identify, design, and implement innovative solutions for social issues.
4. To equip students with practical skills in developing and scaling social enterprises.
5. To foster critical thinking and problem-solving skills in the context of social entrepreneurship.

**Prerequisite:** Basic understanding of person who pursues novel applications that have the potential to solve community-based problems. Social entrepreneurship is an approach by individuals, groups, start-up companies or entrepreneurs, in which they develop, fund and implement solutions to social, cultural, or environmental issues.

**Course Learning Outcomes:**

1. Understand the principles and concepts of social entrepreneurship.
2. Identify social challenges and opportunities for entrepreneurship.
3. Design and develop sustainable business models for social enterprises.
4. Apply critical thinking to assess the impact and scalability of social ventures.
5. Develop a comprehensive social entrepreneurship plan.

**Unit 1: Introduction to Social Entrepreneurship**

- Overview of social entrepreneurship and its significance
- Role of entrepreneurship in addressing social challenges
- Characteristics of successful social entrepreneurs

- Ethical considerations in social entrepreneurship
- Case studies of prominent social enterprises

**Unit 2: Identifying Social Challenges and Opportunities**

- Identifying and analysing social problems and needs
- Mapping stakeholders and understanding their perspectives
- Identifying market gaps and social innovation opportunities
- Assessing the feasibility of social entrepreneurship initiatives
- Developing a social mission and vision

### Unit 3: Designing and Developing Social Enterprises

- Business models for social enterprises: Non-profit, for-profit, hybrid
- Building a sustainable revenue model
- Legal and regulatory considerations for social enterprises
- Building partnerships and collaborations for impact
- Measuring and reporting social impact

### Unit 4: Scaling and Impact

- Strategies for scaling social ventures
- Balancing impact and financial sustainability
- Creating a growth strategy and scaling plan
- Managing resources and building organizational capacity
- Case studies of scaling successful social enterprises

### Unit 5: Entrepreneurial Leadership and Sustainability

- Leadership skills for social entrepreneurs
- Building a team and organizational culture
- Navigating challenges and failures in social entrepreneurship
- Ensuring long-term sustainability and social impact
- Reflection and future directions in social entrepreneurship

### Recommended Reference Books:

1. "How to Change the World: Social Entrepreneurs and the Power of New Ideas" by David Bornstein
2. "The Power of Unreasonable People: How Social Entrepreneurs Create Markets That Change the World" by John Elkington and Pamela Hartigan
3. "Social Entrepreneurship: What Everyone Needs to Know" by David Bornstein and Susan Davis
4. "Creating a World Without Poverty: Social Business and the Future of Capitalism" by Muhammad Yunus
5. "Lean Impact: How to Innovate for Radically Greater Social Good" by Ann Mei Chang

Program Outcomes / Program Specific Outcomes	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2
CO1 - Understand the principles and concepts of social entrepreneurship.	-	-	-	-	-	2	-	-
CO2 - Identify social challenges and opportunities for entrepreneurship.	1	-	-	-	-	-	-	-
CO3 - Design and develop sustainable business models for social enterprises.	-	2	-	-	-	-	-	-
CO4 - Apply critical thinking to assess the impact and scalability of social ventures.	-	-	3	-	-	-	-	-
CO5 - Develop a comprehensive social entrepreneurship plan.	-	-	-	-	-	3	-	-

**LINGAYA'S VIDYAPEETH**  
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<b>MBA N 217 D</b>	Strategies and Practices of Entrepreneurial Firms	<b>L-T-P 3.0.0</b>
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**Pre-requisites: -**

**Course Type: Domain Specific Elective**

**Course Outcomes:**

By the end of the course, a student should be able to:

MBA-DS-ESBM-301.

1.Understand the concepts and tools required for designing and implementing entrepreneurial strategies

MBA-DS-ESBM-301.2.Assessing the unique performance requirements and capabilities of entrepreneurial firms.

MBA-DS-ESBM-301.3.Develop a working knowledge of how to address the idiosyncratic organizational, management, financial and relational dynamics present in entrepreneurial firms.

MBA-DS-ESBM-301.4. Understand the strategies and practices for strategic renewal, growth, and exit for entrepreneurial firms.

**Unit I**

- Processes to Explore Innovations: from Idea to Market
- Design Thinking
- Cooperation and Collaboration with Established

Firms Strategy for building right team

- Licensing deals
- Case study 1

## Unit II

- Executing Innovation Processes
- Innovation Platforms
- Funding for growth stages
- Creating and Scaling Company Culture
- Demand Forecasting and Acquiring  
Customers Case study 2

## Unit III

- Blue Ocean Strategy
- IP strategy,
- Disruptive Strategy
- Architectural Strategy
- Case study 3

## Unit IV

- Renewing Innovation Foundations
- Disruptive Innovations
- Open Innovation Strategies
- Value Chain Re engineering
- Case study 4

## Unit V

- Entrepreneurial Strategy and Dynamic Capabilities
- Thin and Lean Business Strategy
- Growth and Survival – Turnaround Strategies
- Internationalization Strategy
- Case study 5



### Recommended texts

1. H. W. Chesbrough, 2003, Open innovation: The new imperative for creating and profiting from technology, Harvard Business School Press
2. K. Lakhani and B. Wolf, 2005, Why hackers do what they do: Understanding motivation and effort in free/open source software projects. in J. Feller and B. Fitzgerald & S. Hissam & K. Lakhani (Eds.), Perspectives on free and open source software: 3-21: MIT Press
3. J. Katzenbach and D. Smith, 2015, The Wisdom of Teams: Creating the High Performance Organization. Harper Business

### Notes:

1. The case study mentioned at the end of each unit will cover as far as possible the whole unit.
2. Only the latest available editions of the above books are recommended.
3. Website references will be announced at the time of the launch of the course by the concerned faculty.

### Assessment Tools:

Assignments (Presentations/ Role Plays/ Case Analysis/ Quiz  
etc.)  
Sessional tests  
Class Participation  
Term end examination

### Distribution of Marks for Continuous Evaluation:

Parameters	Weightage
Sessional test 1	20
Sessional test 2	20
Assignments	40
Class participation	10
Attendance	10

**Instructions for setting question paper:** The question paper shall consist of two parts (Part A and Part B). Six questions are to be set in Part A, of which four questions are to be attempted. Each question will carry 20 marks. Part A will include questions covering the entire syllabus. Part B will include a case study of 20 marks which will be compulsory to attempt.

**Course Articulation Matrix**

<b>CO Statement (MBA-DS-ESBM-301)</b>	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>
MBA-DS-ESBM-301.1	2	3	2		3
MBA-DS-ESBM-301.2	3			2	2
MBA-DS-ESBM-301.3	1		2		3
MBA-DS-ESBM-301.4	3	2		2	1

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<b>MBA N 217 E</b>	Creativity, Innovation and Entrepreneurship	<b>L-T-P 2.1.0</b>
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**Pre-requisites: -**

**Course Type: Domain Specific Elective**

**Course Outcomes:**

By the end of the course, a student should be able to:

MBA-DS-ESBM-302.1. Understand what makes an organization creative and innovative?

MBA-DS-ESBM-302.2. Recognize the creative problem solving process and apply tools for solving innovation dilemmas and challenges.

MBA-DS-ESBM-302.3. Develop a practical framework for the design and implementation of a systematic innovation strategy.

MBA-DS-ESBM-302.4. Connect the theoretical issues with the concrete reality through work on actual experiences of companies that have a culture in innovation and studying successful study cases

**Unit I**

Concept and Models of Innovation  
The Underpinning of Profits: Assets, Competences and Knowledge Sources and Transfer of Innovation  
Creating a Culture of Innovation  
Case study 1

**Unit II**

Schumpeter and Creative Destruction

The Evolutionary Theory of Nelson and Winter

Models of the Dynamic Capabilities, Competitive Advantages, Extended Rivalry

Drucker and the Systematic Innovation

Role of Von Hippel User

Rodgers and the Innovations Diffusion Speed

Adoption Case study 2

### Unit III

#### Key Elements in Managing Innovation Learning Cycle

The Roles of the Innovator

#### The Generation of Ideas and Brainstorming

Creativity Business Model V/S Classical Approach.

The Business Model Canvas by Alex Osterwalde; Principles and Applications

The Business Plan

Case study 3

### Unit IV

The Entrepreneur Profile

Analysis Behaviour and

Motivations

Lean Start –Up

The Entrepreneurial Ecosystem: Entrepreneurs and Strategic

Decisions Case study 4

### Unit V

#### Globalization of Innovations

#### Innovation for Emerging Economies

#### Role of National Government in Innovation

Strategic Innovation Process

Case study 5

#### **Recommended texts and readings:**

1. A. Afuah 2002, Innovation Management, Oxford Publications
2. R. D. Hisrich, 2013 ,Entrepreneurship, McGraw Hill Education
3. S. Fisher and J.-N. Duane, 2016, The Startup Equation, McGraw Hill
4. S. Conway and F. Steward, 2012, Managing & Shaping Innovation, Oxford

#### **University Press Notes:**

1. The case study mentioned at the end of each unit will cover as far as possible the whole unit.
2. Only the latest editions of the above books are recommended.
3. Website references will be announced at the time of the launch of the courses by the concerned faculty.

**Assessment Tools:**

Assignments (Presentations/ Role Plays/ Case Analysis/ Quiz  
 etc.) Sessional tests  
 Class Participation Term  
 end examination

**Distribution of Marks for Continuous Evaluation**

Parameters	Weightage
Sessional test 1	20
Sessional test 2	20
Assignments	40
Class participation	10
Attendance	10

**Instructions for setting question paper:** The question paper shall consist of two parts (Part A and Part B). Six questions are to be set in Part A, of which four questions are to be attempted. Each question will carry 20 marks. Part A will include questions covering the entire syllabus. Part B will include a case study of 20 marks which will be compulsory to attempt.

**Course Articulation Matrix**

CO Statement	PO1	PO2	PO3	PO4	PO5
<b>(MBA-DS-ESBM-302)</b>					
MBA-DS-ESBM-302.1	1	2			3
MBA-DS-ESBM-302.2	3			2	2
MBA-DS-ESBM-302.3	3		2		2
MBA-DS-ESBM-302.4	2	3	3	3	2

**LINGAYA'S VIDYAPEETH**

(A Deemed to be University u/s 3 of UGC Act, 1956)

<b>MBA N 217 F</b>	<b>Managing Strategic Partnership and Negotiation</b>	<b>L-T-P 2.1.0</b>
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**Pre-requisites: -**

**Course Type: Domain Specific Elective**

**Course Outcomes:**

By the end of the course a student should be able to:

MBA-DS-ESBM-303.1.Understand the role of partnerships play within an overall business strategy

MBA-DS-ESBM-303.2.Understand fundamentals and drivers of strategic partnerships and negotiations between organizations.

MBA-DS-ESBM-303.3.Analyze the various degrees of partnership agreements and apply them in a business context.

MBA-DS-ESBM-303.4.Design and implement a successful negotiation settlement in outsourced relationships.

**Unit I**

Objectives of Strategic Partnerships  
Partnerships – Causes and Consequences  
Strategic Alliances-Impact on Economy  
Analyzing Competitive Advantage in International Context  
Implications of International Linkages for Industry Analysis Case study 1

**Unit II**

The Role of Corporate Management in Partnerships

Managing Individual Businesses

Managing Linkages across Businesses

Managing Change in Multinational Corporation

Governance of Multi Business Corporation Case study 2

**Unit III**

Negotiation-Definition and Aspects of Negotiation Research and Practice

Identifying Goals, Options and Criteria of Success

Catalysts and Barriers of Successful Collaboration

Designing a Negotiation Plan

3 Phases of Negotiations: Initial, Exploratory and Finalization Case study 3

## Unit IV

Tactics for Promoting a Constructive Negotiation Climate  
Principled Negotiations  
3-D Negotiation  
Transactional Analysis in Negotiations  
Mixed Negotiating  
Case study 4

## Unit V

Post-Negotiation Stage: Implementation and Compliance  
Post-Negotiation Assessment and Evaluation  
International and Cross-Cultural Negotiations  
Crisis Negotiations  
Case study 5

### Recommended texts and readings:

1. D.A. Lax and J. K. Sebenius, 2006, 3-D Negotiation: Powerful Tools to Change the Game in Your Most Important Deals. Harvard Business Press
2. C. Lyons, 2007, I Win, You Win: The Essential Guide to Principled Negotiation. A&C Black Business Information and Development,
3. E.A. Berghoff, 2007, The International Negotiations Handbook. Success through Preparation, Strategy, and Planning. PILPG and Baker & McKenzie.

### Notes:

1. The case study mentioned at the end of each unit will cover as far as possible the whole unit.
2. Only the latest editions of the above books are recommended.
3. Website references will be announced at the time of the launch of the courses by the concerned faculty.

### Assessment Tools:

Assignments (Presentations/ Role Plays/ Case Analysis/ Quiz

etc.) Sessional tests

Class Participation

Term end examination

### Distribution of Marks for Continuous Evaluation

Parameters	Weightage
Sessional test 1	20
Sessional test 2	20
Assignments	40
Class participation	10
Attendance	10

**Instructions for setting question paper:** The question paper shall consist of two parts (Part A and Part B). Six questions are to be set in Part A, of which four questions are to be attempted. Each question will carry 20 marks. Part A will include questions covering the entire syllabus. Part B will include a case study of 20 marks which will be compulsory to attempt.

### Course Articulation Matrix

CO Statement	PO1	PO2	PO3	PO4	PO5
(MBA-DS-ESBM-303)					
MBA-DS-ESBM-303.1	3	2			2
MBA-DS-ESBM-303.2	2		3	3	3
MBA-DS-ESBM-303.3	1		2	2	2
MBA-DS-ESBM-303.4	3	2	2	3	2





**Specialisation 8**

**Event and Media Management**

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<b>MBA N 219 A</b>	Event and Media Production & Logistics	<b>L-T-P:3-0-0</b>
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**Pre-requisites: -**

**Course Type: Domain Specific**

**Elective Course Outcomes:**

By the end of the course, a student should be able to:

- MBA-DS-EMM-401.1 Get acquainted with theory and practice of event and media production and logistics management.
- MBA-DS-EMM-401.2 Develop understanding of event objectives in creating planning documents and execution of event production.
- MBA-DS-EMM-401.3 Design appropriate supplier and vendor support system for achieving event management goals.
- MBA-DS-EMM-401.4 Work with different stakeholders in event and media production and logistics management

**Unit I**

Event Management: Characteristics and Definitions

Analysis of The External Environment

Defining Service Provision Customers, Stakeholders and Gap Analysis

Analysis of The Internal Environment

Developing the Proposed Event Operations Management

Model Case study 1

## **Unit II**

Event Design and Themes  
Events Law and Administration  
Health and Safety Requirements  
Contingency Planning  
Event Operations and Ethics  
Case study 2

## **Unit III**

Sponsorship and Fundraising  
Event Coordination  
Teamwork and Group Performance  
Risk assessment and Risk Management  
Role of IT in Event Operations Management  
Case study 3

## **Unit IV**

Detailed planning  
Planning, product portfolios, and product and service development  
Product development  
Supply chain management Location management and choice Risk management for event managers  
Case study 4

## **Unit V**

Implementation and Delivery People Power – The Most Valuable Resource  
Forecasting and Capacity Management  
Scheduling and Time Management  
Performance Evaluation  
Awareness of Quality  
Case study 5

**Recommended texts and readings:**

1. J. Allen, 2005, Time Management for Event Planners, Wiley
2. R. Johnston and G. Clark, 2012, Service Operations Management, Prentice Hall
3. B. Skinner and V. Rukavina, 2002, The Event Sponsorship, Wiley
4. J. Tum, P. Norton, J. N. Wright, 2005, Management of Event Operations, Oxford
5. C. Voss, C. Armistead, B. Johnston and B. Morris, B., 1985, Operations Management in Service Industries and the Public Sector: Texts & Cases Wiley

**Notes**

1. The case study mentioned at the end of each unit will cover as far as possible the whole unit.
2. Only latest available editions of the above books are recommended.
3. Website references will be announced at the time of the launch of the course by the concerned faculty

**Assessment Tools:**

Assignments (Presentations/ Role Plays/ Case Analysis/ Quiz

etc.) Sessional tests

Class Participation Term

end examination

**Distribution of Marks for Continuous Evaluation:**

Parameters	Weightage
Sessional test 1	20
Sessional test 2	20
Assignments	40
Class participation	10
Attendance	10

**Instructions for setting question paper:** The question paper shall consist of two parts (Part A and Part B). Six questions are to be set in Part A, of which four questions are to be attempted. Each question will carry 20 marks. Part A will include questions covering the entire syllabus. Part B will include a case study of 20 marks which will be compulsory to attempt.

### Course Articulation Matrix

CO Statement (MBA-DS- EMM- 401)	PO1	PO2	PO3	PO4	PO5
MBA-DS- EMM-401.1	2			3	3
MBA-DS- EMM-401.2	3	2	3	1	2
MBA-DS- EMM-401.3	3	2	2	3	2
MBA-DS- EMM-401.4	1	2	2	2	1

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**LINGAYA'S VIDYAPEETH**  
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<b>MBA N 219 B</b>	<b>Event and Media Research</b>	<b>L-T-P:3-0-0</b>
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**Pre-requisites: -**

**Course Type: Domain Specific**

**Elective Course Outcomes:**

By the end of the course, a student should be able to:

MBA-DS-EMM-402.1	Identify, formulate and analyze business problems for events and media
MBA-DS-EMM-402.2	Understand qualitative, quantitative and mixed approaches to research
MBA-DS-EMM-402.3	Understand the technical and ethical issues linked with the media research process
MBA-DS-EMM-402.4	Appreciate the role of research in organizational decision making and business performance

**Unit I**

1. Criteria of Good Research and Ethical Issues in Research
2. Research Variables
3. Hypothesis Development
4. Literature Survey
5. Case study 1

**Unit II**

1. Business Research Design: Exploratory, Descriptive, and Causal Research
2. Experimental Research Design
3. Questionnaire Development
4. Rating and Ranking Scales
5. Reliability and Validity
6. Case study 2

### Unit III

1. Techniques of Data Presentation
2. Data Collection Techniques
3. Primary and Secondary Sources of Data
4. Advantages and Disadvantages of Data Sources
5. Case study 3

### Unit IV

1. Sampling Design
2. Sampling Errors
3. Data Preparation for Analysis
4. Data Analysis
5. Case study 4

### Unit V

1. Research on Primary and Secondary Data
2. Statistical Analysis Using SPSS
3. Univariate and Bivariate Data Analysis
4. Multivariate Measures: Multiple Regression, Conjoint Analysis, Factor Analysis, Cluster Analysis and Analysis of Variance (ANOVA)
5. Case study 5

1. Structural Equation Modelling
2. Econometrics
3. Writing Research Reports

**Recommended texts and readings:**

1. N. Bajpai, 2011, Business Research Methods, Pearson Education
2. D. R. Cooper, P. S. Schnidler and J. K. Sharma, 2006, Business Research Methods, Tata McGraw Hill

**Distribution of Marks for Continuous Evaluation:**

Parameters	Weightage
Sessional test 1	20
Sessional test 2	20
Assignments	40
Class participation	10
Attendance	10

**Instructions for setting question paper:** The question paper shall consist of two parts (Part A and Part B). Six questions are to be set in Part A, of which four questions are to be attempted. Each question will carry 20 marks. Part A will include questions covering the entire syllabus. Part B will include a case study of 20 marks which will be compulsory to attempt

**Course Articulation Matrix**

CO Statement (MBA-DS- EMM- 402)	PO 1	PO 2	PO3	PO4	PO5
MBA-DS- EMM-402.1	3	2		3	
MBA-DS- EMM-402.2	2	2	2		
MBA-DS- EMM-402.3	3	2			2
MBA-DS- EMM-402.4				2	

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## LINGAYA'S VIDYAPEETH

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MBA N 219 C	<b>Event Leadership and Team Building</b>	<b>L-T-P:3-0-0</b>
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### Pre-requisites: -

**Course Type: Domain Specific**

### Elective Course Outcomes:

By the end of the course, a student should be able to:

MBA-DS-EMM-404.1 Enhance their leadership and organizational skills through working with others and through the overall program planning process

MBA-DS-EMM-404.2 Learn about budget management and the financial process of program planning including sponsorships, revenue generation, and working with fundraising boards

MBA-DS-EMM-404.3 Understand a variety of marketing strategies including publicity and promotions

MBA-DS-EMM-404.4 Understand the structural aspects of program planning including design, operations, and staffing patterns (recruitment and retention)

### Unit I

Introduction to Event Management

Role of Team Formation In Event Management

Process and Stages of Organizing an Event

Criteria of Choosing Teams and Leaders for an Event

Criteria to Evaluate Performance of Team Leaders in

Events Case study 1

## **Unit II**

1. Event Roles. Attributes and Leadership
2. Role of Leadership in Events
3. Leadership Theories and Relevance in Event Management
4. Leadership and Behavioural Issues for Events
5. Methods to Resolve Conflicts In
6. Events Case study 2

## **Unit III**

1. Concept of Team Work in Event Management
2. Relevance of Team Formation for Events
3. Structure and Types Of Teams for Events
4. Role of IT in Team Management for Events
5. Case study 3

## **Unit IV**

1. Parameters of Team Performance in Events
2. Measures of Productivity
3. Team Effectiveness Mechanisms
4. Team Rewards and Appreciation Methods
5. Effective Strategies for Working with Groups
6. Case study 4

## **Unit V**

1. Communication- Role in Event Management
2. Ethical Communication Channels Between Teams in Events
3. Managing Meetings in Organization
4. Informal Communication- Mode and Repercussions
5. Case study 5

**Recommended texts and readings:**

1. U. K. Haldar, 2010, Leadership And Team Building, Oxford University Press, Oxford
2. C. Mohan, 2017, Leadership and Management, Himalaya Publishing House
3. R. Hughes, R. C. Ginnett and G. J. Curphy, 2001, Leadership: enhancing the lessons of Experience, McGraw –Hill Publication

**Notes:**

1. The case study mentioned at the end of each unit will cover as far as possible the whole unit.
2. Only the latest available editions of the above books are recommended.
3. Website references will be announced at the time of the launch of the course by the concerned faculty.

**Assessment Tools:**

Assignments (Presentations/ Role Plays/ Case Analysis/

Quiz etc.) Sessional tests

Class Participation

Term end

examination

**Distribution of Marks for Continuous Evaluation:**

Parameters	Weightage
Sessional test 1	20
Sessional test 2	20
Assignments	40
Class participation	10
Attendance	10

**Instructions for setting question paper:** The question paper shall consist of two parts (Part A and Part B). Six questions are to be set in Part A, of which four questions are to be attempted. Each question will carry 20 marks. Part A will include questions covering the entire syllabus. Part B will include a case study of 20 marks which will be compulsory to attempt.

**Course Articulation Matrix**

<b>CO Statement (MBA-DS- EMM- 404)</b>	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>
MBA-DS- EMM-404.1	3	2			3
MBA-DS- EMM-404.2	3		3	2	2
MBA-DS- EMM-404.3	2		1	3	2
MBA-DS- EMM-404.4	1	2	3	2	2

<b>MBA N 219 D</b>	<b>Event and Media Management</b>	<b>L-T-P 3-0-0</b>
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**Course Objectives:**

1. To introduce MBA students to the principles and practices of event management and media management.
2. To provide students with an understanding of the event planning process and media strategies.
3. To develop students' ability to plan, execute, and evaluate events and media campaigns.
4. To equip students with practical skills in event coordination, media communication, and crisis management.
5. To foster critical thinking and problem-solving skills in the context of event and media management.

**Prerequisite:**

Basic understanding of planning and executing the event, taking responsibility for the creative, technical, and logistical elements. This includes overall event design, brand building, marketing and communication strategy, audio-visual production, script writing, logistics, budgeting, negotiation, and client service.

**Course Learning Outcomes:**

1. Understand the principles and concepts of event management and media management.
2. Plan and execute successful events for various purposes.
3. Develop media strategies for effective communication and brand promotion.
4. Manage event logistics, media content, and communication channels.
5. Apply critical thinking to address challenges in event and media management.

**Unit 1: Introduction to Event and Media Management**

- Overview of event management and its importance
- Introduction to media management and its role in communication
- Types of events: Corporate, social, entertainment, and more
- Media channels and platforms: Print, digital, social media, and broadcasting
- Ethical considerations in event and media management

**Unit 2: Event Planning and Execution**

- Event planning process: Conceptualization to execution
- Budgeting and financial management for events
- Venue selection, logistics, and event coordination
- Event promotion and marketing strategies
- Event evaluation and post-event analysis

### Unit 3: Media Communication Strategies

- Media planning and media mix for effective communication
- Content creation and storytelling for media campaigns
- Media buying, negotiation, and campaign execution
- Crisis communication and reputation management
- Measuring media campaign effectiveness

### Unit 4: Brand Promotion and Sponsorship

- Role of events and media in brand promotion
- Event sponsorship: Opportunities and challenges
- Integrating brand messaging in media campaigns
- Maximizing brand visibility through events and media
- Case studies of successful brand promotion campaigns

### Unit 5: Trends in Event and Media Management

- Emerging trends in event management: Virtual events, hybrid events, experiential marketing
- Digital media and its impact on media management
- Sustainable event and media practices
- Global perspectives in event and media management
- Future directions and challenges in the field

### Recommended Reference Books:

1. "Events Management: An Introduction" by Charles Bladen, James Kennell, Emma Abson, and Nick Wilde
2. "Event Planning: The Ultimate Guide to Successful Meetings, Corporate Events, Fundraising Galas, Conferences, Conventions, Incentives, and Other Special Events" by Judy Allen
3. "Strategic Event Creation" by D. Allen, J. O'Toole, H. McDonnell, and S. Harris
4. "Integrated Marketing Communication: Advertising and Promotion in a Digital World" by Jerome M. Juska
5. "Media Planning & Buying in the 21st Century: Integrated Marketing Communication" by K. Srinivas Rao

Program Outcomes / Program Specific Outcomes	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2
CO1 - Understand the principles and concepts of event management and media management.	3	-	-	-	-	-	-	-
CO2 - Plan and execute successful events for various purposes.	2	3	-	-	-	-	-	-
CO3 - Develop media strategies for effective communication and brand promotion.	-	-	3	-	-	-	-	-
CO4 - Manage event logistics, media content, and communication channels.	-	-	-	3	-	-	-	-
CO5 - Apply critical thinking to address challenges in event and media management.	2	2	-	-	-	-	-	-

**LINGAYA'S VIDYAPEETH**  
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<b>MBA N 219 E</b>	Managing Sponsorships for Events	<b>L-T-P 2.1.0</b>
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**Pre-requisites: -**

**Course Type: Domain Specific Elective**

**Course Outcomes:**

By the end of the course, a student should be able to:

- MBA-DS- EMM-302.1 Understand the process of development and management of event sponsor relationships.
- MBA-DS- EMM-302 2 Design compelling and attractive sponsorship proposal strategies
- MBA-DS- EMM-302 3 Develop an effective event marketing plan to take the correct business decisions.
- MBA-DS- EMM-302 4 Identify key elements of effective Sponsorship strategies for special event marketing.

**Unit I**

- Introduction to the Events Marketing Industry
- Marketing Through Events
- Product Decision un Events Marketing
- Events as Communications Tools
- Relationship Marketing in the Business of Events
- Case study 1

**Unit II**

- Sponsorship - Concepts, Objectives and Components
- Sponsors and Sponsorship, Types
- Sponsorship Strategy and Planning
- Developing and Designing the Sponsorship Proposal
  - Corporate Marketing vs Brand Marketing
  - Case study 2



### **Unit III**

Selling the Sponsorship Proposal  
Assessment of Sponsorship Opportunities  
Leveraging Techniques for Sponsorship  
Rights Holders and Sponsorship  
    Sponsorship Implementation and  
    Activation Case study 3

### **Unit IV**

Post-Event Sponsorship Evaluation  
Identifying Reasons for Sponsorship Failure and Success  
Special Sponsorship Forms  
Venue Naming Rights  
    Licensing and Endorsement.  
    Case study 4

### **Unit V**

Current Issues, Trends and Developments  
    Ethical Sponsorship  
    The Sponsorship Contract  
Sponsorship Research and Management  
    Legal Aspects of Sponsorship  
    Case study 5

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**Recommended texts and readings:**

1. L. V. Wagen and B. R. Carlos, 2005, Event Management: for Tourism, Cultural, Business, and Sporting Events, Pearson
2. A. Saget, 2006, The Event Marketing Handbook: Beyond Logistics and Planning, Dearborn Trade Publishing
3. B. E. Skinner and V. Rukavina, 2003, Event Sponsorship, The Wiley event management series
4. I. Macdonnell and M. Moir, 2013, Event Sponsorship and Fundraising: An advance guide, Routledge

**Notes**

1. The case study mentioned at the end of each unit will cover as far as possible the whole unit.
2. Only the latest available editions of the above books are recommended.
3. Website references will be announced at the time of the launch of the course by the concerned faculty.

**Assessment Tools:**

Assignments (Presentations/ Role Plays/ Case Analysis/ Quiz etc.)  
Sessional tests  
Class Participation  
Term end examination

**Distribution of Marks for Continuous Evaluation:**

Parameters	Weightage
Sessional test 1	20
Sessional test 2	20
Assignments	40
Class participation	10
Attendance	10

**Instructions for setting question paper:** The question paper shall consist of two parts (Part A

and Part B). Six questions are to be set in Part A, of which four questions are to be attempted. Each question will carry 20 marks. Part A will include questions covering the entire syllabus. Part B will include a case study of 20 marks which will be compulsory to attempt.

### Course Articulation Matrix

<b>CO Statement (MBA-DS- EMM- 302)</b>	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>
MBA-DS- EMM-302.1	3	2			3
MBA-DS- EMM-302.2	2		3	2	3
MBA-DS- EMM-302.3	3		2	3	
MBA-DS- EMM-302.4	1	2		2	1

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<b>MBA N 219 F</b>	<b>Public Relations for Event and Media</b>	<b>L-T-P 3-0-0</b>
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**Course Objectives:**

1. To introduce MBA students to the principles and practices of public relations (PR) in the context of events and media.
2. To provide students with an understanding of the role of PR in event promotion and media communication.
3. To develop students' ability to plan and execute PR strategies for events and media campaigns.
4. To equip students with practical skills in managing PR crises and building positive relationships with stakeholders.
5. To foster critical thinking and problem-solving skills in the context of PR for events and media.

**Prerequisite:** Basic understanding of communication principles and media concepts, how information about an organization or person is shared with the public. This is especially true when it comes to the media. The key concepts of PR are to communicate significant business news or events.

**Course Learning Outcomes:**

1. Plan and execute PR strategies to enhance event promotion and media communication.
2. Develop media relations, stakeholder engagement, and crisis management skills.
3. Apply critical thinking to address PR challenges in events and media contexts.
4. Analyze the impact of effective PR on brand reputation and communication.

**Unit 1: Introduction to PR for Events and Media**

- Overview of public relations and its role in event and media contexts
- Importance of effective communication and relationship building
- PR ethics and professionalism in event and media management

- The PR planning process and its components
- Ethical considerations in PR practices

**Unit 2: PR Strategies for Event Promotion**

- Role of PR in enhancing event visibility and attendance
- Identifying target audiences and crafting event messaging
- Media relations and media pitching for event coverage
- Leveraging social media for event promotion
- Measuring PR effectiveness for events

### Unit 3: Media Relations and Crisis Management

- Building and maintaining positive media relationships
- Media interviews, press releases, and media kits
- PR crisis management: Identifying and mitigating potential crises
- Strategies for managing negative media coverage
- Case studies of successful media relations and crisis management

### Unit 4: Stakeholder Engagement and Brand Reputation

- Identifying and engaging key stakeholders in events and media
- Building brand reputation through effective PR strategies
- Corporate social responsibility (CSR) and PR initiatives
- Event sponsorships and endorsements: PR implications
- Measuring stakeholder engagement and brand perception

### Unit 5: Emerging Trends in PR for Events and Media

- Digital PR and its impact on event and media communication
- Influencer partnerships and brand ambassadors in PR
- Sustainable PR practices and green events
- Global perspectives in event and media PR
- Future directions and challenges in PR for events and media

### Recommended Reference Books:

1. "Effective Public Relations" by Scott M. Cutlip, Allen H. Center, and Glen M. Broom
2. "Public Relations: Strategies and Tactics" by Dennis L. Wilcox and Glen T. Cameron
3. "The New Rules of Marketing & PR: How to Use Social Media, Online Video, Mobile Applications, Blogs, News Releases, and Viral Marketing to Reach Buyers Directly" by David Meerman Scott
4. "Strategic Communications Planning for Effective Public Relations and Marketing" by Laurie J. Wilson and Joseph D. Ogden
5. "Measuring Public Relations: An Evaluation Framework" by Tom Watson and Paul Noble

Program Outcomes / Program Specific Outcomes	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2
CO1 - Understand the principles and concepts of public relations in the context of events and media.	1	-	-	-	-	-	-	-
CO2 - Plan and execute PR strategies to enhance event promotion and media communication.	2	3	-	-	-	-	-	-
CO3 - Develop media relations, stakeholder engagement, and crisis management skills.	-	-	3	-	-	-	-	-
CO4 - Apply critical thinking to address PR challenges in events and media contexts.	-	-	-	3	-	-	-	-
CO5 - Analyze the impact of effective PR on brand reputation and communication.	-	-	-	-	2	-	-	-

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## Specialisation -9

**Management information system**

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## LINGAYA'S VIDYAPEETH

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<b>MBA N 221 A</b>	<b>Data mining for Business Decisions</b>	<b>L-T-P:3-0-0</b>
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### Course Outcomes:

By the end of the course, a student should be able to:

- MBA-DS-MIS-402.1 Comprehend the functionality of the various data mining & data warehousing components.
- MBA-DS-MIS-402.2 Evaluate the strengths and limitations of various data mining and data warehousing models.
- MBA-DS-MIS-402.3 Differentiate the various approaches to data warehousing and data mining implementation
- MBA-DS-MIS-402.4 Utilize the techniques of warehousing and data mining systems for real- world applications.

### Unit I

Introduction to Data Mining and Knowledge Discovery  
Relation to Statistics and Databases  
Data Mining Functionalities  
Steps in Data Mining Process  
Architecture of a Typical Data Mining System  
Case study 1

### Unit II

Classification of Data Mining Systems  
Overview of Data Mining Techniques  
Mining Association Rules in Large Databases  
Classification and Prediction  
Decision Tree Induction, Bayesian  
Classification Case study 2

### Unit III

Cluster Analysis-Introduction and Relevance in Mining Process  
Clustering Methods-K Means  
Partitioning and Hierarchical Methods  
Clustering and Segmentation Software  
Evaluating Clusters  
Case study 3



## Unit IV

Web Mining- Introduction & Terminologies  
Categories of Web Mining-Web Mining Content & Structure  
Web Mining Applications in Real World  
Agent Based and Data Base Approaches of Mining  
Web Mining Software  
Case study 4

## Unit V

Application of Data Mining- Introduction  
Business Application of Data Mining-Risk Management & Targeted Marketing  
Medical Applications – (Diabetic Screening)  
Scientific Applications Using Data Mining  
Recent Changes and Developments in the Concepts  
Case study 5

### Recommended texts and readings:

1. P. Adriaans, 2016, Data mining, Addison- Wesley
2. M. Dunham, 2002, Data Mining: Introductory and Advanced Topics, Prentice Hall
3. S. M. Weiss, 1997, Predictive data mining : a practical guide, Morgan Kaufmann
4. J. Han and M. Kamber, 2000, Data Mining: Concepts and Techniques, Morgan Kaufmann

### Notes:

1. The case study mentioned at the end of each unit will cover as far as possible the whole unit.
2. Only latest available editions of the above books are recommended.
3. Website references will be announced at the time of the launch of the course by the concerned faculty.

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**Assessment Tools:**

Assignments (Presentations/ Role Plays/ Case Analysis/  
Quiz etc.) Sessional tests  
Class Participation  
Term end  
examination

**Distribution of marks for continuous evaluation:**

Parameters	Weightage
Sessional test 1	20
Sessional test 2	20
Assignments	40
Class participation	10
Attendance	10

Instructions for setting question paper: The question paper shall consist of two parts (Part A and Part B). Six questions are to be set in Part A, of which four questions are to be attempted. Each question will carry 20 marks. Part A will include questions covering the entire syllabus. Part B will include a case study of 20 marks which will be compulsory to attempt.

**Course Articulation Matrix**

CO Statements (MBA-DS-MIS-402)	PO1	PO2	PO3	PO4	PO5
MBA-DS-MIS-402.1	2	3			3
MBA-DS-MIS-402.2	1		2	3	3
MBA-DS-MIS-402.3	3		3		2
MBA-DS-MIS-402.4	2	2		2	1

**LINGAYA'S VIDYAPEETH**  
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<b>MBA N 221 B</b>	<b>Information Security and Risk Management</b>	<b>L-T-P:3-0-0</b>
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**By the end of the course, a student should be able to:**

- MBA-DS-MIS-403.1 Understand the key issues associated with protecting information assets
- MBA-DS-MIS-403.2 Determine the levels of protection and response to security incidents.
- MBA-DS-MIS-403.3 Evaluate the information security standards and policies and security management maintenance models.
- MBA-DS-MIS-403.4 Apply the tools & Techniques for maintenance of security of IT assets

**Unit I**

Critical Characteristics of information

Information System Components

Business Needs of Security

Attacks and Threats

Security Model

Case study 1

**Unit II**

Law and Ethics in Information Security

Security Laws

International Laws and legal Bodies

Ethics and Information Security

Case study 2

### **Unit III**

An Overview of Risk Management

Risk Identification and Assessment

Risk Control Strategy

Selecting a Risk Control Strategy

Quantitative Versus Qualitative Risk Control

Case study 3

### **Unit IV**

Information Security Planning and Governance

Information Security Policy, Standards and Practices

Issue-Specific Security Policy (ISSP)

Systems-Specific Policy (SysSP)

Policy Management Case study 4

### **Unit V**

Security Technology : Firewall and VPNs

Security Management Maintenance Models

Planning and Risk Assessment

Vulnerability Assessment and Remediation

Digital Forensics Case study 5

#### **Recommended texts and readings:**

1. M. E. Whitman, 2009, Principals of Information Security, Cengage Learning
2. J. Vacca, 2012, Computer and Information Security Handbook, Morgan Kaufmann
3. M. Ciampa, 2014, Guide to Network Security Fundamentals, A press Publishers

**Notes:**

1. The case study mentioned at the end of each unit will cover as far as possible the whole unit.
2. Only latest available editions of the above books are recommended.
3. Website references will be announced at the time of the launch of the course by the concerned faculty

**Assessment Tools:**

Assignments (Presentations/ Role Plays/ Case Analysis/ Quiz etc.)  
Sessional tests  
Class Participation  
Term end examination

**Distribution of marks for continuous evaluation:**

Parameters	Weightage
Sessional test 1	20
Sessional test 2	20
Assignments	40
Class participation	10
Attendance	10

**Instructions for setting question paper:** The question paper shall consist of two parts (Part A and Part B). Six questions are to be set in Part A, of which four questions are to be attempted. Each question will carry 20 marks. Part A will include questions covering the entire syllabus. Part B will include a case study of 20 marks which will be compulsory to attempt.

**Course Articulation Matrix**

CO Statements (MBA-DS-MIS-403)	PO1	PO2	PO3	PO4	PO5
MBA-DS-MIS-403.1	3		2		3
MBA-DS-MIS-403.2	2	3		2	
MBA-DS-MIS-403.3		2	3		2
MBA-DS-MIS-403.4	2	1		2	

**LINGAYA'S VIDYAPEETH**  
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<b>MBA N 221 C</b>	<b>Business Intelligence</b>	<b>L-T-P:3-1-0</b>
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**Pre-requisites:-**

**Course Type: Domain Specific**

**Elective Course Outcomes:**

By the end of the course, a student should be able to:

MBA-DS-MIS-404.1 Understand the key issues associated with business intelligence

MBA-DS-MIS-404.2 Determine the platform, types and role of business intelligence

MBA-DS-MIS-404.3 Evaluate the business intelligence life cycle and Implementation

MBA-DS-MIS-404.4 Apply the tools of business intelligence.

**Unit I**

Definition, History and Evolution.

Difference between Information and Intelligence.

Defining Business Intelligence Value Chain.

Segments and factors of Business Intelligence systems.

Real time Business Intelligence and Applications.

Case study 1

**Unit II**

Creating Business Intelligence Environment and Landscape

Types of Business Intelligence

Business Intelligence Platform

Dynamic roles in Business Intelligence

Roles of Business Intelligence in Modern Business.

Case study 2

### Unit III

1. Multiplicity of Business Intelligence Tools, Types of Business Intelligence Tools
2. Modern Business Intelligence
3. The Enterprise Business Intelligence, Information Workers
4. Case study 3

### Unit IV

1. Business Intelligence Lifecycle,
2. Enterprise Performance Life Cycle (EPLC)
3. Framework Elements and Life Cycle Phases,
4. Human Factors in BI Implementation,
5. Case study 4

### Unit V

1. Implementing a Business Intelligence Solution,
2. Uses and Advantages of BI,
3. Limitations of Business Intelligence,
4. The Big Four Business Intelligence vendors
5. Business Intelligence Issues and Challenges
6. Case study 5

#### Recommended texts and readings:

1. E. Turban, R. Sharda, J. E. Aronson and D. King, 2012, Business Intelligence: A Managerial Approach, Prentice Hall
2. C. Howson, 2019, Successful Business Intelligence, Morgan Kauffman Publisher

## Notes

1. The case study mentioned at the end of each unit will cover as far as possible the whole unit.
2. Only latest available editions of the above books are recommended.
3. Website references will be announced at the time of the launch of the course by the concerned faculty

## Assessment Tools:

Assignments (Presentations/ Role Plays/ Case Analysis/  
Quiz etc.) Sessional tests  
Class Participation Term end examination

## Distribution of marks for continuous evaluation:

Parameters	Weightage
Sessional test 1	20
Sessional test 2	20
Assignments	40
Class participation	10
Attendance	10

**Instructions for setting question paper:** The question paper shall consist of two parts (Part A and Part B). Six questions are to be set in Part A, of which four questions are to be attempted. Each question will carry 20 marks. Part A will include questions covering the entire syllabus. Part B will include a case study of 20 marks which will be compulsory to attempt.

CO Statements MBA- DS-MIS-404	PO1	PO2	PO3	PO4	PO5
MBA-DS-MIS-404.1	3		2		3
MBA-DS-MIS-404.2	2	3		2	
MBA-DS-MIS-404.3		2	3		2
MBA-DS-MIS-404.4	2	1		2	



**LINGAYA'S VIDYAPEETH**  
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<b>MBA N 221 D</b>	<b>Enterprise Resource Planning</b>	<b>L-T-P:3-0-0</b>
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**Course Objective**

1. To understand the basic concept of ERP systems
2. To study the steps and activities in the ERP life cycle
3. To develop a process driven thinking towards business processes

**Unit-1: Introduction to ERP**

1. Evolution of ERP;
2. What is ERP?
3. Reasons for the Growth of ERP
4. Scenario and Justification of ERP in India;
5. Evaluation of ERP;
6. Various Modules of ERP;
7. Advantage of ERP.

**Unit-2: An Overview of Enterprise**

1. An Overview of Enterprise;
2. Integrated Management Information;
3. Business Modelling;
4. ERP for Small Business;
5. ERP for Make to Order Companies;
6. Business Process Mapping for ERP Module Design;
7. Hardware Environment and its Selection for ERP Implementation.

### **Unit-3: ERP and Related Technologies**

1. ERP and Related Technologies;
2. Business Process Reengineering (BPR);
3. Management Information System (MIS);
4. Executive Information System (EIS);
5. Decision support System (DSS);

### **Unit- 4: ERP Implementation Cycle**

1. Issues in Implementing ERP Packages;
2. Pre-evaluation Screening;
3. Package Evaluation;
4. Project Planning Phase; Gap Analysis; Reengineering; Configuration; Implementation; Team Training; Testing; Going Live; End-User Training; Post Implementation (Maintenance Mode).

### **Suggested Resources:**

1. Manufacturing Resource Planning (MRP II) with Introduction to ERP; SCM; an CRM by Khalid Sheik,  
Publisher: McGraw-Hill
2. The Impact of Enterprise Systems on Corporate Performance: A study of ERP, SCM, and CRM System Implementations [An article from: Journal of Operations Management] by K.B. Hendricks; V.R. Singhal; and J.K. Stratman, Publisher: Elsevier
3. ERP and Supply Chain Management by Christian N. Madu, Publisher: CHI
4. Implementing SAP ERP Sales & Distribution by Glynn C. Williams, Publisher McGraw-Hill

## Course Outcome

CO1: Demonstrate a good understanding of the basic issues in ERP systems

CO2: Analyze the strategic options for ERP identification and adoption

CO3: Design the ERP implementation strategies

CO4: Understand the need of Business Systems and Processes through strategic analysis of ERP system

Pos Cos	PO1	PO2	PO3	PO4	PO5	PO6	PSO 1	PSO 2
CO1	1	1	1	2	-	1	1	1
CO2	-	-	-	3	1	2	-	-
CO3	1	1	-	-	-	1	-	1
CO4	-	2	2	1	2	-	2	-

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**LINGAYA'S VIDYAPEETH**  
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<b>MBA N 221 E</b>	Digital Innovation and Transformation	<b>L-T-P:2-1-0</b>
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**Pre-requisites:-**

**Course Type: Domain Specific Elective**

**Course Outcomes:**

By the end of the course, a student should be able to:

MBA-DS-MIS-303.1 Understand factors affecting digital revolution in economy

MBA-DS-MIS-303.2 Develop skills to manage existing business models and new digitally enhanced business models

MBA-DS-MIS-303.3 Learn to manage competitive interactions

MBA-DS-MIS-303.4 Leverage crowds for innovation for organization success

**Unit I**

Introduction of digital revolution

Role of technological factors

Role of economic factors

Introduction to business models

Introduction to digital platforms

Case Study 1

**Unit II**

Existing business models

Digitally led business models

Understanding linked platforms

Business ecosystem

Case Study 2

### **Unit III**

Market competition and business models

Motivation and goal setting in digital transformation

Assessment, analysis and action plan

Different digital business models

Case Study 3

### **Unit IV**

Digital space and digital innovation

Service innovation initiatives

Organizing service innovation

Managing digital space and platforms

Case Study

### **Unit V**

Leveraging crowd innovation

Crowdsourcing business models

Principles of crowd innovation

Executing crowd sourcing business  
models Case Study 5

### **Recommended texts and readings:**

1. J. McQuivey and J. Bernoff, 2013, Digital Disruption, Introduction to Psychology
2. L. Rogers David, 2013, The Digital Transformation, Readers Paradise

### **Notes**

1. The case study mentioned at the end of each unit will cover as far as possible the whole unit.
2. Only the latest available editions of the above books are recommended.
3. Website references will be announced at the time of the launch of the course by the concerned faculty.

**Assessment Tools:**

Assignments (Presentations/ Role Plays/ Case Analysis/ Quiz  
etc.) Sessional tests  
Class Participation  
Term end examination

**Distribution of marks for continuous evaluation:**

Parameters	Weightage
Sessional test 1	20
Sessional test 2	20
Assignments	40
Class participation	10
Attendance	10

**Instructions for setting question paper:** The question paper shall consist of two parts (Part A and Part B). Six questions are to be set in Part A, of which four questions are to be attempted. Each question will carry 20 marks. Part A will include questions covering the entire syllabus. Part B will include a case study of 20 marks which will be compulsory to attempt.

**Course Articulation Matrix**

CO Statements MBA-DS-MIS-	PO1	PO2	PO3	PO4	PO5
<b>303</b>					
MBA-DS-MIS-303.1	3	2			
MBA-DS-MIS-303.2		3			2
MBA-DS-MIS-303.3		2	3	3	
MBA-DS-MIS-303.4				2	

**LINGAYA'S VIDYAPEETH**  
(A Deemed to be University u/s 3 of UGC Act, 1956)

<b>MBA N 221 F</b>	<b>IT Consulting</b>	<b>L-T-P:3-0-0</b>
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**Pre-requisites:-**

**Course Type: Domain Specific Elective**

**Course Outcomes:**

By the end of the course, a student should be able to:

MBA-DS-MIS-304.1- Understand the role of the consultant and importance of IT consultancy

MBA-DS-MIS-304.2 Identify different consultancy models & assignment life cycle

MBA-DS-MIS-304.3 Plan, scope, propose and contract consultancy assignment and manage client relationships

MBA-DS-MIS-304.4 - Apply a range of best practice consultancy techniques, quality control and measurement within consultancy assignments

**Unit I**

The Structure and Drivers of The IT/IS Industry

The Role of the Consultant

Competencies of Consultants

Consultancy Models

Considerations for the External Consultant, Internal Consultant and Sole Practitioner

Managing Change

Case study 1

**Unit II**

The Life Cycle of a Consultancy Assignment

Gaining Entry - Qualification Of Opportunities

Contracting and Assignment Initiation

Identification of Problems and Business Needs

Business Environment Analysis - Root Cause Analysis and Creative Problem

Solving Case study 2

**Unit III**

Diagnosis and Solution Definition

Solution Appraisal and Evaluation

Implementation and Taking Action

Disengaging and Expansion

Closure and Review

Evaluation, Follow Up and Business Development Case study 3

## Unit IV

Management of Client Relationships  
Proposals and Bids - Influencing and Negotiation  
Working in Teams - Team Management and Delegation  
Marketing of Consultancy Services  
Issues in the Use of Consultants  
Case study 4

## Unit 5

Communications and Reviews  
Quality Management Systems  
Risk Management and Change Control  
Legislation, Ethics and Professional Standards  
The Economics of Consulting  
Transferring Experience to the Client  
Benefits Management  
Case study 5

## Recommended texts

1. R. Freedman, 2020, The IT Consultant : A Commonsense Framework for Managing the Client Relationship, Wiley
2. R. Freedman, 2002, Building the IT consulting practice, Wiley
3. D. Maister, C. Green and R. Gallford, 2001, The Trusted Advisor, Free Press

## Notes:

1. The case study mentioned at the end of each unit will cover as far as possible the whole unit.
2. Only the latest available editions of the above books are recommended.
3. Website references will be announced at the time of the launch of the course by the concerned faculty.



### Assessment Tools:

Assignments (Presentations/ Role Plays/ Case Analysis/ Quiz etc.) Sessional tests  
Class Participation Term end examination

### Distribution of marks for continuous evaluation:

Parameters	Weightage
Sessional test 1	20
Sessional test 2	20
Assignments	40
Class participation	10
Attendance	10

**Instructions for setting question paper:** The question paper shall consist of two parts (Part A and Part B). Six questions are to be set in Part A, of which four questions are to be attempted.

Each question will carry 20 marks. Part A will include questions covering the entire syllabus. Part B will include a case study of 20 marks which will be compulsory to attempt.

### Course Articulation Matrix

CO Statements MBA-DS-MIS-304	PO1	PO2	PO3	PO4	PO5
MBA-DS-MIS-304.1	3		2		
MBA-DS-MIS-304.2	2	3		3	
MBA-DS-MIS-304.3	2		2		3
MBA-DS-MIS-304.4		2	2	3	

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# Specialisation- 10

## Healthcare Management

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## LINGAYA'S VIDYAPEETH

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<b>MBA N 223 A</b>	<b>Healthcare and Social Policy</b>	<b>L-T-P:3-0-0</b>
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By the end of the course, a student should be able to:

- MBA- DS-HC-401.1 Understand concept of social policy and welfare
- MBA- DS-HC-401.2 Discuss factors and approaches related to social policy and types MBA- DS-HC-401.3 Examine the issues related to healthcare sector of India.
- MBA- DS-HC-401.4 Analyze the role of national and international organizations.

### Unit I

Social policy – concept and scope  
 Social welfare and concept of welfare state  
 Social policy and planned social change  
 Social welfare programmes in India Case study 1

### Unit II

Approaches to analysis- resources, structure and organizations  
 Factors in social policy - situational, structural, ideological and environmental  
 Social policies in India – education, health, housing etc.  
 Social security, Social justice and Social development.

Case study 2

### Unit III

Healthcare administration in India  
 Health policy formulation- factors, determinants and sectorial issues,  
 National Health policy: review of different committees,  
 India's healthcare industry: an overview Case study 3

#### **Unit IV**

Distribution of health services in India- disparities,  
Health policy - input, output and performance,  
Delivery of healthcare services –public to private, medical tourism.  
Health care and social development  
Case study 4

#### **Unit V**

Human service organizations – features.  
Role of voluntary groups/NGOs/Trusts.  
Role Of national and international agencies.  
Administrative structure of social welfare in India.  
Case study 5

#### **Recommended texts and readings:**

1. L.R. Burns, 2014, India's Healthcare Industry: Innovation in Delivery, Financing and Manufacturing, Cambridge University Press
2. M. Singh, 2004, Social Policy and Administration in India, M.D Publications
3. P. Choudry, 1983, Hand book on social welfare, Atma Ram & Sons

#### **Notes:**

1. The case study mentioned at the end of each unit will cover as far as possible the whole unit.
2. Only latest available editions of the above books are recommended
3. Website references will be announced at the time of the launch of the course by the concerned faculty.

### Assessment Tools:

Assignments (Presentations/ Role Plays/ Case Analysis/

Quiz etc.) Sessional tests

Class Participation Term end examination

### Distribution of marks for continuous evaluation:

Parameters	Weightage
Sessional test 1	20
Sessional test 2	20
Assignments	40
Class participation	10
Attendance	10

**Instructions for setting question paper:** The question paper shall consist of two parts (Part A and Part B). Six questions are to be set in Part A, of which four questions are to be attempted. Each question will carry 20 marks. Part A will include questions covering the entire syllabus. Part B will include a case study of 20 marks which will be compulsory to attempt.

### Course Articulation Matrix

CO Statement (MBA-DS-HC-401)	PO1	PO2	PO3	PO4	PO5
MBA-DS-HC 401.1	1	3	1		2
MBA-DS-HC 401.2	3	2			
MBA-DS-HC 401.3		1	3	3	
MBA-DS-HC 401.4	2		2	3	3

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<b>MBA N 223 B</b>	<b>Quality Assurance for Healthcare-II</b>	<b>L-T-P:3-0-0</b>
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By the end of the course, a student should be able to:

- MBA-DS-HC-402.1 Understand the most important issues when planning and evaluating Quality Assurance for Healthcare
- MBA-DS-HC-402.2 Evaluate appropriate theories and models with practical information to make better decisions regarding Quality in Healthcare
- MBA-DS-HC-402.3 Prepare plans for accreditation process
- MBA-DS-HC-402.4 Develop decisions-making skills when it comes to quality assurance and quality control

### Unit I

Evolution of Healthcare Systems and Quality  
Patient Safety Issues on Quality Management  
Validation vs. Verification  
Healthcare and Quality Implications  
Case study 1

### Unit II

Statistical Process Control (SPC)  
SQC vs. SPC 2.3 Audit and its Types  
Return on Investments on Quality  
Case study 2

### Unit III

Valuer Stream Mapping  
Overall Equipment Effectiveness  
Effect of Patient Safety Issues on Quality  
Incentive Payments for Quality Healthcare  
Case study 3

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## Unit IV

Failure Mode and Effect Analysis  
Principles and Tools for Quality  
Understanding Regulator Requirements  
Standards of Accreditation of Health Care Entities  
Case study 4

## Unit V

Management Oriented Chapters NABH  
Other NABH Standards  
Risk Management and Contingency Planning  
Applications of Quality Improvement Strategies, Philosophies and Techniques  
Case study 5

## Recommended texts and readings:

1. U. Manjunath, 2012, Total Quality Service in Healthcare, McGraw Hill
2. J. Sanders, 2009, ABC of Patient Safety, BMJ Books Hospital Information Control Guidelines, 2020, ICMR: A handbook Fire Safety and NABH- A Guide available at [https://www.nabh.co/Images/PDF/Fire\\_Safety\\_NABH.pdf](https://www.nabh.co/Images/PDF/Fire_Safety_NABH.pdf)

## Notes:

1. The case study mentioned at the end of each unit will cover as far as possible the whole unit.
2. Only latest available editions of the above books are recommended.
3. Website references will be announced at the time of the launch of the course by the concerned faculty.

**Assessment Tools:**

Assignments (Presentations/ Role Plays/ Case Analysis/ Quiz etc.)

Sessional tests

Class Participation Term end examination

**Distribution of marks for continuous evaluation:**

Parameters	Weightage
Sessional test 1	20
Sessional test 2	20
Assignments	40
Class participation	10
Attendance	10

**Instructions for setting question paper:** The question paper shall consist of two parts (Part A and Part B). Six questions are to be set in Part A, of which four questions are to be attempted. Each question will carry 20 marks. Part A will include questions covering the entire syllabus. Part B will include a case study of 20 marks which will be compulsory to attempt.

CO Statement (MBA-DS-HC-402)	PO1	PO2	PO3	PO4	PO5
MBA-DS-HC-402.1	2	2	1	3	2
MBA-DS-HC-402.2		2	3	2	
MBA-DS-HC-402.3	3		3		3
MBA-DS-HC-402.4		3		3	



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MBA N 223 C	HR Practices in Healthcare	L-T-P:3-0-0
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**Pre-requisites: -**

**Course Type: Domain Specific**

**Elective**

**Course Outcomes:**

By the end of the course, a student should be able to:

- MBA-DS-HC-404.1 Understand the importance of human resources and its functions in organizations
- MBA-DS-HC-404.2 Formulate human resources policies and practices for achievement of organization's strategic goals.
- MBA-DS-HC-404.3 Understand the role of analytics in human resource management
- MBA-DS-HC-404.4 Analyze the role of international human resource practices

**Unit I**

Challenges of human resource management (HRM) in Healthcare

Linkage between HRM and strategic goals

HR philosophy, practices and policies in healthcare sector

Careers in healthcare sector

Case study 1

**Unit II**

Critical aspects of human resource planning

Job Analysis, recruitment and selection

Training and development for role efficacy

Work profiles in healthcare sector

Case study 2

### **Unit III**

Designing Performance appraisal (PA) for healthcare sector

Traditional and innovative methods of PA

Performance management

Job evaluation

Compensation and benefit management

Case study 3

### **Unit IV**

International human resource management

Theories of cultural analysis

Managing cross cultural teams

Working global healthcare organizations

HR aspects in mergers and acquisitions

Cultural intelligence and impact on work

Case study 4

### **Unit V**

Strategic human resource management

Core aspects of HR analytics

HR analytics for performance evaluation,

HR analytics staffing

Talent management in Healthcare sector

Case study 5

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**LINGAYA'S VIDYAPEETH**  
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<b>MBA N 223 D</b>	<b>Legal Aspects of Healthcare</b>	<b>L-T-P 3.0.0</b>
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**Pre-requisites: -**

**Course Type: Domain Specific Elective**

**Course Outcomes:**

By the end of the course, a student should be able to:

MBA-DS-HC-302.1 Understand basic principles of laws

MBA-DS-HC-302.2 Develop awareness and understanding of the ethical values

MBA-DS-HC-302.3 Evaluate the ways in which law both facilitates and restricts business activities

MBA-DS-HC-302.4 Apply the knowledge of legal and ethical issues using appropriate oral and written conventions

**Unit I**

Types of Law

Principles of civil law

Indian contracts act, 1872

law of Tort

Civil procedure code, 1908 Case

study 1

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**Unit II**

Laws related to hospital services and health

Legal issues in patient care situations

Emerging issues with legal connotations

Federal government's access to protected health information

Indian Evidence Act, 1872

choose to know

## Case study 2

### Unit III

Use of health records in legal proceedings

State open-meeting and public record laws

Consumer Protection Act 1986

Redressal Agencies under Consumer Protection Act

Case study 3

### Unit IV

HIPAA and the HITECH Act

Legal requirements

Form and content of record

Access to health information

Case study 4

### Unit V

Laws related to hospitals and health- ethical issues and drug issues,

Establishment issues

Healthcare Insurance

Introduction to general Laws applicable for Hospital Management

Case study 5

#### Recommended Texts and Readings:

1. T. K. Koley, 2010, Medical Negligence Law in India: Duties and Responsibilities Rights, Oxford University Press
2. S. Abraham, 2008, Laws on Hospital Administration, Bi Publications Pvt. Ltd

#### Notes:

1. The case study mentioned at the end of each unit will cover as far as possible the whole unit.
2. Only latest available editions of the above books are recommended.  
Website references will be announced at the time of the launch of the course by the concerned faculty

**Assessment Tools:**

Assignments (Presentations/ Role Plays/ Case Analysis/ Quiz etc.)  
 Sessional tests  
 Class Participation  
 Term end examination

**Distribution of Marks for Continuous Evaluation:**

Parameters	Weightage
Sessional test 1	20
Sessional test 2	20
Assignments	40
Class participation	10
Attendance	10

**Instructions for setting question paper:** The question paper shall consist of two parts (Part A and Part B). Six questions are to be set in Part A, of which four questions are to be attempted. Each question will carry 20 marks. Part A will include questions covering the entire syllabus. Part B will include a case study of 20 marks which will be compulsory to attempt.

**Course Articulation Matrix**

CO Statement (MBA-DS-HC- 302)	PO1	PO2	PO3	PO4	PO5
MBA-DS-HC-302.1	3				2
MBA-DS-HC-302.2		3	3		2
MBA-DS-HC-302.3	2			2	3
MBA-DS-HC-302.4		2	2	3	1

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<b>MBA N 223 E</b>	<b>Quality Assurance for Healthcare- I</b>	<b>L-T-P 3.0.0</b>
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**Pre-requisites: -**

**Course Type: Domain Specific Elective**

**Course Outcomes:**

- MBA-DS-HC-306.1 Understand the most important issues when planning and evaluating Quality Assurance for Healthcare.
- MBA-DS-HC-306.2 Evaluate appropriate theories and models with practical information to make better decisions regarding Quality in Healthcare.
- MBA-DS-HC-306.3 Discuss and understand customer satisfaction via applications of quality improvement strategies, philosophies and techniques.
- MBA-DS-HC-306.4 Prepare plans to improve quality in various delivery set up

**Unit I**

Introduction to Quality  
 Quality Assurance vs. Quality Control  
 Policy, Process and Procedures in Quality Assurance  
 Cost of Quality  
 Case study 1

**Unit II**

Six Sigma and Lean Strategies  
 Key Performance Indicators (KPIs) for Quality  
 Introduction and Application of Kaizen  
 PDCA or Deming Cycle  
 Case study 2

### **Unit III**

Waste Elimination– 3M

Japanese 5S Principles

RCA and CAPA

Quality Control Tools

Case study 3

### **Unit IV**

Risk Management and Liability Issues

National Health System and Quality Management

Planning and Quality Management in Services

Proactive vs. Reactive Quality Management Program

Case study

### **Unit V**

Introduction to Accreditation Process

Requirements of Accreditation for Quality Management in Hospital

Introduction to NABH

Patient Centered NABH Chapters

Case study

### **Recommended Texts and Readings:**

1. U. Manjunath, 2017, Total Quality Service in Healthcare, McGraw Hill
2. J. Sanders, 2009, ABC of Patient Safety, BMJ Books
3. Hospital Information Control Guidelines, 2020, ICMR: A handbook

### **Notes:**

1. The case study mentioned at the end of each unit will cover as far as possible the whole unit.
2. Only the latest available editions of the above books are recommended.

Website references will be announced at the time of the launch of the course by the concerned faculty

**Assessment Tools:**

Assignments (Presentations/ Role Plays/ Case Analysis/ Quiz  
etc.)  
Sessional tests  
Class Participation  
Term end examination

**Distribution of Marks for Continuous Evaluation:**

Parameters	Weightage
Sessional test 1	20
Sessional test 2	20
Assignments	40
Class participation	10
Attendance	10

**Instructions for setting question paper:** The question paper shall consist of two parts (Part A and Part B). Six questions are to be set in Part A, of which four questions are to be attempted. Each question will carry 20 marks. Part A will include questions covering the entire syllabus. Part B will include a case study of 20 marks which will be compulsory to attempt.

**Course Articulation Matrix**

CO Statement (MBA-DS-HC- 306)	PO1	PO2	PO3	PO4	PO5
MBA-DS-HC-306.1	2		3		
MBA-DS-HC-306.2		1		2	3
MBA-DS-HC-306.3	3	3			2
MBA-DS-HC-306.4		2	3	3	



**LINGAYA'S VIDYAPEETH**

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<b>MBA N 223 F</b>	<b>Biomedical Waste Management</b>	<b>L-T-P 3.0.0</b>
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**Pre-requisites: -**

**Course Type: Domain Specific Elective**

**Course Outcomes:**

By the end of the course, a student should be able to:

MBA-DS-HC-304.1 Understand the types of waste generated in the healthcare sector

MBA-DS-HC-304.2 Evaluate the adverse effects of bio medical waste on various facets of the environment.

MBA-DS-HC-304.3 Develop strategies to manage bio medical waste: collection, segregation, disposal.

MBA-DS-HC-304.4 Prepare plans to educate stakeholders for bio medical waste management

**Unit I**

Sources of Biomedical Waste

Classification of Biomedical waste

Characterization of Types of Waste

Classification of Waste as per WHO, Govt. of India and Regulatory

Agencies Case study 1

**Unit II**

Environmental Health Hazards

Types of Pollutants from Healthcare Industry (chemicals, gases etc.)

Environmental Impact of Biomedical Waste

Impact of Healthcare Waste on Human Health

Case study 2

### **Unit III**

Handling Healthcare Waste

Waste Collection from the Sources

Segregation, Transportation and Storage of Waste

Treatment and Disposal of Waste

General Principles of Waste Management (3 Rs, Sustainable Development Goals)

Case study 3

### **Unit IV**

Legal Aspects of Waste Management

Hazardous Waste (Management and Handling) Rules

Federal Hazardous Waste Regulations under RCRA, Superfund, CERCLA and SARA

Protocols, issues and challenges in transportation of hazardous waste

Case study 4

### **Unit V**

Measures for Minimizing Waste

Partnering Waste Management Initiatives (Role of various Levels of Govt., Private Sector)

Educating Patients, Employees and General Public

Occupational Safety Precautions

Case study 5

### **Recommended Texts and Readings:**

1. G. Tchobanoglous, H. Theisen and S.A. Viquel, 2012, Integrated Solid Waste Management: Engineering, Principles and Management issues, Tata McGraw Hill Publishing Company Ltd.
2. W.P. Cunningham and M.A. Cunningham, 2004, Principles of Environmental Science, Tata McGraw Hill Publishing Company Ltd.
3. R. Johri, 2009, E-waste: implications, regulations, and management in India and current global best practices, TERI Press, New Delhi
4. B. Krishnamoorthy, 2008, Environmental Management, Text Book and Cases, PHI

Learning  
(P) Ltd.

**Notes:**

1. The case study mentioned at the end of each unit will cover as far as possible the whole unit.
2. Only latest available editions of the above books are recommended.
3. Website references will be announced at the time of the launch of the course by the concerned faculty

**Assessment Tools:**

Assignments (Presentations/ Role Plays/ Case Analysis/ Quiz

etc.) Sessional tests

Class Participation

Term end examination

**Distribution of Marks for Continuous Evaluation:**

Parameters	Weightage
Sessional test 1	20
Sessional test 2	20
Assignments	40
Class participation	10
Attendance	10

**Instructions for setting question paper:** The question paper shall consist of two parts (Part A and Part B). Six questions are to be set in Part A, of which four questions are to be attempted. Each question will carry 20 marks. Part A will include questions covering the entire syllabus. Part B will include a case study of 20 marks which will be compulsory to attempt

CO Statement (MBA-DS-HC- 304)	PO1	PO2	PO3	PO4	PO5
MBA-DS-HC-304.1		2		3	2
MBA-DS-HC-304.2	3	3		2	3
MBA-DS-HC-304.3	2	2	3	1	2
MBA-DS-HC-304.4	2	1	3	3	1



**Semester – IV & VIII**

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