



# **SCHOOL OF COMMERCE AND MANAGEMENT**



## **CURRICULUM AND SCHEME OF EXAMINATION**

**(MBA Program)**

**BATCH: 2024-26**

  
  
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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 25th meeting and Academic Council of the University vide its 26th meeting (Agenda items 25.4, 25.9, 25.10 and 25.15) held on 13<sup>th</sup> May 2024 for Batch 2024-26 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 2024-26 for Batch 2024 -26.



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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.

## **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.

## **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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choose to know

(w/s 3 of UGC Act 1956)

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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



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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>	Be 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.



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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

## LINGAYA'S VIDYAPEETH

### SCHEME OF STUDIES

**Session: 2024-2026**

**School: School of Commerce and Management**

**Batch:2024-2026**

**Department: Commerce and Management**





**Year: 1**

**Course: MBA**

**Semester: I**

**Compulsory Courses**

S. N	Cate gory	Course Code	Course Name	Periods			Cr edi ts	Evaluation Scheme					Subject Total Marks
				L	T	P		Theory			Practic al		
								A B Q	M SE	ES E	IP	EX P	
1	PCC	MBA N 101	Business Economics	3	-	-	3	15	25	60	-	-	100
2	PCC	MBA N 103	Financial Management	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	Legal Aspects of Business	3	-	-	3	15	25	60	-	-	100
5	PCC	MBA N 109	Strategic Marketing	3	-	-	3	15	25	60	-	-	100
6	PCC	MBA N 111/MB A N GTBA0 1/MBA N GTRM	Business Research/Business Analytics Essentials/Basics of Risk	3	-	-	3	15	25	60	-	-	100

		01											
7	PCC	MBA N 113/MB A N GTBA 02/MB A N GTRM 02	Ethics and Corporate Governance/Advan ced Business Statistics/Corporate Finance	2	1	-	3	15	25	60	-	-	100
8	SEC	MBA N 115	Individual Dynamics	2	1	-	3	15	25	60	-	-	100
9	SEC	HPP - 171	Holistic & Professional proficiency	1	-	2	2	-	-	-	-	-	100
9	CC	CC-181	Certification Course	1	1	-	2	-	-	-	-	100	100
			Total				28						

### 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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<b>School: School of Commerce and Management</b>							<b>Batch:2024-2026</b>						
<b>Department: Commerce and Management</b>							<b>Year: 1</b>						
<b>Course: MBA</b>							<b>Semester: II</b>						
<b>S. N</b>	<b>Cate gory</b>	<b>Cours e Code</b>	<b>Course Name</b>	<b>Periods</b>			<b>C redi ts</b>	<b>Evaluation Scheme</b>					<b>Subject Total Marks</b>
				<b>L</b>	<b>T</b>	<b>P</b>		<b>Theory</b>			<b>Practi cal</b>		
								<b>A B Q</b>	<b>M SE</b>	<b>ES E</b>	<b>IP</b>	<b>E X P</b>	
1	PCC	MBA N 102/M BA N GTBA 03/MB A N GTRM 03	Operations Research/Machine Learning With Python/Entrepreise Risk Management	2	1	-	3	20	40	40	-	-	100
2	PCC	MBA N 104	Production and Operation Management	3	-	-	3	20	40	40	-	-	100
3	PCC	MBA N 106	Corporate Finance & Indian Financial System	3	-	-	3	20	40	40	-	-	100
4	PCC	MBA	Digital Marketing in	2	1	-	3	20	40	40	-	-	100

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		N 108	E-Commerce											
5	PCC	MBA N 110	Project Management	2	1	-	3	20	40	40	-	-	100	
6	PCC	MBA N 112	Tactical Marketing	2	1	-	3	20	40	40	-	-	100	
7	SEC	MBA N 114/M BA N GTBA 04/MB A N GTRM 04	Legal Environment of International Business/Data Visualization & Story Telling/Financial Risk Management	3	-	-	3	20	40	40	-	-	100	
8	CC	CC- 182	Business analytics for decision making (With Assessment)	1	1	-	2							
9	SEC	HPP - 172	Holistic & Professional proficiency and Interpersonal & group processes.	1	-	2	2	-	-	-	50	50	100	
10	PRO J	MBA - 152	Social Mini Project - I	-	-	4	2	-	-	-	40	60	100	
			MOOC	3	-	1	4	-	-	-	-	-	100	
			Total				31							

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<b>ABBREVIATIONS</b>			
<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.**

  
  
  
  
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<b>School: School of Commerce and Management</b>								<b>Batch:2024-2026</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	20	40	40			
3	Pref 2	ABMA_MC M	Education basket	2	-		2	20	40	40			
<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	DSE	MBA N 205A	Employee Relations & Labour Law	3	-	-	3	20	40	40	-	-	100
		MBA N 205B	HR Analytics	2	1	-	3	20	40	40	-	-	100




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		MBA N 205C	Compensation Management	3	-	-	3	20	40	40	-	-	100
		MBA N 205D	Talent Acquisition & Succession Planning	3	-	-	3	20	40	40	-	-	100
<b>Specialisation – 2</b>													
<b>Marketing</b>													
<b>6</b>	<b>DS E</b>	MBA N 207A	Service Marketing	3	-	-	3	20	40	40	-	-	100
		MBA N 207 B	Marketing Analytics	3	-	-	3	20	40	40	-	-	100
		MBA N 207 C	Sales & Retail Management	3	-	-	3	20	40	40	-	-	100
		MBA N 207 D	Consumer Behaviour & integrated Marketing Communication	3	-	-	3	20	40	40	-	-	100
<b>Specialisation – 3</b>													
<b>Finance</b>													
<b>7</b>		MBA N 209 A	Financial Derivatives	3	-	-	3	20	40	40	-	-	100
		MBA N 209 B	Financial Planning & Tax Management	3	-	-	3	20	40	40	-	-	100
		MBA N 209 C	Investment Analysis & Portfolio Management	3	-	-	3	20	40	40	-	-	100
		MBA N 209 D	Financial & Credit Risk Analytics	3	-	-	3	20	40	40	-	-	100

### Specialisation – 4

#### International Business

<b>8</b>	<b>MBA</b>	N 211 A	Global Mergers & Acquisitions	3	-	-	3	20	40	40	-	-	100
		N 211 B	Export - import Procedures and Documentation	3	-	-	3	20	40	40	-	-	100
		N 211 C	International marketing	3	-	-	3	20	40	40	-	-	100
		N 211 D	Foreign Exchange management	3	-	-	3	20	40	40	-	-	100

### Specialisation – 5

#### Business Analytics

<b>9</b>	<b>DS E</b>	MBA N 213 A/MB A N GTBA 05	Data Visualization for managers/Sales & Retail Analytics	2	1	-	3	20	40	40	-	-	100
		MBA N 213 B/MB N GTBA0 6	Data Science using R/Supply Chain & Operations Analytics	2	1	-	3	20	40	40	-	-	100
		MBA N 213 C/MB N GTBA0 7	Financial Modelling Using Excel/Marketing & Social Media Analytics	2	1	-	3	20	40	40	-	-	100
		MBA N 213	Business Data Analytics Using	2	1	-	3	20	40	40	-	-	100



  
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		D/MB A N GTBA0 8	Python/Big Data Analytics & Data Mining										
<b>Specialisation – 6</b>													
<b>Operations &amp; Management</b>													
		MBA N 215 A	Demand and Business Forecasting	3	-	-	3	20	40	40	-	-	100
		MBA N 215 B	Operations Planning and Control	3	-	-	3	20	40	40	-	-	100
		MBA N 215 C	Supply Chain & Logistics Management	3	-	-	3	20	40	40	-	-	100
<b>10</b>		MBA N 215 D	Sustainable Operation Management	3	-	-	3	20	40	40	-	-	100
<b>Specialisation – 7</b>													
<b>Entrepreneurship and Small Business Management</b>													
		MBA N 217 A	Planning and Structuring New venture	3	-	-	3	20	40	40	-	-	100
		MBA N 217 B	Strategies and Practices of Entrepreneurial Firms	3	-	-	3	20	40	40	-	-	100
		MBA N 217 C	Start-up Entrepreneurship	2	1	-	3	20	40	40	-	-	100
<b>11</b>		MBA N 217	Managing Strategic	2	1	-	3	20	40	40	-	-	100

		D	Partnership and Negotiation										
<b>Specialisation – 8</b>													
<b>Event and Media Management</b>													
		MBA N 219 A	Event and Media Production & Logistics	3	-	-	3	20	40	40	-	-	100
	<b>DS E</b>	MBA N 219 B	Event and Media Management	3	-	-	3	20	40	40	-	-	100
		MBA N 219 C	Managing Sponsorships for Events	2	1	-	3	20	40	40	-	-	100
<b>12</b>		MBA N 219 D	PR for Events and Media	3	-	-	3	20	40	40	-	-	100
<b>Specialisation – 9</b>													
<b>Artificial Intelligence for Business</b>													
		MBA N 221 A	Data mining for business decision	3	-	-	3	20	40	40	-	-	100
	<b>DS E</b>	MBA N 221 B	Information security and risk management	3	-	-	3	20	40	40	-	-	100
		MBA N 221 C	Enterprise resource planning	3	-	-	3	20	40	40	-	-	100
<b>13</b>		MBA N 221 D	Advanced AI Tools for Business	3	-	-	3	20	40	40	-	-	100
<b>Specialisation – 10</b>													
<b>Healthcare management</b>													
	<b>DS E</b>	MBA N 223 A	Health care and social policy	3	-	-	3	20	40	40	-	-	100




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		MBA N 223 B	Quality assurance for health care	3	-	-	3	20	40	40	-	-	100
		MBA N 223 C	HR practices in healthcare	3	-	-	3	20	40	40	-	-	100
<b>14</b>		MBA N 223 D	Legal aspects of health care	3	-	-	3	20	40	40	-	-	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

<b>School: School of Commerce and Management</b>						<b>Batch:2024-2026</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	Cate gory	Cou rse Cod e	Course Name	Periods			Cr edi ts	Evaluation Scheme					Subject Total Marks
				L	T	P		Theory			Practi cal		
								A B Q	M S E	E S E	I P	E X P	
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.**

<b>ABBREVIATIONS</b>			
<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

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**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 = 101

Total Mooc Credit is = 04

**Total Credits of MBA = 105**



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<b>School: School of Commerce and Management</b>							<b>Batch:2024-2026</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	Cate gory	Cour se Code	Course Name	Periods			Cr ed its	Evaluation Scheme					Subject Total Marks
				L	T	P		Theory			Practi cal		
								A B Q	M S E	E S E	IP	E X P	
1	PCC	MBA N 301	Minor IX/ Any Online Course	3	1	-	4	20	40	40	-	-	100
2	PCC	MBA N 303	Strategic Service Marketing	4	-	-	4	20	40	40	-	-	100
3	PCC	MBA N 305	Global Outsourcing	3	1	-	4	20	40	40	-	-	100
4	RPP ROJ	MBA DW 01	Dissertation Work	-	-	20	10	-	-	-	40	60	100
			Total				22						



  
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# Semester - I

**LINGAYA'S VIDYAPEETH**  
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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.

**Unit-II**

➤ **Production Function :** Production function Meaning, Concept of productivity and technology, Least cost combination of inputs, Producer's equilibrium; Returns to scale; Estimation of 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: **Supply:** Introduction to supply and supply curves.
- **Pricing:** Pricing practices; Commodity Pricing: Economics of advertisement costs; Types of pricing practices.

### 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.
- **National Income:** Conceptual Framework, Measures of National Income, Methods of Measurement, Limitations of National Income.

**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



**LINGAYA'S VIDYAPEETH**  
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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 Concepts, convention and principles of Accounting, Role of accountant in an organization. Branches of accounting: Financial, Cost and Management Accounting and their inter- relationships.

➤ **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.

➤ **Unit III**

➤ **Financial Statement Analysis:** Concepts and objectives,

  
  
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- **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

**LINGAYA'S VIDYAPEETH**  
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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.

  
  
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## 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

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

<b>MBA N 107</b>	<b>Legal Aspects of Business</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: Indian Contract Act – 1872**

- Introduction, Essentials of a contract
- Agreement and contract, Kinds of Agreements,
- Kinds of contracts, Proposal, Acceptance
- Capacity to contract, Free consent
- Performance of contract, Discharge of contract, and Breach of contract
- Case study 1

**Unit II: Special Contracts**

- Law of Indemnity & guarantee, , Law of Bailment & pledge
- Law of Agency.
- Negotiable Instruments Act – 1881
- Instruments, Parties to negotiable instrument
- Discharge of parties from liabilities, Dishonour of Cheque

➤ Case study 2

**Unit III: Sales of Goods Act – 1930**

- Contract of sales conditions & warranties
- Performance of Contract,
- Unpaid Seller, and Breach of Contract
- Consumer Protection Act, 1986
- Consumer & consumer disputes
- Consumer protection council, and consumer disputes redress agencies
- Case study

**Unit IV: Companies Act – 1956**

- Company, Types of companies
- Memorandum & Articles of Association, Prospectus
- meetings, appointments & removal of directors
- membership of company, and issue of capitals
- Intellectual Property Rights: Patent, Trademarks and Copyrigh
- Information Technology Act 2000, Environment Protection Act – 1986
- Case study

**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. Chandershekar, 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.

**Course Articulation Matrix**

<b>CO Statement (MBA-DS- 104)</b>	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>
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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**LINGAYA'S VIDYAPEETH**  
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<b>MBA N 109</b>	<b>Strategic Marketing</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.

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**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

## LINGAYA'S VIDYAPEETH

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

MBA N 111	Business Research	L-T-P:3-0-0
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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;

### 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	PSO1	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

## LINGAYA'S VIDYAPEETH

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

<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.

### 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

#### 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

#### Module 3: Corporate Governance Structures and Practices

- Role of boards of directors and governance committees
- Governance codes and regulations
- Stakeholder engagement and accountability

#### Module 4: Sustainability and Social Responsibility

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

**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			

## LINGAYA'S VIDYAPEETH

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<b>MBA N 115</b>	<b>Individual Dynamics</b>	<b>L-T-P 2-1-0</b>
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### Course Objectives:

The course aims to explore the psychological roots of behaviour in organizations, fostering self-awareness and emotional intelligence for personal and professional development. It analyses how personality, perception, and motivation shape workplace interactions, emphasizing skills in stress management, conflict resolution, and leadership. Understanding individual differences in team dynamics and organizational culture is crucial for navigating diverse work environments effectively.

### Unit I: Foundations of Individual behaviour

- Neuroscience and organizational behaviour: The brain-behaviour connection
- Cognitive processes: Attention, perception, and decision-making biases
- Emotional intelligence: Components, measurement, and development
- Self-concept and identity formation in organizational contexts
- Cultural intelligence and its impact on individual behaviour in global organizations

### Unit II: Personality and Individual Differences

- Contemporary theories of personality: Big Five, HEXACO, and Dark Triad
- Psychometric assessments: MBTI, Disc, and their applications in organizations
- Cognitive styles and learning preferences: Implications for training and development
- Values, attitudes, and their influence on workplace behaviour
- Individual differences in creativity and innovation potential

### Unit III: Motivation and Goal-Setting

- Self-determination theory and intrinsic motivation in the workplace
- Goal-setting theory: Principles, techniques, and pitfalls
- Expectancy theory and its application to performance management
- Flow state: Conditions, benefits, and strategies for achieving optimal experience at work
- Grit, resilience, and perseverance: Cultivating long-term motivation



**Unit IV: Interpersonal Dynamics and Personal Leadership**

- Attachment theory and its implications for workplace relationships
- Conflict resolution styles and negotiation strategies
- Influence tactics and persuasion techniques in organizational settings
- Mentoring and coaching: Roles, processes, and best practices
- Authentic leadership development: Self-awareness, transparency, and ethical behavior

**Recommended Reference Books:**

1. Robbins, S. P., & Judge, T. A. (2022). *Organizational Behavior* (18th ed.). Pearson.
2. Neck, C. P., Houghton, J. D., & Murray, E. L. (2021). *Organizational Behavior: A Critical-Thinking Approach* (2nd ed.). SAGE Publications.
3. McShane, S. L., & Von Glinow, M. A. (2021). *Organizational Behavior: Emerging Knowledge, Global Reality* (9th ed.). McGraw-Hill Education.
4. Luthans, F., Luthans, B. C., & Luthans, K. W. (2021). *Organizational Behavior: An Evidence-Based Approach* (14th ed.). Information Age Publishing.
5. Greenberg, J. (2021). *Managing Behavior in Organizations* (7th ed.). Pearson.

**CO, PO, PEO Matrix:**

	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PEO1</b>	<b>PEO2</b>	<b>PEO3</b>	<b>PEO4</b>
<b>CO1</b>	3	5	4	2	3	4	5	3	2
<b>CO2</b>	4	3	5	2	4	3	4	4	3
<b>CO3</b>	4	4	5	2	3	3	5	3	4
<b>CO4</b>	5	4	4	3	3	4	4	4	3
<b>CO5</b>	4	5	4	3	4	4	5	4	4

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<b>HPP 171</b>	<b>Holistic &amp; Professional Proficiency</b>	<b>L-T-P 0-0-2</b>
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**List of different clubs**

**1) Markaizen Club of Lingayas (MCL)**

**"CONNECTING PEOPLE"**

**Introduction:**

As the name suggests, MCL is a step forward to make the students opt for Marketing as a specialization to excel in their creative learning and thinking abilities. The club is formed as a platform for the students to showcase their individual talents as well as their collaborative participation in groups. The club intends to mix and match different activities and workshops for the students, which will be helpful in giving finishing touches to their grooming and sharpening their marketing skills. The sole objective of the club is to make students industry-fit and equip them for the competitive times ahead.





### Objectives of Club:

- To make students come up with creative thinking abilities in solving problems and marketing issues.
- To make students abreast of the current scenario and the happenings around the world in the marketing space.
- To groom the personality of the students and make them more self-confident in facing this world.
- To provide and teach them art and techniques related to marketing which would help them be industry ready
- To make students understand the importance of teamwork and make them realize their leadership qualities.

Vision: To represent and support an inclusive and vibrant student community in which members can expand their horizons with the new marketing trends, reach their full potential with the conceptual knowledge, and change the world around them with the help of marketing themselves in the hypercompetitive environment

Club Members- President, event coordinator, club coordinator

Faculty In charge:

ASSISTANT PROFESSOR

Email:

Contact:

### Activities

This club will bring students together through events, sponsorships, publicity, and awareness of LV hosted events providing opportunities for development and social interaction that are central to many students' college experience. This club can bring in promotion stalls for Fresher's Day. The club can also conduct events like Ad-Venture - Creating an Advertising Campaign, inquisitive- A quiz on Marketing, Market Encounter- A puzzle-based game the best managers would compete. Cracking Cliché-Designing a Marketing Plan given a company and unusual product, What's in a name? Controversy Suggesting a New name and Marketing Campaign (Controversial debates), role play, AD MAD Show

#### 1) War of Brands

It can be a three-stage competition which can be organized by the Club and it is nothing short of a battlefield, wherein participants engage in ambush marketing to not only design campaigns for various brands but also market their ideas through social media platforms.

#### 2) Ulta Pulta

It can be organized under the umbrella of "Jingstad" and as the name suggests, everything is in reverse. You think you know a brand, till we take it and completely change it to its polar

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opposite. This event is for the creative geniuses out there.

### 3) X-Marketer

The specialty of X-Marketer lies in its dynamism, as it changes its rules and formats every year. While its underlying principle is to test participants' acumen and creativity. X-Marketer presents itself with new twists for all Marketing experts on campus.

### 4) Touchstone

"Touchstone", can be a case study competition which can provide budding marketers across the country the stage to prove their marketing acumen by delving into the marketing and branding strategies for products and services. Past participants from other colleges can be included.

## 2) VAANIJYA: THE FINANCE CLUB

"LEARN TODAY EARN TOMORROW"

About the Club: Vaanijya - The Finance club is the fountainhead of knowledge and new ideas in the field of knowledge. The club fosters an environment of discovery of recent trends and developments in the field of finance and provides a comprehensive understanding of the finance industry.

### Objectives

- 1) It imparts the knowledge of finance to the students in a very interesting manner.
- 2) To provide a comprehensive understanding of finance & economics.
- 3) To foster an environment among the students that encourages the continuous learning and discovery of recent trends in the area of finance.
- 4) To provide a platform to the students to bring out their best and improvise upon their concepts with a practical understanding.

### Vision

To represent and support an inclusive and vibrant student community in which members can expand their horizons with the new trends in finance & economics, reach their full potential with the conceptual and practical knowledge to make them industry ready.

**Club Members- President, event coordinator, club coordinator**

**Faculty In-charge:**



## **ASSISTANT PROFESSOR**

**Email:**

**Contact:**

### **Activities:**

Knowledge Sharing Sessions: Guest lecturers/ Webinars related to finance/economics/ commerce are organized by inviting speakers from academia & industry.

#### 1) FinQ / BusinessQ

To equip students of various finance and economics concepts along with its relevant practices in the real world. This is the quiz series.

#### 2) News Blast

A series to update students about the latest development in the finance and economics world. It comprises four sections, namely, Big Story, Economic. Market and Startup. Presentations about the latest developments in the economy & financial industry are given by students.

#### 3) Budget Discussion

The Financial Budget of the country stands as one of the most important events of the entire year. It encloses the future ideas, plans and flow of the economy in the near future. The budget discussion focuses on a sector-wise presentation on key announcements & their impact on the sector, accompanied with an overall takeaway for various stakeholders of the economy.

#### 4) Vaanijya Game

Puzzle games related to finance like Jumble Words & Newspaper Geek are there for students to check their knowledge in an interesting manner.

  
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### 3) CONQUERORS-ENTREPRENEURSHIP CLUB

#### "PROFIT NINJAS"

The vision is to be acknowledged as a program of International renown, where students, faculty, alumni, industry and policy makers collaborate, learn, and innovate. The team comprises faculty from different functional areas and disciplines.

#### Objectives

Center for entrepreneurship aims to collaborate with faculty and fellows who have thesis topics on subjects related to entrepreneurship and innovation. The center will also collaborate with industry to develop research cases for further study. Main focus areas will be:

1. To Promote First Generation Businessman and Industrialists
2. To Create Awareness about Availability of Resources
3. To Promote Small, Cottage & Local Industries
4. To Encourage Self Employment Tendencies
5. To Provide Knowledge about Government Plans and Programmes
6. To Make a Successful Entrepreneur
7. To Provide Training to Operate Business

#### Vision

Center for entrepreneurship provides support to creation of new ventures opportunities, identifying resource requirements, assisting in resource acquisitions and managing new ventures in tie-up with Lingayas University.

**Club Members- President, event coordinator, club coordinator**

**Faculty**

**In-charge:**



Handwritten signatures and stamps, including a stamp for the School of Commerce & Management, Lingaya's Vidyapeeth.



**ASSISTANT**

**Email:**

**Contact:**

**PROFESSOR**

#### Activities

Events: As part of a new initiative, the Center for Entrepreneurship will organize events that will give experiences and insights to help young entrepreneurs make a smooth transition from the idea to implementation. An Annual Entrepreneurship Summit is planned to be held every year.

#### Women Entrepreneurship Programmes

Center for entrepreneurship will conduct free one on one management consulting sessions for women entrepreneurs of areas nearby Lingayas Vidyapeeth, Faridabad. It will provide implementable solutions faced by these entrepreneurs in their ventures through problem analysis, research and brain-storming

#### 4) VISVICT- HR CLUB

##### "PERFORM AND MAKE YOUR FUTURE"

The purpose of "HR Club" is to bring together students interested in the field of Human Resources Management, help them develop interpersonal skills needed in the corporate world. Encourage them to meet professionals who work in the field of Human Resources Management. This club is designed to help students learn more about Human Resource and what Human Resource Professionals do.

The club promotes the active participation of the students. The HR students take the lead in arranging the events. This enables the students to plan and arrange for the events successfully. The club activities are organized on a regular basis to promote the team spirit and implement the HR concepts practically.

  
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### **Vision:**

To foster highly proficient future Human Resource professionals with a humanitarian approach.

### **Objectives:**

1. To enhance the skills and competencies of the members through sharing and learning.
2. To provide a forum for discussion and interaction and a platform for enhancing skills.
3. To make students understand what is expected in a real job interview and to improve the student's self-presentation.
4. Establishing contacts between HR managers in order to share the information and experience organizing and conducting the seminars.
5. To provide accurate instruction and realistic activities intended to stimulate discussion and provide the knowledge, skills and abilities necessary to perform HR roles and further an individual's career.
6. To continuously strive for academic and professional excellence in the field of HRM



**Club Members- President, event coordinator, club coordinator**

**Faculty In charge:**

**ASSISTANT PROFESSOR**

**Email:**

**Contact:**

**Activities:**

**1. Recruitment and Selection Role Play**

Round 1 consists of Aptitude Test on various management fields and current affairs where 50 objective questions are given and 50 minutes are allotted. This was a pen paper round. All the students attempted the test out of which 12 students were picked for the 2nd round based on the marks awarded.

Second Round: Group Discussion will be conducted to the 8 students on any selected topic. From this GD round 3 students shall be selected for the final round of recruitment process based on their performance.

Third Round: In Final round or Personal interview selected students shall answer the interview panel consisting of student co-coordinators.

**2. Group Discussion Activity**

The class will be divided into 4 groups consisting of 6-8 members per group. Topics which will be given to groups such as

1. Reservation for woman would help the society
2. What is most helpful for being successful in life knowledge, power or wealth...?
3. Impact of social media.
4. Indian culture vs. western culture. It will be an interactive section and groups shall share their perception about the topics.

**3) Activity 3: 24**

The 24-hour event where the contestants shall be asked to capture an image and elucidate their vision with a small write-up. Any theme will be given to students for this. Activity 4: HR Conclave

The one-day long signature event where eminent speakers from various backgrounds share their thoughts and experiences to the students. It also involves a panel discussion with industry experts and HR managers from different sectors engaging in creative conversations among

themselves and as well as the audience.

#### 4) Activity 5: HR Fest

Quiz Regarding various aspects of HR, HR policies, laws etc.

HR Slat-Making a play incorporating various HR policies and other things. A team plays a corporate scenario, which shows the best practices of HR Crisis-Giving some crisis scenarios and judging them based on the solution they give.

Preparing Recruitment advertisement-

#### **Outcome:**

The club will promote the active participation of the students. It will help them in attaining inter-personal skills required in the corporate field. The HR students shall make an active contribution in arranging the event. The club enhanced the knowledge on Recruitment and selection process. Participation in group discussion will enable them to express their views on the latest topics. It also helps promote team spirit, decision making, and motivation.

#### 5) ARPAN — THE CSR CLUB

At the School of Commerce and Management we believe that a truly successful organization is one that looks beyond serving its own interests to serve society. As we shape the business professionals and leaders of tomorrow, it is important to not only equip them with knowledge and resources, but also the spirit of service and civic responsibility.

At Arpan, the CSR Club of SOCM, we educate students on the symbiotic relationship between society and businesses. We create awareness on the need for—and the importance of—corporate social responsibility, and emphasize the future role of students in the same.

The Club's activities are designed to help acquaint students with societal issues. Students are also taught to work in teams and develop social leadership to address the problems of the day. The aim is to help students work and lead businesses that play a strong social role.

Club Members- President, event coordinator, club coordinator

#### **Faculty In-charge:**

**ASSISTANT PROFESSOR**

**Email:**

**Contact:**



## **6) Operations Management Club**

### **“OPER8 in Action”**

OPER8 - Operations Management Club is an establishment under the mentorship of distinguished operations faculty members. The purpose of the club is to foster interest in the core aspects of operations as a whole henceforth capturing the essence of a business and remodeling those ideas into activities, games and learning experience.

The club endeavors to move learning beyond books and encourages students in brainstorming and creativity in real life problem solving and management games.

**Club Members- President, event coordinator, club coordinator**

**Faculty In-charge:**

**ASSISTANT PROFESSOR**

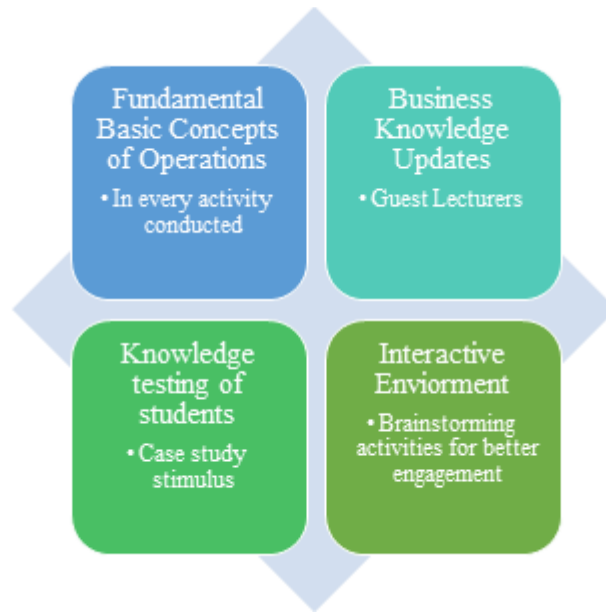
**Email:**

**Contact:**

**Activities:**

Rush Hour, Board of Directors, Case-study competition, Decipher, Maze the Matrix and Beer Game etc.

  
  
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<b>CC - 181</b>	<b>Design Thinking &amp; Innovation</b>	<b>L-T-P:2-0-0</b>
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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

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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

# Semester –II



**LINGAYA'S VIDYAPEETH**  
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<b>MBA N 102</b>	<b>Operation Research</b>	<b>L-T-P:2-1-0</b>
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**COURSE OBJECTIVES:**

1. To understand the methodology of OR problem solving and formulate linear programming problem.
2. To develop formulation skills in transportation models and finding solutions
3. To understand the basics in the field of game theory and assignment problems
4. To know how project management techniques help in planning and scheduling a project
5. To know the basics of dynamic programming and simulation.

**Unit 1: Linear Programming**

Definition and Scope of Operations Research, Mathematical formulation of the problem, graphical method, Simplex method, artificial basis technique, dual Simplex method. Degeneracy, alternative optima, unbounded solution, infeasible solution.

**Unit 2: Transportation Problem**

Introduction to the problem, LP formulation of a transportation problem. Basic feasible solution by north-west corner method, Vogel's approximation method, least cost method. Finding optimal solution by MODI method, degeneracy, unbalanced transportation problem and Maximization in transportation model.

**Unit 3:**

**Assignment Problem :** One to one assignment problem, optimal solutions, unbalanced assignment matrix, travelling sales man problem, maximization in A.P.

**Theory of Games :** Introduction, rectangular two person zero sum games, solution of rectangular games in terms of mixed strategies, solution of  $2 \times 2$  games without saddle point, concept of dominance to reduce the given matrix, Graphical method for  $2 \times n$  and  $n \times 2$  games.

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#### **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:**

Project Planning through Networks : Introduction, Basic steps in PERT/CPM techniques, Network diagram representation, Rules of drawing network diagram, Fulkerson's rule, Time estimates and Critical path in network analysis, floats, Project evaluation and review technique, Application areas of PERT/CPM techniques.

#### **Suggested Reading:**

**TEXT BOOK(s):** 1. Operations Research - S.D.Sharma, Kedar nath Ram nath & Co, 2008. 2. Operations Research - Theory and Applications, J.K Sharma, Macmillan Publications India Ltd, 2013

**REFERENCE BOOK(s):** 1. Operations Research - H.A.Taha, Pearson, 7th Edition, June 2002. 2. Introduction to Operations Research - Hiller and Liberman, MGH, 7th Edition, 2002.

WEB

#### **RESOURCES:**

1. <http://www2.informs.org/Resources/>
2. <http://www.mit.edu/~orc/>
3. <http://www.ieor.columbia.edu/>
4. <http://www.universalteacherpublications.com/univ/ebooks/or/Ch1/origin.htm>

#### **Course Outcomes:**

CO1: Recognize the importance and value of Operations Research and linear programming in solving practical problems in industry

CO2: Interpret the transportation models' solutions and infer solutions to the real-world problems.

CO3: Recognize and solve game theory and assignment problems.

CO4: Gain knowledge of drawing project networks for quantitative analysis of projects

CO5: Know when simulation and dynamic programming can be applied in real world problems

**Distribution of Marks for Continuous Evaluation:**

Parameters	Weightage
ABQ	20
Mid Sem	40
End Sem	40

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, 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, 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.

**Distribution of Marks for Continuous Evaluation:**

Parameters	Weightage
ABQ	20
Mid Sem	40
End Sem	40

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

**LINGAYA'S VIDYAPEETH**  
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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.

**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.

**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)

**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. **Financial Markets:** Introduction, evolution, capital market and money market, functions and operations of primary market and secondary market.

**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.

**Distribution of Marks for Continuous Evaluation:**

Parameters	Weightage
ABQ	20
Mid Sem	40
End Sem	40

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

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MBA N 108	Digital Marketing in E-Commerce	L-T-P:2-1-0
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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

### 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

### 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.

### Distribution of Marks for Continuous Evaluation:

Parameters	Weightage
ABQ	20
Mid Sem	40
End Sem	40



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

  
  
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**LINGAYA'S VIDYAPEETH**  
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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

### Distribution of Marks for Continuous Evaluation:

Parameters	Weightage
ABQ	20
Mid Sem	40
End Sem	40

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

**LINGAYA'S VIDYAPEETH**  
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<b>MBA N 112</b>	<b>Tactical Marketing</b>	<b>L-T-P:2-1-0</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:** Developing Insights about Marketing Problems and Consumer Behaviour:-Identifying and solving marketing problems, Qualitative and quantitative research, Marketing research system & process. Demand measurement and forecasting. Creating customer value and satisfaction; Factors influencing consumer behaviour and buying process. Organizational buying

**Unit-II:** Identifying Market Segments, Dealing with Competition and Creating Brand Equity:- Differentiated and Undifferentiated Marketing; Segmentation, targeting and positioning. Proposed Syllabus for Dealing with competition, Creating brand equity, Branding decisions. Crafting the brand positioning, Strategies at different stages of product life cycle.

**Unit-III:** Product Strategies, Service quality and Pricing:-Product classification, Product differentiation, New product development and Managing the development process. Offering a service product and managing the service quality. Developing Pricing Strategies and Programs

**Unit-IV:** Distribution and Integrated Marketing Communication: Designing and managing distribution channels; Multi channel marketing, Direct marketing and E-commerce. Managing Retailing, Wholesaling and Logistics. Designing and Managing Integrated Marketing Communications; Mass Communication: Advertising, Sales promotions, Event and experience marketing, and Public Relations. Managing Personal Communications: Direct and Interactive Marketing, word of Mouth, and Personal Selling

**Text Books:**



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1. Marketing Management by Kotler, Keller , Koshy and Jha Pearson Education Fundamental of Marketing by Stanton ,Etzel,Walker McGraw Hill Inc Reference Books:
2. Marketing Management : Indian context by Ramaswami & Namakumari Macmillan(India) Limited ,New Delhi
3. Marketing Strategies by Rajan Saxena Tata- McGraw Hill Publishing Company
4. Marketing management by Tapan panda Excel Books
5. Strategic Marketing Management by Khurana & Ravihandran Global Business Press ,N Delhi

**Course Outcomes:**

**CO1:** To make students aware that decision making for marketing managers requires understanding the buyers.

**CO2:** The internal and external forces operating in the enterprise and in the environment that are relevant for marketing decisions.

**CO3:** To familiarize concepts of developing product management product life cycles, pricing, promotion and channel decisions

**Distribution of Marks for Continuous Evaluation:**

Parameters	Weightage
ABQ	20
Mid Sem	40
End Sem	40

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

LINGAYA'S VIDYAPEETH  
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<b>MBA N 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.

**Distribution of Marks for Continuous Evaluation:**

Parameters	Weightage
ABQ	20
Mid Sem	40
End Sem	40

   
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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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CC - 182	Business Analytics for Decision Making	L-T-P:1-1-0
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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



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- 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.

**Distribution of Marks for Continuous Evaluation:**

Parameters	Weightage
ABQ	20
Mid Sem	40
End Sem	40

Pos Cos	PO1	PO2	PO13	PO4	PO5	PO6	PSO 1	PSO2
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CO3	3	3	1	-	-	-	1	2
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HPP – 172	Holistic & Professional proficiency	L-T-P:0-0-2
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**List of different clubs**

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**"CONNECTING PEOPLE"**

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- To make students abreast of the current scenario and the happenings around the world in the marketing space.
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Faculty In charge:

ASSISTANT PROFESSOR

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Contact:

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This club will bring students together through events, sponsorships, publicity, and awareness of LV hosted events providing opportunities for development and social interaction that are central to many students' college experience. This club can bring in promotion stalls for Fresher's Day. The club can also conduct events like Ad-Venture - Creating an Advertising Campaign, inquisitive- A quiz on Marketing, Market Encounter- A puzzle-based game the best managers would compete. Cracking Cliché-Designing a Marketing Plan given a company and unusual product, What's in a name? Controversy Suggesting a New name and Marketing Campaign (Controversial debates), role play, AD MAD Show

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About the Club: Vaanijya - The Finance club is the fountainhead of knowledge and new ideas in the field of knowledge. The club fosters an environment of discovery of recent trends and developments in the field of finance and provides a comprehensive understanding of the finance industry.

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- 1) It imparts the knowledge of finance to the students in a very interesting manner.
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#### Faculty In-charge:

**ASSISTANT PROFESSOR**

**Email:**

**Contact:**

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To equip students of various finance and economics concepts along with its relevant practices in the real world. This is the quiz series.

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A series to update students about the latest development in the finance and economics world. It comprises four sections, namely, Big Story, Economic. Market and Startup. Presentations about the latest developments in the economy & financial industry are given by students.

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Puzzle games related to finance like Jumble Words & Newspaper Geek are there for students to check their knowledge in an interesting manner.

## 3) CONQUERORS-ENTREPRENEURSHIP CLUB

### "PROFIT NINJAS"

The vision is to be acknowledged as a program of International renown, where students, faculty, alumni, industry and policy makers collaborate, learn, and innovate. The team comprises faculty from different functional areas and disciplines.

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Center for entrepreneurship aims to collaborate with faculty and fellows who have thesis topics on subjects related to entrepreneurship and innovation. The center will also collaborate with industry to develop research cases for further study. Main focus areas will be:

1. To Promote First Generation Businessman and Industrialists
2. To Create Awareness about Availability of Resources
3. To Promote Small, Cottage & Local Industries
4. To Encourage Self Employment Tendencies
5. To Provide Knowledge about Government Plans and Programmes
6. To Make a Successful Entrepreneur
7. To Provide Training to Operate Business

## Vision

Center for entrepreneurship provides support to creation of new ventures opportunities, identifying resource requirements, assisting in resource acquisitions and managing new ventures in tie-up with Lingayas University.

<b>Club</b>	<b>Members-</b>	<b>President,</b>	<b>event</b>	<b>coordinator,</b>	<b>club</b>	<b>coordinator</b>	<b>In-charge:</b>
<b>Faculty</b>							<b>PROFESSOR</b>
<b>ASSISTANT</b>							
<b>Email:</b>							
<b>Contact:</b>							

## Activities

Events: As part of a new initiative, the Center for Entrepreneurship will organize events that will give experiences and insights to help young entrepreneurs make a smooth transition from the idea to implementation. An Annual Entrepreneurship Summit is planned to be held every year.

## Women Entrepreneurship Programmes

Center for entrepreneurship will conduct free one on one management consulting sessions for women entrepreneurs of areas nearby Lingayas Vidyapeeth, Faridabad. It will provide implementable solutions faced by these entrepreneurs in their ventures through problem analysis, research and brain-storming

## 4) VISVICT- HR CLUB



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## "PERFORM AND MAKE YOUR FUTURE"

The purpose of "HR Club" is to bring together students interested in the field of Human Resources Management, help them develop interpersonal skills needed in the corporate world. Encourage them to meet professionals who work in the field of Human Resources Management. This club is designed to help students learn more about Human Resource and what Human Resource Professionals do.

The club promotes the active participation of the students. The HR students take the lead in arranging the events. This enables the students to plan and arrange for the events successfully. The club activities are organized on a regular basis to promote the team spirit and implement the HR concepts practically.



### **Vision:**

To foster highly proficient future Human Resource professionals with a humanitarian approach.

### **Objectives:**

1. To enhance the skills and competencies of the members through sharing and learning.
2. To provide a forum for discussion and interaction and a platform for enhancing skills.
3. To make students understand what is expected in a real job interview and to improve the student's self-presentation.

4. Establishing contacts between HR managers in order to share the information and experience organizing and conducting the seminars.
5. To provide accurate instruction and realistic activities intended to stimulate discussion and provide the knowledge, skills and abilities necessary to perform HR roles and further an individual's career.
6. To continuously strive for academic and professional excellence in the field of HRM

**Club Members- President, event coordinator, club coordinator**

**Faculty In charge:**

**ASSISTANT PROFESSOR**

**Email:**

**Contact:**

**Activities:**

1. Recruitment and Selection Role Play  
Round 1 consists of Aptitude Test on various management fields and current affairs where 50 objective questions are given and 50 minutes are allotted. This was a pen paper round. All the students attempted the test out of which 12 students were picked for the 2nd round based on the marks awarded.

Second Round: Group Discussion will be conducted to the 8 students on any selected topic. From this GD round 3 students shall be selected for the final round of recruitment process based on their performance.

Third Round: In Final round or Personal interview selected students shall answer the interview panel consisting of student co-coordinators.

**2. Group Discussion Activity**

The class will be divided into 4 groups consisting of 6-8 members per group. Topics which will be given to groups such as

1. Reservation for woman would help the society



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2. What is most helpful for being successful in life knowledge, power or wealth...?
3. Impact of social media.
4. Indian culture vs. western culture. It will be an interactive section and groups shall share their perception about the topics.

### 3) Activity 3: 24

The 24-hour event where the contestants shall be asked to capture an image and elucidate their vision with a small write-up. Any theme will be given to students for this. Activity 4: HR Conclave

The one-day long signature event where eminent speakers from various backgrounds share their thoughts and experiences to the students. It also involves a panel discussion with industry experts and HR managers from different sectors engaging in creative conversations among themselves and as well as the audience.

### 4) Activity 5: HR Fest

Quiz Regarding various aspects of HR, HR policies, laws etc.

HR Slat-Making a play incorporating various HR policies and other things. A team plays a corporate scenario, which shows the best practices of HR Crisis-Giving some crisis scenarios and judging them based on the solution they give.

Preparing Recruitment advertisement-

#### **Outcome:**

The club will promote the active participation of the students. It will help them in attaining interpersonal skills required in the corporate field. The HR students shall make an active contribution in arranging the event. The club enhanced the knowledge on Recruitment and selection process. Participation in group discussion will enable them to express their views on the latest topics. It also helps promote team spirit, decision making, and motivation.

### 5) ARPAN — THE CSR CLUB

At the School of Commerce and Management we believe that a truly successful organization is one that looks beyond serving its own interests to serve society. As we shape the business professionals and leaders of tomorrow, it is important to not only equip them with knowledge and resources, but also the spirit of service and civic responsibility.

At Arpan, the CSR Club of SOCM, we educate students on the symbiotic relationship between society and businesses. We create awareness on the need for—and the importance of—corporate social responsibility, and emphasize the future role of students in the same.

The Club's activities are designed to help acquaint students with societal issues. Students are also taught to work in teams and develop social leadership to address the problems of the day. The aim is to help students work and lead businesses that play a strong social role.

Club Members- President, event coordinator, club coordinator

**Faculty In-charge:**

**ASSISTANT PROFESSOR**

**Email:**

**Contact:**

## **6) Operations Management Club**

**“OPER8 in Action”**

OPER8 - Operations Management Club is an establishment under the mentorship of distinguished operations faculty members. The purpose of the club is to foster interest in the core aspects of operations as a whole henceforth capturing the essence of a business and remodeling those ideas into activities, games and learning experience.

The club endeavors to move learning beyond books and encourages students in brainstorming and creativity in real life problem solving and management games.

Club Members- **President, event coordinator, club coordinator**

**Faculty In-charge:**

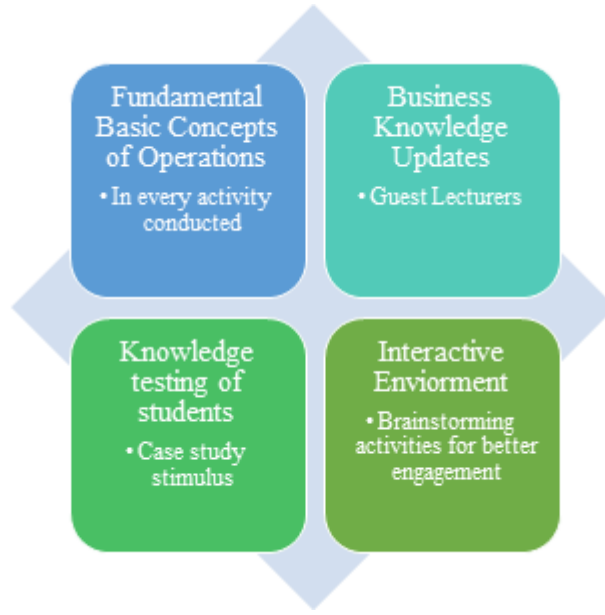
**ASSISTANT PROFESSOR**

**Email:**

**Contact:**

**Activities:**

Rush Hour, Board of Directors, Case-study competition, Decipher, Maze the Matrix and Beer Game etc.



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**MBA – 152 Social Mini Projects - 1**

**Objective:** To develop students' understanding of social issues and corporate social responsibility while applying business skills to address community needs.

**Guidelines:**

a) **Project Identification:**

- Identify a local social issue or community need.
- The project should have a clear connection to business or management principles.

b) **Duration:**

- 4-6 weeks, alongside regular coursework.

c) **Team Formation:**

- Form teams of 4-6 students.
- Ensure diverse backgrounds and skill sets within the team.

d) **Community Partner:**

- Identify and partner with a local non-profit organization or community group.
- Obtain a letter of support from the partner organization.

e) **Project Proposal:**

- Submit a 1000-word proposal including:
  - Description of the social issue
  - Partner organization details
  - Project objectives
  - Proposed activities
  - Expected impact
  - Timeline
  - Get approval from the course instructor.

f) **Implementation:**

- Spend at least 20 hours on direct community engagement.
- Apply relevant business concepts (e.g., marketing, finance, operations) to the project.
- Document the process through photos, videos, or journals.

g) **Reflection:**

- Maintain individual reflection logs throughout the project.
- Conduct team debriefing sessions after each major activity.

h) Deliverables:

- Group report (2000-3000 words) detailing the project, its impact, and lessons learned.
- Individual reflection paper (1000 words) on personal growth and insights.
- 15-minute group presentation to classmates and faculty.
- Tangible output for the community partner (e.g., marketing plan, financial model, operations manual).

i) Partner Feedback:

- Obtain written feedback from the community partner on the project's impact and student performance.

j) Evaluation Criteria:

- Quality and impact of the project (30%)
- Application of business concepts to social issues (25%)
- Teamwork and professionalism (20%)
- Quality of written report and presentation (15%)
- Depth of personal reflection (10%)

# Semester – III

**LINGAYA'S VIDYAPEETH**  
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<b>HPP 173</b>	<b>Holistic &amp; Professional Proficiency</b>	<b>L-T-P 0-0-2</b>
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Round 1 consists of Aptitude Test on various management fields and current affairs where 50 objective questions are given and 50 minutes are allotted. This was a pen paper round. All the students attempted the test out of which 12 students were picked for the 2nd round based on the marks awarded.

Second Round: Group Discussion will be conducted to the 8 students on any selected topic. From this GD round 3 students shall be selected for the final round of recruitment process based on their performance.

Third Round: In Final round or Personal interview selected students shall answer the interview panel consisting of student co-coordinators.

### 2. Group Discussion Activity

The class will be divided into 4 groups consisting of 6-8 members per group. Topics which will be given to groups such as



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1. Reservation for woman would help the society
2. What is most helpful for being successful in life knowledge, power or wealth...?
3. Impact of social media.
4. Indian culture vs. western culture. It will be an interactive section and groups shall share their perception about the topics.

### 3) Activity 3: 24

The 24-hour event where the contestants shall be asked to capture an image and elucidate their vision with a small write-up. Any theme will be given to students for this. Activity 4: HR Conclave

The one-day long signature event where eminent speakers from various backgrounds share their thoughts and experiences to the students. It also involves a panel discussion with industry experts and HR managers from different sectors engaging in creative conversations among themselves and as well as the audience.

### 4) Activity 5: HR Fest

Quiz Regarding various aspects of HR, HR policies, laws etc.

HR Slat-Making a play incorporating various HR policies and other things. A team plays a corporate scenario, which shows the best practices of HR Crisis-Giving some crisis scenarios and judging them based on the solution they give.

Preparing Recruitment advertisement-

#### **Outcome:**

The club will promote the active participation of the students. It will help them in attaining interpersonal skills required in the corporate field. The HR students shall make an active contribution in arranging the event. The club enhanced the knowledge on Recruitment and selection process. Participation in group discussion will enable them to express their views on the latest topics. It also helps promote team spirit, decision making, and motivation.

### 5) ARPAN — THE CSR CLUB

At the School of Commerce and Management we believe that a truly successful organization is one that looks beyond serving its own interests to serve society. As we shape the business professionals and leaders of tomorrow, it is important to not only equip them with knowledge and resources, but also the spirit of service and civic responsibility.

At Arpan, the CSR Club of SOCM, we educate students on the symbiotic relationship between society and businesses. We create awareness on the need for—and the importance of—corporate social responsibility, and emphasize the future role of students in the same.

The Club's activities are designed to help acquaint students with societal issues. Students are also taught to work in teams and develop social leadership to address the problems of the day. The aim is to help students work and lead businesses that play a strong social role.

Club Members- President, event coordinator, club coordinator

**Faculty In-charge:**

**ASSISTANT PROFESSOR**

**Email:**

**Contact:**

## **6) Operations Management Club**

**“OPER8 in Action”**

OPER8 - Operations Management Club is an establishment under the mentorship of distinguished operations faculty members. The purpose of the club is to foster interest in the core aspects of operations as a whole henceforth capturing the essence of a business and re modelling those ideas into activities, games and learning experience.

The club endeavors to move learning beyond books and encourages students in brainstorming and creativity in real life problem solving and management games.

Club Members- President, event coordinator, club coordinator

**Faculty In-charge:**

**ASSISTANT PROFESSOR**

**Email:**

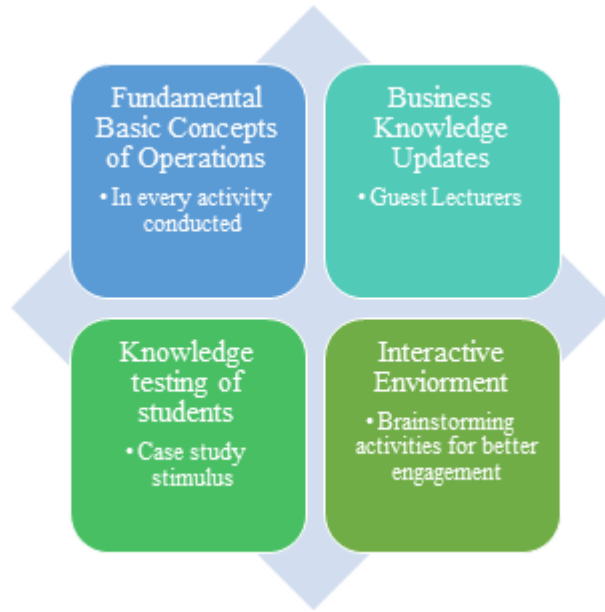
**Contact:**



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**Activities:**

Rush Hour, Board of Directors, Case-study competition, Decipher, Maze the Matrix and Beer Game etc.



  
  
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<b><u>ABMA MCM</u></b>	<b><u>Education Basket</u></b>	<b><u>L-T-P 2-0-0</u></b>
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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

**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.

### 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.

### Distribution of Marks for Continuous Evaluation:

Parameters	Weightage
ABQ	20
Mid Sem	40
End Sem	40

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

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

MBA N 205 B	HR Analytics	L-T-P:2-1-0
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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.

### Suggested Readings

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

### Course Outcome:



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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.

**Distribution of Marks for Continuous Evaluation:**

Parameters	Weightage
ABQ	20
Mid Sem	40
End Sem	40

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	-

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<b>MBA N 205 C</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.

**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.

### Distribution of Marks for Continuous Evaluation:

Parameters	Weightage
ABQ	20
Mid Sem	40
End Sem	40

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 D</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

## Distribution of Marks for Continuous Evaluation:

Parameters	Weightage
ABQ	20
Mid Sem	40
End Sem	40

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	-

# Specialisation –II

## Marketing

LINGAYA'S VIDYAPEETH  
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<b>MBA N 207 A</b>	<b>Service Marketing</b>	<b>L-T-P:3-0-0</b>
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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.

**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.

## UNIT- IV

**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.,

### 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.

**Distribution of Marks for Continuous Evaluation:**

Parameters	Weightage
ABQ	20
Mid Sem	40
End Sem	40

Pos Cos	P O1	P O2	P O3	P O4	P O5	P O6	PS O1	PS O2
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

LINGAYA'S VIDYAPEETH  
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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

**Distribution of Marks for Continuous Evaluation:**

Parameters	Weightage
ABQ	20
Mid Sem	40
End Sem	40

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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MBA N 207 C	Sales & Retail Management	L-T-P:3-0-0
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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 & amp; 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.

### Distribution of Marks for Continuous Evaluation:

Parameters	Weightage
ABQ	20
Mid Sem	40
End Sem	40

Pos Cos	P O 1	PO 2	PO 3	PO 4	PO 5	PO 6	PS O 1	PS 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	-

LINGAYA'S VIDYAPEETH  
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MBA N 207 D	<b>Consumer Behaviour &amp; Integrated Marketing Communication</b>	<b>L-T-P:3-0-0</b>
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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

### 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

**Distribution of Marks for Continuous Evaluation:**

Parameters	Weightage
ABQ	20
Mid Sem	40
End Sem	40

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	-



# Specialisation – III

## Finance

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<b>MBA N 209 A</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 ,

**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.

**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.

### **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

### Distribution of Marks for Continuous Evaluation:

Parameters	Weightage
ABQ	20
Mid Sem	40
End Sem	40

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

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

<b>MBA N 209 B</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.

### **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.

### **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, LatestEdition according to assessment year)
5. Paolo M. Panteghini Corporate Taxation in a Dynamic World (Springer, Latest Edition)
6. GirishAhuja& Ravi Gupta Direct Tax Laws & Practice (Bharat Law House, Latest Edition)
7. Personal Financial Planning (Wealth Management): S. Murali, K.R. Subbakrishna, (HimalayaPublishing 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

#### **Distribution of Marks for Continuous Evaluation:**

Parameters	Weightage
ABQ	20
Mid Sem	40
End Sem	40

Pos Cos	PO1	PO 2	PO 3	PO 4	PO 5	PO 6	PSO 1	PSO 2
CO1	1	3	3	2	2	1	-	-
CO2	2	3	-	-	-	-	-	-
CO3	2	1	2	1	1	2	-	-
CO4	1	2	3	1	-	-	-	-

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

<b>MBA N 209 C</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.

### **Unit II**

#### **Portfolio Theory**

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**

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.

#### **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.

**Distribution of Marks for Continuous Evaluation:**

Parameters	Weightage
ABQ	20
Mid Sem	40
End Sem	40

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	-	-	-	-



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

<b>MBA N 209 D</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:

**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.

**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.

**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.


  
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### 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.

### Distribution of Marks for Continuous Evaluation:

Parameters	Weightage
ABQ	20
Mid Sem	40
End Sem	40

Pos Cos	PO1	PO2	PO3	PO4	PO5	PO6	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

**LINGAYA'S VIDYAPEETH**  
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<b>MBA N 211 A</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.

**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


  
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Timing and Speed of Integration  
Integration of Corporate, Culture and Redesigning Post Merger Cultural Process  
Factors of Successful Integration  
Case study 4

**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
ABQ	20
Mid Sem	40
End Sem	40

**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	

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

<b>MBA N 211 B</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.



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#### **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

#### **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.



### Distribution of Marks for Continuous Evaluation:

Parameters	Weightage
ABQ	20
Mid Sem	40
End Sem	40

Pos C os	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 C	<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.
- 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

### 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
- Case study 4

### 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
ABQ	20
Mid Sem	40
End Sem	40

### 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 D</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

**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




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## 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

### 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.

### 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
ABQ	20
Mid Sem	40
End Sem	40

### 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	

  
  
  
  
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# Specialisation 5

## Business Analytics

  
  
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**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



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## 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

### 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
ABQ	20
Mid Sem	40
End Sem	40

### Course Articulation Matrix

<b>CO Statement (MBA-DS-BA-403)</b>	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>
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


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**LINGAYA'S VIDYAPEETH**  
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<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

**Distribution of Marks for Continuous Evaluation:**

Parameters	Weightage
ABQ	20
Mid Sem	40
End Sem	40

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**  
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<b>MBA N 213 C</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:

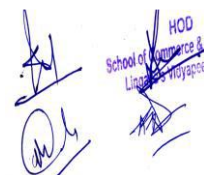
1. Understand the principles and concepts of financial modelling.
2. Create and manipulate financial models using Excel.
3. Analyze financial data to support decision-making.
4. Apply modelling techniques for valuation, budgeting, and forecasting.
5. Develop and present insights from financial models.

**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



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- 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

**Recommended Reference Books:**

1. "Financial Modelling in Excel For Dummies" by Danielle Stein Fairhurst
2. "Financial Modelling: Build a Complete DCF Valuation Model" by Udemey
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

**6. Distribution of Marks for Continuous Evaluation:**

7.

Parameters	Weightage
ABQ	20
Mid Sem	40
End Sem	40

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	-	-	-



**LINGAYA'S VIDYAPEETH**  
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<b>MBA N 213 D</b>	<b>Business Data Analytics Using Python</b>	<b>L-T-P 3.1.0</b>
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<b>Pre-requisites: -</b>		
<b>Course Type: Domain Specific</b>		
<b>Elective</b>		
<b>Course Outcomes</b>		

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



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- 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

### 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.

### 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
ABQ	20
Mid Sem	40
End Sem	40

### 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



  
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# Specialisation – 6

## Operations & Management

**LINGAYA'S VIDYAPEETH**  
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<b>MBA N 215 A</b>	<b>Demand and Business Forecasting</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-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

#### **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
ABQ	20
Mid Sem	40
End Sem	40

### 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

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

<b>MBA N 215 B</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 RakeshK.Sarin, “Modern Production / Operations Management”, JohnWiley 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

**Distribution of Marks for Continuous Evaluation:**

Parameters	Weightage
ABQ	20
Mid Sem	40
End Sem	40

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	-

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

<b>MBA N 215 C</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

**Distribution of Marks for Continuous Evaluation:**

Parameters	Weightage
ABQ	20
Mid Sem	40
End Sem	40

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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**LINGAYA'S VIDYAPEETH**  
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<b>MBA N 215 D</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.

**UNIT 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.

**UNIT 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.

**UNIT 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.

#### UNIT 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.

#### UNIT 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.

**Distribution of Marks for Continuous Evaluation:**

Parameters	Weightage
ABQ	20
Mid Sem	40
End Sem	40

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

## LINGAYA'S VIDYAPEETH

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

<b>MBA N 217 A</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

### **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.

**Distribution of Marks for Continuous Evaluation:**

Parameters	Weightage
ABQ	20
Mid Sem	40
End Sem	40

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



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

<b>MBA N 217 B</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

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## 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

## 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.

**4. Distribution of Marks for Continuous Evaluation:**

Parameters	Weightage
ABQ	20
Mid Sem	40
End Sem	40

**Course Articulation Matrix**

CO Statement (MBA-DS-ESBM-301)	PO1	PO2	PO3	PO4	PO5
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

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

<b>MBA N 217 C</b>	<b>Start-up Entrepreneurship</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-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

#### 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.

### Distribution of Marks for Continuous Evaluation:

Parameters	Weightage
ABQ	20
Mid Sem	40
End Sem	40

### Course Articulation Matrix

CO Statement (MBA-DS-ESBM-302)	PO1	PO2	PO3	PO4	PO5
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**

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<b>MBA N 217 D</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



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### 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

#### 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
ABQ	20
Mid Sem	40
End Sem	40

### Course Articulation Matrix

CO Statement (MBA-DS-ESBM-303)	PO1	PO2	PO3	PO4	PO5
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.

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## 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 portfolio, and product and service development  
Product development  
Supply chain management Location management and choice Risk management for  
event managers  
Case study 4

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**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

**Distribution of Marks for Continuous Evaluation:**

Parameters	Weightage
ABC	20
Mid Sem	40
End Sem	40

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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 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, audiovisual 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

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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

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

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**Distribution of Marks for Continuous Evaluation:**

Parameters	Weightage
ABQ	20
Mid Sem	40
End Sem	40

Program Outcomes / Program Specific Outcomes	PO1	PO2	PO3	PO4	PO5	PO6	PSO 1	PSO 2
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	-	-	-	-	-	-



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<b>MBA N 219 C</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 Communication Tools  
Relationship Marketing in the Business of  
Events Case study 1

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**Unit II**

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- 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

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### 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





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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 Y. Rukavins, 2003, Event Sponsorship, The Wiley event management series

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- I. Macdonnell and M. Moir, 2013, Event Sponsorship and Fundraising: An advance guide, Routledge

### Notes

- The case study mentioned at the end of each unit will cover as far as possible the whole unit.
- 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.

### Distribution of Marks for Continuous Evaluation:

Parameters	Weightage
ABQ	20
Mid Sem	40
End Sem	40

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## Course Articulation Matrix

CO Statement (MBA-DS- EMM- 302)	PO1	PO2	PO3	PO4	PO5
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 D</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

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- 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

Recommended Reference Books:

"Effective Public Relations" by Scott M. Cutlip, Allen H. Center, and Glen M. Brumm

"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

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**Distribution of Marks for Continuous Evaluation:**

Parameters	Weightage
ABQ	20
Mid Sem	40
End Sem	40

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**

**Artificial Intelligence for Business**  
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<b>MBA N 221</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

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## 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

### 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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### Distribution of Marks for Continuous Evaluation:

Parameters	Weightage
ABQ	20
Mid Sem	40
End Sem	40

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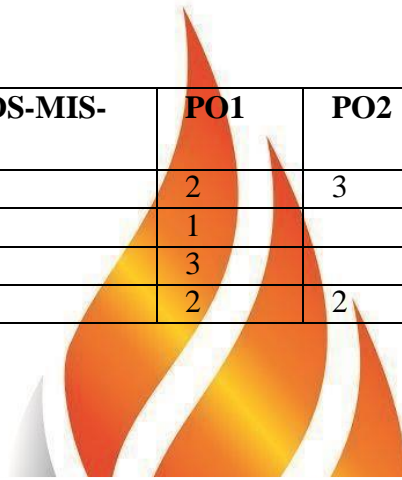
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### Articulation Matrix

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



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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

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### 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

#### 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. Champa, 2014, Guide to Network Security Fundamentals, A press publishers

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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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**Distribution of Marks for Continuous Evaluation:**

Parameters	Weightage
ABQ	20
Mid Sem	40
End Sem	40

**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	

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<b>MBA N 221 C</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

**Distribution of Marks for Continuous Evaluation:**

Parameters	Weightage
ABQ	20
Mid Sem	40
End Sem	40

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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<b>MBA N 221 D</b>	<b>Advanced AI Tools for Business</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

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**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



**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.

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**Distribution of Marks for Continuous Evaluation:**

Parameters	Weightage
ABQ	20
Mid Sem	40
End Sem	40

**Course Articulation Matrix**

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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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<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.

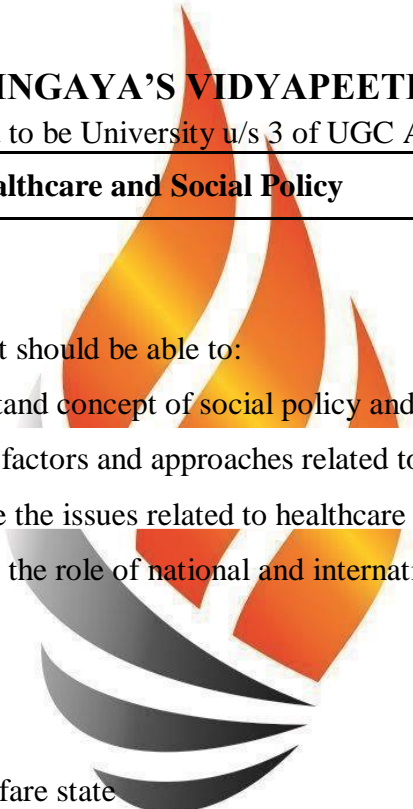
Case study 2

**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



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**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

**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.

**4. Distribution of Marks for Continuous Evaluation:**

Parameters	Weightage
ABQ	20
Mid Sem	40
End Sem	40

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.

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### 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</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**

Value 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

### Recommended texts and readings:

1. U. Manjunath, 2012, Total Quality Service in Healthcare, McGraw Hill
2. J. Sandars, 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.

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### Distribution of Marks for Continuous Evaluation:

Parameters	Weightage
ABQ	20
Mid Sem	40
End Sem	40

choose to know

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

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**Unit II**

Critical aspects of human resource planning

Job Analysis, recruitment and selection

Training and development for role efficacy

Work profiles in healthcare sector

choose to know

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



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**Distribution of Marks for Continuous Evaluation:**

Parameters	Weightage
ABQ	20
Mid Sem	40
End Sem	40

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MBA N 223 D	Legal Aspects of 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-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 contract act, 1872

law of Tort

Civil procedure code, 1908

Case study 1

**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

Case study 2

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### 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

### 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, B 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

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**Distribution of Marks for Continuous Evaluation:**

Parameters	Weightage
ABQ	20
Mid Sem	40
End Sem	40

**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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**Semester – IV & VIII**

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<b>MBA STPR 01</b>	<b>Professional Company Internship Project</b>	<b>L-T-P 0.0.20</b>
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**Introduction**

There are certain phases of every student's professional development that cannot be effectively taught in the academic environment. These facets can only be learned through direct, on-the-job experience working as a protégé under professional mentors and experts from the corporate.

**Definition**

Summer Internship / Industry Internship programme is an integral part of the academic curriculum of MBA/BBA/B.COM(HONS)/BMI programmes. It aims at widening the student's perspective by providing an exposure to real life organizational and environmental situations. This enables the students to explore an industry/organization, build a relationship with a prospective employer, or simply enhance their skills in a familiar field. The internship also provides invaluable knowledge and networking experience to the students. The duration of the Industry Internship for BBA/B.COM(HONS)/BMI/MBA students will be 6 Months in their last Semester, as for BBA/B.COM(HONS) in 6<sup>th</sup> semester, BMI in 8<sup>th</sup> semester and MBA in 4<sup>th</sup> semester.

**Course Objective:**

This course is designed to help students explore their career concerns and opportunities for choosing their career path, develop industry specific skills and knowledge, and increase professional network. It also helps students to capture their work experiences & learning in a research format.

**The objectives of the Summer Internship Program are –**

- To provide an opportunity for the Students to apply the concepts learnt to real-life situations.
- To create awareness among Students about their strengths and weaknesses in the work environment.



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- To provide students the opportunity to develop attitudes conducive to effective interpersonal relationships.
- To give the opportunity to build a knowledge base and test one's skills by doing an internship.
- The students will have the opportunity to be exposed to the work of others within the organization and find out about additional job possibilities.
- Grow personally: a good summer internship experience can have a significant impact on personal growth by developing intellectual, interpersonal, and leadership qualities.
- Gain valuable contacts and references- Networking is an essential part of the job search process and who better to ask for a reference or contact than someone who knows your work style and habits. Getting to know people working in the career field you're interested in is easier when you're working side-by-side with them.

### **Prerequisites:**

The prerequisite for this course is basic understanding of the research methodology and quantitative techniques.

### **Student Learning Outcomes:**

- To gain in-depth understanding of a particular industry with exposure to various core functions
- To make them aware of the corporate culture by assigning and accomplishing time-bound projects in a company.
- To logically organize ideas and learned experiences with research insights, analysis and making conclusive business decisions
- To increase their appeal to future employers by developing skills, competencies, attitude and corporate etiquettes

### **The Summer Internship Process begins with:**

#### **Briefing Sessions for students**

This briefing is done by the Summer Internship Departmental Committee to introduce Summer Internship and explain the process and way to work in it. It is mandatory for the students to attend the same as per the institution's schedule.



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## **Allocation of Guides**

The student closely works with three guides, Faculty guide, Industry Guide and a DRC Coordinator.

- a) Each student shall be assigned a faculty guide and a DRC coordinator for the Summer Internship by the STPR departmental committee.
- b) The student must be assigned an Industry guide by the concerned Industry wherein he/she is doing his/her Internship and the same be informed by the student within the first week of joining to his/her Faculty guide and DRC coordinator.
- c) The Student, Industry guide and faculty guide must closely interact among themselves to ensure an internship with a meaningful outcome.

## **Finalization and approval of area/topic of Summer Internship and schedule of activities**

Summer Internship Topic may be selected from any domain/sector or any business issue relevant in the current scenario or specialization or as suggested by the company where the student is appointed as an intern. The student may have discretion in the choice of topic for the Summer Internship and the approach to be adopted.

Student will finalize the broad area/topic; synopsis and work schedule of his/her Summer Internship in consultation with the industry guide. Further, the same to be communicated to the faculty guide who shall approve it after ensuring academic requirements as laid by the Institute/University.

## **Progress monitoring**

The progress of Summer Internship would be done weekly by faculty guide through the submitted WPR's. The WPR's to be submitted by the student every Monday for the previous week.

<b>Weekly Progress Report</b>	<b>Every Monday</b>
Synopsis Approval	Schedule to be notified
First draft submission to faculty guide	Schedule to be notified
Second draft submission for plagiarism check	Schedule to be notified
Final Submission of SI Report (Hard Copy)	Schedule to be notified
Final Viva Voce	Schedule to be notified

#### **Role and expectations of students**

- To commit to all the scheduled meetings and maintain 100% attendance, in order to ensure that the objective of the course is achieved.
- To create a timeline of meetings with faculty and company interactions
- To submit weekly progress reports (WPR's) to the faculty guides and report regularly
- To maintain a Project Diary that shall be attached with the final submission of the document
- To act responsibly and professionally during any kind of interaction with the organization/any employees/institutions under the study
- To represent the highest standards of professional behavior consistent with the values of the setting, including dress, punctuality, client contacts and interpersonal relationships
- To read and follow LV guidance and documentation to plan and monitor progress of the STPR, to maximize the benefit of tutorial support, and to implement the feedback and approved action plan for developing the competency for report writing
- To recognize ethical responsibilities and understand the regulations with regard to plagiarism



### **Role and expectations of Faculty Guides .**

- To help students in choosing the topic and finalize with synopsis for the summer internship
- To help students with understanding the problem/ issue, its methodology and gain clarity with the availability of resources
- To approve the weekly progress reports( WPR's) online and provide feedback on the work progress
- To advise on the framework for the final report and brief students on the inherent ethical issues while writing a report
- To verify the credentials of the originality of the data collected for the report
- To interact with the host organization and strengthen relationships with the industry guides, if any
- To facilitate industry guides in monitoring the performance and progress of the student

### **Role and expectations of Industry guides**

- To help students in choosing the right area to work in for the summer internship
- To help students with understanding the problem/ issue, pertaining to the subject area faced by the organization.
- To train the students in creating a record of meetings and do the follow up where ever required.
- To approve the weekly progress reports( WPR's) and provide feedback on the work progress to faculty guide.
- To explain the students about the ethical conduct while working for the organization
- To advise on the framework for the writing the reports and presentations.
- To verify the credentials and the originality of the data collected for the report
- To interact with the institution through Faculty guides and DRC coordinators to ensure the development of students.
- To facilitate Faculty guides in monitoring the performance and progress of the student

**Faculty guide must try to strengthen the relationship with the host organization of the student for future training or consulting projects in that organization.**

## Structure for report

All students must follow the following rules in submitting their Summer Internship.

- Front page should provide Lingaya's Vidyapeeth Name, University Logo, Title, Department of Management, School of Commerce and Management, Candidate name, Supervisor, Name of the Program, Roll No. and the year of submission.
- Second Page Undertaking by the student that it is his original work
- Third Page should be the Summer Internship completion certificate from the company.
- Fourth Page would be Faculty guide certificate for guidance provided.
- Next is the 'acknowledgements'.
- Which should be followed by the table of contents giving page references for each chapter and section?
- The next page should be the table of appendices, graphs and tables giving titles and page references.
- Next to follow should be an abstract of the Summer Internship (approximately 500 words) titled: Executive Summary
- Chapter I should be a general introduction, giving the background to the Summer Internship, the objectives of the Summer Internship, the rationale for the Summer Internship, the plan, methodological issues and problems. The limitations of the Summer Internship should also be hinted in this chapter.
- Other chapters will constitute the body of the report. The number of chapters and their sequence will usually vary depending on, among others, on a critical review of the previous relevant work relating to your major findings, a discussion of their implications, and conclusions, possibly with a suggestion of the direction of future research on the area.
- After this concluding chapter, you should give a list of all the references you have used. These should be cross - references with your text. For articles from journals, the following details are required e.g. Draper P and Pandya K. 1991, The Investment Trust Discount Revisited, Journal of Business Finance and Accounting, Vol18, No6, Nov, pp 791-832.

For books, the following details are required:

Levi, M. 1996, International Financial Management, Prentice Hall, New York, 3rd Ed, 1996

- Finally, you should give any appendices. These should only include relevant statistical data or material that cannot be fitted into the above categories.
- Abstract should be of approximately 200 word. It should summarize the contents and convince the reviewers that the topic is important, relevant, and innovative.
- Body will be of approximately 5000- 7000 words. It should be divided into sub section and each section should be coherent: i.e., have a clear beginning and end and a logical connection between the content elements is must.
- Conclude by summarizing the results of your argument and their significance for the relevant issues.
- References section should list down all the citations in APA Style.

### **Arrangement of contents**

Every report has three parts: the preliminary pages, the text, and the reference material. Each part has several sections, which are normally arranged in the order they are discussed below.

Elements of the report will be arranged in the following manner:

1. Preliminary Pages
  - a. Title page
  - b. Declaration
  - c. Faculty Guide Approval page
  - d. SI completion Certificate by Industry Certificate
  - e. Acknowledgement(s)
  - f. Table of Contents
  - g. List of Tables
  - h. List of Figures
  - i. Abstract

2. Text (usually divided into chapters and sections)
3. Reference Material
  - a. References
  - b. Appendix

### **Formatting of the report**

- All reports should be printed double-spaced, Times New Roman and 12 Font size.
- Although papers are evaluated chiefly on their philosophical merits, grammar, spelling, and language will also be evaluated. You are expected to express your thoughts in clear, grammatical, English sentences.
- Content is the purpose of a paper; style and packaging can facilitate comprehension of that content, but should never distract the reader from the content.

### **Disciplines, Ethical issues and Plagiarism**

The STPR report must be written in students own words. However, if required to cite the words of others, all the debts (for words, data, arguments and ideas) have to be appropriately acknowledged. It is mandatory that each project report shall be checked for plagiarism through Urukund or similar software before submission. The content which is based on existing published work must come from properly quoted material and from the references cited section. After checking the accuracy of the citations and references of such content the plagiarism report should not return similarity index of more than 15% in any circumstance. However, if the matching text is one continuous block, the index of 15% could still be considered plagiarism. Any report with higher than this percentage matching must be explained by the student. The details of copyrights, professional ethics are given in Plagiarism Prevention Policy of the University.

### **Submission of final report**

The most important aspect of the courses is the final report. Therefore the following must be ensured for producing quality report.

- A. The student will start the project report / Summer Internship while doing his/her STPR course as per the prescribed guidelines.
- B. The students will submit the 1st draft of the report to the guide for guidance.



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- C. The final report shall be submitted after checking plagiarism through Urukund or any other software subscribed by University.
- D. Following will be submitted along with final report:
  - WPR
  - STPR Dairy
  - Plagiarism Report
  - SI completion Certificate by Industry Certificate

### **Final assessment**

- a) The final assessment of STPR need to be done only of those students who have qualified on the basis of Conduct and progress monitoring guidelines & Submission of report/thesis guidelines as stated above.
- b) The Final assessment will be treated as end semester examination. It is mandatory for the students to appear for final assessment as per scheduled date and time. If fail to appear in the students final assessment as per schedule, he/she will treated as absent. For such cases same rules will be applicable as those for theory examination.

### **Assessment criteria**

A student will be eligible to submit his report and final assessment provided he/she meets following conditions:

- a. Online Registration for the STPR course
- b. Approval of Topic, Synopsis or Project Plan by the guide
- c. 90 % of WPR were submitted
- d. 80% of the WPR were satisfactory
- e. Similarity index not more than 15 % as per Plagiarism Prevention Policy.

Students not meeting the eligibility criteria would be governed by the following regulation given as per university guidelines/ regulation.

Assessment/ Examination Scheme:

Internal Assessment	30%
Final Assessment	70%

**The breaks up (components and their weightage) of continuous internal assessment are given as under:**



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S.No.	Parameter	Marks (CIA)  (30%)
1	Timely Registration	5
2	WPRs  (No of WPRs submitted)  (Satisfactory WPRs) (2*5)	10
3	Final Report  (Plagiarism Report with <10% Plagiarism)  Plagiarism Report with 11 to 12 %  Plagiarism Report with 13 to 15 %	5  3  2
4	Observation of supervisor	5
5	Synopsis approval / Industry Interaction evaluation	5

## COMPONENTS OF FINAL ASSESSMENT

S. No.	Parameter	Marks (70%)
1	Introduction and Statement of the Problem	5
2	Review of Literature	5
3	Methodology/methods/Approach	5
4	Data Collection, Analysis, Results findings/Outcomes and conclusions	15
5	Quality of work and written expression	10
6	Presentation and Communication	10
7	Student Learning Outcomes	20

### Text & References:

- Research Methodology by C R Kothari & Gaurav Garg
- Research Methodology Concepts and Cases by Deepak Chawla & Neena Sondhi

### Any other Study Material:

- APA style Web site: <http://www.apastyle.org/>
- The Purdue Online Writing Lab: <http://owl.english.purdue.edu/>
- University of California at Berkeley Library APA Style Citations: <http://www.lib.berkeley.edu/instruct/guides/apastyle.pdf>
- University of Wisconsin-Madison - The Writing Center: [http://writing.wisc.edu/Handbook/American Psychological Association %28APA%29 Documentation M.pdf](http://writing.wisc.edu/Handbook/American_Psychological_Association_%28APA%29_Documentation_M.pdf)
- [http://www.msit2005.mut.ac.th/msit\\_media/1\\_2555/ITEC0801/Materials/20120616184859af.pdf](http://www.msit2005.mut.ac.th/msit_media/1_2555/ITEC0801/Materials/20120616184859af.pdf)
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### Weekly schedule for Summer Internship



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Target for the week	Week / Weeks	Date
Introduction and Understanding of the company and job profile		
Problem Definition & Literature Review, Research Methodology progress		
Literature Review to progress, Conceptual Framework, Questionnaire Design		
Data Collection Progress		
Data Collection & Data Analysis Progress		
Data Analysis & Findings		
Report writing and finalization in consultation with Faculty guide submission of draft report		
Submission of Final report for Plagiarism Check		



# Semester IX

LINGAYA'S VIDYAPEETH  
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<b>MBA N 303</b>	<b>Strategic Service Marketing</b>	<b>L-T-P:4-0-0</b>
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Course Objectives:

1. To understand the unique challenges and opportunities in service marketing
2. To develop skills in designing and managing service experiences
3. To analyze service quality and customer satisfaction metrics
4. To create effective service recovery and loyalty programs
5. To explore digital transformation and innovation in service industries

**Unit 1: Foundations of Strategic Service Marketing**

- The service-dominant logic and its implications for marketing strategy
- Characteristics of services: Intangibility, inseparability, variability, and perishability
- The services marketing mix: 7Ps and beyond
- Service blueprinting and process mapping
- Co-creation and value networks in service ecosystems
- Assignment

**Unit 2: Customer Experience Management in Services**

- Journey mapping and touchpoint analysis
- Emotional design in service experiences
- Servicescape design and its impact on customer behavior
- Multichannel and omnichannel service delivery
- Personalization and mass customization in services
- Assignment

**Unit 3: Service Quality and Customer Satisfaction**

- SERVQUAL model and its applications
- Net Promoter Score (NPS) and other customer satisfaction metrics
- Mystery shopping and observational research in services
- Internal service quality and the service-profit chain
- Big data analytics for service quality improvement

- Assignment

#### **Unit 4: Service Recovery and Customer Loyalty**

- Types of service failures and their impact on customer relationships
- Service guarantee design and implementation
- Empowerment and training for frontline service employees
- Customer loyalty programs: Design, implementation, and evaluation
- Social media strategies for service recovery and reputation management
- Assignment

#### **Unit 5: Innovation and Digital Transformation in Services**

- Service innovation: Types, processes, and best practices
- Artificial intelligence and chatbots in customer service
- Internet of Things (IoT) and smart services
- Blockchain applications in service industries
- Platform-based business models and the sharing economy
- Assignment

#### **Recommended Reference Books:**

1. Wirtz, J., & Lovelock, C. (2021). *Services Marketing: People, Technology, Strategy* (9th ed.). World Scientific Publishing Company.
2. Wilson, A., Zeithaml, V. A., Bitner, M. J., & Gremler, D. D. (2020). *Services Marketing: Integrating Customer Focus Across the Firm* (8th ed.). McGraw Hill.
3. Gronroos, C. (2020). *Service Management and Marketing: Managing the Service Profit Logic* (5th ed.). Wiley.
4. Fisk, R. P., Dean, A. M., Alkire, L., Joubert, A., Previte, J., & Robertson, N. (2020). *Services Marketing: Integrating Customer Experience and Engagement* (2nd ed.). SAGE Publications Ltd.
5. Hoffman, K. D., & Bateson, J. E. G. (2021). *Services Marketing: Concepts, Strategies, and Cases* (6th ed.). Cengage Learning.

**CO1:** Understand the strategic implications of service-dominant logic for marketing strategies.

**CO2:** Describe the unique characteristics of services such as intangibility, inseparability, variability, and perishability.

**CO3:** Apply an expanded services marketing mix (beyond 7Ps) to develop comprehensive service strategies.

**CO4:** Utilize service blueprinting and process mapping techniques to optimize service delivery.

**CO5:** Analyze co-creation and value networks within service ecosystems to enhance customer value and engagement.

**Distribution of Marks for Continuous Evaluation:**

Parameters	Weightage
ABQ	20
Mid Sem	40
End Sem	40

**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.

	PO1a	PO2	PO3	PO4	PO5	PEO1	PEO2	PEO3	PEO4
CO1	4	5	3	4	3	5	5	3	4
CO2	5	4	4	3	3	4	5	3	4
CO3	3	5	3	2	4	4	5	4	3
CO4	4	4	5	3	4	4	5	4	3
CO5	4	5	3	5	3	5	5	3	5

**LINGAYA'S VIDYAPEETH**  
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<b>MBA N 305</b>	<b>Global Outsourcing</b>	<b>L-T-P:3-1-0</b>
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**Course Objectives:**

The course covers understanding the strategic importance of global outsourcing in modern business operations. It includes analyzing the economic, political, and cultural factors influencing decisions on outsourcing. Students will develop skills in managing global outsourcing relationships and contracts. The course evaluates risks and ethical considerations in international outsourcing practices. It explores emerging trends and technologies shaping the future of global outsourcing.

**Unit 1: Foundations of Global Outsourcing**

- Evolution of outsourcing: From cost-cutting to strategic partnerships
- Types of outsourcing: BPO, KPO, ITO, and emerging models
- Global outsourcing destinations: Comparative analysis of key markets
- The role of digital technologies in enabling global outsourcing
- Outsourcing decision frameworks and strategic alignment
- Assignment

**Unit 2: Economic and Political Dimensions of Global Outsourcing**

- Labor arbitrage and its impact on outsourcing decisions
- Trade policies and their influence on global outsourcing practices
- Geopolitical risks and their mitigation in outsourcing strategies
- Currency fluctuations and financial risk management in outsourcing
- The role of free trade agreements in shaping outsourcing landscapes
- Assignment

**Unit 3: Cultural and Operational Challenges in Global Outsourcing**

- Cross-cultural communication and management in outsourcing relationships
- Time zone management and 24/7 operational models
- Knowledge transfer and protection in global outsourcing arrangements
- Managing virtual teams and remote collaboration tools
- Quality control and performance management across borders
- Assignment

**Unit 4: Legal and Ethical Considerations in Global Outsourcing**



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- Intellectual property rights protection in international outsourcing
- Data privacy and security regulations across different jurisdictions
- Labor laws and human rights considerations in outsourcing destinations
- Environmental sustainability and corporate social responsibility in global operations
- Ethical decision-making frameworks for outsourcing practices
- Assignment

### **Unit 5: Emerging Trends and Future of Global Outsourcing**

- Impact of artificial intelligence and robotics on outsourcing strategies
- Blockchain technology in outsourcing contract management and transparency
- Cloud computing and its role in transforming outsourcing models
- Reshoring and nearshoring trends: Causes and implications
- Gig economy and its influence on global talent acquisition strategies
- Assignment

### **Recommended Reference Books:**

1. Oshri, I., Kotlarsky, J., & Willcocks, L. P. (2019). *Global Outsourcing and Offshoring: An Integrated Approach to Theory and Corporate Strategy*. Cambridge University Press.
2. Vitasek, K., Ledyard, M., & Manrodt, K. (2021). *Vested Outsourcing: Five Rules That Will Transform Outsourcing* (2nd ed.). Palgrave Macmillan.
3. Dolgui, A., & Proth, J. M. (2021). *Outsourcing and Offshoring of Production Systems: Analysis and Strategy*. Springer.
4. Babin, R., & Nicholson, B. (2020). *Sustainable Global Outsourcing: Achieving Social and Environmental Responsibility in Global IT and Business Process Outsourcing*. Routledge.
5. Willcocks, L. P., Lacity, M. C., & Sauer, C. (2022). *Outsourcing: A Management Guide* (2nd ed.). Business Expert Press.

**CO1:** Understand the evolution of outsourcing from cost-cutting measures to strategic partnerships, and its implications for modern business operations.

**CO2:** Analyze various types of outsourcing such as BPO, KPO, ITO, and emerging models, and evaluate their suitability in different business contexts.

**CO3:** Compare and contrast global outsourcing destinations through a comprehensive analysis of key markets, considering factors like cost, talent availability, and regulatory environment.

**CO4:** Examine the role of digital technologies in facilitating and enhancing global outsourcing initiatives, and aligning outsourcing decisions with strategic business goals.

**CO5:** Develop frameworks for making outsourcing decisions that ensure strategic alignment with organizational objectives and optimize operational efficiencies.

**Distribution of Marks for Continuous Evaluation:**

Parameters	Weightage
ABQ	20
Mid Sem	40
End Sem	40

	PO1	PO2	PO3	PO4	PO5	PEO1	PEO2	PEO3	PEO4
CO1	4	5	3	5	4	5	5	3	4
CO2	3	5	3	5	4	4	5	4	3
CO3	5	4	4	4	3	4	5	3	4
CO4	3	4	3	5	5	4	4	5	3
CO5	4	4	5	4	5	4	4	5	3

**LINGAYA'S VIDYAPEETH**

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MBA DW 01	<b>Dissertation Work</b>	<b>L-T-P 0.0.20</b>
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**Objective:** To demonstrate the cumulative learning and skills acquired throughout the degree program by completing a comprehensive, integrative business project.

**Guidelines:**

a) Project Scope:

- Choose a complex business problem that requires integrating multiple business disciplines.
- The project can be either research-based or practical application-based.

b) Duration:

- One full semester or equivalent (12-16 weeks).

c) Individual or Team:

- Can be completed individually or in small teams (2-3 students).
- If working in a team, clearly define individual contributions.

d) Topic Selection:

- Submit 2-3 potential topics for approval.
- Topics should be relevant to current business trends and challenges.

e) Proposal Submission:

- Develop a detailed proposal including:
  - Background and rationale
  - Research questions or objectives
  - Literature review
  - Methodology
  - Expected outcomes
  - Timeline
  - Obtain approval from the assigned faculty advisor.

f) Research and Analysis:

- Conduct extensive literature review.
- Collect primary data through surveys, interviews, or case studies if applicable.
- Use advanced analytical tools and frameworks.

g) Regular Progress Reports:

- Submit monthly progress reports to the faculty advisor.
- Schedule periodic meetings for guidance and feedback.



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h) Deliverables:

- Comprehensive written report (8000-10000 words)
- Executive summary (500 words)
- PowerPoint presentation
- Any prototypes, models, or supplementary materials

i) Final Defense:

- Present the project to a panel of faculty members.
- Prepare for an in-depth Q&A session.

j) Evaluation Criteria:

- Depth and breadth of research (25%)
- Critical analysis and problem-solving (25%)
- Integration of multiple business disciplines (20%)
- Quality of writing and presentation (15%)
- Originality and innovation (15%)