

MBA III Semester:**Course Title: Strategic Management**

Course Code	23MBCC301	Total Marks	100
Semester	III	CIE	50
Credits	03	SEE	50
Teaching hours / week	3:0:0	Exam Hours	03

Course Objectives:

- Define and illustrate a range of strategic management theories and models.
- Develop an understanding of the industries micro and macro environmental issues and industry factors examine their impact on a business's competitiveness and strategic positioning.
- Appraise the impact of technological advances upon the firm's performance for achieving competitiveness.
- Determine strategic capabilities and gaps; and
- Formulate and implement strategy at the single business unit level.

Course Outcomes (COs)

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

CO1	Understanding a range of strategic management theories to be able to acknowledge and state main ideas;
CO2	Analyse an organisation's strategically relevant internal and external environments by applying appropriate theories and models;
CO3	Construct evidence-based best practice strategy and execution;
CO4	Evaluate critical technological business challenges which impeded strategic decisions in real-world scenarios;
CO5	Construct integrative strategies for global business implementation and be able to measure the performance.

Module 1: Fundamentals of Strategy**8 Hours**

Strategy - Strategic Management – meaning, importance, Characteristics and levels of strategies. Strategic intent - Vision, Mission, Goals and Objectives, strategic management process, SWOT, Intended and Emergent Strategies, Porter's five forces model.

Skill Set: Critical thinking Logic and reasoning**Module 2: Environment Analysis****8 Hours**

Environment Analysis, **Scope of the Firm** – How does the firm build competitive advantage, where does the competitive advantage come from? **Diversification** – Reasons for diversification, Related and Unrelated diversification.

Corporate Development -Mergers and Acquisitions Strategy – Causes & Motives for mergers and acquisitions. Strategy, valuation and Integration.

Strategic Alliances – Types of strategic alliances, reasons for strategic alliances, value creation, and understanding the challenges faced by firms in their strategic alliances.

Skill Set: Problem solving and decision making

Module 3: Business and Functional Strategies

12 Hours

Business and Functional Strategies - Functional Strategies, Building competitive advantage through Innovation, Efficiency, Quality and Customer responsiveness. **Value Creation, Configuration, and Coordination. Three Dimensions of Corporate Strategies – Business Diversification** (Horizontal Expansion), **Vertical Integration** (Forward or Backward Expansion), **Geographic Scope** (Geographic/ and or Global Expansion).

Skill Set: Critical thinking Logic and reasoning

Module 4: Technology Strategy

12 Hours

Technology Strategy – Meaning and Importance of Developing Technology Strategy
Selecting the Right Technology Strategy for Your Business, Existing Technology vs. Emerging Ecosystems, implementing an Information Technology Strategy, Benefits of Developing a Technology Strategy and Framework.

Skill Set: Problem solving and decision making

Module 5: Global Strategy

10 Hours

Global Strategy – Competing in a global world, Global strategy as business model change, Globalising the value chain infrastructure, Global supply chain management, Globalising the management model, transaction cost approach (TCA), competitive advantage of nation (CAN), resource-based view (RBV).

Skill Set: Forward planning and strategic thinking, commercial awareness

Observing the fundamental issues; Practical Components

- Can the firm create economic value by changing its scope?
- Should activities be undertaken inside the corporation, or accessed through contracts, joint ventures, alliances, or other institutional arrangements? How should the corporation grow?
- How should the corporation be structured and managed to enhance the combined value of its individual business units?

Basic Texts

1. Hill, C, W, L., & Jones, R, G. (2013), *Strategic Management, An Integrated Approach*. Mason OH, USA: South Western
2. Whittington, R., Regner, P., Angwin, D., Johnson, G., & Scholes, K. (2020). *Exploring Strategy* (12th ed.). Pearson.
3. Hill, C. W. L., Jones, G. R., & Schilling, M. A. (2019). *Strategic management : an integrated approach : theory et cases* (13th ed.). Boston, Ma Cengage Learning.
4. Schilling, M. A. (2020). *Strategic Management of Technological Innovation* (6th ed.). Mcgraw-Hill Education.
5. Dess, G. G., & Sauerwald, S. (2021). *Strategic management : text & cases*. Mcgraw-Hill Education.

Reference Book

1. Bamey, J,B.,& Hesterly, S,W. (2008). *Strategic Management and Competitive Advantage, Concepts and Cases*. New York, USA: Pearson Education Limited.
2. Grant, R., Jordan, J. (2012). *Foundations of Strategy*. New York, USA: John Wiley and Sons Limited.

Other reading material

1. Barlett, C, A., & Ghoshal, S. (1994), Changing the Role of top management: Beyond Strategy to Purpose. *Harvard Business Review*. 70-78.
2. Hambrick, D, C. & Fredrickson, W, J. (2001). Are you sure you have a strategy *Academy of Management Executive*, 15, 48-59.
3. Porter, M,E. (1996). What is Strategy? *Harvard Business Review*, 74(6), 61-78.
4. Kim, C,W., & Mauborgne, R. (2005). *Blue Ocean Strategy, How to create uncontested market space and make the competition irrelevant*. Boston, USA: Harvard Business Press.

Course Title: Sustainable Entrepreneurship

Course Code	23MBCC302	Total Marks	100
Semester	III	CIE	50
Credits	03	SEE	50
Teaching hours / week	3:0:0	Exam Hours	03

Course Objectives

- To enable students to identify the opportunities and modes in buying an existing business
- To introduce students to the acquisition process in buying a business
- To examine the funding and structuring aspects of buying a business
- To comprehend the closing formalities in acquisition of business.
- To discuss the recent trends in buying business

Course Outcomes

At the end of the course, learners will be able to:

CO1	Illustrate the dimensions of sustainability
CO2	Analyze the Sustainable product design and development
CO3	Evaluate the relevance of market research for sustainable entrepreneurs
CO4	Interpret the sustainable supply chain
CO5	Summarize the recent trends in Sustainable Entrepreneurship

Module 1: Sustainability and Sustainable Consumption

10 Hours

Ecopreneurship, Dimensions of sustainability, environmental sustainability relevance to the business, and Sustainable Business Models. Unsustainable consumption and motivators for sustainable consumption behaviour. Problems. ***Opportunity and sustainable business solutions.**

Module 2: Sustainable Product Development and Design

10 Hours

Designing & developing sustainable products, the bottom-up approach, ***Bottom-up immersion**, Carbon footprint, and Carbon Neutral. Designing a sustainable solution and an ecosystem.

Module 3: Market Research for Sustainable Products

10 Hours

emerging markets, Innovation for and from subsistence marketplaces, sustainable global business for poverty dominant countries, ***Sustainable packaging.**

Module 4: Sustainable Supply Chains

10 Hours

Green Logistics, Closed-loop Supply Chain, Facilities and locations decisions, transportation decisions, ***Supplier management.**

Module 5: Recent Trends in Sustainable Entrepreneurship

10 Hours

Eco-Products, Renewable energy, Clean transportation, give back programs, Net-Zero Emissions, Sustainable Investments, ***Decarbonization**

***Self-Study Topics**

Reference Text:

1. Schaper, M. (Ed.). (2016). *Making ecopreneurs: Developing sustainable entrepreneurship*. CRC Press.
2. Buheji, M. (2019). Social Innovation and Sustainable Entrepreneurship.
3. Ratten, V., Jones, P., Braga, V., & Marques, C. S. (2019). Sustainable entrepreneurship: The role of collaboration in the global economy. In *Sustainable Entrepreneurship* (pp. 1-7). Springer, Cham.

Other Text:

1. Cetinkaya, B., Cuthbertson, R., Ewer, G., Klaas-Wissing, T., Piotrowicz, W., & Tyssen, C. (2011). *Sustainable supply chain management: practical ideas for moving towards best practice*. Springer Science & Business Media.
2. Ramanathan, U., & Ramanathan, R. (Eds.). (2020). *Sustainable Supply Chains: Strategies, Issues, and Models*. New York, NY, USA: Springer.
3. Gurtu, A. (Ed.). (2020). *Recent advancements in sustainable entrepreneurship and corporate social responsibility*. IGI Global.

Other Readings:

1. Richomme-Huet, K., & Freyman, J. D. (2014). What sustainable entrepreneurship looks like: An exploratory study from a student perspective. In *Social Entrepreneurship* (pp. 155-177). Springer, Cham.
2. Ratten, V., Jones, P., Braga, V., & Marques, C. S. (2019). Sustainable entrepreneurship: The role of collaboration in the global economy. In *Sustainable Entrepreneurship* (pp. 1-7). Springer, Cham.
3. Cuthbertson, R. (2010). The need for sustainable supply chain management. In *Sustainable Supply Chain Management* (pp. 3-13). Springer, Berlin, Heidelberg

Course Title: Financial Institutions and Services

Course Code	23MBDSE3F3	Total Marks	100
Semester	III	CIE	50
Credits	04	SEE	50
Teaching hours / week	4:0:0	Exam Hours	03

Course Objectives

- Provide in-depth understanding of the financial system, its structure, and its role in the economy.
- Equip students with the knowledge of various financial products and services provided by different financial institutions.
- Understand the regulatory and non-regulatory institutions and their roles in the financial system.

Course Outcomes

- Upon completion of this course, students will be able to:
- Understand the structure of the financial system and its role in the economy.
- Identify different financial institutions and their functions, both regulatory and non – regulatory.
- Evaluate the different financial markets and instruments available.
- Analyse the different financial services offered by institutions and their applicability in various business scenarios.

Module I Structure of Financial System

Overview of Indian financial system - The nature of financial system - Role of financial system in the economy - Structure of Financial system - Reforms in Indian financial system Recent developments.

Module II Financial institution and Regulatory framework

Banking and nonbanking institutions - Reserve Bank of India (RBI) and its functions Securities and Exchange Board of India (SEBI) and its functions - Other regulatory bodies of financial institutions, objectives and functions, types- IRDAI, PFRDA, NABARD, SIDBI.

Module III Financial Markets and Financial Instruments

Money market - Capital markets - Debt Market - Derivatives market - Primary and secondary markets - Financial instruments in the respective markets - Depositories and custodians. Mutual funds.

Module IV Financial Services

Fund Based and Fee Based- Merchant banking services - Bill discounting - Factoring - Venture capital - Leasing, Hire Purchase. - Credit rating - Rating agencies in India and abroad.

Module V Digital Financial Services

Internet Banking – Debit Card, Credit Card, Mobile Banking - Introduction to Fintech –

Evolution, Key trends in India, Challenges and Benefits - Payment's bank - UPI payment system -NEFT and RTGS, Micro Finance.

Text and reference books

1. Pathak Bharathi V, The Indian Financial System, 5th edition, Pearson Education, Chennai (2018).
2. Financial Institutions and Services by L. M. Bhole and Jitendra Mahakud, 7th edition, Tata McGraw Hill Education, New Delhi (2022).
3. Indian Financial System: Theory and Practice by M.Y. Khan and P.K. Jain, 3rd edition, Tata McGraw Hill Education, New Delhi (2019).
4. Financial Markets and Institutions in India by T. Ravi Kumar and N. Vijayalakshmi, Oxford University Press, New Delhi (2018).
5. Financial Services by Gurusamy, 5th edition, Tata McGraw Hill Education, New Delhi (2021).

Course Title: Investment Security Analysis and Portfolio Management

Course Code	23MBDSE3F4	Total Marks	100
Semester	III	CIE	50
Credits	04	SEE	50
Teaching hours / week	4:0:0	Exam Hours	03

Course Objectives

- To develop a comprehensive understanding of investment securities and financial markets
- To learn fundamental investment theories and apply them to portfolio management
- To develop skills to analyze securities and make investment decisions
- To understand the principles of risk management and diversification
- To learn about different types of investment products and their role in portfolio construction
- To develop skills to construct and manage investment portfolios.

Course Outcomes

By the end of the course, students will be able to:

- Understand the mechanics of securities markets, types of securities, and sources of investment information.
- Analyse and evaluate the internal and market value of various securities, including firm and economic analysis.
- Conduct financial statement analysis and project earnings under stable and dynamic conditions, while considering risk and return factors.
- Apply portfolio theory, selection, and diversification techniques to build an efficient portfolio and assess portfolio performance.
- Apply various portfolio management techniques such as portfolio Objectives, sizing, selection, readjustment, and timing of disinvestments.

Module I The Investment Environment

The organization and mechanics of securities markets - Various securities - Characteristics
Objectives of the security analysis - Frictions of an organized security market - Mechanics
of security trading - Sources of Investment Information.

Module II Security analysis (Nonfinancial)

Internal value and market value of various securities - Internal value and market value of firm
Economic analysis - Industry analysis. Company analysis - Financial Statement analysis -
projecting earnings under stable as well as dynamic conditions, technical analysis - Random
Walk Martingale Model.

Module III Security analysis (Financial)

Risk and return – Systematic and unsystematic risk, Valuation of bond, types of bonds,
theories of bonds and risk associated with the bond.

Module IV Portfolio Analysis

Portfolio theory - Portfolio criteria Efficient Set - Portfolio selection and diversification - The shape of the risk function Markowitz Model, and CAPM model – SML - CML

Module V Portfolio Management

Portfolio Objectives - Size of portfolio - Portfolio selection - Basis and Readjustment Timings of disinvestments – Mutual fund and performance evaluation.

Text and references books

1. Donald Fischer, Ronald Jordan and Ashwini Pradhan, Security Analysis and Portfolio Management”, 7th edition, Pearson Education, New Delhi, (2018)
2. Bhalla V K, Investment management Security analysis and portfolio management, 19th edition, S. Chand and Company Pvt Ltd, New Delhi, (2013).
3. Kannadasn.M., Fixed Income Securities: Valuation and Risk Management, Cengage, (2022).
4. Chandra Prasanna, Investment Analysis and Portfolio Management, 5th edition, Tata McGraw Hill, New Delhi, (2017).

Course Title: Strategic Brand Management

Course Code	23MBDSE3M1	Total Marks	100
Semester	III	CIE	50
Credits	04	SEE	50
Teaching hours / week	4:0:0	Exam Hours	03

Course Objectives

- To make the students to understand the key concepts in Product and Brand Management.
- To explore the various aspects related branding decisions.
- To learn the brand elements and branding strategies.
- To explore the strategies to improve the Brand equity through strategic brand management.

Course Outcomes

- Students would be able to examine the brand concepts in a real - life setting.
- Students will be able to assess the viability of launching a new brand.
- Students would be able to examine the methods for choosing brand elements for a new product or service.
- Students would be able to evaluate the branding decisions and brand building strategies of various brands.

Module I Product Management

Meaning and Types Product - Role of a Product Manager - Responsibilities of a Product/Brand Manager - Product mix decisions.

Module II Brand Management Concept

Basic understanding of brands - significance of a brand - Branding impact on buyers - Brand Image building - Brand Identity - Brand Associations - Brand personality - Brand loyalty.

Module III Brand Elements

Crafting of Brand Elements - Creating competitive advantage - Product/Brand - Differentiation strategies - Brand Positioning strategies - Branding in the Digital environment.

Module IV Branding Decisions

Branding Strategies - Brand Portfolio management - Product line and Brand Extension - Role of Brand ambassadors/Celebrities in Brand Building - Co branding - Private Labels - Brand Rejuvenation.

Module V Brand Equity

Creating, managing and measuring Brand Equity - Customer Based Brand Equity model - Integrating Marketing Communication to build brand equity - Managing Service Brands - Relevant case studies.

Text and reference books

1. Harsh V Verma, Brand Management - Excel Books, New Delhi (2013).

2. Kevin Lane Keller - "Strategic Brand Management" - Person Education - New Delhi.
3. Subrato Sengupta, Brand Positioning, Tata McGraw Hill, 2nd edition. .
4. S.Ramesh Kumar, "Managing Indian Brands", Vikas publishing House, New Delhi.
5. Ramesh Kumar - Consumer Behaviour and Branding – Pearson, New Delhi (2009).

Course Title: Sales Management

Course Code	23MBDSE3M5	Total Marks	100
Semester	III	CIE	50
Credits	04	SEE	50
Teaching hours / week	4:0:0	Exam Hours	03

Course Objectives

- The course exposes the students to the field sales environment.
- The course will teach the students about the sales tactics by using case studies.
- The course will guide students for setting their career in sales.

Course Outcomes

- Students will be able to understand the field sales environment.
- Students will be able to create sales tactics by using real time applications.

Module I: Introduction to Sales Management

Conceptual understanding of Sales Management - Importance of sales force management in the Indian context - Personal selling process - prospecting – pre-approach - approach presentation - convincing the prospect - handling the objection and closing.

Module II Formulation of Sales Program

Forecasting Sales and Developing Sales Budgets - Designing and organizing Sales Territories.

Module III Implementation of the Sales Program

Sales organisations - Relations with other departments -Profiling and recruiting sales people - Selecting and hiring applicants.

Module IV: Sales force Recruitment and Selection

Planning - executing and evaluation of sales training programs - Motivating a sales force and Sales force compensation - Sales force expenses and transportation - Sales meeting and Sales contest.

Module V: Evaluation and Control of the Sales Program

Analysis of Sales Volume - Marketing Cost and Profitability Analysis - Evaluating Sales persons performance.

Text and reference books

1. Mark W. Johnston and Greg W. Marshall “Sales Force Management” TataMcGraw Hill, (2006).
2. Still R.R. and Cundiff et al. “Sales Management Decision Strategies and Cases” Prentice Hall, 4 ed. New Delhi (1996).
3. Spiro Stanton Rich “Management of Sales Force” TataMcGraw Hill, 7th edition, New Delhi (2003).

Course Title: Recruitment and Selection

Course Code	23MBDSE3H3	Total Marks	100
Semester	III	CIE	50
Credits	04	SEE	50
Teaching hours / week	4:0:0	Exam Hours	03

Course Objectives:

- To understand and apply the policies and procedures of recruitment
- To provide a conceptual framework of Selection Procedure in the Industry.
- To understand the new concepts and techniques of recruitment and Selection in the corporate.

Course Outcomes:

The course the student will be able to:

- Gain the practical insight of various principles and practices of recruitment and selection.
- Acquire knowledge of latest conceptual framework used in recruitment and selection process and procedure applied in various industries.
- Gain insights into conceptual framework used in job evaluation and hiring process.
- Illustrate the application of recruitment and selection tools and techniques in various sectors.
- Develop a greater understanding about strategies for workforce planning and assessment, analyse the hiring management system followed in various industries.
- Learn the various recruitment policies and procedures.
- Equip with conceptual framework of selection procedures.

Module 1 Workforce Planning

Concept of work, Organization's work and jobs; Millennials at the workplace; Key characteristics of Millennials; Types of Millennials; Strategic job redesign and its benefits. strategic issues in recruitment, factors affecting recruitment, legal & ethical consideration,

Module 2 Job analysis

Meaning, definition and purpose. Methods of job analysis: functional job analysis, job element method, repertory grid, critical incident technique, job analysis questionnaire, task analysis inventory.

Module 3 Job Evaluation and Hiring Decision

Job evaluation process obtain Job KSAOs, Hay Group – Pioneer in Job evaluation, Nature of hiring: regular, temporary, full time, part time, apprenticeship, contractual, and outsourcing.

Module 4 Sources of Recruitment & Process

Meaning and definition of internal recruitment, advantages and disadvantages, Sources of internal recruitment: - circulars, intranet advertisements, employee referrals, Appointment or promotion, Policy guidelines and union settlements.

Meaning and definition of external recruitment, advantages and disadvantages, Sources of recruitment, advertisement, in newspaper, TV/Radio, Internet, search on the internet, wanted signboards, consultants, employment exchange, campus recruitment, employee referrals and unsolicited, applications. Process of recruitment.

Module 5 Screening the Candidates & Job fit

Unique Recruitment strategies; Biodata and Application Forms; Implications of Using Social Media Content in Hiring Decisions; Background Checks; Reference Checks; Pre-employment Testing; Making a Job Offer; Transitioning from Job Candidate to Employee; Induction; Placement.

Text and reference books

1. Human Resource Selection, Robert D. Gatewood and Hubert S. I, South western Cengage Learning, Mason, Ohio, 2001.
2. Recruitment and Selection -Theory and Practice. Dipak kumar Bhattacharya Cengage Learning.
3. Staffing Organization, Herbert G. Heneman III, Timothy A. Judge, 5th Edition, McGraw Hill International.
4. Recruitment and Selection, Elearn, Revised Edition, Routledge, 2009.
5. Online Recruiting and Selection: Innovations in Talent Acquisition, Douglas H. Reynolds, John A. Weiner, John Wiley & Sons, 2009.
6. Effective Recruitment and Selection Practices, R. L. Compton, William J. Morrissey, Alan R. Nankervis, Bill Morrissey, CCH Australia Limited, 2009.
7. Employee Selection, Lilly M Berry, 1 edition, Cengage Learning, 2002.
8. Hiring & keeping the best people, HBS Press, 2013, ISBN: 1422131785, 9781422131787
9. Human Resource Planning, Dipak Kumar Bhattacharyya, 2nd edition, Excel Books, 2009, ISBN: 8174464980, 9788174464989
10. High performance hiring by Robert W. Wendover, Crisp Publication, California, 1991.

Course Title: Personal Growth and Interpersonal Effectiveness

Course Code	23MBDSE3H4	Total Marks	100
Semester	III	CIE	50
Credits	04	SEE	50
Teaching hours / week	4:0:0	Exam Hours	03

Course Objectives

- To learn about discovering and understanding one's self.
- To relate effectively to others and enhance interpersonal effectiveness.
- To apply the knowledge on interpersonal effectiveness for enhancing workplace relationship
- To comprehend on ethical dilemma in decision making.
- To strive for self - development by means of personal well- being.

Course Outcomes

- Students will be able to demonstrate self - understanding.
- Students will be able to apply self - development techniques to resolve self and interpersonal problems.
- Students will be able to build effective interpersonal/workplace relationship.
- Students will be able to comprehend the necessities of fair and just approach in decision making.
- Students will be able to understand the significance of well - being for personal growth.

Module I Discovering the Self

Knowing Oneself - preferences - tastes - likes - dislikes and values - Managing oneself - Self efficacy - Self Esteem - Pillars of Self Esteem - Transaction analysis - Life script analysis - strokes.

Module II Assessing the Self

Personality assessment - Meyers Briggs Type Indicator - Enneagram - Emotions and Moods - Affective events theory - Emotional Intelligence - Locus of control - Time Management - 4 A's of managing stress.

Module III Relating to Others

Interpersonal Effectiveness - Managing workplace relationship - Fundamental interpersonal relations orientation analysis - Johari window analysis - Constructive feedback - Adaptability quotient - Persuasion Strategies and Tactics.

Module IV Ethical and Moral dilemma

Ethical dilemma and moral dilemma - Fair and just approach in decision making - Conflict management process - resolving interpersonal conflict.

Module V Personal Transformation

Personal development - Process - Steps - Resilience - Theory and Practice - Personal Wellbeing Eudemonic and hedonic - Power of self-talk - Spirituality and well - being.

Text and reference books

1. Andrew J DuBrin, "Human Relations - Interpersonal Job Oriented Skills" Pearson India (2019).
2. HBR's 10 Must Reads on "Managing People" (2016).
3. Lakshmi Ramarajan, "Building Effective Working relationships". Harvard Business School Module Note. (Revised January 2015).
4. David H. Johnson. "Reaching Out: Interpersonal Effectiveness and Self-Actualization", Pearson Education, (2014).