



**MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES**

(Deemed to be University under section 3 of the UGC Act 1956)

**CENTRE FOR DISTANCE AND ONLINE EDUCATION**

**CURRICULUM**

**AND**

**SCHEME OF EXAMINATION**

**(MASTER'S OF BUSINESS ADMINISTRATION)**

**(ONLINE DEGREE PROGRAMME)**

**BATCH: 2023 ONWARDS**

## **PREAMBLE**

The online 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 online MBA program equips students with the subject based and lifelong skills which are required to be successful in the fast moving business environment. The program (to be conducted in Online Mode) aims at helping the learners acquire the following skills that would help them in their career advancement and for taking up managerial positions.

Domain Knowledge and Application - Develop a deep understanding of the business environment and evolving concepts of management, as well as their business, economic, and social impacts.

Analytical Skills - Develop new thinking and insights into seeking information and analyzing it for taking better decisions.

Strategic orientation -Gain a competitive edge in designing solutions for the dynamic business environment

Team leadership-Be able to work with and manage diverse groups of people to become future leaders and executives.

Professional Ethics and Environmental Concerns: Be well informed, ethical and committed corporate citizens contributing to the industry and community at large.

Innovation and Entrepreneurship: Acquire entrepreneurial capabilities for ushering in positive change in their own ventures or for their employer organization.

Graduates of this program will be equipped to take up a range of positions in public or private sector organizations, both nationally and internationally, to contribute to nation building through entrepreneurial ventures and to work effectively with a team.

The program would be suitable for anyone considering a career in General Management and Administration, People Management and Human Resources, Marketing and Branding, Financial Management, International Business Operations, Healthcare Management and other allied areas of management

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# **MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH & STUDIES**

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## **Centre for Distance and Online Education**

### **VISION**

Through online education, Manav Rachna stands tall to bring the most efficacious environment for providing higher quality academic and research oriented education to the aspirants. Manav Rachna Online Education facilitate the goal of increasing access to enduring learning prospects to students and providing opportunities to make efficient use of scarce resources in light of the new economic realities of higher education.

### **MISSION**

To provide an exclusive learning environment to students with flexible and meticulous online learning opportunities that will guide students to acquire the knowledge and skills as per the requirements of society at large. The aim of Manav Rachna Online Education is: • • To develop emerging skills through online learning methodologies to pursue their Academic and Professional goals. To impart profound knowledge and understanding of conceptual aspects of multidisciplinary learning.

### **ABOUT THE DEPARTMENT**

The ultimate touchstone of quality education is the quality culture permeating in any education Institution. In today's world of digitization, technical education stands at the crossroads of keeping pace with the emerging needs of humankind along with fast changing trends in governance and scientific development. The global transformation, trend of learning by doing, relevance to people and nation development – Manav Rachna International Institute of Research and Studies is the right place to gear up with a world class competitive edge. We are trusted to nurture juvenile minds and prepare them to deal with challenges of their future endeavors. Continuing the Legacy of our Founder Dr. O.P Bhalla, Manav Rachna has launched "Manav Rachna Centre for Distance and Online Education" to provide quality programmes to those students who are not able to draw benefits from conventional systems of Education. Seven programmes in different streams namely Computer Applications, Management, Commerce, Business Administration and Economics will be offered by University in online mode with specialization in different domains. In Today's opportunistic world specialized education is essential for successful professional life. Manav Rachna Centre

for Distance and Online Education has collaboration with prominent industry partners to provide global career opportunities to the students and prepare the students to acquire the increased technology intensive needs of today. In addition, Manav Rachna Centre for Distance and Online Education provides a multidisciplinary approach for the students to shape their career inside and outside their domain of education and to meet the evolving needs of the society. The commitment of multidisciplinary education is to broaden the participation of students in higher education and leads to a more diverse community. In a multidisciplinary approach, students are inspired to select diverged courses from different disciplines to expand their knowledge, discover themselves through creative thinking and learn the skills of collaboration. The online programmes will help the students to achieve an academic degree along with flexibility and relaxation. These online programs hold equal academic value to as on-campus degree and help students in developing themselves into an industry ready as equivalent to a conventional degree. Students can perfectly reshape their career and future through impeccably designed online programmes. The renowned faculty, cutting –edge advanced curriculum, technology driven and a remarkable content delivery will be helpful in the successfully implementation of online program

**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>PEO 1</b>	Have an integrated knowledge of the various disciplines of management
<b>PEO 2</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>PEO 3</b>	Be well informed, ethical and committed corporate citizens contributing to the industry and community at large
<b>PEO 4</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>PO 1</b>	<b>Imbibe an integrated knowledge of the various domain areas and disciplines of management</b>
<b>PO 2</b>	<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 businessworld</b>
<b>PO 3</b>	<b>Acquire entrepreneurial capabilities for their own ventures or for their employer organization</b>
<b>PO 4</b>	<b>Identify and analyze economic, multicultural, national and international issues in the global business environment</b>
<b>PO 5</b>	<b>Be well informed, ethical and committed corporate citizens contributing to the industryand community atlarge</b>

### **Mapping Program Educational Objectives to Program Outcomes**

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

## **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 a week.

### **(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, student 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 Award of Degree of a program- MBA, he/she has to earn minimum 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 68 credits required to be earned under "Compulsory Courses Basket" and 12 credits under "Elective Courses Basket".

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

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

- Semester-wise courses offered by the department itself
- Open/Inter-disciplinary courses offered at the Institute/University level notified from the office of Dean-Academics.
- Massive Open Online Courses (MOOCs) available on 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.

## **Study Scheme**

### **Programme : MBA Online Degree Programme**

**Programme brief-** The MBA programme 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. 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:

3 = strong mapping

2= medium mapping

1= weak mapping



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<b>Center for Distance and Online Education</b>							
<b>MASTER OF BUSINESS ADMINISTRATION (DUAL)</b>							
<b>SEMESTER- I</b>							
Course Type	Course Code	Title of Course	Marks			Duration of Exam	Credits
			Continuous Evaluation	End Semester Examination	Total		
<b>Compulsory Courses</b>							

Core	OMBA-DS-101A	Managerial Economics	30	70	100	3	4
Core	OMBA-DS-104A	Quantitative Techniques	30	70	100	3	4
Core	OMBA-DS-201	Business Communication	30	70	100	3	2
Core	OMBA-DS-203	Marketing Management	30	70	100	3	4
Core	OMBA-DS-303	Management Information Systems	30	70	100	3	2
Core	OMBA-DS-402	Business Environment and Legal Aspects	30	70	100	3	4
Core	OMBA-DS-403	Accounting for Managers	30	70	100	3	4
Core	OMBA-DS-404	Organization Behaviour	30	70	100	3	3
		<b>Total</b>					<b>27</b>

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<b>SEMESTER- II</b>							
Course Type	Course Code	Title of Course	Marks			Duration of Exam	Credits
			Continuous Evaluation	End Semester Examination	Total		
<b>Compulsory Courses</b>							

Core	OMBA-DS-103A	Financial Management	30	70	100	3	4
Core	OMBA-DS-202A	Entrepreneurship and New Venture Development	30	70	100	3	2
Core	OMBA-DS-204	Operations Management	30	70	100	3	4
Core	OMBA-DS-205A	Research Methodology	30	70	100	3	4
	OMBA-DS-206	International Business	30	70	100	3	4
Core	OMBA-DS-207	Professional Competency	30	70	100	3	2
Core	OMBA-DS-208	Strategic Management	30	70	100	3	4
Core	OMBA-DS-209	Human Resource Management	30	70	100	3	3
		Total					27

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<b>MASTER OF BUSINESS ADMINISTRATION (DUAL)</b>						
<b>SEMESTER- III</b>						
<b>Course Type</b>	<b>Course Code</b>	<b>Title of Course</b>	<b>Marks</b>			<b>Credits</b>
			<b>Continuous Evaluation</b>	<b>End Semester Examination</b>	<b>Total</b>	
<b>Compulsory Courses</b>						
Core	OMBA-DS-301	Capstone Project	100		100	3
Core	OMBA-DS-302	Employability Skills	100		100	2
<b>Domain Specific Elective Courses</b>						
<b>Specialization Basket: Marketing</b>						
Domain specific Elective	OMBA-DS-MK-301	Product and Brand Management	30	70	100	3
Domain specific Elective	OMBA-DS-MK-302	Integrated Marketing Communication	30	70	100	3
Domain specific Elective	OMBA-DS-MK-303	Consumer Behaviour	30	70	100	3
Domain specific Elective	OMBA-DS-MK-304	Service Marketing	30	70	100	3
Domain specific Elective	OMBA-DS-MK-305	Customer Relationship Management	30	70	100	3
Domain specific Elective	OMBA-DS-MK-306	Business to Business Marketing	30	70	100	3
<b>Specialization Basket: Finance</b>						
Domain specific Elective	OMBA-DS-FN-301	Security Analysis and Portfolio Management	30	70	100	3
Domain specific Elective	OMBA-DS-FN-302	Financial Markets and Services	30	70	100	3
Domain specific Elective	OMBA-DS-FN-303	Project Appraisal and Finance	30	70	100	3
Domain specific Elective	OMBA-DS-FN-304	Financial Statement analysis and Valuation	30	70	100	3
Domain specific Elective	OMBA-DS-FN-305	International Finance	30	70	100	3
Domain specific Elective	OMBA-DS-FN-306	Financial Derivatives	30	70	100	3

<b>Specialization Basket: Human Resources and Organizational Behaviour</b>						
Domain specific Elective	OMBA-DS-HROB-301	Performance Management in Organizations	30	70	100	3
Domain specific Elective	OMBA-DS-HROB-302	Manpower Planning, Recruitment and Selection	30	70	100	3
Domain specific Elective	OMBA-DS-HROB-303	Compensation and Benefits Management	30	70	100	3
Domain specific Elective	OMBA-DS-HROB-304	Organization Change and Development	30	70	100	3
Domain specific Elective	OMBA-DS-HROB-305	Cross- cultural Management	30	70	100	3
<b>Specialization Basket: International Business</b>						
Domain specific Elective	OMBA-DS-IB-301	International Marketing	30	70	100	3
Domain specific Elective	OMBA-DS-IB-302	Foreign Exchange Management	30	70	100	3
Domain specific Elective	OMBA-DS-IB-303	Managing Multinational Enterprises	30	70	100	3
Domain specific Elective	OMBA-DS-IB-304	International HRM	30	70	100	3
Domain specific Elective	OMBA-DS-IB-305	International Supply Chain Management	30	70	100	3
Domain specific Elective	OMBA-DS-IB-306	Foreign Market Entry Strategies	30	70	100	3
<b>Specialization Basket: Operations Management</b>						
Domain specific Elective	OMBA-DS-OM-301	Supply Chain and Logistics Management	30	70	100	3
Domain specific Elective	OMBA-DS-OM-302	Quality Toolkit for Managers	30	70	100	3
Domain specific Elective	OMBA-DS-OM-303	Pricing and Revenue Management	30	70	100	3
Domain specific Elective	OMBA-DS-OM-304	Operations Strategy	30	70	100	3
Domain specific Elective	OMBA-DS-OM-305	Management of Manufacturing Systems	30	70	100	3
Domain specific Elective	OMBA-DS-OM-306	Sourcing Management	30	70	100	3
<b>Specialization Basket: Event and Media Management</b>						
Domain specific Elective	OMBA-DS-EMM-301	Principles of Event and Media Management	30	70	100	3

Domain specific Elective	OMBA-DS-EMM-302	Managing Sponsorships for Events	30	70	100	3
Domain specific Elective	OMBA-DS-EMM-303	PR for Events and Media	30	70	100	3
Domain specific Elective	OMBA-DS-EMM-304	Event Budgeting and Costing	30	70	100	3
Domain specific Elective	OMBA-DS-EMM-305	Planning Marketing Communications for Events	30	70	100	3
Domain specific Elective	OMBA-DS-EMM-306	Legal Aspects and Ethics in Events and Media	30	70	100	3
<b>Specialization Basket: Management Information Systems</b>						
Domain specific Elective	OMBA-DS-MIS-301	Enterprise Resource Planning	30	70	100	3
Domain specific Elective	OMBA-DS-MIS-302	Software Project Management	30	70	100	3
Domain specific Elective	OMBA-DS-MIS-303	Digital Innovation and Transformation	30	70	100	3
Domain specific Elective	OMBA-DS-MIS-304	IT Consulting	30	70	100	3
Domain specific Elective	OMBA-DS-MIS-305	E Commerce and Digital Marketing	30	70	100	3
Domain specific Elective	OMBA-DS-MIS-306	Strategic Management of IT	30	70	100	3
<b>Specialization Basket: Healthcare Management</b>						
Domain specific Elective	OMBA-DS-HC-301	Hospital Facility Planning	30	70	100	3
Domain specific Elective	OMBA-DS-HC-302	Legal Aspects of Healthcare	30	70	100	3
Domain specific Elective	OMBA-DS-HC-303	Healthcare Economics and Finance	30	70	100	3
Domain specific Elective	OMBA-DS-HC-304	Biomedical Waste Management	30	70	100	3
Domain specific Elective	OMBA-DS-HC-305	Health and Hospital Information System	30	70	100	3
Domain specific Elective	OMBA-DS-HC-306	Quality Assurance for Healthcare – I	30	70	100	3
Domain specific Elective	OMBA-DS-HC-307	Preventive Healthcare System	30	70	100	3

<b>Specialization Basket: Entrepreneurship and Small Business Management</b>						
Domain specific Elective	OMBA-DS-ESBM-301	Strategies and Practices of Entrepreneurial Firms	30	70	100	3
Domain specific Elective	OMBA-DS-ESBM-302	Creativity, Innovation and Entrepreneurship	30	70	100	3
Domain specific Elective	OMBA-DS-ESBM-303	Managing Strategic Partnership and Negotiation	30	70	100	3
Domain specific Elective	OMBA-DS-ESBM-304	Regulatory and Legal Issues of Entrepreneurship	30	70	100	3
Domain specific Elective	OMBA-DS-ESBM-305	Entrepreneurial Finance	30	70	100	3
Domain specific Elective	OMBA-DS-ESBM-306	Entrepreneurial Marketing	30	70	100	3
<b>Specialization Basket: Waste Management</b>						
Domain specific Elective	OMBA-DS-WM-301	Introduction to Waste Management and Sanitation	30	70	100	3
Domain specific Elective	OMBA-DS-WM-302	Waste Management Logistics and Export Procedures	30	70	100	3
Domain specific Elective	OMBA-DS-WM-303	Regulatory Framework and Environment Impact	30	70	100	3
Domain specific Elective	OMBA-DS-WM-304	Waste Management Banks	30	70	100	3
Domain specific Elective	OMBA-DS-WM-305	Hotel Waste Management	30	70	100	3
Domain specific Elective	OMBA-DS-HC-304	Biomedical Waste Management	30	70	100	3
<b>Specialization Basket: Aviation Management</b>						
Domain specific Elective	OMBA-DS-AM-301	Airline and Airport Management	100	100	200	3
Domain specific Elective	OMBA-DS-AM-302	Airline Marketing Management	100	100	200	3
Domain specific Elective	OMBA-DS-AM-303	Airline Financial Management	100	100	200	3
Domain specific Elective	OMBA-DS-AM-304	Aviation Legal Environment	100	100	200	3
Domain specific Elective	OMBA-DS-AM-305	Aviation Safety And Accident Management System	100	100	200	3
Domain specific Elective	OMBA-DS-AM-306	Airline and Airport Operations	100	100	200	3

<b>Specialization Basket: Banking and Insurance Management</b>						
Domain specific Elective	OMBA-DS-BIM-301	Banking & Insurance: Products and Services (FinTech)	30	70	100	3
Domain specific Elective	OMBA-DS-BIM-302	Project Management (Including Infrastructure development and Financing)	30	70	100	3
Domain specific Elective	OMBA-DS-BIM-303	Managing HR for Banking and Financial Services	30	70	100	3
Domain specific Elective	OMBA-DS-BIM-304	Credit Evaluation, Monitoring and Recovery Management	30	70	100	3
Domain specific Elective	OMBA-DS-BIM-305	Rural Markets for Financial Services	30	70	100	3
Domain specific Elective	OMBA-DS-BIM-304	Governance & Ethics of financial institutions	30	70	100	3
<b>Specialization Basket: Business Intelligence and Analytics</b>						
Domain specific Elective	OMBA-DS-BA-301	Modeling Using Excel	30	70	100	3
Domain specific Elective	OMBA-DS-BA-302	Business Analytics	30	70	100	3
Domain specific Elective	OMBA-DS-BA-303	Business Data Analytics Using Python	30	70	100	3
Domain specific Elective	OMBA-DS-BA-305	Big Data Analytics	30	70	100	3
Domain specific Elective	OMBA-DS-BA-306	Introduction to Business Intelligence	30	70	100	3
Domain specific Elective	OMBA-DS-BA-307	Predictive Analytics	30	70	100	3
<b>Specialisation Logistics and Supply Chain Management</b>						
Domain specific Elective	OMBA-DSL&SM-301	Introduction to Logistics & Supply Chain Management	30	70	100	3
Domain specific Elective	OMBA-DSL&SM -302	Shipping and Ocean Freight logistics Management	30	70	100	3
Domain specific Elective	OMBA-DSL&SM -303	Warehousing , Transportation & Freight Management	30	70	100	3
Domain specific Elective	OMBA-DSL&SM -304	Retail Supply Chain and Logistics Management	30	70	100	3
Domain specific Elective	OMBA-DSL&SM -305	Strategic Logistics Management	30	70	100	3
Domain specific Elective	OMBA-DSL&SM -306	Rail, Road & Air Cargo logistics Management	30	70	100	3

<b>Specialisation : Digital Marketing and Ecommerce</b>						
Domain specific Elective	OMBA-DS-DE-301	Fundamentals of Digital Marketing	30	70	100	3
Domain specific Elective	OMBA-DS-DE-302	Fundamentals of E-commerce	30	70	100	3
Domain specific Elective	OMBA-DS-DE-303	Website Planning and Interface	30	70	100	3
Domain specific Elective	OMBA-DS-DE-304	Search Engine Optimisation	30	70	100	3
Domain specific Electiv	OMBA-DS-DE-305	Social Media Marketing	30	70	100	3
Domain specific Elective	OMBA-DS-DE-306	Content Marketing	30	70	100	3



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<b>MASTER OF BUSINESS ADMINISTRATION (DUAL)</b>							
<b>SEMESTER- IV</b>							
<b>Course Type</b>	<b>Course Code</b>	<b>Title of Course</b>	<b>Marks</b>			<b>Duration of Exam (Hours)</b>	<b>Credits</b>
			<b>Continuous Evaluation</b>	<b>End Semester Examination</b>	<b>Total</b>		
<b>Compulsory Courses</b>							
Core	OMBA-DS-401	Final Dissertation/ Project	100		100		3
<b>Domain Specific Elective Courses</b>							
<b>Specialization Basket: Marketing</b>							
Domain specific Elective	OMBA-DS-MK-401	Digital Marketing	30	70	100	3	3
Domain specific Elective	OMBA-DS-MK-402	Marketing to Base of the Pyramid	30	70	100	3	3
Domain specific Elective	OMBA-DS-MK-403	Retail Marketing	30	70	100	3	3
Domain specific Elective	OMBA-DS-MK-404	Sales and Distribution Management	30	70	100	3	3
<b>Specialization Basket: Finance</b>							
Domain specific Elective	OMBA-DS-FN-401	Mergers, Acquisition and Corporate Restructuring	30	70	100	3	3
Domain specific Elective	OMBA-DS-FN-402	Management of Banks and FI's	30	70	100	3	3
Domain specific Elective	OMBA-DS-FN-403	Behavioral Finance	30	70	100	3	3
Domain specific Elective	OMBA-DS-FN-404	Financial Risk Management	30	70	100	3	3

<b>Specialization Basket: Human Resources and Organizational Behaviour</b>							
Domain specific Elective	OMBA- DS-HROB -401	Coaching, Counseling and Mentoring	30	70	100	3	3
Domain specific Elective	OMBA- DS-HROB -402	Understanding Self: The Indian Perspective	30	70	100	3	3
Domain specific Elective	OMBA- DS-HROB -403	Employee Relations	30	70	100	3	3
Domain specific Elective	OMBA- DS-HROB -404	HR Analytics	30	70	100	3	3
<b>Specialization Basket: International Business</b>							
Domain specific Elective	OMBA-DS-IB-401	Global Mergers & Acquisitions	30	70	100	3	3
Domain specific Elective	OMBA-DS-IB-402	Export - import Procedures and Documentation	30	70	100	3	3
Domain specific Elective	OMBA-DS-IB-403	International Financial Management	30	70	100	3	3
Domain specific Elective	OMBA-DS-IB-404	International Banking	30	70	100	3	3
<b>Specialization Basket: Operations Management</b>							
Domain specific Elective	OMBA- DS-OM -401	Planning Sales Operations	30	70	100	3	3
Domain specific Elective	OMBA- DS-OM -402	Demand and Business Forecasting	30	70	100	3	3
Domain specific Elective	OMBA- DS-OM -403	Service Operations Management	30	70	100	3	3
Domain specific Elective	OMBA- DS-OM -404	Technology and Business Transformation	30	70	100	3	3
<b>Specialization Basket: Event and Media Management</b>							
Domain specific Elective	OMBA- DS-EMM -401	Event and Media Production & Logistics	30	70	100	3	3
Domain specific Elective	OMBA- DS-EMM -402	Event and Media Research	30	70	100	3	3
Domain specific Elective	OMBA- DS-EMM -403	Leveraging IT and Cyber Media for Events	30	70	100	3	3
Domain specific Elective	OMBA- DS-EMM -404	Event Leadership and Team building	30	70	100	3	3
<b>Specialization Basket: Management Information Systems</b>							
Domain specific Elective	OMBA- DS-MIS -401	Decision Support Systems	30	70	100	3	3
Domain specific Elective	OMBA- DS-MIS -402	Data Mining for Business Decisions	30	70	100	3	3

Domain specific Elective	OMBA- DS-MIS -403	Information Security and Risk Management	30	70	100	3	3
Domain specific Elective	OMBA- DS-MIS -404	Business Intelligence	30	70	100	3	3
<b>Specialization Basket: Healthcare Management</b>							
Domain specific Elective	OMBA- DS-HC -401	Healthcare and Social Policy	30	70	100	3	3
Domain specific Elective	OMBA- DS-HC -402	Quality Assurance for Healthcare- II	30	70	100	3	3
Domain specific Elective	OMBA- DS-HC -403	Healthcare Marketing and Medical Tourism	30	70	100	3	3
Domain specific Elective	OMBA- DS-HC -404	HR Practices in Healthcare	30	70	100	3	3
Domain specific Elective	OMBA- DS-HC -405	Health Insurance	30	70	100	3	3
<b>Specialization Basket: Entrepreneurship and Small Business Management</b>							
Domain specific Elective	OMBA- DS-ESBM -401	Managing Corporate Entrepreneurship	30	70	100	3	3
Domain specific Elective	OMBA- DS- ESBM -402	Planning and Structuring New Venture	30	70	100	3	3
Domain specific Elective	OMBA- DS- ESBM -403	Social Entrepreneurship	30	70	100	3	3
Domain specific Elective	OMBA- DS- ESBM -404	Technology Entrepreneurship	30	70	100	3	3
<b>Specialization Basket: Waste Management</b>							
Domain specific Elective	OMBA- DS-WM -401	E- Waste Management	30	70	100	3	3
Domain specific Elective	OMBA- DS- WM -402	Entrepreneurship in Waste Management	30	70	100	3	3
Domain specific Elective	OMBA- DS- WM -403	Reclamation, Remediation and Capping	30	70	100	3	3
Domain specific Elective	OMBA- DS- WM -404	Water Security	30	70	100	3	3
<b>Specialization Basket: Aviation Management</b>							
Domain specific Elective	OMBA- DS-AM -401	Strategic Airport Planning and Enterprise	30	70	100	3	3
Domain specific Elective	OMBA- DS- AM -402	Air Traffic Control	30	70	100	3	3
Domain specific Elective	OMBA- DS- AM -403	Aviation Resource Management	30	70	100	3	3
Domain specific Elective	OMBA- DS- AM -404	Logistics and Air Cargo Management	30	70	100	3	3

<b>Specialization Basket: Banking and Insurance Management</b>							
Domain specific Elective	OMBA- DS-BIM -401	International Financial Operations	30	70	100	3	3
Domain specific Elective	OMBA- DS- BIM -402	Mergers, Acquisitions and Restructuring	30	70	100	3	3
Domain specific Elective	OMBA- DS- BIM -403	Regulatory framework for Banking and Insurance	30	70	100	3	3
Domain specific Elective	OMBA- DS- BIM -404	Retailing and CRM	30	70	100	3	3
Domain specific Elective	OMBA- DS- BIM -405	Essentials of Risk Management	100	100	200	3	3
<b>Specialisation Business Intelligence and Analytics</b>							
Domain specific Elective	OMBA- DS-BA-401	Data Mining for Business Analytics	30	70	100	3	3
Domain specific Elective	OMBA- DS-BA-402	Data Analytics Using R	30	70	100	3	3
Domain specific Elective	OMBA- DS-BA-405	Marketing Analytics	30	70	100	3	3
Domain specific Elective	OMBA- DS-BA-406	Data Visualization using Tableau	30	70	100	3	3
<b>Specialisation Logistics and Supply Chain Management</b>							
Domain specific Elective	OMBA-DSL&SM-401	Marine Insurance and Supply chain Finance	30	70	100	3	3
Domain specific Elective	OMBA-DSL&SM-402	Marketing of Logistics	30	70	100	3	3
Domain specific Elective	OMBA-DSL&SM-403	Supply Chain Analytics	30	70	100	3	3
Domain specific Elective	OMBA-DSL&SM-404	Sea and Port Management	30	70	100	3	3
<b>Specialisation Digital Marketing and Ecommerce</b>							
Domain specific Elective	OMBA-DS-DE-401	PPC Advertising and Google Adwords	30	70	100	3	3
Domain specific Elective	OMBA-DS-DE-402	Web Analytics	30	70	100	3	3

Domain specific Elective	OMBA-DS-DE-403	Digital Entrepreneurship	30	70	100	3	3
Domain specific Elective	OMBA-DS-DE-404	Legal, Security and Ethical Issues in E-Commerce	30	70	100	3	3

**MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES  
(Deemed to be University)**

**OMBA-DS-101A: Managerial Economics**

Periods/week	Credits	Max. Marks : 100
L:3 T:- P: -	4	Continuous Evaluation: 30
Duration of Examination: 3 Hrs		End Semester Examination: 70

**Pre-requisites: -**  
**Course Type: Core**

**Course Outcomes:**

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

- OMBA-DS-101A.1. Develop a better understanding of business problems and role in decision making.
- OMBA-DS-101A.2. Examine various business strategies (costing, pricing and competitive) at firm level.
- OMBA-DS-101A.3. Analyze how households (demand) and businesses (supply) interact in various market structures to determine price and quantity of goods and services produced and consumed.
- OMBA-DS-101A.4. Examine the role of government intervention in stabilizing the economy.

**Unit I**

- 1.1 Nature of Managerial Economics and its Role in Decision Making
- 1.2 Objectives and Theories of Firm
- 1.3 Consumer's Equilibrium and Demand Analysis
- 1.4 Demand Elasticities
- 1.5 Demand Forecasting

Case study 1

**Unit II**

- 2.1 Short Run and Long Run Production Function
- 2.2 Costs Analysis
- 2.3 Cost Estimation and Forecasting
- 2.4 Cost Reduction and Cost Control
- 2.5 Producer's Equilibrium

## 2.6 Economies of Scale

Case study 2

### **Unit III**

- 3.1 Alternative Forces of the Market
- 3.2 Price Determination Under Different Market Structures
- 3.3 Measurement of Monopoly Power
- 3.4 Pricing Methods and Strategies
- 3.5 Price Discrimination and Dynamic Pricing

Case study 3

### **Unit IV**

- 4.1 Nature of Macro Economy and Circular Flow of Income
- 4.2 National Income: Different Concepts and Measurements
- 4.3 Income Determination
- 4.4 Business Cycle and their Control
- 4.5 The Dynamics of Inflation
- 4.6 Working of Monetary and Fiscal Policy

Case study 4

### **Unit V**

- 5.1 The Nature and Structure of World Economy
- 5.2 Balance of Trade and Balance of Payment
- 5.3 Determination of Exchange Rate
- 5.4 Economic Planning in India
- 5.5 Trade- Growth Interrelationship
- 5.6 Globalization and Its Impact

Case study 5

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

1. A. Koutsiyannis, 2013, *Modern Microeconomics*, Macmillan Press Ltd.
2. P. A. Samuelson and W. D. Nordhaus, 2011, (Indian adaptation by Sudip Chaudhuri and Anindya Sen), *Economics*, Tata McGraw Hill.
3. P. B. Keat and K.Y. PhilipYoung, 2017, *Managerial Economics – Economic Tools for Today's Decision Makers*, Pearson Education.
4. S. Dominick, 2018, *Managerial Economics a Global Economy*, McGraw Hill Inc.
5. M. Hirschey, 2013, *Managerial Economics*, Thomson Learning.

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.

**Evaluation Policy:**

The evaluation will include two types of assessments:

- Continuous or formative assessments (in the form of end semester examination or term examination. Weightage of assessments are as follows:
  - For continuous or Formative assessment (in semester): Maximum 30 percent. The categorization for the same is:
    - MCQs 30%
    - Subjective (Short/Long) 40%
    - Discussion/Presentation 15%
    - Projects/Group Activities etc 15%
- For Summative assessment (End Semester Examination or End-Term Examination):
  - Minimum: 70 percent. Categorization for the same is:
    - Objective Type Questions: 30%
    - Short/Long Questions: 70%

**Course Articulation Matrix**

<b>CO Statement (OMBA-DS- 101A)</b>	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>
OMBA-DS-101A.1	3	1	2	3	2
OMBA-DS-101A.2	1	3	3	1	2
OMBA-DS-101A.3	3	2	2	3	4
OMBA-DS-101A.4	3	4	3	2	2

**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

# MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES

(Deemed to be University)

## OMBA-DS-104A: Quantitative Techniques

Periods/week	Credits	Max. Marks : 100
L:4 T:- P: -	4	Continuous Evaluation: 30
Duration of Examination: 3 Hrs		End Semester Examination: 70

**Pre-requisites: -**

**Course Type: Core**

**Course Outcomes:**

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

- OMBA-DS-104A.1. Understanding the role of quantitative techniques in life and business
- OMBA-DS-104A.2. Ascertain statistical techniques to collect, analyze and forecast data
- OMBA-DS-104A.3. Application of various statistical techniques of decision making under uncertainty
- OMBA-DS-104A.4. Relate quantitative techniques to business situations and optimize resources under constraints

### Unit I

- 1.1 Quantitative Decision Making - An Overview
- 1.2 Types of Statistical Methods
- 1.3 Data Classification and Its Importance
- 1.4 Data Tabulation and Representation

Case study 1

### Unit II

- 2.1 Construction of Frequency Distribution
- 2.2 Measures of Central Tendency
- 2.2 Measures of Dispersion
- 2.3 Skewness, Moments and Kurtosis: Introduction, Measures and Applications

Case study 2

### Unit III

- 3.1 Correlation Analysis – Meaning and Types
- 3.2 Karl Pearson's and Spearman Correlation
- 3.3 Regression Analysis – Meaning and Types of Regression
- 3.4 Time Series Analysis

Case study 3

### Unit IV

- 4.1 Concepts and Application of Probability
- 4.2 Addition, Multiplication, Bayes Theorem
- 4.3 Probability Distributions: Meaning, Types and Application.
- 4.4 Standard Probability Distribution: Binomial, Poisson and Normal Distribution



Case study 4

**Unit V**

- 5.1 Tests of Significance
- 5.2 Hypothesis Testing: One and Two Tailed Tests, Errors
- 5.3 Small and Large Sample Tests
- 5.4 Chi Square Test and ANOVA

Case study 5

**Recommended Text and Readings:**

- 1. A.B. Rao, 2003, Quantitative Techniques in Business, Jaico Publishing House.
- 2. D. R. Anderson, S. Dennis and T.A. Williams, 2015, Quantitative Methods For Business, Cengage Learning.
- 3. R.I. Levin and S.R Rubin, 2008, Statistics for Management, Prentice Hall of India.
- 4. D. R. Anderson and S. Dennis, 2014, Statistics for Business and Economics, Cengage.

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.

**Evaluation Policy:** The evaluation will include two types of assessments:

- Continuous or formative assessments (in the form of end semester examination or term examination. Weightage of assessments are as follows:
  - For continuous or Formative assessment (in semester): Maximum 30 percent. The categorization for the same is:
    - MCQs 30%
    - Subjective (Short/Long) 40%
    - Discussion/Presentation 15%
    - Projects/Group Activities etc 15%
  - For Summative assessment (End Semester Examination or End-Term Examination):  
Minimum: 70 percent. Categorization for the same is:  
Objective Type Questions: 30%  
Short/Long Questions: 70%

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

**Course Articulation Matrix**

<b>CO statement OMBA-DS-104A)</b>	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>
OMBA-DS-104A.1	2	2		3	
OMBA-DS-104A.2	3	1	2		3
OMBA-DS-104A.3	2	1	2		
OMBA-DS-104A.4	3	2	2	3	2

**MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES  
(Deemed to be University)**

**OMBA-DS-201: Business Communication**

Periods/week	Credits	Max. Marks : 100
L: 2 T:- P: -	2	Continuous Evaluation: 30
Duration of Examination: 2 Hrs		End Semester Examination: 70

**Pre-requisites: -**

**Course Type: Foundation**

**Course Outcomes:**

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

- OMBA- DS-201.1 Identify the importance of verbal and non-verbal communication, active listening skills and the core aspects of business communication
- OMBA- DS-201.2 Analyze current topics and general trends in the global and national business environment and participate in group discussions effectively
- OMBA- DS-201.3 Apply specific structure for effective oral & written communication for designing structured business messages and improved resumes, cover letters
- OMBA- DS-201.4 Apply management principles for handling intercultural communication & diversity.
- OMBA- DS-201.5 Design and deliver winning presentations with effective visuals both in teams and individually

**Unit I**

- 1.1 Verbal and non-verbal communication and their importance at work place
- 1.2 Active Listening
- 1.3 Reading Methods: SQ3R Method
- 1.4 Non Verbal Communication: Kinesics, Proxemics, Paralanguage

Case Study 1

**Unit II**

- 2.1 Linguistic Accuracy: Syntax & Speech accuracy
- 2.2 Basic errors in English: Article Usage, Tenses, SVA, Preposition
- 2.3 Phonetics: Sounds of English, Tone, Voice modulation
- 2.4 Just a minute/Extempore speech

Case study 2

**Unit III**

- 3.1 Communication styles: Assertive, Aggressive, Passive aggressive and Passive Communication.
- 3.2 The OK Corale: I'm Ok You're Ok
- 3.3 Psychometric assessment on assertiveness
- 3.4 Winning Presentations: Road map, Delivery, Articulation & Platform Behavior; DBP

Case study 3

**Unit IV**

- 4.1 Inter-Cultural Communication
- 4.2 Diversity & Inclusion
- 4.3 Developing cultural sensitivity

#### 4.4 General and Corporate Awareness, Communication Apprehensiveness GD Practice

Case study 4

#### **Unit V**

5.1 The Brand You: Writing Resumes for success, Cover Letters as Marketing Tools

5.2 Creating Social Media existence

5.3 Elevator Speeches for Self-Branding

5.4 Team Presentations and Group Discussions

Case study 5

#### **Recommended Texts and Readings :**

- C. L. Bovee, J. V. Thill and M. Chaturvedi, 2017, Business Communication Today, Pearson Education.
- C. M. Lehman, D. D. Dufrene and M. Sinha, 2016, BCOM- An Innovative Approach to Learning and Teaching Business Communication, Cengage Learning.
- S. Taylor and V. Chandra, 2010, Communication for Business- A Practical Approach, Pearson.
- G. Galanes, K. Adams, 2012, Effective Group Discussions – Theory and Practice, Tata Mc Graw Hill.
- A. Koneru, 2013, Professional Communication, Tata Mc Graw 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.

#### **Evaluation Policy:**

The evaluation will include two types of assessments:

- Continuous or formative assessments (in the form of end semester examination or term examination. Weightage of assessments are as follows:
  - For continuous or Formative assessment (in semester): Maximum 30 percent. The categorization for the same is:

▪ MCQs	30%
▪ Subjective (Short/Long)	40%
▪ Discussion/Presentation	15%
▪ Projects/Group Activities etc	15%
- For Summative assessment (End Semester Examination or End-Term Examination):
  - Minimum: 70 percent. Categorization for the same is:

Objective Type Questions:	30%
Short/Long Questions:	70%

**Instructions for setting question paper:** The question paper shall consist of two parts (Part A and Part B). Six questions are to be set in Part A, of which four questions are to be attempted. Each question

will carry 20 marks. Part A will include questions covering the entire syllabus. Part B will include a case study of 20 marks which will be compulsory to attempt.

### Course Articulation Matrix

<b>CO Statement (OMBA-DS- 201)</b>	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>
OMBA-DS-201.1	3	2		3	2
OMBA-DS-201.2		3		3	2
OMBA-DS-201.3			3		
OMBA-DS-201.4	3				3
OMBA-DS-201.5	2	2	2	2	2

**MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES  
(Deemed to be University)**

**OMBA-DS-203: Marketing Management**

Periods/week	Credits	Max. Marks : 100
L:4 T:- P: -	4	Continuous Evaluation: 30
Duration of Examination: 3 Hrs		End Semester Examination: 70

**Pre-requisites: -**

**Course Type: Core**

**Course Outcomes:**

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

OMBA-DS-203.1	Understand the fundamental terms and concepts that are commonly used in marketing.
OMBA-DS-203.2	Communicate and apply the concepts and tools in strategic marketing decisions and effective implementation
OMBA-DS-203.3	Develop competence in market analysis, and decision making relevant to marketing management required for effective marketing practice.
OMBA-DS-203.4	Work as a team member and develop relationships between marketing and other management functions.

**Unit I**

- 1.1 Introduction to Marketing
- 1.2 Marketing Concepts
- 1.3 Marketing Environment
- 1.4 Consumer Behaviour
- 1.5 Marketing Research and Demand Forecasting

Case study 1

**Unit II**

- 2.1 Market Segmentation, Targeting and Positioning
- 2.2 Developing New Market Offerings
- 2.3 Product Life Cycle
- 2.4 Product and Branding Strategy
- 2.5 Designing and Managing Services

Case study 2

**Unit III**

- 3.1 Developing Pricing Strategies
- 3.2 Pricing Decisions
- 3.3 Distribution Strategy
- 3.4 Designing and Managing Marketing Channels
- 3.5 Retail Management

Case study 3

## **Unit IV**

- 4.1 Promotion Mix
- 4.2 Marketing Communication and Media Planning
- 4.3 Advertising Strategy
- 4.4 Sales Promotion and Public Relations
- 4.5 Personal Selling and Sales Management

Case study 4

## **Unit V**

- 5.1 Marketing Strategy
- 5.2 Marketing Plan
- 5.3 Industrial Marketing
- 5.4 Digital Marketing
- 5.5 Total Marketing Efforts

Case study 5

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

1. P. Kotler and K. L. Keller, 2015, Marketing Management, Global Edition , Pearson Education.
2. M. J. Etzel, B. J. Walker, W. J. Stanton and A. Pandit, 2009, Marketing, McGraw Hill Education.
3. W. Lamb, J. Hair and C. McDaniel, 2003, Marketing, South-Western College Publishing.
4. G. Armstrong and P. Kotler, 2014, Marketing: An Introduction, Pearson Education.
5. R. Kumar, 2007, Application Exercises in Management, Vikas Publishing House.

Notes:

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

### **Evaluation Policy:**

The evaluation will include two types of assessments:

- Continuous or formative assessments (in the form of end semester examination or term examination. Weightage of assessments are as follows:
  - For continuous or Formative assessment (in semester): Maximum 30 percent. The categorization for the same is:
    - MCQs 30%
    - Subjective (Short/Long) 40%
    - Discussion/Presentation 15%
    - Projects/Group Activities etc 15%
- For Summative assessment (End Semester Examination or End-Term Examination):
  - Minimum: 70 percent. Categorization for the same is:
    - Objective Type Questions: 30%
    - Short/Long Questions: 70%

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

**Course Articulation Matrix**

<b>CO Statement (OMBA-DS- 203)</b>	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>
OMBA-DS-203.1	3	3	3	2	2
OMBA-DS-203.2	2	3	3	1	1
OMBA-DS-203.3	3	2	2	3	2
OMBA-DS-203.4	2	3	3	3	3

**MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES  
(Deemed to be University)**

**OMBA-DS-303: Management Information Systems**

Periods/week	Credits	Max. Marks : 100
L:2 T:- P: -	2	Continuous Evaluation: 70
Duration of Examination: 2 Hrs		End Semester Examination: 30

**Pre-requisites: -**

**Course Type: Core**

**Course Outcomes:**

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

- OOMBA– DS- 303.1. Understand the role of Information Systems in achieving competitive advantage for businesses through informed decision making.
- OOMBA– DS- 303.2 Apply various Information System solutions for planning and control of the operations of business organizations.
- OOMBA– DS- 303.3. Analyze the learned MIS knowledge and skills to facilitate the acquisition, development, Implementation and management of information systems.
- OOMBA– DS- 303.4 Evaluate the ethical, social and security issues of information systems and the emerging trends & technologies in field of IT.

**Unit I**

- 1.1 Role of IS in Business – need, purpose & objectives
- 1.2 MIS as a strategic resource, Usage for Competitive Advantage & Decision Making
- 1.3 IT Infrastructure and Emerging Technologies
- 1.4 Data Base Management Systems - Data Warehousing and Data Mining

Case study 1

**Unit II**

- 2.1 Business Applications: Enterprise System –Enterprise Resource Planning (ERP)
- 2.2 Supply Chain Management (SCM)
- 2.3 Customer Relationship Management (CRM)
- 2.4 Ecommerce

Case study 2

**Unit III**

- 3.1 Decision Support Systems
- 3.2 Group Decision Support Systems
- 3.3 Artificial Intelligence
- 3.4 Knowledge Management

Case study 3

**Unit IV**



- 4.1 Systems Development Life Cycle
- 4.2 Alternative System Building Approaches
- 4.3 Prototyping - Rapid Development Tools

Case study 4

### Unit V

- 5.1 Information Security and Control
- 5.2 Ethical and Social Dimensions – Intellectual Property Rights as related to IT Services / IT Products
- 5.3 Managing Global Information Systems
- 5.4 Emerging Technologies: Social Media, Cloud Computing, Mobile Computing etc.

Case study 5

### Recommended Texts and Readings :

1. K.C. Laudon and J.P. Laudon,2018, Management Information Systems: Managing the Digital Firm 10th Ed.,Pearson.
2. J. O' Brien, & A. Marakas,2018, Management Information Systems, Tata McGraw Hill.
3. R.K. Jr Rainer, & E. Turban, 2016, Introduction to Information Systems: Supporting and Transforming Business, John Wiley & Sons, Inc., New Jersey
4. S. Haag, M. Cummings and D.J. McCubbrey,2012, Management Information Systems for the Information Age. Mcgraw-Hill, Texas
5. D. P. Goyal, 2014, Management Information System-Managerial Perspective, Vikas Publishing House 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.
3. Website references will be announced at the time of the launch of the course by the concerned faculty.

### Evaluation Policy:

The evaluation will include two types of assessments:

- Continuous or formative assessments (in the form of end semester examination or term examination. Weightage of assessments are as follows:
  - For continuous or Formative assessment (in semester): Maximum 30 percent. The categorization for the same is:
 

▪ MCQs	30%
▪ Subjective (Short/Long)	40%
▪ Discussion/Presentation	15%
▪ Projects/Group Activities etc	15%
- For Summative assessment (End Semester Examination or End-Term Examination):
 

Minimum: 70 percent. Categorization for the same is:	
Objective Type Questions:	30%
Short/Long Questions:	70%

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

**Course Articulation Matrix**

<b>CO Statement (OMBA-DS- 303)</b>	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>
OMBA-DS-303.1		2		3	2
OMBA-DS-303.2	2	2	3	1	2
OMBA-DS-303.3	3	1		2	
OMBA-DS-303.4		2	2	2	3

**MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES  
(Deemed to be University)**

**OMBA- DS- 402: Business Environment & Legal Aspects**

Periods/week	Credits	Max. Marks : 100
L:4 T:- P: -	4	Continuous Evaluation: 30
Duration of Examination: 3 Hrs		End Semester Examination: 70

**Pre-requisites: -**

**Course Type: Core**

**Course Outcomes:**

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

- OMBA-DS-402.1. Develop a deeper understanding of the environmental factors & laws influencing Indian business organizations.
- OMBA-DS-402.2. Analyze the implication of business policies & laws for decision making in business organizations.
- OMBA-DS-402.3. Identify the fundamental legal principles in companies act and partnership act.
- OMBA-DS-402.4. Examine the importance of Indian Contract Act and international factors influencing Indian business organizations

**Unit I**

- 1.1 Nature and Structure of Business Environment
- 1.2 Risk Assessment in Business Environment
- 1.3 Emerging Sectors of Indian Economy
- 1.4 Design and Strategy of Economic Reforms
- 1.5 Role of Regulatory Institutions in Indian Financial System

Case study 1

**Unit II**

- 2.1 Balance of Payments Trends; Environment for Foreign Trade and Investment
- 2.2 Exchange Rate Movements and their Impact
- 2.3 External Influences on India's Business Environment
- 2.4 Growth of MNCs in India
- 2.5 Foreign Trade and Investment Policy

Case study 2

**Unit III**

- 3.1 Technological Environment
- 3.2 Globalization Trends and Challenges
- 3.3 Exchange Rate Movements and Their Impact
- 3.4 Nature and Kinds of Contracts
- 3.5 Concepts Related To Offer, Acceptance And Consideration
- 3.6 Principles Governing Capacity Of Parties And Free Consent

Case study 3

#### **Unit IV**

- 4.1 Legality of Objects, Performance and Discharge of Contract
- 4.2 Breach of Contract & its Remedies
- 4.3 Company – Formation and regulation
- 4.4 Memorandum and Articles of Association
- 4.5 Meetings and Resolutions
- 4.6 Appointment and Remuneration of Managerial Personal

Case study 4

#### **Unit V**

- 5.1 Winding Up of Company
- 5.2 Characteristics, Nature & Types of Partnership
- 5.3 Minor's Position in Partnership
- 5.4 Registration and Dissolution of Firm
- 5.5 Liability of Partners

Case Study 5

#### **Recommended Texts and Readings:**

1. I. J. Ahluwalia and I.M.D Little, 2012, India's Economic Reform and Development, Oxford University Press.
2. S.K. Mishra and V.K. Puri, 2010, Economic Environment of Business, Latest edition, Himalaya Publishing House.
3. G. Stonehouse and D. Campbell, 2004, Global and Transnational Business, John Wiley Publishing.
4. J.D. Daniels and H. Lee Radesbaugh, 2007, International Business-Environment and Operations, Pearson.
5. W.L. Charles Hill, 2003, International Business, 2003-competency in the Global Marketplace, Tata McGraw Hill.
6. K.R. Bulchandani, 2018, Business Law for Management, Himalyan Publishing House.
7. K. Ramachandra and B. Chandershekara, 2016, Legal Aspects of Business, Himalya Publishing House.
8. 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 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.

#### **Evaluation Policy:**

The evaluation will include two types of assessments:

- Continuous or formative assessments (in the form of end semester examination or term examination. Weightage of assessments are as follows:
  - For continuous or Formative assessment (in semester): Maximum 30 percent. The categorization for the same is:
    - MCQs 30%

- Subjective (Short/Long) 40%
- Discussion/Presentation 15%
- Projects/Group Activities etc 15%
- For Summative assessment (End Semester Examination or End-Term Examination):  
 Minimum: 70 percent. Categorization for the same is:  
 Objective Type Questions: 30%  
 Short/Long Questions: 70%

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

### Course Articulation Matrix

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

**MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES  
(Deemed to be University)**

**OMBA-DS-403 : Accounting for Managers**

Periods/week	Credits	Max. Marks : 100
L:4 T:- P: -	4	Continuous Evaluation: 30
Duration of Examination: 3 Hrs		End Semester Examination: 70

**Pre-requisites: -**

**Course Type: Core**

**Course Outcomes:**

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

MBA-DS-403.1	Identify and use the concept and accounting principles for the business entity
MBA-DS-403.2	Acquire skills to implement the concepts and conventions of accounting for different forms of businesses
MBA-DS-403.3	Appreciate the significance of accounting policies and standards
MBA-DS-403.4	Realize and apply the elements of the accounting concepts for the planning and management at various decision levels

**Unit I**

- 1.1 Understanding and Interpreting Financial Statements
- 1.2 Accounting Principles, Conventions and Concepts
- 1.3 Accounting Mechanics, Process and System
- 1.4 The Concept of Double Entry and Fundamental Principles, Rectification of Errors and Final Accounts
- 1.5 Bank Reconciliation Statement

Case study 1

**Unit II**

- 2.1 Financial Statements: Profit and Loss Account, Balance Sheet, Cash Flow Statement
- 2.2 Provisions, Presentation and Analysis of Audit Reports
- 2.3 Creative Accounting and Implications
- 2.4 Analyzing and Interpreting Financial Statements
- 2.5 Ratio Analysis

Case study 2

**Unit III**

- 3.1 Fixed Assets and Depreciation Accounting
- 3.2 inventory Valuation
- 3.3 Valuation of Goodwill
- 3.4 Special Features of Corporate Accounting
- 3.5 Major Provisions of Corporate Accounting

Case study 3

**Unit IV**

- 4.1 Nature of Cost and Management Accounting
- 4.2 Treatment of Overheads

- 4.3 Unit Costing, Cost Sheet
- 4.4 Joint Product, By-Products and Contract Costing
- 4.5 Process Costing
- 4.6 Maintenance of Cost Records, Cost Finance Reconciliation

Case study 4

### Unit V

- 5.1 Absorption Costing, Marginal Costing, Cost Volume Profit Analysis and Decision Making
- 5.2 Relevant Cost and Differential Cost
- 5.3 Standard Costing
- 5.4 Activity Based Costing
- 5.5 Application of Costing concepts in the different Sectors

Case study 5

### Recommended Text and Readings:

1. D. F. Hawkins and Kenneth A. Merchant, 2019, Accounting Text and Cases: Robert N. Anthony, McGraw Hill.
2. N. Dhameja and K.S. Sastry, 2014, Finance and Accounting for Managerial Competitiveness, S. Chand Publication.
3. N. Ramachandran and R.K. Kakani, 2012, Financial Accounting for Management, Tata McGraw Hill Education.
4. S.K. Bhattacharya, 2017, Accounting for Management, Text and cases, Vikas Publishing House.

Notes:

1. The case study mentioned at the end of each unit will cover as far as possible the whole unit.
2. Only latest 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.

### Evaluation Policy:

The evaluation will include two types of assessments:

- Continuous or formative assessments (in the form of end semester examination or term examination. Weightage of assessments are as follows:
  - For continuous or Formative assessment (in semester): Maximum 30 percent. The categorization for the same is:
 

▪ MCQs	30%
▪ Subjective (Short/Long)	40%
▪ Discussion/Presentation	15%
▪ Projects/Group Activities etc	15%
- For Summative assessment (End Semester Examination or End-Term Examination):
  - Minimum: 70 percent. Categorization for the same is:
 

Objective Type Questions:	30%
Short/Long Questions:	70%

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

**Course articulation matrix:**

<b>CO Statement (MBA-DS-403)</b>	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>
MBA-DS- 403.1	3	3	3	3	3
MBA-DS- 403.2	3	3	3	3	3
MBA-DS- 403.3	3	3	2	3	3
MBA-DS- 403.4	3	3	2	3	3



**MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES  
(Deemed to be University)**

**OMBA-DS-404: Organization Behavior**

Periods/week	Credits	Max. Marks : 100
L:4 T:- P: -	3	Continuous Evaluation: 30
Duration of Examination: 3 Hrs		End Semester Examination: 70

**Pre-requisites: -**

**Course Type: Core**

**Course Outcomes:**

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

MBA-DS- 404.1	Understand the role of organization behavior in organization success
MBA-DS -404.2	Analyze human behavior at an individual level and group dynamics
MBA-DS -404.3	Appreciate the importance of managing cross culture workforce and teams
MBA-DS -404.4	Evaluate the relevance of organizational structure, culture and change in predicting organizational performance in the business environment

**Unit I**

- 1.1 Aspects of Organizational Behaviour
- 1.2 The Individual Diversity in Organizations
- 1.3 Attitudes and Job Satisfaction
- 1.4 Emotions and Moods

Case study 1

**Unit II**

- 2.1 The Individual : Personality and Values
- 2.2 Perception
- 2.3 Individual Decision Making
- 2.4 Motivation – Concepts and Application
- 2.5 Contemporary Practices of Organizational Motivation

Case study 2

**Unit III**

- 3.1 Concepts of Group and Team
- 3.2 Foundations of Group Behaviour
- 3.2 Understanding Work Teams
- 3.3 Communication

Case study 3

**Unit IV**

- 4.1 Leadership
- 4.2 Power and Politics in Organization
- 4.3 Organization Conflicts- Sources and Dimensions
- 4.4 Approaches to Conflict Resolution
- 4.4 Leading and Motivating Cross Cultural Team

Case study 4

**Unit V**

- 5.1 Foundations of Organization Structure
- 5.2 Understanding Organizational Culture
- 5.3 Managing Change in Organization
- 5.4 Stress Management

Case study 5

**Recommended Texts and Readings:**

1. S. P. Robbins, and T. Judge, 2013, Organizational Behavior, Pearson/Prentice Hall, Upper Saddle River.
2. M. Parikh, 2017, Organization Behavior, TATA McGraw Hill Education.
3. R. Diwedi, 2008, Human Relations and Organization Behavior, MacMillan Publishers India Limited.
4. J. Greenberg, 2010, Behavior in Organizations, Pearson Education, Harlow
5. M. Parikh and R. Gupta, 2013, Organization Behavior, TATA McGraw Hill Education, New Delhi

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.

### Evaluation Policy:

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    - Subjective (Short/Long) 40%
    - Discussion/Presentation 15%
    - Projects/Group Activities etc 15%
  - For Summative assessment (End Semester Examination or End-Term Examination):
    - Minimum: 70 percent. Categorization for the same is:
      - Objective Type Questions: 30%
      - Short/Long Questions: 70%

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

### Course Articulation Matrix

<b>CO Statement (MBA-DS- 404)</b>	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>
MBA-DS-404.1		1		3	
MBA-DS-404.2	2	1	2	1	
MBA-DS-404.3	1	3	1		2
MBA-DS-404.4				2	1

**SEMESTER II**  
**MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES**  
**(Deemed to be University)**

**OMBA-DS-103A: Financial Management**

Periods/week	Credits	Max. Marks : 100
L:4 T:- P: -	4	Continuous Evaluation: 30
Duration of Examination: 3 Hrs		End Semester Examination: 70

**Pre-requisites: -**

**Course Type: Core**

**Course Outcomes:**

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

- OMBA-DS-103A.1 Identify the issues concerning the financial management of resources
- OMBA-DS-103A.2 Acquire skills to measure a firm's risk; explain what determines this risk, and how this affects the value of a firm.
- OMBA-DS-103A.3 Appreciate the relevance of time while calculating investments or determining payments
- OMBA-DS-103A.4 Realize and apply tools and techniques after analyzing the firm's financial performance and be able to use financial analysis to improve performance.

**Unit I**

- 1.1 Corporate Financial Objectives and Functions
- 1.2 Financial Analysis
- 1.3 Comparative Balance Sheet
- 1.4 Common Size Statement Analysis
- 1.5 Trend and Ratio Analysis

Case study 1

**Unit II**

- 2.1 Time Value of Money
- 2.2 Capital Markets, Primary Market, Secondary Market, Money Markets and Types of securities
- 2.3 Capital Asset Pricing Model, Arbitrage Pricing and Portfolio Theory
- 2.4 Risk and Return
- 2.4 Valuation of Stocks and Bonds

Case study 2

**Unit III**

- 3.1 Capital Structure Theories and Applications
- 3.2 Valuation of the Firm
- 3.3 Calculating Cost of Capital
- 3.4 Corporate Investment Decisions: Estimation of Cash Flows and Analysis Techniques
- 3.5 Cash Flow Projection and Evaluation Techniques

Case study 3

**Unit IV**

- 4.1 Working Capital Planning
- 4.2 Monitoring and Control of Working Capital
- 4.3 Working Capital Financing

- 4.4 Managing the Components of Working Capital
- 4.5 Cash Management
- 4.6 Receivable Management
- 4.7 Inventory Management

Case study 4

### **Unit V**

- 5.1 Dividend and Valuation
- 5.2 Irrelevance and Relevance of Dividends
- 5.3 Determinants of Dividends Policy and Dividend Policy of Companies
- 5.4 Bonus Shares (Stock dividend) and Stock (Share) Splits
- 5.5 Legal, Procedural, Tax Aspects associated with Dividend Decisions

Case study 5

### **Recommended Texts and Readings:**

1. M. Brealy, 2018, Principles of Corporate Finance, Mc Graw Hill.
2. N. Dhameja and K.S. Sastry, 2014, Finance and Accounting for Managerial Competitiveness, S. Chand Publication.
3. M.Y. Khan and P.K. Jain, 2007, Financial Management, Tata McGraw Hill.
4. I.M. Pandey, 2015, Financial Management, Vikas Publishing House.
5. J. C. Van Horne, 2010, Fundamentals of Financial Management, Prentice Hall.

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.

### **Evaluation Policy:**

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▪ Subjective (Short/Long)	40%
▪ Discussion/Presentation	15%
▪ Projects/Group Activities etc	15%
- For Summative assessment (End Semester Examination or End-Term Examination):
 

Minimum: 70 percent. Categorization for the same is:

Objective Type Questions:	30%
Short/Long Questions:	70%

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

**Course articulation matrix:**

<b>CO Statements (OMBA-DS-103A)</b>	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>
OMBA-DS-103A.1	3	3	3	3	3
OMBA-DS-103A.2	3	3	3	3	3
OMBA-DS-103A.3	3	3	2	3	3
OMBA-DS-103A.4	3	3	2	3	3

**MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES  
(Deemed to be University)**

**OMBA-DS-202A: Entrepreneurship and New Venture Development**

Periods/week	Credits	Max. Marks : 100
L:2 T:- P: -	2	Continuous Evaluation: 30
Duration of Examination: 2 Hrs		End Semester Examination: 70

**Pre-requisites: -**

**Course Type: Core**

**Course Outcomes:**

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

- OMBA-DS-202A.1. Comprehend the theoretical foundations of entrepreneurship
- OMBA-DS-202A.2. Understand how to identify opportunities (problems), develop creative solutions and build a viable business model around these and present a business plan for a new venture
- OMBA-DS-202A.3. Develop an ability to understand and analyze the legal environment and challenges that face entrepreneurs with new venture and start ups
- OMBA-DS-202A.4. Demonstrate effective teamwork and presentation skills

**Unit I**

- 1.1 The Entrepreneur - Preparation to Become an Entrepreneur
- 1.2 Attributes and Characteristics of a Successful Entrepreneur
- 1.3 Role of Entrepreneur in Indian Economy and Developing Economies with Reference to Self

Case Study 1

**Unit II**

- 2.1 Industry Analysis
- 2.2 Market Analysis
- 2.3 Opportunity Creation and Recognition, Business Concepts and Models
- 2.4 Feasibility Analysis and Business Plan

Case Study 2

**Unit III**

- 3.1 Creating and Organizing the Venture
- 3.2 Start-Up Costs
- 3.3 Financing the New Venture,
- 3.4 New Venture Marketing, Planning for Growth

Case Study 3

**Unit IV**

- 4.1 Product Development and Operations
- 4.2 The Founding Team: Managing Human Resources and Networking
- 4.3 Growth And Exit; Why Do Entrepreneurs Fail- The Four Entrepreneurial Pitfalls
- 4.4 Women Entrepreneurs

Case Study 4

## Unit V

- 5.1 Role of Banks and FI's in Start Up Financing
- 5.2 Govt. Directives and Schemes
- 5.3 Impact of GST
- 5.4 Legal and Ethical Issues

### Case Study 5

#### Recommended Texts and Readings:

1. K.R. Allen, 2016, Launching New Ventures: An Entrepreneurial Approach, South Western, Cengage Learning.
2. E. Blackwell, 2011, How to Prepare a Business Plan: Create Your Strategy; Forecast Your Finances; Produce That Persuasive Plan. Kogan Page Publishers.
3. A. Osterwalder, and P. Yves, 2015, Business Model Generation. Hoboken, John Wiley and Sons.
4. D. Levi, 2016, Group Dynamics for Teams, Sage Publications.

#### 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.

#### Evaluation Policy:

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    - Subjective (Short/Long) 40%
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    - Projects/Group Activities etc 15%
  - For Summative assessment (End Semester Examination or End-Term Examination):  
Minimum: 70 percent. Categorization for the same is:  
Objective Type Questions: 30%  
Short/Long Questions: 70%

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

#### Course Articulation Matrix

CO Statement (OMBA-DS- 202A)	PO1	PO2	PO3	PO4	PO5
OMBA-DS-202A.1		3		2	1
OMBA-DS-202A.2	1	3	2	3	
OMBA-DS-202A.3		2	2	3	3
OMBA-DS-202A.4	3	1	3		



**MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES  
(Deemed to be University)**

**OMBA-DS-204: Operations Management**

Periods/week	Credits	Max. Marks : 100
L:4 T:- P: -	4	Continuous Evaluation: 30
Duration of Examination: 3 Hrs		End Semester Examination: 70

**Pre-requisites: -**

**Course Type: Core**

**Course Outcomes:**

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

- OMBA-DS-204.1 Understand the role of operations management in an organization
- OMBA-DS-204.2 Identify and apply statistical techniques to collect and analyze data to devise operation strategy.
- OMBA-DS-204.3 Apply various techniques of decision making under uncertainty by using various forecasting methods.
- OMBA-DS-204.4 Evaluate quantitative techniques to business situations and for decision making.

**Unit I**

- 1.1 Introduction to Operations Management
- 1.2 Introduction to Linear Programming: Meaning, assumptions, advantages, scope and limitations
- 1.3 Formulation of LPP and solution by Simplex method
- 1.4 Graphical Method of Solving LPP

Case study 1

**Unit II**

- 2.1 Transportation Problems and Their Formulation
- 2.2 Special Cases in Transportation Problems: Unbalanced Problems, Degeneracy, Maximization Objective and Multiple Optimal Solutions
- 2.3 Assignment Problems
- 2.4 The Transshipment Problems

Case study 2

**Unit III**

- 3.1 Game Theory: Concept of Game and Principles
- 3.2 Pure and Mixed Strategy Games, Two Person Zero Sum Game
- 3.3 Queuing Theory: Concept, Assumptions and Applications
- 3.4 Application of Queue Models: Poisson and Exponential Distribution

Case study 3

**Unit IV**

- 4.1 PERT/CPM: Concept and Difference Between PERT and CPM
- 4.2 Network Construction, Calculating EST, EFT, LST, LFT and Floats
- 4.3 Probability Considerations in PERT
- 4.4 Time-Cost Trade-Off

Case study 4

**Unit V**

- 5.1 Decision Theory: Decision Making Under Uncertainty and Risk
- 5.2 Decision Theory: Bayesian Analysis, Decision Trees
- 5.3 Economic Order Quantity Model in Decision Making
- 5.4 Simulation; Meaning, Process, Advantages, Limitations and Applications

Case study 5

**Recommended Text and Reading:**

1. A.B. Rao, 2005, Quantitative Techniques in Business, Jaico Publishing House, New Delhi
2. D. R Anderson, S. Dennis and T. A.Williams,2013, Quantitative Methods For Business Cengage Learning, New Delhi
3. R.I. Levin and S.R. Rubin, 2008, Statistics for Management, Prentice Hall of India.
4. D. R. Anderson and S. Dennis, 2016, Statistics for Business and Economics, Cengage.

**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.

**Evaluation Policy:**

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  - For continuous or Formative assessment (in semester): Maximum 30 percent. The categorization for the same is:
    - MCQs 30%
    - Subjective (Short/Long) 40%
    - Discussion/Presentation 15%
    - Projects/Group Activities etc 15%
  - For Summative assessment (End Semester Examination or End-Term Examination):  
 Minimum: 70 percent. Categorization for the same is:  
 Objective Type Questions: 30%  
 Short/Long Questions: 70%

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

**Course Articulation Matrix**

<b>CO Statements OMBA-DS-204</b>	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>
OMBA-DS-204.1	2	2		3	
OMBA-DS-204.2	3	1	2		3
OMBA-DS-204.3	2	1	2		
OMBA-DS-204.4	3	2	2	3	2

**MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES  
(Deemed to be University)**

**OMBA-DS-205A : Research Methodology**

Periods/week	Credits	Max. Marks : 100
L:4 T:- P: -	4	Continuous Evaluation: 30
Duration of Examination: 3 Hrs		End Semester Examination: 70

**Pre-requisites: Quantitative Techniques (OMBA-DS-106)**

**Course Type: Core**

**Course Outcomes:**

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

- OMBA-DS- 205A.1 Develop analytical abilities and research skills among the students.
- OMBA-DS- 205A .2 Present marketing information to garner and maintain the attention of marketing decision makers.
- OMBA-DS-205A.3 Analyze the scope of research in designing and implementing successful marketing strategies.
- OMBA-DS-205A.4 Analyze to turn statistical findings into useful information that gets attention.
- OMBA-DS-205A.5 Understand the technical and ethical issues linked with the research process

**Unit I**

- 1.1 Research – Meaning and Philosophies
- 1.2 Research: Process, Value and Cost of Information
- 1.3 Formulation of Research Problem, Research Variables
- 1.4 Research Planning Blueprint, Criteria of Good Research
- 1.5 Research Design: Introduction, Types

Case study 1

**Unit II**

- 2.1 Literature Review: Importance and Different Sources
- 2.2 Measurement and Scaling Techniques
- 2.3 Sampling –Design, Plan, Types and Techniques
- 2.4 Hypothesis Formulation
- 2.5 Data Collection Methods, Quantitative and Qualitative Methods

Case study 2

**Unit III**

- 3.1 Questionnaire Techniques
- 3.2 Development of Questionnaire
- 3.3 Data Preparation and Processing
- 3.4 Pilot Testing
- 3.5 Interpretation of Data

Case Study 3

**Unit IV**

- 4.1 Research Methods: Parametric and Non Parametric Tests
- 4.2 Use of Statistical Software
- 4.3 Correlation and Regression
- 4.4 Analysis of Variance
- 4.5 Introduction to Multivariate Analysis

Case study 4

### Unit V

- 5.1 Report Writing
- 5.2 Types of Reports
- 5.3 Formats of Report Writings
- 5.4 Applications of Marketing Research
- 5.5 Ethical Issues in Marketing Research

Case Study 5

### Recommended texts and readings:

1. N. Malhotra and S. Dash, 2015, Marketing Research- Text and Cases, Pearson Education.
2. L. Rubin, 1987, Marketing Research, Prentice Hall of India.
3. N. Bajpai, 2017, Business Research Methods, Pearson Education.
4. D. R. Cooper, P.S. Schindler and J.K. Sharma, 2012, Business Research Methods, Tata McGraw Hill.
5. U. Sekaran and R. Bougie, 2016, Research methods for business: A Skill Building Approach, John Wiley and Sons Ltd.

### Notes:

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

### Evaluation Policy:

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  - For continuous or Formative assessment (in semester): Maximum 30 percent. The categorization for the same is:
    - MCQs 30%
    - Subjective (Short/Long) 40%
    - Discussion/Presentation 15%
    - Projects/Group Activities etc 15%
- For Summative assessment (End Semester Examination or End-Term Examination):  
Minimum: 70 percent. Categorization for the same is:
  - Objective Type Questions: 30%
  - Short/Long Questions: 70%

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

### Course Articulation Matrix

CO Statements (OMBA-DS-205A)	PO1	PO2	PO3	PO4	PO5
OMBA-DS-205A.1	1	2	3	3	3
OMBA-DS-205A.2	2		3	1	
OMBA-DS-205A.3	2	3	1		
OMBA-DS-205A.4	3	3	3	1	1
OMBA-DS-205A.5	2			1	3

**MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES  
(Deemed to be University)**

**OMBA-DS-206: International Business**

Periods/week	Credits	Max. Marks : 100
L:4 T:- P: -	4	Continuous Evaluation: 30
Duration of Examination: 3 Hrs		End Semester Examination: 700

**Pre-requisites: -**

**Course Type: Core**

**Course Outcomes:**

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

- |               |  |
|---------------|--|
| OMBA-DS-206.1 | Understand fundamentals of international business.   |
| OMBA-DS-206.2 | Appreciate the working of international financial system and its implications on international business operations.  |
| OMBA-DS-206.3 | Understand the basic structure, concept & operations of a firm in an international environment and influence of various environmental factors on its operations. |
| OMBA-DS-206.4 | Create strategies changes & developments in the policy framework of international business.  |

**Unit I**

- 1.1 Nature of International Business (IB)
- 1.2 Theories of International Trade
- 1.3 Mode of Foreign Market Entry Strategies
- 1.4 Framework for Analyzing the Business Environment
- 1.5 Tariff and Non-Tariff Barriers to International Trade

Case study 1

**Unit II**

- 2.1 FDI-Nature, Determinants & its Effects
- 2.2 Foreign Exchange Interest Rates- Their Movements and Impact on Investment Decisions
- 2.3 Foreign Institutional Investment: Determinants & its Effects
- 2.4.LESSAR-LORANGE MODEL
- 2.5.The Ease of Doing International Business.

Case study 2

**Unit III**

- 3.1 WTO, IMF, UNCAD and Developing Countries
- 3.2 International Commodity Agreements
- 3.3 Introduction to Export/Import Procedures
- 3.4 Modes of Payment in Trade
- 3.5 International Financial Instruments

Case study 3

**Unit IV**

- 4.1 Conceptual Framework of MNCs

- 4.2 MNCs and Home and Host Country Relations
- 4.3 Technology Transfer- Its Importance and Types- Mergers & Acquisitions of MNCs
- 4.4 Regional Economic Integration (REI)-Levels of REI
- 4.5 Regionalism v/s Multilateralism
- 4.6 Important Regional Economic Groupings in the World

Case study 4

### Unit V

- 5.1 Cross Cultural Issues or Challenges in IB
- 5.2 Labor and Environmental Laws and their Role in IB
- 5.3 International Staffing Decisions: Compensation and Appraisal of Expatriates
- 5.4 Ethical and Social Responsibility Issues
- 5.5 Impact of Change in Policy Framework on International Operations

Case study 5

### Recommended Texts and Readings:

1. J.D. Daniels and H. L. Radesbaugh, 2015, International Business-Environment and Operations, Pearson Education.
2. C. W. L. Hill, 2003, International Business -competency in the Global Marketplace, Tata McGraw Hill.
3. A. K. Sundaram and J. B. Steward, 1994, The International Business Environment: Text and Cases, Prentice Hall of India.
4. V. Sharan, 2010, International Business: Concept, Environment and Strategy, Pearson Education.
5. B. V. Yarbrough and R. H. Yarbrough, 2005, The World Economy – Trade and Finance, Thomson Learning.

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.

### Evaluation Policy:

The evaluation will include two types of assessments:

- Continuous or formative assessments (in the form of end semester examination or term examination. Weightage of assessments are as follows:
  - For continuous or Formative assessment (in semester): Maximum 30 percent. The categorization for the same is:
 

▪ MCQs	30%
▪ Subjective (Short/Long)	40%
▪ Discussion/Presentation	15%
▪ Projects/Group Activities etc	15%
  - For Summative assessment (End Semester Examination or End-Term Examination):
    - Minimum: 70 percent. Categorization for the same is:
 

Objective Type Questions:	30%
Short/Long Questions:	70%

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

**Course Articulation Matrix**

<b>CO Statement (OMBA-DS-206)</b>	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>
OMBA-DS-206.1	3	3	3	3	
OMBA-DS-206.2	3	2		2	2
OMBA-DS-206.3		3		3	
OMBA-DS-206.4	3	3		2	2

**MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES  
(Deemed to be University)**

**OMBA- DS-207: Professional Competency**

Periods/week	Credits	Max. Marks : 100
L:2 T:- P: -	2	Continuous Evaluation: 30
Duration of Examination: 2 Hrs		End Semester Examination: 70

**Pre-requisites: -**

**Course Type: Foundation**

**Course Outcomes:**

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

OMBA-DS-207.1	Identify career path and communicate effectively in a multicultural global environment
OMBA-DS-207.2	Hone personal strengths and acquire skills required for self branding, presenting self in a positive manner and improving interpersonal competency
OMBA-DS-207.3	Appreciate the importance of business etiquette, effective speaking skills and cross cultural sensitivity as vital aspects of corporate competency
OMBA-DS-207.4	Recognize the importance of and exhibit personal grooming, body language, image enhancement and networking in self branding and interpersonal relations
OMBA-DS-207.5	Build on attributes, values and credibility to confidently display leadership and team skills

**Unit I**

- 1.1 Taking Charge of the Self
- 1.2 Building Credibility and Trust
- 1.3 Building Sincerity and Moral Values
- 1.4 Goal setting and Career Planning

Case study 1

**Unit II**

- 2.1 Self Motivation
- 2.2 Improving Focus and Concentration
- 2.3 Observation, Learning and Judgment
- 2.4 Fighting Pessimism and Low Self Esteem

Case study 2

**Unit III**

- 3.1 Time Management
- 3.2 Stress Management
- 3.3 Preparing for Dealing with Change
- 3.4 Dealing with Cultural Diversity

Case study 3



## Unit IV

- 4.1 Social Grace- Manners and Etiquettes
- 4.2 Kinesics: Body Language
- 4.3 Conversation and Public Speaking Skills
- 4.4 Social Media Etiquettes

Case study 4

## Unit V

- 5.1 Networking Skills
- 5.2 Building Empathy
- 5.3 Persuasion and Negotiation Skills
- 5.4 Decision Making and Judgment

Case study 5

### Recommended Texts and Readings:

1. C. L. Bovee, J. V. Thill and M. Chaturvedi, 2017, Business Communication Today, Pearson Education.
2. C. M. Lehman, D. D. Dufrene and M. Sinha, 2016, BCOM- An Innovative Approach to Learning and Teaching Business Communication, Cengage Learning.
3. S. Taylor and V. Chandra, 2010, Communication for Business- A Practical Approach, Pearson.
4. G. Galanes, K. Adams, 2012, Effective Group Discussions – Theory and Practice, Tata Mc Graw Hill.
5. K. Gallagher, 2010, Skills Development for Business and Management Students, Oxford University Press, Oxford

### 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.

### Evaluation Policy:

The evaluation will include two types of assessments:

- Continuous or formative assessments (in the form of end semester examination or term examination. Weightage of assessments are as follows:
  - For continuous or Formative assessment (in semester): Maximum 30 percent. The categorization for the same is:

▪ MCQs	30%
▪ Subjective (Short/Long)	40%
▪ Discussion/Presentation	15%
▪ Projects/Group Activities etc	15%
- For Summative assessment (End Semester Examination or End-Term Examination):  
Minimum: 70 percent. Categorization for the same is:

Objective Type Questions:	30%
Short/Long Questions:	70%

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

**Course Articulation Matrix**

<b>CO Statement (OMBA207)</b>	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>
OMBA-207.1	3	2	2	3	2
OMBA-207.2	2	2	3	1	2
OMBA-207.3	3	2	2	3	2
OMBA-207.4	3	2	3	2	2
OMBA-207.5	3	3	3	3	3

**MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES  
(Deemed to be University)**

**OMBA-DS-208: Strategic Management**

Periods/week	Credits	Max. Marks : 100
L:4 T:- P: -	4	Continuous Evaluation: 30
Duration of Examination: 3 Hrs		End Semester Examination: 70

**Pre-requisites: -**

**Course Type: Core**

**Course Outcomes:**

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

OMBA-DS-208.1	Understand the process of strategy formulation
OMBA-DS-208.2	Understand the process of strategy implementation
OMBA-DS-208.3	Formulate and apply business strategy for organizational effectiveness and competitiveness
OMBA-DS-208.4	Evaluate the implication of alternative strategic action for appropriate decisions
OMBA-DS-208.5	Apply of concepts, tools and principles of strategy formulation for competitive analysis

**Unit I**

- 1.1 Importance of Strategic Management, Schools of thought in Strategic Management
- 1.2 Dimensions and Levels of Strategy
- 1.3 Standard Components of A Strategic Management Model
- 1.4 Benefits and Risks of Strategic Management

Case study 1

**Unit II**

- 2.1 Porter's Five Forces Model
- 2.2 Generic Strategies and Value Chain Analysis
- 2.3 Motives for Diversification, Types of Diversification, Business Portfolio Analysis
- 2.4 Growth Strategies

Case study 2

**Unit III**

- 3.1 Corporate Social Responsibility and Business Ethics In Strategy Formulation
- 3.2 Ethics in Business Decisions
- 3.3 Differential Firm Performance
- 3.4 Core Competencies as the Base for Competitive Advantage

Case study 3

**Unit IV**

- 4.1 BCG Matrix
- 4.2 7 S Framework-Structure, System and People
- 4.3 Traditional Organizational Structures
- 4.4 Creating Agile Organizations

Case study 4

## Unit V

- 5.1 Strategic Leadership
- 5.2 Organizational Culture and Its Impact on Strategies
- 5.3 Establishment of Strategic Control
- 5.4 Corporate Governance

Case study 5

### Evaluation Policy:

The evaluation will include two types of assessments:

- Continuous or formative assessments (in the form of end semester examination or term examination. Weightage of assessments are as follows:
  - For continuous or Formative assessment (in semester): Maximum 30 percent. The categorization for the same is:
    - MCQs 30%
    - Subjective (Short/Long) 40%
    - Discussion/Presentation 15%
    - Projects/Group Activities etc 15%
  - For Summative assessment (End Semester Examination or End-Term Examination):  
Minimum: 70 percent. Categorization for the same is:  
Objective Type Questions: 30%  
Short/Long Questions: 70%

### Recommended Texts and Readings:

1. A. Kazmi and A. Kazmi, 1992, Strategic Management & Business Policy, McGraw Hill
2. A. E. Henry, 2011, Understanding Strategic Management, South Asia Edition, Oxford University Press
3. O. A Pearce, R. B. Robinson and A. Mittal, 2017, Strategic Management-Formulation, Implementation and Control, McGraw Hill,

### 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.

CO Statement (OMBA 208)	PO1	PO2	PO3	PO4	PO5
MBA-DS-208.1	3	3	2	3	2
MBA-DS-208.2	2	2	3	2	2
MBA-DS-208.3	3	2	2	3	3
MBA-DS-208.4	3	2	3	2	2
MBA-DS-208.5	3	3	3	3	3

**MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES  
(Deemed to be University)**

**OMBA-DS-209: Human Resource Management**

Periods/week	Credits	Max. Marks : 100
L:3 T:- P: -	3	Continuous Evaluation: 30
Duration of Examination: 3 Hrs		End Semester Examination: 70

**Pre-requisites: Organization Behavior**

**Course Type: Core**

**Course Outcomes:**

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

OMBA-DS-209.1	Understand the importance of human resources and its functions in organizations
OMBA-DS-209.2	Formulate human resource policies and practices for achievement of organization's strategic goals.
OMBA-DS-209.3	Analyze the role of analytics in human resource management
OMBA-DS-209.4	Evaluate the significance of international human resource practices

**Unit I**

- 1.1 Introduction and Challenges of Human Resource Management (HRM)
- 1.2 Linkage between HRM and Strategic Management
- 1.3 HR Philosophy, Practices and Policies
- 1.4 Introduction to Strategic Human Resource Management

Case study 1

**Unit II**

- 2.1 Job Analysis and Contemporary Corporate Practices
- 2.2 Recruitment and Selection
- 2.3 Contemporary Training and Development of Human Resource
- 2.4 Aspects of Human Resource Planning

Case study 2

**Unit III**

- 3.1 Performance Appraisal (PA) – Conceptual Understanding
- 3.2 Methods of PA
- 3.3 Performance Management
- 3.4 Job Evaluation
- 3.5 Compensation Management

Case study 3

**Unit IV**

- 4.1 International Human Resource Management
- 4.2 Theories of Cultural Analysis
- 4.3 Managing Cross Cultural Teams
- 4.4 Cultural Intelligence and Impact on Work

Case study 4

## Unit V

- 5.1 Strategic Human Resource Management
- 5.2 Core Aspects of HR Analytics
- 5.3 HR Analytics for Performance Evaluation
- 5.4 HR Analytics for Staffing
- 5.5 Talent Management

Case study 5

### Recommended Texts and Readings:

1. R. M. Hodegetts, F. Luthans, & J. Doh, 2010, International Management: Culture, Strategy and Behaviour, Tata McGraw Hill.
2. G. Dessler and V. Biju, 2011, Human Resource Management . Pearson Education.
3. J.A. Mello, 2018, Strategic Human Resource Management, Cengage Learning.
4. R. Soundararajan and K. Singh, 2016, Winning on HR Analytics: Leveraging Data for Competitive Advantage. Sage Publications.
5. J. Fitz-enz, 2010, The New HR Analytics: Predicting the Economic Value of Your Company's Human Capital Investments, Amacom.

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.

### Evaluation Policy:

The evaluation will include two types of assessments:

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  - For continuous or Formative assessment (in semester): Maximum 30 percent. The categorization for the same is:

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▪ Subjective (Short/Long)	40%
▪ Discussion/Presentation	15%
▪ Projects/Group Activities etc	15%
- For Summative assessment (End Semester Examination or End-Term Examination):  
Minimum: 70 percent. Categorization for the same is:

Objective Type Questions:	30%
Short/Long Questions:	70%

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

**Course Articulation Matrix**

<b>CO Statement (OMBA-DS- 209)</b>	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>
OMBA-DS-209.1	2	1		3	
OMBA-DS-209.2	1	2	1	2	
OMBA-DS-209.3	3		3		2
OMBA-DS-209.4		3	2	1	3

## SEMESTER III

### MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES

(Deemed to be University)

#### OMBA-DS-301: CAPSTONE PROJECT

Periods/week

Credits

Max. Marks : 100

L:- T:- P:-

3

Continuous Evaluation: 100

Duration of Examination: NA

End Semester Examination: -

**Pre-requisites: -**

**Course Type: Core**

**Course Outcomes:**

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

OMBA-DS-301.1 Integrate theory with practice.

OMBA-DS-301.2 Assess interests and abilities in their field(s) of study.

OMBA-DS-301.3 Develop work habits and attitudes necessary for job success.

OMBA-DS-301.4 Develop communication, interpersonal and other critical skills.

OMBA-DS-301.5 Build a record of work experience by working on a real corporate situation.

At the end of the first two terms, the students will undergo an industry internship or summer training with an organization. The internship usually spans over eight to ten-week period. This is a compulsory component of the curriculum for the completion of the academic program. It is designed to provide exposure to organizational working, to develop an understanding of business realities, and to learn to apply theory to real life business situations. Upon completion of the internship program, the student will submit a project report.

The detailed guidelines for summer internship project are given in Appendix D.

#### Course Articulation Matrix

CO Statement (OMBA-DS-301)	PO1	PO2	PO3	PO4	PO5
OMBA-DS-301.1	3	3	2	2	3
OMBA-DS-301.2	2	1	3	1	
OMBA-DS-301.3	2	2	2	3	
OMBA-DS-301.4	2	2	3	2	2
OMBA-DS-301.5	3	3	2	2	2



**MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES**  
(Deemed to be University)

**OMBA-DS-302: Employability Skills**

Periods/week	Credits	Max. Marks : 100
L:2 T:- P: -	2	Continuous Evaluation: 100
Duration of Examination: 3 Hrs		End Semester Examination: -

**Pre-requisites: -**  
**Course Type: Core**

**Course Outcomes:**

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

- OMBA-DS-302.1 Understand the role of grooming in the employability scenario, face a job interview confidently and effectively communicate in a multicultural global environment
- OMBA-DS-302.2 Manage conflict, negotiate and contribute proactively in teams
- OMBA-DS-302.3 Appreciate the importance of higher emotional intelligence (EQ levels) and motivational skills as vital aspects of leadership education
- OMBA-DS-302.4 Display improved critical thinking, problem solving, decision making and persuasive skills while working collaboratively in key business functional areas

**Unit I**

- 1.1 Interview skills
- 1.2 Grooming, body language and attitude
- 1.3 Stress interviews
- 1.4 Technical & HR rounds for screening & selection process
- 1.5 Mock Interviews

Case study 1

**Unit II**

- 2.1 Personal branding for career seekers
- 2.2 Defining career choice confidently
- 2.3 Identifying brand attributes, developing personal brand statement with collateral
- 2.4 Refining the resume

Case study 2

**Unit III**

- 3.1 Managing teams, conflict & negotiations
- 3.2 EQ essentials, motivation in team & leadership roles
- 3.3 Critical & creative thinking
- 3.4 Problem solving & decision making

Case study 3

#### Unit IV

- 4.1 Group discussions
- 4.2 General & corporate awareness
- 4.3 Effective group & individual presentations
- 4.4 Persuasive & elevator speeches

Case study 4

#### Unit V

- 5.1 Responsible Research
- 5.2 Reviews, Reports & Cases
- 5.3 Remedial sessions for speaking & writing
- 5.4 Interview & GD practice sessions

Case study 5

#### Recommended Texts and Readings:

1. C. L. Bovee, J. V. Thill and M. Chaturvedi, 2017, Business Communication Today, Pearson Education.
2. C. M. Lehman, D. D. Dufrene and M. Sinha, 2016, BCOM- An Innovative Approach to Learning and Teaching Business Communication, Cengage Learning.
3. S. Taylor and V. Chandra, 2010, Communication for Business- A Practical Approach, Pearson.
4. G. Galanes, K. Adams, 2012, Effective Group Discussions – Theory and Practice, Tata Mc Graw Hill.
5. A. Koneru, 2013, Professional Communication, Tata Mc Graw Hill.

#### Notes:

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

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

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#### Course Articulation Matrix

CO Statement (OMBA-DS-302)	PO1	PO2	PO3	PO4	PO5
OMBA-DS-302.1			2	3	
OMBA-DS-302.2	2	2	3	2	2
OMBA-DS-302.3	1	1	3	2	2
OMBA-DS-302.4	3	3	3	2	3

# MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES

(Deemed to be University)

## OMBA-DS-MK-301: Product & Brand Management

Periods/week	Credits	Max. Marks : 100
L:3 T:- P: -	3	Continuous Evaluation: 30
Duration of Examination: 3 Hrs		End Semester Examination: 70

### Pre-requisites: -

**Course Type: Domain Specific Elective**

### Course Outcomes:

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

- OMBA-DS-MK-301.1 Analyze all forms of brand strategies for the underlying strategic and tactical objectives
- OMBA-DS-MK-301.2 Assess and evaluate different forms of branding tools and strategy for functional relevance
- OMBA-DS-MK-301.3 Demonstrate high level of understanding and application of the theoretical and managerial approaches to branding.
- OMBA-DS-MK-301.4 Demonstrate functional proficiency in synthesizing and evaluating brand strategies and tactics.

### Unit I

- 1.1 New Product Development
- 1.2 Product Life Cycle
- 1.3 Product Characteristics and Classifications, Product Hierarchy, Product Mix, differentiation
- 1.4 Product Strategies

Case study 1

### Unit II

- 2.1 Brands & Brand Management
- 2.2 Customer Based Brand Equity
- 2.3 22 Laws of Branding
- 2.4 Brand Elements

Case study 2

### Unit III

- 3.1 Brand Differentiation & Positioning
- 3.2 Brand Perceptual Mapping
- 3.3 Choosing Brand Elements to build brand equity
- 3.4 Communication Brief

Case study 3

#### **Unit IV**

- 4.1 Brand Architecture
- 4.2 Brand Portfolio
- 4.3 Brand Hierarchies
- 4.4 Corporate Branding
- 4.5 Brand Extensions

Case study 4

#### **Unit V**

- 5.1 Integrated Marketing Communications to Build Brand Equity
- 5.2 Leveraging Secondary Brand Associations
- 5.3 Developing a Brand Equity Measurement
- 5.4 Measuring sources of Brand Equity
- 5.5 Brand Concept mapping

Case study 5

#### **Recommended Text and Readings:**

1. K. L. Keller, M.G. Parameswaram and I. Jacob, 2014, Strategic Brand Management, Pearson Education Inc.,
2. G. Franzen and S. Moriarty, 2015, The Science and Art of Branding. Taylor & Francis,
3. L. Jean-Noël Kapferer, 2008, The New Strategic Brand Management: Creating and Sustaining Brand Equity. Kogan Page Publishers,

Notes:

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

#### **Evaluation Policy:**

The evaluation will include two types of assessments:

- Continuous or formative assessments (in the form of end semester examination or term examination. Weightage of assessments are as follows:

For continuous or Formative assessment (in semester): Maximum 30 percent. The categorization for the same is:

MCQs	30%
Subjective (Short/Long)	40%
Discussion/Presentation	15%
Projects/Group Activities etc	15%

- For Summative assessment (End Semester Examination or End-Term Examination): Minimum: 70 percent. Categorization for the same is:

Objective Type Questions:	30%
Short/Long Questions:	70%

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

**Course Articulation Matrix**

<b>CO Statement (OMBA-DS- MK- 301)</b>	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>
OMBA-DS-MK-301.1	2	3	1	2	2
OMBA-DS-MK-301.2	3	3	2	1	
OMBA-DS-MK-301.3	2	1	3	2	
OMBA-DS-MK-301.4	2	2	3	2	2

# MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES

(Deemed to be University)

## OMBA-DS-MK-302: Integrated Marketing Communication

Periods/week	Credits	Max. Marks : 100
L:3 T:- P: -	3	Continuous Evaluation: 30
Duration of Examination: 3 Hrs		End Semester Examination: 70

### Pre-requisites: -

**Course Type: Domain Specific Elective**

### Course Outcomes:

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

- OMBA-DS-MK-302.1 Critically evaluate theoretical and functional approaches to integrated marketing communication
- OMBA-DS-MK-302.2 Analyze all forms of integrated communication for the underlying strategic and tactical objectives
- OMBA-DS-MK-302.3 Assess and evaluate different forms of communication tools and media for functional relevance
- OMBA-DS-MK-302.4 Critique and analyze the role of creativity in integrated communications

### Unit I

- 1.1 Role of IMC in marketing process
- 1.2 IMC planning model, Marketing and promotion process model.
- 1.3 Communication process,
- 1.4 Effectiveness of marketing communications
- 1.5 Advertising Vs Marketing mix

Case study 1

### Unit II

- 2.1 Direct Marketing
- 2.2 Promotion - Conventional/unconventional
- 2.3 Push and Pull Strategies- Meaning,
- 2.4 Public Relation Strategies
- 2.5 PR Vs Publicity.

Case study 2

### Unit III

- 3.1 Advertising Agency- Type of agencies
- 3.2 Services offered by various agencies
- 3.3 Criteria for selecting the agencies and evaluation
- 3.4 Goal setting – DAGMAR approach
- 3.5 Various budgeting methods

### Case study 3

#### **Unit IV**

- 4.1 Media planning -Developing Media plan
- 4.2 Media Evaluation
- 4.3 Media strategy
- 4.4 Importance of Headline and body copy
- 4.5 Measuring the effectiveness of all Promotional tools and IMC.

### Case study 4

#### **Unit V**

- 5.1 International Advertising: Global environment in advertising
- 5.2 Decision areas in international advertising Internet advertising
- 5.3 Types of Internet advertising Industrial advertising
- 5.4 Measurement in advertising
- 5.5 Methods used for evaluation -Pre-testing, Post testing.

### Case study 5

#### **Recommended Text and Readings:**

1. C. Fill, 2009, Marketing Communications: Interactivity, Communities, and Content, Prentice Hall
2. K. E. Clow and D. E. Baack, 2014, Integrated Advertising, Promotion, and Marketing Communications, Pearson Prentice Hall
3. T. Duncan, 2005, Principles of Advertising and IMC, Tata McGraw-Hill
4. T. Shimp, 2017, Advertising and Promotion: An IMC Approach, Cengage Learning
5. G. Belch, M. Belch and K. Purani, 2009, Advertising & Promotion: An integrated marketing communications perspective, McGraw-Hill.

#### **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.

#### **Evaluation Policy:**

The evaluation will include two types of assessments:

- Continuous or formative assessments (in the form of end semester examination or term examination. Weightage of assessments are as follows:
  - For continuous or Formative assessment (in semester): Maximum 30 percent. The categorization for the same is:

▪ MCQs	30%
▪ Subjective (Short/Long)	40%
▪ Discussion/Presentation	15%
▪ Projects/Group Activities etc	15%
  - For Summative assessment (End Semester Examination or End-Term Examination):  
Minimum: 70 percent. Categorization for the same is:

Objective Type Questions:	30%
Short/Long Questions:	70%

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

**Course Articulation Matrix**

<b>CO Statement (OMBA-DS- MK- 302)</b>	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>
OMBA-DS-MK-302.1	3	2	1	2	3
OMBA-DS-MK-302.2	2	3	2	3	
OMBA-DS-MK-302.3	2	2	2	2	
OMBA-DS-MK-302.4	1	2	3	1	1



## MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES

(Deemed to be University)

### OMBA-DS-MK-303: Consumer Behaviour

Periods/week	Credits	Max. Marks : 100
L:3 T:- P: -	3	Continuous Evaluation: 30
Duration of Examination: 3 Hrs		End Semester Examination: 70

#### Pre-requisites: -

**Course Type: Domain Specific Elective**

#### Course Outcomes:

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

OMBA-DS-MK-303.1	Develop an in-depth understanding of the consumer behavior from a variety of perspective
OMBA-DS-MK-303.2	Apply consumers perceive needs, evaluate information and decision making
OMBA-DS-MK-303.3	Conduct research to understand various aspects of consumer behavior
OMBA-DS-MK-303.4	Design marketing strategies based on various aspects of consumer behavior

#### Unit I

- 1.1 Nature and Aspects of Consumer Behavior
- 1.2 Consumer Research Process and Information System
- 1.3 Segmenting Consumers
- 1.4 Targeting of Market Segments, Market Segment Strategies

Case study 1

#### Unit II

- 2.1 Consumer Motivation and Values
- 2.2 Exposure, Attention and Perception
- 2.3 Consumer Learning and Memory
- 2.4 Consumer Attitude
- 2.5 Consumer Personality, Self-Image and Lifestyle

Case study 2

#### Unit III

- 3.1 Reference Groups and Opinion Leadership
- 3.2 Influence of Family on Consumer Behaviour
- 3.3 Social Class and Consumer Behavior
- 3.4 Cultural Influences

Case study 3

#### **Unit IV**

- 4.1 New Product and Diffusion of Innovation
  - 4.2 Consumer Decision Making
  - 4.3 Post Purchase Behavior
  - 4.4 Organization as Consumer
- Case study 4

#### **Unit V**

- 5.1 Concerns of the Consumers
- 5.2 Impact of Advertising
- 5.3 Concerns of the Marketers
- 5.4 Legal Aspects of Consumer Protection

Case study 5

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

1. L. G. Schiffman, L. Kanuk and S. R. Kumar , 2010, Consumer Behaviour, Pearson
2. R. Kapoor and N. O. Madichie, 2012, Consumer Behaviour: Text and Cases, Mc Graw Hill
3. S. R. Nair, 2010, Consumer Behaviour in Indian Perspective: Text and Cases, Himalaya Publishing House
4. D. L. Mothersbaugh, D. I. Hawkins and A. Mookerjee, 2019, Consumer Behaviour: Building Marketing, McGraw Hill Education

Notes:

1. The case study mentioned at the end of each unit will cover as far as possible the whole unit.
2. Only latest 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.

#### **Evaluation Policy:**

The evaluation will include two types of assessments:

- Continuous or formative assessments (in the form of end semester examination or term examination. Weightage of assessments are as follows:
  - For continuous or Formative assessment (in semester): Maximum 30 percent. The categorization for the same is:

▪ MCQs	30%
▪ Subjective (Short/Long)	40%
▪ Discussion/Presentation	15%
▪ Projects/Group Activities etc	15%
- For Summative assessment (End Semester Examination or End-Term Examination):  
Minimum: 70 percent. Categorization for the same is:

Objective Type Questions:	30%
Short/Long Questions:	70%

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

**Course Articulation Matrix**

<b>CO Statement (OMBA-DS- MK- 303)</b>	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>
OMBA-DS-MK-303.1	1			3	2
OMBA-DS-MK-303.2	2	3	2		2
OMBA-DS-MK-303.3	3	2	3	2	
OMBA-DS-MK-303.4	2	2	2	1	2

# MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES

(Deemed to be University)

## OMBA-DS-MK-304: Service Marketing

Periods/week	Credits	Max. Marks : 100
L:3 T:- P: -	3	Continuous Evaluation: 30
Duration of Examination: 3 Hrs		End Semester Examination: 70

### Pre-requisites: -

**Course Type: Domain Specific Elective**

### Course Outcomes:

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

- OMBA-DS-MK-304.1 Develop an in-depth understanding of the unique aspects and challenges inherent in marketing and managing the delivery of services
- OMBA-DS-MK-304.2 Apply services marketing concepts and frameworks to formulate valuable solutions for service issues
- OMBA-DS-MK-304.3 Analyze the service delivery process and discover the critical success factors of service quality
- OMBA-DS-MK-304.4 Develop a customer service-oriented mindset and appreciate the importance of customer satisfaction and service recovery.

### Unit I

- 1.1 Emergence of the Service Economy and Growth of Service Sector
- 1.2 Distinctive Characteristics and Classification of Services
- 1.3 Phases in Service Delivery/Encounters
- 1.4 Extended Marketing Mix for Services
- 1.5 The GAPS Model

Case study 1

### Unit II

- 2.1 Consumer Behavior in Service Setting
- 2.2 Expectations vs. Perceptions of Customers
- 2.3 Using Customer Research
- 2.4 Service Quality and the SERVQUAL Scale
- 2.5 Service Recovery and Recovery Paradox

Case study 2

### Unit III

- 3.1 Core and Supplementary Aspects of Services
- 3.2 Service Blueprinting
- 3.3 Customer-Defined Service Standards and SSTs
- 3.4 Competitive Service Positioning

### 3.5 Creating Valued Customer Relationships

Case study 3

#### **Unit IV**

- 4.1 Value Proposition for Service Customers
- 4.2 Approaches to Service Pricing and Yield Management
- 4.3 Capacity Constraints and Demand Fluctuations
- 4.4 Strategies for Matching Demand and Chasing Demand
- 4.5 Waiting Line Strategies

Case study 4

#### **Unit V**

- 5.1 Physical and Digital Channels for Services
- 5.2 Integrated Service Marketing Communication
- 5.3 Impact of Servicescape on Customer Experience
- 5.4 Global Outreach of Services and Service Firms
- 5.5 Legal Aspects of Services Marketing

Case study 5

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

1. V. A. Zeithaml, M. J. Bitner, D. D. Gremler and A. Pandit, 2013, Services Marketing- Integrating Customer Focus Across the Firm, McGraw Hill Education
2. C. Lovelock, J. Wirtz and J. Chatterjee, 2017, Service Marketing- People, Technology, Strategy, Pearson Education
3. V. Jauhari and K. Dutta, 2009, Services: Marketing, Operations and Management, Oxford University Press
4. R. Nargundkar, 2010, Services Marketing- Text and Cases, TATA McGraw Hill Education

#### **Notes:**

1. The case study mentioned at the end of each unit will cover as far as possible the whole unit.
2. Only latest 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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▪ Discussion/Presentation	15%
▪ Projects/Group Activities etc	15%
- For Summative assessment (End Semester Examination or End-Term Examination):
  - Minimum: 70 percent. Categorization for the same is:

Objective Type Questions:	30%
Short/Long Questions:	70%

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

**Course Articulation Matrix**

<b>CO Statement (OMBA-DS- MK- 304)</b>	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>
OMBA-DS-MK-304.1	1	2			3
OMBA-DS-MK-304.2	3		2	3	3
OMBA-DS-MK-304.3	2	2	3	3	2
OMBA-DS-MK-304.4	2	3	2	1	1

# MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES

(Deemed to be University)

## OMBA-DS-MK-305: Customer Relationship Management

Periods/week	Credits	Max. Marks : 100
L:3 T:- P: -	3	Continuous Evaluation: 30
Duration of Examination: 3 Hrs		End Semester Examination: 70

### Pre-requisites: -

**Course Type: Domain Specific Elective**

### Course Outcomes:

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

- OMBA-DS-MK-305.1 Appreciate the importance of relationship management as a key success factor for business
- OMBA-DS-MK-305.2 Learn the wide array of capabilities offered by CRM tools for business functions
- OMBA-DS-MK-305.3 Display efficiency in understanding linkages between customer value and other marketing programs through CRM
- OMBA-DS-MK-305.4 Understand the project approach to implementing CRM, and to assess its performance.

### Unit I

- 1.1 Concept and Evolution of CRM
- 1.2 CRM Goals
- 1.3 CRM Capabilities
- 1.4 CRM Architecture
- 1.5 Applications of CRM

Case study 1

### Unit II

- 2.1 CRM in marketing operations
- 2.2 Automation of sales function
- 2.3 Advertising and campaign management
- 2.4 Customer service and support
- 2.5 Call centre and contact management

Case study 2

### Unit III

- 3.1 Analytical CRM
- 3.2 Managing customer information and data
- 3.3 Data mining, warehousing and filtering
- 3.4 Business intelligence and collaborative CRM
- 3.5 Customer lifetime value

Case study 3

#### **Unit IV**

- 4.1 Process to Implement CRM
- 4.2 Assessing readiness for CRM
- 4.3 CRM project management
- 4.4 Audit and performance monitoring
- 4.5 Evaluating ROI on CRM

Case study 4

#### **Unit V**

- 5.1 CRM in e business
- 5.2 Partner relationship management
- 5.3 SMEs for CRM
- 5.4 Legal aspects of CRM
- 5.5 Global aspects of CRM

Case study 5

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

1. A. Payne, 2006, Handbook of CRM- Achieving Excellence in Customer Management, Butterworth-Heinemann, Oxford
2. J. Dyche, 2002, The CRM Handbook: A Business Guide to Customer Relationship Management, Pearson Education
3. P. Greenlers, 2004, CRM at the Speed of Light, TATA McGraw Hill
4. K. Anderson, C. J Kerr, 2003, Customer Relationship Management, TATA McGraw Hill

Notes:

1. The case study mentioned at the end of each unit will cover as far as possible the whole unit.
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3. Website references will be announced at the time of the launch of the course by the concerned faculty.

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- For Summative assessment (End Semester Examination or End-Term Examination):  
Minimum: 70 percent. Categorization for the same is:

Objective Type Questions:	30%
Short/Long Questions:	70%



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

**Course Articulation Matrix**

<b>CO Statement (OMBA-DS- MK- 305)</b>	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>
OMBA-DS-MK-305.1	2	3		2	3
OMBA-DS-MK-305.2	2	3	2		3
OMBA-DS-MK-305.3	2	1	2	2	
OMBA-DS-MK-305.4		2	2	3	

# MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES

(Deemed to be University)

## OMBA-DS-MK-306: Business to Business Marketing

Periods/week	Credits	Max. Marks : 100
L:3 T:- P: -	3	Continuous Evaluation: 30
Duration of Examination: 3 Hrs		End Semester Examination: 70

### Pre-requisites: -

**Course Type: Domain Specific Elective**

### Course Outcomes:

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

- OMBA-DS-MK-306.1 Describe the applications, challenges and the dynamic environment of B2B marketing, including the unique nature of organizational buying behaviour.
- OMBA-DS-MK-306.2 Design strategies and structures to effectively serve the B2B market
- OMBA-DS-MK-306.3 Apply a systematic approach to problem solving and decision making in business marketing organizations through the use of case studies.
- OMBA-DS-MK-305.4 Develop a business marketing plan to mainly target business customers.

### Unit I

- 1.1 Exploring business markets and business marketing
- 1.2 Fundamentals of business markets
- 1.3 Organizational buying process
- 1.4 Market Research

Case study 1

### Unit II

- 2.1 Business buyer needs
- 2.2 Market and sales potential
- 2.3 Creating value for business customers
- 2.4 Customer relationship management

Case study 2

### Unit III

- 1.1 Prospecting, targeting and segmentation in B2B context
- 1.2 Product and product development strategies in business markets
- 1.3 Price in business markets
- 1.4 Designing brands

Case study 3

## Unit IV

- 4.1 Managing B2B channels and supply chain
- 4.2 Supplier choice and evaluation
- 4.2 Promotion in business markets
- 4.3 Advertising and Sales strategies

Case study 4

## Unit V

- 5.1 Relationships, networks and customer relationship management
- 5.2 Business to business marketing strategy
- 5.3 Marketing performance measurement
- 5.4 Ethical and legal issues in B2B marketing

Case study 5

### Recommended texts and readings:

1. K. K. Havldar, 2005, *Industrial Marketing*, Tata McGraw Hill
2. R. Sugandhi, 2009, *Business to Business Marketing*, New Age
3. D. Michel, 2003, *Business to Business Marketing*, Anebooks
4. M. H. Morris, 1991, *Industrial and Organisational Marketing*, Mcmillan

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.

### Evaluation Policy:

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Objective Type Questions:	30%
Short/Long Questions:	70%

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

**Course Articulation Matrix**

<b>CO Statement (OMBA-DS- MK- 306)</b>	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>
OMBA-DS-MK-306.1	3	2	3	2	
OMBA-DS-MK-306.2	2	1	2	3	2
OMBA-DS-MK-306.3	2	3	2	2	2
OMBA-DS-MK-306.4	2	2	2		2

**MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES**  
(Deemed to be University)

**OMBA-DS-FN-301: Security Analysis and Portfolio Management**

Periods/week  
L:3 T:- P:-

Credits  
3

Max. Marks : 100  
Continuous Assessment : 30

Duration of Examination: 3 Hrs

End Semester Examination: 70

**Pre-requisites: -**

**Course Type: Domain Specific Elective**

**Course Outcomes**

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

OMBA-DS-FN-301.1	Understand the working of the security market and principles of security analysis
OMBA-DS-FN-301.2	Evaluate for composition and creation of a portfolio
OMBA-DS-FN-301.3	Perform an analysis of a company through fundamental and technical analysis
OMBA-DS-FN-301.4	Develop the skills required for portfolio management, evaluation and reconstruction

**Unit I**

- 1.1 Understanding Investments and Securities Markets
- 1.2 The Investment Decision Process
- 1.3 The Indian Securities Market: Constituents, Regulations and Trading
- 1.4 Investment Alternatives: Marketable and Non-marketable Securities Returns and Risks
- 1.5 Measurement of Risk and Return: Ex-post and Ex-ante
- 1.6 Risk and Return in a Portfolio Context

Case study 1

**Unit II**

- 2.1 Introduction to Portfolio Theory, Diversification and Risk
- 2.2 Markowitz and Efficient Frontier Asset Pricing Models
- 2.3 The Capital Asset Pricing Model (CAPM)
- 2.4 Arbitrage Pricing Theory
- 2.5 Multifactor Models Market Efficiency
- 2.6 Tests and Implications of Various Efficiency Levels

Case study 2

**Unit III**

- 3.1 Economic Analysis: Global and Domestic Economic Indicators, Business Cycles
- 3.2 Industry Analysis: Analysis of Industry and Sectors, Life Cycle and Competitive Analysis, Industry Forecasts
- 3.3 Company Analysis: Analysis of Company Strategies, Interpretation of Financial Results, Earnings
- 3.4 Profitability Estimation Fixed Income Securities
- 3.5 Pricing and Valuation Interest rate risk and Bond Prices

Case study 3

## Unit IV

- 4.1 Conceptual Framework for Technical Analysis
- 4.2 Charting Techniques
- 4.3 Technical Indicators
- 4.4 Moving Averages and Stochastic Indicators Portfolio Management

Case study 4

## Unit V

- 5.1 Portfolio Selection and Strategies for Financial Decision Making
- 5.2 Portfolio Rebalancing
- 5.3 Portfolio Management Evaluation of Performance and Measures of Return
- 5.4 Risk Adjusted Measures of Performance
- 5.5 Market Timings and Other Issues in Performance Evaluation

Case study 5

### Recommended texts and reading

1. Z. Bodie, A. Kane, A.J. Marcus and P. Mohanty, 2005, Investments, Tata McGraw Hill
2. G. J. Alexander, S.F. Willian and B.V. Jeffery, 1993, Fundamentals of Investments, Prentice Hall
3. A. Damodaran, 2006, Valuation: Security Analysis for Investment and Corporate Finance, Wiley Finance
4. P. Chandra, 2012, Investment Analysis and Portfolio Management, Tata McGraw Hill

### 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.

### Evaluation Policy:

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▪ Projects/Group Activities etc	15%
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Short/Long Questions:	70%

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**Course Articulation Matrix**

<b>CO Statement (OMBA-DS-FN-301)</b>	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>
OMBA-DS-FN-301.1	2	3		2	3
OMBA-DS-FN-301.2	2		3	2	1
OMBA-DS-FN-301.3	3	2	3	3	3
OMBA-DS-FN-301.4	3	2	2	1	2

**MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES**  
(Deemed to be University)

**OMBA-DS-FN-302: Financial Markets and Services**

Periods/week

Credits

Max. Marks : 100

L:3 T:- P:-

3

Continuous Assessment : 30

Duration of Examination: 3 Hrs

End Semester Examination: 70

**Pre-requisites: -**

**Course Type: Domain Specific Elective**

**Course Outcomes**

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

- |                  |  |
|------------------|--|
| OMBA-DS-FN-302.1 | Understand the role and dynamics of domestic financial institutions and markets  |
| OMBA-DS-FN-302.2 | Make decisions based on the changing regulatory norms and its affects on the value of a firm.                                      |
| OMBA-DS-FN-302.3 | Understand the contemporary issues and concepts useful in risk management  |
| OMBA-DS-FN-302.4 | Analyze a firm's ability by determining its strengths and weaknesses, and be able to use financial services to improve performance |

**Unit I**

- 1.1 Financial Markets: Role in Financial Development
- 1.2 Government Economic Philosophy and Financial Market
- 1.3 Structure of Financial Market in India
- 1.4 Critical Evaluation of the Development and Future Trends
- 1.5 Financial Market Systems and Regulations in India

Case study 1

**Unit II**

- 2.1 Money Market, Capital Market and Their Components
- 2.2 Primary Market Intermediaries
- 2.3 Secondary Market System
- 2.4 Regulations and Regulatory Agencies (Primarily SEBI)
- 2.5 Role of FIIs, MFs and Investment Bankers

Case study 2

**Unit III**

- 3.1 Risk and Risk Management Process Associated with Insurance
- 3.2 Objectives of Risk Management
- 3.3 Role of Risk Pooling and Insurance
- 3.4 Institutions for Insurance and Reinsurance - Economic Rationale and requirements



- 3.5 Insurance Laws and Regulation, Insurance Pricing
- 3.6 Corporate Risk Management and Insurance

Case study 3

#### **Unit IV**

- 4.1 Role of Financial Institutions in Financial Development
- 4.2 Banking and Non Banking Financial Institutions
- 4.3 Forfaiting
- 4.4 Factoring

Case study 4

#### **Unit V**

- 5.1 RBI act framework for asset-liability management system
- 5.2 Housing Finance
- 5.3 Loan Syndication and Loan Consortium
- 5.4 Investment Banking

Case study 5

#### **Recommended texts and reading:**

1. M.Y. Khan, 2013, Indian Financial System, Tata Macgraw Hill
2. L.M. Bhole, 2004, Financial Institutions and Markets : Structure Growth and Innovations, Tata McGraw Hill
3. B.V. Pathak, 2010, The Indian Financial System: Markets, Institutions and Services, Pearson Education
4. R.M. Srivastava and D. Nigam, 2003, Management of Financial Institutions, Himalya Publishing House
5. RBI (Reserve Bank of India): Annual Reports
6. IDBI (Industrial Development Bank of India), 2009, Report on Development Banking

#### **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.
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### Course Articulation Matrix

<b>CO Statement (OMBA-DS-FN-302 )</b>	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>
OMBA-DS-FN-302.1	2	3		2	3
OMBA-DS-FN-302.2	2		3	2	1
OMBA-DS-FN-302.3	3	2	3	3	3
OMBA-DS-FN-302.4	3	2	2	1	2

**MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES**  
(Deemed to be University)

**OMBA-DS-FN-303: Project Appraisal and Finance**

Periods/week

L:3 T:- P:-

Duration of Examination: 3 Hrs

Credits

3

Max. Marks : 100

Continuous Assessment : 30

End Semester Examination: 70

**Course Type: Domain Specific Elective**

**Course Outcomes**

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

- |                  |   |
|------------------|---|
| OMBA-DS-FN-303.1 | Understand the basic concepts and process of project financing.                                     |
| OMBA-DS-FN-303.2 | Acquire the requisite skills in executing various projects starting from project                    |
| OMBA-DS-FN-303.3 | Identify different stages of project financing till project termination                             |
| OMBA-DS-FN-303.4 | Appreciate the implication of project management techniques and its application in decision making. |

**Unit I**

- 1.1 Project: Nature and Types
- 1.2 Infrastructure creation: Features, Significance, Bottlenecks
- 1.3 Resource Allocation Framework
- 1.4 Value Chain Analysis of the Project

Case study 1

**Unit II**

- 2.1 Project Costing, Appraisal, Financial Analysis
- 2.2 Breakdown Structure of the Project
- 2.3 Life Cycle Costing and Activity Based Costing
- 2.4 Factors affecting Cost of the Project
- 2.5 Costing with alternative configuration/specifications
- 2.6 Appraisal: Marketing, Technical, Political, Financial and Social Aspects
- 2.7 Preparation of detailed project report

Case study 2

**Unit III**

- 3.1 Social Cost Benefit Analysis: Rationale and role of UNIDO
- 3.2 Little and Mirlees Approach
- 3.3 Sourcing of Funds
- 3.4 Public Private Partnerships: Forms, Guidelines, Problems and Issues

Case study 3

## Unit IV

- 4.1 Project contracts: Principles, Practical and Legal aspects
- 4.2 Tendering Process, Escrow Account Operations
- 4.3 Insurance, Human Resource Aspects
- 4.4 Network analysis: CPM, PERT
- 4.5 Project Review and Control
- 4.6 Time and Cost control

Case study 4

## Unit V

- 5.1 Performance Review
- 5.2 Project control system and MIS
- 5.3 Project Audit, Termination and Abandonment Analysis
- 5.4 Government Projects: Auditing and Control

Case study 5

### Recommended texts and reading:

1. N. Dhameja, 2018, Financing and Managing Projects, Business Expert Press
2. P. Chandra, 2015, Projects Planning, Analysis, Financing, Implementation, and Review, Tata McGraw Hill
3. V. Desai, 2016, Project Management Himalaya Publishing House
4. N. Singh, 2015, Project Management & Control, Himalaya Publishing House
5. M. Bhavesh, 2010, Project Management, Vikas Publishing

Notes:

1. The case study mentioned at the end of each unit will cover as far as possible the whole unit.
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Minimum: 70 percent. Categorization for the same is:

Objective Type Questions:	30%
Short/Long Questions:	70%

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

**Course Articulation Matrix**

<b>CO Statement (OMBA-DS-FN-303 )</b>	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>
OMBA-DS-FN-303.1	2	3		2	3
OMBA-DS-FN-303.2	2		3	2	1
OMBA-DS-FN-303.3	3	2	3	3	3
OMBA-DS-FN-303.4	3	2	2	1	2

**MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES**  
(Deemed to be University)

**OMBA-DS-FN-304: Financial Statement Analysis and Valuation**

Periods/week

L:3 T:- P:-

Duration of Examination: 3 Hrs

Credits

3

Max. Marks : 100

Continuous Assessment : 30

End Semester Examination: 70

**Course Outcomes**

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

- OMBA-DS-FN-304.1 Understand financial statements and their analysis for decision making
- OMBA-DS-FN-304.2 Analyze basic valuation models and impact of rates in decision making
- OMBA-DS-FN-304.3 Appreciate the implication and have hands on approach/experience in valuation especially using financial analysis
- OMBA-DS-FN-304.4 Understand and develop models and error rectification valuation for making effective decision making

**Unit I**

- 1.1 Analytical Aspects of Financial Statements
- 1.2 Detailed Analysis of Financial Scorecards
- 1.3 Analyzing Financial Statements for Decision Making
- 1.4 Cash Flow and Fund Flow Analysis

Case study 1

**Unit II**

- 2.1 Approaches to Valuation
- 2.2 Identifying Value Drivers
- 2.3 Estimating the Discount Rates
- 2.4 Growth Rates and Cash Flows
- 2.5 Analyzing Financial Activities

Case study 2

**Unit III**

- 3.1 Analyzing Investment Activities
- 3.2 Inventory Accounting and Valuation
- 3.3 Analyzing Investment Activities: Inter-corporate Investments
- 3.4 Analyzing Operating Activities

3.5 Cash Flow Analysis in Decision Making

Case study 3

## Unit IV

- 4.1 Components and Analysis of Return on Invested capital
- 4.2 Projecting Financial Statements
- 4.3 Analyzing Return on Common Equity
- 4.4 Strategy-Finance-Valuation Trilogy

Case study 4

## Unit V

- 5.1 Credit Analysis for Financial Decision Making
- 5.2 Analyzing Liquidity and Working Capital
- 5.3 Capital Structure Composition and Solvency
- 5.4 Earnings Based Equity Valuation
- 5.5 Earning Power and Forecasting for Valuation

Case study 5

### Recommended texts and reading:

1. A. N. Robert, D.F. Hawkins and K.A. Merchant, 2017, Accounting Text and Cases, McGraw Hill
2. N. Dhameja, K.S. Sastry, K. Dhameja, 2014, Finance and Accounting for Managerial Competitiveness, S. Chand Publication
3. N. Ramachandran and R.K. Kakani, 2005, Financial Accounting for Management, Tata Mc Graw Hill
4. S.K. Bhattacharya, 1997, Accounting for Management, Text and cases, Vikas Publishing House

### Notes:

1. The case study mentioned at the end of each unit will cover as far as possible the whole unit.
2. Only latest 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.

### Evaluation Policy:

The evaluation will include two types of assessments:

- Continuous or formative assessments (in the form of end semester examination or term examination. Weightage of assessments are as follows:
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▪ Subjective (Short/Long)	40%
▪ Discussion/Presentation	15%
▪ Projects/Group Activities etc	15%
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Minimum: 70 percent. Categorization for the same is:

Objective Type Questions:	30%
Short/Long Questions:	70%

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

**Course Articulation Matrix**

<b>CO Statement (OMBA-FN-304 )</b>	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>
OMBA-DS-FN-304.1	2	3		2	3
OMBA-DS-FN-304.2	2		3	2	1
OMBA-DS-FN-304.3	3	2	3	3	3
OMBA-DS-FN-304.4	3	2	2	1	2



**MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES**  
(Deemed to be University)

**OMBA-DS-FN-305: International Finance**

Periods/week	Credits	Max. Marks : 100
L:3 T:- P:-	3	Continuous Assessment : 30
Duration of Examination: 3 Hrs		End Semester Examination: 70

**Course Outcomes**

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

OMBA-DS-FN-305.1	Understand the dimensions of international finance.
OMBA-DS-FN-305.2	Apply tools to manage currency risk for funding and investments.
OMBA-DS-FN-305.3	Create international investments portfolios, with balanced risk and return.
OMBA-DS-FN-305.4	Understand and develop models and error rectification valuation for making effective decision making.

**Unit I**

- 1.1 Foreign Exchange Markets
- 1.2 Interbank Spot Market
- 1.3 Forward Rates, Premiums and Discounts
- 1.4 Role of BoP in determining Exchange Rates
- 1.5 Purchasing Power Parity: Types and Evaluation
- 1.6 Interest Parity and Borrowing Criteria
- Case study 1

**Unit II**

- 2.1 Foreign Exchange Exposure
- 2.2 Accounting Exposure
- 2.3 Real exposure
- 2.4 Hedging Risk and Exposure
- 2.5 Payoff Profile of Different Hedging Techniques
- Case study 2

**Unit III**

- 3.1 International Dimensions of Cash Management
- 3.2 International Capital Asset Pricing
- 3.3 Portfolio Diversification
- 3.4 Settlements of Portfolio Investments
- Case study 3

**Unit IV**

- 4.1 Country Risk Evaluation
- 4.2 Transfer Pricing
- 4.3 International Dimensions of Long-term Financing (Equities, Bonds, Banks)
- 4.4 Multinational Banking
- Case study 4

**Unit V**

- 5.1 Instruments of International Trade
- 5.2 Payment and Guaranteeing Procedures
- 5.3 Countertrade
- 5.4 Regulations for International Trade

## Case study 5

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

### Recommended texts and readings:

1. P.G. Apte, 2010, International Financial Management, TATA McGraw Hill
2. A.C. Shapiro, 2019, Multinational Financial Management, Prentice Hall of India
3. V.R. Errunza, D. Singh, and T S Srinivasan, 1998, International Business Finance, Delhi Global Business Press
4. L.D. Maurice, 1990, International Finance, McGraw Hill

### 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.

### Evaluation Policy:

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- Continuous or formative assessments (in the form of end semester examination or term examination. Weightage of assessments are as follows:
  - For continuous or Formative assessment (in semester): Maximum 30 percent. The categorization for the same is:
    - MCQs 30%
    - Subjective (Short/Long) 40%
    - Discussion/Presentation 15%
    - Projects/Group Activities etc 15%
  - For Summative assessment (End Semester Examination or End-Term Examination):  
Minimum: 70 percent. Categorization for the same is:
    - Objective Type Questions: 30%
    - Short/Long Questions: 70%

**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. Part A will include questions covering the entire syllabus. Part B will be compulsory to attempt. It will include one question based on a case study. Each question in Part A and Part B will carry 20 marks.

### Course Articulation Matrix

CO Statement (OMBA-DS-FN-305)	PO1	PO2	PO3	PO4	PO5
OMBA-DS-FN-305.1	2	3		2	3
OMBA-DS-FN-305.2	2		3	2	1
OMBA-DS-FN-305.3	3	2	3	3	3
OMBA-DS-FN-305.4	3	2	2	1	2

**MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES**

(Deemed to be University)

**OMBA-DS-FN-306: Financial Derivatives**

Periods/week

Credits

Max. Marks : 100

L:3 T:- P:-

3

Continuous Assessment : 30

Duration of Examination: 3 Hrs

End Semester Examination: 70

**Pre-requisites: -**

**Course Type: Domain Specific Elective**

**Course Outcomes**

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

- OMBA-DS-FN-306.1 Acknowledge the basic types of derivatives available for financial decision making
- OMBA-DS-FN-306.2 Understand the basic risk management and trading strategies using derivatives
- OMBA-DS-FN-306.3 Appreciate the implication of risk hedging techniques
- OMBA-DS-FN-306.4 Develop pricing models and the application of option pricing theory in the area of financial engineering and corporate finance

**Unit I**

- 1.1 Derivative Market and its Components
- 1.2 Regulatory Framework - Changing Environment and Increasing Price Risks
- 1.3 Financial Engineering as a response to Increased Risks
- 1.4 Types of Risks and Risk Management
- 1.5 Speculation, Hedging and Arbitrage in Futures and Forwards Market
- 1.6 Tools of Risk Management, Effect of Speculation and Arbitrage on Market Efficiency

Case study 1

**Unit II**

- 2.1 The Futures Markets, Buying and Selling Futures,
- 2.2 Devising a Hedging Strategy
- 2.3 Using Futures, Stock Index Futures,
- 2.4 Short Term and Long Term Interest Rate Futures,
- 2.5 Foreign Currency Futures and Commodity Futures

Case study 2

**Unit III**

- 3.1 Structure of a Swap
- 3.2 Interest Rate Swaps
- 3.3 Currency of Swaps
- 3.4 Credit Risk, Credit Derivatives

Case study 3

## Unit IV

- 4.1 Options Markets; Properties of Stock Option Prices
- 4.2 Option Pricing Models – Binomial Model, Black-Scholes Model
- 4.3 Single Period Options – Calls and Puts, Payoff Diagrams of Simple and Complex Option Strategies
- 4.4 Cash Settled Options.

Case study 4

## Unit V

- 5.1 Risk: Alternative Definitions, Types of Risk, Risk Management Process and Methods
- 5.2 Objectives of Risk Management
- 5.3 Risk pooling and insurance including Review of Probability concepts
- 5.4 Corporate Risk Management

Case study 5

### Recommended Text and Reading:

1. J. C. Hull, 2017, Futures and other derivatives, Options, Prentice-Hall of India
2. D. E. Fisher and R. J. Jordan, 1995, Security Analysis & Portfolio Management, Prentice Hall of India
3. M. Bansal and N. Bansal 2008, Derivatives and Financial Innovations, Tata McGraw Hill
4. S.L. Gupta, 2005, Financial Derivatives Theory Concepts & Problems, Prentice Hall of India

### 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.

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Minimum: 70 percent. Categorization for the same is:

Objective Type Questions:	30%
Short/Long Questions:	70%

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

**Course Articulation Matrix**

<b>CO Statement (OMBA-DS-FN-306)</b>	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>
OMBA-DS-FN-306.1	2	3		2	3
OMBA-DS-FN-306.2	2		3	2	1
OMBA-DS-FN-306.3	3	2	3	3	3
OMBA-DS-FN-306.4	3	2	2	1	2

# MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES

(Deemed to be University)

## OMBA-DS-HROB-301: Performance Management in Organizations

Periods/week: 3	Credits	Max. Marks : 100
L: 3 T: - P: -	3	Continuous Assessment : 30
Duration of Examination: 3 Hrs		End Semester Examination: 70

### Pre-requisites: -

**Course Type: Domain Specific Elective**

### Course Outcomes:

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

OMBA-DS-HROB-301.1	Deliver the comprehensive knowledge and ability to conduct the performance appraisal in organizations
OMBA-DS-HROB-301.2	Understanding about the critical aspects, when developing a performance management & measurement system
OMBA-DS-HROB-301.3	Understand the importance of performance management in business
OMBA-DS-HROB-301.4	Apply performance management toolsto measure the level of strategy implementation towards results of a company or institution

### Unit I

- 1.1 Performance Management Concept
- 1.2 Performance Management vs Performance Appraisal
- 1.3 Elements of Effective PA System
- 1.4 Accountability and Effectiveness
- 1.5 Objectives of Performance Appraisal
- Case study 1

### Unit II

- 2.1 Methodology of Performance Appraisal
- 2.2 Capabilities and Limitations of Different Appraisal Systems
- 2.3 Performance Rating
- 2.4 Human Subjectivity of Errors in Rating
- 2.5 Variations in Standards of Rating
- Case study 2

### Unit III

- 3.1 Performance Planning and Goal Setting
- 3.2 Objectives and Methodology of Performance Planning
- 3.3 Setting of Performance Criteria

3.4 Competency Mapping and its Linkage with Performance Planning  
Case study 3

**Unit IV**

- 4.1 Appraisal Types-Frequencies and Practices
- 4.2 Self Appraisal
- 4.3 360degree Feedback Appraisal
- 4.4 Recent Developments in Executive Appraisal
- 4.5 Ratingless Appraisal for Future

Case study 4

**Unit V**

- 5.1 Linking Performance Management with Reward System
- 5.2 Relationship of Job Performance with Job Satisfaction
- 5.3 Performance Feedback
- 5.4 Performance Counseling

Case study 5

**Recommended texts and readings:**

1. R. Grote, 1996, The complete guide to performance appraisal. AMACOM
2. K. Baldwin, 1999, Managing individual performance. How To Books, Oxford
3. C. Cadwell, 2009, Performance management. American Management Association

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.

**Evaluation Policy:**

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- Continuous or formative assessments (in the form of end semester examination or term examination. Weightage of assessments are as follows:
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    - MCQs 30%
    - Subjective (Short/Long) 40%
    - Discussion/Presentation 15%
    - Projects/Group Activities etc 15%

- For Summative assessment (End Semester Examination or End-Term Examination):  
 Minimum: 70 percent. Categorization for the same is:  
 Objective Type Questions: 30%  
 Short/Long Questions: 70%

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

**Course Articulation Matrix**

<b>CO Statement (OMBA-DS-HROB-301)</b>	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>
OMBA-DS-HROB-301.1	1	3		3	3
OMBA-DS-HROB-301.2	3	3			
OMBA-DS-HROB-301.3	1	2	2	2	2
OMBA-DS-HROB-301.4	3	3	2	3	3



**MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES**  
(Deemed to be University)

**OMBA-DS-HROB-302: Manpower Planning, Recruitment and Selection**

Periods/week: 3	Credits	Max. Marks : 100
L: 3 T: - P: -	3	Continuous Assessment : 30
Duration of Examination: 3 Hrs		End Semester Examination: 70

**Pre-requisites: -**

**Course Type: Domain Specific Elective**

**Course Outcomes:**

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

OMBA-DS-HROB-302.1	Use the information and opinion related to management and Human Resource Planning
OMBA-DS-HROB-302.2	Implement the knowledge of current trends, practices, issues and changes in Human Resource Planning and Development practices.
OMBA-DS-HROB-302.3	Execute the understanding of effective methods and techniques of Recruitment and Selection.
OMBA-DS-HROB-302.4	Develop the ability to use and implement the knowledge for decision making.

**Unit I**

- 1.1 Nature of workforce Planning
- 1.2 Link between workforce planning and business planning
- 1.3 Workforce planning issues
- 1.4 Approaches to workforce planning
- 1.5 Forecasting workforce demand and supply

Case 1

**Unit II**

- 2.1 Macro Level Manpower Planning and Labor Market Analysis
- 2.2 Organizational Human Resource Planning
- 2.3 Stock Taking -- Work Force Flow mapping
- 2.4 Models and Techniques of Manpower Demand and Supply Forecasting
- 2.5 Behavioural Factors in HRD Wastage Analysis and Retention
- 2.6 Redeployment and Exit Strategies

Case study 2

**Unit III**

- 3.1 Assessing Recruitment Requirements
- 3.2 Job Analysis and Role Analysis

- 3.3 Setting up Recruitment Criteria
- 3.4 Strategies for Attracting Good Candidates
- 3.5 Contemporary Recruitment Methods and Issues
- 3.6 Designing Recruitment Policy

Case study 3

#### **Unit IV**

- 1.1 Setting up Selection Criteria
- 1.2 Selection Methods
- 1.3 Role of Assessment Centers
- 1.4 Choice of Selection Methods
- 1.5 Managing References and Backgrounds
- 1.6 Designing an Offer Letter

Case study 4

#### **UNIT V**

- 5.1 Screening & Psychological Testing
- 5.2 Importance of Interviewing
- 5.3 Decision Making and offers
- 5.4 Induction and Evaluation
- 5.5 Retention Management: Turnover Analysis and Retention Initiatives

Case study 5

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

1. D. K. Bhattacharya, 2012, Human Resource Planning , Excel books
2. G. Roberts, 2005, Recruitment and selection. Institute of Personnel and Development
3. D. Jarrell, 1997, Human resource planning. Englewood Cliffs, Prentice Hall, N.J.
4. D. DeCenzo, S. Robbins and S. Verhulst, 2015, Human resource management, Wiley

Notes:

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2. Only latest available editions of the above books are recommended.
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    - Subjective (Short/Long) 40%

- Discussion/Presentation 15%
- Projects/Group Activities etc 15%
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 Minimum: 70 percent. Categorization for the same is:  
 Objective Type Questions: 30%  
 Short/Long Questions: 70%

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**Course Articulation Matrix**

<b>CO Statement (OMBA-DS-HROB-302)</b>	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>
OMBA-DS-HROB-302.1		3	3	2	1
OMBA-DS-HROB-302.2	3	3	2	3	2
OMBA-DS-HROB-302.3		3	1		1
OMBA-DS-HROB-302.4	2	2	1	1	2

# MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES

(Deemed to be University)

## OMBA-DS-HROB-303: Compensation and Benefit Management

Periods/week: 3	Credits	Max. Marks : 100
L: 3 T: - P: -	3	Continuous Assessment : 30
Duration of Examination: 3 Hrs		End Semester Examination: 70

### Pre-requisites: -

**Course Type: Domain Specific Elective**

### Course Outcomes:

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

OMBA-DS-HROB-303.1	Understand the concepts of compensation management within the wider context of human resource management.
OMBA-DS-HROB-303.2	Develop the understanding of the reward management process
OMBA-DS-HROB-303.3	Develop the Knowledge about essential elements of compensation
OMBA-DS-HROB-303.4	Apply the latest trends in compensation

### Unit I

- 1.1 Nature of Compensation
- 1.2 Principles and Types of Compensation Systems.
- 1.3 Compensation Structure
- 1.4 Perspective of Compensation
- 1.5 Compensation as a Motivational Tool

Case study 1

### Unit II

- 2.1 Nature and Types of Benefits
  - 2.2 Basis for Awarding Fringe Benefits
  - 2.3 Link between Pay and the Benefits
  - 2.4 Benefit, Motivation and Productivity
  - 2.5 Legal Provision Concerning Benefits
- Case study 2

### Unit III

- 3.1 Development of Base Pay System
- 3.2 Operational Aspects of Pay Grade Fixation
- 3.3 Understanding Intra and Inter Industry Compensation Differentials
- 3.4 Internal and External Equities in Compensation
- 3.5 Pay for Performance and Variable Pay

Case study 3

## Unit IV

- 4.1 Compensation of Special Groups
- 4.2 Components of Executive Compensation
- 4.3 Statutory Provisions Governing Compensation Plans, Employee Benefits

Case Study 4

## Unit V

- 5.1 Strategic Framework for Compensation
- 5.2 Strategic Compensation Planning
- 5.3 Compensation and Corporate Performance
- 5.4 Components and Benefit Management Trends

Case study 5

### Recommended texts and readings:

1. S. Gardner, 2020, Compensation. Walker Publishing
2. M. Bhattacharya and N. Sengupta, 2004, Compensation management. Excel Books
3. R. Aggarwal and A. Samwick, 1996, Executive compensation, strategic competition, and relative performance evaluation. Cambridge, Mass

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.
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  - For continuous or Formative assessment (in semester): Maximum 30 percent. The categorization for the same is:

▪ MCQs	30%
▪ Subjective (Short/Long)	40%
▪ Discussion/Presentation	15%
▪ Projects/Group Activities etc	15%
- For Summative assessment (End Semester Examination or End-Term Examination):  
Minimum: 70 percent. Categorization for the same is:

Objective Type Questions:	30%
Short/Long Questions:	70%

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

**Course Articulation Matrix**

<b>CO Statement (OMBA-DS-HROB-303)</b>	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>
OMBA-DS-HROB-303.1	3	3	2	2	2
OMBA-DS-HROB-303.2	1	3	1		
OMBA-DS-HROB-303.3	2	3			2
OMBA-DS-HROB-303.4	1	2	1	3	2

# MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES

(Deemed to be University)

## OMBA-DS-HROB-304: Organization Change and Development

Periods/week: 3	Credits	Max. Marks :100
L: 3 T: - P: -	3	Continuous Assessment : 30
Duration of Examination: 3 Hrs		End Semester Examination: 70

### Pre-requisites: -

**Course Type: Domain Specific Elective**

### Course Outcomes:

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

OMBA-DS-HROB-304.1	Define various terms relating to organizational development & change
OMBA-DS-HROB-304.2	Apply theories and current research concerning individuals, groups, and organizations
OMBA-DS-HROB-304.3	Able to understand the process of change as applied to organizational culture and human behavior
OMBA-DS-HROB-304.4	Identify organizational situations that would benefit from OD interventions

### Unit I

- 1.1 Nature of Organizational Change
- 1.2 Forces of Change
- 1.3 Role of HR in Leading and Facilitating
- 1.4 Planning for Organizational Change

Case study 1

### Unit II

- 2.1 Systems Approach to Change
- 2.2 Change Models
- 2.3 Diagnosing Readiness of Organization for Change: TROPICS Test
- 2.4 Resistance to Change
- 2.5 Cultural Factors in the Change Process

Case Study 2

### Unit III

- 3.1 Concept and Foundations of Organization Design (OD)
- 3.2 Values, Assumptions and Beliefs in OD
- 3.3 Organizational Development Process
- 3.4 Overview Of OD Interventions
- 3.5 Role of Consultant
- 3.6 Ethical Issues of OD Practitioner

Case Study 3

## Unit IV

- 1.1 Proponent Interventions at Organizational Level
- 4.2 Team Intervention, Group Intervention
- 4.3 Inter group & Third Party Peacemaking Interventions
- 4.4 Structural Intervention
- 4.5 T-group, behavior modeling, Coaching and mentoring

Case Study 4

## Unit V

- 5.1 Evaluation, Role of Power and Politics in the Practice of OD
- 5.2 Strategy Planning for Opportunity Tapping
- 5.3 Fundamental Strengths of OD
- 5.4 The Future of OD in India

### Recommended texts and readings:

1. L. F. Wendell and Cecil H. Bell, 1998, J. Organizational Development. Prentice Hall
2. W. Pasmore, R. Woodman and A. Shani, 2017, Research in organizational change and development. Emerald, Bingley
3. C. Carnall, 2017, Managing change in organizations Prentice Hall
4. T. Cummings, 2005, OD and Change, Thomson Publishing
5. J. Hammons, 2004, Organization development & Change strategies. Jossey-Bass Publishing

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.

### Evaluation Policy:

The evaluation will include two types of assessments:

- Continuous or formative assessments (in the form of end semester examination or term examination. Weightage of assessments are as follows:
  - For continuous or Formative assessment (in semester): Maximum 30 percent. The categorization for the same is:

▪ MCQs	30%
▪ Subjective (Short/Long)	40%
▪ Discussion/Presentation	15%
▪ Projects/Group Activities etc	15%
  - For Summative assessment (End Semester Examination or End-Term Examination):  
Minimum: 70 percent. Categorization for the same is:

Objective Type Questions:	30%
Short/Long Questions:	70%



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

**Course Articulation Matrix**

<b>CO Statement (OMBA-DS-HROB-304)</b>	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>
OMBA-DS-HROB-304.1	1	3		1	2
OMBA-DS-HROB-304.2	3	3	2	3	
OMBA-DS-HROB-304.3	2	2	3	2	3
OMBA-DS-HROB-304.4	2	2	2	2	2

**MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES**

(Deemed to be University)

**OMBA-DS-HROB-305: Cross- cultural Management**

Periods/week: 3	Credits	Max. Marks : 100
L: 3 T: - P: -	3	Continuous Assessment : 30
Duration of Examination: 3 Hrs		End Semester Examination : 70

**Pre-requisites: -**

**Course Type: Domain Specific Elective**

**Course Outcomes:**

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

OMBA-DS-HROB-305.1	Enhance understanding of other cultures
OMBA-DS-HROB-305.2	Develop orientation towards the international HR practice
OMBA-DS-HROB-305.3	Learn about the skills and knowledge of IHRM
OMBA-DS-HROB-305.4	Understand the challenges associated with intercultural interactions

**Unit I**

- 1.1 Role of Culture in International Business
- 1.2 International Human Resource Managing
- 1.3 Convergence of Cultures
- 1.4 Cross-Cultural Management
- 1.5 Challenges in Intercultural Interactions.

Case study 1

**Unit II**

- 2.1 Negotiating Tactics in Different Countries
- 2.2 Principles of Negotiation
- 2.3 Intercultural Communications
- 2.4 Negotiation Process
- 2.5 Negotiation Framework
- 2.6 Negotiation Styles in Different Countries

Case study 2

**Unit III**

- 3.1 Cultural Influences on Motivation In International Context
- 3.2 Content And Process Theories of Motivation
- 3.3 Motivating Employees Through Job Designs and Work Centrality
- 3.4 Motivating Employees Through Reward System and Incentives

Case study 3

#### **Unit IV**

- 4.1 Leadership in International Context
- 4.2 Culture Clusters and Leader Effectiveness
- 4.3 Cross Cultural Leadership
- 4.4 Insights from GLOBE Study

Case study 4

#### **Unit V**

- 5.1 Selection Criteria and Procedures for International Assignments
- 5.2 Understanding and Tailoring Compensation Packages
- 5.3 Repatriation of Expatriates
- 5.4 Training for International Management
- 5.5 Creating Cross Cultural and Diverse Teams

Case study 5

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

1. R.M Hodgetts, F. Luthans and J.Doh, 2006, International Management, Tata McGraw Hill
2. M. Branine, 1997, Managing across cultures: Concepts, Policies and Practices, Sage,
3. P.N. Gooderham and A. Nordhang, 2003, International Management: Cross Cultural Challenges, Oxford

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.

### Evaluation Policy:

The evaluation will include two types of assessments:

- Continuous or formative assessments (in the form of end semester examination or term examination. Weightage of assessments are as follows:
  - For continuous or Formative assessment (in semester): Maximum 30 percent. The categorization for the same is:
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    - Discussion/Presentation 15%
    - Projects/Group Activities etc 15%
  - For Summative assessment (End Semester Examination or End-Term Examination):  
Minimum: 70 percent. Categorization for the same is:  
Objective Type Questions: 30%  
Short/Long Questions: 70%

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

### Course Articulation Matrix

<b>CO Statement (OMBA-DS-HROB-305)</b>	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>
OMBA-DS-HROB-305.1	3	2	3	3	3
OMBA-DS-HROB-305.2	2	2	2	1	2
OMBA-DS-HROB-305.3	1	3	2		
OMBA-DS-HROB-305.4	2	2	1	2	3

# MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES

(Deemed to be University)

## OMBA-DS-IB-301: International Marketing

Periods/week

Credits

Max. Marks : 100

L: 3 T: - P: -

3

Continuous Evaluation: 30

Duration of Examination: 3 Hrs

End Semester Examination: 70

### Pre-requisites: -

**Course Type: Domain Specific Elective**

### Course Outcomes:

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

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

### Unit I

- 1.1 Overview of World Business and Framework of International Marketing
- 1.2 International Dimensions of Marketing
- 1.3 Domestic vs. International Marketing
- 1.4 Benefits of International Marketing.
- 1.5 Global Marketing Environment

Case study 1

### Unit II

- 2.1 Planning for International Marketing
- 2.2 Marketing Research
- 2.3 Marketing Information sources
- 2.4 Market Analysis
- 2.5 Foreign Market Entry strategies

Case study 2

### Unit III

- 3.1 Product Policy and Planning
- 3.2 Product Design and Standardization

- 3.3 Developing and International Product Lines
- 3.4 Foreign Product Diversification
- 3.5 International Branding Decisions
- 3.6 International Packaging

Case study 3

#### **Unit IV**

- 1.1 Terms of Sale and Methods of Financing in International Marketing
- 1.2 International Pricing Decisions and Strategies
- 1.3 International Channels of Distribution
- 1.4 Issues in International Channel Management
- 1.5 Aspects of International Supply Chain Management

Case study 4

#### **Unit V**

- 5.1 Elements of International Promotion Mix
- 5.2 International Promotion Strategies
- 5.3 Issues in International Advertising and Media Selection
- 5.4 International Sales Negotiation
- 5.5 Ethical Issues in International Promotions

Case study 5

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

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

Notes:

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

#### **Evaluation Policy:**

The evaluation will include two types of assessments:

- Continuous or formative assessments (in the form of end semester examination or term examination. Weightage of assessments are as follows:
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    - Subjective (Short/Long) 40%
    - Discussion/Presentation 15%

- Projects/Group Activities etc 15%
- For Summative assessment (End Semester Examination or End-Term Examination):
  - Minimum: 70 percent. Categorization for the same is:
 

Objective Type Questions:	30%
Short/Long Questions:	70%

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

**Course Articulation Matrix**

<b>CO Statement (OMBA-DS-IB- 301)</b>	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>
OMBA-DS-IB-301.1		2	3	2	
OMBA-DS-IB-301.2		2	3		2
OMBA-DS-IB-301.3	3	3	1		
OMBA-DS-IB-301.4	2			3	2

# MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES

(Deemed to be University)

## OMBA-DS-IB-302: Foreign Exchange Management

Periods/week	Credits	Max. Marks :100
L:3 T:- P: -	3	Continuous Evaluation :30
Duration of Examination: 3 Hrs		End Semester Examination: 70

### Pre-requisites: -

**Course Type: Domain Specific Elective**

### Course Outcomes:

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

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

### Unit I

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

Case study 1

### Unit II

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

Case study 2

### Unit III

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

Case study 3

### Unit IV



- 4.1 Currency Futures
- 4.2 Options and Determination of their Market Value
- 4.3 Over-The-Counter Options; Fisher Black's Optional-Pricing Model
- 4.4 Currency and Interest Rate Swaps; Credit Risk of Swaps
- 4.5 Euro Currency Market and Its Instruments

Case study 4

## Unit V

- 5.1 Foreign Exchange Risk vs. Exposure
- 5.2 Measuring Foreign Exchange Risk and Exposure
- 5.3 Basic Techniques of Exposure Management
- 5.4 Foreign Exchange Regulation in India

Case study 5

### Recommended texts and readings:

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

Notes:

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

### Evaluation Policy:

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- Continuous or formative assessments (in the form of end semester examination or term examination. Weightage of assessments are as follows:
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▪ Subjective (Short/Long)	40%
▪ Discussion/Presentation	15%
▪ Projects/Group Activities etc	15%
- For Summative assessment (End Semester Examination or End-Term Examination):
 

Minimum: 70 percent. Categorization for the same is:	
Objective Type Questions:	30%
Short/Long Questions:	70%

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

**Course Articulation Matrix**

<b>CO Statement (OMBA-DS-IB- 302)</b>	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>
OMBA-DS-IB-302.1		2		3	2
OMBA-DS-IB-302.2	3		2	2	2
OMBA-DS-IB-302.3		3	2		
OMBA-DS-IB-302.4	2	2		2	

# MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES

(Deemed to be University)

## OMBA-DS-IB-303: Managing Multinational Enterprises

Periods/week	Credits	Max. Marks:	100
L:3 T:- P: -	3	Continuous Evaluation:	30
Duration of Examination: 3 Hrs		End Semester Examination:	70

### Pre-requisites: -

**Course Type: Domain Specific Elective**

### Course Outcomes:

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

- OMBA-DS-IB-303.1. Understand the basic operation of MNCs.
- OMBA-DS-IB-303.2. Gain a practical understanding of HRM in MNC
- OMBA-DS-IB-303.3. Learn to device competitive strategies in a global framework
- OMBA-DS-IB-303.4. Apply control techniques in the management of global organizations.

### Unit I

- 1.1 Nature of Multinational Corporations
- 1.2 Special Challenges Facing an International Manager
- 1.3 Major Staffing Decisions in A Multinational Corporation
- 1.4 Recruiting and Selecting Staff for International Assignments
- 1.5 Dimensions of Training of Expatriate Staff

Case study 1

### Unit II

- 2.1 Standardization and Adaptation of Work Practices
- 2.2 Issues Relating to International Compensation
- 2.3 Key Issues in International Industrial Relations
- 2.4 Performance Management of International Work Force
- 2.5 Ethical Issues In International HRM

Case study 2

### Unit III

- 3.1 Designing Organizational Structure of MNC
- 3.2 Leveraging Resources and Capabilities
- 3.3 Meeting Cross Cultural Challenges
- 3.4 Developing Strategy for Entering in Foreign Markets

Case study 3

## Unit IV

- 4.1 Key Issues in International Operations Management
- 4.2 Taking Make or Buy Decisions
- 4.3 Contract Manufacturing
- 4.4 Just In Time Strategies
- 4.5 Decisions Concerning International Quality Standards

Case study 4

## Unit V

- 5.1. Managing Global Competitive Dynamics
- 5.2. Managing International Innovation
- 5.3. Considerations Behind International Collaborations and Strategic Alliances
- 5.4. Managing International Corporate Social Responsibility
- 5.5. Control Techniques in MNCs

Case study 5

### Recommended texts and readings:

- 1. P. J. Dowling and E. Denice, 2006, International Human Resource Management, Cengage Learning
- 2. R. Benett, 2012, International Business, Pearson Education
- 3. M. W. Peng, 2006, Global Strategy, Thomson South Western

Notes:

- 1. Focus shall be on case studies, learning by doing exercises, role plays and experiential activities.
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Minimum: 70 percent. Categorization for the same is:

Objective Type Questions:	30%
Short/Long Questions:	70%

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**Course Articulation Matrix**

<b>CO Statement (OMBA-DS-IB- 303)</b>	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>
OMBA-DS-IB- 303.1	1	2			3
OMBA-DS-IB- 303.2	3		2	3	3
OMBA-DS-IB- 303.3	3		2	2	1
OMBA-DS-IB- 303.4	2	2	2	2	2

# MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES

(Deemed to be University)

## OMBA-DS-IB-304: International HRM

Periods/week	Credits	Max. Marks: 100
L:3 T:- P: -	3	Continuous Evaluation: 30
Duration of Examination: 3 Hrs		End Semester Examination: 70

### **Pre-requisites: -**

**Course Type: Domain Specific Elective**

### **Course Outcomes:**

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

- OMBA-DS-IB-304.1. Compare/contrast critical issues of human resource management in domestic and international business operation
- OMBA-DS-IB-304.2. Develop competency in dealing with cross cultural situations
- OMBA-DS-IB-304.3. Analyze external forces (e.g. globalization, sociocultural changes, political and economic changes) that have the potential to shape international HRM
- OMBA-DS-IB-304.4. Analyze the strategic and functional roles of HRM in various international contexts

### **Unit I**

- 1.1 Human Resource Management in Global Perspective, Meaning and Concept of Culture
- 1.2 Human and Cultural Variables in Global Organizations
- 1.3 Models and Attitudinal Dimensions of Culture, Hofstede's Cultural Dimensions
- 1.4 Cultural Differences, Similarities and Managerial Implications
- 1.5 Managing Diversity

Case study 1

### **Unit II**

- 2.1 Global HR Issues: Cross-National Differences
- 2.2 Differences in Communication
- 2.3 Work Settings, Negotiations
- 2.4 Leadership, Motivation in Cross Cultural Contexts
- 2.5 Standardization and Adoption of Work Practice in Cross Cultural Contexts

Case study 2

### **Unit III**

- 3.1 Managing Global Staff: Recruitment, Selection Criteria and Issues
  - 3.2 Retaining And Motivating International Staff
  - 3.3 Training and Development of International Staff
  - 3.4 Bargaining Behavior and Negotiation Strategies
  - 3.4 Expatriates Training
  - 3.5 Linking HR to International Expansion Strategies
- Case study 3

## Unit IV

- 4.1 Cross Cultural Leadership
- 4.2 International Compensation: Objectives, Determinants and Key Components
- 4.3 Issues in Managing Expatriates
- 4.4 Standards of Performance Management in Global Perspective
- 4.5 Rewards in The International Context

Case study 4

## Unit V

- 5.1 Transfer of Employment Practice Across Borders
- 5.2 Cross Boarder Industrial Relations
- 5.3 Repatriation and Knowledge Management
- 5.4 Global Work Life Management
- 5.5 IHRM Trends and Future Challenges

Case study 5

### Recommended texts and readings:

1. R. M. Hodgetts, F. Luthans and J. P. Doh, 2012, International Management – Cultural, Strategy and Behaviour, Tata McGraw Hill
2. A. W. Harzing and J. Ruysseveldt, 2004, International Human Resource Management Sage Publication
3. P. J. Dolling and D. E. Welch, 2017, International Human Resource Management, Thomson Learning-Excel Books
4. A. M. Francesco and B. A. Gold, 2005, International Organizational Behavior: Text, Readings, Cases and Skills, Pearson Education
5. J. B. Cullen, 2013, Multinational Management, Thomson Learning

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.

### Evaluation Policy:

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- Continuous or formative assessments (in the form of end semester examination or term examination. Weightage of assessments are as follows:
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▪ Discussion/Presentation	15%
▪ Projects/Group Activities etc	15%
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Minimum: 70 percent. Categorization for the same is:

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Short/Long Questions:	70%

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

**Course Articulation Matrix**

<b>CO Statement (OMBA-DS-IB-304)</b>	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>
OMBA-DS-IB-304.1	2	3		2	
OMBA-DS-IB-304.2		2	2	2	3
OMBA-DS-IB-304.3	3	2			3
OMBA-DS-IB-304.4			3	3	2



# MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES

(Deemed to be University)

## OMBA-DS-IB-305: International Supply Chain Management

Periods/week	Credits	Max. Marks:	100
L:3 T:- P: -	3	Continuous Evaluation:	30
Duration of Examination: 3 Hrs		End Semester Examination:	70

### Pre-requisites: -

**Course Type: Domain Specific Elective**

### Course Outcomes:

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

- OMBA-DS-IB-305.1. Understand the concepts and importance of Supply Chain Management
- OMBA-DS-IB-305.2. Understand role of informational technology in international supply chain management.
- OMBA-DS-IB-305.3. Gain a practical understanding of the documentation and role of Inco Terms in supply chain.
- OMBA-DS-IB-305.4. Analyze how logistical decisions (e.g. facilities, inventory and transportation) impact the performance of the firm as well as the entire supply chain.

### Unit I

- 1.1 Nature and Characteristics Of International Supply Chain Management
- 1.2 Factors in Supply Chain Strategy
- 1.3 Major Aspects of Global Outsourcing
- 1.4 Information Technology in International Supply Chain Management
- 1.5 Building International Competitiveness through International Supply Chain Management

Case study 1

### Unit II

- 2.1 Supply Chain Components – Value Chain, Needs of Supply Chain, and Participants in Supply Chain
- 2.2 Role of Supply Chain Manager – Aligning the Supply Chain with Business Strategy
- 2.3 SCOR Model – Fourth Party Logistics – Bull Whip Effect
- 2.4 Supply Chain Metrics (KPIs)

Case study 2

### Unit III

- 3.1 Managing Relationships – Role of Relationship Marketing in SCM
- 3.2 Managing Relationships with Suppliers and Customers
- 3.3 Designing Strategic Distribution Networks
- 3.4 Role of Purchasing In Supply Chain
- 3.5 Purchasing Cycle and Importance of Inventory Management
- 3.6 Supplier Evaluation and Supplier Selection

Case study 3

## Unit IV

- 4.1 Nature and Scope of Logistics
  - 4.2 System Elements – Inbound & Outbound Logistics, Value Added Role of Logistics
  - 4.3 JIT (Just In Time) Concept in Logistics
  - 4.4 Third Party Logistics Outsourcing
  - 4.5 Material Management in Logistics
- Case Study 4

## Unit V

- 5.1 Charter Party Agreements – Nomination of Vessel, Acceptance of Vessel
- 5.2 Demurrage Rates, Loading / Unloading Rates & Procedures – Barge Loading
- 5.3 Lay Can and Lay Time of Vessels; Voyage Time Charter of Vessels
- 5.4 Berthing Procedures (Normal/Priority); Letter of Indemnity
- 5.5 Letter of Indemnity – Significance; Transshipment and Partial Shipments; LCL & FCL
- 5.6 INCO Terms – Significance and Use

Case Study 5

### Recommended texts and readings:

1. C. C. Bozarth and R. B. Handfield, 2019, Introduction to Operations and Supply Chain Management; Pearson Education
2. J. D. Wisner, K-C Tan and G. K. Leong, 2012, Principles of Supply Chain Management – A Balanced Approach, Thomson Learning
3. N. Gaither and F. Greg, 2013, Operations Management, Thomson Learning
4. B. Mahadevan, 2015, Operations Management– Theory and Practice, Pearson Education
5. L. J, Krajewsk and L. P. Ritzman, 2013, Operations Management – Processes and Value Chains, Pearson Education

Notes:

1. The case study mentioned at the end of each unit will cover as far as possible the whole unit.
2. Only latest 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.

### Evaluation Policy:

The evaluation will include two types of assessments:

- Continuous or formative assessments (in the form of end semester examination or term examination. Weightage of assessments are as follows:
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▪ Discussion/Presentation	15%
▪ Projects/Group Activities etc	15%
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Minimum: 70 percent. Categorization for the same is:

Objective Type Questions:	30%
Short/Long Questions:	70%

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

**Course Articulation Matrix**

<b>CO Statement (OMBA-DS-IB- 305)</b>	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>
OMBA-DS-IB-305.1	2	2			
OMBA-DS-IB-305.2	3	2			2
OMBA-DS-IB-305.3		1		3	2
OMBA-DS-IB-305.4	2	3		2	

**MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES**  
(Deemed to be University)

**OMBA-DS-IB-306: Foreign Market Entry Strategies**

Periods/week	Credits	Max. Marks: 100
L:3 T:- P: -	3	Continuous Evaluation: 30
Duration of Examination: 3 Hrs		End Semester Examination: 70

**Pre-requisites: -**

**Course Type: Domain Specific Elective**

**Course Outcomes:**

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

- |                  |   |
|------------------|---|
| OMBA-DS-IB-306.1 | Develop a critical appreciation of both the opportunities and challenges associated with the increasing globalization of markets. |
| OMBA-DS-IB-306.2 | Determine when to use different market entry and penetration strategies   |
| OMBA-DS-IB-306.3 | Examine the different skills and systems required to implement marketing strategies across country borders                        |
| OMBA-DS-IB-306.4 | Assess various foreign markets and analyze the impact of cultural, social, political and economic factors on marketing strategies |

**Unit I**

- 1.1 The Process of Internationalization of Business
- 1.2 Corporate Motives for Going International
- 1.3 Business and Cost of Internationalization of Business
- 1.4 Prerequisite for Entering in Foreign Markets
- 1.5 Strategic Effect of Going International

Case study 1

**Unit II**

- 2.1 Assessing Business Environment in a Foreign Market
- 2.2 Identification and Screening Criteria for Target Market Selection
- 2.3 Standardization vs. Adaptation Decision for Foreign Market
- 2.4 Product Policy and Pricing Decisions
- 2.5 Deciding the Plan of Entry

Case study 2

**Unit III**

- 3.1 Exporting and Importing as Entry Strategy
- 3.2 Setting up an Export Management Company
- 3.3 Trading Company's Establishment and Expansions
- 3.4 Trade Facilitation Agencies
- 3.5 State Trading Channels

Case study 3

## Unit IV

- 4.1 International Licensing Entry Strategy
- 4.2 Trademark Licensing and Franchising
- 4.3 Strategic Alliance and Other Forms of Inter firm Cooperation across Countries
- 4.4 Cross Marketing Arrangements
- 4.5 International Management Contracts

Case study 4

## Unit V

- 5.1 Contract Manufacturing for Foreign Markets
- 5.2 Term Key Operations
- 5.3 Equity Participation Abroad
- 5.4 International Joint Ventures
- 5.5 Expansion Strategies in Foreign Markets

Case study 5

### Recommended texts and readings:

1. F. R. Root, 2013, Entry Strategies for International Markets, Revised and Expanded Edition, John Wiley & Sons
2. C. Lymbersky, 2008, Market Entry Strategies: Text, Cases and Readings in Market Entry Management
3. W. J. Keegan, 2002, Global Marketing Management, Pearson Education
4. I. Doole and R. Lawe, 2019, International Marketing Strategy, Thomson Learning

Notes:

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▪ Projects/Group Activities etc	15%
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Minimum: 70 percent. Categorization for the same is:

Objective Type Questions:	30%
Short/Long Questions:	70%

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

**Course Articulation Matrix**

<b>CO Statement (OMBA-DS- IB- 306)</b>	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>
OMBA-DS-IB-306.1	2			3	2
OMBA-DS-IB-306.2		3	3		2
OMBA-DS-IB-306.3		2	2	2	
OMBA-DS-IB-306.4	3	3			3

**MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES**  
(Deemed to be University)

**OMBA-DS-OM-301: Supply chain and Logistics management**

Periods/week	Credits	Max. Marks: 100
L:3 T:- P: -	3	Continuous Evaluation: 30
Duration of Examination: 3 Hrs		End Semester Examination: 70

**Pre-requisites: -**

**Course Type: Domain Specific Elective**

**Course Outcomes:**

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

- OMBA-DS-OM-301.1 Understand the role of logistics and supply chain in a market oriented society.
- OMBA-DS-OM-301.2 Identify the role of major building blocks, functions, processes, performance metrics & decisions in supply chain networks.
- OMBA-DS-OM-301.3 Apply stochastic, optimization and simulation models in supply chain planning and decision making.
- OMBA-DS-OM-301.4 Evaluate the role of internet technologies and E- commerce in supply chain operations.

**Unit I**

- 1.1 Introduction to Logistics & Supply chain
- 1.2 Logistics Relationships
- 1.3 Logistics Applications- HR, Finance, Marketing, Operations & IT.
- 1.4 Logistics v/s Supply chain Management
- 1.5 Global SCM & its applications.

Case study 1

**Unit II**

- 2.1 Building blocks of supply chain network
- 2.2 Performance measures supply chain management matrix
- 2.3 Decisions in Supply chain world
- 2.4 Models for Supply chain decision making
- 2.5 Impact of model on current industries

Case study 2

**Unit III**

- 3.1 Economic order quantity models
- 3.2 Re-order point models
- 3.3 Multiechelon inventory systems
- 3.4 Stochastic models –effects & solutions

### 3.5 Combinatorial optimization-design & mechanism in Supply chain

Case study 3

#### **Unit IV**

4.1 Relation to ERP, E-logistics & E- Procurement

4.2 Internet Auctions

4.3 Electronic business process optimization

4.4 Business objects in SCM

4.5 Implications of E- supply models on industries

Case study 4

#### **Unit V**

5.1 Supply chain management and profitability

5.2 Ethical supply chains

5.3 Mass customization and global management

5.4 Ethical and environmental issues on operations and supply chain functions

5.5 Recent changes and developments in the concepts.

Case study 5

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

1. R. P. Mohanty and S. G. Deshmuki, 2005, Supply Chain Management, Biztantra
2. M. Christopher, 2013, Logistic & Supply Chain Management. Financial Times Prentice Hall
3. D. J Bowersox and D. J. Closs, 2017, Logistical Management. The integrated supply chain management Tata McGraw Hill
4. P. David, 2013, International Logistics, Biztantra

Notes:

1. The case study mentioned at the end of each unit will cover as far as possible the whole unit.
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**Course Articulation Matrix**

<b>CO Statement (OMBA-DS-OM- 301)</b>	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>
OMBA-DS-OM-301.1	3	2		3	2
OMBA-DS-OM-301.2	2	2	3	1	2
OMBA-DS-OM-301.3	3		2	3	
OMBA-DS-OM-301.4	3	2	3	2	2

**MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES**  
(Deemed to be University)

**OMBA- DS-OM -302: Quality Toolkit for Managers**

Periods/week	Credits	Max. Marks:	100
L:3 T:- P: -	3	Continuous Evaluation:	30
Duration of Examination: 3 Hrs		End Semester Examination:	70

**Pre-requisites: -**

**Course Type: Domain Specific Elective**

**Course Outcomes:**

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

- OMBA- DS-OM -302.1 Understand quality concepts and its dimensions in organizations
- OMBA- DS-OM -302.2 Develop skills to managing quality issues in public and private sector organizations
- OMBA- DS-OM -302.3 Apply tools and techniques for process and product improvement
- OMBA- DS-OM -302.4 Analyze different methodologies for quality management for organization success

**Unit I**

- 1.1 Introduction to quality management
- 1.2 Concepts of product and service quality
- 1.3 Dimensions of quality
- 1.4 Deming's, Juran's, Crosby's Quality Philosophy
- 1.5 Quality Cost

Case study 1

**Unit II**

- 2.1 Introduction to Process Quality
- 2.2 Graphical and statistical techniques for Process Quality Improvement
- 2.3 Graphical tools for data representation
- 2.4 7 QC tools

Case study 2

**Unit III**

- 3.1 Sampling, sampling distribution, and hypothesis Testing
- 3.2 Regression Control charts
- 3.3 Process capability analysis Measurement system analysis
- 3.4 Analysis of Variance (ANOVA)
- 3.5 Design and Analysis of Experiment (DOE)

Case study 3

## Unit IV

- 4.1 Acceptance sampling plan
- 4.2 TQM Leadership Lean and JIT
- 4.3 Quality Philosophy Benchmarking
- 4.4 Process failure mode and effect analysis (PFMEA)
- 4.5 Six sigma for Process Improvement
- 4.6 ISO 9001 and QS 9000
- 4.7 Quality Audit Quality Circles

Case study 4

## Unit V

- 5.1 Quality Function Deployment
- 5.2 Robust Design and Taguchi Method
- 5.3 Design Failure Mode & Effect Analysis
- 5.4 Product Reliability Analysis
- 5.5 Six Sigma in Product

Case study 5

### Recommended texts and readings:

1. A. Mitra, 2016, Fundamentals of Quality Control and Improvement, PHI
2. J. Evans and W. Lindsay, 2004, The Management and Control of Quality. Thomson
3. D. H. Besterfield, C. Besterfield, G. H. Besterfield, M. Besterfield, H. Urdhwareshe and R. Urdhwareshe, 2011, Total Quality Management. Pearson Education
4. D. C. Montgomery, 2012, Design and Analysis of Experiments. John Wiley & Sons

### Notes:

1. The case study mentioned at the end of each unit will cover as far as possible the whole unit.
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    - Discussion/Presentation 15%
    - Projects/Group Activities etc 15%
- For Summative assessment (End Semester Examination or End-Term Examination):  
Minimum: 70 percent. Categorization for the same is:
  - Objective Type Questions: 30%
  - Short/Long Questions: 70%

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

**Course Articulation Matrix**

<b>CO Statement (OMBA- DS-OM - 302)</b>	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>
OMBA- DS-OM -302.1	3	3	3	2	2
OMBA- DS-OM -302.2	2	3		1	1
OMBA- DS-OM -302.3	3	2	2	3	
OMBA- DS-OM -302.4	2		3	3	3

# MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES

(Deemed to be University)

## OMBA-DS-OM -303: Pricing and Revenue Management

Periods/week	Credits	Max. Marks:	100
L:3 T:- P: -	3	Continuous Evaluation:	30
Duration of Examination: 3 Hrs		End Semester Examination:	70

### Pre-requisites: -

**Course Type: Domain Specific Elective**

### Course Outcomes:

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

- OMBA-DS-OM-303.1 Apply the concepts and theory for of pricing strategic and tactical pricing decisions
- OMBA-DS-OM-303.2 Analyze the concepts and theory of revenue management and pricing for yield management in various industries
- OMBA-DS-OM-303.3 Exhibit knowledge and skills of how to apply revenue management models for business performance
- OMBA-DS-OM-303.4 Demonstrate knowledge and ability to apply the data driven models for decision making and implementation of revenue management

### Unit I

- 1.1 Strategic Pricing
- 1.2 Value Creation
- 1.3 Pricing Structure:
- 1.4 Pricing Policy : Promotional Pricing

Case study 1

### Unit II

- 2. 1 Theories of Pricing
- 2.2 Review of microeconomic and marketing theories on consumer behavior and
- 2.3 Introduction to Pricing and Revenue Optimization
- 2.4 Price Optimization:
- 2.5 Price Differentiation:
- 2.6 Pricing with Constrained Supply : Variable Pricing

Case study 2

### Unit III

- 3.1 Introduction to Revenue Management
- 3.2 Revenue Management: History, Levels, Strategy, The System Context, Tactical . Measurement
- 3.3 Capacity Allocation: Introduction, Two-Class Problem , Capacity Allocation
- 3.4 Network Management: Background/ Applications

Case study 3

## Unit IV

- 4.1 Overbooking: Model, Solutions, Measuring and Managing
- 4.2 Markdown Management: Optimization, Sensitivity
- 4.3 Customized Pricing
- 4.4 Pricing and Revenue Optimization

Case study 4

## Unit V

- 5.1 Revenue Management: Economics
- 5.2 Demand Forecasting: Methods
- 5.3 RM in airlines, hospitality, rental car, Retailing, Media and Broadcasting
- 5.4 Estimation techniques, New Directions in Revenue Management

Case study 5

## Recommended texts and readings

1. T. [Nagle](#), J. [Zale](#), J. [Hogan](#), 2005, The strategy and tactics of pricing, Prentice Hall
2. R. L. Phillips, 2005, Pricing and Revenue Optimization, Stanford Business Book
3. K. T. Talluri, and G. J. Van Ryzin, 2005, The theory and practice of revenue management, Springer
4. I. Yeoman, 2004, Revenue Management and Pricing: Case Studies and Applications, UnaMcMahon-Beattie
5. D. K. Hayes and A. Miller, 2010, Revenue Management for the Hospitality Industry, John Wiley & Sons Inc.
6. O. Ozer and R. Phillips (2012), The oxford handbook of pricing management, 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 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.

### Evaluation Policy:

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Short/Long Questions:

70%

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**MAPPING OF COURSE OUTCOMES WITH PROGRAM OUTCOMES:**

<b>CO Statement (OMBA-DS- OM- 303)</b>	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>
OMBA-DS-OM-303.1	1	3	2	3	2
OMBA-DS-OM-303.2	2	3	2	2	1
OMBA-DS-OM-303.3	2	3	2	2	3
OMBA-DS-OM-303.4	1	3	2	3	2

**MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES**  
(Deemed to be University)

**OMBA- DS-OM -304: Operations Strategy**

Periods/week	Credits	Max. Marks:	100
L:3 T:- P: -	3	Continuous Evaluation:	30
Duration of Examination: 3 Hrs		End Semester Examination:	70

**Pre-requisites: -**

**Course Type: Domain Specific Elective**

**Course Outcomes:**

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

OMBA-DS-OM-304.1	Understand the key concepts associated with operations strategy
OMBA-DS-OM-304.2	Comprehend lean manufacturing, capacity and network strategy
OMBA-DS-OM-304.3	Assess process technology, strategy and dimensions.
OMBA-DS-OM-304.4	Analyze the application of operations strategy in products and services
OMBA-DS-OM-304.5	Evaluate the sustainability issues related to operations strategy.

**Unit I**

- 1.1 Operations Strategy-Concept.
- 1.2 The operations strategy matrix.
- 1.3 Operations strategy framework in Manufacturing and Services.
- 1.4 Operations strategy objectives and measurement.

Case study 1

**Unit II**

- 2.1 Manufacturing Strategy (lean Manufacturing).
- 2.2 Capacity strategy and change.
- 2.3 Supply network strategy.
- 2.4 Network management.

Case study 2

**Unit III**

- 3.1 Process technology strategy.
- 3.2 Process technology dimensions.
- 3.3 Evaluating process technology-feasibility and acceptability, market and resource acceptability.
- 3.4 Process improvement strategy and performance mapping
- 3.5 Sand cone Theory.

Case study 3



## Unit IV

- 4.1 Developing operations strategy
- 4.2 Deploying capabilities in the market
- 4.3 The strategic importance of product and service development,
- 4.4 Product and service development as a process

Case study 4

## Unit V

- 5.1 Sustainable alignment for operations strategy,
- 5.2 Models for sustainable alignment,
- 5.3 Issues in applying operations strategies,
- 5.4 Recent approaches to operations-Waste elimination, BPR
- 5.5 Quality as strategic factor – CAD/CAM/CIM, Value addition.

Case study 5

### Recommended texts and readings:

1. N. Slack and M. Lewis, 2002, Operations Strategy. Prentice Hall
2. D. Garvin, 2011, Operations Strategy. Prentice Hall
3. H. Irwin, 1999, Manufacturing Strategy. McGraw-Hill
4. J. Miltenburg, 2005, Manufacturing Strategy: How to formulate and implement a winning plan. New York Productivity Press.

Notes:

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**Course Articulation Matrix**

<b>CO statement (OMBA-DS-OM-304)</b>	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>
OMBA-DS-OM-304.1	2	2		3	
OMBA-DS-OM-304.2	3	1	2		3
OMBA-DS-OM-304.3	2	1	2		
OMBA-DS-OM-304.4	3	2	2	3	2
OMBA-DS-OM-304.5	3	3	2		2

**MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES**  
(Deemed to be University)

**OMBA- DS-OM -305: Management of Manufacturing Systems**

Periods/week	Credits	Max. Marks:	100
L:3 T:- P: -	3	Continuous Evaluation:	30
Duration of Examination: 3 Hrs		End Semester Examination:	70

**Pre-requisites: -**

**Course Type: Domain Specific Elective**

**Course Outcomes:**

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

- OMBA- DS-OM -305.1 Understand the planning concepts associated with capacity and layout
- OMBA- DS-OM -305.2 Comprehend production planning and control process.
- OMBA- DS-OM -305.3 Perform demand forecasting and project management techniques
- OMBA- DS-OM -305.4 Examine the role of quantitative techniques in inventory management
- OMBA- DS-OM -305.5 Evaluate the efficacy of maintenance systems and processes

**Unit I**

- 1.1 Facility, capacity & layout planning
- 1.2 Analysis of designed and installed capacity,
- 1.3 Commissioned capacity and utilized capacity,
- 1.4 Factors affecting productivity and capacity expansion strategies.

Case study 1

**Unit II**

- 2.1 Demand forecasting – Quantitative and qualitative techniques,
- 2.2 Measurement of forecasting errors,
- 2.3 Long term forecast methodologies.
- 2.4 Project management – its role in functional areas of management,
- 2.5 Network representation of a project,
- 2.6 CPM and PERT techniques, Analyzing cost-time trade-offs.

Case study 2

**Unit III**

- 3.1 Production planning & control
- 3.2 Steps in PPC process mapping and feedback mechanism
- 3.3 Aggregate production planning and strategies,
- 3.4 Disaggregating the aggregate plan,
- 3.5 Materials Requirement Planning (MRP), MRP-II,
- 3.6 Operation scheduling, prioritization.

Case study 3

## Unit IV

- 4.1 Inventory planning & control
- 4.2 EOQ models- with and without shortages,
- 4.3 Price breaks, effect of quantity discount
- 4.4 Inventory control techniques – ABC, FSN, VED etc.
- 4.5 Types of inventory control – Perpetual, two-bin
- 4.6 Periodic inventory system – JIT, SMED, kanban, Zero inventory.

Case study 4

## Unit V

- 5.1 Maintenance strategies and planning,
- 5.2 Maintenance quantitative analysis including optimal number of machines,
- 5.3 Replacement strategies and policies – economic service life, opportunity cost,
- 5.4 Replacement analysis using specific time period,
- 5.5 Spares management.
- 5.6 Maintenance records.

Case study 5

### Recommended texts and readings:

1. S. N. Chary, 2020, Production and Operations Management. Tata McGraw Hill
2. R. Pannererselvam, 2012, Production and Operations Management. Prentice Hall India
3. J. B. Dilworth, 1992, Operations Management – Design, Planning and Control for Manufacturing and Services, McGraw Hill Inc. Management Series
4. G. Chryssolouris, 2006, Manufacturing Systems: Theory and Practice. Springer

### Notes:

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**Course Articulation Matrix**

<b>CO Statement (OMBA- DS-OM -305)</b>	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>
OMBA- DS-OM -305.1	3	3	3	3	
OMBA- DS-OM -305.2	3		3	3	3
OMBA- DS-OM -305.3	3	3	2		3
OMBA- DS-OM -305.4	3	3	2	3	3
OMBA- DS-OM -305.5	3	2	2		3

MRRIRRS

**MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES**  
(Deemed to be University)

**OMBA- DS-OM -306: Sourcing Management**

Periods/week	Credits	Max. Marks: 100
L:3 T:- P: -	3	Continuous Evaluation: 30
Duration of Examination: 3 Hrs		End Semester Examination: 70

**Pre-requisites: -**

**Course Type: Domain Specific Elective**

**Course Outcomes:**

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

OMBA-DS-OM-306.1	Understand the integration of procurement and sourcing in strategy.
OMBA-DS-OM-306.2	Acknowledge the economic aspect of procurement process.
OMBA-DS-OM-306.3	Develop the organizational structure of procurement department.
OMBA-DS-OM-306.4	Examine the measurement of procurement performance.
OMBA-DS-OM-306.5	Appraise procurement and sourcing at international level.

**Unit I**

- 1.1 Integrating procurement in strategy
- 1.2 Procurement segmentation and strategies
- 1.3 Procurement requirements
- 1.4 Upstream procurement practices
- 1.5 Sourcing policy, supplier panels and supplier relationship management (SRM)

Case study 1

**Unit II**

- 2.1 Quantitative forecasting of procurement
- 2.2 Procurement economic optimization
- 2.3 Procurement tender management
- 2.4 Procurement of services
- 2.5 Public procurement in India

Case study 2

**Unit III**

- 3.1 Concept of vendor management
- 3.2 Procurement and strategic sourcing
- 3.3 The process of procurement, negotiation and its principal
- 3.4 Retail sourcing trends and managing the relationship with suppliers

Case study 3

**Unit IV**

- 4.1 Procurement communication plan
- 4.2 Measuring procurement performance
- 4.3 Procurement information and reporting system
- 4.4 Role of IT in sourcing

Case study 4

## Unit V

- 5.1 Globalization and international procurement
- 5.2 Sustainable procurement
- 5.3 Outsourcing, 'make or buy' decisions
- 5.4 Managing customers, contractors and subcontractors

Case study 5

### Recommended texts and readings:

1. O. Bruel, 2016, Strategic Sourcing Management: Structural and Operational Decision-making, Koganpage
2. R. B. Handfield, 2020, Sourcing and supply chain management, Cengage Learning
3. S. Parniangtong, 2016, Supply Management: Strategic sourcing, Springer
4. F. Sollish and J. Semanik, 2011, Strategic global sourcing best practices, Wiley

Notes:

1. The case study mentioned at the end of each unit will cover as far as possible the whole unit.
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Objective Type Questions: 30%  
Short/Long Questions: 70%

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

### Course Articulation Matrix

CO Statement (OMBA-DS-OM-306)	PO1	PO2	PO3	PO4	PO5
OMBA-DS-OM-306.1		2		3	2
OMBA-DS-OM-306.2	2	2	3	1	2
OMBA-DS-OM-306.3	3	2	2	3	2
OMBA-DS-OM-306.4	3	2	3	2	
OMBA-DS-OM-306.5	3	4	3	2	3

## MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES

(Deemed to be University)

### OMBA-DS- EMM-301: Principles of Event and Media Management

Periods/week	Credits	Max. Marks:	100
L:3 T:- P: -	3	Continuous Evaluation:	30
Duration of Examination: 3 Hrs		End Semester Examination:	70

#### **Pre-requisites: -**

**Course Type: Domain Specific Elective**

#### **Course Outcomes:**

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

- OMBA-DS- EMM-301.1 Develop confidence level and professionalism in organizing an event
- OMBA-DS- EMM-301.2 Understand the role, importance of events, and risk
- OMBA-DS- EMM-301.3 Analyze individual media businesses and understand the economic drivers of the media economy
- OMBA-DS- EMM-301.4 Develop an integrated marketing plan using a wide variety of media that will take a comprehensive approach to a marketing challenge.

#### **Unit I**

- 1.1 Introduction to Event and Media Management
- 1.2 Scope and Importance of Event and Media Management
- 1.3 Types of Events, Role of Event Manager
- 1.4 Introduction to Media and Society
- 1.5 Media Ecosystem

Case study 1

#### **Unit II**

- 2.1 Event and Media Planning
- 2.2 Selection of Event Location
- 2.3 Press and Broadcast Media Relations
- 2.4 Media Mix - Strength of Each Media Platform
- 2.5 Business of Media - Print, Events, Radio, Television, Animation-Gaming Films, Sports**

Case study 2

#### **Unit III**

- 3.1 Pricing Decisions in Events & Media
- 3.2 Cost & Revenue Functions
- 3.3 Budgeting and Timelines
- 3.4 Event Production and Logistics
- 3.5 Integrated Marketing Communications for Events

Case study 3



## Unit IV

- 4.1 Sponsorship - Concepts, Objectives, and Components
- 4.2 Events as Communications Tools
- 4.3 Distribution Functions - Media Platforms
- 4.4 PR in Event Management

Case study 4

## Unit V

- 5.1 Evaluation- Post Event, Selected Media
- 5.2 Media and Event Laws and Ethics
- 5.3 Media Analytics
- 5.4 Future of Media & Events, Issues and Challenges
- 5.5 Events Management Consultancy/ Agency

Case study 5

### 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, 2012, The Event Marketing Handbook: Beyond Logistics and Planning, Dearborn Trade Publishing
3. S. Gaur and S. V. Saggere, 2009, Event Marketing and Management, Vikas Publishing
4. K. J. Kumar, 2013, Mass Communication in India, Jaico Publishing House
5. R. Raj, P. Walters and T. Rashi, 2008, Event management, an integrated & practical approach, SAGE

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.

### Evaluation Policy:

The evaluation will include two types of assessments:

- Continuous or formative assessments (in the form of end semester examination or term examination. Weightage of assessments are as follows:
  - For continuous or Formative assessment (in semester): Maximum 30 percent. The categorization for the same is:

▪ MCQs	30%
▪ Subjective (Short/Long)	40%
▪ Discussion/Presentation	15%
▪ Projects/Group Activities etc	15%
- For Summative assessment (End Semester Examination or End-Term Examination):
  - Minimum: 70 percent. Categorization for the same is:

Objective Type Questions:	30%
Short/Long Questions:	70%

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

**Course Articulation Matrix**

<b>CO Statement (OMBA-DS- EMM- 301)</b>	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>
OMBA-DS- EMM-301.1	3		2	3	
OMBA-DS- EMM-301.2		2	3	2	
OMBA-DS- EMM-301.3	2		2	2	3
OMBA-DS- EMM-301.4	3	2	1		

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# MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES

(Deemed to be University)

## OMBA-DS- EMM-302: Managing Sponsorships for Events

Periods/week	Credits	Max. Marks	100
L:3 T:- P: -	3	Continuous Evaluation:	30
Duration of Examination: 3 Hrs		End Semester Examination:	70

### Pre-requisites: -

**Course Type: Domain Specific Elective**

### Course Outcomes:

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

- OMBA-DS- EMM-302.1 Understand the process of development and management of event sponsor relationships.
- OMBA-DS- EMM-302 2 Design compelling and attractive sponsorship proposal strategies
- OMBA-DS- EMM-302 3 Develop an effective event marketing plan to take the correct business decisions.
- OMBA-DS- EMM-302 4 Identify key elements of effective Sponsorship strategies for special event marketing.

### Unit I

- 1.1 Introduction to the Events Marketing Industry
- 1.2 Marketing Through Events
- 1.3 Product Decision un Events Marketing
- 1.4 Events as Communications Tools
- 1.5 Relationship Marketing in the Business of Events

Case study 1

### Unit II

- 2.1 Sponsorship - Concepts, Objectives and Components
- 2.2 Sponsors and Sponsorship, Types
- 2.3 Sponsorship Strategy and Planning
- 2.4 Developing and Designing the Sponsorship Proposal
- 2.5 Corporate Marketing vs Brand Marketing

Case study 2

### Unit III

- 3.1 Selling the Sponsorship Proposal
- 3.2 Assessment of Sponsorship Opportunities
- 3.3 Leveraging Techniques for Sponsorship
- 3.4 Rights Holders and Sponsorship
- 3.5 Sponsorship Implementation and Activation

Case study 3

## Unit IV

- 4.1 Post-Event Sponsorship Evaluation
- 4.2 Identifying Reasons for Sponsorship Failure and Success
- 4.3 Special Sponsorship Forms
- 4.4 Venue Naming Rights
- 4.5 Licensing and Endorsement.

Case study 4

## Unit V

- 5.1 Current Issues, Trends and Developments
- 5.2 Ethical Sponsorship
- 5.3 The Sponsorship Contract
- 5.4 Sponsorship Research and Management
- 5.5 Legal Aspects of Sponsorship

Case study 5

### Recommended texts and readings:

1. L. V. Wagen and B. R. Carlos, 2005, Event Management: for Tourism, Cultural, Business, and Sporting Events, Pearson
2. A. Saget, 2006, The Event Marketing Handbook: Beyond Logistics and Planning, Dearborn Trade Publishing
3. [B. E. Skinner](#) and [V. Rukavina](#), 2003, Event Sponsorship, The Wiley event management series
4. I. Macdonnell and M. Moir, 2013, Event Sponsorship and Fundraising: An advance guide, Routledge

Notes:

1. The case study mentioned at the end of each unit will cover as far as possible the whole unit.
2. Only 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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Objective Type Questions:	30%
Short/Long Questions:	70%

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

**Course Articulation Matrix**

<b>CO Statement (OMBA-DS- EMM- 302)</b>	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>
OMBA-DS- EMM-302.1	3	2			3
OMBA-DS- EMM-302.2	2		3	2	3
OMBA-DS- EMM-302.3	3		2	3	
OMBA-DS- EMM-302.4	1	2		2	1

# MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES

(Deemed to be University)

## OMBA-DS- EMM-303: PR for Events and Media

Periods/week	Credits	Max. Marks:	100
L:3 T:- P: -	3	Continuous Evaluation:	30
Duration of Examination: 3 Hrs		End Semester Examination:	70

### Pre-requisites: -

**Course Type: Domain Specific Elective**

### Course Outcomes:

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

- OMBA-DS- EMM-303.1 Understand the issues when planning and evaluating public relations strategies and execution
- OMBA-DS- EMM-303.2 Combine the appropriate theories and models with practical information to make better PR decisions
- OMBA-DS- EMM-303.3 Apply PR in the process for the success of various event
- OMBA-DS- EMM-303.4 Be equipped with the knowledge to ensure that you make the correct decisions when it comes to PR and various media including digital

### Unit I

- 1.1 Requirement of Event Manager
- 1.2 Types of Events
- 1.3 Aim of Event, Develop A Mission, Establish Objectives
- 1.4 Preparing Event Proposal, Use of Planning Tools

Case study 1

### Unit II

- 2.1 Meaning and Objectives of Public Relations
- 2.2 Emergence of Public Relations
- 2.3 Decisions Required for Effective PR Campaign
- 2.4 Strategic Perspective of Public Relations

Case study 2

### Unit III

- 3.1 Locating People for events, Clarifying Roles
- 3.2 Developing Content Guidelines
- 3.3 Participant Tips
- 3.4 Requirement Forms

Case study 3

## Unit IV

- 4.1 Types of Media
- 4.2 Media Management and PR Strategy
- 4.3 Planning and Identifying Right PR Strategy
- 4.4 Content Writing for PR

Case study 4

## Unit V

- 5.1 Digital Marketing and Social Marketing
- 5.2 Content Marketing
- 5.3 Latest Trends in PR and Media
- 5.4 Evaluation of a Public Relations Campaign

Case study 5

### Recommended texts and readings:

1. P. Lesly, 1998, Handbook of Public Relations and Communications, McGraw Hill
2. G. C. Banik, 2005, PR and Media Relations, Jaico Publishing House
3. I. S. Sachdeva, 2009, Public Relations Principles and Practices, Oxford Higher Education

Notes:

1. The case study mentioned at the end of each unit will cover as far as possible the whole unit.
2. Only latest 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.

### Evaluation Policy:

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Objective Type Questions:	30%
Short/Long Questions:	70%

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

**Course Articulation Matrix**

<b>CO Statement (OMBA-DS- EMM- 303)</b>	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>
OMBA-DS- EMM-303.1	3		2	3	2
OMBA-DS- EMM-303.2	1	2	2	2	3
OMBA-DS- EMM-303.3	2	2	3		2
OMBA-DS- EMM-303.4	3	2		2	2

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# MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES

(Deemed to be University)

## OMBA-DS- EMM-304: Event Budgeting and Costing

Periods/week	Credits	Max. Marks:	100
L:3 T:- P: -	3	Continuous Evaluation:	30
Duration of Examination: 3 Hrs		End Semester Examination:	70

### Pre-requisites: -

**Course Type: Domain Specific Elective**

### Course Outcomes:

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

- OMBA-DS- EMM-304.1 Understand the budgeting process of an event.
- OMBA-DS- EMM-304.2 Develop understanding of event partnership and sponsorship
- OMBA-DS- EMM-304.3 Comprehend basic cost concepts associated with events.
- OMBA-DS- EMM-304.4 Analyze various pricing techniques adopted in events.

### Unit I

- 1.1 Event Budget Inclusions and Negotiations
- 1.2 Supplier's and Contract Management
- 1.3 Payment Schedules
- 1.4 Budget Deficit

Case study 1

### Unit II

- 2.1 Event Partnership
- 2.2 Securing Sponsorships and Benefits of Sponsorship
- 2.3 Event Income and Other Revenue Opportunities - Ticket Collection, Merchandise, Live Streaming
- 2.4 Return on Investment
- 2.5 The Budgeting Process

Case study 2

### Unit III

- 3.1 Basic Concepts of Costs
- 3.2 Cost Classification
- 3.3 Allocation and Absorption of Costs
- 3.4 Cost Centers

Case study 3

### Unit IV

- 4.1 Cost Analysis for Managerial Decisions
- 4.2 Direct Costs
- 4.3 Break Even Analysis
- 4.4 Relevant Costs

Case study 4

## Unit V

- 5.1 Pricing – Joint Costs, Make or Buy, Relevant Fixed Costs, Sunk Costs
- 5.2 Cost Analysis and Control
- 5.3 Standard Costing
- 5.4 Variance Analysis
- 5.5 Unit and Output Costing
- 5.6 Budgeting and Control

Case study 5

### Recommended texts and readings:

1. L. Capell, 2013, Event management for dummies, John Wiley and Sons Ltd., Chichester
2. G. Bowdin, J. Allen, R. Harris, I. McDonnelle and William O'Toole, 2013, Events management, Routledge
3. R. N. Anthony, D. F. Hawkins and K. A. Merchant, 2017, Accounting Text and Cases, McGraw Hill
4. N. Dhameja, K. S. Sastry and K. Dhameja, 2014, Finance and Accounting for Managerial Competitiveness, S. Chand Publication
5. N. Dhameja, 2017, Public Budgeting and Financial Management (Indian Experience), S. Chand and 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.

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▪ Subjective (Short/Long)	40%
▪ Discussion/Presentation	15%
▪ Projects/Group Activities etc	15%
- For Summative assessment (End Semester Examination or End-Term Examination):  
Minimum: 70 percent. Categorization for the same is:

Objective Type Questions:	30%
Short/Long Questions:	70%

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

**Course Articulation Matrix**

<b>CO Statement (OMBA-DS- EMM- 304)</b>	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>
OMBA-DS- EMM-304.1		3	2	3	2
OMBA-DS- EMM-304.2	1	2	2	2	3
OMBA-DS- EMM-304.3	2	2	3		2
OMBA-DS- EMM-304.4	2	2	3	2	2

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# MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES

(Deemed to be University)

## OMBA-DS- EMM-305: Planning Marketing Communications for Events

Periods/week	Credits	Max. Marks:	100
L:3 T:- P: -	3	Continuous Evaluation:	30
Duration of Examination: 3 Hrs		End Semester Examination:	70

### Pre-requisites: -

### Course Type: Domain Specific Elective

### Course Outcomes:

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

- OMBA-DS- EMM-305.1 Understand the importance and evolution of event marketing
- OMBA-DS- EMM-305.2 Evaluate the relative value of various marketing media for events
- OMBA-DS- EMM-305.3 Develop a marketing strategy and a marketing plan for different types of events
- OMBA-DS- EMM-305.4 Develop and implement a marketing strategy to beat competition

### Unit I

- 1.1 Event Objectives and Event Elements
- 1.2 Audience Identification and Targeting
- 1.3 Events as a Marketing Tool
- 1.4 Role of Events in the Marketing Mix
- 1.5 The Event Marketing Mix

Case study 1

### Unit II

- 2.1 Setting the Budget for Event Marketing
- 2.2 Internal and External Resources
- 2.3 Funding Through Sponsorship
- 2.4 Approaches to Event Budgeting

Case study 2

### Unit III

- 3.1 Internal and External Event Marketing
- 3.2 Event Promotion: Media and Messages
- 3.3 Promoting Events Electronically
- 3.4 PR for Events: Objectives and Scope
- 3.5 PR Strategy

Case study 3

### Unit IV

- 4.1 Marketing for Conferences and Expositions
- 4.2 Marketing Festivals and Fairs
- 4.3 Marketing Corporate Events with Firm-Based Objectives
- 4.4 Cause-Related Marketing Programmes
- 4.5 Personal Grooming and Personality for Event Marketing

Case study 4

## Unit V

- 5.1 Impact of Event Marketing (Qualitative And Quantitative)
- 5.2 Calculating Return on Investment
- 5.3 Calculating Return on Sponsorship
- 5.4 Refining Event Marketing Evaluation

Case study 5

### Recommended texts and readings:

1. H. Leonard, 2002, Event Marketing: How to Successfully Promote Events, Festivals, Conventions and Expositions, John Wiley & Sons Inc.
2. J. Allen, 2012, Event Planning, John Wiley & Sons Inc.
3. C. Preston, 2002, How to Successfully Promote Events, Festivals, Conventions and Expositions, John Wiley & Sons Inc.
4. G. Masterman and E. H. Wood, 2005, Innovative Marketing Communications: strategies for the events industry, Elsevier/Heinemann, Oxford
5. A. Saget, 2006 The Event Marketing Handbook: Beyond Logistics and Planning, Dearborn Trade Publishing

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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    - MCQs 30%
    - Subjective (Short/Long) 40%
    - Discussion/Presentation 15%
    - Projects/Group Activities etc 15%
- For Summative assessment (End Semester Examination or End-Term Examination):  
Minimum: 70 percent. Categorization for the same is:
  - Objective Type Questions: 30%
  - Short/Long Questions: 70%

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

### Course Articulation Matrix

CO Statement (OMBA-DS- EMM- 305)	PO1	PO2	PO3	PO4	PO5
OMBA-DS- EMM-305.1	3		2	3	2
OMBA-DS- EMM-305.2	1	2	2	2	3
OMBA-DS- EMM-305.3	2	2	3		2
OMBA-DS- EMM-305.4	3	2		2	2

## MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES

(Deemed to be University)

### OMBA-DS- EMM-306: Legal Aspects and Ethics in Events and Media

Periods/week	Credits	Max. Marks: 100
L:3 T:- P: -	3	Continuous Evaluation: 30
Duration of Examination: 3 Hrs		End Semester Examination: 70

#### **Pre-requisites: -**

**Course Type: Domain Specific Elective**

#### **Course Outcomes:**

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

- OMBA-DS- EMM-306.1 Understand basic principles of laws
- OMBA-DS- EMM-306.2 Create awareness and understanding of the ethical values
- OMBA-DS- EMM-306.3 Appreciate ways in which law both facilitates and restricts business activities
- OMBA-DS- EMM-306.4 Communicate effectively about legal and ethical issues using appropriate oral and written conventions

#### **Unit I**

- 1.1 Types of Law
- 1.2 Types of Court Systems
- 1.3 Introduction to Contract Act
- 1.4 Defamation Law and elements of Defamation

Case study 1

#### **Unit II**

- 2. 1 Comparative Introduction to Media Laws and Ethics
- 2.2 The Relevance of Laws and Ethics to Modern Journalism
- 2.3 Difference/Distinction Between Objective Journalism and Yellow Journalism
- 2.4 Truth and Transparency in Journalism

Case study 2

#### **Unit III**

- 3.1 Media and National Security Laws
- 3.2 Cyber Space, Terrorism, National Security and the Media
- 3.3 Invasion of Privacy and Right of Publicity

Case study 3

#### **Unit IV**

- 4.1 Permissions Required for Holding an Event - General Details, Police Permission, Traffic Police, Ambulance, Fire Brigade, Municipal Corporation
- 4.2 Indian Performing Rights Society (IPRS) 208
- 4.3 Phonographic Performing License (PPL)
- 4.4 Permissions for Open Ground Events, Auditorium Show
- 4.5 Forming an Event Company - Self Marketing And Outsourcing

Case study 4

## Unit V

5.1 Code of Ethics and Business Conduct Framework for the Event Manager

5.2 Ethics-Meaning, Importance, Nature and Relevance to Business

5.3 Values and Attitudes of Professional Accountants

5.4 Seven Principles of Public Life-Selflessness, Integrity, Objectivity, Accountability, Openness, Honesty and Leadership

5.5 Ethics in Business

Case study 5

### Recommended texts and readings:

1. Getz Donald , 2015, Event Studies -Theory, Research and Policy for Planned Events, Routledge
2. C. G. Christians, 2002,Media Ethics: Cases and Moral Reasoning, Allyn& Bacon
3. J. Curran and J. Seaton, 2018, Power without Responsibility, Routledge
4. C. Frost, 2011, Journalism ethics and regulation, Pearson Education, Harlow
5. M. McGonagle, 2003, Media law, Round Hall
6. D. McHugh, 1989, Libel Law: a handbook for journalists, Round Hall
7. P. L. Plaisance, 2008, Media ethics : key principles for responsible practice, SAGE

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.

### Evaluation Policy:

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- Continuous or formative assessments (in the form of end semester examination or term examination. Weightage of assessments are as follows:
  - For continuous or Formative assessment (in semester): Maximum 30 percent. The categorization for the same is:

▪ MCQs	30%
▪ Subjective (Short/Long)	40%
▪ Discussion/Presentation	15%
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  - For Summative assessment (End Semester Examination or End-Term Examination):
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Short/Long Questions:	70%

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**Course Articulation Matrix**

<b>CO Statement (OMBA-DS- EMM- 306)</b>	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>
OMBA-DS- EMM-306.1	2	3	2		
OMBA-DS- EMM-306.2	3	2	2		
OMBA-DS- EMM-306.3	2				3
OMBA-DS- EMM-306.4		3		2	



**MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES**  
(Deemed to be University)

**OMBA-DS-MIS-301: Enterprise Resource Planning**

Periods/week	Credits	Max. Marks: 100
L:3 T:- P:-	3	Continuous Evaluation: 30
Duration of Examination: 3 Hrs		End Semester Examination: 70

**Pre-requisites:-**

**Course Type: Domain Specific Elective**

**Course Outcomes:**

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

- OMBA-DS-MIS-301.1 Understand the functionality that ERP systems deliver to organizations
- OMBA-DS-MIS-301.2 Evaluate the basic modules of ERP, Business Processes & project management cycle
- OMBA-DS-MIS-301.3 Analyze the emerging trends in ERP developments
- OMBA-DS-MIS-301.4 Apply the tools and techniques required for implementation of ERP systems

**Unit I**

- 1.1 Introduction to ERP Systems
- 1.2 Role of ERP in Business
- 1.3 Advanced ERP –ERP and E-Commerce
- 1.4 ERP Architecture
- 1.5 ERP Technologies

Case study 1

**Unit II**

- 2.1 ERP Solutions and Functional Modules
- 2.2 Scope of various ERP Modules
- 2.3 SDLC - ERP Life Cycle – Project Management and Monitoring
- 2.4 Overview of ERP software solutions- Small, medium and large enterprise vendor solutions, 2.5 ERP Vendor and Software Selection – Market Dynamics and Competitive Strategies - Hidden Costing

Case study 2

**Unit III**

- 3.1 ERP Implementation & Post Implementation
- 3.2 Guidelines of ERP Implementation
- 3.3 Implementation life cycle – ERP implementation & change Management
- 3.4 Post ERP Implementation Methodology - Review, Support, Maintenance and Security
- 3.5 Success and Failure factors of ERP Implementation.

Case study 3

## Unit IV

- 4.1 Significance of BPR
- 4.2 BPR Principles and Practices
- 4.3 BPR and ERP with IT
- 4.4 Implementation Process and Strategies

Case study 4

## Unit V

- 5.1 Emerging Trends in ERP
- 5.2 Extended ERP systems and ERP add-ons -CRM, SCM, Business analytics –
- 5.3 Future trends in ERP systems-web enabled
- 5.4 Wireless technologies, cloud computing.

Case study 5

### Recommended texts and readings:

1. D. P. Goyal, 2011, Enterprise Resource Planning: A Managerial Perspective, Tata Mc Graw Hill
2. V. K. Garg and N. K. Venkitakrishnan, 2004, Enterprise Resource Planning: Concepts and Practice,-Prentice Hall of India.
3. A. Leon, 2012, Enterprise Resource Planning, Tata McGraw-Hill
4. M. Jaiswal and G. Vanapalli, 2013, ERP, Macmillan India

### Notes:

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Objective Type Questions:	30%
Short/Long Questions:	70%

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

**Course Articulation Matrix**

<b>CO Statements OMBA-DS-MIS-301</b>	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>
OMBA-DS-MIS-301.1	3		2	2	
OMBA-DS-MIS-301.2		2		3	2
OMBA-DS-MIS-301.3	2			2	1
OMBA-DS-MIS-301.4	3	2	2		3

**MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES**  
(Deemed to be University)

**OMBA-DS-MIS-302: Software Project Management**

Periods/week	Credits	Max. Marks: 100
L:3 T:- P:-	3	Continuous Evaluation: 30
Duration of Examination: 3 Hrs		End Semester Examination: 70

**Pre-requisites:-**

**Course Type: Domain Specific Elective**

**Course Outcomes:**

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

OMBA-DS-MIS-302.1	Understand different aspects of Software Project Management
OMBA-DS-MIS-302.2	Evaluate the tools and techniques of Software Project Management
OMBA-DS-MIS-302.3	Analyze the importance of, and learning techniques to ensure, software quality
OMBA-DS-MIS-302.4	Apply Software Package for Software Project Management

**Unit I**

- 1.1 Introduction - Software Characteristics & Applications
- 1.2 Size Factors, Quality and Productive Factors
- 1.3 Software Development Process Models & evolutionary Models
- 1.4 Role of Management in Software Development
- 1.5 Software Metrics - Process and project metrics.

Case study 1

**Unit II**

- 2.1 Software Project planning – objectives, scope, requirements validation.
- 2.2 Software Design Principles
- 2.3 Software Project Size
- 2.4 Cost estimation & Estimation Techniques

Case Study 2

**Unit III**

- 3.1 Project Scheduling and Tracking : Concept & Defining Task set
- 3.2 Software Staff & Personnel Planning
- 3.3 Software Team Organization & Control Structure
- 3.4 Project Monitoring & Control Techniques
- 3.3 Issues involved Project Scheduling and tracking

Case Study 3

**Unit IV**

- 4.1 Software Quality & Quality Assurances
- 4.2 Software Testing - Formal Technical Reviews, ISO
- 4.3 Software Quality Standards,
- 4.4 Software Configuration Management - SCM Process, Configuration Audit

Case Study 4

**Unit V**

- 5.1 Software risk management and configuration management
- 5.2 Risk Management – Reactive and Proactive risk strategies,
- 5.3 Risk identification, projection, mitigation, monitoring and management
- 5.4 Modern Software Development - Agile Methods for Software Development

Case Study 5

**Recommended texts and readings:**

1. B. Hughes and M. Cotterell, 2004, Software Project Management, Tata McGraw Hill Publishing Company Ltd.
2. W. Royce, 1998, Software Project Management, Pearson Education
3. S. Humphrey, 1998, Winning with Software - An Executive Strategy, Pearson Education

Notes:

1. The case study mentioned at the end of each unit will cover as far as possible the whole unit.
2. Only latest available editions of the above books are recommended.
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    - Objective Type Questions: 30%
    - Short/Long Questions: 70%

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

**Course Articulation Matrix**

<b>CO Statements OMBA-DS-MIS-302</b>	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>
OMBA-DS-MIS-302.1	3	3			2
OMBA-DS-MIS-302.2	3		2	3	2
OMBA-DS-MIS-302.3	2			2	3
OMBA-DS-MIS-302.4	1		3		3

**MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES**  
(Deemed to be University)

**OMBA-DS-MIS-303: Digital Innovation and Transformation**

Periods/week	Credits	Max. Marks: 100
L:3 T:- P:-	3	Continuous Evaluation: 30
Duration of Examination: 3 Hrs		End Semester Examination: 70

**Pre-requisites:-**

**Course Type: Domain Specific Elective**

**Course Outcomes:**

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

- OMBA-DS-MIS-303.1 Understand factors affecting digital revolution in economy
- OMBA-DS-MIS-303.2 Develop skills to manage existing business models and new digitally enhanced business models
- OMBA-DS-MIS-303.3 Learn to manage competitive interactions
- OMBA-DS-MIS-303.4 Leverage crowds for innovation for organization success

**Unit I**

- 1.1 Introduction of digital revolution
- 1.2 Role of technological factors
- 1.3 Role of economic factors
- 1.4 Introduction to business models
- 1.5 Introduction to digital platforms

Case Study 1

**Unit II**

- 2.1 Existing business models
- 2.2 Digitally led business models
- 2.3 Understanding linked platforms
- 2.4 Business ecosystem

Case Study 2

**Unit III**

- 3.1 Market competition and business models
- 3.2 Motivation and goal setting in digital transformation
- 3.3 Assessment, analysis and action plan
- 3.4 Different digital business models

Case Study 3

**Unit IV**

- 4.1 Digital space and digital innovation
- 4.2 Service innovation initiatives
- 4.3 Organizing service innovation
- 4.4 Managing digital space and platforms

Case Study 4

## Unit V

- 5.1 Leveraging crowd innovation
- 5.2 Crowd sourcing business models
- 5.3 Principles of crowd innovation
- 5.4 Executing crowd sourcing business models

### Case Study 5

#### Recommended texts and readings:

1. J. McQuivey and J. Bernoff, 2013, Digital Disruption, Introduction to Psychology
2. L. Rogers David, 2013, The Digital Transformation, Readers Paradise

#### Notes:

1. The case study mentioned at the end of each unit will cover as far as possible the whole unit.
2. Only 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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Objective Type Questions: 30%  
Short/Long Questions: 70%

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

#### Course Articulation Matrix

CO Statements OMBA-DS-MIS- 303	PO1	PO2	PO3	PO4	PO5
OMBA-DS-MIS-303.1	3	2			
OMBA-DS-MIS-303.2		3			2
OMBA-DS-MIS-303.3		2	3	3	
OMBA-DS-MIS-303.4				2	

**MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES**  
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**OMBA-DS-MIS-304: IT Consulting**

Periods/week	Credits	Max. Marks: 100
L:3 T:- P:-	3	Continuous Evaluation: 30
Duration of Examination: 3 Hrs		End Semester Examination: 70

**Pre-requisites:-**

**Course Type: Domain Specific Elective**

**Course Outcomes:**

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

- OMBA-DS-MIS-304.1 Understand the role of the consultant and importance of IT consultancy
- OMBA-DS-MIS-304.2 Identify different consultancy models & assignment life cycle
- OMBA-DS-MIS-304.3 Plan, scope, propose and contract consultancy assignment and manage client relationships
- OMBA-DS-MIS-304.4 Apply a range of best practice consultancy techniques, quality control and measurement within consultancy assignments

**Unit I**

- 1.1 The Structure and Drivers of The IT/IS Industry
- 1.2 The Role of the Consultant
- 1.3 Competencies of Consultants
- 1.4 Consultancy Models
- 1.5 Considerations for the External Consultant, Internal Consultant and Sole Practitioner
- 1.6 Managing Change

Case study 1

**Unit II**

- 2.1 The Life Cycle of a Consultancy Assignment
- 2.2 Gaining Entry - Qualification Of Opportunities
- 2.3 Contracting and Assignment Initiation
- 2.4 Identification of Problems and Business Needs
- 2.5 Business Environment Analysis - Root Cause Analysis and Creative Problem Solving

Case study 2

**Unit III**

- 3.1 Diagnosis and Solution Definition
- 3.2 Solution Appraisal and Evaluation
- 3.3 Implementation and Taking Action
- 3.4 Disengaging and Expansion
- 3.5 Closure and Review
- 3.6 Evaluation, Follow Up and Business Development

Case study 3



## Unit IV

- 4.1 Management of Client Relationships
- 4.2 Proposals and Bids - Influencing and Negotiation
- 4.3 Working in Teams - Team Management and Delegation
- 4.4 Marketing of Consultancy Services
- 4.5 Issues in the Use of Consultants

Case study 4

## Unit 5

- 5.1 Communications and Reviews
- 5.2 Quality Management Systems
- 5.3 Risk Management and Change Control
- 5.4 Legislation, Ethics and Professional Standards
- 5.5 The Economics of Consulting
- 5.6 Transferring Experience to the Client
- 5.7 Benefits Management

Case study 5

### Recommended texts and readings:

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:

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**Course Articulation Matrix**

<b>CO Statements OMBA-DS-MIS- 304</b>	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>
OMBA-DS-MIS-304.1	3		2		
OMBA-DS-MIS-304.2	2	3		3	
OMBA-DS-MIS-304.3	2		2		3
OMBA-DS-MIS-304.4		2	2	3	

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**MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES**  
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**OMBA-MIS-DS 305: E Commerce and Digital Marketing**

Periods/week	Credits	Max. Marks: 100
L:3 T:- P:-	3	Continuous Evaluation: 30
Duration of Examination: 3 Hrs		End Semester Examination: 70

**Pre-requisites:-**

**Course Type: Domain Specific Elective**

**Course Outcomes:**

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

- OMBA-MIS-DS-305.1 Understand the unique aspects and challenges inherent in ecommerce
- OMBA-MIS-DS-305.2 Apply ecommerce and digital marketing concepts and frameworks to formulate valuable solutions
- OMBA-MIS-DS-305.3 Analyze the tools for promoting websites
- OMBA-MIS-DS-305.4 Develop a digital marketing plan and understand the optimization of websites

**Unit I**

- 1.1 E-Business - Origin and Need of E-Commerce
- 1.2 Factors Affecting E -Commerce
- 1.3 Business Dimension and Technological Dimension of E-Commerce
- 1.4 E Commerce Frame Work

Case study 1

**Unit II**

- 2.1 E-Commerce Business Model - Business To Consumer (B2C), Business To Business (B2B) Business Models
- 2.2 Building an E-Commerce Web Site: A Systematic Approach
- 2.3 Tools for Promoting Website
- 2.4 The E-Commerce Security Environment
- 2.5 Payment System, E-Commerce Payment System

Case study 2

**Unit III**

- 3.1 Consumer Online: The Internet Audience and Consumer Behaviour
- 3.2 Marketing on The Web
- 3.3 B2C and B2B E-Commerce Marketing and Business Strategies
- 3.5 E-Commerce in Action: E-Tailing Business Models
- 3.6 Applications in E-Commerce - in Manufacturing, Wholesale and Retail and Service Sector

Case study 3

## Unit IV

- 4.1 Introduction to Web Analytics
- 4.2 Web Analytics – Levels
- 4.3 Google Analytics
- 4.4 Introduction to Social Media Marketing, Social Networks And Online Communities, Online Auctions, E-Commerce Portals
- 4.5 Budgeting

Case study 4

## Unit 5

- 5.1 Introduction To Digital Marketing Plan
- 5.2 SWOT Analysis And Target Group Analysis
- 5.3 Content Management
- 5.4 Optimization Of Websites
- 5.5 SEO Optimization

Case study 5

### Recommended texts and readings:

1. D. Whitley, 2017, E-Commerce Strategy, Technologies and Applications, Tata McGrawHill
2. G. P. Schneider and P. James, 2001, Electronic Commerce, Thomson Learning
3. K. Bajaj and D. Nag, 2017, E-Commerce: The Cutting Edge of Business, McGraw Hill

Notes:

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**Course Articulation Matrix**

<b>CO Statements (OMBA-DS-MIS-305)</b>	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>
OMBA-DS-MIS-305.1	3	2			2
OMBA-DS-MIS-305.2	2		3	2	3
OMBA-DS-MIS-305.3	3		2	3	2
OMBA-DS-MIS-305.4	1	2		2	1

**MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES**  
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**OMBA-DS-MIS-306 : Strategic Management of IT**

Periods/week	Credits	Max. Marks: 100
L:3 T:- P:-	3	Continuous Evaluation: 30
Duration of Examination: 3 Hrs		End Semester Examination: 70

**Pre-requisites:-**

**Course Type: Domain Specific Elective**

**Course Outcomes:**

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

- OMBA-DS-MIS-306.1 Understand the main issues in effective management and use of IT resources.
- OMBA-DS-MIS-306.2 Evaluate the value of IT investments and the strategic issues regarding IT outsourcing.
- OMBA-DS-MIS-306.3 Define the critical role that IT Governance plays in how much value an enterprise receives from IT.
- OMBA-DS-MIS-306.4 Demonstrate proficiency in solving business problems using software applications

**Unit I**

- 1.1 The Strategic Use of Information Resources
- 1.2 Technology and The Modern Enterprise
- 1.3 Dimensions of IT
- 1.4 Business Information Warehousing

Case study 1

**Unit II**

- 2.1 IT and Competitive Strategy
- 2.2 Business value of IT
- 2.3 IT and Strategic Leadership
- 2.4 Organisational agility

Case study 2

**Unit III**

- 3.1 IT Risk Management
- 3.2 Risk Identification and Assessment
- 3.3 Selecting a Risk Control Strategy
- 3.4 Information security

Case study 3

**Unit IV**

- 4.1 Strategic IT outsourcing
- 4.2 Enterprise Architecture
- 4.3 Strategic IT Transformation
- 4.4 Virtual Organisation & IT

Case study 4

## Unit V

- 5.1 IT governance
- 5.2 Disruptive Innovation
- 5.3 Analytics & SM
- 5.4 Cybersecurity

Case study 5

### Recommended texts and readings:

1. J. Gallagher, 2018, Getting the Most out of Information Systems, Flatworld Publisher
2. J. N. Luftman, 2004, Managing the Information Technology Resource: Leadership in the Information Age, Prentice Hall
3. K. E. Pearlson and C. S. Saunders, 2019, Managing and Using Information Systems. A Strategic Approach, John Wiley & Sons

Notes:

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### Course Articulation Matrix

CO Statements (OMBA-DS-MIS-306)	PO1	PO2	PO3	PO4	PO5
OMBA-DS-MIS-306.1	2		3		2
OMBA-DS-MIS-306.2	3	2		2	
OMBA-DS-MIS-306.3	1		2		2
OMBA-DS-MIS-306.4	3		2	2	

**MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES**  
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**OMBA-DS-HC-301: Hospital Facility Planning**

Periods/week	Credits	Max. Marks:	100
L: 3 T:- P:-	3	Continuous Evaluation:	30
Duration of Examination: 3 Hrs		End Semester Examination:	70

**Pre-requisites: -**

**Course Type: Domain Specific Elective**

**Course Outcomes:**

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

- OMBA-DS-HC-301.1 Demonstrate and understand origin of hospitals and its step by step development and types.
- OMBA-DS-HC-301.2 Explore the skills and understand the administrative aspects of multiple clinical services in the hospital.
- OMBA-DS-HC-301.3 Analyze the framework and importance of accreditation standards in the hospitals and ensure the safety and security of the patients, visitors and the hospital staff.
- OMBA-DS-HC-301.4 Explore and identify the recent trends in disaster management and operations management of Utility services in hospital

**Unit I**

- 1.1 Introduction to organization of health services in India - Central, States, Defence, Railways and other PSUs
- 1.2 Voluntary agencies
- 1.3 Comprehensive health projects with Rural Development
- 1.4 International organizations related to health services

Case study 1

**Unit II**

- 2.1 Organizing and Managing Facility Support Services - Laundry - Housekeeping - Pest control
- 2.2 Recent trends in Disaster Management
- 2.3 Hospital Engineering Services (Plumbing, Electricity, Civil, A/C, Lifts)
- 2.4 Strategies of hospital equipments- planning and Selection-purchase procedure
- 2.5 Installation and commissioning-hospital equipment repair and maintenance quality control

Case study 2

**Unit III**

- 3.1 Imaging - CSSD - Laboratory - Blood Bank - Diet - Medical Records - Mortuary - Pharmacy
- 3.2 Admission & Discharge Procedure
- 3.3 Billing Procedure
- 3.4 Medical Equipments & Bio medical engineering
- 3.5 Ambulance Services

Case study 3

**Unit IV**



- 4.1 General safety of the patients
- 4.2 Reviewreports on Healthcare
- 4.3 Health Indicators - Applying Economic Concepts to Service Evaluation
- 4.4 Assessing Patient Satisfaction - Techniques of Hospital Services Evaluation –
- 4.5 Indicators of Hospital Efficiency & Effectiveness

Case study 4

## Unit V

- 5.1 Epidemiological Triad, Levels of Disease Prevention
- 5.2 Disaster Management/ Disaster Plan- Fire fighting-
- 5.3 Dealing with crisis situations- Natural disasters -floods, earthquakes etc.-
- 5.4 Mob violence against medical establishments- Bomb threat- Terrorist strike-
- 5.5 Political agitation- Mass casualties

Case study 5

### Recommended Texts and Readings:

- 1. A. D. Kalcizony and S. M. Shortell, 2019, Health Care Management, Cengage learning
- 2. C. S. Piggot, 2020, Business Planning for Health Care Management, Open University Press
- 3. D. E. Cope, 2003, Organization Development and Action Research in Hospitals-Perspectives in health care - Nancy North - Macmillan Press

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. Only the latest available editions to the above books are recommended

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Short/Long Questions:	70%

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**Course Articulation Matrix**

<b>CO Statement (OMBA-DS-HC-301)</b>	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>
OMBA-DS-HC-301.1	2	3		2	
OMBA-DS-HC-301.2	2		2	3	2
OMBA-DS-HC-301.3	3	2			3
OMBA-DS-HC-301.4		3	3	2	

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**OMBA-DS-HC-302: Legal Aspects of Healthcare**

Periods/week	Credits	Max. Marks : 100
L: 3 T:- P:-	3	Continuous Evaluation: 30
Duration of Examination: 3 Hrs		End Semester Examination: 70

**Pre-requisites: -**

**Course Type: Domain Specific Elective**

**Course Outcomes:**

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

- |                  |  |
|------------------|--|
| OMBA-DS-HC-302.1 | Understand basic principles of laws  |
| OMBA-DS-HC-302.2 | Develop awareness and understanding of the ethical values                                      |
| OMBA-DS-HC-302.3 | Evaluate the ways in which law both facilitates and restricts business activities              |
| OMBA-DS-HC-302.4 | Apply the knowledge of legal and ethical issues using appropriate oral and written conventions |

**Unit I**

- 1.5 Types of Law
- 1.6 Principles of civil law
- 1.7 Indian contracts act,1872
- 1.8 law of Tort
- 1.9 Civil procedure code,1908

Case study 1

**Unit II**

- 2. 1 Laws related to hospital services and health
- 2.2 Legal issues in patient care situations
- 2.3 Emerging issues with legal connotations
- 2.4 Federal government's access to protected health information
- 2.5 Indian Evidence Act, 1872

Case study 2

**Unit III**

- 3.1 Use of health records in legal proceedings
- 3.2 State open-meeting and public record laws
- 3.3 Consumer Protection Act 1986
- 3.4 Redressal Agencies under Consumer Protection Act

Case study 3

**Unit IV**

- 4.1HIPAA and the HITECH Act
- 4.2 Legal requirements
- 4.3. Form and content of records

#### 4.4 Access to health information

Case study 4

### Unit V

5.1 Laws related to hospitals and health- ethical issues and drug issues,

5.2 Establishment issues

5.3 Healthcare Insurance

5.4 Introduction to general Laws applicable for Hospital Management

Case study 5

### Recommended Texts and Readings:

1. T. K. Koley, 2010, Medical Negligence Law in India: Duties and Responsibilities Rights, Oxford University Press
2. S. Abraham, 2008, Laws on Hospital Administration, Bi Publications Pvt. Ltd.

### Notes:

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Short/Long Questions:	70%

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### Course Articulation Matrix

CO Statement (OMBA-DS-HC- 302)	PO1	PO2	PO3	PO4	PO5
OMBA-DS-HC-302.1	3				2
OMBA-DS-HC-302.2		3	3		2

OMBA-DS-HC-302.3	2			2	3
OMBA-DS-HC-302.4		2	2	3	1

MRIRRS

**MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES**

**(Deemed to be University)**

**OMBA-DS-HC-303 : Health Care Economics and Finance**

Periods/week	Credits	Max. Marks : 100
L: 3 T:- P:-	3	Continuous Evaluation: 30
Duration of Examination: 3 Hrs		End Semester Examination: 70

**Pre-requisites: -**

**Course Type: Domain Specific Elective**

**Course Outcomes:**

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

OMBA-DS-HC-303.1	Understand the importance of maintaining good health
OMBA-DS-HC-303.2	Develop an in-depth understanding of the components of health care economics
OMBA-DS-HC-303.3	Formulate effective financial management in health care
OMBA-DS-HC-303.4	Assess the role of various government and non-government health care programs

**Unit I**

- 1.1 Assessment of causes of poor health in the developing countries
- 1.2 Health services provided
- 1.3 Stage of economic development
- 1.4 National development planning in health services sector, health care schemes and funds for healthcare

Case study 1

**Unit II**

- 2.1 Economic appraisal of health services
- 2.2 How and why People Invest to Maintain Good Health
- 2.3 Needs vs. demand vs. supply model
- 2.4 Health sector financing and expenditure surveys

Case study 2

**Unit III**

- 3.1 Costs associated with primary care
- 3.2 Resource availability and allocation in primary care
- 3.3 Methods and models in the analysis
- 3.4 Evaluation of health sector financing

Case study 3

**Unit IV**

- 4.1 Financial management in health services
- 4.2 Control, pricing and efficiency in health services
- 4.3 The Health Care Imperative: lowering Costs and Improving Outcomes
- 4.4 Value pricing

Case study 4

## Unit V

- 5.1 Economics of non-Governmental health care, Social cost benefit analysis
- 5.2 Economics of various national health programs
- 5.3 The Economics of Government Interventions to Improve Outcomes and Efficiency in the Health System.
- 5.4 IPD/OPD Billing, Purchase and Inventory Management

Case study 5

### Recommended Texts and Readings:

1. T. E. Getzen, 2012, Health Economics and Financing, Wiley,
2. S. Penner, 2003, Introduction to Health Care Economics and Financial Management: Fundamental Concepts with Practical Application
3. J. Bhattacharya, T. Hyde and P. Tu, 2003, Health Economics, Red Globe Press

Notes:

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### Course Articulation Matrix

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

**MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES**  
(Deemed to be University)

**OMBA-DS-HC-304: Biomedical Waste Management**

Periods/week	Credits	Max. Marks : 100
L: 3 T:- P:-	3	Continuous Evaluation: 30
Duration of Examination: 3 Hrs		End Semester Examination: 70

**Pre-requisites: -**

**Course Type: Domain Specific Elective**

**Course Outcomes:**

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

- OMBA-DS-HC-304.1 Understand the types of waste generated in the healthcare sector
- OMBA-DS-HC-304.2 Evaluate the adverse effects of bio medical waste on various facets of the environment.
- OMBA-DS-HC-304.3 Develop strategies to manage bio medical waste: collection, segregation, disposal.
- OMBA-DS-HC-304.4 Prepare plans to educate stakeholders for bio medical waste management

**Unit I**

- 1.1 Sources of Biomedical Waste
- 1.2 Classification of Biomedical waste
- 1.3 Characterization of Types of Waste
- 1.4 Classification of Waste as per WHO, Govt. of India and Regulatory Agencies

Case study 1

**Unit II**

- 2.1 Environmental Health Hazards
- 2.2 Types of Pollutants from Healthcare Industry (chemicals, gases etc.)
- 2.3 Environmental Impact of Biomedical Waste
- 2.4 Impact of Healthcare Waste on Human Health

Case study 2

**Unit III**

- 3.1 Handling Healthcare Waste
- 3.2 Waste Collection from the Sources
- 3.3 Segregation, Transportation and Storage of Waste
- 3.4 Treatment and Disposal of Waste
- 3.5 General Principles of Waste Management (3 Rs, Sustainable Development Goals)

Case study 3

**Unit IV**

- 4.1 Legal Aspects of Waste Management
- 4.2 Hazardous Waste (Management and Handling) Rules
- 4.3 Federal Hazardous Waste Regulations under RCRA, Superfund, CERCLA and SARA
- 4.4 Protocols, issues and challenges in transportation of hazardous waste

Case study 4



## Unit V

- 5.1 Measures for Minimizing Waste
- 5.2 Partnering Waste Management Initiatives (Role of various Levels of Govt., Private Sector)
- 5.3 Educating Patients, Employees and General Public
- 5.4 Occupational Safety Precautions

Case study 5

### Recommended Texts and Readings:

1. G. Tchobanoglous, H. Theisen and S.A. Viquel, 2009, Integrated Solid Waste Management: Engineering, Principles and Management issues, Tata McGraw Hill Publishing Company Ltd.
2. W.P. Cunningham and M.A. Cunningham, 2004, Principles of Environmental Science, Tata McGraw Hill Publishing Company Ltd.
3. R. Johri, 2009, E-waste: implications, regulations, and management in India and current global best practices, TERI Press
4. B. Krishnamoorthy, 2008, Environmental Management, Text Book and Cases, PHI Learning (P) Ltd.

### Notes:

1. The case study mentioned at the end of each unit will cover as far as possible the whole unit.
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Minimum: 70 percent. Categorization for the same is:

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Short/Long Questions:	70%

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

## Course Articulation Matrix

CO Statement	PO1	PO2	PO3	PO4	PO5
OMBA-DS-HC-304.1		2		3	2
OMBA-DS-HC-304.2	3	3		2	3
OMBA-DS-HC-304.3	2	2	3	1	2
OMBA-DS-HC-304.4	2	1	3	3	1

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**MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES**  
(Deemed to be University)

**OMBA-DS-HC – 305: Health and Hospital Information Systems**

Periods/week	Credits	Max. Marks : 100
L: 3 T:- P:-	3	Continuous Evaluation: 30
Duration of Examination: 3 Hrs		End Semester Examination: 70

**Pre-requisites: -**

**Course Type: Domain Specific Elective**

**Course Outcomes:**

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

- OMBA-DS-HC – 305.1 Understand the role and value of information technologies in potentially revolutionizing healthcare delivery, administration, education, and research.
- OMBA-DS-HC –305.2 Evaluate the various types of healthcare information applications and develop basic familiarity with healthcare IT products
- OMBA-DS-HC –305.3 Analyze obstacles and success factors for implementation and integration of information, communication and decision technologies in healthcare
- OMBA-DS-HC –305.4 Develop teamwork skills to mediate the communication between healthcare professionals and information technology personnel

**Unit I**

- 1.1 Basics of IT Technology - Hardware, software and Data management
- 1.2 Meaning and role of information systems.
- 1.3 Types of information systems
- 1.4 System Acquisition & Implementation

Case study 1

**Unit II**

- 2.1 Introduction to Healthcare Information Systems - Objectives, Characteristics, Elements, Categories
- 2.2 HIS for Various Levels of Management (Top / Middle / Operational)
- 2.3 Integrated HIS (IHMS) Comprehensive Single Hospital MIS (CSHS), Comprehensive Multi hospitals MI (CMHS)
- 2.4 Business Office Multi-hospital MIS (BMHS) and Special Purpose Single Hospital MIS (SSHS)

Case study 2

**Unit III**

- 3.1 Application of Computers in Hospitals and Health Programs
- 3.2 Computerizing across all departments of Hospital
- 3.3 Implementing wireless computerized patient records
- 3.4 Complexity in computerizing Hospitals
- 3.5 Computerizing Health Programs / Projects

Case study 3

## Unit IV

- 4.1 Healthcare Information Regulations & Standards
- 4.2 Legal Aspects of Managing Health Information
- 4.3 Health records Privacy and Security
- 4.4 Certification and Accreditation

Case study 4

## Unit V

- 5.1 Mobile IT devices in healthcare
- 5.2 Clinical Practices through Internet Telehealth
- 5.3 Electronic Medical Documentation and Smart Cards
- 5.4 Geographical Information System (GIS) : Digitizing Map, Software and Hardware needed
- 5.5 Future Trends in Health Care Information Systems

Case study 5

### Recommended Texts and Readings:

- 1 K. A. Wager, F. W. Lee, J. P. Glaser, 2017, ,Health care Information System-A practical approach for Health Care Management, Wiley
- 2 M. J. Browie and M. A. Green, 2010, 'Essentials of Health Information Management: Principles and Practices, Cengage
- 3 T. Hebda, K. Hunter and P. Czar, 2008, Handbook of Informatics for Nurses and Health Care Professional, Prentice Hall

Notes:

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Objective Type Questions:	30%
Short/Long Questions:	70%

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

**Course Articulation Matrix**

<b>CO Statement (OMBA-DS-HC- 305)</b>	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>
OMBA-DS-HC –305.1		3			1
OMBA-DS-HC –305.2	3	2	1		
OMBA-DS-HC –305.3	2		2	3	3
OMBA-DS-HC – 305.4		1	3	3	2

**MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES**  
(Deemed to be University)

**OMBA-DS-HC-306: Quality Assurance for Healthcare- I**

Periods/week	Credits	Max. Marks : 100
L: 3 T:- P:-	3	Continuous Evaluation: 30
Duration of Examination: 3 Hrs		End Semester Examination : 70

**Pre-requisites: -**

**Course Type: Domain Specific Elective**

**Course Outcomes:**

- OMBA-DS-HC-306.1 Understand the most important issues when planning and evaluating Quality Assurance for Healthcare.
- OMBA-DS-HC-306.2 Evaluate appropriate theories and models with practical information to make better decisions regarding Quality in Healthcare.
- OMBA-DS-HC-306.3 Discuss and understand customer satisfaction via applications of quality improvement strategies, philosophies and techniques.
- OMBA-DS-HC-306.4 Prepare plans to improve quality in various delivery set up

**Unit I**

- 1.1 Introduction to Quality
- 1.2 Quality Assurance vs. Quality Control
- 1.3 Policy, Process and Procedures in Quality Assurance
- 1.4 Cost of Quality

Case study 1

**Unit II**

- 2.1 Six Sigma and Lean Strategies
- 2.2 Key Performance Indicators (KPIs) for Quality
- 2.3 Introduction and Application of Kaizen
- 2.4 PDCA or Deming Cycle

Case study 2

**Unit III**

- 3.1 Waste Elimination– 3M
- 3.2 Japanese 5S Principles
- 3.2 RCA and CAPA
- 3.3 Quality Control Tools

Case study 3

**Unit IV**

- 4.1 Risk Management and Liability Issues
- 4.2 National Health System and Quality Management
- 4.3 Planning and Quality Management in Services
- 4.4 Proactive vs. Reactive Quality Management Program

Case study 4

## Unit V

- 5.1 Introduction to Accreditation Process
- 5.2 Requirements of Accreditation for Quality Management in Hospital
- 5.2 Introduction to NABH
- 5.3 Patient Centered NABH Chapters

Case study 5

### Recommended Texts and Readings:

1. U. Manjunath, 2017, Total Quality Service in Healthcare, McGraw Hill
2. J. Sandars, 2009, ABC of Patient Safety, BMJ Books
3. Hospital Information Control Guidelines, 2020, ICMR: A handbook

### Notes:

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### Course Articulation Matrix

CO Statement (OMBA-DS-HC- 306)	PO1	PO2	PO3	PO4	PO5
OMBA-DS-HC-306.1	2		3		
OMBA-DS-HC-306.2		1		2	3
OMBA-DS-HC-306.3	3	3			2
OMBA-DS-HC-306.4		2	3	3	

**MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES**  
(Deemed to be University)

**OMBA-DS-HC-307: Preventive Healthcare System**

Periods/week	Credits	Max. Marks : 100
L: 3 T:- P:-	3	Continuous Evaluation: 30
Duration of Examination: 3 Hrs		End Semester Examination: 70

**Pre-requisites: -**

**Course Type: Domain Specific Elective**

**Course Outcomes:**

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

- OMBA-DS-HC-307.1. Explore opportunities for public service and civic engagement in the community
- OMBA-DS-HC-307.2. Discover the essential, dynamic interrelationship of service and leadership
- OMBA-DS-HC-307.3. Strengthen personal values with respect to leadership and service
- OMBA-DS-HC-307.4. Deepen their commitment to social justice and community service

**Unit I**

- 1.1 Identify health problems of the community in the context of the socio -economic - cultural milieu
- 1.2 Prioritize health problems
- 1.3 Identify threats to the environment
- 1.4 Identify Community Health Assets

Case study 1

**Unit II**

- 2.1 Identify groups which require special attention (elderly, adolescents, gender, the poor and other marginalized groups) including those facing occupational hazards
- 2.2 Set objectives and prepare action plan
- 2.3 Implement and monitor Programme
- 2.4 Supervise and evaluate

Case study 2

**Unit III**

- 3.1 Assess costs, plan and implement
- 3.2 Supervise budget and alternative health options
- 3.3 Implement public health laws
- 3.4 Initiate, implement and supervise National Health Programmes

Case study 3

**Unit IV**

- 4.1 Manage Health Information System and respond appropriately to the information gathered
- 4.2 Establish Surveillance System and respond to public health threats effectively and efficiently
- 4.3 Anticipate, prepare for and respond to disasters
- 4.4 Plan health manpower development, logistics and materials management.

Case study 4



## Unit V

- 5.1 Study quality assurance and medical audit
- 5.2 Understand basics of hospital management
- 5.3 Collaborate Community Leaders and Organisations
- 5.4 Engage with Community to Promote the Health

Case study 5

### Recommended Texts and Readings:

1. A. D. Kaluzny and S. M. Shortell, 2011, Health Care Management, Cenagage Learning
2. D. E. Cope, 2010, Organization Development and Action Research in Hospitals
3. N. North, 1997, Perspectives in health care, Macmillan Press

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### Course Articulation Matrix

CO Statement (OMBA-DS-HC-307)	PO1	PO2	PO3	PO4	PO5
OMBA-DS-HC-307.1	2	3		3	
OMBA-DS-HC-307.2			3		3
OMBA-DS-HC-307.3	3	3	1		2
OMBA- DS-HC-307.4	1	2	3	2	

**MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES**  
(Deemed to be University)

**OMBA-DS-ESBM-301: Strategies and Practices of Entrepreneurial Firms**

Periods/week	Credits	Max. Marks : 100
L:3 T:- P:-	3	Continuous Evaluation: 30
Duration of Examination: 3 Hrs		End Semester Examination: 70

**Pre-requisites: -**  
**Course Type: Domain Specific Elective**

**Course Outcomes:**

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

- OMBA-DS-ESBM-301.1. Understand the concepts and tools required for designing and implementing entrepreneurial strategies
- OMBA-DS-ESBM-301.2. Assessing the unique performance requirements and capabilities of entrepreneurial firms.
- OMBA-DS-ESBM-301.3. Develop a working knowledge of how to address the idiosyncratic organizational, management, financial and relational dynamics present in entrepreneurial firms.
- OMBA-DS-ESBM-301.4. Understand the strategies and practices for strategic renewal, growth, and exit for entrepreneurial firms.

**Unit I**

- 1.1 Processes to Explore Innovations: from Idea to Market
- 1.2 Design Thinking
- 1.3 Cooperation and Collaboration with Established Firms
- 1.4 Strategy for building right team
- 1.5 Licensing deals

Case study 1

**Unit II**

- 2.1 Executing Innovation Processes
- 2.2 Innovation Platforms
- 2.3 Funding for growth stages
- 2.4 Creating and Scaling Company Culture
- 2.5 Demand Forecasting and Acquiring Customers

Case study 2

### **Unit III**

- 3.1 Blue Ocean Strategy
- 3.2 IP strategy,
- 3.3 Disruptive Strategy
- 3.4 Architectural Strategy

Case study 3

### **Unit IV**

- 4.1 Renewing Innovation Foundations
- 4.2 Disruptive Innovations
- 4.3 Open Innovation Strategies
- 4.4 Value Chain Re engineering

Case study 4

### **Unit V**

- 5.1 Entrepreneurial Strategy and Dynamic Capabilities
- 5.2 Thin and Lean Business Strategy
- 5.3 Growth and Survival – Turnaround Strategies
- 5.4 Internationalization Strategy

Case study 5

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

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.
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▪ Projects/Group Activities etc	15%
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 Short/Long Questions: 70%

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**Course Articulation Matrix**

<b>CO Statement (OMBA-DS-ESBM-301)</b>	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>
OMBA-DS-ESBM-301.1	2	3	2		3
OMBA-DS-ESBM-301.2	3			2	2
OMBA-DS-ESBM-301.3	1		2		3
OMBA-DS-ESBM-301.4	3	2		2	1

**MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES**  
(Deemed to be University)

**OMBA-DS-ESBM-302: Creativity, Innovation and Entrepreneurship**

Periods/week	Credits	Max. Marks : 100
L:3 T:- P: -	3	Continuous Evaluation: 30
Duration of Examination: 3 Hrs		End Semester Examination: 70

**Pre-requisites: -**

**Course Type: Domain Specific Elective**

**Course Outcomes:**

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

- OMBA-DS-ESBM-302.1. Understand what makes an organization creative and innovative?
- OMBA-DS-ESBM-302.2. Recognize the creative problem solving process and apply tools for solving innovation dilemmas and challenges.
- OMBA-DS-ESBM-302.3. Develop a practical framework for the design and implementation of a systematic innovation strategy.
- OMBA-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**

- 1.1 Concept and Models of Innovation
- 1.2 The Underpinning of Profits: Assets, Competences and Knowledge
- 1.3 Sources and Transfer of Innovation
- 1.4 Creating a Culture of Innovation

Case study 1

**Unit II**

- 2.1 Schumpeter and Creative Destruction
- 2.2 The Evolutionary Theory of Nelson and Winter
- 2.3 Models of the Dynamic Capabilities, Competitive Advantages, Extended Rivalry
- 2.4 Drucker and the Systematic Innovation
- 2.5 Role of Von Hippel User
- 2.6 Rodgers and the Innovations Diffusion Speed Adoption

Case study 2

### **Unit III**

- 3.1 Key Elements in Managing Innovation Learning Cycle
- 3.2 The Roles of the Innovator
- 3.3 The Generation of Ideas and Brainstorming
- 3.4 Creativity Business Model V/S Classical Approach.
- 3.5 The Business Model Canvas by Alex Osterwalde; Principles and Applications
- 3.6 The Business Plan

Case study 3

### **Unit IV**

- 4.1 The Entrepreneur Profile Analysis
- 4.2 Behaviour and Motivations
- 4.3 Lean Start –Up
- 4.4 The Entrepreneurial Ecosystem: Entrepreneurs and Strategic Decisions

Case study 4

### **Unit V**

- 5.1 Globalization of Innovations
- 5.2 Innovation for Emerging Economies
- 5.3 Role of National Government in Innovation
- 5.4 Strategic Innovation Process

Case study 5

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

1. A. Afuah 2002, Innovation Management, Oxford Publications
2. R. D. Hisrich, 2013, Entrepreneurship, McGraw Hill Education
3. S. Fisher and J.-N. Duane, 2016, The Startup Equation, McGraw Hill
4. S. Conway and F. Steward, 2012, Managing & Shaping Innovation, Oxford University Press

Notes:

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

### **Evaluation Policy:**

The evaluation will include two types of assessments:

- Continuous or formative assessments (in the form of end semester examination or term examination. Weightage of assessments are as follows:
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    - MCQs 30%
    - Subjective (Short/Long) 40%
    - Discussion/Presentation 15%

- Projects/Group Activities etc 15%
- For Summative assessment (End Semester Examination or End-Term Examination):
  - Minimum: 70 percent. Categorization for the same is:
 

Objective Type Questions:	30%
Short/Long Questions:	70%

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

**Course Articulation Matrix**

CO Statement (OMBA-DS-ESBM-302)	PO1	PO2	PO3	PO4	PO5
OMBA-DS-ESBM-302.1	1	2			3
OMBA-DS-ESBM-302.2	3			2	2
OMBA-DS-ESBM-302.3	3		2		2
OMBA-DS-ESBM-302.4	2	3	3	3	2

**MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES**  
(Deemed to be University)

**OMBA- DS-ESBM-303: Managing Strategic Partnership and Negotiation**

Periods/week	Credits	Max. Marks : 100
L:3 T:- P:-	3	Continuous Evaluation: 30
Duration of Examination: 3 Hrs		End Semester Examination: 700

**Pre-requisites: -**

**Course Type: Domain Specific Elective**

**Course Outcomes:**

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

OMBA-DS-ESBM-303.1. Understand role of partnerships play within an overall business strategy

OMBA-DS-ESBM-303.2. Understand fundamentals and drivers of strategic partnerships and negotiations between organizations.

OMBA-DS-ESBM-303.3. Analyze the various degrees of partnership agreements and apply them in a business context.

OMBA-DS-ESBM-303.4. Design and implement a successful negotiation settlement in outsources relationships.

**Unit I**

- 1.1 Objectives of Strategic Partnerships
- 1.2 Partnerships – Causes and Consequences
- 1.3. Strategic Alliances-Impact on Economy
- 1.4. Analyzing Competitive Advantage in International Context
- 1.5. Implications of International Linkages for Industry Analysis

Case study 1

**Unit II**

- 2.1 The Role of Corporate Management in Partnerships
- 2.2 Managing Individual Businesses
- 2.3 Managing Linkages across Businesses
- 2.4 Managing Change in Multinational Corporation
- 2.5 Governance of Multi Business Corporation

Case study 2

**Unit III**

- 3.1 Negotiation-Definition and Aspects of Negotiation Research and Practice
- 3.2 Identifying Goals, Options and Criteria of Success
- 3.3 Catalysts and Barriers of Successful Collaboration
- 3.4 Designing a Negotiation Plan
- 3.5 3 Phases of Negotiations: Initial, Exploratory and Finalization

Case study 3

**Unit IV**

- 4.1 Tactics for Promoting a Constructive Negotiation Climate
- 4.2 Principled Negotiations



- 4.3 3-D Negotiation
- 4.4 Transactional Analysis in Negotiations
- 4.5 Mixed Negotiating

Case study 4

## Unit V

- 5.1 Post-Negotiation Stage: Implementation and Compliance
- 5.2 Post-Negotiation Assessment and Evaluation
- 5.3 International and Cross-Cultural Negotiations
- 5.4 Crisis Negotiations

Case study 5

### Recommended texts and readings:

1. D.A. Lax and J. K. Sebenius, 2006, 3-D Negotiation: Powerful Tools to Change the Game in Your Most Important Deals. Harvard Business Press
2. C. Lyons, 2007, I Win, You Win: The Essential Guide to Principled Negotiation. A&C Black Business Information and Development,
3. E.A. Berghoff, 2007, The International Negotiations Handbook. Success through Preparation, Strategy, and Planning. PILPG and Baker & McKenzie.

Notes:

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

### Evaluation Policy:

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▪ MCQs	30%
▪ Subjective (Short/Long)	40%
▪ Discussion/Presentation	15%
▪ Projects/Group Activities etc	15%
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Minimum: 70 percent. Categorization for the same is:	
Objective Type Questions:	30%
Short/Long Questions:	70%

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

**Course Articulation Matrix**

<b>CO Statement (OMBA-DS-ESBM-303)</b>	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>
OMBA-DS-ESBM-303.1	3	2			2
OMBA-DS-ESBM-303.2	2		3	3	3
OMBA-DS-ESBM-303.3	1		2	2	2
OMBA-DS-ESBM-303.4	3	2	2	3	2

**MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES**  
(Deemed to be University)

**OMBA- DS-ESBM-304: Regulatory and Legal Issues of Entrepreneurship**

Periods/week	Credits	Max. Marks: 100
L:3 T:- P:-	3	Continuous Evaluation:30
Duration of Examination: 3 Hrs		End Semester Examination: 70

**Pre-requisites: -**

**Course Type: Domain Specific Elective**

**Course Outcomes:**

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

- OMBA-DS-ESBM-304.1. Understand the fundamental aspects of Intellectual property rights
- OMBA-DS-ESBM-304.2. Apply the knowledge on patents, patent regime in India and abroad and registration aspects
- OMBA-DS-ESBM-304.3. Apply the knowledge on copyrights and its related rights and registration aspect
- OMBA-DS-ESBM-304.4. Attain knowledge on trademarks and registration aspects
- OMBA-DS-ESBM-304.5. Evaluate design, geographical Indication (GI), plant variety and layout design protection and their registration aspects
- OMBA-DS-ESBM-304.6. Analyze current trends and governmental regulations on IPR, copyrights and trademarks laws and regulations

**UNIT I**

- 1.1 General Aspects of Intellectual Property Rights
- 1.2 Evolution and Development of IPR's at International and National Level
- 1.3 Emergence of WIPO and WTO-Trips
- 1.4 Emerging Issues in IPR

Case study 1

**Unit II**

- 2.1 Copyright and their Applications
- 2.2 Issues in Copyright Application
- 2.3 Digital Rights Management (DRM)
- 2.4 'Creative Commons' (CC)
- 2.4 Infringement and Enforcement of Copyrights

Case study 2

**Unit III**

- 3.1 Patents and their Applications
- 3.2 Identification and Benefits of Patents in Various Fields
- 3.3 Introduction to Patent Searching, Drafting and Procedures
- 3.4 Patent Search Tools

Case study 3

## Unit IV

- 4.1 Trademarks and their Applications
- 4.2 Trademark aspects: Sections and Features
- 4.3 Design Rights and their Applications
- 4.4 Designs – Ornamental and Other Types
- 4.5 Geographical Indication (GI)- Infringements and Legal Remedies

Case study 4

## Unit V

- 5.2 Interpretation of Claims on IPR
- 5.3 Doctrine of Equivalents
- 5.4 Product Testing as Infringing Use
- 5.5 Doctrine of Exhaustion
- 5.6 Legal and Equitable Remedies for Infringement

Case study 5

### Recommended texts and readings:

1. M.K. Bhandari, 2017, Law Relating to Intellectual Property Rights, Central Law Publication
2. A. Parulekar and S. D' Souza, 2006, Indian Patents Law – Legal & Business Implications, Macmillan India Ltd.
3. B.L. Wadehra, 2004, Law Relating to Patents, Trade Marks, Copyright, Designs & Geographical Indications; Universal law Publishing Pvt. Ltd.
4. P. Narayanan, 2017, Law of Copyright and Industrial Designs; Eastern law House
5. T. Markets, 2012, Global Patents: Limits of transnational Enforcement, Oxford University Press, Oxford

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.

### Evaluation Policy:

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▪ MCQs	30%
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▪ Projects/Group Activities etc	15%
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Short/Long Questions:	70%

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

**Course Articulation Matrix**

<b>CO Statement (OMBA-DS-ESBM- 304)</b>	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>
OMBA-DS-ESBM-304.1	2	3			
OMBA-DS-ESBM-304.2		2		3	2
OMBA-DS-ESBM-304.3	2		3		1
OMBA-DS-ESBM-304.4	3	2		2	3
OMBA-DS-ESBM-304.5	3			2	
OMBA-DS-ESBM-304.6	1			2	3

**MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES**  
(Deemed to be University)

**OMBA- DS-ESBM-305: Entrepreneurial Finance**

Periods/week	Credits	Max. Marks: 100
L:3 T:- P:-	3	Continuous Evaluation: 30
Duration of Examination: 3 Hrs		End Semester Examination: 70

**Pre-requisites: -**

**Course Type: Domain Specific Elective**

**Course Outcomes:**

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

- OMBA-DS-ESBM-305.1. Understand the concepts and tools required for evaluating the financial performance of an entrepreneurial firm
- OMBA-DS-ESBM-305.2. Apply the concepts and tools for funds management, funds sourcing, valuation and financial management of entrepreneurial firms
- OMBA-DS-ESBM-305.3. Analyze the regulatory and economic eco system related to entrepreneurial finance
- OMBA-DS-ESBM-305.4. Implement the concepts of portfolio analysis, risk management, governance, and deal structuring and exit strategies

**Unit I**

- 1.1 Capital Structure
- 1.2 Organizing and Financing a New Venture
- 1.3 Measures of Financial Performance
- 1.4 Short term and Long term Financial Planning
- 1.5 Types and Costs of Financial Capital

Case study 1

**Unit II**

- 2.1 Types of Business Finance
- 2.2 Sources of Finance Based on Time Period
- 2.3 Types of Shares and Bonds
- 2.4 Retained profits and Deposits
- 2.5 Specialized Financial Institutions and government schemes

Case study 2

**Unit III**

- 3.1 Venture Capital
- 3.2 Features of Venture Capital
- 3.4 Criteria for Venture Capital Finance
- 3.5 Corporate Venture Capital

Case study 3

## Unit IV

- 4.1 Professional Venture Capital Private Equity Funding
- 4.2 Angel Financing
- 4.3 Incubators and accelerators
- 4.4 Other Financing Alternatives (Bootstrapping, Crowd Funding, Grants etc)
- 4.5 Security Structures Business plan contests and seed funding
- 4.6 Process of Going Public
- 4.7 Governance, Incentives and Deal structure strategic partnerships

Case study 4

## Unit V

- 5.1 Deal Structuring, Recording and Organizing Transactions
- 5.2 Financial Valuation Models
- 5.3 Financial Forecasting
- 5.4 Pre money and Post Money Valuation
- 5.5 Project Evaluation, Real Options and Risk Assessment
- 5.6 Turnaround Strategies
- 5.7 Exit Strategies and Harvesting

Case study 5

### Recommended texts and readings:

1. A. Phillip, and A. M. Marks, 2003, Entrepreneurial Finance: Finance for Small Business, Prentice Hall, Inc.
2. R. Melicher and J. Leach and, 2011, Entrepreneurial Finance, Nelson Education
3. J. K. Smith, R. L. Smith and R. T. Bliss, Entrepreneurial Finance, 2011, Strategy, Valuation and Deal Structure

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.
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### Evaluation Policy:

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Short/Long Questions:	70%

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

**Course Articulation Matrix**

<b>CO Statement (OMBA-DS-ESBM-305)</b>	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>
OMBA-DS-ESBM-305.1	3	2			1
OMBA-DS-ESBM-305.2	2			2	3
OMBA-DS-ESBM-305.3	2	3	2	3	3
OMBA-DS-ESBM-305.4	2	2	3	1	2



**MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES**  
(Deemed to be University)

**OMBA- DS-ESBM-306: Entrepreneurial Marketing**

Periods/week	Credits	Max. Marks: 100
L:3 T:- P:-	3	Continuous Evaluation: 30
Duration of Examination: 3 Hrs		End Semester Examination: 70

**Pre-requisites: -**

**Course Type: Domain Specific Elective**

**Course Outcomes:**

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

- OMBA-DS-ESBM-306.1. Develop an in-depth understanding of the unique aspects and challenges inherent in entrepreneurial marketing
- OMBA-DS-ESBM-306.2. Apply segmentation and positioning marketing concepts and frameworks to formulate valuable solutions
- OMBA-DS-ESBM-306.3. Analyze the tools for branding of the venture
- OMBA-DS-ESBM-306.4. Develop an entrepreneurial marketing plan

**Unit I**

- 1.1 Importance of Marketing for Entrepreneurship
- 1.2 Entrepreneurial Marketing and The Marketing Environment
- 1.3 Screening for New Entrepreneurial Ventures

Case study 1

**Unit II**

- 2.1 Segmentation and Positioning
- 2.2 Product/Service Development
- 2.3 Finding and Evaluating the Right Market Opportunity
- 2.4 Understanding Customers and Competition

Case study 2

**Unit III**

- 3.1 Pricing for Entrepreneurs
- 3.2 Sales Force
- 3.3 Product Launch
- 3.4 Distribution Channel Issues
- 3.5 Distribution Channel Strategy

Case study 3

## Unit IV

- 4.1 Product: The Online Offer
- 4.2 Price: The Online Value
- 4.3 The Internet for Distribution
- 4.4 Buying Digital Media Space
- 4.5 Customer Relationship Management

Case study 4

## Unit V

- 5.1 Marketing and Business Plans
- 5.2 Raising Capital for Entrepreneurial Ventures
- 5.3 Building Strong Brands
- 5.4 Discussion of Team Plans

Case study 5

### Recommended texts and readings:

1. P. Kotler and K. Keller, 2008, Marketing Management: A South Asian Perspective, Pearson
2. J. Strauss and R. Frost, 2014, E-Marketing, Harlow
3. H.L. Morgan, A. Kallianpur and L.M. Lodish, 2001, Entrepreneurial Marketing, John Wiley & Sons
4. J. Aaker, 2017, Strategic Market Management, D. A. John Wiley & Sons

Notes:

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**Course Articulation Matrix**

<b>CO Statement (OMBA-DS-ESBM-306)</b>	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>
OMBA-DS-ESBM-306.1	2	3			1
OMBA-DS-ESBM-306.2	3		2	3	2
OMBA-DS-ESBM-306.3	3		2	2	3
OMBA-DS-ESBM-306.4	2	2	3	2	3

**MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES**  
(Deemed to be University)

**OMBA-DS-WM-301: Introduction to Waste Management and Sanitation**

Periods/week	Credits	Max. Marks : 100
L:3 T:- P: -	3	Continuous Evaluation: 30
Duration of Examination: 3 Hrs		End Semester Examination: 70

**Pre-requisites: -**

**Course Type: Domain Specific Elective**

**Course Outcomes:**

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

- OMBA-DS-WM-301.1. Understand basics of environment and waste (levels, types, hazards)
- OMBA-DS-WM-301.2. Characterize waste types, sources and sustainability
- OMBA-DS-WM-301.3. Promote environmental health and individual responsibility in waste management
- OMBA-DS-WM-301.4. Undertake and guide treatment of sludge and construction of sanitation facilities.

**Unit I**

- 1.1 Meaning, Structure and Functions of Ecosystem
- 1.2 Levels of Organization in Nature (Trophic Structure, Food Chain)
- 1.3 Earth's Carrying and Assimilation Capacity
- 1.4 UN Sustainable Development Goals

Case Study 1

**Unit II**

- 2.1 Waste Generation: Sources
- 2.2 Exponential Growth of Waste
- 2.3 Categories of Solid Waste
- 2.4 Rural Waste vs Urban Waste
- 2.5 Pollution vs Waste

Case study 2

**Unit III**

- 3.1 Waste Segregation
- 3.2 Inventorisation and Waste Projection
- 3.3 Source Reduction and Waste Reduction
- 3.4 Economic Benefits of Waste Reduction

Case study 3

**Unit IV**

- 4.1 Life Cycle Analysis of Waste
- 4.2 Corporate Social Responsibility in Waste Management
- 4.3 Ecological Footprint
- 4.4 Role of Small Businesses

Case study 4

## Unit V

- 5.1 Scope and Meaning of Sanitation and Hygiene
- 5.2 Sanitation Infrastructure
- 5.3 Community Sanitation
- 5.4 Sanitation for Various Groups of People

Case study 5

### Recommended Texts and Readings :

1. A.B. Akolkar, 2000, Status of Solid Waste Management in India, Implementation Status of Municipal Solid Wastes, Management and Handling Rules, Central Pollution Control Board
2. P. P. Appasamy, 2005, Economic benefit Cost Analysis of a proposed Solid Waste Resource Recovery plant in Gopal K. Kadekodi (eds), 'Environmental Economics in Practice' Oxford University Press
3. S.E. Hassan, 2010, Introduction to Waste Management, Wiley- Blackwell, Chicester
4. J. Pichtel, 2014, Waste Management Practices, CRC Press

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.
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  - For Summative assessment (End Semester Examination or End-Term Examination):  
Minimum: 70 percent. Categorization for the same is:
    - Objective Type Questions: 30%
    - Short/Long Questions: 70%

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

### Course Articulation Matrix

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

**MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES**  
(Deemed to be University)

**OMBA-DS-WM-302: Waste Management Logistics and Export Procedures**

Periods/week	Credits	Max. Marks: 100
L:3 T:- P: -	3	Continuous Evaluation: 30
Duration of Examination: 3 Hrs		End Semester Examination: 70

**Pre-requisites: -**

**Course Type: Domain Specific Elective**

**Course Outcomes:**

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

- OMBA-DS-WM-302.1. Understand components of logistics for waste management
- OMBA-DS-WM-302.2. Implement logistics and inventory procedures for waste management
- OMBA-DS-WM-302.3. Design systems to eradicate dumping of waste across international boundaries
- OMBA-DS-WM-302.4. Develop economically efficient practices for trading waste.

**Unit I**

- 1.1 Introduction to Waste Management Logistics
- 1.2 Steps in Waste Management Logistics
- 1.3 Waste Handling Equipment and Technology
- 1.4 Managerial Goals of Waste Management Logistics

Case Study 1

**Unit II**

- 2.1 Waste Collection (sources, types, quantity)
- 2.2 Route optimization (planning, scheduling, dynamic dispatching)
- 2.3 Role of GIS and GPS
- 2.4 Reverse Logistics/ Reverse Supply Chain

Case study 2

**Unit III**

- 3.1 Basic of Inventory and Material Management
- 3.2 Preventive Maintenance and Tertiary Transfer
- 3.3 Process and Precautions for Recycling
- 3.4 Composting

Case study 3

**Unit IV**

- 4.1 Logistics Chain at Regional and Global Level
- 4.2 Initiatives Taken by Firms and Government for 3R
- 4.3 Impact of 3R on Supply Chain
- 4.4 Human Resources for Waste Handling and Logistics

Case study 4

**Unit V**

- 5.1 Categories for Trade in Waste
  - 5.2 Export Promotion and Incentives (EoUs, EPZs etc.)
  - 5.3 Export Procedure (Establishment of Firm and Product)
  - 5.4 Export Finance (Sources, Risk Mitigation)
  - 5.5 Processing of Export Orders for Waste
- Case study 5

**Recommended Texts and Readings :**

1. T.M. Letcher and D.A. Vallero, 2019, Waste: A Handbook for Management
2. J. Pichtel, 2014, Waste Management Practices, CRC Press
3. J. Singh and A.L. Ramanathan, 2009, Solid Waste Management - Present and Future Challenges, I K International Publishing House Pvt. Ltd.
4. T.V. Rama Chandra, 2009, Environmental Engineering Series - Management of Municipal Solid Waste, TERI Press
5. R. Paras, 2017, Export : What, Where and How, Anupam Publication
6. B.S. Rathor, 2015, Export Marketing, Himalaya Publishing House

**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.
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- Continuous or formative assessments (in the form of end semester examination or term examination. Weightage of assessments are as follows:
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    - Subjective (Short/Long) 40%
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**Course Articulation Matrix**

<b>CO Statement (OMBA-DS-WM-302)</b>	<b>P O 1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>
OMBA-DS-WM-302.1	3	3		2	2
OMBA-DS-WM-302.2	3	3	2	2	3
OMBA-DS-WM-302.3	3	3	2	3	3
OMBA-DS-WM-302.4	3	3	2	3	3

**MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES**  
(Deemed to be University)

**OMBA-DS-WM-303: Regulatory Framework and Environment Impact**

Periods/week	Credits	Max. Marks : 100
L:3 T:- P: -	3	Continuous Evaluation: 30
Duration of Examination: 3 Hrs		End Semester Examination: 70

**Pre-requisites: -**

**Course Type: Domain Specific Elective**

**Course Outcomes:**

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

- OMBA-DS-WM-303.1. Understand the legal provisions for environmental and waste management
- OMBA-DS-WM-303.2. Estimate the impact of waste management practices
- OMBA-DS-WM-303.3. Apply national and international constitutional and quality provisions for managing waste
- OMBA-DS-WM-303.4. Conduct waste audit and environment impact assessment.

**Unit I**

- 1.1 Constitutional Provisions for Environment Protection (Fundamental Rights and Duties)
- 1.2 Directive Principles of State Policy
- 1.3 Role of Ministries, CPCB/ SPCB, NGT
- 1.4 Role of Judiciary and Environmental Jurisprudence

Case Study 1

**Unit II**

- 2.1 Legal Framework for Established Industries
- 2.2 Laws for Managing Waste Types (Air, Water, Plastic, Hazardous Waste, E Waste etc.)
- 2.3 Rules for Municipal Waste Management (Plastic, Construction etc.)
- 2.4 Opportunities for Recycling

Case study 2

**Unit III**

- 3.1 International Instruments for Environment Management
- 3.2 Conventions and Protocols
- 3.3 Rules for Nuclear Safety
- 3.4 Control of Trans-boundary Movement of Waste

Case study 3

**Unit IV**

- 4.1 Background and Scope of Environment Impact Assessment (EIA)
- 4.2 Guidelines for EIA
- 4.3 Social Impact Assessment
- 4.4 Application of EIA (dump yards and landfills), Environmental Management Plan (EMP)

Case study 4



## Unit V

- 5.1 Waste Audit: Objectives and Steps
- 5.2 Quality Principles under ISO 14000, 14001, 9000:2015 (and latest standards)
- 5.3 Benefits of Implementing ISO systems for Environment
- 5.4 Quality of Implementation

Case study 5

### Recommended Texts and Readings:

1. A. Rosencranz and S. Divan, 2002, Environmental Law and Policy in India: Cases, Materials, and Statutes, Oxford University Press
2. T.S. Doabia, 2010, Environmental and Pollution Laws In India, Lexis-Nexis
3. S. Bell, D. Gillivary and O. Pedenson, 2017, Environmental Law, Oxford University Press
4. V. Navneet, 2016, Environmental Law- An introduction, Lexis-Nexis

### Notes:

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### Course Articulation Matrix

CO Statement (OMBA-DS-WM-303)	PO1	PO2	PO3	PO4	PO5
OMBA-DS-WM-303.1	2	3		3	3
OMBA-DS-WM-303.2	3	3		2	3
OMBA-DS-WM-303.3	3	3	2	3	3
OMBA-DS-WM-303.4	3	3	2	2	3

**MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES**  
(Deemed to be University)  
**OMBA-DS-WM-304: Waste Management Banks**

Periods/week	Credits	Max. Marks : 100
L:3 T:- P: -	3	Continuous Evaluation: 30
Duration of Examination: 3 Hrs		End Semester Examination: 70

**Pre-requisites: -**

**Course Type: Domain Specific Elective**

**Course Outcomes:**

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

- OMBA-DS-WM-304.1. Appreciate the role of waste management banks as intermediary institutions
- OMBA-DS-WM-304.2. Identify opportunities for development of waste aggregators and banks
- OMBA-DS-WM-304.3. Motivate and initiate waste banks for community benefit
- OMBA-DS-WM-304.4. Estimate economic contribution of waste banks.

**Unit I**

- 1.1 Concept and Need of Waste Aggregation and Waste Banks
- 1.2 Transition from Unorganized to Organized Structure for Waste Management
- 1.3 Waste Circulation
- 1.4 Economic Benefit of Waste Aggregation

Case Study 1

**Unit II**

- 2.1 Aggregation Opportunities with Population Below Poverty Line
- 2.2 Identification of Waste Banking Opportunities
- 2.3 Procurement of Waste Types: Food, Bio-degradable, Lethal and Hazardous, Plastic, E Waste
- 2.4 Managing Dealer and Vendor Relations

Case study 2

**Unit III**

- 3.1 Concept of Waste Reuse and Recycle through Banks
- 3.2 B2C Market: books, furniture, utensils, toys etc.
- 3.3 B2B Market: Furniture, Compost, E items etc.
- 3.4 Distribution and Logistics (drop off and buy back services)

Case study 3

**Unit IV**

- 4.1 Community-based Waste Management
- 4.2 Local and Community Economic Development
- 4.3 Decentralized Waste Banks
- 4.4 Role of Self Help Groups, Cooperatives and Micro Finance

Case study 4

**Unit V**

- 5.1 Motivation for Waste Banking
- 5.2 Incentives and Govt. Schemes
- 5.3 Waste Banking as a Waste Management Opportunity
- 5.4 Safety of Waste Handlers

Case study 5

**Recommended Texts and Readings:**

1. D. Wulandari, S.H. Utomo and B.S. Narmaditya, 2017, Waste Bank: Waste Management Model in Improving Local Economy, *International Journal of Energy Economics and Policy*, 7(3), 36-41
2. Suparmini and S.P. Junadi, 2018, The role of waste bank partnership in efforts to decrease waste volume in urban: A case study at a waste bank in Kalibaru, Cilodong, Depok City, *IOP Conference Series: Earth and Environmental Science*,
3. S. Suryania, 2015, Waste Bank as Community-based Environmental Governance: A Lesson Learned from Surabaya DyahRetnoWijayantia, *Procedia - Social and Behavioral Sciences*, 184, 171 – 179
4. N. Indranti, 2016, Community-based Solid Waste Bank Model for Sustainable Education, *Procedia - Social and Behavioural Sciences*, 224, 158 – 166
5. J. Gutberlet, 2011, Waste to Energy, Wasting Resources and Livelihoods, Intech Open Limited
6. S.C. Bhatia, 2007, Wealth from Waste - Agricultural food and chemical Processing Waste, Atlantic Publishers and Distributors Pvt. Ltd.

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OMBA-DS-WM-304.1	3	2		3	3
OMBA-DS-WM-304.2	2	2		2	
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OMBA-DS-WM-304.4	3	3		3	

MARRIERS

**MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES**  
(Deemed to be University)

**OMBA-DS-WM-305: Hotel Waste Management**

Periods/week	Credits	Max. Marks : 100
L:3 T:- P: -	3	Continuous Evaluation: 30
Duration of Examination: 3 Hrs		End Semester Examination: 70

**Pre-requisites: -**  
**Course Type: Domain Specific Elective**

**Course Outcomes:**

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

- OMBA-DS-WM-305.1. Understand the types of hotel waste and methods to handle them
- OMBA-DS-WM-305.2. Evaluate the importance of managing hotel waste for the economy
- OMBA-DS-WM-305.3. Learn and implement tools for hotel waste management
- OMBA-DS-WM-305.4. Conduct waste and energy audits for hotels.

**Unit I**

- 1.1 Hotel and Hospitality Industry: Overview
- 1.2 Sources and Types of Waste
- 1.3 Need for Hotel Waste Management
- 1.4 Integration with Other Industries

Case Study 1

**Unit II**

- 2.1 Steps for Effective Waste Management
- 2.2 Strategies for Implementing 3Rs
- 2.3 Benefits of Waste Reduction and Management
- 2.4 Budget Allocation and Investment for Waste Management

Case study 2

**Unit III**

- 3.1 Partner Relations for Waste Management
- 3.2 Employee Training and Motivation
- 3.3 Vendor Selection and Relations
- 3.4 Guest Participation
- 3.5 Role of Community: Sponsorship, Beautification etc.

Case study 3

**Unit IV**

- 4.1 Waste Management Programme
- 4.2 Food Waste Management
- 4.3 Procuring Eco friendly Material
- 4.4 Waste Management Audit
- 4.5 Accreditations (Ecotel, Green Globe, Energy Star, Green Key etc.)

Case study 4

## Unit V

- 5.1 Dealing with Hazardous Materials
- 5.2 Laws for Hotel Waste Management
- 5.3 Smart and Green Buildings
- 5.4 Maintaining External and Internal Air Quality

Case study 5

### Recommended Texts and Readings:

1. D. Kirk, 1996, Environmental Management for Hotels- A Students' Handbook, Butterworth-Heinemann, Oxford Press
2. S.K. Agarwal, 2002, Eco-informatics, APH Publishing Corporation
3. International Tourism Partnership, Green Hotelier, 2014, Know How Guide to Reducing and Managing Food Waste in Hotels
4. International Tourism Partnership, Environmental Management for Hotels, 2011, The Industry Guide to Sustainable Operation for Waste
5. A. Omidiani and S.M. HashemiHezaveh, 2016, Waste Management in Hotel Industry in India: A Review, *International Journal of Scientific and Research Publications*, 6(9)

### Notes:

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

**MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES**

(Deemed to be University)

**OMBA-DS-HC-304: Biomedical Waste Management**

Periods/week	Credits	Max. Marks : 100
L:3 T:- P:-	3	Continuous Evaluation: 30
Duration of Examination: 3 Hrs		End Semester Examination: 70

**Pre-requisites: -**

**Course Type: Domain Specific Elective**

**Course Outcomes:**

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

- OMBA-DS-HC-304.1 Understand the types of waste generated in the healthcare sector
- OMBA-DS-HC-304.2 Evaluate the adverse effects of bio medical waste on various facets of the environment.
- OMBA-DS-HC-304.3 Develop strategies to manage bio medical waste: collection, segregation, disposal.
- OMBA-DS-HC-304.4 Prepare plans to educate stakeholders for bio medical waste management

**Unit I**

- 1.1 Sources of Biomedical Waste
- 1.2 Classification of Biomedical waste
- 1.3 Characterization of Types of Waste
- 1.4 Classification of Waste as per WHO, Govt. of India and Regulatory Agencies

Case study 1

**Unit II**

- 2.1 Environmental Health Hazards
- 2.2 Types of Pollutants from Healthcare Industry (chemicals, gases etc.)
- 2.3 Environmental Impact of Biomedical Waste
- 2.4 Impact of Healthcare Waste on Human Health

Case study 2

**Unit III**

- 3.1 Handling Healthcare Waste
- 3.2 Waste Collection from the Sources
- 3.3 Segregation, Transportation and Storage of Waste
- 3.4 Treatment and Disposal of Waste
- 3.5 General Principles of Waste Management (3 Rs, Sustainable Development Goals)

Case study 3

**Unit IV**

- 4.1 Legal Aspects of Waste Management
- 4.2 Hazardous Waste (Management and Handling) Rules
- 4.3 Federal Hazardous Waste Regulations under RCRA, Superfund, CERCLA and SARA
- 4.4 Protocols, issues and challenges in transportation of hazardous waste

#### Case study 4

### Unit V

- 5.1 Measures for Minimizing Waste
- 5.2 Partnering Waste Management Initiatives (Role of various Levels of Govt., Private Sector)
- 5.3 Educating Patients, Employees and General Public
- 5.4 Occupational Safety Precautions

#### Case study 5

### Recommended Texts and Readings:

1. G. Tchobanoglous, H. Theisen and S.A. Viquel, 2012, Integrated Solid Waste Management: Engineering, Principles and Management issues, Tata McGraw Hill Publishing Company Ltd.
2. W.P. Cunningham and M.A. Cunningham, 2004, Principles of Environmental Science, Tata McGraw Hill Publishing Company Ltd.
3. R. Johri, 2009, E-waste: implications, regulations, and management in India and current global best practices, TERI Press, New Delhi
4. B. Krishnamoorthy, 2008, Environmental Management, Text Book and Cases, PHI Learning (P) Ltd.

### Notes:

1. The case study mentioned at the end of each unit will cover as far as possible the whole unit.
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### Course Articulation Matrix

CO Statement (OMBA-DS-HC- 304)	PO1	PO2	PO3	PO4	PO5
OMBA-DS-HC-304.1		2		3	2
OMBA-DS-HC-304.2	3	3		2	3
OMBA-DS-HC-304.3	2	2	3	1	2
OMBA-DS-HC-304.4	2	1	3	3	1



**MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES**  
(Deemed to be University)

**OMBA-DS-AM-301: Airline and Airport Management**

Periods/week	Credits	Max. Marks: 100
L: 3 T:- P: -	3	Continuous Evaluation: 30
Duration of Examination: 3 Hrs		End Semester Examination: 70

**Pre-requisites: -**

**Course Type: Domain Specific Elective**

**Course Outcomes:**

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

- OMBA-DS-AM-301.1 Understand the Aviation's History, its major players and its current trends and challenges.
- OMBA-DS-AM-301.2 Determine the Planning process for an Airport and operations involved in the Airport.
- OMBA-DS-AM-301.3 Interpret the Meteorological data's and to calculate the Airport fees, Rates and Charges.
- OMBA-DS-AM-301.4 Understand and adhere to the various Regulations involved Aviation industry.
- OMBA-DS-AM-301.5 Evaluate the Navigational and ATC control process.

**Unit I**

- 1.1 History of aviation-organisation, global, social & ethical environment
- 1.2 Major players in the airline industry
- 1.3 SWOT analysis of the different airline companies in India
- 1.4 Market potential of airline industry in India
- 1.5 New airport development plans

Case study 1

**Unit II**

- 2.1 Airport planning
- 2.2 Terminal planning design and operation
- 2.3 Airport operations and functions
- 2.4 Airline privatization–full/gradual/partial.

Case study 2

**Unit III**

- 3.1 Various airport services
- 3.2 International air transport services
- 3.3 Indian scenario-an overview of airports Delhi, Mumbai, Hyderabad and Bangalore
- 3.4 The role of private operators-airport development fees, rates, tariffs

Case study 3

**Unit IV**

- 4.1 Role of DGCA- slot allocation
- 4.2 Methodology followed by ATC and DGCA
- 4.3 Management of bilateral economic regulations
- 4.4 Airport Authority of India– Role & comparison of global and Indian airport management

Case study 4

## Unit V

- 5.1 Role of air traffic control
- 5.2 Airspace and navigational aids-control process
- 5.3 Airport tendering process
- 5.4 Current challenges in the airline industry

Case study 5

### Recommended Text and Readings

1. A. Graham, 2001, Managing airports: an international perspective - Butterworth-Heinemann, Oxford
2. A. Wells, 2000, Airport Planning and Management, McGraw-Hill
3. R. Doganis., 1992, The Airport Business, Routledge
4. A. T. Wells and Y. Seth, 2003, Principles of Airport Management, McGrawHill

### Notes:

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### Course Articulation Matrix

CO Statement (OMBA-DS-AM)	PO1	PO2	PO3	PO4	PO5
OMBA-DS-AM-301.1	2	2	2	3	2
OMBA-DS-AM-301.2	2	2	3		2
OMBA-DS-AM-301.3		2		3	2
OMBA-DS-AM-301.4	3	2	3	2	
OMBA-DS-AM-301.5	3	3	3	3	3

**MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES**  
(Deemed to be University)

**OMBA–DS-AM-302: Airline Marketing Management**

Periods/week	Credits	Max. Marks: 100
L:3 T:- P: -	3	Continuous Evaluation: 30
Duration of Examination: 3 Hrs		End Semester Examination: 70

**Pre-requisites: -**

**Course Type: Domain Specific Elective**

**Course Outcomes:**

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

- OMBA-DS-AM-302.1 Gain knowledge about the Principles of Marketing and to apply it in real time situation in a Aviation Industry.
- OMBA-DS-AM-302.2 Understand about the various segments of Air Transport Services thereby to make decision for to make analysis of the Market.
- OMBA-DS-AM-302.3 Formulate strategies for marketing Airline related products.
- OMBA-DS-AM-302.4 Implement various marketing tools and techniques while doing the marketing research of the product in the market.
- OMBA-DS-AM-302.5 Use IT on the marketing decisions and online marketing.

**Unit I**

- 1.1 Marketing environment-customer oriented organization–
- 1.2 Marketing interface with other functional areas
- 1.3 Marketing in a globalised environment
- 1.4 Marketing Mix–stages in the Application of Marketing, principles to Airline Management.

Case Study 1

**Unit II**

- 2.1 Customer-Definition-Apparent and True Needs
- 2.2 Industrial Buying Behaviour
- 2.3 Customer in the Business Air Travel Market - Customer in Leisure Air Travel Market – Customer in the Air Freight Market
- 2.4 Market Segmentation in Air Passenger & Air Freight Market –
- 2.5 Marketing Environment – Theoretical Basis of PESTEL Analysis-Building Customer Satisfaction.

Case Study 2

### **Unit III**

- 3.1 Product-definition-Product Life Cycle
- 3.2 Product Life Cycles in Aviation Industry
- 3.3 Managing Product Portfolio
- 3.4 Balancing Risk and Opportunity- Fleet & Schedules related Product Features
- 3.5 Customer Service Related Product Features
- 3.6 Pricing Decisions-Building Blocks in the Airline Pricing Policy – Uniform and Differential Pricing  
Distribution Channel Strategies-Travel Agency Distribution System – Global Distribution System-  
promotion methods.
- 3.7 Advertisement and personal selling, public relations.

Case Study 3

### **Unit IV**

- 4.1 Types, process - tools and techniques
- 4.2 Application of marketing research - product launching, demand estimation, advertising, brand preferences,
- 4.3 Customer satisfaction, retail stores image, customer perception, distribution, customer relationship,
- 4.4 Competitor analysis and related aspects

Case Study 4

### **Unit V**

- 5.1 Online marketing - web based marketing programmes
- 5.2 Online advertisement and personal selling
- 5.3 IT tools and techniques for Aviation marketing
- 5.4 Emerging now trends and challenges to marketers.

Case Study 5

### **Recommended Text and Readings**

1. P. Kotler, 2000, Marketing Management (Millenium edidtion), Prentice Hall of India P (Ltd)
2. M.R. Czinkota and M. Kotabe, 2000, Marketing Management, Vikas Thomson learning
3. D.J. Darymple, 2000, Marketing Management, JohnWiley&Sons
4. A. Nag, 2001, Marketing Successfully: A Professional Perceptive, MacMilan

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OMBA-DS-AM-302.1	2	3	3	2	2
OMBA-DS-AM-302.2	2	3	3	1	1
OMBA-DS-AM-302.3		2			2
OMBA-DS-AM-302.4	2	2	3	2	3
OMBA-DS-AM-302.5	2	3	3	3	3

**MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES**  
(Deemed to be University)

**OMBA-DS-AM-303: Airline Financial Management**

Periods/week	Credits	Max. Marks: 100
L:3 T:- P: -	3	Continuous Evaluation: 30
Duration of Examination: 3 Hrs		End Semester Examination: 70

**Pre-requisites: -**

**Course Type: Domain Specific Elective**

**Course Outcomes:**

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

OMBA-DS-AM-303.1	Compute Time Value, Future Value, Annuity Value of Money concepts
OMBA-DS-AM-303.2	Analyse a Financial Statement by way of Ratio Analysis Students able to understand Airline specific Ratios
OMBA-DS-AM-303.3	Understand various sources of Internal and External sources of funds
OMBA-DS-AM-303.4	Understand various financial planning aspects such as Budgets & Control in Airlines and Working Capital Management
OMBA-DS-AM-303.5	Devise Hedging Strategies and understand Leasing concepts

**Unit I**

- 1.1 Financial management - An overview, time value of money.
- 1.2 Capital Budgeting: Principles and techniques,
- 1.3 Nature of capital budgeting,
- 1.4 Identifying relevant cash flows,
- 1.5 Evaluation Techniques, Payback, Accounting rate of return, Net Present Value, Internal Rate of Return, Profitability Index, Comparison of DCF techniques, Project selection under capital rationing,
- 1.6 Inflation and capital budgeting.

Case Study 1

**Unit II**

- 2.1 World Airline Financial results - Factors affecting Financial results –
- 2.2 Airline Financial Statements & Financial Ratios
- 2.3 Inter Airline Comparison of Financial Ratios
- 2.4 Valuation of Tangible Assets- Intangible assets
- 2.5 Valuation of Airline as a whole-Rating Agencies

Case Study 2

**Unit III**

- 3.1 Sources of internal finance
- 3.2 Sources of external finance
- 3.3 Institution evolved in Aircraft Finance- Equity Finance-Foreign Ownership Limits
- 3.4 Share trading and Share Market Listings- Initial Public Offerings

### Case Study 3

#### Unit IV

- 4.1 Financial planning – conceptual introduction
- 4.2 Budget Preparation and Control–
- 4.3 Working capital Management-Principles of working capital: Concepts need; Determinants, issues and estimation of working capital,
- 4.4 Accounts Receivables Management and factoring-Financial Planning.

### Case Study 4

#### Unit V

- 5.1 Introduction to airline risk management – concepts and issues
- 5.2 Exchange rate volatility-Airline trading exposure to currency movements,
- 5.3 Airline Foreign exchange risk management
- 5.4 Fuel price exposure
- 5.5 Aircraft leasing-Finance Lease-Operating Lease-Japanese Operating Lease-Wet Lease-Sale and Leaseback-Aircraft Securitizations.

### Case Study 5

#### Recommended Text and Readings

1. P.S. Morrell, 2008, Airline Finance, Ash Gate
2. I.M. Pandey, 1999, Financial Management, Vikas Publishing House Pvt. Ltd.
3. M.Y. Khan and P.K. Jain, 2004, Financial management, Text, Problems and cases, Tata Mc Graw Hill Publishing Company Ltd.

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Minimum: 70 percent. Categorization for the same is:

Objective Type Questions:	30%
Short/Long Questions:	70%

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

**Course Articulation Matrix**

<b>CO Statement (OMBA-DS-AM-303)</b>	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>
OMBA-DS-AM-303.1		1		3	2
OMBA-DS-AM-303.2	2	1	2	1	
OMBA-DS-AM-303.3	1	3	1		2
OMBA-DS-AM-303.4			3	2	1
OMBA-DS-AM-303.5	2	3	3	2	1



**MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES**  
(Deemed to be University)

**OMBA–DS-AM-304: Aviation Legal Environment**

Periods/week	Credits	Max. Marks: 100
L:3 T:- P: -	3	Continuous Evaluation: 30
Duration of Examination: 3 Hrs		End Semester Examination: 70

**Pre-requisites: -**

**Course Type: Domain Specific Elective**

**Course Outcomes:**

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

- OMBA-DS-AM-304.1 Know the broad out look of the total evolution of Aviation Law
- OMBA-DS-AM-304.2 Understand various forums and ordinances which contributed to the formation of the law in aviation industry.
- OMBA-DS-AM-304.3 Comprehend the deliberations at Chicago convention, agreement signed by member countries at Bermuda, the intricacies leading to the formation of airline companies
- OMBA-DS-AM-304.4 Do an in-depth analysis of legal concepts related to the aviation industry including aircraft operations, airports, fixed based operators (FBOs), contracts, insurance and liability, regulatory statutes, and case law.

**Unit I**

- 1.1 Introduction-Paris Convention on Air Navigation 1919
- 1.2 First Indian Air Board-Birth of Indian Air Companies
- 1.3 Indian Aircraft Act 1934-Aircraft Rules 1937
- 1.4 Civil Aviation pre and post Second world war
- 1.5 Nationalisation of Air Services-International Airports Authority in India
- 1.6 History of Aviation- Survey of Current Air law in India.

Case Study 1

**Unit II**

- 2.1 Air regime prior to the Chicago convention-Chicago conference
- 2.2 Convention on the international Civil Aviation-Rules for Air Navigation
- 2.3 Liberalisation of International Air transportation
- 2.4 Bermuda Agreement
- 2.5 Multilateralism for Liberalisation - Application of GATT Principles to International Air
- 2.6 Transportation-
- 2.7 Environmental Protection Measures-India and Bilateral Services Agreement.

Case Study 2

**Unit III**

- 3.1 Liability of the Carrier under the Indian Carriage by Air Act 1972
- 3.2 Warsaw Convention 1929
- 3.3 International Carriage

3.4Hague Protocol 1955 – Montreal Interim Agreement 1966-Guatemala City Protocol 1971  
Montreal Protocol 1975–

3.5 Consumer Protection Act and Air carriage Claims.

Case Study 3

#### **Unit IV**

4.1 Introduction to Airlines ownership

4.2 Privatisation-Policy issues–

4.3 Current Situation-Changing Trends of Liberalization and Ownership in Air Services–

4.4 Air Space Management in India.

Case Study 4

#### **Unit V**

5.1 Past-present-Future Overview-Air law and Aviation Policy in India

5.2 Air Routes and Aero dromes in India

5.3 Aviation Security-Development of Civil Aviation and Air law and Policy in India

5.4 Development in Aviation in India and Future Outlook for National Airlines

Case Study 5

#### **Recommended Text and Readings**

1. S. Bhatt., V.S. Mani and V.B. Reddy, 1996, Air Law and Policy in India, Vikas Publishing House

#### **Notes:**

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

#### **Evaluation Policy:**

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▪ Subjective (Short/Long)	40%
▪ Discussion/Presentation	15%
▪ Projects/Group Activities etc	15%
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**Course Articulation Matrix**

<b>CO Statement (OMBA-DS-AM-304)</b>	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>
OMBA-DS-AM-304.1	3	2	3	2	2
OMBA-DS-AM-304.2	2		3	2	
OMBA-DS-AM-304.3	3	2			2
OMBA-DS-AM-304.4	2	3	3	3	3

**MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES**  
(Deemed to be University)

**OMBA-DS-AM-305: Aviation Safety and Accident Management System**

Periods/week	Credits	Max. Marks: 100
L:3 T:- P: -	3	Continuous Evaluation: 30
Duration of Examination: 3 Hrs		End Semester Examination:70

**Pre-requisites: -**

**Course Type: Domain Specific Elective**

**Course Outcomes:**

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

- OMBA-DS-AM-305.1 Build and implement Aviation Safety Management Programs in Aviation related organization.
- OMBA-DS-AM-305.2 Understand the importance of Human factor and thereby build Human factor training for their organization to reduce accidents and incidents occurring because of Human factor.
- OMBA-DS-AM-305.3 Formulate and implement Aviation Safety Programs and to prepare Accident and Incident reports.
- OMBA-DS-AM-305.4 Plan and schedule maintenance activities for the aircrafts,
- OMBA-DS-AM-305.5 Understand and maintain the Airport Certification Manual and to conduct Airport and Helipad Inspection Program

**Unit I**

- 1.1 Aviation safety-Meaning-Need
- 1.2 Economic of Aviation Safety-Safety Vs Mission
- 1.3 Randomness of Damage and Injury - Zero Accident Rate - Accident causes - Multiple Vs Single Cause
- 1.4 Aircraft Accident - Aircraft Mishap - Aircraft Incident –
- 1.5 Building Aviation Safety Program - Prevention Methodology – Risk Management.

Case Study 1

**Unit II**

- 2.1 Theory of Risk - Changing the Behaviour of the risk takers –
- 2.2 Attitudes - Discipline - Punishment - Protection of Safety –
- 2.3 Motivating Safe Behaviour - Human factors difficulties –
- 2.4 Training involving human factors - Human Performance Concerns - Human Performance Factors.

Case Study 2

### **Unit III**

- 3.1 Internal Reporting Systems–Information Distribution systems
- 3.2 Aviation Safety Committees-Aviation Safety Inspection Programs-Aviation safety program Evaluation-Flight Operation Safety Inspection
- 3.3 Safety Inspection report Format-Aviation Safety Education and Training
- 3.4 Aviation Safety Awards Programs-Accident Preparation and Investigation.

Case Study 3

### **Unit IV**

- 4.1 Aircraft Discrepancies-Delayed and Deferred Discrepancies
- 4.2 Training-Configuration Control- Maintenance Engine Runs and Taxiing - Maintenance Test Flights - maintenance Analysis
- 4.3 Tool Control-Hazardous Waste Disposal-Bogus parts-Technical Data
- 4.4 Maintenance Inspections- Flight Line Practices-Maintenance Safety Programs-Maintenance Safety Inspections.

Case Study 4

### **Unit V**

- 5.1 Airport Certification Manual-Airport Emergency Plan
- 5.2 Airports/Heliports criteria-Airfield Criteria- Airspace Criteria
- 5.3 Foreign Object Control-Bird Hazards-Snow and Ice Removal
- 5.4 Fuel Handling- Vehicle Control-Airport and Heliport Safety Inspections.

Case Study 5

### **Recommended Readings and Texts**

1. R.H. Wood, 2003, Aviation Safety Programs, A Management Handbook, Jeppesen

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.
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▪ Discussion/Presentation	15%

- Projects/Group Activities etc 15%
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 Minimum: 70 percent. Categorization for the same is:  
 Objective Type Questions: 30%  
 Short/Long Questions: 70%

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

**Course Articulation Matrix**

<b>CO Statement (OMBA-DS-AM-305)</b>	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>
OMBA-DS-AM-305.1	3		2	3	2
OMBA-DS-AM-305.2	2	2	3		2
OMBA-DS-AM-305.3	3	2	2	3	2
OMBA-DS-AM-305.4	3	2		2	2
OMBA-DS-AM-305.5	3	3	3	3	3

**MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES**  
(Deemed to be University)

**OMBA-DS-AM-306: Airline and Airport Operations**

Periods/week	Credits	Max. Marks: 100
L:3 T:- P: -	3	Continuous Evaluation: 30
Duration of Examination: 3Hrs		End Semester Examination: 70

**Pre-requisites: -**

**Course Type: Domain Specific Elective**

**Course Outcomes:**

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

OMBA-DS-AM-306.1	Know the historical underpinnings and development led in the aviation sector
OMBA-DS-AM-306.2	Understand airport planning including operational and terminal planning
OMBA-DS-AM-306.3	Discuss the role of private participation and environmental regulatory compliances
OMBA-DS-AM-306.4	Comprehend various aspects of airline terminal management
OMBA-DS-AM-306.5	Analyse the role of warehouses and logistics in global supply chain network

**Unit I**

- 1.1 History of Aviation- Development of Air transportation in India-
- 1.2 Major players in Airline Industry-
- 1.3 Swot analysis in Airline Industry-
- 1.4 Market potential of Indian Airline Industry—
- 1.5 Current challenges in Airline Industry-Competition in Airline Industry-IATA & ICAO

Case Study 1

**Unit II**

- 2.1 Airport planning-Operational area and Terminal planning,
- 2.2 Airport design and operation
- 2.3 Organization structure of Airline and Airports sectors-
- 2.4 Airport Authorities-Global and Indian scenario of Airport management – DGCA –AAI.

Case Study 2

**Unit III**

- 3.1 International trends-Emerging Indian scenario-
- 3.2 PPP- Public Private Participation in Indian Airports-
- 3.3 Environmental regulations-Private participation in International developments
- 3.4 Environment regulations-Regulatory issues-Meteorological services for Aviation-Airport fees, rates, and charges.

Case Study 3

## Unit IV

- 4.1 Airline Terminal Management-Flight Information Counter/Reservation and Ticketing-Check In/Issue of Boarding pass-
- 4.2 Customs and Immigration formalities-Co-ordination-Security Clearance-
- 4.3 Baggage and Handling of Unaccompanied minors and Disabled Passengers Handling of Stretcher Passengers and Human Remains-
- 4.4 Handling of CIP,VIP & WVIP-Coordination of Supporting Agencies /Departments.

Case Study 4

## Unit V

- 5.1 Concept of Logistics- Role of Ware Housing-
- 5.2 Trend in material handling-Global Supply Chain
- 5.3 Quality concept and Total Quality Management-improving Logistic performance Air Cargo
- 5.4 Concept- Cargo Handling-Booking of Perishable Cargo and Live Animals-
- 5.5 Industry Relation Type of Air Cargo-Air Cargo Tariff, ratios and Charges-Airway Bill, Function, Purpose, Validation.

Case Study 5

### Recommended Text and Readings

1. A. Graham, 2001, Managing Airport an International Perspective –Butterworth Heinemann, Oxford
2. A. Wells, 2000, Airport Planning and Management, Edition-McGraw-Hill
3. R. Doganis, 1992,The Airport Business-Routledge
4. A.T. Well and S. Young, 2003, Principles of Airport Management, McGraw Hill

### 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.

### Evaluation Policy:

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▪ Projects/Group Activities etc	15%
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▪ Objective Type Questions:	30%
▪ Short/Long Questions:	70%



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

**Course Articulation Matrix**

<b>CO Statement (OMBA-DS-AM-306)</b>	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>
OMBA-DS-AM-306.1	3	1	2	3	1
OMBA-DS-AM-306.2	1	4	3	1	2
OMBA-DS-AM-306.3	3		2		2
OMBA-DS-AM-306.4	3	4	3	2	2
OMBA-DS-AM-306.5		2	2	2	2

**MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES**  
(Deemed to be University)

**OMBA-DS-BIM-301: Banking & Insurance: Products and Services (FinTech)**

Periods/week	Credits	Max. Marks : 100
L: 3, T:- P:-	3	Continuous Evaluation: 30
Duration of Examination: 3 Hrs		End Semester Examination: 70

**Pre-requisites: -**

**Course type: Domain Specific Elective**

**Course Outcomes**

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

- OMBA-DS-BIM-301.1. Get acquainted with financial ecosystem for banking and insurance products
- OMBA-DS-BIM-301.2. Develop understanding framework for risk management.
- OMBA-DS-BIM-301.3. Design appropriate strategies for financial product development and pricing in the contemporary context
- OMBA-DS-BIM-301.4. Work with different analytical tools to minimize risk and increase profitability for banks and insurance companies

**Unit I**

- 1.1 Financial Ecosystem and Retail Banking and Insurance in India,
- 1.2 Universal Banking Process Framework,
- 1.3 E-commerce, Payments Ecosystem, Compliance and Risk management
- 1.4 Disaster recovery and Business Continuity Planning

Case study 1

**Unit II**

- 2.1 Understanding Bank's Financial Statements and Insurance companies
- 2.2 Segments, Sources and Application of Funds
- 2.3 Product Pricing, Funds Management in Banks & NBFC
- 2.4 Regulatory Framework for Banks, NBFCs and Insurance Companies

Case study 2

**Unit III**

- 3.1 Payment Ecosystem, P2P, B2C, B2B Payment requirement,
- 3.2 Consumer and Retail Payments: Mobile based, Person to Person, Credit Cards, POS based ecosystem
- 3.3 Traditional vs New Wholesale and Retail Payments

Case study 3

## Unit IV

- 4.1 Traditional vs New Fintech Approach
- 4.2 Robo Advisory, Chat Bots, Loan Apps,
- 4.3 Predictive Algorithms, Big Data Analytics for Banking and Insurance sector
- 4.4 PSD2, Mifid II, XVA, Basel IV and FRTB

Case study 4

## Unit V

- 5.1 Financial Software and Analytic Tools
- 5.2 Banking and Payment Processing Systems
- 5.3 Information Technology in Financial Markets and Financial Markets Infrastructure

Case study 5

### Recommended texts and readings:

1. G.S. Popli and S.K. Puri, 2013, Strategic Credit Management in Banks, PHI Learning Private Ltd
2. C. Susanne and B. Janos, 2016, The Fintech Book: The financial technology handbook for investors, entrepreneurs and visionaries, Wiley Publication
3. G.S. Popli and A. Jain, 2011, Principles and System of Banking, PHI Learning Private Ltd
4. B. King, 2018, Banking everywhere, never at a bank, Marshall Cavendish International (Asia) Pte Ltd

### Notes:

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

### Evaluation Policy:

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Short/Long Questions:	70%

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

**Course Articulation Matrix**

<b>CO Statement (OMBA-DS-BIM-301)</b>	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>
OMBA-DS-BIM-301.1	3	2	2	3	2
OMBA-DS-BIM-301.2	2	2	3	1	2
OMBA-DS-BIM-301.3	3	2	2	3	2
OMBA-DS-BIM-301.4	3	2	3	2	2

**MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES**  
(Deemed to be University)

**OMBA-DS-BIM-302: Project Management (Including Infrastructure development and Financing)**

Periods/week	Credits	Max. Marks: 100
L:3 T:- P:-	3	Continuous Evaluation:30
Duration of Examination: 3 Hrs		End Semester Examination: 70

**Pre-requisites: -**

**Course type: Domain Specific Elective**

**Course Outcomes:**

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

- OMBA-DS-BIM-302.1. Gain knowledge in project management, explore the different aspect of project management in banking and insurance
- OMBA-DS-BIM-302.2. Knowledgeable in project and project process help in analyze the service delivery process and discover the critical success factors of service quality
- OMBA-DS-BIM-302.3. Understand the concept and significance of project management in banking and insurance industry
- OMBA-DS-BIM-302.4. Appreciate the role of commercial banks and insurance companies while using the costing and appraisal in project management.

**Unit I**

- 1.1 Project definition and characteristics
- 1.2 Objectives of project management
- 1.3 Importance of project management
- 1.4 Historical and recent advances in project management

Case study 1

**Unit II**

- 2.1 Process of project management
- 2.2 Project life cycle and its phases
- 2.3 Classification of projects
- 2.4 Market and demand analysis

Case study 2

**Unit III**

- 3.1 Technical analysis – sources and selection of technology
- 3.2 Financial analysis – costs, sources of finance, working capital requirements
- 3.3 Environmental analysis – identification of sources of pollution, impact and mitigating measures

### 3.4 PESTEL analysis in project management

Case study 3

#### **Unit IV**

4.1 Cost of project and production

4.2 Break even Analysis

4.3 Tax Aspects in Project Finance

4.4 Role of Financial Institution in Project Finance

4.5 Project appraisal techniques - Payback Period, Accounting Rate of Return, Net Present Value, Internal Rate of Return etc.

Case study 4

#### **Unit V**

5.1 Infrastructure development in India – challenges, opportunities.

5.2 Methods of financing infrastructure and funding sources in India.

5.3 Public finance for infrastructure projects

5.4 Private finance for infrastructure project

5.5 Infrastructure funding problems

Case study 5

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

1. T. Merna, C. Njiru and T. Telford, 2002, Financing Infrastructure Projects, Telford Publishing
2. R.B. Khanna, 2007, Project Management, PHI learning
3. R.M. Gupta, 2015, Project Management, PHI Learning
4. N. Dhameja, 2017, Financing and Managing Projects, Business Expert Press
5. P. Chandra, 2002, Projects Planning Analysis, Financing, Implementation, and Review, Tata McGraw Hill
6. V. Desai, 2019, Project Management Himalaya Publishing House
7. N. Singh, 2015, Project Management & Control, Himalaya Publishing House
8. M. Bhavesh, 2011, Project Management, 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 latest available editions of the above books are recommended.
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    - Projects/Group Activities etc 15%
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### Course Articulation Matrix

CO Statement (OMBA-DS-BIM-302)	PO1	PO2	PO3	PO4	PO5
OMBA-DS-BIM-302.1	2	3		2	3
OMBA-DS-BIM-302.2	2		3	2	1
OMBA-DS-BIM-302.3	3	2	3	3	3
OMBA-DS-BIM-302.4	3	2	2	1	2

**MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES**  
(Deemed to be University)

**OMBA-DS-BIM-303: Managing HR for Banking and Financial Services**

Periods/week	Credits	Max. Marks : 100
L: 3 T:- P:-	3	Continuous Evaluation: 30
Duration of Examination: 3 Hrs		End Semester Examination: 70

**Pre-requisites: -**

**Course type: Domain Specific Elective**

**Course Outcomes:**

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

- OMBA-DS-BIM-303.1. Understand the importance of human resources and its functions in organization
- OMBA-DS-BIM-303.2. Formulate human resources policies and practices for Banking and Financial Services sector
- OMBA-DS-BIM-303.3. Understand the role of analytics in human resource management
- OMBA-DS-BIM-303.4. Analyze the role of international human resource practices for global banks and insurance agencies

**Unit I**

- 1.1 Challenges of human resource management (HRM) in banking sector
- 1.2 Linkage between HRM and strategic goals
- 1.3 HR philosophy, practices and policies
- 1.4 Careers in financial services sector

Case study 1

**Unit II**

- 2.1 Critical aspects of human resource planning
- 2.2 Job Analysis, recruitment and selection
- 2.3 Training and development for role efficacy
- 2.4 Work profile of insurance and banking jobs

Case study 2

**Unit III**

- 3.1 Performance appraisal (PA)
- 3.6 Methods of PA
- 3.7 Performance management
- 3.8 Job Evaluation
- 3.9 Compensation and benefit management



Case study 3

#### **Unit IV**

- 4.5 International human resource management
- 4.6 Theories of cultural analysis
- 4.7 Managing cross cultural teams
- 4.8 Working global banks and insurance agencies
- 4.9 HR aspects in mergers and acquisitions
- 4.10 Cultural intelligence and impact on work

Case study 4

#### **Unit V**

- 5.1 Strategic human resource management
- 5.2 Core aspects of HR analytics
- 5.3 HR analytics for performance evaluation,
- 5.4 HR analytics staffing
- 5.5 Talent management

Case study 5

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

1. R.M. Hodegetts, 1998, International Management, Tata McGraw Hill
2. G. Dessler and V. Biju, 2014, Human Resource Management . Pearson Education
3. J.A. Mello, 2018, Strategic Human Resource Management, Cengage Learning
4. R. M. Hodegetts, M. Richard, F. Luthans and J. P. Doh, 2006, International Management, Tata McGraw Hill
5. R. Soundararajan and S. Kuldeep, 2016, Winning on HR Analytics: Leveraging Data for Competitive Advantage. Sage Publications
6. J. Fitz-enz, 2010, The New HR Analytics: Predicting the Economic Value of Your Company's Human Capital Investments, Amacom

#### **Notes:**

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**Course Articulation Matrix**

<b>CO Statement (OMBA-DS-BIM-303)</b>	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>
OMBA-DS-BIM-303.1	2	3		2	3
OMBA-DS-BIM-303.2	2		3	2	1
OMBA-DS-BIM-303.3	3	2	3	3	3
OMBA-DS-BIM-303.4	3	2	2	1	2

**MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES**  
(Deemed to be University)

**OMBA-DS-BIM-304: Credit Evaluation, Monitoring and Recovery Management**

Periods/week	Credits	Max. Marks: 100
L:3 T:- P:-	3	Continuous Evaluation: 30
Duration of Examination: 3 Hrs		End Semester Examination: 70

**Pre-requisites: -**

**Course type: Domain Specific Elective**

**Course Outcomes:**

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

- OMBA-DS-BIM-304.1. Understand the importance and relevance of credit rating and regulatory framework for banking and insurance
- OMBA-DS-BIM-304.2. Evaluate the requirement of regulatory framework for credit evaluation and credit risk management
- OMBA-DS-BIM-304.3. Apply the most recent risk regulations for banks: Basel II and Basel III and other regulations to banking and insurance functions
- OMBA-DS-BIM-304.4. Develop practices as per prevalent regulations regarding credit rating systems

**Unit I**

- 1.1 Concept of Credit Risk
- 1.2 Credit Risk and the International Practices (Basel II and Basel III Accord)
- 1.3 Credit Risk Rating Framework
- 1.4 Identifying Variables contributing to Credit risks
- 1.5 Credit Risk Mapping and Scoring

Case study 1

**Unit II**

- 2. 1 Understanding Balance Sheet- Impact of recent Accounting Standards
- 2.2 Common Window Dressing Techniques
- 2.3 Financial Analysis - Financial ratios
- 2.4 Enterprise analysis, Entrepreneur analysis, Market analysis, technical viability, Economic, Financial, Technical, Social, Environmental
- 2.5 Risk based assessment procedure

Case study 2

### **Unit III**

- 3.1 Ratio Analysis
- 3.2 DuPont Model
- 3.3 Credit Scoring and Modeling Default
- 3.4 Market-Based Credit Models
- 3.5 Managing Credit Risk in a Corporate Environment

Case study 3

### **Unit IV**

- 4.1 Elements of debt recovery
- 4.2 Policy, processes and procedure of debt recovery management
- 4.3 Procedure of Tribunal, RDB Act 1993
- 4.4 Normal recovery process, other modes of recovery
- 4.5 Use of Lok Adalat, Debt recovery agents

Case study 4

### **Unit V**

- 5.1 Asset Securitization and recent trends in Indian and international markets
- 5.2 Participants in securitization
- 5.3 Securitization for risk transfer and legal framework
- 5.4 Recent issues and developments in credit risk management

Case study ,

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

1. C. Joseph, 2013, Advanced Credit Risk - Analysis and Management, Wiley India
2. V.K. Nathan, 2013, Credit Risk Management for Indian Banks, Sage Publications Pvt. Ltd.
3. R.G. Rajan, 2017, I Do What I Do, Harper Business
4. S. Bouteille and D. Coogan-Pushner, 2012, The handbook of credit risk management, Wiley India

### **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.

### Evaluation Policy:

The evaluation will include two types of assessments:

- Continuous or formative assessments (in the form of end semester examination or term examination. Weightage of assessments are as follows:
  - For continuous or Formative assessment (in semester): Maximum 30 percent. The categorization for the same is:
    - MCQs 30%
    - Subjective (Short/Long) 40%
    - Discussion/Presentation 15%
    - Projects/Group Activities etc 15%
  - For Summative assessment (End Semester Examination or End-Term Examination):  
Minimum: 70 percent. Categorization for the same is:  
Objective Type Questions: 30%  
Short/Long Questions: 70%

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

### Course Articulation Matrix

CO Statement (OMBA-DS-BIM-304)	PO1	PO2	PO3	PO4	PO5
OMBA-DS-BIM-304.1	2	3		2	3
OMBA-DS-BIM-304.2	2		3	2	1
OMBA-DS-BIM-304.3	3	2	3	3	3
OMBA-DS-BIM-304.4	3	2	2	1	2

**MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES**  
(Deemed to be University)

**OMBA-DS-BIM-305: Rural Markets for Financial Services**

Periods/week

Credits

Max. Marks : 100

L:3 T:- P:-

3

Continuous Evaluation: 30

Duration of Examination: 3 Hrs

End Semester Examination: 70

**Pre-requisites: -**

**Course type: Domain Specific Elective**

**Course Outcomes**

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

- OMBA-DS-BIM-305.1. Get acquainted with Rural Market concept for better understanding of banking and insurance products
- OMBA-DS-BIM-305.2. Develop understanding of different aspects of pricing and promotion
- OMBA-DS-BIM-305.3. Developing understanding for relevance of distribution channel and logistics
- OMBA-DS-BIM-305.4. Get acquainted with relevant banking and insurance products

**Unit I**

- 1.1 Rural Marketing -Concept and Scope
- 1.2 Nature and Attractiveness of Rural Markets
- 1.3 Rural Vs Urban Marketing
- 1.4 Characteristics of Rural Consumers and Buying Decision Process
- 1.5 Rural Marketing Information System

Case study 1

**Unit II**

- 2.1 Pricing Strategy and Pricing Policies
- 2.2 Innovative Pricing Methods for Rural Markets
- 2.3 Promotion Strategy and Appropriate Media and Designing
- 2.4 Right Promotion Mix and Promotional Campaigns.

Case study 2

**Unit III**

- 3.1 Distribution-Logistics Management,
- 3.2 Problems Encountered and Selection of Appropriate Channels
- 3.3 New Approaches to ReachOut Rural Markets
- 3.4 Electronic Choupal Applications

Case study 3

## Unit IV

- 4.1 An overview of the banking sector- growth and structure
- 4.2 Function and Operations –regulatory issues for governance of banking sector
- 4.3 Marketing in banking industry - Component of Bank Marketing Strategy
- 4.4 Role of technology in banking

Case study 4

## Unit V

- 5.1 Background of Rural Insurances,
- 5.2 Regulatory Requirements & Funding Schemes
- 5.3 Claim Settlements Procedure for Rural Agriculture & Weather Insurance Covers including micro insurances
- 5.4 Aspects of various rural products

Case study 5

### Recommended texts and readings:

1. V. Pathak Bharathi, 2014, Indian Financial System: Markets, Institutions and Services, Pearson Education
2. M.Y. Khan, 2013, Indian Financial System, Tata Mc Graw Hill
3. K.C. Shekhar and L. Shekhar, 2013, Banking Theories and practices , Vikas Publication
4. S. Padmalatha and P. Justin, 2018, Management of Banking and Financial Services, Pearson Education

### Notes:

1. The case study mentioned at the end of each unit will cover as far as possible the whole unit.
2. Only latest available editions of the above books are recommended.
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▪ MCQs	30%
▪ Subjective (Short/Long)	40%
▪ Discussion/Presentation	15%
▪ Projects/Group Activities etc	15%
- For Summative assessment (End Semester Examination or End-Term Examination):  
Minimum: 70 percent. Categorization for the same is:

Objective Type Questions:	30%
Short/Long Questions:	70%

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

**Course Articulation Matrix**

<b>CO Statement (OMBA-DS-BIM-305)</b>	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>
OMBA-DS-BIM-305.1	2	3		2	3
OMBA-DS-BIM-305.2	2		3	2	1
OMBA-DS-BIM-305.3	3	2	3	3	3
OMBA-DS-BIM-305.4	3	2	2	1	2



**MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES**  
(Deemed to be University)

**OMBA-DS-BIM-306: Governance & Ethics of financial institutions**

Periods/week	Credits	Max. Marks: 100
L:3 T:- P:-	3	Continuous Evaluation: 30
Duration of Examination: 3 Hrs		End Semester Examination: 70

**Pre-requisites: -**

**Course type: Domain Specific Elective**

**Course Outcomes:**

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

- OMBA-DS-BIM-306.1. How to build and learn the importance of ethics and values in financial and insurance businesses
- OMBA-DS-BIM-306.2. To draw upon business decisions and see how in financial and insurance institutions these are based on moral principles in the interest of various stakeholders?
- OMBA-DS-BIM-306.3. To appreciate how far the working and decisions affect organisations and social values?
- OMBA-DS-BIM-306.4. Develop the good governance practices as per the policies applicable to financial institutions and insurance organisations in India

**Unit I**

- 1.1 Concept and Definition; Ethical theories;
- 1.2 Ethics and values- Western debate, Indian Philosophical thought and Gandhian Principle of Trusteeship
- 1.3 Retail banking products: Ethical Issues

Case study 1

**Unit II**

- 2.1 Application of Ethical Standards to financing business decisions
- 2.2 Funds based and non-fund decision
- 2.3 Ethics of Finance, repayment, and recoveries
- 2.4 Principles and Practices relating to Whistle Blower
- 2.5 Auditors Report and Ethics

Case study 2

**Unit III**

- 3.1 Insurance business decisions
- 3.2 Settlement of claims & Principle of indemnity
- 3.3 Role of ombudsmen & IRDA- Corporate Governance Guidelines for Insurance Companies

Case study 3

#### **Unit IV**

- 4.1 Corporate Governance
- 4.2 BOD & various Committees
- 4.3 Norms and Functioning in India

Case study 4

#### **Unit V**

- 5.1 Ethics in the context of global economy
- 5.2 Business ethics and business development relationship
- 5.3 Corporate governance and issues relating to scams

Case study 5

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

1. N. Chandorkar and T. Agarwal, 2018, Business Ethics Corporate Governance, Himalaya Publishing House
2. J. Boatright, 2016, Ethics in Finance, Loyola University
3. N. Morris and D. Vines, 2014, Ethics Management in Banking and Finance, in book: Capital Failure: Rebuilding Trust in Financial Services, Oxford University Press
4. B.P. Mathur, 2015, Ethics for Governance Reinventing Public Series, Routledge
5. J. Boatright, 2010, Finance Ethics: Critical Issues in Theory and Practice, John Wiley and Sons
6. S. Sharma, 2007, Management in New Age: Western Windows Eastern Doors, New age International Publishers
7. N. Dhameja, 2006, Creative Accounting: Cases to Illustrate Accounting Practices & Accounting Gimmickry (in MAIMS Journal of Management, Vol. 1. NO.1)

#### **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.

#### **Evaluation Policy:**

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For continuous or Formative assessment (in semester): Maximum 30 percent. The categorization for the same is:

MCQs	30%
Subjective (Short/Long)	40%
Discussion/Presentation	15%
Projects/Group Activities etc	15%

- For Summative assessment (End Semester Examination or End-Term Examination):  
Minimum: 70 percent. Categorization for the same is:  
Objective Type Questions: 30%  
Short/Long Questions: 70%

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

#### Course Articulation Matrix

CO Statement (OMBA-DS-BIM-306)	PO1	PO2	PO3	PO4	PO5
OMBA-DS-BIM-306.1	2	3		2	3
OMBA-DS-BIM-306.2	2		3	2	1
OMBA-DS-BIM-306.3	3	2	3	3	3
OMBA-DS-BIM-306.4	3	2	2	1	2

## MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES

(Deemed to be University)

### OMBA-DS-BA-301: Modeling Using Excel

Periods/week	Credits	Max. Marks : 100
L:3 T:- P: -0	3	Continuous Evaluation: 30
Duration of Examination: 3 Hrs		End Semester Examination: 70

#### Pre-requisites: -

**Course Type: Domain Specific Elective**

#### Course Outcomes:

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

- OMBA-DS-BA-301.1 Understand and exercise basic practice of data management and visualization using excel.
- OMBA-DS-BA-301.2 Apply advanced modeling techniques for strategic understanding of business analytics and demonstrate critical thinking skills.
- OMBA-DS-BA-301.3 Appreciate connection between quantitative tools to navigate the complex demands of dynamic business environments.
- OMBA-DS-BA-301.4 Design appropriate strategies for planning and management using different tools for business decision making.

#### Unit I

- 1.1 Developing Decision Matrix Using Excel
- 1.2 Excel Formulae Functions: Financial, Logical, Date and Time, Lookup
- 1.3 Reference and Statistical
- 1.4 Developing Nested Formulae Function
- 1.5 Consolidation: Linking Principles, Consolidation Function, Outlining Function, Linking to External Data Source

Case study 1

#### Unit II

- 2.1 Exploratory Data Visualization using Excel
- 2.2 Advanced Charts
- 2.3 Advanced Graphing Formatting Techniques
- 2.4 Creating Interactive Graphs
- 2.5 Advanced Formatting Techniques

- 2.6 Conditional Formatting Techniques
- 2.7 Developing Dashboards, Lookup and Match Functions, using SLICERS

Case study 2

### **Unit III**

- 3.1 Data and Statistical Analysis Data Management
- 3.2 Data Cleaning Functions, Creating Tables, Filtering Functions, Special Function Using Tables
- 3.3 Analysing Data With Pivot, OLAP, Importing From External Databases
- 3.4 Performing Calculations In PIVOT Table, Creating Graphs In PIVOT Chart
- 3.5 Data Analysis Pack, Working With Statistical Functions, Forecasting, Multiple Regression, Linear Programming, Data Mining Toolset

Case study 3

### **Unit IV**

- 4.1 Advance Interactive Model
- 4.2 Modeling Methodology, Designing the Model Structure
- 4.3 Developing the Calculations Modules Considering Funding Considerations, Working Capital Management, Cash Flow Estimates
- 4.4 Auditing the Model, Spreadsheet Audit, Stress Testing to Determine Logic, Documentation

Case study 4

### **Unit V**

- 5.1 Modeling Analytics
- 5.2 Creating Output Screens and Reports
- 5.3 Report Presentation Dynamics and Examination of Output
- 5.4 What If, Goal Seek and Scenario Manager to Determine Results
- 5.5 Complying with the Disclosure Requirements, Writing up the Investment Report Features of MS Word 2010 and Power Point 2010

Case study 5

Tools required for the course:

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

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

1. D. Whigham, 2016, Business Data Analysis using Excel, Oxford University Press
2. A. L.Day, 2007, Mastering Financial Modeling in Microsoft Excel, Prentice Hall-Pearson
3. J. Swan,2009, Practical Financial Modelling, CIMA Publishing, Burlington
4. P. K.Scott, 2004, Building Financial Models with Microsoft Excel: A guide for business professionals, John Wiley & Sons,
5. G. Isaac, 2011, Next Generation Excel: Modeling Excel for Analysts and MBAs, 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.

**Evaluation Policy:**

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    - MCQs 30%
    - Subjective (Short/Long) 40%
    - Discussion/Presentation 15%
    - Projects/Group Activities etc 15%
  - For Summative assessment (End Semester Examination or End-Term Examination): Minimum: 70 percent. Categorization for the same is:
    - Objective Type Questions: 30%
    - Short/Long Questions: 70%

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

**Course Articulation Matrix**

<b>CO Statement (OMBA-DS-BA-301)</b>	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>
OMBA-DS-BA-301.1	3			1	2
OMBA-DS-BA-301.2	1	2	3	3	2
OMBA-DS-BA-301.3	3	2	3	2	3
OMBA-DS-BA-301.4	2	3	2	3	1

**MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES**

(Deemed to be University)

**OMBA-DS-BA-302: BUSINESS ANALYTICS**

Periods/week

Credits

Max. Marks : 100

L:3 T:- P: -

3

Continuous Evaluation: 30

Duration of Examination: 3 Hrs

End Semester Examination: 70

**Pre-requisites: -**

**Course Type: Domain Specific Elective**

**Course Outcomes:**

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

- OMBA-DS-BA-302.1 Understand and exercise basic practice of Business using analytics
- OMBA-DS-BA-302.2 Recognize trends in data and detect outliers
- OMBA-DS-BA-302.3 Analyze relationships between variables in qualitative and quantitative terms
- OMBA-DS-BA-302.4 Identify relationships among three or more variables to improve understanding and provide better forecast

**Unit I**

- 1.1 Building a data-driven culture in an organization
- 1.2 Analytics readiness of an organisation and building a data-driven decision-making culture
- 1.2 Building organisational team for making use of Data Science and Analytics
- 1.3 Appreciating the emerging nature of competition and the role of business analytics

Case study 1

**Unit II**

- 2.1 Statistics - The art of summarising data and statistical learning in decision-making
- 2.2 Probability Applied probability and decision-making under uncertainty
- 2.3 Sampling Data sampling and the art of inferring about the population from samples
- 2.4 Regression techniques and the art of capturing relationships among variables of interest

Case study 2

**Unit III**

- 3.1 Experiment Design, Analysis & Testing
- 3.2 Data capture and pre-processing issues
- 3.3 Causal Inference and analysis Interpretation of raw data
- 3.4 Interpreting results Interpretation of statistical summary of data

Case study 3

**Unit IV**

- 4.1 Forecasting Business forecasting principles and issues
- 4.2 Artificial Intelligence and Machine Learning in decision-making – role of supervised learning

- 4.3 Clustering Role of unsupervised learning in decision-making
- 4.4 Time series analysis based decision-making

**Unit V**

- 5.1 Simulation Learning through simulation and games
- 5.2 Decision Analysis Individual and group decision-making issues
- 5.3 Optimisation Models use of discrete optimisation concepts in decision-making
- 5.4 Neural Networks and Deep Learning Artificial neural network and deep learning in decision-making

**Recommended texts and readings:**

1. Kumar, D. Business Analytics – The science of Data Driven Decision Making, Wiley Publishing
2. Mathew, Data Analytics for Decision Making, Pearson Publishing
3. Moss, L., &Atre, S., Business Intelligence Roadmap: The Complete Project Lifecycle for Decision-Support Applications, Addison-Wesley Professional

**Notes:**

1. The case study mentioned at the end of each unit will cover as far as possible the whole unit.
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    - Discussion/Presentation 15%
    - Projects/Group Activities etc 15%
  - For Summative assessment (End Semester Examination or End-Term Examination):
    - Minimum: 70 percent. Categorization for the same is:
      - Objective Type Questions: 30%
      - Short/Long Questions: 70%

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

**Course Articulation Matrix**

<b>CO Statement (OMBA-DS-BA-302)</b>	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>
OMBA-DS-BA-302.1	3			1	2
OMBA-DS-BA-302.2	1	2	3	3	2
OMBA-DS-BA-302.3	3	2	3	2	3
OMBA-DS-BA-302.4	2	2	2	1	1



# MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES

(Deemed to be University)

## OMBA-DS-BA-303: Business Data Analytics Using Python

Periods/week

Credits

Max. Marks : 100

L:3 T:- P: -

3

Continuous Evaluation: 30

Duration of Examination: 3 Hrs

End Semester Examination: 70

### Pre-requisites: -

**Course Type: Domain Specific Elective**

### Course Outcomes

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

- OMBA-DS-BA-303.1 Understand and exercise basic coding sequential, conditional, and looping structure for business decision making
- OMBA-DS-BA-303.2 Application of advanced data management tasks using Python for reading, writing, cleaning of data and reshaping datasets.
- OMBA-DS-BA-303.3 Perform exploratory and statistical analysis with Python for various business functions.
- OMBA-DS-BA-303.4 Design and develop analytical skills for creating data structures and applications in business data management

### Unit I

- 1.1 Introduction to Business Data Analysis
- 1.2 Knowledge Domains of Data Analyst
- 1.3 Understanding the Nature of Data
- 1.4 Data Analysis Process
- 1.5 Quantitative and Qualitative data analysis

Case study 1

### Unit II

- 2.1 NumPy-Types of Data
- 2.2 Arithmetic Operations
- 2.3 Universal Functions Matrix
- 2.4 Indexing Arrays, Loading Files
- 2.5 Reading Files with Tabular Data; Introduction to SciPy

Case study 2

### Unit III

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

## Unit IV

- 4.1 Matplotlib, Plotting Windows
- 4.2 Plotting Charts; Adding Text, Bar Chart, Histogram, Pi Charts, Line Charts
- 4.3 Writing Mathematical Expressions

Case study 4

## Unit V

- 5.1 Open Data Sources Analysis: Political and Government
- 5.2 Data Sources Analysis: Climate and Health Data
- 5.3 Reports Generation
- 5.4 Inferences from Secondary Open Source Data

Case study 5

### Recommended texts and readings:

1. W. McKinney, 2017, Python for Data Science, O'Reilly Media Inc.
2. F. Nelli, 2015, Python Data Analytics, Apress
3. J. Rogel, 2018, Salazar, Chapman and Hall, Data Science and Analytics with Python, CRC Press
4. A. B. Downey, 2014, Think Stats2, 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 latest available editions of the above books are recommended.
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▪ Discussion/Presentation	15%
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  - For Summative assessment (End Semester Examination or End-Term Examination):  
Minimum: 70 percent. Categorization for the same is:

Objective Type Questions:	30%
Short/Long Questions:	70%

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

### Course Articulation Matrix

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

MRIRRS

**MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES**  
(Deemed to be University)

**OMBA-DS-BA-305: Big Data Analytics**

Periods/week

Credits

Max. Marks : 100

L:3 T:- P: -

3

Continuous Evaluation: 30

Duration of Examination: 3 Hrs

End Semester Examination: 70

**Pre-requisites: -**

**Course Type: Domain Specific Elective**

**Course Outcomes:**

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

- |                   |  |
|-------------------|--|
| OMBA- DS-BA-305.1 | Understand Describe Big Data and its importance with its applications                  |
| OMBA- DS-BA-305.2 | Differentiate various big data technologies like HadoopMapReduce, Pig, Hive, and Hbase |
| OMBA- DS-BA-305.3 | Apply tools and techniques to analyze Big Data.  |
| OMBA- DS-BA-305.4 | Design a solution for a given problem using suitable Big Data Techniques.              |

**Unit I**

- 1.1 Introduction to big data: Introduction, distributed file system,
- 1.2 Big Data and its importance & Drivers
- 1.3 Big data analytics
- 1.4 Big data applications
- 1.5 Big data value for the enterprise - Setting up the demo environment

Case study 1

**Unit II**

- 2.1 Introduction to Hadoop
- 2.2 Big Data, Apache Hadoop&Hadoop Ecosystem, MapReduce, Data Serialization
- 2.3 Hadoop components: MapReduce/Pig/Hive/HBase
- 2.4 Loading data into Hadoop, Handling files in Hadoop& Getting data from Hadoop

Case study 2

**Unit III**

- 3.1 Querying big data with Hive - Introduction to the SQL Language
- 3.2 From SQL to HiveQL
- 3.3 Introduction to HIVE e HIVEQL
- 3.4 Using Hive to query Hadoop files

Case study 3

## Unit IV

- 4.1 Hadoop Map reduce: Employing Hadoop Map Reduce, Executing Hadoop Map –
  - 4.2 The Building Blocks of Hadoop Map Reduce & Selecting appropriate execution modes
  - 4.3 Installing and Running Pig, Comparison with Databases
  - 4.4 Pig Latin, User Define Functions & Data Processing Operators
- Case study 4

## Unit V

- 5.1 Big data & Machine learning
- 5.2 Spark & SparkML
- 5.3 H2O & No-Sql
- 5.4 Azure ML

Case study 5

### Recommended Texts and Readings :

1. M. Michael, M. Minelli and A. Dhiraj, 2013, Big Data, Big Analytics: Emerging Business Intelligence and Analytic Trends for Today's Business, Wiley CIO Series
2. A. Sathi, 2012, Big Data Analytics: Disruptive Technologies for Changing the Game, IBM Corporation
3. B. Franks, 2012, Taming the Big Data Tidal Wave: Finding Opportunities in Huge Data Streams with Advanced Analytics, 1st Edition, Wiley and SAS Business Series
4. T. White, 2012, Hadoop: The Definitive Guide, O'reilly

### 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.

### Evaluation Policy:

The evaluation will include two types of assessments:

- Continuous or formative assessments (in the form of end semester examination or term examination. Weightage of assessments are as follows:
  - For continuous or Formative assessment (in semester): Maximum 30 percent. The categorization for the same is:

▪ MCQs	30%
▪ Subjective (Short/Long)	40%
▪ Discussion/Presentation	15%
▪ Projects/Group Activities etc	15%
- For Summative assessment (End Semester Examination or End-Term Examination):
  - Minimum: 70 percent. Categorization for the same is:

Objective Type Questions:	30%
Short/Long Questions:	70%

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

**Course Articulation Matrix**

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

**MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES**  
(Deemed to be University)

**MBA-DS-BA-306: Introduction to Business Intelligence**

Periods/week	Credits	Max. Marks : 100
L:3 T:- P: -	3	Continuous Assessment: 30
Duration of Examination: 3 Hrs		End Semester Examination: 70

**Pre-requisites: -**

**Course Type: Domain Specific Elective**

**Course Outcomes:**

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

MBA- DS-BA-306.1	Understand the major framework of Business intelligence (BI) & Datawarehouse
MBA-DS-BA-306.2	Evaluate how various business intelligence systems can contribute to organizational success
MBA-DS-BA-306.3	Analyze the BI requirements & technological architecture that makes up BI systems
MBA-DS-BA-306.4	Plan & Execute an implementation of BI Solution

**Unit I**

- 1.1 Introduction to Business Intelligence,
- 1.2 A Framework for Business Intelligence (BI).
- 1.3 Intelligence Creation, Implementation & Governance
- 1.4 Overview Analytics Ecosystem & Big Data Analytics

Case Study 1

**Unit II**

- 2.1 Data Warehousing Process Overview & Architecture
- 2.2 Data Integration and the Extraction, Transformation, and Load Processes
- 2.3. Data Warehouse Development & Data Warehousing Implementation Issues.
- 2.4 Data Warehouse Administration, Security Issues and Future Trends

Case study 2

**Unit III**

- 3.1 Data Mining Concepts and Applications.
- 3.2 Data Mining Process
- 3.3 Data Mining Methods.
- 3.4 Data Mining Software Tools.

Case study 3

## Unit IV

- 4.1 Text Analytics and Text Mining Overview.
- 4.2 Text Mining Applications & Process.
- 4.3. Web Mining Overview & Web Usage Mining
- 4.4 Other concepts - Natural Language Processing, Sentiment analysis, Web Analytics, Social Analytics, Search Engines

Case study 4

## Unit V

- 5.1 Big Data and Analytics & its Fundamentals
- 5.2 Big Data Technologies & Data Warehousing
- 5.3 Big Data and Stream Analytics & its Applications
- 5.4 Future trends, Privacy & other considerations

Case study 5

### Recommended texts and readings:

1. Turban, E., Sharda, R., & Delen, D., Business Intelligence: A Managerial Approach, Publisher: Prentice Hall
2. Moss, L., & Atre, S., Business Intelligence Roadmap: The Complete Project Lifecycle for Decision-Support Applications, Addison-Wesley Professional
3. Sherman, R., Business Intelligence Guidebook: From Data Integration To Analytics, 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.

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

### Course Articulation Matrix

CO Statement (MBA-DS-BA- 306)	PO1	PO2	PO3	PO4	PO5
MBA-DS-BA-306.1	1	3		2	2
MBA-DS-BA-306.2	2	3		2	2
MBA-DS-BA-306.3		2	2	3	3
MBA-DS-BA-306.4		3	2	3	3



**MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES**  
(Deemed to be University)

**OMBA-DS-BA-307: PREDICTIVE ANALYTICS**

Periods/week	Credits	Max. Marks : 100
L:3 T:- P: -	3	Continuous Evaluation: 30
Duration of Examination: 3 Hrs		End Semester Examination: 70

**Pre-requisites: -**  
**Course Type: Domain Specific Elective**

**Course Outcomes:**

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

OMBA- DS-BA-307.1	Understand Predictive concepts and its importance in Forecasting
OMBA- DS-BA-307.2	Differentiate various applications of Predictive analytics in Business
OMBA- DS-BA-307.3	Apply tools and techniques to analyze Big Data.
OMBA- DS-BA-307.4	Design a solution for a given problem using suitable Big Data Techniques.

**Unit I**

- 1.1 Introduction to Analytics
- 1.2 Analytics in Decision Making
- 1.3 Game changers & Innovators
- 1.4 Predictive Analytics

**Unit II**

- 2.1 Simple Linear Regression (SLR)
- 2.2 Case-let Overview
- 2.3 Introduction to Regression
- 2.4 Model Development & Validation

**Unit III**

- a. Multiple Linear Regression (MLR)
- b. Estimation of Regression Parameters
- c. Model Diagnostics
- d. Dummy, Derived & Interaction Variables
- e. Multi-collinearity & Model Deployment

**Unit IV**

- a. Logistic Regression: Train a text embedding model.
- b. Discrete choice models
- c. MLE Estimation of Parameters
- d. Logistic Model Interpretation and diagnostics

## Unit V

- 5.1 Decision Trees and Unstructured data analysis
- 5.2 CHI-Square Automatic Interaction Detectors (CHAID)
- 5.3 Classification and Regression Tree (CART)
- 5.4 Naive Bayes Classification

## Recommended Texts and Readings

1. Herbert Jones , Predictive Modeling, Data Mining, Data Analytics, Data Warehousing, Data Visualization, Regression Analysis, Database Querying, and Machine Learning for Beginners,Bravex Publications
2. F. Provost & T. Fawcett , Data Science For Business: What You Need to Know About Data Mining & Data-Analytic Thinking, O'Reilly Media Publishing

## 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.

### Evaluation Policy:

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Objective Type Questions: 30%  
Short/Long Questions: 70%

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

## Course Articulation Matrix

<b>CO Statement (OMBA-DS-BA- 307)</b>	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>
OMBA-DS-BA-307.1	3	2		3	2
OMBA-DS-BA-307.2	3	2		3	
OMBA-DS-BA-307.3		2	3		3
OMBA-DS-BA-307.4		3	2		3

MRIRRS

**MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES  
(Deemed to be University)**

**OMBA-DS-L&SM-301: Introduction to Logistics & Supply Chain Management**

Periods/week

Credits -3

Max. Marks : 100

L: 3 T:-0 P: -0

Continuous Evaluation: 30

Duration of Examination: 3 Hrs

End Semester Examination: 70

**Course Type: Elective**

**Course Outcomes:**

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

OMBA- DS-L&SM-301.1 Learn the importance of Logistics and Supply Chain Management in today's of business environment.

OMBA- DS-L&SM-301.2 Analyze the Role of purchasing and outsourcing in Supply Chain.

OMBA- DS-L&SM-301.3 Learn about Supply Chain Strategies and Its role for the survival in competitive environment.

OMBA- DS-L&SM-301.4 Apply Knowledge in designing good supply chain framework.

**Unit I**

- 1.1. Logistics& SCM- Definition - History and Evolution
- 1.2. Objectives-Elements-activities of logistics & its Importance
- 1.3. The work of logistics-Logistics interface with marketing-retails logistics
- 1.4. Emerging concept in logistics.
- 1.5. Need-Issues involved in developing SCM Framework.

Case Study 1

**Unit II**

- 2.1. Supply chain Integration-Stages-Barriers to internal integration-
  - 2.2. Dimensions of Supply Chain Excellence-
  - 2.3. Forces influencing SCE Emotions
  - 2.4. Physical and Financial Supply Chains-Check list for Excellence
  - 2.5. Logistics Management-Definition-Achievement of competitive advantage through logistics Framework
- Case Study 2

**Unit III**

- 3.1. Purchasing and Supply Management-Introduction & Importance
- 3.2. Objectives purchasing process purchasing & other functions
- 3.3. Purchasing and integrated logistics interfaces-
- 3.4. Types of purchases-Purchasing partnerships-Materials sourcing-Just-in-time purchasing.
- 3.5. Outsourcing logistics-reasons-Third party logistics provider-Fourth party Logistics providers

### Case Study 3

#### **Unit IV**

- 4.1. Performance Measurement in SCM-Meaning
- 4.2. Advantages of performance measures-The benefits of performance measurement
- 4.3. Measuring SCM-Supplier performance -measurement Parameters choosing suppliers
- 4.4. Quality customer service & integrated logistics-customer service-importance elements
- 4.5. Order cycle system-distribution channels-Functions performed

### Case Study 4

#### **Unit V**

- 5.1. Outsourcing in SCM-Meaning & need-
- 5.2. Outsourcing risks & Outsourcing process outsourcing in SCM
- 5.3. New opportunities in SCM outsourcing
- 5.4. Myths of SCM outsourcing

### Case Study 5

#### **Recommended Texts and Readings:**

- David J. Bloomberg, Stephen LeMay&: Logistics, Prentice-Hall of India Pvt Joe B. Hanna Ltd., New Delhi, 2003.
- Donald J. Bowersox& David J. Closs : Logistical Management, Tata McGraw Hill Publishing Co. Ltd, New Delhi, 2004
- Satish C. Ailawadi&Rakesh Singh : Logistics Management, Prentice-Hall of India Pvt Ltd., New Delhi, 2005
- Donald Waters: Logistics. Palgrave Macmillan, New York, 2004
- KrishnaveniMuthiah : Logistics Management & World Sea borne Trade, Himalaya Publishing House, Mumbai, 1999

#### **Notes:**

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

### Evaluation Policy:

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    - Discussion/Presentation 15%
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Short/Long Questions: 70%

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### Course Articulation Matrix

<b>CO Statement (OMBA-DS- L&amp;SM- 301)</b>	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>
OMBA-DS-L&SM-301.1	3	2		3	2
OMBA-DS-L&SM-301.2		3		3	2
OMBA-DS-L&SM-301.3			3		
OMBA-DS-L&SM-301.4	3				3

**MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES  
(Deemed to be University)**

**OMBA-DS-L&SM-302: Shipping and Ocean Freight Logistics**

Periods/week

Credits -3

Max. Marks :100

L: 3 T:-0 P: -

Continuous Evaluation: 30

Duration of Examination: 3 Hrs

End Semester Examination: 70

**Course Type: Elective**

**Course Outcomes:**

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

OMBA- DS-L&SM-302.1 Understand the significance of Calculating Freight and different types of Cargo in logistics.

OMBA- DS-L&SM-302.2 Know the use of Multimodal transport in logistics and its management.

OMBA- DS-L&SM-302.3 Learn about Ocean Freight Operations and its importance in trade.

OMBA- DS-L&SM-302.4 Apply the knowledge related to the Shipping and Ocean services in various business functions and roles such as operations, customer service, account management and sales.

**Unit I**

- 1.1. Shipping industry and business –Introduction and Significance
- 1.2. Description of a ship -Uses of a ship or a floating vessel.
- 1.3. Classification of ship (route point) (cargo carried) - superstructure - tonnages & cubic
- 1.4. Drafts & load lines - flag registration
- 1.5. Different types of cargo. (Packaging, utility or value). Trimming - Cleansing -Unitized cargo

Case Study 1

**Unit II**

- 2.1. Stevedoring, Lighter age Services and Security
- 2.2. Port trusts -operational unit - services – Seaports
- 2.3. Vessel Operations – pilotage - Stevedoring - Dock Labor Boards - charges
- 2.4. Automated Container Handling - security at ports and harbors
- 2.5. Role of security agencies - lighter age services

Case Study 2

### **Unit III**

- 3.1. Shipping Lines - Hub & Spoke - Process flow - Advices
- 3.2. Booking - Containerization – Containers
- 3.3. Container numbering - Process flow
- 3.4. Shipping Sales – Leads – Quotations – Customer Service

Case Study 3

### **Unit IV**

- 4.1. Operations - Volume / Weight calculations
- 4.2. Shipment Planning basics – Preparing & loading containers
- 4.3. Types of container services - FCL - Consolidation
- 4.4. LCL - Advanced scientific shipment planning
- 4.5. Container de-stuffing

Case Study 4

### **Unit V**

- 5.1. Documentation - Bill of Lading basics – MBL - HBL – CY – CFS
- 5.2. Advanced learning in Bills of Lading - Sea Way bill
- 5.3. Combined transport - MTO – Multimodal Transport Document (MTD)
- 5.4. Invoicing - Release of cargo - Cross Trade & Documentation
- 5.5. Conditions of Contract – Managing Key Accounts

Case Study 5

#### **Recommended Texts and Readings:**

- Carriage of goods by sea / John F. Wilson (Harlow : Longman)
- Containerization / (by) J.R. Whittaker (Hemisphere ; Wiley)
- The economics of tramp shipping / (by) B.N. Metaxas. (Athlone Press)
- Shipping and Logistics Management by Yuen Ha Lun, Kee Hung Lai, Tai Chiu Edwin Cheng (Springer)
- Getting the Goods: Ports, Labor, and the Logistics Revolution by Edna Bonacich and Jake B. Wilson (Cornell University Press)
- Ocean Freights and Chartering by Cyril Frederick Hardy Cufley (Adlard Coles Nautical)
- Logistics and Distribution Management by Alan Rushton, Phil Croucher & Peter Baker (CILT)

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.



### Evaluation Policy:

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    - Discussion/Presentation 15%
    - Projects/Group Activities etc 15%
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### Course Articulation Matrix

CO Statement (OMBA-DS- L&SM-302)	PO1	PO2	PO3	PO4	PO5
OMBA-DS-L&SM-302.1		3	2		3
OMBA-DS-L&SM-302.2	3	2	2		2
OMBA-DS-L&SM-302.3		3	2	2	3
OMBA-DS-L&SM-302.4	2	3		3	2

**MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES  
(Deemed to be University)**

**OMBA-DS-L&SM-303: Warehousing, Transportation & Freight Management**

Periods/week

Credits -3

Max. Marks : 100

L: 3 T:-0 P: -0

Continuous Evaluation: 30

Duration of Examination: 3 Hrs

End Semester Examination: 70

**Course Type: Elective**

**Course Outcomes:**

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

OMBA- DS-L&SM-303.1 Understand the significance of Warehousing & Transportation in logistics management.

OMBA- DS-L&SM-303.2 Analyze the different modes of transport used in logistics.

OMBA- DS-L&SM-303.3 Learn about the designing of Warehouses and its utility in Logistics and supply chain management.

OMBA- DS-L&SM-303.4 Evaluate the role of freight forwarders and understand the importance of cost structure in logistics.

**Unit I**

- 1.1. Transportation-Definition-Objectives
  - 1.2. Principles-role of transportation in logistics
  - 1.3. Transport functionality & Principles
  - 1.4. Participants in Transportation Decisions.
- Case Study 1

**Unit II**

- 2.1. Mode of Transport-Rail, Road, Water, Air
  - 2.2. Pipeline-their characteristics and their cost structure
  - 2.3. Carrier selection decision-determinants of carrier selection
  - 2.4. Legal classification of carriers-
  - 2.5. Role of couriers as carriers.
- Case Study 2

### **Unit III**

- 3.1. Intermodal transport-Definition-rationale
- 3.2. Types & limitations Of Intermodal Transport
- 3.3. Containerization-piggyback ownership of transport-own account transport
- 3.4. Third party transport-choice of ownership factors
- 3.5. Transportation costs - fixed, variable, joint and common costs
- 3.6. Product related & Market related factors influencing transport cost

Case Study 3

### **Unit IV**

- 4.1. Warehousing-Definition-nature and importance-
- 4.2. Role of warehousing in logistic system & its types
- 4.3. Warehousing layout and design-warehousing decisions & operations-warehouse productivity
- 4.4. Packaging-Importance & advantages
- 4.5. Objectives and principles of packaging, Use of bar coding.

Case Study 4

### **Unit V**

- 5.1. Freight structure-Freight rates & principles
- 5.2. Contracts of freightments
- 5.3. Sea freight-meaning- Sea freight Rates-types, liner Tariffs-basic principles factors to be considered-determinants of freight rates-Freight rate indices-5.4. Tramp Freights-Tramp Trade-Tramp Market
- 5.5. Types of Freight & Carrier Lien for freight

Case Study 5

### **Recommended Texts and Readings:**

- David J. Bloomberg, Stephen LeMay&: Logistics, Prentice-Hall of India Pvt Ltd., Joe B. Hanna New Delhi, 2003.
- Donald J. Bowersox& David J. Closs : Logistical Management, Tata McGraw Hill Publishing Co. Ltd, New Delhi, 2004
- Satish C. Ailawadi&Rakesh Singh : Logistics Management, Prentice-Hall of India Pvt Ltd., New Delhi, 2005
- Donald Waters: Logistics. Palgrave Macmillan, New York, 2004
- KrishnaveniMuthiah : Logistics Management & World Sea borne Trade, Himalaya Publishing House, Mumbai, 1999
- SarikaKulkarni : Supply Chain Management, Tata Mc- Ashok Sharma Graw Hill Publishing Co Ltd., New Delhi, 2004

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.
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### Course Articulation Matrix

CO Statement (OMBA-DS- L&SM-303)	PO1	PO2	PO3	PO4	PO5
OMBA-DS-L&SM-303.1	3				3
OMBA-DS-L&SM-303.2		3	2		
OMBA-DS-L&SM-303.3		3		2	2
OMBA-DS-L&SM-303.4	3	3		3	3

**MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES  
(Deemed to be University)**

**OMBA-DS-L&SM-304: Retail Supply Chain and Logistics Management**

Periods/week

Credits -3

Max. Marks : 100

L: 3 T:-0 P: -0

Continuous Evaluation: 30

Duration of Examination: 3 Hrs

End Semester Examination: 70

**Course Type: Elective**

**Course Outcomes:**

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

OMBA- DS-L&SM-304.1 Apply the knowledge about Retail Supply chain management concepts and their importance in Current scenario.

OMBA- DS-L&SM-304.2 Identify various dimensions of financial supply chain and learn about their use in supply chain.

OMBA- DS-L&SM-304.3 Learn the perspective of E-Finance and its Legal Aspects in Supply chain.

OMBA- DS-L&SM-304.4 Develop the comprehensive set of strategies to manage different stakeholders in Retail supply chain.

**Unit I**

- 1.1. Overview of Retail Supply Chain Introduction to retail supply chain.
- 1.2. Comparison with manufacturing supply chain.
- 1.3. Essentials of retail supply chain management.
- 1.4. Customization in retail supply chain
- 1.5. Supply Chain Issues of Various Retail Formats

Case Study 1

**Unit II**

- 2.1. Drivers of retail supply chain change
- 2.2. Globalization–nature of demand
- 2.3. Quality function deployment, retail supply chain risk,
- 2.4. Retail supply chain metrics
- 2.5. Retail market segments– supply chain management excellence– skill requirement

Case Study 2

### **Unit III**

- 3.1. Retail supply chain process improvement
- 3.2. Improvement approaches: PDCA, DMAIC, CPFR
- 3.3. Supply chain collaboration– core competency
- 3.4. Demand driven supply chain: tools and techniques– product tracking: Bar-coding, RFID
- 3.5. Supply Chain Operations Reference (SCOR) Model, Bullwhip Effect in Supply Chain

Case Study 3

### **Unit IV**

- 4.1. Strategic Retail Logistics Planning Transportation,
- 4.2. Ware housing, packing and unitization,
- 4.3. Containerization. Multimodal Logistics.
- 4.4. Logistics strategy, Implementation, assorted and space management.
- 4.5. Reverse logistics and Managing Returns

Case Study 4

### **Unit V**

- 5.1. Retail Channel Marketing Channels – structure and functions.
- 5.2. Channel Design and Implementation – segmenting, targeting
- 5.3. Establishment of new channels or refining existing channels
- 5.4. Identifying power sources, and channel coordination
- 5.5. Latest Development, Trends and Practices & Technological advancement in Supply Chain.
- 5.6. Radio Frequency Identification its uses and benefits. Supply Chain Games

Case Study 5

### **Recommended Texts and Readings:**

- Bowersox, Closs and Cooper (2008), Supply Chain Logistics Management, Tata McGraw-Hill
- Chopra, Meindl and Kalra (2008), Supply Chain Management: Strategy, Planning, and Operation, Pearson Education
- Rangaraj, Raghuram and Srinivasan (2009), Supply Chain Management for Competitive Advantage: Concepts and Cases, Tata McGraw-Hill
- Ray (2010). Supply Chain Management for Retail, Tata McGraw-Hill
- Shah (2009), Supply Chain Management: Text and Cases, Pearson Education
- Simchi-Levi, et al (2008), Designing and Managing the Supply Chain: Concepts, Strategies and Case Studies, Tata McGraw-Hill
- Wisner, Leong and Tan (2005), Principles of Supply Chain Management, Cengage

Notes:

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**Course Articulation Matrix**

<b>CO Statement (OMBA-DS- L&amp;SM-304)</b>	<b>P O 1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>
OMBA-DS-L&SM-304.1	3	3			
OMBA-DS-L&SM-304.2		3	3		
OMBA-DS-L&SM-304.3	3	3			3
OMBA-DS-L&SM-304.4	3			3	3

**MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES  
(Deemed to be University)**

**OMBA-DS-L&SM-305: Strategic Logistics Management**

Periods/week

Credits -3

Max. Marks : 100

L: 3 T:-0 P: -0

Continuous Evaluation: 30

Duration of Examination: 3 Hrs

End Semester Examination: 70

**Course Type: Elective**

**Course Outcomes:**

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

OMBA- DS-L&SM-305.1 Learn the importance of strategic decisions for organizations in Building competitive advantage.

OMBA- DS-L&SM-305.2 Apply relevant knowledge related to various dimensions of supply chain for designing strategies for enhancing the performance of supply chain.

OMBA- DS-L&SM-305.3 Understand Importance of various pillars of logistics & IT in supply chain.

OMBA- DS-L&SM-305.4 Analyze the Importance of service quality and customer satisfaction in Logistics and supply chain.

**Unit I**

- 1.1. Introduction to Logistics: An introduction to the strategic logistics management: meaning, strategic logistics planning;
- 1.2. Importance of strategic logistics planning; the operating plan v/s the strategic plan
- 1.3. Logistic competitive frame work, logistic strategies across PLC
- 1.4. Logistic strategies – cost leadership, differentiation, value addition, outsourcing, diversification
- 1.5. Significance of logistics in strategic decisions, Logistics as backbone of business propositions

Case Study 1

**Unit II**

- 2.1. Logistics system design: Logistics reengineering,
- 2.2. Logistical environmental assessment, Time based logistics,
- 2.3. Anticipatory and Response based strategies, Alternative strategies,
- 2.4. Logistical operational arrangements, Inventory economies, formulating logistics strategy.
- 2.5. Time based control techniques; Integration theory – Location structure, Transportation economies,

Case Study 2

**Unit III**



- 3.1. Logistics Strategy and Planning: Strategic Role of logistics
- 3.2. designing Logistic strategy and operation, Logistics planning Triangle
- 3.3. Network appraisal; Guidelines for strategy formulation – total cost concept, Setting customer service level
- 3.4. Setting number of warehouses in logistics system
- 3.5. Setting safety stock levels, Differential distribution, Postponement, Consolidation, Selecting proper channel strategy

Case Study 3

#### **Unit IV**

- 4.1. Customer service strategy: customer service elements
- 4.2. Importance of logistic /supply chain customer service & Order processing
- 4.3. Transportation and Location strategy: importance of effective transportation system
- 4.4. Service choice and its characteristics, Inter model service
- 4.5. Transportation cost, international transportation, transportation decisions

Case Study 4

#### **Unit V**

- 5.1. Agencies and small shipments center
- 5.2. Types of Agencies and small shipment center
- 5.3. Location strategy - single facility location, multi facility, retail / service location
- 5.4. Importance of location decisions & choice of geographical region
- 5.5. Inventory and Warehousing strategy: Inventory forecasting, inventory policy decisions

Case Study 5

#### **Recommended Texts and Readings:**

- Vinod.V.Sople, Logistics Management, Pearson Education, 3rd edition 2012.
- Business Logistics / Supply chain management Ronald H Ballou, Samir K Srivastava
- Logistic management, an introduction to supply chain management, Donald Waters 2004.
- Logistic management Ganapathi Nandi, Oxford publication 2015
- John Mangan, Chandra Lalwani, “Global Logistics and Supply Chain Management”, Tim Butcher John Wiley & Sons, 2nd Edition, 2011.

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.

**Evaluation Policy:**

The evaluation will include two types of assessments:

- Continuous or formative assessments (in the form of end semester examination or term examination. Weightage of assessments are as follows:
  - For continuous or Formative assessment (in semester): Maximum 30 percent. The categorization for the same is:
    - MCQs 30%
    - Subjective (Short/Long) 40%
    - Discussion/Presentation 15%
    - Projects/Group Activities etc 15%
  - For Summative assessment (End Semester Examination or End-Term Examination):  
 Minimum: 70 percent. Categorization for the same is:  
 Objective Type Questions: 30%  
 Short/Long Questions: 70%

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

**Course Articulation Matrix**

<b>CO Statement (OMBA-DS- L&amp;SM-305)</b>	<b>P O 1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>
OMBA-DS-L&SM-305.1	3	3		3	3
OMBA-DS-L&SM-305.2		3	3	3	3
OMBA-DS-L&SM-305.3	3	3		2	3
OMBA-DS-L&SM-305.4	3	2	2	3	3

**MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES  
(Deemed to be University)**

**OMBA-DS-L&SM-306: Rail, Road & Air Cargo logistics Management**

Periods/week

Credits -3

Max. Marks : 100

L: 3 T:-0 P: -0

Continuous Evaluation: 30

Duration of Examination: 3 Hrs

End Semester Examination: 70

**Course Type: Elective**

**Course Outcomes:**

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

OMBA- DS-L&SM-306.1 Use the concepts of airline operations in Current business environment.

OMBA- DS-L&SM-306.2 Understand importance of freight and managing accounts and finance in Air cargo.

OMBA- DS-L&SM-306.3 Analyze the role of government agencies and other regulatory bodies in freight calculation and implementation.

OMBA- DS-L&SM-306.4 Identify the right set of Strategies and keywords to manage hurdles and challenges in Air Cargo management.

**Unit I**

- 1.1. Introduction to Airline Industry - History - Regulatory Bodies
- 1.2. Navigation systems - Air Transport System – Functions
- 1.3. Airside - Terminal Area - & Landside Operations , Civil Aviation - Safety and Security –
- 1.4. Aircraft operator’s security program - Security v/s Facilitation
- 1.5. ICAO security manual - Training and awareness – Rescue and firefighting
- 1.6. Issues and challenges - Industry regulations

Case Study 1

**Unit II**

- 2.1. Introduction to Air Cargo: Aviation and airline terminology
- 2.2. IATA areas - Country – Currency– Airlines –
- 2.3. Aircraft lay out - different types of aircraft
- 2.4. Aircraft manufacturers - ULD - International Air Routes
- 2.5. Airports - codes – Consortium –Hub & Spoke – Process Flow

Case Study 2

### **Unit III**

- 3.1. Airline Marketing and Customer Service & Standardization in Logistics
- 3.2. Air freight Exports and Imports - Sales & Marketing
- 3.3. Strategies and Planning, Audits, Segmentation
- 3.4. SWOT, Marketing Management Control
- 3.5. Consignee controlled cargo –Sales leads – Routing Instructions - Customer service

Case Study 3

### **Unit IV**

- 4.1. Advices – Booking - SLI – Labeling
- 4.2. Volume/ Weight Ratio – Shipment Planning
- 4.3. TACT – Air Cargo Rates and Charges
- 4.4. Cargo operations
- 4.5 Customs clearance

Case Study 4

### **Unit V**

- 5.1. Air Freight Forwarding: Air freight Exports and Imports
- 5.2. Special Cargoes - Consolidation - Documentation
- 5.3. Air Way Bill (AWB) – Communication
- 5.4. Handling COD shipments – POD
- 5.5. Conditions of contract - Dangerous (DGR) or Hazardous goods

Case Study 5

### **Recommended Texts and Readings:**

- Air transport logistics by Simon Taylor (Hampton)
- 2 Air cargo distributions: a management analysis of its economic and marketing benefits / [by] Paul Jackson and William Brackenridge (Gower Press)
- Air freight: operations, marketing and economics / (by) Peter S. Smith (Faber)
- Party Cyber Logistics for Air Cargo by Sung Chi-Chu (Boston : Kluwer Academic Publishers) 5
- Accelerated Logistics by Mark Wang (Santa Monica CA)
- Airports; some elements of designs and future development-John Walter wood
- Fundamental of air transport management by P.S.Senguttavan.
- Oxford ATLAS-OXFORD PUBLISHING 8) Aviation century: wings of change- A global survey-Ratandeepsingh-jain book

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.

**Evaluation Policy:**

The evaluation will include two types of assessments:

- Continuous or formative assessments (in the form of end semester examination or term examination. Weightage of assessments are as follows:
  - For continuous or Formative assessment (in semester): Maximum 30 percent. The categorization for the same is:
    - MCQs 30%
    - Subjective (Short/Long) 40%
    - Discussion/Presentation 15%
    - Projects/Group Activities etc 15%
  - For Summative assessment (End Semester Examination or End-Term Examination):  
Minimum: 70 percent. Categorization for the same is:  
Objective Type Questions: 30%  
Short/Long Questions: 70%

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

**Course Articulation Matrix**

<b>CO Statement (OMBA-DS- L&amp;SM-306)</b>	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>
OMBA-DS-L&SM-306.1	1	3			3
OMBA-DS-L&SM-306.2			2	2	2
OMBA-DS-L&SM-306.3	2	2		2	2
OMBA-DS-L&SM-306.4	2	2	2	1	3

**MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES**

**(Deemed to be University)**

**OMBA-DS-DE-301: Fundamentals of Digital Marketing**

Periods/week	Credits	Max. Marks : 100
L:3 T:- P: -	3	Internal/ Continuous Assessment: 30
Duration of Examination: 3 Hrs		External: 70

**Pre-requisites: -**  
**Course Type: Core**

**Course Outcomes:**

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

- OMBA-DS-DE-301.1 Learn the basics of digital marketing and the importance of the offer, list and creative inresponse rates
- OMBA-DS-DE-301.2 Develop a comprehensive digital marketing strategy
- OMBA-DS-DE-301.3 Use new media such as mobile, search and social networking; learn the measurement techniques used in evaluating digital marketing efforts
- OMBA-DS-DE-301.4 Apply the knowledge given the dynamic and rapidly changing digital landscape

**Unit 1**

- 1.1 Introduction to Digital Marketing
- 1.2 Digital Marketing & its Components
- 1.3 Digital vs. Traditional Media
- 1.4 Digital Medium in Today's Marketing Plan
- 1.5 Digital vs. Traditional Buying Process

Case study 1

**Unit 2**

- 2.1 Developing and Managing Websites
- 2.2 Website Optimization
- 2.3 Website Designing – Dos & Don'ts
- 2.4 Web Analytics

Case study 2

**Unit 3**

- 3.1 Basics of Search Marketing: Organic and Paid Search Results
- 3.2 Search Engine Optimization (SEO)
- 3.3 Paid and Organic Search
- 3.4 Keyword Research and Analysis

Case study 3

#### **Unit 4**

- 4.1 Display Advertising Portfolio
- 4.2 PPC-Pay-Per-Click Marketing
- 4.3 Retargeting and Dynamic Retargeting
- 4.4 Setting Up a Display Network Campaign
- 4.5 Measuring and Optimizing Performance on the Display Network

Case study 4

#### **Unit 5**

- 5.1 Facebook Marketing
- 5.2 Twitter and Other Social Media
- 5.3 Google Analytics
- 5.4 Social Media Analytics

Case study 5

#### **Recommended Text and Readings:**

1. Chaffey, D., Ellis-Chadwick, F., Johnston, K. and Mayer, R., Internet Marketing: Strategy, Implementation and Practice, Pearson Education
2. E-Marketing, Strauss, Judy and Frost, Raymond, PHI
3. Roberts, M.L. Internet Marketing, Cengage Learning
4. Google tutorials on Digital Marketing – SEO, Adwords, analytics, paid search etc. Internet resources

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.

### Evaluation Policy:

The evaluation will include two types of assessments:

- Continuous or formative assessments (in the form of end semester examination or term examination. Weightage of assessments are as follows:
  - For continuous or Formative assessment (in semester): Maximum 30 percent. The categorization for the same is:
    - MCQs 30%
    - Subjective (Short/Long) 40%
    - Discussion/Presentation 15%
    - Projects/Group Activities etc 15%
  - For Summative assessment (End Semester Examination or End-Term Examination):
    - Minimum: 70 percent. Categorization for the same is:
      - Objective Type Questions: 30%
      - Short/Long Questions: 70%

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

### Course Articulation Matrix

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



**MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES  
(Deemed to be University)**

**OMBA-DS-DE-302: Fundamentals of E-Commerce**

Periods/week	Credits	Max. Marks : 100
L:3 T:- P: -	3	Continuous Evaluation: 30
Duration of Examination: 3 Hrs		End Semester Examination: 70

**Pre-requisites: -**  
**Course Type: Core**

**Course Outcomes:**

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

OMBA-DS-DE-302.1	Discuss about the scope of e-commerce & its various models.
OMBA-DS-DE-302.2	Identify the issues in implementing E-commerce and resolve them.
OMBA-DS-DE-302.3	Develop various business models and understand e-payment systems
OMBA-DS-DE-303.4	Examine the types of risks and ways of protection in E-commerce

**Unit 1**

- 1.1 Concept of Electronic Commerce
- 1.2 Significance and Scope of Electronic Commerce
- 1.3 Application of E-Commerce
- 1.4 Advantages and disadvantages of E-Commerce
- 1.5 Electronic Commerce V/S Traditional Commerce

Case Study 1

**Unit- 2**

- 2.1 Factors Responsible for Growth of E-Commerce,
- 2.2 Issues in Implementing E-Commerce,
- 2.3 Myths of E-Commerce.
- 2.4 Impact of E-Commerce on Business,
- 2.5 E-Commerce and M-Commerce in India.

**Unit-3**

- 3.1 Major Models in Ecommerce- B2B, B2C,C2C,C2B
- 3.2 Matrix of E-Commerce Models
- 3.3 Electronic Storefronts and e-Marketplace,
- 3.4 Affiliate and Hybrid Models

Case Study 2

**Unit 4**

- 4.1 Electronic Payment Systems and Order Fulfillment
- 4.2 Types of payment systems
- 4.3 Operational, credit and legal risks of e- payment
- 4.4 Risk management options for e-payment systems

## Case Study 4

### Unit-5

- 5.1 Security risks of e-commerce
- 5.2 Types and sources of threats
- 5.3 Security tools; Digital identity and E-signature
- 5.4 Provisions for Security and Privacy- Legal and Regulatory

## Case Study 5

### Recommended texts and readings:

1. E-Commerce: Strategy, Technologies and Applications Paperback – 2001 by David Whiteley
2. E-Commerce: An Indian Perspective Paperback – Import, 30 Nov 2015-by P. T. Joseph
3. Agrawal K.N. & Deeksha Agrawal : Business on the Net; What's &How's of E-Commerce- Macmillan New Delhi.
4. E-Commerce : Concepts, Models, Strategies C.S.V. Murthy, Himalaya Publishing House.
5. Electronic Commerce- By Bharat Bhaskar, Tata Mc Graw Hill Publication, New Delhi.
6. Parag Diwan & Sunil Sharma : E-Commerce-A Manager's Guide to E-Business; Excel Books, New Delhi..
7. Minoli and Minal : Web Commerce Technology BooksTata Mc Graw Hill, New Delhi.

### Notes:

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

### Evaluation Policy:

The evaluation will include two types of assessments:

- Continuous or formative assessments (in the form of end semester examination or term examination. Weightage of assessments are as follows:
  - For continuous or Formative assessment (in semester): Maximum 30 percent. The categorization for the same is:

▪ MCQs	30%
▪ Subjective (Short/Long)	40%
▪ Discussion/Presentation	15%
▪ Projects/Group Activities etc	15%
  - For Summative assessment (End Semester Examination or End-Term Examination):  
Minimum: 70 percent. Categorization for the same is:

Objective Type Questions:	30%
Short/Long Questions:	70%

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

### Course Articulation Matrix

CO Statement (OMBA-DS-DE-302)	PO1	PO2	PO3	PO4	PO5
OMBA-DS-DE-302.1.	1	2	3		
OMBA-DS-DE-302.2.		1	2	1	3
OMBA-DS-DE-302.3.		2	3	1	
OMBA-DS-DE-302.4.	2	2		2	3

**MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES  
(Deemed to be University)**

**OMBA-DS-DE-303: Website Planning and Interface**

Periods/week

Credits

Max. Marks : 100

L: 2 T:- P: -

3

Continuous Evaluation: 30

Duration of Examination: 2 Hrs

End Semester Examination: 70

**Pre-requisites: -**

**Course Type: Foundation**

**Course Outcomes:**

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

- OMBA- DS-DE-303.1 Identify the elements of effective websites for digital marketing
- OMBA- DS-DE-303.2 Understanding the process of website planning and conceptualisation
- OMBA- DS-DE-303.3 Learning to use website as a digital marketing tool
- OMBA- DS-DE-303.5 Using consumer interface for online engagement

**Unit I**

- 1.1 Introduction to Website Planning
- 1.2 Types of Websites
- 1.3 Website Planning & Conceptualisation
- 1.4 Phases of Website Planning

Case Study 1

**Unit II**

- 2.1 Defining Objectives/Pages on Your Website
- 2.2 Identification of Targeted Keywords for Website
- 2.3 Integrating Web Performance and Functionality
- 2.4 Website Optimisation

Case study 2

**Unit III**

- 3.1 Contemporary Website Designing
- 3.2 Design Principles
- 3.3 Tools for Evaluating website performance
- 3.4 Website Metrics & Developing Insights

Case study 3

**Unit IV**

- 4.1 User Research
- 4.2 User-centred Design
- 4.3 Visual Interface for Website
- 4.4 Evaluating Use Interfaces

Case study 4

**Unit V**

- 5.1 Online Sensory Marketing
- 5.2 Sensory Branding Strategy
- 5.3 Augmented Reality and Visual Interface

## 5.4 Digital Sensory Marketing Technology

### Case study 5

#### Recommended Texts and Readings :

- Steve Krug, Don't Make Me Think: A common Sense Approach to Web Usability, New Riders Pub
- Satish Jain, Web Designing and Development Training Guide, BPB Publication
- Aradhna Krishna, Sensory Marketing: Research on the Sensuality of Products, Routledge

#### Notes:

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

#### Evaluation Policy:

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    - Discussion/Presentation 15%
    - Projects/Group Activities etc 15%
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    - Objective Type Questions: 30%
    - Short/Long Questions: 70%

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

#### Course Articulation Matrix

CO Statement (OMBA-DS- 101)	PO1	PO2	PO3	PO4	PO5
OMBA-DS-DE-303.1		3	2		
OMBA-DS-DE-303.2	3	2		1	2
OMBA-DS-DE-303.3	3		3	2	2
OMBA-DS-DE-303.4		2	3	3	

**MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES  
(Deemed to be University)**

**OMBA-DS-DE-304: Search Engine Optimization (SEO)**

Periods/week	Credits	Max. Marks : 100
L:3 T:- P: -	3	Continuous Evaluation: 30
Duration of Examination: 3 Hrs		End Semester Examination: 70

**Pre-requisites: -**  
**Course Type: Core**

**Course Outcomes:**

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

OMBA-DS-DE-304.1	Learn the conceptual aspects of Search Engine Optimization
OMBA-DS-DE-304.2	Identify the right keywords to optimize the website
OMBA-DS-DE-304.3	Use on page optimization and off the page optimization techniques
OMBA-DS-DE-304.4	Apply the methods to avoid SEO Penalty & Dynamic Website SEO.

**Unit 1**

- 1.1 Introduction to SEO and its phases
- 1.2 History and Need of SEO
- 1.3 How SEO works?
- 1.4 Types of SEO Techniques- On page and Off Page
- 1.5 Concept of Googlebot, Keywords

Case Study 1

**Unit- 2**

- 2.1 Introduction to Keyword research
- 2.2 How and why to choose the right keywords
- 2.3 Different types of keywords
- 2.4 Keyword analysis in various Search Engines
- 2.5 Tools for keyword research

Case Study 2

**Unit-3**

- 3.1 On Page Optimization– Essentials of good website designing-
- 3.2 HTML Basics for SEO Usability and User Experience in Website
- 3.3 Onsite Optimization Basics- Importance of Domain
- 3.4 Website Structure and Navigation Menu Optimization

Case Study 3

**Unit 4**

- 4.1 Introduction to Offsite Optimization

- 4.2 Local marketing of websites
- 4.3 Linking Building Methodology- Types of Linking Methods
- 4.4 How to promote home page
- 4.5 Basics of Social Media Optimization Technique
- Case Study 4

### Unit-5

- 5.1 What is Google Penalty and its types
- 5.2 Difference between Dynamic and Static Sites
- 5.3 SEO for Word press (SEO Widgets), Joomla and BlogSpot
- 5.4 How to optimize the Flash Websites

### Case Study 5

#### Recommended texts and readings:

1. Crittenden, V., & Crittenden, W. (2015). Digital and social media marketing in business education: Implications for the marketing curriculum.
2. Evans, L. (2010). Social media marketing: strategies for engaging in Facebook, Twitter & other social media. Pearson Education.
3. Geho, P. R., & Dangelo, J. (2012). The evolution of social media as a marketing tool for entrepreneurs. *The Entrepreneurial Executive*, 17, 61.
4. Heinze, A., Fletcher, G., Rashid, T., & Cruz, A. (Eds.). (2020). Digital and social media marketing: a results-driven approach. Routledge.
5. Shen, C. W., Luong, T. H., Ho, J. T., & Djailani, I. (2019). Social media marketing of IT service companies: Analysis using a concept-linking mining approach. *Industrial Marketing Management*.
6. Tuten, T. L., & Solomon, M. R. (2017). Social media marketing. Sage.

#### Notes:

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

### Evaluation Policy:

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  - For continuous or Formative assessment (in semester): Maximum 30 percent. The categorization for the same is:
 

MCQs	30%
Subjective (Short/Long)	40%
Discussion/Presentation	15%
Projects/Group Activities etc	15%
- For Summative assessment (End Semester Examination or End-Term Examination):
  - Minimum: 70 percent. Categorization for the same is:
 

Objective Type Questions:	30%
Short/Long Questions:	70%

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

**Course Articulation Matrix**

CO Statement (OMBA-DS-DE-304)	PO1	PO2	PO3	PO4	PO5
OMBA-DS-DE-304.1.	1	2			1
OMBA-DS-DE-304.2.		2	1	1	
OMBA-DS-DE-304.3.		3	2	1	
OMBA-DS-DE-304.4.	2	1	1	1	2



**MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES  
(Deemed to be University)**

**OMBA-DS-DE-305: Social Media Marketing**

Periods/week

Credits

Max. Marks : 100

L: 2 T:- P: -

3

Continuous Evaluation: 30

Duration of Examination: 2 Hrs

End Semester Examination: 70

**Pre-requisites: -**

**Course Type: Foundation**

**Course Outcomes:**

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

- OMBA- DS-DE-305.1 Learn Current Social Media Marketing trends
- OMBA- DS-DE-305.2 Discover how to use the different social media platforms properly
- OMBA- DS-DE-305.3 Develop social media marketing strategy
- OMBA- DS-DE-305.4 Evaluate and adjust the social media marketing strategy

**Unit I**

- 1.1 Introduction to Social Media Marketing
- 1.2 Goal Setting
- 1.3 Building Content Strategy
- 1.4 Content Marketing Plan for Social Media

Case Study 1

**Unit II**

- 2.1 Facebook: Pages and Profiles
- 2.2 Page Set up and Posting Rythm
- 2.3 Leveraging Facebook Advertising
- 2.4 Facebook Marketing Plan

Case study 2

**Unit III**

- 3.1 LinkedIn: Profiles, Pages and Groups
- 3.2 Optimising Your LinkedIn Profile
- 3.3 Managing LinkedIn Profiles, Pages and Groups
- 3.4 LinkedIn Marketing Plan

Case study 3

**Unit IV**

- 4.1 Instagram: Bio and Profile
- 4.2 Managing Personal and Business Profiles
- 4.3 Twitter: Setting up Profile
- 4.4 Instagram and Twitter Marketing Plan

Case study 4

## Unit V

- 5.1 YouTube and Video Revolution
- 5.2 YouTube Channel Basics and Video Tips
- 5.3 Deliverables: YouTube Marketing Plan
- 5.4 Social media Analytics

Case study 5

### Recommended Texts and Readings :

- Jason McDonald, Social Media Marketing Workbook 2017, Available on Amazon
- Andrew Macarthy, 500 Social Media Marketing Tips: Essential Advice, Hints and Strategy for Business, Available Amazon
- Aaron Agius, Faster, Smarter, Louder: Master Attention in a Noisy Digital Market, Available on Amazon

Notes:

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

### Evaluation Policy:

The evaluation will include two types of assessments:

- Continuous or formative assessments (in the form of end semester examination or term examination. Weightage of assessments are as follows:  
For continuous or Formative assessment (in semester): Maximum 30 percent. The categorization for the same is:

MCQs	30%
Subjective (Short/Long)	40%
Discussion/Presentation	15%
Projects/Group Activities etc	15%
- For Summative assessment (End Semester Examination or End-Term Examination):  
Minimum: 70 percent. Categorization for the same is:

Objective Type Questions:	30%
Short/Long Questions:	70%

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

**Course Articulation Matrix**

<b>CO Statement (OMBA-DS- 305)</b>	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>
OMBA- DS- DE- 305.1			2	3	3
OMBA- DS- DE- 305.2		3	3	2	2
OMBA- DS- DE- 305.3	3	3			
OMBA- DS- DE- 305.4		3			3

**MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES  
(Deemed to be University)**

**OMBA-DS-DE-306: Content Marketing**

Periods/week	Credits	Max. Marks : 100
L: 2 T:- P: -	3	Continuous Evaluation: 30
Duration of Examination: 2 Hrs		End Semester Examination: 70

**Pre-requisites: -**

**Course Type: Foundation**

**Course Outcomes:**

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

- OMBA- DS-DE-306.1 Identify a target audience and select a niche
- OMBA- DS-DE-306.2 Select content marketing goals for a business
- OMBA- DS-DE-306.3 Establish an online footprint or brand using a blog
- OMBA- DS-DE-306.4 Assess the effectiveness of own and other's content marketing efforts

**Unit I**

- 1.1 Introduction to Content Marketing
- 1.2 Goal Setting for Content Marketing
- 1.3 Content Marketing Vs. Traditional Marketing
- 1.4 Types of Content Marketing

Case Study 1

**Unit II**

- 2.1 Identify Target Audience
- 2.2 Content Curation Vs. Content Creation
- 2.3 Content Marketing Strategies
- 2.4 Content Marketing Calendar

Case study 2

**Unit III**

- 3.1 Writing Compelling Copy
- 3.2 Optimising Content for Search Engine
- 3.3 Matching the Content with Channels
- 3.4 Audience Engagement with Content

Case study 3

**Unit IV**

- 4.1 Competitive Analysis
- 4.2 Importance of different Types Content Formats
- 4.3 Brainstorming and Mind Mapping
- 4.4 Generating New Ideas

Case study 4

## Unit V

- 5.1 Building authority with Content Marketing
- 5.2 Building Brand with Content Marketing
- 5.3 Content Marketing Plan
- 5.4 Measure the Effectiveness

Case study 5

### Recommended Texts and Readings :

- Joe Pullizzi, How Entrepreneurs Use Content to Build Massive Audiences and Create Radically Successful Businesses, MsGraw Hill
- Pam Didner, Global Content Marketing, McGraw Hill Professional
- ANN Handley and CC Chapman, Content Rules: How to Create Killer Blogs, Podcasts, Video, Webinars that Engage Customers and Ignite Your Business, John Wiley & Sons Inc.

Notes:

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

### Evaluation Policy:

The evaluation will include two types of assessments:

- Continuous or formative assessments (in the form of end semester examination or term examination. Weightage of assessments are as follows:  
  
For continuous or Formative assessment (in semester): Maximum 30 percent. The categorization for the same is:

MCQs	30%
Subjective (Short/Long)	40%
Discussion/Presentation	15%
Projects/Group Activities etc	15%
- For Summative assessment (End Semester Examination or End-Term Examination):  
Minimum: 70 percent. Categorization for the same is:

Objective Type Questions:	30%
Short/Long Questions:	70%

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

**Course Articulation Matrix**

<b>CO Statement (OMBA-DS- 306)</b>	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>
OMBA- DS-DE-306.1	2	3		3	
OMBA- DS-DE-306.2	3			3	2
OMBA- DS-DE-306.3	3	2	3		
OMBA- DS-DE-306.5		3	3	2	3

## MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES

(Deemed to be University)

### OMBA-DS-401: Final Dissertation/ Project

Periods/week

Credits

Max. Marks : 100

L:- T:- P: -

3

Continuous Evaluation: 100

Duration of Examination: NA

End Semester Examination:

**Pre-requisites: -**

**Course Type: Core**

**Course Outcomes:**

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

- OMBA-DS-401.1: Acquire written and verbal communication skills that allow them to communicate a convincing and reasoned critical argument at a level and style appropriate to the audience.
- OMBA-DS-401.2: Learn to appreciate work and its function in the economy
- OMBA-DS-401.3: Apply the knowledge gained in previous courses to practical problems in management disciplines
- OMBA-DS-401.4: Demonstrate the ability to work independently and collaboratively for problem-solving

In the last semester of the program, students are required to carry out detailed study of a practical problem in the industry. They may also study the scenario, growth and outlook of a specific industry. A project report is to be submitted by the student at the end of the study, which is carried out under the supervision of an allocated faculty supervisor.

The detailed guidelines for final dissertation/ project are given in Appendix F.

### Course Articulation Matrix

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

## MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES

(Deemed to be University)

### OMBA-DS-MK-401: Digital Marketing

Periods/week	Credits	Max. Marks : 100
L:3 T:- P: -	3	Continuous Evaluation: 30
Duration of Examination: 3 Hrs		End Semester Examination: 70

**Pre-requisites: -**

**Course Type: Domain Specific Elective**

#### **Course Outcomes:**

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

- OMBA-DS-MK-401.1 Learn the basics of digital marketing and the importance of the offer, list and creative in response rates
- OMBA-DS-MK-401.2 Develop a comprehensive digital marketing strategy
- OMBA-DS-MK-401.3 Use new media such as mobile, search and social networking; learn the measurement techniques used in evaluating digital marketing efforts
- OMBA-DS-MK-401.4 Apply the knowledge given the dynamic and rapidly changing digital landscape

#### **Unit I**

- 1.1 Introduction to Digital Marketing
- 1.2 Digital Marketing & its Components
- 1.3 Digital vs. Traditional Media
- 1.4 Digital Medium in Today's Marketing Plan
- 1.5 Digital vs. Traditional Buying Process

Case study 1

#### **Unit II**

- 2.1 Developing and Managing Websites
- 2.2 Website Optimization
- 2.3 Website Designing – Dos & Don'ts
- 2.4 Web Analytics

Case study 2



### **Unit III**

- 3.1 Basics of Search Marketing: Organic and Paid Search Results
- 3.2 Search Engine Optimization (SEO)
- 3.3 Paid and Organic Search
- 3.4 Keyword Research and Analysis

Case study 3

### **Unit IV**

- 4.1 Display Advertising Portfolio
- 4.2 PPC-Pay-Per-Click Marketing
- 4.3 Retargeting and Dynamic Retargeting
- 4.4 Setting Up a Display Network Campaign
- 4.5 Measuring and Optimizing Performance on the Display Network

Case study 4

### **Unit V**

- 5.1 Facebook Marketing
- 5.2 Twitter and Other Social Media
- 5.3 Google Analytics
- 5.4 Social Media Analytics

Case study 5

### **Recommended Text and Readings:**

1. D. Chaffey, F. Ellis-Chadwick, K. Johnston and R. Mayer, 2008, Internet Marketing: Strategy, Implementation and Practice, Pearson Education
2. J. Strauss and R. Frost, 2013, E Marketing, Prentice Hall of India
3. M.L. Roberts, 2012, Internet Marketing, Cengage Learning
4. Google tutorials on Digital Marketing – SEO, Adwords, analytics, paid search etc. Internet resources

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.

### Evaluation Policy:

The evaluation will include two types of assessments:

- Continuous or formative assessments (in the form of end semester examination or term examination. Weightage of assessments are as follows:

For continuous or Formative assessment (in semester): Maximum 30 percent. The categorization for the same is:

MCQs	30%
Subjective (Short/Long)	40%
Discussion/Presentation	15%
Projects/Group Activities etc	15%

- For Summative assessment (End Semester Examination or End-Term Examination):

Minimum: 70 percent. Categorization for the same is:

Objective Type Questions:	30%
Short/Long Questions:	70%

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

### Course Articulation Matrix

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

# MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES

(Deemed to be University)

## OMBA-DS-MK-402: Marketing to Base of the Pyramid

Periods/week	Credits	Max. Marks : 100
L:3 T:- P:-	3	Continuous Evaluation: 30
Duration of Examination: 3 Hrs		End Semester Examination: 70

**Pre-requisites: -**  
**Course Type: Domain Specific Elective**

### Course Outcomes:

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

OMBA-DS-MK-402.1	To analyze the various concepts, paradigms and perspectives of BoP markets
OMBA-DS-MK-402.2	To build strong foundation on the geographic, demographic, economic, cultural and behavioral characteristics of BoP
OMBA-DS-MK-402.3	To critically assess and evaluate opportunities and challenges of BoP
OMBA-DS-MK-402.4	To develop skills for developing strategies

### Unit I

- 1.1 BOP – An Untapped Market
- 1.2 Market at the Base of Pyramid (BOP) in India- Size and Scope
- 1.3 Emerging Profile of BOP in India
- 1.4 BOP Consumers, Producers and Entrepreneurs
- 1.5 Conducting Marketing Research in BOP Markets

Case study 1

### Unit II

- 2.1 Segmentation
- 2.2 Targeting
- 2.3 Positioning
- 2.4 New Product Development for BOP Markets

Case study 2

### Unit III

- 3.1 Marketing Mix for BOP
- 3.2 PLC Strategy
- 3.3 Product Classification and Strategies
- 3.4 Challenges of Marketing to BOP Consumers

Case study 3

## Unit IV

- 4.1 Importance of Branding Decisions
- 4.2 Packaging and Labeling
- 4.3 Pricing Strategies
- 4.4 Promotional Strategies

Case study 4

## Unit V

- 5.1 Consumption and Marketing Practices in BOP Contexts: Few Challenges
- 5.2 Constraints in Bop Marketing and Strategies to Overcome Constraints
- 5.3 Alternative Market Initiatives at BOP-Ethical Issues
- 5.4 BOP and Innovations

Case study 5

### Recommended Text and Readings:

1. T. London and S.Hart, 2011, Next Generation Business Strategies for the Base of the Pyramid: New Approaches for Building Mutual Value, Pearson
2. P. Kandachar and M. Halme, 2008, Sustainability Challenges and Solutions at the Base of the Pyramid: Business, Technology and the Poor, Routledge
3. V.K. Rangan, J.A. Quelch, G. Herrero and B. Barton, 2007, Business Solutions for the Global Poor: Creating Social and Economic Value, Jossey-Bass
4. C.K. Prahalad, 2004, The Fortune at the Bottom of the Pyramid: Eradicating Poverty Through Profits, Prentice Hall

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.

### Evaluation Policy:

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- Continuous or formative assessments (in the form of end semester examination or term examination. Weightage of assessments are as follows:

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Discussion/Presentation	15%
Projects/Group Activities etc	15%

- For Summative assessment (End Semester Examination or End-Term Examination):  
Minimum: 70 percent. Categorization for the same is:  
Objective Type Questions: 30%  
Short/Long Questions: 70%

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

**Course Articulation Matrix**

<b>CO Statement (OMBA-DS- MK- 402)</b>	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>
OMBA-DS-MK-402.1	3	3		3	
OMBA-DS-MK-402.2		2	3	2	3
OMBA-DS-MK-402.3	2		2	2	
OMBA-DS-MK-402.4	2	3	2	2	2

# MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES

(Deemed to be University)

## OMBA-DS-MK-403: Retail Marketing

Periods/week

Credits

Max. Marks : 100

L:3 T:- P: -

3

Continuous Evaluation: 30

Duration of Examination: 3 Hrs

End Semester Examination: 70

### Pre-requisites: -

**Course Type: Domain Specific Elective**

### Course Outcomes:

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

- OMBA-DS-MK-403.1 Develop comprehensive understanding the impact of retailing on the economy and its role in society
- OMBA-DS-MK-403.2 Apply how retailing fits within the broader disciplines of business and marketing
- OMBA-DS-MK-403.3 Analyze the operations-oriented policies, methods, and procedures used by successful retailers in today's global economy
- OMBA-DS-MK-403.4 Make decisions involved in running a retail firm and the concepts and principles for making those decisions.

### Unit I

- 1.1 Introduction to Retailing and Retail types
- 1.2 Responding to and Targeting Consumers
- 1.3 Retail Customer Buying Behavior
- 1.4 Developing Retail Marketing Strategy

Case study 1

### Unit II

- 2.1 Store Layout and Design
- 2.2 Retail Locations
- 2.3 Retail Site Location
- 2.4 Merchandising and Assortment Planning

Case study 2

### Unit III

- 3.1 Financial Management in Retail
- 3.2 Human Resource Management in Retailing
- 3.3 Information Systems and Supply Chain Management
- 3.4 Customer Relationship Management

Case study 3

## Unit IV

- 4.1 Buying Merchandise
- 4.2 Pricing Decisions
- 4.3 Retail Communication Mix
- 4.4 International Aspects of Retailing

Case study 4

## Unit V

- 5.1 Retail Information System
- 5.2 Operations Management in Retail
- 5.3 Legal Issues and Best Practices
- 5.4 Emerging Trends in Retailing

Case study 5

### Recommended Texts and Readings:

1. S. Pradhan, 2009, Retailing Management, Tata McGraw Hill
2. M. L. Michael and B. Weitz, 2008, Retailing Management, Tata McGraw Hill
3. B. Berman and J. Evans, 2000, Retail Management, Pearson Education.
4. C. Bajaj, R. Tuli and N. Srivastava, 2010, Retail Management, 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 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.

### Evaluation Policy:

The evaluation will include two types of assessments:

- Continuous or formative assessments (in the form of end semester examination or term examination. Weightage of assessments are as follows:

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Subjective (Short/Long)	40%
Discussion/Presentation	15%
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- For Summative assessment (End Semester Examination or End-Term Examination):

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Objective Type Questions:	30%
Short/Long Questions:	70%

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

**Course Articulation Matrix**

<b>CO Statement (OMBA-DS- MK- 403)</b>	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>
OMBA-DS-MK-403.1	2			3	2
OMBA-DS-MK-403.2	2	2	3	3	
OMBA-DS-MK-403.3	2	3	2		3
OMBA-DS-MK-403.4	2	2	2	2	



# MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES

(Deemed to be University)

## OMBA-DS-MK-404: Sales and Distribution Management

Periods/week	Credits	Max. Marks : 100
L:3 T:- P: -	3	Continuous Evaluation: 30
Duration of Examination: 3 Hrs		End Semester Examination: 70

**Pre-requisites: -**  
**Course Type: Domain Specific Elective**

### Course Outcomes:

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

OMBA-DS-MK-404.1	Get acquainted with theory and practice of sales and distribution management.
OMBA-DS-MK-404.2	Develop understanding of how to carry- out a sales process from start to finish to get results
OMBA-DS-MK-404.3	Design appropriate channel partners as per market offering
OMBA-DS-MK-404.4	Work with channel partners for product promotion and revenue

### Unit I

- 1.1 Nature and Scope of Sales Management
- 1.2 Setting and Formulating Personal Selling Objectives
- 1.3 Recruiting and Selecting Sales Personnel
- 1.4 Developing and Conducting Sales Training Programmes

Case study 1

### Unit II

- 2.1 Designing and Administering Compensation Plans
- 2.2 Supervision of Salesmen; Motivating Sales Personnel
- 2.3 Sales Meetings and Sales Contests
- 2.4 Designing Territories and Allocating Sales Efforts

Case study 2

### Unit III

- 3.1 Objectives and Quotas for Sales Personnel
- 3.2 Developing and Managing Sales Evaluation Programme
- 3.3 Sales Cost and Cost Analysis
- 3.4 An Overview of Marketing Channels- Structure, Functions and Relationships

Case study 3

## Unit IV

- 4.1 Channel Intermediaries-Wholesaling and Retailing
- 4.2 Logistics of Distribution: Channel Planning
- 4.3 Organizational Patterns in Marketing Channels
- 4.4 Managing Marketing Channels

Case study 4

## Unit V

- 5.1 Marketing Channel Policies and Legal Issues
- 5.2 Information System and Channel Management
- 5.3 Assessing performance of Marketing Channels
- 5.4 International Aspects of Selling and Distribution

Case study 5

### Recommended texts and readings:

1. R.S Still, W.E. Cundiff and N.A.P. Govoni, 2010, Sales Management: Decisions, Strategies and Cases, Prentice-Hall
2. L. Stern, A.I.E. Ansary and A.T. Coughlan, 2005, Marketing Channels, Prentice-Hall
3. D.J. Bowersox and D. Closs, 2013, Logistical Management: The Integrated Supply Chain Process, Tata Mc Graw Hill

### 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.

### Evaluation Policy:

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- Continuous or formative assessments (in the form of end semester examination or term examination. Weightage of assessments are as follows:

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Discussion/Presentation	15%
Projects/Group Activities etc	15%

- For Summative assessment (End Semester Examination or End-Term Examination):

Minimum: 70 percent. Categorization for the same is:

Objective Type Questions:	30%
Short/Long Questions:	70%

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

**Course Articulation Matrix**

<b>CO Statement (OMBA-DS- MK- 404)</b>	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>
OMBA-DS-MK-404.1	3			2	2
OMBA-DS-MK-404.2	2	3	2	3	3
OMBA-DS-MK-404.3	1	2	3	1	2
OMBA-DS-MK-404.4	2	2	2	2	3

**MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES**  
(Deemed to be University)

**OMBA-DS-FN-401: Mergers, Acquisition and Corporate Restructuring**

Periods/week	Credits	Max. Marks: 100
L:3 T:- P:-	3	Continuous Evaluation: 30
Duration of Examination: 3 Hrs		End Semester Examination: 70

**Pre-requisites: -**

**Course Type: Domain Specific Elective**

**Course Outcomes**

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

- OMBA-DS-FN-401.1 Understand the concept and approaches towards valuation for the business entity
- OMBA-DS-FN-401.2 Appreciate the importance of basic concepts for different forms of businesses
- OMBA-DS-FN-401.3 Appreciate the significance of processes and procedure for mergers and acquisitions
- OMBA-DS-FN-401.4 Apply the elements of the accounting concepts for the planning and management at various decision levels

**Unit I**

- 1.1 Nature of Corporate Restructuring Mergers and Acquisitions
- 1.2 Objectives & Motivations in Mergers and Acquisitions
- 1.3 Recent Trends in Mergers, Acquisitions and Corporate Restructuring
- 1.4 Various Forms of Business Alliances
- 1.5 Defining and Selecting Target

Case study 1

**Unit II**

- 2.1 Valuation- The Financial Methodology
- 2.2 Definition and Measurement of Cash Flows in M&A
- 2.3 Valuation Models; Valuation of listed and unlisted companies, Modes of valuation
- 2.4 Fixing price for acquisitions
- 2.5 Determination of share exchange ratio on merger, Share Swaps
- 2.6 Feasibility analysis for cash acquisition and Other Sources of Financing for Acquisitions

Case study 2

**Unit III**

- 3.1 Techniques and Procedure for Restructuring
- 3.2 Procedure for Takeovers and Acquisitions
- 3.3 Code of conduct, SEBI Takeover Regulations
- 3.4 Anti-trust regulation and Competition policy
- 3.5 Downsizing Strategies Adopted for Restructuring
- 3.6 Equity carve out; Master Limited Partnerships, Leveraged buyout and Management buyout

Case study 3

#### **Unit IV**

- 4.1 Accounting & Taxation Issues in M&A
- 4.2 Accounting rules for business combinations
- 4.3 Accounting for goodwill
- 4.4 Evaluating the success of acquisitions

Case study 4

#### **Unit V**

- 5.1 Legalities involved in M&A, Takeovers
- 5.2 Post Merger Issues in M&A and Corporate Restructuring
- 5.2 Ethical issues of M&A, Takeover and Corporate Restructuring

Case study 5

#### **Recommended Text and Readings:**

1. S.E. Hoag, J.F. Weston and K.S. Chung, 2010, Mergers, Restructuring And Corporate Control Prentice Hall of India
2. S. Sudarsanam, 2010, Creating value from mergers and acquisition, 2010, The challenges, FT Prentice Hall, Pearson Education
3. R.K. Ghosh, 2010, Mergers and Acquisition: Strategy, Valuation and Integration PHI Learning

#### **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.

#### **Evaluation Policy:**

The evaluation will include two types of assessments:

- Continuous or formative assessments (in the form of end semester examination or term examination. Weightage of assessments are as follows:  
For continuous or Formative assessment (in semester): Maximum 30 percent. The categorization for the same is:

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Subjective (Short/Long)	40%
Discussion/Presentation	15%
Projects/Group Activities etc	15%
- For Summative assessment (End Semester Examination or End-Term Examination):  
Minimum: 70 percent. Categorization for the same is:

Objective Type Questions:	30%
Short/Long Questions:	70%

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

**Course Articulation Matrix**

<b>CO Statement (OMBA-DS-FN-401)</b>	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>
OMBA-DS-FN-401.1	2	3		2	3
OMBA-DS-FN-401.2	2		3	2	1
OMBA-DS-FN-401.3	3	2	3	3	3
OMBA-DS-FN-401.4	3	2	2	1	2

**MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES**  
(Deemed to be University)

**OMBA-DS-FN-402: Management of Banks and FIs**

Periods/week	Credits	Max. Marks:	100
L:3 T:- P:-	3	Continuous Evaluation:	30
Duration of Examination: 3 Hrs		End Semester Examination:	70

**Pre-requisites: -**

**Course Type: Domain Specific Elective**

**Course Outcomes:**

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

OMBA-DS-FN-402.1	Understand the functioning of financial institutions, systems and their role
OMBA-DS-FN-402.2	Ascertain the policy issues related to the financial institutions
OMBA-DS-FN-402.3	Appreciate the financial regulatory environment and its dynamics
OMBA-DS-FN-402.4	Evaluate the operational aspects of the working of banks and other Financial Institutions

**Unit I**

- 1.1 Indian Financial System and Its Components
- 1.2 Functioning and Importance of RBI, SEBI, IRDA, AMFI and NABARD
- 1.3 Corporate Governance in Financial System
- 1.4 Credit Rating Agencies and Importance for Financial Products

Case study 1

**Unit II**

- 2.1 Indian Banking Sector and Impact of RBI Policies on Banks
- 2.2 Analysis of the Banking Structure and Performance Measurement
- 2.3 Interpreting Financial Statements of Banks
- 2.4 Management of Banking Organization and Its Operations
- 2.5 Asset Liability Management Using traditional GAP and Modern Techniques

Case study 2

**Unit III**

- 3.1 Insurance Sector in India and Impact of IRDA Policies on Insurance Companies
- 3.2 Types of Insurance Products and Risk Management
- 3.3 Financial Innovations and Opportunities for Insurance
- 3.4 Management of Insurance Organization and Its Operations
- 3.5 Premium Determinations and Calculations

Case study 3

## Unit IV

- 4.1 Development and Role of AMFI in Mutual Fund Industry
- 4.2 Objective and Process of Risk Management in Mutual Funds
- 4.3 Types and structure of Mutual Funds
- 4.4 Investment Pattern and Policies of Mutual Funds
- 4.5 Challenges of Mutual Funds Marketing

Case study 4

## Unit V

- 5.1 Evolution of Investment Banking and Regulatory Environment in India
- 5.2 Major Players and Their Performance
- 5.3 Organizational Structure of Investment Banks
- 5.4 Merchant Banking and Regulatory Environment
- 5.5 Functioning of Merchant Bankers in Issue Management, Acquisition and Buyback of Equity Shares

Case study 5

### Recommended Text and Reading:

1. K.C. Shekhar and L. Shekhar, 2010, Banking Theories and practices, Vikas Publication
2. G. E Rejda and M. McNamara, 2017, Principles of Risk Management and Insurance, Pearson Education
3. K. Black Jr. and H. D. Skipper Jr, 1999, Life and Health Insurance: Black, Pearson Education
4. Indian Institute of Banking and Finance, 2018, Risk Management, McMillan Publisher

### Notes:

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

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### Course Articulation Matrix

<b>CO Statement (OMBA-DS-FN-402)</b>	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>
OMBA-DS-FN-402.1	2	3		2	3
OMBA-DS-FN-402.2	2		3	2	1
OMBA-DS-FN-402.3	3	2	3	3	3
OMBA-DS-FN-402.4	3	2	2	1	2

**MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES**  
(Deemed to be University)

**OMBA-DS-FN-403: Behavioral Finance**

Periods/week	Credits	Max. Marks: 100
L:3 T:- P:-	3	Continuous Evaluation: 30
Duration of Examination: 3 Hrs		End Semester Examination: 70

**Pre-requisites: -**

**Course Type: Domain Specific Elective**

**Course Outcomes:**

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

- OMBA-DS-FN-403.1 Appreciate and think beyond the limitations of 'rational' models of investment decision making
- OMBA-DS-FN-403.2 Understand and analyze the alternate framework for understanding price discovery in the markets
- OMBA-DS-FN-403.3 Identify different behavioral factors that influence investment behavior
- OMBA-DS-FN-403.4 Analyze and design products based on the behavioral aspect of investors

**Unit I**

- 1.1 Investment Decision Cycle: Judgment under Uncertainty
- 1.2 Rebuilding on New Foundations
- 1.3 Challenging the Classical Assumptions of Finance
- 1.4 Modeling Behavioral Aspects of Finance

Case study 1

**Unit II**

- 2.1 Utility/ Preference Functions: Expected Utility Theory [EUT]
- 2.2 The Expected Utility Rule
- 2.3 Frames for Actions, Contingencies and Outcomes
- 2.4 Brief History of Rational Thought: Pascal-Fermat to Friedman-Savage
- 2.5 Paradoxes (Allais and Others)

Case study 2

**Unit III**

- 3.1 Prospect Theory
- 3.2 Framing and Mental Accounting
- 3.3 Limits to arbitrage, anomalies and investor sentiments
- 3.4 Information Screening Biases

Case study 3

## Unit IV

- 4.1 Information Processing: Bayesian Decision Making, Heuristics and cognitive biases
- 4.2 Social forces and behavior
- 4.3 Behavioral explanations for anomalies
- 4.4 Aggregate stock market puzzles
- 4.5 Forecasting Biases

Case study 4

## Unit V

- 5.1 Money management and behavioral investing
- 5.2 Emotion based investors decision making
- 5.3 Neurofinance and trading
- 5.4 Group Behavior: Conformism, herding, fatal attractions
- 5.5 Investing Styles and Behavioral Finance

Case study 5

### Recommended Text And Reading:

1. F. William, 2009, Behavioral Finance, Wiley Publication
2. J. Montier, 2002, Behavioural Finance: Insights into Irrational Minds and Markets, Wiley Publication
3. P. Parag, 2017, Value Investing And Behavioral Finance, Mcgraw Higher Ed.
4. M.M. Sulphrey, 2014, Behavioural Finance, Prentice Hall of India

### Notes:

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**Course Articulation Matrix**

<b>CO Statement (OMBA-DS-FN-403)</b>	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>
OMBA-DS-FN-403.1	2	3		2	3
OMBA-DS-FN-403.2	2		3	2	1
OMBA-DS-FN-403.3	3	2	3	3	3
OMBA-DS-FN-403.4	3	2	2	1	2

**MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES**  
(Deemed to be University)

**OMBA-DS-FN-404: Financial Risk Management**

Periods/week	Credits	Max. Marks: 100
L: 3 T: - P: -	3	Continuous Evaluation: 30
Duration of Examination: 3 Hrs		End Semester Examination: 70

**Pre-requisites: -**

**Course Type: Domain Specific Elective**

**Course Outcomes:**

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

OMBA-DS-FN-404.1	Understand the various types of risks
OMBA-DS-FN-404.2	Measure risk associated with financial decisions
OMBA-DS-FN-404.3	Analyze the features of various risk management tools
OMBA-DS-FN-404.4	Evaluate the regulatory framework, margining mechanism and optimize risk in derivatives Market

**Unit I**

- 1.1 Introduction to Risk Management
- 1.2 Enterprise Risk Management
- 1.3 Corporate Governance and Corporate Risk Management
- 1.4 Case Studies
- 1.5 Information Risk, Data Quality management and Risk Reporting
- 1.6 Role of Exchanges and Central Counterparty in Capital Market Trades

Case study 1

**Unit II**

- 2.1 Basic Quants and Statistics - Part 1
- 2.2 Basic Quants and Statistics - Part 2
- 2.3 Capital Asset Pricing Model: Group discussion
- 2.4 Arbitrage and Arbitrage Pricing Theory - Multi-factor Model
- 2.5 Banking Sector : Case studies

Case study 2

**Unit III**

- 3.1 Interest Rates and Interest rate Futures
- 3.2 Derivatives Part 1: Hedging with Futures
- 3.3 Derivatives Part 2: Hedging with Options

Case study 3

## Unit IV

- 4.1 Commodities Market Part 1: Hedging with Futures
- 4.2 Commodities Market Part 2
- 4.3 Fixed Income Market Part 1
- 4.4 Fixed Income Market Part 2
- 4.5 Fixed Income Market Part 3

Case study 4

## Unit V

- 5.1 Cash & Spot Exchange
- 5.2 Eurocurrency Markets
- 5.3 Market Players, Inter bank, Corporate
- 5.4 Mechanism of making a foreign payment
- 5.5 Forex market and interest rate market
- 5.6 FEMA Regulations

Case study 5

### Recommended Text and Reading:

1. C.H. John, 2018, Futures and other derivatives, Options, Prentice-Hall of India
2. D. Fisher and R.J. Jordan, 2016, Security Analysis & Portfolio Management, Prentice Hall of India
3. L.M. Bhole, 2012, Financial Institutions and Markets : Structure Growth and Innovations, Tata McGraw Hill
4. B.V. Pathak, 2014, The Indian Financial System: Markets, Institutions and Services, Pearson Education

### Notes:

1. The case study mentioned at the end of each unit will cover as far as possible the whole unit.
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**Course Articulation Matrix**

<b>CO Statement (OMBA-DS-FN-404)</b>	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>
OMBA-DS-FN-404.1	2	3		2	3
OMBA-DS-FN-404.2	2		3	2	1
OMBA-DS-FN-404.3	3	2	3	3	3
OMBA-DS-FN-404.4	3	2	2	1	2

# MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES

(Deemed to be University)

## OMBA- DS-HROB -401: Counselling, Coaching and Mentoring

Periods/week: 3	Credits	Max. Marks: 100
L: 3 T: - P: -	3	Continuous Evaluation: 30
Duration of Examination: 3 Hrs		End Semester Examination: 70

### Pre-requisites: -

**Course Type: Domain Specific Elective**

### Course Outcomes:

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

OMBA- DS-HROB -401.1	Understand theory, concepts, and differences of the coaching, counseling and mentoring (CCM) approaches
OMBA- DS-HROB -401.2	Develop skill sets to undertake the CCM approaches
OMBA- DS-HROB -401.3	Comprehend the role and importance of the CCM approaches in organization development
OMBA- DS-HROB -401.4	Analyze role of the CCM approaches in creating competitive business organization
OMBA- DS-HROB -401.5	Demonstrate how counseling, coaching and mentoring lead to employee development and satisfaction

### Unit I

- 1.1 Concept of Counseling
- 1.2 Counseling vs. Coaching vs. Mentoring
- 1.3 Expectations, Goals and Ethical Aspects of Counseling
- 1.4 Different Theories of Counseling: Psychoanalytic, Gestalt, Transactional Analysis

Case study 1

### Unit II

- 2.1 Counseling Process and Skills
- 2.2 Counseling Interview
- 2.3 Assessment of Counseling
- 2.4 Career Guidance and Counseling
- 2.5 Counseling at Workplace

Case study 2

### Unit III

- 3.1 Concept and Purpose of Mentoring and Coaching



3.2 Role in Human Resource Development  
3.3 Aspects of Mentor-Mentee Relationship  
3.4 Alignment with Organization Objectives  
Case study 3

#### **Unit IV**

4.1 Assessment of Personal Plan for Mentoring and Coaching  
4.2 GROW Model  
4.3 Implementation  
4.4 Evaluation of Plan

Case study 4

#### **Unit V**

5.1 Understand the Impact of Mentoring and Coaching  
5.2 Managing Implementation of Mentoring and Coaching  
5.3 Evaluating Operation of Mentoring and Coaching  
5.4 Barriers to Effective Mentoring and Coaching

Case study 5

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

1. S. Cook, 2009, Coaching for Higher Performance: How to develop exceptional results through coaching, IT Governance Ltd.
2. F. Stone, 2007, Coaching, Counseling & Mentoring, Amacom
3. A. Sisko, 2014, The Ultimate Guide to Counselling, Coaching and Mentoring: The Handbook of Coaching Skills and Tools to Improve Results and Performance of Your Team. JNR Publishing

#### **Notes:**

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Short/Long Questions: 70%

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**Course Articulation Matrix**

<b>CO Statement (OMBA-DS-HROB-401)</b>	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>
OMBA-DS-HROB-401.1	1	3	1		
OMBA- DS-HROB -401.2		3	1		
OMBA- DS-HROB -401.3	3	2	3	2	
OMBA- DS-HROB -401.4	2		2	2	2
OMBA- DS-HROB -401.5	1	1	2	1	2

# MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES

(Deemed to be University)

## OMBA- DS-HROB -402: Understanding Self (The Indian Perspective)

Periods/week: 3

Credits

Max. Marks: 100

L: 3 T: - P: -

3

Continuous Evaluation: 30

Duration of Examination: 3 Hrs

End Semester Examination: 70

### Pre-requisites: -

**Course Type: Domain Specific Elective**

### Course Outcomes:

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

OMBA- DS-HROB -402.1

Understand theory and concept of self

OMBA- DS-HROB -402.2

Develop skills to manage self for better outcomes

OMBA- DS-HROB -402.3

Importance of managing self for organization development

OMBA- DS-HROB -402.4

Managing self with dynamic business environmental needs for organization success

### Unit I

1.1 Formation of Self Concept

1.2 Dimension of Self

1.3 Self Competency

1.4 Self Assessment, Analysis and Action Plan

1.5 Professional Concept

Case study 1

### Unit II

2.1 Concept of self esteem,

2.2 Characteristics of high and low self esteem

2.3 Self esteem at work

2.4 Steps to enhance self esteem

2.5 Self esteem, confidence and self esteem as leadership quality

Case study 2

### Unit III

3.1 Components and dynamics of attitude

3.2 Effects of attitude on behaviour

3.3 Perception

3.4 Motivation and goal setting

3.5 Self assessment, analysis and action plan

### 3.6 Understanding employee attitude and relationship with team management

Case study 3

#### **Unit IV**

- 4.1 Understanding stress and its factors
- 4.2 Stress, productivity and performance
- 4.3 Individual approaches to stress management
- 4.4 Self assessment, analysis and action plan

Case study 4

#### **Unit V**

- 5.1 Conceptual Understanding of Emotional Intelligence (EI)
- 5.2 Emotional Intelligence (EI) vs. Intelligence (IQ)
- 5.3 Components of Emotional Intelligence
- 5.4 Emotional Cognitive Dissonance
- 5.5 EI and Decision Making
- 5.6 Training for EQ, Self Assessment, Analysis and Action Plan

Case study 5

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

1. G.T. Morgan, 2013, Introduction to Psychology, McGraw Hill
2. A. Kumar, 2000, Introduction to Psychology, Anmol
3. R. Asha, 2017, Introduction to Positive Psychology, Readers Paradise

Notes:

1. The case study mentioned at the end of each unit will cover as far as possible the whole unit.
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<b>CO Statement (OMBA-DS-HROB-402)</b>	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>
OMBA- DS-HROB -402.1		2	3		1
OMBA- DS-HROB -402.2		3			1
OMBA- DS-HROB -402.3	2		2	3	2
OMBA- DS-HROB -402.4	1	2	1	2	2

**MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES**

(Deemed to be University)

**OMBA- DS-HROB -403: Employee Relations**

Periods/week: 3	Credits	Max. Marks: 100
L: 3 T: - P: -	3	Continuous Evaluation: 30
Duration of Examination: 3 Hrs		End Semester Examination: 70

**Pre-requisites: -**

**Course Type: Domain Specific Elective**

**Course Outcomes:**

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

OMBA- DS-HROB -403.1	Develop a basic understanding about the critical aspects of Employee relations
OMBA- DS-HROB -403.2	Implement the knowledge of various laws and provisions related to employee issues
OMBA- DS-HROB -403.3	Use the concepts for better decision making
OMBA- DS-HROB -403.4	Support the HR functions of organization for strategic purpose

**Unit I**

- 1.1 Dimensions of Employee Relations
- 1.2 Employee Relations and Industrial Peace
- 1.3 Objectives and Participants in Industrial Relations
- 1.4 Working Out An Employee Relation Strategy
- 1.5 Functional Requirements for Building a Successful Employee Relation Program

Case study 1

**Unit II**

- 2.1 Concept of Employee Indiscipline and Misconduct
- 2.2 Basic Principles for Employee Discipline
- 2.3 Types and Procedure of Disciplinary Action
- 2.4 Penalties and Punishment
- 2.5 Legislative Arrangements for Workers Protection

Case study 2

**Unit III**

- 3.1 Types, Sources and Forms of Industrial Disputes
- 3.2 Mechanisms for Dispute Settlement
- 3.3 Legislative Machinery for Resolving Disputes
- 3.4 Preventing Disputes

Case study 3

## **Unit IV**

- 4.1 Nature, Objectives And Functions of Trade Unions
- 4.2 Collective Bargaining
- 4.3 Current State of Trade Unions in India
- 4.4 Power and Limitations of Trade Unions
- 4.5 Managing Trade Unions
- 4.6 Latest Recommendations of National Commission of Labor

Case study 4

## **Unit V**

- 5.1 Factories act
- 5.2 PF Act
- 5.3 ESI Act
- 5.4 Bonus and Gratuity Act
- 5.5 Employee safety and Industrial Health

Case study 5

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

1. A. Monappa, R. Nambudiri and P. Selvaraj, 2017, Industrial Relations and Labour Laws, Tata McGraw Hill
2. C.S. Venkataratnam, 2017, Industrial Relations, Oxford University Press
3. D. Yoder, 2016, Personnel management and industrial relations. Prentice-Hall, Inc.
4. P. R. N. Sinha, I. B. Sinha and S. S. Priyadarishini, 2012, Industrial Relations, Trade Unions and Labour Legislation, Pearson Education
5. P. S. R. S. Mamoria, 2019, Dynamics of Industrial Relations, Himalaya Publishing House

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<b>CO Statement (OMBA-DS-HROB-403)</b>	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>
OMBA- DS-HROB -403.1	2	3		2	
OMBA- DS-HROB -403.2	1	2	2	2	2
OMBA- DS-HROB -403.3	1	2	2		
OMBA- DS-HROB -403.4		2	3	3	3



**MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES**  
(Deemed to be University)

**OMBA- DS-HROB -404: HR Analytics**

Periods/week: 3

Credits

Max. Marks: 100

L: 3 T: - P: -

3

Continuous Evaluation: 30

Duration of Examination: 3 Hrs

End Semester Examination: 70

**Pre-requisites: -**

**Course Type: Domain Specific Elective**

**Course Outcomes:**

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

OMBA- DS-HROB -404.1	Understand theory, concepts, and business application of human resources research
OMBA- DS-HROB -404.2	Understand data, metrics, systems, analyses, and reporting
OMBA- DS-HROB -404.3	Comprehend the role and importance of HR analytics to interpret HR data to support decision making
OMBA- DS-HROB -404.4	Analyze the environment surrounding human resource management Functions

**Unit I**

- 1.1 Introduction to HR Analytics
- 1.2 Introduction to Predictive Analytics
- 1.3 Linking Human Resource Functions to HR Analytics
- 1.4 Assessing IT Requirements to Meet HR Needs

Case study 1

**Unit II**

- 2.1 Staffing Analytics
- 2.2 Analytics for Human Resource Planning
- 2.3 Basics HR Forecasting
- 2.4 Techniques of HR Forecasting

Case study 2

**Unit III**

- 3.1 Improving Collaboration Using Analytics
  - 3.2 Mapping Collaboration Networks
  - 3.3 Evaluating Networks
  - 3.4 Intervening Collaboration Network
- Case study 3

## **Unit IV**

- 4.1 Analyzing performance evaluation
- 4.2 Total compensation modeling
- 4.3 Talent analytics
- 4.4 Talent management

Case study 4

## **Unit V**

- 5.1 Relational Databases and HR Systems
- 5.2 Planning and Implementing a New Human Resource Information System (HRIS)
- 5.3 Statistical Analysis for HR
- 5.4 Benchmarking and Best Practices
- 5.5 Cost and Return on Investment in HR

Case study 5

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

1. D. Bhattacharyya, 2013, HR Analytics: Understanding Theories and Applications, Sage Publication
2. T. Smith, 2013, HR Analytics: The what, why and how, Numerical Insights LLC
3. J. Fitz-enz, 2000, The New HR Analytics: Predicting the Economic Value of Your Company's Human Capital Investments. Amacom

Notes:

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<b>CO Statement (OMBA-DS-HROB-404)</b>	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>
OMBA- DS-HROB -404.1	2	3			
OMBA- DS-HROB -404.2	3	2			2
OMBA- DS-HROB -404.3	2	3	2	2	1
OMBA- DS-HROB -404.4			1	3	3

**MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES**  
(Deemed to be University)

**OMBA-DS-BA-401: Data Mining for Business Analytics**

Periods/week

Credits

Max. Marks : 100

L:3 T:- P: -

3

Continuous Evaluation: 30

Duration of Examination: 3 Hrs

End Semester Examination: 70

**Pre-requisites: -**

**Course Type: Domain Specific Elective**

**Course Outcomes**

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

- |                  |   |
|------------------|---|
| OMBA-DS-BA-401.1 | Apply machine learning and data mining for better data management                 |
| OMBA-DS-BA-401.2 | Work on KNIME Analytics platform and for classification and regression algorithms |
| OMBA-DS-BA-401.3 | Utilise clustering and segmentation algorithm- K-Means                            |
| OMBA-DS-BA-401.4 | Leverage text mining for business analysis  |

**Unit I**

- 1.1 Basics of Data Mining- Concept and Definition
- 1.2 Machine Learning and AI: Definitions and Applications
- 1.3 Types of Data Mining- Supervised and Unsupervised learning
- 1.4 Data Mining in various domains. HR, Marketing, Retail, Risks, Finance, Insurance

Case study 1

**Unit II**

- 2.1 Introduction to KNIME Analytics Platform
- 2.2 Components of KNIME
- 2.3 Classification Algorithms
- 2.4 Regression Algorithms

Case study 2

**Unit III**

- 3.1 Random Forest Classification and Regression
- 3.2 Gradient Booster Classification and Regression
- 3.3 Application of Classification Algorithms on Decision Tree
- 3.4 Applications: Linear and Multi-variate Regression Algorithms on Sample Datasets

Case study 3

## Unit IV

- 4.1 Logistic Regression on Sample Datasets
- 4.2 Algorithm Accuracy
- 4.3 Truth Table
- 4.4 Confusion Matrix

Case study 4

## Unit V

- 5.1 Text Mining: An introduction to Text Analytics
- 5.2 Application of Text Mining- Social Sentiment Analysis
- 5.3 Application of Text Mining Algorithms
- 5.4 Bag of Words vs. NLP Approach

Case study 5

Tools required for the course:

1. KNIME Advanced Analytics Platform (Open source tool)- <https://www.knime.com/>

### Recommended texts and readings:

1. E. Siegal, 2016, Predictive Analytics: The Power to Predict who will click, buy, lie or die, John Wiley & Sons
2. KNIME, 2019, Analytics Platform Documentation

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.

### Evaluation Policy:

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Subjective (Short/Long)	40%
Discussion/Presentation	15%
Projects/Group Activities etc	15%
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Short/Long Questions:	70%

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**Course Articulation Matrix**

<b>CO Statement (OMBA-DS-BA-401)</b>	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>
OMBA-DS-BA-401.1	2	3	2	2	3
OMBA-DS-BA-401.2	1	2	3	2	
OMBA-DS-BA-401.3	3	2	2	2	2
OMBA-DS-BA-401.4	3	2			

**MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES**  
(Deemed to be University)

**OMBA-DS-BA-402: Data Analytics Using R**

Periods/week	Credits	Max. Marks: 100
L:3 T:- P: -	3	Continuous Evaluation: 30
Duration of Examination: 3 Hrs		End Semester Examination: 70

**Pre-requisites: -**

**Course Type: Domain Specific Elective**

**Course Outcomes:**

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

- OMBA- DS-BA-402.1 Understand advanced aspects of big data analytics, applying appropriate machine learning techniques to analyse big data sets
- OMBA- DS-BA-402.2 Assess the statistical significance of data mining results, basic statistical modelling and analysis using the open-source tool R
- OMBA- DS-BA-402.3 Describe what Data Science is and the skill sets needed to be a data scientist.
- OMBA- DS-BA-402.4 Apply various algorithm for data analysis (classification and Clustering)

**Unit I**

- 1.1 Data Science: Understanding Different Components of Data Science & their Roles
- 1.2 Business Applications of Data Science
- 1.3 Recommender Systems, Price Comparison Websites, Fraud and Risk Detection
- 1.4 Roles and responsibilities of Data Scientists in Business analytic

Case Study 1

**Unit II**

- 2.1 Programming in R: Basics of R, R packages/libraries,
- 2.2 Data Interfaces & Data structures in R
- 2.3 R- Charts & Graphs, R- Statistics.
- 2.4 Sorting/ merging/ cleaning data in R,
- 2.5 Exceptions/ debugging in R

Case study 2

**Unit III**

- 3.1 Modeling in R
- 3.2 Linear regression model in R, Multiple linear regressions model & logistic regression
- 3.3 Representation of regression results
- 3.4 Non Linear Regression

Case study 3

## Unit IV

- 4.1 Mining Algorithms using R:
- 4.2 Association analysis, Market-based analysis/ rules
- 4.3 Apriori algorithm,
- 4.4 Segmentation analysis- types of segmentation
- 4.5 k-means clustering, Bayesian clustering, Principal Component Analysis (PCA)

Case study 4

## Unit V

- 5.1 Time Series Forecasting in R and model deployment
- 5.2 Basics of time series & Components of time series
- 5.3 Time series forecasting
- 5.4 Deploying predictive models

Case study 5

### Recommended Texts and Readings :

1. P. Dalgaard, 2008, Introductory Statistics with R (Paperback), Springer-Verlag
2. W. N. Venables and B. D. Ripley, 2002, Modern Applied Statistics with S, Springer
3. An Introduction to R. Online manual at the R website at <http://cran.rproject.org/manuals.html>
4. F. Provost and T. Fawcett, 2013, Data Science for Business: What You Need to Know about Data Mining and DataAnalytic Thinking, O'Reilly Media Inc.

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.
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Short/Long Questions:	70%

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will carry 20 marks. Part A will include questions covering the entire syllabus. Part B will include a case study of 20 marks which will be compulsory to attempt.

### Course Articulation Matrix

<b>CO Statement (OMBA-DS-BA- 402)</b>	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>
OMBA-DS-BA-402.1	3	2		3	2
OMBA-DS-BA-402.2			2	3	2
OMBA-DS-BA-402.3			3		
OMBA-DS-BA-402.4		3	2		3

**MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES**  
(Deemed to be University)

**MBA-DS-BA-405: Marketing Analytics**

Periods/week

Credits

Max. Marks : 100

L:3 T:- P: -

3

Continuous Evaluation: 30

Duration of Examination: 3 Hrs

End Semester Examination: 70

**Pre-requisites: -**

**Course Type: Domain Specific Elective**

**Course Outcomes:**

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

MBA- DS-BA-405.1	Understand how to analyse market conditions in the era of social media.
MBA- DS-BA-405.2	Evaluate how the marketing strategy helps firms organize the analytics opportunity and challenge in today's data era.
MBA- DS-BA-405.3	Analyze and apply statistical tools on marketing data matrices
MBA- DS-BA-405.4	Execute data analytic techniques, and case studies to understand how to solve marketing analytics problems in a scientific and process-driven manner.

**Unit I**

- 1.1 Introduction to Marketing Analytics: Need for Data Driven Marketing Approach,
- 1.2 Marketing Engineering, Model Building in Marketing Engineering,
- 1.3 Basic Principles of Marketing applied to Business Problems
- 1.4 Marketing effectiveness and ROI calculations

Case Study 1

**Unit II**

- 2.1 Pricing Analytics: Basic Concept of Pricing
- 2.2 Estimating Demand Curves and Optimize Price
- 2.3 Price Bundling,
- 2.4 Non Linear Pricing and Price Skimming

Case study 2

**Unit III**

- 3.1 MBA, Market Basket Analysis
- 3.2 RFM Analysis for better ROI
- 3.3 Drivers of CLV, Uses of CLV metrics
- 3.4 use of KNIME software for marketing and retail analytics

Case study 2

## Unit IV

- 4.1 Strategic Marketing Analytics: The STP framework
- 4.2 Managing the segmentation process, Segmentation in Real world
- 4.3 Cluster Analysis, Hierarchical and Non-Hierarchical - K Means Clustering, Prediction of Customer's segment membership
- 4.4 Customer's segment membership: Discriminant Analysis (DA), two Group DA

Case study 4

## Unit V

- 5.1 Positioning Strategies: Concept of Product positioning & Perceptual Mapping using Principal
- 5.2 Component Analysis (PCA) & Multidimensional Scaling (MDS)
- 5.3 Product Designing: Concept of Product Designing, Conjoint Analysis as a decompositional Preference model, Steps & Uses in Conjoint Analysis
- 5.4 Social Media Metrics and mapping Marketing Investments effectively

Case study 5

### Recommended Texts and Readings :

1. W. L. Winston, 2014, Marketing Analytics - Data-driven Techniques with Microsoft Excel, Wiley Publishers
2. M. Grigsby, 2016, Advanced Customer Analytics: Targeting, Valuing, Segmenting and Loyalty Techniques', Kogan Page Publishers
3. C. Hemann, 2013, Ken Burbary; Digital Marketing Analytics: Making sense of Consumer Data in digital world, Que Publishing

Notes:

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**Course Articulation Matrix**

<b>CO Statement (MBA-DS-BA-405)</b>	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>
MBA-DS-BA-405.1	3			3	2
MBA-DS-BA-405.2		3			2
MBA-DS-BA-405.3			3	2	
MBA-DS-BA-405.4	3			2	3

**MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES**  
(Deemed to be University)

**OMBA-DS-BA-406: Data Visualization for Managers**

Periods/week

Credits

Max. Marks : 100

L:3 T:- P: -

3

Continuous Evaluation: 30

Duration of Examination: 3 Hrs

End Semester Examination: 70

**Pre-requisites: -**

**Course Type: Domain Specific Elective**

**Course Outcomes:**

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

- OMBA- DS-BA-406.1 Understand best practices in data visualization to develop charts, maps, tables, and other visual representations of data
- OMBA- DS-BA-406.2 Evaluate Tableau's visualization tools to conduct data analysis, especially exploration of an unfamiliar dataset
- OMBA- DS-BA-406.3 Create compelling, interactive dashboards to combine several visualizations into a cohesive and functional whole
- OMBA- DS-BA-406.4 Utilize data visualizations, dashboards and Tableau Stories to support relevant communication for diverse audiences.

**Unit I**

- 1.1 Introduction to the Art and Science of Data Visualization
- 1.2 Overview of Data Visualization
- 1.3 Prepare the data for Visualization, Various visualisation techniques
- 1.4 Exploratory visualization, Standardized reporting & compliances,
- 1.5 Decision Models - Pivot grid & charts

Case Study 1

**Unit II**

- 2.1 Introduction to Tableau
- 2.2 Interactive Visualization Features
- 2.2 Importing Data / Connecting to External Sources Interface;
- 2.3 Creating Sheets and Dashboard

Case study 2

**Unit III**

- 3.1 Business Intelligence & Data Warehousing – Architectures
- 3.2 Components of D/W,
- 3.3 Data Integration & transformations (ETL Vs ELT)
- 3.4 Predictive modelling

Case study 3

## Unit IV

- 4.1 Design Fundamentals Design Principles, Colors, and "Chart Junk" Design perspectives.
- 4.2 The Shaffer 4 C's of Data Visualization
- 4.3 Creating a good data set for analysis
- 4.4 Data modeling fundamentals for analytics
- 4.5 Selecting data for your KPIs.

Case study 4

## Unit V

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

Case study 5

### Recommended Texts and Readings :

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

Notes:

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**Course Articulation Matrix**

<b>CO Statement (OMBA-DS-BA-406)</b>	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>
OMBA-DS-BA-406.1	3	2		3	2
OMBA-DS-BA-406.2	2	3			2
OMBA-DS-BA-406.3			3		
OMBA-DS-BA-406.4	3	2			3

**MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES**  
(Deemed to be University)

**OMBA-DS-IB-401: Global Mergers and Acquisitions**

Periods/week	Credits	Max. Marks : 100
L:3 T:- P: -	3	Continuous Evaluation: 30
Duration of Examination: 3 Hrs		End Semester Examination: 70

**Pre-requisites: -**

**Course Type: Domain Specific Elective**

**Course Outcomes:**

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

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

**Unit I**

- 1.1 Nature and Scope Of International Merger and Acquisitions
- 1.2 Basic Steps Involved in International Merger and Acquisition Process.
- 1.3 Motives Behind International Merger and Acquisitions
- 1.4 Synergy in International Merger and Acquisitions and the Role of International Life Cycle
- 1.5 Role of International Merger and Acquisition in World Economic Growth

Case study 1

**Unit II**

- 2.1 Threats and Opportunities in International Merger and Acquisitions
- 2.2 Major Government Policy and Procedures Concerning International Merger and Acquisition
- 2.3 Steps for Effective Cross Border Merger and Acquisition
- 2.4 Factors of Success in International Merger and Acquisition
- 2.5 Future Scenario of International Merger and Acquisition

Case study 2

**Unit III**

- 3.1 Business Valuation Process and Determination of Right Price
- 3.2 Standard Approaches to Standard Valuation Issues Relating to Valuation of Intangibles
- 3.3 An Overview of Business Valuation Standard Practices Across Countries
- 3.4 Valuing Synergy in International Merger and Acquisition
- 3.5 Resolution of Valuation Disputes

Case study 3



## Unit IV

- 4.1 An Overview of Integration Issues in International Merger and Acquisitions
- 4.2 Challenges of Human Resource Integration
- 4.3 Timing and Speed of Integration
- 4.4 Integration of Corporate, Culture and Redesigning Post Merger Cultural Process
- 4.5 Factors of Successful Integration

Case study 4

## Unit V

- 5.1 Nature and Characteristics of Joint Venture
- 5.2 Joint Venture as International Business Strategy
- 5.3 Equity and Risk Sharing in Joint Ventures
- 5.4 Aspects Relating to the Sharing of Technology Resolving Conflict of Interest in International Joint Ventures
- 5.5 Factors of Success of International Joint Ventures

Case study 5

### Recommended texts and readings:

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

### Notes:

1. The case study mentioned at the end of each unit will cover as far as possible the whole unit.
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**Course Articulation Matrix**

<b>CO Statement (OMBA-DS-IB-401)</b>	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>
OMBA-DS-IB-401.1	3	3			
OMBA-DS-IB-401.2	2	3			2
OMBA-DS-IB-401.3		2		3	2
OMBA-DS-IB-401.4	2	1		2	

**MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES**  
(Deemed to be University)

**OMBA-DS-IB-402: Export- Import Procedures and Documentation**

Periods/week	Credits	Max. Marks : 100
L:3 T:- P: -	3	Continuous Evaluation: 30
Duration of Examination: 3 Hrs		End Semester Examination: 70

**Pre-requisites: -**

**Course Type: Domain Specific Elective**

**Course Outcomes:**

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

- OMBA-DS-IB-402.1. Understand the regulatory setup and the policy of the government with regard to imports and exports.
- OMBA-DS-IB-402.2. Gain a practical understanding of the procedures and documentation relating to exports.
- OMBA-DS-IB-402.3. Understand the operational aspect and procedures concerning imports.
- OMBA-DS-IB-402.4. Take decisions with regard to imports and exports in an organization.

**Unit I**

- 1.1 Government Schemes and Incentives for Exporters and Importers and Review of Latest EXIM Policy
- 1.2 Creating an Export Organization
- 1.3 Selecting Export Products, Markets and Channels
- 1.4 Export Pricing Cost Decisions
- 1.5 INCO Terms
- 1.6 Export Order Processing

Case study 1

**Unit II**

- 2.1 Arranging Pre-Shipment Finance
- 2.2 Quality Control and Pre Shipment Inspection
- 2.3 Export Packaging
- 2.4 Excise and Custom Clearance
- 2.5 Cargo Insurance
- 2.6 Role of Clearing and Forwarding Agents

Case study 2

**Unit III**

- 3.1 Arranging Post Shipment Finance
- 3.2 Documentary Collection of Export Bill
- 3.3 Negotiating Documents under Letter of Credit
- 3.4 Role of EXIM Bank
- 3.5 Major Provisions of FEMA for Exporters

Case study 3

#### **Unit IV**

- 4.1 Starting an Import Business
- 4.2 Selecting Import Product and Overseas Suppliers
- 4.3 Modes of Settlement Of Payment
- 4.4 Procedure for Registration of Importers
- 4.5 Arranging Import Finance

Case study 4

#### **Unit V**

- 5.1 Retirement of Import Documents
- 5.2 RBI Regulations for Making Import Payments
- 5.3. Custom Clearance of Imports
- 5.4 Assessment of Custom Duties
- 5.5 Procedure of Warehousing of Imported Goods

Case Study 5

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

1. R. Paras, 2017, Export: What, When, How, Anupam Publications
2. P. K. Khurana, 2017, Export Management, Galgotia Publishing
3. Govt of India, 2019, An Overview of Customs, Commissionate of Customs and ICDs.
4. Govt. of India, 2019, Ministry of Commerce and Industry – Handbook of Procedure, Govt. of India
5. C. Francis, 2019, International Trade and Export Management, Himalaya Publication

Notes:

1. The case study mentioned at the end of each unit will cover as far as possible the whole unit.
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Short/Long Questions:

70%

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**Course Articulation Matrix**

<b>CO Statement (OMBA-DS- IB-402)</b>	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>
OMBA-DS-IB-402.1	2	3			3
OMBA-DS-IB-402.2	3		2	3	2
OMBA-DS-IB-402.3	1		3	2	3
OMBA-DS-IB-402.4	2	2	2	2	1

**MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES**  
(Deemed to be University)

**OMBA-DS-IB-403: International Financial Management**

Periods/week	Credits	Max. Marks : 100
L:3 T:- P: -	3	Continuous Evaluation: 30
Duration of Examination: 3 Hrs		End Semester Examination: 70

**Pre-requisites: -**

**Course Type: Domain Specific Elective**

**Course Outcomes:**

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

- OMBA-DS-IB-403.1. Conceptualize financial decision making at a global level
- OMBA-DS-IB-403.2. Appreciate the nuances of obtaining finance in a global, multinational environment
- OMBA-DS-IB-403.3. Recognize risk elements and investment options
- OMBA-DS-IB-403.4. Assess the potential of future political, fiscal and economic scenarios

**Unit I**

- 1.1 Evolution of Finance Function in MNCs
- 1.2 International Financial Transactions
- 1.3 International Financial Markets
- 1.4 Foreign Currency, Exchange Control and Devaluation

Case study 1

**Unit II**

- 2.1 Sources and Investment of International Funds
- 2.2 Foreign and National Currency Financing
- 2.3 Bank-Based and Non-Bank Sources of Finance
- 2.4 Financial Innovation and Risk Sharing
- 2.5 Exposure Information System

Case study 2

**Unit III**

- 3.1 Investment Criteria and Borrowing Decisions
- 3.2 Centralized vs. Decentralized Cash Management
- 3.3 Value of the Firm
- 3.4 FDI: Determinants and Impact
- 3.5 FII

Case study 3

## Unit IV

- 4.1 Tax Management for MNCs
- 4.2 Financial Structure of MNC Subsidiaries
- 4.3 Multinational Capital Structure and Cost of Capital
- 4.4 Regional Adaptations to Financial Structure

Case study 4

## Unit V

- 5.1 Impact of MNC Transactions on Firm Profits
- 5.2 Analyzing Country Risk and ROI
- 5.3 International Portfolio Diversification
- 5.4 Legal Aspects of MNC Financing

Case study 5

### Recommended texts and readings:

1. A. Buckley, 2017, Multinational Finance, Prentice Hall of India
2. A. C. Shapiro, 2010, Multinational Financial Management, Prentice Hall of India
3. K. C. Butler, 2016, Multinational Finance, Thomson Learning
4. L. D. Maurice, 2005, International Finance, McGraw Hill

Notes:

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Subjective (Short/Long)	40%
Discussion/Presentation	15%
Projects/Group Activities etc	15%
- For Summative assessment (End Semester Examination or End-Term Examination):  
Minimum: 70 percent. Categorization for the same is:

Objective Type Questions:	30%
Short/Long Questions:	70%

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

**Course Articulation Matrix**

<b>CO Statement (OMBA-DS- IB- 403)</b>	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>
OMBA-DS-IB-403.1	2		3		2
OMBA-DS-IB-403.2	2	3			2
OMBA-DS-IB-403.3	2	3	2	2	3
OMBA-DS-IB-403.4	3	1		3	2



**MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES**  
(Deemed to be University)

**OMBA-DS-IB-404: International Banking**

Periods/week	Credits	Max. Marks : 100
L:3 T:- P: -	3	Continuous Evaluation: 30
Duration of Examination: 3 Hrs		End Semester Examination: 70

**Pre-requisites: -**  
**Course Type: Domain Specific Elective**

**Course Outcomes:**

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

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

**Unit I**

- 1.1 Nature and Growth of International Banking
- 1.2 Global Trends and Development in International Banking
- 1.3 Structuring Overseas Operations
- 1.4 Commercial vs. Investment Banking
- 1.5 Growth of Eurocurrency Deposits and Credit
- 1.6 Determination of Eurocurrency Interest Rates, Instruments

Case study 1

**Unit II**

- 2.1 Regulatory Environment for International Banking
- 2.2 International Banking Risks
- 2.3 Capital Adequacy; Syndication Techniques in International Lending
- 2.4 Transferability and Trading of Loans
- 2.5 International Bank Credit Rating
- 2.6 Role of Bank for International Settlements

Case study 2

### **Unit III**

- 3.1 International Financial Centers
- 3.2 Offshore Banking Unit
- 3.3 Special Economic Zones
- 3.4 Foreign Exchange Management Control
- 3.5 International Loan Agreements
- 3.6 International Loan Syndication

Case study 3

### **Unit IV**

- 4.1 International Payment Systems;
- 4.2 International Asset and Liabilities Management
- 4.3 Bank Asset Portfolio Management
- 4.4 Strategies for Managing Non-Performing Assets
- 4.5 International Credit Appraisal Techniques

Case study 4

### **Unit V**

- 5.1 International Banking Mergers and Acquisitions
- 5.2 Treasury and Risk Management
- 5.3 Banks' Participation in International Money and Capital Markets

Case study 5

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

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

Notes:

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

### **Evaluation Policy:**

The evaluation will include two types of assessments:

- Continuous or formative assessments (in the form of end semester examination or term examination. Weightage of assessments are as follows:

For continuous or Formative assessment (in semester): Maximum 30 percent. The categorization for the same is:

- |                               |     |
|-------------------------------|-----|
| MCQs                          | 30% |
| Subjective (Short/Long)       | 40% |
| Discussion/Presentation       | 15% |
| Projects/Group Activities etc | 15% |
- For Summative assessment (End Semester Examination or End-Term Examination):  
 Minimum: 70 percent. Categorization for the same is:  
 Objective Type Questions: 30%  
 Short/Long Questions: 70%

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

**Course Articulation Matrix**

<b>CO Statement (OMBA-DS- IB- 404)</b>	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>
OMBA-DS-IB-404.1		3	2		2
OMBA-DS-IB-404.2	2			3	
OMBA-DS-IB-404.3	2	2			2
OMBA-DS-IB-404.4			3	2	2
OMBA-DS-IB-404.5	2		3		

**MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES**  
(Deemed to be University)

**OMBA-DS-OM-401: Planning Sales Operations**

Periods/week

Credits

Max. Marks : 100

L:3 T:- P: -

3

Continuous Evaluation: 30

Duration of Examination: 3 Hrs

End Semester Examination: 70

**Pre-requisites: -**

**Course Type: Domain Specific Elective**

**Course Outcomes:**

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

- |                  |  |
|------------------|--|
| OMBA-DS-OM-401.1 | Develop competencies and skills in sales planning and management       |
| OMBA-DS-OM-401.2 | Understand the models and frameworks of planning of sales operations   |
| OMBA-DS-OM-401.3 | Apply the integration of sales planning to the strategy of the company |
| OMBA-DS-OM-401.4 | Learn the various aspects of sales process                             |

**Unit I**

- 1.1 Introduction to Sales Operations
- 1.2 Sales Management Process, Strategies and Resources
- 1.3 Sales Management Evolution
- 1.4 Sales Managers' Roles and Responsibilities

Case study 1

**Unit II**

- 2.1 Recruitment and Selection Process
- 2.2 Job Analysis
- 2.3 Recruitment Funnel and Recruitment Sources
- 2.4 Key to Sales Training
- 2.5 Sales Training Development Process
- 2.6 Designing and Administering Compensation Plans

Case study 2

**Unit III**

- 3.1 Developing a Sales Territory Plan
- 3.2 Factors in Territory Management
- 3.3 Designing and Assigning Sales Territory
- 3.4 Motivating Salesperson
- 3.5 Objectives and Quotas for Sales Personnel

Case study 3

## Unit IV

- 4.1 Sales Evaluation
- 4.2 Elements of Sales Performance Evaluation
- 4.3 Customer-oriented selling and Sales Performance
- 4.4 Sales Cost Evaluation
- 4.5 Challenges of Sales Evaluation

Case study 4

## Unit V

- 5.1 Vendor Selection and Management
- 5.2 Selling Ethics
- 5.3 Customer Relationship Management in Sales
- 5.4 Business Intelligence in Sales
- 5.5 Emerging Challenges and Trends

Case study 5

### Recommended texts and readings:

1. P. K. Mallik, 2011, Sales Management. Oxford University Press
2. R. Singh, 2016, Sales and Distribution Management: A Practice-Based Approach, Vikas Publishing House
3. R. R. Still, E. W. Cundiff and N. A P. Govoni, 2017, Sales Management: Decisions, Strategies and Cases, Prentice-Hall
4. E. Tinker, 2015, Sales and operations planning. Amazon Digital Services

### 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.

### Evaluation Policy:

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- Continuous or formative assessments (in the form of end semester examination or term examination. Weightage of assessments are as follows:

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MCQs	30%
Subjective (Short/Long)	40%
Discussion/Presentation	15%
Projects/Group Activities etc	15%

- For Summative assessment (End Semester Examination or End-Term Examination):  
Minimum: 70 percent. Categorization for the same is:  
Objective Type Questions: 30%  
Short/Long Questions: 70%

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

**Course Articulation Matrix**

<b>CO Statement (OMBA-DS-OM- 401)</b>	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>
OMBA-DS-OM-401.1	3	1	2	3
OMBA-DS-OM-401.2	1	3		1
OMBA-DS-OM-401.3	3	2	2	3
OMBA-DS-OM-401.4	3		3	2

**MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES**  
(Deemed to be University)

**OMBA-DS-OM-402: Demand and Business Forecasting**

Periods/week	Credits	Max. Marks : 100
L:3 T:- P: -	3	Continuous Evaluation: 30
Duration of Examination: 3 Hrs		End Semester Examination: 70

**Pre-requisites: -**

**Course Type: Domain Specific Elective**

**Course Outcomes:**

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

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

**Unit I**

- 1.1 Demand Analysis: An Overview
- 1.2 Significance of Demand Analysis and Forecasting
- 1.3 Determinants of Demand
- 1.4 Elasticity of Demand
- 1.5 Revenue and Profit of a Firm

Case study 1

**Unit II**

- 2.1 Estimation of Demand
- 2.2. Forecasting Demand, Purpose of Forecast, Marketing Research Techniques
- 2.3 Consumer Surveys, Consumer Clinics, Market Experiments in Test Stores.
- 2.4. Survey and Opinion Polling Techniques
- 2.5 Reasonability, Trend Analysis, Business Cycles

Case study 2

**Unit III**

- 3.1 Statistical Estimation, Variable Identification,
- 3.2 Specification of the Model, Estimation of the Parameters
- 3.3 Time Series and Cross Sectional Data Collection
- 3.4 Moving Average
- 3.5 Exponential Smoothing Techniques

Case study 3

## Unit IV

- 4.1 Regression Method, Interpretation of Regression Statistics
- 4.2 General Linear Model
- 4.3 Deviation from general linear model
- 4.4 Modeling and forecasting cycles- ARMA models
- 4.5 Use of Software Packages for Forecasting

Case study 4

## Unit V

- 5.1 Accuracy of Forecast, Short Run Forecast, Long Run Forecast
- 5.2 accuracy measures and their importance
- 5.3 Evaluating and combining forecast
- 5.4 Practical issues in developing industry/firm level models
- 5.5 Interfacing with commercial economic forecasting services

Case study 5

### Recommended texts and readings:

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

### Notes:

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

### Evaluation Policy:

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- Continuous or formative assessments (in the form of end semester examination or term examination. Weightage of assessments are as follows:  
For continuous or Formative assessment (in semester): Maximum 30 percent. The categorization for the same is:

MCQs	30%
Subjective (Short/Long)	40%
Discussion/Presentation	15%
Projects/Group Activities etc	15%
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Minimum: 70 percent. Categorization for the same is:

Objective Type Questions:	30%
Short/Long Questions:	70%



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

**Course Articulation Matrix**

<b>CO Statement (OMBA-DS-OM-402)</b>	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>
OMBA-DS-OM-402.1	1	2		3	2
OMBA-DS-OM-402.2	2	2	3	1	2
OMBA-DS-OM-402.3	3	1		2	
OMBA-DS-OM-402.4		2	2	2	3
OMBA-DS-OM-402.5	3	3	3	3	3

**MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES**  
(Deemed to be University)

**OMBA-DS-OM -403: Service Operations Management**

Periods/week	Credits	Max. Marks : 100
L:3 T:- P: -	3	Continuous Evaluation: 30
Duration of Examination: 3 Hrs		End Semester Examination: 70

**Pre-requisites: -**

**Course Type: Domain Specific Elective**

**Course Outcomes:**

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

- OMBA-DS-OM-403.1 Understand the Designing of Service Operations
- OMBA-DS-OM-403.2 Measure the impact of technology and its impact on service operations
- OMBA-DS-OM-403.3 Categorize Offshoring and Outsourcing
- OMBA-DS-OM-403.4 Evaluate the methods to manage service operations
- OMBA-DS-OM-403.5 Appraise pricing and implementation issues of services

**Unit I**

- 1.1 Characteristics of Services
- 1.2 Importance of Service Sector
- 1.3 Classification framework
- 1.4 Service Delivery System – Process Flow Diagrams, Process Simulation,

Case study 1

**Unit II**

- 2.1 Types of Service Firms
- 2.2 Selection for Demand Sensitive Services
- 2.3 Gravity Model of Demand,
- 2.4 Site Selection for Delivered Services

Case study 2

**Unit III**

- 3.1 Capacity Strategies
- 3.2 Yield Management, Overbooking, Allocating Capacity Dynamic Methods.
- 3.3 Pricing, Implementation issues
- 3.4 Employee Empowerment,
- 3.5 Cost and Implementation Time.

Case study 3

## Unit IV

- 4.1 Technology and its Impact on Services
- 4.2 Design and Development of Services
- 4.3 Service Delivery Systems
- 4.4 Work Measurement, Locating Facilities, Designing their Layout

Case study 4

## Unit V

- 5.1 Outsourcing – Contract risk, Outsource Firm Risk and Pricing Risk
- 5.2 Competitive Advantage and Information Privacy Risk, Firm Specific Risks
- 5.3 Quantifying Offshoring,
- 5.4 Offshoring and Competitive Capabilities – Cost, Non-cost Issues.

Case study 5

### Recommended texts and readings:

1. K.- M. Metters and P. Walton, 2007, Successful Service Operations Management, Thomson India Edition
2. R. Johnston and G. Clark, 2012, Service Operations Management - Improving Service delivery, Prentice Hall
3. D. W. Parker, 2012, Service operations management: The total experience. Edward Elgar
4. J. N. Wright and P. Race, 2004, The Management of Service Operations, Thomson

### 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.

### Evaluation Policy:

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- Continuous or formative assessments (in the form of end semester examination or term examination. Weightage of assessments are as follows:  
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Subjective (Short/Long)	40%
Discussion/Presentation	15%
Projects/Group Activities etc	15%
- For Summative assessment (End Semester Examination or End-Term Examination):  
Minimum: 70 percent. Categorization for the same is:

Objective Type Questions:	30%
Short/Long Questions:	70%

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

**Course Articulation Matrix**

<b>CO Statement ( OMBA-DS-OM-403)</b>	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>
OMBA-DS-OM-403.1	3	2	2	3	2
OMBA-DS-OM-403.2		3		3	2
OMBA-DS-OM-403.3	2	3	3	2	
OMBA-DS-OM-403.4	3		2	1	3
OMBA-DS-OM-403.5	3	2	2	1	3

**MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES**  
(Deemed to be University)

**OMBA-DS-OM-404: Technology and Business Transformation**

Periods/week	Credits	Max. Marks : 100
L:3 T:- P: -	3	Continuous Evaluation: 30
Duration of Examination: 3 Hrs		End Semester Examination: 70

**Pre-requisites: -**

**Course Type: Domain Specific Elective**

**Course Outcomes:**

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

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

**Unit I**

- 1.1 Introduction to concepts of technology and business transformation
- 1.2 Technology developments & implications of Technology Management,
- 1.3 Technology change, lifecycle & Growth of Technologies
- 1.4 Technology Policy and Planning,

Case study 1

**Unit II**

- 2.1 Technology Development and Acquisition
- 2.2 Forecasting and Technology
- 2.3 Innovation chain - approaches and methodologies
- 2.4 Technology Strategy, Generation, and Development.

Case study 2

**Unit III**

- 3.1 Technology Transfer - Models, Modes,
- 3.2 Technology search strategy
- 3.3 Dimensions of Technology Transfer, Features & Routes of Technology Transfer
- 3.4 Technology absorption capabilities
- 3.5 Pricing of Technology Transfer agreements & Code of conduct for Technology transfer
- 3.6 Government initiative, Technology transfer and absorption process at unit level.

Case study 3

## Unit IV

- 4.1 Technology absorption - technology package, dependence, concept, constraints & benefits
- 4.2 Technology import & Government initiatives
- 4.3 Technology Assessment (TA) - Organization and Management
- 4.4 Technology Evaluation.
- 4.6 Diffusion - Major diffusion activities, Diffusion Strategy.

Case study 4

## Unit V

- 5.1 Technological Environment
- 5.2 Technology Support Systems: Financing
- 5.3 Human & organizational Aspects in Technology Management
- 5.4 Social Issues in Management – Rationalization & Automation, EIA Process

Case study 5

### Recommended texts and readings:

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

### Notes:

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

### Evaluation Policy:

The evaluation will include two types of assessments:

- Continuous or formative assessments (in the form of end semester examination or term examination. Weightage of assessments are as follows:  
For continuous or Formative assessment (in semester): Maximum 30 percent. The categorization for the same is:

MCQs	30%
Subjective (Short/Long)	40%
Discussion/Presentation	15%
Projects/Group Activities etc	15%
- For Summative assessment (End Semester Examination or End-Term Examination):  
Minimum: 70 percent. Categorization for the same is:

Objective Type Questions:	30%
Short/Long Questions:	70%

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

**Course Articulation Matrix**

<b>CO Statement (OMBA-DS-OM-404)</b>	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>
OMBA-DS-OM-404.1	3	1		3	2
OMBA-DS-OM-404.2	1	4	3	1	
OMBA-DS-OM-404.3	2	2	2	3	4
OMBA-DS-OM-404.4	3	4	3	2	2

# MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES

(Deemed to be University)

## OMBA-DS-EMM-401: Event and Media Production & Logistics

Periods/week	Credits	Max. Marks : 100
L:3 T:- P: -	3	Continuous Evaluation: 30
Duration of Examination: 3 Hrs		End Semester Examination: 70

### **Pre-requisites: -**

**Course Type: Domain Specific Elective**

### **Course Outcomes:**

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

- OMBA-DS-EMM-401.1 Get acquainted with theory and practice of event and media production and logistics management.
- OMBA-DS-EMM-401.2 Develop understanding of event objectives in creating planning documents and execution of event production.
- OMBA-DS-EMM-401.3 Design appropriate supplier and vendor support system for achieving event management goals.
- OMBA-DS-EMM-401.4 Work with different stakeholders in event and media production and logistics management

### **Unit I**

- 1.1 Event Management: Characteristics and Definitions
- 1.2 Analysis of The External Environment
- 1.3 Defining Service Provision Customers, Stakeholders and Gap Analysis
- 1.4 Analysis of The Internal Environment
- 1.5 Developing the Proposed Event Operations Management Model

Case study 1

### **Unit II**

- 2.1 Event Design and Themes
- 2.2 Events Law and Administration
- 2.3 Health and Safety Requirements
- 2.4 Contingency Planning
- 2.5 Event Operations and Ethics

Case study 2

### **Unit III**

- 3.1 Sponsorship and Fundraising
- 3.2 Event Co-ordination
- 3.3 Teamwork and Group Performance
- 3.4 Risk assessment and Risk Management
- 3.5 Role of IT in Event Operations Management

Case study 3



## Unit IV

- 4.1 Detailed planning
- 4.2 Planning, product portfolios, and product and service development
- 4.3 Product development
- 4.4 Supply chain management Location management and choice Risk management for event managers

Case study 4

## Unit V

- 5.1 Implementation and Delivery People Power – The Most Valuable Resource
- 5.2 Forecasting and Capacity Management
- 5.3 Scheduling and Time Management
- 5.4 Performance Evaluation
- 5.5 Awareness of Quality

Case study 5

### Recommended texts and readings:

1. J. Allen, 2005, Time Management for Event Planners, Wiley
2. R. Johnston and G. Clark, 2012, Service Operations Management, Prentice Hall
3. B. Skinner and V. Rukavina, 2002, The Event Sponsorship, Wiley
4. J. Tum, P. Norton, J. N. Wright, 2005, Management of Event Operations, Oxford
5. C. Voss, C. Armistead, B. Johnston and B. Morris, B., 1985, Operations Management in Service Industries and the Public Sector: Texts & Cases Wiley

Notes:

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

### Evaluation Policy:

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- Continuous or formative assessments (in the form of end semester examination or term examination. Weightage of assessments are as follows:  
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MCQs	30%
Subjective (Short/Long)	40%
Discussion/Presentation	15%
Projects/Group Activities etc	15%
- For Summative assessment (End Semester Examination or End-Term Examination):  
Minimum: 70 percent. Categorization for the same is:

Objective Type Questions:	30%
Short/Long Questions:	70%

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

**Course Articulation Matrix**

<b>CO Statement (OMBA-DS- EMM- 401)</b>	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>
OMBA-DS- EMM-401.1	2			3	3
OMBA-DS- EMM-401.2	3	2	3	1	2
OMBA-DS- EMM-401.3	3	2	2	3	2
OMBA-DS- EMM-401.4	1	2	2	2	1

# MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES

(Deemed to be University)

## OMBA-DS-EMM-402: Event and Media Research

Periods/week	Credits	Max. Marks : 100
L:3 T:- P: -	3	Continuous Evaluation: 30
Duration of Examination: 3 Hrs		End Semester Examination: 70

### Pre-requisites: -

**Course Type: Domain Specific Elective**

### Course Outcomes:

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

- OMBA-DS-EMM-402.1 Identify, formulate and analyze business problems for events and media
- OMBA-DS-EMM-402.2 Understand qualitative, quantitative and mixed approaches to research
- OMBA-DS-EMM-402.3 Understand the technical and ethical issues linked with the media research process
- OMBA-DS-EMM-402.4 Appreciate the role of research in organizational decision making and business performance

### Unit I

- 1.1 Criteria of Good Research and Ethical Issues in Research
- 1.2 Research Variables
- 1.3 Hypothesis Development
- 1.4 Literature Survey

Case study 1

### Unit II

- 2.1 Business Research Design: Exploratory, Descriptive, and Causal Research
- 2.1 Experimental Research Design
- 2.3 Questionnaire Development
- 2.4 Rating and Ranking Scales
- 2.5 Reliability and Validity

Case study 2

### Unit III

- 3.1 Techniques of Data Presentation
- 3.2 Data Collection Techniques
- 3.3 Primary and Secondary Sources of Data
- 3.4 Advantages and Disadvantages of Data Sources

Case study 3

## Unit IV

- 4.1 Sampling Design
- 4.2 Sampling Errors
- 4.3 Data Preparation for Analysis
- 4.4 Data Analysis

Case study 4

## Unit V

- 5.1 Research on Primary and Secondary Data
- 5.2 Statistical Analysis Using SPSS
- 5.3 Univariate and Bivariate Data Analysis
- 5.4 Multivariate Measures: Multiple Regression, Conjoint Analysis, Factor Analysis, Cluster Analysis and Analysis of Variance (ANOVA)
- 5.4 Structural Equation Modeling
- 5.5 Econometrics
- 5.6 Writing Research Reports

Case study 5

### Recommended texts and readings:

1. N. Bajpai, 2011, Business Research Methods, Pearson Education
2. U. Sekaran and R. Bougie, 2016, Research methods for business: A Skill Building Approach, John Wiley and Sons Ltd.
3. D. R. Cooper, P. S. Schindler and J. K. Sharma, 2006, Business Research Methods, Tata McGraw Hill
4. C. R. Kothari, 2019, Research Methodology: Methods & Techniques, New Age International Publishers

### Notes:

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

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**Course Articulation Matrix**

<b>CO Statement (OMBA-DS- EMM- 402)</b>	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>
OMBA-DS- EMM-402.1	3	2		3	
OMBA-DS- EMM-402.2	2	2	2		
OMBA-DS- EMM-402.3	3	2			2
OMBA-DS- EMM-402.4				2	

# MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES

(Deemed to be University)

## OMBA-DS-EMM-403: Leveraging IT and Cyber Media for Events

Periods/week

Credits

Max. Marks : 100

L:3 T:- P: -

3

Continuous Evaluation: 30

Duration of Examination: 3 Hrs

End Semester Examination: 70

### **Pre-requisites: -**

**Course Type: Domain Specific Elective**

### **Course Outcomes:**

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

- OMBA-DS-EMM-403.1 Develop an in-depth understanding of the unique aspects and challenges inherent in cyber media marketing
- OMBA-DS-EMM-403.2 Apply cyber media marketing concepts and frameworks to formulate valuable solutions for service issues
- OMBA-DS-EMM-403.3 Analyze the role of cyber media at different stages of event; pre, during and post the event
- OMBA-DS-EMM-403.4 Develop a customer service-oriented mindset and appreciate the importance of customer satisfaction and service recovery.

### **Unit I**

- 1.1 Introduction to Cyber Media and Social Media
- 1.2 Types of Social Media
- 1.3 The Impact of Social Media

Case study 1

### **Unit II**

- 2.1 Tools for Effective Events Marketing
- 2.2 Developing Buzz by Engaging Prospects
- 2.3 Leveraging Interactive Content to Capture and Engage Prospects

Case study 2

### **Unit III**

- 3.1 Use of IT and Cyber Media Before The Event
- 3.2 Increasing Visibility
- 3.3 Creating a Twitter List and Dedicated Twitter Stream
- 3.4 Developing Event Promotions and Hash Tag

Case study 3

### **Unit IV**

- 4.1 Use of Cyber IT and Media During the Event
- 4.2 Setting Goals for Live Stream\*-
- 4.3 Pre Planning Live Stream Content

4.4 Using FB Live, Instagram Live, Streaming Live On You Tube, Live Tweet  
Case study 4

## Unit V

- 5.1 Use of Cyber IT And Media After the Event
- 5.2 Potential Partners/Leads
- 5.3 Following Up On Various Channels
- 5.4 Direct Messaging

Case study 5

### Recommended texts and readings:

1. J. Whittaker, 2000, *The Cyberspace Handbook (Media Practice)*, Routledge
2. J. Frechette and R. Williams, 1997, *Media Education for a Digital Generation*, Routledge
3. H. Leonard, *Event Marketing, 2012, How to Successfully Promote Events, Festivals, Conventions and Expositions*, John Wiley & Sons Inc.
4. X. Li, 2016, *Emerging Media: Use/s and Dynamics*, Routledge
5. G. Masterman and E. H. Wood, 2006, *7Innovative Marketing Communications: strategies for the events industry*, Elsevier/Heinemann, Oxford

Notes:

1. The case study mentioned at the end of each unit will cover as far as possible the whole unit.
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Short/Long Questions:	70%

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<b>CO Statement (OMBA-DS- EMM- 403)</b>	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>
OMBA-DS- EMM-403.1	3	2			3
OMBA-DS- EMM-403.2	2		3	2	2
OMBA-DS- EMM-403.3	3		2	3	3
OMBA-DS- EMM-403.4	1	3	2	2	2



# MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES

(Deemed to be University)

## OMBA-DS-EMM-404: Event Leadership and Team Building

Periods/week	Credits	Max. Marks : 100
L:3 T:- P: -	3	Continuous Evaluation: 30
Duration of Examination: 3 Hrs		End Semester Examination: 70

### **Pre-requisites: -**

**Course Type: Domain Specific Elective**

### **Course Outcomes:**

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

- OMBA-DS-EMM-404.1 Enhance their leadership and organizational skills through working with others and through the overall program planning process
- OMBA-DS-EMM-404.2 Learn about budget management and the financial process of program planning including sponsorships, revenue generation, and working with fundraising boards
- OMBA-DS-EMM-404.3 Understand a variety of marketing strategies including publicity and promotions
- OMBA-DS-EMM-404.4 Understand the structural aspects of program planning including design, operations, and staffing patterns (recruitment and retention)

### **Unit I**

- 1.1 Introduction to Event Management
- 1.2 Role of Team Formation In Event Management
- 1.3. Process and Stages of Organizing an Event
- 1.4. Criteria of Choosing Teams and Leaders for an Event
- 1.5. Criteria to Evaluate Performance of Team Leaders in Events

Case study 1

### **Unit II**

- 2.1 Event Roles. Attributes and Leadership
- 2.2 Role of Leadership in Events
- 2.3 Leadership Theories and Relevance in Event Management
- 2.4 Leadership and Behavioural Issues for Events
- 2.5 Methods to Resolve Conflicts In Events

Case study 2

### **Unit III**

- 3.1 Concept of Team Work in Event Management
- 3.2 Relevance of Team Formation for Events
- 3.3 Structure and Types Of Teams for Events
- 3.4 Role of IT in Team Management for Events

Case study 3

## Unit IV

- 4.1 Parameters of Team Performance in Events
- 4.2 Measures of Productivity
- 4.3 Team Effectiveness Mechanisms
- 4.4 Team Rewards and Appreciation Methods
- 4.5 Effective Strategies for Working with Groups

Case study 4

## Unit V

- 5.1 Communication- Role in Event Management
- 5.2 Ethical Communication Channels Between Teams in Events
- 5.3 Managing Meetings in Organization
- 5.4 Informal Communication- Mode and Repercussions

Case study 5

### Recommended texts and readings:

1. U. K. Haldar, 2010, Leadership And Team Building, Oxford University Press, Oxford
2. C. Mohan, 2017, Leadership and Management, Himalaya Publishing House
3. R. Hughes, R. C. Ginnett and G. J. Curphy, 2001, Leadership: enhancing the lessons of Experience, McGraw –Hill Publication

Notes:

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will carry 20 marks. Part A will include questions covering the entire syllabus. Part B will include a case study of 20 marks which will be compulsory to attempt.

**Course Articulation Matrix**

<b>CO Statement (OMBA-DS- EMM- 404)</b>	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>
OMBA-DS- EMM-404.1	3	2			3
OMBA-DS- EMM-404.2	3		3	2	2
OMBA-DS- EMM-404.3	2		1	3	2
OMBA-DS- EMM-404.4	1	2	3	2	2

MRIRRS

**MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES**  
(Deemed to be University)

**OMBA-DS-MIS-401: Decision Support Systems**

Periods/week

Credits

Max. Marks: 100

L:3 T:- P:-

3

Continuous Evaluation: 30

Duration of Examination: 3 Hrs

End Semester Examination: 70

**Pre-requisites:-**

**Course Type: Domain Specific Elective**

**Course Outcomes:**

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

OMBA-DS-MIS-401.1 Understand the key concepts of decision support systems (DSS)

OMBA-DS-MIS-401.2 Assess the various types of models & tools of DSS

OMBA-DS-MIS-401.3 Apply the development & Implementation process of DSS.

OMBA-DS-MIS-401.4 Integrate the advanced Techniques of DSS.

**Unit I**

1.1 Introduction to Decision Support Systems

1.2 Decisions and Decision Makers in organization

1.3 Characteristics, capabilities & Components of DSS

1.4 Database, Model base,

1.5 Communication subsystem & User – Classes of DSS.

Case study 1

**Unit II**

2.1 Group Decision Support and Groupware Technologies,

2.2 Executive Information Systems,

2.3 Expert Systems

2.4 Artificial Intelligence.

Case Study 2

**Unit III**

3.1 Knowledge Engineering and Acquisition,

3.2 Machines That Can Learn,

3.3 The Data Warehouse & Data Mining

3.4 Data Visualization.

Case Study 3

**Unit IV**

4.1 DSS hardware and software

4.2 DSS development tools – Yardsticks for choosing DSS software

- 4.3 Designing and Building Decision Support Systems,
- 4.4 Implementing and Integrating Decision Support Systems

Case Study 4

**Unit V**

- 5.1 Intelligent Software Agents & Bots,
- 5.2 Decision Support in the Twenty-First Century.
- 5.3 Illustrative DSS applications – Portfolio Management – Human Resource Management, Marketing Decision Support System, Small Business Application, Manufacturing DSS.
- 5.4 Security of DSS

Case study 5

**Recommended texts and readings:**

1. G. M. Marakas, 2009, Decision Support Systems ,Prentice Hall International
2. V. S. Janakiraman and K. Sarukesi, 2004, Decision Support Systems, Prentice Hall of India
3. R. H. Sprange, J. J. Huga and J. Watson, 2004, DSS-putting theory into practice, Prentice Hall International

Notes:

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Short/Long Questions:	70%

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### Course Articulation Matrix

<b>CO Statements (OMBA-DS-MIS- 401)</b>	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>
OMBA-DS-MIS-401.1	2		3		2
OMBA-DS-MIS-401.2		2	2	2	
OMBA-DS-MIS-401.3	3	2		3	3
OMBA-DS-MIS-401.4	2			2	1

MRIRRS

**MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES**  
(Deemed to be University)

**OMBA–DS-MIS-402: Data mining for Business Decisions**

Periods/week

L:3 T:- P:-

Duration of Examination: 3 Hrs

Credits

3

Max. Marks: 200

Continuous Evaluation: 30

End Semester Examination: 70

**Pre-requisites:-**

**Course Type: Domain Specific Elective**

**Course Outcomes:**

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

- OMBA-DS-MIS-402.1 Comprehend the functionality of the various data mining & data warehousing components.
- OMBA-DS-MIS-402.2 Evaluate the strengths and limitations of various data mining and data warehousing models.
- OMBA-DS-MIS-402.3 Differentiate the various approaches to data warehousing and data mining implementation
- OMBA-DS-MIS-402.4 Utilize the techniques of warehousing and data mining systems for real- world applications.

**Unit I**

- 1.1 Introduction to Data Mining and Knowledge Discovery
- 1.2 Relation to Statistics and Databases
- 1.3 Data Mining Functionalities
- 1.4 Steps in Data Mining Process
- 1.5 Architecture of a Typical Data Mining System

Case study 1

**Unit II**

- 2.1 Classification of Data Mining Systems
- 2.2 Overview of Data Mining Techniques
- 2.3 Mining Association Rules in Large Databases
- 2.4 Classification and Prediction
- 2.5 Decision Tree Induction, Bayesian Classification

Case study 2

**Unit III**

- 3.1 Cluster Analysis-Introduction and Relevance in Mining Process
- 3.2 Clustering Methods-K Means
- 3.3 Partitioning and Hierarchical Methods
- 3.4 Clustering and Segmentation Software
- 3.5 Evaluating Clusters

Case study 3

#### **Unit IV**

- 4.1 Web Mining- Introduction & Terminologies
- 4.2 Categories of Web Mining-Web Mining Content & Structure
- 4.3 Web Mining Applications in Real World
- 4.4 Agent Based and Data Base Approaches of Mining
- 4.5 Web Mining Software

Case study 4

#### **Unit V**

- 5.1 Application of Data Mining- Introduction
- 5.2 Business Application of Data Mining-Risk Management & Targeted Marketing
- 5.3 Medical Applications – (Diabetic Screening)
- 5.4 Scientific Applications Using Data Mining
- 5.5 Recent Changes and Developments in the Concepts

Case study 5

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

1. P. Adriaans, 2016, Data mining, Addison- Wesley
2. M. Dunham, 2002, Data Mining: Introductory and Advanced Topics, Prentice Hall
3. S. M. Weiss, 1997, Predictive data mining : a practical guide, Morgan Kaufmann
4. J. Han and M. Kamber, 2000, Data Mining: Concepts and Techniques, Morgan Kaufmann

Notes:

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Short/Long Questions:	70%



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**Course Articulation Matrix**

<b>CO Statements (OMBA-DS-MIS-402)</b>	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>
OMBA-DS-MIS-402.1	2	3			3
OMBA-DS-MIS-402.2	1		2	3	3
OMBA-DS-MIS-402.3	3		3		2
OMBA-DS-MIS-402.4	2	2		2	1

**MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES**  
(Deemed to be University)

**OMBA-DS-MIS-403: Information Security and Risk Management**

Periods/week

Credits

Max. Marks : 100

L:3 T:- P:-

3

Continuous Assessment : 30

Duration of Examination: 3 Hrs

End Semester Examination:70

**Pre-requisites**

**Course Type: Domain Specific Elect**

**Course Outcome**

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

- OMBA-DS-MIS-403.1 Understand the key issues associated with protecting information assets
- OMBA-DS-MIS-403.2 Determine the levels of protection and response to security incidents.
- OMBA-DS-MIS-403.3 Evaluate the information security standards and policies and security management maintenance models.
- OMBA-DS-MIS-403.4 Apply the tools & Techniques for maintenance of security of IT assets

**Unit I**

- 1.1 Critical Characteristics of information
- 1.2 Information System Components
- 1.3 Business Needs of Security
- 1.4 Attacks and Threats
- 1.5 Security Model
- Case study 1

## **Unit II**

- 2.1 Law and Ethics in Information Security
- 2.2 Security Laws
- 2.3 International Laws and legal Bodies
- 2.4 Ethics and Information Security

Case study 2

## **Unit III**

- 3.1 An Overview of Risk Management
- 3.2 Risk Identification and Assessment
- 3.3 Risk Control Strategy
- 3.4 Selecting a Risk Control Strategy
- 3.5 Quantitative Versus Qualitative Risk Control

Case study 3

## **Unit IV**

- 4.1 Information Security Planning and Governance
- 4.2 Information Security Policy, Standards and Practices
- 4.3 Issue-Specific Security Policy (ISSP)
- 4.4 Systems-Specific Policy (SysSP)
- 4.5 Policy Management

Case study 4

## **Unit V**

- 5.1 Security Technology : Firewall and VPNs
- 5.2 Security Management Maintenance Models
- 5.3 Planning and Risk Assessment
- 5.4 Vulnerability Assessment and Remediation
- 5.5 Digital Forensics

Case study 5

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

1. M. E. Whitman, 2009, Principals of Information Security, Cengage Learning
2. J. Vacca, 2012, Computer and Information Security Handbook, Morgan Kaufmann
3. M. Ciampa, 2014, Guide to Network Security Fundamentals, A press Publishers

### **Notes:**

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### Course Articulation Matrix

CO Statements (OMBA-DS-MIS-403)	PO1	PO2	PO3	PO4	PO5
OMBA-DS-MIS-403.1	3		2		3
OMBA-DS-MIS-403.2	2	3		2	
OMBA-DS-MIS-403.3		2	3		2
OMBA-DS-MIS-403.4	2	1		2	

**MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES**  
(Deemed to be University)

**OMBA-DS-MIS-404: Business Intelligence**

Periods/week	Credits	Max. Marks: 100
L:3 T:- P:-	3	Continuous Evaluation: 30
Duration of Examination: 3 Hrs		End Semester Examination: 70

**Pre-requisites:-**

**Course Type: Domain Specific Elective**

**Course Outcomes:**

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

OMBA-DS-MIS-404.1	Understand the key issues associated with business intelligence
OMBA-DS-MIS-404.2	Determine the platform, types and role of business intelligence
OMBA-DS-MIS-404.3	Evaluate the business intelligence life cycle and Implementation
OMBA-DS-MIS-404.4	Apply the tools of business intelligence.

**Unit I**

- 1.1 Definition, History and Evolution.
- 1.2 Difference between Information and Intelligence.
- 1.3 Defining Business Intelligence Value Chain.
- 1.4 Segments and factors of Business Intelligence systems.
- 1.5 Real time Business Intelligence and Applications.

Case study 1

**Unit II**

- 2.1 Creating Business Intelligence Environment and Landscape,
- 2.2 Types of Business Intelligence,
- 2.3 Business Intelligence Platform,
- 2.4 Dynamic roles in Business Intelligence,
- 2.5 Roles of Business Intelligence in Modern Business.

Case study 2

**Unit III**

- 3.1 Multiplicity of Business Intelligence Tools,
- 3.2 Types of Business Intelligence Tools,
- 3.3 Modern Business Intelligence
- 3.4 The Enterprise Business Intelligence,
- 3.5 Information Workers

Case study 3

## Unit IV

- 4.1 Business Intelligence Lifecycle,
- 4.2 Enterprise Performance Life Cycle (EPLC)
- 4.3 Framework Elements and Life Cycle Phases,
- 4.4 Human Factors in BI Implementation,

Case study 4

## Unit V

- 5.1 Implementing a Business Intelligence Solution,
- 5.2 Uses and Advantages of BI,
- 5.3 Limitations of Business Intelligence,
- 5.4 The Big Four Business Intelligence vendors
- 5.5 Business Intelligence Issues and Challenges

Case study 5

### Recommended texts and readings:

1. E. Turban, R. Sharda, J. E. Aronson and D. King, 2012, Business Intelligence: A Managerial Approach, Prentice Hall
2. C. Howson, 2019, Successful Business Intelligence, Morgan Kauffman Publisher

Notes:

1. The case study mentioned at the end of each unit will cover as far as possible the whole unit.
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### Course Articulation Matrix

<b>CO Statements OMBA-DS-MIS- 404</b>	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>
OMBA-DS-MIS-404.1	3		2		3
OMBA-DS-MIS-404.2	2	3		2	
OMBA-DS-MIS-404.3		2	3		2
OMBA-DS-MIS-404.4	2	1		2	

# MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES

(Deemed to be University)

## OMBA-DS-HC 401: Healthcare and Social Policy

Periods/week

Credits

Max. Marks: 100

L:3 T:- P:-

3

Continuous Evaluation: 30

Duration of Examination: 3 Hrs

End Semester Examination: 70

### **Pre-requisites: -**

**Course Type: Domain Specific Elective**

### **Course Outcomes:**

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

- OMBA- DS-HC-401.1 Understand concept of social policy and welfare
- OMBA- DS-HC-401.2 Discuss factors and approaches related to social policy and types
- OMBA- DS-HC-401.3 Examine the issues related to healthcare sector of India.
- OMBA- DS-HC-401.4 Analyze the role of national and international organizations.

### **Unit I**

- 1.1 Social policy – concept and scope
- 1.2 Social welfare and concept of welfare state
- 1.3 Social policy and planned social change
- 1.4 Social welfare programmes in India

Case study 1

### **Unit II**

- 2.1 Approaches to analysis- resources, structure and organizations
- 2.2 Factors in social policy - situational, structural, ideological and environmental
- 2.3 Social policies in India – education, health, housing etc.
- 2.4 Social security, Social justice and Social development.

Case study 2

### **Unit III**

- 3.1 Healthcare administration in India
- 3.2 Health policy formulation- factors, determinants and sectorial issues,
- 3.3 National health policy: review of different committees,
- 3.4 India's healthcare industry: an overview

Case study 3

### **Unit IV**



- 4.1 Distribution of health services in India- disparities,
- 4.2 Health policy - input, output and performance,
- 4.3 Delivery of healthcare services –public to private, medical tourism.
- 4.4 Health care and social development

Case study 4

### Unit V

- 5.1 Human service organizations – features.
- 5.2 Role of voluntary groups/NGO's/Trusts.
- 5.3 Role of national and international agencies.
- 5.4 Administrative structure of social welfare in India.

Case study 5

### Recommended texts and readings:

1. L.R. Burns, 2014, India's Healthcare Industry: Innovation in Delivery, Financing and Manufacturing, Cambridge University Press
2. M. Singh, 2004, Social Policy and Administration in India, M.D Publications
3. P. Choudry, 1983, Hand book on social welfare, Atma Ram & Sons

Notes:

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

### Evaluation Policy:

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Short/Long Questions:	70%

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### Course Articulation Matrix

<b>CO Statement (OMBA-DS-HC-401)</b>	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>
OMBA-DS-HC 401.1	1	3	1		2
OMBA-DS-HC 401.2	3	2			
OMBA-DS-HC 401.3		1	3	3	
OMBA-DS-HC 401.4	2		2	3	3

MRIRRS

# MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES

(Deemed to be University)

## OMBA-DS-HC-402: Quality Assurance for Healthcare-II

Periods/week

Credits

Max. Marks: 100

L:3 T:- P:-

3

Continuous Evaluation: 30

Duration of Examination: 3 Hrs

End Semester Examination: 70

**Pre-requisites: -**

**Course Type: Domain Specific Elective**

**Course Outcomes:**

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

- OMBA-DS-HC-402.1 Understand the most important issues when planning and evaluating Quality Assurance for Healthcare
- OMBA-DS-HC-402.2 Evaluate appropriate theories and models with practical information to make better decisions regarding Quality in Healthcare
- OMBA-DS-HC-402.3 Prepare plans for accreditation process
- OMBA-DS-HC-402.4 Develop decisions-making skills when it comes to quality assurance and quality control

### **Unit I**

- 1.1 Evolution of Healthcare Systems and Quality
- 1.2 Patient Safety Issues on Quality Management
- 1.3 Validation vs. Verification
- 1.4 Healthcare and Quality Implications

Case study 1

### **Unit II**

- 2.1 Statistical Process Control (SPC)
- 2.2 SQC vs. SPC
- 2.3 Audit and its Types
- 2.4 Return on Investments on Quality

Case study 2

### **Unit III**

- 3.1 Value Stream Mapping
- 2.2 Overall Equipment Effectiveness
- 2.3 Effect of Patient Safety Issues on Quality
- 2.4 Incentive Payments for Quality Healthcare

Case study 3

### **Unit IV**

- 4.1 Failure Mode and Effect Analysis
- 4.2 Principles and Tools for Quality
- 4.3 Understanding Regulator Requirements
- 4.4 Standards of Accreditation of Health Care Entities

Case study 4

### Unit V

- 5.1 Management Oriented Chapters NABH
- 5.2 Other NABH Standards
- 5.3 Risk Management and Contingency Planning
- 5.4 Applications of Quality Improvement Strategies, Philosophies and Techniques

Case study 5

### Recommended texts and readings:

1. U. Manjunath, 2012, Total Quality Service in Healthcare, McGraw Hill
2. J. Sandars, 2009, ABC of Patient Safety, BMJ Books
3. Hospital Information Control Guidelines, 2020, ICMR: A handbook
4. 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:

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will carry 20 marks. Part A will include questions covering the entire syllabus. Part B will include a case study of 20 marks which will be compulsory to attempt.

### Course Articulation Matrix

<b>CO Statement (OMBA-DS-HC- 402)</b>	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>
OMBA-DS-HC-402.1	2	2	1	3	2
OMBA-DS-HC-402.2		2	3	2	
OMBA-DS-HC-402.3	3		3		3
OMBA-DS-HC-402.4		3		3	

MRIRRS

**MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES**  
(Deemed to be University)

**OMBA-DS-HC-403: Healthcare Marketing and Medical Tourism**

Periods/week	Credits	Max. Marks: 100
L:3 T:- P:-	3	Continuous Evaluation: 30
Duration of Examination: 3 Hrs		End Semester Examination: 70

**Pre-requisites: -**

**Course Type: Domain Specific Elective**

**Course Outcomes:**

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

- OMBA-DS-HC-403.1 Apply marketing function in health care organizations without conflicting the professional ethics of the clinical professions and ultimately aiming as customer satisfaction
- OMBA-DS-HC-403.2 define the Market, targeting, focus everything from customer point of view and be customer oriented through consumer analysis and awareness creation
- OMBA-DS-HC-403.3 Develop an understanding of the quality issues and general Customer Services
- OMBA-DS-HC-403.4 Gain an insight on medical tourism industry and management of health tourism services

**Unit I**

- 1.1 Introduction to Healthcare Marketing and Medical Tourism
- 1.2 Design of health care service products
- 1.3 Medical tourism in India
- 1.4 Medical tourism-Conceptual framework of Medical tourism-WHO
- 1.5 Challenges in Practicing Marketing in Healthcare Industry

Case study 1

**Unit II**

- 2.1 Developing a Marketing Plan
- 2.2 Healthcare Marketing Environment
- 2.3 Healthcare Market Research
- 2.4 Market analysis of Medical Tourism Destinations
- 2.5 Factors affecting Medical Tourism

Case study 2

**Unit III**

- 3.1 Implementing a Marketing Plan
- 3.2 Healthcare Product and Service Offerings
- 3.3 Pricing Strategies and Decisions
- 3.4 Segmentation, Targeting and Positioning
- 3.5 Marketing Strategies in Healthcare Organisations

Case study 3

## Unit IV

- 4.1 Understanding Healthcare's Customers
- 4.2 Creating Valued Customer Relationships
- 4.3 Referral Networks and Facilitators
- 4.4 Patient Flows and Processes, the Healing Environment
- 4.5 Customer Service and the Patient Experience management

Case study 4

## Unit V

- 5.1 Promotion of Healthcare Services
- 5.2 Branding and Brand Loyalty in Healthcare
- 5.3 Public Relations and Social Media
- 5.4 Healthcare Marketing Ethics
- 5.5 Trends in Health care sector

Case study 5

### Recommended texts and readings:

1. E. N. Berkowitz, 2006, Essentials of Health care Marketing, JB learning
2. J. F. O'Malley, 2001, Healthcare Marketing Sales and Services: An Executive Companion, Health Administration Press
3. M. K. Todd, 2011, Medical Tourism Business Development, Kindle books
4. G. D. Kunder, 2014, How to Market Your Hospital Without Selling Your Philosophy, Prism Books Pvt. Ltd.

### Notes:

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<b>CO Statement (OMBA-DS-HC-403)</b>	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>
OMBA-DS-HC-403.1	2	3			3
OMBA-DS-HC-403.2	2		3	2	
OMBA-DS-HC-403.3	3	1	2		2
OMBA-DS-HC-403.4		2	2	3	



**MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES**  
(Deemed to be University)

**OMBA-DS-HC-404: HR Practices in Healthcare**

Periods/week	Credits	Max. Marks: 100
L:3 T:- P:-	3	Continuous Evaluation: 30
Duration of Examination: 3 Hrs		End Semester Examination: 70

**Pre-requisites: -**

**Course Type: Domain Specific Elective**

**Course Outcomes:**

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

OMBA-DS-HC-404.1	Understand the importance of human resources and its functions in organizations
OMBA-DS-HC-404.2	Formulate human resources policies and practices for achievement of organization's strategic goals.
OMBA-DS-HC-404.3	Understand the role of analytics in human resource management
OMBA-DS-HC-404.4	Analyze the role of international human resource practices

**Unit I**

- 1.1 Challenges of human resource management (HRM) in Healthcare
- 1.2 Linkage between HRM and strategic goals
- 1.3 HR philosophy, practices and policies in healthcare sector
- 1.4 Careers in healthcare sector

Case study 1

**Unit II**

- 2.1 Critical aspects of human resource planning
- 2.2 Job Analysis, recruitment and selection
- 2.3 Training and development for role efficacy
- 2.4 Work profiles in healthcare sector

Case study 2

**Unit III**

- 3.1. Designing Performance appraisal (PA) for healthcare sector
- 3.2 Traditional and innovative methods of PA
- 3.3 Performance management
- 3.4 Job evaluation
- 3.5 Compensation and benefit management

Case study 3

## Unit IV

- 4.1 International human resource management
- 4.2 Theories of cultural analysis
- 4.3 Managing cross cultural teams
- 4.4 Working global healthcare organizations
- 4.5 HR aspects in mergers and acquisitions
- 4.6 Cultural intelligence and impact on work

Case study 4

## Unit V

- 5.1 Strategic human resource management
- 5.2 Core aspects of HR analytics
- 5.3 HR analytics for performance evaluation,
- 5.4 HR analytics staffing
- 5.5 Talent management in Healthcare sector

Case study 5

### Recommended texts and readings:

1. R.M. Hodegetts, 2001, International Management, Tata McGraw Hill
2. G. Dessler and B. Varrkey, 2011, Human Resource Management, Pearson Education
3. J.A. Mello, 2010, Strategic Human Resource Management, Cengage Learning
4. R. M. Hodegetts, F. Luthans, & J. Doh, 2010, International Management: Culture, Strategy and Behaviour, Tata McGraw Hill
5. R. Soundararajan and K. Singh, 2016, Winning on HR Analytics: Leveraging Data for Competitive Advantage. Sage Publications
6. J. Fitz-enz, 2000, The New HR Analytics: Predicting the Economic Value of Your Company's Human Capital Investments, Amacom

Notes:

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<b>CO Statement (OMBA-DS-HC-404)</b>	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>
OMBA-DS-HC-404.1	3	2		2	
OMBA-DS-HC-404.2		3	2		3
OMBA-DS-HC-404.3	2	1		3	1
OMBA-DS-HC-404.4	3	2	3		2

**MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES**  
(Deemed to be University)

**OMBA-DS-HC 405: Health Insurance**

Periods/week

Credits

Max. Marks: 100

L:3 T:- P:-

3

Continuous Evaluation: 30

Duration of Examination: 3 Hrs

End Semester Examination: 70

**Pre-requisites: -**

**Course Type: Domain Specific Elective**

**Course Outcomes**

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

- OMBA-DS-HC 405.1 Get acquainted with theory and practice of health insurance products development and management.
- OMBA-DS-HC 405.2 Develop understanding of health insurance products since inception to final results.
- OMBA-DS-HC 405.3 Design appropriate health insurance products while understanding the social and financial system in India.
- OMBA-DS-HC 405.4 Work with different stakeholders in claim management and other redressal system including arbitration.

**Unit I**

- 1.1 IRDA and Insurance in India,
- 1.2 Insurance Ecosystem in India and insurance companies. Compliance and Risk management in Insurance Products
- 1.3 Life and Non-life insurance
- 1.4 Insurance & Marketing
- 1.5 Managed Care Organizations

Case study 1

**Unit II**

- 2.1 Understanding working of Insurance companies
- 2.2 Fundamental Principles to Health Insurance
- 2.3 Types of Health Insurance policies.
- 2.4 Insurance product pricing and management in insurance companies.
- 2.5 NBFCs and Insurance Companies

Case study 2

**Unit III**

- 3.1 Social and micro insurance schemes, rules and regulations
- 3.2 Provisions, benefits and rating techniques methods of funding of health insurance.
- 3.3 Taxation provisions for health insurance
- 3.4 Other aspects related to health insurance

Case study 3

## Unit IV

- 4.1 Concept and classification of claims,
- 4.2 Claims management procedure and system for different types of claims
- 4.3 Role of Intermediaries and surveyor,
- 4.4 Importance of investigations and role of Investigators

Case study 4

## Unit V

- 5.1 Regulatory and legal aspects of Health Insurance claims management
- 5.2 Relevance of different claim-documents
- 5.3 Disputed and complicated claims
- 5.4 Grievance redressal mechanism including reference to arbitration

Case study 5

### Recommended texts and readings:

1. B. J. Kenneth and H. Skipper, 2000, Life and Health Insurance, 13th Edition, Pearson Indian Economy Edition,
2. H. D. Skipper and K. Black, 2015, Life & Health Insurance, Pearson Education
3. G. Rejda, 2017, Principles of Risk Management and Insurance, Pearson Education
4. P. Kshitij, 2014, Medclaim and Health Insurance, Prabhat Prakashan
5. P.C. James, 2017, Understanding Insurance of Health, PCJ Value Media Pvt. Ltd.

Notes:

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<b>CO Statement (OMBA-DS-HC-405)</b>	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>
OMBA-DS-HC 405.1	3		2	2	
OMBA-DS-HC 405.2	2	3	3		1
OMBA-DS-HC 405.3			2	3	
OMBA-DS-HC 405.4	3	2			3

**NMAAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES**  
(Deemed to be University)

**OMBA- DS-ESBM-401: Managing Corporate Entrepreneurship**

Periods/week	Credits	Max. Marks: 100
L:3 T:- P:-	3	Continuous Evaluation: 30
Duration of Examination: 3 Hrs		End Semester Examination: 70

**Pre-requisites: -**

**Course Type: Domain Specific Elective**

**Course Outcomes:**

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

- OMBA-DS-ESBM-401.1. Understand corporate entrepreneurship and innovation
- OMBA-DS-ESBM-401.2. Develop an in-depth understanding of the organizational processes and culture to encourage corporate entrepreneurship
- OMBA-DS-ESBM-401.3. Formulate strategies and plans conducive to Intrapreneurship
- OMBA-DS-ESBM-401.4. Appreciate the role of innovation and corporate policies in dynamic business environment for managing corporate entrepreneurship

**Unit I**

- 1.1 Defining the Corporate Entrepreneur
- 1.2 Difference between an Entrepreneur and Corporate Entrepreneur
- 1.3 The Role of Corporate Entrepreneurship in the Current Organizational and Economic Landscape
- 1.4 Innovations in the Corporate World: Reason, Strategy and Opportunities
- 1.5 Business Selection

Case study 1

**Unit II**

- 2.1 Corporate Incubators as Facilitators of Entrepreneurial Performance
- 2.2 Funding Requirements
- 2.3 Treatment of Risks
- 2.4 Venture Capital

Case study 2

**Unit III**

- 3.1 Behavioral Aspects of Corporate Entrepreneurship
- 3.2 How to Succeed as an Intrapreneur
- 3.3 Selecting, Evaluating and Compensating Corporate Entrepreneurs
- 3.4 Building the Climate for Intrapreneurship

Case study 3

## Unit IV

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

## Unit V

- 5.1 Ethical Issues in Intrapreneurship
- 5.2 Intrapreneurship and KPIs
- 5.3 Technology Push vs. Technology Pull
- 5.4 Framework for Sustainable Entrepreneurship

Case study 5

### Recommended texts and readings:

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

### Notes:

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Short/Long Questions:	70%

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<b>CO Statement (OMBA-DS-ESBM-401)</b>	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>
OMBA-DS-ESBM-401.1	2	3			
OMBA-DS-ESBM-401.2	3	3	2	3	1
OMBA-DS-ESBM-401.3		1		2	3
OMBA-DS-ESBM-401.4	2	2	2	2	3

**MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES**  
(Deemed to be University)

**OMBA- DS-ESBM-402: Planning and Structuring New Venture**

Periods/week	Credits	Max. Marks: 100
L:3 T:- P:-	3	Continuous Evaluation: 30
Duration of Examination: 3 Hrs		End Semester Examination: 70

**Pre-requisites: -**

**Course Type: Domain Specific Elective**

**Course Outcomes:**

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

- OMBA-DS-ESBM-402.1. Get acquainted with theory and practice of new venture management
- OMBA-DS-ESBM-402.2. Develop understanding of how to carry- out a new venture planning from start to finish to get results.
- OMBA-DS-ESBM-402.3. Design appropriate business plan to meet the contemporary need of a new venture.
- OMBA-DS-ESBM-402.4. Work with different stakeholders in generating revenue, profits and growth.

**Unit I**

- 1.1 New Ventures Identification
- 1.2 Source and Techniques of Idea Generation
- 1.3 Imagination and Creativity for Entrepreneurial Intellect
- 1.4 Role of Technology in Creating and Changing Business Aspects

Case study 1

**Unit II**

- 2.1 Eco System to Set off New Ventures
- 2.2 Inorganic Growth: Advantages of Acquiring an Existing Venture
- 2.3 Value Creation and Assessment of Key Issues
- 2.4 Evaluating the Opportunities
- 2.5 Laws Concerning Creation of New Ventures

Case study 2

**Unit III**

- 3.1 Legal System for Protection and Promotion of New Venture in India
- 3.2 Intellectual Property Rights, Patents, Trademarks and Copyrights
- 3.3 Processes and Procedures for Getting Patents, Trademarks and Copyrights
- 3.4 Organization Structure: Sole Proprietorship, Partnership, Limited Liability Partnership (LLP) and Company

Case study 3

**Unit IV**

- 4.1 Business Planning New Ventures: Concept and Development of a Business Plan
- 4.2 Elements for Developing an Acceptable Business Plan, Executive Summary
- 4.3 Aspects of Business: Finance, Marketing, Human Resource Management
- 4.4 Operations Management in Developing a Sustainable Business Plan and Strategy for Future

Case study 4

## Unit V

- 5.1 Financing New Venture: Criteria for Evaluating New Venture Proposals
- 5.2 Stages in Financing New Ventures
- 5.3 Sources of Financing Indian Entrepreneurs: Bank, State Financial Corporation's (SFs), Angel Investors, Business Incubators and Facilitators Government Policies
- 5.4 Marketing New Venture

Case study 5

### Recommended texts and readings:

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

Notes:

1. The case study mentioned at the end of each unit will cover as far as possible the whole unit.
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### Course Articulation Matrix

CO Statement (OMBA-DS-ESBM-402)	PO1	PO2	PO3	PO4	PO5
OMBA-DS-ESBM-402.1	2			3	2

OMBA-DS-ESBM-402.2	3	2	3	3	1
OMBA-DS-ESBM-402.3	2	3	2	2	3
OMBA-DS-ESBM-402.4	1	2	2	1	2

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**MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES**  
(Deemed to be University)

**OMBA- DS-ESBM-403: Social Entrepreneurship**

Periods/week	Credits	Max. Marks: 100
L:3 T:- P:-	3	Continuous Evaluation: 30
Duration of Examination: 3 Hrs		End Semester Examination: 70

**Pre-requisites: -**

**Course Type: Domain Specific Elective**

**Course Outcomes:**

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

- OMBA-DS-ESBM-403.1. Understand the concept of social entrepreneurship and how it is transforming society and making social impact
- OMBA-DS-ESBM-403.2. Be effective in their social entrepreneurial pursuits to address social problems
- OMBA-DS-ESBM-403.3. Develop solutions to societal problems
- OMBA-DS-ESBM-403.4. Manage, measure and scale up social ventures.

**Unit I**

- 1.1 Background & Overview of Social Entrepreneurship
- 1.2 Historic Social Entrepreneurs
- 1.3 How Social Entrepreneurship Works
- 1.4 Social Entrepreneurship v/s Other Models of Change
- 1.5 SE Landscape in India

Case study 1

**Unit II**

- 2.1 Identification of Social Problems
- 2.2 Discovering Opportunities
- 2.3 Lean Startup
- 2.4 Developing a Business model and Feasibility Analysis

Case study 2

**Unit III**

- 3.1 Understanding Customer and Building Market
- 3.2 Creating USP through Innovation
- 3.3 Mobilizing Funds and Building Financial Sustainable Model
- 3.4 Social Investment and Strategy

Case study 3

## Unit IV

- 4.1 Registration of a Firm
- 4.2 Scaling up of Social Enterprise and its Impact
- 4.3 Forming Alliances, Partnership and Creating Network
- 4.4 Statutory Requirements and Legal Compliances

Case Study 4

## Unit V

- 5.1 Measuring and Managing Performance
- 5.2 Challenges of Social Entrepreneurship
- 5.3 Social Entrepreneurship as a Tool for Social Change
- 5.4 Being a Change Maker by using Social Entrepreneurship Strategy

Case Study 5

### Recommended texts and readings:

1. A. Nicholls (Ed.), 2008, Social entrepreneurship new models of sustainable social change, Oxford University Press
2. D.H. Holt, 2015, Entrepreneurship new venture creation, New Delhi: Prentice Hall of India,
3. C.K. Prahalad, 2014, Fortune at the bottom of the pyramid, eradicating poverty through profits, Wharton school Publishing
4. E. Tania, 2010, The new pioneers: sustainable business success through social innovation and social entrepreneurship, : 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 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.

### Evaluation Policy:

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MCQs	30%
Subjective (Short/Long)	40%
Discussion/Presentation	15%
Projects/Group Activities etc	15%

- For Summative assessment (End Semester Examination or End-Term Examination):  
Minimum: 70 percent. Categorization for the same is:  
Objective Type Questions: 30%  
Short/Long Questions: 70%

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

**Course Articulation Matrix**

<b>CO Statement (OMBA-DS-ESBM-403)</b>	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>
OMBA-DS-ESBM-403.1		3	2		
OMBA-DS-ESBM-403.2	2	3	3		
OMBA-DS-ESBM-403.3		2		2	
OMBA-DS-ESBM-403.4	3		1		2

**MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES**  
(Deemed to be University)

**OMBA- DS-ESBM-404: Technology Entrepreneurship**

Periods/week	Credits	Max. Marks: 100
L:3 T:- P:-	3	Continuous Evaluation: 30
Duration of Examination: 3 Hrs		End Semester Examination: 70

**Pre-requisites: -**

**Course Type: Domain Specific Elective**

**Course Outcomes:**

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

OMBA-DS-ESBM-404.1. Understand the key issues associated with technology entrepreneurial ventures.

OMBA-DS-ESBM-404.2. Evaluate the capabilities and tools required to exploit each stage of the entrepreneurial process in a science and technology context.

OMBA-DS-ESBM-404.3. Analyze key components of a successful business model for any science and technology-based venture.

OMBA-DS-ESBM-404.4. Develop and Pitch a business plan to take a science-/technology-based product/service to market

**Unit I**

1.1 Technology Entrepreneurship: New Technology Ventures, Trends, Opportunities, Challenges

1.2 Five Pillars of Technology Entrepreneurship

1.3 Technology Commercialization

Case study 1

**Unit II**

2.1 Innovation and Diffusion of Technology Products

2.2 Idea Generation, Opportunity Identification and Creation

2.3 Evaluating a Business Idea

2.4 Industry Analysis and Feasibility Overview

2.5 New Product Development

2.6 First Customer and Adoption Patterns

Case study 2

**Unit III**

3.1 Legal Structure and Intellectual Property Issues

3.2 Raising Capital – Financing the Venture

3.3 Assembling Human Resources

3.4 Developing Teams and Building the Organization

Case study 3



## Unit IV

- 4.1 Marketing of Technological Products
- 4.2 Networking
- 4.3 Distribution of Technologies

Case study 4

## Unit V

- 5.1 Managing Growth – Venture management and Leadership
- 5.2 Exit – Valuing and Exiting the Venture
- 5.3 Developing a Technology Business Plan
- 5.4 Pitching a New Venture and Negotiation

Case study 5

### Recommended texts and readings:

1. T. N. Duening, R. A. Hisrich and M, A. Lechter, 2014, Technology Entrepreneurship: Taking Innovation to the Marketplace, Academic Press
2. N. Evers, J. Cunningham and T. Hoholm, 2014, Technology Entrepreneurship: Bringing Innovation to the Marketplace, Palgrave

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.

### Evaluation Policy:

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Objective Type Questions:	30%
Short/Long Questions:	70%

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### Course Articulation Matrix

<b>CO Statement (OMBA-DS-ESBM-404)</b>	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>
OMBA-DS-ESBM-404.1		3			
OMBA-DS-ESBM-404.2	2		3		
OMBA-DS-ESBM-404.3				2	3
OMBA-DS-ESBM-404.4				3	2

MARRIERS

**MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES**  
(Deemed to be University)

**OMBA-DS-WM-401: E- Waste Management**

Periods/week	Credits	Max. Marks: 100
L:3 T:- P: -	3	Continuous Evaluation: 30
Duration of Examination: 3 Hrs		End Semester Examination: 70

**Pre-requisites: -**

**Course Type: Domain Specific Elective**

**Course Outcomes:**

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

- OMBA-DS-WM-401.1. Appreciate the magnitude of e-waste generation
- OMBA-DS-WM-401.2. Sensitize ICT users for efficient e-waste management
- OMBA-DS-WM-401.3. Design organizational systems for managing e-waste
- OMBA-DS-WM-403.4. Analyze the impact of e waste management on firm value.

**Unit I**

- 1.1 Digitization and its Global Impact
- 1.2 Trends in Growth of E Waste
- 1.3 Types of E Waste
- 1.4 Characteristics of E Waste
- 1.5 Laws Governing E Waste Management

Case Study 1

**Unit II**

- 2.1 Role of E Commerce
- 2.2 Consumer Behaviour for ICT and Electrical and Electronic Equipment (EEE)
- 2.3 Expanding ICT and EEE Networks
- 2.4 Pricing of ICT and EEE

Case study 2

**Unit III**

- 3.1 Nature of E Waste
- 3.2 Impact on Public Health
- 3.3 Impact on Soil, Air and Water
- 3.4 Potential Value of E Waste
- 3.5 Urban Mining and Extraction of E Waste

Case study 3

## Unit IV

- 4.1 Life Cycle of EEE into E Waste
- 4.2 Common E Waste Management Scenarios
- 4.3 Official Take-back Systems
- 4.4 Govt. Regulations for E Waste

Case study 4

## Unit V

- 5.1 Recycling and Refurbishing
- 5.2 Product Stewardship for EEE
- 5.3 Business Models for E Waste Recycling
- 5.4 Profitability from E Waste (Exports, Redesigning etc.)

Case study 5

### Recommended Texts and Readings:

1. B. C. P. Forti, V. Kuehr and R. Stegmann, 2017, *Quantities, Flows, and Resources, The Global E-waste Monitor*, United Nations University
2. R.M. Harrison, 2019, *Electronic Waste Management*, Royal Society of Chemistry
3. D.M. Barkch, 2009, *e-waste*, Abdo Publishing

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.

### Evaluation Policy:

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Objective Type Questions:	30%
Short/Long Questions:	70%

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**Course Articulation Matrix**

<b>CO Statement (OMBA-DS-WM- 401)</b>	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>
OMBA-DS-WM-401.1	3	3		3	2
OMBA-DS-WM-401.2	3	2	3	3	3
OMBA-DS-WM-401.3	3	3	2	3	3
OMBA-DS-WM-401.4	3	3	1	3	2

MRIRRS

**MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES**  
(Deemed to be University)

**OMBA-DS-WM-402: Entrepreneurship in Waste Management**

Periods/week	Credits	Max. Marks:	100
L:3 T:- P: -	3	Continuous Evaluation:	30
Duration of Examination: 3 Hrs		End Semester Examination:	70

**Pre-requisites: -**

**Course Type: Domain Specific Elective**

**Course Outcomes:**

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

- OMBA-DS-WM-402.1. Understand entrepreneurship opportunities in waste management
- OMBA-DS-WM-402.2. Get enthused towards social entrepreneurship and micro entrepreneurial opportunities.
- OMBA-DS-WM-402.3. Imbibe functional inputs regarding (marketing, finance, human resources) for small businesses
- OMBA-DS-WM-402.4. Develop business models for entrepreneurship with social benefits.

**Unit I**

- 1.1 Concept of Entrepreneurship
- 1.2 Characteristics of Entrepreneurs
- 1.3 Factors Influencing Entrepreneurship
- 1.4 Role of Entrepreneurs in Economic Growth

Case Study 1

**Unit II**

- 2.1 Idea Generation and Innovation
- 2.2 Creativity and Risk Taking
- 2.3 Entrepreneurial Perspectives on Waste Management
- 2.4 Systems Thinking for Waste Management Efforts

Case study 2

**Unit III**

- 3.1 Idea Processing and Selection
- 3.2 Micro Resource Enterprise
- 4.3 Managing Infrastructure and Operations
- 4.4 Organizing Finances
- 4.5 Developing Waste Warriors: Human Resources

Case study 3

## Unit IV

- 4.1 Govt. Incentives for Waste Entrepreneurship
- 4.2 Role of Financial Institutions
- 4.3 Developing a Business Plan
- 4.4 Value Chain Analysis

Case study 4

## Unit V

- 5.1 Role of ICT in Waste Entrepreneurship
- 5.2 ICT based Business Models
- 5.3 Challenges in Entrepreneurship
- 5.4 Scale up Opportunities

Case study 5

### Recommended Texts and Readings:

1. C.B. Gupta, 2017, Entrepreneurship Development, Sultan Chand and Sons
2. V. Desai, 2017, Dynamics of Entrepreneurship Development, Himalaya Publishing House,
3. P.M. Charantinath, 2016, Entrepreneurship Development and Small Business Enterprises, Pearson Publication
4. S.B. Srivastava, 2016, A Practical Guide to Industrial Entrepreneurs, Sultan Chand and Sons
5. P. Udai and T.V. Rao, 2016, Developing Entrepreneurship, Sanjiv Printers
6. P. Drucker, 2017, Innovation and Entrepreneurship, Heinemann
7. D. Goleman, 2010, Ecological Intelligence – The hidden impact of what we buy, Broadway

Notes:

1. Focus shall be on case studies, learning by doing exercises, role plays and experiential activities.
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Objective Type Questions:	30%
Short/Long Questions:	70%

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**Course Articulation Matrix**

<b>CO Statement (OMBA-DS-WM-402)</b>	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>
OMBA-DS-WM-402.1	3	2	2	3	3
OMBA-DS-WM-402.2	2		3	3	2
OMBA-DS-WM-402.3	3	3	2	3	3
OMBA-DS-WM-402.4	3	3		3	3



**MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES**  
(Deemed to be University)

**OMBA-DS-WM-403: Reclamation, Remediation and Capping**

Periods/week	Credits	Max. Marks : 100
L:3 T:- P: -	3	Continuous Evaluation: 30
Duration of Examination: 3 Hrs		End Semester Examination: 70

**Pre-requisites: -**

**Course Type: Domain Specific Elective**

**Course Outcomes:**

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

- OMBA-DS-WM-403.1. Appreciate the importance of reclamation and remediation of waste
- OMBA-DS-WM-403.2. Analyse the contamination levels before reclamation
- OMBA-DS-WM-403.3. Understand the various aspects of landfill reclamation
- OMBA-DS-WM-403.4. Apply multi criteria decision analysis to remediation options.

**Unit I**

- 1.1 Contamination of Waste
- 1.2 Risk and Exposure at Contaminated Site
- 1.3 Factors Influencing Contamination
- 1.4 Sample Collection for Risk Analysis

Case Study 1

**Unit II**

- 2.1 Waste Management Technologies
- 2.2 Eco Friendly Strategies
- 2.3 Bioremediation Technologies
- 2.4 Microbial Bio-remediation, Myco-remediation, Phyto Remediation

Case study 2

**Unit III**

- 3.1 Waste Lands-Classification and Reclamation
- 3.2 Use of waste as Filling, Material in Land Reclamation
- 4.3 Sample Check Points
- 4.4 Scenario Development for Land Reclamation

Case study 3

**Unit IV**

- 4.1 Soil Resources and Bio Remediation
- 4.2 Soil Restoration and Night Soil Management
- 4.3 Classification of Soil Remediation Technologies

#### 4.4 Remediation of Water and Air

Case study 4

### Unit V

5.1 Multi Criteria Decision Analysis Approach

5.2 Methodological Processes and Criteria Options

5.3 Identification and implementation of waste options/alternatives

5.4 Cost and Benefit Analysis of the Options

Case study 5

#### Recommended Texts and Readings:

1. J.R. Guerriero, 1994, Landfill Reclamation and Its Applicability to Solid Waste Management. Landfill Reclamation Conference
2. H.D. Sharma and K.R. Redd, 2004, Geo-environmental engineering: site remediation, waste Containment and emerging waste management technologies, Wiley, Hoboken
3. S.N. Singh and R.D. Tripathi, 2007, Environmental bioremediation technologies, Springer

#### Notes:

1. Focus shall be on case studies, learning by doing exercises, role plays and experiential activities.
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Short/Long Questions: 70%

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### Course Articulation Matrix

<b>CO Statement (OMBA-DS-WM- 403)</b>	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>
OMBA-DS-WM-403.1	2	2		3	2
OMBA-DS-WM-403.2	3	3		3	2
OMBA-DS-WM-403.3	3	3	1	3	3
OMBA-DS-WM-403.4	3	3	2	3	3

MRIRRS

**MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES**  
(Deemed to be University)

**OMBA-DS-WM-404: Water Security**

Periods/week	Credits	Max. Marks : 100
L:3 T:- P: -	3	Continuous Evaluation: 30
Duration of Examination: 3 Hrs		End Semester Examination: 70

**Pre-requisites: -**

**Course Type: Domain Specific Elective**

**Course Outcomes:**

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

- OMBA-DS-WM-404.1. Get oriented in reducing the use of water and improving the quality of waste water
- OMBA-DS-WM-404.2. Employ advanced methods for waste water treatment
- OMBA-DS-WM-404.3. Appreciate the importance of water quality monitoring
- OMBA-DS-WM-404.4. Adopt sampling techniques and laboratory techniques of water quality analysis.

**Unit I**

- 1.1 Overview of Water Security
- 1.2 Inequitable Distribution of Water
- 1.3 Causes and Consequences of Water Contamination
- 1.4 Individual and Community Responsibility Towards Water Management

Case Study 1

**Unit II**

- 2.1 Waste Water Production and Disposal
- 2.2 Role of Municipal Bodies in Treating Waste Water
- 2.3 Conventional Waste Water Treatment (from STP to ETP)
- 2.4 Used Water Treatment at Homes, Small Organizations and Communities

Case study 2

**Unit III**

- 3.1 Technologies for Waste Water Management
- 3.2 Primary, Secondary and Tertiary Treatment of Water
- 4.3 Biological Nutrient Removal Systems
- 4.4 Eco-friendly Technologies

Case study 3

## Unit IV

- 4.1 Water Conservation and Restoration; Lessons from the Past
- 4.2 Rain Water Harvesting, Flood Management, Urban Watershed etc.
- 4.3 Community Responsibility for Water Conservation
- 4.4 Govt.'s Role in Water Conservation

Case study 4

## Unit V

- 5.1 Importance of Water Monitoring
- 5.2 Water Sampling Techniques
- 5.3 Water Analysis Parameters
- 5.4 Monitoring and Testing of Soil

Case study 5

### Recommended Texts and Readings:

1. B. Lankford, K. Bakker, M. Zeitoun and D. Conway, 2013, Water Security: Principles, Perspectives and Practices, Routledge
2. J. Singh and A.L. Ramanathan, 2010, Solid Waste Management - Present and Future Challenges, I K International Publishing House Pvt. Ltd.
3. J. Pichtel, 2014, Waste Management Practices, CRC Press

Notes:

1. Focus shall be on case studies, learning by doing exercises, role plays and experiential activities.
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### Course Articulation Matrix

<b>CO Statement (OMBA-DS-WM- 404)</b>	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>
OMBA-DS-WM-404.1	3	2		3	1
OMBA-DS-WM-404.2	3	3	2	3	2
OMBA-DS-WM-404.3	2	3	2	3	2
OMBA-DS-WM-404.4	3	3	2	3	3

MRIRRS

**MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES**  
(Deemed to be University)

**OMBA-DS-AM-401: Strategic Airport Planning and Enterprise**

Periods/week	Credits	Max. Marks : 100
L:3 T:- P: -	3	Continuous Evaluation: 30
Duration of Examination: 3 Hrs		End Semester Examination: 70

**Pre-requisites: -**

**Course Type: Domain Specific Elective**

**Course Outcomes:**

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

OMBA-DS-AM-401.1	Understand the growth and development of various components related with aviation
OMBA-DS-AM-401.2	Gain the technical knowledge related with airport design
OMBA-DS-AM-401.3	Gather information related to planning and designing the terminal area and ATC aids
OMBA-DS-AM-401.4	Analyse the role and scope of activities of the airport enterprise
OMBA-DS-AM-401.5	Develop awareness in to the non aviation services

**Unit I**

- 1.1 Introduction – Growth of air transport, Airport organization and associations,
- 1.2 Classification of airports airfield components, Air traffic Zones and approach areas.
- 1.3 Context of Airport system planning – Development of Airport Planning process –
- 1.4 Ultimate consumers – Airline decision – Other Airport operations.

Case Study 1

**Unit II**

- 2.1 Airport characteristics related to airport design –
- 2.2 Components Size, turning radius, & speed,
- 2.3 Capacity and delay: Factors affecting capacity,
- 2.4 Determination of runway capacity related to delay, gate capacity, and taxiway capacity.

Case Study 2

**Unit III**

- 3.1 Airport planning and surveys: Runway length and width, sight distances, longitudinal and transverse, runway intersections, taxiways, clearances, aprons, numbering, holding apron.
- 3.2 Planning and design of the terminal area: Operational concepts, space relationships and area requirements, noise control, vehicular traffic and parking at airports.
- 3.3 Air traffic control and aids: Runways and taxiways markings, day & night landing aids,
- 3.4 Airport lighting and other associated aids.

Case Study 3

**Unit IV**

- 4.1 The role and scope of activity of the Airport Enterprise –
- 4.2 The economic impact on countries and regions – the main governance patterns in the airport business

4.3 The International path of evolution in the air port business – Airport transport value chain – Air enterprises – two primary actors in the air transport value chain – Skipping peripheral positions in the value chain.

4.4 Rise of airport marketing for the aviation related business – Airport revenue management – Airport alliances

Case Study 4

### Unit V

5.1 The Development of the Non Aviation – Related value Proposition.

5.2 Evolution of traditional Airport – Evolutionary patterns for airport enterprises – Commercial Airport Philosophy – tourist and conference service – logistic services – property management – consulting services – BAA and the non aviation business – best airport in the world:

5.3 The case of Singapore Airport – Role and meaning of loyalty for a service company – Bench marking airline experience –

5.4 Customer relational link – benefits from ALPS implementation of ALPS

Case study 5

### Recommended Text and Readings

1. R.H. Wood. and J. Sanderson, 2003, Aviation Safety Programs A Management Hand Book
2. G.G. Dess and A. Mille, 2013, Strategic Management, McGraw Hill
3. R. Saxena, 2005, Marketing Management, Tata McGraw Hill
4. P.R. Cateora, 2008, International Marketing, Irwin McGraw Hill

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.

### Evaluation Policy:

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will carry 20 marks. Part A will include questions covering the entire syllabus. Part B will include a case study of 20 marks which will be compulsory to attempt.

### Course Articulation Matrix

<b>CO Statement (OMBA-DS-AM-401)</b>	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>
OMBA-DS-AM-401.1	3	2		3	2
OMBA-DS-AM-401.2	2	2	3	1	2
OMBA-DS-AM-401.3	2	1	2	3	
OMBA-DS-AM-401.4	3	2	3	2	2
OMBA-DS-AM-401.5	3	2		2	1

**MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES**  
(Deemed to be University)

**OMBA-DS-AM-402: Air Traffic Control**

Periods/week	Credits	Max. Marks : 100
L:3 T:- P: -	3	Continuous Evaluation: 30
Duration of Examination: 3 Hrs		End Semester Examination: 70

**Pre-requisites: -**

**Course Type: Domain Specific Elective**

**Course Outcomes:**

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

- |                  |  |
|------------------|--|
| OMBA-DS-AM-402.1 | Understand the role of human interventions in air traffic control                    |
| OMBA-DS-AM-402.2 | Acknowledge the need of information processing, decision making and judgement in ATC |
| OMBA-DS-AM-402.3 | Gauge the importance of communication in controlling air traffic                     |
| OMBA-DS-AM-402.4 | Learn the functionality of human machine and navigation systems                      |
| OMBA-DS-AM-402.5 | Device strategies to manage stress   |

**Unit I**

- 1.1 Human factors in Air traffic Control –
- 1.2 Temporal progress in Human Factors in ATC –The circumstances – Background Details – The Human Factors –Preventive measures.
- 1.3 Nature of Human Error: Shell model –Modeling Error –Engineering ,Interactive Information Processing
- 1.4 Levels of Behavior – Skill based, Rule Based, Knowledge based – Violations –
- 1.5 Decision Making– Action – nature of Intended action –
- 1.6 Managing Human error – Individual blame or systemic causal factors.

Case Study 1

**Unit II**

- 2.1 Information processing – Sensation and sensory memory – Perception – Detection – Attention – Recognition –
- 2.2 Decision Making and response selection – the visual system – visual sensation, perception, cognition, imagery –
- 2.3 Visualization in air traffic control. Auditory cognition – Spatial Orientation – Situation awareness – Mental Models –
- 2.4 Decision making and Judgment – Cognitive aspects – attitudinal behavioral aspects – selection and training

Case Study 2

**Unit III**

- 3.1 Introduction – Communication distortion, expectancy, Noise and masking – Interruption –
- 3.2 Listening – Selecting – Attending – Understanding –
- 3.3 Non-verbal communication – Touch –Body Language –

3.4 Communication in the ATC environment – communicating within groups – to solve problems – gate keeping – mediating – Criticism – Leadership – Team Building – Stress reduction – Self development and learning –

3.5 Communication style – teams and Team work – Teams – Conformity – Compliance – Group decision making – group polarization – group think – cultural influences – Team roles – Working with other teams.

Case Study 3

#### **Unit IV**

4.1 Procedures – Circumstances – Background details –

4.2 The Human factors – preventive measures – Checklists – Software display.

4.3 Human machine systems – operational complexity versus Functional capability –

4.4 Future changes in the controlling environment – navigation: GNSS and free flight – surveillance: ADS and ADS-B – Other

4.5 Human Factor issues in the CNS environment – Design and development – training – licensing

Case Study 4

#### **Unit V**

5.1 Stress – causes of stress – noise and vibration – stress recognition –

5.2 Stress management – Estimating stress levels –

5.3 Changing Attitudes and behavior – Post traumatic stress Disorder –

5.4 Sleep and fatigue – Mental performance – psychological problems – performance changes –

5.5 Safety management

Case Study 5

#### **Recommended Texts and Readings**

1. B. Strauch, 2013, Investigating Human Error, Ashgate Publishing Ltd.

2. H. Eibfeldt, M. C. Heil and D. Broach, 2002, The ATM System, Ashgate Publishing Ltd.

3. G. Edkins. and P. Pfister, 2003, Innovation and Consolidation in Aviation, Ashgate Publishing Ltd.

#### **Notes:**

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

2. Only latest available editions of the above books are recommended.

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

#### **Evaluation Policy:**

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- Continuous or formative assessments (in the form of end semester examination or term examination. Weightage of assessments are as follows:

For continuous or Formative assessment (in semester): Maximum 30 percent. The categorization for the same is:

MCQs	30%
Subjective (Short/Long)	40%
Discussion/Presentation	15%
Projects/Group Activities etc	15%

- For Summative assessment (End Semester Examination or End-Term Examination):

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Objective Type Questions:	30%
Short/Long Questions:	70%

<b>CO Statement (OMBA-DS-AM-402)</b>	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>
OMBA-DS-AM-402.1	3	1	2	3	
OMBA-DS-AM-402.2	1	4	3	1	
OMBA-DS-AM-402.3	3		2		4
OMBA-DS-AM-402.4	3	4	3	2	2
OMBA-DS-AM-402.5	2	3	3	2	2

**Instructions for setting question paper:**

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

will be compulsory to attempt.

**Course Articulation Matrix**

**MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES**  
(Deemed to be University)

**OMBA-DS-AM-403: Aviation Resource Management**

Periods/week	Credits	Max. Marks: 100
L:3 T:- P: -	3	Continuous Evaluation: 30
Duration of Examination: 3 Hrs		End Semester Examination: 70

**Pre-requisites: -**

**Course Type: Domain Specific Elective**

**Course Outcomes:**

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

- |                  |  |
|------------------|--|
| OMBA-DS-AM-403.1 | Understand the working of airline personnel                              |
| OMBA-DS-AM-403.2 | Assess the safety and communication aspect in aviation field             |
| OMBA-DS-AM-403.3 | Gauge the importance of fatigue management                               |
| OMBA-DS-AM-403.4 | Comprehend the job requirements of pilots and cabin crew members         |
| OMBA-DS-AM-403.5 | Describe the structure and management of aviation operational management |

**Unit I**

- 1.1 The role of crew resources management –
- 1.2 The trouble with culture – Creating and implementing human factors' safety culture –
- 1.3 Human assessment – traditional flight crew and CRM training in general aviation –
- 1.4 Crew concepts in the air ambulance services.

Case Study 1

**Unit II**

- 2.1 Safety issues in capital
- 2.2 Cabin crew communication
- 2.3 Service, teamwork and flight safety
- 2.4 Flight attendants' job performances and job satisfaction

Case Study 2

**Unit III**

- 3.1 Fatigue management in aviation –
- 3.2 Fatigue in air activity –
- 3.3 Stress management – factors affecting
- 3.4 Measure to tackle stress

Case Study 3

**Unit IV**

- 4.1 Job requirements of Airline Pilots
- 4.2 Pilot selection process – Personality test for traffic controllers
- 4.3 Training of pilots and crew members
- 4.4 The link between human factors and organizational learning.

Case Study 4

## Unit V

- 5.1 Structure of aviation operational information,
- 5.2 Management of aviation operational information –
- 5.3 User innovation in Aviation operational information –
- 5.4 Future of Aviation operational information .

### Case Study 5

### Recommended Texts and Readings

1. M. B. Allister, 1997, Crew Resource Management, Air life
2. R. S. Jensen, 2017, Pilot Judgment & Crew Resource Management, Routledge
3. T.L. Seamster, 2005, Aviation Information Management – From Documents Data, Ashgate
4. T.L. Seamster and B.G. Kanki, 2005, Aviation Information Management, Ashgate
5. E. Sales and K.A. Wison, 2005, Crew Resource Management, Ashgate

### Notes:

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2. Only latest available editions of the above books are recommended.
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Short/Long Questions: 70%

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### Course Articulation Matrix

<b>CO Statement (OMBA-DS-AM- 403)</b>	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>
OMBA-DS-AM-403.1		2	2	3	2
OMBA-DS-AM-403.2	2	3	3	1	2
OMBA-DS-AM-403.3	3	1	2	2	
OMBA-DS-AM-403.4	1	2	2	2	3
OMBA-DS-AM-403.5	3	3	3	3	3

**MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES**  
(Deemed to be University)

**OMBA–DS-AM-404: Logistics and Air Cargo Management**

Periods/week	Credits	Max. Marks: 100
L:3 T:- P: -	3	Continuous Evaluation: 30
Duration of Examination: 3 Hrs		End Semester Examination: 70

**Pre-requisites: -**

**Course Type: Domain Specific Elective**

**Course Outcomes:**

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

OMBA-DS-AM-404.1	Understand the concepts of logistics management in aviation sector
OMBA-DS-AM-404.2	Know the transportation & warehousing issues pertinent to aviation
OMBA-DS-AM-404.3	Analyse strategic action plan in global supply chain
OMBA-DS-AM-404.4	Ascertain the concept related to aviation cargo

**Unit I**

- 1.1 Introduction to logistics concepts
- 1.2 Components, Advantage & Growth parameters
- 1.3 Logistics in Global Organisation, Marketing and Logistics
- 1.4 Channel – Environmental and Marketing Issue

Case Study 1

**Unit II**

- 2.1 Transport Security Product Packaging and Pricing
- 2.2 Role of Warehouse –Alternative
- 2.3 Inbound Logistics and Purchasing
- 2.4 Warehousing Trend in Material Handling

Case Study 2

**Unit III**

- 3.1 International Documentation-
- 3.2 Strategy Formulation & Implementation Quality Concept & TQM
- 3.3 Inventory Management- Purpose, Type, Objective and Cost-
- 3.4 Model of Inventory Management – MRP, DRP & JIT

Case Study 3

**Unit IV**

- 4.1 Operations and Industry Regulations – Service Function,
- 4.2 Organisation and Liability – SLI,
- 4.3 Types of cargo-Handling of Perishable, Valuable Cargo and Special Cargo.
- 4.4 Air cargo Tariff, Rates & Charges – Valuation charges and Disbursement Airway Bill, Function, Purpose and Validation

Case Study 4



## Unit V

- 5.1 Aircraft Facility Handling with Cargo.
- 5.2 Cargo Terminals and Facilities
- 5.3 Improving Logistics Performance
- 5.4 Emerging trends in logistics & Cargo Carriers.

### Case Study 5

### Recommended Text and Readings

1. K. Gourdin, 2006, Global Logistics Management||, Wiley Blackwell
2. J. R. Stock and D. Lambert, 2000, Strategic Logistic Management, Academic Int Publisher
3. A. Rushton & J. Oxley, 2006, Hand Book of Logistic and Distribution||, Kogan Page
4. J.F. Magee and William C Copalino. W.C., 2005, Modern Logistics Management||, John Wiley & Sons
5. P. R. Murphy and D.F. Wood, 2018, Contemporary Logistics, Prentice Hall

### 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.
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Objective Type Questions:	30%
Short/Long Questions:	70%

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### Course Articulation Matrix

<b>CO Statement (OMBA-DS-AM- 404)</b>	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>
OMBA-DS-AM-404.1	2	2	2	3	2
OMBA-DS-AM-404.2	2	2		1	2
OMBA-DS-AM-404.3	3		2	3	1
OMBA-DS-AM-404.4	3	2	3	2	2

MRIRRS

**MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES**  
(Deemed to be University)

**OMBA-DS-BIM-401: International Financial Operations**

Periods/week	Credits	Max. Marks: 100
L:3 T:- P:-	3	Continuous Evaluation: 30
Duration of Examination: 3 Hrs		End Semester Examination: 70

**Pre-requisites: -**

**Course type: Domain Specific Elective**

**Course Outcomes:**

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

- OMBA-DS-BIM-401.1. Gain knowledge in foreign exchange transactions, Computation of ready and forward exchange rates and different forms of inter-bank deals in foreign exchange.
- OMBA-DS-BIM-401.2. Apply knowledge in accounting and reporting of foreign exchange transactions, characteristics of foreign exchange markets and management of currency exchange risks. Analyze the service delivery process and discover the critical success factors of service quality
- OMBA-DS-BIM-401.3. Understand the concept and significance of foreign exchange, market players and their role, agency arrangement and foreign currency accounts.
- OMBA-DS-BIM-401.4 Appreciate the role of commercial banks and EXIM bank in financing foreign trade and ECGC in protecting the interest of exporters and bankers.

**Unit I**

- 1.1 Evolution of international banking
- 1.2 International banking : A Functional Overview
- 1.3 Banking for financing of exports and imports of goods and goods and services
- 1.4 International payments system
- 1.5 Offshore Banking Centers and their role in International Financing

Case study 1

**Unit II**

- 2.1 International capital markets
- 2.2 Financial market flows beyond national boundaries
- 2.3 Debt and non-debt flows, volatile and stable flows;
- 2.4 Interest rate differentials
- 2.5 Intérêts Rates: Role in demand for and supply of funds across borders

Case study 2

**Unit III**

- 3.1 International lending, policies and practices
- 3.2 transaction cost and risk in international lending
- 3.3 Profitability of international banking
- 3.4 loans to foreign corporation, syndicated loans
- 3.5 Regulatory and supervisory aspects, Trends in international banking in India

Case study 3

## Unit IV

- 4.1 Foreign exchange risks
- 4.2 Exchange rate swings and their effects on bank are net worth.
- 4.3 Perception international rating agencies
- 4.4 Country risk, International financial stability
- 4.5 Role of banks in financial stability

Case study 4

## Unit V

- 5.1 Issues relating to international financial architecture
  - 5.2 Asset and liability management of foreign banks
  - 5.3 Legal aspects of banking operations
  - 5.4 Security analysis and Portfolio management
  - 5.5 Recent Trends and Challenges in Banking & Insurance
- Case study 5

### Recommended texts and readings:

1. P. Rose and S. Hudgins, 2017, Bank Management and Financial Services, McGraw-Hill
2. R.D. Sharma, 2014, International Banking, Contemporary Issues, Himalaya Publishing House
3. D.K. Evanoff, G.G. Kaufman and J.R. LaBrosse, 2007, Cross Border Banking: Regulatory Challenges, World Scientific Publishers

### Notes:

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

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Short/Long Questions:	70%

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**Course Articulation Matrix:**

<b>CO Statement (OMBA-DS-BIM-401)</b>	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>
OMBA-DS-BIM-401.1	2	3		2	3
OMBA-DS-BIM-401.2	2		3	2	1
OMBA-DS-BIM-401.3	3	2	3	3	3
OMBA-DS-BIM-401.4	3	2	2	1	2

**MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES**  
(Deemed to be University)

**OMBA-DS-BIM-402: Mergers, Acquisitions and Restructuring**

Periods/week	Credits	Max. Marks : 100
L:3 T:- P:-	3	Continuous Evaluation: 30
Duration of Examination: 3 Hrs		End Semester Examination: 70

**Pre-requisites: -**

**Course type: Domain Specific Elective**

**Course Outcomes:**

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

- OMBA-DS-BIM-402.1. Develop a comprehensive understanding of mergers and acquisitions (M&A)
- OMBA-DS-BIM-402.2. Determine the levels of protection and response to security incidents
- OMBA-DS-BIM-402.3. Understand the risk management related with security.
- OMBA-DS-BIM-402.4. Develop the security management maintenance models.

**Unit I**

- 1.1 Motives behind mergers & acquisitions
- 1.2 Theories of mergers
- 1.3 Operating, financial and managerial synergy of mergers
- 1.4 Value creation in horizontal, vertical and conglomerate mergers
- 1.5 Internal and external change forces contributing to M & A activities

Case study 1

**Unit II**

- 2.1 Industry life cycle and product life cycle analysis in M&A decision
- 2.2 Strategic approaches to M&A
- 2.3 SWOT Analysis
- 2.4 BCG Matrix,
- 2.5 Porter's Five forces model

Case study 2

**Unit III**

- 3.1 Joint ventures, Sell off and spin off
- 3.2 Divestitures, equity carve out
- 3.3 Leveraged buy outs (LBO)
- 3.4 Management buy outs (MBO)
- 3.5 Employee stock ownership plans (ESOP)

Case study 3

**Unit IV**

- 4.1 Provisions of the Companies Act, 1956 relating to M & A,
- 4.2 Provisions of SEBI act, 1992 and 1997,
- 4.3 Provisions relevant to M & A activity in the Income Tax Act,
- 4.4 Provisions relevant to M & A activity in Foreign Exchange Management Act

Case study 4

## Unit V

- 5.1 Accounting & Taxation Issues in M&A
- 5.2 Accounting rules for business combinations
- 5.3 Accounting for goodwill
- 5.4 Evaluating the success of acquisitions
- 5.5 Recent trends in Merger, Acquisition in banking and insurance sector

### Case study 5

#### Recommended texts and readings:

1. A. Gaughan, 2018, Mergers, Acquisitions And Corporate Restructuring, Wiley
2. R.N. Kar and Minakshi, 2011, Mergers Acquisitions & Corporate Restructuring - Strategies & Practices, Taxmann Publications Pvt. Ltd.
3. S. S. E. Hoag, J.F. Weston and K.S. Chung, 2002, Mergers, Restructuring And Corporate Control, Prentice Hall of India
4. S. Sudarsanam, 2010, Creating value from mergers and acquisition: The challenges, FT Prentice Hall, Pearson Education

#### Notes:

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Short/Long Questions: 70%

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#### Course Articulation Matrix:

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

MRIRRS



**MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES**  
(Deemed to be University)

**OMBA-DS-BIM-403: Regulatory framework for Banking and Insurance**

Periods/week	Credits	Max. Marks : 100
L:3 T:- P:-	3	Continuous Evaluation: 30
Duration of Examination: 3 Hrs		End Semester Examination: 70

**Pre-requisites: -**

**Course type: Domain Specific Elective**

**Course Outcomes:**

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

- OMBA-DS-BIM-403.1. Understand the importance and relevance of regulatory framework for banking and insurance
- OMBA-DS-BIM-403.2. Evaluate the requirement of regulatory framework for various aspects of banking and insurance
- OMBA-DS-BIM-403.3. Apply regulations to banking and insurance functions
- OMBA-DS-BIM-403.4. Develop practices as per prevalent regulations

**Unit I**

- 1.1 Nature of Economy and Flow of Resources
- 1.2 Monetary and Fiscal Policies
- 1.3 LPG
- 1.4 Evolution of Regulatory Framework
- 1.5 FDI in Banking and Insurance

Case study 1

**Unit II**

- 2.1 Role of the Central Bank
- 2.2 RBI as the Banker's Bank
- 2.3 Promotional and Developmental Functions
- 2.4 Regulatory and Supervisory Function

Case study 2

**Unit III**

- 3.1 Laws for Banking Regulation
- 3.2 Capital Requirements
- 3.3 Negotiable Instruments Act
- 3.4 Laws for Correspondent Banking
- 3.5 Banking Disclosures

Case study 3

**Unit IV**

- 4.1 Norms for Credit Appraisal, BASEL Norms
- 4.2 Priority Sector and Lead Banking
- 4.3 Asset Management and NPAs
- 4.4 Debt Recovery Mechanism and ARCs
- 4.5 E banking and Cyber Security

Case study 4

## Unit V

- 5.1 Role of IRDA
- 5.2 Considerations for Actuarial and Underwriting Practices
- 5.3 Appointment of Brokers and Actuaries
- 5.4 Insurance Advertising and Disclosures

Case study 5

### Recommended texts and readings:

1. R.K. Mittal, A.K. Saini and Sanjay Dhingra, 2008, Emerging Trends in the Banking Sector, Macmillan
2. G.S. Popli and A. Jain, 2013, Principles and Systems of Banking, Prentice Hall of India
3. H. D. Skipper and K.J. Black, 2003, Life and Health Insurance, Pearson
4. K.C. Shekhar and L. Shekhar, 2013, Banking Theories and practices, Vikas Publication

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### Course Articulation Matrix:

CO Statement (OMBA-DS-BIM 403)	PO1	PO2	PO3	PO4	PO5
OMBA-DS-BIM-403.1	2	3		2	3
OMBA-DS-BIM-403.2	2		3	2	1
OMBA-DS-BIM-403.3	3	2	3	3	3
OMBA-DS-BIM-403.4	3	2	2	1	2

**MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES**  
(Deemed to be University)

**OMBA-DS-BIM-404: Retailing and CRM**

Periods/week	Credits	Max. Marks : 100
L: 3 T:- P:-	3	Continuous Evaluation: 30
Duration of Examination: 3 Hrs		End Semester Examination: 70

**Pre-requisites: -**

**Course type: Domain Specific Elective**

**Course Outcomes:**

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

- OMBA-DS-BIM-404.1. Understand the retail operations in Banking and Insurance
- OMBA-DS-BIM-404.2 Understand the strategy for building, managing and strengthening loyal and long-lasting customer relationships.
- OMBA-DS-BIM-404.3 Perform 'Personalised' handling of customers as distinct entities through identification and understanding of their differentiated needs, preferences and behaviours
- OMBA-DS-BIM-404.4 Develop business strategy comprised of process, organisational and technical change to better manage business around customer behaviours.

**Unit I**

- 1.1 Introduction to Retailing in Banking and Insurance
- 1.2 Retailing concepts distinction between Retail and Corporate / Wholesale Banking
- 1.3 Retail Strategies
- 1.4 Regulation and Compliance

Case study 1

**Unit II**

- 2.1 Retail Products Overview
- 2.2 Technology for Retail Banking
- 2.2 Recovery of Retail Loans
- 2.3 Trends in Retailing

Case study 2

**Unit III**

- 3.1 Customer Relationship Management: Role and Impact
- 3.2 Recognizing CRM as a Strategic Initiative
- 3.3 Stages in Customer Relationship Management Process
- 3.4 CRM in Banking and Insurance: Indian Scenario

Case study 3

**Unit IV**

- 4.1 Operational CRM
- 4.2 Analytical CRM

- 4.3 Collaborative CRM
- 4.4 Personalized Customer Journeys

Case study 4

### Unit V

- 5.1 CRM: Technology Issues
- 5.2 Improved Customer Experience
- 5.3 Strategic Framework for Successful Implementation of CRM
- 5.4 CRM in Banking and Insurance: Issues and Challenges

Case study 5

### Recommended texts and readings:

1. Indian Institute of Banking and Finance, 2019, Retail Banking, McMillan
2. R.K. Uppal, 2008, Customer Relationship Management in Indian Banking Industry, New Century Publications
3. U. Bhojanna and S.N. Murthy, 2007, Contemporary Issues and Challenges in Banking and Financial Sector in India, Excel Books

### 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.

### Evaluation Policy:

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MCQs	30%
Subjective (Short/Long)	40%
Discussion/Presentation	15%
Projects/Group Activities etc	15%

- For Summative assessment (End Semester Examination or End-Term Examination):

Minimum: 70 percent. Categorization for the same is:

Objective Type Questions:	30%
Short/Long Questions:	70%

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

### Course Articulation Matrix:

CO Statement (OMBA-DS-BIM-404)	PO1	PO2	PO3	PO4	PO5
OMBA-DS-BIM-404.1	2	3		2	3
OMBA-DS-BIM-404.2	2		3	2	1



### Case study 3

#### **Unit IV**

4.1 Value at Risk: Concept, Methodologies, and Applications

4.2 Architecting Internal Rating Models for Credit Risk and improving the quality of Internal Rating Models,

4.3 Credit Risk Models: Source of credit risk and credit risk management

4.4 Multivariate techniques / Z-Score model, structured credit risk models and other advanced credit risk models.

### Case study 4

#### **Unit V**

5.1 Securitization and Credit derivatives

5.2 Operational Risk Management: A brief analysis of models.

5.3 Information technology risk in banking and insurance sector

5.4 Legal, Market and Cyber risk in banking and financial services

### Case study 5

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

1. G. S. Popli and S. K. Puri, 2013, Strategic Credit Management in Banks, PHI Learning Private Ltd.
2. G. S. Popli and A. Jain, 2013, Principles and System of Banking, PHI Learning Private Ltd.
3. G. Rajan, 2017, I Do What I Do, Harper Business
4. S. Bouteille and D. Coogan-Pushner, 2012, The handbook of credit risk management, 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.

#### **Evaluation Policy:**

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Discussion/Presentation	15%
Projects/Group Activities etc	15%

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Objective Type Questions:	30%
Short/Long Questions:	70%

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**Course Articulation Matrix:**

<b>CO Statement (OMBA-DS-BIM-405)</b>	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>
OMBA-DS-BIM-405.1	2	3		2	3
OMBA-DS-BIM-405.2	2		3	2	1
OMBA-DS-BIM-405.3	3	2	3	3	3
OMBA-DS-BIM-405.4	3	2	2	1	2

**MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES**  
(Deemed to be University)

**OMBA-DS-BA-401: Data Mining for Business Analytics**

Periods/week

L:3 T:- P: -

Duration of Examination: 3Hrs

Credits

3

Max. Marks : 100

Continuous Evaluation: 30

End Semester Examination: 70

**Pre-requisites: -**

**Course Type: Domain Specific Elective**

**Course Outcomes**

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

OMBA-DS-BA-401.1	Apply machine learning and data mining for better data management
OMBA-DS-BA-401.2	Work on KNIME Analytics platform and for classification and regression algorithms
OMBA-DS-BA-401.3	Utilise clustering and segmentation algorithm- K-Means
OMBA-DS-BA-401.4	Leverage text mining for business analysis

**Unit I**

- 1.1 Basics of Data Mining- Concept and Definition
- 1.2 Machine Learning and AI: Definitions and Applications
- 1.3 Types of Data Mining- Supervised and Unsupervised learning
- 1.4 Data Mining in various domains. HR, Marketing, Retail, Risks, Finance, Insurance

Case study 1

**Unit II**

- 2.1 Introduction to KNIME Analytics Platform
- 2.2 Components of KNIME
- 2.3 Classification Algorithms
- 2.4 Regression Algorithms

Case study 2

**Unit III**

- 3.1 Random Forest Classification and Regression
- 3.2 Gradient Booster Classification and Regression
- 3.3 Application of Classification Algorithms on Decision Tree
- 3.4 Applications: Linear and Multi-variate Regression Algorithms on Sample Datasets

Case study 3



## Unit IV

- 4.1 Logistic Regression on Sample Datasets
- 4.2 Algorithm Accuracy
- 4.3 Truth Table
- 4.4 Confusion Matrix

Case study 4

## Unit V

- 5.1 Text Mining: An introduction to Text Analytics
- 5.2 Application of Text Mining- Social Sentiment Analysis
- 5.3 Application of Text Mining Algorithms
- 5.4 Bag of Words vs. NLP Approach

Case study 5

Tools required for the course:

1. KNIME Advanced Analytics Platform (Open source tool)-<https://www.knime.com/>

### Recommended texts and readings:

3. E.Siegal, 2016, Predictive Analytics: The Power to Predict who will click, buy, lie or die, John Wiley& Sons
4. KNIME, 2019, Analytics Platform Documentation

Notes:

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

### Evaluation Policy:

The evaluation will include two types of assessments:

- Continuous or formative assessments (in the form of end semester examination or term examination. Weightage of assessments are as follows:  
For continuous or Formative assessment (in semester): Maximum 30 percent. The categorization for the same is:

MCQs	30%
Subjective (Short/Long)	40%
Discussion/Presentation	15%
Projects/Group Activities etc	15%
- For Summative assessment (End Semester Examination or End-Term Examination):  
Minimum: 70 percent. Categorization for the same is:

Objective Type Questions:	30%
Short/Long Questions:	70%

**Instructions for setting question paper:** The question paper shall consist of two parts (Part A and Part B). Six questions are to be set in Part A, of which four questions are to be attempted. Each question

will carry 20 marks. Part A will include questions covering the entire syllabus. Part B will include a case study of 20 marks which will be compulsory to attempt.

**Course Articulation Matrix**

<b>CO Statement (OMBA-DS-BA-401)</b>	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>
OMBA-DS-BA-401.1	2	3	2	2	3
OMBA-DS-BA-401.2	1	2	3	2	
OMBA-DS-BA-401.3	3	2	2	2	2
OMBA-DS-BA-401.4	3	2			

**MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES**  
(Deemed to be University)

**OMBA-DS-BA-402: Data Analytics Using R**

Periods/week

Credits

Max. Marks: 100

L:3 T:- P: -

3

Continuous Evaluation: 30

Duration of Examination: 3Hrs

End Semester Examination: 70

**Pre-requisites: -**

**Course Type: Domain Specific Elective**

**Course Outcomes:**

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

- OMBA- DS-BA-402.1 Understand advanced aspects of big data analytics, applying appropriate machine learning techniques to analyse big data sets
- OMBA- DS-BA-402.2 Assess the statistical significance of data mining results, basic statistical modelling and analysis using the open-source tool R
- OMBA- DS-BA-402.3 Describe what Data Science is and the skill sets needed to be a data scientist.
- OMBA- DS-BA-402.4 Apply various algorithm for data analysis (classification and Clustering)

**Unit I**

- 1.5 Data Science: Understanding Different Components of Data Science & their Roles
- 1.6 Business Applications of Data Science
- 1.7 Recommender Systems, Price Comparison Websites, Fraud and Risk Detection
- 1.8 Roles and responsibilities of Data Scientists in Business analytic

Case Study 1

**Unit II**

- 2.1 Programming in R: Basics of R, R packages/libraries,
- 2.2 Data Interfaces & Data structures in R
- 2.3 R- Charts & Graphs, R- Statistics.
- 2.4 Sorting/ merging/ cleaning data in R,
- 2.5 Exceptions/ debugging in R

Case study 2

**Unit III**

- 3.1 Modeling in R
- 3.2 Linear regression model in R, Multiple linear regressions model & logistic regression
- 3.3 Representation of regression results
- 3.4 Non Linear Regression

Case study 3

## Unit IV

- 4.1 Mining Algorithms using R:
- 4.2 Association analysis, Market-based analysis/ rules
- 4.3 Apriori algorithm,
- 4.4 Segmentation analysis- types of segmentation
- 4.5 k-means clustering, Bayesian clustering, Principal Component Analysis (PCA)

Case study 4

## Unit V

- 5.1 Time Series Forecasting in R and model deployment
- 5.2 Basics of time series & Components of time series
- 5.3 Time series forecasting
- 5.4 Deploying predictive models

Case study 5

### Recommended Texts and Readings :

- 5. P. Dalgaard, 2008, Introductory Statistics with R (Paperback), Springer-Verlag
- 6. W. N. Venables and B. D. Ripley, 2002, Modern Applied Statistics with S, Springer
- 7. An Introduction to R. Online manual at the R website at <http://cran.rproject.org/manuals.html>
- 8. F. Provost and T. Fawcett, 2013, Data Science for Business: What You Need to Know about Data Mining and DataAnalytic Thinking, O'Reilly Media Inc.

Notes:

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

### Evaluation Policy:

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Subjective (Short/Long)	40%
Discussion/Presentation	15%
Projects/Group Activities etc	15%

- For Summative assessment (End Semester Examination or End-Term Examination):

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Objective Type Questions:	30%
Short/Long Questions:	70%

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

**Course Articulation Matrix**

<b>CO Statement (MBA-DS-BA-402)</b>	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>
OMBA-DS-BA-402.1	3	2		3	2
OMBA-DS-BA-402.2			2	3	2
OMBA-DS-BA-402.3			3		
OMBA-DS-BA-402.4		3	2		3

**MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES**  
(Deemed to be University)

**OMBA-DS-BA-405: Marketing Analytics**

Periods/week

Credits

Max. Marks : 100

L:3 T:- P: -

3

Continuous Evaluation: 30

Duration of Examination: 3 Hrs

End Semester Examination:70

**Pre-requisites: -**

**Course Type: Domain Specific Elective**

**Course Outcomes:**

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

- |                   |   |
|-------------------|---|
| OMBA- DS-BA-405.1 | Understand how to analyse market conditions in the era of social media.   |
| OMBA- DS-BA-405.2 | Evaluate how the marketing strategy helps firms organize the analytics opportunity and challenge in today's data era.                                 |
| OMBA- DS-BA-405.3 | Analyze and apply statistical tools on marketing data matrices  |
| OMBA- DS-BA-405.4 | Execute data analytic techniques, and case studies to understand how to solve marketing analytics problems in a scientific and process-driven manner. |

**Unit I**

- 1.5 Introduction to Marketing Analytics: Need for Data Driven Marketing Approach,
- 1.6 Marketing Engineering, Model Building in Marketing Engineering,
- 1.7 Basic Principles of Marketing applied to Business Problems
- 1.8 Marketing effectiveness and ROI calculations

Case Study 1

**Unit II**

- 2.1 Pricing Analytics: Basic Concept of Pricing
- 2.2 Estimating Demand Curves and Optimize Price
- 2.3 Price Bundling,
- 2.4 Non Linear Pricing and Price Skimming

Case study 2

**Unit III**

- 3.1 MBA, Market Basket Analysis
- 3.2 RFM Analysis for better ROI
- 3.3 Drivers of CLV, Uses of CLV metrics
- 3.4 use of KNIME software for marketing and retail analytics

Case study 2

## Unit IV

- 4.1 Strategic Marketing Analytics: The STP framework
- 4.2 Managing the segmentation process, Segmentation in Real world
- 4.3 Cluster Analysis, Hierarchical and Non-Hierarchical - K Means Clustering, Prediction of Customer's segment membership
- 4.4 Customer's segment membership: Discriminant Analysis (DA), two Group DA

Case study 4

## Unit V

- 5.1 Positioning Strategies: Concept of Product positioning & Perceptual Mapping using Principal
- 5.2 Component Analysis (PCA) & Multidimensional Scaling (MDS)
- 5.3 Product Designing: Concept of Product Designing, Conjoint Analysis as a decompositional Preference model, Steps & Uses in Conjoint Analysis
- 5.4 Social Media Metrics and mapping Marketing Investments effectively

Case study 5

### Recommended Texts and Readings :

4. W. L. Winston, 2014, Marketing Analytics - Data-driven Techniques with Microsoft Excel, Wiley Publishers
5. M. Grigsby, 2016, Advanced Customer Analytics: Targeting, Valuing, Segmenting and Loyalty Techniques', Kogan Page Publishers
6. C. Hemann, 2013, Ken Burbary; Digital Marketing Analytics: Making sense of Consumer Data in digital world, Que Publishing

Notes:

4. Focus shall be on case studies, learning by doing exercises, role plays and experiential activities.
5. Only latest available editions of the above books are recommended.
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Subjective (Short/Long)	40%
Discussion/Presentation	15%
Projects/Group Activities etc	15%

- For Summative assessment (End Semester Examination or End-Term Examination):

Minimum: 70 percent. Categorization for the same is:

Objective Type Questions:	30%
Short/Long Questions:	70%

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

**Course Articulation Matrix**

<b>CO Statement (OMBA-DS-BA- 304)</b>	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>
OMBA-DS-BA-405.1	3			3	2
OMBA-DS-BA-405.2		3			2
OMBA-DS-BA-405.3			3	2	
OMBA-DS-BA-405.4	3			2	3



**MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES**  
(Deemed to be University)

**OMBA-DS-BA-406: Data Visualization Using Tableau**

Periods/week

L:3 T:- P: -

Duration of Examination: 3Hrs

Credits

3

Max. Marks : 100

Continuous Evaluation: 30

End Semester Examination: 70

**Pre-requisites: -**

**Course Type: Domain Specific Elective**

**Course Outcomes:**

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

- OMBA- DS-BA-406.1 Understand best practices in data visualization to develop charts, maps, tables, and other visual representations of data
- OMBA- DS-BA-406.2 Evaluate Tableau's visualization tools to conduct data analysis, especially exploration of an unfamiliar dataset
- OMBA- DS-BA-406.3 Create compelling, interactive dashboards to combine several visualizations into a cohesive and functional whole
- OMBA- DS-BA-406.4 Utilize data visualizations, dashboards and Tableau Stories to support relevant communication for diverse audiences.

**Unit I**

- 1.1 Introduction to Data Visualization - Need & Objectives
- 1.2 Data Visualization Tools and Software
- 1.3 Data Visualization Techniques & Best Practices in Data Visualization
- 1.4 Design Fundamentals & Design Principles

Case Study 1

**Unit II**

- 2.1 Introduction to Tableau Environment
- 2.2 Using Data file formats
- 2.3 Connecting with Data Sources
- 2.4 Creating basic charts (line, bar charts, Tree maps)

Case study 2

**Unit III**

- 3.1 Tableau Calculations - Overview of SUM, AVR, and Aggregate Features
- 3.2 Creating custom calculations and fields, Applying new data calculations to your visualization
- 3.3 Formatting Visualizations - Formatting Tools and Menus
- 3.4 Manipulating Data in Tableau -Cleaning-up the data with the Data Interpreter

Case study 3

## Unit IV

- 3.1 Structuring, sorting & filtering Tableau Data
- 3.2 Sort and Filters- Sorting, Quick filtering, Context filtering, Condition filtering, Filter operations,
- 3.3 Using the Detail panel, Size panels Customizing filters, Using colors
- 3.4 Creating Advanced Charts

Case study 4

## Unit V

- 5.1 Interactive Visualization Features
- 5.2 Building a dashboard, adding interactivity to a dashboard
- 5.3 Introduction to Data Story, Story Boards Preparation - Sharing the work
- 5.4 Story points & Sharing the work

Case study 5

### Recommended Texts and Readings :

4. S. Murray, 2013, Interactive Data Visualization for the Web: An Introduction to Designing with D, O'Reilly Media Inc.
5. D. Baldwin, "Mastering Tableau - Master the intricacies of Tableau to create effective data visualizations", 1st Ed, 2017, Packt Publishing
6. Tristan Guillevin 'Getting Started with Tableau 2019 (Second Edition)', Packt Publishing
7. Jen Stirrup AshutoshNandeshwar, Ashley Ohmann, Matt Floyd 'Tableau: Creating Interactive Data Visualisation, Packt Publishing
8. Ryan Sleeper, Practical Tableau, Publisher: O'Reilly Media

### Tools required for the course:

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

### Notes:

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

### Evaluation Policy:

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 Objective Type Questions: 30%  
 Short/Long Questions: 70%

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

**Course Articulation Matrix**

<b>CO Statement (OMBA-DS-BA-406)</b>	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>
OMBA-DS-BA-406.1	3	2		3	2
OMBA-DS-BA-406.2	2	3			2
OMBA-DS-BA-406.3			3		
OMBA-DS-BA-406.4	3	2			3

**MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES  
(Deemed to be University)**

**OMBA-DS-L&SM-401: Marine Insurance & Supply Chain Finance**

Periods/week

Credits -3

Max. Marks : 100

L: 3 T:-0 P: -0

Continuous Evaluation: 30

Duration of Examination: 3 Hrs

End Semester Examination: 70

**Course Type: Elective**

**Course Outcomes:**

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

- OMBA- DS-L&SM-401.1 Identify the importance of Shipping industry and its assets valuation.
- OMBA- DS-L&SM-401.2 Learn and understand the source of shipping finance and capital structure.
- OMBA- DS-L&SM-401.3 Analyze the relevance of Marine insurance in shipment of Cargo.
- OMBA- DS-L&SM-401.4 Apply strategies to deal with financial Intermediaries and risks involved with Insurance cover.

**Unit I**

- 1.1. Overview of the Shipping Industry -Importance of the Sector
  - 1.2. Participants in the Shipping Business (Redefining Agency Cost)
  - 1.3. Shipping Cycles and their Drivers Ship (Asset) Valuation
  - 1.4. Models of Ship Valuation
  - 1.5. Probability of Default: (Basel II & Basel III criteria)
- Case Study 1

**Unit II**

- 2.1. Sources of Ship Finance-Equity (IPO's)
- 2.2. Debt Financing and the Bond Markets
- 2.3. KG Funds-KS Funds
- 2.4. Debt/Equity Structure Decision of a Shipping Company
- 2.5. Corporate Governance in Shipping

Case Study 2

### **Unit III**

- 3.1. Marine Insurance Contract 1906: Origin and growth
- 3.2. History of Lloyds; Evaluation of marine insurance business in India
- 3.3. Basic elements - insurable interest utmost good faith implied warranties, policy document
- 3.4. Types of marine insurance contract —freight, cargo and —vessel
- 3.5. Procedure for obtaining marine protection policy; Marine policies and conditions & Nature of coastal marine.

Case Study 3

### **Unit IV**

- 4.1. Input and Output devices, off-line storage devices
- 4.2. Tapes, Disks, Drums Information System and their Application.
- 4.3. Programme Files, Security Consideration in Data Base Management System
- 4.4. Performance improvements in Data Base.

Case Study 4

### **Unit V**

- 5.1. Role of Financial Intermediaries
- 5.2. Importance of Marine Insurance cover of Cargo and ship
- 5.3. Effects of Changing Governmental policies on marine Insurance
- 5.4. Risks involved in marine Insurance

Case Study 5

### **Recommended Texts and Readings:**

- Leon, Alexis. and Leon ,Matthews., Data Base Management System ,Leon Vikas Publishing.
- Ramakrishnan, R. and J. Gehrke., (2000), Database Management Systems, McGrawHill, Company, Higher Education.
- Elmasri, R. and S B Navathe.,(2000), Fundamentals of Database Systems, Addison Wesley

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.

### Evaluation Policy:

The evaluation will include two types of assessments:

- Continuous or formative assessments (in the form of end semester examination or term examination. Weightage of assessments are as follows:
  - For continuous or Formative assessment (in semester): Maximum 30 percent. The categorization for the same is:
    - MCQs 30%
    - Subjective (Short/Long) 40%
    - Discussion/Presentation 15%
    - Projects/Group Activities etc 15%
  - For Summative assessment (End Semester Examination or End-Term Examination):  
Minimum: 70 percent. Categorization for the same is:  
Objective Type Questions: 30%  
Short/Long Questions: 70%

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

### Course Articulation Matrix

CO Statement (OMBA-DS- L&SM- 401)	PO1	PO2	PO3	PO4	PO5
OMBA-DS-L&SM-401.1	3	3	3	3	
OMBA-DS-L&SM-401.2		3		3	3
OMBA-DS-L&SM-401.3	3	3			
OMBA-DS-L&SM-401.4	3			3	

**MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES  
(Deemed to be University)**

**OMBA-DS-L&SM-402: Marketing of Logistics**

Periods/week

Credits -3

Max. Marks : 100

L: 3 T:-0 P: -0

Continuous Evaluation: 30

Duration of Examination: 3 Hrs

End Semester Examination: 70

**Course Type: Elective**

**Course Outcomes:**

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

- OMBA- DS-L&SM-402.1 Understand the marketing channel concept and channel participant.
- OMBA- DS-L&SM-402.2 Develop an understanding about the process of marketing channel design.
- OMBA- DS-L&SM-403.3 Develop an understanding of logistic and channel management.
- OMBA- DS-L&SM-404.4 Apply right set of methods to manage relationships in marketing Channels.

**Unit I**

Introduction of logistics and SCM  
Importance of logistics in marketing  
Elements and evolution of purchasing and integrated logistics  
Integrated logistical activities,  
strategic integrated logistics management

Case Study 1

**Unit II**

- 2.1. Definition of transportation, Selection of Transportation
- 2.2. Integrated logistics and customer service
- 2.3. Aching integration
- 2.4 Logistics Management –Types
- 2.5 Business logistics, marketing logistics, Logistics Design, physical supply and distribution

Case Study

**Unit III**

- 3.1. Strategic decision in logistics
- 3.2. Designing a logistic strategy  
Channel of distribution, role of middle men in distribution of goods  
Selection of right distribution channel  
Marketing channels functions performed by intermediaries &Flows in marketing channels

### Case Study 3

#### Unit IV

Logistical Competency

Logistical Mission Logistics Service: Total Cost

Logistical Renaissance Technological Advancement

Regulatory Change IT Revolution

TQM initiatives, customer service and logistics

### Case Study 4

#### Unit V

5.1. Role of Market Intermediaries

5.2. Importance of Managing relationships in marketing channels

5.3. Effects of marketing decisions on Logistical activities

5.4. Sales Handling in Logistics

### Case Study 5

#### Recommended Texts and Readings:

- Raghuram G. &Rangaraj. N.,Logistics and supply Chain Management, Macmillan Publication, 2012
- K. ShridharaBhat, “Logistics Management”, Himalaya Publishing House, Mumbai, 2008
- Bowerson, Donald J., David J. Closs and Owner K. Helferich, “Logistical Management”, Macmillan, New York, 1986
- Alan E. Branch, “Global Supply Chain Management and International Logistics”, Routledge, New York, 2009

#### 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.



### Evaluation Policy:

The evaluation will include two types of assessments:

- Continuous or formative assessments (in the form of end semester examination or term examination. Weightage of assessments are as follows:
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    - MCQs 30%
    - Subjective (Short/Long) 40%
    - Discussion/Presentation 15%
    - Projects/Group Activities etc 15%
  - For Summative assessment (End Semester Examination or End-Term Examination):
    - Minimum: 70 percent. Categorization for the same is:
      - Objective Type Questions: 30%
      - Short/Long Questions: 70%

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

### Course Articulation Matrix

CO Statement (OMBA-DS- L&SM-402)	P O 1	PO2	PO3	PO4	PO5
OMBA-DS-L&SM-402.1	2	2		2	2
OMBA-DS-L&SM-402.2	2	3			
OMBA-DS-L&SM-402.3		2	3	2	3
OMBA-DS-L&SM-402.4	3	2	3	3	1

**MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES  
(Deemed to be University)**

**OMBA-DS-L&SM-403: Supply Chain Analytics**

Periods/week

Credits -3

Max. Marks : 100

L: 3 T:-0 P: -

Continuous Evaluation: 30

Duration of Examination: 3 Hrs

End Semester Examination: 70

**Course Type: Elective**

**Course Outcomes:**

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

- OMBA- DS-L&SM-403.1 Use data analytics to assess the impact of various strategies on all aspects of supply chain.
- OMBA- DS-L&SM-403.2 Conduct a competitive analysis to assess competitive environment and will be able to identify business opportunities.
- OMBA- DS-L&SM-403.3 Develop an understanding of designing supply chain strategies to place the right product in Market.
- OMBA- DS-L&SM-403.4 Understand financial impact of analytics in integrated supply chain and logistics planning.

**Unit I**

- 1.1. Importance of today's supply chains (SC) analytics
- 1.2. Defining the supply chain analytics (SCA) and its importance
- 1.3. Relating Operations Management with Supply chain concepts with SC Analytics
- 1.4. Importance of supply chain analytics in the flows involving material, money, information and ownership

Case Study 1

**Unit II**

- 2.1. Key issues in supply chain analytics
- 2.2. Pillars and key components of supply chain analytics
- 2.3. Concept of Descriptive Analytics in a Supply Chain
- 2.4. Few Supply Chains Analytics applications in India
- 2.5. Decision Domains in supply chain analytics

Case Study 2

### **Unit III**

- 3.1. Foundation of Supply chain Analytics (SC-A)
- 3.2. Introduction to Modeling, Approaches for Optimization and Simulation, Modeling software
- 3.3. Supply Chain (SC) Decisions with interpretative modeling
- 3.4. Understanding of Data and its role in Analytics
- 3.5. Analytics of a Transportation problem in a Supply Chain & Managerial implication

Case Study 3

### **Unit IV**

- 4.1. Foundation of prescriptive analytics in network planning in a supply chain
- 4.2. Network Planning in a Supply Chain
- 4.3. Importance of Network Planning
- 4.4. Design of Logistics Network using Heuristics/optimization
- 4.5. Concept of 3PL/4PL in a Supply Chain

Case Study 4

### **Unit V**

- 5.1. Foundation of Modeling Coordination Decisions in supply chain management
- 5.2. Foundation of performance management in supply chain management
- 5.3. Role of ICT in Supply chains
- 5.4. Future and scope of Supply Chain Analytics

Case Study 5

### **Recommended Texts and Readings:**

- Truckload Transportation: Economics, Pricing & Analysis by Leo J. Lazarus, Monument Press, 2010.
- Supply Chain and Logistics Management Made Easy: Methods and Applications for Planning, Operations, Integration, Control and Improvement, and Network Design, by Paul A. Myerson (Author), Pearson, 2015
- Tang Christopher S, Teo Chung-Piaw and Wei Kwok-Kee (Eds) (2008), "Supply Chain Analysis: A Handbook on the Interaction of Information, System and Optimization", Springer
- Supply chain management by Sunil Chopra, and Peter Meindl, Pearson

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.

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Objective Type Questions: 30%  
Short/Long Questions: 70%

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### Course Articulation Matrix

CO Statement (OMBA-DS- L&SM- 403)	PO1	PO2	PO3	PO4	PO5
OMBA-DS-L&SM-403.1		2	2	3	
OMBA-DS-L&SM-403.2		2		2	
OMBA-DS-L&SM-403.3				2	
OMBA-DS-L&SM-403.4	3			3	3

**MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES  
(Deemed to be University)**

**OMBA-DS-L&SM-404: Sea and Port Management**

Periods/week

Credits -3

Max. Marks : 100

L: 3 T:-0 P: -0

Continuous Evaluation: 30

Duration of Examination: 3 Hrs

End Semester Examination: 70

**Course Type: Elective**

**Course Outcomes:**

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

OMBA- DS-L&SM-404.1 Learn about the basic structure of shipping industry.

OMBA- DS-L&SM-404.2 Develop an understanding about the technological developments in Ocean or sea transport.

OMBA- DS-L&SM-404.3 Gain knowledge about the Minor and Major ports and sea operations.

OMBA- DS-L&SM-404.4 Understand the role of private players in port sector along with port labor laws.

**Unit I**

- 1.1. Introduction to shipping –
- 1.2. General structure of shipping industry
- 1.3. Characteristics - Liner and Tramp operations
- 1.4. Types of chartering - International shipping routes
- 1.5. Technological development in ocean transport

Case Study 1

**Unit II**

- 2.1. Role of shipping intermediaries
- 2.2. Shipping agents & clearing and forwarding agents
- 2.3. Freight forwarders, freight brokers – CHAs – surveyors – stevedores
- 2.4. Liners – opened and closed conference system
- 2.5. Shipping freight rate structure and practices
- 2.6. Meaning of ICD – procedures, problems and prospects, CFS, containerization – Types of containers - Benefits and constraints.

Case Study 2

### **Unit III**

- 3.1 Investment analysis in shipping
- 3.2 Negotiating the sale of a ship.
- 3.3 Bill of lading disputes
- 3.4 Strategies for ship repair
- 3.5 Maintenance and materials management in shipping.

Case Study 3

### **Unit IV**

- 4.1. Ports and harbor – classification
- 4.2. Major and minor ports in India
- 4.3. Regulatory framework in Indian port sector – port laws in India –
- 4.4. Shipping laws – port labor laws
- 4.5. Privatization in Indian port sector.

Case Study 4

### **Unit V**

- 5.1. India's maritime trade
- 5.2. Development of port sector in India
- 5.3. Emerging context for port reforms economic liberalization and port sector
- 5.4. Ports and globalization.
- 5.5. Information Technology and Indian port sector.

Case Study 5

### **Recommended Texts and Readings:**

- Physical Distribution – K.K. Khanna
- Shipping Management (Cases and Concepts), RaghuramAshopa, Batnagar Dixit, RamaniRao, Sinha.
- The state and market in India's shipping, Nayar.

Notes:

1. Focus shall be on case studies, learning by doing exercises, role plays and experiential activities.
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    - Objective Type Questions: 30%
    - Short/Long Questions: 70%

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

### Course Articulation Matrix

CO Statement (OMBA-DS- L&SM-404)	PO1	PO2	PO3	PO4	PO5
OMBA-DS-L&SM-404.1	1	2	3	2	1
OMBA-DS-L&SM-404.2	1	3		2	
OMBA-DS-L&SM-404.3		2	1	2	1
OMBA-DS-L&SM-404.4	2	2	2	2	2

**MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES  
(Deemed to be University)**

**OMBA-DS-DE-401: PPC Advertising and Google AdWords**

Periods/week

Credits

Max. Marks : 100

L: 2 T:- P: -

3

Continuous Evaluation: 30

Duration of Examination: 2 Hrs

End Semester Examination: 70

**Pre-requisites: -**

**Course Type: Foundation**

**Course Outcomes:**

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

OMBA- DS-DE-401.1 Identify the key elements of PPC advertising

OMBA- DS-DE-401.2 Setting up Goggle Adwords account

OMBA- DS-DE-401.3 Designing and managing ad campaigns

OMBA- DS-DE-401.4 Evaluate ad performance

**Unit I**

- 1.1 Introduction to Google AdWords
- 1.2 Basics of AdWords Account and Campaign
- 1.3 Adwords Targeting and Placement
- 1.4 Adwords Bidding and Budgeting

Case Study 1

**Unit II**

- 2.1 Ad Types
- 2.2 Adwords Tools
- 2.3 Optimising Performance
- 2.4 Bidding Strategies

Case study 2

**Unit III**

- 3.1 Search Ads
- 3.2 Display ads
- 3.3 Shopping Ads
- 3.4 Video Ads

Case study 3

**Unit IV**

- 4.1 Google Ads Account Creation and Setup
- 4.2 Keyword Selection
- 4.3 Keywords Grouping
- 4.4 Campaign Setup

Case study 4



## Unit V

- 5.1 Remarketing
- 5.2 Performance Monitoring
- 5.3 Ad Analytics
- 5.4 Ad Reporting

Case study 5

### Recommended Texts and Readings :

- Michael H. Fleischner, PPC Made Simple: Pay Per Click Strategies for Dominating Google Adwords, Available on Amazon
- Frederick Vallaey, Unlevel the Playing Field- The Biggest Mindset in PPC History, Available on Amazon
- Nik Maguire, Beyond PPC- Groundbreaking Strategies for Digital Marketing & Lead Generation When Pay-Per-Click Won't Perform, Available on Amazon

Notes:

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

### Evaluation Policy:

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Objective Type Questions:	30%
Short/Long Questions:	70%

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

**Course Articulation Matrix**

<b>CO Statement (OMBA-DS-DE-401)</b>	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>
OMBA- DS-DE-401.1		3			3
OMBA- DS-DE-401.2	3	2		3	
OMBA- DS-DE-401.3		3	3		2
OMBA- DS-DE-401.4	3		3	3	

**MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES  
(Deemed to be University)**

**OMBA-DS-DE-402: Web Analytics**

Periods/week	Credits	Max. Marks : 100
L:3 T:- P: -	3	Continuous Evaluation: 30
Duration of Examination: 3 Hrs		End Semester Examination: 70

**Pre-requisites: -**  
**Course Type: Core**

**Course Outcomes:**

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

OMBA-DS-DE-402.1	Learn the conceptual aspects and use of analytics in decision making
OMBA-DS-DE-402.2	Identify the right tools and techniques for Web Analytics
OMBA-DS-DE-402.3	Apply analytics and create reports on the basis of analysis.
OMBA-DS-DE-402.4	Discuss the best practices of Web Analytics and e-commerce tracking.

**Unit 1**

- 1.6 Introduction to Web Analytics
- 1.7 Data Collection
- 1.8 Web logs and Java Script Tags
- 1.9 Key Metrics
- 1.10 Behaviour, Outcomes and Experience analysis

Case Study 1

**Unit- 2**

- 2.1 Making Web Analytics Actionable
- 2.3 Selecting the right Web Analytics Tools
- 2.2 Creating high impact executive Dashboard
- 2.3 Customer Segmentation.

Case Study 2

**Unit-3**

- 3.1 Google Analytics -Getting Started With Google Analytics
- 3.2 How Google Analytics works?
- 3.3 Basic metrics – Google Analytics
- 3.4 Google Analytics reports
- 3.5 Traffic Sources and Traffic Campaigns- AdWords

Case Study 3

## Unit 4

- 4.1 Content Performance Analysis- Pages and Landing Pages
- 4.2 Event Tracking and AdSense
- 4.3 Visitor Analysis- Unique visitors, Geographic and language information
- 4.4 Technical reports, Benchmarking.

Case Study 4

## Unit-5

- 5.1 Social Media Analytics- Facebook insights, Twitter analytics, Youtube analytics
- 5.2 Social Ad analytics and ROI measurement.
- 5.3 Goals and E-Commerce Tracking-
- 5.4 Actionable Insights & The Big Picture-

Case Study 5

Recommended texts and readings:

1. Practical Web Analytics for User Experience, How Analytics Can Help You Understand Your Users, By Michael Beasley · 2013
2. Advanced Web Metrics with Google Analytics By Brian Clifton · 2010
3. LaGrone, B. (2016). Web Design Blueprints. Packt Publishing Ltd.
4. Web Analytics 2.0 by Avinash Kaushik →
5. In The Plex: How Google Thinks, Works, and Shapes Our Lives -Kindle Edition- Steven Levy
6. The Big Data-Driven Business by Russell Glass & Sean Callahan

Notes:

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

### Evaluation Policy:

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Short/Long Questions:	70%

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

### Course Articulation Matrix

CO Statement (OMBA-DS-DE-402)	PO1	PO2	PO3	PO4	PO5
OMBA-DS-DE-402.1.	1	3	2	1	
OMBA-DS-DE-402.2.		1	1		1
OMBA-DS-DE-402.3.	1	2			
OMBA-DS-DE-402.4.		2	3	2	3

**MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES  
(Deemed to be University)**

**OMBA-DS-DE-403: Digital Entrepreneurship**

Periods/week	Credits	Max. Marks : 100
L: 2 T:- P: -	3	Continuous Evaluation: 30
Duration of Examination: 2 Hrs		End Semester Examination: 70

**Pre-requisites: -**

**Course Type: Foundation**

**Course Outcomes:**

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

- OMBA- DS-DE-403.1 Understanding the basics of electronic transactions, types of digital business models
- OMBA- DS-DE-403.2 Identifying entrepreneurship skills in e-commerce and Digital space
- OMBA- DS-DE-403.3 Analysing the opportunities and assessing the projects
- OMBA- DS-DE-403.4 Developing entrepreneurial skills

**Unit I**

- 1.1 Introduction to e-commerce
- 1.2 Digital Business Models
- 1.3 Identifying opportunities
- 1.4 Business Strategies for digital Entrepreneurship

Case Study 1

**Unit II**

- 2.1 Purchasing, Logistics and Supply Activities
- 2.2 Supply Chain Management Using Internet Technologies
- 2.3 Electronic Marketplace and Portals
- 2.4 Protection of Intellectual Property in Online Business

Case study 2

**Unit III**

- 3.1 Roles and Types of Entrepreneurs
- 3.2 Theories of Entrepreneurial Class
- 3.3 Problems and challenges on entrepreneurs
- 3.4 Role of Socio-economic Environment

Case study 3

**Unit IV**

- 4.1 Identification of E-commerce Opportunities
- 4.2 Entrepreneurship Audit
- 4.3 Process of Converting a Business Opportunities into Reality
- 4.4 Feasibility Report and Analysis

Case study 4

## Unit V

- 5.1 Environment Analysis
- 5.2 Sources of Fund Raising
- 5.3 Promotion of a Venture
- 5.4 Legal Framework of Digital Entrepreneurship

Case study 5

### Recommended Texts and Readings :

1. Gary P. Schneider, "Electronic Commerce", Seventh Edition, CENGAGE Learning India Pvt. Ltd., New Delhi.
2. K.K.Bajaj, D. Nag "E-Commerce", 2nd Edition, McGraw Hill Education, New Delhi
3. P.T. Joseph, "E-Commerce An Indian Perspective", PHI Publication, NewDelhi.
4. Bhaskar Bharat, "Electronic Commerce-Technology and Application", McGraw Hill Education, New Delhi

### Notes:

- Focus shall be on case studies, learning by doing exercises, role plays and experiential activities.
- Only latest available editions of the above books are recommended.
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Short/Long Questions:	70%

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**Course Articulation Matrix**

<b>CO Statement (OMBA-DS- DE- 403)</b>	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>
OMBA- DS-DE-403.1				3	3
OMBA- DS-DE-403.2	3	2	3		
OMBA- DS-DE-403.3	3	3	2		
OMBA- DS-DE-403.4	2	3	2	3	3



**MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES  
(Deemed to be University)**

**OMBA-DS-DE-404: Legal, Security & Ethical Issues in E-Commerce**

Periods/week	Credits	Max. Marks : 100
L:3 T:- P: -	3	Continuous Evaluation: 30
Duration of Examination: 3 Hrs		End Semester Examination: 70

**Pre-requisites: -**  
**Course Type: Core**

**Course Outcomes:**

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

- OMBA-DS-DE-404.1 Identify the emerging Legal, Security and Ethical Issues in E-Commerce
- OMBA-DS-DE-404.2 Create awareness among the students about the implications of laws, regulations and security aspects on the conduct of business through e-commerce.
- OMBA-DS-DE-404.3 Learn the details of existing legal systems w.r.t E-Commerce.
- OMBA-DS-DE-404.4 Develop ethical practices in the field of E-Commerce.

**Unit 1**

- 1.1 General-Shrink-Weap-Contracts
- 1.2 Law relating to online contracts
- 1.3 Legal issues and its implications
- 1.4 Legal Provisions in Current global & Indian scenario.

Case Study 1

**Unit- 2**

- 2.1 Consumer piracy- Consumer protections & security
- 2.2 IT Act. 2000, Export & Import regulations
- 2.3 Intellectual property right (IPR)
- 2.4 Consumer protection- copyright & trademark
- 2.5 Current status of implementation in India & world..

Case Study 2

**Unit-3**

- 3.1 Copyright protection technique
- 3.2 Security Consideration- Policy & Procedure (SOP)
- 3.3 Wireless security issues

### 3.4 Internet crime & E-business security

#### Case Study 3

#### **Unit 4**

- 4.1 Role of international agencies involved in addressing these issues & their future initiatives
- 4.2 United Nation Commission in International law (UNCITRAL) OECD
- 4.3 World Trade Organisation (WTO)
- 4.4 World Intellectual Property Organisation(WIPO)

#### Case Study 4

#### **Unit-5**

- 5.1 Future Issues- Privacy & confidentiality
- 5.2 Security and Redressal
- 5.3 Management of change
- 5.4 Multi-cultural implications
- 5.5 Integration with other communication media.

#### Case Study 5

#### Recommended texts and readings:

- Lew,Julton D.M. and Clive Standbrook; International TradingLaw& Practice, Euromoney publications, london.
- O'Brien J : Management Information Systems- Tata McGraw Hill, New Delhi.
- Cross/Miller, The Legal Environment of Business: Text and Cases—Ethical, Regulatory, Global, and Corporate Issues, 9th Edition (Paperback).
- Ethical Issues in E-Business: Models and Frameworks Models, Palmer and Daniel.E (2010)
- Security and Privacy from a Legal, Ethical and Technical Perspective: Christos Kalloniatis, Carlos Travieso-Gonzalez · 2020

#### Notes:

- The case study mentioned at the end of each unit will cover as far as possible the whole unit.
- Only latest editions of the above books are recommended.
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#### **Evaluation Policy:**

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    - Short/Long Questions: 70%

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

### Course Articulation Matrix

CO Statement (OMBA-DS-DE-404)	PO1	PO2	PO3	PO4	PO5
OMBA-DS-DE-404.1.	1	2		2	3
OMBA-DS-DE-404.2.	1	2	1	2	3
OMBA-DS-DE-404.3.		2	2	1	2
OMBA-DS-DE-404.4.	2			1	2