MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES
(Deemed to Be University under Section 3 of the UGC Act, 1956)

FACULTY OF MANAGEMENT STUDIES
Department of Management Studies

Curriculum
and
Scheme of Examination

(Master of Business Administration- Online Mode)

Batch 2021-23
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Vision of the Department

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

Mission of the Department

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

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

The MBA is a two year program that is designed in a manner so as to train students towards taking up challenging managerial roles. In other words, the MBA program equips students with the subject based and lifelong skills which are required to be successful in the fast moving business environment. 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 though 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.
About the Department

Faculty of Management Studies is one of the faculties of Manav Rachna International Institute of Research and Studies, a deemed to be University under section 3 of the UGC Act 1956. It has come to be recognized as one of the leading business schools in India with a strong focus on education, research and consultancy.

The campus is nestled in the picturesque Aravali Hills and the state of the art infrastructure facilitates the teaching-learning process.

FMS follows international standard curricula in all its programs which have been developed in consultation with eminent academicians and industry practitioners. The program delivery is done by a highly competent and experienced team of resources drawn from the academic community and industry. The alumni of FMS is successfully placed in the corporate world of India and abroad.

The major programs offered at FMS are:

1. MBA- Dual specialization
2. Ph. D. in Management
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:

<table>
<thead>
<tr>
<th>Program Educational Objectives</th>
<th>The graduating student is expected to…..</th>
</tr>
</thead>
<tbody>
<tr>
<td>PEO 1</td>
<td>Have an integrated knowledge of the various disciplines of management</td>
</tr>
<tr>
<td>PEO 2</td>
<td>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</td>
</tr>
<tr>
<td>PEO 3</td>
<td>Be well informed, ethical and committed corporate citizens contributing to the industry and community at large</td>
</tr>
<tr>
<td>PEO 4</td>
<td>Acquire entrepreneurial capabilities for their own ventures or for their employer organization</td>
</tr>
</tbody>
</table>

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:

<table>
<thead>
<tr>
<th>Program Outcomes</th>
<th>By the end of the program graduating students should</th>
</tr>
</thead>
<tbody>
<tr>
<td>PO 1</td>
<td>Imbibe an integrated knowledge of the various domain areas and disciplines of management</td>
</tr>
<tr>
<td>PO 2</td>
<td>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</td>
</tr>
<tr>
<td>PO 3</td>
<td>Acquire entrepreneurial capabilities for their own ventures or for their employer organization</td>
</tr>
<tr>
<td>PO 4</td>
<td>Identify and analyze economic, multicultural, national and international issues in the global business environment</td>
</tr>
<tr>
<td>PO 5</td>
<td>Be well informed, ethical and committed corporate citizens contributing to the industry and community at large</td>
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</table>

Mapping Program Educational Objectives to Program Outcomes

<table>
<thead>
<tr>
<th>PEO’s</th>
<th>Program Outcomes (PO’s)</th>
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<tr>
<td></td>
<td>PO1</td>
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<tr>
<td>PEO1</td>
<td>3</td>
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<tr>
<td>PEO2</td>
<td>3</td>
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<tr>
<td>PEO3</td>
<td></td>
</tr>
<tr>
<td>PEO4</td>
<td></td>
</tr>
</tbody>
</table>
**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 80 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 SWAYAM Platform or any other platform as recommended by UGC/AICTE and notified from the office of Dean-Academics.

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

**Program: MBA (Online Mode)**

**Program brief** - The MBA program is spread over four semesters of 16-18 weeks each. The courses covered in the first two semesters are designed to give an insight into the various functional areas of management, enhance communication skills and decision making ability. 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
<table>
<thead>
<tr>
<th>Sem I</th>
<th>Sem I</th>
<th>Sem I</th>
<th>Sem I</th>
<th>Sem I</th>
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</thead>
<tbody>
<tr>
<td>OMBA-DS-101</td>
<td>Economics for Decision makers</td>
<td>OMBA-DS-104</td>
<td>Quantitative Techniques for Management</td>
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<tr>
<td>OMBA-DS-102</td>
<td>Strategic Human Resource Management</td>
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<tr>
<td>OMBA-DS-103</td>
<td>Corporate Finance Essentials</td>
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<table>
<thead>
<tr>
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<tbody>
<tr>
<td>OMBA-DS-201</td>
<td>Creativity &amp; Entrepreneurship</td>
<td>OMBA-DS-205</td>
<td>Professional Competency</td>
<td></td>
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<tr>
<td>OMBA-DS-202</td>
<td>Market Research</td>
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<td></td>
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<tr>
<td>OMBA-DS-203</td>
<td>Strategic Management</td>
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<tr>
<td>OMBA-DS-204</td>
<td>Marketing Management</td>
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<table>
<thead>
<tr>
<th>Sem III</th>
<th>Sem III</th>
<th>Sem III</th>
<th>Sem III*</th>
<th>Sem III*</th>
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<tbody>
<tr>
<td>OMBA-DS-349</td>
<td>Capstone Project</td>
<td>Elective 1</td>
<td>Specialization 1</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Elective 2</td>
<td>Specialization 1</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Elective 1</td>
<td>Specialization 2</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Elective 2</td>
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<table>
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<tr>
<td>OMBA-DS-449</td>
<td>Dissertation</td>
<td>Elective 1</td>
<td>Specialization 1</td>
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<td>Elective 2</td>
<td>Specialization 1</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Elective 1</td>
<td>Specialization 2</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Elective 2</td>
<td>Specialization 2</td>
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</table>

*Student will opt for two broad areas of specialization in Semester III and Semester IV, and will opt for 2 courses per area in sem III and two courses per area in sem IV as offered in the study scheme*
Minimum credits required for award of degree: 80

Beside the mentioned Core and Domain Specific Elective Courses, other University Core, University elective, Inter-disciplinary, Generic, on-line Courses (MOOCs etc) and other approved courses shall be offered, which shall be notified well before the start of the semester. The student shall be required and allowed to opt the courses out of offered courses as per maximum limit for maximum credits and for the category of Elective Courses under University Rules.
# MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES
(Deemed to be University under section 3 of the UGC Act 1956)

## Faculty of Management Studies

### Master of Business Administration

*(Online Mode)*

<table>
<thead>
<tr>
<th>Semester</th>
<th>Course Type</th>
<th>Course Code</th>
<th>Title of Course</th>
<th>Credits</th>
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<tr>
<td>Semester I</td>
<td>Core</td>
<td>OMBA-DS-101</td>
<td>Economics for Decision makers</td>
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<tr>
<td></td>
<td>Core</td>
<td>OMBA-DS-102</td>
<td>Strategic Human Resource Management</td>
<td>4</td>
</tr>
<tr>
<td></td>
<td>Core</td>
<td>OMBA-DS-103</td>
<td>Corporate Finance Essentials</td>
<td>4</td>
</tr>
<tr>
<td></td>
<td>Core</td>
<td>OMBA-DS-104</td>
<td>Quantitative Techniques for Management</td>
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</table>

**Total Credits**: 16

### Semester II

<table>
<thead>
<tr>
<th>Course Type</th>
<th>Course Code</th>
<th>Title of Course</th>
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</thead>
<tbody>
<tr>
<td>Core</td>
<td>OMBA-DS-201</td>
<td>Creativity &amp; Entrepreneurship</td>
<td>4</td>
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<tr>
<td>Core</td>
<td>OMBA-DS-202</td>
<td>Market Research</td>
<td>4</td>
</tr>
<tr>
<td>Core</td>
<td>OMBA-DS-203</td>
<td>Strategic Management</td>
<td>4</td>
</tr>
<tr>
<td>Core</td>
<td>OMBA-DS-204</td>
<td>Marketing Management</td>
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</tr>
<tr>
<td>Core</td>
<td>OMBA-DS-205</td>
<td>Professional Competency</td>
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**Total Credits**: 20

### Semester III

<table>
<thead>
<tr>
<th>Domain Specific Elective</th>
<th>Course Code</th>
<th>Title of Course</th>
<th>Credits</th>
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</thead>
<tbody>
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<td>OMBA-DS-321</td>
<td>Consumer Behaviour</td>
<td>3</td>
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<tr>
<td></td>
<td>OMBA-DS-322</td>
<td>Integrated Marketing Communication</td>
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**Total Credits**: 6
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<thead>
<tr>
<th>SPECIALIZATION: Finance</th>
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<tbody>
<tr>
<td>Domain Specific Elective</td>
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<tr>
<td>OMBA-DS-323</td>
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<td>Domain Specific Elective</td>
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<td>OMBA-DS-324</td>
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<td>OMBA-DS-325</td>
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<td>OMBA-DS-326</td>
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<thead>
<tr>
<th>SPECIALIZATION: International Business</th>
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<td>OMBA-DS-327</td>
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<td>Domain Specific Elective</td>
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<td>OMBA-DS-328</td>
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<table>
<thead>
<tr>
<th>SPECIALIZATION: Entrepreneurship and Small Business Management</th>
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<td>Domain Specific Elective</td>
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<td>OMBA-DS-329</td>
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<tr>
<td>Domain Specific Elective</td>
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<td>OMBA-DS-330</td>
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<table>
<thead>
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<th>SPECIALIZATION: Banking and Insurance Management</th>
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<td>Domain Specific Elective</td>
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<td>OMBA-DS-331</td>
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<tr>
<td>Domain Specific Elective</td>
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<td>OMBA-DS-332</td>
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<td>Elective</td>
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**SPECIALIZATION: Waste Management**

<table>
<thead>
<tr>
<th>Domain Specific Elective</th>
<th>Course Code</th>
<th>Course Title</th>
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<td>OMBA-DS-333</td>
<td>Regulatory Framework and Environment Impact</td>
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<td>OMBA-DS-334</td>
<td>Waste Management Logistics and Export Procedures</td>
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**SPECIALIZATION: Logistics and Supply Chain Management**

<table>
<thead>
<tr>
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<th>Course Code</th>
<th>Course Title</th>
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<tbody>
<tr>
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<td>OMBA-DS-335</td>
<td>Strategy and Planning for Logistics</td>
<td>3</td>
</tr>
<tr>
<td></td>
<td>OMBA-DS-336</td>
<td>Lean Supply Chain Management</td>
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<td>Total Credits</td>
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| Core                    | OMBA-DS-349   | Capstone Project                       | 4       |
|Total Credits in Semester III|               |                                        | 16      |

**SPECIALIZATION: Marketing**

<table>
<thead>
<tr>
<th>Domain Specific Elective</th>
<th>Course Code</th>
<th>Course Title</th>
<th>Credits</th>
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</thead>
<tbody>
<tr>
<td></td>
<td>OMBA-DS-421</td>
<td>Services Marketing</td>
<td>3</td>
</tr>
<tr>
<td></td>
<td>OMBA-DS-422</td>
<td>Digital Marketing</td>
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**SPECIALIZATION: Finance**

<table>
<thead>
<tr>
<th>Domain Specific Elective</th>
<th>Course Code</th>
<th>Course Title</th>
<th>Credits</th>
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<tr>
<td></td>
<td>OMBA-DS-423</td>
<td>Mergers, Acquisition and Corporate Restructuring</td>
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</tr>
<tr>
<td></td>
<td>OMBA-DS-424</td>
<td>Project Management</td>
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<tr>
<th>Semester IV</th>
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<table>
<thead>
<tr>
<th>Specialization</th>
<th>Course Code</th>
<th>Course Title</th>
<th>Credits</th>
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<tbody>
<tr>
<td><strong>Human Resources</strong></td>
<td></td>
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<tr>
<td>Domain Specific Elective</td>
<td>OMBA-DS-425</td>
<td>Organization Change and Development</td>
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<tr>
<td>Domain Specific Elective</td>
<td>OMBA-DS-426</td>
<td>HR Analytics</td>
<td>3</td>
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<td></td>
<td>6</td>
</tr>
<tr>
<td><strong>International Business</strong></td>
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<tr>
<td>Domain Specific Elective</td>
<td>OMBA-DS-427</td>
<td>Export - import Procedures and Documentation</td>
<td>3</td>
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<tr>
<td>Domain Specific Elective</td>
<td>OMBA-DS-428</td>
<td>International Financial Management</td>
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<tr>
<td><strong>Entrepreneurship and Small Business Management</strong></td>
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<tr>
<td>Domain Specific Elective</td>
<td>OMBA-DS-429</td>
<td>Planning and Structuring New Venture</td>
<td>3</td>
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<tr>
<td>Domain Specific Elective</td>
<td>OMBA-DS-430</td>
<td>Social Entrepreneurship</td>
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<td>6</td>
</tr>
<tr>
<td><strong>Banking and Insurance Management</strong></td>
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<tr>
<td>Domain Specific Elective</td>
<td>OMBA-DS-431</td>
<td>Essentials of Risk Management</td>
<td>3</td>
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<tr>
<td>Domain Specific Elective</td>
<td>OMBA-DS-432</td>
<td>Retailing and CRM</td>
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<td><strong>Waste Management</strong></td>
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<td>Domain Specific Elective</td>
<td>OMBA-DS-433</td>
<td>E-Waste Management</td>
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<tr>
<td>Domain Specific Elective</td>
<td>OMBA-DS-434</td>
<td>Reclamation, Remediation and Capping</td>
<td>3</td>
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**SPECIALIZATION: Logistics and Supply Chain Management**

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| Core                     | OMBA-DS-449 | Dissertation                         | 4 |

| **Total Credits in Semester IV** | 16 |

| **Total Credits (core and domain specific courses)** | 68 |

Under Domain Specific electives, students may opt for two courses in each of the two broad areas opted for in Sem. III. Two elective courses will be opted from the same areas in Sem. IV.

*Beside the mentioned Core and Domain Specific Elective Courses, other University Core, University elective, Inter-disciplinary, Generic, on-line Courses (MOOCs etc) and other approved courses shall be offered, which shall be notified well before start of the semester. The student shall be required and allowed to opt the courses out of offered courses as per maximum limit for maximum credits and for the category of Elective Courses under University Rules.*

| **Total Program Credits** | 80 |
OMBA-DS-101: Economics for Decision makers

Periods/week          Credits          Max. Marks : 200
L:4     T: -  P: -          4          Continuous Evaluation: 60
Duration of Examination: 2 Hrs          End Semester Examination: 140

Pre-requisites: -
Course Type: Core

Course Outcomes:

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

OMBA-DS-MBA-101.1: Develop a better understanding of business problems and role in decision making.
OMBA-DS-MBA-101.2: Examine various business strategies (costing, pricing and competitive) at firm level.
OMBA-DS-MBA-101.3: 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-MBA-101.4: 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

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

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

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

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

Recommended texts and readings:

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

Assessment Tools:
Assignments (Presentations/ Role Plays/ Case Analysis/ Quiz etc.)
Discussion Forums
Term end examination

Course Articulation Matrix

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OMBA-DS-102: Strategic Human Resource Management

Course Type: Core

Course Outcomes:
By the end of the course, a student should be able to:
OMBA-DS-102.1 Differentiate the strategic HRM approach to human resources management
OMBA-DS-102.2 Understand the formulation of HR strategy and its role in overall corporate strategy.
OMBA-DS-102.3 Understand the HR functions and processes and strategic alignments HR systems.
OMBA-DS-102.4 Appreciate role of change and restructuring strategies for organizational development

Unit I
1.1 Business Strategy and Organisational Capability
1.2 Global Environment of HR: Change & Diversity

Unit II
2.1 SHRM: Aligning HR with Corporate Strategy
2.3 SHRM: Universalistic, Contingency and Configurational Approaches

Unit III
3.1 Strategic HR Planning Acquisition and Development
3.2 Corporate Strategy and Career Systems

Unit IV
4.1 Managing Employee Relations: Unions and Strategic Collective Bargaining
4.2 Change, Restructuring and SHRM

Unit V
5.1 Corporate Ethics, Values and SHRM
5.2 Competencies of HR Professional in a SHRM Scenario
5.3 Evaluating the Effectiveness of SHRM

Recommended Texts and Readings:
5. S.E. Jackson, 2000, Behavioral Perspective of Strategic Human Resource Management, 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.

Assessment Tools:
Assignments (Presentations/ Role Plays/ Case Analysis/ Quiz etc.)
Discussion Forums
Term end examination

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OMBA-DS-103: Corporate Finance Essentials

Periods/week Credits Max. Marks: 200
L: 4 T: - P: - Continuous Evaluation: 60
Duration of Examination: 2 Hrs End Semester Examination: 140

Pre-requisites: -

Course Type: Core

Course Outcomes

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

OMBA-DS-103.1 Acknowledge the basic types of derivatives available for financial decision making
OMBA-DS-103.2 Understand the basic risk management and trading strategies using derivatives
OMBA-DS-103.3 Appreciate the implication of risk hedging techniques
OMBA-DS-103.4 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

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

Unit III

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

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.
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

Recommended Text and Reading:

1. C.H. John, 2018, Futures and other derivatives, Options, 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.

Assessment Tools:
Assignments (Presentations/ Role Plays/ Case Analysis/ Quiz etc.)
Discussion Forums
Term end examination

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OMBA-DS-104: Quantitative Techniques for Management

Periods/week: L:4 T:- P:-  Credit: 4  Max. Marks : 200
Duration of Examination: 2 Hrs  Continuous Evaluation: 60  End Semester Examination: 140

Pre-requisites: -

Course Type: Core

Course Outcomes:

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

OMBA-DS-104.1: Understanding the role of quantitative techniques in life and business
OMBA-DS-104.2: Ascertain statistical techniques to collect, analyze and forecast data
OMBA-DS-104.3: Application of various statistical techniques of decision making under uncertainty
OMBA-DS-104.4: 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

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

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

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
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

Recommended Text and Readings:
2. David R Anderson, Sweeney Dennis and T.A. Williams, 2015, Quantitative Methods For Business, Cengage 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.

Assessment Tools:
Assignments (Presentations/ Role Plays/ Case Analysis/ Quiz etc.)
Discussion Forums
Term end examination

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OMBA-DS-201: Creativity and Entrepreneurship

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

OMBA- DS-201.1 Understand the importance of creativity in competitive environment to have the first mover advantage.
OMBA- DS-201.2 Recognize the creative problem solving process and apply tools for solving innovation dilemmas and challenges.
OMBA- DS-201.3 Understand entrepreneurship attitude and its process in implementation of successful venture.
OMBA- DS-201.4 Analyze the entrepreneurial ecosystem and understanding how today entrepreneur use continuous innovation for success.
OMBA- DS-201.5 Understand the relationship between creativity and entrepreneurship and its role in economic development

Unit I

1.1 Creativity: Meaning, nature and importance
1.2 Stages of creativity and Barriers to Creativity

Unit II

2.1 Components of creativity
2.2 Creative Problem Solving: CPS model and Principles

Unit III

3.1: The Entrepreneurship: Meaning, nature and its evolution.
3.2: Entrepreneurial process and attributes of a Successful Entrepreneur

Unit-IV

4.1 The Entrepreneur Profile Analysis; Entrepreneurial Behavior and Motivations
4.2 Lean Start –Up

Unit V

5.1 Role of Creativity in Entrepreneurship; Creative problem solving
5.2 The Concept of Design Thinking

Recommended Texts and Readings:

5. David and Philips, Creativity and Entrepreneurship: Changing Currents in Education and Public Life, Edward Elgar 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 (Online Portal)

Assessment Tools:
Assignments (Presentations/ Role Plays/ Case Analysis/ Quiz etc.)
Discussion Forums
Term end examination

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OMBA-DS-202: Market Research

Periods/week: 4  Credits: 4  Max. Marks: 200
Duration of Examination: 2 Hrs
Continuous Evaluation: 60
End Semester Examination: 140

Pre-requisites:

Course Type: Core

Course Outcomes:

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

OMBA-DS-202.1. Develop and exhibit analytical abilities and research skills.
OMBA-DS-202.2. Present marketing information to garner and maintain the attention of marketing decision makers.
OMBA-DS-202.3. Analyze the scope of research in designing and implementing successful marketing strategies.
OMBA-DS-202.4. Analyze to turn statistical findings into useful, presentable information that gets attention.
OMBA-DS-202.5. 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

Unit II

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

Unit III

3.1 Measurement and Scaling Techniques
3.2 Development of Questionnaire
3.3 Pilot Testing
3.4 Data Preparation and Processing

**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

**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

**Recommended texts and readings:**
1. N. Malhotra and S. Dash, 2015, Marketing Research- Text and Cases, Pearson Education  
2. Luck and Rubin, 1987, Marketing Research, 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 available editions of the above books are recommended.  
3. Website references will be announced at the time of the launch of the course by the concerned faculty.

**Assessment Tools:**  
Assignments (Presentations/ Role Plays/ Case Analysis/ Quiz etc.)  
Discussion Forums  
Term end examination

**Course Articulation Matrix**

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OMBA-DS-203: Strategic Management

Periods/week: L:4  T: 4  P: -
Credits: 4
Max. Marks: 200
Continuous Evaluation: 60
Duration of Examination: 2 Hrs
End Semester Examination: 140

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 process of strategy formulation
OMBA-DS-203.2 Understand the process of strategy implementation
OMBA-DS-203.3 Formulate and apply business strategy for organizational effectiveness and competitiveness
OMBA-DS-203.4 Evaluate the implication of alternative strategic action for appropriate decisions
OMBA-DS-203.5 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

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

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

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
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

Recommended Texts and Readings:

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

Assessment Tools:
Assignments (Presentations/ Role Plays/ Case Analysis/ Quiz etc.)
Discussion Forums
Term end examination

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OMBA-DS-204: Marketing Management

Periods/week: L:4  T:-  P: -
Credits: 4
Max. Marks: 200

Duration of Examination: 2 Hrs
Continuous Evaluation: 60
End Semester Examination: 140

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 fundamental terms and concepts that are commonly used in marketing.
OMBA-DS-204.2: Communicate and apply the concepts and tools in strategic marketing decisions and effective implementation.
OMBA-DS-204.3: Develop competence in market analysis, and decision making relevant to marketing management required for effective marketing practice.
OMBA-DS-204.4: 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

Unit II
2.1 Market Segmentation, Targeting and Positioning
2.2 Developing New Market Offerings
2.3 Product Life Cycle
2.4 Product Strategy
2.5 Branding Strategy

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
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

Unit V

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

Recommended texts and readings:

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

Assessment Tools:
Assignments (Presentations/ Role Plays/ Case Analysis/ Quiz etc.)
Discussion Forums
Term end examination

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OMBA-DS-205: Professional Competency

Periods/week: L:4  T:-  P:-  Credits: 4
Max. Marks: 200
Duration of Examination: 2 Hrs
Continuous Evaluation: 60
End Semester Examination: 140

Pre-requisites: -
Course Type: Core

Course Outcomes:

By the end of the course, a student should be able to:
OMBA-DS-205.1 Identify career path and communicate effectively in a multicultural global environment
OMBA-DS-205.2 Hone personal strengths and acquire skills required for self branding, presenting self in a positive manner and improving interpersonal competency
OMBA-DS-205.3 Appreciate the importance of business etiquette, effective speaking skills and cross cultural sensitivity as vital aspects of corporate competency
OMBA-DS-205.4 Recognize the importance of and exhibit personal grooming, body language, image enhancement and networking in self branding and interpersonal relations
OMBA-DS-205.5 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

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

Unit III

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

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
Unit V

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

Recommended Texts and Readings:
2. Lehman, Dufrene and Sinha, 2016, BCOM- An Innovative Approach to Learning and Teaching Business Communication, Cengage Learning
5. K. Gallagher, 2010, Skills Development for Business and Management Students, 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.

Assessment Tools:
Assignments (Presentations/ Role Plays/ Case Analysis/ Quiz etc.)
Discussion Forums
Term end examination

Course Articulation Matrix

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OMBA-DS-321: Consumer Behaviour

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

OMBA-DS-321.1. Develop an in-depth understanding of the consumer behavior from a variety of perspective
OMBA-DS-321.2 Apply consumers perceive needs, evaluate information and decision making
OMBA-DS-321.3 Conduct research to understand various aspects of consumer behavior
OMBA-DS-321.4 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

Unit II

2.1 Consumer Motivation
2.2 Attention and Perception
2.3 Consumer Learning and Memory
2.4 Consumer Attitude
2.5 Consumer Personality

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

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
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

Recommended texts and readings:
1. Schiffman, Kanuk and Kumar, 2010, Consumer Behaviour, Pearson,
2. Kapoor and Madichie, June 2012, Consumer Behaviour: Text and Cases, Mc Graw Hill,
3. Nair, 2010, Consumer Behaviour in Indian Perspective: Text and Cases, Himalaya Publishing House,

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

Assessment Tools:
Assignments (Presentations/ Role Plays/ Case Analysis/ Quiz etc.)
Discussion Forums
Term end examination

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</table>
Pre-requisites: -
Course Type: Domain Specific Elective

Course Outcomes:

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

OMBA-DS-322.1. Critically evaluate theoretical and functional approaches to integrated marketing communication
OMBA-DS-322.2 Analyze all forms of integrated communication for the underlying strategic and tactical objectives
OMBA-DS-322.3 Assess and evaluate different forms of communication tools and media for functional relevance
OMBA-DS-322.4 Critique and analyze the role of creativity in integrated communications

Unit I

1.1 Introduction to IMC  
1.2 IMC Vs. Promotion  
1.3 Communication process  
1.4 Effectiveness of marketing communications  
1.5 Components of IMC

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.

Unit III

3.1 Introduction to Advertising  
3.2 Ad Designing  
3.3 Advertising Effectiveness  
3.4 Goal setting – DAGMAR approach  
3.5 Various budgeting methods

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.

Unit V

5.1 International Advertising
5.2 Decision areas in IMC
5.3 Types of Internet advertising
5.4 Measurement in advertising
5.5 IMC evaluation

Recommended Text and Readings:

1. Chris Fill, 2009, Marketing Communications: Interactivity, Communities, and Content, Prentice Hall

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

Assessment Tools:
Assignments (Presentations/ Role Plays/ Case Analysis/ Quiz etc.)
Discussion Forums
Term end examination

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OMBA-DS-323: Security Analysis and Portfolio Management

Periods/week Credits Max. Marks: 200
L:3 T: P:- 3 Internal/Continuous Assessment: 60
Duration of Examination: 2 Hrs End Semester Examination: 140

Pre-requisites: -
Course Type: Domain Specific Elective

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

OMBA-DS-323.1 Understand the working of the security market and principles of security analysis
OMBA-DS-323.2 Evaluate for composition and creation of a portfolio
OMBA-DS-323.3 Perform an analysis of a company through fundamental and technical analysis
OMBA-DS-323.4 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

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

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

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

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
Recommended texts and reading


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

Assessment Tools:
Assignments (Presentations/ Role Plays/ Case Analysis/ Quiz etc.)
Discussion Forums
Term end examination

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OMBA-DS-324: Financial Statement Analysis and Valuation

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

OMBA-DS-324.1 Understand financial statements and their analysis for decision making
OMBA-DS-324.2 Analyze basic valuation models and impact of rates in decision making
OMBA-DS-324.3 Appreciate the implication and have hands on approach/experience in valuation especially using financial analysis
OMBA-DS-324.4 Understand and develop models and error rectification valuation for making effective decision making

Unit I

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

Unit II

2.1 Approaches to Valuation
2.2 Identifying Value Drivers
2.3 Estimating the Discount Rates

Unit III

3.1 Inventory Accounting and Valuation
3.2 Analyzing Investment Activities: Inter-corporate Investments
3.3 Analyzing Operating Activities
3.4 Cash Flow Analysis in Decision Making

Unit IV

4.1 Components and Analysis of Return on Invested capital
4.2 Projecting Financial Statements
4.3 Analyzing Return on Common Equity

Unit V

5.1 Analyzing Liquidity and Working Capital
5.2 Capital Structure Composition and Solvency
Recommended texts and reading:

2. N. Dhameja, K.S. Sastry, K. Dhameja, 2014, Finance and Accounting for Mangerial Competitiveness, S. Chand Publication,
4. S.K. Bhattacharya, 1997, Accounting for Management, Text and cases, Vikas Publishing House,

Notes:
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3. Website references will be announced at the time of the launch of the course by the concerned faculty.

Assessment Tools:
Assignments (Presentations/ Role Plays/ Case Analysis/ Quiz etc.)
Discussion Forums
Term end examination

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OMBA-DS-325: Performance Management in Organizations

Periods/week: 3
L: 3 T: - P: -
Credits
Max. Marks : 200
Continuous Assessment : 60
Duration of Examination: 2 Hrs
End Semester Examination: 140

Pre-requisites: -
Course Type: Domain Specific Elective

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

OMBA-DS-325.1 Deliver the comprehensive knowledge and ability to conduct the performance appraisal in organizations
OMBA-DS-325.2 Understanding about the critical aspects, when developing a performance management & measurement system
OMBA-DS-325.3 Understand the importance of Performance Management in business
OMBA-DS-325.4 Apply performance management tools to 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

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

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

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

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

Recommended texts and readings:

1. R. Grote, 1996, The complete guide to performance appraisal. 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.

Assessment Tools:
Assignments (Presentations/ Role Plays/ Case Analysis/ Quiz etc.)
Discussion Forums
Term end examination

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OMBA-DS-326: Compensation and Benefit Management

Periods/week: 3  Credits  Max. Marks : 200
L: 3 T: - P: -  Continuous Assessment : 60
Duration of Examination: 2 Hrs  End Semester Examination: 140

Pre-requisites: -
Course Type: Domain Specific Elective

Course Outcomes:

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

OMBA-DS-326.1 Understand the concepts of compensation management within the wider context of human resource management.
OMBA-DS-326.2 Develop the understanding of the reward management process
OMBA-DS-326.3 Develop the Knowledge about essential elements of compensation
OMBA-DS-326.4 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

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

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

Unit IV

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

Recommended texts and readings:


Notes:

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

Assessment Tools:
Assignments (Presentations/ Role Plays/ Case Analysis/ Quiz etc.)
Discussion Forums
Term end examination

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OMBA-DS-327: International Supply Chain Management

Periods/week: 200  
L:3  T: -  P: -  
Credits: 3  
Max. Marks: 200  
Continuous Evaluation: 60  
Duration of Examination: 2 Hrs  
End Semester Examination: 140

Pre-requisites: -

Course Type: Domain Specific Elective

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

OMBA-DS-327.1 Understand the concepts and importance of Supply Chain Management
OMBA-DS-327.2 Understand role of informational technology in international supply chain management.
OMBA-DS-327.3 Gain a practical understanding of the documentation and role of Inco Terms in supply chain.
OMBA-DS-327.4 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

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)

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

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

**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

**Recommended texts and readings:**

1. Cecil C Bozarth and Rober B, Handfield, 2019, Introduction to Operations and Supply Chain Management; 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.

**Assessment Tools:**
Assignments (Presentations/ Role Plays/ Case Analysis/ Quiz etc.)
Discussion Forums
Term end examination

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OMBA-DS-328: Managing Multinational Enterprises

Periods/week
L:3  T:-  P: -  Credits 3  Max. Marks : 200
Duration of Examination: 2 Hrs
Continuous Evaluation: 60
End Semester Examination: 140

Pre-requisites: -
Course Type: Domain Specific Elective

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

OMBA-DS-328.1 Understand the basic operation of MNCs.
OMBA-DS-328.2 Gain a practical understanding of HRM in MNC
OMBA-DS-328.3 Learn to device competitive strategies in a global framework
OMBA-DS-328.4 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

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

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

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
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

Recommended texts and readings:


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

Assessment Tools:
Assignments (Presentations/ Role Plays/ Case Analysis/ Quiz etc.)
Discussion Forums
Term end examination

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OMBA-DS-329: Strategies and Practices of Entrepreneurial Firms

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

OMBA-DS-329.1. Understand the concepts and tools required for designing and implementing entrepreneurial strategies.
OMBA-DS-329.3. Develop a working knowledge of how to address the idiosyncratic organizational, management, financial and relational dynamics present in entrepreneurial firms.
OMBA-DS-329.4. 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 Strategy for building right team

**Unit II**

2.1 Executing Innovation Processes
2.2 Demand Forecasting and Acquiring Customers
2.3 Funding for growth stages

**Unit III**

3.1 Blue Ocean Strategy
3.2 IP strategy, Architectural Strategy
3.3 Disruptive Strategy

**Unit IV**

4.1 Value Chain Reengineering
4.2 Disruptive Innovations
4.3 Open Innovation Strategies

**Unit V**

5.1 Entrepreneurial Strategy: Thin and Lean Business Strategy
5.3 Growth and Survival – Turnaround Strategies
5.4 Internationalization Strategy

**Recommended texts and readings:**


**Notes:**

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

**Assessment Tools:**
Assignments (Presentations/ Role Plays/ Case Analysis/ Quiz etc.)
Discussion Forums
Term end examination
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OMBA-DS-330: Managing Corporate Entrepreneurship

Pre-requisites: -
Course Type: Core

Course Outcomes:

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

OMBA-DS-330.1 Understand corporate entrepreneurship and innovation
OMBA-DS-330.2 Develop an in-depth understanding of the organizational processes and culture to encourage corporate entrepreneurship
OMBA-DS-330.3 Formulate strategies and plans conducive to Intrapreneurship
OMBA-DS-330.4 Appreciate the role of innovation and corporate policies in dynamic business environment for managing corporate entrepreneurship

Unit I

1.1 Defining the Corporate Entrepreneur; difference Entrepreneur and Corporate Entrepreneur
1.2 The Role of Corporate Entrepreneurship in the Current Organizational and Economic Landscape
1.3 Innovations in the Corporate World: Reason, Strategy and Opportunities

Unit II

2.1 Corporate Incubators as Facilitators of Entrepreneurial Performance
2.2 Funding Requirements
2.3 Venture Capital

Unit III

3.1 Building the Climate for Intrapreneurship
3.2 How to Succeed as an Intrapreneur
3.3 Selecting, Evaluating and Compensating Corporate Entrepreneurs

Unit IV

4.1 The Process of Intrapreneurship- Locating the Venture in the Organization
4.2 Organizing and Controlling the Venture
4.3 Intrapreneurship vs. Buyouts, Mergers and Acquisitions

Unit V

5.1 Ethical Issues in Intrapreneurship
5.2 Intrapreneurship and KPIs
5.3 Framework for Sustainable Entrepreneurship

Recommended texts and readings:

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

Assessment Tools:
Assignments (Presentations/ Role Plays/ Case Analysis/ Quiz etc.)
Discussion Forums
Term end examination

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OMBA-DS-331: Credit Evaluation, Monitoring and Recovery Management

Periods/week: Credits: Max. Marks: 200
L:3  T: -  P: -  3  Continuous Evaluation: 60
Duration of Examination: 2 Hrs  End Semester Examination: 140

Pre-requisites: -
Course type: Domain Specific Elective

Course Outcomes:

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

OMBA-DS-331.1 Understand the importance and relevance of credit rating and regulatory framework for banking and insurance
OMBA-DS-331.2 Evaluate the requirement of regulatory framework for credit evaluation and credit risk management
OMBA-DS-331.3 Apply the most recent risk regulations for banks: Basel II and Basel III and other regulations to banking and insurance functions
OMBA-DS-331.4 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 Identifying Variables contributing to Credit risks

Unit II

2.1 Understanding Balance Sheet- Impact of recent Accounting Standards
2.2 Common Window Dressing Techniques
2.3 Financial Analysis

Unit III

3.1 Ratio Analysis
3.2 DuPont Model
3.3 Credit Scoring and Modeling Default

Unit IV

4.1 Elements of debt recovery
4.2 Policy, processes and procedure of debt recovery management
4.3 Normal recovery process, other modes of recovery

Unit V

5.1 Asset Securitization and recent trends in Indian and international markets
5.2 Participants in securitization
5.3 Recent issues and developments in credit risk management
**Recommended texts and readings:**

1. C. Joseph, 2013, Advanced Credit Risk - Analysis and Management, Wiley India
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.

**Assessment Tools:**

Assignments (Presentations/ Role Plays/ Case Analysis/ Quiz etc.)
Discussion Forums
Term end examination

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OMBA-DS-332: Project Management (Including Infrastructure development and Financing)

Periods/week Credits Max. Marks: 200
L:3 T:- P:- 3 Continuous Assessment: 60
Duration of Examination: 2 Hrs End Semester Examination: 140

Pre-requisites: -
Course type: Domain Specific Elective

Course Outcomes:

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

OMBA-DS-332.1. Gain knowledge in project management, explore the different aspect of project management in banking and insurance
OMBA-DS-332.2. Knowledgeable in project and project process help in analyze the service delivery process and discover the critical success factors of service quality
OMBA-DS-332.3. Understand the concept and significance of project management in banking and insurance industry
OMBA-DS-332.4. 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

Unit II
2.1 Process of project management
2.2 Project life cycle and its phases
2.3 Classification of projects

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

Unit IV
4.1 Cost of project and production
4.2 Role of Financial Institution in Project Finance
4.3 Project appraisal techniques - Payback Period, Accounting Rate of Return, Net Present Value, Internal Rate of Return etc.

Unit V
5.1 Infrastructure development in India – challenges, opportunities.
5.2 Public finance for infrastructure projects
5.2 Private finance for infrastructure project

**Recommended texts and readings:**

2. R.B. Khanna., 2007, Project Management, PHI learning
3. R.M. Gupta, 2015, Project Management, PHI Learning
6. V. Desai, 2019, Project Management Himalaya Publishing House
7. N. Singh, 2015, Project Management & Control, Himalaya Publishing House

**Notes:**

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

**Assessment Tools:**
Assignments (Presentations/ Role Plays/ Case Analysis/ Quiz etc.)
Discussion Forums
Term end examination

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OMBA-DS-333: Regulatory Framework and Environment Impact

Periods/week                          Credits                          Max. Marks : 200
L:3   T:  P: -                        3                              Continuous Evaluation: 60
Duration of Examination: 2 Hrs       End Semester Examination: 140

Pre-requisites: -
Course Type: Domain Specific Elective

Course Outcomes:

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

OMBA-DS-333.1 Understand the legal provisions for environmental and waste management
OMBA-DS-333.2 Estimate the impact of waste management practices
OMBA-DS-333.3 Apply national and international constitutional and quality provisions for managing waste
OMBA-DS-333.4 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
1.4 CPCB/ SPCB, NGT

Unit II

2.1 Laws for Managing Waste - Air
2.2 Laws for Managing Waste – Water & soil
2.3 Laws for managing Hazardous Waste, E Waste
2.4 Rules for Municipal Waste Management (Plastic, Construction etc.)

Unit III

3.1 International Environment Management
3.2 Conventions and Protocols
3.3 Rules for Nuclear Safety
3.4 Control of Trans-boundary Movement of Waste

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)

Unit V

5.1 Waste Audit: Objectives and Steps
5.2 Quality Principles under ISO 14000, 14001, 9000:2015
5.3 Latest standards
5.4 Benefits of Implementing ISO systems for Environment

Recommended Texts and Readings:
2. T.S. Doabia, 2010, Environmental and Pollution Laws In India, Lexis-Nexis

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

Assessment Tools:
Assignments (Presentations/ Role Plays/ Case Analysis/ Quiz etc.)
Discussion Forums
Term end examination

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OMBA-DS-334: Waste Management Logistics and Export Procedures

Periods/week: 3
Credits: 3
Max. Marks: 200
Continuous Evaluation: 60
End Semester Examination: 140
Duration of Examination: 2 Hrs

Pre-requisites: -
Course Type: Domain Specific Elective

Course Outcomes:

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

OMBA-DS-334.1 Understand components of logistics for waste management
OMBA-DS-334.2 Implement logistics and inventory procedures for waste management
OMBA-DS-334.3 Design systems to eradicate dumping of waste across international boundaries
OMBA-DS-334.4 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 Goals of Waste Management Logistics

Unit II

2.1 Waste Collection – Sources
2.2 Types & quantity of waste collection
2.3 Route optimization – planning, scheduling, Dynamic dispatching
2.4 Reverse Logistics/ Reverse Supply Chain

Unit III

3.1 Potential value of Recycling
3.2 Process of Recycling
3.3 Precautions for Recycling
3.4 Composting

Unit IV

4.1 3R – its importance
4.2 Initiatives Taken by Firms for 3R
4.3 Government Initiatives for 3R
4.4 Impact of 3R on Supply Chain

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 Human Resources for Waste Handling and Logistics

**Recommended Texts and Readings:**

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

**Assessment Tools:**
Assignments (Presentations/ Role Plays/ Case Analysis/ Quiz etc.)
Discussion Forums
Term end examination

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OMBA-DS-421: Service Marketing

Pre-requisites: -
Course Type: Domain Specific Elective

Course Outcomes:

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

OMBA-DS-421.1. Develop an in-depth understanding of the unique aspects and challenges inherent in marketing and managing the delivery of services
OMBA-DS-421.2 Apply services marketing concepts and frameworks to formulate valuable solutions for service issues
OMBA-DS-421.3 Analyze the service delivery process and discover the critical success factors of service quality
OMBA-DS-421.4 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
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

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
2.5 Service Recovery

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
Unit IV

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

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

Recommended texts and readings:

1. Valarie A. Zeithaml, Mary Jo Bitner, Dwayne D. Gremler and Ajay Pandit, 2013, Services Marketing- Integrating Customer Focus Across the Firm, 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.

Assessment Tools:
Assignments (Presentations/ Role Plays/ Case Analysis/ Quiz etc.)
Discussion Forums
Term end examination

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OMBA-DS-422: Digital Marketing

Periods/week Credits Max. Marks : 200
L:3 T: - P: - 3 Continuous Evaluation: 60
Duration of Examination: 3 Hrs End Semester Examination: 140

Pre-requisites: -
Course Type: Domain Specific Elective

Course Outcomes:

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

MBA-DS-MK-422.1 Learn the basics of digital marketing and the importance of the offer, list and creative in response rates
MBA-DS-MK-422.2 Develop a comprehensive digital marketing strategy
MBA-DS-MK-422.3 Use new media such as mobile, search and social networking; learn the measurement techniques used in evaluating digital marketing efforts
MBA-DS-MK-422.4 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 P.O.E.M. framework

Unit II

2.1 Basics of Search Engine Marketing
2.2 Organic and Paid Search Results
2.3 Search Engine Optimization (SEO)
2.4 On-page and off-page optimization tactics

Unit III

3.1 Display Advertising
3.2 PPC-Pay-Per-Click Marketing & Adwords
3.3 Retargeting and Dynamic Retargeting
3.4 Setting Up a Display Network Campaign

Unit IV

4.1 Social Media Marketing
4.2 Customer engagement on Social sites
4.3 Basics of Content Marketing
4.4 Role of Blogging
Unit V

5.1 Developing and Managing Websites
5.2 Website Designing
5.3 Web design and user experience
5.4 Web Analytics

Recommended Text and Readings:

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.

Assessment Tools:
Assignments (Presentations/ Role Plays/ Case Analysis/ Quiz etc.)
Discussion Forums
Term end examination

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

OMBA-DS-423: Mergers, Acquisition and Corporate Restructuring

Periods/week Credit Max. Marks
L:3  T:- P:-  3  200
Duration of Examination: 2 Hrs

Internal/Continuous Assessment: 60

End Semester Examination: 140

Pre-requisites: -
Course Type: Domain Specific Elective

Course Outcomes

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

OMBA-DS-423.1 Understand the concept and approaches towards valuation for the business entity
OMBA-DS-423.2 Appreciate the importance of basic concepts for different forms of businesses
OMBA-DS-423.3 Appreciate the significance of processes and procedure for mergers and acquisitions
OMBA-DS-423.4 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

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

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

Unit IV

4.1 Accounting & Taxation Issues in M&A
4.2 Accounting for goodwill
4.3 Evaluating the success of acquisitions

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
Recommended Text and Readings:

1. A. Gaughan, 2018, Mergers, Acquisitions And Corporate Restructuring, Wiley


4. S. Sudarsanam, 2010, Creating value from mergers and acquisition: The challenges, FT Prentice Hall, 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.

Assessment Tools:
Assignments (Presentations/ Role Plays/ Case Analysis/ Quiz etc.)
Discussion Forums
Term end examination

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OMBA-DS-424: Project Management

Periods/week Credits Max. Marks
L:3 T:- P:- 3 200

Duration of Examination: 2 Hrs

Pre-requisites: -
Course Type: Domain Specific Elective

Course Outcomes

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

OMBA-DS-424.1 Understand the basic concepts and process of project financing.
OMBA-DS-424.2 Acquire the requisite skills in executing various projects starting from project
OMBA-DS-424.3 Identify different stages of project financing till project termination
OMBA-DS-424.4 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 Value Chain Analysis of the Project

Unit II

2.1 Project Costing, Appraisal, Financial Analysis
2.2 Life Cycle Costing and Activity Based Costing
2.3 Appraisal: Marketing, Technical, Political, Financial and Social Aspects
2.4 Preparation of detailed project report

Unit III

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

Unit IV

4.1 Project contracts: Principles, Practical and Legal aspects
4.2 Insurance, Human Resource Aspects
4.3 Network analysis: CPM, PERT

Unit V

5.1 Project control system and MIS
5.2 Project Audit, Termination and Abandonment Analysis
5.3 Government Projects: Auditing and Control
Recommended texts and reading:

1. N. Dhameja, 2018, Financing and Managing Projects, Business Expert Press,
3. V. Desai, 2016, Project Management Himalaya Publishing House,
4. N. Singh, 2015, Project Management & Control, Himalaya Publishing House,

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

Assessment Tools:
Assignments (Presentations/ Role Plays/ Case Analysis/ Quiz etc.)
Discussion Forums
Term end examination

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OMBA-DS-425: Organization Change and Development

Periods/week: 3
L: 3 T: - P: -
Credits: 3
Max. Marks : 200
Continuous Assessment : 60
Duration of Examination: 2 Hrs
End Semester Examination: 140

Pre-requisites:
Course Type: Domain Specific Elective

Course Outcomes:

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

OMBA-DS-425.1 Define various terms relating to organizational development & change
OMBA-DS-425.2 Apply theories and current research concerning individuals, groups, and organizations
OMBA-DS-425.3 Able to understand the process of change as applied to organizational culture and human behavior
OMBA-DS-425.4 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

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

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

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

**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:**

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  

**Notes:**

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

**Assessment Tools:**

Assignments (Presentations/ Role Plays/ Case Analysis/ Quiz etc.)  
Discussion Forums  
Term end examination

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OMBA- DS-426: HR Analytics

Periods/week: 3
Credits: 3
Max. Marks: 200
L: 3 T: - P: -
Continuous Evaluation: 60
Duration of Examination: 2 Hrs
End Semester Examination: 140

Pre-requisites: -
Course Type: Domain Specific Elective

Course Outcomes:

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

OMBA- DS-426.1 Understand theory, concepts, and business application of human resources research
OMBA- DS-426.2 Understand data, metrics, systems, analyses, and reporting
OMBA- DS-426.3 Comprehend the role and importance of HR analytics to interpret HR data to support decision making
OMBA- DS-426.4 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

Unit II

2.1 Staffing Analytics
2.2 Analytics for Human Resource Planning
2.3 Basics HR Forecasting
2.4 Techniques of HR Forecasting

Unit III

3.1 Improving Collaboration Using Analytics
3.2 Mapping Collaboration Networks
3.3 Evaluating Networks
3.4 Intervening Collaboration Network

Unit IV

4.1 Analyzing performance evaluation
4.2 Total compensation modeling
4.3 Talent analytics
4.4 Talent management
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

Recommended texts and readings:


Notes:

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

Assessment Tools:
Assignments (Presentations/ Role Plays/ Case Analysis/ Quiz etc.)
Discussion Forums
Term end examination

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OMBA-DS-427: Export- Import Procedures and Documentation

Periods/week Credits Max. Marks : 200
L:3 T: - P: - 3 Continuous Assessment: 60
Duration of Examination: 2 Hrs End Semester Examination: 140

Pre-requisites: -
Course Type: Domain Specific Elective

Course Outcomes:

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

OMBA-DS-427.1 Understand the regulatory setup and the policy of the government with regard to imports and exports.
OMBA-DS-427.2 Gain a practical understanding of the procedures and documentation relating to exports.
OMBA-DS-427.3 Understand the operational aspect and procedures concerning imports.
OMBA-DS-427.4 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

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

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

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  

**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  

**Recommended texts and readings:**

4. Govt of India, 2019, An Overview of Customs, Commissionate of Customs and ICDs.  
5. Govt. of India, 2019, Ministry of Commerce and Industry – Handbook of Procedure, Govt. of India  
7. Cherunilam Francis, 2019, International Trade and Export Management, Himalaya Publication

**Notes:**

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

**Assessment Tools:**
Assignments (Presentations/ Role Plays/ Case Analysis/ Quiz etc.)
Discussion Forums
Term end examination

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OMBA-DS-428: International Financial Management

Periods/week Credits Max. Marks : 200
L:3   T:- P: - 3
Duration of Examination: 2 Hrs
Continuous Assessment: 60
End Semester Examination: 140

Pre-requisites: -
Course Type: Domain Specific Elective

Course Outcomes:
By the end of the course, a student should be able to:
OMBA-DS-428.1 Conceptualize financial decision making at a global level
OMBA-DS-428.2 Appreciate the nuances of obtaining finance in a global, multinational environment
OMBA-DS-428.3 Recognize risk elements and investment options
OMBA-DS-428.4 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

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

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

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

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

Recommended texts and readings:

4. Govt of India, 2019, An Overview of Customs, Commissionate of Customs and ICDs.
5. Govt. of India, 2019, Ministry of Commerce and Industry – Handbook of Procedure, Govt. of India

Notes:

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

Assessment Tools:
Assignments (Presentations/ Role Plays/ Case Analysis/ Quiz etc.)
Discussion Forums
Term end examination

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OMBA- DS-429: Planning and Structuring New Venture

Periods/week Credits Max. Marks: 200
L:3 T: P:- 3 Continuous Assessment: 60
Duration of Examination: 2 Hrs End Semester Examination: 140

Pre-requisites: -
Course Type: Core

Course Outcomes:

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

OMBA-DS-429.1. Get acquainted with theory and practice of new venture management
OMBA-DS-429.2. Develop understanding of how to carry-out a new venture planning from start to finish to get results.
OMBA-DS-429.3. Design appropriate business plan to meet the contemporary need of a new venture.
OMBA-DS-429.4. 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 Role of Technology in Creating and Changing Business Aspects

Unit II

2.1 Eco System to Set off New Ventures
2.2 Inorganic Growth: Advantages of Acquiring an Existing Venture
2.3 Evaluating the Opportunities

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

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

Unit V

5.1 Sources of Financing Indian Entrepreneurs: Bank, State Financial Corporation’s (SFs), Angel Investors, Business Incubators and Facilitators Government Policies
5.2 Stages in Financing New Ventures
5.3 Marketing New Venture
Recommended texts and readings:


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

Assessment Tools:
Assignments (Presentations/ Role Plays/ Case Analysis/ Quiz etc.)
Discussion Forums
Term end examination

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OMBA- DS-430: Social Entrepreneurship

Pre-requisites: -
Course Type: Core

Course Outcomes:

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

OMBA-DS-430.1 Understand the concept of social entrepreneurship and how it is transforming society and making social impact
OMBA-DS-430.2 Be effective in their social entrepreneurial pursuits to address social problems
OMBA-DS-430.3 Develop solutions to societal problems
OMBA-DS-430.4 Manage, measure and scale up social ventures.

Unit I

1.1 Background & Overview of Social Entrepreneurship
1.2 SE landscape in India
1.3 Social Entrepreneurship v/s Other Models of Change

Unit II

2.1 Identification of Social Problems
2.2 Discovering Opportunities, Developing a business mode and feasibility analysis
2.3 Lean Startup

Unit III

3.1 Understanding Customer and Building Market
3.2 Creating USP through Innovation
3.3 Mobilizing Funds and Building Financial Sustainable Model

Unit IV

4.1 Registration of a Firm
4.2 Forming Alliances, Partnership and Creating Network
4.3 Statutory Requirements and Legal Compliances

Unit V

5.1 Measuring and Managing Performance
5.2 Challenges of Social Entrepreneurship
5.3 Social Entrepreneurship as a Tool for Social Change
**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

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

**Assessment Tools:**
Assignments (Presentations/ Role Plays/ Case Analysis/ Quiz etc.)
Discussion Forums
Term end examination

**Course Articulation Matrix**

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Periods/week Credits Max. Marks: 200
L:3 T:- P:- 3 Internal/Continuous Assessment: 60
Duration of Examination: 2 Hrs End Semester Examination: 140

Pre-requisites: -
Course type: Domain Specific Elective

Course Outcomes

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

OMBA-DS-431.1. Understand the theory and practice of risk management in banking and financial services.
OMBA-DS-431.2. Develop understanding framework for risk management.
OMBA-DS-431.3. Design appropriate strategies for risk management while understanding the social and financial system.
OMBA-DS-431.4. Work with different operational risk management techniques to minimize risk

Unit I

1.1 Risk Management in Banking and Financial Services
1.2 Performance analysis of Banks and Financial Service Institutions
1.4 CAMEL Model, Capital adequacy, Asset Quality, Management, Earnings and Liquidation
1.5 Understanding Basel-II, III and IV Framework and its implication for Banks

Unit II

2.1 Liquidity Risk Management
2.2 Regulatory authorities and regulation measures
2.3 Liquidity Coverage Ratios (LCRs), regulatory norms

Unit III

3.1 New framework of Interest Rate Risk (IRR) Management
3.2 Sources, Quantification techniques and Management of IRR
3.3 Governance in Banking and Financial Services

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
Unit V

5.1 Operational Risk Management: A brief analysis of models.
5.2 Information technology risk in banking and insurance sector
5.3 Legal, Market and Cyber risk in banking and financial services

Recommended texts and readings:

1. Popli G.S and Puri S.K, Strategic Credit Management in Banks, PHI Learning Private Ltd, New Delhi
2. Popli G.S. Jain Anuradha, Principles and System of Banking, PHI Learning Private Ltd, 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.

Assessment Tools:
Assignments (Presentations/ Role Plays/ Case Analysis/ Quiz etc.)
Discussion Forums
Term end examination

Course Articulation Matrix:

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OMBA-DS-432: Retailing and CRM

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

OMBA-DS-432.1. Understand the retail operations in Banking and Insurance
OMBA-DS-432.2 Understand the strategy for building, managing and strengthening loyal and long-lasting customer relationships.
OMBA-DS-432.3 Perform ‘Personalised’ handling of customers as distinct entities through identification and understanding of their differentiated needs, preferences and behaviours
OMBA-DS-432.4 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

Unit II

2.1 Retail Products Overview
2.2 Technology for Retail Banking
2.3 Trends in Retailing

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

Unit IV

4.1 Operational CRM
4.2 Analytical CRM
4.3 Collaborative CRM

Unit V

5.1 CRM: Technology Issues
5.2 Strategic Framework for Successful Implementation of CRM
5.3 CRM in Banking and Insurance: Issues and Challenges

**Recommended texts and readings:**

1. Indian Institute of Banking and Finance, Retail Banking, McMillan, 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.

**Assessment Tools:**

Assignments (Presentations/ Role Plays/ Case Analysis/ Quiz etc.)
Discussion Forums
Term end examination

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OMBA-DS-433: E- Waste Management

Periods/week Credits Max. Marks : 200
L:3 T:- P: - 3 Continuous Evaluation: 60
Duration of Examination: 3 Hrs End Semester Examination: 140

Pre-requisites: -
Course Type: Domain Specific Elective

Course Outcomes:

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

MBA-DS-433.1 Appreciate the magnitude of e-waste generation
MBA-DS-433.2 Sensitize ICT users for efficient e-waste management
MBA-DS-433.3 Design organizational systems for managing e-waste
MBA-DS-433.4 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

Unit II

2.1 Nature of E Waste
2.2 Hazardous substances in e-waste and their impacts
2.3 Impact on Public Health
2.4 Impact on Soil, Air and Water

Unit III

3.1 Domestic e-waste disposal
3.2 Technologies for recovery of resource from e-waste
3.3 Potential Value of E Waste
3.4 Urban Mining and Extraction of e-waste

Unit IV

4.1 E-waste management
4.2 Govt. Regulations for E Waste
4.3 E waste rules – objectives & highlights
4.4 Responsibilities of the different stakeholders

Unit V

5.1 Recycling and Refurbishing
5.2 Business Models for E Waste Recycling
5.3 Profitability from E Waste
5.4 Occupational and environmental health perspectives of recycling e-waste

**Recommended Texts and Readings:**

2. R.M. Harrison, 2019, Electronic Waste Management, Royal Society of Chemistry

**Notes:**

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

**Assessment Tools:**

Assignments (Presentations/ Role Plays/ Case Analysis/ Quiz etc.)
Discussion Forums
Term end examination

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OMBA-DS-434: Reclamation, Remediation and Capping

Periods/week                                      Credits                                      Max. Marks: 200
L:3  T:-  P: -                                    3                                           Continuous Evaluation: 60
Duration of Examination: 2 Hrs                   End Semester Examination: 140

Pre-requisites: -
Course Type: Domain Specific Elective

Course Outcomes:

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

MBA-DS-434.1  Appreciate the importance of reclamation and remediation of waste
MBA-DS-434.2  Analyse the contamination levels before reclamation
MBA-DS-434.3  Understand the various aspects of landfill reclamation
MBA-DS-434.4  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 Waste Management Technologies

Unit II

2.1 Bioremediation Technologies
2.2 Microbial Bio-remediation
2.3 Myco-remediation
2.4 Phyto Remediation

Unit III

3.1 Waste Lands Classification
3.2 Waste Lands Reclamation
3.2 Use of waste as Filling, Material in Land Reclamation
4.3 Scenario Development for Land Reclamation

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

Unit V

5.1 Identification of waste options
5.2 Implementation of waste options/alternatives
5.3 Cost and Benefit Analysis of the Options
5.4 Societal impact of Reclamation, Remediation and Capping

**Recommended Texts and Readings:**

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

**Assessment Tools:**
Assignments (Presentations/ Role Plays/ Case Analysis/ Quiz etc.)
Discussion Forums
Term end examination

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