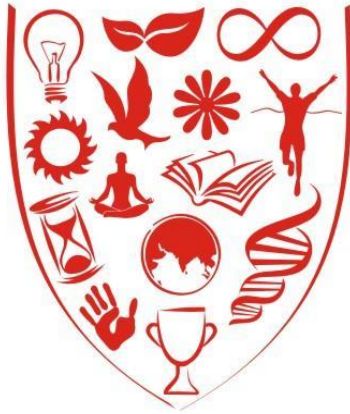


Jaipur School of Business
Master of Business Administration
MBA Scheme 2024-2026



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Jaipur School of Business

Department of Management
(MBA) Revised Syllabus 2024-2026

Syllabi and Course Structure

Master of Business Administration

Academic Programme

Batch (2024-2026)

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Jaipur School of Business
Department of Management
(MBA) Revised Syllabus 2024-2026

Choice Based Credit System (CBCS) and Outcome Based Education

Pattern as per UGC, AICTE and NEP 2020 Guidelines

- 1. Preamble:** The revised MBA Curriculum 2024-2026 builds on the implementation of the Outcome Based Education along with the Choice Based Credit System (CBCS) and Grading System as per AICTE Guidelines.

The revised syllabus of MBA programme of Jaipur School of Business, JECRC University broadly meets the Model Curriculum norms for MBA, prescribed by the AICTE in January 2018, UGC Model Curriculum and NEP 2020. The revised syllabus aims to meet the objectives of Business Environment and Domain knowledge (BEDK), Critical Thinking Business Analysis (CTBA), Problem Solving and Innovations (PSI), Global exposure and cross-cultural understanding (GECCU), Social Responsiveness and Ethics (SRE), Effective Communication (EC) and Leadership and Team work (LT). Syllabus contents have been finalized after several rounds of peer review meetings held at the departmental level, suggestions and opinion of the advisory committee and industry professionals was sought before finalization of the syllabus.

- 2. MBA Programme Focus:**

- 2.1 Programme Educational Objectives (PEOs):**

PEO 1 – To develop a sound business and entrepreneurial acumen with innovative mindset

PEO 2 – To equip students of Management Programme with legal and practical approach to problem-solving

PEO 3 – To nurture and train future managers for challenges in the wake of global uncertainty

PEO 4 – To develop individuals turned into competent professionals through continuous improvement in learning and innovation

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PEO 5 – To sensitize students with ethical issues arising out of society and the business interface

PEO 6 – To equip students with appropriate quantitative tools to analyse real-world business situations

2.2 Program Outcomes (PO) –

A Management graduate will be able to demonstrate:

PO1: Management Knowledge: To provide students with comprehensive management knowledge that can help them to be a business leader and manager

PO2: Analytical Skills: To required conceptual, analytical, technical, entrepreneurial and human relation skills to be an effective management professional and ethical and responsible citizen.

PO3: Research Aptitude: An ability to demonstrate a critical awareness of current issues (diversity, social responsibility, sustainability, innovation, knowledge management, etc.) in business and management which is informed by leading edged research and practice in the field.

PO4: Leadership Skills: Display leadership competencies in implementing, coordinating and inspiring subordinates to manage change.

PO5: Culture, Values and Ethics: Naturalization with social responsibility issues that managers must address, including business ethics, cultural diversity, environmental concerns and sustainable development.

PO6: Application Skills: Demonstrate analytical skills applying business analysis, data management and diagnostic problem-solving skills in order to support management decision-making.

PO7: Entrepreneurship Skills: Apply the entrepreneurial, analytical, managerial skills for effective business management.

PO8: Individual and Team Work: Function effectively as an individual, and as a member or leader in diverse teams, and in multidisciplinary settings.^[SEP]

PO9: Communication: Communicate effectively on complex engineering activities with the engineering community and with society at large, such as, being able to comprehend and write effective reports and design documentation, make effective presentations, and give and receive clear instructions.

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PO10: Life Long Learning: Ability to integrate business knowledge and management techniques and aid planning and control in a changing business environment.

2.3 Program Specific Outcomes (PSO):

PSO1: To develop graduates for diverse careers in global management administration and entrepreneurship

PSO2: To enable the students in applying conceptual fundamental knowledge of management to optimally solve the complex business problems.

PSO3: To be able to provide innovative solutions

PSO4: To be able to practice professional ethics and standards for sustainable business practices

PSO5: To adapt them to function in multi-disciplinary work environment, good leadership skills, as a front-runner and decision-maker.

3. Course Types:

Program Core: - Core courses are compulsory courses for all the students.

Fundamental: - This is the course which should compulsorily be studied by a student as a course requirement to complete the requirement of a degree in a said discipline of study. Therefore, these are mandatory in nature. These courses cannot be substituted by any other courses.

Program Elective: - A specialization centric elective is called Program Elective. Program Elective courses, in the semester II and III are focused on specialization areas, Students have opted for.

Skill Enhancement/Ability Enhancement: - Such courses focus on providing the necessary tools for management students to enhance their managerial skills and ability for decision-making

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3.1 Massive Open Online Courses (MOOCs)- Massive Open Online Courses (MOOCs) are such online courses which are developed as per the pedagogy stated in the AICTE regulation (2018) or equivalent; following the four-quadrant approach and made available on the SWAYAM platform of Government of India

Students are encouraged to opt for MOOCs (Massive Online Open Courses) through SWAYAM and NPTEL. Not more than 20% of the total credits (16 Credits) shall be earned through MOOCs. Not more than 20% of credits per semester shall be earned through the MOOCs. Student shall apply to the HOD or other designated academic authority of the institute in advance and seek permission for seeking credit transfer for the proposed MOOCs, they wish to pursue.

3.2 Program Electives offered: -

The following Program Electives shall be offered:

- ❖ Finance
- ❖ Marketing
- ❖ Human Resource
- ❖ Information Systems
- ❖ Production and Operations Management
- ❖ Entrepreneurship and Family Business Management

Note:

- The University may offer only **SELECT Program Electives** depending on the industry requirement, student demands, employability potential etc.
- The University **may not offer** a program elective if a **minimum of 10% of students** are not **registered** for that program elective.

3.3 Dissertation: -

In the fourth semester, students are required to take a discipline specific research project to understand the concepts of subjects opted in Program Elective, and need to understand emerging trends in the market, practical exposure and finding solutions to

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the business problem through proper research process. After successful completion of the project a student must submit the report to the department and have to undergo a Viva-voce before the panel of external and internal subject experts to acquire the degree in Management.

4. Teaching Pedagogy:

The focus of the teaching pedagogy will be on creating a healthy, learning environment for students, which could help them grow, develop and sustain in ever-changing, challenging, and competing business environment. The main aim of a faculty is to become a mentor or facilitator who helps students achieve the learning goal. This will be achieved through:

- Encouraging analytical, problem-solving and decision-making skills through critical thinking, dialoguing and solution building
- A pedagogic mix comprising of case studies, simulations, presentations and lectures
- High Industry-Institute Interface based studies
- Students compulsorily presenting Seminars on published research papers from recent international journals to orient towards Research.
- Detailed course handouts including the session plan and learning outcome handed to students before commencement of each semester.
- Flip classroom mode for participative learning
- One industrial visit every year i.e., between two semester or end of semester is mandatory
- The Department shall insist on report submission by each student and shall maintain this as a documentary proof. The format of the report shall be prescribed by the department.

4.1 Medium of Instruction: -

The medium of instruction and evaluation shall be English only.

4.2 Workshops and Special Lectures: -

The department will be conducting special lectures, workshops, seminars, academia lecture series by inviting domain experts and industry leaders. The Department will also be organizing workshops on Resume writing, mock interviews and career development, personality development, motivational lectures for the overall development. The main aim of the same is to improve the competitiveness and caliber of management aspirants.

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5. Structure of MBA Programme: -

S. No	Course Type	No. of Papers	Credit Per Course			Total Credits
			L	T	P	
1	Program Core (PC)	07	02	02	02	21
2	Fundamental (F)	02	02	0	02	05
3	Program Electives (PE)	10	03	0	0	30
4	Skill-Enhancement (SE)	02	02	0	02	03
5	Ability-Enhancement (AE)	02	02	02	0	05
6	Dissertation	01			32	16
	Total	24				80

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Course Structure

Scheme of Teaching

Master of Business Administration (MBA)

Semester I

FIRST SEMESTER						
Sub Code	Sub Name	L	T	P	C	Type
MBA014 B	Principles of Economics & Markets	2	0	0	2	F
MBA003 A	Organizational Behaviour	2	0	2	3	PC
MBA237A	Accounting and Finance for Managers	2	1	0	3	PC
MBA238A	Strategic Marketing Decisions	2	0	2	3	PC
MBA018 A	Quantitative Techniques and Analytics	2	0	0	2	AE
MBA005 C	Business Communication & Skills	2	0	2	3	SE
MBA024 A	Analytical tools for Managers Lab	0	0	2	1	SE
JIC001A	Entrepreneurship and Start-ups	2	0	0	2	F
MBA239A	Corporate Governance, CSR & Sustainability	2	0	2	3	PC
	TOTAL	16	2	10	22	

Semester II

SECOND SEMESTER						
Sub Code	Sub Name	L	T	P	C	Type
MBA240A	Business Analytics	2	1	0	3	PC
MBA191 A	Human Resource Management	2	0	2	3	PC
	Elective- I	3	0	0	3	PE
	Elective-II	3	0	0	3	PE
	Elective- III	3	0	0	3	PE
	Elective- IV	3	0	0	3	PE
	Elective- V	3	0	0	3	PE
	Elective- VI	3	0	0	3	PE
	TOTAL	22	1	2	24	

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PC = Program Core; F = Fundamental; PE = Program Elective; SE = Skill-Enhancement, AE = Ability- Enhancement

Semester III

THIRD SEMESTER						
Sub Code	Sub Name	L	T	P	C	Type
MBA431B	Production & Operations Management	2	0	2	3	PC
MBA013A	Management Research Methodology	2	1	0	3	AE
	Elective- VII	3	0	0	3	PE
	Elective- VIII	3	0	0	3	PE
	Elective- IX	3	0	0	3	PE
	Elective- X	3	0	0	3	PE
	TOTAL	16	1	2	18	

Semester IV

FOURTH SEMESTER						Type
MBA999A	Dissertation	-	-	32	16	PC
	TOTAL		-	32	16	

PC = Program Core; F = Fundamental; PE = Program Elective; SE = Skill-Enhancement, AE = Ability-Enhancement

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PROGRAM ELECTIVE SUBJECTS

Sub Code	Specialization	L	T	P	C
	FINANCE				
MBA103A	Financial Decision Making	3	0	0	3
MBA104A	Financial Derivatives	3	0	0	3
MBA105A	Indian Financial System	3	0	0	3
MBA106A	Insurance & Risk Management	3	0	0	3
MBA107A	International Financial Management	3	0	0	3
MBA108A	Mergers, Acquisitions and Corporate Restructuring	3	0	0	3
MBA109A	Security Analysis and Portfolio Management	3	0	0	3
MBA110A	Financial Risk Management	3	0	0	3
MBA112A	Financial Modelling and Valuation	3	0	0	3
	MARKETING				
MBA162A	Advertising Management	3	0	0	3
MBA163A	Consumer Behaviour and Market Research	3	0	0	3
MBA164A	International Marketing	3	0	0	3
MBA165B	Product Management and Brand Building	3	0	0	3
MBA166A	Rural Marketing	3	0	0	3
MBA167A	Sales and Distribution management	3	0	0	3
MBA440A	Marketing of Services	3	0	0	3
MBA461A	Retail Management	3	0	0	3
	HUMAN RESOURCE				
MBA 190A	HR Analytics	3	0	0	3
MBA192A	Compensation Management	3	0	0	3
MBA193A	Industrial Relations & Labour Laws	3	0	0	3
MBA194A	Organizational Development and Management of Change	3	0	0	3
MBA195A	Performance Management and Retention Strategies	3	0	0	3
MBA196A	Sourcing, Training and Development	3	0	0	3
MBA197A	Strategic Human Resource Management	3	0	0	3
MBA371A	Knowledge Management	3	0	0	3
	INFORMATION SYSTEMS				
MBA222A	Business Intelligence and Data Mining	3	0	0	3
MBA223A	Business Process Re-engineering	3	0	0	3
MBA225A	ERP & Data Base Management System	3	0	0	3

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MBA226A	Information System Audit	3	0	0	3
MBA227A	Strategic Management of Information Technology	3	0	0	3
MBA228A	IT Strategy & E-Business	3	0	0	3
MBA229A	System Analysis and Design	3	0	0	3
MBA230A	Cloud Computing	3	0	0	3
	PRODUCTION AND OPERATION MANAGEMENT				
MBA432A	Applied Operations Research	3	0	0	3
MBA434A	Logistics Management	3	0	0	3
MBA437A	Production Planning & Control	3	0	0	3
MBA438A	Purchasing & Materials Management	3	0	0	3
MBA439A	Service Operations Management	3	0	0	3
MBA441A	Total Quality Management	3	0	0	3
MBA442A	Transportation Management	3	0	0	3
	ENTREPRENEURSHIP AND FAMILY BUSINESS MANAGEMENT				
MBA301A	Entrepreneurship Process & Behaviour	3	0	0	3
MBA302A	Creativity & Innovation in Entrepreneurship	3	0	0	3
MBA303A	Small Business Management	3	0	0	3
MBA304A	Family Business Management	3	0	0	3
MBA305A	Leading Change in Family Business	3	0	0	3
MBA306A	Social Entrepreneurship	3	0	0	3
MBA307A	Financing New Business Ventures	3	0	0	3

MAPPING COURSE OUTCOMES LEADING TO THE ACHIEVEMENT OF PROGRAM OUTCOMES AND PROGRAM SPECIFIC OUTCOMES:

<i>Course Outcome</i>	Program Outcome										Program Specific Outcome				
	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO10	Pso1	Pso2	Pso3	Pso4	Pso5
CO1	H		H	L				H			H		H		M
CO2		H				M		H		H		H		H	L

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CO3			H	M			M		H		H	M	H	L	
CO4										H					H
CO5						H			H				H		H

H = Highly Related; M = Medium L = Low

Jaipur School of Business
Master of Business Administration
MBA Scheme 2024-2026
M.B.A I Semester

Principles of Economics and Markets
PAPER CODE: MBA014B
L-2; T-0; P-0; CREDITS: 2

Objectives:

To equip the students of management with time-tested tools and techniques of managerial economics to enable them to appreciate its relevance decision making. To explore the economics of information and network industries and to equip students with an understanding of how economics affect the business strategy of companies in these industries.

Course Outcomes (CO)

CO 1: To study and remember the concepts, tools, principals and theories of Micro economics

CO2: Understanding of economic concepts and markets for business growth.

CO3: To apply economic tools and logic for arriving at optimum solution to business problems

CO4: To analyse & evaluate the different microeconomic situations and consumer behaviour pattern for taking correct business decision

CO5: To create and formulate appropriate strategies and policies as per the current business trends.

Unit I

The Economic Way of Thinking

Introduction to economics: concept of scarcity- trade-offs, opportunity cost, basic economic problems, microeconomics and macroeconomics, managerial economics-meaning and nature. Sectoral Composition: Characteristics of Indian economy as developing economy, causes and solutions for economic development in India.

Unit II

Demand & Supply Analysis and Estimation

Demand Analysis- meaning of demand, determinants of demand, demand equation, Law of Demand, elasticity of demand, types of elasticity, measurement of elasticity, supply-meaning, determinants, Law of Supply, market equilibrium.

Unit III

Production Analysis and Market Competition

Production-meaning, production function, laws of production-law of variable proportions and laws of returns to scale, isoquants, economies of scale;

Unit IV

Cost analysis

Meaning of cost, Cost concepts, (problems), cost function Cost & Economies of scale.

Unit V

Markets

Types of markets: perfect competition, monopoly, monopolistic competition and oligopoly; Oligopoly Market: Oligopoly-price searchers-meaning, cartels, conditions for cartel success; price rigidity and kinked demand; price leadership, volume pricing.

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MAPPING COURSE OUTCOMES LEADING TO THE ACHIEVEMENT OF PROGRAM OUTCOMES:

Course Outcome	Program Outcomes									
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	L	L	M	M	L	L	-	L	L	L
CO2	L	M	-	M	M	M	L	L	M	-
CO3	L	H	-	L	H	H	-	L	M	M
CO4	L	M	H	-	H	H		L	M	-
CO5	L	M	-	H	-	-	L	-	-	L

H = Highly Related; M = Medium, L = Low

Reference books:

1. Pindyck, Rubinfeld & Mehta (2009). *Microeconomics* (7th ed.). Pearson.
2. Principles of Economics 2016
3. Principles of Economics 2015, N. Gregory Mankiw (Author)

Suggested books:

1. Managerial Economics: Theory, Applications, and Cases" by W. Bruce Allen
2. Microeconomics" by Pindyck and Rubinfeld

Web Links:

- <https://iimbx.iimb.ac.in/catalog/introduction-to-managerial-economics/>
- <https://www.youtube.com/watch?v=xHmDtQ-S1Dk>
- <https://mrcet.com/downloads/MBA/Managerial%20Economics.pdf>

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MBA Scheme 2024-2026
M.B.A I Semester
ORGANIZATIONAL BEHAVIOR
PAPER CODE: MBA 003A
L-2; T-0; P-2; CREDITS: 3

Objective:

This course is designed to equip the students with the tools necessary to understand the dynamics of individual and group behaviour for efficient and effective utilization of human resources in the organizations. Broadly, the course intends to help the students to be able to understand and analyse the individual needs, feelings, aspirations and to develop skills needed to plan for the implementation of change in an organization.

Course Outcome:

At the end of this course students will:

CO1: apply the conceptual foundation and theories of organisational behaviour

CO2: understand the concept of individual behaviour and its application through their personality and perception

CO3: demonstrate how the organizational behavior can integrate in understanding the motivation (why) behind the behavior of people in the organization.

CO4: analyze how to develop coordination and teamwork in organization

CO5: understand the dynamics of Organizational structure and design and implement change effectively

UNIT I

Concept of OB - Definition, Need and Importance of Organizational Behaviour, Contributing disciplines of OB, Nature and Scope, Organizational Behaviour Models.

Individual Behaviour – Concept and Application

Learning – Concept, Learning theories and reinforcement.

UNIT II

Personality – Type A and B, Big five personality types, Factors influencing personality.

Values And Attitudes– Concept and types of values: Terminal value and instrumental value. Components of attitude, job related attitudes, measurement of attitude.

Perceptions And Emotions – Importance, factors influencing perception, perpetual distortions, emotional intelligence.

UNIT III

Motivation – Meaning and importance of motivation, Maslow’s need hierarchy theory, Herzberg’s two factor theory, Theory X Theory Y, Intrinsic and Extrinsic motivation by Ken Thomas, Measurement of motivation using standard questionnaire. Communication and feedback.

Transactional Analysis (TA) – A brief overview, The three Ego States (Child, Adult, Parent), Johari Window.

UNIT IV

Group Dynamics- Stages of Group Development. Cohesiveness and Productivity, Group Norms, Types of groups/teams

Conflict: Sources of conflict, resolution strategies.

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Leadership: Meaning and concept of leadership, trait theory, transactional, charismatic, and transformational leadership.

Power and Politics – Power Tactics, Coalitions, Organizational Politics

UNIT V

Dynamics of Organisational Behaviour

Organizational Climate and Culture – Concept, Factors affecting organizational climate and culture, Developing organizational culture

Organizational Change – Importance, Stability vs. Change, Proactive vs Reaction change, Change process, Resistance to change, Managing change.

Stress – Work Stressors, Consequences, Prevention and Management of stress

MAPPING COURSE OUTCOMES LEADING TO THE ACHIEVEMENT OF PROGRAM OUTCOMES:

Course Outcome	Program Outcomes									
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	L	L	M	L	L	L	L		—	
CO2	L	M	-	M	L	M	M	M	—	M
CO3	L	H	L	H	L	M	H	M	—	M
CO4	L	M	-	H	L	M	H	H	-	M
CO5	L	M	L	H	L	L	H	L	—	M

H = Highly Related; M = Medium, L = Low

Reference Books:

1. Robbins, S.P., *Organisational Behaviour*, Prentice Hall of India Pvt. Ltd., New Delhi.
2. Greenberg, Jerald, and Robert A Baron, *Organisational Behaviour*, Prentice Hall of India Pvt. Ltd., New Delhi.
3. Luthans, F., *Organisational Behaviour*, McGraw Hill International. New York.

Suggested Readings:

1. Chhabra, T. N., *Organisational Behaviour*, Sun India Publications.
2. Singh, A.K., and B. P. Singh, *Organizational Behavior*, Excel Books Pvt. Ltd, New Delhi.

Web Links:

<https://ebooks.inflibnet.ac.in/mgmt13/chapter/organisational-behaviour-meaning-and-concept/>

Jaipur School of Business
Master of Business Administration
MBA Scheme 2024-2026
M.B.A I Semester
ACCOUNTING AND FINANCE FOR MANAGERS
PAPER CODE: MBA 237A
L-2; T-1; P-0; CREDITS: 3

Objective:

The objective of this course is to acquaint the students regarding various accounting concepts and its application in managerial decision making. They can assess and apply their strengths in accounting. To familiarize the students with the principles and practice of financial management.

Course Outcomes:

At the end of this course the students will able to -

CO1: Develop a functional knowledge of basic managerial accounting principles which will include at a minimum.

CO2: The ability to calculate costs in job order and a process cost accounting system and understand how the costs flow through the system

CO3: An understanding of the types of costs and how they behave in order to calculate cost-volume-profit relationships

CO4: An understanding of the types of budgets and be able to prepare operating budgets, financial budgets and capital budgets.

CO5: The study will explain and analyse general costs and cost variance analyses, to assess the price and quantity of materials, labour and overhead costs.

UNIT I

Financial Accounting – Concept, Importance and Scope. Generally accepted accounting principles, Preparation of Financial Statements with special reference to analysis of a Balance Sheet

UNIT II

Financial Statement Analysis- Concept, objectives and types. Ratio analysis- study of liquidity, solvency and profitability ratios. Cash Flow Analysis – uses and preparation of cash flow statement. Cases and Problems

UNIT III

Financial Management: Meaning & Scope of FM. Objectives of FM, Functions of Financial Managers, Time value of money: Present Value & Future Value of Rupee one & Annuity.

UNIT IV

Basics of Cost of Capital , Types of Cost of capital, Capital Budgeting (Traditional & modern Techniques): Pay Back Period, ARR, NPV, IRR, PI & Terminal Value techniques

UNIT V

Leverages: Concept, Calculation of Leverages: Operating Leverage, Financial Leverage & Combined Leverage. Capital structure planning and its theories; Dividend Policy: Concept and Various models

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**MAPPING COURSE OUTCOMES LEADING TO THE ACHIEVEMENT OF PROGRAM
OUTCOMES AND PROGRAM-SPECIFIC OUTCOMES:**

Course Outcome	Program Outcomes									
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	L	L	M	L	L	L	L		—	
CO2	L	M		M	L	M	M	M	—	M
CO3	L	H		H	L	M	H	M	—	M
CO4	L	M		H	L	M	H	H	—	M
CO5	H	L	M		L		L	L	—	L

H = Highly Related; M = Medium L = Low

Suggested Books:-

1. Ray Garrison, Eric Noreen, Peter Brewer: Managerial Accounting, MC Graw Hill Education (India) Private Limited, 13th Edition.
2. Kuppapally Jelsy Joseph: Accounting For Managers, PHI Publications.
3. R.C. Shekhar, A.V. Rajagopalan: Management Accounting, Oxford University Press.
4. Khan, M.Y. Jain, P.K. *Financial Management: Text, Problems and Cases*, Tata McGraw Hill Publishing Company Limited.

Reference Books:-

1. Pandey, I.M. *Finance: A Management Guide for Managing Company Funds and Profits*. Prentice Hall of India, New Delhi. (2003).
2. Bhattacharya, *Financial Accounting for Business Managers*. Prentice Hall of India, New Delhi 2003
3. Saraswat, Bhatnagar, *Financial Management*, Garima Publications.
4. M.R. Agarwal, *Financial Management*, Garima Publications Jaipur, 2023.

Web Links:

<https://www.accountingverse.com/managerial-accounting/>

<https://www.aicpa-cima.com/home>

Jaipur School of Business
Master of Business Administration
MBA Scheme 2024-2026
MBA I Semester
STRATEGIC MANAGEMENT DECISIONS
SUBJECT CODE: MBA238A
L-2; T-0; P-2; CREDITS: 3

Objective:

This course is designed to provide the student with a working knowledge of the steps involved in the analytical and decision-making processes involved in formulating, implementing and controlling a strategic marketing program.

Course Outcomes:

CO1: To understand the fundamentals of strategic marketing, including strategic planning processes, environmental scanning, and resource allocation.

CO2: To Analyse and Evaluate consumer behaviour and market segmentation to identify market attractiveness and develop competitive positioning strategies.

CO3: To Apply and Implement informed product and pricing decisions, managing product life cycles, new product development, and strategic pricing.

CO4: To develop and manage effective distribution channels and promotional strategies, integrating contemporary trends in advertising and sales promotion.

CO5: To evaluate the Conduct thorough competitor analysis and utilize competitive intelligence to sustain competitive advantage and make strategic marketing decisions.

UNIT I

Fundamental of Strategic Marketing

Introduction, Definition of strategic marketing, Difference between marketing management and strategic marketing management, Nature and Principles of Strategic Marketing, Definition of strategic marketing planning, Strategic Planning Process in Marketing, Scope & Importance of Strategic Planning, Corporate & Divisional Strategic Planning, Establishing & Resource Allocation to SBU, BCG & GE Matrix Marketing Control & Marketing Audit.

Identification of attractive markets, Industry/ business analysis and sustaining competitive advantage
Introduction to Marketing Strategies: Concept of Competitive Advantage, Strategies for Market Leaders, Market Challenger, Market Follower and Market Nicher, Porters Five Forces Model

UNIT II

Customers, Markets, and Competition

Understanding and analyzing Consumer Behavior, Factors influencing CB, Consumer Decision Making Process, Black Box Model, Buying process,

Determining alternative market or segment attractiveness, Bases of segmentation – Making, market and segment choices, Targeting, Alternative targeting strategies positioning: Meaning, Definition, Requirement, Product Positioning, Types of Positioning, Positioning Process

Competitor Analysis and Competitive Position, Principles of competitive positioning - Communicating the competitive position: Market Concept of Competition, Competitor analysis, competitors' future strategies, the competitive intelligence process, CID, organization for competitive intelligence, competitive benchmarking

UNIT III

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Marketing Decision Making: Product & Pricing

Designing Product strategies and managing through the life cycle, new product development process, Factors contributing to new product development. d. Challenges in new product development. e. Consumer adoption process.

Pricing: Meaning, Definition, Pricing Strategies, Steps in setting the price, price cuts and price increases - reasons and impact on competitors' pricing and buyers, Selecting Pricing Strategies.

UNIT IV

Distribution and Promotion Decision

Market Channel Decisions: Meaning, Definition Functions and Types, Factors Affecting in Selection of Channel, Channel Process, Introduction to VMS, HMS, MLM. Overview of digital marketing channels (social media, email, SEO, PPC, etc.)

Managing the Marketing Promotion Decisions: Advertising, Sales Promotion, Personal Selling, Public Relations, New trends in advertising.

UNIT V

Globalization and Digitalization in Marketing

Globalization in Marketing, Global Marketing Strategies, conducting global market research, Balancing global consistency with local customization.

Digital Transformation and Innovation in Marketing, Impact of AI, machine learning, and blockchain, Neuro Marketing on marketing, Virtual and augmented reality in marketing

Case studies on global brands

MAPPING COURSE OUTCOMES LEADING TO THE ACHIEVEMENT OF PROGRAM OUTCOMES :

Course Outcome	Program Outcomes									
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	H	H	H		H			H		
CO2		L				M	L			H
CO3				M					H	
CO4		L	M		H			H		
CO5			M		H			M		

H = Highly Related; M = Medium L = Low

Suggested Readings:

1. Strategic Marketing Management-Alexander Chernev, Cerebellum Press, 9th Edition (2023)

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2. Marketing Management- Philip Kotler and Kevin Lane Keller, Pearson, 16th Edition (2023)
3. Strategic Marketing: Creating Competitive Advantage- Douglas West, John Ford, and Essy Forsys, Oxford University Press, 3rd Edition (2021)
4. Marketing Strategy: A Decision-Focused Approach- Orville C. Walker Jr., John W. Mullins, and Ray C. Bullock, McGraw-Hill Education, 8th Edition (2019)
5. Strategic Marketing: Planning and Implementation - David A. Aaker and George S. Day, Wiley. 2nd Edition (2022)

Reference Books:

1. Marketing Strategy: A Decision-Focused Approach- Orville C. Walker Jr., John W. Mullins, and Ray C. Bullock, McGraw-Hill Education, 8th Edition (2019)
2. Strategic Marketing: Planning and Implementation" by David A. Aaker and George S. Day, Wiley, 2nd Edition (2022)
3. Strategic Marketing Management- Alexander Chernev Cerebellum Press, 9th Edition (2023)

Web links-

<https://archive.nptel.ac.in/courses/110/104/110104055/>

<https://www.coursera.org/specializations/marketing-strategy>

Jaipur School of Business
Master of Business Administration
MBA Scheme 2024-2026
MBA I Semester
Quantitative Techniques and Analytics
Subject Code: (MBA018A)
L-2; T-0; P-0; CREDITS: 2

Objectives:

The course is designed to make the students familiar with the basic quantitative and linear programming techniques. The focus of this paper is to enable the students to give an exposure to operations research techniques to support business decisions and to understand simulation and its application in decision making.

Course Outcomes:

CO1: Apply quantitative tools in managerial decision making.

CO2: Understand the payoffs of strategies and evaluation of strategies accordingly.

CO3: Effectively use networking tools in relevant application areas.

CO4: Effectively use the resource allocation techniques as transportation and assignments in related areas.

CO5: Understanding the formulation of real time problems as mathematical problems.

Unit I

Introduction to OR; Scope, Techniques, Characteristics and Limitations of Operation Research; Methodology and Models in OR (only theory).

Theory of Games: Introduction-Two Person Zero Sum Games – Pure Strategies – Games with Saddle Points – Rules to Determine Saddle Points – Mixed Strategies – Game Without Saddle Points – the Rules of Dominance – Methods of Solution for Games Without Saddle Points – Algebraic Methods.

Unit II

Transportation Problems: Introduction: Mathematical Formulation of Transportation Problem, the Transportation Method for Finding Initial Solutions-North West Corner Method, Least Cost Method, Vogel's Approximation Method.

Unit III

Assignment Problems: Introduction, Mathematical Statement of the Problem, Hungarian Method of Solution, Maximization case in Assignment Problem, Unbalanced Assignment Problem

Unit IV

Networking: Terminology; Networking Concepts; Rules for drawing network diagram; CPM Computations: CPM Terminology, Finding critical path - Different Floats; PERT Computations: Computation of earliest and latest allowable times, Probability of meeting the scheduled dates; difference between PERT and CPM, Concept of Project Crashing (Theory only)

Unit V

Linear Programming: Formulating Maximization/minimization Problems, Simplex Method, and Artificial Variables – Big M – Method.

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**MAPPING COURSE OUTCOMES LEADING TO THE ACHIEVEMENT OF
PROGRAM OUTCOMES:**

Course Outcome	Program Outcomes									
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	M	H	L	H	M	H	M	L	—	M
CO2	H	L	M	L	M	L	M	—	L	H
CO3	H	L	H	M	L	M	M	—	L	H
CO4	-	M	-	L	H	H	-	L	L	M
CO5	M	-	H	L	H	M	M	L	M	-

H = Highly Related; M = Medium, L = Low

Suggested Readings:

1. Levin, Richard I., Rubin, David S., Siddiqui, M.H. and Rastogi, Sanjay (2017), Statistics for Management, Pearson.
2. Operations Research: An Introduction" by Hamdy A. Taha
3. Operations Research: Principles and Practice" by A. Ravindran, Don T. Phillips, and James J. Solberg

Reference Books

1. Beri, G.C., (2005), Business Statistics, TMH Publication, ISBN: 9780070599468.
2. Gupta and Kapoor (2014), Fundamentals of Applied Statistics, Sultan Chand & Sons, ISBN: 978- 8180547058.
3. Arulmozhi ,G. and Muthulakshmi ,S(2009),Statistics for Management, The McGraw-Hill Education, ISBN: 9780070153684

Web Links:

<https://vou.ac.in/slm/mcom/MCOM-201-Quantitative%20Techniques.pdf>

<https://gtumbanotes.wordpress.com/wp-content/uploads/2011/06/quantitative-techniques-for-management.pdf>

Jaipur School of Business
Master of Business Administration
MBA Scheme 2024-2026
MBA I Semester
BUSINESS COMMUNICATION
Subject Code: MBA005D
L-2; T-0; P-2; Credit: 3

Objective

To develop business communication competence in prospective managers and to enable them to communicate information as well as their thoughts and ideas with clarity and precision.

Course Outcome

At the end of this course the students will able to -

CO1: Understanding Business and Strategic communication as a concept and application

CO2: To strengthen oral business communication by implementing emotional intelligence, Constructive communication and storytelling.

CO3: To enable the written business communication keeping it concise and clear including e-mail writing, business proposals and reports.

CO4: To understand the importance of reading and comprehension with concept of business presentations and Case studies on different management concepts

CO5: To prepare and equip with the career oriental communication including applying for a job, facing an interview, participating in a Group Discussion

UNIT I

An introduction to business communication – concept and meaning of communication, the process, and the barriers. Types, channels, directions of Business Communication in an Organizational Communication Network; Role of communication in information age; Strategic Communication: Concept and Process, Significance and Challenges.

UNIT II

Oral Communication, Understanding the importance of non-verbal communication Communication and personality development, Emotional Intelligence: Understanding your communication style, Cultural factors that influence communication; Constructive Communication: Active listening; Improving public speaking skills; Concept of Storytelling: connect with storytelling in your communication.

UNIT III

Written Communication – Organizing and composing, Enhancing meeting productivity: preparing an agenda, notifying participants, and writing the minutes; Effective Email writing, Writing business letters, writing business reports and proposals, Creating concise memos, circulars and office orders.

UNIT IV

Designing structured presentations: Elements of effective presentation: Body Language and use of voice during presentation, Connecting with the audience during presentation, Projecting a positive image while speaking; Reading and Comprehension - Case Study: Comprehension, Analysis, Discussion and Debrief; Business Cases on different management concepts.

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UNIT V

Career Oriental Communication: Tailoring the perfect resume as an effective self-marketing tool and Drafting cover letters; Design & style; Applying for a job: Language and format of job application. Job Interviews: purpose and process; How to prepare for interviews; Language and style to be used in interview; Types of interview questions and how to answer them; Group Discussion: structure and dynamics; Techniques of effective participation in group discussion; Preparing for group discussion.

MAPPING COURSE OUTCOMES LEADING TO THE ACHIEVEMENT OF PROGRAM OUTCOME:

<i>Course Outcome</i>	Program Outcomes									
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	H	H	H		H			H		
CO2		L				M	L			H
CO3				M					H	
CO4			L						M	
CO5	L	M	H		L				L	

H = Highly Related; M = Medium L = Low

Suggested Readings:

1. Fred Luthans, Organizational Behaviour, McGraw Hill
2. Lesikar and petit, Report writing for Business
3. M. Ashraf Rizvi, Effective Technical Communication, McGraw Hill

Reference Books:

1. Wallace and masters, Personal Development for Life and Work, Thomson Learning
2. Hartman Lemay, Presentation Success, Thomson Learning
3. Malcolm Goodale, Professional Presentations

Web Links:

<https://www.cag.edu.tr/uploads/site/lecturer-files/mary-guffey-essentials-of-business-communication-2016-yzss.pdf>

http://repository.psa.edu.my/bitstream/123456789/3826/1/eBook%20DPB40093_INTRODUCTION%20TO%20BUSINESS%20COMMUNICATION.pdf

Jaipur School of Business
Master of Business Administration
MBA Scheme 2024-2026
MBA I Semester
ANALYTICAL TOOLS FOR MANAGERS LAB
Paper Code: MBA024A
L-0; T-0; P-2; Credits: 1

Objectives

This course aims to provide students with an exposure to the advanced features in MS Excel. To equip students with knowledge on basic software for business communication with in-hands training. To provide an understanding on how to analyse quantitative data using Microsoft excel. To gain proficiency in creating solutions for Data Management and Reporting

Course Outcomes:

At the end of this course the students will able to:

CO1: Understand and critically apply the concepts and methods of business analytics.

CO2: Identify, model and solve decision problems in different settings.

CO3: Interpret results/solutions and identify appropriate courses of action for a given managerial situation whether a problem or an opportunity.

CO4: Create viable solutions to decision making problems.

CO5: Apply analytical tools and techniques in business context.

UNIT I

Introduction Meaning of Data analytics tools, Introduction of MS excel, Excel interface (Title bar, Menu bar, Tool bar, Formula Bar, Calculation Bar), Data Entry and editing, formatting of data, Auto fill, Cell Referencing, Paste special

UNIT II

Basic functions of excel Mathematical function, Statistical functions, Logical functions, Date & Time Functions, Filters and sort (Standard, Custom, Multiple)

UNIT III

Charts (Bar chart, Stock chart, Area chart, Statistic Chart, Combo chart, Pie chart), Graphs(Line scatter), Data tables, Tables, Page Layout & Views (Margins, Break, Background, Landscape, Portrait, Theme colors, Theme effects, Fonts

UNIT IV

Data Analysis using Lookup, Pivot table and Data Security Lookup Functions, Introduction to Pivot table, Filter, sort and group Pivot table data, Uses of Pivot chart, Organizing & Presenting Data Interpretation using Pivot, Printing the sheet, Password protection

UNIT V

Excel for Financial data and Dashboard Working with Tables, Basic Financial Function, Loan amortization, Depreciation (SLN, SYD, DB, DDB, VDB), Capital budgeting, Dashboard, Types of dashboard.

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**MAPPING COURSE OUTCOMES LEADING TO THE ACHIEVEMENT OF
PROGRAM OUTCOMES AND PROGRAM SPECIFIC OUTCOMES:**

<i>Course Outcome</i>	Program Outcome									
CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	H	H	H		H			H		
CO2		L				M	L			H
CO3				M					H	
CO4		L	M		H			H		

H = Highly Related; M = Medium L = Low

Suggested Books:

1. John walkenbach , Microsoft Excel 2016 Bible
2. Stephen James Nelson, Excel Data Analysis for Dummies
3. Nancy Muir. Teach Yourself VISUALLY Excel 2007

Reference Books:

1. Excel 2019 Bible" by Michael Alexander, Richard Kusleika, and John Walkenbach
2. The Excel Analyst's Guide to Access" by Michael Alexander and Jared Decker
3. Excel Modeling in Corporate Finance" by Craig W. Holden

Web Links:

<http://dspace.vnbrims.org:13000/jspui/bitstream/123456789/4175/1/Business%20analytics%20for%20managers%20taking%20business%20intelligence%20beyond%20reporting.pdf>

<https://files.eric.ed.gov/fulltext/ED536788.pdf>

Jaipur School of Business
Master of Business Administration
MBA Scheme 2024-2026
MBA I Semester
Entrepreneurship and Startups
Subject Code: JIC001A
L-2; T-0; P-0; Credits: 2

Objective

To Develop and Strengthen Entrepreneurial Quality and Motivation In Students And To Impart Basic Entrepreneurial Skills And Understanding To Run A Business Efficiently And Effectively

Module No.	Module Name	Topics
1	Entrepreneurship 101: Introduction, Ideation and Design Thinking	Introduction to Entrepreneurship
		Myths Around Entrepreneurship
		Idea Generation & Feasibility Analysis
		Design Thinking & Innovation
		Empathy Map
2	Product Development, Product – Market Fit & Go-To Market Strategy	Stages of MVP Development
		Definition and Components of Product-Market Fit
		Measuring & Achieving Product Market Fit
		Market Segmentation
		Go-To Market Strategy Channels
3	Team Building and Finding a Co-Founder	Importance of Team Building
		Key Elements of Successful Team
		Strategies for Team Building
		Importance of Finding the Right Co-Founder
		Legal and Financials Partnerships
4	IPR: Patent Filing & Copyrighting	Understanding Patents
		Patent Filing Process
		Copyrights and Creative Works
		Copyright Registration
		Commercialization and Enforcement
5	Fundraising Fundamentals & Creating a Pitch Deck	Understanding Fundraising
		Fundraising Strategy and Planning
		Creating a Compelling Pitch Deck

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Master of Business Administration
MBA Scheme 2024-2026

**MAPPING COURSE OUTCOMES LEADING TO THE ACHIEVEMENT OF
PROGRAM OUTCOMES AND PROGRAM SPECIFIC OUTCOMES:**

Course Outcome	Program Outcomes									
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	H	H	H		H			H		
CO2		L				M	L			H
CO3				M					H	
CO4		L	M		H			H		
CO5					M	H			L	

H = Highly Related; M = Medium; L = Low

Suggested Books: -

1. Carree, M. A., Thurik, A. R. "The impact of entrepreneurship on economic growth"
2. Audretsch, D. B., Acs, Z. J. (eds). Handbook of Entrepreneurship Research.

Reference Books:

1. Entrepreneurship, Innovation and Economic Growth" by David B. Audretsch, Max Keilbach, and Erik Lehmann
2. The Economics of Entrepreneurship" by Simon C. Parker
3. Entrepreneurship in India: A Study of the Factors Influencing Entrepreneurial Behavior" by S. R. K. Choudhary

Web Links:

https://icmai.in/upload/Students/Syllabus2022/Final_Stdy_Mtrl/P20C.pdf

<https://braggmedia.com/offers/the-startups-guide-to-doing-business/>

Jaipur School of Business
Master of Business Administration
MBA Scheme 2024-2026
MBA I Sem

Corporate Governance, Corporate Social Responsibility & Sustainability
Paper Code: MBA239A
L-2; T-0; P-2; Credits: 3

Objective: This course provides an in-depth understanding of corporate governance principles, the role of corporate social responsibility (CSR), and the importance of sustainability in modern business practices. It aims to equip MBA students with the knowledge and skills necessary to manage and lead organizations responsibly and sustainably.

Course Outcomes:

Upon successful completion of the requirements for this course, students will be able to:

CO1: Analyze different theories of corporate governance including agency theory, stewardship theory, stakeholder theory, and resource dependency theory.

CO2: The student will understand the different dimensions of the concept of CSR.

CO3: Develop a comprehensive CSR and sustainability strategy for a hypothetical or real company

CO4: Develop and implement a CSR strategy that aligns with business objectives and societal needs.

CO5: Identify and analyze future trends in governance, CSR, and sustainability.

UNIT I

Corporate Governance: Meaning, objectives, need, importance, principles, corporate governance and organisation success, corporate governance in India.

UNIT II

Corporate Governance: Regulatory Framework of Corporate Governance in India, SEBI Guidelines and clause 49, Audit Committee, Role of Independent Directors, Protection of Stake Holders, Changing roles of corporate Boards. Elements of Good Corporate Governance, Failure of Corporate Governance and its consequences.

Unit III

Corporate Social Responsibility: Concept, Definition, Need, Aim and Objectives, Components of CSR, Historical Phases of Corporate Social Responsibility, Perspectives of CSR, Models of CSR, Drivers of CSR.

Unit IV

Theories of CSR: A.B Carroll, Wood, and stakeholders Theories. The triple bottom line approach. Stakeholder engagement, Standards and Codes – SA 8000, the Global Compact, GRI, etc as well as international standards including ISO 26000.

UNIT V

Corporate Sustainability: Meaning, Need and importance of Sustainability, Corporate Sustainability Reporting Frameworks- Global Reporting Initiative Guidelines, National Voluntary Guidelines on Social, Environmental and Economic Responsibilities of Business. Corporate Governance, CSR and Sustainability, Future Direction.

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MAPPING COURSE OUTCOMES LEADING TO THE ACHIEVEMENT OF PROGRAM

Course Outcome	Program Outcomes											
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	L	L	M	M	L	L	-	L	L	L	L	L
CO2	L	M	-	M	M	M	L	L	M	-	M	L
CO3	L	H	-	L	H	H	-	L	M	M	H	L
CO4	L	M	H	-	H	H		L	M	-	H	L
CO5	L	M	-	H	-	-	L	-	-	L	M	L

H = Highly Related; M = Medium, L = Low

Reference books:

1. "Corporate Governance" by Robert A. G. Monks and Nell Minow.
2. "Corporate Social Responsibility: Readings and Cases in a Global Context" by Andrew Crane, Dirk Matten, and Laura Spence.
3. "Sustainability: A Comprehensive Foundation" by Tom Theis and Jonathan Tomkin.

Suggested books:

1. "Corporate Governance in India: An Evaluation" by Sandeep Goel
2. "Corporate Governance in India: An Evaluation" by V. Balachandran and V. Chandrasekaran
3. "Corporate Social Responsibility: Concepts and Cases: The Indian Experience" by C. V. Baxi and Ajit Prasad

Web Links:

1. <https://www.oecd.org/daf/ca/corporategovernanceprinciples/43653645.pdf>
2. <https://empxtrack.com/blog/top-10-hr-best-practices/>

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MBA Scheme 2024-2026

II SEMESTER

Jaipur School of Business
Master of Business Administration
MBA Scheme 2024-2026
MBA II SEMESTER
BUSINESS ANALYTICS
PAPER CODE: MBA240A
CREDITS: (3)

Objective: The programme aims to provide students with a specialist education in business analytics.

Course outcome –

At the end of this course the student will be able to learn

CO1: Demonstrate relevant frameworks, tools and techniques to enhance the capability of objective driven decision making.

CO2: Demonstrate knowledge of theoretical concepts of the functional areas of business management and their relevance in a changing business environment.

CO3: Apply knowledge that relates theory with practice in the field of management and business administration

CO4: Think through a problem creatively and generate a set of alternatives

CO5: Exhibit critical thinking skills by evaluating and selecting feasible alternatives leading to improved organizational performance

UNIT I

Introduction to Business Analytics: Definition and importance of Business Analytics, Types of Business Analytics, Business Analytics process, Tools and technologies

UNIT II

Data Analysis: Descriptive statistics: mean, median, mode, standard deviation, and variance, **Data visualization:** charts, graphs, and heatmaps, **Data manipulation:** filtering, sorting, and grouping, **Introduction to data visualization tools:** Tableau, Power BI, or similar

Unit III

Statistical Analysis: Hypothesis testing: null and alternative hypotheses, p-values, and confidence intervals, **Regression analysis:** simple linear regression, multiple linear regression, and regression assumptions.

Unit IV

Machine Learning: Supervised learning: classification, regression, and logistic regression, Unsupervised learning: clustering, dimensionality reduction, and density estimation, **Introduction to machine learning algorithms:** decision trees, random forests, and neural networks, **Evaluation metrics:** accuracy, precision, recall, and F1 score

Unit V

Business Applications of Analytics: Supply chain analytics: demand forecasting, inventory management, and logistics optimization, **Marketing analytics:** customer segmentation, churn

MAPPING COURSE OUTCOMES LEADING TO THE ACHIEVEMENT OF PROGRAM OUTCOMES AND PROGRAM-SPECIFIC OUTCOMES:

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Master of Business Administration
MBA Scheme 2024-2026

Course Outcome	Program outcome									
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	H	M	L	H	M	H	L	M	—	H
CO2	H	H	L	H	H	H	L	M	—	M
CO3	H	H	L	M	M	L	M	M	—	M
CO4	H		L	M		M		L	—	
CO5		H	L		L		L		—	

H = Highly Related; M = Medium L = Low

Suggested Books:

1. Business analytics for managers: taking business intelligence beyond reporting
 Author: Gert H. N. Publisher: WILEY.
2. Data Analytics: Theory and Practice by G.K. Ghosh, Vikas Publishing.
3. Predictive Analytics: Data Mining, Machine Learning, and Data Science for Practitioners" by Anasse Bari, Mohamed Chaouchi, and Tommy Jung, Wiley India

Reference Books:

1. Fundamentals of Business Analytics by R.N. Prasad and Seema Acharya, Wiley India.
2. Business Analytics: Text and Cases by Tanushree Sharma, SAGE IndiaM.R.

Web links:

https://www.lpude.in/SLMs/Master%20of%20Computer%20Applications/Sem_4/DEMGN801_BUSINESS_ANALYTICS.pdf

https://mrcet.com/downloads/digital_notes/AE/III/Business%20Analytics.pdf

<https://www.pdfdrive.com/business-analytics-for-managers-taking-business-intelligence-beyond-reporting-e167628994.htm>

Jaipur School of Business
Master of Business Administration
MBA Scheme 2024-2026
MBA II Semester
HUMAN RESOURCE MANAGEMENT
PAPER CODE: MBA 191A
CREDITS: (3)

Objective:

The objective of this course is to help the students to develop an understanding of the concept & techniques of essential functions of human resource management.

Course outcome –

At the end of this course the student will able to learn-

CO1: Demonstrate an understanding of key terms, theories/concepts and practices within the field of HRM.

CO2: Demonstrate competence in development and problem-solving in the area of HR Management; Provide innovative solutions to problems in the fields of HRM.

CO3: Work effectively with colleagues with diverse skills, experience levels and way of thinking and be able to identify and appreciate the significance of the ethical issues in HR.

CO4: Be able to evaluate HRM-related social, cultural, ethical and environmental responsibilities and issues in a global context.

CO5: To develop the necessary skill set for application of various HR issues.

UNIT I

Introduction to Human Resource Management HRM – Nature and Scope of HRM, Using HR Analytics for recognizing changing trends in HRM

Strategic HRM, Managing Global Human Resources Role of HR in Internationalization of Business - Staffing Global Organizations - Implementing Global HR System

UNIT II

Human Resource Planning - HR forecasting - Job Analysis – Job Evaluation

Recruitment and Selection Recruitment and Selection, - Recruiting Talent – Selecting Right Talent Application Forms, Selection Test, Interviews, Evaluation,

Placement, Induction

UNIT III

Training and development approaches, Training Budget, Training -ROI, Evaluation of Training and Management Development

Performance Management and Appraisal, Concept of Employee Growth,

Managing Career Planning, Elements of a Career Planning Programme, Succession Planning.

UNIT IV

Compensation Concept of compensation, Elements of Compensation, Process of Determining Compensation, Managing Wages, Concept of Rewards and Incentives.

UNIT V

Practical aspects of HRM Preparing recruitment forms, Drafting offer letter, Appointment letters, Job Description and Specification Forms, Preparing Training & placement Doc, Performance Appraisal Forms

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**MAPPING COURSE OUTCOMES LEADING TO THE ACHIEVEMENT OF
PROGRAM OUTCOMES AND PROGRAM SPECIFIC OUTCOMES:**

<i>Course Outcome</i>	Program Outcome									
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	H	H		H	M	L				M
CO2	H	M	M	L	M		L	H	H	H
CO3	L	L	H	M	L	H		H	H	M
CO4		L	H		L		M			
CO5		H		L		M				H

H = Highly Related; M = Medium; L = Low

Reference Books:

1. De Cenzo, D.A. & Robbins, S.P. (2006). *Fundamentals of Human Resource Management* (10th ed.). New York: John Wiley & Sons

Suggested Readings:

1. Monappa & Saiyaddin. (2000). *Personnel Management*. New Delhi: Tata McGraw Hill
2. Rao, V.S.P (2007). *Human Resource Management- Text and Cases* (2nd ed.). New Delhi: Excel Books.

Web Links:

https://biz.libretexts.org/Bookshelves/Management/Beginning_Management_of_Human_Resources

https://login.scdl.net/E-Books/EbookPdfs/SemI/PGDHRM/Symbiosis_HumanResourceManagement.pdf

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Master of Business Administration
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III SEMESTER

Jaipur School of Business
Master of Business Administration
MBA Scheme 2024-2026
MBA III Semester
PRODUCTION AND OPERATIONS MANAGEMENT
PAPER CODE: MBA 431B
CREDITS: (3)

Objectives:

The course is designed to familiarize the students with decision-making in planning, scheduling, control and productivity improvement in production and operations function in both manufactories and service organizations.

Course outcome –

At the end of this course the student will able to learn-

CO1: To analyse the various process characteristics and identify how they support operations strategy through cases and Project work

CO2: Apply decision-making techniques in Business Management with emphasis on decision making under risk and sensitivity analysis, in business cases & Apply workforce management techniques with emphasis on Learning curves in business cases.

CO3: To explain the concept of capacity management and apply capacity techniques in business examples. Identify and apply layout techniques for different types of Process strategies in business examples.

CO4: Apply forecasting techniques as applied in the business environment. Through cases apply inventory Management techniques including Just - In Time (JIT) systems in optimizing inventory levels.

CO5: Apply network models and techniques in Project Management problems.

MBA III Semester
PRODUCTION AND OPERATIONS MANAGEMENT
PAPER CODE: MBA 431B
CREDITS: (3)

Objectives:

The course is designed to familiarize the students with decision-making in planning, scheduling, control and productivity improvement in production and operations function in both manufactories and service organizations. Emphasis would be on to bring about effectiveness and efficiency of operations by job and work design, process design, layout design and design and control of systems related to production resources planning, quality, scheduling, maintenance, inventory and environment and safety.

UNIT I

Operations Management: An Introduction: Introduction to Production & Operations Management: Definition, need, responsibilities, key decisions of OM, goods vs. services, Operations as a key functional area in an organization. Operation Strategies-Definition, relevance, strategy formulation process, order qualifying and order winning attribute. Definition of lean production, lean Demand, Pull logic, waste in operations, elements that address elimination of waste, 2 card Kanban Production Control system.

UNIT II

Forecasting and Scheduling: Forecasting-Definition, types, qualitative (grass roots, market research and Delphi method) and quantitative approach (simple moving average method, weighted moving average and single exponential smoothing method), forecast error, Mean Absolute Deviation (MAD). Scheduling: Operation scheduling, goals of short-term scheduling, job sequencing (First Cum First Serve (FCFS), Shortest Processing Time (SPT),

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Earlier Due Date (EDD), Longest Processing Time (LPT), Critical Ration (CR)) & Johnson's rule on two machines, Gantt charts.

UNIT III

Planning Techniques: Aggregate Planning: Definition, nature, strategies of aggregate planning, methods of aggregate planning (level plan, chase plan and mixed plan, keeping in mind demand, workforce and average inventory. Capacity Planning: Definition, measures of capacity (input and output), types of planning over time horizon, Decision trees analysis. Queuing and Inventory Models: Elementary Queuing Theory Models: Poisson- Exponential Single Server Model with Infinite Population; M/M/1, M/M/C, Inventory Management: Economic Order Quantity with finite and infinite supply

UNIT IV

Operations and Services Design: Process Selection: Definition, Characteristics that influence the choice of alternative processes (volume and variety), type of processes- job shop, batch, mass and continuous, product-process design Matrix and Services design matrix, technology issues in process design, flexible manufacturing systems (FMS), computer integrated manufacturing (CIM). Layout Decision: Layout planning – Benefits of good layout, importance, different types of layouts (Process, Product, Group technology and Fixed position layout). Assembly line balancing by using Longest Operating Time (LOT) rule. Location Decisions & Models: Facility Location – Objective, factors that influence location decision, location evaluation methods- factor rating method.

UNIT V

Maintenance Management & Quality Control: Maintenance Management: Need of maintenance management, equipment life cycle (Bathtub curve), measures for maintenance performance (Mean Time Before Failure (MTBF), Mean Time to Repair (MTTR) and availability), Reliability: Definition and function of series and parallel. Statistical Quality control: Variations in process (common & assignable causes), Variable measures (mean and range chart), Attribute measures (proportion of defects and no. of defects) using control tables control charts, single sampling plan: OC curve Acceptance sampling.

MAPPING COURSE OUTCOMES LEADING TO THE ACHIEVEMENT OF PROGRAM OUTCOMES:

Course Outcome	Program outcome									
	PO 1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	H	M	L	M	M	M	L	—	—	L
CO2	H	L	H	H	M	H	—	M	—	M
CO3	H	L	M	H	L	H	M	H	—	M
CO4	H	L	M	H	L	H	H	H	—	M
CO5	H		L		L	M		M	—	

H = Highly Related; M = Medium; L = Low

Reference Books:

1. Mahadevan B (2006). *Operations Management Theory & Practice* (2nd ed.). Pearson Education.

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2. S.N. Chary (2000). *Production & operations management* (3rd ed.). New Delhi: Tata McGraw Hill.
3. S.C. Gupta & V.K. Kapoor (2010). *Fundamentals of Applied Statistics* (4th ed.). Sultan Chand & Son

Suggested Readings:

1. Chase R B, Aquilano N J, Jacobs F R and Agarwal N (2006): *Production & Operation Management Manufacturing and Services* (11th ed.), Tata McGraw Hill
2. V.N.A Naikan (2011): *Reliability Engineering and Life Testing*, Eastern Economy edition, PHI

Web Links:

<https://www.ascdegreecollege.ac.in/wp-content/uploads/2020/12/Production-and-Operation.pdf>

<https://nibmehub.com/opac-service/pdf/read/Production%20and%20Operations%20Management%20Systems.pdf>

Jaipur School of Business
Master of Business Administration
MBA Scheme 2024-2026
MBA III Semester
MANAGEMENT RESEARCH METHODOLOGY
SUBJECT CODE: MBA013A
CREDITS: (2)

Objective

Research methodologies tell the systematic method for acquiring data and studying it for deriving out crucial findings. This is an important process that helps in solving problems and making business decisions.

Course outcome-

CO1: Apply a range of quantitative and / or qualitative research techniques to business and management problems / issues.

CO2: Understand and apply research approaches, techniques and strategies in the appropriate manner for managerial decision making.

CO3: Demonstrate knowledge and understanding of data analysis and interpretation in relation to the research process.

CO4: Conceptualise the research process and understand each aspect of research design.

CO5: Understand the process of report writing and concluding research.

Unit I

Research: Introduction- Meaning, Objective, Types and Approaches of research. Research process and research design- meaning, need and features of good design. Statistics in research- Meaning & Definition of Statistics, Functions, Applications, Limitations and Distrust of Statistics.

Unit II

Sampling Designing: Census and sample survey, implications of sample design, steps in sample design, criteria of selecting a sample, characteristic of a good sample design, Different type of sample design, random sampling. Data collection techniques: collection of data, interview, schedule and questionnaire method, difference between questionnaires and schedules, Collection of secondary data, selection of appropriate method for data collection.

Unit III

Processing and analysis of data: Measurement of central tendency (mean, median, mode). Measurement of dispersion (Range, IQR, Quartile, Mean, Standard). Correlation analysis: Karl Pearson coefficient of correlation, Spearman single rank method.

Unit IV

Hypothesis Design, Basic concept concerning hypothesis testing, procedure of hypothesis testing. Important Parametric test: Z test, T test and F test, Non parametric test: Chi square test. Limitation of the testing of hypothesis.

Unit V

Scaling technique, measurement in research, type of measurement scales, techniques of developing measurement tools, Interpretation and report writing, technique of interpretation,

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Significance of report writing, Different steps in writing a report, Lay out of the research report, types of report.

MAPPING COURSE OUTCOMES LEADING TO THE ACHIEVEMENT OF PROGRAM OUTCOMES AND PROGRAM SPECIFIC OUTCOMES:

<i>Course Outcome</i>	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	H	H	L	H	H	H	L
CO2	H	H	H	M		M	L
CO3	H	H	M	H	M	L	L
CO4	H	H	M	M	L	M	L

Reference Books:

1. Research Methodology: C R Kothari.
2. Business Statistics for managers: Levin and Rubin.
3. Business Research Methods: Coopers & Swindlers

Suggested Readings:

1. Business Statistics by S. P. Gupta and M. P. Gupta
2. Research Methodology: A Step-by-Step Guide for Beginners by Ranjit Kumar
3. Quantitative Techniques in Management by N. D. Lewis and A. R. Sharma

Web links:

<https://www.cambridge.org/core/books/management-research-methods/396BE39B64D509589CDE00C302F3BEE7>

<https://www.euacademic.org/BookUpload/9.pdf>

https://wdn2.ipublishcentral.com//himalaya_publishing_pvt/viewinsidehtml/501681312102702

Jaipur School of Business
Master of Business Administration
MBA Scheme 2024-2026

MBA IV SEMESTER

Jaipur School of Business
Master of Business Administration
MBA Scheme 2024-2026
MBA IV SEMESTER
Dissertation
Paper Code – MBA 999 A

Project Report submission and viva – voce on four months industrial training done.

Objective: The objective is to develop their skills in identifying issues in concrete management situations, collecting and analysing data and apply management concepts and techniques to deal constructively with management problems and suggest solutions.

Course Outcomes:

1. To create a repository of real-world business cases specific to industry or organization.
2. To enhance the students research and analytical skills by immersing them in complex business scenarios.
3. To contribute to the development of educational materials by creating a well-structured library of cases.
4. Departmental publication of well-documented, industry-specific case studies.

During the months of January to June after completing 3rd Semester Examinations, students will have to undergo a 4 months internship/ in plant training on real life problems in business/ industrial organizations.

The programme of four-month industrial training requires that the candidate would be assigned a project work and guide(s) by the organization under whom the candidate would complete the assigned study. On the satisfactory completion of the work the organization would issue a completion certificate to the candidate concerned. However, the candidate in all cases would be under the joint guidance of a faculty adviser. If and when necessary, the organization guide and the faculty adviser may arrange meeting to discuss necessary details to supervise the study the candidate. On completion of internship, a student will have to submit a report on their work to the department (2 copies) and also a copy of the same to the organization concerned. The student will also have to defend their report at a viva voce examination arranged by the department.

The marking scheme is as follows:

Mid Review

- 1) Report (Brief Summary in 30 to 40 pages) – 25 Marks

End Review

- 1) Report (100 pages) – 25 Marks
- 2) Presentation - 25 Marks
 - VIVA
 - Grooming
 - Presentation
- 3) Case Writing – 25 Marks

Jaipur School of Business
Master of Business Administration
MBA Scheme 2024-2026

FINANCE ELECTIVES

MBA (Elective-Finance)

FINANCIAL DECISION MAKING
PAPER CODE: MBA 103A
CREDITS: (3)

Jaipur School of Business
Master of Business Administration
MBA Scheme 2024-2026

Objectives:

This course develops concepts and techniques that are applied to financial modelling and financial decisions such as: working capital management, capital budgeting, capital structure, dividend policy, cost of capital and mergers and acquisitions. It stresses the application of theory and techniques and extensive use of case studies.

Course Outcomes:

At the end of this course, the student will be able to learn-

CO1: Apply financial management concepts and tools to the financing decisions and dividend decisions.

CO2: Appraise risk profile of firms; specifically, estimate the costs of capital, including debt and equity capital using financial data.

CO3: Apply concepts and tools to the decisions faced by a manager in investment decisions.

CO4: Select and apply techniques in assessing and managing working capital.

CO5: Develop analytical skills this would facilitate the decision making in business situations.

UNIT I

An Overview of the Financial System- Saving and Investment, Money, Inflation & Interest, Banking and Non-Banking Financial Intermediaries. Financial institutions and economic development: nature and role of financial system: financial system and financial markets, efficiency, stability, technology, government intervention in the financial system.

UNIT II

Financial Markets and Instruments- Money market and Capital Markets, Financial Instruments: REPO, TBs, Equities, Bonds, Derivatives etc.

UNIT III

Characteristics of Financial Instruments: Liquidity, Maturity, Safety & Yield. Concept of strategic decisions-changing global economic environment. Valuation of strategic options-merger and acquisition. Pricing & Planning, Strategy, Diversification & Merger-The Indian Cases.

UNIT IV

Strategic decisions regarding financial services- Valuation of exchange rate mechanism, strategic decisions regarding securitization factoring and forfeiting, value creation and value based financial strategy.

UNIT V

Analysis of enterprise – concept of valuation EVA, MVA, enterprise value. Analysis of corporate financial models.

MAPPING COURSE OUTCOMES LEADING TO THE ACHIEVEMENT OF PROGRAM OUTCOMES AND PROGRAM SPECIFIC OUTCOMES:

Course Outcome	Program outcome
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Jaipur School of Business
Master of Business Administration
MBA Scheme 2024-2026

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	L	L	M	L	L	L	L	L	—	
CO2	M	M	L	H	L	M	M	M	—	M
CO3	H	H	L	H	L	M	H	M	—	M
CO4	L	M	M	H	L	M	H	H	—	M
CO5	L	M	L	H	L	L	H	L	—	M

H = Highly Related; M = Medium, L = Low

Suggested Readings:

1. Financial Decision Making: Concepts, Problems and Cases by John. J. Hampton, Prentice Hall.
2. Fundamentals of Corporate Finance by Robert Rarrino & David Kidwell, Wiley Publications.
3. Financial Decision Making for Entrepreneurs and Managers by Dr. Tom McKaskill.

Reference books:

1. Corporate Finance: A Focused Approach by Michael C. Ehrhardt and Eugene F. Brigham
2. Fundamentals of Financial Management by Shashi K. Gupta and Rajesh K. Gupta
3. Managerial Finance by P.V. Kulkarni and B.G. Sathya Prakash

Web Links:

<https://www.drexit.net/financialdecisions.html>
<https://www.apexcpe.com/publications/771003.pdf>

M.B.A. (Elective-Finance)
FINANCIAL DERIVATIVES
PAPER CODE: MBA 104A
CREDITS: (3)

Jaipur School of Business
Master of Business Administration
MBA Scheme 2024-2026

Objectives:

This course sets up study in the field of investments related to options, futures and other derivative securities. The course will acquaint students with derivative securities, markets, pricing, hedging and trading strategies of derivative instruments.

Course outcome-

At the end of this course, the student will be able to learn-

CO1: Understanding of the motives, reasons and explanations for corporate hedging activity.

CO2: Knowledge of key financial building blocks, used in constructing complex derivative instruments (eg futures, forwards, options and swaps).

CO3: Analysis of payoffs and strategies involved in trading derivative instruments and combinations of derivatives.

CO4: Application of the pricing of individual and combinations of derivative securities.

CO5: Use and benefits of derivatives in a portfolio context.

UNIT I

Definition of Derivative Securities- Brief history of derivatives, Evolution of Commodity, Currency, Stocks and Interest Rate Derivatives, Structure of derivative markets, forwards, futures, options, swaps etc. Examples of more sophisticated derivatives: barrier options, compound options, options on futures, swaptions, underlying assets: equities, currencies, commodities and interest rates. Reasons for trading: risk management, speculation and arbitrage.

UNIT II

Market Characteristics- Futures and Options contract specifications, underlying asset, contract size, and delivery specifications. Marking to market using margin accounts. Familiarizing with market quotes.

UNIT III

Trading Strategies involving Options and Futures. Interest rate derivatives, Contractual specification: floating and fixed rate. Valuation of interest rate derivatives. Derivatives Pricing Theory- Option Pricing: Black-Scholes formula for option pricing: derivation and properties. Volatility: estimated vs. implied, options on dividend-paying assets, warrants and convertibles. Binomial models for option prices: definitions and terminology.

UNIT IV

Continuous-Time Models. Futures Pricing: Pricing by arbitrage: relationship between futures and spot price (cost of carry and reverse cost of carry), difference between futures and forward price, futures on dividend-paying assets.

UNIT V

Risk Analysis and Management- Risk Measurement and Management Framework, Option's delta, gamma, Vega, theta, rho. Hedging with futures. Derivatives Disclosure: Accounting Issues in Derivatives. Options and Futures Applications in India- Structure of Indian stock

Jaipur School of Business
Master of Business Administration
MBA Scheme 2024-2026

markets and the operational efficiency of options and futures, determination of the fair value of futures and options prices, Interactions between spot equity trading and trading in derivatives.

MAPPING COURSE OUTCOMES LEADING TO THE ACHIEVEMENT OF PROGRAM OUTCOMES:

Course Outcome	Program outcome									
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	H	L	L	H	H	M	L	L	—	—
CO2	H	—	—	L	—	H	M	M	—	—
CO3	M	H	H	M	H	H	H	H	—	M
CO4	H	L	—	L	—	M	—	M	—	H
CO5	L	H	L	M	M	L	L	H	—	M

H = Highly Related; M = Medium; L = Low

Suggested Readings: -

1. Financial Derivatives: Theory, Concepts and Problems by S.L. Gupta, PHI Publications.
2. Financial Derivatives: The Currency and Rates Factor by Aman Chugh and Divik Maheshwari, Pearson Publications.

Reference books:

1. Options and Derivatives: Theory, Strategies, and Practice by R. Mahajan, Himalaya Publishing House
2. Derivatives and Financial Risk Management" by Dr. G. Kotreshwar, Chand Publications

Web Links:

<https://corporatefinanceinstitute.com/resources/derivatives/derivatives/>

https://onlinecourses.nptel.ac.in/noc19_mg39/preview

MBA (Elective-Finance)
INDIAN FINANCIAL SYSTEM
PAPER CODE: MBA 105A
CREDITS: (3)

Objectives

Jaipur School of Business
Master of Business Administration
MBA Scheme 2024-2026

The objective of the course is to understand role of Financial Services in Business organizations and to give an insight into the strategic, regulatory, operating and managerial issues in Indian financial system.

Course Outcomes:

CO1: Subjects gives overview of financial system to students such as flow of funds in financial system, financial system and economic development.

CO2: Students learn different financial system and their framework.

CO3: Students studies non-banking financial institutions, their role in financial system, sources of finance and RBI guidelines.

CO4: Students learn the concept of micro finance and its importance in rural economy

CO5: Students learn different sources of finance.

UNIT I

Overview of Indian Financial System. Role of Financial Markets in capital formation and economic development; Indian Financial system- An overview. Commercial Banks and Industrial Finance- evolving role.

UNIT II

Reserve Bank of India as a Regulator of Banking System and its other functions. Basel –I and Basel-II norms.

UNIT III

Markets. Money Market Organization in India nature, constituents and instruments. Industries Securities Market in India: New Issue Market and Stock Exchange. Differences and similarities, functions, methods of New Issues, Regulatory Framework and SEBI.

UNIT IV

Mutual Funds, Insurance and others. Investment Policy and performance appraisal of Unit Trust of India.

UNIT V

Insurance Industry, IRDA Insurance Regulator. New Developments such as financial instruments, Private foreign investments, case studies and problems.

MAPPING COURSE OUTCOMES LEADING TO THE ACHIEVEMENT OF PROGRAM OUTCOMES:

Course Outcome	Program outcome									
	PO1	PO2	PO3	PO 4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	L	L	M	L	L	L	L	M	—	L
CO2	L	M	L	M	L	M	M	M	—	M
CO3	L	H	L	H	L	M	H	M	—	M
CO4	L	M	L	H	L	M	H	H	-	M
CO5	L	M	L	H	H	L	H	L	—	M

H = Highly Related; M = Medium, L = Low

Suggested Readings: -

1. Indian Financial System by HR Machiraju, Vikas Publications.
2. Indian Financial System by Bharati V. Pathak, Pearson Education.
3. Indian Financial System by M Y Khan, Tata McGraw Hill Education Private Ltd.

Jaipur School of Business
Master of Business Administration
MBA Scheme 2024-2026

Reference Books: -

1. Indian Financial System: Markets, Institutions and Services by Bharati V. Pathak, Pearson Publications
2. The Indian Financial System and Development" by Vasant Desai, Himalaya Publishing House

Web Links:

http://tumkuruniversity.ac.in/oc_ug/comm/IFS%20FINAL.pdf

<https://www.igntu.ac.in/eContent/IGNTU-eContent-457919741593-B.Com-6-Prof.ShailendraSinghBhadouriaDean&-FINANCIALSERVICES-All.pdf>

MBA (Elective-Finance)
INSURANCE AND RISK MANAGEMENT
PAPER CODE: MBA 106A
CREDITS: (3)

Jaipur School of Business
Master of Business Administration
MBA Scheme 2024-2026

Objectives:

This course is intended to develop an understanding among students about identifying analysing and managing various types of risk. Besides, the students will be in a position to understand principles of insurance and its usefulness in business.

Course Outcomes:

At the end of this course, the student will able to learn-

CO1: The exposures that constitute the overall risk faced by a firm or enterprise and the process of managing the various exposures that affect the firm or enterprise.

CO2: How insurance can be employed to avoid risk and protect the firm or enterprise. And explain how the insurance market is structured and regulated.

CO3: Will be able to Organize, model, and quantify the exposures and risks faced by the firm or enterprise and calculate the effects of the risks and exposures on the value of the firm or enterprise.

CO4: Understanding of the Insurance industry.

CO5: Understanding about calculation of insurance Premium.

UNIT I

Concept of Risk, Types of Risk, Managing Risk, Sources and Measurement of Risk, Risk Evaluation and Prediction. Application of Statistical Techniques in Risk Avoidance. Disaster Risk Management.

UNIT II

Risk Retention and Transfer, Pooling, Loss Exposure, Legal Aspects of Insurance Contract, Principle of Indemnity, Estoppels, Endowment, and Insurance.

UNIT III

Concept of Insurance, Need for Insurance, Insurance Industry in India, Globalization of Insurance Sector, Role of IRDA, Regulation of Risk Reduction by IRDA. Reinsurance, Co-insurance.

UNIT IV

Nature of Insurance Contract, Utmost Good Faith, Insurable Interest, Types of Insurance, Fire and Motor Insurance, Health Insurance, and Distinction between Life Insurance and Marine Insurance.

UNIT V

Control of Malpractices, Negligence, Loss Assessment and Loss Control, Exclusion of Perils, Actuaries, Automobile Insurance, Computation of Insurance Premium.

MAPPING COURSE OUTCOMES LEADING TO THE ACHIEVEMENT OF PROGRAM OUTCOMES:

Course	Program outcome

Jaipur School of Business
Master of Business Administration
MBA Scheme 2024-2026

Outcome	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	M	M	H	M	L	M	L	M	—	M
CO2	H	M	M	M	L	M	L	M	—	M
CO3	H	M	M	M	L	M	L	M	—	M
CO4	M	H	M	H	H	L	L	M	—	L
CO5	H	L	M	H	H	L	L	M	—	L

H = Highly Related; M = Medium, L = Low

Suggested Readings:

1. Insurance & Risk Management by P K Gupta, Himalaya Publishers
2. Risk Management and Insurance Planning by Jatinder Loomba, PHI Publishers
3. Essentials of Risk Management and Insurance by Emmett J. Vaughan, Wiley Publications.

Reference Books:

1. Principles of Risk Management and Insurance" by George E. Rejda and R. Srinivasan, Pearson India
2. Risk Management and Insurance" by S. Arunajatesan and T.R. Viswanathan, McGraw Hill Education

Web Links:

<https://www.gicouncil.in/insurance-education/useful-links/>

<https://www.oreilly.com/library/view/principles-of-risk/9780134082578/>

MBA (Elective-Finance)

INTERNATIONAL FINANCIAL MANAGEMENT

Jaipur School of Business
Master of Business Administration
MBA Scheme 2024-2026
PAPER CODE: MBA 107A
CREDIT: (3)

Objectives:

This course has been designed to acquaint the students with the conceptual framework of the key decision areas in international finance. The basic objective of the course is to provide an overview of the financial environment in which multinational firms operate.

Course Outcome:

CO1: Explain the meaning and concepts of international financial management.

CO2: To know the international monetary system and foreign exchange rate mechanism.

CO3: To estimate values of international investment projects and international investment corporate acquisitions.

CO4: Identify, discuss and various international investment strategies.

CO5: To understand the concept of Balance of Payments (BOP) and remedial measures for correcting the disequilibrium in BOPs.

UNIT I

Foreign Exchange Market and Risk Management: Environment of International Financial Management: Balance of Payments. Means of International Payments, Foreign Exchange Market, Currency Futures and Options Markets.

UNIT II

Foreign Exchange Risk Management, Exchange Risk, Political Risk, Interest Rate Risk, Measuring and Managing Foreign Exchange Exposure, Practical Problems.

UNIT III

Financing of International Operations: Determination of Exchange Rate, Exchange Market and Arbitrage, Exchange Rate Control, Financing of Exports and International Investments.

International Monetary Systems, European Monetary System, International monetary and Financial Institutions, Practical Problems.

UNIT IV

Financial Management of MNCs: Multinational Financial Management: Capital Budgeting Decisions for Multinational Corporation, Financing Decisions- Cost of Capital and Financial Structure.

UNIT V

Working Capital Management and Control International Banking, International Transfer Pricing, Cases and Problems.

**MAPPING COURSE OUTCOMES LEADING TO THE ACHIEVEMENT OF
PROGRAM OUTCOMES:**

Jaipur School of Business
Master of Business Administration
MBA Scheme 2024-2026

Course Outcome	Program Outcomes									
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	L	L	M	L	L	L	L	M	—	L
CO2	L	M	M	M	L	M	M	M	—	M
CO3	L	H	L	H	L	M	H	M	—	M
CO4	L	M	L	H	L	M	H	H	-	M
CO5	L	M	L	H	H	L	H	L	—	M

H = Highly Related; M = Medium, L = Low

Suggested Readings: -

1. International Financial Management by S.P. Srinivasan & Dr. B. Janakiram, Bijjantra Publications.
2. International Financial Management by Thummuluri Siddaiah, Pearson Education.

Reference Books:

1. International Financial Management by P.G. Apte, Tata McGraw-Hill
2. "Multinational Financial Management" by Alan C. Shapiro and Atulya Sarin, Wiley India

Web Links:

<https://dtaskin.yasar.edu.tr/wp-content/uploads/2016/09/Geert-Bekaert-Robert-J.-Hodrick-International-Financial-Management-Second-Edition-2011-1.pdf>

https://www.acecollege.in/CITS_Upload/Downloads/Books/1087_File.pdf

MBA (Elective-Finance)

MERGERS, ACQUISITIONS AND CORPORATE RESTRUCTURING

Jaipur School of Business
Master of Business Administration
MBA Scheme 2024-2026
Subject Code: MBA108A

CREDITS: (3)

Objectives

Liberalized economy has generated many opportunities of combining businesses to create wealth. The fundamental aim of the course is to prepare students to take advantage of the current scenario and understand how mergers, acquisition and corporate restructuring are implemented.

Course Outcome:

CO1: Understanding of different types of mergers and acquisitions and the process involved in executing their deals.

CO2: Develop an ability to understand factors influencing the valuation of a business and different methods used in Business Valuation.

CO3: Basic understanding about regulatory environment of mergers and acquisitions in India.

CO4: Analyze investment opportunities in fixed income securities.

CO5: Assess various case studies to analyze valuation strategies, pre and post-merger issues and challenges.

UNIT I

Corporate Restructuring: Concept and strategies, Mergers: Concept, Types of Mergers, Merger Strategy-Growth, Synergy, Operating Synergy, Financial Synergy, Diversification.

UNIT II

Takeover: Concept and types, Other Economic Motives, Hubris Hypothesis of Takeovers, Other Motives, Tax Motives Financial Evaluation, Joint Venture and Strategic Alliances.

UNIT III

Legal Aspects of Mergers/ Amalgamation and Acquisition / Labour, Provisions of Companies Act, Regulation by SEBI, Takeover Code: Scheme of Amalgamation, Approval from Court. Valuation of a Business.

UNIT IV

Due Diligence: Concept, process and types, Methods of Valuation – Cash-flow Basis, Earning Potential Basis, Growth Rate, Market Price etc. Computation of Impact on EPS and Market Price.

UNIT V

Determination of Exchange Ratio, Impact of Variation in Growth of the Firms, MBO, LBO, Boot Strapping; Criteria for Negotiating Friendly Takeover, Financing of Merger. Defence Against Hostile Takeover, Poison Pill, Bear Hug, Greenmail, Pacman. Post-Merger H.R. and Cultural Issues.

MAPPING COURSE OUTCOMES LEADING TO THE ACHIEVEMENT OF PROGRAM OUTCOMES:

Jaipur School of Business
Master of Business Administration
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Course Outcome	Program Outcomes									
	PO1	PO2	PO3	PO 4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	L	L	M	L	L	L	L		—	M
CO2	L	M	-	H	H	M	M	M	—	M
CO3	L	H	L	H	L	M	H	M	—	M
CO4	L	M	H	H	L	M	H	H	—	M
CO5	L	M	L	H	L	L	H	L	—	M

H = Highly Related; M = Medium L = Low

Suggested Readings:

1. Mergers, Acquisitions and Corporate Restructuring by Patrick A. Gaughan, Wiley Publications.
2. Mergers, Acquisitions & Corporate Restructuring in India by Rachna Jawa, New Century Publications.

Reference Books:

1. Mergers, Acquisitions, and Corporate Restructuring by Prasad G. Godbole, Vikas Publishing House
2. Mergers and Acquisitions: Strategy, Valuation, Leveraged Buyouts, and Financing" by Rajinder S. Aurora, Kavita Shetty, and Sharad R. Kale, Oxford University Press

Web Links:

https://books.google.co.in/books?id=311DDAAAQBAJ&printsec=copyright&redir_e sc=y#v=onepage&q&f=false

<http://dspace.vnbrims.org:13000/jspui/bitstream/123456789/4962/1/Mergers%2C%20Acquisitions%2C%20and%20Corporate%20Restructurings.pdf>

Jaipur School of Business
Master of Business Administration
MBA Scheme 2024-2026
PAPER CODE: MBA 109A
CREDITS: (3)

Objective

To familiarize students with different investment alternatives, introduce them to the framework of their analysis and valuation and also acquaint them with portfolio management and evaluation techniques.

Course Outcome:

- CO1:** To provide a theoretical and practical background in the field of investments.
CO2: Designing and managing the bond as well as equity portfolios in the real world.
CO3: Valuing equity and debt instruments.
CO4: Computation of risk and return for securities.
CO5: Measuring the portfolio performances

UNIT I

The Investment Environment - The investment decision process, Types of Investments, the Indian securities market, the market participants, trading of securities, security market indices, Insider Trading.

UNIT II

Security Analysis – Concept of Return & Risk: Types & Sources.

UNIT III

Fixed Income Securities: Bond Fundamentals, Valuation of bonds, Estimating bond yields, Credit rating.

UNIT IV

Equity Analysis: Fundamental Analysis, Technical Analysis. Valuation of equity shares. Efficient Market Hypothesis.

UNIT V

Portfolio Management: Portfolio & Diversification, Markowitz model (2 Security portfolios) & Capital Asset Pricing Model. Performance Evaluation Techniques: Sharpe, Treynor & Jensen Indices.

MAPPING COURSE OUTCOMES LEADING TO THE ACHIEVEMENT OF PROGRAM OUTCOMES AND PROGRAM SPECIFIC OUTCOMES:

Course Outcome	Program Outcomes									
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	L	L	M	L	L	L	L		—	
CO2	L	M	M	M	L	M	M	M	—	M
CO3	L	H	L	H	L	M	H	M	—	M
CO4	L	M	M	H	L	M	H	H	—	M
CO5	L	M	L	H	L	L	H	L	—	M

Reference Books:

Jaipur School of Business
Master of Business Administration
MBA Scheme 2024-2026

1. Chandra, Prasanna, *Investment Analysis and Portfolio Management*, Tata McGraw Hill.
2. Bodie, Kane; Marcus & Mohanty, *Investments*, Tata McGraw Hill.

Suggested Readings:

1. Fischer, Donald E. and Ronald J. Jordan, *Security Analysis and Portfolio Management*, 6th Edition, Prentice Hall of India, 2007.
2. Reilly, Frank K., and Keith C. Brown, *Investment Analysis and Portfolio Management*, 8th Edition, Thomson, 2007.

Web Links:

https://www.acecollege.in/CITS_Upload/Downloads/Books/1078_File.pdf

https://baou.edu.in/assets/pdf/PGDF_202_slm.pdf

Jaipur School of Business
Master of Business Administration
MBA Scheme 2024-2026
PAPER CODE: MBA110A
CREDITS: (3)

Objective:

This course gives students an opportunity to gain in-depth understanding of finance and treasury concepts and identify lucrative career options in the domain of finance. The sessions also touch upon how technology trends are impacting the area of finance and treasury.

Course Outcome:

CO1: Students understand the principles of financial risk management.

CO2: Students know basic functions of financial risk management.

CO3: Students are able to calculate cost of credit risk.

CO4: Students know tools of financial engineering and risk hedging.

CO5: Students are able to calculate cost of currency risk.

UNIT I

Introduction The Concept of Risk, Nature, Need and Scope of Risk. Source, Measurement, Identification and Evaluation of Risk. Types of risk – Product Market Risk and Capital Market Risk. Possible Risk Events, Risk Indicators, Risk Management Process – Prerequisites and Fundamentals. Misconceptions of Risk. An Integrated Approach to Corporate Risk Management. Risk Management Approaches and Methods. A Comprehensive view of Risk in Financial Institutions. Risk Reporting Process – Internal and External.

UNIT II

Measurement and Management of Risk Value at Risk (VaR): The Concept, Computation, Stresses Testing, Back Testing. Cash Flow at Risk (CaR): VaR and CaR to make Investment Decisions. Managing risk when risk is measured by VaR or CaR Non-Insurance Methods of Risk Management-Risk Avoidance, Loss Control, Risk Retention and Risk Transfer. Asset-Liability Management (ALM): Evolution & Concept, RBI Guidelines. Capital Adequacy. Management of Interest Rate Risk, Liquidity Risk, Credit Risk and Exchange Rate Risk.

UNIT III

Techniques and Tools of Risk Management: Forward Contracts and Futures Contracts The Concept of Derivatives and Types of Derivatives. The Role of Derivative Securities to Manage Risk and to Exploit Opportunities to Enhance Returns. Individuals, Speculators, Hedgers, Arbitrageurs and other Participants in Derivatives Market. Forward Contracts: Definition, Features and Pay-off Profile of Forward Contract. Valuation of Forward Contracts. Forward Contracts to Manage Commodity Price Risk, Interest Rate Risk and Exchange Rate Risk. Limitations of Forward Contract. Futures Contracts: Definition. Clearing House, Margin Requirements, Marking to the Market. Basis and Convergence of Future Price to Spot Price. Valuation of Futures Contract. Differences Between Forward Contracts and Futures Contracts. Risk Management with Futures Contracts – the Hedge Ratio and the Portfolio Approach to a Risk–MinimizingHedge.

UNIT IV

Techniques and Tools of Risk Management: SWAPS: Definition, Types of Swaps. Interest Rate Swaps, Currency Swaps. Interest Rate Swaps: Mechanics of Interest Rate Swaps. Using Interest Rate Swaps to Lower Borrowing Costs, Hedge against Risk of Rising and Falling Interest Rates. Valuation of Interest Rate Swaps. Pricing of Interest Rate Swaps at Origination and Valuing of Interest Rate Swaps After Origination. Currency Swaps: Types of

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Currency Swaps. Valuation of Currency Swaps. Using Currency Swaps to Lower Borrowing Costs in Foreign Country, to Hedge Against Risk of a Decline in Revenue, to Hedge Against Risk of an Increase in Cost, to Hedge Against Risk of a Decline in the Value of an Asset, to Hedge Against Risk of a Rise in the Value of a Liability. Pricing of Currency Swap at Origination and Valuing of Currency Swap after Origination.

UNIT V

Techniques and Tools of Risk Management: Options Definition of an Option. Types of Options: Call Option, Put Option, American Option and European Option. Options in the Money, at the Money and out of the Money. Option Premium, Intrinsic Value and Time Value of Options. Pricing of Call and Put Options at Expiration and Before Expiration. Options on Stock Indices and Currencies. The Binominal Option Pricing Model (BOPM): Assumptions - Single and Two Period Models. The Black and Scholes Option Pricing Model (BSOPM): Assumptions.

MAPPING COURSE OUTCOMES LEADING TO THE ACHIEVEMENT OF PROGRAM OUTCOMES:

Course Outcome	Program outcome									
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	H	L	L	H	H	M	L	L	—	—
CO2	H	—	—	L	—	H	M	M	—	—
CO3	M	H	H	M	H	H	H	H	—	M
CO4	H	L	—	L	—	M	—	M	—	H
CO5	L	H		M		L	L	H	—	

H = Highly Related; M = Medium; L = Low

Suggested Readings:

1. Brealey, R., and S. Myers. Principles of Corporate Finance. 7th ed. Irwin/McGraw Hill. ISBN: 0073368695.
2. 'Brealey and Myers' is the world's most popular finance textbook. It provides a thorough introduction to financial theory and practice.

Reference Books:

1. Financial Risk Management" by Dr. G. Kotreshwar, Himalaya Publishing House.
2. Financial Risk Management: A Practitioner's Guide to Managing Market and Credit Risk" by Steve L. Allen, Pearson.

Web links:

- <http://www.thierry-roncalli.com/RiskManagementBook.html>
- <https://nibmehub.com/opac-service/pdf/read/Financial%20Risk%20Management%20%20applications%20in%20market-%20credit-%20asset%20and%20liability%20management%20and%20firmwide%20risk.pdf>

Jaipur School of Business
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MBA Scheme 2024-2026

MARKETING ELECTIVES

MBA (Elective-Marketing)
Advertising Management
Subject Code: MBA162A

Jaipur School of Business
Master of Business Administration
MBA Scheme 2024-2026
Credit :(3)

Objectives

To understand the process of marketing communications. To understand and integrate marketing communications theory and concepts with all elements of the promotional mix. To acquaint students with approaches and methods to develop, execute and evaluate advertising campaigns.

Course outcome:

At the end of the course the students will be able to:

CO1: Identify and respond to clients' advertising and marketing communications objectives by applying principles of marketing and communications.

CO2: Develop an advertising plan and present and defend it persuasively. Contribute to evaluating the effectiveness of advertising and marketing communications initiatives.

CO3: Understand the sales promotion and controlling campaign.

CO4: Understand the role of market development manager and public relation

CO5: Collaborate in the development of advertising and marketing communications material, in compliance with industry standards and business practices.

UNIT I

Mass communication theory and practices, marketing and promotion mix interrelationship and interdependence advertising. Sales Promotion, Publicity and Public Relations- Scope, Objectives, activities and creative role. Advertising, objectives tasks and process, market segmentation and target audience- Message and copy development.

UNIT II

Mass media, selection, planning, budgeting and scheduling. Integrated programme and budget planning. Implementing the programme, coordination and control.

UNIT III

Advertising Agencies in India, their services and terms, advertisement campaign development, Agency selection and appointment; Agency Organization and operation, Getting the best of the agency services. Analysis of effectiveness of advertisement and promotional campaign.

UNIT IV

Why and when sales promotion support, Sales promotion activities; Consumer Oriented-Sales channel Oriented-Sales staff oriented, Planning, budgeting, implementing and controlling campaigns.

UNIT V

Valuation and measurement of advertising and sales promotion effectiveness, Company organization for advertising: sales manager, Sales Promotion Manager, Market Development Manager- Role of Tasks, advertising ethics, economics and social relevance. The Public Relations Activities, Public relations and mass media.

MAPPING COURSE OUTCOMES LEADING TO THE ACHIEVEMENT OF PROGRAM OUTCOMES:

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Course Outcome	Program Outcomes									
	PO1	PO2	PO3	PO 4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	L	L	M	L	L	L	L	M	—	L
CO2	L	M	—	M	L	M	M	M	—	M
CO3	L	H	L	H	L	M	H	M	—	M
CO4	L	M	H	H	L	M	H	H	—	M
CO5	L	M	L	H	H	L	H	L	—	M

H = Highly Related; M = Medium; L = Low

Suggested Readings:

1. Jaishree Jethwaney, Advertising Management, OUP, New Delhi, 2012.
2. Larry Percy and Richard R. Elliot, Strategic Advertising Management, OUP, New Delhi, 2012.

Reference Books:

1. Advertising Management" by Rajeev Batra, John G. Myers, and David A. Aaker, Pearson Education.
2. Advertising and Promotion: An IMC Perspective" by George E. Belch and Michael A. Belch, with Indian Adaptation by Purani, Tata McGraw Hill.

Web Links:

- https://sist.sathyabama.ac.in/sist_coursematerial/uploads/SBAA7010.pdf
- https://www.managementgeneral.ro/pdf/1_2014_8.pdf
- <https://mu.ac.in/wp-content/uploads/2023/03/Advertising-and-Sales-Management-English-1.pdf>

Jaipur School of Business
Master of Business Administration
MBA Scheme 2024-2026
Subject Code: MBA163A
Credit :(3)

Objectives:

The subject explores the mysterious world of the consumer's psyche and guidelines to the students to understand what makes consumers to purchase a particular product or avail a particular service.

Course outcome:

By the end of this module the student should be able to:

CO1: Analyse the nature and scope of consumer behavior.

CO2: Define, illustrate, and critically analyze the main components of consumer behavior.

CO3: Critically evaluate the existing theories of consumer behavior and their contributions and limitations.

CO4: Assess the implications of consumer behavior theories for business and wider society.

CO5: Critically examine alternative ways of thinking about consumers as individuals and within their families, groups, and broader cultural context.

UNIT I

Identifying and classifying customers, buying behaviour, attitude of consumer, consumer perception.

UNIT II

Factors influencing buying behaviour; Reference groups, opinion leaders, social influences. Consumer behaviour process; Understanding consumer motivation, personality and self-concept, learning, memory.

UNIT III

Research concepts; exploratory, descriptive and conclusive research. The marketing decision making process and the need of different types of research. Types of marketing problems and type of marketing research activity. Sources of data; use and appraisal of existing information.

UNIT IV

Information from respondents, sampling design, scaling techniques and questionnaire design, interviewing, mail surveys.

UNIT V

Information from experiment, experimental design for marketing, Motivational research, Advertising research, Analysis and reporting. Marketing Information Systems, Structure and design, its role in planning and control; the place of marketing research.

**MAPPING COURSE OUTCOMES LEADING TO THE ACHIEVEMENT OF
PROGRAM OUTCOMES AND PROGRAM SPECIFIC OUTCOMES:**

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Course Outcome	Program Outcomes									
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	L	L	H	L	L	L	L	M	—	M
CO2	L	M	M	M	L	M	M	M	—	M
CO3	L	H	L	H	L	M	H	M	—	M
CO4	L	M	M	H	L	M	H	H	—	M
CO5	L	M	L	H	L	L	H	L	—	M

H = Highly Related; M = Medium; L = Low

Suggested Readings:

1. Schiffman, L.G. and Kanuk, L.L. (2011) Consumer Behavior, 9th Ed., Prentice Hall. ISBN: 9780131869608
2. Batra, S.K. and Kazmi, S.H.H. (2009) Consumer Behavior Text and Cases 2nd Eds, Excel Books. ISBN: 978-8174466440
3. Majumdar, Ramanuj. (2011) Consumer Behavior. Prentice Hall India.

Reference Books:

1. Marketing Research" by D.D. Sharma, Sultan Chand & Sons
2. Consumer Behaviour and Marketing Strategy" by J. Paul Peter and Jerry C. Olson, adapted by Indian author Suja Nair, Tata McGraw Hill

Web Links:

[https://backup.pondiuni.edu.in/sites/default/files/Consumer%20Behaviour200813_0.p
df](https://backup.pondiuni.edu.in/sites/default/files/Consumer%20Behaviour200813_0.pdf)

https://ddceutkal.ac.in/Syllabus/MCOM/Consumer_Behaviour.pdf

Jaipur School of Business
Master of Business Administration
MBA Scheme 2024-2026
International Marketing
Subject Code: MBA164A
Credit: (3)

Objectives

The course aims at making students understand the concept and techniques of international marketing and train them to develop and implement plans and marketing strategies for entering into international markets and managing overseas operations.

Course Outcomes-

By the end of this module the student should be able to:

CO1: Critically analyse concepts, models, theories and issues relevant to international marketing.

CO2: Analyze the influences on, and the decisions involved in, the development and implementation of international marketing strategy.

CO3: Apply relevant knowledge and understanding to the analysis and creative solution of problems in international marketing and be able to communicate this through the medium of a management report.

CO4: To understand how managers perform the functional tasks that constitute international marketing such as marketing intelligence and mix adapters.

CO5: To understand how companies adjust to their international strategies with respect to global environmental changes.

UNIT I

International marketing-its scope and tasks- world economy prospects and Challenges; India's external trade. Analysis of export performance. Why all organizations cannot go global Shipping terms and international trade terms. Information needs of exports.

UNIT II

Costing and pricing in international trade. Advantages and disadvantages of globalization.

UNIT III

Strategic export planning. Handling an export transaction. Export marketing Checklist; Selection of Markets: Choosing Markets; Export pricing; Management of export logistics. Documentation for export; processing of an export trade. Sales forecasting in international trade, Identifying geographical territories for expansion. Cultural factors affecting business in global market.

UNIT IV

Export credit system pre shipment and post- shipment, finance, medium- and long-term credit financing; ECGC; Transportation and shipment of cargo; Marine insurance of cargo; procedure for claiming rebate of excise duty. Import replenishment licensing procedures.

UNIT V

Generalized scheme of preferences. Sourcing and Transfer pricing mechanism. WTO related issues and IPR related issues impacting global trade.

MAPPING COURSE OUTCOMES LEADING TO THE ACHIEVEMENT OF PROGRAM OUTCOMES AND PROGRAM SPECIFIC OUTCOMES:

Jaipur School of Business
Master of Business Administration
MBA Scheme 2024-2026

Course Outcome	Program Outcomes									
	PO1	PO2	PO3	PO 4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	L	L	M	L	L	L	L	M	—	L
CO2	L	M	H	M	L	M	M	M	—	M
CO3	L	H	M	H	L	M	H	M	—	M
CO4	L	M	L	H	H	M	H	H	—	M
CO5	L	M	L	H	H	L	H	L	—	M

H = Highly Related; M = Medium; L = Low

Suggested Readings:

1. International Marketing: Text and Cases" by Justin Paul and Ramneek Kapoor, Tata McGraw Hill
2. International Marketing: Analysis and Strategy" by Sak Onkvisit and John Shaw, Pearson Publications

Reference Books:

1. RakeshM.Joshi, *International Marketing*, OUP, New Delhi, 2014
2. K.Lee and S.Carter, *Global Marketing Management*, OUP, New Delhi, 2012
3. Justin Paul and Rajiv Aserkar, *Export Import Management*, OUP, New Delhi, 2013

Web Links:

https://ycmou.ac.in/media/publication/ycmou_book/SNP_YB_146.pdf

[https://mis.alagappauniversity.ac.in/siteAdmin/dde-admin/uploads/5/_UG_B.Com_Commerce%20\(English\)_102%2051_International%20Marketing_Binder_7055.pdf](https://mis.alagappauniversity.ac.in/siteAdmin/dde-admin/uploads/5/_UG_B.Com_Commerce%20(English)_102%2051_International%20Marketing_Binder_7055.pdf)

Jaipur School of Business
Master of Business Administration
MBA Scheme 2024-2026
Subject Code: MBA165B
Credit: (3)

Objectives:

To understand the product management functions and its strategic role. To learn the issues involved in the product management function through the cases and project. To understand Brand development and its sustenance in competitive market.

Course outcomes:

By the end of this module the student should be able to:

CO1: Understand the fundamental concepts of product and brand development and management. Gain the tools to develop products and to analyze their success.

CO2: Evaluate new product ideas and understand the development of a product over time.

CO3: Develop some sensitivity for the problem in strategic product management.

CO4: Implement profitable brand strategies by building, measuring and managing brand equity.

CO5: Develop a critical understanding of trends, development and challenges in brand management.

UNIT I

Introduction to product management - what is product & product-service continuum, individual product decisions, and product attributes product and product lives, special issues in product management - product life cycle & strategy, product manager-brand manager product manager- functions and tasks-tools and techniques

UNIT II

New product development and launching. Challenge of change opportunity and risk-product innovation, modification, addition and elimination product proposals-sources, generation, processing and selection.

UNIT III

Introduction to brand management, value& significance of brand. and crafting of brand elements: brand name, symbol & slogan, brand strategic decision, brand extension Consumer brand knowledge. Managing brand architecture and brand portfolios

UNIT IV

Concept of brand equity & association - Meaning, Definition and elements of Brand equity, Creating and managing brand equity, corporate branding and tools for building brand equity. Measuring and leveraging brand equity.

UNIT V

Brand Association: Meaning, Definition and types of brand association, Process of selecting, creating and maintaining, association.

Brand strategy - brand rejuvenation, brand relations, brand proliferation, multi branding, global brand. Branding for services, retail, and hi-tech products.

**MAPPING COURSE OUTCOMES LEADING TO THE ACHIEVEMENT OF
PROGRAM OUTCOMES AND PROGRAM SPECIFIC OUTCOMES:**

Jaipur School of Business
Master of Business Administration
MBA Scheme 2024-2026

Course Outcome	Program Outcomes									
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	L	L	M	L	L	L	L	L	—	M
CO2	L	M	M	M	L	M	M	M	—	M
CO3	M	H	L	H	L	M	H	M	—	M
CO4	L	M	L	H	H	M	H	H	—	M
CO5	L	M	L	H	H	L	H	L	—	M

H = Highly Related; M = Medium; L = Low

Suggested Readings:

1. Richard Elliot, *Strategic Brand Management*, OUP, New Delhi, 2007.
2. Kirti Dutta, *BrandManagement*, OUP, New Delhi, 2012.

Reference Books:

1. Building Brand Value: Five Steps to Building Powerful Brands" by M. G. Parameswaran, Tata McGraw Hill.
2. Brand Management: Principles and Practices" by Kirti Dutta, Oxford University Press

Web Links:

<https://www.bimkadapa.in/materials/PBM-BALAJI%20MBA%20COLLEGE%20KADAPA.pdf>

<https://mu.ac.in/wp-content/uploads/2023/05/MMS-Material-Product-Brand-Management.pdf>

Jaipur School of Business
Master of Business Administration
MBA Scheme 2024-2026
Subject Code: MBA166A
Credit: (3)

Objectives

To expose students to the reality of rural markets. To understand the problems, challenges in rural marketing. The objective of the course is to provide conceptual understanding on the Rural Marketing with special reference to Indian context and develop skills required for planning of Rural Products.

Course outcome:

By the end of this module the student should be able to:

CO1: Gain insight into the socio-economic structure of rural India.

CO2: Understand the prospects and problems of rural development in India

CO3: Would understanding on the Rural Marketing with special reference to Indian context

CO4: Would develop skills required for planning of Rural Products.

CO5: Objective of this course is to develop understanding of issues in rural markets, to provide an overview of marketing environment, consumer behaviour.

UNIT I

Rural Marketing: Characteristics and Dimensions of Rural Markets - Rural Market Profile - Rural Market in India - Size and Scope - Environment and Emerging Profile of Rural Markets in India - Constraints in Rural Marketing and strategy to overcome the constraints.

UNIT II

Rural Market Behaviour ~ Rural consumer dimensions - Rural Demand Dimension - Tapping the Rural Markets - Rural Market Segmentation - Basis and Strategies - Consumer Behaviour in Rural Markets - Approach to Rural Markets of India - Marketing Research.

UNIT III

Marketing Mix for Rural Marketing - Product Planning for Rural Products - Pricing Methods and Strategies for Products of Rural Markets Product Management in Rural Markets.

UNIT IV

Channels of Distribution: Distribution pattern and methods in rural markets - Special characteristics of rural channels - Channel management in rural markets - Managing physical distribution in rural markets - Storage, warehousing and transportation.

UNIT V

Marketing Communication in Rural Markets: Promotion as a component in marketing communication -Advertising and sales promotion for rural markets - Major challenges in Media planning - Sales force management in rural markets - Selecting the Media Mix - Evaluation of promotional activities.

**MAPPING COURSE OUTCOMES LEADING TO THE ACHIEVEMENT OF
PROGRAM OUTCOMES:**

Jaipur School of Business
Master of Business Administration
MBA Scheme 2024-2026

Course Outcome	Program Outcomes									
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	L	L	M	H	L	L	L	L	—	M
CO2	L	M	M	H	H	M	M	M	—	M
CO3	L	H	L	H	H	M	H	M	—	M
CO4	L	M	L	H	L	M	H	H	—	M
CO5	L	M	L	H	L	L	H	L	—	M

H = Highly Related; M = Medium; L = Low

Suggested Readings:

1. Krishnamacharyalu, *Rural Marketing*, Pearson, New Delhi, 2011
2. PradeepKashyap, *Rural Marketing*, Pearson, New Delhi, 2012

Reference Books:

1. Rural Marketing: Targeting the Non-Urban Consumer by Pradeep Kashyap and Siddhartha Raut.
2. Marketing to Rural Consumers: Tools, Techniques, and Technologies by S. P. K. Gupta.

Web links:

<https://dde.pondiuni.edu.in/files/StudyMaterials/MBA/MBA4Semester/Marketing/1RuralMarketing.pdf>

https://www.hpuniv.ac.in/hpuniv/upload/uploadfiles/files/MM-04_merged.pdf

MBA (Elective-Marketing)
Sales and Distribution Management
Subject Code: MBA167A

Jaipur School of Business
Master of Business Administration
MBA Scheme 2024-2026
Credit:(3)

Objectives:

The course aims to impart skills and knowledge needed to manage sales force and distribution function so as to gain competitive advantage. As a successful marketer, the sales and distribution function need to be properly managed. This incorporates understanding of various concepts, which the course aims to provide to the student participants.

Course outcomes:

By the end of this module the student should be able to:

CO1: To introduce course participants to national and international sales and distribution practices

CO2: To expose course participants to the tools and strategies necessary for designing.

CO3: To motivate and evaluate & distribution management systems.

CO4: To sharpen the decision-making skills of future sales and distribution manager.

CO5: Demonstrate an understanding of logistics management and be able to take decisions related to logistics.

UNIT I

The Sales Management - Introduction to sales management and sales organization, Sales function & policies, Personal selling - nature, scope & objectives, Formulating Personal selling strategy.

UNIT II

Planning the Sales Effort - Sales planning and Budgeting, Estimating Market Potential and Sales forecasting, Setting the sales territory & quotas, Sales and cost Analysis.

UNIT III

Organizing and Directing the sales Force - Recurring and training sales personnel, Designing & compensating sales Personnel, Motivating and Leading the sales force, Evaluating sales force performance.

UNIT IV

Distribution Management - Managing marketing logistics & channels.

UNIT V

Channel Integration - VMS, HMS, Channel Management, and Marketing channel Policies & legal issue. Channel Institutions & control, Wholesaling &- Retailing, Channel Information systems, Managing & Evaluating Channel Performance Case & future trends in sales & distribution Management.

**MAPPING COURSE OUTCOMES LEADING TO THE ACHIEVEMENT OF
PROGRAM OUTCOMES AND PROGRAM SPECIFIC OUTCOMES:**

Jaipur School of Business
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MBA Scheme 2024-2026

Course Outcome	Program Outcomes											
	PO1	PO2	PO3	PO 4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	L	L	M	L	L	L	L	M	—	L	M	H
CO2	L	M	M	M	L	M	M	M	—	M	M	H
CO3	L	H	L	H	L	M	H	M	—	M	L	M
CO4	L	M	L	H	L	M	H	H	—	M	L	H
CO5	L	M	H	H	L	L	H	L	—	M	L	M

H = Highly Related; M = Medium; L = Low

Suggested Readings:

1. Tapan K.Panda and Sunil Sachdev, *Sales and Distribution Management*, OUP, New Delhi, 2011.
2. P.K. Mallik, *Sales Management*, OUP, New Delhi, 2011.
3. Dinesh Kumar, *Marketing Channels*, OUP, New Delhi, 2012.

Reference Books:

1. Sales and Distribution Management" by Tapan K. Panda and J. M. D. P. H. S. B. - Oxford University Press.
2. Sales and Distribution Management: An Indian Perspective" by R. S. N. Pillai and Bagavathi - S. Chand Publishing

Web links:

<https://www.ifheindia.org/dlp/selflearningmaterial2021/Book/9.1%20Sales%20and%20Distribution%20Management%20Block%201.pdf>

https://nibmehub.com/opac-service/pdf/read/Sales%20and%20Distribution%20Management%20_%20decisions-%20strategies-%20and%20cases.pdf

MBA (Elective-Marketing)
Marketing of Service
Subject Code: MBA 440A

Jaipur School of Business
Master of Business Administration
MBA Scheme 2024-2026
Credit :(3)

Objective

The course brings out the emerging service environment in India and the world. It emphasises the distinctive aspects of Services Marketing. It aims at equipping students with concepts and techniques that help in taking decisions relating to various services marketing situations.

Course Outcomes:

At the end of this course, students would be able to:

CO1: Understand the Concept of Services and intangible products.

CO2: Discuss the relevance of the services Industry to the Industry.

CO3: Examine the characteristics of the services industry.

CO4: Analyse the role and relevance of Quality in Services.

CO5: Visualise future changes in the services industry.

UNIT I

Introduction: Increasing Importance of Services; Defining a Service; Nature of Services; Intangibility; Distinguishing Features of a Service; Managing Services; The Service Product; Relationship of Services and the organization; Services as an Opportunity; Service Industry across the world.

UNIT II

Relevance of Services: Emergence of The Service Economy; Outsourcing and Services; Overview of The Indian Economy; Services Sector in The Indian Economy, (Major players, Major services offered, Major centres; Circumstances that contributed to the Services boom in the Indian economy; Role and relevance of Services to the Indian economy; Classification of Services; Variety of Services offered by Indian organizations, Intangible and Tangible Services.

UNIT III

Differentiating Services: Distinguishing Features; The service; Promotion; Price; Place; People; Physical evidence; Process; Elements of Positioning; Service Differentiation; How Indian companies have been at the forefront of the Services industry; What do Indian companies offer to companies seeking Services support; Services as a source of competitive advantage; Increasing integration of Services with organizational plans and activities; Internal Services and External Services, Features, Relevance, Examples; Services Trainings and Hiring; Motivation and Employee Management in the Services sector; Factors affecting attempts of Services Differentiation.

UNIT IV

Quality and Strategies: Defining Service Quality; Researching Service Quality; Service Quality Benchmarking (Servqual, TUV, ISO etc.); Setting Quality Standards; Managing the Marketing Mix for Quality; Organizing and Implementing Service Quality; Factors affecting Service Quality Management; Customer and Customer Value Proposition and Value Creation in Services.

UNIT V

Managing the Service Encounter; Blueprinting; Managing Customer Demand, Frequency, Quality, Training, Content and Context; Developing Relationships with Customers; Distribution Strategy; Pricing of Services; Promoting Services;. Competitors of the Indian Services Industry; Future of Services Industry in India and elsewhere; Near-shoring and Reshoring; Services and the Gig Economy; Growth potential of the Services Industry.

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**MAPPING COURSE OUTCOMES LEADING TO THE ACHIEVEMENT OF
PROGRAM OUTCOMES:**

Course Outcome	Program Outcomes									
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	L	L	M	L	L	L	L	L	—	L
CO2	L	M	L	M	L	M	M	M	—	M
CO3	L	H	L	H	L	M	H	M	—	M
CO4	L	M	L	H	H	M	H	H	—	M
CO5	L			H	L		H		—	

H = Highly Related; M = Medium; L = Low

Suggested Readings:

1. Wirtz Jochen, Lovelock Christopher H, Chatterjee Jayanta.: Services Marketing, 8e Edition, Pearson.
2. Zeithaml Valerie A, & Bitner Mary Jo., Gremler Dwayne D., Pandit Ajay; Services Marketing, 4th Edition, McGraw Hill.

Reference Books:

1. Services Marketing: Integrating Customer Focus Across the Firm by Valarie A. Zeithaml, Mary Jo Bitner, and Dwayne D. Gremler (Indian Edition).
2. Marketing of Services by Christopher Lovelock and Jochen Wirtz (Indian Edition).

Web Links:

<https://egyankosh.ac.in/bitstream/123456789/7246/1/Unit-3..pdf>
<https://dde.pondiuni.edu.in/files/StudyMaterials/MBA/MBA4Semester/Marketing/2ServicesMarketing.pdf>

Jaipur School of Business
Master of Business Administration
MBA Scheme 2024-2026
Subject Code: MBA461A
Credit:(3)

Objectives:

To introduce the student to the field of retailing management and enable them to understand the problems and issues faced by retailers and develop winning strategies for retailing business.

Course outcomes:

By the end of this module the student should be able to:

CO1: The role and relevance of retail Management

CO2: Types and trends of retailing

CO3: The difference between the organized and unorganized retail sector

CO4: The role and importance of international retailing, Retail pricing strategies, Retail segmentation and relationship marketing

CO5: About Merchandise management, CRM Process in retailing and legal compliances.

UNIT I

Introduction to Retailing: Introduction, Meaning of Retailing, Economic Significance of Retailing, Retailing Management Decision Process, Product Retailing vs. Service Retailing, Types of Retailers, Retailing Environment, Indian vs. Global Scenario.

UNIT II

Store Location and Layout: Introduction, Types of Retail Stores Location, Factors Affecting Retail Location Decisions, Country/Region Analysis, Trade Area Analysis, Site Evaluation, Site Selection, Location Based Retail Strategies

UNIT III

Retail Marketing Strategies: Retail Merchandising: Introduction to Merchandising Management, Retail Merchandising Management Process, Retail Pricing- Introduction, Factors Influencing Pricing, Pricing Strategies, Retail Pricing- Introduction, Factors Influencing Pricing, Pricing Strategies, Integrated Marketing Communication in Retail- Introduction, Understanding Integrated Communication, Marketing

UNIT IV

Customer Relationship Management in Retailing-Introduction, Benefits of Relationship Marketing, Management of Relationship, Principles of CRM, Customer Relationship Management Strategies, Components of CRM, Customer Service in Retailing, CRM and Loyalty Program.

UNIT V

International Retailing- Introduction, Stages in Retail Global Evolution, Reasons for Going Global, Benefits of Going Global, Market Entry Methods.E-Tailing- Introduction, E-tailing, Role of Technology in Satisfying Market Demand, Technology in Retail Marketing Decisions, Structure and Developments in E-tailing, Factors Influences the Growth of E-Tailing, Advantages & Disadvantages of E-Tailing.

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**MAPPING COURSE OUTCOMES LEADING TO THE ACHIEVEMENT OF
PROGRAM OUTCOMES AND PROGRAM SPECIFIC OUTCOMES:**

Course Outcome	Program Outcomes									
	PO1	PO2	PO3	PO 4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	L	L	M	L	L	L	L	L	—	L
CO2	L	M	L	M	L	M	M	M	—	M
CO3	L	H	L	H	L	M	H	M	—	M
CO4	L	M	L	H	H	M	H	H	—	M
CO5	L	M	L	H	L	L	H	L	—	M

H = Highly Related; M = Medium; L = Low

Suggested Readings:

1. P.K. Sinha and D.P. Uniyal, *Managing Retailing*, OUP, New Delhi, 2012
2. Bajaj, Tuli and Srivastava, *Retail Management*, OUP, New Delhi, 2010

Reference Books:

1. Retail Management: An Indian Perspective" by K. V. S. Madaan and M. V. K. Reddy.
2. Retail Management: A Strategic Approach" by Dhruv Grewal and Michael Levy

Web link:

<https://dde-ac.in/SB/MBA-302.pdf>

<https://sim.edu.in/wp-content/uploads/2018/02/RETAIL-MANAGEMENT-Notes.pdf>

Jaipur School of Business
Master of Business Administration
MBA Scheme 2024-2026

HR ELECTIVES

MBA (Elective – HR)
HR Analytics
Subject Code: MBA190A

Jaipur School of Business
Master of Business Administration
MBA Scheme 2024-2026
Credit: (3)

Objectives

Provide better insight into each of the human resource processes, gathering related data and then using this data to make informed decisions on how to improve these processes.

Course Outcome:

By the end of this module the student should be able to:

CO1: Have an understanding of How HR function adds value and demonstrates the value in business terms

CO2: Measure the value of Intangibles that HR helps builds for the organization given a particular business context to facilitate decision making.

CO3: Convert soft factors in a people management context into measurable variables across various domains.

CO4: Describe, conduct and analyze a study on employees or any other related to the HR context in an organization.

CO5: Understand the importance of HR Analytics, Learn the metrics measured by HR analytics, Learn and effectively use the data to analyse trends.

UNIT I

HR Analytics in Perspective Role of Analytics, Defining HR Analytics, HR Analytics: The Third Wave for HR value creation, HR Measurement journey in tune with HR maturity journey Understanding the organizational system (Lean), Locating the HR challenge in the system, Valuing HR Analytics in the organizational system, Typical problems (working session)

UNIT II

HRA Frameworks: Current approaches to measuring HR and reporting value from HR contributions, Strategic HR Metrics versus Benchmarking, HR Scorecards & Workforce Scorecards and how they are different from HR Analytics, HR Maturity Framework: From level 1 to level 5, HR Analytics Frameworks: (a) LAMP framework; (b) HCM:21 Framework and (c) Talentship Framework, 5 overarching components of an effective Analytics framework.

UNIT III

Basics of HR Analytics: Basics of HR Analytics, what is Analytics, Evolution, Analytical capabilities, Analytic value chain, Analytical Model, Typical application of HR analytics. **Predictive Analytics:** Steps involved in predictive analytics: Determine key performance indicator, analyze and report data, interpreting the results and predicting the future. Metrics and Regression analysis and Causation.

UNIT IV

Insight into Data Driven HRA: Typical data sources, Typical questions faced (survey), Typical data issues, Connecting HR Analytics to business benefit (case studies), Techniques for establishing questions, building support and interest, Obtaining data, Cleaning data (exercise), Supplementing data. **HR Scorecard:** Assessing HR Program, engagement and Turnover, Finding money in Analytics, Linking HR Data to operational performance, HR

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Data and stock performance. Creating HR Scorecard, develop an HR measurement system, guidelines for implementing a HR Scorecard.

UNIT V

HR Metrics – Defining metrics, Demographics, data sources and requirements, Types of data, tying data sets together, Difficulties in obtaining data, ethics of measurement and evaluation. **HR Dashboards:** Statistical software used for HR analytics: MS-Excel, IBM-SPSS, IBMAMOS, SAS, and R programming and data visualization tools such as Tableau, Click view and Fusion Charts.

MAPPING COURSE OUTCOMES LEADING TO THE ACHIEVEMENT OF PROGRAM OUTCOMES AND PROGRAM-SPECIFIC OUTCOMES:

Course Outcome	Program Outcomes									
	PO1	PO2	PO3	PO 4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	L	L	M	L	H	L	L	L	—	
CO2	L	M	—	L	L	M	M	M	—	H
CO3	L	H	L	H	L	M	H	M	H	M
CO4	L	M	—	H	L	M	H	H	—	H
CO5	L	M	L	H	H	L	L	L	—	M

H = Highly Related; M = Medium L = Low

Suggested Readings:

1. Moore, McCabe, Duckworth, and Alwan. The Practice of Business Statistics: Using Data for Decisions, Second Edition, New York: W.H.Freeman, 2008.
2. Predictive analytics for Human Resources, Jac Fitz-enz, John R. Mattox, II, Wiley, 2014.
3. Human Capital Analytics: Gene Pease Boyce Byerly, Jac Fitz-enz, Wiley, 2013

Jaipur School of Business
Master of Business Administration
MBA Scheme 2024-2026
Credit: (3)

Objectives:

This course is designed to promote understanding in issues related to compensation in the corporate sector and impart skills in designing, analysis and restructuring compensation management systems, policies and strategies.

Gain knowledge of different components of compensation • Understand different monetary and non-monetary benefits of compensation • Identify international components of compensation • Understand various factors required to design compensation

Course outcomes:

By the end of this module, the student should be able to:

CO1: To learn basic compensation concepts and the context of compensation practice

CO2: To illustrate different ways to strengthen the pay-for-performance link.

CO3: To learn the concepts of Payment and employee benefits issues for contingent workers.

CO4: To understand the Legally required employee benefits.

CO5: To understand the tax liability and various components of salary and wages.

UNIT I

Compensation – Definition – Compensation Responsibilities – Compensation System Design Issues – Compensation Philosophies – Compensation Approaches,

UNIT II

Job Evaluation, Grading and Compensation Structure: Job Evaluation Introduction to Nature and Objectives of Job Evaluation; Introduction to Principles and Procedure of Job Evaluation Programs; Introduction to Basic Job Evaluation Methods; Introduction to Implementation of Evaluated Job;

UNIT III

Compensation Classification – Types – Incentives – Fringe Benefits – Strategic Compensation Planning – Determining Compensation – The wage Mix – Development of Base Pay Systems – The Wage Curve – Pay Grades – Salary Matrix – Compensation as a Retention Strategy.

UNIT IV

Theories of Wages – Wage Structure – Wage Fixation – Wage Payment – Salary Administration – Executive Compensation – Incentive Plans – Team Compensation – Gain Sharing Incentive Plan – Enterprise Incentive Plan – Profit Sharing Plan- ESOPs – Compensation Management in Multi-National organizations.

UNIT V

Calculation of Income Tax implications while calculating the income of an individual - Cost to the Company - Valuation of Perquisites - Taxability of various components of salary and

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wages; Fixation of Tax Liability - Tax deduction at source - Deductions and Tax Rebates to be considered while deciding tax deducted at source - Tax Deduction Certificates.

MAPPING COURSE OUTCOMES LEADING TO THE ACHIEVEMENT OF PROGRAM OUTCOMES:

Course Outcome	Program Outcomes									
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	L	L	M	L	L	L	L	L	—	L
CO2	L	M	—	M	L	H	M	M	—	M
CO3	L	H	L	H	L	M	H	M	—	M
CO4	L	M	—	H	H	M	H	H	—	M
CO5	L	M	L	H	H	L	H	L	—	M

H = Highly Related; M = Medium; L = Low

Suggested Readings:

1. D.K. Bhattacharyya, *Compensation Management*, OUP, New Delhi, 2014.
2. Uday K. Haldar and Juthika Sarkar, *Human Resources Management*, OUP, New Delhi, 2012.

Jaipur School of Business
Master of Business Administration
MBA Scheme 2024-2026
SUBJECT CODE: MBA193A
CREDIT: (3)

Objectives: To provide basic knowledge in industrial relations and labour laws and to enable the students understand the various provisions of Trade Union.

Course Outcome:

By the end of this module the student should be able to:

CO1: To familiarize students with the basic concepts of industrial relations, its philosophy, origin and development.

CO2: To develop knowledge on trade unions and its formation, structure, functions and legal framework.

CO3: To gain insight into the process of collective bargaining, its origin and development .

CO4: To gain understanding on industrial disputes, its causes, manifestation and effects.

CO5: To develop understanding about harassment in workplace.

UNIT I

Industrial Relations: Definition, Importance & Scope. Trade Union-Growth, Objective, Function & Role in globalize Content. Governmental Measures – Ministry for labor, Commissioner of labour, Deputy Commissioner & labour Offices.

UNIT II

Industrial Disputes: Nature and causes of Industrial Dispute, Types of Conflict Resolution – Statutory & Non-Statutory Collective Bargaining – Meaning, Characteristics, Need, Importance, Process, Pre-requisites.

UNIT III

Workers Participation in Management: Concept & Pre-requisites. Forms & Levels of Participation. Benefit of workers participation in management. Industrial Relations: International Perspective. Industrial Health and Safety.

UNIT IV

The Industrial Disputes Act, 1947: Definitions, Authorities under the Act , Power & Duties of Authorities. Strike & lockout, Lay-off and retrenchment. The Industrial Employment (Standing Orders) Act, 1946

UNIT V

The Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013. Factories Act, 1948: Provisions regarding Safety, regarding Health, Welfare, Leave with Wages and Working hours of adults.

MAPPING COURSE OUTCOMES LEADING TO THE ACHIEVEMENT OF PROGRAM OUTCOMES:

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Course Outcome	Program Outcomes									
	PO1	PO2	PO3	PO 4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	L	L	M	L	L	L	L	M	—	H
CO2	L	M	L	M	L	M	M	M	—	M
CO3	L	H	L	H	H	M	H	M	—	M
CO4	L	M	M	H	H	M	H	H	—	M
CO5	L	M	L	H	H	L	H	L	—	M

H = Highly Related; M = Medium; L = Low

Suggested Books:

1. Akhileshwar Pathak, *Legal Aspects of Business*, Tata McGraw-Hill, 2007
2. P. Saravanavel & S. Sumathi, *Business Law for Management*, Himalaya Publishing house, 2004.
3. P. Kasliwal, *Intellectual Property Rights*, CBC, First Edition, 2009.
4. Industrial Relations and Labour Laws Paperback – 1 July 2017
by Piyali Ghosh (Author), Shefali Nandan (Author)

Reference Books:

1. "Industrial Relations and Labour Laws" by M. A. Siddiqui
2. "Labour Economics" by P.R. N. Prasad and R. Srinivasan
3. "The Globalization of Industrial Relations" by J. E. Chacko and P. R. Choudhury

Web Links:

https://baou.edu.in/assets/pdf/PGDHR_201_slm.pdf

https://www.mlsu.ac.in/econtents/1185_Industrial%20Relations%20and%20Labour%20Laws.pdf

Jaipur School of Business
Master of Business Administration
MBA Scheme 2024-2026
Organizational Development and Management of Change
Subject Code: MBA194A
Credit: (3)

Objectives:

This course is designed to provide in depth understanding of behavioural interventions and enable the students to apply this intervention for building individual, team, system, systems and process related competencies and helping organizational to achieve peak performance and become self-sustaining.

Course Outcome:

By the end of this module the student should be able to:

CO1: To understand the nature of change, the forces for change, resistance to change and approaches to managing organizational change

CO2: To understand the nature and concept of organizational transformation and transition

CO3: To gain an insight into the organizational development programs and techniques, emerging OD approaches and techniques and its application in organizations

CO4: To provide a conceptual and practice-based approach on the implications of change tailoring the specific needs of the organization through organizational development techniques.

CO5: To provide conceptual knowledge of organizational dynamics and consequences of change

Unit -1 Organizational Change

Organizational change- Introduction, nature of change, Internal & External changes, types of change,

Models of change- Lewis's Force field, Systems Model, Action research model, organizational vision and strategic planning.

Resistance to change- reasons for the resistance, overcoming resistance for the change, change and person and manager, systematic approach to making change- factors for effective change, skills of leaders in change management, designing the change.

Unit – II Organizational Development

Organization development-Introduction, history, evolution of OD, OD interventions: Definition, actors to be considered, choosing and sequencing, intervention activities, classification of OD interventions, results of OD, typology of interventions based on target groups.

Process of Organization Development: Entering into OD relationship, developing a contract.

Unit – III Diagnosing Organizations

Diagnosing Organizations- Need for diagnostic models, organization, group, individual level diagnosis, Collecting and analysing the diagnostic information, Feeding Back of diagnostic information, designing interventions, overview of interventions, evaluating and Institutionalizing OD Interventions.

Unit 4 – Human Process Interventions

Human Process Interventions: Human process interventions (individual, group and inter-group human relations):

Individual based: coaching, counselling, training, behavioural modelling, delegating, leading, morale boosting, mentoring, motivation, etc.,

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Group based: conflict management, dialoguing, group facilitation, group learning, self-directed work teams, large scale interventions, team building, and virtual teams.

Inter-group based: Organization mirroring, third party peace-making interventions.

Unit 5 – Techno-Structural Interventions and Future of OD

Techno-structural Interventions and Future of OD: Restructuring Organizations, Employee Involvement, work Design, Balanced scorecard; business process reengineering; downsizing and outsourcing;

Strategic Interventions: Competitive and Collaborative Strategies, Organization Transformation.

The Future of OD: The changing environment, Fundamental strengths of OD, Implications of OD for the client, ethical standards in OD, OD's future.

OD Consultant's role, issues in consultant-client relationship, Power, Politics & OD, Research on OD.

MAPPING COURSE OUTCOMES LEADING TO THE ACHIEVEMENT OF PROGRAM OUTCOMES:

Course Outcome	Program Outcomes									
	PO1	PO2	PO3	PO 4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	L	L	M	H	H	L	L	M	—	H
CO2	L	M	M	H	H	M	M	M	—	M
CO3	L	H	L	H	L	M	H	M	—	M
CO4	L	M	M	H	H	M	H	H	—	H
CO5	L	M	L	H	H	L	H	L	—	M

H = Highly Related; M = Medium L = Low

Suggested Books:

1. "Organizational Change and Development" by Prasad L. S.
2. "Organizational Behavior and Human Resource Management" by S. S. Khanka
3. "Change Management: The Indian Experience" by K. R. Suresh

Reference Books:

1. Cummings & Worley, Organization Development & Change, Cenage Learning, New Delhi.
2. D.K. Bhattacharyya, *Organisational Change and Development*, OUP, New Delhi, 2011
3. Piers Myers, Sally Hulks, and Liz wiggins, *Organisational Change*, OUP, New Delhi, 2012.
4. Kavita Singh, Organization Change and Development, Excel Books, New Delhi

Web Links:

<https://dde.pondiuni.edu.in/files/StudyMaterials/MBA/MBA4Semester/HRM/1OrganizationalDevelopmentandChange.pdf>

<https://www.icsi.edu/media/portals/25/Management%20of%20Change%20and%20Organizational%20Development.pdf>

MBA (Elective-Human Resource)
Performance Management and Retention Strategies

Jaipur School of Business
Master of Business Administration
MBA Scheme 2024-2026
Subject Code: MBA195A
Credit: (3)

Objectives:

Performance management is the most critical function and strong determinant of organizational excellence. This course is designed to develop appreciation and skills essential for designing and instituting effective performance management systems.

Course outcome:

By the end of this module the student should be able to:

CO1: Design an organizations performance management process that is compliant with law and supports organizational mission and strategy.

CO2: Compare and contrast various organizational performance management programs and best practices and define attributes of effective performance management systems.

CO3: Employ job-related performance standards and performance indicators that reflect the employee's range of responsibilities.

CO4: Assess how increased employee involvement can contribute to effective performance and coach employees to identify career paths and resources available to support individual development.

CO5: Identify and communicate appropriate actions with employees (e.g. training and development, wage increase, promotion, bonus etc.) based on their performance strengths and weaknesses.

UNIT I

Performance Appraisal – A Conceptual Framework, Concept & Definitions of performance appraisal, Objectives of performance appraisal and Process of performance Appraisal
Concept of performance management, Process & elements of performance management.

UNIT II

Behavioural Performance Management - Learning Theories; Principles of Learning: Reinforcement and Punishment, Role of Organizational Reward Systems, Behavioural Performance Management or OB Mod.

UNIT III

Potential Appraisal & HRD - Meaning & objectives of Potential Appraisal, Potential Appraisal & Performance Appraisal, Concept of HRD; Objectives and challenges of HRD, HRD Mechanisms and HRD outcomes.

UNIT IV

Performance Planning & Measuring Performance - Meaning & need or Performance Planning, Planning Individual Performance, Principles of Measurement.; Classification of Performance Measures, Measurement issues; Approaches & tools to measure organizational performance, Traditional and modern performance appraisal methods.

UNIT V

Jaipur School of Business
Master of Business Administration
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Competency Analysis and Competency Mapping - Meaning of competency, Competency Analysis, and Approaches to competency Analysis, Competency mapping Need development and assessment of competency models, Competency and performance, Tools to identify the competencies of the employees.

MAPPING COURSE OUTCOMES LEADING TO THE ACHIEVEMENT OF PROGRAM OUTCOMES:

Course Outcome	Program Outcomes									
	PO1	PO2	PO3	PO 4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	L	L	M	L	L	L	L	M	—	M
CO2	L	M	M	M	L	M	M	M	—	M
CO3	L	H	L	H	L	M	H	M	—	M
CO4	L	M	M	H	L	M	H	H	—	M
CO5	L	M	L	H	L	L	H	L	—	M

H = Highly Related; M = Medium; L = Low

Suggested Books:

1. Performance Appraisal and Management: A Practical Approach by R. K. Gupta
2. Human Resource Development: Theory and Practice by Dr. T. V. Rao
3. Competency-Based Performance Reviews: How to Deliver the Best Appraisal by Anne Bruce

Reference Books:

- 1.A.S. Kohli and Tapomoy Deb, *Performance Appraisal*, OUP, New Delhi,2008
- 2.Tanuja Agarwala, *Strategic Human Resource Management*, OUP, New Delhi,2007

Web Links:

<https://vamnicom.gov.in/uploads/9715b6e92a3b2474173dd17099df201d.pdf>

<https://dde.pondiuni.edu.in/files/StudyMaterials/MBA/MBA3Semester/HRM/2PerformanceManagement.pdf>

Jaipur School of Business
Master of Business Administration
MBA Scheme 2024-2026
Sourcing, Training and Development
Subject Code: MBA196A
Credit: (3)

Objectives:

The objective of this course is to provide an in-depth understanding to various stages in a training process and the catalytic role of training and development in the effective functioning of an organisation. The course also facilitates the participants to learn some of the tools and techniques of training process.

Course Outcomes:

By the end of this module the student should be able to:

CO1: To learn the concept of Human Resource Planning, its objectives, different approaches to HRP and HRP process.

CO2: To develop deep knowledge on the importance of job analysis, job description, job specification and job designing in Human Resources Management.

CO3: To understand the issues relating to manpower sourcing in organizations

CO4: To gain knowledge on the legal aspects related to manpower sourcing

CO5: To understand training aids and evaluation.

UNIT I

HRP concepts, importance, objective, type of HR plan, HRP approaches, Process, HR Forecasting: Concepts: Demand & Supply of manpower & methods of Forecasting.

UNIT II

Recruitment: Concept, Sources & Techniques, Selection: Concept & Process HRD, Concept system, HRD matrixes climate, elements, Interventions. Career planning: concept, objective, process, Career planning and Career development, Career planning Vs Succession planning., Career Anchors, Succession Planning: concept & Process, Management Development Program.

UNIT III

Job analysis: meaning and definition, job analysis process, techniques of job analysis, methods and practice of job analysis, competency-based approach. Job Analysis in Human Resource Planning, Recruitment and Selection.

UNIT IV

Learning: Principles of Learning, Theories of Learning, learning process; learning styles, Andragogy. Training – concept and rationale; training process of stakeholders in training programme; Organization and Management of training function; Training needs assessment-organization analysis, operational analysis, person analysis; competency mapping. Designing the training programme: process of learning in training programme- attributed and factors influencing; training climate and pedagogy; developing training modules;

UNIT V

Training aids. Training methods and techniques, Trainers. Budgeting Of Training, Evaluation of training-need for evaluation, principles of evaluation, criteria and approaches; return on investment in training, process of calculating ROI in training; emerging trends in training and development; new perspectives on training –cross culture training, e-learning

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MAPPING COURSE OUTCOMES LEADING TO THE ACHIEVEMENT OF PROGRAM OUTCOMES:

Course Outcome	Program Outcomes									
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	L	M	M	L	L	L	L	M	—	L
CO2	L	M	L	M	L	M	M	M	—	M
CO3	L	H	L	H	H	M	H	M	—	M
CO4	L	M	—	H	H	M	H	H	—	M
CO5	L	M	L	H	H	L	H	L	—	M

H = Highly Related; M = Medium; L = Low

Suggested Books:

1. "Human Resource Planning" by A. K. Gupta
2. "Career Development and Planning: A Comprehensive Approach" by Robert B. Brown
3. "Learning and Development: A Comprehensive Guide" by K. S. Bhattacharya

Reference Books:

1. B. Janakiram, *Training and Development*, Wiley India, New Delhi, 2012
2. John Pulparambil, *Training and Development*, Patridge, 2012

Web Links:

https://josephscollege.ac.in/lms/Uploads/pdf/material/Training&Development_LT.pdf

https://www.lpude.in/SLMs/Master%20of%20Business%20Administration/Sem_3%20&%20Sem_4/DEHRM511_TRAINING_AND_DEVELOPMENT.pdf

Jaipur School of Business
Master of Business Administration
MBA Scheme 2024-2026
MBA (Elective-Human Resource)
Strategic Human Resource Management
Subject Code: MBA197A
Credit:(3)

Objectives

The Primary concern to this course is to develop in depth understanding of the strategic role performed by HR in business organisation and to gain insight of the alignment between different HR systems and practices and organisation outcomes.

Course Outcome:

By the end of this module the student should be able to:

CO1: Have a general knowledge of the key HRM concepts, process and practices.

CO2: Have an appreciation of different theoretical perspectives and models used to understand HRM.

CO3: Be able to analyse key issues and challenges related to the implementation of and outcomes associated with HR strategies within the organisation and the wider environment.

CO4: Be familiar with key areas of interest to practitioners, policymakers and researchers.

CO5: Identify strategies for performance and development. Able to develop view point for performance from employer and employee both sides. To understand effectiveness and future of SHRM, Measure cost and benefit of HRM.

UNIT I

Introduction to SHRM: Definition, Need, Importance, and Steps, Human Resource Environment: Workforce Diversity, Demographic Changes, Temporary and Contract Labour, Global Environment, International Labour Standards, Changed Role of HR in Organizations

UNIT II

Recruitment & Retention Strategies: Online Recruitment, Outsourcing Recruitment, Head Hunting, Performance Management Strategies: Defining Key Result Areas, Seniority Vs. Merit-based Promotions, Pay for Performance, 360 Feedback, Executive Performance,

UNIT III

Compensation & Reward Strategies: Skill Based Pay, Broad banding, Variable Pay, Incentives and Benefits, Profit Sharing, ESOP, Executive Compensation, Training & Development

Strategies: Cross-cultural Training, Multi-Skilling, Succession Planning, Learning Organizations and Organizational Learning

UNIT IV

Retirement & Retrenchment Strategies: Redundancy, Downsizing, HR Outsourcing, Employee Leasing, Separation Benefits e.g., VRS/CRS

UNIT V

Human Aspects of Strategies Implementation, Human Side of Mergers & acquisition, Leadership, Managing Conflict, Stress Management, Work-life Balance, Reengineering HR, Human Resource Development: Accounting and Audit, Scorecard and Report

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MAPPING COURSE OUTCOMES LEADING TO THE ACHIEVEMENT OF PROGRAM OUTCOMES:

Course Outcome	Program Outcomes									
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	L	L	M	L	L	L	L		—	M
CO2	L	M	H	H	L	M	M	M	—	M
CO3	L	H	L	H	L	M	H	M	—	M
CO4	L	M	L	H	H	M	H	H	—	M
CO5	L	M	L	H	L	L	H	L	—	M

H = Highly Related; M = Medium L = Low

Suggested Books:

1. Tanuja Agarwala, *Strategic Human Resource Management*, OUP, New Delhi, 2007
2. Truss, Mankin, and Kelliger, *Strategic Human Resource Management*, OUP, New Delhi, 2014

Reference Books:

1. “Strategic Human Resource Management” by M. M. P. K. Sharma
2. “Recruitment and Selection: A Strategic Approach” by S. P. Gupta
3. “Strategic HRM: A Guide to Action” by David A. DeCenzo and Stephen P. Robbins

Web Links:

<https://www.aihr.com/blog/strategic-human-resource-management/>

<https://www.forbes.com/advisor/business/strategic-human-resource-management/>

Jaipur School of Business
Master of Business Administration
MBA Scheme 2024-2026
MBA (Elective-HR)
Knowledge Management
Subject Code: MBA371A
Credit: (3)

Objectives:

This course is aimed at helping students gain an insight into the basic concepts and application of Talent Management in business and industry. It involves deliberations on the basic processes and tools of managing Talent in organizations.

Course Outcomes:

By the end of this module the student should be able to:

CO1: Knowledge Management: Students will be able to understand different approaches of knowledge management.

CO2: They will be able to identify knowledge and develop retention strategies.

CO3: It will develop an understanding to evaluate the knowledge management in the organization.

CO4: To gain knowledge about Contemporary Knowledge Management Issues, Challenges.

CO5: To understand the roles and responsibility of knowledge Management.

UNIT I

Introduction to KM, History of KM, Importance of KM, Information Management to Knowledge Management, K M Cycle, Industrial Economy to Knowledge Economy

UNIT II

Mechanics of Knowledge Management–Tools and Technologies, Communities of Practice and Knowledge conversion, The knowledge Management Matrix.

UNIT III

Social Nature of Knowledge, Social Network Analysis, Obstacles to knowledge sharing, Organizational learning & Social Capital. Knowledge Application – Individual level, Group level & Organization Level.

UNIT IV

KM Strategy, Knowledge audit, GAP Analysis, Road Map, KM Metrics, Balance Score Card. KM Tools – Knowledge Capture & Creation tools, Knowledge sharing & Dissemination Tools, Knowledge Acquisition & Application tools.

UNIT V

Km Team–Roles & Responsibilities, Political issues in KM, Ethics in KM, Strategies issues in Knowledge Management, Future of Knowledge Management.

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**MAPPING COURSE OUTCOMES LEADING TO THE ACHIEVEMENT OF
PROGRAM OUTCOMES:**

Course Outcome	Program Outcomes									
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	L	L	M	L	L	L	L		—	M
CO2	L	M	-	M	H	M	M	M	—	M
CO3	L	H	L	H	H	M	H	M	—	M
CO4	L	M	-	H	H	M	H	H	-	M
CO5	L	M	L	H	H	L	H	L	—	M

H = Highly Related; M = Medium L = Low

Suggested Books:

1. *Talent Management Handbook*, by Lance A. Berger and Dorothy R. Berger.
2. *Reinventing Talent Management: How to Maximize Performance in the New Marketplace*, by William A. Schiemann.
3. *Talent Force: A New Manifesto for the Human Side of Business*, by Rusty Reuff and Hank Stringer.

Reference Books:

1. "Knowledge Management: An Indian Perspective" by Sudhir K. Jain
2. "Knowledge Management in Organizations: A Systematic Framework" by S. A. S. Hussain
3. "The New Edge in Knowledge: How Knowledge Management is Changing the Way You Compete" by Carla O'Dell and Cindy Hubert

Web Links:

<https://www.ibm.com/topics/knowledge-management>

<https://document360.com/blog/knowledge-management-portal/>

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Master of Business Administration
MBA Scheme 2024-2026

INFORMATION SYSTEMS ELECTIVES

Jaipur School of Business
Master of Business Administration
MBA Scheme 2024-2026
MBA (Elective – IT)
Business Intelligence & Data mining
Subject Code- MBA222A
Credit-3

Objectives

To appreciate e-Business as a significant business segment of the future. To develop capacity to initiate/lead an e-business venture/business segment, to understand the principles of BI and Analytics at conceptual level. To develop skills to design BI and Analytics projects.

Course outcomes:

By the end of this module, the student should be able to:

CO1: To Identify the major frameworks of computerized decision support: decision support systems (DSS),

CO2: To identify how data analytics and business intelligence works (BI).

CO3: To Explain the foundations, definitions, and capabilities of DSS, data analytics and BI.

CO4: To Identify principles of BI and Analytics at conceptual level.

CO5: Develop skills to design BI and Analytics projects.

UNIT I

Business Intelligence: Definition and Examples in BI, Need, Features and use of BI, BI Components. Business Analytics – Introduction, Need, Components and Types

UNIT II

Digital Data and Data warehouse: Types of Digital Data – Definition, Sources and Characteristics of Structured, Semi-structured and Unstructured data. **Data Warehouse –** Definition, characteristics, framework

UNIT III

Data Mining: Concepts and applications, Data mining process. **Text & Web Analytics:** Text analytics and text mining overview, Text mining applications. Web mining overview, social media analytics, Sentiment analysis overview

UNIT IV

Big Data Analytics: Definition and characteristics of Big data, Fundamentals of big data analytics

UNIT V

Applications of BI in Business: Sales and Marketing analytics, HR Analytics, Financial Analytics, Production & Operation Analytics. **Analytics in Industries:** Telecom, Retail, Healthcare, Financial Services

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MAPPING COURSE OUTCOMES LEADING TO THE ACHIEVEMENT OF PROGRAM OUTCOMES:

Course Outcome	Program Outcomes									
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	L	L	M	L	L	L	L	L	—	L
CO2	L	M	M	M	H	M	M	M	—	M
CO3	L	H	L	H	H	M	H	M	—	M
CO4	L	M	M	H	L	M	H	H	—	M
CO5	L	M	L	H	L	L	H	L	—	M

H = Highly Related; M = Medium; L = Low

Suggested Readings:

- Business Intelligence: A Managerial Perspective on Analytics – Ramesh Sharda, Dursun Delen, Efraim Turban (Pearson)
- Fundamentals of Business Analytics – R.N.Prasad and Seema Acharya (Wiley)

Reference Books:

1. "Business Intelligence: Concepts, Technologies, and Applications" by Kiran G. P.
2. "Data Warehousing Fundamentals for IT Professionals" by Paulraj Ponniah
3. "Data Mining: Concepts and Techniques" by Jiawei Han, Micheline Kamber, and Jian Pei

Web Links:

<https://www.tableau.com/learn/articles/business-intelligence>
<https://datasemantics.co/business-intelligence-and-data-mining/>

Jaipur School of Business
Master of Business Administration
MBA Scheme 2024-2026
MBA (Elective – IT)
BUSINESS PROCESS RE-ENGINEERING
PAPER CODE: MBA223A
CREDITS: (3)

Objective

In this course, the focus will be on improving change management skills, i.e. process reengineering, identifying and eliminating non-value added activities in business. Students will learn how to implement process reengineering solutions effectively through prescribed syllabus as well as through ISO standards.

Course Outcomes:

CO1: Understanding various BPR methodologies and their applications.

CO2: Understanding the critical success factors for implementing BPR.

CO3: Appreciate various alternative techniques of BPR – TQM, Work Study, Benchmarking and their applications.

CO4: Basic understanding of ISO standard 9001:2015, IACBE and their applications in education and industry.

CO5: Analyze and integrate issues and challenges of applying tools/techniques of Information Technology for BPR and learn to apply them in the industry.

UNIT I

PROCESS VIEW OF BUSINESS- Definition and Dimensions of Business Process, Generic Process Framework, The Capability Maturity Model Integration (CMMI), Design Process and Design Quality, Requirement Engineering, Design Concepts.

UNIT II

BPR: METHODOLOGIES AND TECHNIQUES & APPLICATIONS- Introduction and History of BPR, Definition and Benefits of BPR, BPR Model, BPR Methodology Selection Guidelines, Steps to implement BPR: Reengineering Approaches: a) Big Bang Approach, b) Incremental Approach, c) Evolutionary Approach, BPR Methodologies: a) Hammer/Champy Methodology, b) Davenport Methodology, c) Manganelli/Klein Methodology, d) Kodak Methodology; Comparison of various methodologies. Case: Dabbawala of Mumbai, A Case Analysis using BPR methodologies. Case: “Re-engineering the construction delivery process, The Museum of Tropical Queensland, Townsville” by R. Kennedy and A. Sidwell.

UNIT III

CRITICAL SUCCESS FACTORS ANALYSIS- Reengineering Success Factors, Risks associated with BPR, Barriers to BPR, Case: Analysis on “Pillsbury: Customer Driven Reengineering”, Barriers Management, Case: “Walmart China- Supply Chain Transformation”.

UNIT IV

BPR Vs OTHER IMPROVEMENT APPROACHES- Optimization Techniques, Process Simplification, Case: “Aviation Spare Parts Supply Chain Management Optimization at Cathay Pacific Airways Ltd”. TQM: ISO 9000 – QMS/EMS/IMS, Quality Policy, Quality Manual, SIPOC, Procedure Manual, Work Sheets, Quality Audit, Six Sigma, QMS, ISO in

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Higher Education Institutions, IACBE Accreditation in Education, Restructuring, 5 S
Technique, Benchmarking, Work Study, Knowledge Management

UNIT V

INFORMATION TECHNOLOGY AND BPR: Role of IT in Reengineering, Criticality of IT in Business Process, BPR Team Characteristics, Threads of BPR in Various Phases, Case: “Otis Elevator: Accelerating Business Transformation with IT”, BPR, SAP and ERP, Elements of ERP, Applications of ERP.

MAPPING COURSE OUTCOMES LEADING TO THE ACHIEVEMENT OF PROGRAM OUTCOMES:

Course Outcome	Program Outcomes									
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	L	H	M	L	L	L	L	L	—	L
CO2	L	M	M	M	L	M	M	M	—	M
CO3	L	H	M	H	H	M	H	M	—	M
CO4	L	M	L	H	L	M	H	H	—	M
CO5	L	-	L	H	H	L	H	L	—	M

H = Highly Related; M = Medium; L = Low

Suggested Readings:

1. "Business Process Reengineering and Performance Improvement" by Sanjay Mohapatra
2. "Total Quality Management: Text and Cases" by Dr. S. R. Bhote
3. "Business Process Management: Concepts, Languages, Architectures" by Mathias Weske

Reference Books:

1. Dimitris, N. Chorafas. Integrating ERP, CRM, Supply Chain Management and Smart Materials. ISBN 0-8493-1076-8
2. Jayanti Natarjan. (2002). Business Process Reengineering. TMH, New Delhi,
3. Kapoor Rajneesh. (2001). Business Process Redesign. Global Business Press, Delhi.
4. Richard Johnson Management, (2001). Processes for Quality Operations. Vision Books.

Web Links:

<https://www.ibm.com/think/topics/business-process-reengineering-examples>
<https://www.ibm.com/think/topics/business-process-reengineering-examples>

Jaipur School of Business
Master of Business Administration
MBA Scheme 2024-2026
MBA (Elective – IT)
Data Base Management System
Subject Code- MBA225A
Credit – (3)

Objectives:

This course has been designed to introduce the participants with applications of systems designed to manage the data resources of organizations. It provides the participants an opportunity to study the hands-on implementation of a database in a corporate environment.

Course outcome-

By the end of this module, the student should be able to:

CO1: To understand the nature of change, the forces for change, resistance to change and approaches to managing organizational change

CO2: To understand the nature and concept of organizational transformation and transition

CO3: To gain an insight into the organizational development programs and techniques, emerging OD approaches and techniques and its application in organizations

CO4: To provide conceptual and practice-based approach on the implications of change tailoring the specific needs of the organization through organizational development techniques

CO5: Understand the concept of transactions and serialize ability in database management system.

UNIT I: Introduction to database systems: Overview and history of DBMS, File System v/s Database Management System, Advantage of DBMS, Describing and Storing Data in a DBMS.

UNIT II: Entity Relationship model: Overview of Data Design Entities, Attributes and Entity Sets, Relationship and Relationship Sets. Features of the ER Model- Key Constraints, Participation Constraints, Weak Entities, Class Hierarchies, Aggregation, Conceptual Data Base and Design with ER Model- Entity v/s Attribute, Entity v/s Relationship, Binary v/s Ternary Relationship and Aggregation v/s ternary Relationship.

UNIT III: Structured query language: SELECT Statement – distinct clause – handling of null values – ORDER BY clause, WHERE clause – relational operators – logical operators (AND, OR, NOT), SQL Operators – (BETWEEN, AND, IN, LIKE) – numeric functions – string functions – date functions – conversion functions – GROUP BY clause – group functions – HAVING clause – joining tables – SET Operators (UNION, INTERSECTION, MINUS) – Sub queries.

UNIT IV: Object oriented databases: Object oriented concepts – features of an object oriented DBMS – How object orientation affects database design – Advantages and disadvantages of OODBMS.

UNIT V: Database security and administration: Database security - access control - GRANT, REVOKE - GRANT, REVOKE on views and integrity constraint - data as a corporate asset - the evolution of database administration function - The DBA's managerial role.

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**MAPPING COURSE OUTCOMES LEADING TO THE ACHIEVEMENT OF
PROGRAM OUTCOME:**

Course Outcome	Program Outcomes									
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	L	L	M	L	L	L	L	L	—	M
CO2	L	M	M	M	L	M	M	M	—	M
CO3	L	H	L	H	L	M	H	M	—	M
CO4	L	M	M	H	H	M	H	H	—	M
CO5	L	M	L	H	H	L	H	L	—	M

H = Highly Related; M = Medium; L = Low

Recommended Books

1. “Database System Concepts” by Abraham Silberschatz, Henry Korth, and S. Sudarshan
2. “Database Management Systems” by Raghu Ramakrishnan
3. “An Introduction to Database Systems” by Bipin Desai

Reference Books:

1. “Principles of Database Systems” by J. D. Ullman
2. “Fundamentals of Database Systems” by R. Elmasri and S. Navathe
3. “Foundations of Databases” by Serge Abiteboul, Richard Hull and Victor Vianu

Web Links:

<https://www.bmc.com/blogs/dbms-database-management-systems/>

Jaipur School of Business
Master of Business Administration
MBA Scheme 2024-2026

MBA (Elective – IT)
INFORMATION SYSTEM AUDIT
PAPER CODE: MBA226A
CREDITS: (3)

Objective

The goal of this course is to introduce students to concepts, tactics, and best practices in IT governance, auditing, and control.

Course Outcomes:

CO1: Understand the guidelines for auditing critical areas of information systems (database, security, maintenance, etc).

CO2: Apply the audit planning, fieldwork, and reporting processes for auditing information systems and the technology that supports the systems.

CO3: Determine the appropriate assessment and management of the risks and underlying internal controls associated with information systems and technology.

CO4: Evaluate completed information systems audits to determine best practice affiliation and application.

CO5: Understand the concepts of Information Asset Security and Control.

UNIT I

Information System Auditing Process: Planning: IS Audit Standards, Guidelines and Codes of Ethics, Business Processes, Types of Controls, Risk-based Audit Planning, Types of Audits and Assessments. Execution: Audit Project Management, Sampling Methodology, Audit Evidence Collection Techniques, Data Analytics, Reporting and Communication Techniques.

UNIT II

Governance and Management of IT: IT Governance and IT Strategy: IT-related Frameworks, IT Standards, Policies and Procedures, Organizational Structure, Enterprise Architecture, Enterprise Risk Management, Maturity Models, Laws, Regulations and Industry Standards Affecting the Organization.

UNIT III

Information Systems Acquisition, Development and Implementation: Information Systems Acquisition and Development, Project Governance and Management, Business Case and Feasibility Analysis, System Development Methodologies, Control Identification and Design

UNIT IV

IS Operations and Business Resilience: Information Systems Operations: Common Technology Components, IT Asset Management, Job Scheduling and Production Process Automation, System Interfaces, End-user Computing, Data Governance, Systems Performance

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UNIT V

Information Asset Security and Control: Information Asset Security Frameworks, Standards and Guidelines: Privacy Principles, Physical Access and Environmental Controls, Identity and Access Management, Network and End-point Security, Data Classification, Data Encryption and Encryption-related Techniques, Public Key Infrastructure, Web-based Communication Technologies.

MAPPING COURSE OUTCOMES LEADING TO THE ACHIEVEMENT OF PROGRAM OUTCOMES:

Course Outcome	Program Outcomes									
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	L	L	M	L	L	L	L	L	—	L
CO2	L	M	M	M	H	M	M	M	—	M
CO3	L	H	L	H	H	M	H	M	—	M
CO4	L	M	M	H	L	M	H	H	—	M
CO5	L	M	L	H	L	L	H	L	—	M

H = Highly Related; M = Medium; L = Low

Suggested Readings:

1. "Information Systems Control and Audit" by Dr. K. Ravindranath, Himalaya Publishing House
2. "Corporate Governance and IT Governance" by Arun G. Patil
3. "Systems Analysis and Design" by Parthasarathy S.

References Books:

1. Ron Weber, Information Systems Control and Audit, Pearson Education, 2002.
2. M.Revathy Sriram, Systems Audit, TMH, New Delhi, 2001.
3. Jalote: Software Project Management in Practice, Pearson Education.

Web Links:

<https://kb.icai.org/pdfs/PDFFile5b2789ec0ef5c9.98075589.pdf>
<https://www.britannica.com/topic/information-system/Information-systems-audit>

Jaipur School of Business
Master of Business Administration
MBA Scheme 2024-2026

MBA (Elective – IT)
Strategic Management of Information Technology
Subject Code- MBA227A
Credit – 3

Objective: This course is aimed at developing an understanding of the use of Information Technology as a Strategic Tool for Business Management. The course focuses on the development of Information Technology Leadership.

Course Outcome:

By the end of this module, the student should be able to:

CO1: Relate the basic concepts and technologies used in the field of management information systems;

CO2: Compare the processes of developing and implementing information systems.

CO3: Outline the role of the ethical, social, and security issues of information systems.

CO4: Translate the role of information systems in organizations, the strategic management processes, with the implications for the management.

CO5: Apply the understanding of how various information systems like DBMS work together to accomplish the information objectives of an organization

UNIT I

Key Issues in Information system & Management, the Role of CEO. Analytical Framework for Strategic IT Initiatives.

UNIT II

Sustaining Competitive Advantage of use of IT & Management. I.T. & Intensive Strategic Growth.

UNIT III

Creative Learning, Organizational Learning and Role of Information technology in Business Transformation.

UNIT IV

Information Partnerships, Managing in the Market space- National Information Infrastructure and IT Policy at the National Level.

UNIT V

Planning for strategic IT resources. Managing the IT Function. Outsourcing IT Function

MAPPING COURSE OUTCOMES LEADING TO THE ACHIEVEMENT OF PROGRAM OUTCOMES:

Course Outcome	Program Outcomes									
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	L	L	M	L	L	L	L	L	—	L
CO2	L	M	M	M	L	M	M	M	—	M
CO3	L	H	M	H	H	M	H	M	—	M
CO4	L	M	L	H	L	M	H	H	—	M

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CO5	L	M	L	H	H	L	H	L	–	M
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H = Highly Related; M = Medium; L = Low

Suggested Readings:

1. Strategic Management in Information Technology, David B. Yoffie
2. Executive Strategy: Strategic Management and Information Technology, Frederick Betz
3. Management Strategies for Information Technology (Business Information Technology), Earl (Author)

Reference Books:

1. "Strategic Management of Information Technology" by V.K. Narayanan and Deepak Bhatia.
2. "Managing Information Systems: Strategy and Organization" by David Boddy, Albert Boonstra, and Graham Kennedy.
3. "Corporate Information Strategy and Management: Text and Cases" by Lynda Applegate, Robert D. Austin, and Deborah L. Soule.

Web Links:

<https://sis.binus.ac.id/2020/12/08/strategic-of-information-system/>
<https://mccjpr.com/wp-content/uploads/2018/11/November-15.pdf>

MBA (Elective – IT)
IT Strategy & E-Business
Subject Code- MBA228A
Credit – (3)

Objective:

This course will provide the students with an analytical and technical framework to understand the emerging world of e-Business. E-Business poses both a challenge and an opportunity for managers.

Course Outcome:

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MBA Scheme 2024-2026

By the end of this module, the student should be able to:

CO1: Understand the E-Commerce and E-business infrastructure and trends.

CO2: Analyze different types of portal technologies and deployment methodologies commonly used in the industry.

CO3: Analyze the effectiveness of network computing and cloud computing policies in a multi- location organization.

CO4: Analyze real business cases regarding their e-business strategies and transformation processes and choices.

CO5: Integrate theoretical frameworks with business strategies.

UNIT I

Introduction, background and current status: digital economy, principles of e-business, e-business models.

UNIT II

E-business frameworks: e-selling process, e-buying planning, e-procurement, convergence strategies, e-business design and e-markets: overview, steps in e-business design, reversing the value chain, knowledge building. E-market models, direct B2B markets, coalitions.

UNIT III

Integrating supply chain management process: definitions, components of e-supply chain, managing relations in e-supply chain.

UNIT IV

Integrating enterprise resource planning process: enterprise architecture planning, lead time reduction, improved supplier performance. Selling chain management process: definition, business and technology drivers, infrastructure, sales and distribution configuration.

UNIT V

E-CRM processes and their integration, e-banking, e-governance. E-Business strategy into action, Challenges, e-Transition and Summary. e-Security. Case and Problems

MAPPING COURSE OUTCOMES LEADING TO THE ACHIEVEMENT OF PROGRAM OUTCOMES:

Course Outcome	Program Outcomes									
	PO1	PO2	PO3	PO 4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	L	L	M	L	L	L	L	L	—	M
CO2	L	M	L	H	L	M	M	M	—	M
CO3	L	H	L	H	L	M	H	M	—	M
CO4	L	M	L	H	L	M	H	H	—	M
CO5	L	M	L	H	H	L	H	L	—	M

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H = Highly Related; M = Medium; L = Low

Suggested Readings:

1. J Deitel, Deitel & Nieto Internet and World Web. How to Program
2. Deitel, Deitel & Nieto e-Business and e-Commerce. How to Program
3. E-Business and E-Commerce, 2/E, Dave Chaffey, Prentice Hall.

Reference Books:

1. "E-Business and E-Commerce: Strategic Thinking and Practice" by Nidhi Dhawan
2. "E-Commerce: Concepts, Models, Strategies" by C.S.V. Murthy
3. "E-Business and ERP: Transforming the Enterprise" by Grant Norris, James R. Hurley, Ken K. Hartley

Web Links:

<https://engineering.futureuniversity.com/BOOKS%20FOR%20IT/Introduction%20to%20e-Business%20Management%20and%20Strategy.pdf>

<https://opentext.ku.edu/smallbusinessmanagement/chapter/chapter-4/>

MBA (Elective – IT)
SYSTEM ANALYSIS AND DESIGN
PAPER CODE: MBA229A
CREDITS: (3)

Objective: The objective of this course is to provide adequate understanding of systems concept, system analysis, and systems design, which would help them in having efficient and workable information system for management.

Course Outcomes:

CO1: Understand the life cycle of a systems development project.

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CO2: Understand the analysis and development techniques required as a team member of a medium-scale information systems development project.

CO3: Learn the effect of internet and technology on business strategies.

CO4: Understand the importance of business communications.

CO5: An understanding of the object-oriented methods models as covered by the Unified Modelling Language.

UNIT I

System concept & Information system environment: system concepts – definition – characteristic a system – elements of systems – introduction to systems analysis and design – system analysis – system design – system development life cycle.

UNIT II

Introduction – where does the systems analyst come from? What does he do? Preparing for case as a system analyst general business knowledge – Technical skills – Communication skills – Role of system analyst – change agent – investigator and monitor – Psychologist – Sales person – motivator – Politician plan of the system analyst – position in the MIS organisation.

UNIT III

Problems with development life cycle approach need for structured approach: Information gathering A problem solving approach – Data flow diagrams: data modeling with logical entity relationship; process modeling with logical data flow diagram; data dictionary; decision TREE – Decision Tables; structured English.

UNIT IV

Introduction to the process of design logical and Physical: designing conventional computer files and control modern computer data bases, computer outputs and controls, computer inputs and control. Code design, computer-based methods, procedures and controls.

UNIT V

System testing conversion – combating Resistance to change: past implementation Review: software maintenance: Hardware / Software Selection: Security disaster / Recovery and Ethics in System Development.

MAPPING COURSE OUTCOMES LEADING TO THE ACHIEVEMENT OF PROGRAM OUTCOMES:

Course Outcome	Program Outcomes									
	PO1	PO2	PO3	PO 4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	L	L	M	L	L	L	L	L	—	L
CO2	L	M	M	M	L	M	M	M	—	M
CO3	L	H	M	H	H	M	H	M	—	M
CO4	L	M	L	H	L	M	H	H	—	M
CO5	L	-	L	H	H	L	H	L	—	M

H = Highly Related; M = Medium; L = Low

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Recommended Books:

1. "System Analysis, Design, and Introduction to Software Engineering" by S. Parthasarathy & B.W. Khalkar
2. "Management Information Systems" by D.P. Goyal
3. "Modern Systems Analysis and Design" by Jeffrey A. Hoffer, Joey F. George, and Joseph S. Valacich

References Books:

1. System analysis and Design – Elias M. Awad
2. System Analysis and Design Methods – Jeffrey I. Written Lonney D. Benticy & Victor M. Bar
3. System Analysis and Design – A case study approach – Robert J. Thicrant.

Web Links:

https://www.tutorialspoint.com/system_analysis_and_design/system_analysis_and_design_quick_guide.htm

https://mis.alagappauniversity.ac.in/siteAdmin/dde-admin/uploads/6/___UG_B.Sc._Information%20Technology_129%2062-System%20Analysis%20and%20Design_8301.pdf

MBA (Elective – IT)
CLOUD COMPUTING
Subject Code- MBA230A
Credit – (3)

Objective:

This course gives students an insight into the basics of cloud computing along virtualization, cloud computing is one of the fastest growing domains from a while now. It will provide the students basic understanding about cloud and virtualization along with it how one can migrate over it.

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Course outcome-

By the end of this module, the student should be able to:

CO1: Describe the principles of Parallel and Distributed Computing and evolution of cloud computing from existing technologies

CO2: Implement different types of Virtualization technologies and Service Oriented Architecture systems

CO3: Elucidate the concepts of NIST Cloud Computing architecture and its design challenges

CO4: Analyse the issues in Resource provisioning and Security governance in clouds

CO5: Choose among various cloud technologies for implementing applications

UNIT I

Introduction to Cloud Computing

Definition of Cloud Computing, Evolution of Cloud Computing, Principles of Parallel and Distributed Computing, Characteristics of Cloud Computing, Elasticity in Cloud Computing, On-demand Cloud Provisioning

UNIT II

Cloud Enabling Technologies Service Oriented Architecture

REST and Systems of Systems Web Services, Publish Subscribe Model, Virtualization: Basics of Virtualization, Types of Virtualization, Implementation Levels of Virtualization, Virtualization Structures, Tools and Mechanisms, Virtualization of CPU, Memory Virtualization, Virtualization of Input/Output (I/O) Devices, Virtualization Support and Disaster Recovery

UNIT III

Cloud Architecture, Services and Storage

Layered Cloud Architecture Design, National Institute of Standards and Technology (NIST) Cloud Computing Reference Architecture, Public, Private and Hybrid Clouds, Infrastructure as a service (IaaS), Platform as a Service (PaaS), Software as a Service (SaaS), Architectural Design Challenges, Cloud Storage and its Advantages, Cloud Storage Providers, Storage-as-a-Service, Amazon Simple Storage Service (Amazon S3)

UNIT IV

Resource Management and Security In Cloud Computing

Inter Cloud Resource Management, Resource Provisioning and Resource Provisioning Methods, Global Exchange of Cloud Resources, Security Overview, Cloud Security Challenges, Software-as-a-Service Security, Security Governance, Virtual Machine Security, Identity and Access Management (IAM), Security Standards

UNIT V

Cloud Technologies and Advancements Hadoop

Map Reduce, Virtual Box, Google App Engine and its Programming Environment, Open Stack, Federation in the Cloud, Four Levels of Federation, Federated Services and Applications, Future of Federation

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MAPPING COURSE OUTCOMES LEADING TO THE ACHIEVEMENT OF PROGRAM OUTCOME:

Course Outcome	Program Outcomes									
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	L	M	L	L	L	L	L	L	L	L
CO2	L	M	L	M	L	M	M	L	L	L
CO3	L	H	L	H	L	M	L	M	L	M
CO4	L	M	M	H	L	H	L	L	L	L
CO5	L	H	L	H	L	H	L	L	L	L

H = Highly Related; M = Medium; L = Low

Suggested Readings:

1. The Basics of Cloud Computing: Understanding the Fundamentals of Cloud Computing in Theory and Practice by Derrick Rountree and Ileana Castrillo.
2. Explain the Cloud Like I'm 10: Learn the secrets of AWS, AZURE, GCP, and K8S by Todd Koff.
3. Cloud Computing For Dummies by Judith Hurwitz, Robin Bloor, Marcia Kaufman, and Fern Halper.

Reference Books:

1. "Cloud Computing: Insights into New-Era Infrastructure" by Dr. Kumar Saurabh
2. "Cloud Computing: A Practical Approach for Learning and Implementation" by A. Srinivasan and J. Suresh
3. "Architecting the Cloud: Design Decisions for Cloud Computing Service Models (SaaS, PaaS, and IaaS)" by Michael J. Kavis

Web Links:

<https://www.oracle.com/in/cloud/what-is-cloud-computing/>

<https://www.ibm.com/topics/cloud-computing>

PRODUCTION AND OPERATIONS MANAGEMENT ELECTIVE

MBA (Elective – Production and Operation Management)

APPLIED OPERATIONS RESEARCH

PAPER CODE: MBA432A

CREDITS: (3)

Objective: The objective of this course is to enable the student to understand and analyse managerial and engineering problems to equip him to use the resources such as capitals, materials, productions, controlling, directing, staffing, and machines more effectively.

Course Outcomes:

CO1: Understand the concept of operations research.

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CO2: Solve linear programming problems using appropriate techniques and optimization solvers, interpret the results obtained.

CO3: Optimize the allocation of resources to Demand points in the best possible way using various techniques and minimize the cost or time of completion of number of jobs by number of persons.

CO4: Understand the concept of program evaluation and review techniques.

CO5: Model competitive real-world phenomena using concepts from game theory. Analyse pure and mixed strategy games.

UNIT I

Overview of operations research – Origin – Nature, scope & characteristics of OR – Models in OR – Application of operations research in functional areas of management.

UNIT II

Linear programming problem model – Formulation – Maximization & Minimization problem - Graphical method – Simplex method – Artificial variable – Primal & Dual.

UNIT III

Transportation problem: North / West corner Solution - Stepping stone method - Vogel's approximation method - Modi method – Degeneracy - Imbalance matrix. Assignment model: Hungarian method - Traveling salesmen problem.

UNIT IV

Deterministic Inventory models – Purchasing & Manufacturing models – Probabilistic inventory models - Replacement model – Sequencing - Brief Introduction to Queuing models. Networking - Programme Evaluation and Review Technique (PERT) and Critical Path Method (CPM) for Project Scheduling.

UNIT V

Game Theory and Strategies –Mixed Strategies for games without saddle points - Two person zero sum games – Graphical and L.P Solutions.

MAPPING COURSE OUTCOMES LEADING TO THE ACHIEVEMENT OF PROGRAM OUTCOMES AND PROGRAM SPECIFIC OUTCOMES:

Course Outcome	Program Outcomes									
	PO1	PO2	PO3	PO 4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	L	L	M	L	L	L	L	M	—	L
CO2	L	H	—	H	L	M	H	M	—	M
CO3	L	H	L	H	H	M	H	M	—	H
CO4	L	M	—	H	H	M	H	H	—	M
CO5	L	M	L	H	H	L	H	L	H	M

H = Highly Related; M = Medium L = Low

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Suggested Readings:

1. "Quantitative Techniques for Management" by N.D. Vohra
2. "Introduction to Operations Research" by Frederick S. Hillier and Gerald J. Lieberman
3. "Operations Research: Theory and Applications" by J.K. Sharma

Reference Books:

1. Anderson, D.R., Sweeney, D.J., Williams, T.A. and Martin, K., An Introduction to Management Science: Quantitative Approach to Decision Making, 13th Edition, South Western, 2012.
2. Gupta, P.K., and Comboj, Introduction to Operations Research, S. Chand, 2012.
3. Hiller, F., Liebermann, Nag and Basu, Introduction to Operations Research, 9th Edition, Tata McGraw-Hill Publishing Co. Ltd., 2011.

Web Links:

<https://www.bbau.ac.in/dept/UIET/EMER->

[601%20Operation%20Research%20Queuing%20theory.pdf](https://www.bbau.ac.in/dept/UIET/EMER-601%20Operation%20Research%20Queuing%20theory.pdf)

<https://www.jaroaducation.com/blog/operation-research-importance-application/>

MBA (Elective – Production and Operation Management)
Logistics Management
Subject Code- MBA434A
Credit – (3)

Objective:

To give students an understanding that the problems and issues within the respective fields of logistics are invariably complex, and require clear reasoning and analysis, in order to derive an appropriate course of action.

Course outcomes:

By the end of this module, the student should be able to:

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CO1: To describe the increasing significance of logistics and its impact on both costs and service in business and commerce.

CO2: To incorporate and learn the critical elements of logistics and supply-chain management processes based on the most relevant application in forward-thinking companies.

CO3: To develop criteria and standards to achieve improved business performance by integrating and optimizing the total logistics and supply-chain process.

CO4: To describe the ways to shift the business culture from functional work to overall process-driven results.

CO5: Introduce various Environmental, Ethical and Technological issues in Operations Management.

UNIT I

Logistics Management- Introduction, Nature and Concepts, Evolution; Supply Chain Management, Logistical Mission and Objectives; Components and Functions of Logistics Management

UNIT II

Integrated Logistics Management; Key Distribution-Related issues and Challenges and Strategic Logistics Management; Total Cost Analysis and Trade-off.

UNIT III

Customer Service- Introduction, Nature, Concept and Components. Customer Service Cost, Strategic Customer Service Management and Measurement. Impediments to an effective Customer Service Strategy.

UNIT IV

Inventory Management- Introduction, Concept, types, Functions; Elements of Inventory Costs; Inventory Management under certainty, Managing Finished Products Inventory under Uncertainty, Strategic Inventory Management Tools and Techniques; Distribution Requirement Planning.

UNIT V

Transportation- Introduction, Functions; Elements of Transportation Cost, Modes of Transport, Multi-Model Transport, Containerization, Selection of Transportation Mode,

MAPPING COURSE OUTCOMES LEADING TO THE ACHIEVEMENT OF PROGRAM OUTCOMES:

Course Outcome	Program Outcomes									
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	L	L	M	H	H	L	L	L	—	L
CO2	L	M	—	M	H	M	M	M	—	M
CO3	L	H	M	H	L	M	H	M	—	M
CO4	L	M	—	H	L	M	H	H	—	M
CO5	L	M	L	H	L	L	H	H	—	H

H = Highly Related; M = Medium L = Low

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Suggested Readings:

1. Khanna, K.K. Physical Distribution Management, Himalaya Publishing House, New Delhi.
2. Lambert, D. et. al.: Strategic Logistics Management, Tata McGraw Hill, New Delhi.
3. Ballu, Ronald H.; Business Logistics Management, Englewood Cliffs, New York, Prentice Hall Inc., 1999.
4. Martin, Christopher and Gordon Wills: Marketing Logistics and Distribution Management.

Reference Books:

1. "Transport Management" by R.K. Khanna
2. "Inventory Management: Principles and Practices" by P. Narayan
3. "Integrated Logistics Management" by Douglas M. Lambert and James R. Stock

Web Links:

<https://www.sciencedirect.com/topics/engineering/logistics-management>

<https://www.projectmanager.com/blog/logistics-management-101>

MBA (Elective – Production and Operation Management)
Product Planning & Control
Subject Code: MBA437A
Credit :(3)

Objective:

To get acquainted with the basic aspects of Production Management. The course attempts to discuss various important planning, organizing and controlling aspects of Operations Management.

Course outcomes:

By the end of this module, the student should be able to:

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CO1: Recognize the objectives, functions, and applications of PPC and forecasting techniques.

CO2: Explain different Inventory control techniques.

CO3: Solve routing and scheduling problems.

CO4: Summarize various aggregate production planning techniques.

CO5: Describe way of integrating different departments to execute PPC functions.

UNIT I

History and Overview of Production Management. Capacity Planning, Location Planning, Types of Production Processes. Layout Planning, Productivity Management, Deterministic and Probabilistic Inventory Management models, Purchasing and Warehousing. Methods Study, Motion Study and Work Measurement. Job Evaluation. Wage Incentive Schemes. Value

UNIT II

Production systems, type of production, Functions of production, planning and control, production procedure. Sales forecasting: Nature and uses of forecast sources of data Forecasting techniques:

UNIT III

Production order: Process charts, Production master programme breakdown production order and preparation of various cards like job card, materials requisition from inspection card etc.

UNIT IV

Production -Planning: for continuous, batch and job order production: Capacity planning, planning models-static and dynamic.

UNIT V

Scheduling: Forms of Schedules, Loading, and Scheduling, Basic scheduling problems: Flow production scheduling; job shop scheduling. Random order scheduling; product sequencing. Production control of processes and production activities.

MAPPING COURSE OUTCOMES LEADING TO THE ACHIEVEMENT OF PROGRAM OUTCOMES:

Course Outcome	Program Outcomes									
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	L	L	M	L	L	L	L	M	—	L
CO2	L	H	—	H	L	M	H	M	—	M
CO3	L	H	L	H	H	M	H	M	—	H
CO4	L	M	—	H	H	M	H	H	—	M
CO5	L	M	L	H	H	L	H	L	H	M

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H = Highly Related; M = Medium L = Low

Suggested Readings:

1. Seetharama, Peter J., Dennis W, Production planning & inventory control by. –Pub. PHI
2. Production and operation management- S N Chary- Tata Mc Graw hill
3. Groover, M. P., Automation, Computer Integrated Manufacturing System,
4. R. B Khanna, Production and operation management by–Pub. PHI
5. Aswathappa & Bhat, Production and operation management- Pub. - HimaLaya pub. House

Reference Books:

1. "Production and Operations Management" by K. Aswathappa, K. Shridhara Bhat
2. "Industrial Engineering and Production Management" by Martand Telsang
3. "Operations Management: Processes and Supply Chains" by Lee J. Krajewski, Manoj K. Malhotra, and Larry P. Ritzman

Web Links:

<https://npcindia.gov.in/NPC/Files/Publication/Other%20Publications/Production-Planning-and-Control-MG9.pdf>

<https://www.managementstudyguide.com/production-planning-and-control.htm>

MBA (Elective – Production and Operation Management)
Purchasing & Materials Management
Subject Code: MBA438A
Credit :(3)

Objective

This course will allow a student to understand basics and fundamentals of Materials Management, with primary focus on purchasing and material Management. At end of this course, students would be able to make decisions regarding practical aspects of Materials Management as practiced in industry.

Course outcomes:

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By the end of this module, the student should be able to:

CO1: Develop an ability to perform the role of a materials manager in an organization.

CO2: Shall be able to manage the activities of materials manager like purchasing, inventory analysis, storage, etc.in a scientific manner.

CO3: Shall be able to improve due date performance through use of MRP techniques with in capacity constraints.

CO4: Shall be able to analyze the inventory situation of a company and suggest improvements.

CO5: Understand the importance of inventory control, inventory ordering policies and select appropriate inventory model to solve inventory problems.

UNIT I

Introduction -Materials management – An overview – Introduction – Scope Objective, Importance Integrated approach to Materials Management.

UNIT II

Material Planning – Introduction – Factors affecting material planning – Techniques of material planning - MRP

UNIT III

Purchasing, Procedure & Pricing Issues – Receipt – Storage - Issue

UNIT IV

Inventories – Definition-Classification of Inventories- Need for inventories – Merits & Demerits of Inventories

UNIT V

Inventory control techniques and principles - classification, codification, standardization – ABC analysis –VED, GOLF, FSN - HML 6 6 Economic order quantity concept – Derivation of EOQ formula, modified EOQ

MAPPING COURSE OUTCOMES LEADING TO THE ACHIEVEMENT OF PROGRAM OUTCOMES:

Course Outcome	Program Outcomes									
	PO1	PO2	PO3	PO 4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	L	L	M	L	L	L	L	M	—	M
CO2	L	M	L	M	L	M	M	M	—	M
CO3	L	H	L	H	L	M	H	M	—	M
CO4	L	M	L	H	L	M	H	H	—	M

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CO5	L	M	L	H	H	L	H	L	—	M
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H = Highly Related; M = Medium; L = Low

Suggested Readings:

1. Arnold, Chapman: Introduction to Materials Management: Pearson, 5th edition, 2008
2. Gopalkrishnan & Sundarsan: Material Management: An Integrated Approach, Prentice Hall of India Private Limited, New Delhi, 2003.
3. K. Dutta: Materials Management: Procedures, Text and Cases, Prentice Hall of India Private Limited, New Delhi, 2nd edition, 2004

Reference Books:

1. "Materials Management: An Integrated Approach" by G. Raghuram and N. Suresh
2. "Manufacturing Planning and Control for Supply Chain Management" by F. Robert Jacobs and Richard B. Chase
3. "Purchasing and Supply Management" by P. G. B. B. L. S. Rao

MBA (Elective – Production and Operation Management)
Service Operations Management
MBA439A
Credit:(3)

Objectives:

Service operation management focuses on the effective and efficient delivery of services to customers. By studying this field, students gain insights into how services are designed, produced, and delivered, allowing to optimize service processes and improve customer satisfaction.

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COURSE OUTCOMES:

By the end of this module, the student should be able to:

CO1: Understand the concept of services and how the service industry works.

CO2: An understanding of the "Service in Making", how services are produced.

CO3: An understanding of the link between Marketing mix and how it impacts service production.

CO4: An understanding of the relationship between service production - demand and strategies to adjust accordingly.

CO5: An understanding of methods to check the quality of services offered by an organization.

UNIT I

Introduction to Services Management: Evolution, meaning, definition, nature, types, importance and scope. Service Operations Strategy – Customer satisfaction versus resource utilization – Strategies and frameworks for effective management of the operations process – Job design and work organization.

UNIT II

The Product and Service Design Management Processes: Management process for products and services, Analysis and evaluation of design strategies, Simplifying the product design process – Blueprinting in the design of services.

UNIT III

Design Specifications – Developing a specification for a new service, The link between the marketing mix and specifications. Creativity and Innovation: The creative process – When to improve existing or innovate new services – How to identify new concepts and the ‘best’ concepts.

UNIT IV

Managing Capacity and Variations in Demand: Causes of variations in demand – How companies can forecast and plan their capacity or alter customer demand to optimize their performance – Scheduling, planning, and queuing strategies for service industries.

UNIT V

Service Quality Management: Inspection, quality assurance, and total quality management. Evaluation and Performance Measurement: Understanding what success means in an organization, Evaluation of success and failure through key performance measures – The Balanced Scorecard and benchmarking.

MAPPING COURSE OUTCOMES LEADING TO THE ACHIEVEMENT OF PROGRAM OUTCOMES :

Course Outcome	Program Outcomes									
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	L	L	M	L	L	L	L	L	—	L
CO2	L	M	—	M	L	M	M	M	—	M
CO3	L	H	L	H	H	M	H	M	—	M

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CO4	L	M	—	H	H	M	H	H	—	M
CO5	L	M	L	H	H	L	H	L	—	M

H = Highly Related; M = Medium; L = Low

Reference books

1. J.A. Fitzsimmons and M.J. Fitzsimmons, Service Management, Fifth Edition, McGraw Hill, New York 2006
2. Johnston R. and Clark, G. Service Operations Management: Improving Service Quality, 2nd Ed., FT Prentice Hall, 2005

Recommended Books:

1. "Managing Product Design: A Practical Guide" by F. R. Jones
2. "Designing Services That Deliver" by James L. Heskett, W. Earl Sasser, and Leonard A. Schlesinger
3. "Managing Service Operations: Sustainability, Quality, and Innovation" by J. K. Sharma

MBA (Elective – Production and Operation Management)
Total Quality Management
Subject Code- MBA441A
Credit - (3)

Objective:

To introduce the students to the basic concepts of total quality management and how the focus of TQM has become so important for all companies in recent times.

Course outcomes:

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By the end of this module, the student should be able to:

CO1: Gaining knowledge about managing production processes. How to run operations effectively.

CO2: Better understanding of modern production techniques

CO3: Better understanding of quality management

CO4: Management skills needed for the effective operations management

CO5: Understand the importance of total quality management and management tools.

UNIT I

Introduction: Concept of quality, Definition, Dimensions of quality, Evolution of TQM, Components of TQM, Developing quality Culture. Customer Focus and Satisfaction: Meeting Customer needs and Expectations, Translating customer needs into requirements (Kano Model) using customer complaints.

UNIT II

Philosophy of TQM: Philosophies of Deming, Crosby, Juran and Taguchi, PDSA Cycle, Costs of Quality, Measuring quality costs, Criteria for Malcolm Baldrige Quality Award.

UNIT III

Prerequisite for TQM: Quality Orientation, Leadership, Employee Involvement, Role of ISO9000 QMS, Organizing for quality.

UNIT IV

Quality by Design: Production and product development tools, Taguchi methods, Design of Experiments, Orthogonal Arrays. Benchmarking: Evolution, Process of benchmarking, Understanding current performance, Types of Benchmarking, issues in Benchmarking.

UNIT V

Tools of TQM: Management Tools, Design review, Pokayoke, Force field analysis, FMEA, FTA, DRM and 5S Principles.

MAPPING COURSE OUTCOMES LEADING TO THE ACHIEVEMENT OF PROGRAM OUTCOMES:

Course Outcome	Program Outcomes									
	PO1	PO2	PO3	PO 4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	L	L	M	L	L	L	L	L	—	M
CO2	L	M	M	M	L	M	M	M	—	M
CO3	L	H	L	H	H	M	H	M	—	M
CO4	L	M	L	H	L	M	H	H	—	M

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CO5	L	M	L	H	H	L	H	L	–	M
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H = Highly Related; M = Medium L = Low

Suggested Readings:

1. Dale H.Besterfield et al, Total Quality Management, Third edition, Pearson Education (First Indian Reprints 2004).
2. Shridhara Bhat K, Total Quality Management – Text and Cases, Himalaya Publishing House, First Edition 2014.

Reference Books:

1. "Total Quality Management: A Practical Approach" by S. A. Shaha
2. "Total Quality Management: Key Concepts and Case Studies" by D. H. Besterfield, et al.
3. "Total Quality Management: A Comprehensive Approach" by B. P. L. Pillai
4. "Quality Management Tools and Techniques" by C. J. McGowan and H. A. Shaw

EENTREPRENEURSHIP & FAMILY BUSINESS MANAGEMENT ELECTIVES

MBA (Elective – Entrepreneurship & Family Business Management)
Entrepreneurship Process & Behaviour
Subject Code- MBA301A
Credit – (3)

Objective:

To give students an understanding that the problems and issues within the respective fields of innovation in entrepreneurship are invariably complex, and require clear reasoning and analysis, in order to derive an appropriate course of action.

Course Outcomes:

By the end of this module, the student should be able to:

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- CO1: Describe entrepreneurship and identify the characteristics of successful entrepreneurs.
CO2: Explain the business planning process.
CO3: Describe how to create a strong ethical culture in an entrepreneurial venture.
CO4: Compare different strategies for sustained venture growth.
CO5: Analyze miscellaneous issues that are critical to venture success.

UNIT I

Concept of Entrepreneurship: Nature & development of entrepreneurship, Role of Entrepreneurship in economic development, Entrepreneur Vs. intrapreneur: The entrepreneurial process, Intrapreneurship. The individual entrepreneur: Role models and support systems, Male Vs. Female entrepreneurs,, Entrepreneurs Vs. Inventors, International Vs. domestic entrepreneurship, entrepreneurial entry into international business, Barriers to international trade.

UNIT II

Creating & starting the venture: Sources of new ideas, Methods of creating new ideas, creative problem solving, and product planning & development process. Government Supports and schemes for entrepreneurs, Legal issues for Entrepreneur: Intellectual property, Legal issues in setting up an organization

Business Plan (Creating & starting the venture): Concept, scope and value, evaluation of the plan, causes of the failure of some BUSINESS PLANS.

UNIT III

Marketing Considerations: Industry analysis, Marketing research for a new venture, The marketing mix, Marketing plan, Contingency planning, Causes of failure of some marketing plans, Internet marketing, E-Commerce and planning the websites for new business

Organizational considerations: Legal forms of business, Tax attributes of forms of business, Legal formalities in starting a company, partnership firm and other forms of business

UNIT IV

Financial considerations: Operating and capital budgets, Performa income statements, Performa cash flow, Performa balance sheet, Break even analysis, Performa sources and application of funds, Sources of capital, Role of SBA in small business financing, Venture capital, Use of Ratio analysis in valuation of a company.

UNIT V

Strategic considerations: New entry, Risk reduction strategies, Growth strategies, Economic implications of growth, financial control.

Accessing Resources for growth from external sources: Franchising, joint ventures, Acquisitions, Mergers, Leveraged buyouts, Going Public: Timing & underwriter selection

**MAPPING COURSE OUTCOMES LEADING TO THE ACHIEVEMENT OF
PROGRAM OUTCOMES AND PROGRAM SPECIFIC OUTCOMES:**

Course	Program Outcomes
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Outcome	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	L	L	M	L	H	L	L	M	—	M
CO2	L	M	—	M	H	M	M	M	—	M
CO3	L	H	L	H	L	M	H	M	—	M
CO4	L	M	—	H	L	M	H	H	—	M
CO5	L	M	L	H	H	L	H	L	—	M

H = Highly Related; M = Medium L = Low

Suggested Readings:

1. Hisrich D Robert, Peters P Michael & Shepherd A Dean, “Entrepreneurship”, 6th edition, Tata McGraw-Hill, New Delhi, 2008
2. Zimmerer W. Thomas, Scarborough, “Essentials of entrepreneurship and small business management”, 4th edition, Prentice Hall of India Pvt. Ltd, New Delhi
3. Roy Rajeev, “Entrepreneurship”, Oxford University Press, 2008
4. Schemes for entrepreneurs on the website of Ministry of MSME

Reference Books:

1. "Dynamics of Entrepreneurial Development and Management" by Vasant Desai
2. "Entrepreneurship Development and Small Business Enterprises" by Poornima M. Charantimath
3. "Business Environment: Text and Cases" by Justin Paul

MBA (Elective – Entrepreneurship & Family Business Management)
Creativity & Innovation in Entrepreneurship
Subject Code- MBA302A
Credit – (3)

Objective:

To give students an understanding that the problems and issues within the respective fields of innovation in entrepreneurship are invariably complex, and require clear reasoning and analysis, in order to derive an appropriate course of action.

Course Outcomes:

By the end of this module, the student should be able to:

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CO1: Understand the concept of innovation, its components and its importance for the company and organizations in general.

CO2: Develop a practical framework for the design and implementation of a systematic innovation strategy.

CO3: Incorporate adequate tools for formulation of a business model and a business plan.

CO4: Connect the theoretical issues with the concrete reality through work on actual experiences of companies that have a culture in innovation and studying successful study cases.

CO5: Develop their own business.

UNIT I

The New Entrepreneurial Imperative. The Unique Nature of Corporate Entrepreneurship. Introduction to the process of innovation, factors felicitating innovation. Barriers to innovation.

UNIT II

Levels of Entrepreneurship in Organizations: Entrepreneurial Intensity. The Forms of Corporate Entrepreneurship, Training in Innovation

UNIT III

Human Resources in the Entrepreneurial Organization: The Creative Individual
 Human Resources and the Entrepreneurial Organization: The Organizational Perspective.
 Corporate Strategy and Entrepreneurship. Structuring the Company for Entrepreneurship.
 Developing an Entrepreneurial Culture, Constraints on Entrepreneurial Performance, Team building exercises

UNIT IV

Leading the Entrepreneurial Organization, Assessing Entrepreneurial Performance. Control and Entrepreneurial Activity

UNIT V

Case studies on entrepreneurial organizations, innovative organisations, entrepreneurial culture, creativity innovation and development.

MAPPING COURSE OUTCOMES LEADING TO THE ACHIEVEMENT OF PROGRAM OUTCOMES AND PROGRAM SPECIFIC OUTCOMES:

Course Outcome	Program Outcomes									
	PO1	PO2	PO3	PO 4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	L	L	M	L	H	L	L	—	—	—L
CO2	L	M	—	M	L	M	M	M	—	M
CO3	L	H	L	H	L	M	H	M	—	M
CO4	L	M	—	H	L	M	H	H	L	H
CO5	L	M	L	H	L	L	H	L	—	M

H = Highly Related; M = Medium L = Low

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Suggested Readings:

1. Corporate Entrepreneurship & Innovation, 2nd Edition by Michael H. Morris, Publishers Cengage India
2. Handbook of Technology Management – Gaynor – Tata McGraw Hill
3. Management of New Technologies for Global Competitiveness by Christian N Madu , Jaico Publishing House
4. Management Of Technology Change – Rao A S – Global Business Press
5. Entrepreneurship: Successfully Launching New Ventures 1/e – Barringer, Pearson India

Reference Books:

1. "Entrepreneurship and Innovation: Models for Development in the Indian Context" by C.S.G. Krishnamacharyulu and Lalitha Ramakrishnan
2. "Entrepreneurship Development: Theory and Practice" by P.C. Shejwalkar and S.B. Chavan
3. "Case Studies in Entrepreneurship" by David Stokes and Nicholas Wilson

MBA (Elective – Entrepreneurship & Family Business Management)
Small Business Management
Subject Code- MBA303A
Credit – (3)

Objective:

To give students an understanding that the problems and issues within the respective fields of innovation in entrepreneurship are invariably complex, and require clear reasoning and analysis, in order to derive an appropriate course of action.

Course Outcomes:

By the end of this module, the student should be able to:

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CO1: Understand the concept of innovation, its components and its importance for the company and organizations in general.

CO2: Develop a practical framework for the design and implementation of a systematic innovation strategy.

CO3: Incorporate adequate tools for formulation of a business model and a business plan.

CO4: Connect the theoretical issues with the concrete reality through work on actual experiences of companies that have a culture in innovation and studying successful study cases.

CO5: Develop their own business.

UNIT I

Introduction: Definition, meaning, importance and relevance of Entrepreneurship, types & characteristics of entrepreneurship, identification and classification of business opportunities, barriers to entrepreneurship. environmental scanning through 7 Domains of market attractiveness & porter's 5-forces model

UNIT II

Needs, Tools and techniques for market assessment & survey, entrepreneurial motivations & environmental innovations & creativity.

UNIT III

Business plan writing, scope, types, sources, and process of identifying the target market, survey industry & competition analysis.

UNIT IV

Entrepreneurship development program: Objectives, Programs of EDP, Entrepreneurial development cycle, Relevance & Accruements of EDP, Role of Government in organizing EDPs, E-business & Networking.

UNIT V

Small business management: Starting up a new business venture, Source of Fund-Raising to start up a New Business Venture, Developing Marketing Strategies

MAPPING COURSE OUTCOMES LEADING TO THE ACHIEVEMENT OF PROGRAM OUTCOMES AND PROGRAM SPECIFIC OUTCOMES:

Course Outcome	Program Outcomes									
	PO1	PO2	PO3	PO 4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	L	L	M	H	H	L	L		—	
CO2	H	M	-	M	L	M	M	M	—	M
CO3	H	H	L	H	H	M	H	M	—	M
CO4	L	M	-	H	L	M	H	H	-	M
CO5	M	M	L	H	L	L	H	L	—	M

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H = Highly Related; M = Medium L = Low

Recommended Books:

1. Jain P.C handbook for New Entrepreneurs: Oxford University Press
2. Drucker Peter F: Innovation & Entrepreneur
3. Lalitha D Rani : Women Entrepreneur. APH Publishing Corporation

Reference Books:

1. "Motivation and Entrepreneurship Development" by Vasant Desai
2. "Business Planning and Entrepreneurial Management" by P. Narayana Reddy
3. "Entrepreneurship Development: Principles, Policies and Programmes" by P.C. Shejwalkar and G.V. Podar
4. "Small Business and Entrepreneurship" by Vasant Desai

MBA (Elective – Entrepreneurship & Family Business Management)
Family Business Management
Subject Code- MBA304A
Credit – (3)

Objective:

The course gives the knowledge relating to the concepts of family business environment its history in India and its challenges. The course also provides the knowledge relating to the ownership patterns and various challenges faced in family governance and the issues relating to successor development in terms of next generation attributes to be acquired by the successor of business concern.

Course Outcomes:

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CO1	L	L	M	L	L	L	L		—	
CO2	L	M	-	M	L	M	M	M	—	M
CO3	L	H	L	H	L	M	H	M	—	M
CO4	L	M	-	H	L	M	H	H	-	H
CO5	L	M	L	H	H	L	H	L	—	H

H = Highly Related; M = Medium L = Low

Suggested Books:

1. Keep Hunt, "The Family Business", Graphic Arts Books, April, 2021.
2. Josh Baron, Rob Lachenauer, "Harvard Business Review Family Business Handbook", Harvard Business Review Press, Jan, 2021.
3. Thomas Zellweger, "Managing the family business", Edward Elgar Publishing Ltd, April, 2017.
4. Ernesto J.Poza, Mary S. Daughterty, Family Business, Cengage Learning, 3rd Edition, 2015.

Reference Books:

1. "Business Families in India: Stories of Challenges, Opportunities, and Successes" by Kavil Ramachandran and Nupur Pavan Bang.
2. "Next Generation Success: Reflections from Global Family Business Leaders" by Maya Prabhu.
3. "Family Business: Key Issues" by Denis Leach and John Leach.

MBA (Elective – Entrepreneurship & Family Business Management)
Leading Change in Family Business
Subject Code- MBA305A
Credit – (3)

Objective:

The course is designed to provide students an understanding of change management in family business. The course is designed to provide students for defining the role and responsibility of members within a Family business. The course is designed to provide an understanding on how to drive change within Family business.

Course outcome:

By the end of this module, the student should be able to:

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- CO1: To develop an understanding of family business and entrepreneurship.
 CO2: To learn issues and concepts of the family business.
 CO3: To understand the need of change and cultural impact.
 CO4: To establish an understanding in conflict management.
 CO5: To learn about real Indian family-owned business.

UNIT I

Introduction: Family business, readiness of family and family business. A strategic management model for the family and the family business, understanding the pattern of family business, family and board culture, growth of family business.

UNIT II

Need to Change: Describe the roles& responsibilities, culture, value towards sensing transformation in family business. Issues and challenges in family business. Best practices in family business. Managing the leading change in family business.

UNIT III

How to Drive to Change: Mindset, people, players, individual, team, group towards role and responsibilities. Decision making process in family business. The impact of culture on the family business, Stakeholders perceptions of culture and management practices in family and family business.

UNIT IV

Lead the Change: How family meetings lead to collective action. Communication skills and conflict resolutions; getting things straight, conflict management strategies used in successful family businesses.

UNIT V

Next generation family businesses: Leading a family business in a disruptive environment- Case Studies of Indian Family-owned Businesses.

MAPPING COURSE OUTCOMES LEADING TO THE ACHIEVEMENT OF PROGRAM OUTCOMES:

Course Outcome	Program Outcomes									
	PO1	PO2	PO3	PO 4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	L	L	M	H	H	L	L		—	
CO2	L	M	—	M	H	M	M	M	—	M
CO3	L	H	L	H	L	M	H	M	—	M
CO4	L	M	—	H	L	M	H	H	—	M
CO5	M	M	L	H	L	L	H	L	—	M

H = Highly Related; M = Medium L = Low

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Suggested Books:

1. A Bakr Ibrahim & Willard H Ellis, (1994), Family Business Management: Concepts and Practices, Published by Kendall/hunt Publishing Company.
2. Butler, J.E,(2001), E – Commerce and Entrepreneurship, Information Age
3. Chell, E. Haworth, J .M & Brearley, S. S, (1991), The Entrepreneurial Personality: Concepts, Cases and Categories, Lomnon: Routledge

Reference Books:

1. "Family Business in India: What Makes It Work" by K. Ramachandran
2. "Generation to Generation: Life Cycles of the Family Business" by Kelin E. Gersick, John A. Davis, Marion McCollom Hampton, and Ivan Lansberg
3. "The Dynamics of Family Business: Understanding the Business, Managing the Family" by K. Ramachandran

Web Links:

<http://bvpinst.edu.in/download/2020->

[21/BUSINESS%20Strategic%20Planning%20for%20the%20Family%20Business.pdf](http://bvpinst.edu.in/download/2020-21/BUSINESS%20Strategic%20Planning%20for%20the%20Family%20Business.pdf)

<https://scholarworks.waldenu.edu/cgi/viewcontent.cgi?article=5418&context=dissertations>

MBA (Elective – Entrepreneurship & Family Business Management)
SOCIAL ENTREPRENEURSHIP
Subject Code: MBA306A
CREDITS: (3)

Objective: The course will make understanding clear about social enterprise, skills and methods required for its formation including legal aspect. The marketing strategy for enterprise's product/service. The course will also highlight the socio economic impact of social enterprise on community and stakeholders.

Course Outcomes:

CO1: To understand the concept of Social Enterprise.

CO2: Understanding environment and creating social enterprise.

CO3: Mobilizing resource and Networking for Social enterprise.

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CO4: Managing growth and performance of social enterprise.

CO5: To understand the Socio-Economic impact of social enterprises.

Unit I

Introduction to Social Enterprise: Overview of social entrepreneurship, Individual as a social entrepreneur, challenges and future prospects of social entrepreneurship. Type of social enterprises, models of social enterprises, Support of corporate social responsibility activities for social enterprise.

Unit II

Understanding environment and creating social enterprise: Idea generation for social enterprise, social innovation and inclusion, Need identification of product/service of social enterprise. Appraising the idea formation through feasibility analysis. Achieving social objectives with commercial ventures.

Unit III

Mobilizing resource and Networking for Social Enterprise: Society and social problem as resource. Creating Business model and writing business plan. Source of capital for social enterprise. Different fundraising strategies and models.

Unit IV

Managing growth and performance: Strategic framework analysis of social enterprise, crafting alliances between nonprofit business & government organizations, different growth models, social enterprise management and sustainability of social enterprise, social audits. Skill development and enhancement. Market research for product/service of social enterprise.

Unit V

Socio-Economic Impact of social enterprise: Profiling the Social Entrepreneur and their Social ventures. Benefits and rewards of social enterprise, Impact of social enterprise on community and stakeholders.

Case discussion: Bangladesh Grameen Bank, Sulabh International, AMUL, Rangsitra, Jaipur Rugs Foundation, Desi Crew, Pipal Tree, Goonj etc.

MAPPING COURSE OUTCOMES LEADING TO THE ACHIEVEMENT OF PROGRAM OUTCOMES:

Course Outcome	Program Outcomes									
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	L	L	M	L	H	L	L	M	—	M
CO2	L	M	—	M	H	M	M	M	—	M
CO3	L	H	L	H	L	M	H	M	—	M
CO4	L	M	—	H	L	M	H	H	—	M
CO5	L	M	L	H	H	L	H	L	—	M

H = Highly Related; M = Medium L = Low

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Suggested Books:

1. K.G. Karmakar (2008). Microfinance in India, Sage Publications India, First Edition
2. S.B Verma& Y.T Pawar (2005). Rural Empowerment through SHGs, NGOs and PRIs, Deep and Deep Publications Pvt Ltd.
3. C.B Gupta & N.P Srinivasan (2009). Enterpreurship Development in India
4. "Social Entrepreneurship: Concepts and Cases" by Neelima Deshmukh and Seema Joshi

Reference Books:

1. "Social Entrepreneurship: A Modern Approach to Social Value Creation" by G.P. Sharma.
2. "Social Entrepreneurship and Sustainable Development" by Archana Singh and Edakkandi Meethal Reji.
3. "Social Entrepreneurship: What Everyone Needs to Know" by David Bornstein and Susan Davis.

Web Links:

<https://www.indembassybern.gov.in/docs/Social-Entrepreneursip-Report.pdf>

MBA (Elective – Entrepreneurship & Family Business Management)
Financing New Business Ventures
Subject Code- MBA307A
Credit – (3)

Objective:

To give students an understanding that the problems and issues within the respective fields of innovation in entrepreneurship are invariably complex, and require clear reasoning and analysis, in order to derive an appropriate course of action.

Course Outcome:

By the end of this module, the student should be able to:

CO1: Identify the key financial considerations to be considered when launching a new venture.

CO2: List the metrics used when building and running a new venture.

CO3: Develop a robust financial model that reflects a new venture's growth plans.

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CO4: Identify the possible sources of finance to support a new venture.

CO5: Explain the practical financial and operational aspects of establishing and running a business.

UNIT I

Introduction to Business Plan; Sources of entrepreneurial Opportunities; Principles of entrepreneurial finance, Role of entrepreneurial finance, the successful venture cycle, Financing through the venture life cycle

UNIT II

Organizing and Operating the Venture: Organising and Financing a New Venture, Measuring Financial Performance, Evaluating Financial Performance, Planning for the Future: Financial planning, Types and cost of financial capital, Creating and Recognizing Venture value: venture worth, mechanics of valuation, calculating the cash flow for valuing venture equity, Equity Valuation.

UNIT III

Venture Capital Valuation Methods: Assets and Liability Valuation methods, earnings multipliers and discounted dividends. Structuring Financing for the Growing venture: Common equity, preferred equity, Convertible Debt, warrants and options, Professional venture capital, other financing alternatives.

UNIT IV

Exit and Turnaround Strategies: Harvesting the Business venture Investment, Financial Distress: Turnaround opportunity or Liquidation.

UNIT V

Project Financing, Export Financing, Factoring, Forfeiting, Working Capital Financing Private Equity, Angel Investors and Venture Capital Financing Institutions.

MAPPING COURSE OUTCOMES LEADING TO THE ACHIEVEMENT OF PROGRAM OUTCOMES:

Course Outcome	Program Outcomes									
	PO1	PO2	PO3	PO 4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	L	L	M	L	L	L	L		—	
CO2	L	M	-	M	L	M	M	M	—	M
CO3	L	H	L	H	L	M	H	M	—	M
CO4	L	M	-	H	L	M	H	H	-	M
CO5	L	M	L	H	L	L	H	L	—	M

H = Highly Related; M = Medium L = Low

Suggested Readings:

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1. Leach Chris.J & Melicher.W Ronald,” Finance for Entrepreneurs”, 4th edition, South Western Cenagage Learning.
2. Dollinger M.J., Entrepreneurship: strategies and resources. Prentice Hall, 2008.
3. Ross, S.A., Westerfield, R.W., and Jaffe, J.F., Corporate finance. McGraw-Hill/Irwin, 2008.

Reference Books:

1. Dynamics of Entrepreneurial Development and Management by Vasant Desai.
2. Entrepreneurial Finance by J. Chris Leach & Ronald W. Melicher.
3. Venture Capital, Private Equity, and the Financing of Entrepreneurship by Josh Lerner, Ann Leamon, and Felda Hardymon.

Web Links:

<https://pressbooks.bccampus.ca/entrepreneurship/front-matter/introduction/>

[https://biz.libretexts.org/Bookshelves/Business/Entrepreneurship/Book%3A_Entrepreneurship_and_Innovation_Toolkit_\(Swanson\)/01%3A_Chapters/1.06%3A_Chapter_6_Financing_Enterpreneurship](https://biz.libretexts.org/Bookshelves/Business/Entrepreneurship/Book%3A_Entrepreneurship_and_Innovation_Toolkit_(Swanson)/01%3A_Chapters/1.06%3A_Chapter_6_Financing_Enterpreneurship)