

**Syllabus of Master of Business Administration  
for the academic year  
SEMESTER IV**

**Course No.**UMBA00014T  
**Course Title:** Strategic Financial Management  
**Duration of Examination:** 3 Hrs

**Contact Hrs/Week:** 4 Hrs  
**Credit:** 04  
**Maximum Marks:** 100

**Course objectives:** The major objective of this course is to familiarize students with fundamentals of accounting and finance and to give insights on different sources of procuring funds and their efficient application.

**Course Outcomes:**

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

1. Familiarize themselves with fundamentals of accounting and finance.
2. Understand financial management from strategic perspective.
3. Evaluate different types of investment strategies for making effective decisions.
4. Gain insights on different sources of procuring funds and efficiently utilizing them.
5. Understand the concept of international financial management and growth strategies of organizations.

**Unit I**

Accounting and Finance fundamentals and Valuation analysis Financial statement and cash flows, time and value, interest rate and fixed return securities valuation, return and equity valuation .

**Unit II**

Financial analysis, Planning and control Financial performance metrics, working capital management, strategic financial planning

**Unit III:**

Investment strategies and decisions Capital expenditure management, capital investment decision and strategic valuation, strategic valuation issues

**Unit IV**

Financial Policy Financing structure and cost of capital, financing sources and strategies, leases, dividend policy and share repurchases

**Unit V**

Growth strategies for increasing value Mergers and acquisition, strategic risk management, international financial management

**Note:**

- ❖ Teaching Pedagogy besides classroom teaching will essentially include simulation, case studies, role plays and games.
- ❖ Teaching-learning Process will involve 20% input from those who have demonstrated excellence in the area i.e. Practioner's view will be incorporated.

**Suggested Readings:**

- ❖ Weaver, Samuel, C., and J Fred Weston, strategic Financial Management: Application of Corporate Finance, 1st edition, south-Western Publishing, 2007
- ❖ Grinblatt, Mark and Sheridan Titman, Financial Markets and Corporate Strategy, 2nd edition, Tata McGraw-Hill
- ❖ Kester, Carl W., Richard Ruback and Peter Tufano, Case Problems in Finance, 12th edition ,Tata-McGarw Hill, 2007
- ❖ Brealy, Richard , Stewart Myers and Franklin Allen, Principles of Corporate Finance, 8th edition, Tata-McGraw Hill

**Syllabus of Master of Business Administration  
for the academic year  
SEMESTER IV**

**Course No. MMBA2C002T**  
**Course Title: Entrepreneurship Development**  
**Duration of Examination: 3 Hrs**

**Contact Hrs/Week: 4 Hrs**  
**Credit: 04**  
**Maximum Marks: 100**

**Course Objectives:**

This course is to create awareness about entrepreneurship among students. This course focuses on motivating students for entrepreneurship. The more focus is given on creativity and innovation.

**Learning Outcomes:**

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

- Explain concepts of Entrepreneurship and build an understanding about business situations in which entrepreneurs act
- Identify various classification and types of entrepreneurs and the process of entrepreneurial project development.
- Developing an understanding of the challenges and opportunities faced by entrepreneurs
- Understanding various government schemes and institutions available for promotion of entrepreneurship
- Develop an understanding about the concept of business plan and various aspects of creating an enterprise

**Unit I : Introduction to Entrepreneurship**

Meaning and Importance of Entrepreneurship - Factors influencing entrepreneurship - Characteristics of an entrepreneur – Theories of Entrepreneurship – Schumpeter's Theory, David McClelland Theory, Peter Drucker Theory - Types of entrepreneur - Barriers to entrepreneurship

**Unit II : Decoding an Entrepreneur**

Classification of Entrepreneurs – Qualities of an Entrepreneur – Functions of an Entrepreneur – Competencies of an Entrepreneur – Risks of Entrepreneurship – Creativity, Innovation and Entrepreneurship – Entrepreneurial Motivation

**Unit III Promoting Entrepreneurship**

Entrepreneurship Development Programs (EDP) – Role and Significance of EDP – Role and Significance of MSME in India – Various Schemes by Government to support MSME sector in India – Institutional Support System to MSME – National Policy on Skill Development and Entrepreneurship – Role of Government in Promoting Entrepreneurship

**Unit IV Business Plan**

Concept and Importance of Business Plan – Business Model Canvas - Process of setting up New Enterprise – Project Appraisal – Feasibility Analysis - Detailed Project Report (DPR) - Sources of Finance for Entrepreneurs – Various forms of business enterprise viz. sole proprietorship, partnership, limited liability company.

**Unit V**

Intellectual Property Rights viz. Trademarks, Patents, Copyrights, Trade Secret - New generations of entrepreneurship viz. social entrepreneurship, Rural Entrepreneurship, Tourism entrepreneurship, Women entrepreneurship – Government Institution in Support of Entrepreneurship – Family Owned Business and Challenges

**Syllabus of Master of Business Administration  
for the academic year  
SEMESTER IV**

**Course No.**UMBA00026T  
**Course Title:** Training And Development  
**Duration of Examination:** 3 Hrs

**Contact Hrs/Week:** 4 Hrs  
**Credit:** 04  
**Maximum Marks:** 100

**Course Objective:**

The objective of this course is to equip learners with the understanding and application of training and development practices in a professional setting. It aims to provide an insight into the role of training in organizational growth, implementation, evaluation, and the latest trends in the industry.

**Learning Outcomes:**

1. Understand the role and significance of training and development in organizational growth.
2. Conduct effective training need assessment and understand their scope and importance.
3. Understand the process of designing an effective training programme and apply various models for organizing training departments.
4. Familiarize students with different training methods and modules, including contemporary training methods.
5. Understand the method of conducting effective training evaluation.

**Unit I: Introduction to Training and Development**

- Concept of Training, Learning and Development
- Role of Training in Organizational Growth
- Concept of Career Development
- Concept of Succession Planning
- Learning styles of trainees
- Trainer's Style
- Competencies of an Effective Trainer

**Unit II: Training Needs Assessment**

- Introduction to Training Needs Assessment
- Importance of Training Needs Assessments
- Process of Training Needs Assessments

**UNIT III: Designing of Training Programme**

- Process of designing an effective training programme
- Models for Organizing Training Departments
- Logistic/ Physical Arrangements for Training

**Unit IV: Training Methods**

- On the Job training methods
- Off the Job training methods
- Contemporary training methods: Gamification, e learning, Virtual/ Augmented reality

**Unit V: Evaluation of Training**

- Concept of Training Evaluation
- Importance of Training Evaluation
- Training Evaluation Models: KirkPatrick Model, Kaufman Five Level Evaluation of Training Model, CIPP evaluation model.

**Syllabus of Master of Business Administration (MBA)  
for the academic year  
SEMESTER IV**

**Course No.UMBA00025T**

**Contact**

**Hrs/Week: 4 Hrs**

**Course Title: Organizational Development**

**Credit: 04**

**Maximum Marks: 100**

**Course Objective:**

The purpose of this course is to learn how to plan and implement change at the individual, group and organizational level. The course is designed to help the students to develop as potential change agents and OD professionals. The basic aim is to make the students understand the theory and practice the interventions effectively.

**Learning Outcomes:**

1. Understand the Organisation Change and the basic theories upon which the field of OD is based,
2. Develop an understanding of the levels of change, models and decipher planned change
3. Develop a knowledge of all aspects of OD, historical development and also understand the roles that consultants, internal or external, can play in the OD process
4. Discuss various intervention processes and,
5. understand the steps of implementing change and role of leader in implementing change

**Unit I**

Organisational Change: Concept and Significance, triggers for change, types, focus on individual, role teams, organization. Key roles in managing change: Consultant, internal resource persons, implementation team, chief implementer, role of change agents.

**Unit II**

Levels of Change: Knowledge, Attitudinal, Individual Behaviour and Organisational Performance Changes; Organisational Renewal and Challenge of Change: System Approach to Change, Future shock and Change, Cultural Resistance to Change, Planned Organizational Change: Concept and Models.

**Unit III**

Organizational Development: Concept and Assumptions; Historical Development, Process of OD; Issue in Consultant- Client Relationship, Indian Experience of OD in Public and Private Enterprises.

**Unit IV**

OD Interventions: Action research and organization development; Organizational tools; OD intervention: Factors affecting choice of OD intervention; Team interventions: Process consultation, Gestalt approach, group team building meeting, role analysis technique, role negotiating technique, force-field analysis, responsibility charting, organization mirror interventions, Third party peace-making, OD: Work-redesign, re-engineering,

**Unit V**

Implementing Change: Steps; Skills for managing change. Role of leadership in managing change. Managing transitions: introduction, rules stages, process, role of a leader in managing transition, Future of OD & New Perspectives.

**Suggested Readings:**

1. French & Bell., "Organizational Development", Prentice Hall of India, New Delhi..
2. Harvey, D.F. & Brown, D.R., An Experimental approach to organizational Development, prentice Hall of India, New Delhi.
3. R.K. Gupta & Udai Pareek: Training for OD Facilitation, Prentice Hall of India, New Delhi
4. Udai Pareek, "HRD & Organizational Development", Tata McGraw Hill, New Delhi.
5. S. Ramanarayan, T.V. Rao and Kuldeep Singh: Organisational Development.

**Syllabus of Master of Business Administration  
for the academic year  
SEMESTER IV**

**Course No.**UMBA00020T  
**Course Title:** Integrated Marketing Communication  
**Duration of Examination:** 3 Hrs

**Contact Hrs/Week:** 4 Hrs  
**Credit:** 04  
**Maximum Marks:** 100

**Course Objectives:**

This course aims to provide students with a comprehensive understanding of Integrated Marketing Communications (IMC), its significance in the marketing landscape, and how to successfully employ IMC strategies in real-world scenarios.

**Learning Outcomes :**

1. Exhibit comprehensive knowledge and understanding of Integrated Marketing Communications (IMC), encompassing key concepts and principles.
2. Scrutinize a particular IMC campaign, dissecting its media strategy, target audience selection, message content, and performance assessment criteria.
3. Utilize IMC principles to design a successful promotional campaign, incorporating message creation and media selection tailored to a specific product or service.
4. Showcase effective project management competencies while collaboratively engaging in a team project.
5. Synchronize marketing strategies seamlessly with public relations and social media campaigns.

**UNIT 1: Unveiling Integrated Marketing Communication (IMC):**

Exploring the concept, significance of IMC in the marketing process. Diving into IMC tools – Advertising, sales promotion, publicity, public relations, and event sponsorship; Understanding the role of advertising agencies and other marketing organizations.

**UNIT 2 Decoding the Communication Process:**

Examination of Source, Message, and Channel factors. Grasping communication response hierarchies: AIDA model, Hierarchy of Effects Model, Innovation Adoption Model, Information Processing Model, Standard Learning Hierarchy, Attribution Hierarchy, and Low Involvement Hierarchy. Investigating Consumer Engagement: Introduction to the Elaboration Likelihood Model (ELM) and the Foote, Cone, and Belding (FCB) Model.

**UNIT 3: Crafting Effective Marketing Communication Plans:** Establishing Objectives and Budgeting for Promotional Programs. Understanding sales as a objective and the DAGMAR approach for setting advertising objectives. Exploring factors influencing budget, theoretical approaches to budgeting such as Marginal Analysis and Sales Response Curve, and methods to determine budget.

**UNIT 4: Designing the Integrated Marketing Communication (marcom) Programme:**

Planning and Development of Creative Marcom. Innovating strategies in advertising, sales promotion, publicity, and event sponsorships. Implementing and Evaluating Creative Strategies in Marcom: Overview of Appeals and Execution Styles. Unveiling Media Planning and Selection: Steps involved and information needed for effective media planning. Assessing the Impact: Measuring the effectiveness of Promotional tools and IMC.

**UNIT 5: Global Perspectives and Emerging Trends in Integrated Marketing Communication (IMC):**

Global Perspectives in IMC, Cultural Diversity in IMC. Global vs Local Marketing Communication Strategies. Cross-Cultural Consumer Behavior and IMC. Emerging Trends in IMC. Data-Driven Marketing. Role of Artificial Intelligence (AI) in IMC. Role of Augmented Reality (AR) and Virtual Reality (VR) in IMC. Influence of Social Media and Influencers in IMC. Sustainable and Socially Responsible Marketing Communication

**Syllabus of Master of Business Administration  
for the academic year  
SEMESTER IV**

**Course No.UMBA00015T**

**Hrs/Week: 4 Hrs**

**Course Title: Investment Management**

**Duration of Examination: 3 Hrs**

**Contact**

**Credit: 04**

**Maximum Marks: 100**

**Course objectives:** The aim of this course is to give insights on different type of theories in the field of investment decisions to focus on evaluate the expected risk and return associated with the given investment portfolio with practical applications of relevant techniques for portfolio analysis

**Learning Outcomes:**

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

1. Explain investment environment.
2. Understand the rapport between risk and return for taking efficient investment decisions.
3. Gain insight on different types of theories in the field of investment and finance.
4. Identify various techniques relevant to portfolio analysis.
5. Evaluate the expected risk and return associated with the given investment portfolio.

**Unit I: The Investment Environment**

Introduction to investment, the investment process; financial instruments; security markets

**Unit II: Portfolio Theory**

Return and risk; fundamentals of portfolio analysis, mean-variance analysis; portfolio diversification

**Unit III: Capital Market in equilibrium**

The Capital Asset pricing model; the Arbitrage pricing theory; efficient market theory and behavioral finance; stock valuation and selection

**Unit IV: Security Analysis**

Bond valuation and management; financial statements analysis; Macroeconomic and industry analysis; Technical analysis

**Unit V: Portfolio Evaluation**

Derivative securities and valuation; portfolio performance evaluation; international portfolio diversification; The theory of active portfolio management.

**Note:**

- ❖ Teaching Pedagogy besides classroom teaching will essentially include simulation, case studies, role plays and games.
- ❖ Teaching-learning Process will involve 20% input from those who have demonstrated excellence in the area i.e. Practitioner's view will be incorporated.

**Suggested Readings**

- ❖ Bodie, Zvi Alex Kane , Alan J. Marcus and P. Mohanty, Investments, sixth edition, Tata McGraw Hill,2006.
- ❖ Levy, Haim and Thierry Post, Investments, Prentice –Hall, 2005
- ❖ Sharpe, William, Gordon Alexander and Jeffery V. Bailey, Investments, Fifth edition, For a highly readable and interesting history of the development of modern investment theory: Bernstein, P., The improbable origins of modern Wall Street, New York, Free Press, 1992 For understanding the myths behind the world's most touted investment strategies:
- ❖ Aswath Damodaran, Investment Fables, Pearson Education 2004

**Syllabus of Master of Business Administration  
for the academic year  
SEMESTER IV**

**Course No.UMBH00019T**  
**Course Title: Digital Marketing**  
**Duration of Examination: 3 Hrs.**

**Contact Hrs./Week: 4 Hrs.**  
**Credit: 04**  
**Maximum Marks: 100**

**Course objectives:** The main focus of this course is to give hands on experience to the tools of online Marketing and to understand the new paradigms of online marketing.

**Course Outcomes:**

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

1. Understand the new paradigms of Online marketing, Marketing opportunities on the internet and various Web Business models
2. Illustrate various online marketing tools
3. Describe the characteristics of online consumer Behaviour and interactive advertising methods
4. Gain insights on Product development and Brand building strategies on the net
5. Understand the emerging issues in online marketing

**Unit 1: A frame work for internet marketing**

Adding online power to marketing mix; New Paradigms of online marketing; Marketing opportunities on the internet; Web Business models

**Unit 2: Online marketing tools**

Marketing research online; Customer service and support online; Competitive research online; Measuring results from online marketing

**Unit 3: The online customer**

Online marketing to individuals; online consumer behaviour; Demographic profile of web users; Interactive advertising and its effectiveness; building online communities

**Unit 4: New product development and brand building on the net**

Concept of Internet time and its business implications; New product development on the net; Brand building on the net; Building web Traffic; Building relationship with online customers

**Unit 5: Emerging issues in internet marketing**

Pricing on the internet; E-tailing; legal issues in online marketing; B2B exchanges and their business potential; recent advances in E-marketing

**Note:**

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- ❖ Teaching-learning Process will involve 20% input from those who have demonstrated excellence in the area i.e. Practioner's view will be incorporated.