

**Rajju Shroff ROFEL University**  
**Syllabus for Master of Business Administration, SEM-3**  
**Subject Name- Strategic Management (SM)**  
**Subject Code - MBA031030**

➤ **Course Overview:**

This course focuses on the important current topics / trends / issues in strategic management. It concentrates on modern analytical approaches and enduring of successful strategic practices. It is designed with modern outlook and global perspective and as per the current trends and challenges. Course has been designed in a way that students can learn the analysis and interpretation of business environment and can understand strategic practices adopted by the firms at corporate level, Business Level and global levels

<b>Subject name</b>	<b>Strategic Management</b>	<b>Subject Code</b>	<b>MBA031030</b>
<b>Semester</b>	III	<b>Credits</b>	4
<b>Teaching Hours</b>	40		

**1. Learning Outcomes:**

LO1	Analyse industry with external and internal perspective and evaluate resources and capabilities of firm and thereby enabling towards strategic decision making.
LO2	Analyse and Recommend Corporate Level , Business Level and strategies in domestic and international markets.
LO3	Apprise strategy formulation tools , controls and collaborative mechanism for effective strategic implementations.
LO4	Development of the business strategy with ethical leadership approach in VUCA world.

LO- PO Mapping: Correlation Levels:

1= Slight (Low); 2= Moderate (Medium); 3= Substantial (High); “-“= no correlation

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
LO1	3	1	1	-	3	2	-	1	2
LO2	3	2	3	1	2	2	1	3	1
LO3	2	3	-	3	-	2	1	1	1
LO4	2	1	3	2	1	-	2	2	1

**2. Course Duration:** The course duration is of **40 sessions of 60 minutes each.**

### 3. Course Contents:

Module No:	Contents	No. of Sessions	50 Marks (External Evaluation)
I	<p><b>Strategic Management: An Introduction:</b></p> <ul style="list-style-type: none"> <li>VOSIC Concept - Vision, objectives, strategy, implementation, and correction. Mission and Corporate Values, business models of strategy. Stakeholders concept in Business</li> <li>The I/O Model and Resource-based Model of Above Average Return</li> </ul> <p>Deliberate and Emergent Strategies</p>	8	08
II	<p><b>Environmental Analysis:</b></p> <ul style="list-style-type: none"> <li><b>External and Industry Environmental</b> Analysis using PESTEL and Porter's Five-Force Model</li> <li>Understanding concepts such as Key Success Factors; Driving Forces, Entry and Exit barriers, Switching costs</li> <li><b>Internal Analysis:</b></li> <li>Concept of Value Chain, SWOT Analysis</li> <li>Resources, Capabilities and Competencies; Dynamic capabilities, Competitive advantage.</li> </ul> <p><b>Strategy Formulation:</b></p> <ul style="list-style-type: none"> <li>Strategy formulation at Business levels, Tactical strategies</li> </ul>	12	14
III	<p><b>Strategy Formulation at Corporate Level:</b></p> <ul style="list-style-type: none"> <li>Corporate Level strategy, Diversification</li> <li>Acquisitions and Restructuring</li> <li>Strategic Alliance and Joint Ventures, Cooperative Strategies</li> <li>Global Strategy, International Corporate-level and Business-level Strategies.</li> <li>BCG Matrix, GE Matrix, McKinsey 7s</li> </ul>	12	14
IV	<p><b>Nuances of Strategy Implementation and Controls:</b></p> <ul style="list-style-type: none"> <li>Strategic Leadership ,Balanced Scorecard</li> <li>Structure and Controls , Triple Bottom Line (TBL) approach</li> </ul> <p><b>Contemporary Topics in Strategy:</b></p> <p>Management of Change through VUCA</p> <p>Blue Ocean Strategy, Blue Ocean Shift</p> <p>□ Innovation: Grassroots, Jugaad</p>	10	14
V	<p><b>Continuous Evaluation</b></p> <p>Includes Presentations, Quiz, Field work, Classroom interactions, overall behavior</p>	---	Internal Evaluation of <b>70M</b>

### 4. Pedagogy:

- a. ICT enabled Classroom teaching

- b. Case study
- c. Practical / live assignment
- d. Interactive class room discussions

### 5. Evaluation:

Students shall be evaluated on the following components:

	<b>Evaluation</b>	<b>Marks</b>
<b>A</b>	<b>Continuous Evaluation Component</b>	<b>70</b>
<b>B</b>	<b>Mid-Semester examination</b>	<b>30</b>
<b>C</b>	<b>End –Semester Examination</b>	<b>50</b>

### Reference Books:

No.	Author	Name of the Book	Publisher	Year of Publication / Edition
1	Michael Hitt, Robert E. Hoskisson, R. Duane Ireland, S. Manikutty	Strategic Management: A South-Asian Perspective	Cengage Learning	2016 / 9 <sup>th</sup>
2	Arthur A. Thompson, A. J. Strickland, John E. Gamble and Arun K. Jain	Crafting and Executing Strategy: The Quest for Competitive Advantage: Concept and Cases	McGraw Hill	2014 / 19 <sup>th</sup>
3	Robert Grant	Contemporary Strategic Analysis: Text and Cases	Wiley India Pvt. Ltd.	2015 / 8 <sup>th</sup>
4	Michael Porter	Competitive Advantage: Creating and Sustaining Superior Performance	Free Press	Latest Edition
5	W. Chan Kim and Renee Mauborgne	Blue Ocean Shift: Beyond Competing - Proven Steps to Inspire Confidence and Seize New Growth	Macmillan	2017
6	Azhar Kazmi	Strategic Management and Business Policy	McGraw Hill	2015 / 4 <sup>th</sup>
7	Gerry Johnson, Kevan Scholes and Ricard Whittington	Exploring Corporate Strategy: Text and Cases	Pearson	2007 / 8 <sup>th</sup>
8	Gerry Johnson, Ricard Whittington, Kevan Scholes, Duncan Angwin, Patrick Regner	Exploring Strategy	Pearson	2017 / 11 <sup>th</sup>
8	Anil K. Gupta	Grassroots Innovation: Minds On The Margin Are Not Marginal Minds	Random Business	2016

9	Henry, Mintzberg, Joseph Lampel, Bruce Ahlstrand	Strategy Safari	Free Press, New York.	2005
10	Gary, Hamel, C.K. Prahalad	Competing for the Future	HBR Press	1995
11	Navi Radjou, Jaideep Prabhu, Simone Ahuja	Jugaad Innovation	Random Business	2012
12	Oliver Mack, Anshuman Khare, Andreas Kramer, Thomas Burgatz	Managing in a VUCA World	Springer	2015

**Note:** Wherever the standard books are not available for the topic appropriate print and online resources, journals and books published by different authors may be prescribed.

### **List of Journals / Periodicals / Magazines / Newspapers / Web resources, etc.**

1. Strategic Management Journal
2. Harvard Business Review
3. Vikalpa – A Journal for Decision Makers
4. Management Review
5. Business Standard/Economic Times/Financial Times/ Financial Express
6. <https://www.strategicmanagementinsight.com/>
7. <https://www.blueoceanstrategy.com/>
8. <https://www.huffingtonpost.in/>
9. [www.businessinsider.com/](http://www.businessinsider.com/)
10. [https://www.mckinsey.com/.../strategy-and.../the-strategy-and-corporate-finance- blog](https://www.mckinsey.com/.../strategy-and.../the-strategy-and-corporate-finance-blog)
11. <http://www.mintzberg.org/>
12. VUCA -<https://hbr.org/2014/01/what-vuca-really-means-for-you>

**Rajju Shroff ROFEL University**  
**Syllabus for Master of Business Administration, SEM-3**  
**Subject Name- SAPM**  
**Subject Code-MBA031040**

➤ **Course Overview:**

<b>Subject name</b>	SAPM	<b>Subject Code</b>	MBA031040
<b>Semester</b>	III	<b>Credits</b>	4
<b>Teaching Hours</b>	40		

**1. Learning Outcomes:**

LO1	Formulate the objectives in constructing and managing a portfolio and create an investment policy statement.
LO2	Illustrate the correct use of tools for financial analysis for investment purposes
LO3	Evaluate securities using different valuation models
LO4	Construct a diversified portfolio by blending portfolio and people management

LO- PO Mapping: Correlation Levels:

1= Slight (Low); 2= Moderate (Medium); 3= Substantial (High); “-“= no correlation

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
LO1	3	1	2	1	-	-	-	2	3
LO2	3	1	-	2	1	-	-	-	3
LO3	2	-	3	-	1	-	-	1	1
LO4	3	2	3	3	-	3	-	-	1

**2. Course Duration:** The course duration is of **40 sessions of 60 minutes each.**

### 3. Course Contents:

Module No:	Contents	No. of Sessions	(External Evaluation)
I	<b>Nature &amp; Scope of Investments</b> Basics of investment - Scope - Economic meaning and significance of income, savings, investments, security, speculation, and gambling Comparison between investment and speculation - Profile of Indian investors and factors influencing investment decisions - Internal and external factors, Legal framework of securities market in India, investors and stock exchanges, and its significance in Indian financial system.	15	25%
II	<b>Investment Alternatives</b> Level of Knowledge: Conceptual Investment Options & Attributes Characteristics features of financial instruments, Types of financial assets & Instruments, Various investments - Company Shares, Debentures, Bonds, Mutual funds, fixed deposits, gilt- edged securities, Futures & Options, post office schemes, company & PPF, UTI, LIC, Real Estate, bullion, insurance schemes & Global securities - Risk, Return, Security, Maturity & Optional features. Finance Vs Investments- interactive decision elements.	15	25%
III	<b>Risk &amp; Types of Investment Analysis</b> Fundamental analysis - Company, Industry and Economic analysis - Technical analysis of securities - Charts, and Graphs - Moving averages - Types - implications on investment. Risk – Types of Risk – Measurement of Risk (Theory and numerical).	15	25%
IV	<b>Portfolio Management</b> Level of Knowledge: Application Portfolio Management; Meaning, Return on portfolio, risk on portfolio, portfolio managers, SEBI guidelines for portfolio managers, portfolio management services. Portfolio theory - contribution of William Sharpe and Harry Markowitz, Single index model, capital asset pricing modal and arbitrage pricing theory	15	25%
V	Continuous Evaluation Includes Presentations, Quiz, Field work, Classroom interactions, overall behavior	---	

### 4. Pedagogy:

- a. ICT enabled Classroom teaching
- b. Case study
- c. Practical/live assignment
- d. Interactive classroom discussions

### 5. Evaluation:

Students shall be evaluated on the following components:

	<b>Evaluation</b>	<b>Marks</b>
<b>A</b>	<b>Continuous Evaluation Component</b>	<b>70</b>
<b>B</b>	<b>Mid-Semester examination</b>	<b>30</b>
<b>C</b>	<b>End-Semester Examination</b>	<b>50</b>

#### **6. Reference Books:**

<b>No.</b>	<b>Author</b>	<b>Name of the Book</b>	<b>Publisher</b>	<b>Year of Publication /Edition</b>
1	Prasanna Chandra	Investment Analysis and Portfolio Management	4th Edition	Tata McGraw Hill
2	V. A. Avadhani (2005).	Security Analysis and Portfolio Management	7th edition	New Delhi. Himalaya Publication.
3	V. K. Bhalla (2009)	Security Analysis and Portfolio Management		Sultan Chand Publisher.

#### **7. List of Journals /Periodicals /Magazines/Newspapers/Web resources, etc.**

**Designed By,**  
**Dr. Aabha S Singhvi**  
**Faculty: GRIMS ROFEL MBA, Vapi**

**Rajju Shroff ROFEL University**  
**Syllabus for Master of Business Administration, SEM-III**  
**Subject Name- Derivatives & Risk Management.**  
**Subject Code- MBA031050**

➤ **Course Overview:**

This course aims at providing an in-depth understanding of financial derivatives in terms of concepts, structure, instruments and trading strategies for profit and risk management.

<b>Subject name:</b>	Derivatives & Risk Management.	<b>Subject Code:</b>	MBA031050
<b>Semester</b>	III	<b>Credits</b>	4
<b>Teaching Hours</b>	40		

**1. Learning Outcome:**

LO1	Describe the characteristics of financial derivatives and their role in managing market risk.
LO2	Calculate the futures and options price with cost of carry, binomial and BS Models on real time data from exchanges for hedging & other purposes & analyse them with current market price & trends.
LO3	Simulate hedging strategies using financial derivatives.
LO4	Comprehend latest developments in financial derivative products.

LO- PO Mapping: Correlation Levels:

1= Slight (Low); 2= Moderate (Medium); 3= Substantial (High); “- “= no correlation

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
LO1	3	1	-	2	1	-	-	3	3
LO2	2	2	3	-	1	-	-	1	2
LO3	2	2	2	3	-	3	-	-	1
LO4	1	2	1	2	3	2	-	1	1

**2. Course Duration:** The course duration is of **40 sessions of 60 minutes each.**

**3. Course Contents:**

<b>Module No:</b>	<b>Contents</b>	<b>No. of Sessions</b>	<b>(External Evaluation)</b>
<b>I</b>	Introduction to Risk Management Introduction to derivatives Derivatives market & its regulatory framework in India.	<b>10</b>	<b>12</b>
<b>II</b>	Forwards & Futures Commodity Futures Stock & Index Futures Interest rates & Forwards	<b>10</b>	<b>12</b>



<b>III</b>	Option Pricing –Basics Binomial model Put-Call Parity Black-Scholes Model Option Greeks- The sensitivities Option trading strategies Exotic options	<b>10</b>	<b>13</b>
<b>IV</b>	Swaps: Interest rates & currency. Weather, energy and insurance Derivatives-Real Options- Derivative mishaps-lessons.	<b>10</b>	<b>13</b>
<b>V</b>	<ul style="list-style-type: none"> <li>Analyzing Various Derivative Contract Specifications from Exchanges.</li> <li>Mark to Market Margin Calculation on Real time data from Exchanges.</li> <li>Understanding the trading and settlement process and other documentary requirements at Brokers' office to open the trading account.</li> <li>Calculating the futures and options price with cost of carry, binomial and BS Models on real time data from Exchange &amp; analyzing them with current market price.</li> <li>Forming of different futures and options trading strategies with the real time data from Exchange.</li> <li>Forming of hedging with real time data from commodities and currency Exchanges.</li> </ul>	---	<b>70</b>

#### 4. Pedagogy:

- ICT enabled Classroom teaching
- Case study
- Practical / live assignment
- Interactive class room discussions

#### 5. Evaluation:

Students shall be evaluated on the following components:

	<b>Internal Evaluation</b>	<b>Marks</b>
<b>A</b>	<ul style="list-style-type: none"> <li>Continuous Evaluation Component</li> </ul>	<b>70</b>
	<ul style="list-style-type: none"> <li>Class Presence &amp; Participation</li> </ul>	
	<ul style="list-style-type: none"> <li>Quiz</li> </ul>	
<b>B</b>	<b>Mid-Semester examination</b>	<b>30</b>
<b>C</b>	<b>End –Semester Examination</b>	<b>50</b>

#### 6. Reference Books:

<b>No.</b>	<b>Author</b>	<b>Name of the Book</b>	<b>Publisher</b>	<b>Year of Publication / Edition</b>

1	Rajiv Srivastava	Derivatives & Risk Management	Oxford University	2014 / 2 <sup>nd</sup>
2	Sundaram Janakiramanan	Derivatives and Risk Management	Pearson Education	2011 / 1 <sup>st</sup>
3	R. Madhumathi, M. Ranganatham	Derivatives & Risk Management	Pearson	2014 / 2 <sup>nd</sup>
4	Verma	Derivatives & Risk Management	Tata McGraw hill	2008
5	David A. Dubofsky, Thomas W. Miler	Derivatives: Valuation and Risk Management	Oxford University Press	Latest Edition

**Note:** Wherever the standard books are not available for the topic appropriate print and online resources, journals and books published by different authors may be prescribed.

### **7. List of Journals / Periodicals / Magazines / Newspapers / Web resources, etc.**

- 1 Indian Journal of Finance
- 2 International Journal of Financial Markets and Derivatives
- 3 Business Standard
- 4 The Economic Times
- 5 Financial Express
- 6 NSE & BSE, SEBI, FMC, RBI Websites
- 7 ICFAI journal of Derivative Market
- 8 Business Today
- 9 Business India
- 10 Business World
- 11 Finance India
- 12 Treasury Management
- 13 Financial Risk Management
- 14 NCFM Derivatives (Dealers) Module
- 15 NCFM Currency Derivatives Modules

**Rajju Shroff ROFEL University**  
**Syllabus for Master of Business Administration, SEM-3**  
**Subject Name- Banking & Insurance**  
**Subject Code-MBA031060**

➤ **Course Overview:**

<b>Subject name</b>	Banking & Insurance	<b>Subject Code</b>	MBA031060
<b>Semester</b>	III	<b>Credits</b>	4
<b>Teaching Hours</b>	40		

**1. Learning Outcomes:**

LO1	Explore and evaluate the role of banking & Insurance products & services, its structure, operations, and legal framework in an economy.
LO2	Compare the Indian banking and insurance standards with those of other countries
LO3	Describe and elaborate about financial instruments and their role in financial planning w.r.t banking and insurance products
LO4	Assess the economic need for having insurance & banking products and design solutions to meet the client's goals.

LO- PO Mapping: Correlation Levels:

1= Slight (Low); 2= Moderate (Medium); 3= Substantial (High); "-" = no correlation

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
LO1	3	3	3	-	2	1	1	-	3
LO2	3	3	3	2	2	1	3	-	3
LO3	3	3	3	3	2	2	1	3	2
LO4	3	3	3	3	2	2	1	3	2

**2. Course Duration:** The course duration is of **40 sessions of 60 minutes each.**

**3. Course Contents:**

<b>Module No:</b>	<b>Contents</b>	<b>No. of Sessions</b>	<b>(External Evaluation)</b>
<b>I</b>	Introduction to Indian Banking System, Reserve Bank- Legal framework and main functions, Different types of accounts, Banker customer relationship, customer services in banks, KYC norms and anti-money laundering Digital Financial Services: Electronic Clearing Service (ECS) Debit & Credit; <i>Electronic Funds Transfer (EFT)</i> - National Electronic Funds Transfer (NEFT) System, Real Time Gross Settlement System (RTGS), Technology in banks. Concept of E-Wallets	<b>10</b>	<b>13</b>

<b>II</b>	Management of NPA, Asset Restructuring Companies, Introduction to SARFAESI Act. Treasury management, PrioritySector Lending, Corporate Banking –Term Loans, working capital loans, Priority sector lending, Bank Guarantee. Cryptocurrency – concepts & Features.	<b>10</b>	<b>12</b>
<b>III</b>	IRDA (Role, functions and powers) Risk management and role of insurance, Legal aspects of insurance and essentials of insurance contracts, classification of insurance, Life insurance: traditional products, market related products, annuities pension plans riders-business insurance, group insurance, pricing in life insurance	<b>10</b>	<b>13</b>
<b>IV</b>	Life Insurance: Meaning, Type of Plans, Benefits of Life Insurance, Brief about Public and Private sector. Organizations offering Insurance Products (Practical exposure) Non-Life Insurance: Meaning, Type of Plan, Health Insurance, and Micro Insurance: Meaning, Models and future of Micro Insurance. Dematerialization of Insurance policies	<b>10</b>	<b>12</b>
<b>V</b>	Continuous Evaluation Includes Presentations, Quiz, Field work, Classroom interactions, overall behavior	---	Internal Evaluation of 70M

#### 4. Pedagogy:

- a. ICT enabled Classroom teaching
- b. Case study
- c. Practical/live assignment
- d. Interactive classroom discussions

#### 5. Evaluation:

Students shall be evaluated on the following components:

	<b>Evaluation</b>	<b>Marks</b>
<b>A</b>	<b>Continuous Evaluation Component</b>	<b>70</b>
<b>B</b>	<b>Mid-Semester examination</b>	<b>30</b>
<b>C</b>	<b>End-Semester Examination</b>	<b>50</b>

#### 6. Reference Books:

No.	Author	Name of the Book	Publisher	Year of Publication /Edition
1	Modern Banking: Theory & Practice	R Muraleedharan	PHI	Latest edition
2	N. R. MohanPrakash	Banking, Risk and Insurance Management	Vikas	Latest Edition

3	Bharti Pathak	Indian Financial System	Pearson	Latest edition
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### **7. List of Journals /Periodicals /Magazines/Newspapers/Web resources, etc.**

- Journal of Banking & Finance
- International Journal of Banking, Accounting & Finance
- International Journal of Risk Assessment and Management
- The Journal of Risk Finance
- Indian Journal of Finance
- Journal of Risk and Financial Management
- <https://open.umn.edu/opentextbooks/textbooks/risk-management-for-enterprises-and-individuals>
- <https://www.irmi.com/free-resources/authoritative-reports/e-books>

**Rajju Shroff ROFEL University**  
**Syllabus for Master of Business Administration, SEM-3**  
**Subject Name – Change Management and Organizational Development**  
**Subject Code- MBA031070**

➤ **Course Overview:**

In today's dynamic business landscape, organizations must continually evolve to stay competitive and relevant. This course on Organizational Change and Development is designed to provide MBA students with a comprehensive understanding of the complexities and processes involved in managing change within organizations. The curriculum is structured to explore the fundamental concepts, theories, and practical applications of change management and organizational development (OD).

<b>Subject name</b>	CMOD	<b>Subject Code</b>	MBA031070
<b>Semester</b>	IV	<b>Credits</b>	4
<b>Teaching Hours</b>	40		

**1. Learning Outcome:**

LO1	Comprehensive Understanding of Change Dynamics.
LO2	Effective Management of Resistance to Change.
LO3	Proficiency in Organizational Development Strategies.
LO4	Strategic and Ethical Leadership in Organizational Transformation.

LO- PO Mapping: Correlation Levels:

1= Slight (Low); 2= Moderate (Medium); 3= Substantial (High); “-“= no correlation

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
LO1	3	3	3	2	2	2	1	1	3
LO2	2	3	3	2	1	2	2	1	2
LO3	3	3	3	2	2	3	2	2	3
LO4	2	2	2	2	2	3	3	2	3

**2. Course Duration:** The course duration is of **40 sessions of 60 minutes each.**

**3. Course Contents:**

<b>Module No:</b>	<b>Contents</b>	<b>No. of Sessions</b>	<b>(External Evaluation)</b>
<b>I</b>	Organizational Change: • Introduction, Importance & imperative of change • Forces of change, types of change • Types of planned and unplanned change, Models of change. Organizational renewal: • The challenge of change • Change and its impact ♣ Operational effect, psychological effect, social effect; people reactions to change. ♣ Changing the organizational culture Resistance to change: • Lifecycle to resistance to change • Resistance model of change • Driving forces and restraining forces blocking change • Overcoming	10	12

	and minimizing resistance to change.		
II	Organizational development: • Introduction, concept, characteristics, Need, Evolution of OD, OD Assumptions & Values. • OD Models ♣ 5 stage model of OD ♣ Action Research model of OD & its features ♣ Appreciative Inquiry model OD practitioners: • Role and style of OD practitioners • Formation of Practitioner and client relationship • Relationship modes, issues in relationship Diagnosis: • Process, models and skills required • Methods of obtaining diagnosis information Process Intervention Skills: • Process interventions • Group process • Types of process interventions • Results of process interventions	10	13
III	OD Interventions: • Definitions, • Strategies for OD Intervention: ♣ Basic Strategies to change ♣ Integration of change strategies ♣ Stream analysis ♣ Selecting OD interventions ♣ Major OD intervention techniques. OD personal & Interpersonal Interventions: • Empowering the individuals and employees • Laboratory learning • Interpersonal styles • Career Life Planning Interventions Team development Interventions: • Organizing around teams • Need for team development • Team development process • Outdoor experiential laboratory training • Role negotiation, role analysis Intergroup Development & work team development interventions: • Changing relationships • Collaboration and conflict • Intergroup problems • Managing conflicts of various levels • Continuous improvement process • Job design • TQM –eight pillars of TQM and Self- Managed Work Teams.	10	13
IV	High Performing Teams and Learning Organizations: • System-wide interventions • Survey Research and feedback • Learning organizations • Reengineering • System-4 management • High performing systems • Grid-OD program • Third wave Organizations OD. Organizational Transformation and Strategic Management: • Strategy and transformation • Organizational transformation • Role of culture • Strategic change management • Changing the culture • Power, politics and ethics in OD OD for Future: • Organizations for the future • Monitoring and stabilizing action programs • Emerging issues and values • Future trends in OD	10	12
V	<b>Continuous Evaluation</b> Includes Presentations, Quiz, Field work, Classroom interactions, overall behavior	---	Internal Evaluation of <b>70M</b>

#### 4. Pedagogy:

- a. ICT enabled Classroom teaching
- b. Case study
- c. Practical / live assignment
- d. Interactive class room discussions

#### 5. Evaluation:

Students shall be evaluated on the following components:

	Evaluation	Marks
<b>A</b>	<b>Continuous Evaluation Component</b>	<b>70</b>
<b>B</b>	<b>Mid-Semester examination</b>	<b>30</b>
<b>C</b>	<b>End –Semester Examination</b>	<b>50</b>

#### 6. Reference Books:

No.	Author	Name of the Book	Publisher	Year of Publication / Edition
1	Donald R. Brown	An experiential Approach to Organization Development	Pearson	Latest Edition
2	Kavita Singh	Organization Change & development	Excel Books	Latest Edition
3	Wendell French, Cecil Bell	Organization Development: Behavioral Science Interventions for Organizations	Pearson	Latest Edition
4	Thomas G. Cummings, Christopher G. Worley	Organization Development and Change	Cengage	Latest Edition
5	Tupper Cawsy, Gene Deszca, Cynthia A. Inglos	Organizational Change: An Action – Oriented Toolkit	Sage	Latest Edition
6	P. G. Aquinas	Organization Structure and Design: Applications and Challenges	Excel	Latest Edition
7	Joan V. Gallos, Edgar H. Schein	Organization Development: A Jossey-Bass reader	Jossye – Bass	Latest Edition

#### 7. List of Journals / Periodicals / Magazines / Newspapers / Web resources, etc.

1. Journal of Organizational Change Management
2. The Journal Of applied Behavioural Science
3. Journal of Change Management
- 4..Harvard Business Review

Designed By,

**Dr. Nupur Angirish**

**Faculty: Marketing**



**Rajju Shroff ROFEL University**  
**Syllabus for Master of Business Administration, SEM-3**  
**Subject Name- Compensation Management (CM)**  
**Subject Code - MBA031080**

➤ **Course Overview:**

This course focuses on the important current topics / trends / issues in compensation management. It concentrates on modern analytical approaches and enduring of successful strategic practices with regards to reward management. It is also designed with modern outlook and global perspective and as per the current trends and challenges in the areas of compensation management. . Course has been designed in a way that students can learn the legal aspect of compensation management also.

<b>Subject name</b>	<b>Strategic Management</b>	<b>Subject Code</b>	<b>MBA031080</b>
<b>Semester</b>	III	<b>Credits</b>	4
<b>Teaching Hours</b>	40		

**1. Learning Outcomes:**

LO1	To concept, need and importance of reward management
LO2	Analyzing and understanding national and international reward management practices and components
LO3	Understanding, analyzing and applying the compensation management for the various levels and functions of organization
LO4	To understand and remember the scope and applicability of various laws pertaining to the compensation and reward management

LO- PO Mapping: Correlation Levels:

1= Slight (Low); 2= Moderate (Medium); 3= Substantial (High); “-“= no correlation

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
LO1	3	1	1	-	2	2	3	1	2
LO2	3	2	3	2	2	2	1	3	1
LO3	2	3	-	3	-	2	1	1	1
LO4	2	1	3	2	1	-	2	2	1

**2. Course Duration:** The course duration is of **40 sessions of 60 minutes each.**

**3. Course Contents:**

<b>Module No:</b>	<b>Contents</b>	<b>No. of Sessions</b>	<b>50 Marks (External Evaluation)</b>
<b>I</b>	<b>Essentials of reward Management:</b> <ul style="list-style-type: none"> <li>• An overview of reward management</li> <li>• The Reward System</li> <li>• Total Rewards</li> <li>• Strategic Reward</li> <li>• International Reward</li> </ul>	10	10
<b>II</b>	<b>Performance and reward:</b> <ul style="list-style-type: none"> <li>• Performance management and reward</li> <li>• Engagement and Reward</li> <li>• Financial Reward</li> <li>• Non-Financial Reward</li> <li>• Contingent Pay Schemes</li> <li>• Bonus Schemes</li> <li>• Team Pay</li> <li>• Rewarding for Business Performance</li> <li>• Recognition scheme</li> <li>• Valuing and Grading Jobs</li> <li>• Pay levels</li> <li>• Market Rate Analysis</li> <li>• Grade and Pay Structures</li> </ul>	10	15
<b>III</b>	<b>Rewarding Special Groups:</b> <ul style="list-style-type: none"> <li>• Rewarding Directors and Senior Executives</li> <li>• Rewarding Sales and Customer Service Staff</li> <li>• Rewarding Knowledge Workers</li> <li>• Rewarding Manual Workers</li> </ul> <b>Employee Benefits:</b> <ul style="list-style-type: none"> <li>• Employee benefits</li> <li>• Flexible Benefits</li> </ul>	10	12

	<b>The Practice of Reward Management:</b> <ul style="list-style-type: none"> <li>• Developing of Reward System</li> <li>• Managing Reward System</li> <li>• Evaluating Reward Management</li> <li>• Responsibility for Reward Management</li> </ul>		
IV	<b>CM related Labor Laws:</b> <ul style="list-style-type: none"> <li>• Payment of Wages Act, 1936.</li> <li>• Minimum Wages Act, 1948.</li> <li>• Payment of Bonus Act, 1965</li> <li>• Equal Remuneration Act, 1976.</li> <li>• Income tax act provisions with respect to salaried persons.</li> <li>• Workmen's Compensation Act, 1923.</li> <li>• Mediclaim Policies and their salient features</li> </ul>	10	13
V	<b>Practical:</b> <ul style="list-style-type: none"> <li>• Students need to study the study the pay structure of at least 3 companies from 3 different industries.</li> <li>• Students need to review the payroll system of company.</li> <li>• Students can study the legal provisions related to compensation with respect to company.</li> <li>• Students can interview H.R Manager and find out how the compensation management has evolved from traditional to strategic Compensation.</li> </ul>	---	(70 marks CEC)

#### 4. Pedagogy:

- ICT enabled Classroom teaching
- Case study
- Practical / live assignment
- Interactive class room discussions

#### 5. Evaluation:

Students shall be evaluated on the following components:

	Evaluation	Marks
A	Continuous Evaluation Component	70
B	Mid-Semester examination	30
C	End –Semester Examination	50

#### 6. Reference Books:

No.	Author	Name of the Book	Publisher	Year of Publication / Edition
1	Michael Armstrong	Armstrong's Handbook of Reward Management Practice: Improving Performance Through Reward	Kogan Page	2019 / 6 <sup>th</sup>

2	Dipak Kumar Bhattacharyya	Compensation Management	Oxford	2014 / 2 <sup>nd</sup>
3	George Milkovich, Jerry Newman, C.S. Venkataratnam	Compensation: Special Indian Edition	McGraw	2017 / 9 <sup>th</sup>
4	Tapomoy Deb	Compensation Management: Text and Cases	Excel	2008 / 1 <sup>st</sup>
5	Mousumi Bhattacharya, NilanjanSengupta	Compensation Management	Excel	2012 / 1 <sup>st</sup>
6	H. L. Kumar	Labour Laws Everybody Should Know	Universal Law Publishing	2015 / 1 <sup>st</sup>

Note: Wherever the standard books are not available for the topic appropriate print and online resources, journals and books published by different authors may be prescribed.

#### **7. List of Journals / Periodicals / Magazines / Newspapers / Web resources, etc.**

1. Journal of Compensation Management
2. Compensation and Benefits Review
3. Journal of Human Resource Management
4. Journal of Business and Management

#### **Articles Recommended:**

- Arbitrator Lacks Jurisdiction in Pensionable Earnings Dispute.
- Washington Update: New Employer Tax Credit for Paid Family and Medical Leave.
- Claims for Breach of Employment Agreement Not Preempted by ERISA.
- Top-Hat Status of Plan to Be Determined at Trial.
- Employee Stock Options Not Taxable Compensation for Railroad Workers
- Railroad Employee Stock Options Are Not Taxable "Money Remuneration."
- Six Considerations for Designing a Total Rewards Program
- Independent Contractors Fail to Meet Requirements to Certify a Class.
- Plan Summary Does Not Add Guaranteed Death Benefit for Former Executives.
- Service Provider Not A Fiduciary When Negotiating or Withdrawing Fees.
- Employee Not Entitled to Compensation for Time Spent Completing Health and Wellness Screenings.

**Rajju Shroff ROFEL University**  
**Syllabus for Master of Business Administration, SEM-3**  
**Subject Name- Management of Industrial Relation and Legislation (MIRL)**  
**Subject Code- MBA031090**

➤ **Course Overview:**

**By learning MIRL, we can learn how**

- To safeguard the workers economic and social interest.
- To contribute to the economic development of the country through productivity.
- To establish a full employment situation.
- To minimise strikes, lockout, Heroes, etc., by providing good working conditions and fair wages to the workers.

**1. Learning Outcome:**

Learning Outcome (Learner will be able to)
<i>Explain and discuss</i> different provisions of labor laws and norms which are to be followed as mandated to employees; particularly while handling disciplinary issues, grievance or dispute as well as legal compliance
<i>Explain</i> the need of labor welfare practices and administration for peaceful Industrial relation.
<i>Discuss and analyze</i> requirement of different labor laws and the different mechanisms of addressing disputes, grievances and workers' welfare and discipline.
<i>Reflect</i> on different legal provisions and their importance in maintaining Industrial relation and worker participation.

**LO – PO Mapping: Correlation Levels:**

**1 = Slight (Low); 2 = Moderate (Medium); 3 = Substantial (High), “-“= no correlation**

Sub. Code:	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
LO1-	3	3	1	1	2	2	3	2	3
LO2-	3	3	3	-	-	2	2	2	3
LO3-	3	3	3	3	-	2	3	2	2
LO4-	3	3	3	2	1	2	2	1	2

**2. Course Duration:** The course duration is of **40 sessions of 60 minutes each.**

**3. Course Contents:**

Module	Content	No. of Hours	Marks ( out of ___)
<b>1. Introduction to Industrial Relations</b>	<ul style="list-style-type: none"> <li>• Aspects of industrial relations, conflict and cooperation, parties in industrial relations, workers</li> <li>• employers and government,</li> </ul>	8	20

	<ul style="list-style-type: none"> <li>• Concept and determinants of Industrial relations the Indian scenario</li> <li>• Managing Industrial Relations changes</li> </ul>		
<b>2. Worker's Participation in Management</b>	<ul style="list-style-type: none"> <li>• Levels &amp; Mode of participation,</li> <li>• Works Committee,</li> <li>• Joint Management councils,</li> <li>• Worker Director,</li> <li>• Grievance Procedure,</li> <li>• QC.</li> </ul>	6	20
<b>3. The Factories Act 1948</b>	<ul style="list-style-type: none"> <li>• Definition,</li> <li>• approval,</li> <li>• licensing and registration,</li> <li>• health, safety and welfare measures employment of women and young persons,</li> <li>• leave with wages and weekly holidays.</li> </ul>	10	20
<b>4. Miscellaneous</b>	<ul style="list-style-type: none"> <li>• Employee Discipline</li> <li>• Grievance Handling Machinery</li> <li>• Arbitration and Adjudication</li> <li>• Collective Bargaining</li> <li>• Sexual harassment of women in workplace</li> </ul>	12	20
<b>5. Practical</b>	Students can present case studies, role play, in the concern of learning the practical aspects of the topics from module 1-4.	4	20

#### 4. Pedagogy:

- ICT enabled Classroom teaching
- Case study
- Practical / live assignment
- Interactive class room discussions

#### 5. Evaluation: Students shall be evaluated on the following components:

A	Internal Evaluation (Internals)	Total Marks 70
	Visit to any one company (discuss the practical implication of employee's health and safety norms.)	20
	Case Study (any 2)	20
	Quiz (MCQ based)	10
	Presentations on the Current topic and Trends	20
<b>B</b>	<b>Mid Semester Examination ( Mid Term) 40 % Passing</b>	<b>30 Marks</b>

	<b>Marks</b>	
<b>C</b>	<b>End Semester Examination ( Final Examination) 40% passing marks</b>	<b>50 Marks</b>

### **6. Reference Books:**

S. No.	Author	Name of the Book	Publisher	Edition
1.	N D Kapoor			Latest Edition
2.	Subah Rao			Latest Edition

Note: Wherever the standard books are not available for the topic appropriate print and online resources, journals and books published by different authors may be prescribed.

### **7. List of Journals / Periodicals / Magazines / Newspapers / Web resources, etc.**

1. Journal of Industrial Relations

**Prepared by-**

**Dr. Nidhi Koushal Yadav**

**Faculty- Marketing & HR**

**Rajju Shroff ROFEL University**  
**Syllabus for Master of Business Administration, SEM-3**  
**Subject Name- Integrated Marketing Communications**  
**Subject Code- MBA031100**

➤ **Course Overview:**

By learning IMC principles, students gain the skills necessary to navigate today's complex marketing landscape, where integration across multiple channels is paramount. This course fosters critical thinking and strategic planning abilities, enabling students to develop effective campaigns that resonate with target audiences. Understanding IMC enhances students' employability prospects, as businesses increasingly seek professionals who can orchestrate cohesive marketing strategies.

<b>Subject name</b>	IMC	<b>Subject Code</b>	MBA031100
<b>Semester</b>	III	<b>Credits</b>	4
<b>Teaching Hours</b>	40		

**1. Learning Outcome:**

CO1	Define what Integrated Marketing Communications (IMC) is and learn how the marketing process works.
CO2	Learn the theories on how advertising works and how consumers make decisions.
CO3	Develop an integrated strategies and learn about message strategies, advertising appeals and executional frameworks.
CO4	Know the elements, latest trends and tools used for a marketing communications mix & ethical implications of advertising.

CO- PO Mapping: Correlation Levels:

1= Slight (Low); 2= Moderate (Medium); 3= Substantial (High); “-“= no correlation

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
CO1	3	3	2	-	2	-	-	-	2
CO2	3	3	2	2	3	-	-	2	2
CO3	3	2	3	2	3	1	2	1	1
CO4	2	3	3	-	3	1	3	1	2

**2. Course Duration:** The course duration is of **40 sessions of 60 minutes each.**



### 3. Course Contents:

Module No:	Contents	No. of Sessions	(External Evaluation)
I	<p><b>Integrated Marketing Communications:</b></p> <ul style="list-style-type: none"> <li>• An Overview of Integrated Marketing Communications:</li> <li>• Marketing Communication Objectives, concepts, terms</li> <li>• Promotional Mix Elements</li> <li>• The Tools of Marketing Communications (brief characteristics)</li> <li>• Integration of Marketing Communications</li> <li>• IMC planning process</li> <li>• Response hierarchy models:               <ul style="list-style-type: none"> <li>- AIDA, AIETA, FCB Grid</li> </ul> </li> </ul>	10	12
II	<p><b>Budgeting &amp; Advertising:</b></p> <ul style="list-style-type: none"> <li>• Setting Marcom Objectives</li> <li>• Hierarchy of effects model, DAGMAR</li> <li>• Marcom budgeting and methods of budgeting</li> <li>• Creating effective advertising:               <ul style="list-style-type: none"> <li>- Defining creativity</li> <li>- Hierarchy of impressions</li> </ul> </li> </ul> <p><b>Overview of advertising management:</b></p> <ul style="list-style-type: none"> <li>• Decisions Required for an Effective Communications Campaign</li> <li>• Building Customer Based Brand Equity</li> <li>• Brand Loyalty</li> <li>• How to Run a Successful Marketing Communications Campaign?</li> <li>• How to Choose a Marketing Communications Agency?</li> <li>• Structure of an Advertising Agency</li> <li>• What are the Main Skills Required to Work in an Advertising Agency?</li> <li>• Mastering Brand Management</li> </ul>	10	13
III	<p><b>Advertising Management &amp; Design:</b></p> <ul style="list-style-type: none"> <li>• Theoretical Approaches to Advertising Design</li> <li>• Message Strategies I - Cognitive</li> <li>• Message Strategies II – Affective &amp; Conative</li> <li>• Advertising Appeals I – Emotional, Fear, Humor</li> <li>• Advertising Appeals II – Rationality, Sex, Scarcity</li> <li>• Executional Frameworks I - Animation, Slice of Life, Dramatization, Informative</li> <li>• Executional Frameworks II – Testimonial, Authoritative, Demonstration, Fantasy</li> <li>• Spokesperson Selection</li> <li>• How Should a Creative Brief Be? What are the Main Steps of the Creative Process? FCB Point of View &amp; McCann Point of View</li> </ul>	10	13

<b>IV</b>	<b>Marketing Communication Mix:</b> <ul style="list-style-type: none"> <li>• Sales Promotions</li> <li>• Public Relations, Sponsorships &amp; Cause Related Marketing</li> <li>• Alternative Marketing</li> <li>• Crisis Management</li> <li>• Digital Marketing &amp; Social Media</li> <li>• What are the Latest Trends in Digital Marketing?</li> <li>• Search Engine Optimization &amp; Content Marketing</li> <li>• Evaluation of an Integrated Marketing Communications Campaign</li> <li>• Ethical Implications in the field of advertising &amp; Privacy concerns</li> </ul>	10	12
<b>V</b>	<b>Continuous Evaluation</b> Includes Presentations, Quiz, Field work, Classroom interactions, overall behavior	---	Internal Evaluation of <b>70M</b>

#### 4. Pedagogy:

- a. ICT enabled Classroom teaching
- b. Case study
- c. Practical / live assignment
- d. Interactive class room discussions

#### 5. Evaluation:

Students shall be evaluated on the following components:

	<b>Evaluation</b>	<b>Marks</b>
<b>A</b>	<b>Continuous Evaluation Component</b>	<b>70</b>
<b>B</b>	<b>Mid-Semester examination</b>	<b>30</b>
<b>C</b>	<b>End –Semester Examination</b>	<b>50</b>

#### 6. Reference Books:

No.	Author	Name of the Book	Publisher	Year of Publication / Edition
1	Kenneth E. Clow, Donald Baack	Integrated Advertising, Promotion, and Marketing Communications	Pearson	Eighth Edition (Global)
2	Terence A. Shimp, J. Craig Andrews	Advertising Promotion and Other Aspects of Integrated Marketing Communications	Cengage	9 <sup>th</sup> Edition
3	Kruti Shah	Advertising and Integrated Marketing Communications	McGraw Hill	Latest Edition

#### 7. List of Journals / Periodicals / Magazines / Newspapers / Web resources, etc.

- International Journal of Advertising
- Indian Journal of Marketing
- Web Sources - Integrated Marketing Communications: Advertising, Public Relations, Digital by IE Business School, Coursera

**Designed By, Tejas Mehta**  
**Faculty: Marketing**

**Rajju Shroff ROFEL University**  
**Syllabus for Master of Business Administration, SEM-3**  
**Subject Name- Consumer Behaviour (CB)**  
**Subject Code- MBA031110**

➤ **Course Overview:**

Consumer Behavior allows a marketer to understand his consumer better and create products that will have a high demand. It will also allow businesses to better place their products in the market and provide outstanding customer service, which will result in gaining customer loyalty.

**1. Learning Outcome:**

Learning Outcome (Learner will be able to)
Discuss the rationale for studying consumer behavior
Identify and explain factors which influence consumer behavior inclusive of society and culture.
Develop communication skills both orally and in writing within marketing context.
Demonstrate the capability to work both independently and in a team environment employing inquiry processes to complete marketing projects.

**LO – PO Mapping: Correlation Levels:**

**1 = Slight (Low); 2 = Moderate (Medium); 3 = Substantial (High), “-“= no correlation**

Sub. Code:	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
LO1-	3	2	-	2	-	3	2	2	3
LO2-	3	2	3	2	3	1	2	2	2
LO3-	2	2	2	3	-	2	1	2	2
LO4-	2	2	2	1	1	3	1	2	3

**2. Course Duration:** The course duration is of **40 sessions of 60 minutes each.**

**3. Course Contents:**

Module	Content	No. of Hours	Marks (out of ___)
<b>1. INTRODUCTION TO CONSUMER BEHAVIOUR</b>	Evolution of consumer behavior, understanding consumers and market segments, consumer behavior and marketing strategy, psychographic dimensions, consumer motivation, perception, personality, information processing, attitude formation and attitude change.	8	20

<p><b>2. SOCIAL AND CULTURAL ENVIRONMENT</b></p>	<p>Economic, demographic, cross cultural and socio-cultural influences, Cultural relevance to marketing decisions, Characteristics of culture, Cultural Values, Cultural Changes, Cross cultural understandings social stratification, reference groups and family influences, personal influence. Family: Role &amp; Structure,  Family Life Cycle, purchasing decisions, changing role of families.</p>	<p>12</p>	<p>20</p>
<p><b>3. COMMUNICATION, CONSUMER DECISION PROCESSES AND CONSUMER BEHAVIOUR</b></p>	<p>Components of communications process, designing persuasive communication and diffusion of innovations, models of buyer behavior, Howard model, Howard- Sheth model, EKB model, Webster and wind model and Sheth industrial buyer behavior model.  High and low involvement, pre-purchase processes, purchase, post purchase processes, consumption and evaluation, brand loyalty and repeat purchase behavior.</p>	<p>10</p>	<p>20</p>
<p><b>4. CONSUMERISM, CUSTOMER RELATIONSHIP MANAGEMENT AND CUSTOMERLOYALTY</b></p>	<p>The roots of consumerism, consumer safety, consumer information, environmental concerns, consumer privacy, legislative responses to consumerism and marketer responses to consumer issues.  Facets and elements of CRM, CRM process, Importance of CRM, planning and managing CRM programme.  Concept of customer loyalty, customer value assessment,</p>	<p>8</p>	<p>20</p>

	customer retention strategies, CRM in services, E-CRM.		
<b>5. Practical</b>	Students can present case studies, role play, poster making in the concern of learning the practical aspects of the topics from module 1-4.	2	20

#### 4. Pedagogy:

- ICT enabled Classroom teaching
- Case study
- Practical / live assignment
- Interactive class room discussions

#### 5. Evaluation: Students shall be evaluated on the following components:

A	Internal Evaluation (Internals)	Total Marks 70
	Small field project ( <b>Small Field project to know CB</b> )	20
	Case Study (any 2)	20
	Quiz (MCQ based)	10
	Presentations on the Current topic and Trends	20
B	<b>Mid Semester Examination ( Mid Term) 40 % Passing Marks</b>	<b>30 Marks</b>
C	<b>End Semester Examination ( Final Examination) 40% passing marks</b>	<b>50 Marks</b>

#### 6. Reference Books:

S. No.	Author	Name of the Book	Publisher	Edition
1.	N. Venkat Rao, P. Naga Raju (2011),	Consumer Behaviour	Students Helpline Publishing House Private Limited, Hyderabad	Latest
2.	Leen G. Schiffman, L.H. Kanuk (2009),	Consumer Behaviour	Pearson Education, India	Latest
	<b>Ramanuj Majumdar</b>	Consumer Behaviour	<i>Prentice Hall of India, New Delhi,</i>	2011

Note: Wherever the standard books are not available for the topic appropriate print and online resources, journals and books published by different authors may be prescribed.

#### 7. List of Journals / Periodicals / Magazines / Newspapers / Web resources, etc.

- International Journal of Consumer Behaviour
- Indian Journal of Marketing

Prepared by-

**Dr. Nidhi Koushal Yadav**  
Faculty- Marketing & HR

**Rajju Shroff ROFEL University**  
**Syllabus for Master of Business Administration, SEM-III**  
**Subject Name- Services Marketing**  
**Subject Code-MBA031120**

**Course Overview:**

The subject explains that how service businesses should be managed to achieve customer satisfaction. In addition to studying key concepts, organizing frameworks, and tools of service marketing, students will be introduced to a wide array of organizations from around the world especially India. From the learning one can draw important lessons on how to succeed in increasingly competitive service markets. Learning about the distinctive characteristic of services and how they affect both consumer behaviour and marketing strategy will give important insights- and perhaps create a competitive advantage.

<b>Subject name:</b>	<b>Services Marketing</b>	<b>Subject Code:</b>	
<b>Semester</b>	<b>III</b>	<b>Credits</b>	<b>4</b>
<b>Teaching Hours</b>	<b>40</b>		

**1. Learning Outcome:**

<b>LO1</b>	Understand the Concept of Services. To provide students with an appreciation of concepts, functions, and techniques of the craft of marketing services
<b>LO2</b>	Identify critical issues in service design including the nature of service products & markets, building the service model, and creating customer value.
<b>LO3</b>	Analyse the role and relevance of Quality & Service recovery in Services. To provide an in depth appreciation and understanding of the unique challenges inherent in managing and delivering quality services
<b>LO4</b>	Build and improve on the ability to To promote a customer service oriented mindset.

LO- PO Mapping: Correlation Levels:

1= Slight (Low); 2= Moderate (Medium); 3= Substantial (High); “- “= no correlation

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
LO1	3	1	1	-	3	1	-	1	1
LO2	3	1	3	1	2	1	1	3	1
LO3	2	3	-	3	-	2	1	1	1
LO4	3	1	-	-	1	-	-	2	1

**2.Course Duration:** The course duration is of **40 sessions of 60 minutes each.**

**3.Course Contents:**

<b>Module No:</b>	<b>Module Content</b>	<b>No. of Sessions</b>	<b>70 Marks (External Evaluation)</b>

I	<p><b>Basics of Services Marketing:</b> Basic concept of services, Broad categories of services, Distinctions between services and goods; Services, Marketing Mix – 7 Ps, Customer Behaviour in Service Encounter: Pre-purchase Stage Service-Encounter Stage, Post-Encounter Stage, Customer Expectations and Perceptions of Services –Zone of Tolerance Customer driven services marketing, Segmenting Service markets Principles of positioning services</p>	10	12
II	<p><b>Services Marketing Mix:</b> Service as a Product, Core and Supplementary Elements, Branding Service Firms, Products and Experiences, New Service Development Pricing Services- Pricing Strategies, Role of Non-Monetary Costs, Revenue Management, Yield Management, Delivering the Services, Service Distribution, Role of Customers in Service Delivery, Delivery through Intermediaries, Franchising, Electronic Channels, Self-Service Technologies</p>	10	13
III	<p><b>Services Marketing Mix:</b> Promoting Services, Strategic Service Communication, Promoting Tangibles and overcoming problems of intangibility, Crafting Effective Messages, Services Marketing Communication Mix, Services Marketing Mix - Expanded: People in Services, Role and importance of human resource in service delivery, Effective HRM Practices, Service Culture and Leadership, Service Process, Designing &amp; documenting service processes, Service blueprinting, Service Process Redesign</p>	10	13
IV	<p><b>Services Marketing Mix - Expanded:</b> Physical Evidence of Services- Purpose, Service, Environment, Dimensions and Consumer Response Theory. Managing Capacity and Demand: Understanding Capacity Demand Patterns, Strategies for Matching Capacity and Demands. Service Quality: Services Quality Gaps Model; Measuring and Improving Service Quality. Soft and hard measures of service quality, Complaint handling and Service Recovery: Customer complaining behaviour, Customer responses to effective service recovery, Principles of effective service recovery</p>	10	12



<b>V</b>	<b>Continuous Evaluation</b> Includes Presentations, Quiz, Field work, Classroom interactions, overall behavior	-- -	Internal Evaluation of <b>70M</b>
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#### 4. Pedagogy:

- a. ICT enabled Classroom teaching
- b. Case study
- c. Practical / live assignment
- d. Interactive class room discussions

#### 5. Evaluation:

Students shall be evaluated on the following components:

	<b>Internal Evaluation</b>	<b>Marks</b>
<b>A</b>	<ul style="list-style-type: none"> <li>• Continuous Evaluation Component</li> </ul>	<b>70</b>
	<ul style="list-style-type: none"> <li>• Class Presence &amp; Participation</li> </ul>	
	<ul style="list-style-type: none"> <li>• Quiz</li> </ul>	
<b>B</b>	<b>Mid-Semester examination</b>	<b>30</b>
<b>C</b>	<b>End –Semester Examination</b>	<b>50</b>

#### 6. Reference Books:

No.	Author	Name of the Book	Publisher	Year of Publication / Edition
1	Jochen Wirtz, Christopher Lovelock, Jayanta Chatterjee	Services Marketing: People, Technology, Strategy	Pearson Education	Latest
2	Valeire Zeithnal, Mary Jo Bitner, Dwayne D. Gremier, Ajay Pandit	Services Marketing: Integrating Customer Focus Across the Firm	McGraw Hill	Latest
3	K. Rama Mohan Rao	Services Marketing	Pearson	Latest Edition
4	Rajendra Nargundkar	Services Marketing	McGraw Hill	Latest Edition
5	R. Srinivasan	Services Marketing: The Indian Context	PHI	Latest Edition
6	Vasanti Venugopal, Raghu V. N.	Services Marketing	Himalaya	Latest Edition

#### 7. List of Journals / Periodicals / Magazines / Newspapers / Web resources, etc.

1. Journal of Services Marketing
2. Services Marketing Quarterly
3. Services Marketing Journal (IUP)
4. Journal of Financial Services Marketing
5. Indian Journal of Marketing

**Designed By:**  
**Dr. Nupur Angirish**  
**Faculty: Marketing & H.R.**

**Rajju Shroff ROFEL University**  
**Syllabus for Master of Business Administration, SEM-3**  
**Subject Name- Operations Research (OR)**  
**Subject Code – MBA031130**

➤ **Course Overview:**

This course focuses on the important current topics / trends / issues in strategic management. It concentrates on modern analytical approaches and enduring of successful strategic practices. It is designed with modern outlook and global perspective and as per the current trends and challenges. Course has been designed in a way that students can learn the analysis and interpretation of business environment and can understand strategic practices adopted by the firms at corporate level, Business Level and global levels

<b>Subject name</b>	<b>Operations Research</b>	<b>Subject Code</b>	<b>MBA031130</b>
<b>Semester</b>	III	<b>Credits</b>	4
<b>Teaching Hours</b>	40		

**2. Learning Outcomes:**

LO1	An understanding and appreciation of linear optimization models as effective tools in addressing problems that are relevant to decision making in business, economics and other related areas.
LO2	<i>Formulate</i> Linear Programming models for service and manufacturing systems, and apply operations research techniques and algorithms to solve these LP problems.
LO3	<i>Formulate</i> Queuing models for service and manufacturing systems, and <i>apply</i> operations research techniques and algorithms to solve these transportation and Queuing problems to enhance customer service.
LO4	<i>Identify</i> project goals, constraints, deliverables, performance criteria, control needs, and resource requirements in order to achieve project success

LO- PO Mapping: Correlation Levels:

1= Slight (Low); 2= Moderate (Medium); 3= Substantial (High); “-“= no correlation

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
LO1	3	1	1	-	3	2	-	1	2
LO2	3	2	3	1	2	2	1	3	1
LO3	2	3	-	3	-	2	1	1	1
LO4	2	1	3	2	1	-	2	2	1

**3. Course Duration:** The course duration is of **40 sessions of 60 minutes each.**

**4. Course Contents:**

Module No:	Contents	No. of Sessions	50 Marks (External Evaluation)
I	<p><b>Operations Research:</b></p> <ul style="list-style-type: none"> <li>• Definition, Features of OR approach</li> <li>• Modelling in OR: <ul style="list-style-type: none"> <li>• Mathematics – The Language of Modelling</li> <li>• Classification of models</li> <li>• Building a Mathematical Model, Verifying and Refining a Model, Variables and Parameters</li> <li>• Advantages of model building</li> </ul> </li> <li>• Methodology of Operations Research</li> </ul> <p><b>Linear Programming:</b></p> <ul style="list-style-type: none"> <li>• Structure of the Linear Programming model</li> <li>• Advantages, limitations and applications</li> <li>• Guidelines on linear programming model formulation</li> </ul>	8	08
II	<p><b>Linear Programming: Graphical Method: (Theory and numerical)</b></p> <ul style="list-style-type: none"> <li>• Graphical solution methods:</li> <li>• Extreme point solution method, Maximization and Minimization Models, mixed constraints</li> <li>• Alternative optimal solutions, Unbounded Solution, infeasible solution, redundancy</li> </ul> <p><b>Linear Programming: Simplex Method: (Theory and numerical)</b></p> <ul style="list-style-type: none"> <li>• Additional Variables Used in Solving LPP</li> <li>• Maximization Case</li> <li>• Minimization LP Problems <ul style="list-style-type: none"> <li>○ Two phase method, Big M Method,</li> </ul> </li> <li>• Resolving complications <ul style="list-style-type: none"> <li>○ Unrestricted variables, Degeneracy</li> </ul> </li> <li>• Types of solutions <ul style="list-style-type: none"> <li>○ Optimal, unbounded, infeasible</li> </ul> </li> </ul> <p><b>Sensitivity Analysis (Only theory)</b></p>	12	14
III	<p><b>Transportation Model: (Theory and numerical)</b></p> <ul style="list-style-type: none"> <li>• Mathematical Formulation, Network Representation of Transportation Model, General Representation of Transportation Model.</li> <li>• Finding initial solutions: <ul style="list-style-type: none"> <li>▪ North-West Corner Method, Least Cost Method, Vogel's Approximation Model</li> </ul> </li> <li>• Variations: <ul style="list-style-type: none"> <li>○ Unbalanced supply and demand</li> <li>○ Degeneracy</li> <li>○ Alternative optimal solutions</li> <li>○ Prohibited routes</li> </ul> </li> <li>• Maximization Transportation Problem.</li> <li>• Transshipment Problem.</li> </ul>	12	14

	<p><b>Waiting Model (Queuing Theory):</b></p> <ul style="list-style-type: none"> <li>• Queuing Systems, Characteristics of Queuing System</li> <li>• Structure of a queuing system, performance measures, probability distributions in queuing systems</li> <li>• Classification of queuing models</li> <li>• Symbols and Notations,</li> <li>• Single Server Queuing Model</li> </ul>		
IV	<p><b>Markov Chains: (Only theory)</b></p> <ul style="list-style-type: none"> <li>• Characteristics, applications</li> <li>• State and transition probabilities</li> <li>• Steady state equilibrium</li> </ul> <p><b>Game Theory:</b></p> <ul style="list-style-type: none"> <li>• Introduction</li> <li>• Two-Person Zero-Sum Game</li> <li>• Pure Strategies: Game with Saddle Point</li> <li>• Mixed Strategies: Games without Saddle Point, Dominance Property</li> <li>• Solving Problem on the Computer with TORA</li> <li>• Solving LP Model Games Graphically Using Computer</li> </ul> <p><b>Simulation:</b></p> <ul style="list-style-type: none"> <li>• Definition, types, steps of simulation</li> <li>• Advantages and Disadvantages of Simulation</li> <li>• Monte Carlo Simulation</li> <li>• Simulation of Demand Forecasting Problems</li> <li>• Simulation of Queuing Problems.</li> </ul>	8	14
V	<p><b>Practical:</b></p> <ul style="list-style-type: none"> <li>• Conduct simulations for transportation, queuing and network problems.</li> <li>• Solve operations management problems using OR tools and techniques.</li> </ul> <p>Conduct OR problems on software</p>	---	Internal Evaluation of 70M

### 5. Pedagogy:

- ICT enabled Classroom teaching
- Case study
- Practical / live assignment
- Interactive class room discussions

### 6. Evaluation:

Students shall be evaluated on the following components:

	<b>Evaluation</b>	<b>Marks</b>
<b>A</b>	<b>Continuous Evaluation Component</b>	<b>70</b>
<b>B</b>	<b>Mid-Semester examination</b>	<b>30</b>
<b>C</b>	<b>End –Semester Examination</b>	<b>50</b>

## Reference Books:

### 7. Reference Books:

No.	Author	Name of the Book	Publisher	Year of Publication / Edition
1	S. R. Yadav, A. K. Malik	Operations Research	Oxford	2014
2	J. K. Sharma	Operations Research: Theory and Application	Trinity Press	2017
3	Hamdy A. Taha	Operations Research : An Introduction	Pearson	Latest Edition
4	P. Mariappan	Operations Research	Pearson	2013
5	Frederick S. Hillier, Gerald J. Liberman	Introduction to Operations Research	McGraw Hill	Latest Edition
6	Prem Kumar Guptha, D. S. Hira	Operations Research	S. Chand	2014

Note: Wherever the standard books are not available for the topic appropriate print and online resources, journals and books published by different authors may be prescribed.

### 8. List of Journals / Periodicals/Magazines/Newspapers / Web resources, etc.

1. International Journal of Operational Research
2. International Journal of Applied Operational Research
3. Opsearch (Journal published by Operational Research Society of India)
4. The IUP Journal of Operations Management
5. <http://ifors.org/india/>

**Rajju Shroff ROFEL University**  
**Syllabus for Master of Business Administration, SEM-3**  
**Subject Name –Services Operations Management**

**Subject Code- MBA031140**

➤ **Course Overview:**

This course provides MBA students with a comprehensive understanding of the key concepts, strategies, and tools used in managing service operations. This course prepares students to manage and optimize service operations, ensuring efficiency and customer satisfaction in various service industries.

<b>Subject name</b>	SOM	<b>Subject Code</b>	MBA031140
<b>Semester</b>	III	<b>Credits</b>	4
<b>Teaching Hours</b>	40		

**1. Learning Outcome:**

LO1	Understanding Service Characteristics and Sector Importance
LO2	Learning Site Selection and Service Operations Management
LO3	Developing skills in managing service capacity and inventory
LO4	Apply the principles, tools and techniques of service design.

LO- PO Mapping: Correlation Levels:

1= Slight (Low); 2= Moderate (Medium); 3= Substantial (High); “-“= no correlation

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
LO1	3	3	2	-	2	1	1	1	3
LO2	2	3	3	-	1	2	1	1	3
LO3	3	3	3	-	-	2	-	-	1
LO4	3	3	3	2	2	2	-	-	1

**2. Course Duration:** The course duration is of **40 sessions of 60 minutes each.**

**3. Course Contents:**

<b>Module No:</b>	<b>Contents</b>	<b>No. of Sessions</b>	<b>(External Evaluation)</b>
<b>I</b>	Services: Characteristics of Services, Importance of Service Sector, Classification framework, Service Delivery System – Process Flow Diagrams, Process Simulation, Site Selection for Services: Types of Service Firms –Demand Sensitive Services, Delivered Services, Quasi-manufacturing Services, Site Selection for Demand Sensitive Services – Factor Rating, Regression, GIS, Gravity Model of Demand, Site Selection for Delivered Services – Expected Results	10	12
<b>II</b>	Mathematical Solution Methods for delivered services, Site Selection for Quasi- Manufacturing Services –Mixed Linear / Integer Programming for Location Selection Yield Management: □ Capacity Strategies, Yield Management, Overbooking,	10	13

	Allocating Capacity – Static Methods, Nested Static Methods, Dynamic Methods. Pricing, Implementation issues – Alienating Customers, Customer Class Cheating, Employee Empowerment, Cost and Implementation Time		
<b>III</b>	Inventory Management in Services: • Services versus Manufacturing Inventory • Set Up and Ordering Costs • Number of Products • Limited Shelf Space • Lost Sales versus Back Orders Product Substitution • Demand Variance • Information Accuracy • The Newsvendor Model • Multiple Products and Shelf Space Limitations • Inventory Inaccuracy –Revenue Sharing, Markdown Money, Ph Phantom Stockouts, Inventory Inaccuracy, Shrinkage	10	13
<b>IV</b>	Offshoring and Outsourcing: • Outsourcing – Contract risk, Outsource Firm Risk and Pricing Risk, Competitive Advantage and Information Privacy Risk, Firm Specific Risks, Offshoring, Quantifying Offshoring, Offshoring and Competitive Capabilities – Cost, Non-cost Issues.	10	12
<b>V</b>	<b>Continuous Evaluation</b> Includes Presentations, Quiz, Field work, Classroom interactions, overall behavior	---	Internal Evaluation of <b>70M</b>

#### 4. Pedagogy:

- ICT enabled Classroom teaching
- Case study
- Practical / live assignment
- Interactive class room discussions

#### 5. Evaluation:

Students shall be evaluated on the following components:

	<b>Evaluation</b>	<b>Marks</b>
<b>A</b>	<b>Continuous Evaluation Component</b>	<b>70</b>
<b>B</b>	<b>Mid-Semester examination</b>	<b>30</b>
<b>C</b>	<b>End –Semester Examination</b>	<b>50</b>

#### 6. Reference Books:

No.	<b>Author</b>	<b>Name of the Book</b>	<b>Publisher</b>	<b>Year of Publication / Edition</b>
1	SanjeevBordoloi , James A. Fitzsimmons, Mona J. Fitzsimmons	Service management: Operations, Strategy, Information Technology	McGraw Hill	Latest Edition
2	Robert Johnston, Graham Clark, Michael Shulver	Service Operations Management: Improving Service Delivery	Pearson	Latest Edition



3	Richard D. Metters	Successful Service Operations	Cengage	Latest Edition
4	SunetraRoday, ArchanaBiwal, Vandana Joshi	Tourism: Operations and Management	Oxford	Latest Edition
5	G. Raghubalan, SmriteeRaghubalan	Hotel Housekeeping: Operations and Management	Oxford	Latest Edition
6	R. Singaravelavan	Food and Beverage Services	Excel	Latest Edition
7	Joan V. Gallos, Edgar H. Schein	Organization Development: A Jossey-Bass reader	Oxford	Latest Edition

**7. List of Journals / Periodicals / Magazines / Newspapers / Web resources, etc.**

1. Manufacturing and Service Operations Management
2. International Journal of Services and Operations Management
3. International Journal of Operational Research
4. International Journal of Applied Operational Research
5. Opsearch (Journal published by Operational Research Society of India)
6. The IUP Journal of Operations Management
7. <http://ifors.org/india/>

Designed By,

**Dr. Nupur Angirish**

**Faculty: Marketing & H.R**

**Rajju Shroff ROFEL University**  
**Syllabus for Master of Business Administration, SEM-3**  
**Subject Name- Production Planning and Control (PPC)**  
**Subject Code- MBA031150**

**1. Learning Outcome:**

Learning Outcome (Learner will be able to)
Describe and determine the effect of product, process, inventory costs, product forecasting, operations strategies, and schedule design parameters on design of materials requirements planning, inventory planning, capacity planning, and production planning/control systems.
Deduce the applicability of latest developments across the world in the domain of production planning and production control.
Assess the relationships between people, process, technology, productivity and quality and how it contributes to the competitiveness of firms.
Design, develop, and analyze a Master Production Schedule and a resultant Materials Requirement Plan (MRP) for a complete production facility.

**LO – PO Mapping: Correlation Levels:**

**1 = Slight (Low); 2 = Moderate (Medium); 3 = Substantial (High), “-“= no correlation**

Sub. Code:	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
LO1-	3	3	3	2	2	2	2	2	2
LO2-	2	3	2	2	3	2	1	2	3
LO3-	2	3	3	1	2	2	2	2	2
LO4-	3	3	3	2	2	2	2	2	2

**2. Course Duration:** The course duration is of **40 sessions of 60 minutes each.**

**3. Course Contents:**

Module	Content	No. of Hours	Marks ( out of ___)
<b>I</b>	<p><b>Overview of Production Planning and Control:</b></p> <ul style="list-style-type: none"> <li>• Introduction</li> <li>• Phases of production</li> <li>• Functions of production planning and control</li> <li>• Relationship of PPC with other departments</li> <li>• Types of production systems</li> <li>♣ Types, concepts, applications</li> </ul> <p>• <b>Levels of manufacturing:</b></p> <ul style="list-style-type: none"> <li>♣ Aggregate planning</li> <li>♣ Master production schedule</li> <li>♣ Material requirement planning</li> </ul> <p>• <b>Manufacturing methods:</b></p> <ul style="list-style-type: none"> <li>♣ Projects and job work</li> <li>♣ Batch production</li> <li>♣ Mass / flow production</li> </ul>	8	20

	♣ Continuous / process production		
<b>II</b>	<p><b>Prerequisites of PPC:</b></p> <ul style="list-style-type: none"> <li>• Data pertaining to design, equipment, raw materials, tooling, performance standards, labor and operating systems.</li> </ul> <p><b>Demand Forecasting:</b></p> <ul style="list-style-type: none"> <li>• Introduction. Meaning and need for forecast</li> <li>• Quantitative and qualitative methods of forecast</li> </ul> <p><b>Order preparation:</b></p> <ul style="list-style-type: none"> <li>• Work order preparation for different manufacturing methods</li> <li>• Subsidiary orders</li> <li>• Shop or production orders</li> <li>• Inspection orders ,</li> <li>• Store issue orders</li> </ul> <p><b>Industrial Safety Management:</b></p> <ul style="list-style-type: none"> <li>• Meaning, legal aspect of safety</li> <li>• Causes of accident</li> <li>• Work permit procedures in plant, safety equipment, PPE's, breathing apparatus, safety belt, etc.</li> </ul>	10	20
<b>III</b>	<p><b>Capacity Planning:</b></p> <ul style="list-style-type: none"> <li>• Capacity Planning, Integrated Production Planning and Control.</li> </ul> <p><b>Facility or Layout Planning and Analysis:</b></p> <ul style="list-style-type: none"> <li>• Introduction Objectives of Layout</li> <li>• Classification of Facilities</li> <li>• Basis for Types of Layouts</li> <li>• Importance of layout decisions</li> <li>• Nature of layout problems</li> <li>• Redesigning of a layout</li> <li>• Manufacturing facility layouts</li> <li>• Layout Planning</li> <li>• Evaluating Plant Layouts</li> <li>• Assembly Line Balancing Material handling</li> </ul>	10	20
<b>IV</b>	<p><b>Scheduling:</b></p> <ul style="list-style-type: none"> <li>• Forms of Schedules</li> <li>• Factors influencing scheduling</li> </ul> <p><b>Product sequencing, dispatching:</b></p> <ul style="list-style-type: none"> <li>• Progress report &amp; expectation of manufacturing lead time technique for aligning completion time &amp; due dates.</li> </ul> <p><b>Aggregate Planning:</b></p> <ul style="list-style-type: none"> <li>• Introduction</li> </ul>	10	20

	<ul style="list-style-type: none"> <li>• Requirement of Aggregate Plan</li> <li>• Steps in Developing an Aggregate Plan</li> <li>• Advantages of Aggregate Plan</li> <li>• Aggregate Planning Strategies</li> <li>• Planning Options</li> <li>• Selecting the Method in Aggregate Planning</li> <li>• Aggregate Planning in Services</li> </ul> <p><b>Maintenance Management:</b></p> <ul style="list-style-type: none"> <li>• Meaning, type, scope</li> <li>• Maintenance budget</li> <li>• Shut down maintenance, break down maintenance, corrective maintenance, preventive maintenance</li> </ul>		
<b>V Practical</b>	<ul style="list-style-type: none"> <li>• Visit different industries and service organizations to understand various production layout systems and PPC activities carried out by them</li> <li>• Prepare various documents associated with PPC.</li> </ul>	2	20

#### 4. Pedagogy:

- ICT enabled Classroom teaching
- Case study
- Practical / live assignment
- Interactive class room discussions

#### 5. Evaluation: Students shall be evaluated on the following components:

A	Internal Evaluation (Internals)	Total Marks 70
	Small field project ( <b>Small Field project to know CB</b> )	20
	Case Study (any 2)	20
	Quiz (MCQ based)	10
	Presentations on the Current topic and Trends	20
B	<b>Mid Semester Examination ( Mid Term) 40 % Passing Marks</b>	<b>30 Marks</b>
C	<b>End Semester Examination ( Final Examination) 40% passing marks</b>	<b>50 Marks</b>

#### 6. Reference Books:

S. No.	Author	Name of the Book	Publisher	Edition
1.	Seetharama L. Narsimhan, Dennis W. McLeavy, Peter J. Billington	Production Planning and Inventory Control	Pearson	Latest
2.	Hari Raghu Rama Sharma	Production Planning and Control: Concepts and Applications	Deep & Deep	Latest

Note: Wherever the standard books are not available for the topic appropriate print and online resources, journals and books published by different authors may be prescribed.

**7. List of Journals / Periodicals / Magazines / Newspapers / Web resources, etc.**

1. Production Planning and Control: The Management of Operations
2. Integrated Production Planning and Control
3. International Journal of Production Research

**Prepared by-**

**Dr. Nidhi Koushal Yadav**

**Faculty- Marketing & HR**

**Rajju Shroff ROFEL University**  
**Syllabus for Master of Business Administration, SEM-3**  
**Subject Name- Data Warehousing & Data Mining**  
**Subject Code- MBA031160**

➤ **Course Overview:**

The "Data Warehousing & Data Mining" course offers an in-depth exploration of the principles and practices essential for designing, implementing, and managing data warehouses. Students will learn to leverage data mining techniques to derive actionable insights, enhancing decision-making processes across various business functions. The course covers the latest trends in data mining, including web mining and spatial-temporal mining, emphasizing their applications in diverse industries. Practical projects and case studies will enable students to design data marts and warehouses tailored to organizational needs. By the end of the course, students will understand the strategic importance of data management and analytics in achieving business excellence.

<b>Subject name</b>	Data Warehousing & Data Mining	<b>Subject Code</b>	MBA031160
<b>Semester</b>	III	<b>Credits</b>	4
<b>Teaching Hours</b>	40		

**1. Learning Outcome:**

CO1	Explain and discuss the importance of data warehouses and their strategic role in a firm's IT infrastructure and decision-making processes.
CO2	Evaluate the role of data mining techniques in business decision making and the opportunities and challenges of managing data analytics.
CO3	Explore and assess recent trends in data mining, including web mining and spatial-temporal mining, and their application across different industries.
CO4	Design a data mart or data warehouse for an organization, evaluating methodologies and models used in data warehousing and their role in customer relationship management systems.

CO- PO Mapping: Correlation Levels:

1= Slight (Low); 2= Moderate (Medium); 3= Substantial (High); “-“= no correlation

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
CO1	3	3	3	2	2	2	1	2	2
CO2	3	3	3	2	2	2	1	2	2
CO3	3	3	3	2	3	1	1	2	2
CO4	3	3	3	2	2	2	1	2	2

**2. Course Duration:** The course duration is of **40 sessions of 60 minutes each.**

### 3. Course Contents:

Module No:	Contents	No. of Sessions	(External Evaluation)
I	<p><b>RDBMS concepts:</b></p> <ul style="list-style-type: none"> <li>• Introduction</li> <li>• Normalization (1NF to BCNF)</li> <li>• Structured Query Language (SQL)</li> <li>• Features of SQL</li> <li>• Data Definition Language (DDL)</li> <li>• Data Manipulation Language (DML)</li> <li>• Views, Functions in SQL</li> <li>• Group By and Having Clauses</li> <li>• Subqueries</li> <li>• Examples of SQL</li> </ul>	10	12
II	<p><b>Data warehousing concepts:</b></p> <ul style="list-style-type: none"> <li>• Difference between DWH and OLTP-based DBMS environments</li> <li>• Development Process, DW development life cycle</li> <li>• DW development Methodologies</li> <li>• DW Process framework</li> <li>• Data warehouse Design</li> <li>• Detailed Dimensional Modelling</li> <li>• Reporting and Query tools</li> <li>• Data Extraction</li> <li>• Transformation and Loading Process</li> <li>• Meta Data Management, Data Marts.</li> </ul> <p><b>Data Mining concepts:</b></p> <ul style="list-style-type: none"> <li>• Data Pre-processing including Data types, attributes and properties</li> <li>• Data Quality</li> <li>• Pre-processing</li> <li>• Types of Data Mining, cleaning, integration and reduction</li> </ul>	10	13
III	<p><b>Association Rule Mining and Classification:</b></p> <ul style="list-style-type: none"> <li>• Mining Frequent Patterns</li> </ul> <p><b>Associations and Correlations:</b></p> <ul style="list-style-type: none"> <li>• Mining Methods</li> <li>• Association Rules – Correlation Analysis, Constraint Based Association Mining</li> </ul> <p><b>Classification and Prediction:</b></p> <ul style="list-style-type: none"> <li>• Basic Concepts</li> <li>• Decision Tree Induction</li> <li>• Bayesian Classification, Rule Based Classification</li> <li>• Classification by Back Propagation</li> <li>• Support Vector Machines</li> <li>• Associative Classification</li> <li>• Lazy Learners</li> <li>• Other Classification Methods – Prediction.</li> </ul>	10	13

<b>IV</b>	<b>Clustering and Trends in Data Mining:</b> Cluster Analysis: <ul style="list-style-type: none"> <li>• Types of Data</li> <li>• Categorization of Major Clustering Methods</li> <li>• K-Means – Partitioning Methods, Hierarchical Methods, Density-Based Methods, Grid Based Methods, Model-Based Clustering Methods, Clustering High Dimensional Data, Constraint Based Cluster Analysis</li> <li>• Outlier Analysis.</li> <li>• Overview of Text Mining, Web mining &amp; Multimedia Data Mining.</li> <li>• Data Mining Applications.</li> </ul>	10	12
<b>V</b>	<b>Continuous Evaluation</b> Includes Presentations, Quiz, Field work, Classroom interactions, overall behavior	---	Internal Evaluation of <b>70M</b>

#### 4. Pedagogy:

- a. ICT enabled Classroom teaching
- b. Case study
- c. Practical / live assignment
- d. Interactive class room discussions

#### 5. Evaluation:

Students shall be evaluated on the following components:

	<b>Evaluation</b>	<b>Marks</b>
<b>A</b>	<b>Continuous Evaluation Component</b>	<b>70</b>
<b>B</b>	<b>Mid-Semester examination</b>	<b>30</b>
<b>C</b>	<b>End –Semester Examination</b>	<b>50</b>

#### 6. Reference Books:

<b>No.</b>	<b>Author</b>	<b>Name of the Book</b>	<b>Publisher</b>	<b>Year of Publication / Edition</b>
1	Jaiwei Han, Jain Pei, Michelin Kamber	Data Mining: Concepts and Techniques	Elsevier	2011 / 3rd
2	Alex Berson, Stephen Smith	Data Warehousing, Data Mining and OLAP	McGraw Hill	Latest Edition
3	Ralph Kimball	The Data Warehouse Toolkit	Wiley	2013 / 3rd

#### 7. List of Journals / Periodicals / Magazines / Newspapers / Web resources, etc.

- Journal of Data Mining and Emerging Technologies
- International Journal of Data Mining, Modeling and Management
- International Journal of Data Warehousing and Mining
- Analytics India (Magazine)
- [https://onlinecourses.nptel.ac.in/noc19\\_mg14/preview](https://onlinecourses.nptel.ac.in/noc19_mg14/preview)
- [https://onlinecourses.nptel.ac.in/noc19\\_cs15/preview](https://onlinecourses.nptel.ac.in/noc19_cs15/preview) E-C



**Rajju Shroff ROFEL University**  
**Syllabus for Master of Business Administration, SEM-3**  
**Subject Name- Systems Analysis & Design**  
**Subject Code- MBA031170**

➤ **Course Overview:**

<b>Subject name</b>	Systems Analysis & Design	<b>Subject Code</b>	MBA031170
<b>Semester</b>	III	<b>Credits</b>	4
<b>Teaching Hours</b>	40		

**1. Learning Outcomes:**

LO1	Describe the concepts of systems analysis and Information Systems Development Cycle.
LO2	Solve a wide range of problems related to the analysis, design and construction of information systems.
LO3	Explore recent trends in software projects.
LO4	Design information system requirements of a business using modelling techniques such as data flow diagrams and entity relationship diagrams & systems maintenance program.

LO- PO Mapping: Correlation Levels:

1= Slight (Low); 2= Moderate (Medium); 3= Substantial (High); “- “= no correlation

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
LO1	3	3	1	3	1	1	-	1	2
LO2	3	2	3	-	2	2	-	2	3
LO3	2	2	1	1	3	2	1	-	1
LO4	1	2	3	1	1	3	1	-	2

**2. Course Duration:** The course duration is of **40 sessions of 60 minutes each.**

**3. Course Contents:**

<b>Module No:</b>	<b>Contents</b>	<b>No. of Sessions</b>	<b>(External Evaluation)</b>
<b>I</b>	<p><b>Introduction:</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> System Definition and concepts</li> <li><input type="checkbox"/> System Environments and Boundaries.</li> <li><input type="checkbox"/> Real-time and distributed systems</li> <li><input type="checkbox"/> Basic principles of successful systems</li> <li><input type="checkbox"/> Structured System Analysis and Design.</li> </ul> <p><b>Systems Analyst:</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Role and Need of Systems Analyst.</li> <li><input type="checkbox"/> Qualifications and responsibilities.</li> <li><input type="checkbox"/> System Analysis as a Profession.</li> </ul> <p><b>System Development Cycle:</b></p>	<b>10</b>	<b>12</b>

	<input type="checkbox"/> Introduction to Systems Development Life Cycle (SDLC). <input type="checkbox"/> Various phases of SDLC: o Study, Analysis, Design, Development, Implementation, Maintenance		
<b>II</b>	<b>Systems Documentation Consideration:</b> <input type="checkbox"/> Principles of Systems Documentation <input type="checkbox"/> Types of documentation and their importance <input type="checkbox"/> Enforcing documentation discipline in an organization System Planning; <b>Assessing Project Feasibility:</b> <input type="checkbox"/> Technical, Operational, Economic <input type="checkbox"/> Cost Benefits Analysis <input type="checkbox"/> Schedule, legal and contractual, Political. <input type="checkbox"/> Modern Methods for determining system requirements <input type="checkbox"/> Assessing the value of IT investment	<b>10</b>	<b>13</b>
<b>III</b>	<b>Modular and Structured Design:</b> <input type="checkbox"/> Module specifications. <input type="checkbox"/> Top-down and bottom-up design. <input type="checkbox"/> Module coupling and cohesion. <input type="checkbox"/> Structure Charts. <b>System Design and Modelling:</b> <input type="checkbox"/> Process Modeling, logical and physical design <input type="checkbox"/> Conceptual Data Modeling: o Entity Relationship Analysis, Entity-Relationship Modeling, DFDs. <b>Process Description:</b> <input type="checkbox"/> Structured English <input type="checkbox"/> Decision Tree, Decision Tables. <input type="checkbox"/> Documentation: o Data Dictionary, Recording Data Descriptions. <input type="checkbox"/> Input and Output: o Classification of forms, Input/output forms design. o User-interface design, Graphical interfaces. o Standards and guidelines for GUI design o Unified Modeling Language o The Systems Analysts Toolkit – Communication Tools, CASE Tools,	<b>10</b>	<b>13</b>
<b>IV</b>	<b>System Implementation, Maintenance/Audit (Software Applications and IT Projects):</b> <input type="checkbox"/> Planning considerations. <input type="checkbox"/> Conversion methods, procedures and controls. <input type="checkbox"/> System acceptance criteria. <b>System Implementation and Maintenance:</b> <input type="checkbox"/> Financial Analysis Tools <input type="checkbox"/> Project Management tools <input type="checkbox"/> System Evaluation and Performance. <input type="checkbox"/> Testing and Validation. <input type="checkbox"/> Preparing User Manual. <input type="checkbox"/> Maintenance Activities and Issues	<b>10</b>	<b>12</b>

<b>V</b>	Practical Application with reference to SAD:	---	<b>70</b>
	<input type="checkbox"/> A project report on a chosen Information System based on a business requirement. They will have to analyze the feasibility of developing the system identified, analyze its requirements and subsequently design the system and its interfaces using the concepts studied in the subject.		

#### 4. Pedagogy:

- a. ICT enabled Classroom teaching
- b. Case study
- c. Practical/live assignment
- d. Interactive classroom discussions

#### 5. Evaluation:

Students shall be evaluated on the following components:

	<b>Evaluation</b>	<b>Marks</b>
<b>A</b>	<b>Continuous Evaluation Component</b>	<b>70</b>
<b>B</b>	<b>Mid-Semester examination</b>	<b>30</b>
<b>C</b>	<b>End-Semester Examination</b>	<b>50</b>

#### 6. Reference Books:

<b>No.</b>	<b>Author</b>	<b>Name of the Book</b>	<b>Publisher</b>	<b>Year of Publication /Edition</b>
1	Jeffrey A. Hoffer, Joey F. George, Joseph S. Valacich	Modern Systems Analysis and Design	Pearson	Latest Edition
2	Roger Pressman, Maxim Bruce	Software Engineering	McGraw Hill	2014 / 8th
3	Kenneth A. Kendall, Julie E. Kendall	System Analysis and Design	Pearson	2013 / 9th
4	Waman S. Jawadekar	Software engineering principles & practice.	McGraw Hill	Latest Edition

#### 7. List of Journals /Periodicals /Magazines/Newspapers/Web resources, etc.

1. Journal of Systems Analysis and Software Engineering
2. Global Journal of Technology and Optimization – Software Design
3. Indian Journal of Science and Technology
4. Cybernetics and Systems Analysis
5. Journal of Advanced Database Management & Systems
6. Analytics India Magazine
7. Data Quest

**Rajju Shroff ROFEL University**  
**Syllabus for Master of Business Administration, SEM-3**  
**Subject Name-E-Business**  
**Subject Code- MBA031180**

➤ **Course Overview:**

The E-Business course provides a comprehensive understanding of electronic business operations, including the nature, scope, and significance of digital commerce. It covers various E-Business models and their classification, emphasizing the integration of secure e-commerce practices for value creation. Students analyze the impact of legal, privacy, and ethical considerations on e-business, and learn to develop and apply effective e-commerce strategies. The course also explores global perspectives and emerging trends, preparing students to navigate and innovate in the dynamic digital business environment.

<b>Subject name</b>	E-Business	<b>Subject Code</b>	MBA031180
<b>Semester</b>	III	<b>Credits</b>	4
<b>Teaching Hours</b>	40		

**1. Learning Outcome:**

CO1	Define the nature, scope, and significance of E-Business, and classify various E-Business models.
CO2	Analyze how secured e-commerce practices impact a firm in terms of value creation and apply electronic commerce business models to real-world scenarios.
CO3	Assess the impact of legal, privacy, and ethical constraints or opportunities on an e-business firm, and compare globally accepted business model practices adopted by e-commerce service providers.
CO4	Create awareness of social and security issues related to e-business platforms, develop a mind-set for safe virtual transactions, generate effective business data through electronic media, and develop new business models based on recent trends in e-commerce.

CO- PO Mapping: Correlation Levels:

1= Slight (Low); 2= Moderate (Medium); 3= Substantial (High); “-“= no correlation

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
CO1	3	2	2	2	2	-	1	-	-
CO2	3	3	3	2	2	-	3	-	-
CO3	3	3	3	2	3	-	3	-	-
CO4	2	3	3	3	2	2	2	2	2

**2. Course Duration:** The course duration is of **40 sessions of 60 minutes each.**

### 3. Course Contents:

Module No:	Contents	No. of Sessions	(External Evaluation)
I	<p><b>Overview of E-Commerce:</b></p> <p><b>Introduction:</b></p> <ul style="list-style-type: none"> <li>• Definition, Functions, Significance and Scope of E-Commerce; E-Business Vs. E-Commerce</li> <li>• Features of E-Commerce Technology;</li> <li>• Advantages and Disadvantages of E-Commerce;</li> <li>• Growth of E-commerce in India</li> </ul> <p><b>Types of E-business:</b></p> <ul style="list-style-type: none"> <li>• B2C</li> <li>• B2B</li> <li>• C2C</li> <li>• Social E-Commerce</li> <li>• M-commerce</li> <li>• Local E-Commerce</li> </ul>	10	12
II	<p><b>E-Commerce Business Models:</b></p> <ul style="list-style-type: none"> <li>• Key Elements of Business Models</li> <li>• Major Business - To – Consumer (B2C) Business Models: - E-tailer, Community Provider, Content Provider, Portal, Transaction Broker, Market Creator, Service Provider</li> <li>• Major Business - To – Business (B2B) Business Models: - E-Distributor, E-procurement, Exchanges and Industry Consortium</li> </ul>	10	13
III	<p><b>E-Commerce Security and Electronic Payment Systems:</b></p> <ul style="list-style-type: none"> <li>• Dimensions of E-Commerce Security; Key Security Threats in the E-Commerce Environment</li> <li>• Technology Solutions: Tools available to achieve site security</li> <li>• Features of traditional Payment Systems; Major E Commerce Payment Systems</li> </ul>	10	13
IV	<p><b>E-CRM and SCM in E-commerce:</b></p> <p>Supply Chain Management in E-commerce:</p> <ul style="list-style-type: none"> <li>• Procurement process and Supply Chain</li> <li>• Benefits of E-SCM</li> <li>• Components of E-Supply Chain</li> </ul> <p>E- Customer Relationship Management:</p> <ul style="list-style-type: none"> <li>• Importance of Customer Relationship Management</li> <li>• Need of E-Customer Relationship tools</li> <li>• Components of CRM</li> <li>• Benefits of E-CRM</li> </ul>	10	12
V	<p><b>Continuous Evaluation</b></p> <p>Includes Presentations, Quiz, Field work, Classroom interactions, overall behavior</p>	---	Internal Evaluation of <b>70M</b>

#### 4. Pedagogy:

- a. ICT enabled Classroom teaching
- b. Case study
- c. Practical / live assignment
- d. Interactive class room discussions

#### 5. Evaluation:

Students shall be evaluated on the following components:

	<b>Evaluation</b>	<b>Marks</b>
<b>A</b>	<b>Continuous Evaluation Component</b>	<b>70</b>
<b>B</b>	<b>Mid-Semester examination</b>	<b>30</b>
<b>C</b>	<b>End –Semester Examination</b>	<b>50</b>

#### 6. Reference Books:

<b>No.</b>	<b>Author</b>	<b>Name of the Book</b>	<b>Publisher</b>	<b>Year of Publication / Edition</b>
1	C. S. V. Murthy	E-Commerce: Concepts, Models, Strategies	Himalaya	2011
2	Dave Chaffey	E-Business and E Commerce Management	Pearson	4 <sup>th</sup> Edition
3	P.T. Joseph, S.J.	E-Commerce: An Indian Perspective	PHI Learning	Latest Edition

#### 7. List of Journals / Periodicals / Magazines / Newspapers / Web resources, etc.

- Journal of Electronic Commerce Research
- Electronic Commerce Research and Applications
- International Journal of Electronic Commerce
- Electronic Commerce Research
- International Journal of Electronic Business
- Journal of E-commerce.
- E-Commerce Magazine (Online)

**Designed By,**  
**Tejas Mehta**  
**Faculty: Marketing**

**Rajju Shroff ROFEL University**  
**Syllabus for Master of Business Administration, SEM-3**  
**Subject Name- Behavioural Finance**  
**Subject Code-MBA032190**

➤ **Course Overview:**

<b>Subject name</b>	BF	<b>Subject Code</b>	MBA032190
<b>Semester</b>	III	<b>Credits</b>	4
<b>Teaching Hours</b>	40		

**1. Learning Outcomes:**

LO1	Discriminate between a behavioural finance perspective and a traditional finance perspective.
LO2	Demonstrate how heuristics and biases influence investor behavioural
LO3	Measure the influence of behavioural biases on individual investment decision making
LO4	Critically discuss global developments in this domain and the associated practical insights they provide.

LO- PO Mapping: Correlation Levels:

1= Slight (Low); 2= Moderate (Medium); 3= Substantial (High); “-“= no correlation

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
LO1	3	-	3	1	1	-	-	-	3
LO2	3	1	1	2	-	-	2	-	1
LO3	1	2	2	-	2	1	1	2	2
LO4	1	2	-	3	3	2	-	1	-

**2. Course Duration:** The course duration is of **40 sessions of 60 minutes each.**

**3. Course Contents:**

<b>Module No:</b>	<b>Contents</b>	<b>No. of Sessions</b>	<b>(External Evaluation)</b>
<b>I</b>	Brief overview of rational finance and classical finance theories: Rise of the rational market hypothesis• Brief overview of classical finance theories:• o Expected utility theory o Modern portfolio theory o Capital Asset Pricing model o Efficient market hypothesis o MM theory – investors are rational o Arbitrage pricing theory o Random walk hypothesis Challenging the classical assumptions of finance• Financial market anomalies• o Fundamental anomalies o Technical anomalies o Calendar or seasonal anomalies	10	
<b>II</b>	Behavioural Finance: Introduction, meaning, nature. • Assumptions of behavioural finance• Meaning of heuristics and bias• Building blocks of behavioural finance• Prospect theory and mental accounting•	10	

III	Theories of Behavioural Finance: Asymmetric information• Ego centricity• Human Behavioral Theories• Heuristics: Familiarity• o Familiarity, Ambiguity Aversion o Diversification, Functional Fixation o Status Quo, Endowment Effect Representativeness• Innumeracy♣ Probability matching and conjunction fallacy♣ Base Rate Neglect♣ Availability and Salience♣ Anchoring• Cognitive Biases: Self-Deception• o Framing o Overconfidence Miscalibration, better than average effect, overoptimism♣ Causes: illusion of knowledge, control,♣ understanding, skill o Self-attribution o Confirmation o Representativeness o Recency Emotional Biases: Regret• Hindsight• Denial• Loss aversion• Affinity• Self-control• Bias: Interaction amongst biases• Outcomes of biases• Dealing with biases• Overcoming the biases and debiasing•	10	
IV	Neurofinance: Neural processes during financial decision making• Future of Neurofinance• Adaptive Market Hypothesis• Forensic Accounting: Classifications of fraud• Behavioural aspects of Fraud• Origin and growth of forensic accounting• Fraud theories• o Motivators of fraud o Triangle of fraud action o Fraud Scale and Fraud Diamond o MICE Tools in Forensic Accounting• o Ratio analysis o Data mining o Benford's Law (specific to forensic accounting) Forensic Accounting in India	10	
V	Continuous Evaluation Includes Presentations, Quiz, Field work, Classroom interactions, overall behavior	---	Internal Evaluation of 70M

#### 4. Pedagogy:

- a. ICT enabled Classroom teaching
- b. Case study
- c. Practical/live assignment
- d. Interactive classroom discussions

#### 5. Evaluation:

Students shall be evaluated on the following components:

	Evaluation	Marks
A	Continuous Evaluation Component	70
B	Mid-Semester examination	30
C	End-Semester Examination	50

#### 6. Reference Books:

No.	Author	Name of the Book	Publisher	Year of Publication /Edition



1	Prasanna Chandra	Behavioural Finance	McGraw Hill	2016/1 ST
2	M. M. Sulphey	Behavioural Finance	PHI	2014 / 1st
3	Williams Forbes	Behavioural Finance	Wiley	2009 / 1st

**7. List of Journals /Periodicals /Magazines/Newspapers/Web resources, etc.**

1. Journal of Behavioural Finance
2. Journal of Behavioural and Experimental Finance
3. International Journal of Behavioural Accounting and Finance
4. The IUP Journal of Behavioural Finance
5. Outlook Money (Magazine)

**Designed By,**

**Dr. Aabha S Singhvi**

**Faculty: GRIMS ROFEL MBA, VAPI**

**Rajju Shroff ROFEL University**  
**Syllabus for Master of Business Administration, SEM-3**  
**Subject Name - Digital Marketing**  
**Subject Code- MBA032200**

➤ **Course Overview:**

This course provides an overview of digital marketing strategies, tools, and techniques used in contemporary business environments. It emphasizes the role of digital channels in marketing strategies, including social media, search engine optimization (SEO), content marketing, email marketing, and digital advertising. The course explores how digital marketing can be integrated into broader marketing strategies to achieve business objectives.

<b>Subject name</b>	Digital Marketing	<b>Subject Code</b>	MBA032200
<b>Semester</b>	III	<b>Credits</b>	4
<b>Teaching Hours</b>	40		

**1. Learning Outcome:**

CO1	Understand the fundamentals of digital marketing and its role in the modern business landscape.
CO2	Analyze various digital marketing channels and their effectiveness in reaching target audiences.
CO3	Develop digital marketing strategies for various Social Media Platforms & align it with business goals and objectives.
CO4	Evaluate the performance of digital marketing campaigns and optimize for better results.

CO- PO Mapping: Correlation Levels:

1= Slight (Low); 2= Moderate (Medium); 3= Substantial (High); “-“= no correlation

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
CO1	3	3	2	-	2	-	-	-	2
CO2	3	3	2	-	2	2	-	2	2
CO3	3	2	3	2	3	1	2	1	1
CO4	2	3	3	-	3	1	3	1	2

**2. Course Duration:** The course duration is of **40 sessions of 60 minutes each.**

### 3. Course Contents:

Module No:	Contents	No. of Sessions	(External Evaluation)
I	<p><b>Foundations of Digital Marketing:</b></p> <ul style="list-style-type: none"> <li>• Introduction to Digital Marketing</li> <li>• Definition and scope of digital marketing</li> <li>• Evolution and importance of digital marketing in the business world</li> <li>• Key concepts and terminology in digital marketing</li> <li>• Digital Marketing Strategy</li> <li>• Setting SMART objectives for digital marketing campaigns</li> <li>• Understanding target audience personas and customer journey mapping</li> <li>• Developing integrated digital marketing strategies</li> </ul>	10	12
II	<p><b>Digital Marketing Channels and Tools:</b></p> <p>Digital Marketing Channels</p> <ul style="list-style-type: none"> <li>• Search Engine Optimization (SEO)</li> <li>• Pay-Per-Click (PPC) Advertising</li> <li>• Email Marketing</li> </ul> <p><b>Search Engine Advertising:</b></p> <ul style="list-style-type: none"> <li>• Pay for Search Advertisements</li> <li>• Ad Placement, Ad Ranks</li> <li>• Creating Ad Campaigns</li> <li>• Campaign Report Generation</li> </ul> <p><b>Display marketing:</b></p> <ul style="list-style-type: none"> <li>• Types of Display Ads</li> <li>• Buying Models</li> <li>- Cost per Click (CPC), Cost per Milli (CPM), Cost per Lead (CPL), Cost per Acquisition (CPA).</li> </ul> <p>Programmatic Advertising</p>	10	13
III	<p><b>Social Media Marketing &amp; Content Creation</b></p> <ul style="list-style-type: none"> <li>• Social media platforms and their demographics</li> <li>• Building and managing a social media presence</li> <li>• Strategies for organic and paid social media marketing.</li> <li>• Facebook, Instagram, Twitter, LinkedIn, WhatsApp Marketing</li> <li>• Content Creation and Optimization</li> <li>• Creating compelling and engaging content for digital channels</li> </ul>	10	13
IV	<p><b>Mobile Marketing</b></p> <ul style="list-style-type: none"> <li>• Forms of Mobile Marketing</li> <li>• Features, Mobile Campaign Development</li> <li>• Mobile Advertising Analytics</li> </ul> <p><b>Introduction to Web Analytics</b></p> <ul style="list-style-type: none"> <li>• Web metrics</li> <li>• Social Media Analysis</li> </ul>	10	12

	<ul style="list-style-type: none"> <li>• Google Analytics</li> </ul> <p><b>Ethical and Legal Considerations in Digital Marketing</b></p> <ul style="list-style-type: none"> <li>• Privacy concerns and data protection regulations</li> <li>• Ethical issues in targeting and advertising</li> <li>• Maintaining transparency and trust with customers</li> </ul>		
V	<p><b>Continuous Evaluation</b> Includes Presentations, Quiz, Field work, Classroom interactions, overall behavior</p>	---	Internal Evaluation of <b>70M</b>

#### 4. Pedagogy:

- ICT enabled Classroom teaching
- Case study
- Practical / live assignment
- Interactive class room discussions

#### 5. Evaluation:

Students shall be evaluated on the following components:

	Evaluation	Marks
A	<b>Continuous Evaluation Component</b>	<b>70</b>
B	<b>Mid-Semester examination</b>	<b>30</b>
C	<b>End –Semester Examination</b>	<b>50</b>

#### 6. Reference Books:

No.	Author	Name of the Book	Publisher	Year of Publication / Edition
1	Seema Gupta	Digital Marketing	McGraw Hill	3e Edition
2	Stephanie Diamond	Digital Marketing All In One for Dummies	Wiley	2019
3	Philip Kotler	Marketing 4.0: – Moving from Traditional to Digital	Wiley	2018

#### 7. List of Journals / Periodicals / Magazines / Newspapers / Web resources, etc.

- Journal of Digital and Social Media Marketing
- Journal of Direct, Data and Digital Marketing Practice
- <https://learndigital.withgoogle.com/digitalunlocked/>
- <https://www.hubspot.com/digital-marketing>
- <http://www.afaqs.com/>
- <https://www.linkedin.com/learning/>

Designed By,  
Tejas Mehta  
Faculty: Marketing

**Rajju Shroff ROFEL University**  
**Syllabus for Master of Business Administration, SEM-3**  
**Subject Name- Human Resource Audit (HRA)**  
**Subject Code- MBA032210**

➤ **Course Overview:**

HR audit allows organisations to assess their HR practices against benchmarks. This helps to identify the areas for improvement, enhancing HR capabilities, attracting top talent, and creating a positive employer brand. By learning HR audit, it can help human resource management to avoid costly fines or lawsuits.

**1. Learning Outcome:**

Learning Outcome (Learner will be able to)
<i>Identify</i> the gaps in HR practices from available HRA reports and thereby <i>design</i> the analytical framework for competitive edge.
<i>Discuss</i> the current issues and trends in HR Audit globally
<i>Deduce</i> the precautions to be taken for safeguarding ethical concerns during the HR Audit process
<i>Critically evaluate</i> the issues confronted during implementation of HR Audit plan.

**LO – PO Mapping: Correlation Levels:**

**1 = Slight (Low); 2 = Moderate (Medium); 3 = Substantial (High), “-“= no correlation**

Sub. Code:	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
LO1-	3	3	2	1	-	2	3	2	3
LO2-	3	2	3	3	3	1	2	1	3
LO3-	3	2	3	2	3	2	3	2	2
LO4-	3	3	3	2	1	2	2	1	2

**2. Course Duration:** The course duration is of **40 sessions of 60 minutes each.**

**3. Course Contents:**

Module	Content	No. of Hours	Marks ( out of ___)
<b>1. Human Resource Audit</b>	<ul style="list-style-type: none"> <li>• Introduction, Objectives, Concepts, Components, Need, Benefits</li> <li>• Important Components of Human Resource</li> <li>• Development Audit</li> </ul> <p><b>Need for Human Resource Audit:</b></p> <ul style="list-style-type: none"> <li>• Identifying the Human Resource Audit Goal</li> <li>• Defining the Audit Team</li> <li>• Approaches to Human Resource Audit</li> <li>• Benefits of Human Resource Audit</li> </ul>	8	20

<p>2. <b>Methodology and instruments of HR Audit</b></p>	<p><b>HR Audit Methodology and Issues:</b></p> <ul style="list-style-type: none"> <li>• Introduction</li> <li>• Conducting a Human Resource Audit</li> <li>• Preliminary Steps</li> <li>• Goals of the Audit</li> <li>• Areas of the Audit</li> <li>• Issues in HR Audit</li> <li>• Strategies Alignment of HR Audit.</li> </ul> <p><b>HR Audit Process:</b></p> <ul style="list-style-type: none"> <li>• Introduction</li> <li>• Audit of Human Resource Function</li> <li>• Planning Questions, Collecting Data, Analyzing the</li> <li>• Audit Data,</li> <li>• Interpretation: Assessing the Ability for Change</li> </ul>	<p>6</p>	<p>20</p>
<p>3. <b>HR Audit Report, Challenges and Issues</b></p>	<p><b>HR Audit and Workforce Issues:</b></p> <ul style="list-style-type: none"> <li>• Introduction</li> <li>• Workforce Communication and Employee Relations</li> <li>• Performance Management</li> <li>• Compensation System</li> <li>• Teambuilding System</li> </ul> <p><b>Challenges in HR Audit:</b></p> <ul style="list-style-type: none"> <li>• Assessing the Ability for Change</li> <li>• Post Audit Steps</li> <li>• Preventive and Corrective Actions</li> <li>• Role in Business Improvement</li> <li>• Methodology and Limitations</li> </ul> <p><b>Human Resource Audit Report:</b></p> <ul style="list-style-type: none"> <li>• HR Audit Report – purpose</li> <li>• Report Design – Preparation of report</li> <li>• Use of HR Audit report for business improvement</li> </ul>	<p>10</p>	<p>20</p>
<p>4. <b>Legal Compliances and Valuation</b></p>	<p><b>HR Audit for Legal Compliance and Safe Business Practices:</b></p> <ul style="list-style-type: none"> <li>• Scope of Human Resource Audit</li> <li>• Pre-employment Requirements</li> <li>• Hiring Process</li> <li>• New-hire Orientation Process</li> <li>• Workplace Policies and Practices</li> </ul>	<p>12</p>	<p>20</p>

	<b>Human Resource Auditing as a Tool of Human Resource</b> <b>Valuation:</b> <ul style="list-style-type: none"> <li>• Introduction</li> <li>• Rationale of Human Resource Valuation and Auditing</li> <li>• Valuation of Human Resources</li> <li>• Issues in Human Capital Measurement and Reporting</li> </ul>		
<b>5. Practical</b>	Students can present case studies, role play, in the concern of learning the practical aspects of the topics from module 1-4.	4	20

#### 4. Pedagogy:

- ICT enabled Classroom teaching
- Case study
- Practical / live assignment
- Interactive class room discussions

#### 5. Evaluation: Students shall be evaluated on the following components:

A	Internal Evaluation (Internals)	Total Marks 70
	Visit to any one company (to understand/ discuss the process of HRA and report format)	20
	Case Study (any 2)	20
	Quiz (MCQ based)	10
	Presentations on the Current topic and Trends	20
B	<b>Mid Semester Examination ( Mid Term) 40 % Passing Marks</b>	<b>30 Marks</b>
C	<b>End Semester Examination ( Final Examination) 40% passing marks</b>	<b>50 Marks</b>

#### 6. Reference Books:

S. No.	Author	Name of the Book	Publisher	Edition
1.	T. V. Rao	HRD Audit: Evaluating the Human Resource Function for Business Improvement	Sage	2 <sup>nd</sup> Edition
2.	Vanessa Nelson	7 Easy Steps to Conduct a Human Resources Audit and Protect Your Company	Lulu.com	Latest Edition, 2016

Note: Wherever the standard books are not available for the topic appropriate print and online resources, journals and books published by different authors may be prescribed.

**7. List of Journals / Periodicals / Magazines / Newspapers / Web resources, etc.**

- 1 Journal of Social Science and Management
2. Journal of Advance Management Research
3. Harvard Business Review
4. Journal of Applied Behavioral Science
5. Human Resource Development Review

**Prepared by-**

**Dr. Nidhi Koushal Yadav**

**Faculty- Marketing & HR**



**Rajju Shroff ROFEL University**  
**Syllabus for Master of Business Administration, SEM-3**  
**Subject Name- Supply Chain and Logistics Management (SCL)**  
**Subject Code - MBA032220**

➤ **Course Overview:**

This course focuses on the important current topics / trends / issues in Supply chain and logistics in the national and international markets. It concentrates on modern analytical approaches and enduring of successful SCL practices. It is designed with modern outlook and global perspective and as per the current trends and challenges. Course has been designed in a way that students can learn the key growth drivers of SCL as well as the role of SCL in the overall value chain.

<b>Subject name</b>	<b>Strategic Management</b>	<b>Subject Code</b>	<b>MBA032220</b>
<b>Semester</b>	III	<b>Credits</b>	4
<b>Teaching Hours</b>	40		

**1. Learning Outcomes:**

LO1	Understanding of role and importance of supply chain in overall business profitability
LO2	Analysing and accessing issues , concerns and challenges in Supply chain management
LO3	Understanding and analysing modes of transportation, their merits and demerits
LO4	Understanding the scope of logistics management and audit in decision making.

LO- PO Mapping: Correlation Levels:

1= Slight (Low); 2= Moderate (Medium); 3= Substantial (High); “-“= no correlation

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
LO1	3	1	1	-	3	2	-	1	2
LO2	3	2	3	1	2	2	1	3	1
LO3	2	3	-	3	-	2	1	1	1
LO4	2	1	3	2	1	-	2	2	1

**2. Course Duration:** The course duration is of **40 sessions of 60 minutes each.**

**3. Course Contents:**

Module No:	Contents	No. of Sessions	50 Marks (External Evaluation)
I	<p><b>Logistics and Supply Chain Management – An Overview:</b></p> <ul style="list-style-type: none"> <li>• Logistics, SCM and the difference between logistics and SCM.</li> <li>• Supply chain and value chain</li> <li>• Mission of logistics management</li> <li>• Value addition by logistics</li> <li>• Drivers of supply chain performance</li> </ul> <p><b>Supply Chain Strategy and Performance Measures:</b></p> <ul style="list-style-type: none"> <li>• Customer service and cost trade-offs <ul style="list-style-type: none"> <li>• Impact of out-of-stock</li> <li>• Setting customer service objectives and priorities</li> </ul> </li> <li>• Supply chain performance measures</li> <li>• Enhancing supply chain performance</li> <li>• <b>Outsourcing: Make versus Buy.</b></li> </ul>	8	08
II	<p><b>Logistics Management:</b></p> <ul style="list-style-type: none"> <li>• Role of Logistics in Supply Chain Management</li> <li>• Logistics Service Providers 3PL's &amp; 4PL's</li> <li>• Logistics Activities</li> <li>• Marketing and logistics interface</li> <li>• Understanding of various costs associated with SCL (Concepts only)</li> <li>• Reducing logistics lead time</li> <li>• Packaging and materials handling</li> </ul> <p><b>Transportation :</b></p> <ul style="list-style-type: none"> <li>• Drivers of transportation decisions</li> <li>• Modes of transportation</li> <li>• Understanding of Multimodal transportation</li> </ul>	12	14
III	<p><b>Supply Chain Networks, Audit :</b></p> <ul style="list-style-type: none"> <li>• Basic Understanding and Definition of the network design process.</li> <li>• Understanding a concept of LSCM Audit</li> <li>• Examine the LSCM network alternatives</li> <li>• Study of a factors impacting facility Location and decisions pertaining to the same.</li> </ul> <p><b>Supply Chain Integration:</b></p> <ul style="list-style-type: none"> <li>• Internal and External Integration</li> </ul> <p><b>Supply Chain Restructuring.</b></p>	12	14
IV	<p><b>Synchronous Supply Chain:</b></p> <ul style="list-style-type: none"> <li>• Virtual supply chain and the extended enterprise</li> <li>• Quick response logistics</li> <li>• Role of information</li> </ul> <p><b>Agile Supply Chains.</b></p> <p><b>Introduction to use of Technology in SCM</b></p> <ul style="list-style-type: none"> <li>• Role of Technology in Supply Chain Management</li> </ul>	10	14

	<ul style="list-style-type: none"> <li>Key Application Tools</li> </ul> <p><b>Strategic Challenges for supply chains. Sustainable Supply Chain Management.</b></p>		
V	<p><b>Practical:</b> Assignment/Presentation based on the above topics or the selected Industry or Firm.</p>	---	Internal Evaluation of <b>70M</b>

#### 4. Pedagogy:

- ICT enabled Classroom teaching
- Case study
- Practical / live assignment
- Interactive class room discussions

#### 5. Evaluation:

Students shall be evaluated on the following components:

	Evaluation	Marks
<b>A</b>	<b>Continuous Evaluation Component</b>	<b>70</b>
<b>B</b>	<b>Mid-Semester examination</b>	<b>30</b>
<b>C</b>	<b>End –Semester Examination</b>	<b>50</b>

#### 6. Reference Books:

Sr. No.	Author	Name of the Book	Publisher	Year of Publication
1	Martin Christopher	Logistics and Supply Chain Management	FT Publishing	2016 / 5 <sup>th</sup>
2	Donald J Bowersox, David J Closs,. M. Bixby Cooper, John C. Bowersox	Supply Chain Logistics Management	McGraw Hill	2018 / 4 <sup>th</sup>
3	John J. Coyle, C. John Langley, Brian J. Gibson, Robert A. Novack	Managing Supply Chain: A Logistics Approach	Cengage	2013 / 9 <sup>th</sup>
4	Janat Shah	Supply Chain Management: Text and Cases	Pearson	2016 / 2 <sup>nd</sup>
5	Chopra Sunil, Peter Meindl, Kalra DharamVir	Supply Chain Management : Strategy, Planning, and Operation	Pearson Publishers	2016 / 6 <sup>th</sup>
6	Mr.V.Anandaraj, Dr.S.Ramachandran, Mr.S.Kumaran, Mr.Ishanka Saikia	Supply Chain and Logistics Management	Airwalk	2018 / 1 <sup>st</sup>
7	D. K. Agarwal	Textbook of Logistics and Supply Chain Management	Trinity	2015
8	Chase Richard B, Shankar Ravi, Jacobs F Robert	Operations and Supply Chain Management	McGraw Hill	2014
9	Russell and Taylor	Operations and Supply Chain Management	Wiley	2016 / 9 <sup>th</sup>

10	Bhat Shridhara K	Supply Chain Management	Himalaya	2010
11	Wisner, Keong Leong and Keah-Choon Tan	Principles of Supply Chain Management A Balanced Approach	Cengage	2018 / 5 <sup>th</sup>

**Note:** Wherever the standard books are not available for the topic appropriate print and online resources, journals and books published by different authors may be prescribed.

Note: Wherever the standard books are not available for the topic appropriate print and online resources, journals and books published by different authors may be prescribed.

**7. List of Journals / Periodicals / Magazines / Newspapers / Web resources, etc.**

1. The International Journal of Logistics Management
2. International Journal of Logistics Research and Applications
3. Journal of Supply Chain Management, Logistics and Procurement
4. Logistics and Supply Chain Practices in India
5. Supply Chain Management Review
6. Inbound Logistics

**Rajju Shroff ROFEL University**  
**Syllabus for Master of Business Administration, SEM-3**  
**Subject Name- Managing Digital Innovation & Transformation - IT**  
**Subject Code-MBA032230**

➤ **Course Overview:**

<b>Subject name</b>	Managing Digital Innovation & Transformation - IT	<b>Subject Code</b>	MBA032230
<b>Semester</b>	III	<b>Credits</b>	4
<b>Teaching Hours</b>	40		

**1. Learning Outcomes:**

LO1	Explain the concepts of digitization and how these are related to solve current and future challenges linked to digital change.
LO2	Evaluate the probable impact of future IT innovations
LO3	Create technological innovative solutions for critical business problems
LO4	Integrate the business processes and technology to gain competitive advantage

LO- PO Mapping: Correlation Levels:

1= Slight (Low); 2= Moderate (Medium); 3= Substantial (High); “-“= no correlation

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
LO1	3	3	1	1	1	1	-	-	2
LO2	3	3	2	1	2	-	-	1	3
LO3	2	3	3	-	1	2	1	2	2
LO4	2	3	3	2	2	1	-	2	3

**2. Course Duration:** The course duration is of 40 sessions of 60 minutes each.

### 3. Course Contents:

Module No:	Contents	No. of Sessions	(External Evaluation)
I	<p><b>Introduction to Digital Innovation:</b></p> <ul style="list-style-type: none"> <li>• Digital Innovation</li> <li>• Different Perspectives of digitization</li> <li>• Strategic Challenges of Digital Innovation and Transformation</li> <li>• Reaping Value From Digitalization - Untapped Opportunities, Digital Platforms</li> </ul> <p><b>Understanding Transformation:</b></p> <ul style="list-style-type: none"> <li>• Business process transformation</li> <li>• Product or service digitization</li> <li>• Customer engagement and experience</li> <li>• Ecosystem and business model</li> <li>• IT delivery and transformation</li> <li>• Digital disruption</li> <li>• Technological developments leading to digital innovation- Artificial Intelligence, Machine Learning, IOT, Blockchain, Social computing</li> </ul>	10	25%
II	<p><b>Strategic Management of Technology and Innovation:</b></p> <ul style="list-style-type: none"> <li>• Technological innovation and business strategy</li> <li>• Managing disruptive innovations and technological transitions</li> <li>• The Technology S-Curve and its implications on IS strategies</li> <li>• Innovation strategies, and their implementation</li> <li>• Online business models – technology mediated platform networks</li> </ul>	10	25%
III	<p><b>Designing Information Capabilities for Competitive Advantage:</b></p> <ul style="list-style-type: none"> <li>• IT Capability and firms Competitive advantage</li> <li>• Value chain network</li> <li>• Dynamic integration of business processes and technology</li> <li>• Impact of IT on operating models</li> <li>• Impact of IT on innovation and decision-making within firms</li> <li>• Technology marketing</li> </ul>	10	25%
IV	<p><b>Challenges in the digital economy:</b></p> <ul style="list-style-type: none"> <li>• Organization and cultural issues - building and managing a virtual organization</li> <li>• Management challenges of networked business</li> <li>• Role of leadership and management.</li> </ul> <p><b>Managing Transformation:</b></p> <ul style="list-style-type: none"> <li>• Cloud computing</li> </ul>	10	25%

	<ul style="list-style-type: none"> <li>• Change management</li> <li>• Process reengineering</li> <li>• Testing and training</li> </ul> Governance and communications		
V	Continuous Evaluation Includes Presentations, Quiz, Field work, Classroom interactions, overall behavior	---	

#### 4. Pedagogy:

- ICT enabled Classroom teaching
- Case study
- Practical/live assignment
- Interactive classroom discussions

#### 5. Evaluation:

Students shall be evaluated on the following components:

	Evaluation	Marks
A	Continuous Evaluation Component	70
B	Mid-Semester examination	30
C	End-Semester Examination	50

#### 6. Reference Books:

No.	Author	Name of the Book	Publisher	Year of Publication /Edition
1	Joe Peppard & John Ward	The Strategic Management of Information Systems: Building a Digital Strategy	Wiley	2016 / 4 <sup>th</sup>
2	Robert D. Galliers, Dorothy E. Leidner (Eds)	Strategic Information Management Challenges and Strategies in Managing Information Systems	Routledge	Latest Edition
3	Michael Lewrick, Patrick Link, Lary Leifer	The Design Thinking Playbook: Mindful Digital Transformation of Teams, Products, Services, Business and Ecosystems.	Wiley	2018 / 1 <sup>st</sup>
4	Neil Perkin, Peter Abraham	Building the Agile Business through Digital Transformation	Kogan Page	2017 / 1 <sup>st</sup>
5	Andrew Wood	Digital Transformation: Strategy and Tactics	Amazon Digital	2015

#### 7. List of Journals /Periodicals /Magazines/Newspapers/Web resources, etc.

- Digital Innovation and Strategic Transformation
- International Journal of Innovation and Technology Management
- International Journal of Business Innovation and Research

Designed By,  
**Dr. Aabha S Singhvi**  
 Faculty: GRIMS ROFEL MBA, Vapi

**Rajju Shroff ROFEL University**  
**Syllabus for Master of Business Administration, SEM-3**  
**Subject Name- Personal Financial Planning & Taxation**  
**Subject Code-MBA032240**

➤ **Course Overview:**

<b>Subject name</b>	Personal Financial Planning & Taxation	<b>Subject Code</b>	MBA032240
<b>Semester</b>	III	<b>Credits</b>	4
<b>Teaching Hours</b>	40		

**1. Learning Outcomes:**

LO1	<i>Compare, contrast and select, from appropriate financial products and services, investment planning and counselling services for the public according to industry standards, including taxation counselling</i>
LO2	<i>Develop financial plans based on individual's financial goals and needs.</i>
LO3	<i>Prepare accurate and relevant financial plans manually and electronically.</i>
LO4	<i>Make use of E-filing of Income tax returns.</i>

LO- PO Mapping: Correlation Levels:

1= Slight (Low); 2= Moderate (Medium); 3= Substantial (High); “-“= no correlation

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
LO1	3	3	3	-	1	1	-	2	3
LO2	3	2	3	1	-	1	-	2	2
LO3	2	2	2	3	-	3	-	-	1
LO4	3	2	1	1	-	-	-	2	1

**2. Course Duration:** The course duration is of 40 sessions of 60 minutes each.



### 3. Course Contents:

Module No:	Contents	No. of Sessions	(External Evaluation)
I	<b>Introduction to Financial Planning:</b> The Financial Planning Process, Developing Personal Financial Goals, Influences on Personal Financial Planning. Financial Aspects of Career Planning, Time Value of Money & Applications, Personal Financial Statements.	15	25%
II	<b>Investment Planning:</b> Preparing for an Investment Program, Factors Affecting Choice of Investments, Asset Allocation & Investment Alternatives, Investing in Common Stocks, Bonds, Mutual Funds, Insurance, Derivatives, Real Estate, Commodities etc.	15	25%
III	<b>Retirement Planning:</b> Setting personal financial goals. Life cycle approach to financial planning. Retirement Need Analysis, Various retirement schemes such as Employees Provident Fund (EPF), Public Provident Fund (PPF), Senior Citizen's Saving Scheme, Insurance Policy for Retirement, National Pension Schemes (NPS), Superannuation Fund, Gratuity, and Post-retirement counselling, Reverse Mortgage.	15	25%
IV	<b>Personal Tax Planning:</b> Income-tax slabs for individuals, Tax Planning hints with reference to residential status, salary income, property income, capital gains. Overview of Deductions Under Chapter – VI (A) for Individuals 80C, 80CCC, 80CCD (1), 80CCD (1B), 80D, 80DD, 80DDB, 80E, 80EE, 80G, 80GG, 80TTA, 80TTB. Form 16 Structure, Overview of AS – 26, TDS Reconciliation Analysis & Correction Enabling System (TRACES) Filing of IT Return E-filing of IT Return.	15	25%
V	Continuous Evaluation Includes Presentations, Quiz, Field work, Classroom interactions, overall behavior	---	

### 4. Pedagogy:

- a. ICT enabled Classroom teaching
- b. Case study
- c. Practical/live assignment
- d. Interactive classroom discussions

## 5. Evaluation:

Students shall be evaluated on the following components:

	Evaluation	Marks
<b>A</b>	<b>Continuous Evaluation Component</b>	<b>70</b>
<b>B</b>	<b>Mid-Semester examination</b>	<b>30</b>
<b>C</b>	<b>End-Semester Examination</b>	<b>50</b>

## 6. Reference Books:

No.	Author	Name of the Book	Publisher	Year of Publication /Edition
1	Jack R. Kapoor, Les R. Dlabay, Robert J. Hughes	Personal Finance	Mc Graw Hill	Latest Edition
2	Prasanna Chandra	Investment Analysis and Portfolio Management	Mc Graw Hill	Latest Edition
3	Vinod K Singhania Monica Singhania	Student's Guide to Income Tax	Taxman	Latest Edition
4	V.K.Singhania	Taxman's direct taxes planning And management	Taxman	Latest Edition

## 7. List of Journals /Periodicals /Magazines/Newspapers/Web resources, etc.

1. Business Standard
2. The Economic Times
3. The Chartered Accountant
4. The Chartered Secretary
5. Financial Express
6. Chartered Financial Analyst
7. Business World
8. Business Today
9. <http://incometaxmanagement.com/Pages/Gross-Total-Income/Salaries/Deduction-under-Chapter-VI-A.html>

**Designed By,**  
**Dr. Aabha S Singhvi**  
**Faculty: GRIMS ROFEL MBA, Vapi**

**Rajju Shroff ROFEL University**  
**Syllabus for Master of Business Administration, SEM-3**  
**Subject Name – Retail Management**  
**Subject Code- MBA032250**

➤ **Course Overview:**

A course in retail management provides a comprehensive understanding of managing retail businesses effectively. Students learn about retail strategy development, including market positioning, product assortment, pricing, and promotion. Operations management aspects cover store layout, inventory control, supply chain management, and logistics. Customer relationship management strategies focus on building customer loyalty, satisfaction, and handling complaints. Additionally, the course explores retail marketing, including advertising, branding, digital marketing, and merchandising techniques to optimize sales and profitability.

<b>Subject name</b>	Retail Management	<b>Subject Code</b>	MBA032250
<b>Semester</b>	III	<b>Credits</b>	4
<b>Teaching Hours</b>	40		

**1. Learning Outcome:**

LO1	Understanding retailing & interpret the implications of various retail strategies on the overall success of retailing venture.
LO2	Propose store layout & design strategies and analyze operations-oriented policies, methods, and procedures used by successful retailers in today's global economy
LO3	Developing CRM in retail & managing sales personnel in retail
LO4	Understanding the franchising model & implications of it for the success of franchising

LO- PO Mapping: Correlation Levels:

1= Slight (Low); 2= Moderate (Medium); 3= Substantial (High); “-“= no correlation

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
LO1	3	3	2	2	1	-	-	2	2
LO2	3	3	3	1	3	2	-	3	1
LO3	2	1	1	3	-	1	3	1	1
LO4	2	2	1	3	1	2	-	1	1

**2. Course Duration:** The course duration is of **40 sessions of 60 minutes each.**

### 3. Course Contents:

Module No:	Contents	No. of Sessions	(External Evaluation)
I	Introduction to Retailing, Global and Indian Retail Scenario, types of retail formats (store and non-store), multi-channel and Omni channel retailing, retail market strategy.	10	12
II	Retail locations, Site selection, Retailing Merchandising Planning and Procurement, Category management, Private Labels / Store Brands as a strategy tool.	10	13
III	Store layout, design and visual merchandising, Store atmospherics, customer service, Managing Human Resource as a key to store management.	10	13
IV	Introduction to franchising, advantages and disadvantages of franchising to franchisee and franchisor, types of franchises, Franchise agreement and Franchise Disclosure Document, Risks in franchising, Indian and global franchising scenario	10	12
V	<b>Continuous Evaluation</b> Includes Presentations, Quiz, Field work, Classroom interactions, overall behavior	---	Internal Evaluation of <b>70M</b>

### 4. Pedagogy:

- a. ICT enabled Classroom teaching
- b. Case study
- c. Practical / live assignment
- d. Interactive class room discussions

### 5. Evaluation:

Students shall be evaluated on the following components:

	Evaluation	Marks
<b>A</b>	<b>Continuous Evaluation Component</b>	<b>70</b>
<b>B</b>	<b>Mid-Semester examination</b>	<b>30</b>
<b>C</b>	<b>End –Semester Examination</b>	<b>50</b>

**6. Reference Books:**

No.	Author	Name of the Book	Publisher	Year of Publication / Edition
1	Barry R. Berman, Joel Evans	Retail Management: A strategic approach	Pearson	Latest Edition
2	Michael Levy, Barton Weitz, Dhruv Grewal	Retail Management	McGraw Hill	10 <sup>th</sup> Edition
3	Manish Sidhpuria	Retail Franchising	Tata McGraw Hill	Latest Edition

**7. List of Journals / Periodicals / Magazines / Newspapers / Web resources, etc.**

- The Journal of Business and Retail Management Research
- Retailer (magazine)
- [www.rai.net.in](http://www.rai.net.in) – website of Retailers Association of India
- [www.indiaretailing.com](http://www.indiaretailing.com)
- For FDD and Franchise Agreement, kindly refer FDD or franchise agreement of any major global franchise chain

**Designed By,**  
**Dr. Nupur Angirish**  
**Faculty: Marketing & H.R**

**Rajju Shroff ROFEL University**  
**Syllabus for Master of Business Administration, SEM-3**  
**Subject Name- International Human Resource Management (IHRM)**  
**Subject Code- MBA032260**

**1. Learning Outcome:**

Learning Outcome (Learner will be able to)
Acquaint students with the fundamental concepts of international HRM, models and practices
categorize the skills required in diagnosing international recruitment and selection, Training and Development and Performance Appraisal and Compensation Management
Evaluate different strategies required for dealing with the cross-cultural situation based on the understanding of external factors
Understand the dynamics of human resource management in the global context and manage human resource effectively

**LO – PO Mapping: Correlation Levels:**

**1 = Slight (Low); 2 = Moderate (Medium); 3 = Substantial (High), “-“= no correlation**

Sub. Code:	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
LO1-	1	3	1	2	3	1	-	-	1
LO2-	3	2	2	3	2	3	1	1	-
LO3-	2	1	3	-	3	1	1	-	-
LO4-	1	3	2	2	2	1	3	1	3

**2. Course Domain**

Subject name:	Human Resource Management	Subject Code:	<b>MBA032260</b>
Semester	III	<b>Credits</b>	4
Teaching Hors	40		

**3. Course Contents:**

Module	Content	No. of Hours	Marks ( out of ___)
1.	<ul style="list-style-type: none"> <li>• Difference between Domestic and International Manager</li> <li>• Issues in IHRM</li> <li>• Developing International Strategies</li> <li>• Understanding Culture and Its coverage</li> <li>• Cross Culture Theory</li> </ul>	6	20

	<ul style="list-style-type: none"> <li>• Cross Culture Negotiations</li> <li>• Planning and Preparation Parameter</li> <li>• Types and Strategy of Organizational Culture</li> </ul>		
2.	<p><b>Recruiting and selecting staff for International assignments:</b></p> <ul style="list-style-type: none"> <li>• Introduction</li> <li>• Issues in staff selection</li> <li>• Factors moderating performance</li> <li>• Selection criteria</li> <li>• Dual career couples</li> </ul> <p><b>Training and Development:</b></p> <ul style="list-style-type: none"> <li>• The role of expatriate training</li> <li>• Components of effective pre-departure training</li> <li>• Developing staff through international assignments</li> </ul> <p><b>Compensation:</b></p> <ul style="list-style-type: none"> <li>• Objectives of International compensation</li> <li>• Key components of an international compensation program</li> <li>• Approaches to International compensation</li> <li>• Patterns in complexity</li> </ul>	12	20
3.	<ul style="list-style-type: none"> <li>• Managing People in International Firms</li> <li>• International Business and IHRM</li> <li>• Approaches and globalization Approaches</li> <li>• Globalisation and Strategy</li> </ul>	8	20
4.	<p><b>Industrial Relations:</b></p> <ul style="list-style-type: none"> <li>• Introduction</li> <li>• Key issues in International Industrial relations</li> <li>• The response of trade unions to multinationals</li> </ul> <p><b>Regional integration:</b></p> <ul style="list-style-type: none"> <li>• The European Union(EU)</li> <li>• The issues of social dumping</li> <li>• The impact of the digital economy</li> </ul> <p><b>Performance Management:</b></p> <ul style="list-style-type: none"> <li>• Introduction</li> <li>• Multinational performance management</li> <li>• Performance management of International employees</li> <li>• Performance appraisal of International employees</li> <li>• Performance of HCN employees</li> </ul>	10	20
5. Practical:	Student should study at least 4 to 5 Cases and/or pick up one of the above areas of study as applied in one Company	2	20
	<b>Research Report on Industry visit:</b>	2	20

	Students may visit any company to understand the application of the topics learned in Module I to IV and may work on emerging topics in the field of IHRM		
	<b>Students Presentations:</b>		20
	<b>Quiz ( Online)</b>	30 mins	10

#### 4. Pedagogy:

- ICT enabled Classroom teaching
- Case study
- Practical / live assignment
- Interactive class room discussions

#### 5. Evaluation: Students shall be evaluated on the following components:

A	Internal Evaluation (Internals)	Total Marks 70
	Visit to any one company	20
	Case Study (any 2)	20
	Quiz (MCQ based)	10
	Presentations on the Current topic and Trends	20
B	<b>Mid Semester Examination ( Mid Term) 40 % Passing Marks</b>	<b>30 Marks</b>
C	<b>End Semester Examination ( Final Examination) 40% passing marks</b>	<b>50 Marks</b>

#### 6. Reference Books:

S. No.	Author	Name of the Book	Publisher	Edition
1.	P. SubbaRao	International Human Resource Management	Himalaya	Latest Edition
2.	Peter J. Dowling, Marion Festing, Allen D. Engle	International Human Resource Management	Cengage	Latest Edition

Note: Wherever the standard books are not available for the topic appropriate print and online resources, journals and books published by different authors may be prescribed.

#### 7. List of Journals / Periodicals / Magazines / Newspapers / Web resources, etc.

1. Journal of International Human Resource Management
2. Human Resource Management Review
3. The International Journal of Human Resource Management

Prepared by-

**Dr. Nidhi Yadav**

**Faculty- Marketing & HR**



**Rajju Shroff ROFEL University**  
**Syllabus for Master of Business Administration, SEM-3**  
**Subject Name- Import Export procedures.**  
**Subject Code- MBA032270**

➤ **Course Overview:**

<b>Subject name</b>	Import Export procedures.	<b>Subject Code</b>	MBA032270
<b>Semester</b>	III	<b>Credits</b>	4
<b>Teaching Hours</b>	40		

**1. Learning Outcomes:**

LO1	Identify and evaluate export or import opportunities in a specific sector / country.
LO2	Estimate problems / bottlenecks encountered for a given foreign trade opportunity and recommend relevant solutions to adapt for trade with a specific country or region.
LO3	Prepare a list of documents for export / import to a specific country for a specific sector.
LO4	Prepare Standard Operating Procedures for Quality Control and detailed export / import procedures.

LO- PO Mapping: Correlation Levels:

1= Slight (Low); 2= Moderate (Medium); 3= Substantial (High); “- “= no correlation

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
LO1	3	2	2	-	3	2	-	2	2
LO2	2	1	2	-	2	2	-	2	2
LO3	2	2	-	1	2	1	-	1	1
LO4	1	1	1	3	1	-	1	-	1

**2. Course Duration:** The course duration is of **40 sessions of 60 minutes each.**

**3. Course Contents:**

<b>Module No:</b>	<b>Contents</b>	<b>No. of Sessions</b>	<b>(External Evaluation)</b>
	<b>Regulatory Framework Governing Exports and Imports:</b> <input type="checkbox"/> Laws governing India’s export-import (general provisions) <input type="checkbox"/> Foreign trade (Development and Regulation) Act, 1992 <input type="checkbox"/> Foreign trade (Development and Regulation) Amendment Bill, 2010. <input type="checkbox"/> DGFT <input type="checkbox"/> The Customs Act <input type="checkbox"/> GST Act <input type="checkbox"/> Export Inspection Council		

I	<input type="checkbox"/> Overview of Foreign Trade Policy (2015-2020) <input type="checkbox"/> Legal basis and duration of FTP <input type="checkbox"/> Handbook of Procedures <input type="checkbox"/> E-IEC <input type="checkbox"/> General Provisions <input type="checkbox"/> EDI <input type="checkbox"/> Bonded Warehouses <input type="checkbox"/> Free exports <input type="checkbox"/> Objective of MEIS & SEIS <input type="checkbox"/> Towns of Export Excellence <input type="checkbox"/> Specific Input-Output Norms (SION)	10	15
II	<b>INCO Terms</b> <b>Methods of Payment:</b> <input type="checkbox"/> Open account, consignment, D/A, D/P <input type="checkbox"/> Letter of Credit (L/C) <b>International Trade Documents:</b> <input type="checkbox"/> Aligned Documentation System (ADS) <input type="checkbox"/> Proforma Invoice <input type="checkbox"/> Commercial Invoice <input type="checkbox"/> Packing List <input type="checkbox"/> Shipping Bill <input type="checkbox"/> Certificate of Origin <input type="checkbox"/> Consular Invoice <input type="checkbox"/> Certificate of Origin vs. Consular Invoice <input type="checkbox"/> Commercial Invoice vs. Consular Invoice <input type="checkbox"/> Mate's Receipt <input type="checkbox"/> Bill of Lading <input type="checkbox"/> Mate's Receipt vs. Bill of Lading <input type="checkbox"/> Guaranteed Remittance (GR) Form <input type="checkbox"/> Bill of Exchange <input type="checkbox"/> Airway Bill <input type="checkbox"/> Import Documents <b>Role of Customs House Agent, Freight forwarders and Shipping Agents (in brief).</b>	10	10
III	<b>Export Procedure:</b> <input type="checkbox"/> Registration Procedure <input type="checkbox"/> Pre-shipment Procedure <input type="checkbox"/> Shipment Procedure <input type="checkbox"/> Post-shipment Procedure (Realization of Export Proceeds) <input type="checkbox"/> Excise Clearance for Exportable Goods / GST provisions <b>Quality Control and Pre-Shipment Inspection</b> <input type="checkbox"/> Objectives of Quality Control and Pre-Shipment Inspection <input type="checkbox"/> Methods of Quality Control and Pre-Shipment Inspection <input type="checkbox"/> Procedure for Pre-Shipment Inspection <input type="checkbox"/> Procedure for Shipping and Customs Clearance <b>Marine Insurance Policy:</b> <input type="checkbox"/> Procedure for Marine Insurance Policy <input type="checkbox"/> Types of Marine Insurance Policies <input type="checkbox"/> Procedure for Filing Marine Insurance Claim	10	11

	<input type="checkbox"/> Registration-cum-Membership Certificate (RCMC) <input type="checkbox"/> Role of Customs House Agents (CHAs)		
<b>IV</b>	<b>Import Procedure:</b> <input type="checkbox"/> Categories of Importers <input type="checkbox"/> Import License <input type="checkbox"/> Import of Samples <input type="checkbox"/> Import Contract <input type="checkbox"/> Pre-import Procedure <input type="checkbox"/> Legal Dimensions of Import Procedure <input type="checkbox"/> Retirement of Import Documents <input type="checkbox"/> Customs Clearance for Imported Goods <input type="checkbox"/> Warehousing of Imported Goods <input type="checkbox"/> Exchange Control Provisions for Imports <input type="checkbox"/> Import Risks <input type="checkbox"/> Import Duties <input type="checkbox"/> Valuation for Customs Duty <input type="checkbox"/> Import Incentives under Special Schemes <input type="checkbox"/> Import of Personal Baggage <input type="checkbox"/> Import of Gifts	<b>10</b>	<b>14</b>
<b>V</b>	<b>Practical:</b> <input type="checkbox"/> Students can visit exporters and importers and understanding the practical processes and formalities involved. <input type="checkbox"/> Students can also simulate an export order and create a detailed process involving all documentation and procedural aspects.	---	<b>70</b>

#### 4. Pedagogy:

- a. ICT enabled Classroom teaching
- b. Case study
- c. Practical/live assignment
- d. Interactive classroom discussions

#### 5. Evaluation:

Students shall be evaluated on the following components:

	<b>Evaluation</b>	<b>Marks</b>
<b>A</b>	<b>Continuous Evaluation Component</b>	<b>70</b>
<b>B</b>	<b>Mid-Semester examination</b>	<b>30</b>
<b>C</b>	<b>End-Semester Examination</b>	<b>50</b>

#### 6. Reference Books:

<b>No.</b>	<b>Author</b>	<b>Name of the Book</b>	<b>Publisher</b>	<b>Year of Publication /Edition</b>
1	Mahajan M. I.	Export Policy, Procedures and Documentation	Snow-white Publications	2015
2	Paul Justin and RajivAserkar	Export Import Management	Oxford	2013
3	D C Kapoor	Export Management	Vikas	Latest Edition

4	Parul Gupta	Export Import Management	McGraw Hill	2017
5	Dr. Khushpat S. Jain, Dr. Apexa V. Jain	Foreign Trade – Theory, Procedures, Practices and Documentation	Himalaya	Latest Edition
6	Kumar Aseem	Export and Import Management	Excel	Latest Edition

### **7. List of Journals /Periodicals /Magazines/Newspapers/Web resources, etc.**

1. EXIM India
2. International Journal of Export Marketing
3. Economic Times
4. Exim News
5. Global Trade Review
6. Business Standard

**Rajju Shroff ROFEL University**  
**Syllabus for Master of Business Administration, SEM-3**  
**Subject Name- Tourism and Hospitality Management**  
**Subject Code- MBA032280**

➤ **Course Overview:**

The Tourism & Hospitality Management Programme entails a Professional approach towards subjects like Concepts of Tourism, Tourism resources, THM, Tourism Policy, Planning and Development and Tourism Marketing. Students will be enabled to summarize the relevance of Tourism Industry to the socio-economic development of the country. The students will further be able to analyze the impact of Tourism on regional and infrastructural development and maintenance of sustainable environment. Student will be empowered to create the marketing tools for the Tourism industry such as Tourist itinerary, brochures, Tourist map, etc.

<b>Subject name</b>	THM	<b>Subject Code</b>	MBA032280
<b>Semester</b>	III	<b>Credits</b>	4
<b>Teaching Hours</b>	40		

**1. Course Outcomes:**

CO1	Detailed understanding of tourism & hospitality as an industry functions
CO2	Ability to apply various concepts of management for a successful venture in hospitality and tourism
CO3	Appreciate the global nature of the industry, policies and the cultural diversity across geographies to be able to balance the global and local perspectives.
CO4	Development of skills required for better people management & making tour packages

CO- PO Mapping: Correlation Levels:

1= Slight (Low); 2= Moderate (Medium); 3= Substantial (High); “-“= no correlation

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
CO1	3	-	2	-	2	1	1	-	-
CO2	3	3	2	1	3	-	-	2	2
CO3	3	2	3	-	3	1	1	-	1
CO4	2	3	3	1	3	1	3	1	2

**2. Course Duration:** The course duration is of **40 sessions of 60 minutes each.**

### 3. Course Contents:

Module No:	Contents	No. of Sessions	(External Evaluation)
I	<b>Fundamentals of Tourism as an Industry</b> <ul style="list-style-type: none"> <li>• Definition and Concept</li> <li>• Phases of Tourism</li> <li>• Components of Tourism</li> <li>• Why do People Travel &amp; Tourist Destinations?</li> <li>• Tourism Infrastructure</li> <li>• Constituents of Tourism Industry</li> <li>• Major Trends (Past, Present and Future)</li> <li>• Types of Tourism &amp; Its various forms</li> <li>• India as a tourist place</li> <li>• Global Scenario of the industry</li> </ul>	10	12
II	<b>Tourism Products</b> <ul style="list-style-type: none"> <li>• Elements of Tourism Product &amp; Characteristics</li> <li>• Tourism Product Life Cycle</li> </ul> <b>Tourism Services</b> <ul style="list-style-type: none"> <li>• Travel Agencies &amp; their roles</li> <li>• Types of Travel Agencies</li> <li>• Tour Operators &amp; their roles</li> <li>• Differences between travel agency and tour operator</li> <li>• Role of Other Agencies in Tourism viz. UNWTO (World Tourism Organization), IATA, FHRAI</li> </ul>	10	13
III	<b>Hospitality Industry Overview</b> <ul style="list-style-type: none"> <li>• Origin, Nature &amp; Importance</li> <li>• Organizational Structure &amp; Management of various types of hotels</li> </ul> <b>Star Categories of Hotels</b> <ul style="list-style-type: none"> <li>• Grading Systems and Criteria</li> </ul> <b>Classification of Hotels</b> <ul style="list-style-type: none"> <li>• Basis of Classification &amp; Checklist</li> </ul>	10	12
IV	<b>Hotels &amp; Restaurants Operations</b> <ul style="list-style-type: none"> <li>• Departments of a Hotel &amp; Coordination between them</li> <li>• Hotels Revenue Centres and Cost Centres</li> <li>• Food and Beverages Operations</li> <li>• Housekeeping, Front Office &amp; Reservation Management, Room Servicing</li> </ul> <b>Event Management:</b> <ul style="list-style-type: none"> <li>• MICE (Meetings, Incentives, Conventions, Exhibitions), Business Events and Functions etc.</li> <li>• Event Planning and Organizing</li> <li>• Site &amp; Infrastructure Management</li> <li>• Crisis Management</li> <li>• Event Marketing</li> </ul>	10	13

<b>V</b>	<b>Continuous Evaluation</b> Includes Presentations, Quiz, Field work, Classroom interactions, overall behavior	---	Internal Evaluation of <b>70M</b>
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#### 4. Pedagogy:

- a. ICT enabled Classroom teaching
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#### 5. Evaluation:

Students shall be evaluated on the following components:

	<b>Evaluation</b>	<b>Marks</b>
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<b>C</b>	<b>End –Semester Examination</b>	<b>50</b>

#### 6. Reference Books:

	<b>Author</b>	<b>Name of the Book</b>	<b>Publisher</b>	<b>Year of Publication</b>
1	Rajat Gupta, Nishant Singh, Ishita Kirar & Mahesh Kumar Bairwa	Hospitality and Tourism Management	Vikas Publishing House Pvt. Ltd	Latest Edition
2	Sudhir Andrews	Introduction to Tourism and Hospitality Industry	Tata McGraw Hill Publishing Co. Ltd.	Latest Edition
3	John Walker	Introduction to Hospitality Management	Pearson Education	Latest Edition
4	Sunetra Roday, Archana Biwal and Vandana Joshi	Tourism: Operations and Management	Oxford University Press	Latest Edition
5	Charles R. Goeldner , J. R. Brent Ritchie	Tourism: Principles, Practices, Philosophies	John Wiley & Sons	Latest Edition

#### 7. List of Journals / Periodicals / Magazines / Newspapers / Web resources, etc.

- Journal of Tourism and Hospitality Management
- International Journal of Tourism and Travel
- Journal of Hospitality & Tourism Research
- Tourism and Hospitality Research
- Journal of Tourism & Hospitality

**Designed By,**  
**Tejas Mehta**  
**Faculty: Marketing**