

Rajju Shroff ROFEL University
Syllabus for Master of Business Administration, SEM-4
Subject Name- International Finance
Subject Code- MBA041030

➤ **Course Overview:**

Subject name	International Finance	Subject Code	MBA041030
Semester	IV	Credits	4
Teaching Hours	40		

This Subject is designed to familiarize students with international financial transactions and Operational aspects of foreign exchange markets. It focuses on forex market participants, exchange rates determination, international arbitrage, foreign exchange risks and its management and international capital market. It enables students to understand the crux of international financial market.

1. Learning Outcomes:

LO1	Discuss the international financial environment in the context of international fund flows, international financial markets and international financial agencies; and how they affect multinational operations.
LO2	Analyse & Evaluate Foreign exchange quotes (Direct & Indirect, Cross currency rate, difference between bid and ask rate) and discuss various types of currencies and terminologies related to it.
LO3	Analyse the various financing options available for companies and investors which can affect their balance sheet/ profitability.
LO4	Evaluate different risks associated in foreign exchange market and communicate their impact on foreign exchange transactions to the stake holders.

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	-	-	1	1
LO2	-	-	3	3	2	-	-	1	2
LO3	-	-	3	-	-	-	2	1	-
LO4	-	2	1	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	International Finance – Overview: <ul style="list-style-type: none"> • Globalization and Multinational firm, (Theory) • International Monetary System • Balance of payment (Theory) • Market for Foreign Exchange (Theory) • International Parity Relationship & Forecasting 	10	11

	Foreign Exchange rate. (Theory & Numerical)		
II	Forward Exchange Arithmetic (Theory & Numerical): <ul style="list-style-type: none"> Exchange Arithmetic Forward Exchange contracts, Forward Exchange rate based on Cross rates Interbank deals, Execution, cancellation, Extension of Forward contract 	10	14
III	International Financial Markets & Cash Management: <ul style="list-style-type: none"> International Banking & Money market (Theory) International Bond Market, LIBOR, (Theory) International Equity Market (ADR, GDR, EURO) Multinational Cash Management, (Theory) 	10	14
IV	International Contract & Procedure: <ul style="list-style-type: none"> Letter of credit- Meaning & Mechanism Types of letter of Credit Operation of Letter of Credit Managing Exposure:(Theory & Numerical) <ul style="list-style-type: none"> Management of Economic Exposure Management of Transaction Exposure Management of Translation Exposure 	10	11
V	Forming of Hedging with real time data from currency Exchanges.	---	70

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	Cheol S. Eun & Bruce G. Resnick	International Financial Management	McGraw Hill	2017 / 7th
2	P.G. Apte	International Financial Management	McGraw Hill	2017 / 7th
3	Jeff Madura	International Financial Management	Cengage	2015 / 12th
4	Alan C. Shapiro	Multinational Financial Management	Wiley India	Latest
5	P. G. Apte	International Finance: A Business Perspective	McGraw Hill	2017 / 2nd
6	V. Sharan	International Financial Management	PHI	2010 / 6th

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

- Journal of International Financial Management and Accounting
- Journal of Multinational Financial Management
- Journal of Emerging Market Finance
- International Finance (Magazine)
- Global Finance (Magazine)
- Economic Times
- Business Standard
- Duvvuri Subbarao (2016) 'Who Moved My Interest Rate 'Penguin Random House India.
- Raghuram G. Rajan (2017) 'I Do What I Do' Harpers Collins publishers.
- Report on Trend and Progress in Banking (2019-2020)
- Annual Report of The RBI (2019)
- Global Financial Stability Reports-2019
- <https://fbil.org.in/>
- <https://www.indexmundi.com/>

Rajju Shroff ROFEL University
Syllabus for Master of Business Administration, SEM-3
Subject Name- Merger & Acquisition
Subject Code-MBA041040

➤ **Course Overview:**

Subject name	Merger & Acquisition	Subject Code	MBA031040
Semester	IV	Credits	4
Teaching Hours	40		

1. Learning Outcomes:

LO1	Discuss the concepts and principles of Mergers, Acquisitions, Joint ventures, Spinoff, Split-ups, Equity carve out, Divestiture, Corporate Control etc.
LO2	Assess the impact of mergers and acquisitions on the short term and long term operating performance of the enterprise and shareholders' Value.
LO3	<i>Calculate</i> a given company's valuation by applying asset based, income based and market based models.
LO4	<i>Prepare</i> and present a report on cases of corporate restructuring in Indian or International context including its valuation.

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	3	-	2	-	2
LO2	3	3	3	-	1	1	3	-	1
LO3	3	3	2	-	1	-	-	-	2
LO4	1	3	1	3	-	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	<p>Corporate Restructuring:</p> <ul style="list-style-type: none"> • Concept, Reasons for Restructuring, Barriers to Restructuring <p>Types of Corporate Restructuring:</p> <ul style="list-style-type: none"> • Expansion: <ul style="list-style-type: none"> ○ Amalgamation, Absorption, Asset acquisition/ Mergers & Acquisitions <ul style="list-style-type: none"> • Concept, Classification of Mergers • Motives behind M&A • Reasons for failure • Reverse Merger • Recent Examples of M &A in India • Concept of Acquisition and types of Acquisitions • Joint venture • Types, benefits • Cross border expansion • Reasons, benefits • Contraction: <ul style="list-style-type: none"> ○ Spinoff ,Split-ups, Equity carveout ○ Divestiture/ Asset sale <ul style="list-style-type: none"> • Concept, benefits • Types of Divestiture • Reasons for Divestiture • Corporate controls: <ul style="list-style-type: none"> ○ Going private ○ Buyback ○ Leveraged Buyouts <ul style="list-style-type: none"> • Concept, types of LBOs ○ Takeover and Anti-takeover defence <ul style="list-style-type: none"> • Concept • Takeover Defence tactics • Benefits and disadvantages of Takeover ○ ESOPs <ul style="list-style-type: none"> • Concept (only theory) <p>Due diligence: Concept, types of Due Diligence</p>	10	25%
II	<p>Basics of Business Valuation: Introduction, Purpose of valuation, Role of Valuation, key, Concepts of value: Market Value, Book Value, Liquidation value Intrinsic Value, Replacement Value, Fair value, Valuation process</p> <p>Overview of various approaches to valuation(Theory & Numerical)</p> <p>Asset Based Valuation: Net Asset Method</p>	10	25%

	<p>Book Value basis Market Value basis Liquidation Value basis Income Based Valuation: Discounted Cash Flow Method Equity Valuation and Firm Valuation covering Stable growth and two stage growth (FCFE and FCFE models) Dividend Yield Method Capitalization Method</p>		
III	<p>Market Based Valuation:(Theory& Numerical)</p> <ul style="list-style-type: none"> • Comparable company and Transaction Analysis Method • Fair Value Method <p>Valuation Using Multiples:(Theory & Numerical)</p> <ul style="list-style-type: none"> • Earnings Based Approach (Earnings Capitalization Method, EPS, MPS, P/E Ratio), <p>Exchange Ratio and Synergy:(Theory & Numerical)</p> <ul style="list-style-type: none"> • Concept • ER based on EPS, MPS,PE <p>Combined EPS, Combined MPS, Combined PE</p> <ul style="list-style-type: none"> • Minimum and Maximum Exchange Ratio based on MPS and EPS • Market value of merged firm <p>Cost and Benefits of a merger</p>	10	25%
IV	<p>Overview of Valuation of Intangible Assets (Only Theory) Definition of Intangibles, Reasons to Conduct Intangible Valuation, Recognition, Valuation of Goodwill, Brands and Human Resource</p> <p>Accounting for Mergers:</p> <ul style="list-style-type: none"> • AS14 • Methods of Accounting • Balance Sheet Treatments after M &A <p>Discussion on the Practical Ecosystem for Corporate Restructuring through real Indian cases such as Split of Reliance Industries Limited, RIL-RPL merger, ICICI-ICICI Bank Merger, LIC-IDBI Bank, IDBI-IDBI Bank etc.</p>	10	25%
V	<p>Continuous Evaluation Includes Presentations, Quiz, Field work, Classroom interactions, overall behavior</p>	---	

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	Aswath Damodaran	Damodaranon Valuation	Wiley-India	Latest
2	Rajinder S. Aurora, KavitaShetty,Sharad Kale	Mergers and Acquisitions	Oxford	2011
3	PrasadG.Godbole	Mergers, Acquisitions and Corporate Restructuring	Vikas Publication	2009
4	PrasannaChandra	Corporate Valuation:A Guide for Analysts - Managers and Investors	Mc Graw Hill	2014
5	PatrickA.Gaughan	Mergers, Acquisitions and Corporate Restructurings	Wiley	2019 / 7th

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-4
Subject Name- Performance Management
Subject Code- MBA041050

➤ **Course Overview:**

This course covers the essentials of performance management, including how to set clear objectives and measurable KPIs to drive organizational success. It delves into various performance appraisal methods and best practices for delivering constructive feedback. Students will learn to develop and implement effective performance improvement plans and strategies for employee development. Additionally, the course addresses legal and ethical considerations to ensure fair and compliant performance management practices.

Subject name	Performance Management	Subject Code	MBA041050
Semester	IV	Credits	4
Teaching Hours	40		

1. Learning Outcome:

CO1	Evaluate the significance of performance management and its integration with organizational strategic and succession planning, including the alignment of individual KRAs and self-evaluation with company-wide assessments.
CO2	Design performance parameters aligned with business goals and propose innovative approaches for redesigning appraisal systems to meet the needs of various organizations.
CO3	Analyse appraisal challenges and cultural considerations in multinational and Indian contexts, identifying problems and difficulties associated with different appraisal methods.
CO4	Critically assess ethical issues in performance management practices within specific industries, evaluate criteria for performance outcomes, and address leadership challenges in the design, implementation, and updating of performance 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	2	2	3	2	1	2	2	-	2
CO2	3	3	3	2	1	2	1	2	3
CO3	2	2	3	1	3	2	2	-	2
CO4	2	2	2	2	2	3	3	-	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	Performance Management: <ul style="list-style-type: none"> • Aims, Characteristics • Developments in Performance Management • Concerns • Understanding PM • Performance Appraisal and Performance Management <ul style="list-style-type: none"> - PM and MBO - 7 rules of excellence - 7 sins of HR professionals 	10	12
II	Process of Performance Management: <ul style="list-style-type: none"> • Performance Management cycle • PM Sequence, Working of PM • Performance Management Activities • PM in action – feedback management in PM • Performance Counselling <ul style="list-style-type: none"> - Objectives; Process; - Conditions for Effective Performance Counselling and Planning 	10	13
III	Performance Monitoring: <ul style="list-style-type: none"> • Assessment Centre • Designing and Measuring performance (KPI & KRA) • Criteria for performance measurement • Setting Organizational, Team & Individual performance Standards • Methods for evaluating Performance <ul style="list-style-type: none"> - 360 Degree appraisal - Competency Mapping & Competency Modelling - Balance Scorecard 	10	13
IV	Role of Training and Development in PMS: <ul style="list-style-type: none"> • Need Identification for Training and Development for Performance Management • Rewards and Recognition • Team Performance • Performance Management linked Reward System • Role of HR Professionals in Performance Management • Potential Appraisal & its linkage to Performance Management • Performance Agreements • Performance Reviews; feedbacks – e-PM • Strategic role of HR professionals • Ethics in Performance Management 	10	12
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 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	A. S. Kohli, T. Deb	Performance Management	Oxford Higher Education	Latest edition
2	Soumendra N. Bagchi	Performance Management	Cengage	2013 / 2nd
3	R. K. Balyan, Vikramender Singh Balyan, Suman Balyan	Performance Management (Text & cases)	Himalaya Publishing House	2017 / 1st
4	T.V. Rao	Performance Management and Appraisal Systems	Sage	Latest edition

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

- Vikalpa – A Journal for Decision Makers
- Management Review
- Human Capital
- Harvard Business Review

Designed By,
Tejas Mehta
Faculty: Marketing

Rajju Shroff ROFEL University
Syllabus for Master of Business Administration, SEM-4
Subject Name- Human Resource Planning and Development (HRPD)
Subject Code- MBA041060

1. Learning Outcome:

Learning Outcome (Learner will be able to)
Critically evaluate integration of Human Resource Planning and Development with strategic organizational planning
Critically evaluate processes and policies to source and develop human resources.
Compare and contrast human resource planning techniques and models being developed and adapted globally
Design research, produce reports, and recommend changes in human resources practices for typical business situation

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	1	2
LO2-	3	3	3	2	2	2	2	1	2
LO3-	3	3	3	2	3	2	2	1	2
LO4-	3	3	3	3	2	2	2	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 ___)
1.	<p>Introduction to HRD:</p> <ul style="list-style-type: none"> • Definition • Relationship between HRM & HRD • Functions of HRD • HRD Climate • Roles & Competencies of HRD professional • Aligning HRD with corporate strategy • The evolution of the HRD theory • Shift from training to Learning • Interventions to informal workplace training • Model of Employee Behavior and Employee Influences. <p>HRSD –</p> <ul style="list-style-type: none"> • Contextual factors and Human Resource System designing. • Role Analysis and HRSD-key performance areas, • Critical Attributes, • Role effectiveness, • Role analysis methods 	12	20
2.	<p>HRD Needs</p> <ul style="list-style-type: none"> • Purpose of Assessment • Different level of Need Assessment (i.e. --- 	8	20

	Personal/task/Organizational/Strategic) • Prioritizing HRD needs • A systematic approach to Training need Assessment • Training & HRD process model.		
3.	HRD modules: •Recruitment and Selection • Orientation and Placement • Performance Appraisal • Training and Development • Promotion and Motivation • Career Development. • Performance Appraisals and Performance Development – objectives of performance appraisal – The past and the future; Basic consideration in performance appraisal; Development oriented appraisal system. Interpersonal feedback and performance counselling. • Career Planning, management, and development: Career Development stages and activities.	10	20
4.	Training – conceptual framework for training; • Learning Principles; • Identification of training needs; • Determination of training objectives; • Training programme design; • Training methods and their selection criteria; • Evolution and Follow up training. • Stress – definition – personality traits – emotional management – categories of stressors – identification of stress at various level – pre-requisites for zero stress – psychological stress – stress and human resource development. • Employee counselling.	8	20
5. Practical	Assignment can be given in group to study HRD practices in SMEs /Large organizations, Comparison between them/ identifying common HRD practices among all level. • Assignment can be given for preparing detailed training programme for the company in which students have taken SIP. • After preparing training schedule/program they may be asked to take company manager's feedback on the same for improvement.	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 (Small Field project to know CB)	20
	Case Study (any 2)	20
	Quiz (MCQ based)	10
	Presentations on the Current topic and Trends	20
B	Mid Semester Examination (Mid Term) 40 % Passing Marks	30 Marks
C	End Semester Examination (Final Examination) 40% passing marks	50 Marks

6. Reference Books:

S. No.	Author	Name of the Book	Publisher	Edition
1.	Jon M. Werner, Randy L. DeSimone	Human Resource Development	Cengage Learning	latest
2.	Udai Pareek	Designing and Managing Human Resource Systems	Oxford & IBH	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.

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

1. Human Resource Development Review
2. Journal of Human Resource Development
3. Human Resource Development Quarterly
4. International Journal of Human Resource Development and Management

Prepared by-

Dr. Nidhi Koushal Yadav
Faculty- Marketing & HR

Rajju Shroff ROFEL University
Syllabus for Master of Business Administration, SEM-4
Subject Name- Brand Management (BM)
Subject Code- MBA041070

1. Learning Outcome:

Learning Outcome (Learner will be able to)
Define the main concepts and explain the purpose of branding. Examine brand concepts in real-life setting by articulating the context of and the rationale for the application.
Discuss the process and methods of brand management, including how to establish brand identity
Create and retain brand equity; operational aspects of brand management.
Understand Impact of various brand building tools

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-	2	2	2	2	1	1	1	2	2
LO2-	3	3	3	2	2	2	2	3	2
LO3-	3	3	3	2	2	2	2	3	2
LO4-	2	3	2	2	2	2	2	3	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 ___)
I	<p>Branding & Brand Management:</p> <ul style="list-style-type: none"> • What Is a Brand? Why Do Brands Matter? Can Anything Be Branded? Branding Challenges and Opportunities, The Brand Equity Concept, Strategic Brand Management Process <p>Customer-Based Brand Equity and Brand Positioning:</p> <ul style="list-style-type: none"> • Customer-Based Brand Equity (Sources of Brand Equity & Building Strong Brand), Identifying and Establishing Brand Positioning, Positioning Guidelines, Defining a Brand 	8	20

	Mantra		
II	<p>Choosing Brand Elements to Build Brand Equity:</p> <ul style="list-style-type: none"> • Criteria for Choosing Brand Elements • Options and Tactics for Brand Elements <p>Leveraging Secondary Brand Associations to Build Brand Equity:</p> <ul style="list-style-type: none"> • Conceptualizing the Leveraging Process • Sources of secondary Brand Associations 	12	20
III	<p>Measuring and Interpreting Brand Performance Developing a Brand Equity Measurement and Management System:</p> <ul style="list-style-type: none"> • The Brand Value Chain • Designing Brand Tracking Studies • Establishing a Brand Equity Management System <p>Measuring Sources of Brand Equity: Capturing Customer Mind-Set:</p> <p>Overview</p> <ul style="list-style-type: none"> • Qualitative Research Techniques • Quantitative Research Techniques • Comprehensive Models of Consumer-Based Brand Equity 	10	20
IV	<p>Designing and Implementing Branding Strategies:</p> <ul style="list-style-type: none"> • Brand Architecture & Brand Hierarchy • Designing Branding Strategies Using Cause Marketing to Build Brand Equity • Brand Extension (Advantages & Disadvantages, how consumers evaluate brand extensions) 	8	20

	<p>Managing Brands over Time:</p> <ul style="list-style-type: none"> • Reinforcing Brands • Revitalizing Brands <p>Managing Brands over Geographic Boundaries:</p> <ul style="list-style-type: none"> • Global Brand Strategies 		
<p>V. Practical</p>	<ul style="list-style-type: none"> ➤ The participant has to identify three brands that they have seen in recent times which they feel may need to adopt a centrality theme in the Indian market to garner better sales by coordinating marketing and sales efforts to deliver business performance. ➤ Pick a brand, attempt to identify its sources of brand equity. Assess its level of brand awareness and the strength, favourability, and uniqueness of its association. ➤ Pick a category basically dominated by two brands, Evaluate the positioning of each brands, its target market, what are the main points of parity and points of difference? Have they defined their positioning correctly? How might it be improved? ➤ Pick a brand, identify all its elements and assess their ability to contribute to brand equity according to the choice criteria. <p>ASSIGNMENTS</p> <ul style="list-style-type: none"> • Your Favourite Indian Brand 	<p>2</p>	<p>20</p>

	<ul style="list-style-type: none"> • Mahindra Thar Co-branding Presentation • Alphabet's Brand Architecture and Portfolio • Selection of a PR Agency 		
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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 (Small Field project to know CB)	20
	Case Study (any 2)	20
	Quiz (MCQ based)	10
	Presentations on the Current topic and Trends	20
B	Mid Semester Examination (Mid Term) 40 % Passing Marks	30 Marks
C	End Semester Examination (Final Examination) 40% passing marks	50 Marks

6. Reference Books:

S. No.	Author	Name of the Book	Publisher	Edition
1.	Kevin Lane Keller, M.G. Rameswaram, Isaac Jacob	Strategic Brand Management	Pearson	Latest
2.	Kirti Dutta	Brand Management Principles and Practices	Oxford University Press	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. Journal of Brand Management
2. Brand Reporter

Prepared by-

Dr. Nidhi Koushal Yadav

Faculty- Marketing & HR

Rajju Shroff ROFEL University
Syllabus for Master of Business Administration, SEM-4
Subject Name – Sales and Distribution Management
Subject Code- MBA041080

➤ **Course Overview:**

This course on Sales and Distribution Management is designed to provide students with a comprehensive understanding of the principles, strategies, and practices essential for managing a sales force and distribution channels effectively. The course is divided into four main modules: Introduction to Sales Management, Sales Force Management, Distribution Management, Channel Information System. Each module covers critical aspects of the field, offering students a blend of theoretical knowledge and practical applications.

Subject name	Sales and Distribution Management	Subject Code	MBA041080
Semester	IV	Credits	4
Teaching Hours	40		

1. Learning Outcome:

LO1	Understand the nature and importance of sales management and the roles and responsibilities of a sales manager.
LO2	Identify and differentiate between various types of sales management positions and the theories of personal selling.
LO3	Formulate personal selling objectives and apply different sales forecasting methods.
LO4	Develop and implement sales-related marketing policies.

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	2	2	2	2	1	1
LO2	3	2	2	2	2	1	2	1	1
LO3	3	2	3	2	2	2	2	1	1
LO4	3	3	2	2	2	2	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	Introduction to Sales Management: Nature and Importance of sales management, Role of a Sales Manager, Types of sales management positions, Theories of personal selling, Personal selling objective, Sales forecasting methods, Sales Related Marketing Policies, Organizing & Driving Sales Efforts: Personal Selling Process, Kind and Size of the Sales Force, Sales Organization Structures, Sales Territories & Quotas Sales Budgets	10	12

II	Sales Force Management, Sales Job Analysis, Sales Force Compensation Structure, Sales Force Motivation, Sales Contests, Sales Force Supervision, Sales Expenses, Sales Performance Evaluation, Sales Reports, Sales Audits	10	13
III	Distribution Management: Introduction, Need and scope of distribution management, Marketing channels strategy Levels of channels, Functions of channel partners, Evolution & possible channel formats. Conflict management.	10	13
IV	Channel Information Systems: Elements of CIS, Designing of a CIS, Channel Performance Evaluation, Market logistics and supply chain management: Definition & scope of logistics, Component/s of logistics, Inventory & warehouse management, Transportation, technology in logistics and SCM, Sales & distribution management in international markets	10	12
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 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	Krishna K. Havaladar, Vasant M. Cavale	Sales & Distribution Management	Tata McGraw Hill	Latest Edition
2	Richard R. Still, Edward W. Cundiff, Norman A.P. Govoni, Sandeep Puri	Sales and Distribution Management: Decisions, Strategies & Cases	Pearson	Latest Edition
3	Ramendra Singh	Sales and Distribution Management – A PracticBased Approach	Vikas Publishing House Pvt. Ltd	Latest Edition
4	Dr. S. L. Gupta	Sales & Distribution Management	Excel Books	Latest Edition

5	Tapan K. Panda, Sahadev Sunil	Sales & Distribution Management	Oxford	Latest Edition
6	David Jobber, Geoffrey Lancaster	Sales & Distribution Management	Pearson	Latest Edition
7	Johnson F.M., Kurtz D.L., Scheuing E.E.	Sales Management: Concepts, Practice, and Cases	Tata McGraw Hill	Latest Edition

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

1. Professional selling and Relationship Marketing
2. Journal of Personal Selling & Sales Management.
3. Journal of Marketing Channels
4. Journal of Supply Chain Management
5. International Journal of Retail and Distribution Management.
6. <https://www.sellingpower.com/>

**Designed By,
Dr. Nupur Angirish
Faculty: Marketing**

Rajju Shroff ROFEL University
Syllabus for Master of Business Administration, SEM-4
Subject Name- Material Management
Subject Code- MBA041090

1. Learning Outcome:

Learning Outcome (Learner will be able to)
Assess the application of Theory of Constraints (TOC), capacity planning and Production Activity Control (PAC), Master Scheduling and the Master Production Schedule (MPS).
Discuss and debate on competency required in the practical application of materials management principles in industrial inventory systems.
Critically evaluate global materials management practices.
Critically analyze practices to Influence teams for effective decision making and coordinate to effect purchase at minimum cost

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	2	2	2	2	3
LO3-	2	3	3	2	3	2	2	2	2
LO4-	2	2	3	3	2	3	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 ___)
I	<p>Materials Management:</p> <ul style="list-style-type: none"> <input type="checkbox"/> The Operating environment <input type="checkbox"/> Meaning, objectives and functions of materials management <input type="checkbox"/> Costs involved <input type="checkbox"/> Advantages of integrated materials management <input type="checkbox"/> Concept of stores and warehousing <p>Classification and codification of materials:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Need for classification and identification <input type="checkbox"/> Classification of materials <input type="checkbox"/> Nature and process of Codification systems <input type="checkbox"/> Codification systems <ul style="list-style-type: none"> o Arbitrary, numerical, Mnemonic, Decimal, Brisch, Kodak <input type="checkbox"/> Stores vocabulary, marking of stores <p>Standardization, Simplification and Specialization:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Objectives of specification <input type="checkbox"/> Characteristics of specification 	8	20

	<ul style="list-style-type: none"> <input type="checkbox"/> Development of specifications <input type="checkbox"/> Problems in specifications <input type="checkbox"/> Definition of standards <input type="checkbox"/> Different dimensions and levels of standards <input type="checkbox"/> Benefits of standardization <input type="checkbox"/> Advantages of variety reduction <input type="checkbox"/> Techniques of variety reduction <ul style="list-style-type: none"> <input type="checkbox"/> Sales contribution analysis <input type="checkbox"/> Consumption analysis <input type="checkbox"/> Renard Series <input type="checkbox"/> Simplification <p>Warehousing:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Warehousing management <ul style="list-style-type: none"> <input type="checkbox"/> Warehouse activities <input type="checkbox"/> Space utilization and accessibility (simple numerical) <input type="checkbox"/> Stock location <input type="checkbox"/> Order picking and assembly <input type="checkbox"/> Control and Security <input type="checkbox"/> Inventory record accuracy and tolerance (theory) <input type="checkbox"/> Technology applications (Bar codes, RFID) 		
II	<p>Overview Manufacturing Planning and Control Systems: (materials management perspective)</p> <ul style="list-style-type: none"> <input type="checkbox"/> Strategic business plan <input type="checkbox"/> Production plan <input type="checkbox"/> Master production schedule <input type="checkbox"/> Material requirements plan <input type="checkbox"/> Purchasing and production activity control <p>Master Production Schedule: (numerical)</p> <ul style="list-style-type: none"> <input type="checkbox"/> Developing a master production schedule <p>Master schedule decisions</p> <ul style="list-style-type: none"> <input type="checkbox"/> MPS and delivery <p>Materials Planning:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Value analysis <ul style="list-style-type: none"> <input type="checkbox"/> Make or buy <input type="checkbox"/> Techniques <ul style="list-style-type: none"> <input type="checkbox"/> Requirement based on past consumption <input type="checkbox"/> Materials Requirement Planning <p>Materials Requirement Planning:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Definition, Objectives <input type="checkbox"/> Bills of Material <input type="checkbox"/> Structure of Bills of Material <input type="checkbox"/> Advantages and uses of Bills of Material <input type="checkbox"/> Gozinto matrix / graph <input type="checkbox"/> Techniques of MRP <ul style="list-style-type: none"> <input type="checkbox"/> Exploding and offsetting <input type="checkbox"/> Gross and net requirements <input type="checkbox"/> Releasing Orders <input type="checkbox"/> Low level coding and netting <input type="checkbox"/> Use of past consumption data 	10	20
III	<p>Production Activity Control:</p>	10	20

	<input type="checkbox"/> Data requirements <input type="checkbox"/> Planning files <ul style="list-style-type: none"> o Item master file, product structure file, routing file and work centre master file. <input type="checkbox"/> Control files <ul style="list-style-type: none"> o Shop order master file and the shop order detail file. <input type="checkbox"/> Manufacturing Lead Time <input type="checkbox"/> Scheduling techniques <ul style="list-style-type: none"> o Forward and backward scheduling o Infinite and finite loading <input type="checkbox"/> Reducing manufacturing lead time <ul style="list-style-type: none"> o Operation overlapping and operation splitting <input type="checkbox"/> Bottlenecks <ul style="list-style-type: none"> o Managing bottlenecks <input type="checkbox"/> Theory of constraints, Drum-Buffer-Rope Stores and Stores keeping: <input type="checkbox"/> Objectives, functions, features, benefits <input type="checkbox"/> Physical stock verification methods <input type="checkbox"/> Layout of stores, receipt section, Goods Receipt Note <input type="checkbox"/> Types of stores <input type="checkbox"/> Types of storage equipment		
IV	Materials Handling: <input type="checkbox"/> Introduction <input type="checkbox"/> Classification of Material handling equipment <input type="checkbox"/> Manual handling <input type="checkbox"/> Mechanized handling Purchasing: <input type="checkbox"/> Objectives <input type="checkbox"/> Purchasing cycle <input type="checkbox"/> Purchasing specifications <input type="checkbox"/> Supplier selection <input type="checkbox"/> Price determination <input type="checkbox"/> Impact of MRP on purchasing	10	20
V. Practical	<ul style="list-style-type: none"> • Students should be made to visit manufacturing units to understand their materials planning and management. • Students can be given a simulation assignment for managing materials for a manageable process. 	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 (Small Field project to know CB)	20
	Case Study (any 2)	20
	Quiz (MCQ based)	10
	Presentations on the Current topic and Trends	20
B	Mid Semester Examination (Mid Term) 40 % Passing Marks	30 Marks
C	End Semester Examination (Final Examination) 40% passing marks	50 Marks

6. Reference Books:

S. No.	Author	Name of the Book	Publisher	Edition
1.	A. K. Chitkale, R. C. Gupta	Materials Management: A Supply Chain Perspective (Text and Cases)	Pearson	Latest
2.	P. Gopalakrishnan, Abid Haleem	Handbook of Materials Management	PHI	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. Journal of Purchasing and Materials Management
2. Journal of Purchasing and Supply Management
3. Indian Journal of Materials Science

Prepared by-
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Faculty- Marketing & HR

Rajju Shroff ROFEL University
Syllabus for Master of Business Administration, SEM-4
Subject Name – Quality Management

Subject Code- MBA041100

➤ **Course Overview:**

This syllabus provides a comprehensive overview of quality management concepts, philosophies, tools, and systems. It covers various aspects of quality management, including defining quality, quality philosophies, quality improvement tools, statistical quality control, quality management systems, international quality excellence programs, and total quality management.

Subject name	QM	Subject Code	MBA041100
Semester	IV	Credits	4
Teaching Hours	40		

1. Learning Outcome:

LO1	Comprehensive Understanding of the various definitions and perspectives of quality.
LO2	Analyze and differentiate the costs associated with quality,
LO3	Learning to implement quality tools.
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:

Module No:	Contents	No. of Sessions	(External Evaluation)
I	<ul style="list-style-type: none"> • Defining and Understanding Quality: • Perspectives of defining quality • Product, User, Value, Manufacturing, Customer, Transcendental • Quality of design, performance and conformance • Costs of quality • Prevention, appraisal, internal and external failure, hidden failure costs • Customer Driven Quality • Meeting Customer needs and Expectations • Kano Model • Quality and Productivity • Quality Philosophies • W. Edward Deming’s philosophy • Deming Cycle (PDCA) 	10	12

	<ul style="list-style-type: none"> • 14 – point philosophy • Seven deadly diseases of management • Philip B. Crosby’s Philosophy • Four absolutes of quality management • 14 points for quality improvement • Joseph M. Juran’s philosophy 		
II	<ul style="list-style-type: none"> • Quality Improvement Tools: • Kaizen and Gemba Kaizen, 5S • Quality Function Deployment • Introduction, reasons to implement QFD • oQFD implementation (four phases) • Product Definition • Product Development • Process Development • Process Quality Control • House of Quality • Total Productive Maintenance • Overall Equipment Effectiveness • Six losses • Underlying components – Availability, • Performance, Quality • Calculating OEE, OEE benchmarks • Failure Mode and Effect Analysis • Design FMEA and Process FMEA • Why, When and How to perform FMEA • Stages of FMEA • Risk Priority Number (RPN) • Taguchi Loss Function • Concept • Nominal, smaller-the-better, larger-the-better • Formula • Benchmarking • Concept, reasons to benchmark, benchmarking • process • Pareto diagrams, flowcharts, scatter plots 	10	13
III	<ul style="list-style-type: none"> • • Statistical Quality Control (theory only): • Statistical Process Control • Variations and causes, patterns in control charts • Basis for sampling, sampling size and frequency • Location of control limits • Control charts for Variables • Variation between samples (X- bar chart) • Variation within samples (R – chart) • Control charts for Attributes • Yes/No data • p, np charts • Counting data • c, u charts • Quality Management Systems: • Concept, obstacles to QMS and overcoming them • Standardized systems (in brief – most important • feature) 	10	13

	<ul style="list-style-type: none"> • ISO certifications, such as ISO 9000/9001, ISO 13485, ISO 14000/14001, ISO 14971, ISO 17025, ISO 22000, HACCP, TS 16949; TL 9000; AS9100; cGxP, 21 CFR Part 11, QSR • Title 21 Part 820, A2LA, or OHSAS 18001 • Capability Maturity Model (CMM). • Six Sigma (in brief) • Principles of six sigma, meaning of DMAIC • Quality Circles • □TQM • International Quality Excellence Programs: • Balridge Excellence Framework and Award • Deming Award (for TQM) • Rajiv Gandhi National Quality Award • China Quality Award • Kitemarks 		
IV	<ul style="list-style-type: none"> • Total Quality Management: • History, Concept, Benefits • Eight Principles of TQM • Quality training and education • Quality engineering & quality control • Quality culture • Quality in design • Quality in procurement • safety aspect in Quality (specially petroleum industries) • Quality in service • Quality in manufacturing • Quality in marketing • Quality in after sales service • Generic strategy model for implementing TQM • TQM strategies • TQM element approach • Guru approach • Organization model approach • Japanese total quality approach • Award criteria approach • Business Process Reengineering (BPR) 	10	12
V	<p>Continuous Evaluation Includes Presentations, Quiz, Field work, Classroom interactions, overall behavior</p>	---	Internal Evaluation of 70M

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
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	R. Paneerselvam, P. Sivasankaran	Quality Management	PHI	Latest Edition
2	James R. Evans, William M.Lindsay	Managing for Quality and Performance Excellence	South Western	Latest Edition
3	James R. Evans	Quality and Performance Excellence	Cengage	Latest Edition
4	Kanishka Bedi	Quality Management	Oxford University Press	Latest Edition
5	Rajesh K. Jain, Himanshu M. Trivedi	Quality Management for Zero Defect and Zero Effect : A Compendium of Case Studies and Best Practices	ASQ India	Latest Edition
6	Howard Gitlow, Rosa Oppenheim, Alan Oppenheim, David Levine	Quality Management	McGraw Hill	Latest Edition
7	James R. Evans	Total Quality Management	Cengage	Latest Edition

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

1. International Journal of Productivity and Quality Management
2. Quality Management Journal
3. The TQM Journal
4. International Journal for Quality Research
5. Quality Management Magazine
6. Quality India Magazine
7. Quality Council of India - <https://www.qcin.org/>
8. National Quality / Business Excellence Awards in different countries:
<https://www.nist.gov/document/nationalqualitybusinessexcellenceawardsindifferentcountriesxls>

Designed By,

Dr. Nupur Angirish

Faculty: Marketing & H.R

Rajju Shroff ROFEL University
Syllabus for Master of Business Administration, SEM-IV
Subject Name- Cyber Security & Information Technology Governance
Subject Code- MBA041110

➤ **Course Overview:**

The "Cyber Security & Information Technology Governance" course provides a comprehensive understanding of the complexities and challenges in securing information systems against cyber threats. Students will explore various types of cybercrimes, their legal implications, and develop skills to create robust security frameworks and incident response plans. The course emphasizes the importance of ethical considerations, global perspectives, and balancing security with privacy needs. Practical exercises will enhance students' abilities in network and system security management, while highlighting the critical role of IT governance in today's digital landscape. By the end of the course, students will be equipped to effectively manage and mitigate cyber risks within an organizational context.

Subject name	Cyber Security & Information Technology Governance	Subject Code	MBA041110
Semester	IV	Credits	4
Teaching Hours	40		

1. **Learning Outcome:**

CO1	Identify and describe the major types of cybercrimes, their methods of operation, victims, targets, and related legal frameworks.
CO2	Analyse and evaluate the global perspective of cybercrime, including cultural differences, ethical issues, and the balance between security and privacy.
CO3	Develop and implement a framework for classifying information assets, and create an incident response plan to manage information security incidents effectively.
CO4	Demonstrate proficiency in designing, installing, configuring, documenting, and troubleshooting network and system hardware and operating systems, and communicate the importance of IT Governance in addressing cyber issues.

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	3	2	2	1	2	1	1
CO2	2	2	3	2	3	1	3	1	1
CO3	3	3	3	2	2	2	2	2	2
CO4	3	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>Introduction to Cybercrime:</p> <p>Cyber Crime:</p> <ul style="list-style-type: none"> • Definition and Origin of the Word • Cyber Crime and Information Security • Who are Cyber Criminals • Classification of Cybercrimes • E-mail Spoofing, Spamming, Cyber Defamation • Internet Time Theft • Salami Attack, Salami technique Data Diddling, Forgery, Web Jacking • Newsgroup Spam, Industrial Spying, Hacking, Online Frauds, Pornographic Offenders, Software Piracy, Computer Sabotage Email Bombing, Computer Network Intrusions, Password Sniffing, Credit Card Frauds, Identity Theft <p>Legal Perspectives of Cyber Crime:</p> <ul style="list-style-type: none"> • Indian Perspectives • Need of Cyber Laws • The Cyber Crime and Indian IT Act 2000/2001 • Hacking and Indian Laws • Global Perspective on Cyber Crime • Cyber Crime Era: Survival Mantra for Netizens; Cybercrime and punishment 	10	12
II	<p>Cyber Offenses:</p> <ul style="list-style-type: none"> • How Criminals plan them, Categories of Cyber Crimes, How Criminal Plans the Attack: • Active Attacks, Passive Attacks • Social Engineering, Classification of Social Engineering • Cyber Stalking: types of Stalkers • Cyber Cafe and Cyber Crimes, Botnets, Attack Vectors, Cyber Crime and Cloud Computing <p>Cybercrime:</p> <ul style="list-style-type: none"> • Mobile and Wireless Devices, Proliferation of Mobile and Wireless devices, • Trends in Mobility, Credit card Frauds in Mobile and wireless devices • Authentication Service Security, Attacks on Mobile/Cellphones, Mobile Devices: Security Implications for Organizations, Organization Security polices and Measures in Mobile Computing Era 	10	13

III	Phishing and Identity Theft: Phishing: <ul style="list-style-type: none"> • Methods of Phishing, Phishing Techniques, Types of Phishing Scams, Phishing countermeasures, Identity theft, Types and Techniques of identity thefts and its counter measures Cyber Security: <ul style="list-style-type: none"> • Organizational Implications: Web Threats for Organization , Security and Privacy Implications, Social Media Marketing: Security risk for organizations, Incident handling: An Essential Component of Cyber Security 	10	13
IV	IT Governance: <ul style="list-style-type: none"> • Importance, benefits, what does it cover, Performance Measurement: Why is performance measurement important, what does performance measurement cover, who are the stakeholders and what are their requirements, what should we measure, What's best practice Implementation Roadmap: <ul style="list-style-type: none"> • Goals and success criteria, how to get started, who needs to be involved and what are their roles and responsibilities Communication Strategy & Culture: <ul style="list-style-type: none"> • Who do we need to influence, What are the key messages, Communication best practices, Developing an influencing strategy 	10	12
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 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	Nina Godbole & Sunit Belapur	Cyber Security: Understanding Cyber Crimes , Computer	Wiley	2011

		Forensics and Legal Perspectives		
2	National Computing Centre Limited, National Computing Centre Limited Staff	IT Governance: Developing a Successful Governance Strategy: A Best Practice Guide for Decision Makers in IT	John Wiley & Sons, Incorporated, 2005	Latest Edition
3	Prof. Dr. Marco Gercke	Understanding cybercrime: Phenomena and legal challenges Responses	ITU 2012	Latest Edition

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

- Journal of Cyber Security Technology, Taylor & Francis
- International Journal of Cyber-Security and Digital Forensics (IJCSDF)
- IT Governance Journal
- <https://www.isaca.org/Certification/CGEIT-Certified-in-the-Governance-of-Enterprise-IT/Prepare-for-the-Exam/Study-Materials/Documents/Developing-a-Successful-Governance-Strategy.pdf>

Rajju Shroff ROFEL University
Syllabus for Master of Business Administration, SEM-3
Subject Name- Cloud Computing
Subject Code- MBA041120

➤ **Course Overview:**

Subject name	Cloud Computing	Subject Code	MBA032240
Semester	III	Credits	4
Teaching Hours	40		

1. Learning Outcomes:

LO1	Analyse how business processes, and workflows can be managed using cloud computing.
LO2	Critically evaluate the different managerial challenges related to implementation, migration, vendor and end user management.
LO3	Appraise global development in cloud computing technologies and data science.
LO4	Prioritize ethical consideration associated with data management and analysis

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	3	-	-	-	-	-	1
LO2	1	2	3	3	-	3	-	-	-
LO3	1	2	-	1	3	2	-	-	1
LO4	2	-	-	2	-	-	3	-	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	Cloud Computing Foundation: Introduction to Cloud Computing- Basics, History, Characteristics; Move to Cloud Computing- Advantages/ Disadvantages, Technologies in Cloud Computing, Migrating into Cloud, SLA, Challenges in Cloud Computing ; Types of Cloud; Working of Cloud Computing- Trends, Cloud Service Models Cloud Computing Architecture:	10	25%

	Cloud Computing Technology – Lifecycle, Reference Model for Cloud Computing, Industry Standards; Cloud Architecture; Cloud Modelling and Design, Cloud Ecosystem, Cloud Governance- - Monitoring Business Processes, IT Cost Management Business Values of Cloud Business Case for implementing a Cloud		
II	Virtualization: Foundation, Types, Architecture And Software, BenefitsAnd Challenges, Virtualization In Grid and Cloud Data Storage And Cloud Computing: Enterprise Data Storage, Data Storage Management, FileSystem, Cloud Data Stores, Grids For Data Storage Cloud Computing Services: Web Based Application, Web Based Services, Infrastructure Services, On Demand Computing	10	25%
III	Cloud Computing and Security: Risk in Cloud Computing; Data Security in CloudComputing; Cloud Security Services SOA And Cloud Computing: SOA Foundation; Business Process Management and Cloud	10	25%
IV	Cloud Computing Tools: Tools and Technologies; Cloud Mashups; Apache Hadoop;Cloud Tools Cloud Application: Moving Application To Cloud; Microsoft Cloud Services; Google Cloud Application; Amazon Cloud Services; OtherCloud Applications Future Cloud: Future Trends; Mobile Cloud; Multimedia Cloud; EnergyAware Cloud Computing; Jungle Cloud	10	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
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	A Srinivasan , J Suresh	Cloud Computing : A practical approach for learning and implementation	Pearson	Latest Edition
2	Anthony T Velte, Toby J Velte, Robert Elsenpeter	Cloud Computing a practical approach	McGraw-Hill	Latest Edition
3	Rajkumar Buyya, Christian Vecchiola,S.Thamarai Selvi	Mastering Cloud Computing	McGraw-Hill	Latest Edition
4	Michael Miller,	Cloud Computing - Web Based application,	Pearson	Latest Edition
	Judith Hurwitz , Bloor Robin , Marcia Kaufman & Fern Halper	Cloud Computing forDummies	Wiley	Latest Edition

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

1. International journal of cloud computing
2. Journal of cloud computing
3. IEEE cloud computing journals
4. Journal of cloud computing IBIMA
5. International journal of cloud computing and services science
6. International journal of cloud computing and security
7. International journal of cloud computing and data science

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Faculty: GRIMS ROFEL MBA, Vapi

Rajju Shroff ROFEL University

Syllabus for Master of Business Administration, SEM-III

Subject Name- FinTech & Financial Analytics.

Subject Code- MBA042130

➤ Course Overview:

This course aims at providing knowledge in financial technology, analyzing Financial data & design financial products that provide innovative solutions.

Subject name:	FinTech & Financial Analytics.	Subject Code:	MBA042130
Semester	IV	Credits	4
Teaching Hours	40		

1. Learning Outcome:

LO1	Understand the basic concepts of FinTech and financial analytics and its major features.
LO2	Understand the application of technology streamlining financial services and system.
LO3	Evaluate the financial analytics and its use in taking better Financial decisions.
LO4	Analyse the working of FinTech & application of analytics tools and latest developments globally.

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	-	3	2	2	2	2
LO2	3	3	3	1	2	-	1	1	1
LO3	3	3	3	-	1	-	1	1	1
LO4	1	1	1	-	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>Introduction to FinTech</p> <p>FinTech Evolution FinTech Typology</p> <p>Functional aspects of FinTech applications</p> <p>Trends in FinTech Industry and Opportunities provided by different areas of the Fintech ecosystem</p> <p>Fintech: IT-enabled financial innovations and the current trend.</p> <p>The Future of Financial Services</p> <p>FinTech Regulation in India</p>	10	17
II	<p>A brief History of Financial Innovation</p> <p>Digitization of Financial Services</p> <p>FinTech & Funds - Crowdfunding- Types, Charity and Equity</p> <p>P2P and Marketplace Lending, Digital Banking, Payment Banks, Wallets, Insurtech, Regtech, Wealthtech , BNPL, Cryptocurrencies & Block chain</p>	10	18
III	<p>Introduction to Financial Analytics</p> <p>Importance of Financial Analytics</p> <p>Types of Financial Analytics</p> <p>Fundamental Analysis</p> <p>Technical Analysis</p> <p>Component of Financial Analytics</p> <p>Features of Financial Analytics</p> <p>Financial Analytics and Data Analysis</p>	10	17
IV	<p>Implementation of Financial Analytics</p> <p>Corporate Financial Analytics</p> <p>Investment Financial Analytics</p> <p>Financial Analytics and Current Financial Challenges</p> <p>Fraud - Risk – Profitability</p> <p>Portfolio Management</p> <p>Introduction to R & Python - Nature of Data in Finance and</p> <p>Source of Financial Data - Cleaning and Pre-Processing Data</p>	10	18

	Exploratory Data Analysis in R & Python.		
V	<p>Practical:</p> <p>Project on Technological aspects / Digitalization of Financial Services or Industry.</p> <p>Use of technologies in payments and new business model. Application of various tools and its uses</p> <p>A Study on digitization and online operating modelsof the financial services industry.</p> <p>Digital Transformation in finance / of finance.</p> <p>Use of Financial Analytics for better financial decisions.</p>	---	70

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:

	Internal Evaluation	Marks
A	• Continuous Evaluation Component	70
	• Class Presence & Participation	
	• Quiz	
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	Sanjay Phadke	FinTech Future The Digital DNA of Finance	Sage Publications	2020 / latest edition

2	Pranay Gupta and T. Mandy Tham	Fintech: The NewDNA of Financial Services	Gruyter	2019 / latest edition
3	Dr. Anuradha B	Financial Analytics and Control	Notion Press	2021 / 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.

- a. FinTech Magazine (<https://fintechmagazine.com>)
- b. The FinTech Times (<https://thefintechtimes.com>)
- c. Journal of Financial Technology (thejft.com)
- d. The Economic Times
- e. Financial Express

Rajju Shroff ROFEL University
Syllabus for Master of Business Administration, SEM-4
Subject Name- Managing Talent Globally
Subject Code-MBA042140

➤ **Course Overview:**

Subject name	Managing Talent Globally	Subject Code	MBA042140
Semester	IV	Credits	4
Teaching Hours	40		

1. Learning Outcomes:

LO1	<i>Define, explain and compare</i> perspectives and theories related to managing talent globally.
LO2	<i>Discuss</i> the significance of managing the Human Resource in the current business environment globally
LO3	<i>Evaluate</i> the different strategies of Human Resource Management at global level among different economies and culture by MNCs
LO4	<i>Illustrate, categorize, and analyze</i> a broad range of issues and problems facing MNCs in their global talent management activities in specific industry.

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	2	1	1	1	1	1
LO2	2	3	3	2	1	2	1	-	1
LO3	1	2	2	-	3	1	-	-	1
LO4	2	2	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	<p>Introduction to GHRM:</p> <ul style="list-style-type: none"> • Concept • Definition& Objectives • Difference between GHRM & Domestic HRM; <p>Challenges and factors affecting GHRM:</p> <ul style="list-style-type: none"> • Approaches to IHRM • Model of IHRM • Types of Global organizations and its impact on HR functions • GHRM & International organization design and structure; cultural context of IHRM (Hofstede study) 	10	25%
II	<p>Managing Talent Globally:</p> <ul style="list-style-type: none"> • Global staffing: <ul style="list-style-type: none"> ○ Global Workforce planning ○ Understanding labor market at the global level ○ Differences in staffing strategies across countries ○ Types of staffing strategy ○ Expatriate assignments ○ Criteria used for selection of expatriates ○ Selecting females as expatriates ○ Reasons for failure of expatriate assignments ○ Issues associated with implementation of global staffing <p>Global HRD:</p> <ul style="list-style-type: none"> • Issues associated with various approaches to training local workforces <p>Role of training in supporting expatriate adjustments and on-assignments performance</p> <ul style="list-style-type: none"> • Challenges of global Management development • Components of effective pre-departure training ;Hofstede model for preparing expatriate for training • Identifying and developing high potentials • Managing international career paths • Dual career couples • Cross cultural training and its evaluation • Current trends in global T&D <p>Repatriation, Re-entry and career issues</p>	10	25%
III	<p>Global Compensation:</p> <ul style="list-style-type: none"> • Country wide differences on compensation system • Challenges with respect to. compensation when firm moves from domestic to international • Key components of international compensation programme • Approaches to international compensation; problems in dealing with taxation, living cost data, managing TCN compensation 	10	25%

	<ul style="list-style-type: none"> • Best practices for expatriates compensation programme Global Performance Management: <ul style="list-style-type: none"> • Differences in PMS in different countries • PMS as a part of Multinational's control system • KPI of expatriates • Performance Management of Non-expatriates • Non-standard assignments like commuters, virtual Issues and criteria related to appraisal of International employees		
IV	Global IR: <ul style="list-style-type: none"> • Key Issues of IR in IHRM • Role of Trade Union in MNC's • Collective Bargaining and Negotiation issues • Labour law & Employee Relation practices indifferent countries • Participative Management • HR Min Cross Border Mergers & Acquisition • International Labor standards • Role of HRM in managing ethics and CSR globally IHRM trends and future challenges	10	25%
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	Peter Dowling & Dennice Welch & Randall Schule	International HRM	Thomson/Excel	Latest Edition
2	David C. Thomas, Mila B. Lazarova	Essentials of IHRM- Managing People Globally	Sage publications	Latest Edition

3	Mike W. Deepak Srivastava, Peng, K.	Global Business	Cengage	2018 / 2 nd
4	SPS &M.Kishore Bedi,	Global HRM	Widom, Delhi	Latest Edition
5	Anne-WilHarzing & Joris Van Ruyosseveldt (eds.),	International Human Resource Management	Sage Publications, New Delhi	Latest Edition

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-4
Subject Name- B2B Marketing
Subject Code- MBA042150

➤ **Course Overview:**

The B2B marketing course provides a comprehensive overview of business-to-business marketing strategies and practices. Students will explore key concepts such as market segmentation, targeting, and positioning within the context of organizations selling products or services to other businesses. The course delves into digital marketing tools and platforms crucial for B2B success, including CRM systems and marketing automation. Additionally, students will learn how to craft effective B2B marketing campaigns that align with business objectives and customer needs. By the end of the course, participants will have developed a solid understanding of the unique challenges and opportunities in B2B marketing landscapes.

Subject name	B2B Marketing	Subject Code	MBA042150
Semester	IV	Credits	4
Teaching Hours	40		

1. Learning Outcome:

CO1	To study the challenges, applications and the dynamic environment of B2B marketing, including the unique nature of organizational buying behaviour
CO2	Develop B2B marketing strategies blending in the marketing concepts
CO3	Know the influence of culture & recommend socially responsible practices for B2B marketing
CO4	Develop a business marketing plan for a real local company that mainly targets business customers

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	1	1	1	-	-	2	2
CO2	3	3	2	2	3	-	-	2	2
CO3	2	1	-	3	3	1	3	2	1
CO4	3	3	-	3	1	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	<p>Introduction to B2B Marketing:</p> <ul style="list-style-type: none"> • Business marketing • Business market customers • Characteristics of business markets • Organizational buying and buying behavior • The buying process <p>Organizational markets of India:</p> <ul style="list-style-type: none"> • Organizational and business markets • Government as a customer • Commercial enterprises • Commercial and institutional customers 	10	12
II	<p>Segmenting business markets</p> <p>Business marketing planning:</p> <ul style="list-style-type: none"> • Strategic role of marketing • Components of a business model <p>Product strategy:</p> <ul style="list-style-type: none"> • Product policy • Industrial product strategy • Technology adoption • Building B2B brands • Product support strategy <p>Managing innovation and NPD:</p> <ul style="list-style-type: none"> • Management of Innovation • Managing technology • Determinants of new product performance 	10	13
III	<p>Managing service for business markets:</p> <ul style="list-style-type: none"> • Understanding the customer experience • Delivering effective customer solutions • Marketing of solutions <p>Pricing in B2B marketing:</p> <ul style="list-style-type: none"> • Pricing process • Competitive bidding <p>Managing marketing communications for business markets:</p> <ul style="list-style-type: none"> • B2B Advertising • Digital marketing Trade shows, exhibitions, business meets • Managing the sales force 	10	13
IV	<p>Managing Channels:</p> <ul style="list-style-type: none"> • Business marketing channels and participants • Channel design and management decisions • E-commerce for business marketing channels • B2B logistics management <p>Marketing of Projects:</p> <ul style="list-style-type: none"> • Characteristics of project management • Competitive bidding for projects • PPP Projects 	10	12

	Implementation of marketing strategy: <ul style="list-style-type: none"> • Successful strategy implementation • Building a customer driven organization Ethical issues in B2B Marketing		
V	Continuous Evaluation Includes Presentations, Quiz, Field work, Classroom interactions, overall behavior	---	Internal Evaluation of 70M

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 D. Hutt, Dheeraj Sharma, Thomas W. Speh	B2B Marketing: A South Asian Perspective	Cengage	Latest Edition
2	Sharad Sarin	Business Marketing: Concepts and Cases	McGraw Hill	Latest Edition
3	James C. Anderson, Das Narayandas, James A. Narus and D.V.R. Seshadri	Business Market Management (B2B): Understanding, Creating, and Delivering Value	Pearson	Latest Edition

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

- Journal of Business to Business Marketing
- Journal of Business Market Management
- Journal of Business & Industrial Marketing
- International Journal of Business Marketing and Management

Designed By,
Tejas Mehta
Faculty: Marketing

Rajju Shroff ROFEL University
Syllabus for Master of Business Administration, SEM-3
Subject Name- World class manufacturing.
Subject Code- MBA042160

➤ **Course Overview:**

Subject name	World class manufacturing.	Subject Code	MBA042160
Semester	IV	Credits	4
Teaching Hours	40		

1. Learning Outcomes:

LO1	Discuss best practices adopted by industry in the sphere of WCM.
LO2	Examine the barriers to using IT strategically for World Class Manufacturing.
LO3	Discuss latest trends and developments in technology, systems and practices around the world pertaining to WCM.
LO4	Compare and contrast team building practices to implement the World Class Manufacturing Plan across an organization in different industry.

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	2	1	-	-	1
LO2	2	3	2	2	1	1	-	1	-
LO3	2	3	1	1	3	1	1	2	-
LO4	1	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	<p>Philosophy of World Class Manufacturing:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Evolution of WCM <ul style="list-style-type: none"> o Taiichi Ohno and Shigeo Shingo o Richard Schonberger <input type="checkbox"/> Manufacturing assessment using customer focused principles <ul style="list-style-type: none"> o Toyota Production System (TPS) (briefly) <input type="checkbox"/> Genesis and development <input type="checkbox"/> Influence of Henry Ford, Taiichi Ohno, Eiji Toyoda, and Shigeo Shingo. <input type="checkbox"/> Muri, mura, muda <input type="checkbox"/> Conceptual pillars 	10	12

	<ul style="list-style-type: none"> <input type="checkbox"/> Just-in-Time <input type="checkbox"/> Jidoka (Autonomation) <input type="checkbox"/> Underlying principles of TPS <input type="checkbox"/> Continuous improvement o Challenge o Kaizen o Gemba and Genchi Genbutsu <input type="checkbox"/> Respect for People <input type="checkbox"/> Key tools and concepts within TPS <input type="checkbox"/> Kaizen <input type="checkbox"/> Kanban <input type="checkbox"/> Poka-yoke <input type="checkbox"/> 5S <input type="checkbox"/> Value Stream Mapping (VSM) o WCM model (temple) developed by FIAT and contributions of Hajime Yamashina. <input type="checkbox"/> Ten technical pillars <input type="checkbox"/> Ten managerial pillars <input type="checkbox"/> Difference between FIAT's WCM and Schonberger's WCM <input type="checkbox"/> Gaining competitive edge through world class manufacturing 		
II	<p>Contemporary Practices (basic introduction):</p> <ul style="list-style-type: none"> <input type="checkbox"/> TOPP <input type="checkbox"/> AMBITE System <input type="checkbox"/> MRP II <input type="checkbox"/> Automated Production Systems o Fixed Automation Systems o Flexible Automation Systems (FAS) o Programmable Automation Systems <input type="checkbox"/> Service automation Human Resource Management in WCM: <input type="checkbox"/> Adding value to the organization <input type="checkbox"/> Organizational learning, Cross functional teams <input type="checkbox"/> People as problem solvers <input type="checkbox"/> Total Employee involvement <input type="checkbox"/> Human Integration movement <input type="checkbox"/> Motivation and reward in the age of continuous improvement. 	10	13
III	<p>Lean Production:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Concept and core idea <input type="checkbox"/> Seven Deadly Wastes <input type="checkbox"/> Key tools o 5S o Andon (Visual Feedback) o Visual Factory o Bottleneck analysis o SMED (Single Minute Exchange of Dies) <p>Agile Manufacturing:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Concept, Lean as a precursor to Agile <input type="checkbox"/> Effectiveness of Agile <input type="checkbox"/> Key elements of Agile 	10	13

	<ul style="list-style-type: none"> o Modular Product Design o Information Technology o Corporate Partners o Knowledge Culture <p>Short Interval Control:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Concept, key features and elements, benefits Hoshin Kanri (Policy Deployment): <input type="checkbox"/> Concept, core principles 		
IV	<p>Six Sigma:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Value of Six Sigma <input type="checkbox"/> Design for Six Sigma (DFSS) o DMAIC, IDOV, FMEA, DMADV <input type="checkbox"/> DMAIC (in brief) <input type="checkbox"/> Define Phase o Create Project Charter, Process mapping, identifying customers, translating customer requirements. o Commonly used tools – Force field analysis, Risk Priority Number (RPN), SIPOC Diagram. <input type="checkbox"/> Measure Phase o Process measurement, AS IS Value Stream Map, Process inputs and outputs o Preparing data collection plan, assessing process capabilities (process capability and performance indices) o Process performance v/s specification. <input type="checkbox"/> Analyze Phase o Identify critical inputs, data analysis, and process analysis, determining and prioritizing root causes. (This is done through various statistical tests. It is not required to perform any numerical analysis. Students should be just apprised of the significance of statistical testing during this phase). <input type="checkbox"/> Improve Phase o Priority list of solutions, applying lean Six Sigma best practices, creating TO BE value stream map, risk assessment, pilot testing of solution. <input type="checkbox"/> Control Phase: o Creating the process control plan, developing Standard Operating Procedures (SOPs), training, transition of ownership, project storyboard. 	10	12
V	<p>Practical:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Use case studies of world class manufacturing companies. <input type="checkbox"/> Students can simulate process improvements in their surroundings. Students can also carry out projects in organizations which have implemented Six Sigma. <input type="checkbox"/> Students can also undertake Kaizen and 5S projects in small SMEs or service organizations. 	---	70

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	B.S. Sahay, K B C Saxena, Ashish Kumar	World Class Manufacturing - Strategic Perspective	Laxmi	2018 / 1st
2	Jeffrey Liker	The Toyota Way	McGraw Hill	2017 / 1st
3	Richard J. Schonberger	World Class Manufacturing: The Next Decade: Building Power, Strength, and Value	Free Press	2013
4	Stephen Haag, Paige Baltzan, Amy Phillips	Business Driven Technology	McGraw Hill	2019 / 8th
5	Ron Moore	Making Common Sense Common Practice	ButterworthHeinemann	2013 / 4th
6	Adeel Hejaaji	World Class Manufacturing	Lambert	2015

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

1. International Journal of Production Research
2. Lean & Six Sigma Review
3. International Journal of Six Sigma and Competitive Advantage
4. International Journal of Lean Six Sigma
5. <https://world-class-manufacturing.com/>
6. <http://www.opentextbooks.org.hk/ditatopic/18770>
7. <https://better-operations.com/2013/05/22/world-class-manufacturing-at-chryslerand-fiat/>
8. <https://www.leanproduction.com/>

Rajju Shroff ROFEL University
Syllabus for Master of Business Administration, SEM-4
Subject Name- Business Process Reintegration
Subject Code - MBA042170

➤ **Course Overview:**

To provide a greater understanding of effective solutions to change problems that need to combine technological, organizational and people- orientated strategies by adopting a process based approach to change management. To introduce the contingencies that affect management and the most effective measures for dealing with them. To introduce strategic IS/IT planning and how it must relate to business strategy. To demonstrate the use and validity of organizational development models through current real-life case studies.

Subject name	Business Process Reintegration	Subject Code	MBA042170
Semester	IV	Credits	4
Teaching Hours	40		

1. Learning Outcomes:

LO1	To understand need and process of Business Process Reengineering
LO2	To Analyse and understand the change in the various types of process designs
LO3	To understand the role of technology and disruption in BPR
LO4	To emphasis and analysis of change process and understanding need to adopt the same.

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	<ul style="list-style-type: none"> Business process reengineering-an overview: <p>Historical background Fundamentals of BPR Concepts and techniques. Changing business processes: the importance of technology as a driver for organization: Nature, significance and rationale of business process reengineering (BPR),</p>	8	08
II	<ul style="list-style-type: none"> Process redesign: <p>Major issues in process redesign: Business vision and process objectives, Processes to be redesigned, measuring existing processes, Role of information technology (IT) and identifying IT levers.</p>	12	14
III	<ul style="list-style-type: none"> Designing and building a prototype of the new process: <p>BPR phases, Relationship between BPR phases. BPRE & TQM, benchmarking, ISO standards. Implementation of BPRE-business process management, principles, Business models, barriers.</p>	12	14
IV	<p>Change management:</p> <p>Change and the manager: change and the human resource: the cultural web and the past: the cultural attributes of change Typical BPR activities within phases: Change management, Performance management, and programme management.</p> <p>BPR and continuous improvement:</p> <p>Co-ordination and complementary efforts, IT capabilities and their organizational impacts, Implementation of BPR, Stages of implementation and critical aspects, Case studies on BPR. The concept of the learning organization and its influence on systems development: restructuring the organization .The importance of communication and the resistance to change: building the culture for successful strategy implementation; the influence IT will have on the internal appearance of organizations in the future.</p>	10	14
V	Students' presentations on various case study and industry reports after understanding change process and change management.	---	Internal Evaluation of 70M

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

Reference Books:

BOOKS RECOMMENDED:

1. Omar El Sway, Business Process Re-engineering, Tata McGraw Hill , 2010
2. R. Srinivasan, Business Process Re-engineering, Tata McGraw Hill , 2011
3. Warner Winslow, Strategic Business Process Transformation through BPR, , Tata McGraw Hill , 1996
4. R. Radhakrishnan, Business Process Reengineering, Prentice Hall of India.

LABORATORY EXPERIMENTS:

1. Case studies related to Historical background Fundamentals of BPR Concepts and techniques.
2. Case studies related to Major issues in process redesign:.
3. Case studies related to Role of information technology (IT) and identifying IT levers.
4. Case studies related to Designing and building a prototype of the new process.
5. Case studies related Change management, Performance management, and programmed management.
6. Case studies related to BPR and continuous improvement.
7. Case studies related to concept of the learning organization, importance of communication and the resistance to change.

Rajju Shroff ROFEL University
Syllabus for Master of Business Administration, SEM-4
Subject Name- Financial Modelling using Excel
Subject Code-MBA042180

➤ **Course Overview:**

Subject name	Financial Modelling using Excel	Subject Code	MBA042180
Semester	IV	Credits	4
Teaching Hours	40		

The objective of this course is to enable students to present management information and key performance indicators in a concise understandable and decision oriented manner and also gain expertise in spreadsheet functions and tools to build efficient models and use of scenario analysis.

1. Learning Outcomes:

LO1	To understand the relevance of financial models for various corporate finance purposes.
LO2	To acquire know how to build financial models for various corporate finance applications.
LO3	To acquire know how to solve basic corporate finance problems in Excel.
LO4	To be able to translate corporate finance problems efficiently in Excel.

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	1	-	-	-	3	2	3
LO2	3	3	2	-	-	-	-	3	1
LO3	3	3	2	-	-	-	-	-	1
LO4	3	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	<p>Introduction:</p> <ul style="list-style-type: none"> Recap: Accounting and finance basics, principles of corporate finance. Purposes and applications of financial modelling in finance. Excel basics- - Excel features-financial – logical-statistical - mathematical, lookup reference. Custom formatting- shortcuts- array functions - pivot tables analysis – Tool pak-nested-cell references -named 	6	10

	<p>ranges-working with dates-linking external file- Useful windows keyboard shortcuts for financial modelers</p> <ul style="list-style-type: none"> • Advanced Excel Functions. 		
II	<p>Financial Statements Analysis:</p> <ul style="list-style-type: none"> • Introduction to Financial Statement Analysis Financial Reporting Mechanics, Understanding Income Statement, Balance Sheet, Cash Flow Statement, Financial Analysis Techniques, Inventories, Long Lived Assets, Non-Current Liabilities, Financial Statement Application • Financial Ratios Ratio analysis of industries, Du point Analysis, Peer to peer analysis , Preparation of Financial Analysis report on an industry 	11	13
III	<p>Corporate Finance & Equity research modelling:</p> <ul style="list-style-type: none"> • Time value of money, Long term financing, cost of capital, Measure of Leverage Project Finance, Project evaluation; stage of project; construction & development phase; funding during investment phase, Costs during investment phase, Life of project, Capital Budgeting, Decision making, Cash flow waterfall & resolve circular reference problem in interest during construction. Forecast Geographic & Segment Revenues, Cost Statement, Debt, Income Statement, Balance Sheet, and Cash Flow Statement. • Common Stock Valuation, Bond Valuation, Portfolio Statistics and Diversification 	12	15
IV	<p>Risk management, stress testing & scenario analysis & sensitivity analysis.</p> <ul style="list-style-type: none"> • Risk analysis and management- Risk Techniques: Risk and multiple answers- Scenario techniques - advanced financial functions- adding sensitivity to the case model- Advanced scenario methods- Composite methods. • Understanding stress testing and scenario analysis and sensitivity analysis- difference between scenario-sensitivity and what if analysis-overview of scenario tools-advanced conditional formatting- model review and checklist 	11	12
V	<p>Student need to select a sector/company/companies , apply all the concepts learned as part of this course & develop template for the chosen company/companies.</p>	---	Internal Evaluation of 70M

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	Alastair Day	Mastering Financial modeling in Microsoft Excel	Pearson	India Edition
2	Danielle Stein Fairhurst	Using excel for business analysis	Wiley finance	Latest
3	Simon Benninga	Financial Modelling	The MIT press	Latest
4	Paul Pignataro	Financial Modelling	Wiley finance	

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

- Journal of mathematics & modelling in finance.
- International journal of Economics & financial modelling.
- Mathematics: Financial Modelling.
- Encyclopedia of Financial Models
- https://www.udemy.com/course/financial-modeling-valuation-in-excel-complete-course-educba/?utm_source=adwords&utm_medium=udemyads&utm_campaign=FinancialAnalysis_v.PROF_la.EN_cc.INDIA_ti.5800&campaigntype=Search&portfolio=India&language=EN&product=Course&test=&audience=DSA&topic=&priority=&utm_content=deal4584&utm_term=.ag_81684920062.ad_533093958231.kw.de.c.dm.pl.ti_dsa-774930035009.li_9040237.pd.&matchtype=&gad_source=1&gclid=CjwKCAjw74e1BhBnEiwAbqOAjCN_nEUIV4S1x_LDa5lyav_kSuDi7MOY1oM4sQcnC8yODNgEt_7XxRoCdesQAvD_BwE&couponCode=IND21PM
- <https://iimskills.com/financial-modeling-courses-online-free/>
- <https://www.coursera.org/courses?query=financial%20modeling>
- <https://www.coursera.org/courses?query=financial%20modeling>

Rajju Shroff ROFEL University
Syllabus for Master of Business Administration, SEM-4
Subject Name- Social Media Analytics
Subject Code- MBA042190

➤ **Course Overview:**

This course provides a comprehensive understanding of social media analytics, emphasizing its critical role in shaping effective marketing strategies. Students will learn to utilize various analytical tools and methodologies, including Google Analytics, to evaluate social media campaigns and measure their success. The course covers techniques for analyzing unstructured data and sentiment to derive actionable insights. Additionally, it explores global industry practices in social media analytics and equips students to advocate for strategic investment in social media marketing.

Subject name	Social Media Analytics	Subject Code	MBA042190
Semester	IV	Credits	4
Teaching Hours	40		

1. Learning Outcome:

CO1	Explain the significance of Social Media Analytics and its role in modern marketing strategies.
CO2	Evaluate the effectiveness of social media campaigns by applying various analytical tools and methodologies, including Google Analytics.
CO3	Apply appropriate analytic tools to diverse social media data sources and analyse unstructured textual data for sentiment analysis.
CO4	Examine global industry practices in social media analytics and present a well-supported argument for allocating marketing budget investments in social media.

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	2	2	2	2	2	1	1	1	2
CO2	3	3	3	2	1	2	1	2	3
CO3	3	2	3	2	1	1	1	1	3
CO4	2	3	2	3	3	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>Introduction to Social Media Analytics (SMA): Social media landscape, Need for SMA; SMA in Small organizations; SMA in large organizations; Application of SMA in different areas</p> <p>Network fundamentals and models: The social networks perspective - nodes, ties and influencers, Social network and web data and methods. Graphs and Matrices- Basic measures for individuals and networks. Information visualization</p>	10	12
II	<p>Making connections: Link analysis. Random graphs and network evolution. Social contexts: Affiliation and identity.</p> <p>Web analytics tools and techniques: Click stream analysis, A/B testing, online surveys, Use of Google Analytics; Web crawling and Indexing; Natural Language Processing Techniques for Micro-text Analysis</p>	10	13
III	<p>Facebook Analytics: Introduction, parameters, demographics. Analyzing page audience. Reach and Engagement analysis. Post Performance on FB, Use of Facebook Business Manager; Social campaigns. Measuring and Analyzing social campaigns, defining goals and evaluating outcomes, Network Analysis. (LinkedIn, Instagram, YouTube Twitter etc</p>	10	13
IV	<p>Processing and Visualizing Data, Influence Maximization, Link Prediction, Collective Classification. Applications in Advertising and Game Analytics (Use of tools like Unity30 / PyCharm). Introduction to Python Programming, Collecting and analyzing social media data; visualization and exploration.</p>	10	12
V	<p>Continuous Evaluation Includes Presentations, Quiz, Field work, Classroom interactions, overall behavior</p>	---	Internal Evaluation of 70M

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
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	Mathew Ganis, Avinash Koihrkar	Social Media Analytics	IBM Press	2015 / 1st
2	Jim Sterne	Social Media Metrics	Wiley	Latest
3	Marshall Sponder, Gorah F. Khan	Digital Analytics for Marketing	Routledge	2017 / 1st
4	Marshall Sponder	Social Media Analytics	McGraw Hill	Latest

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

- Indian Journal of Marketing
- The Journal of Social Media in Society
- Journal of Digital and Social Media Marketing
- Social Media Marketing (Magazine)

Designed By,
Tejas Mehta
Faculty: Marketing

Rajju Shroff ROFEL University
Syllabus for Master of Business Administration, SEM-4
Subject Name – Leadership

Subject Code- MBA041080

➤ **Course Overview:**

This course on leadership offers a comprehensive exploration of various leadership aspects, structured into four key modules. The first module, "Individual as a Leader," delves into foundational concepts. The second module, "Team Leadership," focuses on developing skills in coaching, communication etc. The third module, "Leadership in Organizations," addresses transformational and charismatic leadership. The final module, "Important Perspectives in Leadership," explores the nuances of influence through politics, power, negotiation, and networking. This course aims to provide a holistic understanding of leadership, equipping participants with the knowledge and skills necessary to lead effectively in various organizational contexts.

Subject name	Leadership	Subject Code	MBA041080
Semester	IV	Credits	4
Teaching Hours	40		

1. Learning Outcome:

LO1	Comprehensive Understanding of Leadership Theories and Styles.
LO2	Development of Ethical Leadership and Cultural Competence:
LO3	Enhanced Team Leadership and Conflict Resolution Skills.
LO4	Strategic Leadership and Crisis Management Abilities

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	3	-	2	3	2	1	2
LO2	2	2	2	2	3	3	3	1	2
LO3	2	3	2	3	2	3	2	-	2
LO4	3	3	3	2	3	3	2	1	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	Individual As a Leader: Who is a Leader , Leadership Ethics & Traits , Leadership Motivation & behavioral Theories , Contingency Theories in leadership.	10	12

II	Team Leadership: Coaching, Communication and Conflict Skills , Followership and Leader-Member Exchange ,Self-Managed Teams and Team Leadership.	10	13
III	Leadership in Organizations: • Transformational and Charismatic Leadership , Leadership of Ethics, Diversity and culture , Change Management and Strategic Leadership , Leadership in Learning Organization and Crisis Leadership	10	13
IV	Important Perspectives in Leadership: Influencing: Politics, Power, Negotiation and Networking ,Developing Leadership Skill , Leadership Styles of Indian Manager ,Women & leadership.	10	12
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 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.	Au th or	Name of the Book	Publisher	Year of Publication / Edition
1	Achua, Lussier	Effective Leadership	CENGAGE	Latest Edition
2	A. Chandramohan	Leadership and Management	Himalaya	Latest Edition
3	Gary Yukl	Leadership in Organisation	Pearson	Latest Edition
4	Peter G. Northouse	Introduction to Leadership, Concepts & practices	SAGE	Latest Edition
5	Afsaneh Nahavandi	The Art & Science of Leadership	Prentice Hall	Latest Edition
6	Julian Barling	The Science of Leadership; Lessons from Research for organizational leader	Oxford University Press	Latest Edition

7	Micheal G. Rumsey	The Oxford Handbook of Leadership	Oxford University Press	Latest Edition
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7. List of Journals / Periodicals / Magazines / Newspapers / Web resources, etc.

1. Harvard Business Review
2. Vikalpa – A Journal for Decision Makers
3. Journal of Leadership Studies, Willey OnliLibrary;<https://onlinelibrary.wiley.com/journal/1935262x>.
4. Journal of Leadership and Organizational Studies ,Sage Journal;<http://journals.sagepub.com/home/jlo>
5. The leadership Quarterly; An International Journal Of Political, Social And behavioural Science, ISSN: 1048-9843, <https://www.journals.elsevier.com/the-leadership-quarterly>
Business Standard/Economic Times/Financial Times/ Financial Express/

Designed By,

Dr. Nupur Angirish

Faculty: Marketing

Rajju Shroff ROFEL University
Syllabus for Master of Business Administration, SEM-4
Subject Name – Crafting Value Strategies

Subject Code- MBA042210

➤ **Course Overview:**

This syllabus provides a comprehensive overview of quality management concepts, philosophies, tools, and systems. It covers various aspects of quality management, including defining quality, quality philosophies, quality improvement tools, statistical quality control, quality management systems, international quality excellence programs, and total quality management.

Subject name	CVS	Subject Code	MBA042210
Semester	IV	Credits	4
Teaching Hours	40		

1. Learning Outcome:

LO1	Understand and Articulate Value Creation Concepts.
LO2	Develop and Implement Effective Value Propositions.
LO3	Apply Strategic Frameworks and Innovation Models.
LO4	Implement and Manage Value Strategies Effectively.

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	3	2	1	1	2	1	2
LO2	3	3	3	3	2	2	2	2	3
LO3	3	3	3	2	2	2	2	2	3
LO4	3	3	2	3	2	3	3	3	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>Module 1: Introduction to Value Creation</p> <ul style="list-style-type: none"> • Understanding Value Creation • Definition and concepts of value creation. • The role of value in competitive advantage. • Types of value: Economic, customer, and social value. • Theories of Value Creation • Porter’s Value Chain Analysis. • Resource-Based View (RBV). • Dynamic Capabilities Theory. 	10	12

	<ul style="list-style-type: none"> • Value Proposition Development • Defining and articulating a value proposition. • Differentiation and positioning strategies. • Case studies of successful value propositions. • Value and Innovation • The relationship between value and innovation. • Disruptive vs. incremental innovation. • Tools for innovation in value creation (e.g., Design Thinking). 		
II	<p>Module 2: Strategic Frameworks for Value</p> <p>Strategic Planning for Value</p> <ul style="list-style-type: none"> • Strategic analysis frameworks: SWOT, PESTEL, and Porter’s Five Forces. • Developing strategic objectives and goals. • Aligning value creation with strategic planning. • Business Model Innovation • Understanding different business models. • Business model canvas and value proposition canvas. • Case studies of business model innovations. • Strategic Value Drivers • Identifying key value drivers (e.g., cost leadership, differentiation). • Leveraging resources and capabilities for value. • Metrics and performance indicators for value. • Competitive Advantage • Building and sustaining competitive advantage. • The role of strategic alliances and partnerships. • Managing competition and market dynamics. 	10	13
III	<p>Module 3: Implementing Value Strategies</p> <ul style="list-style-type: none"> • Strategy Formulation and Execution • Translating value strategies into actionable plans. • Resource allocation and budgeting. • Managing change and overcoming resistance. • Value Chain Management • Optimizing the value chain for efficiency and effectiveness. • Integrating technology and automation. • Supply chain management and its impact on value. • Customer-Centric Strategies 	10	13

	<ul style="list-style-type: none"> • Understanding customer needs and behaviors. • Creating value through customer experience and engagement. • Using CRM systems to enhance value delivery. • Risk Management in Value Strategies • Identifying and assessing risks associated with value strategies. • Developing risk mitigation plans. • Case studies on risk management failures and successes. 		
IV	<p style="text-align: center;">Module 4: Evaluation and Future Trends</p> <ul style="list-style-type: none"> • Evaluating Value Strategies • Techniques for evaluating strategy effectiveness (e.g., balanced scorecard). • Measuring ROI and impact on business performance. • Continuous improvement and feedback mechanisms. • Emerging Trends and Technologies • The impact of digital transformation on value strategies. • Trends in AI, blockchain, and data analytics. • Adapting strategies to future market and technological changes. • Sustainability and Ethical Considerations • Integrating sustainability into value strategies. • Corporate social responsibility (CSR) and ethical value creation. • Case studies on sustainable business practices. • Capstone Project • Group project: Develop a comprehensive value strategy for a real or hypothetical business. • Presentation and defense of strategy. • Peer and instructor feedback. 	10	12
V	<p>Continuous Evaluation Includes Presentations, Quiz, Field work, Classroom interactions, overall behavior</p>	---	Internal Evaluation of 70M

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
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 E. Porter	Competitive Advantage: Creating and Sustaining Superior Performance	Free Press	Latest Edition
2	Jay B. Barney	Resource-Based Theory: Creating and Sustaining Competitive Advantage	Oxford University Press	Latest Edition
3	David J. Teece	Dynamic Capabilities and Strategic Management: Organizing for Innovation and Growth	Oxford University Press	Latest Edition
4	Alexander Osterwalder, Yves Pigneur, Gregory Bernarda, and Alan Smith	Value Proposition Design: How to Create Products and Services Customers Want	Wiley	Latest Edition
5	Clayton M. Christensen	The Innovator's Dilemma: When New Technologies Cause Great Firms to Fail	Harvard Business Review Press	Latest Edition
6	Howard Gitlow, Rosa Oppenheim, Alan Oppenheim, David Levine	Quality Management	McGraw Hill	Latest Edition
7	James R. Evans	Total Quality Management	Cengage	Latest Edition

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

1. Strategic Management Journal
2. Journal of Business Research
3. Academy of Management Review
4. Journal of Strategic Management Studies
5. Journal of Marketing
6. Journal of Business Venturing
7. Journal of Operations Management
8. National Quality / Business Excellence Awards in different countries:
<https://www.nist.gov/document/nationalqualitybusinessexcellenceawardsindifferentcountriesxls>

Designed By,

Dr. Nupur Angirish

Faculty: Marketing & H.R

Rajju Shroff ROFEL University
Syllabus for Master of Business Administration, SEM-4
Subject Name- International Business
Subject Code- MBA042220

1. Learning Outcome:

Learning Outcome (Learner will be able to)
Analyze the relationships between international business and the political, economic, legal, and social policies of countries, regions, and international institutions.
Identify and evaluate how foreign markets, institutions and cultures differ from one another
Develop an international business plan and justify the strategies adopted.
Conduct an environmental scan to evaluate the impact of world issues on an organization's international business opportunities.

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	3	2	2	2	1
LO2-	1	3	3	2	3	2	2	2	2
LO3-	3	3	3	3	3	1	2	3	2
LO4-	2	3	3	2	3	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 ___)
I	<p>Globalization and International Business:</p> <ul style="list-style-type: none"> <input type="checkbox"/> International business and globalization <input type="checkbox"/> Difference between International business and Global Business. <input type="checkbox"/> Factors driving globalization <input type="checkbox"/> Reasons for firms to engage into international business <input type="checkbox"/> EPRG Framework (Ethnocentric, polycentric, regioncentric, geocentric orientations) <input type="checkbox"/> Modes of operations in international business <input type="checkbox"/> Differences between domestic and international business <p>Global Business Environment:</p> <p>Cultural Environment:</p> <ul style="list-style-type: none"> <input type="checkbox"/> People, nation, languages, religion, behavioural practices, communications <p>Political Environment:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Individualism v/s collectivism 	8	20

	<input type="checkbox"/> Political ideology <input type="checkbox"/> Political risk Legal Environment: <input type="checkbox"/> Types of legal systems <input type="checkbox"/> Legal issues in international business <input type="checkbox"/> Strategic considerations Economic Environment: <input type="checkbox"/> Types of economic systems <input type="checkbox"/> Economic analysis – inflation, unemployment, debt, income distribution, poverty, balance of payments		
II	International trade theories: <input type="checkbox"/> Laissez-Faire, interventionist approaches <input type="checkbox"/> Classical Trade theories: <input type="checkbox"/> Factor-mobility theory <input type="checkbox"/> Mercantilism, neo-mercantilism <input type="checkbox"/> Theory of absolute advantage <input type="checkbox"/> Theory of comparative advantage <input type="checkbox"/> Modern trade theories: <input type="checkbox"/> Product Life Cycle theory <input type="checkbox"/> Porter’s Diamond theory of national advantage <input type="checkbox"/> Country similarity theory <input type="checkbox"/> Global Strategic Rivalry theory of International Trade Government and Trade: <input type="checkbox"/> Government intervention, rationales for intervention <input type="checkbox"/> Instruments of trade control <input type="checkbox"/> Tariff and non-tariff barriers Cross national cooperation: <input type="checkbox"/> Regional economic integration <input type="checkbox"/> Major trading groups <input type="checkbox"/> EU, NAFTA, ASEAN, BRICS, SAARC	10	20
III	Foreign Exchange: <input type="checkbox"/> Meaning, Players, major foreign exchange markets <input type="checkbox"/> Exchange rate arrangements <input type="checkbox"/> Determining exchange rates <input type="checkbox"/> Business implications of exchange-rate changes Country evaluation and selection: <input type="checkbox"/> Information in scanning <input type="checkbox"/> Collecting and analyzing data Strategic framework: <input type="checkbox"/> Integration versus local responsiveness <input type="checkbox"/> Types of strategy – international, multi-domestic,	10	20

	global, transnational International Organizational Structure: <input type="checkbox"/> Organizational Structure for international business operations		
IV	Marketing Globally: <input type="checkbox"/> Marketing strategies <input type="checkbox"/> Product, Price, Place, Promotion strategies International HRM: <input type="checkbox"/> HRM and the global company <input type="checkbox"/> Expatriate – Perspective, managing expatriates Global Manufacturing: <input type="checkbox"/> Global supply chain strategies <input type="checkbox"/> Supplier networks Corporate Governance and Corporate Social Responsibility (international context).	10	20
V. Practical	A group of students shall select a product and prepare a feasibility report for international business of that product to/from a country of their choice. Students are supposed to meet companies dealing in international business. The faculty shall guide students on conducting research about how to go about Global / Country Study with reference to a Local / Global Company.	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 (Small Field project to know CB)	20
	Case Study (any 2)	20
	Quiz (MCQ based)	10
	Presentations on the Current topic and Trends	20
B	Mid Semester Examination (Mid Term) 40 % Passing Marks	30 Marks
C	End Semester Examination (Final Examination) 40% passing marks	50 Marks

6. Reference Books:

S. No.	Author	Name of the Book	Publisher	Edition
1.	John D. Daniels, Lee H. Radebaugh,	International Business – Environments and Operations	Pearson	Latest

	Daniel P. Sullivan, Prashant Salwan			
2.	Sumati Verma	International Business	Pearson	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. Foreign Trade Review
2. Economic & Political Weekly
3. Journal of International Business Studies
4. Journal of International Business

Prepared by-
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