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**ORDINANCE FOR PROGRAM  
OF  
MASTER OF BUSINESS ADMINISTRATION  
(MBA)  
Year- 2022**

**SIDDHARTH UNIVERSITY, KAPILVASTU  
UTTAR PRADESH, INDIA**

## **ORDINANCE FOR COURSE OF MASTER OF BUSINESS ADMINISTRATION (MBA)**

### **(Structure for Two-Years Master Degree Program)**

#### **Programme Objectives**

The Master of Business Administration (MBA) is a business program designed to develop and strengthen essential management skills such as critical thinking, problem solving, decision making, leadership and teamwork by acquiring knowledge through learning of management theories and applications of benchmark practices in national and international Industries. The pedagogy and content of the curriculum engages students to build their capability in application of appropriate tools and techniques to address the challenges posed in the volatile, uncertain, complex, and ambiguous conditions encountered in the contemporary business environment. Further, the curriculum encourages entrepreneurship and creativity among students to shoulder social responsibilities along with regard for integrity, ethics and citizenship behaviour.

#### **Programme Outcomes**

On completion of the Master of Business Administration (MBA) program, the students will be able to:

- Articulate effectively through different modes of communication and demonstrate collaborative behaviour.
- Exhibit an understanding of management concepts by identifying and analyzing issues in business.
- Formulate and implement organization strategy by effectively integrating resources, people and culture for sustainable organization and society.
- Apply quantitative and qualitative tools to solve business challenges.
- Display sensitiveness to ethical values, diversity and multicultural perspectives in decision making.

## **MBA Course Structure and Syllabus**

### **The Programme**

The MBA Programme is a regular full time post graduate program for the duration of 2 years (four semesters). This programme is designed under the Regulations on Choice Based Credit System and based on common minimum syllabus for all U.P. State universities and colleges under New Education Policy-2020, Department of Higher Education U.P. Government Lucknow. The programme requirements include 105 credits (41 credits from core courses, 24 credits from elective courses under specialization, 12 credits for generic electives, 8 credits for Dissertation, 6 Credit for Industry Training/Summer Training, 12 Credits for Mini Project and Viva-Voce).

### **The details of the Programme along with Programme structure and syllabus evaluation scheme is as follows:**

- (1) This degree shall be under the Faculty of Commerce, Siddharth University, Kapilvastu, Siddharth Nagar, Uttar Pradesh and it shall be known as Master of Business Administration (M.B.A).
- (2) The course will be conducted on full time basis. The duration of full-time course shall extend over two years/ four semesters.
- (3) The M. B. A course shall be in two parts viz. Year-I, and Year-II spread over in four semesters in two academic years.
- (4) The Degree of M.B.A of Siddharth University, Kapilvastu, Siddharth Nagar shall be conferred on the candidates who have pursued the prescribed course of study for not less than four semesters extending over two academic years and have passed examinations as prescribed under the relevant scheme.
- (5) The candidates for admission to the M.B.A course shall be selected through the admission process consisting of merit based on the score in the graduation/ admission test followed by Group Discussion and Personal Interview. The graduation score/ admission Test score shall carry a weightage of 70% while group discussion and personal interview score shall be of 15% each. The final merit for the selection of the candidates shall be based upon the total score of graduation score/ admission test and GD and PI which shall out of 100 marks.
- (6) The Admission Test/ Selection process for selecting candidates for admission to M.B.A course shall be conducted by the admission committee constituted as per the Siddharth University, Kapilvastu, Siddharth Nagar. The admission committee shall

have the right to choose an appropriate method of selection based upon the number of applications and other conditions (natural calamities such as flood, pandemic, earthquakes etc.) or government guidelines.

- (7) Total number of students to the M.B.A course shall be 60. The reservation of seats as per the government norms will be followed. The university may offer 10% or appropriate number of additional seats under management dispensation.
- (8) English shall be the medium of instruction as well as in the University examination.
- (9) Ordinarily 50% paper setters/ examiners may be internal and 50% external.
- (10) For admission in M.B.A. Course, the eligibility shall be graduation with 40% or equivalent CGPA in any discipline or its equivalent examination conducted by the institution or university incorporated by Law and recognized by this University shall constitute the minimum requirement for admission.
- (11) The method of teaching adopted shall be a combination of lectures, seminars by faculty and guest speakers, case discussion, student presentation etc.
- (12) The classes of M.B.A course shall be run in the Faculty of Commerce under the concerned Head of the Department, as per the norms of the University.
- (13) There shall be an examination in each semester as per the scheme of examination and the student shall be required to appear in every subject as specified in the course structure of each semester.
- (14) Each compulsory/ elective paper shall be of three hours duration. The maximum marks allotted for each paper shall be following:

I.	End Semester Examination	75 marks
II.	Internal Assessment	25 marks

- (15) The permission to appear in semester examination shall be granted to such candidates only who have fulfilled the attendance requirement of 75% in each subject as per the University rules as well as all the norms of the University.
  - a. Regarding Attendance requirements students will have to fulfill the condition of 75% attendance.
  - b. The following guidelines for internal assessment in each subject shall be followed:
    - i. All assignments/ term papers will be submitted in his/ her own handwriting/ typed as per the instructions of concerned subject faculty members. The University has strict policy against plagiarism and any such case shall attract disciplinary action.
    - ii. The distribution of marks for internal evaluation shall be as follows:

I.	Written Test	10 Marks
II.	One Term Paper/ Assignment (s)/ Quiz (s)	10 Marks
III.	Class Participation	05 Marks

c. Whenever the score in the internal assessment is either more than 90% or less than

35% the head of department may constitute a committee including himself/ herself to review the marks. The said committee will be empowered to revise the marks under the orders of the Head of the Department, if it is required.

d. The passing marks for internal evaluation shall be equal to or more than 40%.

- (16) The semester and written examination in each subject shall be of three hours duration.
- (17) There shall be viva-voce examination in M.B.A Year-I (First and Second Semester).
- (18) In the MBA Year-II third semester a seminar/presentation on the industrial training (industrial/summer) project shall be made by the students.
- (19) Each student shall have to undergo an industrial project/summer training for the duration of six to eight weeks after the completion of MBA second semester i.e. MBA first year. The students shall have to submit a project report after the completion of the summer training. This shall be mandatory requirement for successful completion of MBA Program.
- (20) A summer internship program/internship manual shall be provided by the department.
- (21) In the MBA 2<sup>nd</sup> year fourth semester students shall have to submit a Dissertation Report, to be evaluated by a panel. The students shall have to give a presentation in front of a panel of examiners that may consist of external experts/internal experts.
- (22) The students shall be allotted the supervisors from the department of management in the MBA in the first month of MBA third semester. They shall be provided guidance for dissertation by a faculty supervisor to prepare dissertation thesis in the area which may consist of exploring business ideas, business plan, exploring local or global management issues and other research areas.
- (23) If required a co-supervisor from industry/ technical institute/ research institute etc. may be assigned for his research dissertation.
- (24) The student is expected to give four hours per week towards the dissertation research work which shall be equivalent to four credit in each semester (sem III and sem IV)
- (25) The students shall have to submit dissertation report (hard bound copy) as prescribed by the department on a due date as instructed by the department towards the end of the end of second year i.e. IV sem.
- (26) The research dissertation report shall be evaluated by the assigned supervisor along with an external examiner nominated by the University. The research dissertation report of each student shall be evaluated out of 100 marks. The dissertation shall be of, which will be 8 credits.
- (27) The students are expected to make a seminar/conference presentation or publish a paper in reputed journal out of the dissertation.
- (28) If a student publishes a paper in the UGC-CARE listed journal/ as notified by the regulatory body time to time. Out of his research dissertation work, he can be awarded 25 marks in addition to the score that the student has obtained out of 100 marks. However, the maximum marks obtained cannot be more than 100.
- (29) The marks obtained in the dissertation/project evaluation shall be converted into

equivalent grade and shall include in the calculation of the CGPA.

- (30) A candidate shall be declared to have passed a semester examination if he/she secures not less than 35% marks in each individual subject (end semester examination and internal assessment combined) and 40% in the aggregate.
- (31) Candidates shall be awarded division at the end of the fourth semester as follows:

First Division-	60% or more of the total marks obtained in the University examination and continuous/internal assessment together.
Second Division-	40% or more but less than 60% of the total marks obtained in the University examination and continuous/internal assessment together.
Pass or third division-	35% or more but less than of the total marks in the University examination.

In the first three semesters the candidates will be declared only as "Pass" or "Fail". Division will be awarded only on the basis of the combined result of all the semesters of M.B.A. Year -I, and Year-II.

(32) Grades and Grade point for absolute scale:

MARKS LIMIT	91-100	81-90	71-80	61-80	51-60	41-50	35-40	0-34	Absent	-	-
LETTER GRADE	O	A	A	B	B	C	P	F	AB	Q	NQ
GRADE POINT	10	9	8	7	6	5	4	0	0	-	-
DESCRIPTION	Outstanding	Excellent	Very Good	Good	Above Average	Average	Pass	Fail	Absent	Qualified	Not Qualified

SCGPA will be calculated according to the following formula:

$$SCGP(S_i) = \frac{\sum (C_i \times G_i)}{\sum C_i}$$

$C_i$  = The number of credits of the  $i^{th}$  course in a semester  
 $G_i$  = The grade point score by the student in the  $i^{th}$  course

The following categories of MBA students shall be eligible for back paper facility:

- a) Candidates who pass in individual subject but fail in the aggregate. These candidates shall be promoted to the next semester/ higher class of continuing course but shall be required to re- appear in up to 1/3 of the number of subject/ papers of their choice to cover their aggregate.
- b) Candidates who pass in 2/3 of the number of subjects/ papers prescribed for the semester examination (any fraction exceeding half will be counted as one. Half or less than half shall be ignored).  
 These candidates shall be promoted to the next semester/ higher class of the

continuing course but will be required to appear in the subject in which they have failed and have been allowed to reappear papers concerned shall be retained and added with the marks obtained in subsequent semester examination.

- c) The students shall appear in the backlog courses for which the external examination shall be held in the corresponding semester of the succeeding academic year. The marks scored by the candidates in the continuous/ internal assessment shall be carried forward, provided the student has successfully qualified in the internal assessment.
- d) In case the student fails in thesis/ project, the student has to complete thesis/ project and appear in the corresponding semester of the succeeding academic year.

- (33) No person shall be admitted as a candidate for the examination for any of the year after lapse of four years after admission to the first year of M.B.A. For example, if a student takes admission in academic session 2021-2022 then he/ she has to complete the course formalities by the end of academic session 2024-2025.
- (34) The student in his/her II Year of M.B.A shall be offered Dual Specialization. Out of the specializations offered by the department in the field of Human Resource, Finance, and Marketing, the student is required to opt for either combination- Marketing & HR, Marketing & Finance, and Finance & HR. Within the specializations, the student shall have to choose to select any two electives' subjects within each specialization in the Semester III and IV.
- (35) Ordinarily, any elective shall be run if it is opted by minimum twenty five percent of the students.
- (36) The open/generic elective offered by the department to the students may be offered in the blended mode.
- (37) The students shall be encouraged for projects/surveys and fieldwork related to industry/ management of organizations/ social and sustainability etc. through the assignments, group activities etc. They shall be encouraged for entrepreneurial activities and start-up activities with the help of incubation systems in the University.

## COURSE STRUCTURE- MBA

Year	Sem	Subject	Course Code	Core Compulsory/Elective	Course Title	Credit	
1	I	Course 1	MBA-0101	Core Compulsory	Principle and Practices of Management	3	
		Course 2	MBA-0102	Core Compulsory	Accounting for Managers	3	
		Course 3	MBA-0103	Core Compulsory	Organizational Behaviour	3	
		Course 4	MBA-0104	Core Compulsory	Managerial Economics and Environment	3	
		Course 5	MBA-0105	Core Compulsory	Quantitative Techniques	4	
		Course 6	MBA-E001 /MBA-E:002	Elective (Other Faculty/Department)	Business Communication/ Computer Application in Business	3	
		Course 7	MBA-0106	Core Compulsory	Mini Project & Viva-Voce	6	
	<b>Total Credit</b>						<b>25</b>
	II	Course 8	MBA-0201	Core Compulsory	Financial Management	3	
		Course 9	MBA-0202	Core Compulsory	Marketing Management	3	
		Course 10	MBA-0203	Core Compulsory	Management of Human Resources	3	
		Course 11	MBA-0204	Core Compulsory	Operations Management and Business Analytics	3	
		Course 12	MBA-0205	Core Compulsory	Business Research Methods	4	
		Course 13	MBA-E001/ MBA-E:002	Elective (Other Faculty/Department)	Business Communication/ Computer Application in Business	3	
Course 14		MBA-0206	Core Compulsory	Survey Project & Viva Voce	6		
<b>Total Credit</b>						<b>25</b>	
2	III	Course 15	MBA-0301	Core Compulsory	Managing Innovation and Entrepreneurship	3	
		Course 16	MBA-0302	Core Compulsory	Business Ethics and Corporate Governance	3	
		Course 17	MBA-FM01	Specialization Finance (Elective-1)	Corporate Financial Decisions	3	
		Course 18	MBA-FM02	Specialization Finance (Elective-2)	Security Analysis and Portfolio Management	3	
		Course 19	MBA-FM03	Specialization Finance (Elective-3)	Working Capital Management	3	
		Course 20	MBA-MK01	Specialization Marketing (Elective-1)	Advertising & Brand Management	3	
		Course 21	MBA-MK02	Specialization (Marketing-2)	Sales, Distribution, and Retail Management	3	
		Course 22	MBA-MK03	Specialization Marketing (Elective-3)	Consumer Behaviour	3	
		Course 23	MBA-HR01	Specialization Human Resource (Elective-1)	Leadership, Teamwork and Change Management	3	
		Course 24	MBA-HR02	Specialization Human Resource (Elective-2)	Talent Management and HR Audit	3	



	Course 25	MBA-HR03	Specialization Human Resource (Elective-3)	Industrial Relations Management	3
	Course 26	MBA-E003/ MBA-E004	Elective (Other Faculty/Department)	E-Commerce/ Managing Personal Finance	3
	Course 27	MBA-0303	Core Compulsory	Industrial/Summer Training Report & Viva-Voce	8
				<b>Total Credit</b>	<b>29</b>
IV	Course 28	MBA- 0401	Core Compulsory	Strategic Management	3
	Course 29	MBA-FM04	Specialization Finance (Elective-4)	Corporate Restructuring and Valuation	3
	Course 30	MBA-FM05	Specialization Finance (Elective-5)	Banking and Financial Services	3
	Course 31	MBA-FM06	Specialization Finance (Elective-6)	Corporate Tax Planning	3
	Course 32	MBA-FM07	Specialization Finance (Elective-7)	International Financial Management	3
	Course 33	MBA-FM08	Specialization Finance (Elective-8)	Financial Derivatives	3
	Course 34	MBA-MK04	Specialization (Marketing-4)	Digital Marketing and Communication	3
	Course 35	MBA-MK05	Specialization (Marketing-5)	Rural Marketing	3
	Course 36	MBA-MK06	Specialization Marketing (Elective-6)	Consumer Relationship Management	3
	Course 37	MBA-MK07	Specialization (Marketing-7)	International Marketing	3
	Course 38	MBA-HR04	Specialization Human Resource (Elective-4)	Strategic HRM and International HRM	3
	Course 39	MBA-HR05	Specialization Human Resource (Elective-5)	HR and Technology	3
	Course 40	MBA-HR06	Specialization Human Resource (Elective-6)	Social Security and Compensation Laws	3
	Course 41	MBA-HR07	Specialization Human Resource (Elective-7)	Negotiation and Counselling	3
	Course 42	MBA-HR08	Specialization Human Resource (Elective-8)	Manpower policy and planning (full time) – iii semester (HR group)	3
	Course 43	MBA-E005/ MBA-E006	Elective (Other Faculty/Department)	Start-up and Entrepreneurship/ Professional Ethics	3
	Course 44	MBA-0402	Core Compulsory	Dissertation	8
				<b>Total Credit</b>	<b>26</b>

## Syllabus-MBA Program

Year	Sem	Subject	Course Code	Core Compulsory/Elective	Course Title	Credit
(MBA 1)	I (MBA-1)	Course 1	MBA-0101	Core Compulsory	Principle and Practices of Management	3
		Course 2	MBA-0102	Core Compulsory	Accounting for Managers	3
		Course 3	MBA-0103	Core Compulsory	Organizational Behaviour	3
		Course 4	MBA-0104	Core Compulsory	Managerial Economics and Environment	3
		Course 5	MBA-0105	Core Compulsory	Quantitative Techniques	4
		Course 6	MBA-E001 /MBA-E002	Elective (Other Faculty/Department)	Business Communication/ Computer Application in Business	3
		Course 7	MBA-0106	Core Compulsory	Mini Project & Viva-Voce	6

Programme/Class: MBA	Year: 1	Semester: I
Subject: MBA		
Course Code: MBA-0101	Course Title: <b>Principles of Management</b>	
Course outcomes: On completion of the course, the learner will be able to <ul style="list-style-type: none"> <li>• understand and demonstrate the roles-skills of a manager and functions of management</li> <li>• develop insight on the thoughts and principles of eminent management thinkers</li> <li>• analyze organization structure and situations for implementation of managerial principles and practices</li> </ul>		
Credits: 3	Core Compulsory / Elective: Core Compulsory	
Max. Marks: 25+75	Min. Passing Marks: 10+25	
Total No. of Lectures-Tutorials-Practical (in hours per week): L-3 T-0 P-0		
Unit	Topics	No. of Lectures
	<b>Part I</b>	<b>45</b>
<b>I</b>	Concept, nature, process and significance of management; Managerial roles (Mintzberg); Evolution of management thoughts- Classical, Neo-Classical, System and Contingency Approaches; Contribution of management thinkers, contemporary management practices. Organization Structure and Design- Hierarchy of authority, Division of Labour, Span of Control, Line versus Staff Positions, Decentralization Departmentalization- Functional Organizations, Product Organizations, Matrix Organizations.	12
<b>II</b>	Planning: Concept, process and types; Decision-Making- concept and process, Conditions of Certainty, Risk and Uncertainty; Barriers to decision making; Individual and Group Decision making Quantitative; Decision-Making Tools, Management by Objectives; Corporate planning- environment analysis and diagnosis, strategy formulations.	11

III	Organizing: Concept, nature, process and significance; Organizational Structure and Design: Authority and responsibility relationships, delegation, decentralization, departmentation, Simple structure; Bureaucratic structure, Matrix Structure.	11
IV	Managing communication: nature, process, networks and barriers; Effective communication; Technology and Managerial Communication. Directing and Managerial control- concept and process; Designing an effective control system; Traditional and modern techniques for effective control system.	11
<p><b>Suggested Readings:</b></p> <ol style="list-style-type: none"> <li>1. Robbins, Stephen P., Mary K. Coulter, and David A. DeCenzo. "Fundamentals of management.", Pearson, 2017.</li> <li>2. Mitra, J.K., 'Principles of management' Oxford H.Ed, 2018</li> <li>3. Stoner, James A.F., Freeman, R. Edward, and Gilbert, Daniel R., 'Management', Pearson, 2018.</li> <li>4. Koontz, H. &amp; Weihrich, H., "Essentials of Management: An International, Innovation, and Leadership Perspective", Mc-Graw Hill, New-Delhi, 2015.</li> </ol> <p>Suggested Continuous Evaluation Methods: In addition to the theoretical inputs the course will be delivered through Assignments, Presentation, Group Discussions, Simulation exercises, and Case Studies. This will instill in student a sense of problem identification, generating solution, decision making and practical learning. Student learning will be evaluated through Written Tests, Projects and Field Assignments, Quizzes.</p>		

Programme/Class: MBA		Year: I	Semester: I
Subject: MBA			
Course Code: MBA-0102		Course Title: <b>Accounting for Managers</b>	
<p><b>Course outcomes:</b></p> <ul style="list-style-type: none"> <li>• The basic objective of this course is to enable the students to learn, explain and integrate the fundamental concepts, principles and techniques of accounting.</li> <li>• The course will prepare the students to logically interpret and apply accounting information for planning, decision-making and control in real business situations.</li> <li>• They shall also learn to evaluate and compare various financial and cost statements to appraise financial soundness and operational efficiency of firms.</li> </ul>			
Credits: 3		Core Compulsory / Elective: <b>Core Compulsory</b>	
Max. Marks: 25+75		Min. Passing Marks: 10+25	
Total No. of Lectures-Tutorials-Practical (in hours per week): L-3 P-0			
Unit	Topics		No. of Lectures
	<b>Part I</b>		<b>45</b>
I	Introduction to Accounting – Types of Accounting, Objectives, Scope, Advantages & Limitations of Accounting, Terminology, Accounting Principles and Conventions, Generally Accepted Accounting Principles (GAAP), Accounting Standards in India (AS-1,2, 3,6,9,10,14, 26), International Financial Reporting Standards (IFRS), Ethical Dimensions in Reporting of Accounting Information		12

II	Financial Statements- Preparation of Financial Statements (Vertical and Horizontal format), Preparation of Income Statements and Balance Sheet, Contents of Corporate Annual Reports, Financial Statement Analysis – Ratio Analysis, Trend Analysis. Preparation of Cash Flow Statement - Indirect Methods.	11
III	Introduction to Costs Accounting- Elements of Costs, Cost Behavior, Absorption and Marginal Costing, Cost Sheet, Standard Costing, Reconciliation of Cost and Financial Information	11
IV	Accounting for Planning and Control- Budgets and Budgetary Control-Fixed & Flexible Budgets, Zero- Based Budgeting; Management Control System and Responsibility Accounting. Social and Environmental Accounting, Human Resource Accounting, Overview of Forensic Accounting	11
<p><b>Suggested Readings:</b></p> <ol style="list-style-type: none"> <li>1. Maheshwari S.N &amp; Maheshwari S K– A text book of Accounting for Management (Vikas, 10<sup>th</sup> Ed)</li> <li>2. Prof M.L. Agarwal, Dr. K.L. Gupta – Cost Accounting, Sahitya Bhawan</li> <li>3. Khan and Jain - Financial Management (Tata McGraw Hill, 7th Ed.)</li> <li>4. PC Tulsian- Financial Accounting Pearson, 2016</li> <li>5. Dhamija - Financial Accounting for managers: (Prentice Hall, 2nd Edition).</li> <li>6. Narayanswami - Financial Accounting: A Managerial Perspective (PHI, 5th Ed)</li> <li>7. Mukherjee - Financial Accounting for Management (TMH, 2nd Edition).</li> </ol>		
<p><b>Suggested Continuous Evaluation Methods:</b></p> <p>In addition to the theoretical inputs the course will be delivered through Assignments, Presentation, Group Discussions and Case Studies. This will instill in student a sense of decision making and practical learning. Student learning will be evaluated through Written Tests, Projects and Field Assignments, Quizzes.</p>		

Programme/Class: MBA	Year: 1	Semester: I
Subject: MBA		
Course Code: MBA-0103	Course Title: <b>Organization Behaviour</b>	
Course outcomes: On completion of the course, the learner will be able to <ul style="list-style-type: none"> <li>describe the field of organization behaviour and its relevance at workplace and predict human behaviour at workplace.</li> <li>analyze the individual and group behaviour dynamics in organization.</li> <li>learn to apply behavioral theories.</li> </ul>		
Credits: 3	Core Compulsory / Elective: Core Compulsory (HR Specialization)	
Max. Marks: 25+75	Min. Passing Marks: 10+25	
Total No. of Lectures-Tutorials-Practical (in hours per week): L-3 T-0 P-0		
Unit	Topics	No. of Lectures
	<b>Part I</b>	<b>45</b>
I	Organizational Behaviour: Understanding OB, Interdisciplinary nature of OB, Management and OB, Robbin's Model of OB Trends and Changes in OB - Globalization and Culture, Shifting demographics of the workplace, Nature of Job, Technology	12
II	Perception, Job related Attitude and Behaviour, Cognitive Dissonance theory, Attitude Change, Learning theories, Applications of Learning in Organizations, OB Modification at levels, Individual differences, Values and Personality, Work related aspects of Personality	11
III	Motivation- Need based theories, Process-based theories, Application of Motivation, Designing Motivating Workplace, Motivation and Performance, Emotions at work. Group Dynamics, Management of Teams, Decision making in Organizations, Helping, Cooperation, and Conflict in organizations, Influence, Power and Politics	11
IV	Leader and Approaches to Leadership, Contemporary issues in Leadership Organizational Change- Process and Resistance Organizational Culture- Layers and Characteristics, Hofstede's cultural dimensions Stress-Nature and Causes, and major effects, Stress Management and wellbeing.	11
<b>Suggested Readings:</b> <ol style="list-style-type: none"> <li>Robbins, Stephen P., Timothy A. Judge, and Neharika Vohra, "Organizational Behaviour", Pearson Education, India, 2018, 18<sup>th</sup> Edition.</li> <li>Luthans, Fred, "Organizational Behaviour: An Evidence -Based Approach", McGraw-Hill, India, 12<sup>th</sup> Edition.</li> <li>Uhl-Bien, Mary, Schermerhorn, John R. Jr., Osborn, Richard N., "Organizational Behaviour", (An Indian Adaptation by Sanket Sunand Dash), Wiley, 2021. 13<sup>th</sup> Edition.</li> <li>Griffin, R. W., Phillips, J. M., &amp; Gully, S. M., "Organizational behavior: Managing people and organizations", Cengage Learning, 2016.</li> <li>S.S. Khanka "Organizational Behaviour", S. Chand, Latest Edition</li> </ol>		
Suggested Continuous Evaluation Methods: In addition to the theoretical inputs the course will be delivered through Assignments, Presentation, Simulation exercises, Group Discussions and Case Studies. This will instill in student a sense of problem identification, generating solution, decision making and practical learning. Student learning will be evaluated through Written Tests, Projects and Field Assignments, Quizzes.		

Programme/Class: <b>MBA</b>	Year: 1	Semester: I
<b>Subject: MBA</b>		
Course Code: MBA-0104	Course Title: <b>Managerial Economics and Environment</b>	
<b>Course outcomes:</b>		
<ul style="list-style-type: none"> <li>The objective of this course is to acquaint the students with insights of economic theory as used in various aspects of managerial decision making.</li> <li>Emphasis is given to the nature of competition among business firms in the context of globalization.</li> <li>Course Outcomes cover the basic tools to fundamentally deal with achieving a set of sustainable goals in a situation where resources are limited and choices must involve trade-offs, taking into account the external environment.</li> </ul>		
Credits: 3	Core Compulsory / Elective: <b>Core Compulsory</b>	
Max. Marks: 25+75	Min. Passing Marks: 10+25	
Total No. of Lectures-Tutorials-Practical (in hours per week): L-3-T-0 P-0		
Unit	Topics	No. of Lectures
	<b>Part I</b>	<b>45</b>
<b>I</b>	Nature & Scope of Managerial Economics, Utility Theory, Indifference Curve, Demand-Supply Framework, Elasticity- its types, applications, Marginal Analysis and Optimization. Managerial Theories and Goal(s) of a Firm; Information Economics and its Business Applications	12
<b>II</b>	Theory and laws of Production- factor, function, Law of variable proportion, Laws of Returns to Scale, Economies of Scope, Optimal Combination of Inputs- decision aspects	11
<b>III</b>	Market Structures, Pricing and out- put strategies in different Market Structures, Price Discrimination, Strategic Behavior of Firms, Game Theory Applications. National Income Analysis, Theories of Inflation and Deflation, Theories of Business Cycles, Aspects of Monetary & Fiscal Policy	11
<b>IV</b>	Environmental Economics. Equitable use of resources for sustainable production systems. Biodiversity and its conservation, Environment Impact Assessment (EIA), Sustainable Development Goals (SDGs) of United Nations, Action Plan for SDGs in India.	11
<b>Suggested Readings:</b>		
<ol style="list-style-type: none"> <li>Thomas and Maurice, Managerial Economics, McGraw Hill Education; 10th edition (2017)</li> <li>Salvatore and Rastogi, Managerial Economics, 8th Edition, Oxford University Press</li> <li>K.K. Dewett, Modern Economic Theory, S.Chand</li> <li>G S Gupta, Managerial Economics", Mc-Graw Hill Education; 2nd edition (2017).</li> <li>Katar Singh and A. Shishodia, "Environmental Economics: Theory and Applications", Sage India; First edition (2007)</li> <li>Muthukrishnan Subhashini, "Economics of Environment", PHI Learning Pvt Ltd; 2nd edition (2015)</li> <li>Varshney. R and Maheshwari, Managerial Economics-Sultan Chand &amp; Co</li> </ol>		
Suggested Continuous Evaluation Methods: In addition to the theoretical inputs the course will be delivered through Assignments, Presentation, and Group Discussions. This will instill in student a sense of decision making and practical learning. Student learning will be evaluated through Written Tests, Projects and Field Assignments, Quizzes.		

Programme/Class: MBA	Year: 1	Semester: I
Subject: MBA		
Course Code: MBA-0105	Course Title: <b>Quantitative Techniques</b>	
Course outcomes: On completion of this course, a learner will be able to <ul style="list-style-type: none"> <li>• understand various quantitative and statistical methods</li> <li>• compute and analyze data using these methods</li> <li>• demonstrate use of quantitative and statistical techniques for data analysis</li> </ul>		
Credits: 4	Core Compulsory / Elective: Core Compulsory	
Max. Marks: 25+75	Min. Passing Marks: 10+25	
Total No. of Lectures-Tutorials-Practical (in hours per week): L-3 T-2-P-0		
<b>Unit</b>	<b>Topics</b>	<b>No. of Lectures</b>
	<b>Part I</b>	<b>45</b>
I	Statistics: Statistics for managers, Categorical and Numerical data, Statistical thinking and analysis, Association between variables. Probability-Concept of probability, Probability. Rules of probability, Independent Events, Dependent Events.	12
II	Measure of Central Tendency-Objectives of averaging. Requisites of measure of central tendency. Mathematical averages – arithmetic mean, geometric mean, harmonic mean. Averages of position-median and mode. Partition values- quartiles, deciles and percentiles. Relationship between mean, median and mode. Comparison between measures of central tendency.	12
III	Measure of Dispersion-Significance of measuring dispersion (variation). Classification of measure of dispersion. Distance measures- range and interquartile range or deviation. Average deviation measures- mean absolute deviation, Variance and standard deviation, Coefficient of variation. Skewness and Kurtosis.	11
IV	Test of Significance and its Designing: Null Hypothesis and Level of significance. Concept of Standard Error of Mean. Confidence Limits. Student 'T' test, Application of Chi-Square test. Analysis of Variance. Correlation - Karl Pearson's Co-efficient of Correlation and Spearman's Coefficient of Correlation by Ranking Method. Regression - Simple Regression Model, Multiple Regression.	10
<b>Suggested Readings:</b>		
<ol style="list-style-type: none"> <li>1. Anderson, D. R., Sweeney, D. J., Williams, T. A., Camm, J. D., &amp; Cochran, J. J., "Statistics for business &amp; economics", Cengage Learning, 2016.</li> <li>2. N D Vohra, "Quantitative Techniques in Management", McGraw Hill Education; Fifth edition (5 July 2017).</li> <li>3. S.C. Gupta., Fundamentals of statistics - Sultan Chand &amp; Sons, Delhi.</li> <li>4. Richard I. Levin, Masood H. Siddiqui, David S. Rubin, &amp; Sanjay Rastogi (2017) Statistics for Management   Pearson Education; Eighth edition.</li> </ol>		
Suggested Continuous Evaluation Methods: In addition to the theoretical inputs the course will be delivered through Assignments and Problem-solving exercise. This will instill in student a sense of problem identification, generating solution, decision making and practical learning. Student learning will be evaluated through Written Tests and Quizzes. The quantitative practical sessions shall be held with practical exercises, in the tutorial sessions		

Year	Sem	Subject	Course Code	Core Compulsory/Elective	Course Title	Credit
(MBA 1)	II (MBA-II)	Course 8	MBA-0201	Core Compulsory	Financial Management	3
		Course 9	MBA-0202	Core Compulsory	Marketing Management	3
		Course 10	MBA-0203	Core Compulsory	Management of Human Resources	3
		Course 11	MBA-0204	Core Compulsory	Operations Management and Business Analytics	3
		Course 12	MBA-0205	Core Compulsory	Business Research Methods	4
		Course 13	MBA-E001/ MBA-E002	Elective (Other Faculty/Department)	Business Communication/ Computer Application in Business	3
		Course 14	MBA-0206	Core Compulsory	Survey Project & Viva Voce	6



Programme/Class: MBA	Year: 1	Semester: II
Subject: MBA		
Course Code: MBA-0201	Course Title: <b>Financial Management</b>	
<b>Course outcomes:</b>		
<ul style="list-style-type: none"> <li>• To appraise &amp; analyze the role and functions of a finance manager.</li> <li>• To assess the utility of concepts and principles of financial management.</li> <li>• To apply the course concepts in implementing &amp; analyzing investment, financing and dividend decisions</li> </ul>		
Credits: 3	Core Compulsory / Elective: <b>Core Compulsory</b>	
Max. Marks: 25+75	Min. Passing Marks: 10+25	
Total No. of Lectures-Tutorials-Practical (in hours per week): L-3 P-0		
<b>Unit</b>	<b>Topics</b>	<b>No. of Lectures</b>
		<b>45</b>
<b>I</b>	Nature of Corporate Finance: Scope and objectives of finance function, Shareholders' wealth maximization, Agency problem, Time Value of money- simple numerical problems	12
<b>II</b>	Investment Decisions: Analysis of Capital budgeting decisions, discounted and non-discounted techniques in capital budgeting, Risk analysis in capital budgeting. Types of Projects – selection criteria, capital rationing.	11
<b>III</b>	Financing & Dividend Decisions: Capitalization Cost of capital Components-Equity shares, Preference shares, Bonds and debentures, Leverage Analysis, Capital Structure theories. Dividend Policy and Its determinants, Irrelevance of dividend: MM Hypothesis, Relevance of dividend: Walter's model and Gordon's model.	11
<b>IV</b>	Working Capital Management: Principles of working capital management, Accounts Receivable management, Inventory management and Cash management, factors influencing working capital requirement, Computation of working capital, Sources of Working Capital.	11
<b>Suggested Readings:</b>		
<ol style="list-style-type: none"> <li>1. Principles of Corporate Finance, Brealey and Myers, McGraw Hill</li> <li>2. Financial Management and Policy by Van Horne, Dhamija, Pearson</li> <li>3. Fundamentals of Financial Management by Dr. R.P. Rastogi, Taxman</li> <li>4. Financial Management-Text Problems and Cases by Khan and Jain, Mc Graw Hill</li> <li>5. Financial Management, I M Pandey, Pearson 12th Edition</li> </ol>		
<b>Suggested Continuous Evaluation Methods:</b>		
In addition to the theoretical inputs the course will be delivered through Assignments, Presentation, Group Discussions and Case Studies. This will instill in student a sense of decision making and practical learning. Student learning will be evaluated through Written Tests, Projects and Field Assignments, Quizzes.		

Programme/Class: MBA	Year: 1	Semester: II
Subject: MBA		
Course Code: MBA-0202	Course Title: <b>Marketing Management</b>	
Course outcomes: At the end of the course, the learner will be able to:		
<ul style="list-style-type: none"> <li>• understand the fundamentals of Marketing.</li> <li>• apply basic frameworks of Marketing Management for managerial decision making.</li> <li>• appreciate the challenges involved in marketing decisions concerning 4 P's – product, price, place and promotion.</li> </ul>		
Credits: 3	Core Compulsory / Elective: Core Compulsory	
Max. Marks: 25+75	Min. Passing Marks: 10+25	
Total No. of Lectures-Tutorials-Practical (in hours per week): L-3 T-0 P-0		
Unit	Topics	No. of Lectures
	<b>Part I</b>	<b>45</b>
<b>I</b>	Introduction to Marketing: Core Concepts - Need, Want, Desire and Demand, Exchange, Customer Value, Difference between sales and marketing, 4Ps Framework. Marketing Philosophies– Product, Production, Sales, Societal, Relationship Marketing, Holistic Marketing, Marketing Myopia. Marketing Environment – Micro and Macro Environment, Ansoff Market Expansion Grid, Role of Technology in Marketing.	12
<b>I</b> <b>I</b>	Understanding Consumers: Consumer Buying Behavior, Organizational Buying Behaviour, Consumer Decision Making. Identifying Customers - Segmentation, Targeting & Positioning Product Decisions: Product, Product Mix Strategies - Product Mix, New Product Development, Product Life Cycle, Branding, Packaging and Labelling, Consumer Adoption Process	11
<b>III</b>	Pricing Decisions: Significance of Pricing Decision, Factors influencing Price Determination, Pricing Methods and Techniques, Developing Pricing Strategies Channel Decisions: Classification of distribution channels, Designing Distribution Channels, Market logistics decisions. Channel management - Selection, Training, Motivation and Evaluation of channel members. Managing Channel Conflicts, Retailing and Wholesaling	11
<b>IV</b>	Communication Decisions: Role of Promotion in Marketing, Promotion mix – advertising, personal selling, sales promotion, publicity and public relations. Social media marketing, Media selection, Advertising effectiveness, Integrated Marketing Communication. Concept of Sustainability Marketing, Global Marketing Environment.	11
<b>Suggested Readings:</b>		
<ol style="list-style-type: none"> <li>1. Ramaswamy, V.S. &amp; Namakumari, S, “Marketing Management Global Perspective Indian Context”, McMillan India Ltd.</li> <li>2. Kotler, P., Keller, K.L., Koshy, A. and Jha, M. (2009), Marketing Management: A South Asian Perspective, 13th ed., Prentice – Hall of India, New Delhi.</li> <li>3. Philip Kotler, Kevin lane Keller, Alexander Chernev, Jagdish N. Sheth, G. Shainesh, “Marketing Management” Indian Case Studies Included  Pearson Education; Sixteenth edition (2022).</li> </ol>		
<b>Suggested Continuous Evaluation Methods:</b>		
In addition to the theoretical inputs the course will be delivered through Assignments, Presentation, Group Discussions. This will instill in student a sense of decision making and practical learning.		

Programme/Class: MBA	Year: 1	Semester: II
Subject: MBA		
Course Code: MBA-0203	Course Title: <b>Management of Human Resources</b>	
Course outcomes: On completion of the course the learner will be able to <ul style="list-style-type: none"> <li>• understand the importance of human resources as competitive advantage for an organization.</li> <li>• link organization strategy with human resource practices and outcomes in an organization.</li> <li>• learn the techniques of HR functions and its implementation aspects to motivate employees for performance and retention.</li> </ul>		
Credits: 3	Core Compulsory / Elective: Core Compulsory	
Max. Marks: 25+75	Min. Passing Marks: 10+25	
Total No. of Lectures-Tutorials-Practical (in hours per week): L-3 T-0 P-0		
Unit	Topics	No. of Lectures
	<b>Part I</b>	<b>45</b>
I	Contemporary Human Resource Management, Evolution of Human Resource Function, HRM, Nature of Diverse Workforce, Trends in Workforce Diversity, Impact of Diversity on Organizations, Managing Diversity, Managing Knowledge Workforce.	12
II	Human Resource Planning Methods and Forecasting, HR Accounting, Job Analysis, Recruiting and Selecting Employees, Recruiting Methods, Selection Techniques. Training and Development, Employee Orientation- Analysing, designing, implementation and evaluation of training program, Management Development.	11
III	Compensation and Benefits, Determinants of Compensation Strategy, Incentives and Performance-based Rewards, Benefits Program, Contemporary issues in Compensation and Benefits. Performance Appraisal, Process and Methods, Performance Management and Feedback.	11
IV	Industrial Relations, Overview of Indian Industrial Relations, Role of Labour Unions, Trends in Unionization, Collective Bargaining and Negotiating Labour Agreements. Ethics and Human Resource Management, Rightsizing the Organizations, Managing Terminations and retention, Voluntary Turnover.	11
<b>Suggested Readings:</b>		
<ol style="list-style-type: none"> <li>1. DeNisi, Angelo S., Griffin, Ricky W., and Sarkar Anita, "HR Human Resource Management", Cengage Learning, Delhi, 2016.</li> <li>2. Dessler, G. &amp; Varkkey, B, "Human Resource Management", Pearson, New Delhi, 2020, 16<sup>th</sup> Edition.</li> <li>3. Aswathappa, K., "Human Resource Management: Text &amp; Cases", McGraw-Hill Education, 2017, 8<sup>th</sup> Edition.</li> <li>4. Armstrong, Michael, and Stephen Taylor, "Armstrong's handbook of human resource management practice." Kogan Page, 2020.</li> <li>5. Bernardin, John H., "Human Resource Management", Mc Graw Hill, 2012.</li> <li>6. Sharma, R. C., "Industrial relations and labour legislation", PHI Learning Pvt. Ltd., 2016.</li> </ol>		
Suggested Continuous Evaluation Methods: In addition to the theoretical inputs the course will be delivered through Assignments, Presentation, Group Discussions and Case Studies. This will instill in student a sense of problem identification, generating solution, decision making and practical learning. Student learning will be evaluated through Written Tests, Projects and Field Assignments, Quizzes.		

Programme/Class: MBA	Year: 1	Semester: II
Subject: MBA		
Course Code: MBA-0204	Course Title: <b>Production and Operation Management</b>	
<b>Course outcomes:</b>		
<ul style="list-style-type: none"> <li>The course discusses the importance of planning, organizing and controlling aspects in Production and Operations Management.</li> <li>The course outcomes cover the skills to formulate, organize, implement the operational plans to carry out operations of a manufacturing or service organization.</li> <li>The focus of the course is on acquiring skills to optimally execute operational activities with expected system efficiency and judge the quality of products and services.</li> </ul>		
Credits: 3	Core Compulsory / Elective: <b>Core Compulsory</b>	
Max. Marks: 25+75	Min. Passing Marks: 10+25	
Total No. of Lectures-Tutorials-Practical (in hours per week): L-3 T-0 P-0		
<b>Unit</b>	<b>Topics</b>	<b>No. of Lectures</b>
	<b>Part I</b>	<b>45</b>
<b>I</b>	Introduction to Operations Management- Operations Management: An overview, Definition of operations management, Production Cycle, Classification of Operations Systems, Responsibilities of Operations Manager, the strategic role and Objectives of operations, Operations strategy: The 'top-down' and 'bottom up' perspective, The market requirements perspective, the operations resources perspective. Plant Location, Plant Layout Planning. Introduction to Operations in Service Industry: Nature of Services, Difference between operations in service and manufacturing industry, major operation management issues and decisions in service industry.	12
<b>II</b>	Forecasting & Work Study- Definition and Scope of Forecasting, Types and methods of Forecasting, Qualitative & Quantitative Methods, Delphi, Expert Opinion, Brainstorming, Market Survey Methods etc., Regression, Time Series based Method, Exponential smoothing, Box-Jenkins Method, Monitoring and Controlling forecasting models. Work study-Method study, Work Measurement.	11
<b>III</b>	Production Planning and Inventory Management- Introduction to Planning techniques, Capacity plan, Aggregate plan, Scheduling types & principles, Master production schedule. Inventory Management: Objectives & Factors, Inventory Control Techniques namely ABC, VED, FSN and EOQ analysis, JIT, Kanban.	11
<b>IV</b>	Quality Management- Basic concepts of quality, Total Quality Management, Dimensions of quality, Juran's quality trilogy, Deming's 14 principles, PDCA cycle, Quality circles, Quality improvement and cost reduction, 7QC tools and 7 new QC tools, Six Sigma, LEAN Six-Sigma, Cost of Warranty, TPM.	11
<b>Suggested Readings:</b>		
<ol style="list-style-type: none"> <li>Heizer and Render, Operations Management, 10th edition, Prentice-Hall,</li> <li>Hill T, Operations Management, Palgrave, 2000.</li> <li>K. Aswathapa, Production and Operations Management, Himalayan Publication.</li> <li>R. Pannercselvam, Production and Operations Management, PHI,</li> </ol>		
Suggested Continuous Evaluation Methods: In addition to the theoretical inputs the course will be delivered through Assignments, Presentation, Group Discussions and Case Studies. This will instill in student a sense of decision making and practical learning. Student learning will be evaluated through Written Tests, Projects and Field Assignments, Quizzes.		

Programme/Class: MBA	Year: 1	Semester: II
Subject: MBA		
Course Code: MBA-0205	Course Title <b>Business Research Methods</b>	
Course outcomes: On completion of this course, a learner will be able to <ul style="list-style-type: none"> <li>• develop understanding of research process and formulation of research problem</li> <li>• learn quantitative and qualitative techniques of research</li> <li>• analyze data, infer from results, and write business research report</li> </ul>		
Credits: 4	Core Compulsory / Elective: Core Compulsory	
Max. Marks: 25+75	Min. Passing Marks: 10+25	
Total No. of Lectures-Tutorials-Practical (in hours per week): L-3 T-0 P-2*		
<b>Unit</b>	<b>Topics</b>	<b>No. of Lectures</b>
	<b>Part I</b>	<b>45</b>
<b>I</b>	The nature of business and management research, the research process, critically reviewing the literature, Research philosophies and approaches, Research problem and formulating the research design, Exploratory Research Design, Descriptive Research Design, Causal Research Design, Research Ethics, Overview of Qualitative Research.	12
<b>II</b>	Measurement and Scaling, Questionnaire and Form, use of secondary data, collecting primary data- observation, interviews, questionnaires, Questionnaire and Form Design, Reliability and Validity of scale, Selecting Samples- probability and non-probability sampling, Sample design, size of sample, sampling errors.	12
<b>III</b>	Quantitative Research - Data Collection, Data Preparation, Frequency Distribution, Cross-Tabulation, Hypothesis testing, Analysis of Variance and Covariance, Correlation and Regression, Discriminant and Logistic Regression, Factor Analysis, Multidimensional Scaling, Introduction to Structural Equation Modelling and Path Analysis.	11
<b>IV</b>	Importance of Report and Presentation in Management, Report Preparation and Presentation Process, Report Preparation, Report Format, Report Writing, Statistical Software for Qualitative and Quantitative Data Analysis.	10
<b>Suggested Readings:</b>		
<ol style="list-style-type: none"> <li>1. Saunders. M. N., Lewis, P., &amp; Thornhill, A., "Research Methods for Business Students", Pearson, 2019. Eighth Edition.</li> <li>2. Malhotra, N.K. and Dash, S. (2011), Marketing Research: An Applied Approach, Dorling Kindersley, New Delhi.</li> <li>3. Cooper, D. R. et al., Business Research Methods (SIE)   McGraw Hill Education 2018, 12th Edition.</li> <li>4. Creswell, J. W., &amp; Creswell, J. D., "Research design: Qualitative, quantitative, and mixed methods approaches", Sage publications, 2017.</li> <li>5. Richard I. Levin, Masood H. Siddiqui, David S. Rubin, &amp; Sanjay Rastogi (2017) Statistics for Management   Pearson Education; Eighth edition</li> <li>6. Ajay S Gaur, "Statistical Methods for Practice and Research: A Guide to Data Analysis Using SPSS", Sage Response; Second edition (20 April 2009)</li> <li>7. C.R. Kothari "Research Methodology", New Age Publication.</li> </ol>		
Suggested Continuous Evaluation Methods: In addition to the theoretical inputs the course will be delivered through Assignments, Presentation, Group Discussions and Case Studies. This will instill in student a sense of decision making and practical learning. Student learning will be evaluated through Written Tests, Projects and Field Assignments, Quizzes. Practical sessions shall be conducted on the software. The training sessions shall be organized for the enhanced learning of the students. The detail of the practical session shall be provided by the faculty member before the beginning of the session.		

Year	Sem	Subject	Course Code	Core Compulsory/Elective	Course Title	Credit
2 (MBA 2)	IX (MBA-III)	Course 15	MBA-0301	Core Compulsory	Managing Innovation and Entrepreneurship	3
		Course 16	MBA-0302	Core Compulsory	Business Ethics and Corporate Governance	3
		Course 17	MBA-FM01	Specialization Finance (Elective-1)	Corporate Financial Decisions	3
		Course 18	MBA-FM02	Specialization Finance (Elective-2)	Security Analysis and Portfolio Management	3
		Course 19	MBA-FM03	Specialization Finance (Elective-3)	Working Capital Management	3
		Course 20	MBA-MK01	Specialization Marketing (Elective-1)	Advertising & Brand Management	3
		Course 21	MBA-MK02	Specialization Marketing (Elective-2)	Sales, Distribution, and Retail Management	3
		Course 22	MBA-MK03	Specialization Marketing (Elective-3)	Consumer Behaviour	3
		Course 23	MBA-HR01	Specialization Human Resource (Elective-1)	Leadership, Teamwork and Change Management	3
		Course 24	MBA-HR02	Specialization Human Resource (Elective-2)	Talent Management and HR Audit	3
		Course 25	MBA-HR03	Specialization Human Resource (Elective-3)	Industrial Relations Management	3
		Course 26	MBA-E003/ MBA-E004	Elective (Other Faculty/Department)	E-Commerce/ Managing Personal Finance	3
		Course 27	MBA-0303	Core Compulsory	Industrial/Summer Training Report & Viva-Voce	8

Programme/Class: MBA	Year: 2	Semester: III
Subject: MBA		
Course Code: MBA-0301	Course Title: <b>Managing Innovation and Entrepreneurship</b>	
Course outcomes: On completion of the course, the learner will be able to <ul style="list-style-type: none"> <li>• develop understanding of key concepts of entrepreneurship and its application in business opportunities</li> <li>• learn creative process and design thinking for innovation</li> <li>• plan business models and strategies for entrepreneurial venture</li> </ul>		
Credits: 3	Core Compulsory / Elective: Core Compulsory	
Max. Marks: 25+75	Min. Passing Marks: 10+25	
Total No. of Lectures-Tutorials-Practical (in hours per week): L-3 T-0 P-0		
Unit	Topics	No. of Lectures
	<b>Part I</b>	<b>45</b>
<b>I</b>	Define Entrepreneurship, Entrepreneurship domain, Managers Entrepreneurs and Entrepreneurial Managers, Entrepreneurship and small business. Characteristics of Entrepreneurs, Entrepreneurial Orientation, Entrepreneurial Motivation, Models of Entrepreneurial Motivation, Factors influencing Entrepreneurial Behaviour. Entrepreneurial Process Model, 3M Analysis for opportunity screening, Process of Enterprise formation.	12
<b>II</b>	Importance of creativity management, Creative thinking process, key stages of the creative process, core components of individual creativity, Design thinking, Use of design thinking for innovation, link between creativity and innovation. Defining Innovation, types of innovation, innovation lifecycles, sources of innovation, Strategies to encourage innovation.	11
<b>III</b>	Approach to innovation and entrepreneurship to small, medium, and large corporations, innovation and entrepreneurship in the context of small and medium enterprises (SMEs) and large corporations, open innovation, process of innovation, radical innovations and incremental innovations. Disruptive Innovation, Screening Opportunities and Assessing Markets, Causes of Innovation Failure, Customer Development Process, Customer Value Proposition, Market Research. Sources of Entrepreneurial Capital, Securing Debt financing, Equity financing, Venture capital, Exit Strategy.	11
<b>IV</b>	Intellectual Property Management, Nature of Intellectual Property, IP Rights, Copyright, Confidentiality and Trade Secrets, Developing an IP Strategy, Licensing. Social Entrepreneurship and Innovation, Developing a Social Economy, Social Enterprise, Social Entrepreneur, Cooperative and mutual enterprises, Business Cooperative Model, Social enterprise and the role of Cooperatives, Cooperatives Life-cycle Model, Strategies for enhancing Social Entrepreneurship and Social Innovation.	11
<b>Suggested Readings:</b>		
1. Hisrich, Robert D. & Kearney, Claudine, "Managing Innovation and Entrepreneurship", Sage Publications Ltd., 2014.		
2. Mazzarol, Tim and Reboud, Sophie, "Entrepreneurship and Innovation: Theory, Practice and Context", 4 <sup>th</sup> Edition, Springer, 2020.		
3. Drucker, P., "Innovation and entrepreneurship", Routledge, 2014.		
4. Shukla, M., "Social Entrepreneurship in India: Quarter Idealism and a Pound of Pragmatism", Sage Publications Pvt. Limited, 2019.		

5. Kumar, A., "Entrepreneurship: Creating and leading an entrepreneurial organization", Pearson Education, 2012.

Suggested Continuous Evaluation Methods: In addition to the theoretical inputs the course will be delivered through Assignments, Presentation, Group Discussions and Case Studies. This will instill in student a sense of problem identification, generating solution, decision making and practical learning. Student learning will be evaluated through Written Tests, Projects and Field Assignments, Quizzes.

Programme/Class: MBA

Year: 2

Semester: III

Subject: MBA

Course Code: MBA-0302

Course Title: **Business Ethics and Corporate Governance**

Course outcomes: On completion of the course, the learner will be able to

- understand and evaluate ethical issues in corporate governance and various factors influencing ethical decision making
- comply with statutory provisions related to business ethics in India
- develop understanding of the global perspective of corporate governance theories and models

Credits: 3

Core Compulsory / Elective: Core Compulsory

Max. Marks: 25+75

Min. Passing Marks: 10+25

Total No. of Lectures-Tutorials-Practical (in hours per week): L-3 T-0 P-0

Unit	Topics	No. of Lectures
	<b>Part I</b>	<b>40</b>
I	Concept of Business Ethics, Elements of Business Ethics, History and development of Business Ethics, Ethics and Law, Relationship between Business and Ethics: Unitarian View of Ethics, Separatist View of Ethics, Integration View of Ethics, Pressure Points for Ethical Behaviour. Emerging Ethical Issues and Dilemmas in Business- Lying, Bullying, Discrimination, Sexual Harassment, Fraud, Corporate Espionage, Insider Trading, Environmental Issues, Sexual Harassment, Misuse of Organizational resources, Privacy Concerns, Employee Theft, Conflict of Interest etc., Ethical issues related to Marketing, Finance, HR, and IT.	12
II	Institutionalization of Business Ethics in India: Environment Laws, Antitrust Laws, Consumer Protection Laws, Investor Protection, Intellectual Property Right Laws, Corruption Prevention Laws, and Laws Promoting Equity and Safety at Workplaces. Traditional and Contemporary Moral Philosophies: Teleology: Egoism, Utilitarianism, Deontology: Categorical Imperative of Kant, Hypothetical Imperative, Justice Theory of Rawls', Virtue Theory of Aristotle, Ethical Relativism. Contemporary Moral Philosophies: Contractarianism, Feminist care ethics, Integrated Social Contract Theory (ISCT).	11



III	Individual Ethics Management: Ethical Dilemma; Ethical Decision Making Models- Utility, Rights, Justice and Caring (URJC) Model, Janus Headed Model; Steps for Taking Good Ethical Decision; White Collar Crimes and Reason for its Growth. Organizational Ethics Management: Organizational Culture and Ethical Climate, Danger Signs of Ethical Risk in Organization, Whistleblowing in Organizations, Leadership and Ethics, Leadership and use of power to shape an ethical corporate culture, Use of Developing, Managing and Controlling Good Ethics Program in an Organization, Ethics Audit, Mechanism to Resolve Ethical issues in Organization.	11
IV	Definition of CSR, Importance and Limitations of CSR, Trusteeship Theory of Mahatma Gandhi, Types of CSR: Carroll's Pyramid, Triple Bottom Line and Environmental Sustainability.  Importance of Corporate Governance, Principles of Corporate Governance, Models of Corporate Governance: Issues in Corporate Governance. Development of Corporate Governance in US, UK and India. Theories of Governance: Agency Theory, Shareholder Theory, Stakeholder Theory, Stewardship Theory.	11
<p><b>Suggested Readings:</b></p> <ol style="list-style-type: none"> <li>Hill, Charles W.L., Jones and Gareth R., "Essentials of Strategic Management", Cengage Learning, 3<sup>rd</sup> Edition.</li> <li>David, Fred R., David, Forest R., and Kansal, Purva, "Strategic Management Concepts: A Competitive Advantage Approach", Pearson, 16<sup>th</sup> Edition.</li> <li>Kumar, Shailendra and Rai, Alok Kumar, "Business Ethics", Cengage Publishing House, 2019, 1st edition</li> <li>Linda K. Trevino, Katherine A. Nelson (2017); Managing Business Ethics: Straight Talk about How to Do It Right, Wiley Publishing House, 6th Edition.</li> </ol>		
<p><b>Suggested Continuous Evaluation Methods:</b> In addition to the theoretical inputs the course will be delivered through Assignments, Presentation, Group Discussions and Case Studies. This will instill in student a sense of decision making and practical learning. Student learning will be evaluated through Written Tests, Projects and Field Assignments, Quizzes.</p>		

Programme/Class: MBA	Year: 2	Semester: III
Subject: MBA		
Course Code: MBA-FM01	Course Title: <b>Corporate Financial Decisions</b>	
<b>Course outcomes:</b>		
<ul style="list-style-type: none"> <li>• The basic objective of this course is to comprehensively understand the intricacies and integrative nature of financial decision making for creation of value in a corporate firm.</li> <li>• The course outcomes cover estimating cash flows emerging from a financial decision.</li> <li>• Recommending financing choices for enhancing value and aligning the financing decisions with the overall corporate strategy.</li> </ul>		
Credits: 3	Core Compulsory / Elective: <b>Elective Finance</b>	
Max. Marks: 25+75	Min. Passing Marks: 10+25	
Total No. of Lectures-Tutorials-Practical (in hours per week): L-3 T-0 P-0		
<b>Unit</b>	<b>Topics</b>	<b>No. of Lectures</b>
	<b>Part I</b>	<b>45</b>
<b>I</b>	Concepts of Valuation, Approaches to Valuation – Discounted Cash Flow, Relative Valuation (Earnings multiples and Book Value multiples), Contingent Claim Valuation, Valuation of Securities - Bonds and Shares, Asset Pricing models, Free cash flow approach to Equity and firm valuation.	12
<b>II</b>	Investment in Assets, ROA, Principles of Capital Investment, Allocating Capital aligning Corporate Strategy, Capital Budgeting. Risk Management in Projects.	11
<b>III</b>	Financing policies: Making Capital Structure Decisions, Taxes and Financing Choices, Long term- financing, Lease financing, Hybrid financing, Financing through Private Equity and Venture Capital. Managerial Incentives, Information and Corporate Control. Capital structure & Corporate Strategy.	11
<b>IV</b>	Effect of various corporate actions (Dividend payout, Share Buyback, Stock Splits, Rights issue, Spin offs) on value of firm, Capital market financing and risk management. Use of Information for making Financial decisions.	11
<b>Suggested Readings:</b>		
<ol style="list-style-type: none"> <li>1. Financial Management and Policy, Horne, Van and Dhamija, Pearson</li> <li>2. Strategic Financial Management, Kishore, Ram, 2013, Taxman</li> <li>3. Business Valuation, Mohanty, P, 2015, Taxman</li> <li>4. Financial Management, Khan, M.Y, Jain, P.K, 2010, McGraw Hill</li> <li>5. Principles of Corporate Finance, Brealey, Myers and Allen, McGraw Hill</li> <li>6. Investment Valuation, Aswath Damodaran, Wiley</li> </ol>		
<b>Suggested Continuous Evaluation Methods:</b>		
In addition to the theoretical inputs the course will be delivered through Assignments, Presentation, Group Discussions and Case Studies. This will instil in student a sense of decision making and practical learning. Student learning will be evaluated through Written Tests, Projects and Field Assignments, Quizzes.		

Programme/Class: MBA	Year: 2	Semester: III
Subject: MBA		
Course Code: MBA-FM02	Course Title: <b>Security Analysis and Portfolio Management</b>	
<b>Course outcomes:</b>		
<ul style="list-style-type: none"> <li>• To develop a strategic perspective by understanding the principles of financial Investment decisions with respect to various avenues of investment.</li> <li>• To develop required acumen to evaluate the investment environment for various avenues of investment &amp; to formulate strategies for investments in security market.</li> <li>• To construct/revise &amp; reconstruct the investment portfolios &amp; to assess the performance of portfolios.</li> </ul>		
Credits: 3	Core Compulsory / Elective: <b>Elective Finance</b>	
Max. Marks: 25+75	Min. Passing Marks: 10+25	
Total No. of Lectures-Tutorials-Practical (in hours per week): L-3 T-0 P-0		
<b>Unit</b>	<b>Topics</b>	<b>No. of Lectures</b>
	<b>Part I</b>	<b>45</b>
<b>I</b>	Concept & Objectives of Investment, Types of Securities and Avenues for Investment, Investment Management Process, Risk and Its Measurement, Relationship between Risk and Return, Valuation of Securities, Equity Shares, Preference Shares and Bonds, Mutual Funds-its classification, NAV	12
<b>II</b>	Efficient Market Hypothesis, Testing for Market Efficiency, Economic & Industry Analysis, Company Analysis, Fundamental and Technical Analysis, Volatility and Its Measurement. Portfolio Theory – Diversification and Optimal Portfolios, International Portfolios	11
<b>III</b>	Capital Asset Pricing Models, Factors Models, Arbitrage Pricing Theory. Measuring Portfolio Performance. Bond Portfolio Management, Prospect Theory, Market Anomalies, High Frequency Trading.	11
<b>IV</b>	Derivatives- Instruments, markets and regulation, Management of Portfolio of derivative securities, Hedging using options and futures contracts. Pricing models – Binomial model, Black-Scholes model; Option Trading Strategies. Application of swaps. Financial Modelling	11
<b>Suggested Readings:</b>		
<ol style="list-style-type: none"> <li>1. Robert A Haugen, Modern Investment Theory, 5th Edition, Pearson</li> <li>2. Sharpe, Alexander and Bailey, Investments, Wiley press</li> <li>3. Sudhindra Bhat, Security Analysis and Portfolio Management, Excel book India, Latest Ed</li> <li>4. Bodie, Kane and Marcus, Investments, 10th edition, McGrawHill</li> <li>5. Grinblatt and Titman, Financial Markets and Corporate Strategy, 2nd Edition, Tata McGraw Hill</li> <li>6. Options, Futures and Other Derivatives, John C Hull and Sankarshan Basu, Pearson</li> </ol>		
<b>Suggested Continuous Evaluation Methods:</b>		
<ol style="list-style-type: none"> <li>2. In addition to the theoretical inputs the course will be delivered through Assignments, Presentation, Group Discussions and Case Studies. This will instill in student a sense of decision making and practical learning. Student learning will be evaluated through Written Tests, Projects and Field Assignments, Quizzes.</li> </ol>		
<b>Suggested Continuous Evaluation Methods:</b> In addition to the theoretical inputs the course will be delivered through Assignments, Presentation, Group Discussions and Case Studies. This will instill in student a sense of decision making and practical learning. Student learning will be evaluated through Written Tests, Projects and Field Assignments, Quizzes.		

Programme/Class: MBA	Year: 2	Semester: III
Subject: MBA		
Course Code: MBA-FM03	Course Title: <b>Working Capital Management</b>	
<b>Course Outcomes:</b> At the end of the course, the learner will be able to:		
1. To understand the various aspects & significance of working capital management.		
2. Learn about tools and techniques to manage various components of working capital.		
3. Understand various approaches of WCM and to identify optimum level of various components.		
Credits: 3	Core Compulsory / Elective: <b>Elective Finance</b>	
Max. Marks: 25+75	Min. Passing Marks: 10+25	
Total No. of Lectures-Tutorials-Practical (in hours per week): L-3 T-0 P-0		
<b>Unit</b>	<b>Topics</b>	<b>No. of Lectures</b>
		45
I	<b>Introduction-</b> Meaning and Definition of working capital, Concepts of Working Capital, Nature and scope, features of working capital, Components of working capital (Gross working capital, Net working capital), Objectives of working capital, Types, Functions, Determinants of working capital, Significance of working capital, Working capital cycle, Factors Affecting Composition of Working Capital.	12
II	<b>Working Capital Policies-</b> Estimation of Firm's Working Capital Needs, Operating Cycle Approach, Working Capital Ratios, Behaviors of Current Assets and Pattern of Financing, Quick Sources of Finance, Commercial Papers, Factoring, Bank Credit.	11
III	<b>Management of Cash-</b> Concept of Cash Management, Motives for Holding Cash, Significance of cash Management, Cash Planning and Budgeting, Management of Cash Collection, Disbursement of Cash, Cash Management Models.	11
IV	<b>Receivables Management-</b> Concept of Receivable Management, Nature, Significance, Credit Standards, Evaluating the Credit Worthiness of a Customer. <b>Inventory Management-</b> Concept of Inventory Management, Nature, Significance, Benefits of Holding Inventory, and Techniques of Inventory Management (EOQ, ABC, and MRP).	11
<b>Suggested Readings:</b>		
1. Smith, K.V. "Guide to Working Capital Management", McGraw Hill (Latest Edition)		
2. Rustagi, R.P. "Working Capital Management" Taxmann (Latest Edition)		
3. Gupta, S.P. "Management of Working Capital" Sahitya Bhawan Publication.		
4. Gupta, R.K. & Gupta, H. "Working Capital Management & Finance: A Hand Book for Bankers and Finance", Notion Press; 1st edition (2 December 2021)		
<b>Suggested Continuous Evaluation Methods:</b>		
In addition to the theoretical inputs the course will be delivered through Assignments, Presentation, and Group Discussions. This will instill in student a sense of decision making and practical learning.		

Programme/Class: MBA	Year: 2	Semester: III
Subject: MBA		
Course Code: MBA-MK01	Course Title: <b>Advertising &amp; Brand Management</b>	
Course outcomes: At the end of the course, the learner will be able to: <ul style="list-style-type: none"> <li>• understand the fundamentals of Advertising and Brand Management.</li> <li>• comprehend the role of advertising agencies.</li> <li>• appreciate the key challenges in creating and managing brands</li> </ul>		
Credits: 3	Core Compulsory / Elective: <b>Elective Marketing</b>	
Max. Marks: 25+75	Min. Passing Marks: 10+25	
Total No. of Lectures-Tutorials-Practical (in hours per week): L-3 T-0 P-0		
<b>Unit</b>	<b>Topics</b>	<b>No. of Lectures</b>
	<b>Part I</b>	<b>45</b>
<b>I</b>	Understanding Marketing Communication - Objective of Marketing Communication, Communication Model. Introduction to Advertising – Meaning, Classification and Importance of Advertising, Role of Advertising in Marketing Mix, Stimulation of Demand, Effects of Advertising. Determining Advertising Goals- Defining Advertising Objectives, DAGMAR Approach, Hierarchy-of-Effects Model.	12
<b>II</b>	Advertising Agencies – Role, Functions, Organization, Agency Compensation, Client Agency Relationship, Account Planning, Evaluating Advertising Effectiveness - Need and Importance of Measuring Advertising Effectiveness, Communication and Sales Effect; Opinion and Attitude Tests, Recognition and Recall Tests, Controlled Experiments.	11
<b>III</b>	Introduction to Branding and Brand Management - The role of Brands, Brand knowledge, Brand portfolios and market segmentation, Process of brand building, Identifying and establishing brand positioning, Defining and establishing brand values.	11
<b>IV</b>	Building Brand Equity - Brand Equity Models. Brand Resonance, Brand Identity and Brand Image. Brand Hierarchy. Branding Strategy - Brand extension and brand transfer, Managing brand over time.	11
<b>Suggested Readings:</b>		
1. Belch, G.E. and Belch, M.A., “Advertising and Promotion: An Integrated Marketing Communication Perspective” McGraw Hill, New York, 11th ed. 2. Aaker, D. and Joachimsthaler E., “Brand Leadership: The Next Level of the Brand Revolution”. The Free Press, New York. 3. Keller, K.L., “Strategic Brand Management”, Pearson education, New Delhi.		
<b>Suggested Continuous Evaluation Methods:</b>		
In addition to the theoretical inputs the course will be delivered through Assignments, Presentation, Group Discussions. This will instill in student a sense of decision making and practical learning.		

Programme/Class: MBA	Year: 2	Semester: III
Subject: MBA		
Course Code: MBA-MK02	Course Title: <b>Sales, Distribution, &amp; Retail Management</b>	
Course outcomes: At the end of the course, the learner will be able to:		
<ul style="list-style-type: none"> <li>• Understand the importance of retailing.</li> <li>• Identify various formats of retailing.</li> <li>• Comprehend the store design, location, and operation related issues in retail industry.</li> </ul>		
Credits: 3	Core Compulsory / Elective: <b>Elective Marketing</b>	
Max. Marks: 25/75	Min. Passing Marks: 10+25	
Total No. of Lectures-Tutorials-Practical (in hours per week): L-3 T-0 P-0		
Unit	Topics	No. of Lectures
	<b>Part I</b>	<b>45</b>
I	Role and Importance of Sales Management, Types of Personal Selling, The Sales Management Process. Emerging Trends in Sales Management, Selling and Buying Styles, Selling Skills, Stages in the Selling Process, The Process & Methods of Prospecting, Pre- Approach & Approach Process, Methods of Sales Presentation, Handling Customer Objections, Closing the Sale and Follow Up. Organizing, Staffing and Training sales force: Sales organization structures, recruiting and selecting sales people, planning, executing and evaluating sales training programs. Directing Sales Force Operations: motivating sales personnel, compensating sales people, sales meetings and contests, sales quotas and sales territories.	12
II	Evaluating and Controlling the Sales Effort: The sales budget, analysis of sales volume and profitability and evaluating salesperson's performance. Distribution Management: - Role of Distribution Channel, Distribution Channel Strategy, Channel Design Process, Classification Schemes of Channel Flows, Channel Establishment Plan, Company Channel Design. Channel Information System- Role and Benefits, Components of Channel Information System, Designing a Channel Information System, Channel Conflict, Conflict Resolution Mechanism, Strategies of Channel Influence.	11
III	Introduction to Retailing – Concept, Nature and Scope, Functions, Economic Significance of Retailing, Retail Mix, The Retailing environment in India, Types of Retailers – Retail Formats, Theories of Retail Development, The Retail Life Cycle. The Retail Strategy: Retail Market Strategy, Financial Strategy, Human Resource Management, inventory management, Information Systems and Supply Chain Management. Retail Location - Levels of Location Decision, Trading-Area analysis, Factors Affecting the Attractiveness of a Site.	11
IV	Merchandise Management: Managing Merchandise Assortments, Merchandise Planning Systems, Buying Merchandise, Concept of the Private Label, National brands or Private labels, Retail Pricing. Store Layout - Objective of Store Layout, Types of Store Layout, Space Management, Fixtures, Flooring & Ceiling, Lighting, Color, Signage, Music, Scent. Category Management – Concept, Role of the Category Captain, Category Management Business Process, Assortment Planning Process.	11

#### Suggested Readings:

1. Jobber, D., Lancaster, G., "Selling and Sales Management", Pearson Education, 2015.
2. Johnston, M. W., Marshal, G. W., "Sales Force Management", Tata McGraw-Hill Education, New Delhi, 2013.
3. Still, Cundiff and Govoni, "Sales Management", Pearson Edition.
4. Bajaj, C., Tuli, R. & Srivastava, N., "Retail Management", Oxford University Publication, New Delhi, 2016.

5. Berman, B., & Evans, Jr., "Retail Management- A Strategic Approach", Pearson Education, New Delhi, 2013.

6. Michael Lervy M and Weitz B W., "Retailing Management", Tata McGraw- Hill.

Suggested Continuous Evaluation Methods: In addition to the theoretical inputs the course will be delivered through Assignments, Presentation, Group Discussions and Case Studies. This will instill in student a sense of decision making and practical learning. Student learning will be evaluated through Written Tests, Projects and Field Assignments, Quizzes.

Programme/Class: MBA	Year: 2	Semester: III
Subject: MBA		
Course Code: MBA-MK03	Course Title: <b>Consumer Behaviour</b>	
<p>Course outcomes: At the end of the course, the learner will be able to:</p> <ul style="list-style-type: none"> <li>• develop an understanding of factors that influence consumer buying behavior.</li> <li>• understand the influence of socio-cultural factors on consumer behavior.</li> <li>• learn how to base marketing decisions on consumer insights.</li> </ul>		
Credits: 3	Core Compulsory / Elective: <b>Elective Marketing</b>	
Max. Marks: 25+75	Min. Passing Marks: 10+25	
Total No. of Lectures-Tutorials-Practical (in hours per week): L-3 T-0 P-0		
Unit	Topics	No. of Lectures
	<b>Part I</b>	<b>45</b>
<b>I</b>	Introduction to Consumer Behaviour- Definition, Nature and Scope of Consumer Behavior, Customer Satisfaction, Customer Loyalty, Customer Retention, Consumer Research. Consumer Decision Making – Factors influencing consumption decisions, Process and Models of Consumer Decision Making.	12
<b>II</b>	Micro Influences on Consumption: Needs, Motives & Consumption - Needs and goals, Theories of Motivation. Personality - Nature and Theories of Personality, Behavioral traits of consumers, Self-concept and consumption, Brand Personality, Role of Emotions. Consumer Perception Process of Perception. Perceived Quality, Perceived Risk. Consumer Learning -- Elements of learning. Theories of Learning, Consumer Involvement. Consumer Attitude Attitude formation, Models of consumer attitude formation.	11
<b>III</b>	Macro Influences on Consumption: Social Influences on Consumer Behavior - Consumer socialization, Family and lifecycle. Reference group, Consumption related Reference Groups, Factors Affecting Reference Group Influence. Word of mouth, Opinion leadership, Social classes.	11
<b>IV</b>	Cultural Influences on Consumer Behavior - Culture and Subcultures, Indian Core Values, Measuring Cultural Values, Influence of Culture on Consumer Behavior. Concept of Green consumer Behaviour.	11
<b>Suggested Readings:</b>		
<ol style="list-style-type: none"> <li>1. L. G. Schiffman, L. L. Kanuk, &amp; S. R. Kumar, "Consumer Behavior", Pearson Education Inc.</li> <li>2. Barry J. Babin, Eric G. Harris &amp; Mohan, A 'Consumer Behavior: A South Asian Perspective', 4 LTR PRESS, Cengage Learning USA, 2016</li> <li>3. Kumar, S. Ramesh, "Consumer Behaviour- The Indian Context (Text and Cases)", Pearson, 2017.</li> <li>4. Varsha Jain, Jagdish Sheth, &amp; E. Schultz, "Consumer Behavior - A Digital Native", Pearson Education; First edition (2019).</li> </ol>		

5. Hawkins, Motherbaugh, & Mookerjee "Consumer Behavior: Building Marketing Strategy", McGraw Hill Education; 12th Edition (2017).

Suggested Continuous Evaluation Methods: In addition to the theoretical inputs the course will be delivered through Assignments, Presentation, Group Discussions. This will instill in student a sense of decision making and practical learning. Student learning will be evaluated through Written Tests, Projects and Field Assignments, Quizzes.



Programme/Class: MBA	Year: 2	Semester: III
Subject: MBA		
Course Code: MBA-HR01	Course Title: <b>Leadership, Teamwork and Change Management</b>	
Course outcomes: On completion of the course, the learner will be able to <ul style="list-style-type: none"> <li>• develop critical understanding of theories and concepts of leadership and teamwork</li> <li>• develop insight on the change process and reasons why change is imperative</li> <li>• build competency on implementation aspects of Organization Development interventions to bring change at different levels of the organization</li> </ul>		
Credits: 3	Core Compulsory / Elective: <b>Elective HR</b>	
Max. Marks: 25+75	Min. Passing Marks: 10+25	
Total No. of Lectures-Tutorials-Practical (in hours per week): L-3 T-0 P-0		
Unit	Topics	No. of Lectures
	<b>Part I</b>	<b>45</b>
<b>I</b>	Leadership definition and description, Approaches to Leadership: Trait Approach, Skill Approach, Behavioural Approach, Situational Approach, Path Goal Theory, Leader- Member exchange theory. Contemporary leadership- Charismatic leadership, Transformational leadership, Authentic leadership, Servant leadership, Responsible Leadership, Adaptive Leadership. Followership, Leadership and Emotions, Leadership Ethics, Gender and Leadership, Culture and Leadership effectiveness (GLOBE study).	12
<b>II</b>	Power and Influence, Team Leadership, Collaboration in the workplace. Trust building in business teams, Building and contributing to team culture, Team conflict, Collaborative problem solving, Team creativity, Robot and human teamwork- issues and challenges.	11
<b>III</b>	Organizational Change: Levels and characteristics of Organizational change, Forces for Change, Planned Change, Force field analysis and Socially constructed Organization, Kotter's s model of Change, Resistance to Change, Approaches to Managing Organizational Change, Creating a Culture for Change, Organizational growth and its implication for change.	11
<b>IV</b>	Organizational Development (OD): Concept, Scope, Historical Perspective, Ethics and Values driving OD, Characteristics, OD Process, Internal and external consultants, Competencies for OD professionals, Future of Organization Development Organizational Diagnosis: Techniques of organizational diagnosis methods; OD Interventions: Individual interventions – Coaching, Mentoring, 360 Feedback, Career Planning and Development; Team building interventions; Inter-group interventions- team building, survey feedback.	11
<b>Suggested Readings:</b>		
<ol style="list-style-type: none"> <li>1. Chatterjee, Debashis, "Timeless Leadership: 18 Leadership Sutras from The Bhagavad Gita", John Wiley &amp; Sons Singapore Pte. Ltd., Singapore, 2012.</li> <li>2. Pattanaik, DevDutt, "The Leadership Sutra", Aleph Book Company, India. 2016.</li> <li>3. Northouse, Peter G., "Leadership Theory and Practice", Sage Publication, 2018. Eighth Edition.</li> <li>4. Bhattacharyya, Som Sekhar and Jha, Sumi, "Strategic Leadership Models and Theories – Indian Perspective", Emerald Publishing, 2018.</li> </ol>		

5. Robbins, Stephen P., Judge, Timothy A., Vohra, Neharika, "Organizational Behaviour", Pearson, 2018, 18<sup>th</sup> Edition.
6. Anderson, D. L, "Organization Development: The Process of Leading Organizational Change", Sage Publications, 2019.

Suggested Continuous Evaluation Methods: In addition to the theoretical inputs the course will be delivered through Assignments, Presentation, Group Discussions and Case Studies. This will instill in student a sense of problem identification, generating solution, decision making and practical learning. Student learning will be evaluated through Written Tests, Projects and Field Assignments, Quizzes.

Programme/Class: MBA	Year: 2	Programme/Class: MBA
Subject: MBA		
Course Code: MBA-HR02	Course Title: <b>Talent Management and HR Audit</b>	
Course outcomes: On completion of the course, the learner will be able to: <ul style="list-style-type: none"> <li>• assess an organization's approach to manage talent and its alignment with business strategy</li> <li>• relate performance management and compensation with talent management strategies.</li> <li>• evolve Balanced Scorecard system in organization and link HR functions to organization strategy and customer satisfaction through HR audit.</li> </ul>		
Credits: 3	Core Compulsory / Elective: <b>Elective HR</b>	
Max. Marks: 25+75	Min. Passing Marks: 10+25	
Total No. of Lectures-Tutorials-Practical (in hours per week): L-3 T-0 P-0		
Unit	Topics	No. of Lectures
		45
I	<p>Elements of talent Management, Talent Management System and Approach, Talent Management Assessment Tools, HR Planning, Creating a Talent Management System, Forces impacting Talent Management, Institutional Strategies for dealing with Talent Management issues, Information Technology to support Talent Management System.</p> <p>Define competencies and types, Competency mapping- Developing Competency models, Personal competency framework, Attraction, Employee Engagement, and Retention strategies.</p>	12
II	<p>Talent Acquisition: Recruitment and Selection Process, Attracting Candidates, Application forms, Selection methods, Assessment Centres, Psychological Tests- Purpose, Use of tests in Selection process.</p> <p>Talent Development: Learning Organization, Principles of Adult Learning, Kolbs' learning Cycle, Objective, Need of Training Need Analysis, Approaches to TNA. Design of Training, Developing Objectives. Drafting training proposal, Training methods, and Aids, Qualities of an Effective Trainer.</p> <p>Training and Evaluation Design, Evaluating Transfer of training on the Job, Techniques &amp; Problems in Measurement of Training, Cost-benefit analysis of training, Feedback. Key areas of training: Onboarding, Diversity Training, Prevention of Sexual Harassment Training, Team training, Cross-cultural Training.</p> <p>Approaches to Management Development, Management Development Implications, Developing a Career strategy, Career Life-cycle, Succession Management, Coaching and Mentoring as career development tools.</p>	11
III	<p>Talent Assessment: Conceptual Framework of Performance Management, Performance management process, Objectives of performance management system, Performance management and performance appraisal, Linkage of performance management system with other HR practices.</p> <p>Components of Performance Management System, Methods of performance appraisal, Conducting Performance Reviews, Improving Performance, 360-degree feedback.</p>	11

IV	<p>Compensating Talent: Reward management, Grade and Pay structures, Contingent Pay, Team based Pay, Organization wide schemes, Employee benefits and allowances.</p> <p>HR Audit: Identifying the HR Audit Goal, Approaches to HR Audit, Role of HRD Audit in Companies, Methods and its limitations, HRD Score card, Balance Scorecard as a Measurement system, Development of Balanced Scorecard. Creating a Talent Management Culture.</p>	11
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**Suggested Readings:**

1. Berger, Lance A. and Berger, Dorothy R., "The Talent Management Handbook", McGraw-Hill, 2017.
2. Armstrong, Michael and Taylor, Stephen, "A Handbook of Human Resource Management Practice". Kogan Page, New York, 2020.
3. Dessler, Gary and Varrkey, Biju, "Human Resource Management", Pearson, India, 2020, Fifteenth Edition.
4. Blanchard, P. Nick, Thacker, James W., and Ram, V. Anand, "Effective Training- Systems, Strategies, and Practices", Pearson, India, 2015.
5. Armstrong, Michael, "A Handbook of Performance Management", Kogan Page, Sixth Edition.
6. Sanghi, Seema, "The Handbook of Competency Mapping: Understanding, Designing and Implementing Competency models in Organizations", Sage, India, 2016.
7. Rao, T.V., "HRD Audit: Evaluating the Human Resource Function for Business Improvement", Sage, India, 2014.

Suggested Continuous Evaluation Methods: In addition to the theoretical inputs the course will be delivered through Assignments, Presentation, Group Discussions and Case Studies. This will instill in student a sense of problem identification, generating solution, decision making and practical learning. Student learning will be evaluated through Written Tests, Projects and Field Assignments, Quizzes.

Programme/Class: MBA	Year: 2	Semester: III
Subject: MBA		
Course Code: MBA-HR03	Course Title: <b>Industrial Relations Management</b>	
Course outcomes: On completion of the course, the learner will be able to <ul style="list-style-type: none"> <li>▪ understand the employer-employee relationship in an organization</li> <li>▪ developing analytical abilities to deal with the issues of the union and workers</li> <li>▪ develop insight on the statutory provisions and their implementation in organization</li> </ul>		
Credits: 3	Core Compulsory / Elective: <b>Elective HR</b>	
Max. Marks: 25+75	Min. Passing Marks: 10+25	
Total No. of Lectures-Tutorials-Practical (in hours per week): L-3 T-0 P-0		
Unit	Topics	No. of Lectures
	<b>Part I</b>	<b>45</b>
I	Industrial Relations – Concept, Nature, Objectives and Applications. Industrial Conflicts & Disputes – Concept, Nature, Objectives and Applications. Industrial Dispute Act, 1947 – Concept, Nature, Objectives and Applications. Grievance Redressal – Concept, Nature, Objectives and Applications.	10
II	Trade Unionism – Concept, need, development and forms of unions, level of unions, union issues, role of union in mergers and acquisitions Trade Union Act, 1926 - Concept, Nature, Objectives and Applications. Collective Bargaining – Meaning, objective, functions, types of bargaining, bargaining process, Essentials of successful collective bargaining, Collective bargaining in Indian context. Worker’s Participation in Management – Concept, Nature, Objectives and Applications.	12
III	Code of Discipline, Concept, Nature, Objectives and Applications. Industrial Employment (Standing Orders) Act, 1946 - Main provisions related to the act. Disciplinary proceedings: Misconduct, Domestic Enquiry, implications of preliminary enquiry, Charge-sheet, nature, scope and criticality of charge sheet, contents of charge sheet, precautions, issues and concerns in framing charges, show-cause notice, Principles of Natural Justice, role of Enquiry Officer, enquiry proceedings and findings, closing of enquiry proceedings - findings or report of the Enquiry Officer.	13
IV	Contract Labour Regulation and Abolition Act, 1970 – Main provisions related to the act. U.P. Shops & Establishments Act, 1962 - Main provisions related to the act.	10

**Suggested Readings:**

1. Sharma, R.C., “Industrial Relations and Labour Legislation”, PHI Learning Private Limited, Delhi, 2016.
2. Srivastava, S.C., “Industrial Relations and Labour Laws”, Vikas Publishing House, New Delhi, 2012, Sixth Revised Edition.
3. Katju, Markandey, “Domestic Enquiry”, Lexis Nexis, India, 1999, Sixth Edition.
4. Taxmann’s New Labour & Industrial Laws, 2020
5. Labour Laws 2021, Commercial, commercial Laws Publishers India Pvt. Ltd., 2020.

Suggested Continuous Evaluation Methods: In addition to the theoretical inputs the course will be delivered through Assignments, Presentation, Group Discussions and Case Studies. This will instill in student a sense of problem identification, generating solution, decision making, and practical learning. Student learning will be evaluated through Written Tests, Projects, Quizzes and Cases.

Year	Sem	Subject	Course Code	Core Compulsory/Elective	Course Title	Credit
2 (MBA 2)	(MBA-IV)	Course 28	MBA- 0401	Core Compulsory	Strategic Management	3
		Course 29	MBA-FM04	Specialization Finance (Elective-4)	Corporate Restructuring and Valuation	3
		Course 30	MBA-FM05	Specialization Finance (Elective-5)	Banking and Financial Services	3
		Course 31	MBA-FM06	Specialization Finance (Elective-6)	Corporate Tax Planning	3
		Course 32	MBA-FM07	Specialization Finance (Elective-7)	International Financial Management	3
		Course 33	MBA-FM08	Specialization Finance (Elective-8)	Financial Derivatives	3
		Course 34	MBA-MK04	Specialization (Marketing-4)	Digital Marketing and Communication	3
		Course 35	MBA-MK05	Specialization (Marketing-5)	Rural Marketing	3
		Course 36	MBA-MK06	Specialization Marketing (Elective-6)	Consumer Relationship Management	3
		Course 37	MBA-MK07	Specialization (Marketing-7)	International Marketing	3
		Course 38	MBA-HR04	Specialization Human Resource (Elective-4)	Strategic HRM and International HRM	3

	Course 39	MBA-HR05	Specialization Human Resource (Elective-5)	HR and Technology	3
	Course 40	MBA-HR06	Specialization Human Resource (Elective-6)	Social Security and Compensation Laws	3
	Course 41	MBA-HR07	Specialization Human Resource (Elective-7)	Negotiation and Counselling	3
	Course 42	MBA-HR08	Specialization Human Resource (Elective-8)	Manpower policy and planning (full time) – iii semester (HR group)	3
	Course 43	MBA-E005/ MBA-E006	Elective (Other Faculty/Department)	Start-up and Entrepreneurship/ Professional Ethics	3
	Course 44	MBA-0402	Core Compulsory	Dissertation	8



Programme/Class: MBA	Year: 2	Semester: IV
Subject: MBA		
Course Code: MBA-0401	Course Title: <b>Strategic Management</b>	
Course outcomes: On completion of the course, the learner will be able to <ul style="list-style-type: none"> <li>• develop understanding of how firms gain and sustain competitive advantage</li> <li>• analyze strategic business situations, formulate and implement strategy</li> <li>• learn how to assess business risk and develop ability to make sound business decisions</li> </ul>		
Credits: 3	Core Compulsory / Elective: Core Compulsory	
Max. Marks: 25+75	Min. Passing Marks: 10+25	
Total No. of Lectures-Tutorials-Practical (in hours per week): L-3 T-0 P-0		
<b>Unit</b>	<b>Topics</b>	<b>No. of Lectures</b>
	<b>Part I</b>	<b>45</b>
<b>I</b>	Introduction to Strategic management and concepts, Evolution of Strategic Management and overview of Strategic Management Process, Strategic thinking, Classification and levels of Strategy, Strategic intent: Formation of Vision, Mission, and Strategic Goals, Value and Corporate Ethics. Competitive Advantage, Building and Creating Competitive advantage; The strategic design of organizational structures, Organization structure and Competitive advantage.	12
<b>II</b>	Strategy Formulation- Mission & Objectives, Business Strategy; External Environment: Industry organization view, PESTAL; Competitive Environment Analysis: Porter's five forces model, Dynamics capabilities and measures for competitive environment: Strategic Group Mapping; Industry analysis: External Factor Evaluation Matrix, Competitive Profile Matrix, Internal Analysis: Internal Audit, resource Based View, Value Chain Analysis, Internal Factor Evaluation Matrix. Grand Strategies and Generic Strategies; Strategic Analysis and Choice: BCG, SWOT, TOWS, SPACE Matrix.	12
<b>III</b>	Strategy Implementation- Matching Structure with Strategy, Measurement of Performance Organizing and Structure- Stages of Corporate Development, Organizational Life-Cycle, Flexible types of Organization structure, Matrix Structure, Network Structure, Reengineering and Strategy Implementation, Staffing, Leading, Action Planning, Turnaround, Rejuvenation and Transformation.	10
<b>IV</b>	Evaluation and Control- Strategic Control Process: Strategic Alert, Implementation Control and Strategic Surveillance; Measuring Performance, Measures, Types of Controls. Activity-based Costing, Enterprise Risk Management, Primary Measures of Corporate Performance, Balance Scorecard Approach, Benchmarking, Strategic Information system, Problems in Measuring Performance.	11
<b>Suggested Readings:</b>		
<ol style="list-style-type: none"> <li>1. Wheelen, T. L. et al., "Strategic management and business policy globalization, innovation, and sustainability", Pearson, 2020.</li> <li>2. Saloner, Garth, Shepard, Andrea, and Podolny, Joel, "Strategic Management", John Wiley &amp; Sons.,2005.</li> <li>3. Besanko, D., Dranove, D., Shanley, M., &amp; Schaefer, S. "Economics of strategy". John Wiley, 2016, 6<sup>th</sup> Edition.</li> <li>4. Hill, Charles W.L., Jones and Gareth R., "Essentials of Strategic Management", Cengage Learning, 3<sup>rd</sup> Edition.</li> </ol>		

5. Kazmi, "Strategic Management and Business Policy", McGraw Hill, (3rd Edition)

Suggested Continuous Evaluation Methods: In addition to the theoretical inputs the course will be delivered through Assignments, Presentation, Group Discussions and Case Studies. This will instill in student a sense of problem identification, generating solution, decision making and practical learning. Student learning will be evaluated through Written Tests, Projects and Field Assignments, Quizzes.

Programme/Class: MBA	Year: 2	Semester: IV
Subject: MBA		
Course Code: MBA-FM04	Course Title: <b>Corporate Restructuring and Valuation</b>	
<b>Course outcomes:</b>		
<ul style="list-style-type: none"> <li>• To develop practical insights and understanding of approaches to corporate restructuring activities.</li> <li>• To understand the role of corporate restructuring for growth of firms.</li> <li>• To develop strategies to create value for shareholders through merger &amp; acquisition</li> </ul>		
Credits: 3	Core Compulsory / Elective: <b>Elective Finance</b>	
Max. Marks: 25+75	Min. Passing Marks: 10+25	
Total No. of Lectures-Tutorials-Practical (in hours per week): L-3 T-0 P-0		
<b>Unit</b>	<b>Topics</b>	<b>No. of Lectures</b>
	<b>Part II</b>	<b>45</b>
<b>I</b>	Introduction to Mergers and Acquisition- Environment, corporate restructuring activities – operational and financial restructuring, Consolidations, Acquisitions, Divestitures. Corporate Restructuring Process. SEBI guidelines on Mergers and Acquisition, Participants in Mergers and Acquisition Process.	12
<b>II</b>	Corporate Takeover Market, Common Takeover Tactics, Antitakeover defenses, Merger and Acquisition Process: Strategic and acquisition plans, Search and Screening Phase, Negotiation and deal structuring, Integration and Evaluation, Hedge and Venture Capital funds, Management and Leveraged Buyouts.	11
<b>III</b>	Valuing an Acquisition: valuing the target firm, status quo valuation (Free cash flow and adjusted present value approaches), Value of corporate control, valuing operating and financing synergies, Valuing Equity in Distressed firms, Valuing start-up firms.	11
<b>IV</b>	Post-merger Reorganization: Integration of businesses and operations; human and cultural aspects; assessing accomplishment of post-merger objectives; measuring post-merger efficiency. Reorganization of share capital.	11
<b>Suggested Readings:</b>		
1. Donald M DePamphilis, Mergers, Acquisitions and Other Restructuring Activities, Academic Press 2. Aswath Damodaran, Investment Valuation, Wiley, Third Edition 3. Enrique R Arzac, Valuation for mergers, Buyouts and Restructuring, Wiley India Sudi Sudarsanam, Creating Value from Mergers and Acquisitions, Pearson		
<b>Suggested Continuous Evaluation Methods:</b>		
In addition to the theoretical inputs the course will be delivered through Assignments, Presentation, Group Discussions and Case Studies. This will instil in student a sense of decision making and practical learning. Student learning will be evaluated through Written Tests, Projects and Field Assignments, Quizzes.		

Programme/Class: MBA	Year: 2	Semester: IV
Subject: MBA		
Course Code: MBA-FM05	Course Title: <b>Banking and Financial Services</b>	
<b>Course outcomes:</b>		
<ul style="list-style-type: none"> <li>• To introduce students to the basics of Indian financial systems and its components.</li> <li>• The course is to familiarize students with the conceptual understanding of the various types of banking &amp; financial services available and associated regulatory framework.</li> <li>• The course covers the spectrum of financial intermediation and banking services which are indispensable for smooth functioning of business activities.</li> </ul>		
Credits: 3	Core Compulsory / Elective: <b>Elective Finance</b>	
Max. Marks: 25+75	Min. Passing Marks: 10+25	
Total No. of Lectures-Tutorials-Practical (in hours per week): L-3 T-0 P-0		
<b>Unit</b>	<b>Topics</b>	<b>No. of Lectures</b>
I	Banking & Financial Services – Role of banks in financial system. Sources and application of bank funds, Credit creation and different types of lending. Legal aspects of lending - Secured and unsecured loans. Negotiable Instruments, Retail and Corporate banking, Trade Finance – Letters of credit, E-payment systems and electronic banking.	12
II	Merchant Banking: services by merchant bankers, code of conduct and general obligations of merchant bankers, SEBI guidelines for merchant bankers, Issue management and underwriting – Process of issue management, role of merchant banker in underwriting of an issue, buyback of equity shares, role of merchant bankers in mergers & acquisitions, delisting of securities, ESOPs and disinvestment.	11
III	Hire Purchase: Features of hire purchase agreement, rights of hirer, hire purchase and credit sale, hire purchase and instalment system, Leasing - Concept, importance, process of leasing, types of lease agreements, hire purchase vs leasing, legal aspects of leasing, taxation aspect of leasing, accounting treatment of leasing, contents of lease agreements, rights and obligation of leasing parties, limitations of lease financing.	11
IV	Venture Capital: meaning, features, scope, significance, method of valuation, stages of venture capital financing, analyzing venture capital proposals, Venture capital funds in India – Organization structure, Factoring – Meaning, definitions, parties to factoring, types of factoring, legal aspects of factoring, factoring cost, factoring vs bill discounting. Forfeiting –Introduction, Credit Rating agencies and scope of their functions.	11

Programme/Class: MBA	Year: 2	Semester: IV
Subject: MBA		
Course Code: MBA-FM06	Course Title: <b>Corporate Tax Planning</b>	
<b>Course outcomes:</b>		
<ul style="list-style-type: none"> <li>• To enable students to grasp the basic concepts and procedures of corporate tax planning &amp; management under the provisions of Income Tax Act.</li> <li>• Students shall develop demonstrable understanding of the principles and concepts of Corporate Tax Planning which will help them identify and optimally apply the concepts.</li> <li>• They shall be able to synthesize and evaluate the impact of various Tax provisions in the context of corporate entities and also be able to optimally manage the corporate tax liability within the legal framework of Income Tax Act.</li> </ul>		
Credits: 3	Core Compulsory / Elective: <b>Elective Finance</b>	
Max. Marks: 25+75	Min. Passing Marks: 10+25	
Total No. of Lectures-Tutorials-Practical (in hours per week): L-3 T-0 P-0		
<b>Unit</b>	<b>Topics</b>	<b>No. of Lectures</b>
	<b>Part I</b>	<b>45</b>
<b>I</b>	Key Aspects of Taxation -Concept of Tax Planning, Tax Avoidance and Tax Management, Corporate Taxation, Concept of Minimum Alternative Tax (MAT), Residential Status of Companies & related concepts, Computation of Profits and Gain of Business & Profession.	12
<b>II</b>	Key Deduction Allowed under Business & Profession -Deduction u/s 30-35, Calculation for Depreciation, Set off and Carry forward of unabsorbed Depreciation, Set-off and Carry forward of unabsorbed losses, Detailed aspects and deduction u/s Sec 36 and 37	11
<b>III</b>	Indirect Tax Aspects & Applicability Introduction to GST Concepts – Advantages and Limitations of VAT – GST as the preferred Tax Structure. Model of GST. Need for Tax Reforms, GST Principles – Single GST, Dual GST; Transactions covered under GST; Impact of GST. Registration and Filing: - Rates of Tax, Assessment and Administration of GST	11
<b>IV</b>	Contemporary Aspects of Corporate Taxation Tax Planning related with Capital Structure decision, Dividend Distribution Tax, Tax planning related with FTZ/SEZ, backward region, Double Taxation Avoidance Agreements, Tax Planning for Amalgamation, Merger and Demerger of Companies, Tax Provisions for Venture Capital Funds and New businesses- tax holiday, relief and rebates	11
<b>Suggested Readings:</b>		
<ol style="list-style-type: none"> <li>1. Corporate Tax Planning and Management by Girish Ahuja and Ravi Gupta, Bharat Law House.</li> <li>2. Corporate tax Planning and Business tax procedures by Vinod K. Singhania, Taxman</li> <li>3. Income Tax by B.B. Lal, Pearson</li> <li>4. Students Guide to Income Tax by Singhania &amp; Singhania, Taxman</li> </ol>		
<b>Suggested Continuous Evaluation Methods:</b>		
In addition to the theoretical inputs the course will be delivered through Assignments, Presentation, Group Discussions and Case Studies. This will instil in student a sense of decision making and practical learning. Student learning will be evaluated through Written Tests, Projects and Field Assignments, Quizzes.		

Programme/Class: MBA	Year: 2	Semester: IV
Subject: MBA		
Course Code: MBA-FM07	Course Title: <b>International Financial Management</b>	
<b>Course outcomes:</b>		
<ul style="list-style-type: none"> <li>To highlight opportunities and challenges of financial management in open economies characterized by large volumes of international trade and high international mobility of factors of production.</li> <li>The course will highlight the complications caused by the process of international investment decision making as well as the development of investment and hedging strategies on a multinational level.</li> <li>Identification and management of opportunities &amp; risk relating to international investments, exchange rate fluctuations, international financial markets and government policy changes.</li> </ul>		
Credits: 3	Core Compulsory / Elective: <b>Elective Finance</b>	
Max. Marks: 25+75	Min. Passing Marks: 10+25	
Total No. of Lectures-Tutorials-Practical (in hours per week): L-3 T-0 P-0		
<b>Unit</b>	<b>Topics</b>	<b>No. of Lectures</b>
	<b>Part II</b>	<b>45</b>
<b>I</b>	International Financial Management: globalization & multinational firm, rewards and risk of international finance; goals for international financial management; exposure to global risk; international monetary system; balance of payments; foreign exchange markets.	12
<b>II</b>	International financial markets and institutions: international banking & money market; international bond market; international equity markets; futures and options on foreign exchange; currency and interest rate swaps; international portfolio investment.	11
<b>III</b>	Foreign exchange exposure and risk management: management of economic exposure; management of transaction exposure; management of translation exposure; management of political exposure; management of interest rate exposure; hedging against foreign exchange exposure; Transfer pricing strategies.	11
<b>IV</b>	Financial management by multinational firms: foreign direct investment and cross-border acquisitions, international capital structure and the cost of capital; international capital budgeting; multinational working capital policy and cash management,	11
<b>Suggested Readings:</b>		
<ol style="list-style-type: none"> <li>Mihir A Desai, International Finance: A Casebook, Wiley India Edition</li> <li>Bekaert, G. and R.J. Hodrick, International Financial Management, Prentice Hall.</li> <li>Fun, C. and Resnick, B., International Financial Management, McGraw-Hill/Irwin.</li> <li>Shapiro, A.C., Multinational Financial Management, John Wiley &amp; Sons.</li> <li>Rajwade and Desai, Foreign Exchange, International Finance, Risk Management, SPD Publications</li> </ol>		
<b>Suggested Continuous Evaluation Methods:</b>		
In addition to the theoretical inputs the course will be delivered through Assignments, Presentation, Group Discussions and Case Studies. This will instil in student a sense of decision making and practical learning. Student learning will be evaluated through Written Tests, Projects and Field Assignments, Quizzes.		

Programme/Class: MBA	Year: 2	Semester: IV
Subject: MBA		
Course Code: MBA-FM08	Course Title: <b>Financial Derivatives</b>	
<b>Course outcomes:</b>		
<ul style="list-style-type: none"> <li>To understand about the concept of Derivatives and its types.</li> <li>To acquaint the knowledge on options and futures.</li> <li>To know about hedging and the development position of Derivatives.</li> </ul>		
Credits: 3	Core Compulsory / Elective: <b>Elective Finance</b>	
Max. Marks: 25+75	Min. Passing Marks: 10+25	
Total No. of Lectures-Tutorials-Practical (in hours per week): L-3 T-0 P-0		
<b>Unit</b>	<b>Topics</b>	<b>No. of Lectures</b>
	<b>Part II</b>	<b>45</b>
<b>I</b>	Financial Derivatives- Introduction, economic benefits of derivatives -Types of financial derivatives - Features of derivatives market- Factors contributing to the growth of derivatives - functions of derivative markets- Exchange traded versus OTC derivatives -traders in derivatives markets - Derivatives market in India.	12
<b>II</b>	Futures and forwards - differences-valuation of futures, valuation of long and short forward contract. Mechanics of buying & selling futures, Margins, Hedging using futures, specification of futures, Pricing of Futures, Commodity futures, Index futures, interest rate futures, arbitrage opportunities.	11
<b>III</b>	Options: Types of options, option pricing, factors affecting option pricing, call and put options on dividend and non-dividend paying stocks put-call parity. Hedging & Trading strategies involving options, valuation of option: basic model, one step binomial model, Black and Scholes Model, Arbitrage profits in options.	11
<b>IV</b>	Financial Swaps - features and uses of swaps - Mechanics of interest rate swaps – valuation of interest rate swaps – currency swaps – valuation of currency swaps.	11
<b>Suggested Readings:</b>		
<ol style="list-style-type: none"> <li>Hull, J., Options: Futures and other Derivatives, Prentice Hall, New Delhi.</li> <li>Kolb, Robert W: Understanding Futures Markets, Prentice Hall Inc., New Delhi.</li> <li>Kolb, Robert: Financial Derivatives, New York Institute of Finance, New York.</li> <li>Rajeev P.V &amp; Mathur H.P.: Fundamental of derivatives &amp; Commodities Derivatives, Vijay Prakashan Mandir.</li> <li>P Vijay Bhasker &amp; B. Mahapatra: Derivatives Simplified, Sage Publications</li> </ol>		
<b>Suggested Continuous Evaluation Methods:</b>		
In addition to the theoretical inputs the course will be delivered through Assignments, Presentation, Group Discussions and Case Studies. This will instil in student a sense of decision making and practical learning. Student learning will be evaluated through Written Tests, Projects and Field Assignments, Quizzes.		

Programme/Class: MBA	Year: 2	Semester: IV
Subject: MBA		
Course Code: MBA-MK04	Course Title: <b>Digital Marketing &amp; Communication</b>	
Course outcomes: At the end of the course, the learner will be able to:		
<ul style="list-style-type: none"> <li>• devise a suitable digital strategy for firms operating in a digitalized business environment.</li> <li>• identify and utilize the tools of social media marketing.</li> <li>• understand the web analytics pertinent to digital marketing.</li> </ul>		
Credits: 3	Core Compulsory / Elective: <b>Elective Marketing</b>	
Max. Marks: 25+75	Min. Passing Marks: 10+25	
Total No. of Lectures-Tutorials-Practical (in hours per week): L-3 T-0 P-0		
<b>Units</b>	<b>Topics</b>	<b>No. of Lectures</b>
	<b>Part I</b>	<b>45</b>
I	The Emergence of Digital Marketing; Environment, Strategy, and Performance (ESP); Digital Marketing Environment- Legal Factors, Technology, Digital Business Markets; Strategic Planning: Strategic Objectives; From Strategy to Digital Strategy; From Business Models to Digital Business Models; Performance Metrics; Internet Marketing in India; Business response to emerging digital revolution; Digital devices, platforms, media, data and technology.	12
II	Digital marketing strategy; Digital conversion funnel: customer acquisition, conversion and retention; Acquisition: search engine optimization; paid advertising, search advertising, display advertising, social media marketing, email marketing; measuring success of search engine optimization, mapping search engine journey; On page and off page search engine optimization.	11
III	Social Media analytics: data type and collection, structured and semi-structured data, social media metrics, social media ROI, Social networks and social network analysis.	11
IV	Social media analytics with unstructured data: text mining, social customer relationship management, text mining for communication and reputation management; Big data, Internet of things. Mobile Marketing, E-marketing; Internet marketing strategy: content marketing.	11

**Suggested Readings:**

1. Bly, R.W., "The Digital Marketing Handbook", Entrepreneur Press, 2018.
2. Giovannoni, E., "The Digital Marketing Planning", Chasefive.com, Brisbane, 2018.
3. Maity, M., "Internet Marketing", Oxford University Press, New Delhi, 2017.
4. Puneet Bhatia, Fundamentals of Digital Marketing | Second Edition, 2019 | Pearson
5. Dave Chaffey & Fiona Ellis-Chadwick, "Digital Marketing: Strategy, Implementation & Practice" Pearson, 7th edition (2019).

Suggested Continuous Evaluation Methods: In addition to the theoretical inputs the course will be delivered through Assignments, Presentation, Group Discussions and Case Studies. This will instill in student a sense of decision making and practical learning. Student learning will be evaluated through Written Tests, Projects and Field Assignments, Quizzes.



Programme/Class: MBA		Year: 2	Semester: IV
Subject: MBA			
Course Code: MBA-MK05		Course Title: <b>Rural Marketing</b>	
Course outcomes: At the end of the course, the learner will be able to: <ul style="list-style-type: none"> <li>• understand the forces that shape the rural markets.</li> <li>• comprehend the theoretical frameworks and the challenges of rural marketing.</li> <li>• appreciate the nature and peculiarities of rural markets.</li> </ul>			
Credits: 3		Core Compulsory / Elective: <b>Elective Marketing</b>	
Max. Marks: 25+75		Min. Passing Marks: 10+25	
Total No. of Lectures-Tutorials-Practical (in hours per week): L-3 T-0 P-0			
Unit	Topics		No. of Lectures
	<b>Part I</b>		<b>45</b>
I	Introduction to Rural Marketing- Rural Marketing: nature, definition, scope & importance in India, Size & structure of rural markets. Rural Marketing Mix, classification of rural markets, rural vs. urban markets, Characteristics of Rural consumer. Factors influencing rural marketing: Socio-cultural factors, population, occupation, literacy level, land distribution & use. Development programmes, infrastructure, communication media, credit availability, local requirements, Rural Market Index: Thompson index.		12
II	Rural Marketing Strategies and Tactics- Segmentation, Targeting and Positioning in Rural market Product marketing & service marketing in rural India, Product planning, Communication media & message, Distribution channels, Market strategies with special reference to seeds, fertilizers, farm equipments, new techniques, Indian tractor industry, agricultural output & other services. Marketing of consumables & durables. Pricing strategies in rural marketing.		11
III	Marketing of Agricultural Product-Marketing of agricultural produce in regulated markets, Cooperative marketing & processing societies, Rural Industry: various types, Marketing of rural industry, cottage industry, and artisan products, Problems in rural marketing, Consumer education & consumer movement in rural India, Role of government & NGOs in rural marketing. Digitalizing the Indian rural markets through e-rural marketing.		11
IV	Innovation and Future of Rural Marketing Significance of innovation in rural markets, The intervention of IT in Rural Markets: Importance and Initiatives, The emergence of Organized retailing in Rural India Introduction to Rural Financing, Sources of Finance, Requisites of a Good Finance System, National Level Credit Agency- NABARD, Functions of NABARD, Schemes and Patterns of NABARD. Present Scenario-Rural Female Empowerment, Changing Role of Rural Sector in India; Problems in Marketing of agricultural inputs in Rural India, Rural Tourism.		11
<b>Suggested Readings:</b>			
1. Krishna M Acharyulu C. S . G., Rama Krishnan Lalitha, Rural Marketing: Text and Cases, Pearson Education.			
2. Rural Marketing, Pradheep Kashyap& Siddhartha Raut, Biztantra. Rural Marketing.			
3. T.P. Gopal Swamy, Vikas Publishing House.			
Suggested Continuous Evaluation Methods: In addition to the theoretical inputs the course will be delivered through Assignments, Presentation, Group Discussions and Case Studies. This will instill in student a sense of decision making and practical learning. Student learning will be evaluated through Written Tests, Projects and Field Assignments, Quizzes.			

Programme/Class: MBA	Year: 2	Semester: IV
Subject: MBA		
Course Code: MBA-MK06	Course Title: <b>Customer Relationship Management</b>	
Course outcomes: At the end of the course, the learner will be able to:		
<ul style="list-style-type: none"> <li>• appreciate the relationship marketing approach to business.</li> <li>• understand the theoretical underpinnings of CRM and use them to build profitable customer relationships.</li> <li>• design effective CRM strategy for cultivating customer loyalty.</li> </ul>		
Credits: 3	Core Compulsory / Elective: <b>Elective Marketing</b>	
Max. Marks: 25+75	Min. Passing Marks: 10+25	
Total No. of Lectures-Tutorials-Practical (in hours per week): L-3 T-0 P-0		
<b>Unit</b>	<b>Topics</b>	<b>No. of Lectures</b>
	<b>Part I</b>	<b>45</b>
<b>I</b>	Introduction to Customer Relationship Management – Relational approach to Marketing, Evolution of relationship marketing, Historical Perspectives. Defining CRM. Emergence of CRM practice, Types of CRM, CRM cycle, Stakeholders in CRM. Significance of CRM. CRM Implementation. Developing, managing and using customer-related databases.	10
<b>II</b>	Customer Satisfaction - meaning and definition, Customer Satisfaction Models, Measuring Customer Satisfaction, ISO guidelines. Customer Loyalty - Concept, Principles, significance and dimensions of Customer Loyalty, Determinants and Categories of Customer Loyalty, Factors affecting Loyalty and Customer Loyalty Grid. Building effective loyalty programs. Managing the Customer Journey - Customer acquisition and retention, Customer Experience Management. Customer profitability - Size of wallet, Share of category requirement, Share of wallet, Transition matrix, Customer lifetime value.	13
<b>III</b>	e-CRM in Business - Features and Advantages of e-CRM., Technologies of e-CRM, Voice Portals. Web Phones, BOTs, Virtual Customer Representative, Customer Relationship Portals, Functional Components of CRM.	10
<b>IV</b>	Database Management: Database Construction, Data Warehousing, architecture, Data Mining. Characteristics, Data Mining tools and techniques. Meaning, Significance, Advantages, Call Center, Multimedia Contact Center, Important CRM software.	12
<b>Suggested Readings:</b>		
<ol style="list-style-type: none"> <li>1. Jagdish N Sheth, Atul Parvatiyar &amp; G Shainesh, "Customer Relationship Management: Emerging Concepts, Tools and Applications", McGraw Hill Education (2017)</li> <li>2. Rai. A.K.. "Customer Relationship Management: Concepts and Cases", Prentice Hall India.</li> <li>3. Rai. A.K. &amp; Srivastava, M., "Customer Loyalty: Concepts, Context and Character", McGraw-Hill Education.</li> <li>4. Kumar, V., &amp; Reinartz, W., "Customer relationship management", Springer-Verlag GmbH Germany, 2018.</li> </ol>		

**Suggested Continuous Evaluation Methods:** In addition to the theoretical inputs the course will be delivered through Assignments, Presentation, Group Discussions. This will instill in student a sense of decision making and practical learning. Student learning will be evaluated through Written Tests, Projects and Field Assignments, Quizzes.

Programme/Class: MBA	Year: 2	Semester: IV
Subject: MBA		
Course Code: MBA-MK07	Course Title: <b>International Marketing</b>	
Course outcomes: At the end of the course, the learner will be able to: <ul style="list-style-type: none"> <li>understand the forces that shape the international markets.</li> <li>comprehend the theoretical frameworks and the challenges of international marketing.</li> <li>appreciate the nature and peculiarities of international markets and devise suitable international marketing plan and practices.</li> </ul>		
Credits: 3	Core Compulsory / Elective: <b>Elective Marketing</b>	
Max. Marks: 25+75	Min. Passing Marks: 10+25	
Total No. of Lectures-Tutorials-Practical (in hours per week): L-3 T-0 P-0		
Unit	Topics	No. of Lectures
	<b>Part I</b>	<b>45</b>
I	Concept of International Marketing and Management Orientations, Significance, Drivers of globalization; Multinational corporations; Analysis of International Marketing Environment, Opportunities & Challenges, Drivers of globalization, International Marketing Research, Cultural dynamics & management, Cross Cultural Behavior, Emic and Etic Approach, Political, Legal & Regulatory Environments, Technological Factors.	12
II	Identification of International Markets, Segmentation of International Markets. Methods of International Markets Evaluation. Entry Mode Decisions, Various Modes of Entry in International Markets: Exports (Direct and Indirect), International Licensing, Franchising, International Strategic Alliances and Management Contracts, Factors affecting selection of Entry Modes.	11
III	Product & Pricing Strategy for International Markets-Product mix for International markets, Standardization Vs Adaptation in International Markets, Product design & packaging for International Markets, Pricing decisions for International markets, Global pricing objectives and strategies, Gray market goods, transfer pricing, dumping and counter trade	11
IV	International Logistics and Promotion- International Logistics Channels of International Distribution, Market Intermediaries, Process of International Marketing communication, International Promotion Campaigns and Tools, Contemporary Issues-Emerging issues: Ethical issues, global outsourcing, emerging new marketing barriers, Alternative E-Marketing strategies Benefits and risks in global e marketing.	11
<b>Suggested Readings:</b>		
<ol style="list-style-type: none"> <li>Keegan, "Global Marketing", Pearson.</li> <li>Sak Onkvisit and John Shaw, "International Marketing-Analysis and Strategy", Taylor &amp; Francis.</li> <li>Varshney &amp; Bhattacharya, "International Marketing Management", Sultan Chand &amp; Sons.</li> <li>Kotler, Keller, Koshy, Jha, Marketing Management, 14<sup>th</sup> edition, Pearson Education, India</li> <li>Joshi Rakesh Mohan, 2<sup>nd</sup> Edition, International Marketing, Oxford Higher Education, India</li> </ol>		
Suggested Continuous Evaluation Methods: In addition to the theoretical inputs the course will be delivered through Assignments, Presentation, GroupDiscussions. This will instill in student a sense of decision making and practical learning.		

Programme/Class: MBA	Year: 2	Semester: IV
Subject: MBA		
Course Code: MBA-HR04	Course Title: <b>Strategic HRM &amp; International HRM</b>	
Course outcomes: On completion of the course, the student will be able to: <ul style="list-style-type: none"> <li>understand the formulation of HR strategy aligned to business strategy and application of cultural differences to managerial effectiveness through case studies</li> <li>manage diversity at workplace through cognitive understanding of the cultural dimensions and differences</li> <li>design and develop organization structure, systems, and IIR practices encouraging inclusion</li> </ul>		
Credits: 3	Core Compulsory / Elective: <b>Elective HR</b>	
Max. Marks: 25+75	Min. Passing Marks: 10+25	
Total No. of Lectures-Tutorials-Practical (in hours per week): I-3 T-0 P-0		
<b>Unit</b>	<b>Topics</b>	<b>No. of Lectures</b>
	<b>Part I</b>	<b>45</b>
<b>I</b>	Concepts and principles of Strategic HRM, Strategic HRM models, Developing and Implementation of HR strategy, Strategic Role of HR, Impact of Strategic HRM on organization performance. Formulation of Strategic HRM, Strategic HRM tools- Strategic Map, HR Scorecard, Digital Dashboard, Linking HRM and customer outcomes.	12
<b>II</b>	HR Strategies: Human Capital Management strategy, High Performance strategy, Corporate Social Responsibility strategy, Organization Development strategy, Employee engagement strategy, Knowledge management strategy, Employee engagement strategy, Talent management strategy, Learning & Development strategy, Reward strategy, Employee relations strategy.	11
<b>III</b>	Cross Cultural concept and issues in Organizations, Cross Cultural Differences, Cross Cultural Analysis, Culture and Strategy, Cross cultural influence and Technology, Culture and styles of Management, Cross Cultural Decision Making, Cross Cultural Communication and Negotiation, Conflicts and cultural differences, Managing Cross Cultural Teams, Culture and Leadership.	11
<b>IV</b>	International HR: Key IIR Challenges facing organisations working internationally, Core functions of IHRM and Managing Diversity- Recruitment, Selection Process, Expatriates (International Adjustment), Expatriation & Repatriation Management, International Industrial Relations, Quality Circles, HRM practices in different countries	11
<b>Suggested Readings:</b>		
<ol style="list-style-type: none"> <li>Armstrong, Michael, "Strategic Human Resource Management", Kogan Page, New York / New Delhi, 2021, Seventh Edition.</li> <li>Azmi, Feza Tabassum, "Strategic Human Resource Management", Cambridge University Press, United Kingdom, 2019, First Edition.</li> <li>Storey, John, Patrick M. Wright, and Dave Ulrich, "Strategic human resource management: A research overview", Routledge, 2019.</li> <li>Kandula, Srinivas R., "International Human Resource Management", Sage, 2018.</li> <li>Aswathappa, K. and Dash, Sadhana, "International Human Resource Management", Mc-GrawHill, India, 2020, Third Edition</li> </ol>		
Suggested Continuous Evaluation Methods: In addition to the theoretical inputs the course will be delivered through Assignments, Presentation, Group Discussions and Case Studies. This will instill in student a sense of problem identification, generating solution, decision making and practical learning. Student learning will be evaluated through Written Tests, Projects and Field Assignments, Quizzes.		

Programme/Class: MBA	Year: 2	Semester: IV
Subject: MBA		
Course Code: MBA-HR05	Course Title: <b>HR and Technology</b>	
Course outcomes: On completion of the course, the learner will be able to		
<ul style="list-style-type: none"> <li>• learn fundamental concept of knowledge creation to dissemination and to develop insight on automation in HR</li> <li>• identify and interpret HR metrics external forces and internal factors of organization</li> <li>• analyze and evaluate data to optimize and synchronize the delivery of HR services</li> </ul>		
Credits: 3	Core Compulsory / Elective: <b>Elective HR</b>	
Max. Marks: 25+75	Min. Passing Marks: 10+25	
Total No. of Lectures-Tutorials-Practical (in hours per week): L-3 T-0 P-0		
<b>Unit</b>	<b>Topics</b>	<b>No. of Lectures</b>
	<b>Part I</b>	<b>45</b>
<b>I</b>	Concept of Knowledge, Knowledge Management, Knowledge Generation and Codification, Knowledge transfer, Technologies for Knowledge Management, Organizational Learning Systems and Knowledge Management, Knowledge Management Tools.	12
<b>II</b>	Human Resource Information System (HRIS), Managing HRIS Implementation, HRIS Applications in HR Administration, Talent Management, Recruitment & selection, Training & Development, Future trends in HRIS.	11
<b>III</b>	Concept and Evolution of Human Capital Metrics and Analytics, Analytics and Prediction. Importance of HR Analytics. Steps of Analytics, Descriptive, Prescriptive analysis, and Causal analysis, HCM Models.	11
<b>IV</b>	External forces and Internal factors, Risk assessment, Employee Value Proposition, Scenario Planning, Capability Planning, Process Optimization, Integrated Delivery, Predictive Measurement - Analytics from existing data, Data integration- linkages and feedbacks, Use of workforce analytics to improve decision making.	11
<b>Suggested Readings:</b>		
<ol style="list-style-type: none"> <li>1. Kandula, Srinivas R., "Human Resource Management in Practice: with 300 models, techniques, and tools". PHI Learning Pvt. Ltd., 2003.</li> <li>2. Kavanagh, Michael J., and Richard David Johnson, eds., "Human Resource Information Systems.", Sage Publications, 2020. Second Edition.</li> <li>3. Bagdi, Satish K. "Practical Human Resource Information Systems", PHI Learning Pvt. Ltd., 2012.</li> <li>4. Jac Fitz-enz. "The New HR Analytics", AMACOM, NY., 2010.</li> </ol>		
Suggested Continuous Evaluation Methods: In addition to the theoretical inputs the course will be delivered through Assignments, Presentation, Group Discussions and Case Studies. This will instill in student a sense of problem identification, generating solution, decision making and practical learning. Student learning will be evaluated through Written Tests, Projects and Field Assignments, Quizzes.		

Programme/Class: MBA	Year: 1	Semester: IV
Subject: MBA		
Course Code: MBA-HR06	<b>Course Title: Social Security and Compensation Laws</b>	
Course outcomes: After completion of the course, the learner will be able to:		
<ul style="list-style-type: none"> <li>• comprehend Indian statutory provisions for social security and their application</li> <li>• evolve and promote safe and healthy working conditions in work laces</li> <li>• develop an understanding of the legal provisions for administration of compensation to employees</li> </ul>		
Credits: 3	Core Compulsory / Elective: <b>Elective HR</b>	
Max. Marks: 25+75	Min. Passing Marks: 10+25	
Total No. of Lectures-Tutorials-Practical (in hours per week): L-3 T-0 P-0		
<b>Unit</b>	<b>Topics</b>	<b>No. of Lectures</b>
	<b>Part I</b>	<b>45</b>
<b>I</b>	Social security – Concept, Scope, Objectives and Application. Factories Act, 1948 – Concept, Scope, Objectives and Application.	12
<b>II</b>	Employees State Insurance Act, 1948 – Concept, Scope, Objectives and Application. Employees Provident Fund and Miscellaneous Act, 1952 – Concept, Scope, Objectives and Application. Maternity Benefit Act, 1961 – Concept, Scope, Objectives and Application	11
<b>III</b>	Workmen Compensation Act, 1923 – Concept, Scope, Objectives and Application. Payment of Wages Act, 1936 – Concept, Scope, Objectives and Application.	110
<b>IV</b>	Minimum Wages Act, 1948 : Concept, Scope, Objectives and Application. Payment of Bonus Act, 1965: Concept, Scope, Objectives and Application. Equal Remuneration Act, 1976: Concept, Scope, Objectives and Application.	110
<b>Suggested Readings:</b>		
<ol style="list-style-type: none"> <li>1. "Taxmann's New Labour &amp; Industrial Laws", 2020</li> <li>2. "Labour Laws 2021", Commercial, commercial Laws Publishers India Pvt. Ltd., 2020.</li> <li>3. Mishra, S.N., "Labour &amp; Industrial Laws, Central Law Publications, India, 29<sup>th</sup> Edition.</li> </ol>		
Suggested Continuous Evaluation Methods: In addition to the theoretical inputs the course will be delivered through Assignments, Presentation, Group Discussions and Case Studies. This will instill in student a sense of problem identification, generating solution, decision making and practical learning. Student learning will be evaluated through Written Tests, Projects and Field Assignments, Cases, and Quizzes		

Programme/Class: MBA	Year: 2	Semester: IV
Subject: MBA		
Course Code: MBA-HR07	Course Title: <b>Negotiation and Counselling</b>	
Course outcomes: At the end of the course, the learner will be able to:		
<ul style="list-style-type: none"> <li>• The objective of this course is to provide knowledge of concepts and issues of negotiation and Counseling such that to equip the students with valuable skills, and strategies in counseling.</li> <li>• understand the importance of Negotiation as a competitive advantage for an organization.</li> <li>• learn the techniques of Negotiation and Counselling functions and its implementation aspects.</li> </ul>		
Credits: 3	Core Compulsory / Elective: <b>Elective HR</b>	
Max. Marks: 25+75	Min. Passing Marks: 10+25	
Total No. of Lectures-Tutorials-Practical (in hours per week): L-3 T-0 P-0		
Unit	Topics	No. of Lectures
	<b>Part I</b>	<b>45</b>
<b>I</b>	Negotiations-Types of Negotiations, negotiation process, factors for successful negotiations, essential skills for negotiation, tricks used in negotiation process, psychological advantage of negotiations, Techniques of negotiation, issues in negotiations.	12
<b>II</b>	Negotiation strategies: Strategy and tactics for distributive bargaining, strategy and tactics for integrative negotiation, negotiation strategy and planning. Finding and using negotiation power, sources of power, Ethics in negotiation.	11
<b>III</b>	Introduction to Counseling; Historical evolution; Counseling, Approaches to Counseling: Psychoanalysis; Behaviorism and Humanism. Goals and Process of Counseling; Counseling Procedures and Skills, Organizational Application of Counseling Skills; Changing Behaviors through Counseling; Specific Techniques of Counseling;	11
<b>IV</b>	Introduction to Conflict Management: components, perspectives of conflict. types of conflict, models of conflict – Process and Structural Models, functional & dysfunctional conflict, relationship between conflict and performance in team, levels of conflict – intrapersonal, interpersonal, group & organizational conflicts.	11
<b>Suggested Readings:</b>		
<ol style="list-style-type: none"> <li>1. Brett, J. M. (2001) Negotiating Globally: How to negotiate deals, resolve disputes, and make decisions across cultural boundaries. San Francisco: Jossey Bass.</li> <li>2. Korobkin, R. (2009). Negotiation theory and strategy. Aspen Publisher.</li> <li>3. Raiffa, H. (1982). The art &amp; science of negotiation US: Harvard College.</li> <li>4. Singh, K. (2009). Counseling skills for managers. New Delhi: Prentice Hall of India.</li> </ol>		
Suggested Continuous Evaluation Methods: In addition to the theoretical inputs the course will be delivered through Assignments, Presentation, GroupDiscussions. This will instill in student a sense of decision making and practical learning.		



Programme/Class: MBA	Year: 2	Semester: IV
Subject: MBA		
Course Code: MBA-HR08	Course Title: <b>Manpower policy and planning</b>	
<b>Course outcomes:</b> To acquaint the students with techniques and practice in the areas of manpower planning, recruitment and selection and training and development of human resources. <ul style="list-style-type: none"> <li>• Integrated Perspective on role of HRM in modern business.</li> <li>• Ability to plan human resources and implement techniques of job design</li> <li>• Competency to recruit, train and appraise the performance of employees</li> <li>• Rational design of compensation and salary administration</li> <li>• Ability to handle employee issues and evaluate the new trends in HRM</li> </ul>		
Credits: 3	Core Compulsory / Elective: <b>Elective HR</b>	
Max. Marks: 25+75	Min. Passing Marks: 10+25	
Total No. of Lectures-Tutorials-Practical (in hours per week): 1-3 T-0 P-0		
Unit	Topics	No. of Lectures
	<b>Part I</b>	<b>45</b>
I	Basics in HR Policy- Concept, Aim and Objectives of HR Strategy and policy, developing HR strategies and policy, Mechanism for policy formation, Types of HR Policy and responsibilities. Basics in HR Planning and Resourcing- Macro level scenario of HR Planning, Need for HR Planning, Steps in HR Planning, Importance, Obstacles in HR Planning, Effective decision making, Linking of HR Planning with other HR Functions.	12
II	HR Forecasting- Introduction, Needs for Forecasting, Steps in Forecasting, Demand and Supply Forecasting, Demand Forecasting techniques, Benefits of forecasting, Issues of shortage and surplus	11
III	Action Plans- Retention, Talent Management, Practice and Process, Training, Redeployment staffing, HR Inventory, Career Planning and Succession Planning, Career Development, Recent trends and HR Planning	11
IV	Measurement of HR Planning- HR Audit, Introduction, definition, Process of HRA, Need and Significance, Objectives for HRA, Advantages, Methods of HRA	11
<b>Suggested Readings:</b> <ol style="list-style-type: none"> <li>1. I. Mamoria, C.B. and others, Dynamics of Industrial Relations (H.P.H)</li> <li>2. Patten, Thomas H, Manpower planning and Development of Human Resource, Wiley Interscience</li> <li>3. Daniel H Gray Manpower Planning- An Approach to the problem, Institute of Personal management, 80 Fetter, London- EC-4.</li> </ol>		
Suggested Continuous Evaluation Methods: In addition to the theoretical inputs the course will be delivered through Assignments, Presentation, Group Discussions. This will instill in student a sense of decision making and practical learning.		

## Generic/ Open Elective (s)

Programme/Class: MBA	Year: 2	Semester: I/II
Subject: MBA		
Course Code: MBA-E001	Course Title: <b>Business Communication</b>	
Course outcomes:		
<ul style="list-style-type: none"> <li>• Student applies the knowledge by speaking confidently and communicating effectively in different business situations.</li> <li>• Student creates correct business letters for both Internal and External business environments.</li> <li>• The student creates and designs different letter formats effectively in a realistic way with reference to organizational goals.</li> </ul>		
Credits: 2	Core Compulsory / Elective: <b>Open Elective (Can be availed by students pursuing Post Graduate studies)</b>	
Max. Marks: 25+75	Min. Passing Marks: 10+25	
Total No. of Lectures-Tutorials-Practical (in hours per week): L-2 T-0 P-0		
Unit	Topics	No. of Lectures
		<b>30</b>
I	Introduction-Role of communication – defining and classifying communication – purpose of communication –process of communication – characteristics of successful communication – importance of communication in management – communication structure in organization – communication in crisis.	8
II	Oral communication-What is oral Communication – principles of successful oral communication – barriers to communication – what is conversation control – reflection and empathy: two sides of effective oral communication – effective listening – non – verbal communication.	7
III	Written communication-Purpose of writing – clarity in writing – principles of effective writing – approaching the writing process systematically: The 3X3 writing process for business communication: Prewriting – Writing – Revising – Specific writing features – coherence – electronic writing process.	8
IV	Business letters and reports Introduction to business letters – writing routine and persuasive letters – positive and negative messages- writing memos – what is a report purpose, kinds and objectives of reports- writing reports.	7
<b>Suggested Readings:</b>		
<ol style="list-style-type: none"> <li>1) Payal Mehra. "Business Communication for Managers", Pearson, Second Edition.</li> <li>2) Meenakshi Raman and Prakash Singh, "Business Communication" Oxford Publication, Second Edition.</li> <li>3) Kaul. A. "Effective Business Communication", Prentice Hall India Learning Private Limited; Second Edition.</li> <li>4) Herta Murphy, Herbert Hildebrandt, Jane Thomas, "Effective Business Communication" McGraw Hill Education; 7th edition.</li> <li>5) Kumkum Bhardwaj, "Fundamental of Business Communication", Dreamtech Press.</li> </ol>		
Suggested Continuous Evaluation Methods: In addition to the theoretical inputs the course will be delivered through Assignments, Presentation, GroupDiscussions. This will instill in student a sense of decision making and practical learning.		

Programme/Class: MBA	Year: 2	Semester: I/II
Subject: MBA		
Course Code: MBA-E002	Course Title: <b>Computer Application in Business</b>	
Course outcomes: 1. To provide knowledge about the functioning of computers and its uses for managers. 2. To provide hands on learning on Internet and its applications. 3. To provide hands on learning on Presentation software.		
Credits: 2		Core Compulsory / Elective: <b>Open Elective</b>
Max. Marks: 25+75		Min. Passing Marks: 10-25
Total No. of Lectures-Tutorials-Practical (in hours per week): L-2 T-0 P-0		
<b>Unit</b>	<b>Topics</b>	<b>No. of Lectures</b>
		<b>30</b>
<b>I</b>	<b>Introduction to Computer Systems</b> Introduction: Evolution of Computers, Characteristics, Classification Generations; Computer Architecture: Components of Computer Systems (I/O Devices); Computer Memory; Data Representation. <b>Computer Software</b> Introduction to Software: Relation Between Hardware and Software; Types of Software: System Software,	8
<b>II</b>	Operating System: Functions of OS, Measuring System Performance; Evolution of Operating Systems : Serial Processing, Batch Processing, Multiprogramming; Types of Operating System; Operating System Techniques Multitasking, Multithreading, Multiprocessing; Some Popular Operating Systems: DOS (Disk Operating System), UNIX Operating System, Linux, Microsoft Windows, Microsoft Windows NT	7
<b>III</b>	Data Processing; File Management System: File Types, File Organization, File Utilities; Database Management System: Database Models, Main Components of a DBMS, Creating and Using a Database	8
<b>IV</b>	Presentation Software (lab Work) Interface of the Presentation Package: Creating, Opening and Saving Presentations. Professional Look of the Presentation: Working in different Design & Views, Working with Slides. Formatting and Editing: Text, Image and Paragraph formatting, Checking Spelling and Correcting Typing Mistakes, Making	7
<b>Suggested Readings:</b> 1. Fundamentals of Computers by Rajaraman, Publisher: Prentice Hall of India, New Delhi 2. Data Communication & Computer Network by White, Publisher: Thomas Learning, Bombay 3. Business Data Communication by Shelly, Publisher: Thomson Learning, Bombay 4. Computer Fundamentals by B.Ram, New Age Int. 5. Computer Fundamentals by P.K Sinha, Priti Sinha, Publisher Kalyani Publishers, 2nd Edition,		

Suggested Continuous Evaluation Methods: In addition to the theoretical inputs the course will be delivered through Assignments, Presentation, Group Discussions. This will instill in student a sense of decision making and practical learning.

Programme/Class: MBA	Year: 2	Semester: III
Subject: MBA		
Course Code: MBA-E003	Course Title: <b>E-Commerce</b>	
Course outcomes:		
<ul style="list-style-type: none"> <li>• Learn the concepts of electronic Data Interchange.</li> <li>• Understand the various branding and pricing strategies.</li> <li>• Learn the strategies for conducting business through the internet.</li> </ul>		
Credits: 2	Core Compulsory / Elective: <b>Open Elective</b>	
Max. Marks: 25+75	Min. Passing Marks: 10+25	

Total No. of Lectures-Tutorials-Practical (in hours per week): L-2 T-0 P-0

Unit	Topics	No. of Lectures
		<b>30</b>
I	Digital technology and business, business process management, competitive advantage through digital technology, Career in digital age, IT architecture, data management and governance, cloud computing, data centers, data management leading to business intelligence.	8
II	Digital Networks and Ethical Issues – Data Networks, IP Addresses, and APIs, Wireless Networks and Mobile Infrastructure, Collaboration and Communication Technologies, Sustainability and triple bottom line, Internet technologies - Using Search Technology for Business Success, Organic Search and Search Engine Optimization, Pay-Per-Click and Paid Search Strategies.	7
III	Tactical and Operational Support Systems - Solving Business Challenges at All Management Levels, Manufacturing, Production, and Transportation Management Systems, Sales and Marketing Systems, Accounting and Finance Systems, Human Resources Systems and Ethics.	8
IV	Data Visualization and Geographic Systems - Data Visualization, Enterprise Data Mashups, Digital Dashboards, Geographic Information Systems, IT Strategy and Balanced Scorecard - IT Strategy and the Strategic Planning Process, Aligning IT with Business Strategy.	7

**Suggested Readings:**

1. Turban, Efraim, McLean, Ephraim, Wetherbe, James, Information Technology for Management, Wiley.
2. Rainer, Rex Kelly, Turban, Efraim, Potter, & Richard E., Introduction to Information Systems: Supporting and Transforming Business, Wiley.
3. Laudon, Kenneth C., & Laudon, Jane Price, Essentials of Business Information Systems, Pearson Prentice Hall.
4. Morgan, Tony. Business Rules and Information Systems: Aligning IT with Business Goals, Pearson.
5. Nickerson, Robert C., Business and Information Systems, Prentice Hall.

Suggested Continuous Evaluation Methods: In addition to the theoretical inputs the course will be delivered through Assignments, Presentation, Group Discussions. This will instill in student a sense of decision making and practical learning.

Programme/Class: MBA	Year: 2	Semester: III
Subject: MBA		
Course Code: MBA-E004	Course Title: <b>Managing Personal Finance</b>	
<p><b>Course outcomes:</b> The course aims to prepare students for planning and managing their finances ensuring economic independence and growth in their wealth.</p> <ul style="list-style-type: none"> <li>• Learn the importance, and have a basic understanding of, planning techniques.</li> <li>• Develop and identify analytical skills, by lecture and class discussion to facilitate effective financial decision-making, including informed decisions regarding budgets, investment, insurance, retirement, and estate planning.</li> <li>• After the course completion, the student should have the ability to have a working knowledge of the materials covered in the course, thereby providing the student with the ability to make – and, if necessary access, sources – for making appropriate financial decisions, both personal and business.</li> </ul>		
Credits: 2	Core Compulsory / Elective: <b>Open Elective</b>	
Max. Marks: 25+75	Min. Passing Marks: 10+ 25	
Total No. of Lectures-Tutorials-Practical (in hours per week): L-2 T-0 P-0		
Unit	Topics	No. of Lectures
		30
I	Personal Financial Basics, Time Value of Money, Financial Aspects of Career Planning, Money Management Strategy: Statements and Budgeting, Planning Your Tax Strategy.	8
II	Managing Your Personal Finances: Savings Plans and Payment Accounts, Introduction to Consumer Credit, Choosing a Source of Credit: The Cost of Credit Alternatives, Consumer Purchasing Strategies and Legal Protection.	7
III	Investing Your Financial Resources: Investing Fundamentals, Investing in Stocks, Investing in Bonds, Investing in Mutual Funds, Investing in Real Estate and Other Investment Alternatives, The Housing Decision: Factors and Finances.	8
IV	Insuring Your Resources: Property and Motor Vehicle Insurance, Health, Disability, and Long-Term Care Insurance, Life Insurance. Controlling Your Financial Future: starting Early: Retirement Planning, Estate Planning.	7
<p><b>Suggested Readings:</b></p> <ol style="list-style-type: none"> <li>1. E. Thomas Gorman and Raymond E. Forgue, publisher: Southwest-Western Cengage Learning, 10th Edition.</li> <li>2. Jack Kapoor, Les Dalbay, Robert J. Hughes Personal Finance</li> <li>3. Jack Kapoor-personal Finance, TMH</li> <li>4. Shaikh M W- Personal Finance</li> <li>5. Lokatia RN- Tax smart personal investment A-Z</li> </ol>		
<p><b>Suggested Continuous Evaluation Methods:</b> In addition to the theoretical inputs the course will be delivered through Assignments, Presentation, GroupDiscussions. This will instill in student a sense of decision making and practical learning.</p>		

Programme/Class: MBA	Year: 2	Semester: IV
Subject: MBA		
Course Code: MBA-E005	Course Title: <b>Start-Up and Entrepreneurship</b>	
Course outcomes: After the completion of the course, the learners shall be able to- <ul style="list-style-type: none"> <li>• Understand the concepts and importance of entrepreneurship.</li> <li>• Understand and apply the functional requirements for setting up a new enterprise.</li> <li>• Prepare a business plan and pitch a new business idea.</li> </ul>		
Credits: 2	Core Compulsory / Elective: <b>Open Elective (Can be offered to other Departments also)</b>	
Max. Marks: 25+75	Min. Passing Marks: 10+25	
Total No. of Lectures-Tutorials-Practical (in hours per week): L-2 T-0 P-0		
Unit	Topics	No. of Lectures
		<b>30</b>
I	<b>Being an Entrepreneur:</b> The Entrepreneurship theory and definition, Entrepreneurship traits, Lean Start-up, The Entrepreneurial Ecosystem, Entrepreneurs and Strategic Decisions, Sustainability of Entrepreneurship: Dilemmas of an Entrepreneur for Success; Struggles-Causes of Failure-Product/Market, Financing, Managerial-Resilience. Legal Fundamentals - When, How and Where to Incorporate: Organizational Form-Partnership, Sole Proprietorship	8
II	<b>Customer Discovery:</b> Entrepreneurial Opportunity Search and Identification; Market Intelligence, Market Analysis, Market Research, Customer Validation, Developing Your Business Model, Product Development, Managing the Product Development Process, Product Launch Goals, Go-to-Market Strategy, The Role of Selling in a Startup, Sales Forecasting for Startups, Mapping Buyer Response Modes. Social Media Promotion Tools	7
II I	<b>The Financial Road Map:</b> Planning/Budgeting, Developing a Financial Roadmap, Financial Statements: The Four Components, How to Budget for Startup Success, Bootstrapping, effectuation and bricolage; Alternative Sources of Funding, Informal Capital-Friends & Family, Role of Government in Entrepreneurship development, Financial Support and Schemes, SIDBI, MSME, SFURTI, PMKVY, SANKALP, STAR. Crowd Funding, Venture Capital, Private Equity, Financing Mix and the Financing Continuum Shareholding- Cliff -Vesting Schedule-Relative Importance of Operational Involvement,	8
I V	<b>Business Plan and Pitching business idea: Business Plan:</b> Need & Objectives, Target Audience, Contents - Cover Page and Table of Contents, Executive Summary, Description of the Current Situation: Basic Company Information, Products/Services, Management Team, Business Organization, Future Goals, Vision, and Mission, Description of Opportunity and Market; Description of the Business Model, the Marketing and Sales Strategy, Basic Facts on the Financials; Funding Requirements, Risk Analysis and Possible Exit Strategies. Conclusion and Appendixes: Résumés, Literature, Technical Descriptions. Executive Summary. Elevator Pitch, Building a Strong Presentation, Innovative Methods of Presenting a Business Plan -Mind Map,	7

Lean Canvas, Animated Videos etc.
<p><b>Suggested Readings:</b></p> <ol style="list-style-type: none"> <li>1. Robert D. Hisrich et al (2020) Entrepreneurship   11th Edition Paperback McGraw Hill; Eleventh edition.</li> <li>2. Holt (2016) Entrepreneurship: New Venture Creation Paperback - Pearson Education India; First edition (10 March 2016)</li> <li>3. Pankaj Goyal (2017) Before You Start Up: How to Prepare to Make Your Startup Dream a Reality! Fingerprint! Publishing</li> <li>4. Kuratko, D, Hornsby J.S. (2017) New Venture Management: Entrepreneur's roadmap</li> <li>5. Hisrich, R.D., Manimala, Entrepreneurship, M.J., Peters, M.P., Shepherd, Tata McGraw Hill D.A.:</li> </ol> <p>Suggested Continuous Evaluation Methods: In addition to the theoretical inputs the course will be delivered through Assignments, Presentation, Group Discussions. This will instill in student a sense of decision making and practical learning.</p>

Programme/Class: MBA	Year: 2	Semester: IV
Subject: MBA		
Course Code: MBA-E006	Course Title: <b>Professional Ethics</b>	
<p>Course outcomes:</p> <ul style="list-style-type: none"> <li>• Identify the nature and moral requirements of respective profession.</li> <li>• Respond to moral issues with integrity and creative imagination.</li> <li>• Recognize and deal effectively with the conflicts of interests.</li> <li>• Appreciate the way ethical ideas relate to their professional conduct.</li> <li>• Reflect on professional decisions from an ethical perspective.</li> </ul>		
Credits: 2	Core Compulsory / Elective: <b>Open Elective</b> (Can be offered to other Departments also)	
Max. Marks: 25+75	Min. Passing Marks: 10+25	
Total No. of Lectures-Tutorials-Practical (in hours per week): L-2 T-0 P-0		
Unit	Topics	No. of Lectures
		30
I	Profession and Professional Ethics. Understanding the Professional Codes of various Professional Bodies.	6
II	Conflict between Professional Standards and Moral Rules. Ethical Theories: (a) Teleological, (b) Deontological, and (c) Virtue Ethical.	10
III	Professional Autonomy and Professional Responsibility. Selected Case Studies (the cases, historical as well as current, are to be taken from the area of the targeted group, the sources could be previous stories and current affairs)	7
IV	Gender and Environmental Ethics, Corruption and Whistle-blowing, Well-being and Intellectual Property Rights, Ethical Skepticism.	7
<p><b>Suggested Readings:</b></p> <ul style="list-style-type: none"> <li>• Justin Oakley and Dean Cocking, Virtue Ethics and Professional Roles, Cambridge: Cambridge University Press, 2001.</li> <li>• L.P. Pojman and P. Pojman, Environmental Ethics: Readings in Theory and Application (6th edition), Boston: Wadsworth, 2012.</li> <li>• R.R. Gaur (et al), A Foundation Course in Human Values and Professional Ethics, New Delhi: Excel Books, 2006.</li> </ul>		

- R.S. Naagarazan, A Text Book on Professional Ethics and Human Values, New Delhi: New Age International (P) Publishers, 2006.
- Simon Robinson (et al), Engineering, Business and Professional Ethics, Oxford: Elsevier, 2007.
- Vrinda Dalmiya, Caring to Know: Comparative Care Ethics, Feminist Epistemology, and the Mahabharata, Oxford: Oxford University Press, 2016.

Suggested Continuous Evaluation Methods: In addition to the theoretical inputs the course will be delivered through Assignments, Presentation, Group Discussions and Case Studies. This will instill in student a sense of problem identification, generating solution, decision making and practical learning. Student learning will be evaluated through Written Tests, Projects and Field Assignments, Cases, and Quizzes.