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**ORDINANCE FOR PROGRAM  
OF  
MASTER OF BUSINESS ADMINISTRATION  
(MBA)  
Year- 2023-24**

**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.

#### **Specific Programme Outcomes**

- Develop knowledge of various economic and management theories and their application in decision making.

- Advancing of strategic, innovative thinking, and analytical skills to identify business opportunities, and for problem solving, and decision-making in business and management.
- Enhancing students' life skills and professionalism.
- Create employability for working as management professionals in various industries.
- Become an entrepreneur and initiate sustainable start-ups under Skill India, Digital India, Start-up India and Make in India schemes.
- Join Govt. and public sector undertakings and help in economic, environmental, and social well beings of the Nation
- Pursue research in different areas of management such as marketing, human resource, finance, strategy and general management and allied disciplines.

## **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 U.P. State universities and colleges under New Education Policy-2020, Department of Higher Education U.P. Government Lucknow. The programme requirements include 104 credits (42 credits from core courses, 24 credits from elective courses under specialization, 4 credits Minor Open Elective, 6 credits for generic electives, 8 credits for Dissertation, 8 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 MBA program will be conducted on full time basis. The duration of full-time program shall extend over two years/four semesters.
- (3) The M. B. A program shall be in two parts viz. Year-1, 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 mark each. The final merit shall be based upon the total score of graduation score/admission test and GD and PI that is out of 100 marks.
- (6) The Admission Test 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 5 seats extra seat 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. program, the eligibility shall be graduation with 50% 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.
- (13) There shall be 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 University rules.
  - 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:
    - (a) 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.

(b) The distribution of marks for internal evaluation shall be as follows:

I. Written Test	10 Marks
II. One Term Paper/ Assignment/Quiz	10 Marks
III. Class Participation	5 Marks

I 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 has 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 of 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 the students shall have to submit a dissertation report which shall be evaluated by a panel of examiners in fourth semester. The students shall have to give a presentation in front of a panel of examiners that may consist of external /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 to the students for supervising their research dissertation.
- (24) The student is expected to give four hours per week towards the dissertation research work.
- (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 students are expected to make a seminar/conference presentation or publish a

paper in reputed journal out of the dissertation.

- (27) If a student publishes a paper in the UGC-CARE listed journal/as notified by the regulatory body time to time, out of their research dissertation work, they can be awarded 20 marks in addition to the score that they would obtain out of 100 marks. However, the maximum marks obtained cannot be more than 100.
- (28) The marks obtained in the dissertation/project evaluation shall be converted into equivalent grade and shall be included in the calculation of the CGPA.
- (29) 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.
- (30) 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- 40% 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.

- (31) Grades and Grade point for absolute scale:

MARKS LIMIT	>90-100	>80-90	>70-80	>60-70	>50--60	>40-50	≥35-40	<35	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 <sub>i</sub> = The number of credits of the i <sup>th</sup> course in a semester G <sub>i</sub> = The grade point score by the student in the i <sup>th</sup> course											

- (32) The following categories of MBA students shall be eligible for backpaper 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 must 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 2023-2024 then he/she has to complete the course formalities by the end of academic session 2025-2026.

(34) The student in his/her II<sup>nd</sup> 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.

## COURSE STRUCTURE- MBA (2023-24)

Year	Sem	Subject	Course Code	Core Compulsory/Elective	Course Title	Credit	
1	I	Course 1	MBA-0108	Core Compulsory	Management Concepts & Organizational Behaviour	4	
		Course 2	MBA-0102	Core Compulsory	Accounting for Managers	4	
		Course 3	MBA-0110	Core Compulsory	Managerial Economics & Business Environment	4	
		Course 4	MBA-0111	Core Compulsory	Quantitative Techniques for Business	4	
		Course 5	MBA-0109	Value Added/Core Compulsory	Business Communication & Computer Application	4	
		Course 6	MBA-TP01	Core Compulsory	Mini Project & Viva-Voce Based on Rural or Community Development or Innovative Exploration/ feasibility study of innovative idea based Projects	3	
		Course 7	MBA-E007	Minor Open Elective for Others Department/Faculty	Professional Communication	3	
		Course 8	-----	<i>Minor Elective opted from Others Department/Faculty/ Value Added MOOC Courses from NPTEL/ SWAYAM/ NIELET</i>	-----	3	
	<b>Total Credit</b>						<b>26</b>
	II	Course 9	MBA-0201	Core Compulsory	Financial Management	4	
		Course 10	MBA-0202	Core Compulsory	Marketing Management	4	
		Course 11	MBA-0203	Core Compulsory	Human Resource Management	4	
		Course 12	MBA-0208	Core Compulsory	Operations & Supply Chain Management	4	
		Course 13	MBA-0205	Core Compulsory	Business Research Methods	4	
Course 14		MBA-TP02	Core Compulsory	Survey Project & Viva Voce	6		
<b>Total Credit</b>						<b>26</b>	
2	III	Course 15	MBA-0301	Core Compulsory	Managing Innovation and Entrepreneurship	4	
		Course 16	MBA-0304	Core Compulsory	Corporate Citizenship	4	
		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-MK08	Specialization (Marketing-1)	Sales and Distribution Management	3	
		Course 21	MBA-MK09	Specialization Marketing (Elective-2)	Consumer Behaviour and Advertising	3	
		Course 22	MBA-MK10	Specialization (Marketing-3)	Digital and Social Media Marketing	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-TP03	Core Compulsory	Industrial/Summer Training Report & Viva-Voce	8
				<b>Total Credit</b>	<b>28</b>
IV	Course 27	MBA- 0401	Core Compulsory	Strategic Management	4
	Course 28	MBA-FM04	Specialization Finance (Elective-4)	Corporate Restructuring and Valuation	3
	Course 29	MBA-FM05	Specialization Finance (Elective-5)	Banking and Financial Services	3
	Course 30	MBA-FM06	Specialization Finance (Elective-6)	Corporate Tax Planning	3
	Course 31	MBA-FM07	Specialization Finance (Elective-7)	International Financial Management	3
	Course 32	MBA-FM08	Specialization Finance (Elective-8)	Financial Derivatives	3
	Course 33	MBA-MK05	Specialization Marketing (Elective-4)	Rural Marketing	3
	Course 34	MBA-MK06	Specialization (Marketing-5)	Customer Relationship Management	3
	Course 35	MBA-MK07	Specialization (Marketing-6)	International Marketing	3
	Course 36	MBA-MK11	Specialization (Marketing-7)	Green Marketing	3
	Course 37	MBA-MK12	Specialization (Marketing-8)	Services 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	3
	Course 43	MBA-TP04	Core Compulsory	Dissertation	8
	Course 44	MBA-E002	Minor/ Open Elective for Other Faculty/Department	Start-up and Entrepreneurship	3
				<b>Total Credit</b>	<b>24</b>

## Syllabus-MBA Program

Year	Sem	Subject	Course Code	Core Compulsory/Elective	Course Title	Credit
(MBA 1)	I (MBA-I)	Course 1	MBA-0108	Core Compulsory	Management Concepts & Organizational Behaviour	4
		Course 2	MBA-0102	Core Compulsory	Accounting for Managers	4
		Course 3	MBA-0103	Core Compulsory	Managerial Economics & Business Environment	4
		Course 4	MBA-0111	Core Compulsory	Quantitative Techniques for Business	4
		Course 5	MBA-0009	Value Added/Core Compulsory	Business Communication & Computer Application	4
		Course 6	MBA-0106	Core Compulsory	Mini Project & Viva-Voce Based on Rural or Community or Innovative Experimentation Projects	4
		Course 7	MBA-E007	Minor Open Elective for Others Department/Faculty	Professional Communication	3

Programme/Class: MBA	Year: 1	Semester: I
Subject: MBA		
Course Code: MBA-0108	Course Title: <b>Management Concepts &amp; Organizational Behaviour</b>	
<p><b>Course outcomes:</b> On completion of the course, the learner will be able to:</p> <ul style="list-style-type: none"> <li>• Understand the roles and 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 concepts</li> <li>• Understand concepts of organizational behaviour and its relevance at workplace</li> <li>• Analyze the individual and group behavior dynamics in an organization.</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-4 T-0 P-0		
Unit	Topics	No. of Lectures
	<b>Part I</b>	<b>45</b>
<b>I</b>	Management: Concept, Nature & Significance; Managerial Roles & Skill; Levels of Management; Evolution of Management Thoughts- Classical, Neo-Classical, System and Contingency Approaches; Contemporary Management Practices.	10

II	Planning: Concept, Nature, Scope, Objectives and Significance; Types of Planning; Organizing: Concept, Nature; Organizational Structure and Design: Authority and Responsibility; Directing: Concept, Nature; Motivation; Leadership; Managerial Control- Concept, Nature.	10
III	Organizational Behaviour: Concept and Nature; Multidisciplinary Approach of OB; Significance of OB for Managers; Challenges and Opportunities for OB.  Perception: Meaning, Significance & Factors Influencing Perception; Attitude: Meaning, Concept, Significance, Attitude formation, Measurement of Attitude; Learning and Learning Theories; Values and Personality.	10
IV	Motivation and Motivation Theories; Group Dynamics; Management of Teams; Decision making in Organizations; Cooperation, and Conflict in organizations; Influence, Power and Politics.  Leadership, Leadership Approaches, Organizational Change-Process and Resistance; Organizational Culture; Stress Management and wellbeing.	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. Robbins, Stephen P., Timothy A. Judge, and Neharika Vohra, "Organizational Behaviour", Pearson Education, India, 2018, 18<sup>th</sup> Edition.</li> <li>4. S.S. Khanka "Organizational Behaviour", S. Chand, Latest Edition.</li> <li>5. 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: 1	Semester: I
Subject: MBA		
Course Code: MBA-0102	Course Title: <b>Accounting for Managers</b>	
<p><b>Course outcomes:</b> On completion of the course, the learner will be able to:</p> <ul style="list-style-type: none"> <li>• Enable the students to learn, explain and integrate the fundamental concepts, principles and techniques of accounting.</li> <li>• Logically interpret and apply accounting information for planning, decision-making and control in real business situations.</li> <li>• Evaluate and compare various financial and cost statements to appraise financial soundness and operational efficiency of firms.</li> </ul>		
Credits: 4	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-1 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 Accounting – Types of Accounting, Objectives, Scope, Advantages & Limitations of Accounting, Accounting Concepts, Principles and Conventions, Generally Accepted Accounting Principles (GAAP), Accounting Standards in India International Financial Reporting Standards (IFRS)	10
<b>II</b>	Double Entry System – Preparation of Journal, Ledger and Trial Balance – Preparation of Final Accounts –Trading, Profit and Loss Account and Balance Sheet with Adjustment Entries.	13
<b>III</b>	Depreciation – Causes, Methods of Calculating Depreciation – Straight Line Method, Diminishing Balance Method, Ratio Analysis – Classification of Ratios – Liquidity, Profitability, Financial and Turnover Ratios, Preparation of Cash Flow Statement, Preparation of Fund Flow Statement.	12
<b>IV</b>	Cost Accounting – Elements of Cost, Types of Costs, Preparation of Cost Sheet, Standard Costing, Variance Analysis – Material Variances & Labour Variances.	10
<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 &amp; 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> </ol>		

5. Dhamija - Financial Accounting for managers: (Prentice Hall, 2nd Edition).
6. Narayanswami - Financial Accounting: A Managerial Perspective (PHI, 5th Ed)
7. Mukherjee - Financial Accounting for Management (TMH, 2nd 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 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: <b>MBA</b>	Year: 1	Semester: I
Subject: <b>MBA</b>		
Course Code: MBA-0110	Course Title: <b>Managerial Economics and Business Environment</b>	
<p><b>Course outcomes:</b> On completion of the course, the learner will be able to:</p> <ul style="list-style-type: none"> <li>• Acquaint the students with insights of economic theories as used in various aspects of managerial decision making.</li> <li>• Understand the nature of competition among business firms in the context of globalization.</li> <li>• Understand the environmental aspects that influence the business at local, regional and global level</li> <li>• To understand the basic tools in order to fundamentally deal with achieving a set of sustainable goals in a situation where resources are limited</li> <li>• To understand the business decisions in the context of the choices that must involve trade-offs, taking into account the external environment.</li> </ul>		
Credits: 4	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>	Nature & Scope of Managerial Economics, Utility Theory, Indifference Curve, Demand-Supply Framework, Elasticity- its types, applications, Managerial Theories and Goal(s) of a Firm; Information Economics and its Business Applications.	11
<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; Market Structures Pricing and out- put strategies in different Market Structures, Price Discrimination, Strategic Behavior of Firms	11
<b>III</b>	Business Environment, Factors that influence the business decisions, (PESTAL), National Income Analysis, Theories of Inflation and Deflation, Theories of Business Cycles, Aspects of Monetary & Fiscal Policy, Foreign Investment and Trade Regulation: Foreign Direct Investment, Foreign Institutional Investment, WTO and India: an overview, Regulation of Foreign Trade, Regional Trade Agreements	12
<b>IV</b>	Equitable use of resources for sustainable production systems. , Environment Impact Assessment (EIA), Sustainable Development Goals (SDGs) of United Nations, Action Plan for SDGs in India with respect to business decisions	11
<p><b>Suggested Readings:</b></p> <ol style="list-style-type: none"> <li>1. Thomas and Maurice, (2017) Managerial Economics, 10th edition McGraw Hill Education;</li> <li>2. Rastogi, S. K. (2016). Managerial Economics: Principles and Worldwide Applications. 8<sup>th</sup> Edn. Oxford University Press. Dewett, K. K. (2010). Modern Economic Theory. India: S. Chand Limited. G S Gupta, (2017). Managerial Economics”, Mc-Graw Hill Education; 2nd edition</li> <li>3. Muthukrishnan Subhashini, “Economics of Environment”, PHI Learning Pvt Ltd; 2nd edition (2015)</li> </ol>		

4. Varshney. R and Maheshwari, Managerial Economics-Sultan Chand & Co.
5. Pailvar, V. K. (2011). Economic Environment of Business. India: PHI Learning
6. Fernando, A. C. (2011). Business Environment: India: Pearson Education India.

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-0111	Course Title: <b>Quantitative Techniques for Business</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-4 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>	<b>Introduction of Data and Statistics:</b> Basic Concepts, Attributes and Variables, Classification, Data Measurement, Uses of Statistics in Business. <b>Descriptive Statistics:</b> Measure of Central Tendencies Mean, Median, Mode.	12
<b>II</b>	<b>Measures of Dispersions-</b> Range, Quartiles, Percentiles, Mean Deviation (variation), and Standard Deviation- Concepts and Applications, Skewness and Kurtosis. <b>Correlation</b> - Karl Pearson's Co-efficient of Correlation and Ranking Correlation. <b>Regression</b> – Concepts, Regression lines, Coefficient of Determination, Simple Regression Model, Multiple Regression.	12
<b>III</b>	<b>Probability:</b> Introduction, Events, Laws of Probability- Addition and Multiplication Laws. <b>Probability Distributions:</b> Discrete Distributions –Binomial Distribution, Poisson Distribution, Continuous Distributions - Normal Distribution.	11
<b>IV</b>	<b>Inferential Statistics:</b> Concepts, Test of Significance, Level of significance. Student 'T' test, Chi-Square test, Analysis of Variance, (ANOVA). <b>Analysis of Time-series-</b> Introduction, Components of Time-series, Least Squares Method, Moving Averages.	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.		



Programme/Class: MBA	Year: 2	Semester: I
Subject: MBA		
Course Code: MBA-0109	Course Title: <b>Business Communication &amp; Computer applications</b>	
<p>Course outcomes: On completion of this course, a learner will be able to</p> <ul style="list-style-type: none"> <li>• Apply the knowledge by speaking confidently and communicating effectively in different business situations.</li> <li>• Create correct business letters for both internal and external business environments.</li> <li>• Create and design different letter formats effectively in a realistic way with reference to organizational goals.</li> <li>• Have the knowledge about the functioning of computers and its uses for managers.</li> <li>• Have hands on learning on Internet and its applications as well as is able to create operate MS word, Excel and create power point presentations</li> </ul>		
Credits: 4	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-3 T-0 P-2		
Unit	Topics	No. of Lectures
		<b>45</b>
<b>I</b>	Introduction to Communication, Role, Purpose, Importance & Process of Communication, Characteristics of successful communication. Oral Communication- Meaning, Purpose, & its Types. Principles of Successful Oral Communication. Barriers to Communication, Listening, Effective Listening, Verbal and Non-Verbal Communication.	12
<b>II</b>	Written Communication- Meaning, Purpose, & Principles of Effective Writing, 3X3 writing process for Business Communication. Prewriting-Writing-Revising. Business Letters & Reports- Its types, Objectives and Purpose.	10
<b>III</b>	Introduction to Computer Systems- Its Evolution, Characteristics, Classification Generations; Computer Architecture: Components of Computer Systems (I/O Devices); Operating System: Functions of OS; Evolution of Operating Systems. MS Office- MS Word, MS Excel, MS PowerPoint	10
<b>IV</b>	Presentation Software (lab Work) MS PowerPoint; 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.	13
<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> <li>6) Fundamentals of Computers by Rajaraman, Publisher: Prentice Hall of India, New Delhi</li> </ol>		

7) Business Data Communication by Shelly, Publisher: Thomson Learning, Bombay
8) Computer Fundamentals by B.Ram, New Age Int.
9)
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.

### Minor Open Elective

Programme/Class: MBA	Year: 2	Semester: I
Subject: MBA <b>Minor Open Elective for Others Department/Faculty</b>		
Course Code: MBA-E007	Course Title: <b>Professional Communication</b>	
Course outcomes: On completion of this course, a learner will be able to		
<ul style="list-style-type: none"> <li>• Apply the knowledge by speaking confidently and communicating effectively.</li> <li>• Creates and design different letter formats effectively in a realistic way.</li> <li>• Has the knowledge about the functioning of computers and its uses.</li> <li>• Apply the learning in drafting letters, formatting in MS word, use MS Excel</li> </ul>		
<b>Credits: 3</b>	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-3 T-0 P-2		
Unit	Topics	No. of Lectures
		<b>25</b>
<b>I</b>	Introduction to Communication, Role, Purpose, Importance & Process of Communication, Characteristics of successful communication. Barriers to Communication.	7
<b>II</b>	Written Communication- Meaning, Purpose, & Principles of Effective Writing, Letters & Reports Writing, Objectives and Purpose.	6
<b>III</b>	Introduction to Computer Systems- Characteristics, Components of Computer Systems (I/O Devices); Operating System: Functions of OS MS Office- MS Word, MS Excel, MS PowerPoint.	6
<b>IV</b>	MS PowerPoint- Creating, Opening and Saving Presentations. Professional Look of the Presentation.	6

#### Suggested Readings:

- 10) Payal Mehra, "Business Communication for Managers", Pearson, Second Edition.
- 11) Meenakshi Raman and Prakash Singh, "Business Communication" Oxford Publication, Second Edition.
- 12) Kaul, A. "Effective Business Communication", Prentice Hall India Learning Private Limited; Second Edition.
- 13) Herta Murphy, Herbert Hildebrandt, Jane Thomas, "Effective Business Communication" McGraw Hill Education; 7th edition.
- 14) Kumkum Bhardwaj, "Fundamental of Business Communication", Dreamtech Press.
- 15) Fundamentals of Computers by Rajaraman, Publisher: Prentice Hall of India, New Delhi
- 16) 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, GroupDiscussions. This will instill in student a sense of decision making and practical learning.

<b>Year</b>	<b>Sem</b>	<b>Subject</b>	<b>Course Code</b>	<b>Core Compulsory/Elective</b>	<b>Course Title</b>	<b>Credit</b>
(MBA 1)	II (MBA-II)	Course 9	MBA-0201	Core Compulsory	Financial Management	4
		Course 10	MBA-0202	Core Compulsory	Marketing Management	4
		Course 11	MBA-0203	Core Compulsory	Human Resource Management	4
		Course 12	MBA-0208	Core Compulsory	Operations & Supply Chain Management	4
		Course 13	MBA-0205	Core Compulsory	Business Research Methods	4
		Course 14	MBA-TP02	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>	
Course outcomes: On completion of this course, a learner will be able to		
<ul style="list-style-type: none"> <li>• Appraise &amp; analyze the role and functions of a finance manager.</li> <li>• Assess the utility of concepts and principles of financial management.</li> <li>• Apply the concepts in implementing &amp; analyzing investment, financing, and dividend decisions</li> </ul>		
Credits: 4	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-4 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	10
<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.	10
<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.	10
<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.	10
<b>Suggested Readings:</b> <ol style="list-style-type: none"> <li>1. Brealey and Myers (2018), Principles of Corporate Finance, , McGraw Hill</li> <li>2. Van Horne, J. C. (2011). Financial Management and Policy. Pearson India: Rastogi R.P. (2018), Fundamentals of Financial Management, , Taxman</li> <li>3. Khan M Y and Jain P K, (2018), Financial Management-Text Problems and Cases, 8<sup>th</sup> Edn, Mc Graw Hill, India</li> <li>4. Pandey I.M.(2021) Financial Management, , 12th Edition Pearson India</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: 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: 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-4 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>	Marketing Management- Core Marketing Concepts, Scope, Importance; Creating and Capturing Customer Value; Marketing Management Philosophies and Orientations; Marketing Management Tasks; Marketing Myopia; Analyzing the Marketing Environment.	10
<b>II</b>	Understanding Consumers: Consumer Buying Behavior, Consumer Decision Making; Market Segmentation, Targeting and Positioning; Concept of Product, Product Levels; New Product Development; Product Life Cycle – stages and strategies, Product Differentiation; Branding, Packaging and Labelling; New Product Development, Product Life Cycle, Branding, Packaging and Labelling, Consumer Adoption Process	10
<b>III</b>	Developing Pricing Strategies and Programs- Understanding Pricing, Setting the Price methods, Adapting the Price; Marketing Channels- Role, Functions and Flows of Marketing channels, Channel levels, Channel-Design Decisions, Managing Channel Conflicts.	10
<b>IV</b>	Marketing Communications- Characteristics of Marketing Communication Mix, Integrated Marketing Communications; The Communications Process Models; The emerging Trends in Marketing- Green Marketing, Mobile Marketing, Digital and AI based Marketing.	10
<b>Suggested Readings:</b> <ol style="list-style-type: none"> <li>1. Ramaswamy, V.S. &amp; Namakumari, S, (2018) “Marketing Management Global Perspective Indian Context”, 6<sup>th</sup> Edn. Sage Publications, India.</li> <li>2. Kotler, P., Keller, K.L., Koshy, A. and Jha, M. (2009), Marketing Management: A South Asian Perspective, 13<sup>th</sup> ed., Prentice Hall, India,</li> <li>3. Philip Kotler, Kevin lane Keller, Alexander Chernev, Jagdish N. Sheth, G.Shainesh, (2022). “Marketing Management”   Indian Case Studies Included  16<sup>th</sup> Edn., Pearson Education India.</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>Human Resource Management</b>	
<b>Course outcomes:</b> 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: 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-4 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>	Human Resources Management - Context and Concept of People Management in a Systems Perspective - Organization and Functions of the HR and Personnel Department - HR Structure and Strategy. Workforce Diversity, Human Resource Information System (HRIS).	10
<b>II</b>	Manpower Planning; Job Analysis- Job Description Job Specification; Job Evaluation; Recruitment- Purpose, Importance, Types; Selection- Need, Importance, Method; Placement, Induction & Orientation, Transfer, Promotion, Demotion, Discharge.	10
<b>III</b>	Training & Development-Nature, Objectives, Scope of Training and Development, Assessment of Training Needs for Managerial, Methods and Techniques of Training; Performance Appraisal, Nature, Objectives and Methods. Compensation Management- Concepts, Benefits and Types; Performance Management.	10
<b>IV</b>	Wage Structure, Fringe, Benefits, Financial and Non-Financial Benefits; Collective Bargaining; Industrial Disputes- Causes and Settlement; Disciplinary action and Grievance Handling.	10
<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 <sup>24</sup>	Semester: II
Subject: MBA		
Course Code: MBA-0208	Course Title: <b>Operations &amp; Supply Chain Management</b>	
<b>Course outcomes:</b> On completion of the course the learner will be able to <ul style="list-style-type: none"> <li>• Understand of the basic elements of operations and supply chain management.</li> <li>• Demonstrate of product and service designs, location analysis, Quality concepts and Inventory management.</li> <li>• Understand supply chain linkages – forecasting, sourcing, logistics Demonstrate an understanding of the basic elements of supply chain and operations.</li> </ul>		
Credits: 4	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-4 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; Productivity and the Productivity Challenge; Difference between operations in services and Goods; Current Challenges in Operations Management; Competitive Advantage Through Operations	10
<b>II</b>	Forecasting - Definition and Scope, Types and methods of Forecasting, Qualitative & Quantitative Methods; Production Technology; Process Strategy; Location Strategies; Layout Strategies.	10
<b>III</b>	Introduction to Supply chain; Distribution and logistics in supply chains; Transportation decision, Information technology in supply chain; Outsourcing and procurement- the Bullwhip Effect, Logistics Outsourcing, Green logistics	10
<b>IV</b>	Managing Inventory - Concepts, Objectives, Inventory costs, Inventory control techniques- ABC, VED, FSN and EOQ analysis, JIT, Kanban. Managing Quality- Basic concepts of quality, Total Quality Management, Six Sigma, ISO 9000 and ISO 14000, Statistical Process Control	10
<b>Suggested Readings:</b> <ol style="list-style-type: none"> <li>1. Jacobs and Richard. (2023), Operations and Supply Chain Management: The Core, Sixth Edition, McGraw Hill</li> <li>2. Heizer J and Render B, (2017), Operations Management, 12th edition, Pearson, India.K. Aswathapa, Production and Operations Management, Himalayan Publication.</li> <li>3. R. Panneerselvam, Production and Operations Management, PHI,</li> <li>4. Jay Heizer, Barry Render and Chuck Munson. (2017), Principles of Operations Management: Sustainability and Supply Chain Management, TEN th edition. Pearson Education.</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, Literature Review, Research 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, Secondary data, Collecting primary data- observation, interviews, questionnaires, schedule, Questionnaire Design, Reliability and Validity of scale, 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- t-test, ANOVA, Regression, Factor Analysis, Introduction to Structural Equation Modelling.	11
<b>IV</b>	Importance of Report and Presentation in Management, Report Preparation and Presentation Process, Report Preparation, Report Format, Report Writing, Introduction to 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.		

Year	Sem	Subject	Course Code	Core Compulsory/Elective	Course Title	Credit
2 (MBA 2)	(MBA-III)	Course 15	MBA-0301	Core Compulsory	Managing Innovation and Entrepreneurship	4
		Course 16	MBA-0304	Core Compulsory	Corporate Citizenship	4
		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-MK08	Specialization on (Marketing-1)	Sales and Distribution Management	3
		Course 21	MBA-MK09	Specialization Marketing (Elective-2)	Consumer Behaviour and Advertising	3
		Course 22	MBA-MK10	Specialization (Marketing-3)	Digital and Social Media Marketing	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-TP03	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: 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-0		
Unit	Topics	No. of Lectures
	<b>Part I</b>	<b>45</b>
<b>I</b>	Definition of Entrepreneurship, , Entrepreneurship, and small business. Characteristics of Entrepreneurs, Entrepreneurial Orientation, Entrepreneurial Motivation, , Factors influencing Entrepreneurial Behaviour., 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.	10
<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, 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 Innovation, Social Enterprise, Social Entrepreneur, Cooperative and mutual enterprises,	12
<b>Suggested Readings:</b> <ol style="list-style-type: none"> <li>1. Hisrich, Robert D. &amp; Kearney, Claudine, “Managing Innovation and Entrepreneurship”, Sage Publications Ltd., 2014.</li> <li>2. Mazzarol, Tim and Reboud, Sophie, “Entrepreneurship and Innovation: Theory, Practice and Context”, 4<sup>th</sup> Edition, Springer, 2020.</li> <li>3. Drucker, P., “Innovation and entrepreneurship”, Routledge, 2014.</li> <li>4. Shukla, M., “Social Entrepreneurship in India: Quarter Idealism and a Pound of Pragmatism”, Sage Publications Pvt. Limited, 2019.</li> <li>5. Kumar, A., “Entrepreneurship: Creating and leading an entrepreneurial organization”, Pearson Education, 2012.</li> <li>6. Chauhan Aseem, Joshi Manoj, Kumar A, Abidi S, (2022); VUCA in Start Ups; Jaico Impressions, Mumbai, India</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: III
Subject: MBA		
Course Code: MBA-0304	Course Title: <b>Corporate Citizenship</b>	
Course outcomes: On completion of the course, the learner will be able to		
<ul style="list-style-type: none"> <li>Understand and evaluate ethical issues in Corporate Citizenship and various factors influencing ethical decision making</li> <li>Comply with statutory provisions related to business ethics in India</li> <li>Develop understanding of the global perspective of corporate governance theories and models</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-0		
<b>Unit</b>	<b>Topics</b>	<b>No. of Lectures</b>
	<b>Part I</b>	<b>45</b>
<b>I</b>	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.,	10
<b>II</b>	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. 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; 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.	10

III	Definition of CSR, Importance and Limitations of CSR, Trusteeship Theory of Mahatma Gandhi, Types of CSR: Carroll's Pyramid, Corporate Social Responsibility Voluntary Guidelines, 2009, National Voluntary Guidelines on Social, Environmental and Economic, Responsibilities of Business, CSR under the Companies Act, 2013, Corporate Citizenship – Beyond the Mandate of Law, Global Principles and Guidelines, CSR Audit, Profit maximization vs. social responsibility.	10
IV	Sustainability: Its meaning and scope; Corporate Sustainability and corporate social responsibility; Sustainability Terminologies; Challenges in Sustainability Reporting, Sustainable Development Goals, Triple Bottom Line and Environmental Sustainability, Sustainability Reporting Framework Global Reporting Initiative; Sustainability Indices; Sustainability related Regulatory Framework and Environment in India,	10
<p><b>Suggested Readings:</b></p> <ol style="list-style-type: none"> <li>1. Kumar, Shailendra and Rai, Alok Kumar, “Business Ethics”, Cengage Publishing House, 2019, 1st edition</li> <li>2. Linda K. Trevino, Katherine A. Nelson (2017); Managing Business Ethics: Straight Talk about How to Do It Right, Wiley Publishing House, 6th Edition.</li> <li>3. Bhanumurthy K V (2009): Politics, Ethics and Social Responsibility of Business, Pearson Education India.</li> <li>4. Kamlesh Pritwani (2016); Sustainability of Business in the Context of Environmental Management; TERI</li> <li>5. Rosenberg Mike (2015), Strategy and Sustainability: A Hardnosed and Clear-Eyed Approach to Environmental Sustainability for Business, Palgrave Macmillan</li> </ol>		
<p>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.</p>		

Programme/Class: MBA	Year: 2	Semester: III
Subject: MBA		
Course Code: MBA-FM01	Course Title: <b>Corporate Financial Decisions</b>	
<p><b>Course outcomes:</b> On completion of the course the learner will be able to:</p> <ul style="list-style-type: none"> <li>• Understand the intricacies and integrative nature of financial decision making for creation of value in a corporate firm.</li> <li>• Apply the course outcomes in estimating cash flows emerging from a financial decision.</li> <li>• Recommend 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.	13
<b>II</b>	Investment in Assets, ROA, Principles of Capital Investment, Allocating Capital aligning Corporate Strategy, Capital Budgeting. Risk Management in Projects.	12
<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.	10
<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.	10
<p><b>Suggested Readings:</b></p> <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>		
<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: 2	Semester: III
Subject: MBA		
Course Code: MBA-FM02	Course Title: <b>Security Analysis and Portfolio Management</b>	
<p><b>Course outcomes:</b> : On completion of the course the learner will be able to:</p> <ul style="list-style-type: none"> <li>• Develop a strategic perspective by understanding the principles of financial Investment decisions with respect to various avenues of investment.</li> <li>• Develop required acumen to evaluate the investment environment for various avenues of investment &amp; to formulate strategies for investments in security market.</li> <li>• 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	13
<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.	10
<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	10
<p><b>Suggested Readings:</b></p> <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,</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>		
<p>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.</p>		

Programme/Class: MBA	Year: 2	Semester: III
Subject: MBA		
Course Code: MBA-FM03	Course Title: <b>Working Capital Management</b>	
<b>Course Outcomes:</b> On completion of the course the learner will be able to: <ul style="list-style-type: none"> <li>To understand the various aspects &amp; significance of working capital management.</li> <li>Learn about tools and techniques to manage various components of working capital.</li> <li>Understand various approaches of WCM and to identify optimum level of various components.</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>45</b>
<b>I</b>	Introduction- 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
<b>II</b>	Working Capital Policies- 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.	13
<b>III</b>	Management of Cash- 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.	10
<b>IV</b>	Receivables Management- Concept of Receivable Management, Nature, Significance, Credit Standards, Evaluating the Credit Worthiness of a Customer. Inventory Management- Concept of Inventory Management, Nature, Significance, Benefits of Holding Inventory, and Techniques of Inventory Management (EOQ, ABC, and MRP).	10
<b>Suggested Readings:</b> <ol style="list-style-type: none"> <li>Smith, K V. "Guide to Working Capital Management", McGraw Hill</li> <li>Rustagi, R.P. "Working Capital Management" Taxmann</li> <li>Gupta, S.P. "Management of Working Capital" Sahitya Bhawan Publication.</li> <li>Gupta, R.K. &amp; Gupta, H. "Working Capital Management &amp; Finance: A Hand Book for Bankers and Finance", Notion Press; 1st edition (2021)</li> </ol>		
<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-MK09	Course Title: <b>Consumer Behaviour and Advertising</b>	
Course outcomes: On completion of the course the learner will be able to: :		
<ul style="list-style-type: none"> <li>• Understand the fundamentals of consumer behaviour and advertising.</li> <li>• Develop an understanding of factors that influence consumer behavior.</li> <li>• Learn how to base marketing decisions on consumer insights.</li> <li>• Comprehend the role of advertising in Marketing</li> <li>• Understand and apply the concept of advertising for effective communication with the stakeholders.</li> <li>•</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>	Consumer Behaviour- Concept, Nature and Scope of Consumer Behaviour, Interdisciplinary nature of Consumer Behaviour, Consumer Decision Making – Factors influencing Consumer Behaviour, Consumer Behaviour Models- Economic Model, Psychological Model, Howarth Sheth Model, Engel-Blackwell-Kollat Model, Nicosia Model.	13
<b>II</b>	Consumer Attitude – Attitude formation; Cognitive Dissonance; Attitude-Behaviour Models; CRM, Consumer Perception, Perceived Quality, Perceived Risk, Customer Satisfaction, Customer Loyalty, Customer Retention, Word of Mouth; Emerging Trends of Consumer Research- Green Consumer Behaviour, Online Consumer Behaviour	12
<b>III</b>	Introduction to Advertising – Meaning, Types and Importance of Advertising, Role, Functions, Advertising Agencies; Advertising Process Models- Macro Model; Micro Model- Response Hierarchy Models-AIDA, Hierarchy- of-Effects Model, Innovation-Adoption Model, Communications Model	10
<b>IV</b>	The 5M of Advertising; Developing and Managing an Advertising Program- Setting Advertising objectives, Deciding on the Advertising Budget, Developing the Advertising Campaign & Strategy, Deciding on Media and Measuring Effectiveness, Evaluating Advertising Effectiveness- Communication-Effect Research, Sales-Effect Research	10
<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> <li>5. Hawkins, Motherbaugh, &amp; Mookerjee “Consumer Behavior: Building Marketing Strategy”, Mc-Graw Hill Education; 12th Edition (2017).</li> </ol>		

6. Belch, G.E. and Belch, M.A., "Advertising and Promotion: An Integrated Marketing Communication Perspective" McGraw Hill, New York, 11th ed.

**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 <sup>35</sup>	Semester: III
Subject: MBA		
Course Code: MBA-MK08	Course Title: <b>Sales and Distribution Management</b>	
Course outcomes: On completion of the course the learner will be able to: <ul style="list-style-type: none"> <li>Recognize and demonstrate the significant responsibilities of sales person as a key individual.</li> <li>Describe and Formulate strategies to effectively manage company's sales operations.</li> <li>Evaluate the role of Sales manager and his/ her responsibilities in recruiting, motivating, managing and leading sales team.</li> <li>Illustrate the fundamentals of distribution channels.</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>	Meaning, Role and Importance of Sales Management; Types of Personal Selling; The Sales Management Process; 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.	13
<b>II</b>	Forecasting Market Demand, The Forecasting Process, Sales Forecasting Methods, Sales Organization, Factors Influencing Structure and Design, Types of Organizational Design. Concept of Sales Territory, Designing and Allocation of Sales Territory, Methods of Setting Sales Quota.	12
<b>III</b>	Sales Force Recruitment and Selection, Sources for Sales Force Recruitment, Planning for Sales Force Recruitment, Procedure of Sales Force Selection, Objectives Sales Training Program, Methods and Types of Sales Training, Sales Training Evaluation, Sales Force Compensation Plan, Sales Audit, Evaluating Sales Performance.	10
<b>IV</b>	Distribution Management: - Concept, Role of Distribution Channel, Distribution Channel Strategy, Channel Design Process, Classification Schemes of Channel Flows, Company Channel Design. Channel Information System- Role and Benefits, Components of Channel Information System, Channel Conflict, Conflict Resolution Mechanism.	10
<b>Suggested Readings:</b>		
<ol style="list-style-type: none"> <li>Panda, T and Sahadev Sunil., "Sales and Distribution Management", Oxford, 2019</li> <li>Jobber, D., Lancaster, G., "Selling and Sales Management", Pearson Education, 2015.</li> <li>Johnston, M. W., Marshal, G. W., "Sales Force Management", Tata McGraw-Hill Education, New Delhi, 2013.</li> <li>Still, Cundiff and Govoni, "Sales Management", Pearson Edition. 2007</li> <li>Venugopal, P. (2008). Sales and Distribution Management: An Indian Perspective. India: SAGE Publications.</li> <li></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: 2	Semester: IV
Subject: MBA		
Course Code: MBA-MK10	Course Title: <b>Digital and Social Media Marketing</b>	
<b>Course outcomes:</b> On completion 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>
<b>I</b>	Digital Marketing Overview- Evolution of Digital Marketing, The Emergence of Digital Marketing; Digital Marketing Environment; Internet marketing v/s traditional marketing; Digital Marketing Mix; Digital Marketing Strategy; Internet Marketing in India.	13
<b>II</b>	Creating Customer Value Online; New Product Strategies for Digital Marketing; Pricing Strategies for Digital Marketing; Revenue Models of Digital Platforms- Search engine optimization; paid advertising, search advertising, display advertising, content marketing.	12
<b>III</b>	Distribution Channel Overview; Functions of a Distribution Channel; Overview of Digital Marketing Communication Issues; Integrated Digital Marketing Communication; Web based Advertising.	10
<b>IV</b>	Social Media Marketing and Analytics: data type and collection, structured and semi-structured data, social media metrics, Emerging Digital Marketing- Social media marketing; Email marketing, Mobile Marketing, E-CRM, M-Banking & Fintech Adoption	10
<b>Suggested Readings:</b> <ol style="list-style-type: none"> <li>1. Bly, R.W., "The Digital Marketing Handbook", Entrepreneur Press, 2018.</li> <li>2. Giovannoni, E., "The Digital Marketing Planning", Chasefive.com, Brisbane, 2018.</li> <li>3. Maity, M., "Internet Marketing", Oxford University Press, New Delhi, 2017.</li> <li>4. Puneet Bhatia, Fundamentals of Digital Marketing   Second Edition, 2019   Pearson</li> <li>5. Dave Chaffey &amp; Fiona Ellis-Chadwick, "Digital Marketing: Strategy, Implementation &amp; Practice" Pearson; 7th edition (2019).</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: 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 an 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		
<b>Unit</b>	<b>Topics</b>	<b>No. of Lectures</b>
	<b>Part I</b>	<b>45</b>
<b>I</b>	Introduction to Leadership – Leadership, role and functions of a Leader, Leadership motives, Characteristics of an Effective Leader, Leadership as a process – the complexities of leadership – Effective leadership behaviors and attitudes – Leadership and power, coercion, Management, Trait approach, Leadership Behaviour and styles	13
<b>II</b>	Leadership Development- Meaning, Significance, Principles of learning to develop effective Leadership; Leadership and Creativity, Developing Creative thinking; Motivation theories of Leadership; Leadership in Business in India (few examples). Organizational Culture-Meaning & significance, Managing Organizational Culture.	12
<b>III</b>	Leadership & Team Building, Principles of Team Building, Individual versus Group versus Team; Team Leadership, Collaboration in the workplace, Trust building in business teams, Team Creativity, Team Conflict.	10
<b>IV</b>	Organizational Change – Meaning, Significance & Nature of organizational change, Sources of change, Organizational responses to change, Impact of change on organizations, Resistance to change. Types of change; Perspectives on change – Contingency Perspective – Resource dependence Perspective – Population ecology Perspective – Institutional perspective. (Reference to the change with respect to modern economy specifically post Covid Scenario).	10
<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> <li>5. Robbins, Stephen P., Judge, Timothy A., Vohra, Neharika, “Organizational Behaviour”, Pearson, 2018, 18<sup>th</sup> Edition.</li> <li>6. Anderson, D. L, “Organization Development: The Process of Leading Organizational Change”, Sage Publications, 2019.</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	Programme/Class: MBA
Subject: MBA		
Course Code: MBA-HR02	Course Title: <b>Talent Management and HR Audit</b>	
<p><b>Course outcomes:</b> On completion of the course, the learner will be able to:</p> <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
		<b>45</b>
<b>I</b>	Introduction to Talent Management- Meaning, Role, Significance, Objectives of Talent Management, Scope of Talent Management, Need of Talent Management, Key Processes of Talent Management, Talent vs knowledge people, Source of Talent Management, Consequences of Failure in Managing Talent, Tools for Managing Talent.	12
<b>II</b>	Talent Acquisition: Recruitment and Selection Process, Attracting Candidates, Application forms, Selection methods, Assessment Centers, Psychological Tests- Purpose, Use of tests in Selection process. Approaches to Talent Management: Talent Management Approaches, Developing a Talent Management Strategy.	13
<b>III</b>	Talent Assessment: Conceptual Framework of Performance Management, Performance management process, Objectives of performance management system, Performance management and performance appraisal, Methods of performance appraisal, Conducting Performance Reviews, Improving Performance, 360-degree feedback.	10
<b>IV</b>	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.	10
<p><b>Suggested Readings:</b></p> <ol style="list-style-type: none"> <li>Berger, Lance A. and Berger, Dorothy R., "The Talent Management Handbook", McGraw-Hill, 2017.</li> <li>Armstrong, Michael and Taylor, Stephen, "A Handbook of Human Resource Management Practice", Kogan Page, New York, 2020.</li> <li>Dessler, Gary and Varrkey, Biju, "Human Resource Management", Pearson, India, 2020, Fifteenth Edition.</li> <li>Blanchard, P. Nick, Thacker, James W., and Ram, V. Anand, "Effective Training- Systems, Strategies, and Practices", Pearson, India, 2015.</li> <li>Armstrong, Michael, "A Handbook of Performance Management", Kogan Page, Sixth Edition.</li> <li>Sanghi, Seema, "The Handbook of Competency Mapping: Understanding, Designing and Implementing Competency models in Organizations", Sage, India, 2016.</li> <li>Rao, T.V., "HRD Audit: Evaluating the Human Resource Function for Business Improvement", Sage.</li> </ol>		

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>	
<b>Course outcomes:</b> 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>▪ Develop 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		
<b>Unit</b>	<b>Topics</b>	<b>No. of Lectures</b>
	<b>Part I</b>	<b>40</b>
<b>I</b>	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.	13
<b>II</b>	Factories Act 1948- Concepts, Objectives and Applications Maternity Benefit Act, 1961- Concepts, Objectives and Applications Minimum Wages Act, 1948- Concepts, Objectives and Applications Child Labour (Prohibition & Regulation) Act, 1986- Concepts, Objectives and Applications	12
<b>III</b>	Trade Union Act, 1926 - Concept, Nature, Objectives and Applications. Collective Bargaining – Meaning, objective, functions, types of bargaining, bargaining process, Essentials of successful collective bargaining, Worker’s Participation in Management – Concept, Nature, Objectives and Applications. U.P. Shops & Establishments Act, 1962 - Main provisions related to the act.	10
<b>IV</b>	Code of Discipline, Concept, Nature, Objectives and Applications. Disciplinary proceedings: Misconduct, Domestic Enquiry, implications of preliminary enquiry, Charge-sheet, nature, scope and criticality of charge sheet, contents of charge sheet, show-cause notice, role of Enquiry Officer, Report of the Enquiry Officer.	10
<b>Suggested Readings:</b>		
<ol style="list-style-type: none"> <li>1. Sharma, R.C., “Industrial Relations and Labour Legislation”, PHI Learning Private Limited, Delhi, 2016.</li> <li>2. Srivastava, S.C., “Industrial Relations and Labour Laws”, Vikas Publishing House, New Delhi, 2012, Sixth Revised Edition.</li> <li>3. Katju, Markandey, “Domestic Enquiry”, Lexis Nexis, India, 1999, Sixth Edition.</li> <li>4. Taxmann’s New Labour &amp; Industrial Laws, 2020</li> <li>5. Labour Laws 2021, Commercial, Commercial Laws Publishers India Pvt. Ltd., 2020.</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, Quizzes and Cases.

Year	Sem	Subject	Course Code	Core Compulsory/Elective	Course Title	Credit
	IV	Course 27	MBA- 0401	Core Compulsory	Strategic Management	4
		Course 28	MBA-FM04	Specialization Finance (Elective-4)	Corporate Restructuring and Valuation	3
		Course 29	MBA-FM05	Specialization Finance (Elective-5)	Banking and Financial Services	3
		Course 30	MBA-FM06	Specialization Finance (Elective-6)	Corporate Tax Planning	3
		Course 31	MBA-FM07	Specialization Finance (Elective-7)	International Financial Management	3
		Course 32	MBA-FM08	Specialization Finance (Elective-8)	Financial Derivatives	3
		Course 33	MBA-MK05	Specialization Marketing (Elective-4)	Rural Marketing	3
		Course 34	MBA-MK06	Specialization (Marketing-5)	Customer Relationship Management	3
		Course 35	MBA-MK07	Specialization (Marketing-6)	International Marketing	3
		Course 36	MBA-MK11	Specialization (Marketing-7)	Green Marketing	3
		Course 37	MBA-MK12	Specialization (Marketing-8)	Services 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	3
		Course 43	MBA-TP04	Core Compulsory	Dissertation	8
		Course 44	MBA-E002	Minor/ Open Elective for Other Faculty/Department	Start-up and Entrepreneurship	3

Programme/Class: MBA	Year: 2	Semester: IV
Subject: MBA		
Course Code: MBA-0401	Course Title: <b>Strategic Management</b>	
<b>Course outcomes:</b> 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: 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-1 P-0		
<b>Unit</b>	<b>Topics</b>	<b>No. of Lectures</b>
	<b>Part I</b>	<b>60</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: Vision, Mission, and Strategic Goals, Value, Building and Creating Competitive advantage.	15
<b>II</b>	Strategy Formulation- Mission & Objectives, Business Strategy; External Environment Analysis: PEST, PESTAL; Competitive Environment Analysis: Porter's five forces model, Industry analysis: VUCA concept, Internal Analysis: resource Based View, Value Chain Analysis, Generic Strategies; Strategic Analysis and Choice: BCG, SWOT, TOWS, SPACE Matrix.	15
<b>III</b>	Strategy Implementation- Matching Structure with Strategy, Measurement of Performance Organizing and Structure- Stages of Corporate Development, Organizational Life-Cycle, Matrix Structure, Network Structure, Reengineering and Strategy Implementation, Staffing, Leading, Action Planning, Turnaround, Rejuvenation and Transformation.	15
<b>IV</b>	Evaluation and Control- Strategic Control Process: Strategic Alert, Implementation Control and Strategic Surveillance; Types of Controls, Activity-based Costing, Enterprise Risk Management, Primary Measures of Corporate Performance, Balance Scorecard Approach, Benchmarking.	15
<b>Suggested Readings:</b> <ol style="list-style-type: none"> <li>1. Wheelen, T. L. et al., (2020), "Strategic management and business policy globalization, innovation, and sustainability", Pearson,</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> <li>5. Kazmi, "Strategic Management and Business Policy", McGraw Hill, 3rd Edition</li> <li>6. Abidi, S., Joshi, M. (2015). The VUCA Company. India: Jaico Publishing House.</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 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> On completion of the course, the learner will be able to		
<ul style="list-style-type: none"> <li>• Develop practical insights and understanding of approaches to corporate restructuring activities.</li> <li>• Understand the role of corporate restructuring for growth of firms.</li> <li>• 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.	13
<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.	10
<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.	10
<b>Suggested Readings:</b>		
<ol style="list-style-type: none"> <li>1. Donald M DePamphilis, Mergers, Acquisitions and Other Restructuring Activities, Academic Press</li> <li>2. Aswath Damodaran, Investment Valuation, Wiley, Third Edition</li> <li>3. Enrique R Arzac, Valuation for mergers, Buyouts and Restructuring, Wiley India</li> <li>4. Sudi Sudarsanam, Creating Value from Mergers and Acquisitions, Pearson</li> <li>5.</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: IV
Subject: MBA		
Course Code: MBA-FM05	Course Title: <b>Banking and Financial Services</b>	
<b>Course outcomes:</b> On completion of the course, the learner will be able to <ul style="list-style-type: none"> <li>• Understand the basics of Indian financial systems and its components.</li> <li>• Familiarize with the conceptual understanding of the various types of banking &amp; financial services available and associated regulatory framework.</li> <li>• Understand about 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>

		<b>45</b>
<b>I</b>	Banking & Financial Services – Role of banks in financial system. Sources and application of bank funds. 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.	13
<b>II</b>	Merchant Banking: Meaning, Features, 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, ESOPs and disinvestment.	12
<b>III</b>	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, contents of lease agreements, rights and obligation of leasing parties, limitations of lease financing.	10
<b>IV</b>	Venture Capital: meaning, features, scope, significance, method of valuation, stages of venture capital financing, analyzing venture capital proposals. 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.	10

**Suggested Readings:**

1. Financial Services, R. Shanmugham, Wiley.
2. Financial Services, Gurusamy, McGraw Hill
3. Management of Financial services, C Rama Gopal, Vikas Publication
4. Financial services, M Y Khan , Tata McGraw Hill
5. Merchant Banking, Machiraju H.R., New Age publication
6. Handbook of Merchant banking and Financial services, J.C Verma, Bharat Law House
7. Financial Markets and Services, Gordon & Natarajan, Himalaya Publication

8. Management of Banking and Financial Services, Padmalatha Suresh and Justin Paul, Pearson

**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-FM06	Course Title: <b>Corporate Tax Planning</b>	
<p><b>Course outcomes:</b> On completion of the course, the learner will be able to</p> <ul style="list-style-type: none"> <li>• Grasp the basic concepts and procedures of corporate tax planning &amp; management under the provisions of Income Tax Act.</li> <li>• Develop demonstrable understanding of the principles and concepts of Corporate Tax Planning which will help them identify and optimally apply the concepts.</li> <li>• 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.	13
<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	12
<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	10
<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	10
<p><b>Suggested Readings:</b></p> <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> <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 instil 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: IV
Subject: MBA		
Course Code: MBA-FM07	Course Title: <b>International Financial Management</b>	
<b>Course outcomes:</b> On completion of the course, the learner will be able to		
<ul style="list-style-type: none"> <li>Understand 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>Understand 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>Identify and manage the 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- Importance, Nature, Scope, Finance function, emerging challenges in International Financial Management- recent changes in global financial markets, Goal of International Financial Management, Relationship between IFM and other management areas- International Financial environment (theory).	13
<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.	12
<b>III</b>	Foreign Exchange Market- Meaning, Features & Major Participants of Foreign Exchange Market; Spot Market and its Features, Currency Arbitrage in Spot Market, Speculation in Spot Market; Forward Market and its Features, Arbitrage in Forward Market, Forward Market Hedging, Speculation in Forward Market.	10
<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.	10
<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>Eun, 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 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-FM08	Course Title: <b>Financial Derivatives</b>	
<b>Course outcomes:</b> On completion of the course, the learner will be able to <ul style="list-style-type: none"> <li>• Understand about the concept of derivatives and its types.</li> <li>• Acquaint the knowledge on options and futures.</li> <li>• 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.	13
<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.	12
<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.	10
<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.	10
<b>Suggested Readings:</b> <ol style="list-style-type: none"> <li>1. Hull, J., Options: Futures and other Derivatives, Prentice Hall, New Delhi.</li> <li>2. Kolb, Robert W: Understanding Futures Markets, Prentice Hall Inc., New Delhi.</li> <li>3. Kolb, Robert: Financial Derivatives, New York Institute of Finance, New York.</li> <li>4. Rajeev P.V &amp; Mathur H.P.: Fundamental of derivatives &amp; Commodities Derivatives, Vijay Prakashan Mandir.</li> <li>5. 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-MK05	Course Title: <b>Rural Marketing</b>	
<b>Course outcomes:</b> On completion 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		
<b>Unit</b>	<b>Topics</b>	<b>No. of Lectures</b>
	<b>Part I</b>	<b>45</b>
<b>I</b>	Rural Marketing: Nature, Definition, Scope & Importance in India; Rural Marketing Mix, classification of rural markets, rural vs. urban markets, Characteristics of Rural consumer. Factors influencing rural marketing; Rural Marketing Environment; 4As of Rural Marketing; Problems in rural marketing; Rural Demand.	13
<b>II</b>	Consumer education & consumer movement in rural India, Role of government & NGOs in rural marketing. Digitalizing the Indian rural markets; Rural Consumer and Consumer Behaviour; Segmenting, Targeting and Positioning, Product Strategy, Branding in Rural India, Communication Strategy and Various Media Channels.	10
<b>III</b>	Distribution Strategy: Accessing Rural Markets, Coverage Status in Rural Markets, Channels of Distribution, Public Distribution System, Co-operative Societies, Prevalent Rural Distribution Models – Distribution Models of select FMCG Companies; Innovative Practices in Rural Areas: <del>Project Shakti</del> Direct Distribution outreach reach to Rural India; Pricing strategies in rural marketing.	12
<b>IV</b>	Implementation Approach; The emergence of Organized retailing in Rural India; Problems in Marketing of agricultural inputs in Rural India; Future of Rural Marketing in India; Rural marts, Social and Agricultural Marketing; E-Rural marketing; Marketing of Rural Industrial Products,	10
<b>Suggested Readings:</b> 1. Krishna M Acharyulu C. S. G., Rama Krishnan Lalitha, Rural Marketing: Text and Cases, Pearson Education. 2. Kashyap, P., Raut, S. (2005). The Rural Marketing Book (Text & Practice) (With Cd). India: Dreamtech Press. 3. Gopaldaswamy, T. P. (2010). Rural Marketing, Environment, Problems and Strategies. India: Vikas Publishing House Pvt. Limited.		
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>	
<b>Course outcomes:</b> On completion of the course, the learner will be able to: <ul style="list-style-type: none"> <li>• Understand and appreciate the relationship of 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.	13
<b>II</b>	Customer Satisfaction- Concept, Customer Satisfaction Models, Measuring Customer Satisfaction; Customer Loyalty - Concept, significance and dimensions of Customer Loyalty, Factors affecting Loyalty; Customer acquisition and retention; Service Quality Gaps and bridging of Gaps, Service Quality Measurement Scales; Customer profitability. Customer life time value.	12
<b>III</b>	e-CRM in Business – Features and Advantages of e-CRM., Technologies of e-CRM, 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, Developing, managing and using customer-related databases; Important CRM software; Emerging Contemporary issues in Customer Relationship Management.	10
<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>	
<p>Course outcomes: On completion of the course, the learner will be able to:</p> <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		
<b>Unit</b>	<b>Topics</b>	<b>No. of Lectures</b>
	<b>Part I</b>	<b>45</b>
<b>I</b>	Concept of International Marketing and Management Orientations, Significance, Multinational corporations; Analysis of International Marketing Environment, Opportunities & Challenges, Drivers of globalization, Cultural dynamics & management, Cross Cultural Behavior, Political, Legal & Regulatory Environments, Technological Factors.	13
<b>II</b>	Understanding Global Customers; International Marketing Intelligence; Segmentation, Targeting & Positioning in International Markets; Competitive Analysis & Strategy; Various Modes of Entry in International Markets; Factors affecting selection of Entry Modes. Export Documentation	12
<b>III</b>	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.	10
<b>IV</b>	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.	10
<p><b>Suggested Readings:</b></p> <ol style="list-style-type: none"> <li>1. Keegan, "Global Marketing", Pearson.</li> <li>2. Sak Onkvisit and John Shaw, "International Marketing-Analysis and Strategy", Taylor &amp; Francis.</li> <li>3. Varshney &amp; Bhattacharya, "International Marketing Management", Sultan Chand &amp; Sons.</li> <li>4. Kotler, Keller, Koshy, Jha, Marketing Management, 14<sup>th</sup> edition, Pearson Education, India</li> <li>5. Joshi Rakesh Mohan, 2<sup>nd</sup> Edition, International Marketing, Oxford Higher Education, India</li> </ol>		
<p>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.</p>		

Programme/Class: MBA	Year: 2	Semester: IV
Subject: MBA		
Course Code: MBA-MK11	Course Title: <b>Green Marketing</b>	
<b>Course outcomes:</b> On completion of the course, the learner will be able to: <ul style="list-style-type: none"> <li>• Understand the basic concepts of green marketing and green products.</li> <li>• Describe the importance of green marketing to the natural environment from the perspective of consumers and businesses.</li> <li>• Understand the opportunities and challenges in designing and implementing green marketing strategies for eco-advantage.</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>	Green Marketing- Meaning, Concept & Evolution of Green Marketing, Importance of green marketing; Classification of Green Products and Offerings; Green Washing and Skepticism; Green Marketing Mix and Tools- Strategies to Green Marketing.	13
<b>II</b>	The Consumption - Environment Interface: Our Common Future: Issues of Sustainability, The Environment and Consumption, The Environment and Business, Competitive advantage and the environment-Eco-Costs Advantage, Green Differentiation.	12
<b>III</b>	Pro-environmental Behaviour- Environmental Concern, Green consumer motives and buying behaviour, Green Marketing Strategy- Green Segmentation, Green Positioning and Advertisements, Eco-Branding, Eco-Labeling; Green Pricing.	10
<b>IV</b>	Emerging Practices in Green Marketing: Green Marketing & Sustainability Reporting, Organic Foods, Green Energy Consumption, Green Transportation and Services.	10
<b>Suggested Readings:</b> <ol style="list-style-type: none"> <li>1. Dahlstrom, Robert (2011). Green Marketing Management, South Western Cengage Learning, Mason, USA.</li> <li>2. Ottman, Jacquelyn A. (1998). Green Marketing: Opportunity for Innovation (2nd edition); NTS Business Books, Illinois.</li> <li>3. Esty, C. Daniel and Winston, Andrew S. C. (2006). Green to Gold: How smart companies use environmental strategy to innovate, create value and building competitive Advantage, Yale University Press.</li> <li>4. Belz, Frank-Martin &amp; Peattie, Ken (2012). Sustainability Marketing: A Global Perspective (2nd Edition). Wiley.</li> <li>5. Ottman, Jacquelyn A. (1998). The New Rules of Green Marketing: Strategies, Tools, and Inspiration for Sustainable Branding, Berrett-Koehler Publishers.</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: IV
Subject: MBA		
Course Code: MBA-MK12	Course Title: <b>Services Marketing</b>	
<b>Course outcomes :</b> On completion of the course, the learner will be able to::		
<ul style="list-style-type: none"> <li>• Acquaint with the special characteristics of services relevant for marketing</li> <li>• Understanding the customer satisfaction and service quality, and</li> <li>• Evaluate the financial implications of improvement in services.</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 Services Marketing, Understanding Service Characteristics, Product versus Services, Classification of Services, Services Marketing Environment; 7Ps of Services Marketing;	13
<b>II</b>	Delivering Services- Customer Expectations and Perceptions of Services, Understanding Employees and Customers Role in Service Delivery; Service Quality Gaps, The Service Performance Gap, and Models on Service Quality, Key Factors and Strategies for Closing the Gap.	12
<b>III</b>	The Service Segmentation, Targeting, Positioning in the marketplace, Designing Service Processes- Designing Servicescapes; Developing Service Blueprint; Service Pricing and Revenue Management; Service Marketing Communications; Distributing Services Through Physical and Electronic Channels.	10
<b>IV</b>	Managing Customer Relationships and Building Loyalty; Marketing of Services with special reference to Financial Services - Health Services; Hospitality Services including Travel, Hotels and Tourism - Professional Services – Public Utility Services - Communication Services - Educational Services.	10
<b>Suggested Readings:</b>		
<ol style="list-style-type: none"> <li>4. Christopher H. Lovelock, Services Marketing: People, Technology, Strategy, Pearson Education Asia.</li> <li>5. Jochen Wirtz and Christopher Lovelock (2022). Services Marketing: People, Technology, Strategy, World Scientific Publishing.</li> <li>6. Zeithaml, Bitner, Gremler &amp; Pandit (2018) Services Marketing - Integrating Customer Focus Across the Firm, McGraw Hill Education; 8<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 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-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 HR 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): 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 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.	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.	13
<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 Communication and Negotiation, Conflicts and cultural differences.	10
<b>IV</b>	International HR: Key HR Challenges facing organizations working internationally, Core functions of IHRM and Managing Diversity- Recruitment, Selection Process, Expatriates (International Adjustment), Expatriation & Repatriation Management, International Industrial Relations.	10
<b>Suggested Readings:</b> <ol style="list-style-type: none"> <li>1. Armstrong, Michael, "Strategic Human Resource Management", Kogan Page, New York / New Delhi, 2021, Seventh Edition.</li> <li>2. Azmi, Feza Tabassum, "Strategic Human Resource Management", Cambridge University Press, United Kingdom, 2019, First Edition.</li> <li>3. Storey, John, Patrick M. Wright, and Dave Ulrich, "Strategic human resource management: A research overview", Routledge, 2019.</li> <li>4. Kandula, Srinivas R., "International Human Resource Management", Sage, 2018.</li> <li>5. Aswathappa, K. and Dash, Sadhana, "International Human Resource Management", Mc-Graw Hill, 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>	
<b>Course outcomes:</b> 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 Management, Knowledge transfer, Technologies for Knowledge Management, Organizational Learning Systems and Knowledge Management, Knowledge Management Tools.	13
<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.	12
<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.	10
<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.	10
<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: : On 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 places</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	13
<b>III</b>	Workmen Compensation Act,1923 – Concept, Scope, Objectives and Application. Payment of Wages Act,1936 – Concept, Scope, Objectives and Application.	10
<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.	10
<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>	
<b>Course outcomes :</b> On completion of the course, the learner will be able to:: <ul style="list-style-type: none"> <li>• Have 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		
<b>Unit</b>	<b>Topics</b>	<b>No. of Lectures</b>
	<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.	10
<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, Changing Behaviors through Counseling; Specific Techniques of Counseling;	13
<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.	10
<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>	
<p><b>Course outcomes:</b> : On completion of the course, the learner will be able to: Have an integrated perspective on role of HRM in modern business.  Plan human resources and implement techniques of job design  Display the competency to recruit, train and appraise the performance of employees  Have an understanding for the rational design of compensation and salary administration  Have an ability to handle employee issues and evaluate the new trends in HRM</p>		
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>	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. Need for HR Planning, Steps in HR Planning, Importance, Obstacles in HR Planning, Effective decision making, Linking of HR Planning with other HR Functions.	13
<b>II</b>	HR Forecasting- Introduction, Needs for Forecasting, Steps in Forecasting, Demand and Supply Forecasting, Demand Forecasting techniques, Benefits of forecasting, Issues of shortage and surplus.	12
<b>III</b>	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.	10
<b>IV</b>	Measurement of HR Planning- HR Audit, Introduction, definition, Process of HRA, Need and Significance, Objectives for HRA, Advantages, Methods of HRA.	10
<p><b>Suggested Readings:</b></p> <ol style="list-style-type: none"> <li>1. Mamoria, C.B.(et.al.), Dynamics of Industrial Relations, (H.P.H)</li> <li>2. Patten, Thomas H, Manpower planning and Development of Human Resource, Wiley</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.		

**Minor Open Elective for Other faculty/department**

Programme/Class: MBA	Year: 2	Semester: IV
Subject: MBA		
Course Code: MBA-E005	Course Title: <b>Start-Up and Entrepreneurship</b>	
Course outcomes: : On completion of the course, the learner will 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: 3	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		
<b>Unit</b>	<b>Topics</b>	<b>No. of Lectures</b>
		<b>45</b>
<b>I</b>	<b>Being an Entrepreneur:</b> The Entrepreneurship theory and definition, Entrepreneurship traits, The Entrepreneurial Ecosystem, Entrepreneurs and Strategic Decisions, Sustainability of Entrepreneurship, Organizational Form–Partnership, Sole Proprietorship	13
<b>II</b>	<b>Customer Discovery:</b> Entrepreneurial Opportunity Search and Identification; Market Intelligence, Market Analysis, Market Research, Developing Your Business Model, The Role of Selling in a Startup, Sales Forecasting for Startups, Social Media Promotion Tools	12
<b>II I</b>	<b>The Financial Road Map:</b> Planning/Budgeting, Developing a Financial Roadmap, Financial Statements, Alternative Sources of Funding, Role of Government in Entrepreneurship development, Financial Support and Schemes, SIDBI, MSME, PMKVY.	10
<b>I V</b>	<b>Business Plan and Pitching business idea:</b> <b>Business Plan:</b> Need & Objectives, Target Audience, Description of the Current Situation: Basic Company Information, Products/Services, Future Goals, Vision, and Mission, Description of Opportunity and Market; Description of the Business Model, the Marketing and Sales Strategy, Risk Analysis and Possible Exit Strategies. Building a Strong Presentation, Innovative Methods of Presenting a Business Plan.	10
<b>Suggested Readings:</b>		
<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>		
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.		