



JHARKHAND
Rai University

Master of Business Administration

Batch: 2024-2026

Syllabus

Vision

To evolve as an institute of academic excellence and develop students who serve the society by being a leading Centre of knowledge creation and communication in the area of commerce and management.

Mission

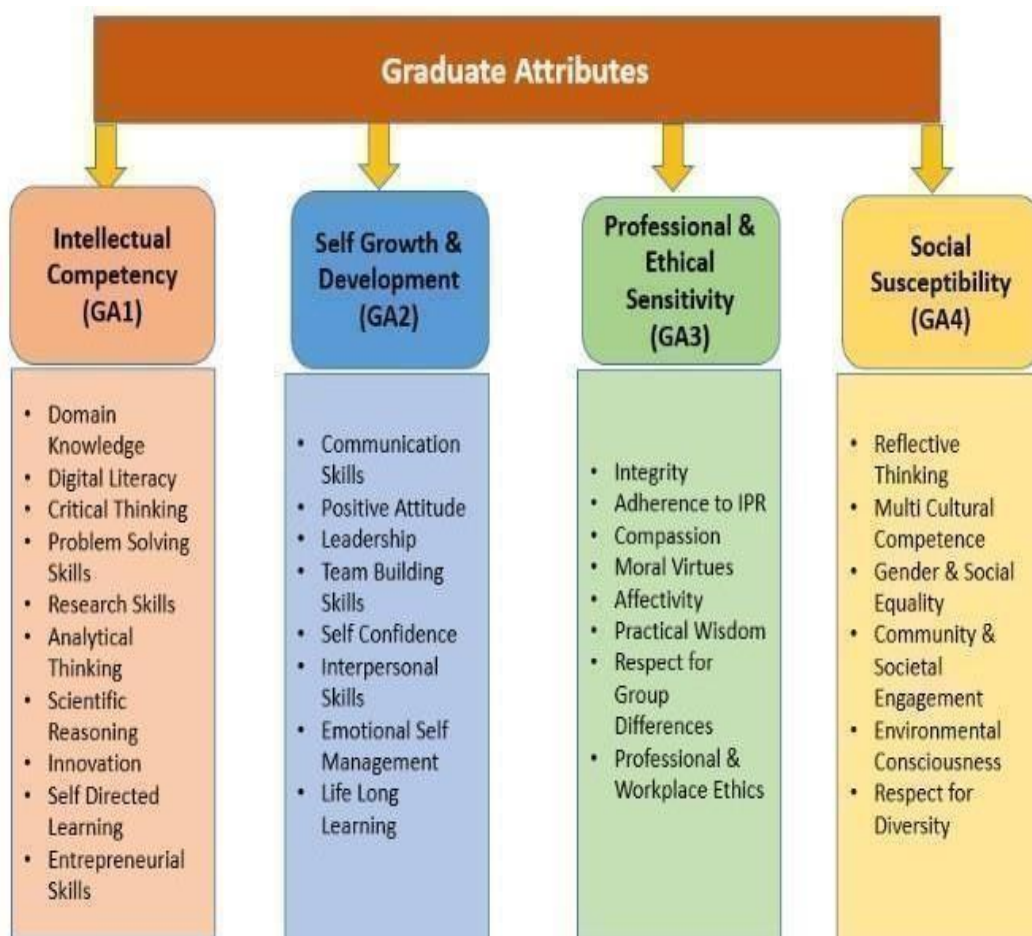
- To educate and equip diverse group of students with the analytical ability, management perspectives, knowledge and skills required to deal with the challenges of today's global business environment.
- Encourage academic research, innovative thinking & self-employment through entrepreneurship.
- To make each student proficient in synthesizing/analyzing information and be ethical, socially responsible, and just when making business decisions.

Graduate Attributes

Jharkhand Rai University is a mecca of transformative education which strongly believes in the holistic development of students. The university provides the cutting-edge of holistic learning to develop promising youngsters into leaders of tomorrow with globally relevant, future-ready and actionable intelligence. The objective of the Department is to make each student proficient in synthesizing/analysing information and be ethical, socially responsible, and just when making decisions. JRU ensures inclusive and equitable quality education and promote lifelong learning opportunities for all.

Every graduate of the Department will be developed to possess the following attributes:

1. Intellectual Competency
2. Self-Growth & Development
3. Professional & Ethical Sensitivity
4. Social Susceptibility



Program Educational Objectives (PEO)

PEO1: To facilitate students in gaining the conceptual understanding of management theories and its application in resolving complex managerial problems in a rational way

PEO2: To inculcate the aptitude for research, continuous learning and innovative thinking

PEO3: To develop essential entrepreneurial skills to undertake entrepreneurial ventures

PEO4: To equip with the required communication skills, teamwork and leadership skills

PEO5: To inculcate a spirit of Ethics and Social Commitment to add value to the society

Program Outcome (PO)

On successfully completing the MBA program the student will be able to:

PO1: Understand Business Management holistically and application of the knowledge of management science to solve complex corporate problems

PO2: Self-motivated persistence in acquiring knowledge and competencies in order to expand skillset and develop future opportunities

PO3: Identify business opportunities, design and implement innovations in workspace

PO4: Ability to communicate effectively and function effectively as an individual, and as a member or leader in diverse teams

PO5: Exhibit an understanding and application of ethical principles at both the professional and societal levels

Mapping of PEO and PO

POs	PEOs				
	PEO 1	PEO 2	PEO 3	PEO 4	PEO 5
PO 1	3	2			
PO 2	3	2	1		
PO 3		3	2		
PO 4	3			2	
PO 5					3

(High-3, Medium-2 & Low-1)

Course Component of MBA program having 106 Credits

Category of Course	PEOs	Curriculum Content (Total no. of credits of the programme)	Curriculum Content(% of total number of credits of the program)
Core Courses focused on employability/ skill development	PEO1	50	47.17 %
Dept. Elective Courses focused on employability/ skill development	PEO2/PEO4	39	36.79 %
Open Elective Courses		3	2.83 %
Courses focused on entrepreneurship	PEO3	4	3.77 %
Value-added courses imparting transferable and life skills	PEO5	10	9.43 %
Total		106	100.0 %

Detailed Assessment Scheme

Assessment Scheme

CIA- Continuous Internal Assessment (30 Marks)

Assessment Parameters	Assessment Tools	Marks	Percentage (%)	Bloom's Taxonomy Category	Bloom's Taxonomy Level LOT/HOT
Assignment 1	Assignment consisting of minimum 5 Questions	10	33.3	Remember, Understand, Apply	LOT
Assignment 2	Assignment consisting of minimum 2 Questions	10	33.3	Analyze, Evaluate, Create	HOT

Teacher Assessment/ Class Participation

Class Participation	Brainstorming, Discussion, Attendance, Extempore or any other activity	5	16.67		
EC & CC Activities	Extracurricular & Co-Curricular Activities	5	16.67		

'ESE- End Semester Examination (70 Marks)

Bloom's Taxonomy Category	ESE Question Paper Section	Percentage (%)	Bloom's Taxonomy Level LOT/HOT
Remember	A	30	LOT
Understand	A		
Apply	B	40	LOT/ HOT
Analyze	B		
Evaluate & create	C	30	HOT

Course Scheme
MBA 2024-2026
Choice Based Credit System

SEM 1

NSQF/National Credit Framework (NCrF) Credit	Code	Subject	L	T	P	Credits	
Level 6	11.511	Principles of Management & Organizational Behavior	4	0	0	4	
	11.502	Quantitative methods	3	1	0	4	
	11.503	Managerial Economics	3	0	0	3	
	11.507	Computer application for Business	3	0	0	3	
	11.510	Business Law and Ethics	3	0	0	3	
	11.509	Financial Reporting, Statement Analysis	3	0	0	3	
	40M.101	Life Skills 1	2	0	0	2	
	MBVAC 101	Character Building & Holistic Development of Personality-I	2	0	0	2	
	24						
	SEM 2						
		Code	Subject	L	T	P	Credits
		11.602	Departmental elective (MIS)	3	0	0	3
		11.552	Human resource management	3	0	0	3
		11.553	Marketing Management	3	0	0	3
		11.557	Corporate Finance	3	0	0	3
		11.558	Operation Research	3	0	0	3
		11.559	Marketing Research	3	0	0	3
	11.551	Production & Operations Management	3	0	0	3	
	MBVAC 102	Character Building & Holistic Development of Personality-II	2	0	0	2	
23							
SEM 3 CORE PAPERS							
	Code	Subject	L	T	P	Credits	
	11.605	Project Management and Entrepreneurship Development	4	0	0	4	
		Open elective (MOOC)	0	0	0	3	
	MBVAC 201	Character Building & Holistic Development of Personality-III	2	0	0	2	
	11.603	Summer Training	0	0	0	3	
12							
SPECIALISATION PAPERS - FINANCE MANAGEMENT							

Code	Subject	L	T	P	Credits
11.621.5	Taxation	3	0	0	3
11.621.6	Investment analysis and portfolio Management	3	0	0	3
11.621.7	Managing Bank and financial institutions	3	0	0	3
					9
HUMAN RESOURCE MANAGEMENT					
Code	Subject	L	T	P	Credits
11.622.5	Compensation and Benefit management	3	0	0	3
11.622.6	Workforce Planning and Talent Acquisition	3	0	0	3
11.622.7	Leadership and Team Building	3	0	0	3
					9
MARKETING MANAGEMENT					
Code	Subject	L	T	P	Credits
11.623.5	Product and Brand Management	3	0	0	3
11.623.3	Sales and Distribution Management	3	0	0	3
11.623.2	Consumer Behavior	3	0	0	3
					9
INFORMATION TECHNOLOGY					
Code	Subject	L	T	P	Credits
11.624.5	Data mining for business decisions	3	0	0	3
11.624.6	Strategic Management of IT	3	0	0	3
11.624.7	Managing digital innovation and transfer	3	0	0	3
					9
SEM 4 - CO RE PAPERS					
Code	Subject	L	T	P	Credits
11.604	Corporate strategy	3	0	0	3
11.652	Environmental Management	3	0	0	3
11.653	Project Work	3	0	0	3
MBVAC 202	Character Building & Holistic Development of Personality- IV	2	0	0	2
UMC 101	Managing Personal Finance##	2	0	0	0
					11

Level 6.5

SPECIALISATION PAPERS - FINANCE MANAGEMENT					
Code	Subject	L	T	P	Credits
11.671.5	International Finance	3	0	0	3
11.671.8	Corporate Restructuring, mergers & Acquisition	3	0	0	3
11.671.7	Financial Derivatives	3	0	0	3
					9
HUMAN RESOURCEMANAGEMENT					
Code	Subject	L	T	P	Credits
11.672.5	International HRM	3	0	0	3
11.672.6	Employee relation	3	0	0	3
11.672.7	Strategic HRM	3	0	0	3
					9
MARKETING MANAGEMENT					
Code	Subject	L	T	P	Credits
11.673.5	Services Marketing	3	0	0	3
11.673.2	Retail management	3	0	0	3
11.673.6	International Marketing	3	0	0	3
					9
INFORMATION TECHNOLOGY					
Code	Subject	L	T	P	Credits
11.674.5	E-Commerce and digital market	3	0	0	3
11.674.6	Managing software project	3	0	0	3
11.674.7	IT consulting	3	0	0	3
					9
Departmental Elective					
Code	Subject	L	T	P	Credits
11.602	Management Information system	3	0	2	3

Total Credits	106
Sem 1	24
Sem 2	23
Sem 3	30
Sem 4	29

Dual Specialization in Semester 3 & Semester4 with Marketing as compulsory specialization Paper

Semester – I

Program: MBA

Semester: I

Course: Principles of Management & Organizational Behavior

Course code- 11.511

L	T	P	C
4	0	0	4

Course Learning Objective:

CLO 1: To provide a basic understanding of the theories, principles, concepts and essentials of management.

CLO 2: To apply the tools and techniques to be used in the performance of the managerial job.

CLO 3: To apply basic principles of leadership, motivation and performance management.

CLO 4: To analyze different aspects of behavior at work & connect with the organizational behaviour theories and workplace issues.

Course Outcome:

On the completion of the Course, the students will be able to:

CO1: Understand the fundamental theories, principles, concepts, and essentials of management.

CO2: Utilize relevant tools and techniques for effective performance of managerial responsibilities.

CO3: Demonstrate basic principles of leadership, motivation, and performance management in organizational settings.

CO4: Analyze workplace behavior and relate it to organizational behavior theories and real-world workplace issues.

Course content:

Topics	Hours
Unit I: Management and its various functions	
<ul style="list-style-type: none"> • Definition, Nature, Importance and Functions of Management, Difference between Administration & Management; Mintzberg's Managerial roles. • Evolution of management thought and Thinkers: Scientific Management Principles & General administrative Principles, Approaches: Behavioral approach, Systems approach, Contingency approach. • Planning: Features & importance of planning, Types of Plans, Steps in planning, Management by Objectives. Organizing: Nature, Importance & Process • Directing: Definition, importance & Principles of Direction Coordination: Features, Need, Types & Techniques; Span of management 	15
Unit II: Departmentation, Staffing & Controlling	
<ul style="list-style-type: none"> • Departmentation: Definition, Types of Departmentation. Line & Staff concept. Power & Authority, Delegation of Authority, Centralization Vs De-Centralization. • Staffing: Definition, Manpower planning, Factors affecting staffing, Recruitment & Selection, Communication: Functions, Process, Types & Barriers in communication. • Controlling: Process, types, control techniques: Key areas of control. 	15
Unit III: Understanding Individuals	
<ul style="list-style-type: none"> • Organization Behaviour: Definition, Importance, Fundamental Concepts of OB, Evolution of Organizational Behaviour; Contributing Disciplines to OB Field; Learning: Theories of Classical Conditioning, Reinforcement; Linking Organizational Behaviour with organizational effectiveness strategy. • Perception: Importance, Factors influencing Perception, Personality: Types, Factors Affecting Personality, Theories, Motivation; Motivational Factors; Motivational Theories; Applications of Motivation in Organizations; Leadership: Meaning, Features, Trait, Behavioral and Contingency <p>Theories – Leadership Styles, Leaders Vs Managers, Managerial Implication of Individual Behaviour.</p>	18
Unit IV: Group Behaviour & Organizational System Level Behaviour.	
<ul style="list-style-type: none"> • Stages of group Development; Group Dynamics; Power and Politics; Organizational Culture - Value dimensions of national culture; Conflict: functional vs Dysfunctional conflict, Sources, Types of conflict, Individual, Group, Organizational conflict and conflict resolution. 	12

Suggested Reading:

1. *Essentials of Management, Harold Koontz & Weirich: (Tata McGraw Hill)*
2. *Principles & Practices of Management, L.M. Prasad, S.Chand*
3. *Management, Stephen Robbins, INS Pub.*
4. *Management, Stoner Freeman & Gilbert Jr - Prentice Hall of India, 6th Edition*
5. *Organizational Behaviour by Stephen P. Robbins & Tim A. Judge, Publisher: Prentice Hall of India Private Limited*
6. *Organizational Behaviour by Fred Luthans, Publisher: McGraw Hill*
7. *Organizational Behaviour by Aswathappa K, Publisher: Himalaya Publishing House*
8. *Principles of Management by T. Ramasamy, Publisher: Himalaya Publishing House*

Program: M B A

Semester: I

Course: Quantitative Methods

Course Code: 11.502

L	T	P	C
3	1	0	4

Course Learning Objective:

CLO 1: Analysis and interpretation of quantitative information.

CLO 2: An understanding of the basic ideas underlying statistical methods at an introductory level.

CLO 3: An understanding of certain mathematical tools of business decision making like correlation, regression.

CLO 4: Practical Application of Hypothesis and various test related to it.

CLO 5: Introduction about advance probability and its application for solving real world problems.

CLO 6: Understanding the concept of time series analysis and its applications to solve business problem.

COURSE OUTCOME:

On completion of this course, the students will be:

CO 1: Able to find the central tendency and dispersion of a random variable.

CO 2: Able to find the Hypothesis for framing suitable policies and take decisions relating to wages, prices and consumption etc.

CO 3: Able to find the relationship between variables through mathematical tools - correlation & regression as well as understand its practical application in real world.

CO 4: Able to solve real world problems of probability using certain theorem and axioms.

CO 5: Demonstrate an ability to apply various statistical and sampling tools to solve business problem

CO 6: Able to apply the concept of time series analysis to solve real world problems

Course Content:

Topics	Hours
Unit I: Introduction to Statistics	
Introduction to statistics: meaning, scope, importance and limitations, applications of inferential statistics in managerial decision-making. Analysis of data: source of data, collection, classification, tabulation. Measures of Central tendency: Arithmetic, weighted, geometric mean, median and mode. Measures of Dispersion: Range, Quartile deviation, Mean deviation, Standard deviation Coefficient of variation	15
Unit II: Probability	
Probability: Probability, Axioms of Probability, Conditional Probability, Baye's Theorem. Probability Distributions: Random Variables, Probability Distribution, Binomial Distribution, Poisson distribution, Continuous Random Variables, Normal Distribution, Mathematical Expectation, Moments, Moment generating function and Characteristic function.	15
Unit III: Sampling & Sampling Distributions:	
Sampling & Sampling Distributions: Concept and definitions, sampling, probability samples and non-probability samples, relationship between sample size and errors, simple numerical only. Hypothesis Testing: Sampling theory; Formulation of Hypotheses; Application of t-test, F-test and Chi-Square test, techniques of association of attributes & testing. Test of significance for small sample.	15
Unit IV: Time Series Analysis, Correlation and Regression analysis	
Time Series Analysis -Mathematical Model, Variations Trend, Methods of measuring Secular Trend, Measurement of seasonal. Correlation and Regression analysis: Correlation, Rank correlation meaning, application of regression analysis, difference between correlation & regression analysis, regression equations.	15

Suggested Reading:

1. *Business Mathematics*, Kashyap Trivedi ((2010)), 1st edition, Pearson Education
2. *Mathematics for Management*, Raghavachari. M. ((2004)), McGraw Hill Education.
3. *Gupta & Gupta, An Introduction to Statistical Methods*, Vikas Publications.
4. *Practical Business Math: An Applications Approach*, Tuttle Michael, D. (2008), 8th Edition, PrenticeHall.

Program: MBA
Semester: I
Course: Managerial Economics
Course Code: 11.503

L	T	P	C
3	0	0	3

Course Learning Objective:

- CLO 1: Understand the concept, nature and scope of managerial economics, the roles of managers in firms, internal and external decisions to be made by manager and an understanding of micro & macroeconomics.
- CLO 2: To develop an understanding of the concept of consumer behaviour through different approaches, indifference curve, concepts of demand theory, elasticity of demand and factors affecting it.
- CLO 3: It includes production, factors of production, production function, laws of production, concept of cost, cost function, different types of cost, economies and diseconomies of scale.
- CLO 4: To enable learners to understand about perfect competitive market and price discrimination as well as pricing under monopoly, perfect competition, monopolistic and oligopoly market structure.

Course Outcome:

On completion of the Course, the students will be able to:

- CO 1: Understand the nature, definition and concept of economics, managerial economics and its applications in real world business problems. Also analyze the difference between micro and macroeconomics.
- CO 2: Apply the concept of cardinal & ordinal utility approach, diminishing marginal utility and equi-marginal utility with a systematic theoretical framework. And analyze the demand as well as income cross and advertising elasticity of demand and supply conditions to assess the position of a company.
- CO 3: Evaluate fixed and variable factors of production, law of variable proportion and laws of returns to scale. And understand short run, long run cost, explicit & implicit cost, private and social cost for cost analysis decision.
- CO 4: Analyze competition strategies, including costing, pricing, product differentiation, and market environment according to the natures of products and the structures of the markets.

Course Content:

Topics	Hours
Unit I: Managerial Economics:	
Introduction to Managerial Economics and Fundamental concepts: Nature, Scope, Definitions of Managerial Economics, Contribution and Application of Business Economics to Business. Micro vs. Macro Economics.	7
Unit II: Consumer Behavior and Demand Analysis:	
Cardinal Utility Approach, Diminishing Marginal Utility, Law of Equi-Marginal Utility. Ordinal Utility Approach, Indifference Curves, Marginal Rate of Substitution. Demand Theory: Theory of Demand, Law of Demand, Movement along vs. Shift in Demand Curve, Elasticity of demand Concept & Measurement of Elasticity of Demand, Factors Affecting Elasticity of Demand, Income Elasticity of Demand, Cross Elasticity of Demand, and Advertising Elasticity of Demand.	12
Unit III: Theory of Production & Cost Analysis Decisions:	
Meaning and Concept of Production, Factors of Production and Production function, Fixed and Variable Factors, Law of Variable Proportion (Short Run Production Analysis), Law of Returns to a Scale (Long Run Production Analysis) through the use of ISO QUANTS. Cost Analysis Decisions: Concept of Cost, Cost Function, Short Run Cost, Long Run Cost, Economies and Diseconomies of Scale, Explicit Cost and Implicit Cost, Private and Social Cost.	14
Unit IV: Market Analysis:	
Pricing Under Perfect Competition, Pricing Under Monopoly, Control of Monopoly, Price Discrimination, Pricing Under Monopolistic Competition, Pricing Under Oligopoly.	12

Suggested Reading:

1. *Economics*, P. Samuelson, W. Nordhaus. (2009) 18th Edition, McGraw Hill Education.
2. *Managerial Economics*, Dwivedi, D.N (2008), 7th edition, Vikas Publishing House.
3. *Managerial Economics in a Global Economy*, Salvatore. D. ((2006)), 6th edition, Oxford University Press.
4. *Microeconomics for Managers*, David Kreps. (2009). 1st edition, Viva Books Pvt. Ltd.
5. *Managerial Economics*, H. Craig Petersen and Sudhir K. Jain ((2006), 4th edition, Pearson Education.
6. *Economics*, David C. Colander (2008) 8th ed. McGraw Hill Education.

Program: MBA

Semester: I

Course: Computer Application for Business

Course code: 11.507

L	T	P	C
3	0	0	3

Course Learning Objective:

CLO 1: Understand the meaning and basic components of a computer system,

CLO 2: Explain and identify different computing machines during the evolution of computer system,

CLO 3: Gain knowledge about five generations of computer system, and the functions of a computer,

CLO 4: Identify and discuss the functional units of a computer system, Identify the various input and output units and explain their purposes.

CLO 5: Understand the role of CPU and its components, and the concept and need of primary and secondary memory

CLO 6: Discuss the advantages, limitations and applications of computers

Course Outcome:

On the completion of the Course, the students will be able to:

CO 1: Gain familiarity with the concepts and terminology used in the development, implementation and operation of business application systems.

CO 2: Explore various methods that Information Technology can be used to support existing businesses and strategies.

CO 3: Investigate emerging technology in shaping new processes, strategies and business models.

CO 4: Achieve hands-on experience with productivity/application software to enhance business activities.

CO 5: Accomplish projects utilizing business theories, Internet resources and computer technology.

CO 6. Work with simple design and development tasks for the main types of business information systems

Course Content:

Topics	Hours
Unit I: Introduction:	
Evolution of Computers, Characteristics, Classification Generations; Computer Architecture: Components of Computer Systems (I/O Devices); Computer Memory; Data Representation; Introduction to Software: Relation Between Hardware and Software; Types of Software: System Software, Application Software; Software Development Life Cycle; Introduction to Algorithm; Flow chart. Contribution of BKS in Computer Application for Business	12
Unit II: Operating System	
Functions of OS, Evolution of Operating Systems: Serial Processing, Batch Processing, Multiprogramming; Types of Operating System; Operating System Techniques Multitasking, Multithreading, Multiprocessing; Some Popular Operating Systems: DOS (Disk Operating System), UNIX Operating System, Linux, Microsoft Windows, Microsoft Windows NT	12
Unit III: Data Processing; File Management System	
File Types, File Organization, File Utilities; Database Management System: Database Models, Main Components of a DBMS, Creating and Using a Database	10
Unit IV: Basic Elements of a Communication System	
Data Transmission Modes, Transmission Basics; Types of Data Transmission Media; Modems, Analog versus Digital Transmission; Need for Computer Communication Networks; Types of Networks; Network Topologies; Network Protocol; The Future of Internet Technology; Internet Protocol; World Wide Web; E-mail; Search Engines	11

Suggested Readings:

1. *Fundamentals of Computers* by Rajaraman, Publisher: Prentice Hall of India, New Delhi
2. *Data Communication & Computer Network* by White, Publisher: Thomas Learning, Bombay
3. *Business Data Communication* by Shelly, Publisher: Thomson Learning, Bombay
4. *Computer Fundamentals* by B.Ram, New Age Int.
5. *Computer Fundamentals* by P.K Sinha, Priti Sinha, Publisher Kalyani Publishers, 2nd Edition, 2003

Program: MBA
Semester: I
Subject: Business Law & Ethics
Code: 11.510

L	T	P	C
3	0	0	3

Course Learning Objective:

CLO1: To understand ethical principles, corporate responsibility, and governance for effective decision-making in business.

CLO2: To understand the general principles of the Indian Contract Act, 1872, including essentials, types, formation, performance, discharge, and remedies for breach of contract.

CLO3: To understand key provisions of the Companies Act, 2013 related to company types, governance, capital, and restructuring

CLO4: To understand consumer protection mechanisms and the resolution of industrial disputes, including collective bargaining.

Course Outcome:

On the completion of the Course, the students will be able to:

CO1: Apply ethical principles, corporate responsibility, and governance frameworks to make informed and responsible business decisions.

CO2: To interpret and apply the general principles of the Indian Contract Act, 1872, in relation to contract formation, performance, discharge, and remedies.

CO3: Understand and apply the provisions of the Companies Act, 2013 concerning company types, management, capital structure, and corporate restructuring.

CO4: To analyze consumer protection frameworks and apply methods for resolving industrial disputes, including collective bargaining techniques

Course Content:

Topics	Hours
Unit I: Introduction to Business Ethics	
Nature and importance of ethics and moral standards; corporations and social responsibilities, scope and purpose of business ethics; Ethics in business functional areas; industrial espionage; solving ethical problems; governance mechanism.	10
Unit II: Indian Contract Act 1872	
Indian Contract Act – 1872 General Principles of Contract Act-Introduction, Essentials of a valid contract, Agreement and contract, Types of contracts, Proposal and Acceptance, Capacity to contract, Free consent, performance and discharge of a contract, remedies on breach of a contract.	12
Unit III: Companies Act 2013	
Companies Act, 2013 Introduction, Types of Companies, Memorandum & Articles of Association, Prospectus, Meetings, Appointment and removal of directors& managers, Membership of a company, Issue of Capital, Amalgamation and Reconstruction	8
Unit IV: Consumer Protection Act 1986 & Unit V: Industrial Dispute	
The Consumer Protection Act, 1986; Object – Rights of Consumers –Important Terms- Consumer Complaint – Consumer Protection Councils – Redressal Machinery – District Forum – State Commission – National Commission. Nature of Industrial Dispute. Causes of Industrial Dispute – Types of conflict Resolution – Statutory& Non-Statutory-Collective Bargaining – Meaning, Characteristics, Need, Importance, Process, Pre-requisites	15

Suggested Reading:

1. Velasquez, M. G. (2019). **Business ethics: Concepts and cases** (8th ed.). Pearson.
2. Bhatia, S. K. (2008). **Business ethics and managerial values: Concepts and cases**. Deep & Deep Publications.
3. Gopalkrishna, C. (2006). **Corporate social responsibility**. ICFAI University Press.
4. Banerjee, R. P. (2005). **Ethics in business and management: Concepts, cases and dilemmas**. Himalaya Publishing House.
5. Kuchhal, M. C., & Kuchhal, V. (2023). **Business legislation for management** (6th ed.). Vikas Publishing House.
6. Chadha, R., & Chadha, S. (2020). **Corporate laws** (5th ed.). Mayur Paperbacks.
7. Bansal, V., & Arora, A. (2022). **Corporate law** (3rd ed.). Vikas Publishing House.
8. Kumar, A. (2021). **Corporate laws** (2nd ed.). International Book House Pvt. Ltd.
9. Singh, A. (2023). **Law of contract and specific relief** (13th ed.). Eastern Book Company

Program: MBA

Semester: I

Course: Financial Reporting Statement and Analysis

Course Code: 11.509

L	T	P	C
3	0		3

Course Learning Objective:

CLO 1: Understand the scope, objectives and branches of financial accounting, Journal, Ledger, Trial Balance as well as errors disclosed by it and preparation of P/L statement and Balance sheet for ascertaining the financial position of the business.

CLO 2: To develop an understanding of the concept of depreciation, methods of depreciation, amortization, obsolescence, depletion and an understanding of capital and revenue expenditures and receipts.

CLO 3: Understanding of the concepts of cost, elements of cost, cost sheet and techniques of costing and provide students with an understanding of the importance of standard costing and variance analysis as a tool of cost reduction.

CLO 4: To enable learners to understand, develop and apply the principles and functions of management accounting and role of budgeting in business management as well as classifications of budget and essentials of effective budgeting.

Course Outcome:

On completion of the Course, the students will be able to:

CO 1: Understand the concepts and format for journal entries, ledger posting, preparation of trial balance, methods of allocating error in trial balance and analyze a firm's financial activities using financial statement analysis tools to know the company's overall performance.

CO 2: Analyze the factors affecting depreciation, fixed & reducing instalment method and analyse the difference between capital and revenue expenditure.

CO 3: Understand the concepts of cost, evaluate different types of cost, cost sheet, methods of costing, marginal costing and its application in real life. Also evaluate the material and labor cost variance for cost control.

CO 4: Apply management accounting and its objectives in facilitating decision making and create cash flow & fund flow statement in planning for intermediate and long-term finance as well as understand the benefits of different types of budgets in an organization

Course Content:

Topics	Hours
Unit I: Introduction to Financial Accounting	
Introduction; Scope and Objectives; Branches of Accounting; Accounting Principles and Standards. Journalizing Transactions: Recording of Transaction, Advantages of Journal, Classification of Accounts and its Rules, Compound Entries; Ledger: Introduction, Posting and its Rules; Trial Balances: Trial Balance Preparation, Errors Disclosed by Trial Balance, Methods of Allocating Errors in Trial Balance. Profit and Loss Statement; Balance Sheet; Final Accounts: Adjustments.	20
Unit II: Depreciation	
Meaning, definition, obsolescence, depletion, amortization, fluctuation, causes of depreciation, factors affecting depreciation, methods of providing depreciation, accounting treatment, fixed and reducing instalment system their advantages and change in method. Capital Expenditure; Revenue Expenditure; Deferred Revenue Expenditure; Capital Receipts; Income Statements:	8
Unit III: Cost Accounting	
Basic Cost Concepts; Components of Total Cost; Elements of Cost and Cost Sheet; Methods, Systems and Techniques of Costing. Standard costing and variance analysis (materials, labour): Marginal costing and its application in managerial decision making, Generally Accepted Generally Accepted Cost Accounting Principles (GACAP), Cost Audit, Standards on Cost Auditing.	7
Unit IV: Management accounting	
Concept, need, importance and scope; Principles, Functions and Scope of Management Accounting; its Limitations; Management Accountant: Functions; cash flow statement, fund flow statement, Budgetary control-meaning, need, objectives, essentials of budgeting, different types of budgets;	10

Suggested Readings:

1. *Accounting for Management, Maheshwari. S.N (2009). 2nd Edition. Sultan Chand & Sons*
2. *BASIC Accounting, M.Y.Khan and P.K.Jain (2010) 5th Edition, Tata Mc Grew Hill.*
3. *Accounting Theory and Practice, Glautier. M.W.E. And Underdown B. (2010). Financial Times/ Pearson*
4. *Management Accounting, M.A. SAHAF- S.chand*
5. *Comprehensive Accountancy By S.A.Siddiqui*
6. *Jain S.P. and Narang K.L. Advanced Cost Accounting, Kalyani Publishers Ludhiana.*
7. *Khan M.Y. and Jain, P.K. Management Accounting, TMH, N. Delhi*

Program: MBA

Semester: I

Course: Life Skills 1

Course Code: 40M.101

L	T	P	C
2	0	0	2

CLO 1: To understand core communication concepts, types, and how to overcome common barriers.

CLO 2: To learn to write professional business letters and concise professional documents

CLO 3: To excel in Professional Communication

CLO 4: To apply social and professional etiquette and foster teamwork.

Course Outcome:

On completion of the Course, the students will be able to:

CO 1: Able to identify communication barriers and apply strategies to communicate clearly

CO 2: Produce professional, well-structured business letters and internal communications.

CO 3: Create strong employment documents (resumes, applications) and perform well in interviews.

CO 4: Demonstrate appropriate social and professional etiquette, contributing positively to any environment.

Course Content:

Topics	Hours
Unit I: Fundamentals of Communications	
Communication: Meaning, Definition, Process, types (verbal and Non – verbal), forms, Importance. Barriers of Communication: Causes, linguistic barriers, interpersonal barriers, Cultural barriers, physical barriers, Organizational barriers. BKS - Foundation of Five Layers of Human Personality(Panchkosha)	5
Unit II: Writing Skills	
Nature and functions of letters, principles, styles of presentations – Business letter: meaning, structure and format, types (letter of enquiry, letter of placing order, letter of giving instructions, letter of legal transactions, letter of complaint, sales letter)	8
Unit III: Professional Writing	
Introduction to professional writing, Writing of clarity and conciseness, memos and e – mail – Purpose and format, writing style and tone, visual communication (importance visual communications) – Employment Communication Resume & Job Application - Difference between Curriculum Vitae, Resume and Bio data Writing E-Mail Notice, Memo, Circular & Minutes Writing - Interview – Kinds, Importance and Process	8
Unit IV: Social and Professional Etiquettes	
Introduction to social and Professional Etiquettes, communications Etiquettes, cultural awareness and adaption, professional presence and image – Netiquettes – Corporate Etiquette Social Etiquettes – Need for etiquette (impression, image, earn respect, appreciation, etc) Aspects of social and cultural/corporate etiquette in promoting teamwork.	9

Suggested Reading:

- *Corporate Employability Skills, Lokesh Mehra, Sanjiva Shankar Dubey, S.P. Singh; CEGR*
- *"Excellence in Business Communication" by John V. Thill and Courtland L. Bovée:*
- *"Business Correspondence and Report Writing" by R.C. Sharma and Krishna Mohan (Tata McGraw-Hill Education)*
- *Business Etiquette: A Guide for the Indian Professional" by Shital Kakkar Mehra (HarperCollins India)*
- *Effective Business Communication" by H.N. Singh (Excel Books)*
- *"Professional Communication" by Koneru Aruna (McGraw Hill Education India)*

Program: MBA

Semester: I

Course: Character Building & Holistic Development of Personality I

Course Code: MBVAC 101

L	T	P	C
2	0	0	2

Course Learning Objective:

CLO 1: To create awareness among students about Pancha Kosha and Annamaya Kosha and impart significance of good health.

CLO 2: To prepare the students for playing positive role for self, family, society, nation and the world.

CLO 3: To generate awareness about health through Yoga among students.

CLO 4. To develop intellectual emotional development

Course Outcome:

On completion of the Course ,

CO1: Students will understand the fundamentals of spiritual and mental health.

CO2: Students will be able to analyze the behavioral aspects of an individual.

CO3: Students will be able to explain the importance of yoga in one's life.

CO4: Students will be able to develop self-reliance and manage their own behavior

Topics	Hours
Unit I: Cognitive Development	
<ul style="list-style-type: none"> • PanchaKosha - General Introduction, Concept and its Importance (Indian concept of Panchakosha) - Basic study of Panchakosha described in Upanishads. • Annamaya Kosha - Importance and significance of food in the process of construction, development and enrichment of the Annamaya Kosha • External Personality - Importance and significance of the Annamaya Kosha. • Development of Annamaya Kosha and the creation of a healthy, strong, vigorous, tolerant, elastic and elegant body. • Dimensions - Physical Education, Sports, Health Education, Healthy food, Sanitation and Cleanliness, Physical Labour and Environmental Protection. • BKS - Foundation of Five Layers of Human Personality(Panchkosha) 	9
Unit II: Moral Spiritual Development	
<ul style="list-style-type: none"> • Contribution of great Indian Personalities in the process of Character-Building and Personality Development (especially in the context of Human, Society and Nation building). • Mahatma Buddha, Maharishi Valmiki, Sant Ravidass, Guru Jambheshwar and Guru Nanak Dev. 	7
Unit III: Physical Development	
<ul style="list-style-type: none"> • General Introduction: Exercises and Surya Namaskar. • Asana - Introduction and types, (Asanas in standing position) - Tadaasana, Vrikshaasana, Chakraasana and Trikonaasana. • Pranayama - Introduction: Deep-breathing, Anuloma-Viloma and Kapal-Bhati. • Hasta Mudra – Introduction: Gyana Mudra and Vaayu Mudra 	8
Unit IV: Intellectual – Emotional Development	
<ul style="list-style-type: none"> • Self-Reliance, Nishkama Karma Yoga • Etiquettes, Responsibility towards Society, Ideal Teacher, Moral Values, Time Management and the Goal of My Life. 	6

Suggested Reading:

- Personality Development, Swami Vivekananda, Advaita Ashram, Kolkata
- Rabindranath Tagore: An Interpretation, Sabyasachi Bhattacharya, Penguin Delhi

Semester – II

Program: MBA
Semester: II
Course: Data Analysis using Spreadsheet
Course code: 11.602

L	T	P	C
3	0	0	3

Course Learning Objective:

CLO 1: Introduces Excel basics, focusing on managing worksheets—naming, moving, grouping, protecting, and organizing sheets using tools like freeze panes and split screen.

CLO 2: Students will learn to create and format tables, use different chart types, and apply tools like data validation, goal seek, and scenario manager for better data control and analysis

CLO 3: Building basic to advanced formulas, using multi-sheet references, and applying functions like logical, lookup, statistical, and conditional for data analysis.

CLO 4: Students will learn to summarize data using Pivot Tables, automate tasks with macros, clean data using Power Query, and build dynamic dashboards.

Course Outcome:

On the completion of the Course:

CO1: Students will be able to handle multiple worksheets, navigate efficiently, organize data, and secure spreadsheet content for better data management.

CO2: Students will design effective tables and charts, apply data tools to manage and validate data, and perform scenario-based analysis for decision-making.

CO3: Students will create accurate formulas, use key functions, troubleshoot errors, and apply logic-based functions to support complex data analysis.

CO4: Students will create Pivot Tables, automate workflows, clean and transform data, and develop dashboards for effective business reporting.

Course Content:

Topics	Hours
Unit I: Introduction to Excel	
Managing Worksheets: Introduction- Naming and Moving Worksheets Copying Worksheets Adding, Deleting and Hiding Worksheets - Grouping Worksheets - Moving, Copying, Deleting and Hiding Grouped Worksheets, Splitting the Screen, Freezing Panes, Copying and Pasting Data between Spreadsheets, Protecting worksheets, Hide & Unhide.	10
Unit II: Data Tables & Charts	
Tables: Insert table and Style Options-Add Rows and Columns Performa Function in a Table-Summarize with Pivot Table. Charts: Types - Instant Chart - Update Chart - Column Chart -Picture Fill- Line Chart - Scatter Chart - Chart Styles - Chart Layouts - Add Labels, Axis Options, Chart Title, Legends, Data Labels. Data Tools: Data Validation - Drop-Down Lists - Removing Duplicates - Text to Columns Goal Seek –Scenario Manager	12
Unit III: Excel Formulas & Functions	
Referencing Formulas: Multiple Sheet References - Consolidating Data - With or Without Links –Trace the Precedents and Dependents- Using of Watch Window. Excel Range and Formulas: Range-Naming range-Building Basic Formulas Creating Advanced Formulas-Using Range Names in Formulas – Trouble shooting Formulas. Working with Excel Functions: Text Functions - Logical and Information Functions – LOOKUP Functions: VLOOKUP, VLOOKUP Exact Match, HLOOKUP, HLOOKUP Exact Match - Date and Time Functions –Math and Statistical Functions – Database Functions. Conditional Logic : IF Statement –Nested IF-AND-OR-NOT-IFERROR-SUMIF-AVERAGEIF	10
Unit IV: Pivot Tables, Macros, Data Cleaning, analysis and Dashboards	
Pivot Tables: Creating Pivot Tables - Choosing Fields – Pivot Table Layout - Filtering Pivot Tables-Modifying Pivot Table Data- Pivot Charts. Macros: Macro Security - Recording a Macro - Assign a Macro to a Button or Shape - Run a Macro upon Opening a Workbook-Inspect and Modify a Macro Data Cleaning: Methods of Cleaning Data, usage of Power query Data Analysis: Descriptive and exploratory data analysis. Dashboards: Preparing Dynamic Dashboards using charts and pivot tables	13

Suggested Reading:

1. *Management Information Systems: D.P. Goyal. MacMillon.*
2. *Management Information Systems Davis & Olson, McGraw-Hill.*
3. *Information Systems for Management Murdick, Ross, &Clagett. PHI, 3rd edition*

Program: MBA

Semester: II

Course: Human Resource Management

Course Code: 11.552

L	T	P	C
3	0	0	3

Course Learning Objective:

CLO 1: To develop an understanding of the different dimensions of the management of human resources, with reference to different HRM policies and practices.

CLO 2: To develop the relevant skills necessary for application in HR related issues in the organization.

CLO 3: To incorporate the understanding of various HR concepts along with the domain concept in order to take correct business decisions.

Course Outcome:

On the completion of the Course, the students will be able to:

CO 1: Develop the understanding of the concept of human resource management and to understand its relevance in organizations.

CO 2: Develop necessary skill set for application of various HR issues.

CO 3: Integrate the knowledge of HR concepts to take correct business decisions.

CO 4: Handle the contemporary issues in HRM.

Course Content

Topics	Hours
Unit I: Fundamentals of Human Resources Management (HRM)	
Meaning, Nature and Scope, Difference between HRM and Personnel Management, HRM functions and objectives, Evolution of HRM environment – external and internal, Human Resources Development in India, evolution and principles of HRD, HRD vs. Personnel functions, Role of HR managers, Contribution of Bhartiye Knowledge System (BKS) in Training & Development.	10
Unit II: Human Resources Planning	
Definition, purposes, processes and limiting factors; Job Analysis: Job Description, Job Specification, Recruitment: The systematic approach to recruitment, recruitment policy, recruitment procedures, recruitment methods and evaluation, Selection: procedure, designing and methods and process evaluation, understand leadership challenges and strategies, Negotiation & Assertiveness skills, Mapping personal leadership and learning journey, Expanding professional and personal networks.	12
Unit III: Placement, Induction and Internal mobility of human resource	
Training of employees—need for training-objectives- approaches --methods-training environment- areas of training- Training evaluation. Performance Appraisal: Definition, Purpose of appraisal, Procedures and Techniques including 360-degree Performance Appraisal, Job Evaluation, Methods of Job Evaluation.	9
Unit IV: Compensation & Contemporary Issues in HR	
Compensation: Nature and Objectives of compensation, components of pay structure in India, Fringe Benefits, Discipline and Grievance Procedures: Definition, Disciplinary Procedure, and Grievance Handling Procedure, Industrial Relations: Nature, importance and approaches of Industrial Relations, Promotion, Transfer and Separation: Promotion – purpose, principles and types; Transfer – reason, principles and types; Separation, resignation, Voluntary Retirement Scheme.	14
Contemporary Issues in HR – Human Resource Information Systems, Human Resource Audit, and Human Resource Accounting, Strategic Human Resource Management: Nature of Strategies and Strategic Management	

Suggested Reading:

1. *Human Resource and Personnel Management- Aswathappa K, (Tata McGraw Hill, 5th Ed.).*
2. *Human Resource Management, Text and Cases- Rao VSP, (Excel Books, 2nd Ed.)*
3. *Human Resource Management- John Ivansovich, (Tata McGraw Hill, 10th Ed.)*
4. *Human Resource Management- Gary Dessler, (Prentice Hall, 10th Ed.)*

Program: MBA
Semester: II
Course: Marketing Management
Course Code: 11.553

L	T	P	C
3	0	0	3

Course Learning Objectives

CLO 1: This course aims to familiarize students with the marketing function in organizations

CLO 2: To make students understand the marketing environment

CLO 3: To help students learn about marketing process for different types of products and services

CLO 4: To equip the students with understanding of the Marketing Mix elements and sensitize them to certain emerging issues in Marketing

Course Outcomes

On completion of this course:

CO 1: Students will demonstrate knowledge in the functional area of marketing management.

CO 2: Students will demonstrate analytical skills in identification and resolution of problems pertaining to marketing management.

CO 3: Students will demonstrate the ability to plan, develop & execute marketing Strategies.

CO 4: Students will be able to formulate marketing mix based on the emerging trends in the field of marketing.

Course Content:

Topics	Hours.
Unit I: Introduction to Marketing Management	
Introduction: Definition, Importance and Scope of Marketing, Philosophies of Marketing Management. Elements of Marketing - Markets and Marketers; Marketing Vs. Selling, Consumer Markets and Industrial Markets. Concept of Marketing Management, Marketing – Mix, Functions of Marketing Management. Contribution of BKS towards Marketing management	9
Unit II	
Marketing Information System: Concept and Components. Understanding Consumer Behaviour- Introduction, Importance & Process. Factors influencing Consumer Buying Behaviour, Understanding Business Buyer Behaviour. Marketing Environment: Marketing Research, Market Segmentation, Segmenting the Market, Benefits /Purpose and Limitations of Market Segmentations, Market Segmentation Procedure, Basis for Consumer/Industrial Market Segmentation. Market Targeting – Introduction, Procedure. Product Positioning - Introduction, Objectives, Usefulness, Differentiating the Product, Product Positioning Strategy.	12
Unit III: Marketing - Mix Decisions	
Marketing - Mix Decisions: Product Decisions, New Product Development-Concept and Necessity for Development, Failure of New Products, New Product Planning and Development Process, Product-Mix, Branding and Packaging Decisions, Product Life cycle - Stages and Strategies for Different Stages of PLC. Pricing Decisions: Pricing Objectives, Policies, Methods of Setting Price, Pricing Strategies. Channels of Distribution for Consumer/ Industrial Products, Factors affecting Channel Distribution, Management of Channels: Current Trends in Wholesaling and Retailing, Retail Distribution System in India Promotion: Promotion-mix, Advertising, Sales Promotion, Personal Selling, Publicity and Public Relations.	14
Unit IV: Different Forms & Trends in Marketing	
Marketing of Services: A Brief Account of Marketing of Services. Rural Marketing, CRM, Electronic Marketing; B2C, B2B and C2C, Direct Marketing through Internet, International Marketing. Emerging Trends in Marketing: Digital Marketing, Green Marketing, Event Marketing, Network Marketing, Direct Marketing, Social Marketing, Buzz Marketing/ Viral Marketing, Consumerism, E-Commerce: Marketing In the Digital Age. Note: Relevant Case Studies should be discussed in class	10

Suggested Reading:

1. *Marketing Management, Analysis, Planning, Implementations and Control-* Kotler Philip, (Pearson Education 12th Edition).
2. *Fundamentals of Marketing - Stanton William J,*(McGraw Hill)
3. *Principles of Marketing-* Kotler, Philip and Armstrong Graw, (Pearson Education, 11th Edition).
4. *Marketing Management: Planning, Implementation and Control-* Ramaswamy V.S. and Namakumari S (Macmillian, 3rd Edition).
5. *Marketing Management, Kumar, Arun and Meenakshi. N, (2009), Vikas Publishing House*

Program: MBA
Semester: II
Course: Corporate Finance
Course Code: 11.557

L	T	P	C
3	0	0	3

Course Learning Objective:

CLO 1: Provide a comprehensive view of the Fundamental Financial Concepts.

CLO 2: Enhancing student's ability to define the risk and return for individual assets.

CLO 3: Highlight the features of various sources of raising funds.

CLO 4: Explain the various techniques to evaluate the investment in long term assets and working Capital.

CLO 5: Developing knowledge on the importance and methods of evaluating Financing decision & Dividend Decisions.

Course Outcome:

On the completion of the Course, the students will be able to:

CO 1: Understand the applicability of the Fundamental Financial Concepts in Corporate Decision Making.

CO 2: Demonstrate the assessment of risk & Return.

CO 3: Evaluate the various sources of raising finance with their pros & cons in different situations.

CO 4: Evaluate the investment in long term and short-term assets.

CO 5: Analyze the Complexities associated with the sources of raising funds in Capital Structure.

Course Content:

Topics	Hours
Unit I: Introduction to Financial Management	
Concept of Finance, scope and objectives of finance, Profit maximization vs. Wealth maximization, Functions of Finance Manager in Modern Age, Financial decision areas: Time Value of Money, Risk and Return Analysis, Organizational structure of Finance	8
Unit II: Investment Decision	
Concept, Process & Techniques of Capital Budgeting and its applications: Pay Back, ARR, NPV, IRR, PI ; Risk and Uncertainty in Capital Budgeting	10
Unit III: Financing Decision	
Long-term sources of finance, potentiality of equity shares, preference shares, debentures and bonds as sources of long-term finance.	
Cost of Capital: Cost of equity, preference shares, Debentures and retained earnings, weighted average cost of capital and implications.	15
Concept and Approaches of capital structure decision: NI, NOI, Traditional and Modigliani Miller Approach; Leverage Analysis – financial, operating and combined leverage along with its implications; EBIT-EPS Analysis & Indifference Points.	
Unit IV: Dividend Policy & working capital decision	
Dividend Policy: Concept of retained earnings and plough back of profits, Relevance and Irrelevance Theories of dividend decision: Walter’s Model, Gordon’s Model and Modigliani Miller Model; Factors affecting dividend decision.	12
Working capital decision: Meaning of Working Capital, components, need & factors affecting working capital requirement, Introduction to Working Capital Financing, Management of cash, Inventory Management, Receivables Management.	

Suggested Reading:

1. *Financial Management - Pandey I M*, (Vikas, 2004, 9th Ed.)
2. *Financial Management and Policy- Van Horne*, (Pearson Education, 2003, 12th Ed.)
3. *Financial Management - Knott G*, (Palgrave, 2004)
4. *Financial Management – Khan.M.Y and Jain P.K*, (Tata McGraw Hill, 3rd Ed.)
5. *Fundamentals of Financial Management - Prasanna Chandra*, (TMH, 2004)
6. *Financial Management - R P Rustagi*, (Galgotia, 2000, 2nd revised ed.)
7. *Principles of Managerial Finance - Lawrence J. Gitman*, (Pearson Education, 2004)
8. *Financial Management- Ravi M. Kishore* (Taxmann, 1st Ed.).

Program: MBA
Semester: II
Course: Operations Research
Course Code: 11.558

L	T	P	C
3	0	0	3

COURSE OBJECTIVE

The Objective of Operations Research is classified as follows: -

CLO 1: The students should have awareness about optimization and utilization of resources & apply operations research technique like Simplex, two phases, Big M, Gomory's Method in managerial operations.

CLO 2: The students should have facility with mathematical & computational modelling of real decision-making problems, including the use of modelling tool and computational tools as well as analytic skill to evaluate the problems based on Assignment and Transportation.

CLO 3: The students should be proficient on Game theory, sequencing problems including fundamental applications of those tools in industry.

CLO 4: The students develop an idea about Inventory Management, Replacement Models and Project Management using CPM and PERT.

COURSE OUTCOME

After completing the course, students will be able to:

CO 1: Identify and develop operational research models from the verbal description of the real system using LPP and IPP.

CO 2: Understand the mathematical tools that are needed to solve optimization problems such as Transportation and Assignment Problems.

CO 3: Use mathematical concept to solve the problems of Game theory and Sequencing.

CO 4: Integrate the knowledge of Inventory Management, Project Management & Replacement Models to take correct business decisions

Course Content:

Topics	Hours
Unit I: Linear Programming Problem, Integer Programming Problem	15
Uses, Scope and Applications of Operation Research in managerial decision-making, Linear programming: Mathematical formulations of LP Models for product-mix problems; graphical and simplex method of solving LP, Big-M and Two-phases method, duality, Integer programming problem: Branch and Bound method, Gomory's cutting plane method. Bhartiye Knowledge System: Contribution of BKS to Optimization Techniques, Contributions of BKS to Linear Programming	
Unit II: Transportation Problem, Assignment Model	10
Transportation problem: Various methods of finding Initial basic feasible solution and optimal solution, Assignment model: Algorithm and its applications.	
Unit III: Game Theory, Sequencing Problem	10
Game Theory: Concept of game; Two-person zero-sum game; Pure and Mixed Strategy Games; Saddle Point; Odds Method; Dominance Method and Graphical Method for solving Mixed Strategy Game, Sequencing Problem: Johnsons Algorithm for n Jobs and Two machines, n Jobs and Three Machines, Two jobs and m - Machines Problems.	
Unit IV: Inventory Model, Replacement, Project Management	10
Inventory Models: Deterministic models, Replacement of assets that deteriorate with time, Project Management: Rules for drawing the network diagram, Applications of CPM and PERT techniques in Project planning and control.	

Suggested Reading:

1. *Quantitative Techniques in Management* –Vohra, N.D, (Tata Mc Graw-Hill, 2ndedition),2003.
2. *Quantitative Techniques* - Kothari,C.R (Vikas 1996, 3rdEdition).
3. *Operations Research-Sharma J K*, (Pearson, 3rdEdition)
4. *Operations Research - Kapoor V.K.*, (S. Chand, 4thEdition) LTPC3003

Program: MBA
Semester: II
Course: Marketing Research
Course Code: 11.559

L	T	P	C
3	0	0	3

Course Learning Objective:

CLO 1: Critically analyze research methodologies identified in existing literature

CLO 2: Propose and distinguish appropriate research designs and methodologies to apply to a specific research project

CLO 3: Develop a comprehensive research methodology for a research question

CLO 4: Apply the understanding of feasibility and practicality of research methodology for a proposed project

Course Outcome:

On the completion of the Course, the students will be able to:

CO 1: Analyze the roles, the functions and the processes that surround marketing research, emphasizing the specification, collection and analysis of primary data.

CO 2: Examine the research process, problem definition, alternative research designs, qualitative methods, survey methods, experiments, measurement & questionnaire design, data collection and foundational techniques for data analysis

CO3: Marketing research provides the student with substantial experience in developing critical analysis and math/statistics skills.

CO4: Understanding the process of marketing research thereby conducting mini research and interpreting the challenges.

Course Content:

Topics	Hours
Unit I: Introduction	10
Concept of Research and Its Application in Various Functions, Types of Research, Types of Business Problems: Encountered by the Researcher, Problems and Precautions to the Researchers, Process of Research. Market research, marketing research, application of marketing research, Contribution of Indian Knowledge System (IKS) in Marketing Research.	
Unit II: Research Design & Data collection	12
Definition, Functions, and Nature& Types. Concept of Sample: Sample Size and Sampling Procedure, Various Types of Sampling Techniques, Data Collection – Primary and Secondary Sources; Primary Data Collection Instruments: Secondary and Primary, Various Methods of Collection and Data, Preparation of Questionnaire and Schedule, Types of scales, nominal scales.	
Unit III: Data Interpretations	15
Hypothesis Testing (parametric and non-parametric), Statistical Tools in Data Analysis: Bivariate Data Analysis: Correlation and Regression, Tests Of Significance: Z- Test, T- Test, Chi-Square Test, F -Test, And ANOVA, Index Number, Multivariate Data Analysis &Factor Analysis: Purpose, concept, difference between component analysis and factor analysis	
Unit IV: Report Preparation	8
Types and Layout of Research Report, Precautions in Preparing the Research Report. Bibliography and Annexure in the Report: Their Significance, Drawing Conclusions, Suggestions and Recommendations.	

Suggested Reading:

1. *Business Research Methods- Donald.R. Cooper and Pamela.S. Schindler, (Tata Mc Graw Hill, 9thEdition)*
2. *Research Methodology- Bhattacharya Dipak, (Excel Books,2nd Edition)*
3. *Research Methodology- Panneer Selvam, (Prentice Hall of India, Edition)*

Program: MBA
Semester: II
Course: Production & Operations Management
Course Code: 11.551

L	T	P	C
3	0	0	3

Course Learning Objective:

CLO 1: To understand the fundamentals of production management, including plant layout, scheduling, and routing for efficient operations

CLO 2: To gain knowledge of inventory control techniques, models, and principles for effective materials management.

CLO 3: To analyze operations strategies, capacity planning, forecasting, and sustainable supply chain practices.

CLO 4: To learn project planning, scheduling, resource allocation, risk management, and project closure techniques.

Course Outcome:

On the completion of the Course, the students will be able to:

CO 1: Apply the concept of Production & Operations management in manufacturing and service sector and will be able to plan and implement production and service related decisions.

CO 2: Plan production schedules and plan resources (material and machine) required for production.

CO3: Apply the concepts of purchase, stores and inventory management and analyse and evaluate material requirement decisions.

CO4: Measure performance related to productivity and will be able to conduct basic industrial engineering study on men and machines.

Course Content:

Topics	Hours
Unit I: Introduction to Production Management	
An overview, Definition, Nature and Scope of Production Management. Production and manufacturing organizations, Methods and procedures in Production departments, Factory/plan location and plant layout, Production scheduling techniques. Routing Decisions, Line of Balance, Scheduling types & principles, master production schedule. Layout: Importance, Function, Objectives, Flow patterns, Layout types – Product, Process, Group Technology/ Cellular Layout, Factors for Good Layout, Layout Design Procedure	12
Unit II: Introduction to Materials Management	
Concept and Principles, Inventory Control and Inventory models. Selective Inventory control, ABC, VED, FNS Analysis. Standardization, Simplification, Variety reduction and Codification. Inventory Management: Deterministic demand model–EOQ-Continuous and Periodic review Inventory models	8
Unit III: Operations & Capacity Planning	
Operations as a source of competitive advantage; Trade-offs and combinations, Process Analysis, Difference between Manufacturing and Service Operations Product Process Matrix, capacity planning- Process Selection and Facility layout: Designing product and process layouts and line balancing, Forecasting and its types, Supply chain management; Lean vs Agile supply chains; Aggregate Production Planning; Master Production Schedule and MRP, Sustainable Operations Management.	15
Unit IV: Project management	
Schedule Compressions-Cost estimation & Quality Definition-Planning Resources & Risks-Stakeholder identification, analysis and communication planning-Understanding different fundamental contract types and some of the variants-Earned value management- Behavioral aspects in project management and project closure.	10

Suggested Reading:

1. *Principles of Marketing- A South Asian Perspective*, Kotler Philip, Armstrong Graw, Prafulla Y. Agnihotri and Haque, (2010), 13th edition, Pearson Education.
2. *Marketing Management Global Perspective* Ramaswamy and Namkumar, S. (2009), Indian Context, McMillan, Delhi.
3. *Marketing Management*, Saxena, Rajan. (2008), 3rd edition, McGraw Hill Education.
4. *Marketing Management*, Kumar, Arun and Meenakshi. N, (2009), Vikas Publishing House.

Program: MBA

Semester: II

Course: Character Building & Holistic Development of Personality II

Course Code: MBVAC102

L	T	P	C
2	0	0	2

Course Learning Objective:

CLO 1: To create awareness among students about Pranamaya Kosha and Manomaya Kosha.

CLO 2: To make students acquainted with Indian cultural values and motivate them for protection and conservation of values.

CLO 3: To generate awareness about different asanas through yoga among students.

CLO 4. To prepare the students to develop psychosocial competency.

Course Outcome:

CO1: Students will develop a strong understanding of Pranamaya Kosha and Manomaya Kosha.

CO2: Students will be able to analyze the concepts of character building and personality development within the context of individual, societal, and national progress.

CO3: Students will be able to correlate the importance of physical development asanas to one's life.

CO4: Students will be able to become self-reliant and manage their own behavior.

Course Content:

Topics	Hours
Unit I: Cognitive Development	
<ul style="list-style-type: none">• Pranamaya Kosha - General Introduction, Concept and its Requirement. Prana's four impulses- Aahaar, Nidra, Bhay (Fear] and Maithun.• The development of Prana-Shakti and its relation to body and mind, Efforts for the development of Pranas Imbalance in Pranas and its side effects.• Manomaya Kosha - General Introduction, Concept and its Requirement. Manomaya Kosha as the operator of the body, Peace, concentration, detachment, positivity.• Process of development of Mana, Activities and programmes for development of Mana.• BKS - Interrelatedness of Pranmaya Kosha and Mano maya kosha in the process of Holistic development	8
Unit II: Moral Spiritual Development	
<ul style="list-style-type: none">• Contribution of great Indian Personalities in the process of Character-Building and Personality Development (especially in the context of Human, Society and Nation building).• Veer Shivaji, Guru Gobind Singh, Swami Dayananda Saraswati, Savitri Bai Phule and Ravindra Nath Tagore.	4
Unit III: Physical Development	
<ul style="list-style-type: none">• Asana- (Asanas in sitting position) Singhasana, Padmasana Vajrasana, Matsyasana, Gomukhasana and Parvatasana.• Pranayama- Chandra Bhedan, Surya Bhedan and Udgeeth.• Hasta Mudra - Surya Mudra and Prana Mudra.	8
Unit IV: Intellectual – Emotional Development	
<ul style="list-style-type: none">• Scientific Approach, Non-violence, Self-Confidence.• Student: The future of the nation, love, Ideal Friend, Student Life and Benevolence, and Spirit of Nationality.	4

Suggested Reading:

1. *Light on Yoga*, B.K.S. Iyengar – Thorsons, London
2. *Savitri Phule, Prof. Gopu Sudhakar, Raj Prakashnan, Delhi*
3. *Ravindranath Tagore: An Interpretation, Sabyasachi Bhattacharya, Penguin, Delhi*

Semester - III

Core Papers

Program: MBA

Semester: III

Course: Project Management & Entrepreneurship Development

Course Code: 11.605

L	T	P	C
4	0	0	4

Course Learning Objective:

CLO 1: To develop an understanding of the concepts of project, types of projects, project identification, and Project's life cycle, Forms of Project Organization and human aspects of Project Management.

CLO 2: To help students understand the importance of social cost and benefit analysis and its UNIDO approach. It also includes network technique for project management, scheduling, PERT, CPM model and network cost system.

CLO 3: To incorporate the understanding of capital budgeting of an organization, including discounted and non- discounted techniques, cost over- run, Project control and information system.

CLO 4: To enable learners to understand the Significance of entrepreneurship in economic development qualities of entrepreneur, Entrepreneurship development programs and role of various institutions in developing entrepreneurship, life cycles of new business and steps for setting up a new industry.

Course Outcome:

On completion of the Course, the students will be able to:

CO 1: Understand the Concept of project, characteristics of projects, Identify the type of project and Project's life cycle, as well as steps for Successful Project Implementation.

CO 2: Analyze the project from technical, financial, market- demand and economic feasibility and analyse the difference between the CBA and SCBA. Create and formulate linear programming and integer programming model, project network and estimation of time and critical path in PERT and CPM model.

CO 3: Evaluate capital budgeting system of an organization through discounted and non- discounted techniques like NPV, IRR, Profitability index, ARR and Payback period.

CO 4: Understand entrepreneurship Development and role of institution like SIDO, MDI, EDI, AISSIB, NIESBUD etc. Also, the students will analyze all the factors for success and failure of a new business.

Course Content:

	Topics	Hours
Unit I	Introduction to Project Management	
	Concept, characteristics of projects, types of projects, project identification, and Project's life cycle, Forms of Project Organization, Project management: Meaning and scope, Human Aspects of Project Management: -Selection of Project Manager and Project team, Duties and Responsibilities of a Project Manager, Pre- requisites for Successful Project Implementation	15
Unit II	Project feasibility	
	Market feasibility, technical feasibility, financial feasibility, and economic feasibility, social cost-benefit analysis, project risk analysis. Project Planning and Scheduling- Scheduling Techniques: Bar Chart, Network Based Scheduling, Critical Path Method (CPM)-, Program Evaluation and Review Technique (PERT)	12
Unit III	Financial appraisal/evaluation techniques	
	Estimation of Cash Flows, discounted/non-discounted cash flows; Net present values, profitability index, Internal rate of returns; Cost benefits ratio; Accounting rate of return, Payback period, Project implementation; Cost overrun, Project control and information system. Project Evaluation and Post Project Evaluation (Post Audit)	15
Unit IV	Entrepreneurship Development	
	Significance of entrepreneurship in economic development, Characteristics, qualities and functions of an entrepreneur, entrepreneurship development programs and role of various institutions in developing entrepreneurship, life cycles of new business, environmental factors affecting success of a new business, reasons for the failure and visible problems for business, developing effective business plans, Procedural steps in setting up of an industry	18

Suggested Reading:

1. Chandra P. 2005. *Project Management*. Tata McGraw Hill.13
2. Gopal Krishan P & Nagarajan K. 2005. *Project Management*. New Age.
3. Hisrich RD & Peters MP. 2002. *Entrepreneurship*. Tata McGraw Hill.
4. Kaplan JM. 2003. *Patterns of Entrepreneurship*. John Wiley & Sons.
5. Nandan H. 2007. *Fundamentals of Entrepreneurship Management*. Prentice Hall.
6. Ramamoorthy VE. 2005. *Textbook of Project Management*. MacMillan

Program: MBA

Semester: III

Course: Character Building and Holistic Development of Personality 3 (Universal Human Values and Ethics)

Course Code: MBVAC201

L	T	P	C
2	0	0	2

Course Learning Objective:

CLO 1: To familiarize students with Indian cultural values.

CLO 2: To inspire students to preserve and protect values and ethics.

CLO 3: To build moral, ethical, energetic individual dedicated towards the service of humanity.

CLO 4: To focus on holistic development of an individual.

Course Outcome:

CO1: Students will comprehend the profound importance of Indian cultural values.

CO2: Students will acquire the ability to adapt, safeguard, and uphold ethical principles and values.

CO3: Students will demonstrate the qualities of a responsible citizen dedicated to the service of mankind.

CO4: Students will cultivate a well-rounded personality through holistic and balanced development.

Course Content:

Topics	Hours
Unit I: Personality Development	
Personality Development: Meaning, Concept, Constituent elements of personality and Means/Ways of Personality Development. Panchakosha: General Introduction, Meaning, Objectives, Characteristics and Significance. Benefits of Panchakosha, development and deficiencies due to underdevelopment of Panchkosha. BKS - Social Responsibility and Dharmic Management	4
Unit II: Mental Emotional Development	
Values and Individual: Non-Possession, Non- Stealing, Self Restrain, Enthusiasm, Dutifulness, Reticence, Silence, Self-study, Considerateness and Self-respect. Values and Family: Respectful Salutation, Obedience, Contentment, Patience, hospitality, Parent Service, Rectitude, Good Behaviour, Family feeling and worship.	4
Unit III: Indian Values	
Values and Society: Discipline, Social Responsibility and Duties of Citizens, Altruism/ Charity, Keeping good company, Gratefulness, Fraternity/ Friendship, Courtesy, Tactfulness, Soft Spoken and Feeling for the Oppressed. Values and Constitution: Dignity of an Individual, Fundamental Duties, Fundamental rights, Directive Principles of State Policies, Social Equality, Democracy, Justice, Freedom, Sarva-Pantha Samman and Scientific Approach.	8
Unit IV: Practice of Values	
Values and Indian Culture: Integrity of the nation, Glory of the Past, Swadeshi, Nation Building, Patriotism, Mother Tongue, National Unity, Public Welfare, Equality and Spirituality. Values and Vision of the World: Humanity, Integrity, Human rights, The Highest or Most Sublime Good, Vasudhaiva Kutumbakam, Tolerance, Peaceful Coexistence, World-Welfare, Environmental Protection, Swavalamban/Self-reliance	8

Suggested Reading:

1. *My Idea of Education*, Swami Vivekanand, Advaita Ashram, Kolkata
2. *Personality Development*, Swami Vivekananda, Advaita Ashram, Kolkata.
3. *The Man India Missed the Most; Subhash Chandra Bose*, huwan Lall, Notion Press, Chennai

Financial Management

Program: MBA
Semester: III
Course: Taxation
Course Code: 11.621.5

L	T	P	C
3	0	0	3

Course Learning Objective:

CLO 1: To enable the students to understand basic nature and structure of taxation under income tax laws.

CLO 2: To enable the students to understand charging of income tax under different heads of income.

CLO 3: To enable the students to understand the framework of corporate tax planning as a tool for financial planning.

CLO 4: To enable the students to understand complex area of tax management in different business environment.

Course Outcome:

On the completion of the Course, the students will be able to:

CO 1: Students would understand the nature and structure of taxation as well as conversant with technical terms related to Income Tax.

CO 2: Students would understand the process of charging of tax under different heads and differentiate nature of income under different heads.

CO 3: Develop analytical skills in financial planning with knowledge of corporate taxation system.

CO 4: students would have an understanding and expertise in tax management in complex business environment.

Course Content

Topics	Hours
Unit I Basics of Taxation:	
Introduction to Taxation: Meaning and concept of tax; Objectives and principles of taxation Types of Taxes: Direct taxes (Income Tax, Corporate Tax); Indirect taxes (GST, Customs Duty, Excise Duty) Basic Concepts: Assessment Year, Previous Year, types of Assesses, capital and revenue receipt, Residential status and chargeability Tax Slab.	8
Unit II Tax on Individual Income & deductions	
Computation of tax under the heads of Salaries, Income from House Property, Profits & Gains from Business or profession and capital gains, computation of total income. Tax Deduction and Exempted Income.	20
Unit III Corporate Tax management and planning	
Nature, Objectives of Tax Management and Tax Planning, Corporate tax in India rate of taxation Tax planning for depreciation; merger and amalgamation, Tax planning regarding Employees Remuneration, Tax appeals.	10
Unit IV Procedure for Tax Assessment	
Advance Tax, TDS, Avoidance of Double Taxation. Set off and carry forward of losses. Deductions, Refund and Tax Authorities, Penalty and Prosecution for Tax Evasion Search and Seizure	7

Suggested Readings:

1. *Income Tax Law & Practice, Prasad Bhagwati - (Vishwa Prakashan)*
2. *Tax Planning by Reports, Santaram R - (Taxmann, 1978).*
3. *Direct Taxes, Law & Practice, Singhania V K - (Taxmann, 40thEd.)*
4. *Indirect Taxes – Law & Practice, Datey V.S. - (Taxmann, 20thEd.)*

Program: MBA

Semester: III

Course: Investment Analysis and Portfolio Management

Course Code: 11.621.6

L	T	P	C
3	0	0	3

Course Learning Objective:

CLO 1: Develop a basic understanding of the Investment Environment & Financial Markets

CLO 2: Comprehend the functionalities of Securities Market and its Components

CLO 3: To provide conceptual foundation for the purpose of undertaking Investment analysis for securities

CLO 4: To develop ability to analyze, value and forecast the securities performance using various models

CLO 5: Develop ability to efficiently select assets, manage risk and construct optimal portfolios.

Course Outcome:

On the completion of the Course, the students will be able to:

CO 1: Demonstrate a basic understanding of investments and asset classes available for investment in the Financial Market.

CO 2: Exhibit the acquaintance of the securities market and its constituents.

CO 3: Apply knowledge gained to perform analysis of various securities.

CO 4: Analyze, value and forecast the securities performance using various models.

CO 5: Construct optimal portfolios and evaluate those using models.

Course content:

Topics	Hours
Unit I: Introduction to Investment management	8
Investment management: objective, investment opportunities, and philosophy of individual & institutional investors. Organization and functioning of securities market: Capital market- Primary market and Secondary market, Exchange markets, over the counter market and electronic market, Security market index, Security credit rating, Capital market reforms	
Unit II: Fundamental & Technical Analysis	18
Fundamental analysis: concept & significance of economic analysis, industry analysis: introduction, need for industry analysis, alternative classification of industry, industry life cycle analysis Company analysis: key role of financial analysis, ratio analysis, Approaches to equity valuation, Measures of Relative values. Technical analysis: different techniques of analysis, Dow Theory, Charting and Price patterns, technical tools. Efficient market theory random walk: weak form, semi-strong, strong form of market.	
Unit - III : Portfolio Management	10
Portfolio Management; Meaning, Return on portfolio, risk on portfolio, portfolio managers, SEBI guidelines for portfolio managers, portfolio management services. Portfolio theory contribution of William Sharpe and Harry Markowitz, Single index model, capital asset pricing modal and arbitrage pricing theory	
Unit - IV: Capital Asset Pricing Model (CAPM) & Portfolio Risk Management	9
Efficient frontier with a combination of risky and risk free assets. Assumptions of single period classical CAPM model. Characteristic line, Capital Market Line, Security market Line. Expected return, required return, overvalued and undervalued assets. Mutual Funds: Introduction, calculation of Net Asset Value (NAV) of a Fund, classification of mutual fund schemes by structure and objective, advantages and disadvantages of investing through mutual funds. Performance Evaluation using Sharpe's Treynor's and Jensen's measures and Fama's Decomposition.	

Suggested Reading:

1. *Investment Management*, V. K Bhalla, S.chand publisher Edition 2013
2. *Security Analysis and Portfolio Management*, D.E. Fischer and R.J. Jordan - (Prentice-Hall, 1996, 6th edition)
3. *Security Analysis and Portfolio Management*, Pandian P - (Vikas, 1st Ed.)
4. *Investment and Indian Perspective* Bodie, Kane, Marcus & Mohanti - (TMH, 6th Ed.).
5. *Investments (Analysis)*. Author: Rebeiz, Karim S. *International Journal of Business Research*

Program: MBA
Semester: III
Course: Managing Bank and Financial Institution
Course Code: 11.621.7

L	T	P	C
3	0	0	3

Course Learning Objective:

CLO 1: To provide students with a comprehensive understanding of the Indian banking system, including its regulatory framework and the role of financial institutions.

CLO 2: To familiarize students with the functioning of regulatory institutions such as RBI, SEBI, IRDA, and PFRDA and their impact on the financial sector

CLO 3: To introduce students to the various financial markets in India and the products offered by banks and financial institution

CLO 4: To explore the role of financial institutions in economic development and the factors influencing financial markets

Course Outcome:

On completion of the Course, the students will be able to:

CO 1: Students will demonstrate a clear understanding of the origin of banks, the Banking Regulation Act, and the functions of banks in India.

CO 2: Students will gain insights into the functioning of regulatory institutions and their role in maintaining financial stability and governance.

CO 3: Students will be proficient in understanding the different types of financial markets in India, including money market, capital market, and foreign exchange market, and the factors influencing them.

CO 4: Students will develop a deep understanding of products offered by banks and financial institutions, including retail and corporate banking products, mutual funds, credit rating agencies, and venture capital funds.

CO 5: Students will be able to demonstrate a comprehensive understanding of the pivotal role of financial institutions in economic development, specifically focusing on non-banking financial companies (NBFCs) and developmental banks, their activities, regulatory frameworks, and how they differ from traditional banks.

Course Content:

Topics	Hours
Unit I: Introduction to Indian Banking System	
Origin of Banks - Banking Regulation Act, 1949 (Definition of Banking, Licensing, Opening of branches, Functions of Banks, Inspection) Banking Reforms & Concepts: Payment banks, GST, monetary policy, Insolvency and Bankruptcy code; issues in financial reforms and restructuring; future agenda of reforms Products offered by Banks and FIs: Retail banking and corporate banking products.	8
Unit II: Regulatory Institutions in India	
RBI, SEBI, IRDA, PFRDA, Corporate Governance and SEBI Role of central bank and commercial banks, Commercial Banking: Role of Banks, NPA, Risk Management in Banks, Basel Norms, Universal Banking: need and importance, trends and RBI guidelines, Core banking solution (CBS); RTGS and internet banking, CAMELS rating system, Basel Norms, MCLR based lending	10
Unit III: Financial Institutions	
Introduction- Role of Financial Institutions in economic development- overview of Financial Institutions NBFC: Activities and Role of NBFC; Regulatory Framework of NBFC, comparison between Banks and NBFCs. Developmental Banks – Organization, Objectives and Functions	12
Unit IV: Financial Market in India	
Introduction to Financial Markets in India: Role and Importance of Financial Markets, Types of Financial Markets: Money Market; Capital Market; Factors affecting Financial Markets. Mutual Fund: types of Mutual Funds and different types of schemes, concept of NAV, Credit Rating Agencies: Role and mechanism, Merchant Bank: role and types, Venture Capital Funds concept, stages of investment, exit options; Private Equity. Foreign Exchange Market: Foreign Exchange Market (Introductory, only Conceptual) Foreign Capital – FDI & FII	15

Suggested Reading:

1. *Financial Institutes & Markets*, Bhole, L.M. (2009). 5th Edition, Tata McGraw Hill.
2. *Indian Financial System- Markets, Institutions and Services*, Pathak Bharti V. (2007). 2ND edition, Pearson Education.
3. *Financial Services*, M Y Khan, (2009). 6th Edition, Tata McGraw Hill.
4. *Management and Financial Institutions*”, Hull. John C. (2009). 2nd Edition, Prentice Hall.
5. *Srivastava, Divya Nigam, Management of Indian Financial Institutions*, Himalaya Publishing Hous

HUMAN RESOURCE MANAGEMENT

Program: MBA

Semester: III

Course: Compensation and Benefit Management

Course Code: 11.622.5

L	T		C
3	0		3

Course Learning Objectives

CLO 1: To introduce students to the fundamental concepts, processes, and factors influencing compensation and reward systems.

CLO 2: To develop the ability to analyze job roles through job evaluation methods and determine the relative worth of jobs.

CLO 3: To understand the principles, components, and policies involved in wage determination and compensation structuring.

CLO 4: To equip students with the skills to design effective pay structures, performance-based incentives, and benefit plans aligned with organizational goals.

Course Outcomes

After completing this course, students will be able to:

CO 1: Understand the concepts, processes, and significance of compensation and benefits management in organizations.

CO 2: Evaluate and apply different job evaluation techniques for determining the relative worth of jobs.

CO 3: Design pay structures, incentive plans, and compensation packages considering internal equity and market trends.

CO 4: Integrate compensation strategies with organizational objectives, performance management, and employee motivation.

Course Content:

Topics	Hours
Unit I: Introduction to Compensation Management	
Nature of compensation management- Compensation process, purpose and factors affecting compensation, reward system, Job analysis, Compensation policies & design, process of compensation design	10
Unit II: Job Evaluation	
Concept of Job Evaluation, Importance, Advantage & Drawbacks, Methods of Job Evaluation: the ranking method, classification method, factor comparison method, point rating methods, its description, advantages and limitations	12
Unit III: Theories of Wage Determination	
Theories of wage determination, Components of compensation: Components and wage surveys, competency-based Pay, Surveying market pay and compensation practices, designing a base pay structure, executive compensation, Pay structure policies	13
Unit IV: Measurement and Payment for Performance	
Measuring and paying for performance, Incentives, Concept; different kinds of wage incentives plans and their application, retirement benefits, Bonus: Profit Bonus, Method of Determining Bonus, Fringe Benefits: Underlying Principles, Different Kinds of Fringe Benefits, Dearness Allowance.	10

Suggested Reading:

1. *Compensation- Milkovich, George T and Newman J.M., Tata McGraw Hill*
2. *Compensation Management- Henderson, R.O, Pearson Education*
3. *Compensation Management – TN Chhabra, Savita Rastogi, Sun India's Publication*
4. *Compensation Management (Tapomoy Deb) ,2009*
5. *Elements of mercantile Law – N.D Kapoor (Sultan Chand & Sons),2009.*

Program: MBA

Semester: III

Course: Workforce Planning and Talent Acquisition

Course code: 11.622.6

L	T	P	C
3	0	0	3

Course Learning Objective:

CLO 1: To understand the concept of demand & supply of manpower in an organization & the impact of external factors on manpower planning.

CLO 2: To equip the students with knowledge & skills in carrying out recruitment & selection duties in an organization.

CLO 3: To provide an in-depth understanding of recruitment & selection methods & processes.

CLO 4: To understand the major challenges & constraints involved in the recruitment & selection process & to evaluate the process to take correct selection decisions.

Course Outcome:

On the completion of the Course, the students will be able to:

CO 1: Understand the basic concepts, processes & the role of manpower planning in selecting desired human resource.

CO 2: Apply the concepts and methods of recruitment & selection to design and conduct a full and fair recruitment & selection system in a real organization.

CO 3: Analyze selection methods and their effectiveness in helping identify the best interview candidates.

CO 4: Evaluate the strategic, environmental & ethical issues required to select & develop manpower resources.

Course content:

Topics	Hours
Unit I: Manpower planning	
Human Resource Planning; Macro level scenario of manpower planning, setting up of objectives, organizing planning concept, process of manpower planning. Demand and Supply Forecasting; analyzing Jobs and Work; Types of Employment. BKS - Contribution of BKS in Recruitment Practices	8
Unit II: Recruitment	
The Recruitment Process; Advertising for Recruitment; Issues in Recruitment; Screening Applications; Measuring and Interpreting Individual Differences; Creating Psychometric Tests, Validation of Measurement; Using Psychometric Tests.	12
Unit III: Managerial selection	
Conducting Interviews, Types of Interviews, Group Discussions; Decision Making for Selection; Managerial Selection.	10
Unit IV: Administering and evaluating the system	
Recruitment and Selection: Linking with other HRM Systems; Selecting Expatriates; Use of Technology in Recruitment and Selection; Communicating the Decision; Induction and Socialization; Internal Selection; Designing Systems, Administering and Evaluating the system; Ethical Issues; Present Trends in Recruitment and Selection.	15

Suggested Reading:

1. Dessler Gary & V. Biju, *Human Resource Management*, Pearson Education,
2. Roberts. Gareth, "Recruitment & Selection- A competency approach", Chartered Institute of Personnel & Development, London
3. Billsberry Jon, *Experiencing Recruitment & selection*, Wiley Publications
4. Cooper Dominic, Robertson T Ivan & Tinline Gordon, *Recruitment & Selection – A framework for success*, Thomson Publications, London

Program: MBA
Semester: III
Course: Leadership and Team Building
Course Code: 11.622.7

L	T	P	C
3	0	0	3

Course Learning Objective:

CLO1: To understand and analyze the behavior of individuals and groups within organizational settings, including group dynamics, group roles, and stages of group development.

CLO2: To apply principles of team formation, team building, and high-performance team models to enhance team effectiveness in professional environments.

CLO3: To examine and evaluate various leadership theories, traits, and styles to assess their relevance and application in diverse organizational contexts.

CLO4: Develop and apply leadership, conflict resolution, and negotiation skills to manage interpersonal and organizational challenges effectively.

Course Outcome:

On completion of the Course, the students will be able to

CO1: Understand the concepts of individual behavior, group dynamics, and stages of group development.

CO2: Analyze the difference between groups and teams, and analyze the factors that contribute to team effectiveness.

CO3: Evaluate various leadership theories, including contingency models, and assess the impact of leadership traits and styles in different organizational contexts.

CO4: Apply conflict resolution principles and negotiation strategies in workplace scenarios to enhance team and organizational effectiveness

Course Content:

Topics	Hours
Unit – I: Introduction to Individuals and Groups.	10
Understanding Individuals, Groups and Team. Groups : Nature of Groups, Group Size, Group Norm, Group Cohesion, Polarization, Group Dynamics, Group Performance, Group Forming, Group Types : Formal and Informal groups, Group Roles, Stages of Group Development	
Unit – II: Team Fundamentals – Concepts and Building of High Performance Teams	12
Teams: Definition, Differentiating Groups and Teams, Types of Teams, Characteristics of a Team, Team Building, STAR Team Model approach to building high-performing teams, Team Building for Work Teams, Team Effectiveness, Building High Performance Teams. Ginnett’s Team Effectiveness Leadership Model.	
Unit – III: Leadership – Concepts, Components, and Contextual Theories	12
Leadership: Meaning, Concepts and Myths about Leadership, Difference between a Manager and a Leader, Components of Leadership - Leader, Followers and Situation: Assessing Leadership & Measuring its effects. Focus on Leader – Power and Influence; Leadership and Values. Leadership Traits: Leadership Behavior. Contingency Theories Of Leadership.	
Unit – IV: Leadership Skills, Conflict and Negotiation	11
Leadership Skills – Basic Leadership Skills, Advanced Leadership Skills, Leadership and Change, Leadership Developmental Mechanism- Experiential learning methods. Conflict: Definition, Managing workplace conflicts, Conflict Resolution Principle. Negotiation: Introduction to Negotiation, Preparation for Negotiation, Negotiation Skills and Possible Directions of Negotiation, Location of Negotiation.	

Suggested Reading:

1. *Leadership & Team Building*, Uday Kumar Halder (Oxford University Press,2015).
2. *Leadership in Organizations-* Yukl G(Pearson, 6thEd.)
3. *Effective Team Work-* West Michael, (Excel Books, 1stEd.)
4. *Leadership-* Sadler Philip, (Crest Publishing House)

MARKETING MANAGEMENT

Program: MBA
Semester: III
Course: Product and Brand Management
Course Code: 11.623.5

L	T	P	C
3	0	0	3

Course Learning Objective:

- CLO 1: To develop an understanding of the marketing mix with a focus on product strategy.
- CLO 2: To understand key product strategies, including mix, pricing, packaging, management, and new product adoption.
- CLO 3: To develop a strategic understanding of branding through key concepts such as brand types, positioning, identity, personality, and the brand management process.
- CLO 4: To understand brand equity, its measurement models, and strategies including brand extension and global branding approaches.

Course Outcome:

On completion of the Course, the students will be able to:

- CO 1: Students will be able to apply integrated product strategies by analyzing product levels, classification, differentiation, and life cycle-based marketing approaches.
- CO 2: Students will be able to formulate product strategies, including mix, pricing, packaging, new product development, and consumer adoption.
- CO 3: Students will gain the ability to develop and manage brands through effective positioning, identity design, personality building, and strategic brand management.
- CO 4: Students will be able to evaluate brand equity through different methods and apply strategic branding and global marketing approaches

Course Content:

Topics	Hours
Unit I: Product Offering Decisions	10
Marketing Mix and product strategy- integrated approach levels of product, product characteristics and classification, product and service differentiation, product life cycle marketing strategies.	
Unit II: Setting Product Strategy	10
Product Mix decision, product line strategies, product mix pricing, packaging and labelling decisions, product manager role in organization, new product development, consumer adoption process	
Unit III: Brand Management	15
Concept of a brand, types of brands, strategic brand management process, brand building blocks Brand positioning, choosing point of difference and point of parity, positioning strategies, repositioning strategies Brand personality, elements of brand personality, brand awareness, brand loyalty, brand identity- concept and sources, designing brand identity- kapfers brand identity prism, brand image	
Unit IV: Brand Equity	10
Brand equity, models, measure brand equity cost-based method, price-based method, customer-based method, branding strategy, brand extension, global branding programs, global brand strategy, advantage and disadvantage of global marketing program.	

Suggested Reading:

- *U. C. Mathur, Product and Brand Management, Excel Books.*
- *Tapan. K. panda, Product and brand Management, oxford university press*
- *Donald R. Lehmann and Russell S. Winer, Product Management, Fourth Edition, TMH*
- *Paul Trott, Innovation Management and New Product Development, Fourth Edition, Pearson*

Program: MBA

Semester: III

Course: Sales and Distribution Management

Course Code: 11.623.3

L	T	P	C
3	0	0	3

Course Objectives:

CLO 1: To understand about Sales Management & its strategies

CLO2: Students will learn about aspects of sales force management & its evaluation

CLO3: To learn all aspects of channel & distribution management

CLO4: Students will able to develop & design channel logistics & supply chain management

Course Outcomes:

CO 1: Students will able to know about personal selling and other sales management strategies

CO 2: Students will develop knowledge of sales force recruitment, training & performance

evaluation CO 3: Students will know about distribution and intermediaries and their role

CO 4: Students will develop knowledge of distribution structures and flow of products movement for sales management

Course Content:

Topics	Hours
Unit I: Introduction to Sales Management	
Introduction to Sales Management: Scope and Importance; The Evolving Face of Personal Selling; Personal Selling Process and Approaches; Prospecting for customers; Modes of sales presentation, Designing and delivering of sales presentation, Sales Organization Structure; Sales Strategies, Sales Forecasting; Sales Territory Design.	10
Unit II: Managing Relationship & Building Loyalty	
Sales Force Management: Sales Force Job Description; Recruitment and Selection; Training Sales Personnel; Sales Force Motivation; Compensation; Sales Quotas: Evaluating Sales Performance; Information Technology in Sales Management;	10
Unit III: Delivering Services	
Distribution Planning and Control: Complex Distribution Arrangement: (Structural Separation and Postponement) Functions of Intermediaries; Types and Role of Channel Intermediaries in India for Consumer and Industrial Products: Wholesale and Retail Structure.	10
Unit IV: Service Quality	
Channel Strategy and Design; Selection, Motivation and Evaluation of Intermediaries; Channel management; channel information system; market logistics and supply chain management; international sales management	15
Distribution System and Logistics: Physical Distribution System –Objectives and Decision Areas; Customer Service Goals; Logistics Planning; An overview of Transportation, Warehousing and Inventory Decisions, Integration of Sales and Distribution Strategy.	

Suggested Reading:

1. *Sales Management*. Still, R. R. & Cundiff, E. W., Govoni, N. A. P. (2007). 5th Edition Pearson Education, New Delhi
2. *Marketing Channels: A Management View*, Rosenbloom, Bert (2004) 7th Edition, Cengage Learning, New Delhi.
3. *Selling and Sales Management*, Jobber, David and Lancaster, Geoffery (2006), 7th Edition, Pearson Education, New Delhi
4. *Sales Management* Tanner Jr., J.F., Honeycutt Jr., E.D. and Erffmeyer, R.C. (2009) Pearson Education, New Delhi
5. *Sales and Distribution Management*, Panda, T.K. and Sahadev, S (2005) Oxford University Press, New Delhi.
6. *Sales and Distribution Management*, Havaladar, K K. and Cavale, VM. ((2007), *Sales and Distribution Management: Text and Cases*, Tata McGraw Hill, New Delhi

Program: MBA
Semester: III
Course: Consumer Behavior
Course Code: 11.623.2

L	T	P	C
3	0	0	3

Course Learning Objective:

CLO 1: To discuss the conception of consumer behavior and reveal its importance in the context of marketing.

CLO 2: To make students understand the factors that influence consumer behavior.

CLO 3. To familiarize students with the consumer decision making process.

CLO 4. To help student identify the target market and determine the positioning strategy according to consumer characteristics and behavior

Course outcome:

On the completion of the Course, the students will be able to:

CO 1: Establish the Inter-disciplinary nature of consumer behaviour & implement theories and concepts to marketing decisions.

CO 2: Identify different business opportunity based on changing Consumer Expectation & behaviour

CO 3: Distinguish between different consumer behaviour influences & work effectively to develop innovative offering.

CO 4: Develop, design and communicate innovative offering to the target market taking care of social and ethical values which affects consumer behavior.

Course Content:

Topics	Hrs.
Unit I: Introduction to Consumer Behaviour	
Introduction, Importance & Scope. Marketing and Consumer Orientation, Diversity in Market Place, Factors Influencing Buyer Behavior, Types of Buying Behavior, Organizational Buying Vs. Consumer Buying. Concept of Consumer Involvement and Buying Habit along with its marketing Implications. Market & Its Types, Market Segmentation, Consumer Research Process, Role of research in consumer behaviour. Contribution of BKS in Consumer Behaviour	10
Unit II: Psychological Factors affecting Consumer Behaviour	
Consumer needs, Hulls Drives reduction Theory, Maslow's Hierarchy of Needs, Mc Clelland's Three Needs Theory, Consumer Motivation Concept, Means- End Chain Model. Consumer Perception: Concept and Elements of Perception, Dynamics of perception, Perceived Risk, Consumer learning: Elements of learning, Behavioral and Cognitive Learning Theories. Attitudes: Introduction, Models of Attitude, Attitude Formation and Change, Personality: Introduction, Theories of personality, Personality and Understanding Consumer Diversity, Components of Communication, Designing Persuasive Communications	12
Unit III: Social & Cultural Factors affecting Consumer behaviour	
Group Dynamics and Consumer Reference Groups: Reference Groups, Application of reference groups, The family: Concept, Functions of the family, Family Decision Making, The family Life Cycle, Social Class and Consumer Behaviour, lifestyle profiles of the social classes. Characteristics of culture, Measurement of Culture, Subcultures and Consumer Behavior, Definition of Sub- Culture, Types of Sub- Cultures (religious, national, geographic, racial, age) , Sub- Culture Interactions, Cross- Cultural Consumer Analysis	11
Unit IV: Important dimension of consumer Behaviour & Innovation.	
Online buying behaviour, Understanding global consumer behaviour, Customer Loyalty, Consumerism & CRM Strategy. Introduction to Opinion Leadership, Measurement of Opinion Leadership, Profile of Opinion leader, the interpersonal flow of communication, opinion leadership and the firm's promotional strategy Diffusion Of Innovations: Diffusion Process, Adoption Process, and the profile of the consumer innovator	12

Suggested Reading:

1. *Cases in Marketing Management*, Brennan. R, Pitman;1995
2. *Marketing Management: The Millennium Edition*, Kotler.P, Prentice –Hall
3. *Consumer Behavior*, Schiffman G.L and Kanuk L.L, Prentice-Hall
4. *Consumer Behavior*, Atul Kr Sharma, Global Vision Publishing House
5. *Consumer Behavior*, Raju M.S, Vikas Publishing House Pvt. Ltd,2004

INFORMATION TECHNOLOGY

Program: MBA

Semester: III

Course: Data Mining for business decisions

Course Code: 11.624.5

L	T	P	C
3	0	0	3

Course Learning Objective:

CLO 1: To have a good grasp of the basic theoretical elements of Data mining and their application business.

CLO 2. To understand the practical elements of Data mining and their applications in business.

CLO 3. It advances in data gathering, distribution and analysis have also created a need for an application of intelligent data analysis techniques to solve business modelling problems.

CLO 4. Intelligent data analysis provides powerful and effective tools for problem solving in a Variety of business modelling tasks.

CLO 5. To gain knowledge on analyzing business problem by applying suitable model.

CLO 6. To learn the decision-making constituencies in a business with the help of Data Mining.

Course Outcome:

On the completion of the Course, the students will be able to:

CO 1: Become acquainted with the theoretical elements of Data Mining and their applications.

CO 2. Become acquainted with the practical elements of Data Mining and their applications.

CO 3. Acquire experience in analyzing a business problem using appropriate model.

CO 4. Develop the skills to use the model for a predictive analytical solution.

CO 5. Learn the decision-making constituencies in a business with the help of Data Mining.

Course content:

Topics	Hours
Unit I: Introduction to Data Mining:	
Motivation for data mining, Data mining definitions and functionalities, classification of data mining Systems, data mining task primitives. Integration of data mining systems with a database or a data warehouse, Major issues in data mining, Data pre-processing: why?, descriptive data summarization, data cleaning: missing values, noisy data.	10
Unit II: Data integration and transformation, Data reduction	
Data cube aggregation, dimensionality, reduction, numerosity reduction. Mining frequent patterns, Associations and correlations: Market basket Analysis, frequent items and association rules, frequent pattern mining, efficient and scalable frequent item set mining methods	12
Unit III: The Apriori Algorithm for finding frequent Item sets	
The Apriori Algorithm for finding frequent Item sets using candidate Generation, Generating AssociationRules for frequent item sets, frequent item sets without Candidate generation using FP tree	10
Unit IV: Data Mining for Business Intelligence Application	
Data Mining for applications like data mining for financial data analysis, retail industry, telecommunication industry, biological data analysis etc.	13

Suggested Readings:

1. Jiawei Han, M. K. (2008). *Data Mining Concepts & Techniques*. Elsevier.
2. Dunham, M. H. (2008). *Introduction to Data Mining*. New Delhi: PHI

Program: MBA

Semester: III

Course: Strategic management of IT

Course Code: 11.624.6

L	T	P	C
3	0	0	3

Course Learning Objective:

CLO 1: To introduce the concepts of strategic management and understand its nature in competitive and institutional landscape

CLO 2. To provide an underpinning of:

- a. Strategy formulation process and frameworks, tools and techniques of strategic analysis and its application.
- b. Key business issues/challenges/problems of business in light of dynamic business environment.
- c. Strategy execution process, framework and its criticality.
- d. Assessing strategic performance of a firm

CLO 3: To develop A holistic approach to see business issues comprehensively and using other core and functional subject knowledge for decision-making. Conceptual, diagnostic and analytical and conceptual skills in strategy formulation and execution. Identification, appreciation and interpretation of the critical challenges and opportunities before an organization.

Course Outcome:

On the completion of the Course, the students will be able to:

CO 1: Students will be able to describe major theories, background work, concepts and research output in the field of strategic management.

CO 2. Students will demonstrate a clear understanding of the concepts, tools & techniques used by executives in developing and executing strategies and will appreciate its integrative and interdisciplinary nature.

CO 3. Students will be able to demonstrate effective application of concepts, tools & techniques to practical situations for diagnosing and solving organizational problems.

CO 4. Students will be able to demonstrate capability of making their own decisions in dynamic business landscape.

CO 5. Students will be able to develop their capacity to think and execute strategic

Course Content

Topics	Hours
Unit I: Information Systems for Strategic Management	
Information Systems for Strategic Management: Strategic Role of Information Systems. Integrating Information Systems with Business Strategy, Value Chain Analysis, and Strategic Information Systems Framework.	10
Unit II: Planning for Information Systems	
Planning for Information Systems: Identification of Applications, Business Application Planning, Systems and Critical Success Factors, Method of Identifying Applications	10
Unit III: System Development Process	
System Development Process, Approaches to System Development, System Implementation, System maintenance, Introduction to MIS Risks, System Evaluation, IT Procurement Options – Make or Buy decisions, outsourcing as an Option for IS Procurement.	15
Unit IV: Emerging Concepts and Issues in Information Systems	
Emerging Concepts and Issues in Information Systems: Enterprise Resource Planning, Supply Chain Management, Customer Relationship Management, Key issues in implementation;	10

Suggested Reading:

1. *Kenneth, Laudon and Jane Laudon (2006). MIS: Managing the Digital Firm. Pearson Education.*
2. *James, A. O'Brien (2006). Introduction to Information Systems. Tata McGraw Hill.*
3. *Goyal, D.P. (2007). Management Information Systems, Macmillan India Ltd.*
4. *Turban, E., McLean, E. and Wetherbe, J. (2001). Information Technology for Management: Making*
5. *Connections for Strategic Advantage. John Wiley and Sons.*
6. *Jawadekar, W. S. (2004). Management Information Systems. Tata McGraw Hill*

Program: MBA
Semester: III
Course: Managing digital innovation and Transfer
Course Code: 11.624.7

L	T	P	C
3	0	0	3

Course Learning Objective:

- CLO 1: To understand digital transformations and information in the globalization world
- CLO 2. To identify social media transformation in the business world
- CLO 3. To nurture digital capabilities among the learners
- CLO 4. To understand the challenges in using digital platform for business
- CLO 5. To learn digital transformations in the space of cloud computing

Course Outcome:

On the completion of the Course, the students will be able to:

- CO 1. Evaluate and manage the digital transformations in their organizations.
- CO2. Devise the strategy to utilize the transformations in social Medias.
- CO 3. Experience the transformation in the social Medias
- CO 4. Provide solutions to the challenges in using digital platform for business
- CO 5. Leverage the digital transformations in the space of cloud computing.

Course content:

Topics	Hours
Unit I: Digital Signature:	
Digital Signature: Technology behind Digital Signature - Creating a Digital Signature - Verifying a Digital Signature - Digital Signature and PKI – Digital Signature and the Law. E-Governance and IT Act 2000: Legal recognition of electronic records- Legal recognition of digital signature - Use of electronic records and digital signatures in Government and its agencies.	8
Unit II: Certifying Authorities	
Certifying Authorities: Need for Certifying Authority and Powers - Appointment, function of Controller - Who can be a Certifying Authority? - Digital Signature Certifications - Generation, Suspension and Revocation of Digital Signature Certificate. Cyber Regulations Appellate Tribunal: Establishment & Composition of Appellate Tribunal - Powers of Adjudicating officer to Award Compensation - Powers of adjudicating officer to Impose Penalty.	10
Unit III: Domain Name Disputes and Trademark Law	
Domain Name Disputes and Trademark Law: Concept of Domain Names - New Concepts in Trademark Jurisprudence - Cybersquatting, Reverse Hijacking, Meta tags, Framing, Spamming - Jurisdiction in Trademark Dispute.	15
Unit IV: Cyber Crimes	
Cyber Crimes: Tampering with Computer Source Documents - Hacking with Computer System - Publishing of Information which is obscene, in Electronic Form - Offences related to Breach of Confidentiality& Privacy – Offences related to Digital Signature Certificate.	12

Suggested Reading:

1. *Information Technology Law and Practice* by Vakul Sharma – Universal Law Publishing Co.Pvt. Ltd.
2. *The Indian Cyber Law* by Suresh T Vishwanathan –Bharat Law house New Delhi. *Guide to Cyber Laws* by Rodney D. Ryder –Wadhwa and Company Nagpur.
3. *The Information Technology Act,2000 – Bare Act –Professional Book Publishers – New Delhi*

SEMESTER - IV

CORE PAPERS

Program: MBA

Semester: IV

Course: Corporate Strategy

Course code- 11.604

L	T	P	C
3	0	0	3

Course Learning Objective:

CLO 1: To introduce strategic context in business management & understand its nature & characteristics.

CLO 2: To understand the crucial role of strategic planning & strategy formulation in achieving competitive advantage.

CLO 3: To help students identify & link strategy formulation & implementation with environmental analysis.

CLO 4: To understand the importance & techniques of strategic evaluation & control in business management.

Course Outcome:

On the completion of the Course, the students will be able to:

CO 1: Understand the various concepts & perspectives involved in strategic decision- making.

CO 2: Apply the concepts & principles of strategic management to building/developing strategies to solve business problems & provide strategic solutions.

CO 3: Develop analytical skills in strategy formulation & implementation.

CO 4: Evaluate critical business decisions & strategies & to apply the techniques of strategic evaluation & control to take corrective measures.

Course content:

Topics	Hours
Unit I: Strategic Planning	
Strategic Context and Terminology; Definition of Strategy; Difference between policy, Strategy and Tactic; Difference between Long Range Planning and Strategic Planning; Characteristics of Strategic Decisions. Introduction of strategic management. Contribution of Indian Knowledge System (IKS) towards Strategic Management.	8
Unit II: Strategy Formulation	
Company Mission & Vision – Mission Statements, Company goals, philosophy, features of strategic goals. Social Responsibility and ethical decision making; analyzing the business environment: External environment; Porter’s Industry Analysis; Five forces Model. Internal Analysis of the firm, value chain analysis. Strategic Analysis: BCG-Growth Share Matrix- SWOT Analysis, Profit Impact of Market Strategies (PIMS), Product Market Matrix of Ansoff. Formulating Long-Term Strategies: Concentration, Market Development, Product Development, Horizontal Integration, Vertical Integration, Diversification, Liquidation, and Sell-off. Generic Competitive Advantages – Cost Leadership, Differentiation & Focus; Competitive strategies in different types of industries- Fragmented, Emerging, Maturing & Declining industries.	15
Unit III: Strategy Implementation & Corporate Restructuring	
Strategy and structure; managing strategic change; establishing strategic controls; Management tools in strategy: Benchmarking; Benchmarking practices worldwide; Reengineering-: Systematic approach, clean sheet approach, Reverse Engineering, Balanced Score card. Forms of corporate restructuring; Rational for existence of firms; Organizational forms; Turnaround management; Joint Ventures & Strategic Alliances: Generic motives for a strategic alliance, types of strategic alliances; managing the alliances; Mergers & Acquisitions: Rational for mergers & acquisitions; Mergers types; Divestitures & Spin-offs: Liquidations and spin-offs.	12
Unit IV: Strategic Evaluation and Control	
Strategic Evaluation and Control: Concept, Role, and Barriers; Control Process; Techniques of Strategic Evaluation and Control.	10

Suggested Reading:

1. *Business Policy and Strategic Management- Lawrence R.Jauch., Glueck William F. (Frank Brothers)*
2. *Strategic Management- Pearce II John A. and Robinson J.R. and Richard B., (AITBS)*
3. *Concepts in Strategic Management and Business Policy- Wheelen Thomas L., Hunger J.David and RangarajanKrish, (Pearson Education, 1stEd.)*
4. *Cases in Strategic Management- Budhiraja S.B. and Athreya M.B, (Tata McGraw Hill, 1stEd.)*
5. *Business Policy and Strategic Management- KazmiAzar, (Tata McGraw Hill, 2nd Ed.)*
6. *Strategic Management: Concepts and Cases- Thomson.A, (Tata McGraw Hill)*

Program: MBA
Semester: IV
Course: Environment Management
Course Code: 11.652

L	T	P	C
3	0	0	3

Course Learning Objective:

CLO 1: Provide definitions of environment, management, systems and organizations in relation to environmental management

CLO 2: Describe organizations as systems and their role in environmental management

CLO 3: Understand the usefulness of systems thinking in relation to environmental management in organizations

CLO 4: Explain how environmental management can be used as environmental protection and how organizations can define and manage risk.

Course Outcome:

On the completion of the Course, the students will be able to:

CO1: Apply key terminology, facts, concepts, principles, historical perspectives and theories concerning environmental management and global sustainability towards solving environmental challenges.

CO2: Manage environmental-related risk from an organization's operation

CO3: Employ project management processes and analytical tools to achieve a sustainable outcome to environmental problems.

CO4: Appreciate the ethical, cross-cultural and historical context of environmental issues and the links between human and natural systems.

Course Content:

Topics	Hours
Unit-I: Introduction to Environmental Studies	
Self, Society, and Environment, Preservation vs. Conservation, Fundamental Causes of Environmental Problems, Opposing Values and Viewpoints on the Environment, Literature and the Environment	9
Unit II: Social Issues in Environment	
From unstable to sustainable Development urban Problem related to energy, Resettlement & Rehabilitation of people, Environment ethics, Consumerism, Environment Protection Act, Climate change, global warming, acid rain, ozone-layer depletion & nuclear accidents, Air Act, Waters Act, wild life protection Act, Issues involved in enforcement of environmental legislation for public Awareness.	12
Unit III: Environmental Ethics	
Basic Facts and Environmental Ethics, Values, Science, and Environmental Ethics, Understanding Normative and Non-Normative Ethics,	12
Unit IV: Environmental Management	
Introduction to Public Policy, Environmental Policy/Politics, International Environmental Law, International Environmental Politics. Environmental Policy of the Government of India and the working of the Ministry of Environment and Forests, Central Pollution Control Board, State Pollution Control Boards. Annual Report of the Ministry of Environment and Forests	12

Suggested Readings: -

1. William Dudley: *The Environment: Opposing Viewpoints. Opposing Viewpoints Series. Greenhaven Press, 2001.*
2. George S. Howard: *How Should I Live My Life? Psychology, Environmental Science, and Moral Traditions. Rowman & Littlefield, 2002.*
3. David Schmidtz and Elizabeth Willott: *Environmental Ethics: What Really Matters, What Really Works. New York: Oxford University Press, 2002.*
4. Susan Armstrong and Richard Botzler: *Environmental Ethics: Divergence and Convergence (second edition).*

Program: MBA

Semester: IV

Course: Character Building and Holistic Development of Personality IV

Course Code: MBVAC 202

L	T	P	C
2	0	0	2

Course Learning Objective:

CLO 1: To create awareness among students about Anandamaya Kosha and its requirement.

CLO 2: To convert students into ideal personalities by inculcating Sanskaaras.

CLO 3: To generate awareness about different asanas through yoga among students.

CLO 4. To develop the virtue of Vasudhaiva-Kutumbakam among students.

Course Outcome:

On completion of the Course, the students will be able to:

CO 1: Develop a good understanding of Anandamaya Kosha.

CO2: Analyze the concept of character building and personality development in the context of human, society and nation building.

CO3: Correlate the importance of physical development asana in one's life.

CO4: Develop the understanding that the whole world is one (my family).

Course Content:

Topics	Hours
Unit I: Cognitive Development	
<ul style="list-style-type: none">Anandamaya Kosha - General Introduction, Concept and its requirement.Anandamaya Kosha - in original form of Ananda, Love, Beautifulnes, Independence and Spontaneity. Differences among Happiness, Fun, Pleasure and Ananda.Spirituality: Meaning and Nature, Stages of Satta, Chitta and Ananda. Developing the habit of looking inside, Swastha i.e. being in self, Selfless work and Service.	8
Unit II: Moral Spiritual Development	
<ul style="list-style-type: none">Contribution of great Indian Personalities in the process of Character-Building and Personality Development (especially in the context of Human, Society and Nation building).Dr. Sarvepalli Radhakrishnan, Dr. Bhimrao Ambedkar, Subhash Chandra Bose, Swami Brahmanand and Dr. Abdul Kalam.	6
Unit III: Physical Development	
<ul style="list-style-type: none">Asanas- (to be laid on the side of the abdomen) Makarasana, Dhanurasana, Bhujangasana, Shalabhasana, Viprit-Naukasana and Khagasana.Pranayama - Bhrastrika, Bhraamri and Ujjayee. Hasta Mudra - Shunya Mudra and Apan Mudra.	10
Unit IV: Intellectual – Emotional Development	
<ul style="list-style-type: none">Judiciousness, Swadhayay, Universal Brother-hood, Development of LeadershipEkatam Manava Darshan, Social Dignity, Self-Discipline and Sustainable Development.	6

Suggested Reading:

- Light on Yoga, B.K.S.Iyengar – Thorsons, London*
- The Man India Missed the Mos: Subhash Chandra Bose, Bhuvan Lall, Notion Press, Chennai*

Program: MBA

Semester: IV

Course: Managing Personal Finance

Code : UMC 101

L	T	P	C
2	0	0	0

Topics	Hours
UNIT I: Basics of Human Resource Management to step into the Corporate World	
Overview of Joining Formalities, Induction, Difference between Offer Letter & Appointment Letter, Components of CTC, Deductions & Claims, Types of Leave, Types of Separation, Exit Procedure.	02
UNIT II: Savings, Budgeting & Fundamentals of Investment	
Identification of Investment Need; Short term & Long term Investment products: Capital Market, Money Market, Commercial Banks, Post Office Schemes; Mutual Funds: Types of Schemes, Concept of SIP's, Fees & Charges; Planning & saving for Retirement	04
Unit III: Building & Maintaining Good Credit	
Setting Debt Limit, Credit approval process & elements of Credit Score, Sources of Consumer Loan, Calculating Interest on Consumer Loans, Types of Credit Card, Managing Credit Cards: Computation of Finance Charges & Credit card average daily balance	02
Unit IV: Managing Income Taxes	
Basics of Income Tax for beginners, Government Benefits, Deductions available for salaried employees, HRA Exemptions, Calculation of Tax payable, Tax Deduction at Source, Procedure for filing ITR, Applicable Forms	04

FINANCIAL MANAGEMENT

Program: MBA
Semester: IV
Course: International Finance
Course Code: 11.671.5

L	T	P	C
3	0	0	3

Course Learning Objective:

CLO 1: To Gain understanding of the concepts of International financial environment: European currency, balance of payment accounts and BOP crisis and an understanding of international monetary fund and exchange rate regimes in international financial system.

CLO 2: To help students understand the importance of foreign exchange market in India, exchange rate quotations, theories, and identify risk relating to exchange rate fluctuations and develop strategies to deal with them.

CLO 3: To enable learners to understand the use of financial derivative instrument for managing and hedging portfolio risk and Role of RBI and SEBI in Indian financial system.

CLO 4: Provide an in-depth understanding of the process and techniques used to make foreign investment decisions, project appraisal as well as international joint ventures. And explain the methods to calculate cost of capital for a project and discuss the importance and purpose of capital budgeting for a business entity as well as financing and dividend decision of a multinational firm.

Course Outcome:

On completion of the Course, the students will be able to:

CO 1: Analyze investment opportunities in the international environment, understand the role of International monetary fund in international trade the effects of Euro currency market and analyze the relationship between the Balance of payment and exchange rates.

CO 2: Understand foreign exchange market and the relationships between interest rates, spot and forward rates and expected inflation rates; understand exchange rates and why currency values fluctuate, basic theorems for exchange rate determination, and role of arbitrage in keeping the foreign exchange market efficient.

CO 3: Apply the knowledge of foreign exchange hedging to evaluate foreign exchange risks with options, futures and swaps and other techniques to manage foreign exchange risk exposure of firms.

CO 4: Evaluate cash flows in capital budgeting decisions, cost of capital and various investment techniques like net present value, payback period and accounting rate of return and understand the concept for designing an optimal capital structure as well as to analyze the factors that influence the dividend policy of a corporate firm.

Course Content:

Topics	Hours
Unit I: Introduction to International finance	
Global Financial Environment: Overview, International Monetary System: Exchange Rate Regimes, IMF, Euro Currency Market, Balance of Payments: Understandings, Analysis & Interpretation.	12
Unit II: Foreign exchange Market	
Foreign Exchange Market: Nature, Structure, Types of transactions, Exchange rate quotation & Arbitrage, Spot & Forward, Foreign Exchange Market in India: Nature, Structure, Operations & Limitations, Theories of Exchange Rate Determination, Exchange Rate Forecasting, The Exchange Rate of Rupee.	9
Unit III: Foreign exchange risk	
Foreign Exchange Risk Exposure: Types of Risk, The Risk Management Process: Hedging, Swaps, Futures, Options, Types of Derivatives, Role of SEBI/RBI.	12
Unit IV: Foreign investment decision and Multinational capital budgeting	
Foreign Investment Decision: International Project Appraisal, Exchange Rate Risk & Cost of Capital, International Joint Ventures, A review of NPV Approach. Multinational capital budgeting, capital structure decisions; dividend policy of multinational firm.	12

Suggested Reading:

1. *International Financial Management*, Bhalla. V. K. (2010).10th Edition, Anmol Publications Pvt. Ltd.
2. *International Financial Management*, T. Siddaiah, (2010).1st edition, Pearson Education.
3. *International Financial Management*, Apte, P.G. (2009).5th edition, Tata Mcgraw–Hill.
4. *International Financial Management*, Vij. Madhu. (2006). 2nd Edition, Excel Books.
5. *Multinational Financial Management*, Alan, C. Shapiro. (2006).8th Edition. Prentice–Hall
International Financial Management V. Sharan, (2004).3rd edition, Prentice- Hall.

Program: MBA

Semester: IV

Course: Mergers, Acquisition & Corporate Restructuring

Course Code: 11.671.8

L	T	P	C
3	0	0	3

Course Learning Objective:

CLO 1: To develop an understanding of the concepts of corporate restructuring, mergers, acquisition, takeover and its tactics.

CLO 2: To help students understand the importance of methods of financing mergers, mergers as a capital budgeting decision, amalgamation in the nature of merger, purchase and also procedure laid down under Indian companies act of 1956.

CLO 3: To enable learners to understand the Concept of Valuation of a Company, Firm Valuation Models on Merger & Acquisition as well as valuation practices in India.

CLO 4: To incorporate the understanding of Merger Aspects under Competition Law, Competition Bill 2002. It also includes SEBI Substantial Acquisition of Shares and Takeover code and provisions relevant to M & A activity in the Income Tax Act.

Course Outcome:

On completion of the Course, the students will be able to:

CO 1: Understand the concept and forms of restructuring, types of mergers, process of mergers and the difference between mergers, acquisition and takeover.

CO 2: Analyze different methods of financing mergers like cash offer, share exchange ratio, operating and financial synergy accounting for amalgamation and also different methods like pooling of interest method and purchase method.

CO 3: Apply different Firm Valuation Models on Merger & Acquisition like DCF Model, Comparable Company, Book Value, Adjusted Book Value, Enterprise Value, Three Stage growth model and Swap Ratio for Valuation of Target Companies.

CO 4: Understand the essentials of keys laws and regulations that govern mergers and acquisitions in jurisdiction and also the role of government regulators and agencies in mergers and acquisition.

Course content:

Unit I	Concept of Mergers, Acquisition & Corporate Restructuring	Hours
	Corporate restructuring – significance - forms of Restructuring, Mergers- types of merger– theories of mergers value creation in horizontal, vertical and conglomerate mergers, Process of mergers & Acquisition, Takeover Tactics and Takeover Defenses	12
Unit II	Methods of Financing Mergers	
	Methods of financing mergers – cash offer, share exchange ratio – mergers as a capital budgeting decision Synergies from M&A: Operating and Financial synergy Accounting for amalgamation – amalgamation in the nature of merger and amalgamation in the nature of purchase- pooling of interest method, purchase method – procedure laid down under Indian companies act of 1956	15
Unit III	Valuation of Target Companies	
	Concept of Value of a Company, Firm Valuation Models on Merger & Acquisition: (a) DCF Model, (b) Comparable Company, (c) Book Value, (d) Adjusted Book Value (e) Enterprise Value, (f) Three Stage growth model, Swap Ratio, Valuation Practices in India, LBO, MBO.	10
Unit IV	Legal & Taxation Aspects	
	Merger Aspects under Competition Law, Competition Bill 2002. The SEBI Substantial Acquisition of Shares and Takeover code, Provisions relevant to M & A activity in the Income Tax Act	8

Suggested Reading:

1. *Corporate Restructuring*, Bhagaban Das and Debdas Raskhit, Himalaya,
2. *Mergers, Restructuring and Corporate Control*, J. Fred Weston, Kwang S. Chung, Susan E. Hoag, PHI,
3. *Mergers and Acquisitions, Text and Cases*, B Rajesh Kumar, TataMcGraw Hill
4. *Strategic Financial Management*, Ravi M. Kishor, Taxmann
5. *Mergers, Acquisitions and Corporate Restructuring*, Prasad Godbole, Vikas
6. *Value Creation from Mergers and Acquisitions*, Sudi Sudarsanam, Pearson

Program: MBA

Semester: IV

Course: Financial Derivatives

Course code- 11.671.7

L	T	P	C
3	0	0	3

Course Learning Objectives:

CLO 1: Understand how the instruments covered can be used to implement basic market risk management strategies, appropriate for corporate applications.

CLO 2: Be able to solve basic problems requiring the ability to price derivative instruments and hedge market risk based on numerical data and current market conventions

CLO 3: Have acquired the basic skills required for pricing financial derivatives, including familiarity with some central techniques, namely risk-neutral valuation, no-arbitrage pricing, the binomial model, and the Black-Scholes model.

CLO 4: Be able to exercise basic quantitative and mathematical skills in pricing derivative instruments.

Course Outcomes:

On successful completion of the course students will be able to:

CO 1: Appraise the fundamental features of a range of key financial derivative instruments

CO 2: Analyze and price diverse derivatives products to generate an optimal risk management strategy.

CO 3: Demonstrate an understanding of pricing forwards and futures contracts.

CO 4: Explain the binomial model and its extension in continuous time to the Black-Scholes model and understanding of the option trading strategies.

CO 5: Demonstrate knowledge relating to the techniques used for determining the fair value of the Swap contracts.

Course Content

Unit I	Introduction to Derivatives	Hours
	Meaning and purpose of Derivatives, Economic benefits of derivatives, Types of financial derivatives, Types of Traders, Exchange traded versus OTC derivatives, Derivatives market in India, Risk in Derivative Market, Tools of Risk Management	10
Unit II	Forward and futures contracts	
	Forward and futures contracts: Definition and types, Mechanism of futures market, Future Prices and Spot Prices; Forwards Prices vs. Future Prices; Hedging using futures, Valuations of Forward and future prices	12
Unit III	Options Contracts	
	Concept of options; American and European options; Types of Options; Option pricing models: Binomial Option; Pricing Model; Black-Scholes Model; Simple & Complex Option trading strategies	15
Unit IV	Financial Swaps & Innovations in Derivative Market	
	Concept; Mechanics of Interest Rate Swaps, Valuation of Interest Rate, Swaps Currency Swaps and its Valuation Credit Risk and Swaps Innovations in Derivative Market, Future trends & Issues	8

Suggested Reading:

1. *Das, Satyajit: Swap & Derivatives Financing, Probes*
2. *Hull, J. Robert W: Understanding Futures Markets, Prentice Hall, New Delhi*
3. *Kolb, Robert W: Understanding Futures Markets, Prentice Hall Inc, New Delhi*
4. *Financial Derivative by SL Gupta*
5. *Financial Engineering: A Complete Guide to Financial Innovation, Marshall, J. F. and Bansal, V. K. 2006, Prentice Hall of India*

HUMAN RESOURCE MANAGEMENT

Program: MBA
Semester: IV
Course: International HRM
Course code- 11.672.5

L	T	P	C
3	0	0	3

Course Learning Objective:

CLO 1: To understand the international dynamics of globalization, globally expanding organizations, cross-border mergers & acquisitions & increased workforce diversity.

CLO 2: To understand the critical role of expatriate managers in meeting the demands of international HRM, workforce diversity & cross-cultural issues.

CLO 3: To understand the approach towards dealing with people in organizations from an international perspective.

CLO 4: To understand the key concerns & recent patterns in industrial relations & the policies & practices of the multinationals in dealing with them.

Course Outcome:

On the completion of the Course, the students will be able to:

CO 1: Understand the specific I-HRM related theories, concepts & practices.

CO 2: Understand the key skills required by HR professionals working in an international context with MNCs.

CO 3: Evaluate social, cultural, ethical and environmental responsibilities and issues in global contexts.

CO 4: Analyze the inter-relationship between the various dynamics involved in an international context & contribute meaningfully towards dynamic organizations.

Course content:

Topics	Hours
Unit I: Defining I-HRM	
Defining international HRM, Difference between domestic and International HRM, Organizational Structure in MNC. International staffing, The role of an expatriates, The role of non-expatriates, The role of the corporate HR Functions.	12
Unit II: International staff selection	
Recruiting and selecting staff for international assignments- Introduction, Issues in staff selection. Training and Development: The role of expatriate training, components of effective pre-departure training, developing staff through international assignments, Compensation: Objectives of International compensation, Key components of an international compensation program, Approaches to International compensation, Patterns in complexity.	15
Unit III: Repatriation	
Expatriation and Repatriation. Performance Management: Introduction, performance management of International Employees. Performance appraisal of international employees.	10
Unit IV: Industrial relations	
Industrial Relations in International Context. Managing people in International Context	8

Suggested Reading:

1. *International Human Resource Management – Text and Cases P. L. Rao, Excel Books (Latest Edition)*
2. *International Human Resource Management, Peter Dowling and Denice Welch, Cengage Learning*
3. *International Human Resource Management, Tony Edwards, Pearson Education*
4. *Global Human Growth Model, M.N Rudrabasavaraj, Himalaya*
5. *International Human Resource Management, Monir Tayeb, Oxford*

Program: MBA
Semester: IV
Course: Employee Relations
Course Code: 11.672.6

L	T	P	C
3	0	0	3

Course Learning Objective:

CLO 1: Provide understanding on the conceptual difference between employee relations and industrial relations

CLO 2: Provide exposure of theories, techniques and approaches to manage Employee Relations

CLO 3: Provide understanding on the importance of labour administration and its legal provisions.

CLO 4: Acquaint students with the principles and practices of management of Employee Relations and to teach them the importance of various aspects and issues related to it.

Course Outcome:

On the completion of the Course, the students will be able to:

CO 1: Understand the basic concepts of Employee relations, its importance and its core issues.

CO 2: Develop knowledge on trade unions and its formation, structure, functions and legal framework

CO 3: Gain insight into the implication of Human Resource Information System and its applications in organization.

CO 4: Summarize the important provisions of Wage Legislations, Social Security Legislations, Legislation related to Organizational Conflict etc.

CO 5: Understand the different contemporary issues in Employee Relations.

Course Content:

Topics	Hours
Unit I: Introduction to Employee Relations Management (ERM)	
Introduction, Overview of Employee Relations Management, Importance of Employee Relations Management, Employee Relations Management Tool, Core Issues of Employee Relations Management	8
Unit II: Trade Unionism	
Trade Union: origin and growth, unions after independence, unions in the era of liberalization. Trade Union concept, objectives, functions and role of Trade Unions in collective bargaining; problems of Trade Unions. Labor problems: Discipline and misconduct; Grievance Handling Procedure	9
Unit III: Human Resource Information System (HRIS) & Organizational discipline:	
Human Resource Information System (HRIS): Introduction, Overview of Human Resource Information Systems, Importance of Human Resource Information Systems, Features of Human Resource Information Systems, Common Applications of Human Resource Information Systems Organizational discipline: Introduction, Overview of Organizational Discipline, Types of Organizational Discipline, Types of Disciplinary Problems, Disciplinary Procedure	12
Unit IV: Laws & Issues relating to Employee Relations	
Laws related to Employee Relations: Introduction, Evolution of Employee Laws in India, Laws Relevant to Employee Relations, Laws Relevant to Organizational Conflicts, Laws Relevant to Employee Wages and Compensation Contemporary Issues in Employee Relations: Introduction, Careerism, Stress and Employee wellness in organization, Organizational Justice, Organizational Misconduct, Issues with Contract labor and temporary workforce, Managing Employee Relations through Organizational Change, Employee relations for the diverse workforce and Multinational Companies (MNC), Employee relations during crises – Recession	16

Suggested Reading:

1. *Dynamics of Industrial Relations- Mamoria CB, Mamoria, Gankar, (Himalayan Publications, 15th Ed.)*
2. *Industrial Relations- Singh B.D., (Excel, 1st Ed.)*
3. *Industrial Relations, Trade Unions and Labour Legislation- Indu Bala Sinha, (Pearson Education, 1st Ed.)*
4. *Industrial Relations and Labour Laws- Srivastava SC, (Vikas, 2000, 4th Ed)*
5. *Elements of Merchantile Law(N.D Kapoor) Sultan Chand & sons ,2009*

Program: MBA
Semester: IV
Course: Strategic Human Resource Management
Course Code: 11.672.7

L	T	P	C
3	0	0	3

Course Learning Objective:

CLO 1: To distinguish between the strategic approach to human resources from the traditional functional approach

CLO 2: To understand the relationship of HR strategy with overall corporate strategy

CLO 3: To understand the strategic role of specific HR functions

CLO 4: To apply the human resource strategies in the context of changing forms of organization

Course Outcome:

On the completion of the Course, the students will be able to:

CO 1: Identify the linkages between HRM functions and organizational strategies, structures & culture.

CO 2: Apply critical thinking skills in analyzing theoretical & applied perspectives of strategic HRM.

CO 3: Analyze problems and develop managerial solutions to human resource problems.

CO 4: Exhibit behavior and performance that enhances competence in decision making, critical thinking, problem solving, planning etc.

Course Content:

Topics	Hours
Unit I: Introduction to SHRM	
Definition, Need, Importance, and Steps, Introduction to business and corporate strategies, Integrating HR strategies with business strategies, Human Resource Environment: Workforce Diversity, Demographic Changes, Analyzing HR Practices followed by different firms-Human Resource System-HR as a Strategic Partner, Challenges for HRM in the 21st century	12
Unit II: Recruitment, Retention and Retrenchment Strategies	
Online Recruitment, Head Hunting, Employee referrals, Flexi timing, Quality of work life, Work – life balance, Downsizing, Voluntary retirement schemes (VRS), HR Outsourcing, Early retirement plans	10
Unit III: Performance Management, Training and Compensation Strategies	
Defining Key Result Areas, Competency Mapping, Multi-Skilling, Succession Planning, Seniority Vs. Merit-based Promotions, 360-degree Feedback, Performance based pay & Skill based pay, Executive compensation, Variable pay	15
Unit IV: Human Aspects of Strategy implementation	
Behavioral issues in strategic implementation, Matching culture with strategy, Human side of mergers and acquisitions, Employee morale, Personal values and business ethics.	8

Suggested Reading:

1. *Strategic Human Resource Management- A guide to Action- By Michael Armstrong, Kogan Page, London*
2. *Strategic HRM- Agarwal, Oxford University Press, New Delhi*
3. *Human Resource Management- Garry Desseler, PHI, New Delhi*
4. *Strategic HRM – Jeffery Mello, Thompson publication, New Delhi*

MARKETING MANAGEMENT

Program: MBA

Semester: IV

Course: Services Marketing

Course Code: 11.673.5

L	T	P	C
3	0	0	3

Course Objectives:

CLO1: Developing an understanding of the challenges involved in marketing and managing services

CLO2: Identifying the differences between the marketing of services and the marketing of manufactured goods

CLO3: Identifying and analyzing the various components of the services marketing mix

CLO4: Understanding key issues concerning the management and measurement of service quality and customer satisfaction

Course Outcomes:

CO1: Identify the major elements needed to improve the marketing of services

CO2: Develop an understanding of the roles of relationship marketing and customer service in adding value to the customer's perception of a service

CO3: Understand the expectations of customers and know how to translate this knowledge into genuine value for customers

CO4: Understand current research trends in services marketing and implementing it for attaining organization objectives

Course Content:

Topics	Hours
Unit I: Introduction to services	9
Introduction to Services, Growth of service sector economy, Service characteristics, Service classification, Service marketing mix, Consumer behavior in services: customer expectation of service, customer perceptions of service	
Unit II: Managing Relationship & Building Loyalty	12
Managing relationship and building loyalty, Complaint handling and Service recovery strategies, Service development and design: Challenges of service design, types of new services, core and supplementary elements, new service development process, Service blueprint, Physical evidence and the Services capes: types, role and its effect on behavior	
Unit III: Delivering Services	14
Delivering and performing service through employees and customers: service culture, employee's role, strategies to deliver quality, cycle of failure, mediocrity and success, self-service technologies and Customer Participation, introduction to customer citizenship behavior Delivering services through intermediaries and electronic channels, Managing demand and capacity, waiting line strategies integrated.	
Unit IV: Service Quality	10
Services Marketing communications and services marketing triangle, Pricing of services: Pricing approaches, Pricing Strategies, Improving Service Quality and productivity: Integrated gaps model of service quality, Prescriptions for closing quality gaps.	

Suggested Reading:

1. Zeithmal A Valarie and Bitner Mary, 'Services Marketing', Tata McGraw Hill,
2. Lovelock, Christopher H, 'Services Marketing', Pearson Education,
3. Hoffman, 'Marketing of services', Thomson South westen
4. Govind Apte, 'Service Marketing' Oxford Press
5. Shajahan, "Service Marketing" Himalya Publishing

Program: MBA

Semester: IV

Course: Retail Management

Course Code: 11.673.2

L	T	P	C
3	0	0	3

Course Learning Objective

CLO 1: To provide insights into all functional areas of retailing.

CLO 2: Familiarize the students with organized retail and the value it creates.

CLO 3: To give a perspective of the Indian retailing scenario.

CLO 4: To Familiarize students with the strategic and operational decision-making processes in the organized retail

Course Outcome:

On the completion of the Course, the students will be able to:

CO 1: Recognize the different dimensions and functional areas of retailing

CO 2: Understand the functions of retail business and various retail formats and retail channels.

CO 3: Relate key drivers of retail supply chain and how to select retail store location.

CO 4: Analyze Retail Market and formulate Financial & Operational strategy including product pricing.

Course Content:

Topics	Hrs.
Unit I:Introduction to Retail Management	10
Retailing: Definition, Scope, Economic significance, Opportunities in retailing, various retail formats, Multichannel retailing including online retailing (E-tailing), Changing scenario of retail, Customer Buying Behaviour in Retailing.	
Unit II	11
Retailing Strategy: Retail strategy, Target market and retail planning process. Retail Locations and Site Selection, location opportunities, factors affecting the site selection, estimating demand for a new location. Human Resource Management in Retailing: Gaining competitive advantage through HRM, Designing retail organization structure, Motivating retail employees.	
Unit III	11
Role of Personal selling in retail promotion mix – role of retail sales person – retail selling process – preparing for the customer – prospecting the customer – approaching the customer – presenting the merchandise demonstrating – handling objections – up selling – cross selling – making the sale. Franchising: Meaning, scope, types, history and overview, advantages and disadvantages to franchisee and franchisor, recognizing franchising opportunities, Assessing franchise feasibility.	
Unit IV	13
Merchandise Management: Planning merchandise, buying merchandise, pricing decision for merchandise. Retail Communication Mix: Developing brands and building customer loyalty, Promotion strategy, planning a retail promotion strategy. Store Management: Managing the store, store layout, design and visual merchandising. Role of technology in managing the store.	

Note: Relevant Case Studies should be discussed in class

Suggested Reading:

1. Swapna Pradhan, *Retail Management: Text & Cases*, McGraw Hill (2012) 4th Edition.
2. Nair, S. (2011). *Retail Management (4th ed)*, Himalaya Publishing House.
3. *Retail Management – Michael Levy and Barton A. Weitz*, Tata McGraw Hill, Fifth Edition, 2004.
4. *Retail Management – ICAI Centre for Management Research Publication*.
5. Neelesh Jain, *Retail Management: a realistic approach*; 2008; Global India Pub. Pvt. Ltd..

Program: MBA

Semester: IV

Course: International Marketing

Course Code: 11.673.6

L	T	P	C
3	0	0	3

Course Learning Objective:

CLO 1: To understand International Marketing both at conceptual level and the Evolution over the years from mere commodity exports to Modern International Marketing management.

CLO 2: To learn the concept of standardization, adaptation and then transformation from domestic marketing to international marketing adapting 4 Ps based on variables like foreign cultures, foreign consumer behavior, and foreign need gaps both in theoretical and practical sense through case studies.

CLO 3: To have a clear understanding of International Marketing Ecosystem including Legal, Alliances, Integrator, Regional Blocks, Trade Organization, Banking system, Monetary, Technological and demographic environment of countries we play in.

CLO 4: To trains the students to develop and implement plans and strategies for entering international markets and managing overseas operations.

CLO 5 To understand Export management, including India's EXIM policy and Export promotion measures building a strong balance of trade position.

Course Outcome:

On completion of the Course, the students will be able to:

CO 1: Have a fair understanding of international marketing concept and evolution stages.

CO 2: Apply the concept of International Marketing to transformation from domestic marketing to international marketing through case studies and real examples.

CO 3: Have a clear understanding about the International Marketing ecosystem and its impact on designing International Marketing strategy. Have a clear understanding of International Economic and Political Integration including regional alliances and how it impacts International Marketing Process. One must also gain fair understanding of economic integrator like World Bank, WTO, IMF,alliances like European union, and agreements like GATT.

CO 4 - To be trained as an International Marketeer ready to enter domestic brands & commodities in international markets

CO 5: Have a fair idea of India's EXIM Policy, Export Process, and Indian government effort to push make in India programs.

Course Content:

Topics	Hours
Unit I: Introduction to International Marketing & Global Dexterity	
Introduction, Concept, Definition, Evolution, Trends, Significance, Scope, Challenges, Risks, International Trade theories, Case studies of Domestic to international Marketing transformation, Global Dexterity & Cultural dynamics, International Marketing Process, International Product development process, International Trade Marketing (International Multi Brand Retail management), Screening of countries and Mode of entry - Export, Licensing, Contract Manufacturing, Foreign marketing, JV, M&A, Owned Subsidiary/ FZE, and Strategic Alliances	12
Unit II: International Marketing Environment	
International Political Spectrum with impact on Marketing decision, Variables of International Marketing Environment, International Legal, Social, Demographic, and Technological Environment. Emerging markets & Strategic Implications and Economic Classification of International markets. Major International trade Agreements: GSP, GAFTA, GATT, GSTP, WTO; Barriers to International Trade, Economic Integrator IMF, World Bank, Asian Development Bank, UNCTAD, UNIDO. Regional Blocks like European Union, NAFTA, GCC, MEA, COMESA, MERCOSUR, SAARC; MFN & FTA; International Monetary System; Foreign Exchange market, Exchange Rate, and Internationalization of stock market.	12
Unit III: International Marketing Mix	
International Product management, International Product Life Cycle, International Distribution management & Channels of distribution, International Pricing Cascade & Value Chain, International Brand Communication & International Promotion management, and International E commerce	12
Unit IV: Export Management, India's standing in International Trade, EXIM policy and make in India initiative	
Export Management, Export Finance, Export Process, Organization of Export House, Export Incentives, International Trade in India, Balance of Trade, Composition of India's foreign trade, India's EXIM Policy, Make in India program, Aatm Nirbhar Bharat, Foreign Trade in India, and Foreign Exchange Management Act (FEMA)	9

Suggested Reading:

1. *Onkvisit S. & Shaw, J., International Marketing: Analysis & Strategy, Pearson Education*
2. *Czinkota M, Ronkaine I, Sutton Brady, C. and Beal, T. International Marketing, Cengage Learning.*
3. *Cherunilam F, International Trade & Export Management, Himalaya Publishing.*
4. *Cateora & Graham, International Marketing, McGraw Hill.*
1. *Keegan, Global Marketing Management, Pearson Education Asia*
2. *Daniels, J, International Business, Pearson Education*
3. *Cherunilam, International Marketing, Himalaya Publishing.*

INFORMATION TECHNOLOGY

Program: MBA

Semester: IV

Course: E-Commerce and Digital Market

Course code- 11.674.5

L	T	P	C
3	0	0	3

Course Learning Objective:

CLO 1: Analyze the impact of E-commerce on business models and strategy

CLO 2. Describe Internet trading relationships including Business to Consumer, Business-to-Business, Intra- organizational.

CLO 3. Describe the infrastructure for E-commerce

CLO 4. Describe the key features of Internet, Intranets and Extranets and explain how they relate to each other.

CLO 5. Discuss legal issues and privacy in E – Commerce

CLO 6. Assess electronic payment systems CLO 7. Recognize and discuss global E-commerce issues

Course Outcome:

On the completion of the Course, the students will be able to:

CO 1: Understand the basic concepts and technologies used in the field of management information systems; CO 2: Have the knowledge of the different types of management information systems;

CO 3: Understand the processes of developing and implementing information systems; CO 4: Be aware of the ethical, social, and security issues of information systems

Course content:

Topics	Hours
Unit I: Introduction to Electronic Commerce	
What is E-Commerce (Introduction and Definition) Main activities E-Commerce Goals of E-Commerce Technical Components of E-commerce Functions of E-commerce Advantages and Disadvantages of E-commerce Scope of E-commerce Electronic commerce Applications Electronic commerce and Electronic Business C2C, C2G, G2G, B2G, B2P, B2A, B2A, C2A, B2B, B2C)	12
Unit II: Building own website	
Reasons for building own website Benefits of website Bandwidth requirements Cost, Time, Reach Registering a Domain Name Web promotion Target email, Banner Exchange, Shopping Bots Internet and Extranet: Definition of Internet Advantages and Disadvantages of the Internet Component of a Intranet Information technology structure Development of a Intranet Extranet and Intranet Difference Role of Intranet in B2B Application	12
Unit III: Electronic payment System	
Introduction Types of Electronic payment system Payment types Traditional payment Value exchange system Credit card system electronic funds transfer Paperless bill Modern payment cash electronic cash	9
Unit IV: Technology Solution	
Protecting Internet Communications Encryption Symmetric Key Encryption Public key Encryption Public Key Encryption using digital signatures Digital Envelopes Digital Certificates Limitations to Encryption solutions. E-com Security: E-commerce security environment Security threats in E-com environment Malicious code and unwanted programs Phishing and identity theft Hacking and cyber vandalism Credit card fraud/Theft Spoofing Denial of service (DOS) Distributed denial of service(dDOS)	12

Suggested readings:

1. *E-Commerce- Kenneth C.Laudon and Carol Guercio Traver*
2. *E-Commerce by --Kamlesh K Bajaj and Debjani Nag*
3. *Internet marketing and E-commerce-Ward Hanson and Kirthi Kalyanam*
4. *E-Commerce Concepts, Models, Strategies by -- G.S.V Murth*

Program: MBA
Semester: IV
Course: Managing Software Project
Course code: 11.674.6

L	T	P	C
3	0	0	3

Course Learning Objective:

CLO 1: This course introduces the concepts and methods required for the construction of large software intensive systems.

CLO 2: The course aims is to develop a broad understanding of the discipline of software engineering and management of software systems.

CLO 3: This course provides an understanding of both theoretical and methodological issues involve in modern software engineering project management and focuses strongly on Practical techniques.

CLO 4: This course introduces to planning and managing projects at each stage of the software development life cycle (SDLC).

CLO5: This course develops the skills for tracking and controlling software deliverables.

Course Outcome:

On the completion of the Course, the students will be able to:

CO 1: Apply the process to be followed in the software development life-cycle models.

CO 2: Implement communication, modeling, construction & deployment practices in software development.

CO 3: Explain the concepts of various software testing methods & be able to apply appropriate testing approaches for development of software.

CO 4: Explain the quality management & different types of metrics used in software development. CO 5: Apply the concepts of project management & planning Ma

Course content:

Topics	Hours
Unit I: Project Management Framework:	
Overview of project Management, Project Organization, Project management life cycle, planning a software project, Role of - Project Manager, Team members, Client & Users in project management	9
Unit II: Managing Software Projects:	
Understanding stakeholder interaction, project context, and project risks- Understanding approaches for managing and optimizing the software development process, and choosing an appropriate project development methodology (e.g. waterfall, spiral, agile etc.) Applying efficient techniques for managing each phase of the systems development lifecycle	12
Unit III: Risk Management:	
Identification of Risks Risk Management Process: Risk identification, Risk analysis, Risk planning, Risk monitoring, Risk Closure	12
Unit IV: Software Team Management:	
Team Structure & Staff development plan, Characteristics of Performance management, High performance Directive and collaborative styles, Team Communication, Group Behavior Managing customer expectations	12

Suggested Reading:

1. *Software engineering principles and practice*, McGraw-Hill, Waman S. Javadekar
2. *Effective software project management*, Willy India edition, Robert K. Wysocki
3. *Software quality, producing practical, consistent software*, Mordechai Ben-Menachem
4. *Software project management in practice*, Pearson, Pankaj Jalote
5. *Software testing and quality assurance, Theory and practice*, Willy-India edition, Kshirsagar Naik
6. *Software project management, A Concise Study*, S. A. Kelakar. *Software Engineering*, Pressman

Program: MBA

Semester: IV

Course: IT Consulting

Course Code: 11.674.7

L	T	P	C
3	0	0	3

Course Learning Objective

CLO1: To understand tasks and roles of the consultant in the company

CLO2: To identify and recognize characteristics of good consultants

CLO3: To differentiate and explain different approaches to consulting

CLO4: To enhance writing and research skills preparing the structure and objectives of a consultancy proposal

Course Learning Outcome:

On the completion of the course, the students will be able to:

CO1: The student will learn the basic role division in the company.

CO2: The student will learn about team cooperation the company.

CO3: The student will learn project management procedures in practice.

CO4: The student will learn to improve processes and procedures.

Course Content:

Topics	Hours
Unit I: History of IT/ ITeS industry	
History of IT/ ITeS industry - events that lead to the evolution of the industry in the 90's -the rapid growth phase post 2000, and the current mature phase since 2010. Industry overview - types of companies, study of key players, details of services offered, key challenges	10
Unit II: Technology forecasting	
Technology forecasting, Feasibility study Opportunities, Innovation building with teams, Technology audit, Technology diffusion and Deployment. Technology life cycle, R&D and its role, Managing R&D New product development process, Business models innovations financial assessment of Business model	12
Unit III: Operations inside IT company	
Operations inside IT company; Discussion on the Application development process, Application testing process, Application support process, Business process outsourcing processes; the key management processes that drive the IT /ITeS service delivery An introduction to computer-integrated design and manufacturing with a focus on manufacturing process planning. Emphasis on concurrent engineering principles, manufacturing process engineering, computer-aided process planning,	15
Unit IV: Organization structure and key departments in IT/ ITeS companies	
Organization structure and key departments in IT/ ITeS companies – resourcing, training, deployment, project management and delivery, customer acquisition, marketing, finance, infrastructure and management metrics The role of MBA's in IT/ITeS industry – Business analysis, Functional consultant, Finance roles, Marketing roles, Sales roles.	8

Suggested Reading:

1. David, Ford., & Michel, Saren. (2001). *Managing and marketing Technology (2nd ed.)*. Publisher International Thomson computer Press.
2. Fredrik, Betz. (2003). *Managing technological innovations (2nd ed.)*. Publisher Wiley.
3. Haag, Baitzan. Phillips. (2009). *Business driven technology (2nd ed.)*. Publisher TataMcgraw Hill