

**Sardar Patel University Mandi**  
**District Mandi -175001 (HP) India**  
**[www.spumandi.ac.in](http://www.spumandi.ac.in)**

(Established Under H.P. Legislative Assembly Act 03 of 2022)



**Syllabus for**  
**Master of Business Administration (MBA)**  
**CBCS (2 Years)**  
**Session 2022-23 Onwards**

**Faculty of Management Studies & Commerce**  
**Sardar Patel University Mandi (HP)**

**Master of Business Administration  
MBA Semester I  
Core Course**

**101: Management Practices and Organizational Behaviour**

**Marks: 100**

**Duration: 60 Hrs.**

**CREDITS: 4**

**Objective:** The purpose of this course is to help the students to understand management functions, to familiarize themselves with the practice of management, to develop an understanding of behavioural process of the organizations as a whole, and to cultivate an insight into the individual behaviour at work place.

**Course Outcomes:** The successful completion of this course shall enable the student to:

**CO1:** Understand the different thoughts given by national and international management thinkers.

**CO2:** Apply the concepts of planning and decision making

**CO3:** Cultivate an insight into the individual & group behavior

**CO4:** Comprehend leadership styles and group dynamics

**Contents:**

<b>UNIT</b>	<b>Content</b>	<b>Hours</b>
I	Meaning, Nature and Scope of Management; Emergence of Management Thought – Classical, Neo-Classical and Modern Theories; Roles, Skills and Responsibilities of Managers; Universality of Management Principles; Functions of Management; Comparative Management – Japanese, American and Indian.	11
II	Planning and Decision Making – Process, Premises, Types of Plans; Decision – Making – Process, Types of Decisions, Creativity in Decision Making, Techniques; Control – Process and Techniques.	10
III	Organizations – Meaning, Principles, Types of Organizations; Organizational Behaviour – Meaning and Scope; Models of OB; Contributing Disciplines to OB: Emerging Challenges for OB: Organizations as Social Systems.	11
IV	Foundations of Individual Behaviour; Individual Differences; Basic understanding of Attitudes, perception, Personality, and Learning; Work Motivation – Theories and Applications; communication – Process, Forms, Barriers and Effectiveness.	10
V	.Group Dynamics – Overview of Groups, Types, Stages, Group Decision – making; Interpersonal Relationship; Inter – group Dynamics – Interactions, Influencing Factors; Leadership Concept, Theories, and Effectiveness.	10
	Small group learning exercise involving discussion, case studies role-play, presentations by students	8
	<b>TOTAL</b>	<b>60</b>

## **Readings (Unit Wise)**

### **Unit-I**

1. Stephen P. Robbins, Mary A. Coulter David A. De Cenzo, Coastal Carolina (2020) Fundamentals of Management, 11th Edition, Pearson Publication.
2. PravinDurai (2019), Principles of Management First Edition, Pearson Publication
3. J.K.Mitra (2018) Principles of Management, Oxford HED Publication.

### **Unit-II**

1. Stephen P. Robbins, Mary A. Coulter David A. De Cenzo, Coastal Carolina (2020) Fundamentals of Management, 11th Edition, Pearson Publication.
2. PravinDurai (2019), Principles of Management First Edition, Pearson Publication
3. J.K.Mitra (2018) Principles of Management, Oxford HED Publication.

### **Unit-III**

1. Robbins,StephenP.,Judge, T.,Vohra, N.,OrganizationalBehaviour; Pearson Publication.
2. L.M. Prasad (2014) OrganisationalBehaviour, Sultan Chand and Sons

### **Unit-IV**

1. Robbins,StephenP.,Judge, T.,Vohra, N.,OrganizationalBehaviour; Pearson Publication.
2. L.M. Prasad (2014) OrganisationalBehaviour, Sultan Chand and Sons

### **Unit-V**

1. L.M. Prasad (2014) OrganisationalBehaviour, Sultan Chand and Sons

### **Additional Readings**

1. Koontz, H. and Welrich, H; Essentials of Management, McGraw Hill
2. Luthans, F. Organizational Behaviour, McGraw Hill.
3. Robbins, Stephen P, Management, Englewood Cliffs, Prentice Hall Inc.
4. Gregory Moorhead and Ricky W Griffin; Organizational Behaviour – Managing People and Organizations, Jaico Pub. Ouse, Bombay
5. Stoner, J. et. Al. Management, New Delhi, Prentice Hall of India.

### **Pedagogy:**

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

**Teaching Plan:**

At the beginning of each semester faculty teaching the course will provide (i) Teaching Plan, (ii) updated reading list, and (iii) the list of case studies for uploading on Department website.

**Facilitating the achievement of Course Learning Outcomes**

<b>Unit No.</b>	<b>Course Learning Outcomes</b>	<b>Teaching and Learning Activity</b>	<b>Assessment Tasks</b>
I	Ability to understand the meaning ,scope of management and emergence of management thought	Lecture/Video/ Case/ Presentation/Role Play	Class participation, Presentation, Viva/test
II	Ability to understand the functions of management and their importance.	Lecture/Video/ Case/ Presentation/Role Play	Class participation, Presentation, Viva/test
III	Ability to explorethe concepts and models of organisation behaviour and which are contributing disciplines to organisation behaviour	Lecture/Video/ Case/ Presentation/Role Play	Class participation, Presentation, Viva/test
IV	Ability to learn about the foundations to individual behaviour and how behaviours are shaped	Lecture/Video/ Case/ Presentation/Role Play	Class participation, Presentation, Viva/test
V	Ability to understand the group dynamics and group decision making,	Lecture/Video/ Case/ Presentation/Role Play	Class participation, Presentation, Viva/ test



**Master of Business Administration**  
**MBA Semester I**  
**Core Course**

**102: Business Statistics**

**Marks: 100**

**Duration: 60 Hrs.**

**CREDITS: 4**

**Objective:**The objective of the course is to make the students familiar with some basic statistical techniques. The main focus however is in the application of these tools and techniques in business decision.

**Course Outcomes:**The successful completion of this course shall enable the student to:

**CO1:** Understand the statistical tools and the calculation of various measures of central tendency

**CO2:**Analyze and apply the concepts of statistics in decision making

**CO3:**Compare the data of different organizations/departments and formulate hypothesis for future operations

**CO4:** Do better quantitative research by applying latest technology and software available

**CO5:**Do better research and make quality project reports.

**Contents:**

<b>UNIT</b>	<b>Content</b>	<b>Hours</b>
I	Introduction, Definition of Statistics, Process of Statistical Investigation, Frequency Distribution and their Analysis – Measures of Central Tendency, Measures of Dispersion.	11
II	Correlation Analysis, Introduction to Multiple and Partial Correlation, Regression Analysis: Estimation using Regression Lines. Probability theory and Probability Distributions – Binomial, Poisson and Normal Distributions.	10
III	Estimation – Point Estimation and Interval estimation. Hypothesis Testing – One sample test, Two Sample Test, T-Test, F-Test, And Analysis of Variance.	10
IV	Non-Parametric Tests, Advantages of Non-Parametric Test, Chi-Square Test, The Sign Test, Rank Sum Test, The Kruskal-Wallis Test, Spearman's Rank Correlation Test.	11
V	Time Series – Variations in Time Series Trend Analysis, Methods of Measuring Trend Cyclical Variations, Seasonal Variations	10
	Small group learning exercise involving discussion, presentations by students	8
	<b>TOTAL</b>	<b>60</b>

## **Readings (Unit Wise)**

### **Unit-I**

1. S.P.Gupta (2021), Business Statistics, Sultan Chand & Sons Publications
2. Levin & Rubin (1994) Statistics for Management, Pearson.

### **Unit-II**

1. S.P.Gupta (2021), Business Statistics, Sultan Chand & Sons Publications
2. Levin & Rubin (1994) Statistics for Management, Pearson.

### **Unit-III**

1. S.P.Gupta (2021), Business Statistics, Sultan Chand & Sons Publications
2. Levin & Rubin (1994) Statistics for Management, Pearson.

### **Unit-IV**

1. S.P.Gupta (2021), Business Statistics, Sultan Chand & Sons Publications
2. Levin & Rubin (1994) Statistics for Management, Pearson.

### **Unit-V**

1. S.P.Gupta (2021), Business Statistics, Sultan Chand & Sons Publications
2. Levin & Rubin (1994) Statistics for Management, Pearson.

## **Additional Readings**

1. Aczel, Amir D., Sounderpandian, J., & Saravanan P. (2012). Complete Business Statistics (7th ed.). India: McGraw Hill Education India Private Limited.
2. Albright, S.C., & Winston, W.L. (2015). Business Analytics: Data Analysis and Decision Making (5th ed.). Cengage Publications.
3. Anderson, D., Sweeney, D., Williams, T., Camm, J., & Cochran, J. (2014). Statistics for Business & Economics (12th ed.). India: Cengage Learning.
4. Anderson, D., Sweeney, D., Williams, T., Martin, R.K. (2012). An Introduction to Management Science: Quantitative Approaches to Decision Making (13th ed.). India: Cengage Learning.
5. Balakrishnan, N., Render, B., Stair, R. M., & Munson, C. (2017). Managerial decision modeling. Upper Saddle River, Pearson Education.
6. Powell, S. G., & Baker, K. R. (2017). Business analytics: The art of modeling with spreadsheets. Wiley.
7. Stine, R.E., & Foster, D. (2013). Statistics for Business: Decision Making and Analysis (2nd ed.). India: Pearson Education.

## **Pedagogy:**

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

### Teaching Plan:

At the beginning of each semester faculty teaching the course will provide (i) Teaching Plan, (ii) updated reading list, and (iii) the list of case studies for uploading on Department website.

#### Facilitating the achievement of Course Learning Outcomes

Unit No.	Course Learning Outcomes	Teaching and Learning Activity	Assessment Tasks
I	Ability to understand the meaning, scope and importance of statistics in business	Lecture/Video/ Case/ Presentation/Role Play	Class participation, Presentation, Viva, analysis of case study, Problem based test
II	Ability to understand the concepts of partial correlation regression and its applications.	Lecture/Video/ Case/ Presentation/Role Play	Class participation, Presentation, Viva, analysis of case study, Problem based test
III	Ability to understand about estimation and hypothesis testing	Lecture/Video/ Case/ Presentation/Role Play	Class participation, Presentation, Viva, analysis of case study, Problem based test
IV	Ability to learn about the non-parametric tests and its applications	Lecture/Video/ Case/ Presentation/Role Play	Class participation, Presentation, Viva, analysis of case study, Problem based test
V	Ability to understand about times series analysis and Methods of Measuring Trend Cyclical Variations, Seasonal Variations	Lecture/Video/ Case/ Presentation/Role Play	Class participation, Presentation, Viva, analysis of case study, Problem based test

**Master of Business Administration**  
**MBA Semester I**  
**Core Course**

**103: Managerial Economics**

**Marks: 100**

**Duration: 60 Hrs.**

**CREDITS: 4**

**Objective:** The objective of this course is to make the students conversant with such basic concepts and tools of economic analysis, which have an important bearing on managerial decision-making, which would enable the students to understand the economic forces governing industry and business.

**Course Outcomes:** The successful completion of this course shall enable the student to:

**CO1:** Understand the basic concepts and tools of economic analysis for managerial decision making

**CO2:** Analyze the demand function in order to make forecasting of demand more effective for business

**CO3:** Understand the market structures and design pricing policies accordingly

**CO4:** Analyze and evaluate various factors of economy and apply the knowledge acquired in the social and business circle

**Contents:**

<b>UNIT</b>	<b>Content</b>	<b>Hours</b>
I	<b>Economic Background to Management:</b> Economics as discipline, the economic problem, the circular flow of economic activities, functions of an economic system. The business firm and its objectives.	11
II	<b>Managerial Economics:</b> Nature & Scope of Managerial Economics, Five Fundamental Concepts in decision making: Incrementalism, Marginalism, The Equimarginal Principle, The Time Perspective, The Discounting Principle, The Opportunity Cost.	10
III	<b>Demand Analysis:</b> Types & Determinants of Demand, Law of Demand, The Elasticity of Demand, Elasticity of Demand, Demand Forecasting; Approaches to Forecasting, Forecasting Methods.	11
IV	<b>Production &amp; Cost Analysis:</b> Cost concept, nature, types and managerial uses of cost, Determinants of Costs, Production function, Break-even analysis.	10
V	<b>Price Analysis:</b> Pricing, Methods & Strategies of Pricing, Price Discrimination, Psychological Aspects of Pricing. Price determination in Perfect Competition, Monopoly, Monopolistic Competition and Oligopoly.	10
	Small group learning exercise involving discussion, case studies role-	8

	play, presentations by students	
	TOTAL	60

### **Readings (Unit Wise)**

#### **Unit-I**

1. Maheshwari.Y (2005), Managerial Economics,Prentice-Hall of India Pvt.Ltd; 2nd edition.
2. ShagaNarayanabharathiArjun Kumar &Gaddam Jimmy Corton (2020),Managerial Economics: An Ideal Text Book for MBA Students as per CBCS Syllabus,
3. Geetika, Ghosh P.,& Roy Chowdhury, P. (2017). Managerial Economics (3rd ed.).McGraw Hill Education.

#### **Unit-II**

1. Geetika, Ghosh P.,& Roy Chowdhury, P. (2017). Managerial Economics (3rd ed.).McGraw Hill Education.
2. Paul, K., Philip, K. Y., Steve, E., Dickinson, C., & Banerjee S. (2017). Managerial Economics (7th ed.). Pearson.

#### **Unit-III**

1. Geetika, Ghosh P.,& Roy Chowdhury, P. (2017). Managerial Economics (3rd ed.).McGraw Hill Education.
2. Paul, K., Philip, K. Y., Steve, E., Dickinson, C., & Banerjee S. (2017). Managerial Economics (7th ed.). Pearson.

#### **Unit-IV**

1. Geetika, Ghosh P.,& Roy Chowdhury, P. (2017). Managerial Economics (3rd ed.).McGraw Hill Education.
2. Paul, K., Philip, K. Y., Steve, E., Dickinson, C., & Banerjee S. (2017). Managerial Economics (7th ed.). Pearson.

#### **Unit-V**

1. Geetika, Ghosh P.,& Roy Chowdhury, P. (2017). Managerial Economics (3rd ed.).McGraw Hill Education.
2. Paul, K., Philip, K. Y., Steve, E., Dickinson, C., & Banerjee S. (2017). Managerial Economics (7th ed.). Pearson.

#### **Additional Readings**

1. Allen, W. B., Doherty N. A., Weigelt, K., & Mansfield E. (2009). Managerial Economics: Theory, Applications and Cases (7th ed.). W. W. Norton & Company.
2. Bernheim, B. D., Winston, M., & Sen, A. (2008). Microeconomics. McGraw Hill Education.
3. Hirschey, M. (2009). Managerial Economics: An Integrative Approach. Cengage Learning.
4. Koutsoyiannis, A. (2008). Modern Microeconomics (2nd ed.). Palgrave, McMillan.

5. Mark, H. (2009). Fundamentals of Managerial Economics (9th ed.). Cengage Learning.
6. Salvatore, D. (2016). Managerial Economics (8th ed.). Oxford University Press.
7. Thomas C. R., & Maurice, S.C. (2010). Managerial Economics: Foundations of Business Analysis and Strategy (10th ed.). McGraw Hill Education.
8. Varian, H. R. (2010). Intermediate Microeconomics (8th ed.). East-West Press Pvt. Ltd

**Pedagogy:**

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

**Teaching Plan:**

At the beginning of each semester faculty teaching the course will provide (i) Teaching Plan, (ii) updated reading list, and (iii) the list of case studies for uploading on Department website.

**Facilitating the achievement of Course Learning Outcomes**

Unit No.	Course Learning Outcomes	Teaching and Learning Activity	Assessment Tasks
I	Ability to learn the background of economics and its application in management	Lecture/Video/ Case/ Presentation/Role Play	Class participation, Presentation, Viva/ test
II	Ability to understand the nature scope and concepts of managerial economics and its importance in business world	Lecture/Video/ Case/ Presentation/Role Play	Class participation, Presentation, Viva/ test
III	Ability to learn the law of demand and its determinants and demand forecasting techniques.	Lecture/Video/ Case/ Presentation/Role Play	Class participation, Presentation, Viva/ test
IV	Ability to understand the concept of production and various techniques used for cost analysis.	Lecture/Video/ Case/ Presentation/Role Play	Class participation, Presentation, Viva/ test
V	Upon the course completion, the student will be able to know how to use various techniques of smart pricing (price discrimination, tying, bundling, etc.)	Lecture/Video/ Case/ Presentation/Role Play	Class participation, Presentation, Viva/ test

**Master of Business Administration**  
**MBA Semester I**  
**Core Course**

**104: Business Environment**

**Marks: 100**

**Duration: 60 Hrs.**

**CREDITS: 4**

**Objective:** To develop an understanding among students about the different aspects of environment in which business operates

**Course Outcomes:** The successful completion of this course shall enable the student to:

**CO1:** Analyze the environment and examine different aspects of business environment.

**CO2:** Evaluate state and markets and assess the impact of liberalization, privatization and globalization.

**CO3:** Critically evaluate economic, industrial, fiscal and monetary policies of India.

**CO4:** Explore the relationship between Business and Politics in India and identify the business problems thereof.

**CO5:** Examine the ecological environment and develop sustainable development strategies.

**Contents:**

<b>UNIT</b>	<b>Content</b>	<b>Hours</b>
I	System Approach to Management, Open Systems Approach, Strategic Planning, Need for Environmental Scanning, Different Aspects of Business Environment. History of Indian Business, Medieval and Modern Era, Contemporary Business Scene in India.	11
II	State and Markets, Changing Government – Business Relationship, Liberalization and Globalization. Changes in Company, Anti-Trust Foreign Investment and Labour Laws.	10
III	Economic Policy, Industrial, Fiscal and Monetary Policies, Business Support Systems and Financial Structure of Indian Economy. Social Change in India, Urbanization, Middle Class Revolution, Caste and Communal Tensions, Indian Psyche Gender and Social Inequalities, Indian Cultural Ethos and Global Culture, Westernization and Sanskritisation.	11
IV	Business and Politics in India, Centre-State Relationships and other Constitutional Problems related to Business, Fundamental Rights and Directive Principles. Technological Environment, Patenting Laws-National and International R. & D. Scene, Technology Transfer from Lab. To Industry and Internationally. Information Technology Environment.	10
V	Multinational Corporations, Public Sector and Privatization, Attracting Foreign Investment, MNC's and Nation States, WTO. Future outlook for society, Polity and Economy Business in 21st Century, ecology and Sustainable Development.	10
	Small group learning exercise involving discussion, case studies role-play, presentations by students	8

	TOTAL	60 Hours
--	-------	-------------

### Readings (Unit Wise)

#### Unit-I

1. Francis Cherunilam (2017) Business Environment Text and Cases Himalaya Publishing.
2. Amit Kumar (2021) Business Environment, Sahitya Bhawan Publications

#### Unit-II

1. Francis Cherunilam (2017) Business Environment Text and Cases Himalaya Publishing.
2. Business Environment by Prof. Pramod Sharma

#### Unit-III

1. Francis Cherunilam (2017) Business Environment Text and Cases Himalaya Publishing.
2. Business Environment by Prof. Pramod Sharma

#### Unit-IV

1. Francis Cherunilam (2017) Business Environment Text and Cases Himalaya Publishing.
3. Business Environment by Prof. Pramod Sharma

#### Unit-V

1. Francis Cherunilam (2017) Business Environment Text and Cases Himalaya Publishing.

### Additional Readings

- 1 Veena Keshav Pailwar, Economic Environment of Business, Phi Learning Pvt. Ltd, New Delhi, 2010
- 2 Business Environment by Prof. Pramod Sharma
- 3 Business Environment-Shaikh Saleem-2 nd edition (Pearson)
- 4 Essentials of Business Environment-K. Aswathappa (Himalaya Publishing House)
- 5 Elements of Business Environment-F. Cherunilam (Himalaya Publishing House)
- 6 Business Environment-P.K. Ghosh (Sultan Chand)

### Pedagogy:

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

### Teaching Plan:

At the beginning of each semester faculty teaching the course will provide (i) Teaching Plan, (ii) updated reading list, and (iii) the list of case studies for uploading on Department website.

### Facilitating the achievement of Course Learning Outcomes

Unit No.	Course Learning Outcomes	Teaching and Learning Activity	Assessment Tasks
I	Ability to learn the concept of business environment and factors influencing the environment	Lecture/Video/ Case/ Presentation/Role Play	Class participation, Presentation, Viva/ test



II	Ability to understand the nature and scope of business and its latest trends.	Lecture/Video/ Case/ Presentation/Role Play	Class participation, Presentation, Viva/ test
III	Ability to understand the economic policy fiscal and monetary policy.	Lecture/Video/ Case/ Presentation/Role Play	Class participation, Presentation, Viva/ test
IV	Ability to learn about the politics of state and centre and its impact on business environment	Lecture/Video/ Case/ Presentation/Role Play	Class participation, Presentation, Viva/ test
V	Ability to understand the MNCs, PSUs and future outlook of society	Lecture/Video/ Case/ Presentation/Role Play	Class participation, Presentation, Viva/ test

**Master of Business Administration**  
**MBA Semester I**  
**Core Course**

**105 - Indian Ethos & Business Ethics**

**Marks: 100**

**Duration: 60 Hrs.**

**CREDITS: 4**

**Objective:** The purpose of this course is to familiarize the students with the Indian work ethos, values and styles of management. Further, the students will be helped to develop their inner and outer capability to face the challenges with equanimity.

**Course Outcomes:** The successful completion of this course shall enable the student to:

**CO1:** Appraise the significance of Indian ethos and values in managerial decision-making and exhibit value-centered leadership.

**CO2:** Create a stress-free environment at the workplace by improving inner capacity to perform better.

**CO3:** Ability to exhibit a broad appreciation of the ethical and value underpinnings of managerial choices in a cross-cultural, globalized, digitized, socio-economic environment and distinguish between ethical and unethical behaviours & act with integrity.

**CO4:** Execute ethical behaviour at the workplace and society at large.

**Contents:**

<b>UNIT</b>	<b>Content</b>	<b>Hours</b>
I	Concept of Ethics, Relation between Ethics and Business Management, Importance of Ethics in Business, Ethics in Management.	11
II	Concept of Values; Types of Values; Values for Managers; Human Values in Management; Relevance of Values in Modern Management; Leadership and Human Values; Inter-personal Relations and Human Values; Stress Management and Human Values; Team Building and Values.	14
III	Indian Insights into TQM; Work Ethos; Indian Culture and Spirituality – Lessons for Management.	10
IV	Techniques for improving inner capacity –Meditation, Yoga, Silent Sitting and Singing. Spirituality and work.	10
V	Dominant Indian Values and Organizational Effectiveness; Need for Values in Global Change. Indian Perspective: Teaching Ethics in Management Schools.	10
	Small group learning exercise involving discussions, role play, presentations by students.	5
	<b>TOTAL</b>	<b>60</b>

**Readings:**

1. Chakraborty, S. K. Foundations of Managerial Work –Contributions from Indian Thought, Himalayan Publishing House, New Delhi.
2. Chakraborty, S. K. Managerial Effectiveness and Quality of Work Life – Indian Insights, Tata Mc Graw Hill Publishing Company, New Delhi.
3. Chakraborty, S. K. Management by Values –Towards Cultural Congruence, Oxford University Press, New Delhi.
4. Ananta K. Giri values, Ethics and Business; Rawat Publications, Jaipur.
5. Education in Values –A Source Book; NCERT, New Delhi.
6. Sri Aurobindo: The Messages of the Gita.
7. Kaushal S.L. –Business Ethics, Deep and Deep Publications, New Delhi.

**Pedagogy:**

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

**Teaching Plan:**

At the beginning of each semester, faculty teaching the course will provide (i) a Teaching Plan, (ii) an updated reading list, and (iii) a list of case studies for uploading on the Department website.

**Facilitating the achievement of Course Learning Outcomes**

Unit No.	Course Learning Outcomes	Teaching and Learning Activity	Assessment Tasks
I	Ability to understand the concepts and significance of ethics in management.	Lecture/Video/ Case/ Presentation/Role Play	Class participation, Presentation, Viva, analysis of case study, Problem based test
II	Ability to analyze the relevance of values with respect to different facets of management	Lecture/Video/ Case/ Presentation/Role Play	Class participation, Presentation, Viva, analysis of case study, Problem based test
III	Ability to draw lessons from Indian Culture and Spirituality and their application at the workplace.	Lecture/Video/ Case/ Presentation/Role Play	Class participation, Presentation, Viva, analysis of case study, Problem based test
IV	Ability to create a stress-free environment at the workplace by improving inner capacity to perform better.	Lecture/Video/ Case/ Presentation/Role Play	Class participation, Presentation, Viva, analysis of case study, Problem based test
V	Ability to analyse the need for values in global change	Lecture/Video/ Case/ Presentation/Role Play	Class participation, Presentation, Viva,

			analysis of case study, Problem based test
--	--	--	---

**Master of Business Administration**  
**MBA Semester I**  
**Core Course**

**106 : Accounting for Managers**

**Marks: 100**

**Duration: 60 Hrs.**

**CREDITS: 4**

**Objectives:** To develop knowledge and understanding of the underlying principles and concepts relating to financial accounting and Management accounting, so as to prepare financial statements of the organizations and using these statements for managerial decision making.

**Course Outcomes:** The successful completion of this course shall enable the students to:

**CO1:** Understand basic accounting process and procedure.

**CO2:** Demonstrate the use of double entry and accounting systems for recording transactions and events.

**CO3:** Prepare financial statements of business organizations.

**CO4:** Design fund flow statement of the organization.

**CO5:** Analyze financial statements of the organization and use this analysis for financial decision-making.

<b>UNIT</b>	<b>CONTENT</b>	<b>HOURS</b>
<b>I</b>	Accounting and its functions, Concepts and Conventions in Accounting, Accounting Cycle, Rules of Double Entry System, Journal, Ledger and Trial balance, Subsidiary Books – Meaning, Purpose and Types. Types of Cash Books (Single, Double, Three Column and Petty Cash Book).	15
<b>II</b>	Preparation of Final Accounts (including manufacturing account) relating to Sole Proprietor with adjustments. Elementary Introduction of Final Accounts of a company.	12
<b>III</b>	Depreciation - Concepts, Methods of Recording Depreciation in Account Books, Methods of Calculating Depreciation. For Numerical - Straight Line Method and Written Down Value Method.	8
<b>IV</b>	Fund Flow Statement – Need, Meaning, Significance, Limitation, Preparation of Fund Flow Statement.	8
<b>V</b>	Marginal Costing – Meaning, Application of Marginal Costing in Decision Making. Ratio Analysis – Liquidity ratios, Solvency ratios, Profitability Ratios and Turnover Ratios.	12
	<b>Small group learning exercises involving discussion, role-play and presentation by students.</b>	05
	<b>TOTAL</b>	<b>60</b>

**Readings:**

1. Financial Accounting for Management (An Analytical Perspective) by Ambrish Gupta, Pearson.
2. Business accounting for Managers (Text & Cases) by Mohd. Arif Pasha, Vrinda Publications.
3. Accounting for Management by M.N. Arora, Himalaya Publishing House.
4. Financial Accounting for Managers by T. P. Ghosh, Taxmann.
5. Accounting for Management by Dhanesh Kumar Khatri, Mc Graw Hill Education.

**Pedagogy:**

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

**Teaching Plan:**

At the beginning of each semester faculty teaching the course will provide (i) Teaching Plan, (ii) updated reading list, and (iii) the list of case studies for uploading on Department website.

**Facilitating the achievement of Course Learning Outcomes**

<b>Unit No.</b>	<b>Course Learning Outcomes</b>	<b>Teaching and Learning Activity</b>	<b>Assessment Tasks</b>
I	Ability to understand basic accounting process and procedure	Lecture/Video/ Case/ Presentation	Class participation, Presentation, Viva, analysis of case study, Problem based test
II	Ability to demonstrate the use of double entry and accounting systems for recording transactions and events	Lecture/Video/ Case/ Presentation	Class participation, Presentation, Viva, analysis of case study, Problem based test
III	Ability to prepare financial statements of business organizations	Lecture/Video/ Case/ Presentation	Class participation, Presentation, Viva, analysis of case study, Problem based test
IV	Ability to design fund flow statement of the organization	Lecture/ Case/ Industry Expert interaction /Presentation	Class participation, Presentation, Viva, analysis of case study, Problem based test
V	Ability to analyze financial statements of the organization and use this analysis for financial decision-making	Lecture/ Industry Expert interaction/ Presentation	Class participation, Presentation, Viva, analysis of case study, Problem based test

**Master of Business Administration  
MBA Semester II  
Core Course**

**201: Organizational Change & Development**

**Marks: 100**

**Duration: 60 Hrs.**

**CREDITS: 4**

**Objective:** The objective of this course is to understand the dynamics of changes, both inter and intra to the organization, effecting the functioning of organization and develop sensitivity to improve the effectiveness

**Course Outcomes:** After the Successful completion of the course, student would be able to:

**CO1:** Analyze the culture of the organization and formulate different strategies for change

**CO2:** Identify the problems in organization and design solutions leading to organizational effectiveness

**CO3:** Evaluate different models of organizational development and perceive different assumptions and values related to it

**CO4:** Comprehend the meaning and different types of OD Interventions

**CO5:** Design different OD interventions after careful diagnosis of the situation/problem faced by any organization

**Contents:**

<b>UNIT</b>	<b>Content</b>	<b>Hours</b>
I	Management of Change: Organization culture, socialization process, dimension of change, change process, change agent-skills and relationship with client, implementation of organizational change-strategies for change.	11
II	Organizational effectiveness, concepts, approaches and its determinants, organizational diagnosis – Methods, collection of data and identification of problems.	11
III	Organizational development: Definition, objectives, characteristics, models of OD, action research, stages of programmer, underlying assumptions and values.	11
IV	OD Interventions – I: Meaning, types of interventions; sensitivity training, life and career planning, role analysis technique, organizational mirroring, transactional analysis, third party peacemaking, counseling, learning styles and development.	11
V	OD Interventions – II: MBO, managerial grid, team building, likert systems – four, confrontation meeting, process consultation, survey feedback, Institutional building.	11
	Small group learning exercise involving discussion, role-play, presentations by students	05
	<b>TOTAL</b>	<b>60</b>

**Readings:**

1. Gareth R Jones & Mary Matthew (2017). Organizational Theory, Design and Change. Pearson Publications.
2. French Wendell L, Bell Jr Cecil H & Vohra Veena (2017). Organization Development. Pearson Publications
3. Cummings Thomas G. & Worley Christopher G. (2013). Organization Development and Change. South-Western College Publishing
4. Anderson Donald L. (2009). Organization Development: The Process of Leading Organizational Change. Sage Publications
5. French Wendell L & Bell Jr Cecil H (2005). Organization Development. PHI Publications.

**Pedagogy:**

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

**Teaching Plan:**

At the beginning of each semester faculty teaching the course will provide (i) Teaching Plan, (ii) updated reading list, and (iii) the list of case studies for uploading on Department website.

<b>Unit No.</b>	<b>Course Learning Outcomes</b>	<b>Teaching and Learning Activity</b>	<b>Assessment Tasks</b>
I	Ability to analyze the culture of the organization and formulate different strategies for change	Lectures/Videos/ Case Studies/ Seminars/Role Plays/Visits	Class participation, Presentations, Assignments, Viva and Class Test, Analysis of Case Study
II	Ability to identify the problems in organization and design solutions leading to organizational effectiveness	Lectures/Videos/ Case Studies/ Seminars/Role Plays/Visits	Class participation, Presentations, Assignments, Viva and Class Test, Analysis of Case Study
III	Ability to evaluate different models of organizational development and perceive different assumptions and values related to it	Lectures/Videos/ Case Studies/ Seminars/Role Plays/Visits	Class participation, Presentations, Assignments, Viva and Class Test, Analysis of Case Study



IV	Ability to comprehend the meaning and different types of OD Interventions	Lectures/Videos/ Case Studies/ Seminars/Role Plays/Visits	Class participation, Presentations, Assignments, Viva and Class Test, Analysis of Case Study
V	Ability to design different OD interventions after careful diagnosis of the situation/problem faced by any organization	Lectures/Videos/ Case Studies/ Seminars/Role Plays/Visits	Class participation, Presentations, Assignments, Viva and Class Test, Analysis of Case Study

**Master of Business Administration  
MBA Semester II  
Core Course**

**202: Management Science**

**Marks:100**

**Duration: 60 Hrs.**

**CREDITS: 4**

**Objective:**The objectives of this Course are to introduce the participants of MBA programme to the Quantitative School of management. This is a general course not a specialized one. The important tools, techniques and methods of Quantitative will be discussed with their business application. The mathematical rigor of the course will be comparatively low.

**Course Outcomes:** The successful completion of this course shall enable the student to:

**CO1:**Understand the concept and models of operation research for selection of decision alternatives.

**CO2:**Apply tools of management science for effective and efficient operations

**CO3:**Evaluate the operations of different firms to achieve optimal efficiency

**CO4:**Use latest technology to solve operations related problems

**Contents:**

<b>UNIT</b>	<b>Content</b>	<b>Hours</b>
I	Executive problems, Scope for Quantification. Translating Business Problems into Mathematics, Concept of Limits, Graphical and tabular representation – Concept of a Function, Role of Functional Analysis in Business, Inequalities and their representation on Graphs. Concept of Interrelation – Continuous functions.	11
II	History, Development of Operations research. Characteristics of Operation Research, Systems thinking and O.R. Methods of operation Research Model Formulation and Types of Model. Prototype Problems of operation Research.	10
III	Linear Programming – Concept, Importance, assumptions and application, Problem Formulation , Graphical Method , Simplex Methods (Solving maximization problem with less than equal to constraints).Concept of Primal and Dual in Linear Programming	11
IV	Transportation problem-Importance, Assumptions and its practical applications, NWCM, LCM , VAM, Optimum solution for Transportation-MODI , Assignment problem- managerial applications , Solving maximization and minimization problem	10
V	Competitive Strategies – Theory of Games, Application, Assumption and limitation of game theory, Duopoly Two Person Zero Sum game, Pure and Mixed Strategies, Criteria of Choosing strategies and simple numerical problems based on these.	10

	Small group learning exercise involving discussion, case studies role-play, presentations by students	8
	<b>TOTAL</b>	<b>60</b>

## Readings (Unit Wise)

### Unit-I

1. Anand Sharma (2019) Operations Research, Himalaya Publishing House
2. Bedi, K. (2014). Production and Operations Management (3rd ed.). Oxford University Press, New Delhi

### Unit-II

1. Anand Sharma (2019) Operations Research, Himalaya Publishing House
2. Bedi, K. (2014). Production and Operations Management (3rd ed.). Oxford University Press, New Delhi

### Unit-III

1. Anand Sharma (2019) Operations Research, Himalaya Publishing House
2. Bedi, K. (2014). Production and Operations Management (3rd ed.). Oxford University Press, New Delhi

### Unit-IV

1. Anand Sharma (2019) Operations Research, Himalaya Publishing House
2. Bedi, K. (2014). Production and Operations Management (3rd ed.). Oxford University Press, New Delhi

### Unit-V

1. Anand Sharma (2019) Operations Research, Himalaya Publishing House
2. Bedi, K. (2014). Production and Operations Management (3rd ed.). Oxford University Press, New Delhi

### Additional Readings

1. Anderson, D., Sweeney, D., Williams, T., Martin, R.K. (2012). An introduction to management science: quantitative approaches to decision making (13th ed.). Cengage Learning.
2. Balakrishnan, N., Render, B., Stair, R. M., & Munson, C. (2017). Managerial decision modeling. Upper Saddle River, Pearson Education.
3. Hillier, F.& Lieberman, G.J. (2014). Introduction to operations research (10th ed.).McGraw-Hill Education.

### Pedagogy:

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

**Teaching Plan:**

At the beginning of each semester faculty teaching the course will provide (i) Teaching Plan, (ii) updated reading list, and (iii) the list of case studies for uploading on Department website.

**Facilitating the achievement of Course Learning Outcomes**

<b>Unit No.</b>	<b>Course Learning Outcomes</b>	<b>Teaching and Learning Activity</b>	<b>Assessment Tasks</b>
I	Ability to understand the benefits of data driven decision making; Learn the model building approach of management science in improving managerial decision making	Lecture/Video/ Case/ Presentation/Role Play	Class participation, Presentation, Viva/ test, Analysis of Case Study
II	Ability to understand the historical background of operations research and models of OR	Lecture/Video/ Case/ Presentation/Role Play	Class participation, Presentation, Viva/ test, Analysis of Case Study
III	Ability to understand linear programming and learning about formulation and solution of LPP	Lecture/Video/ Case/ Presentation/Role Play	Class participation, Presentation, Viva/ test, Analysis of Case Study
IV	Ability to learn about various methods to solve transportation and assignment problems	Lecture/Video/ Case/ Presentation/Role Play	Class participation, Presentation, Viva/ test, Analysis of Case Study
V	Ability to understand game theory, solving problems related to pure and mixed strategies	Lecture/Video/ Case/ Presentation/Role Play	Class participation, Presentation, Viva/ test, Analysis of Case Study

**Master of Business Administration**  
**MBA Semester II**  
**Core Course**  
**203: Human Resource Management**

**Marks: 100**

**Duration: 60 Hrs.**

**CREDITS: 4**

**Objective:** The objective of this course is to make the students conversant with Human Resource Management practices and role of Human Resource Management in the changing environment. To understand the essence of roles and functions that Human Resource Manager performs in an organization. To comprehend that in present business scenario human resource management has acquired a strategic role in the functioning of any business organization at national and international level.

**Course Outcomes:** After the Successful completion of the course, student would be able to:

**CO1:** Identify different aspects of Human Resource Management and develop an understanding of Human Resource Management practices

**CO2:** Design effective recruitment, selection, training and development programs for employees

**CO3:** Compare different employees and accordingly design their compensation packages on the basis of transparent Performance Appraisal

**CO4:** Examine social security and welfare practices and design grievance handling policies

**CO5:** Evaluate international human resource management practices and strategies

**Contents:**

<b>UNIT</b>	<b>Content</b>	<b>Hours</b>
I	<b>Human Resource Management:</b> Human Resource Management- Introduction & Importance, Functions of HRM, Genesis and Growth of HRM Challenges & Environmental Influences on HRM. Various approaches to HRM, Human Resource Planning- Definition, Importance, HRP Process, Approaches to HRP	11
II	<b>Employment &amp; Development:</b> Job Analysis, Recruitment- Concept and Sources, Selection- Process and Methods, Interview- Types and Importance, Induction- Concept & Approaches, Training, Methods of Training, Evaluating Training Effectiveness, Executive Development, Performance Appraisal – Concept, Importance and Methods	11
III	<b>Compensation Management:</b> Job Evaluation, Wages & Salary Administration, Wage Determination Process, Factors Affecting Wage & Salary, Wage Differentials, Incentive Plans, and Fringe Benefits. Executive Compensation	11
IV	<b>Maintenance And Disciplining The Employees:</b> Quality of Work Life, Health & Safety Measures, Social Security & Welfare Practices in India. Grievance Handling and Grievance Procedure, Managing Discipline, Disciplinary Action, Employee Separation & Retention Techniques.	11

V	<b>International Human Resource Management:</b> International Human Resource Management – Concept & Importance, Expatriate- Definition & Roles, Domestic Vs. International Human Resource Management, Selection Approaches in IHRM, Repatriation- Concept, Importance and Process	11
	Small group learning exercise involving discussion, role-play, presentations by students	05
	TOTAL	60

### Readings:

1. Dessler Gary & Varkkey Biju (2020). Human Resource Management. Pearson Publications
2. Durai Pravin (2020). Human Resource Management. Pearson Publications.
3. Rao P. Subba (2018). Human Resource Management. Himalaya Publications.
4. Aswathappa K. (2017). Human Resource Management. Tata McGraw Hill Publications.
5. Mathis Robert L., Jackson John H. & Valentine Sean R. (2015). Human Resource Management: Essential Perspectives. Cengage Publications.
6. Cardy Robert L., Gomez-Mejia Luis R. & Balkin David B. (2015). Managing Human Resources. Pearson Publications.

### Pedagogy:

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

### Teaching Plan:

At the beginning of each semester faculty teaching the course will provide (i) Teaching Plan, (ii) updated reading list, and (iii) the list of case studies for uploading on Department website.

### Facilitating the achievement of Course Learning Outcomes

Unit No.	Course Learning Outcomes	Teaching and Learning Activity	Assessment Tasks
I	Ability to identify different aspects of Human Resource Management and develop an understanding of Human Resource Management practices	Lectures/Videos/ Case Studies/ Seminars/Role Plays/Visits	Class participation, Presentations, Assignments, Viva and Class Test, Analysis of Case Study

II	Ability to design recruitment, selection, training and development programs for employees	Lectures/Videos/ Case Studies/ Seminars/Role Plays/Visits	Class participation, Presentations, Assignments, Viva and Class Test, Analysis of Case Study
III	Ability to compare different employees and accordingly design their compensation packages on the basis of transparent Performance Appraisal	Lectures/Videos/ Case Studies/ Seminars/Role Plays/Visits	Class participation, Presentations, Assignments, Viva and Class Test, Analysis of Case Study
IV	Ability to examine social security and welfare practices and design grievance handling policies	Lectures/Videos/ Case Studies/ Seminars/Role Plays/Visits	Class participation, Presentations, Assignments, Viva and Class Test, Analysis of Case Study
V	Ability to evaluate international human resource management practices and strategies	Lectures/Videos/ Case Studies/ Seminars/Role Plays/Visits	Class participation, Presentations, Assignments, Viva and Class Test, Analysis of Case Study

**Master of Business Administration**  
**MBA Semester II**  
**Core Course**

**204:Financial Management**

**Marks: 100**

**Duration: 60 Hrs.**

**CREDITS: 4**

**Objectives:** In today's dynamic world financial decisions play an important role in managerial decision making. So managers need to understand, analyse and interpret financial data and financial issues. This course will help students in understanding the concepts and principles of finance so that they can make quick and informed financial decisions.

**Course Outcomes:** The successful completion of this course shall enable the students to:

**CO1:** Understand the issues and framework of corporate finance.

**CO2:** Analyze the effect of corporate decisions on the value of a firm.

**CO3:** Compare various investment proposals.

**CO4:** Design a firm's financial needs and interpret its effect on the value of the firm.

**CO5:** Make optimal financial decisions by integrating the concepts of leverages, working capital and dividend.

**Contents:**

<b>UNIT</b>	<b>CONTENT</b>	<b>HOURS</b>
<b>I</b>	Introduction, meaning and definition of financial management, functions of financial manager, objective of the firm.	8
<b>II</b>	Capital Budgeting - Definition and concept of capital budgeting, importance of capital budgeting methods of appraisal – Pay back, average rate of return, IRR and NPV methods, Comparison of IRR and NPV. Cost of capital - importance, definition and concept, measurement of cost of capital of a specific source and overall cost of capital.	15
<b>III</b>	Operating and financial leverage, EBIT – IPS analysis, combined leverage. Capital structure theories - NI and NOI approach, M.M. Approach, Traditional Approach, capital structure designing, stability in dividends, factors influencing capital structure.	12
<b>IV</b>	Dividend decisions - Relevance and irrelevance of dividend decision, Walter model, Gordon models. Dividend Policy in Practice - Dividend payout ratio, stability in dividends, legal contractual and internal constraints: Owners consideration and capital market considerations, types of dividends, Stock dividends.	10
<b>V</b>	Working Capital Management – Meaning and scope of working capital management, Factors effecting requirements of working capital.	10
	<b>Group learning exercises involving discussion, role-play and presentation by students.</b>	05
	<b>TOTAL</b>	<b>60</b>



**Readings:**

1. Financial Management by I.M. Pandey, Vikas Publishing.
2. Financial Management by Rajiv Srivastava and Anil Misra, Oxford University Press.
3. Fundamentals of Financial Management by James C. Van Horne, Prentice Hall.
4. Financial Management: Theory and Practice by Eugene F. Brigham, AbeBooks.
5. Financial Management: Theory and Practice by Prasanna Chandra, Tata McGraw Hill.

**Pedagogy:**

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

**Teaching Plan:**

At the beginning of each semester faculty teaching the course will provide (i) Teaching Plan,  
(ii) updated reading list, and (iii) the list of case studies for uploading on Department website.

**Facilitating the achievement of Course Learning Outcomes**

Unit No.	Course Learning Outcomes	Teaching and Learning Activity	Assessment Tasks
I	Ability to understand the issues and framework of corporate finance	Lecture/Video/ Case/ Presentation	Class participation, Presentation, Viva/ test, Analysis of Case Study
II	Ability to analyze the effect of corporate decisions on the value of a firm	Lecture/Video/ Case/ Presentation	Class participation, Presentation, Viva/ test, Analysis of Case Study
III	Ability to compare various investment proposals	Lecture/Video/ Case/ Presentation	Class participation, Presentation, Viva/ test, Analysis of Case Study
IV	Ability to design a firm's financial needs and interpret its effect on the value of the firm	Lecture/ Case/ Industry Expert interaction /Presentation	Class participation, Presentation, Viva/ test, Analysis of Case Study
V	Ability to make optimal financial decisions by integrating the concepts of leverages, working capital and dividend	Lecture/ Industry Expert interaction/ Presentation	Class participation, Presentation, Viva/ test, Analysis of Case Study

**Master of Business Administration  
MBA Semester II  
Core Course**

**205:Marketing Management**

**Marks: 100**

**Duration: 60 Hrs.**

**CREDITS: 4**

**Objectives:** The objective of this course is to impart conceptual understanding of marketing management and enable them to take decisions under various environmental conditions.

**Course Outcomes:** The successful completion of this course shall enable the student to:

**CO1:** Examine the marketplace and analyze the marketing environment

**CO2:** Distinguish consumer markets and industrial markets and formulate strategies related to segmentation, targeting and positioning

**CO3:** Elaborate contemporary issues in marketing along with their implication for organizations

**CO4:** Formulate marketing plans and strategies related to product, price, place and promotion

**CO5:** Appraise the marketing information system and apply marketing research to solve the problems

**Contents:**

<b>UNIT</b>	<b>Content</b>	<b>Hours</b>
I	Nature and scope of marketing. Corporate orientations towards the marketplace. The marketing environment and environment scanning. Marketing Information System and Marketing Research.	11
II	Understanding Consumer and Industrial Markets, Market Segmentation, Targeting and Positioning.	11
III	Product decisions – product mix, product life cycle, and new product development, branding and packaging decisions. Pricing methods and strategies.	11
IV	Promotion decisions – promotion mix, advertising, sales promotion, publicity and personal selling. Channel management – selection, cooperation and conflict management, vertical marketing – implementation and systems.	11
V	Organizing and implementing marketing in the organization. Evaluation and control of marketing efforts. New issues in marketing – Globalization, Consumerism, Green marketing, Legal issues.	11
	Small group learning exercise involving discussion, role-play, presentations by students	5
	<b>TOTAL</b>	<b>60</b>

## **Readings (Unit Wise)**

### **Unit-I**

- Philip Kotler and Kevin Keller (2021). Marketing Management, Global Edition, Pearson
- Ramaswamy, V S and Namakumari, S. (2018). Marketing Management: Indian Context Global Perspective, Sage Publications

### **Unit-II**

- Philip Kotler and Kevin Keller (2021). Marketing Management, Global Edition, Pearson
- Ramaswamy, V S and Namakumari, S. (2018). Marketing Management: Indian Context Global Perspective, Sage Publications

### **Unit-III**

- Philip Kotler and Kevin Keller (2021). Marketing Management, Global Edition, Pearson
- Ramaswamy, V S and Namakumari, S. (2018). Marketing Management: Indian Context Global Perspective, Sage Publications

### **Unit-IV**

- Philip Kotler and Kevin Keller (2021). Marketing Management, Global Edition, Pearson
- Ramaswamy, V S and Namakumari, S. (2018). Marketing Management: Indian Context Global Perspective, Sage Publications

### **Unit-V**

- Philip Kotler and Kevin Keller (2021). Marketing Management, Global Edition, Pearson
- Ramaswamy, V S and Namakumari, S. (2018). Marketing Management: Indian Context Global Perspective, Sage Publications

## **Additional Readings:**

1. Philip Kotler and Kevin Keller (2021). Marketing Management, Global Edition, Pearson
2. Ramaswamy, V S and Namakumari, S. (2018). Marketing Management: Indian Context Global Perspective, Sage Publications
3. Philip Kotler , Keven Lane Keller, et al. |(2017). Marketing Management | marketing cases in the Indian context | Fifteenth Edition, Pearson
4. Kotler, P. & Armstrong, G. (2017). Principles of Marketing (17th ed.).Pearson
5. Enis, B.M. Marketing Classics: A Selection of Influential Articles. New York, McGraw Hill.
6. Kotler, Philip and Armstrong, G. Principles of Marketing. New Delhi, Prentice Hall of India.

7. Kotler, Philip. Marketing Management: Analysis, Planning, Implementation and Control. New Delhi, Prentice Hall of India.
8. Ramaswamy, V S and Namakumari, S. Marketing Management: Planning, Control. New Delhi, Prentice Hall of India.
9. Stanton, William,J. Fundamentals of Marketing,. New York, McGraw Hill.
10. Neelamegham, S. Marketing InIndia: Cases and Readings. New Delhi, Vikas.

**Pedagogy:**

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

**Teaching Plan:**

At the beginning of each semester faculty teaching the course will provide (i) Teaching Plan, (ii) updated reading list, and (iii) the list of case studies for uploading on Department website.

**Facilitating the achievement of Course Learning Outcomes**

Unit No.	Course Learning Outcomes	Teaching and Learning Activity	Assessment Tasks
I	Ability to examine the marketplace and analyze the marketing environment	Lecture/Video/ Case/ Presentation/Role Play	Class participation, Presentation, Viva/ Problem based test/Case Study
II	Ability to Distinguish consumer markets and industrial markets and formulate strategies related to segmentation, targeting and positioning and apply the same in practice case studies	Lecture/Video/ Case Studies/ Presentation/Role Play	Class participation, Presentation, Case Studies/Viva / Problem based test/ Case Study
III	Ability to analyse contemporary issues in marketing along with their implication for organizations	Lecture/Video/ Case/ Presentation/Role Play	Class participation, Presentation, Case Studies/Viva / Problem based test/ Case Study
IV	Ability Formulate marketing plans and strategies related to product, price, place and promotion	Lecture/Video/ Case/ Presentation/Role Play	Class participation, Presentation, Case Studies/Viva/ Problem based test/ Case Study
V	Ability to apply marketing research to solve the problems	Lecture/Video/ Case/ Presentation/Role Play	Class participation, Presentation, Case Studies/VIVA/ Problem based test/ Case Study

**Master of Business Administration**  
**MBA Semester II**  
**Core Course**

**206: Operations Management**

**Marks: 100**

**Duration: 60Hrs.**

**CREDITS: 4**

**Objective:** This Course is oriented towards the exposition to the various operational problems in the area of Production. The Stress in the Course is on various techniques available for discharging the responsibilities as operations manager.

**Course Outcomes:** The successful completion of this course shall enable the student to:

**CO1:** Understand the operations management systems and evaluate the production control process.

**CO2:** Acquire knowledge about the inventory control system and evaluate the purchasing function.

**CO3:** Analyze and evaluate the work methods and create more efficient ways of performing a job

**CO4:** Ensure the quality standards of goods produced and create quality products.

**Contents:**

<b>UNIT</b>	<b>Content</b>	<b>Hours</b>
I	The Operations Management System, Responsibilities of operations personnel, Basic Manufacturing Process – Continuous Intermittent and Repetitive flows of processing. The Production Control System for intermittent and continuous floor processes.	11
II	Inventory Control – Costs associated with inventory control systems, Economic Order Quantity. Purchasing function, Source selection, Vendor rating, Value analysis.	10
III	Work Study, Method study and motivation study. Plant Layout concepts. Developing the process layout and the product layout. Facility location planning.	11
IV	Project Scheduling PERT / CPM Method – Network analysis, earliest and latest time analysis. Gantt Charts.	10
V	Acceptance Sampling by Attributes – Single Sample, double sample and multiple sample plans with sated risk. Control Charts for variables – averages and ranges. Control charts for defectives – fraction defective and numbers defective.	10
	Small group learning exercise involving discussion, case studies role-play, presentations by students	8
	<b>TOTAL</b>	<b>60</b>

## **Readings (Unit Wise)**

### **Unit-I**

1. Stevenson, W.J., (2018). Operations Management (12th ed.). McGraw Hill, Chennai.
2. Bedi, K. (2014). Production and Operations Management (3rd ed.). Oxford University Press, New Delhi

### **Unit-II**

3. Stevenson, W.J., (2018). Operations Management (12th ed.). McGraw Hill, Chennai.
4. Bedi, K. (2014). Production and Operations Management (3rd ed.). Oxford University Press, New Delhi

### **Unit-III**

1. Stevenson, W.J., (2018). Operations Management (12th ed.). McGraw Hill, Chennai.
2. Bedi, K. (2014). Production and Operations Management (3rd ed.). Oxford University Press, New Delhi

### **Unit-IV**

1. Stevenson, W.J., (2018). Operations Management (12th ed.). McGraw Hill, Chennai.
2. Bedi, K. (2014). Production and Operations Management (3rd ed.). Oxford University Press, New Delhi

### **Unit-V**

1. Stevenson, W.J., (2018). Operations Management (12th ed.). McGraw Hill, Chennai.
2. Bedi, K. (2014). Production and Operations Management (3rd ed.). Oxford University Press, New Delhi

## **Additional Reading**

1. Cachon, G. and Terwiesch, C. (2018). Matching supply with demand. McGraw Hill, 3rd edition, Chennai
2. Chase, R. B., Shankar, R., and Jacobs, R. F. (2019). Operations and Supply Chain Management (15th ed.) Mc Graw Hill, Chennai
3. Gaither, N. and Frazier G. (2011). Operations Management (9th ed.), Cengage Learning, New Delhi.
4. Heizer, J., Render, B., Munson, C and Sachan, A. (2017). Operations Management (12th ed.). Pearson Education, Delhi.
5. Krajewski, L.J., Malhotra, M.K., and Ritzman, L.P. (2016). Operations Management: Processes and Supply Chains (11th ed.), Pearson Education, Delhi.
6. Mahadevan, B. (2015). Operations Management (3rd ed.). Pearson Education, Delhi.
7. Nahmias S. and Olsen, T.L. (2015). Production and Operations Analysis (7th ed.). Waveland Press, Inc.
8. Russell, R. S. and Taylor, B.W. (2016). Operations and Supply Chain Management (9th ed.), Wiley, New Delhi.

## **Pedagogy:**

- ICT enabled Classroom teaching
- Case study
- Practical / live assignment

- Interactive classroom discussions
- Flipped classroom

**Teaching Plan:**

At the beginning of each semester faculty teaching the course will provide (i) Teaching Plan, (ii) updated reading list, and (iii) the list of case studies for uploading on Department website.

**Facilitating the achievement of Course Learning Outcomes**

<b>Unit No.</b>	<b>Course Learning Outcomes</b>	<b>Teaching and Learning Activity</b>	<b>Assessment Tasks</b>
I	Ability to understand the role of operations in both manufacturing and service organizations and the significance of operations strategy in overall business.	Lecture/Video/ Case/ Presentation/Role Play	Class participation, Presentation, Viva/ test, Analysis of Case Study
II	Ability to understand the importance of Exercises and case facilities location decision in the whole supply chain in globalized operations and learn the tools relating to facilities location.	Lecture/Video/ Case/ Presentation/Role Play	Class participation, Presentation, Viva/ test, Analysis of Case Study
III	Ability to understand different types of production processes and facility layout suitable for manufacturing different categories of products and how different processes could be analyzed with the help of process flow charts.	Lecture/Video/ Case/ Presentation/Role Play	Class participation, Presentation, Viva/ test, Analysis of Case Study
IV	Ability to learn different quality tools and the tools of statistical process control for analyzing a process in terms of quality and also develop an understanding about six sigma quality.	Lecture/Video/ Case/ Presentation/Role Play	Class participation, Presentation, Viva/ test, Analysis of Case Study
V	Ability to learn how process output could be improved by committing extra inputs to bottleneck resource.	Lecture/Video/ Case/ Presentation/Role Play	Class participation, Presentation, Viva/ test, Analysis of Case Study

**Master of Business Administration  
MBA Semester II  
Core Course**

**207: Research Methodology**

**Marks: 100**

**Duration: 60 Hrs.**

**CREDITS: 4**

**Objective:** To equip the students with the basic understanding of the research methodology and to provide an insight into the modern analytical tools and techniques for the purpose of management decision making.

**Course Outcomes:** The successful completion of this course shall enable the student to:

**CO1:** Classify different types of research and elaborate the research process

**CO2:** Formulate the research problem and develop the research design

**CO3:** Categorize the sampling and data collection techniques and construct the questionnaire

**CO4:** Analyze the data through the application of different computer software

**CO5:** Write the research report and prepare the presentation by using different tools

**Contents:**

<b>UNIT</b>	<b>Content</b>	<b>Hours</b>
I	<b>Introduction:</b> Meaning of research; Objectives of Research, Types of Research; Research process. Business Research Definition, Meaning of Research Methodology, Scientific Methods. Problem Formulation	11
II	<b>Research Design:</b> Features of Good Research Design. Different Research Design, Experimental, Exploratory and Descriptive. Sampling Design: Steps in Sampling Design. Types of Sample Designs – Profitability and Non-Profitability Sampling, Sampling Bias and Errors.	10
III	<b>Data Collection:</b> Primary vs Secondary data. Questionnaire Design, Guidelines for Constructing Questionnaire. Case Study Method. Attitude Measurement and Scaling Techniques.	10
IV	<b>Analysis of Data:</b> Use of Computer Software in Data Analysis – ANOVA, Regression Analysis, Factor Analysis, Discriminant Analysis.	11
V	<b>Report Writing and Presentation:</b> Graphs, Charts, Diagrams of Presentations. Layout of Research Report, Types of Reports, Precautions for writing Report.	10
	Small group learning exercise involving discussion, case studies role-play, presentations by students	8
	<b>TOTAL</b>	<b>60</b>



## **Readings (Unit Wise)**

### **Unit-I**

1. C.R. Kothari &GauravGarg(2014) Research Methodology, New Age International Publishers
2. Prafull K. Khatua&PritiRanjanMajhi (2018) Research Methodology: Concepts, Methods, Techniques and SPSS, Text and Cases. Himalaya Publications

### **Unit-II**

1. C.R. Kothari &GauravGarg (2014) Research Methodology, New Age International Publishers
2. Prafull K. Khatua&PritiRanjanMajhi (2018) Research Methodology: Concepts, Methods, Techniques and SPSS, Text and Cases. Himalaya Publications

### **Unit-III**

1. C.R. Kothari &GauravGarg (2014) Research Methodology, New Age International Publishers
2. Prafull K. Khatua&PritiRanjanMajhi (2018) Research Methodology: Concepts, Methods, Techniques and SPSS, Text and Cases. Himalaya Publications

### **Unit-IV**

1. C.R. Kothari &GauravGarg (2014) Research Methodology, New Age International Publishers
2. Prafull K. Khatua&PritiRanjanMajhi (2018) Research Methodology: Concepts, Methods, Techniques and SPSS, Text and Cases. Himalaya Publications

### **Unit-V**

1. C.R. Kothari &GauravGarg (2014) Research Methodology, New Age International Publishers
2. Prafull K. Khatua&PritiRanjanMajhi (2018) Research Methodology: Concepts, Methods, Techniques and SPSS, Text and Cases. Himalaya Publications

### **Additional Reading**

1. Ranjit Kumar (2014), Research Methodology: A Step-by-Step Guide for Beginners, 4th Edition, Sage Publications.
2. Uwe Flick (2012), Introducing Research Methodology: A Beginner's Guide to Doing a Research Project, Sage Publications.
3. Bethlehem, J. (2009), Applied Survey Methods: A Statistical Perspective, Wiley.
4. Cochran, William, G. (2008), Sampling Techniques, Third Edition, Wiley-India, ISBN 978-81- 265-1524-0.Reprint: 2008.
5. Groves, R. M., Fowler, F. J., Couper, M. P., Lepkowski, J. M., Singer, E. and Tourangeau, R. (2009). Survey Methodology, Wiley.

### **Pedagogy:**

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

**Teaching Plan:**

At the beginning of each semester faculty teaching the course will provide (i) Teaching Plan, (ii) updated reading list, and (iii) the list of case studies for uploading on Department website.

**Facilitating the achievement of Course Learning Outcomes**

<b>Unit No.</b>	<b>Course Learning Outcomes</b>	<b>Teaching and Learning Activity</b>	<b>Assessment Tasks</b>
I	Ability to understand the meaning scope importance and purpose of research.	Lecture/Video/ Case/ Presentation/Role Play	Class participation, Presentation, Viva/ test, Analysis of case study
II	Ability to learn different methodologies and techniques used in research work.	Lecture/Video/ Case/ Presentation/Role Play	Class participation, Presentation, Viva/ test, Analysis of case study
III	Ability to understand different methods of sampling and data collection	Lecture/Video/ Case/ Presentation/Role Play	Class participation, Presentation, Viva/ test, Analysis of case study
IV	Ability to learn the various statistical tools used of analysis of data	Lecture/Video/ Case/ Presentation/Role Play	Class participation, Presentation, Viva/ test, Analysis of case study
V	Ability to understand the importance of report writing	Lecture/Video/ Case/ Presentation/Role Play	Class participation, Presentation, Viva/ test, Analysis of case study

**Master of Business Administration  
MBA Semester III  
Core Course**

**301: Strategic Analysis**

**Marks: 100**

**Duration: 60 Hrs.**

**CREDITS: 4**

**Objective:** This course is designed to provide an insight into the modern analytical and descriptive tools and techniques to analyze the environmental situation from the business to design effective strategies.

**Course Outcomes:** The successful completion of this course shall enable the student to:

**CO1:** Understand the concepts of strategic framework and the strategic decision-making process

**CO2:** Analyze competitive situation and strategic dilemma in dealing with dynamic business environment

**CO3:** Analyze and implement strategy at strategic business unit level.

**CO4:** Creating and implementing strategic alternatives and strategies such as diversification mergers and acquisitions for organizational growth.

**Contents:**

<b>UNIT</b>	<b>Content</b>	<b>Hours</b>
I	<b>Strategy Framework:</b> Introduction to strategy, Strategic Planning Process, Strategic decision making, Business definition, Goal setting, Policy formulation, Mission and Objectives.	11
II	<b>Analysing Resources, Capabilities and Competencies:</b> Strategy and Structure, Value chain analysis, Benchmarking, Balanced Score Card, Competitive Advantage and Core Competence.	11
III	<b>External Analysis:</b> Environmental Analysis, Environmental Forecasting, Industry and Competitor Analysis.	10
IV	<b>Strategic Alternative:</b> Grand Strategies, Diversification and Integration, Merger, Turnaround, Divestment, Liquidation and Combination Strategies.	10
V	<b>Strategic Choice:</b> Process, Corporate Portfolio Analysis, Product Market Matrix, Competitive Strategies, SWOT Analysis, TOWS Matrix.	10
	Small group learning exercise involving discussion, case studies role-play, presentations by students	8
	<b>TOTAL</b>	<b>60</b>

## **Readings (Unit Wise)**

### **Unit-I**

1. Francis Cherunilam (2019)Business Policy and Strategic Management, Himalaya Publishing House
2. M. Crossan M J. Rouse,W.GRowe,C. Maurer(2015) Strategic Analysis and Action, 9th edition, Pearson

### **Unit-II**

3. Francis Cherunilam (2019)Business Policy and Strategic Management, Himalaya Publishing House
4. M. Crossan M J. Rouse,W.GRowe,C. Maurer(2015) Strategic Analysis and Action, 9th edition, Pearson

### **Unit-III**

1. Francis Cherunilam (2019)Business Policy and Strategic Management, Himalaya Publishing House
2. M. Crossan M J. Rouse,W.GRowe,C. Maurer(2015) Strategic Analysis and Action, 9th edition, Pearson

### **Unit-IV**

1. Francis Cherunilam (2019)Business Policy and Strategic Management, Himalaya Publishing House
2. M. Crossan M J. Rouse,W.GRowe,C. Maurer(2015) Strategic Analysis and Action, 9th edition, Pearson

### **Unit-V**

1. Francis Cherunilam (2019)Business Policy and Strategic Management, Himalaya Publishing House
2. M. Crossan M J. Rouse,W.GRowe,C. Maurer(2015) Strategic Analysis and Action, 9th edition, Pearson

### **Additional Readings**

1. Besanko, D., Dranove, D., Shanley, M., & Schaefer, S. (2016). Economics of strategy (6thed.), John Wiley.
2. Grant, R. M. (2015). Contemporary strategy analysis: Text and Cases (8th ed.), Wiley.
3. Porter, M. E. (2004). Competitive strategy. (2004). New York: Simon & Schuster
4. Porter, M. E. (1998). Competitive advantage of nations. London: Macmillan Press.
5. Prahlad C.K. (2013). The fortune at the bottom of the pyramid. India: Pearson.

### **Pedagogy:**

- ICT enabled Classroom teaching
- Case study
- Practical / live assignment

- Interactive classroom discussions
- Flipped classroom

**Teaching Plan:**

At the beginning of each semester faculty teaching the course will provide (i) Teaching Plan, (ii) updated reading list, and (iii) the list of case studies for uploading on Department website.

**Facilitating the achievement of Course Learning Outcomes**

<b>Unit No.</b>	<b>Course Learning Outcomes</b>	<b>Teaching and Learning Activity</b>	<b>Assessment Tasks</b>
I	Ability to understand the concept of strategy formulation in various business contexts	Lecture/Video/ Case/ Presentation/Role Play	Class participation, Presentation, Viva/ test, Analysis of Case Study
II	Ability to analyse the broad macro and industry specific external environment	Lecture/Video/ Case/ Presentation/Role Play	Class participation, Presentation, Viva/ test, Analysis of Case Study
III	Ability to analyse the internal resource and capability environment of the organisation	Lecture/Video/ Case/ Presentation/Role Play	Class participation, Presentation, Viva/ test, Analysis of Case Study
IV	Ability to understand how organizations can try to achieve sustainable competitive advantage	Lecture/Video/ Case/ Presentation/Role Play	Class participation, Presentation, Viva/ test, Analysis of Case Study
V	Ability to comprehend the distinction between cost based and differentiation strategies	Lecture/Video/ Case/ Presentation/Role Play	Class participation, Presentation, Viva/ test, Analysis of Case Study

**Master of Business Administration  
MBA Semester III  
Core Course**

**302: Entrepreneurship Development**

**Marks: 100**

**Duration: 60 Hrs.**

**CREDITS: 4**

**Objective:** The objective of the course is to identify the opportunity and analyze different aspects of Entrepreneurship.

**Course Outcomes:** After the Successful completion of the course, student will be able to:

**CO1:** Understand the concept of entrepreneurship and the functions of an entrepreneur

**CO2:** Develop entrepreneurial competencies and identify the opportunity for start-up

**CO3:** Carry out financial planning and production planning related to product design, quality and inventory control

**CO4:** Formulate marketing strategies and Human resource strategies for the enterprise.

**CO5:** Analyze the scope of entrepreneurship in various sectors

UNIT	Content	Hours
I	<b>Introduction:</b> Evolution of concept of Entrepreneur, Functions of Entrepreneur, Characteristics of Successful Entrepreneurs, Types of Entrepreneurs, Concept of Entrepreneurship, Growth of Entrepreneurship in India, Role of Entrepreneurship in Economic Development	11
II	<b>Entrepreneurial Motivation, Competencies and Start-Up:</b> Meaning, factors and theories of Entrepreneurial Motivation, Entrepreneurial Motivational Behaviour, Major Entrepreneurial Competencies, Developing Entrepreneurial Competencies, Opportunity Identification and Selection, Meaning and Formulation of Business Plan, Concept and Methods of Project Appraisal	11
III	<b>Financial Planning:</b> Need for financial planning, Sources of Finance for enterprise, Venture Capital, Forms of Business Ownership <b>Production Management:</b> Plant Location and Layout, Product design, Inventory Management, Quality Control, Total Quality Management	11
IV	<b>Marketing Management:</b> Functions of Marketing, Market segmentation and marketing mix, Competitive analysis of the market, Competitive advantage, <b>Human Resource Management:</b> Manpower planning, Recruitment, selection, training and compensation of employees, Regulatory Laws	11
V	<b>Scope of Entrepreneurship:</b> Women Entrepreneurship, Rural Entrepreneurship Tourism Entrepreneurship, Social Entrepreneurship, Agri-preneurship, Family Business	11
	Small group learning exercise involving discussion, role-play, presentations by students	05
	<b>TOTAL</b>	<b>60</b>

**Readings:**

1. DeyChanchal and BiswasDebasish (2021). Entrepreneurship Development in India. Routledge Publications.
2. Loss Monica &Bascunam L. (2015). Entrepreneurship Development. Global Academic Publishers.
3. Carayannis Elias G., Samara Elpida T., &BakourosYannis L. (2014). Innovation and Entrepreneurship: Theory, Policy and Practice. Springer publications.
4. Ramachandran K (2008). Entrepreneurship Development. Tata McGraw Hill Publications.
5. Khanka S.S. (2007). Entrepreneurial Development,S. ChandPublications.

**Pedagogy:**

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

**Teaching Plan:**

At the beginning of each semester faculty teaching the course will provide (i) Teaching Plan, (ii) updated reading list, and (iii) the list of case studies for uploading on Department website.

Unit No.	Course Learning Outcomes	Teaching and Learning Activity	Assessment Tasks
I	Ability to understand the concept of entrepreneurship and the functions of an entrepreneur	Lecture/Video/ Case/ Presentation/Role Play	Class participation, Presentation, Viva/ test, Analysis of Case Study
II	Ability to develop entrepreneurial competencies and identify the opportunity for start-up	Lecture/Video/ Case/ Presentation/Role Play	Class participation, Presentation, Viva/ test, Analysis of Case Study
III	Ability to carry out financial planning and production planning related to product design, quality and inventory control	Lecture/Video/ Case/ Presentation/Role Play	Class participation, Presentation, Viva/ test, Analysis of Case Study
IV	Ability to formulate marketing strategies and Human resource strategies for the enterprise	Lecture/Video/ Case/ Presentation/Role Play	Class participation, Presentation, Viva/ test, Analysis of Case Study
V	Ability to analyze the scope of entrepreneurship in various sectors	Lecture/Video/ Case/ Presentation/Role Play	Class participation, Presentation, Viva/ test, Analysis of Case Study

## Master of Business Administration

### MBA Semester III

#### Skill/Ability Enhancement Course

#### 303: Executive & Business Skills

**Marks: 50**

**Duration: 30 Hrs.**

**CREDITS: 2**

**Course Objective:** To develop an understanding of various skills required for management and business professionals and inculcating those skills in the students.

**Course Outcomes (COs):** After the Successful completion of the course, student will be able to

**CO1:** Develop leadership skills and team spirit through various management games, role plays and simulation exercises

**CO2:** Groom their personality and inculcate group discussion and interview skills through mock activities

**CO3:** Communicate effectively and learn to deliver effective presentations

**CO4:** Learn time management and relationship building skills

**CO5:** Develop creative thinking and prepare business plan/research proposal

**Contents:**

UNIT	Content	Hours
I	Management Games, Leadership and Team-Building exercises, Simulation exercises and Role Plays	6
II	Mock Group Discussions and Interviews, Personal Grooming , Case study Discussion	6
III	Communication Skills, Interpersonal Communication, Email Etiquettes, PPT Skills and effective presentation techniques, Negotiation skills	6
IV	Time management Techniques, Personal Branding and Relationship Building, Goal setting and prioritization, Exercising self control and mindfulness	6
V	Problem identification and creative thinking, Brainstorming exercises and Innovation, Preparing business plan and research proposal	6

**Suggested Readings:**

1. Bhatawdekar Shyam & Bhatawdekar Kalpana (2018). 101 Classic Management Games, Exercises, Energizers and Icebreakers. Prodcons Group.
2. Ledden Emma (2019). The Presentation Book. Pearson Publications.



3. Kumar Soma Mahesh (2023). Soft Skills: Enhancing Personal and Professional Success. McGraw Hill Publications.

**Pedagogy:**

- Interactive classroom discussions
- Management Games and Activities
- Presentations
- Case studies
- Practical/live assignments

**Teaching Plan:**

At the beginning of each semester faculty teaching the course will provide (i) Teaching Plan, (ii) updated reading list, and (iii) the list of case studies for uploading on Department website.

**Facilitating the achievement of Course Learning Outcomes**

<b>Unit No.</b>	<b>Course Learning Outcomes</b>	<b>Teaching and Learning Activity</b>	<b>Assessment Tasks</b>
I	Ability to develop leadership skills and team spirit through various management games, role plays and simulation exercises	Discussion/Video/Case/Presentation/Role Play	Activities, Class participation, Presentation
II	Ability to groom their personality and inculcate group discussion and interview skills through mock activities	Discussion/Video/Case/Presentation/Role Play	Activities, Class participation, Presentation
III	Ability to communicate effectively and learn to deliver effective presentations	Discussion/Video/Case/Presentation/Role Play	Activities, Class participation, Presentation
IV	Ability to learn time management and relationship building skills	Discussion/Video/Case/Presentation/Role Play	Activities, Class participation, Presentation
V	Ability to develop creative thinking and preparing business plans/research proposals	Discussion/Video/Case/Presentation/Role Play	Activities, Class participation, Presentation

**Master of Business Administration  
MBA Semester III  
Financial Management Specialization**

**FM-01: Financial Institutions & Markets**

**Marks: 100**

**Duration: 60 Hrs.**

**CREDITS: 4**

**Objectives:** The objective of this course is to provide in in-depth insight to the students regarding structure, organization and working of financial institutions and markets in India.

**Course Outcomes:** The successful completion of this course shall enable the students to:

**CO1:** Understand the structure and functions of the Indian financial system.

**CO2:** Assess the role of various regulatory bodies in the development of Indian financial system.

**CO3:** Illustrate the functioning of financial markets in the development of Indian financial system.

**CO4:** Critically examine different functions of financial instruments and financial markets.

**CO5:** Evaluate the functioning of different financial institutions.

UNIT	CONTENT	HOURS
I	Structure of Financial system in India. Role of Financial System in Capital formulation and Economic Growth.	6
II	Regulatory bodies in the Financial System. Reserve Bank of India: - Organizations, Management and objectives of RBI, General Functions, Credit creation and Credit Control Functions. Monetary and Fiscal Policy. Securities and Exchange Board of India: - Management of SEBI, Powers and Functions of SEBI. Regulation, Guidelines and Schemes issued by SEBI. Regulation of Security market. Insurance Regulatory and Development Authority: - Mission statement of IRDA. Duties, Powers and Functions of IRDA. Operations of IRDA.	12
III	Financial Markets. Money Market: - Structure of Indian Money market, Functions of Money Market, Instruments of Money Market. Capital Market: - Structure of Indian Capital market, Functions of Capital market, Types of Capital market, Reforms in Capital market. Foreign Exchange Market: -Introduction, Evolution of Foreign Exchange Market in India. Structure of Foreign Exchange Market, Exchange Rate Management, Foreign Exchange Management Act. 1999.	12
IV	Financial Services: - Concept, natures and scope of Financial Services. Stock Exchange Operations: - Players in the Stock market, Trading in Stock Exchanges, Regulation on Trading, E-Trading and DEMAT Services, Benefits of Scripless Trading and Statement. Mutual Funds:- Introduction, Evaluation of Mutual Funds, Types of Mutual Funds, Advantages of Investing in Mutual Funds, Regulation and Supervision of Mutual Funds. Debt Securitization, Venture Capital and Credit Rating.	12
V	Financial Institutions Commercial Banks: - Meaning, Functions Management and Investment Policies of Commercial Banks, Recent trends in the Activities of Commercial Banks, Reforms in Banking Sector. Development Banks: - Meaning, Concept and Role of Development banking in Industrial Financing in India.	13

	Insurance Organizations: - Objectives and Role of Insurance Organizations, Investment Practices of Insurance Organizations, Reforms in Insurance Sector.	
	<b>Group learning exercises involving discussion, role-play and presentation by students.</b>	05
	<b>TOTAL</b>	<b>60</b>

### Readings:

1. Pathak Bharti, "The Indian Financial System" Pearson.
2. Khan M Y, "Indian Financial System," Vikas Publishing House.
3. Bhole M K, "Financial Markets and Institutions," Tata McGraw Hill .
4. Srivastava R, M, "Management of Indian Financial Institutions".
5. Reserve Bank of India various Bulletins.

### Pedagogy:

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

### Teaching Plan:

At the beginning of each semester faculty teaching the course will provide (i) Teaching Plan, (ii) updated reading list, and (iii) the list of case studies for uploading on Department website.

### Facilitating the achievement of Course Learning Outcomes

Unit No.	Course Learning Outcomes	Teaching and Learning Activity	Assessment Tasks
I	Ability to understand the structure and functions of the Indian financial system.	Lecture/Video/ Case/ Presentation	Class participation, Presentation, Viva/ test, Analysis of Case Studies
II	Ability to assess the role of various regulatory bodies in the development of Indian financial system	Lecture/Video/ Case/ Presentation	Class participation, Presentation, Viva/ test, Analysis of Case Studies
III	Ability to illustrate the functioning of financial markets in the development of Indian financial system.	Lecture/Video/ Case/ Presentation	Class participation, Presentation, Viva/ test, Analysis of Case Studies
IV	Ability to critically examine different functions of financial instruments and financial markets.	Lecture/ Case/ Industry Expert interaction /Presentation	Class participation, Presentation, Viva/ test, Analysis of Case Studies
V	Ability to evaluate the functioning of different financial institutions.	Lecture/ Industry Expert interaction/ Presentation	Class participation, Presentation, Viva/ test, Analysis of Case Studies

**Master of Business Administration  
MBA Semester III  
Financial Management Specialization**

**FM-02:Advanced Financial Management**

**Marks: 100**

**Duration: 60 Hrs.**

**CREDITS: 4**

**Objectives:** The objective of this course is to study the major decision-making areas of finance such as capital budgeting techniques under uncertainty, working capital management, cash management and receivables management. The fundamental aim of this course is to learn financial management skills, which can be applied in progressively more complex and realistic situations.

**Course Outcomes:**The successful completion of this course shall enable the students to:

**CO1:** Evaluate potential investment decisions and assesses their financial and strategic consequences.

**CO2:** Identify working capital needs of the organization.

**CO3:** Assess and plan acquisitions and mergers as an alternative growth strategy.

**CO4:** Evaluate and advise on alternative corporate re-organization strategies.

**CO5:** Apply and evaluate alternative corporate valuation models.

<b>UNIT</b>	<b>CONTENT</b>	<b>HOURS</b>
<b>I</b>	Capital Budgeting - Capital budgeting under risk and uncertainty, Measures of Risk, Sensitivity Analysis, Scenario Analysis, Standard Deviation and Co-efficient of Variation, Financial Break Even Analysis, Decision Tree.	12
<b>II</b>	Working Capital Management - Needs of Working Capital, Determinants of Working Capital, Approaches to Working Capital Management, Financing of Working Capital. Computation of Working Capital requirements. Cash Management - Cash Management and its Models.	12
<b>III</b>	Inventory Management - Objectives of Inventory Management, Inventory Management Techniques, Fixation of Inventory level. Credit Management - Terms of Payment, Credit Policy Variables, Credit Evaluation, Credit Granting Decisions, Control of Accounts Receivables, Credit Management in India.	12
<b>IV</b>	Merger/ Amalgamation- Acquisitions and Takeovers, Takeover Code, Legal and Procedure able aspects of Merger Decisions.	8
<b>V</b>	Corporate Financial Models- Introduction, Corporate Valuation, and Adjusted Book value Approach, Stocks and Debt Approach, Direct Comparison Approach and Discounted Cash Flow Approach.	11
	<b>Group learning exercises involving discussion, role-play and presentation by students.</b>	05
	<b>TOTAL</b>	<b>60</b>

**Readings:**

1. I M Pandey "Financial Management," Vikas Publication, New Delhi.
2. Prasanna Chandra "Financial Management Theories and Practice," Tata McGraw-Hill, New Delhi
3. James C. Van Home "Financial Management and Policy".
4. M Y Khan, " Financial Management: Text and Problems," Tata McGraw-Hill, New Delhi.
5. Ravi M. Kishore, "Financial Management," Taxmann's Publication Pvt. Ltd.
6. V. K. Bhalla, "Financial Management and Policy", Anmol Publications Pvt. Ltd.

**Pedagogy:**

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

**Teaching Plan:**

At the beginning of each semester faculty teaching the course will provide (i) Teaching Plan,

(ii) updated reading list, and (iii) the list of case studies for uploading on Department website.

**Facilitating the achievement of Course Learning Outcomes**

<b>Unit No.</b>	<b>Course Learning Outcomes</b>	<b>Teaching and Learning Activity</b>	<b>Assessment Tasks</b>
I	Ability to evaluate potential investment decisions and assesses their financial and strategic consequences.	Lecture/Video/ Case/ Presentation	Class participation, Presentation, Viva/ test, Analysis of Case Study
II	Ability to identify working capital needs of the organization.	Lecture/Video/ Case/ Presentation	Class participation, Presentation, Viva/ test, Analysis of Case Study
III	Ability to assess and plan acquisitions and mergers as an alternative growth strategy.	Lecture/Video/ Case/ Presentation	Class participation, Presentation, Viva/ test, Analysis of Case Study
IV	Ability to evaluate and advise on alternative corporate re-organization strategies.	Lecture/ Case/ Industry Expert interaction /Presentation	Class participation, Presentation, Viva/ test, Analysis of Case Study
V	Ability to apply and evaluate alternative corporate valuation models.	Lecture/ Industry Expert interaction/ Presentation	Class participation, Presentation, Viva/ test, Analysis of Case Study

**Master of Business Administration**  
**MBA Semester III**  
**Human Resource Management Specialization**

**HRM-01: Industrial Relations**

**Marks:100**

**Duration: 60 Hrs.**

**CREDITS: 4**

**Objective:**The objective of the course is to familiarize the students with the concept of Industrial relations. It also intends to expose students to Trade Unionism, Participative Management and emerging issues concerned with Industrial Relations.

**Course Objectives:**The successful completion of this course shall enable the student to:

**CO1:** Understand the concept of Industrial-Organizational Psychology.

**CO2:** Apply Industrial Psychology to select, develop, and manage employees

**CO3:** Comprehend how the theory and research are applied to work settings

**CO4:** Create a stress-free environment at the workplace.

**Contents:**

UNIT	Content	Hours
I	<b>Industrial Relations</b> Concepts and aspects of Industrial Relations, Functions of Industrial Relations, Objectives of Industrial Relations, Significance of Industrial Relations, Evolutionary shift in Industrial Relations, Approaches to Industrial Relations.	10
II	<b>Trade Unionism</b> Concept of Trade Union, Objectives and Functions of Trade Unions, Types of Trade Union, Significance for Trade Unions, Labour Movement and Trade Unions, Rise and Growth of Trade Unionism. Government policies regarding Trade Unionism.	11
III	<b>Industrial Disputes, Prevention &amp; Settlement</b> Concept of Industrial Disputes, forms and types of Industrial Disputes, Causes of Industrial Disputes, Impact of Industrial Disputes, Statutory and non-statutory measures to deal with industrial disputes. Prevention and settlement of industrial disputes.	12
IV	<b>Collective Bargaining</b> Concept of Collective Bargaining, functions, objectives and significance of Collective bargaining, Process of Collective Bargaining, Approaches to collective bargaining, Extent and scope of Collective bargaining in India, Collective bargaining agreement and its application.	11

V	<b>Workers Participation in Management</b> Meaning, Objectives of Workers participation, Essentials of workers participation in management, Forms and Methods of workers participation in Management, Concept of Labour Welfare, Labour Welfare in India, I.L.O. and its role in Industrial Relations.	11
	Small group learning exercise involving discussions, role play, presentations by students.	5
	<b>TOTAL</b>	<b>60</b>

### Readings:

1. Sinha, P.R.N., InduBala&Shekhar, S.P, " Industrial Relations, Trade Unions and Labour Legislations" Pearson Education.
2. Monappa, A "Industrial Relations", TataMcGraw Hill Publishing Company Limited
3. Srivastava, S.C., "Industrial Relations and Labour Laws", Vikas Publications.
4. Salamon, M., "Industrial Relations: Theory and Practice" Pearson Education, Financial Times Prentice Hall.

### Pedagogy:

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

### Teaching Plan:

At the beginning of each semester, faculty teaching the course will provide (i) a Teaching Plan, (ii) an updated reading list, and (iii) a list of case studies for uploading on the Department website.

### Facilitating the achievement of Course Learning Outcomes

Unit No.	Course Learning Outcomes	Teaching and Learning Activity	Assessment Tasks
I	Ability to understand the concept and applications of Industrial-Organizational Psychology.	Lecture/Video/ Case/ Presentation/Role Play	Class participation, Presentation, Viva/ test, Analysis of Case Study
II	Ability to understand the concept and relevance of Trade Unionism.	Lecture/Video/ Case/ Presentation/Role Play	Class participation, Presentation, Viva/ test, Analysis of Case Study
III	Ability to develop an understanding of the machinery for the prevention and settlement of	Lecture/Video/ Case/ Presentation/Role	Class participation, Presentation, Viva/ test, Analysis of Case Study

	disputes.	Play	
IV	Ability to understand the concept and practice of Collective Bargaining.	Lecture/Video/ Case/ Presentation/Role Play	Class participation, Presentation, Viva/ test, Analysis of Case Study
V	Ability to understand and apply the concept of Workers Participation in Management and Labour Welfare concept.	Lecture/Video/ Case/ Presentation/Role Play	Class participation, Presentation, Viva/ test, Analysis of Case Study



**Master of Business Administration  
MBA Semester III  
Human Resource Management Specialization**

**HRM-02: Labour Legislations**

**Marks: 100**

**Duration: 60 Hrs.**

**CREDITS: 4**

**Objective:**

The objective of this course is to make the students familiar with the main provisions of Labour Laws so that the students can understand the pattern of industrial relations and the practice of these Labour Legislations in ensuring industrial peace.

**Course Outcomes:** The successful completion of this course shall enable the student to:

**CO1:** Understand the provisions of different Labour legislations

**CO2:** Elaborate on the prevention & settlement of industrial disputes.

**CO3:** Illustrate the main provisions of the Factories Act 1948 and Industrial Dispute act 1947

**CO4:** Outline the main provisions of Payment of Wages Act 1936, Minimum Wages Act 1948 & Workmen Compensation Act, 1923.

**CO5:** Apply the major provisions of Employees State Insurance Act 1948, Employees Provident Fund Act 1952, Payment of Gratuity Act 1972.

**Contents:**

<b>UNIT</b>	<b>Content</b>	<b>Hours</b>
I	The Factories Act, 1948, The Employees Provident Funds and Misc. Provisions Act, 1952.	11
II	The Workmen Compensation Act, 1923, The Payment of Wages Act, 1936. The Minimum Wages Act, 1948.	11
III	The Industrial Disputes Act, 1947, Misconduct/Dismissal/discharge and Domestic Enquiry.	11
IV	The Equal Remuneration Act, 1976, The Maternity Benefit Act, 1961.	11
V	The Employees State Insurance Act, 1948, The Trade Union Act, 1926, The Payment of Gratuity Act, 1972.	11
	<b>Small group learning exercise involving discussions, role play, presentations by students.</b>	5
	<b>TOTAL</b>	<b>60</b>

**Readings:**

1. Mishra S.N. - Labour and Industrial Laws, Central Law Publications.
2. Kapoor N.D.- Elements of Industrial Law, Sultan Chand & Sons.
3. Avtar Singh and Harpreet Singh – Labour and Industrial Law, LexisNexis.

**Pedagogy:**

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

**Teaching Plan:**

At the beginning of each semester, faculty teaching the course will provide (i) a Teaching Plan, (ii) an updated reading list, and (iii) a list of case studies for uploading on the Department website.

**Facilitating the achievement of Course Learning Outcomes**

Unit No.	Course Learning Outcomes	Teaching and Learning Activity	Assessment Tasks
I	Ability to outline the major provisions of The Factories Act, 1948, The Employees Provident Funds and Misc. Provisions Act, 1952.	Lecture/Video/ Case/ Presentation/Role Play	Class participation, Presentation, Viva/ test, Case Study
II	Ability to elaborate The Workmen Compensation Act, 1923, The Payment of Wages Act, 1936, The Minimum Wages Act, 1948.	Lecture/Video/ Case/ Presentation/Role Play	Class participation, Presentation, Viva/ test, Case Study
III	Ability to outline the major provisions of The Industrial Disputes Act, 1947, Misconduct/Dismissal/discharge and Domestic Enquiry.	Lecture/Video/ Case/ Presentation/Role Play	Class participation, Presentation, Viva/ test, Case Study
IV	Ability to elaborate The Equal Remuneration Act, 1976, The Maternity Benefit Act, 1961.	Lecture/Video/ Case/ Presentation/Role Play	Class participation, Presentation, Viva/ test, Case Study
V	Ability to understand the main provisions of The Employees State Insurance Act, 1948, The Trade Union Act, 1926, The Payment of Gratuity Act, 1972.	Lecture/Video/ Case/ Presentation/Role Play	Class participation, Presentation, Viva/ test, Case Study

**Master of Business Administration  
MBA Semester III  
Marketing Management Specialization**

**MM-01: Marketing Research**

**Marks: 100**

**Duration: 60 Hrs.**

**CREDITS: 4**

**Objective:** The course is intended to help students get acquainted with various research concepts, techniques and procedures, and to develop their ability to conduct, evaluate, use and present research findings.

**Course Outcomes:** The successful completion of this course shall enable the student to:

**CO1:** Understanding the nature and scope of marketing research

**CO2:** Compare and contrast between different types of research designs and learn their applications

**CO3:** Learn different methods of data collection and Interpretation of Data so collected

**CO4:** Develop an understanding of sampling designs, its methods and their application

**CO5:** Applying marketing Research in deciding marketing mix accordingly write a report

**Contents**

<b>UNIT</b>	<b>CONTENT</b>	<b>HOURS</b>
I	Marketing Research –Meaning and Importance Stages in the Marketing Research Process. Scope of Marketing Research Function. Problem Formulation. Choice – Criterion Models.	11
II	Research Design – Meaning and Importance. Causality: The basis of Classification of various Types of Research Designs. Exploratory, Descriptive. Quasi – Experimental and Experimental Research Designs.	11
III	Data Collection. Types and Sources of Secondary Data. Basic Methods of Collecting Data. Different Methods of Communication. Tabulation. Analysis and Interpretation of Data. Questionnaire Planning and Execution	11
IV	Sampling and Sampling Designs: Basic Concepts. Steps in the Sampling Process. Probability Sampling Methods, Non-Probability Sampling Methods.	11
V	Application of marketing Research. Market Segmentation. Product Research. Price Research. Distribution Research, Advertising Research, Sales Promotion Research. The Marketing Research Report.	11
	Small group learning exercise involving discussion, role-play, presentations by students	5
	<b>TOTAL</b>	<b>60</b>

**Readings:**

1. Naresh K. Malhotra and Satyabhusan Das (2019). Marketing Research: An Applied Orientation (Seventh Edition) Pearson
2. Gerardus Blokdyk (2019). Marketing Research A Complete Guide – 2020, 5starcooks
3. Malhotra, N., & Dash, S. (2015). Marketing Research: An Applied Orientation (6th ed.). New Delhi: Pearson.
4. Burns, A. C., Veeck, A.F. & Bush, R. F. (2017). Marketing Research (8th ed.). New Delhi: Pearson.
5. Boyd, Westfall and Stasch (1985). Marketing Research, R.D. Irwin
6. GERALD GREEN, PAUL E., TULL, DONALD S., ALBAUM (2009). Research for Marketing Decisions.
7. Duck and Rubin (1987). Marketing Research.

**Pedagogy:**

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

**Teaching Plan:**

At the beginning of each semester faculty teaching the course will provide (i) Teaching Plan, (ii) updated reading list, and (iii) the list of case studies for uploading on Department website.

**Facilitating the achievement of Course Learning Outcomes**

Unit No.	Course Learning Outcomes	Teaching and Learning Activity	Assessment Tasks
I	Ability to understand concept of marketing research	Lecture/Video/ Case/ Presentation/Role Play	Class participation, Presentation, Viva/ Problem based test, Case Study Analysis
II	Ability to Compare and contrast between different types of research designs and apply the same	Lecture/Video/ Case Studies/ Presentation/Role Play	Class participation, Presentation, Viva/ Problem based test, Case Study Analysis
III	Ability to Learn methods of data collection and Interpretation of Data so collected	Lecture/Video/ Case/ Presentation/Role Play	Class participation, Presentation, Viva/ Problem based test, Case Study Analysis
IV	Ability to Develop an understanding of sampling designs, its methods and their application	Lecture/Video/ Case/ Presentation/Role Play	Class participation, Presentation, Viva/ Problem based test, Case Study Analysis

V	Ability to apply marketing Research in designing marketing mix and accordingly writing a report	Lecture/Video/ Case/ Presentation/Role Play	Class participation, Presentation, Viva/ Problem based test, Case Study Analysis
---	---	--	---

**Master of Business Administration  
MBA Semester III  
Marketing Management Specialization**

**MM-02: Strategic Marketing**

**Marks:100**

**Duration: 60 Hrs.**

**CREDITS: 4**

**Objective:**The basic objective of this course is to develop skills for analyzing market competition and design appropriate competitive strategies for higher market share.

**Course Outcomes:** The successful completion of this course shall enable the student to:

- CO1:** Analyze the market situation & competition and estimate the reaction pattern
- CO2:** Examine the market leader and market challenger strategies and applying it for making an appropriate choice
- CO3:** Evaluate market follower strategies and accordingly manage services
- CO4:** Assess competitive market strategy for emerging industries
- CO5:** Design marketing mix on the basis of segmentation & competitive advantage

<b>UNIT</b>	<b>CONTENT</b>	<b>HOURS</b>
I	<b>Market Situation Analysis:</b> Analysis of Competitors and Estimating their Reaction Pattern and Competitive Position.	11
II	<b>Market Leader Strategies:</b> Expanding the Total Market, Protecting Market Share, Expanding Market Share; Market Challenger Strategies – Choosing and Attack Strategy.	11
III	<b>Market Follower Strategies:</b> Market Nicher Strategies, Designing and Managing Services.	11
IV	<b>Competitive Market Strategy for different industries:</b> Emerging Industries, Declining Industries and fragmented Industries. Balancing Customer and Competitor Orientations.	11
V	<b>Industry Segmentation and Competitive Advantage:</b> Product Differentiation and Brand Positioning, Competitive Pricing, Competitive Advertising, Role of Sales Promotion in Competitive Marketing.	11
	<b>Small group learning exercise involving discussion, role-play, presentations by students</b>	5
	<b>TOTAL</b>	<b>60</b>

**Readings:**

1. Philip Kotler and Kevin Keller (2021). Marketing Management, Global Edition, Pearson
2. Nag A (2008). Strategic Marketing (Second Edition)
3. Cravens, D.W. Strategic Marketing Homewood Illinois, Richard D./Irwin.
4. Kayank E. and Savitt R. Comparative Marketing Systems, New York, Praegar.
5. Kolter, Phillip. Marketing Management: Analysis, Planning, Implementation.
6. Porter, M. E. (1985). Competitive Advantage: Creating Sustaining Superior Performance New York, Free Press.
7. Porter, M. E. Competitive Strategy: Techniques for Analyzing Industries Competitors, New York, Free Press.
8. Lovelock ,Chrostopher;WirtzJochen; Chatterjee, Jayanta: Services Marketing,New Delhi, Prentice Hall of India.

**Pedagogy:**

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

**Teaching Plan:**

At the beginning of each semester faculty teaching the course will provide (i) Teaching Plan, (ii) updated reading list, and (iii) the list of case studies for uploading on Department website.

**Facilitating the achievement of Course Learning Outcomes**

Unit No.	Course Learning Outcomes	Teaching and Learning Activity	Assessment Tasks
I	Ability to Analyze the market situation & competition and estimate the reaction pattern	Lecture/Video/ Case/ Presentation/ Role Play	Class participation, Presentation, Viva/ Problem based test
II	Ability to Examine the market leader strategies, market challenger strategies	Lecture/Video/ Case Studies/ Presentation/ Role Play	Class participation, Presentation, Case Studies, Viva, Problem based test
III	Ability to Evaluate the market follower strategies	Lecture/Video/ Case/ Presentation/ Role Play	Class participation, Presentation, Viva, Problem based test. Case Studies
IV	Ability to Assess competitive	Lecture/Video/	Class participation,

	market strategy for emerging industries	Case/ Presentation/ Role Play	Presentation, Viva , Case Studies, Problem based test
V	Ability to Design marketing mix on the basis of segmentation & competitive advantage	Lecture/Video/ Case/ Presentation/ Role Play	Class participation, Presentation, Viva/ Problem based test, Case Studies



**Master of Business Administration  
MBA Semester IV  
Core Course**

**401:Strategic Management**

**Marks: 100**

**Duration: 60 Hrs.**

**CREDITS: 4**

**Objective:**The course is designed to provide a framework for integrating the knowledge acquired by a student in diverse foundation and functional courses offered throughout the two-year M.B.A. program. The case studies and other participative methods of instruction will be extensively used for developing knowledge skills, and attitudes relevant to policy formulation and administration.

**Course Outcomes:**The successful completion of this course shall enable the student to:

**CO1:** Illustrate the strategy implementation process.

**CO2:** Evaluate the situation for strategic change

**CO3:** Analyze and evaluate the work methods and create more efficient ways of performing a job

**CO4:** Design, formulate and implement strategy in an organization

**Contents:**

UNIT	Content	Hours
I	<b>Strategy Implementation Process:</b> Interdependence of formulation and implementation of Corporate Strategy, Forward Linkage and Backward Linkage, Strategy Implementation Process,, Selection of an implementation approach.	11
II	<b>Analysing Organisation Structure:</b> Organization Structure, Approaches to Organization Structure, Matching Structure to Strategy, Resources Allocation.	11
III	<b>Analysing Strategic Change:</b> Need for Change, Types of Change, Change Agents, Strategic Change, Levels of Strategic Change, Resistance to Change, Corporate Culture and Climate, Organization Development Interventions.	10
IV	<b>Leadership and Functional Implementation:</b> Leadership Implementation, Sources of Organizational Power and Politics, Functional Implementation - Production Policies, Marketing Policies, Financial Policies, Human Resources Policies and Research & Development Policies.	10
V	<b>Strategic Evaluation and Control:</b> Organizational Control and Strategic Control, Process of Strategic Control, Strategic Control and Environmental Factors, Information for Strategic Control, Implementing Strategic Control.	10
	Small group learning exercise involving discussion, case studies role-play, presentations by students	8
	TOTAL	60Hours

## **Readings (Unit Wise)**

### **Unit-I**

1. Azhar Kazmi & Adela Kazmi (2020). Strategic Management, MCGraw Hill
2. Hill, C. W. L. & Jones, G. R. (2008). Strategic Management: An integrated approach, 8th Edition, Houghton Mifflin.

### **Unit-II**

1. AzharKazmi& Adela Kazmi(2020). Strategic Management, MCGraw Hill

### **Unit-III**

1. AzharKazmi& Adela Kazmi(2020). Strategic Management, MCGraw Hill

### **Unit-IV**

1. AzharKazmi& Adela Kazmi(2020). Strategic Management, MCGraw Hill
2. Hill, C. W. L. & Jones, G. R. (2008). Strategic Management: An integrated approach, 8th Edition, Houghton Mifflin.

### **Unit-V**

1. AzharKazmi& Adela Kazmi(2020). Strategic Management, MCGraw Hill
2. Hill, C. W. L. & Jones, G. R. (2008). Strategic Management: An integrated approach, 8th Edition, Houghton Mifflin.

## **Additional Reading**

- 1 Hill, C. W. L. & Jones, G. R. (2008). Strategic Management: An integrated approach, 8th Edition, Houghton Mifflin.
- 2 Bartlett, C. A. and Ghoshal, S. (1994). Changing the role of top management: Beyond strategy to purpose. Harvard Business Review. November-December: 70-88.
- 3 Bhagat, R. S., Kedia, B. L., Harveston, P. D., &Triandis, H. C. (2002). Cultural variations in the cross-border transfer of organizational knowledge: An integrative framework. Academy of Management Review, 27(2): 204-221.
- 4 Dean, T. J., Brown, R. L., & Bamford, C. E. (1998). Differences in large and small firm responses to environmental context: Strategic implications from a comparative analysis of business formations. Strategic Management Journal, 19:709-728.

## **Pedagogy:**

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

## **Teaching Plan:**

At the beginning of each semester faculty teaching the course will provide (i) Teaching Plan, (ii) updated reading list, and (iii) the list of case studies for uploading on Department website.

### Facilitating the achievement of Course Learning Outcomes

<b>Unit No.</b>	<b>Course Learning Outcomes</b>	<b>Teaching and Learning Activity</b>	<b>Assessment Tasks</b>
I	Ability to understand the relationship between strategic analysis and strategic implementation	Lecture/Video/ Case/ Presentation/Role Play	Class participation, Presentation, Viva/ test
II	Ability to comprehend the distinction between firms and markets	Lecture/Video/ Case/ Presentation/Role Play	Class participation, Presentation, Viva/ test
III	Ability to apply strategy principles to understand the benefits and costs of diversification	Lecture/Video/ Case/ Presentation/Role Play	Class participation, Presentation, Viva/ test
IV	Ability to understand the international dimensions of strategic management	Lecture/Video/ Case/ Presentation/Role Play	Class participation, Presentation, Viva/ test
V	Ability to study the major contemporary trends in strategic management	Lecture/Video/ Case/ Presentation/Role Play	Class participation, Presentation, Viva/ test

**Master of Business Administration  
MBA Semester IV**

**404 : Internship Report**

**Marks: 100**

**Duration: 8 Weeks**

**CREDITS: 4**

**Objective:** Bridging the gap between classroom teaching and workplace exposure through experiential learning

**Course Objectives:** The successful completion of On-the-job training/ Internship will make students:

**CO1:** Aware about organizational philosophy, vision, mission, organizational structure etc.

**CO2:** Aware of the processes and procedures at work place

**CO3:** Acquire hands on experience about the managerial practices of business, entrepreneurship; personnel, marketing and finance etc.

**CO4:** Apply theoretical knowledge in the industry and identify the gaps if any

- The Students shall require to undergo 08 weeks On-the-job training/internship during January and February in the organization / factories to observe the work environment, workplace behaviour, working conditions, organizational climate etc. under a mentor/supervisor deputed by the concerned organization. During this internship students shall require to devote 4 weeks for general orientation in the organization and two weeks each in the specialization opted by them. In order to justify the On-the-job training/internship, students shall submit weekly report duly signed by the supervisor / reporting officer of the organization deputed for their supervision. The students shall require to submit On-the-job training/internship report of approximately 60 to 80 pages.
- Please refer “*Appendix A*” below for the format of On-the-job training/Internship Report.

**Facilitating the achievement of Course Learning Outcomes**

<b>Unit No.</b>	<b>Course Learning Outcomes</b>	<b>Assessment Tasks</b>
I	Awareness of the organizational philosophy, vision, mission, organizational structure, processes and procedures at work place	Weekly progress report
II	Acquiring hands on experience about functional areas of choice / specialization.	Eight weeks training completion certificate by the reporting officer of the organization
III	Application of theoretical knowledge in the industry and identify the gaps if any	On-the-job training/Internship Report

**Note:** On-the-job training/ internship report will be evaluated by the external examiner

## Appendix A

### Format of the Internship Report

(Internship Report: 100 Marks)

#### INTERNSHIP REPORT

#### FONT STYLE/ SIZE/ SPACING

- Font: Times New Roman
- Size: 14points **bold** for main headings  
13 points **bold** for sub-headings  
12 points for all other text
- Spacing: 1.5 Line Spacing

#### CONTENTS OF THE REPORT

- Title Page
- Training completion certificate issued by the organization
- Declaration of the student about authenticity of the training and report.
- Table of contents
- Acknowledgement Page
- Executive Summary
  - Chapter 1 Introduction
  - Chapter 2 Overview of the Organization
  - Chapter 3 Specialization I
  - Chapter 4 Specialization II
  - Chapter 5 One Chapter of 15-20 pages (executive summary) maybe added before conclusion regarding any assignment / project assigned by the concerned organisation during training.
  - Chapter 6 Conclusion.
- References (Write in APA format, all the sources consulted in the making of your report)
- Appendices (Financial Statements, Supporting Documents etc.)

**Master of Business Administration  
MBA Semester IV**

**405: Project Report**

**Marks: 100**

**CREDITS: 4**

**Objective:** Developing the skills for business orientation, application of conceptual knowledge to practical situations and report writing.

**Course Objectives:** The successful completion of Project Report will make students to:

**CO 1:** Develop entrepreneurship attitude, business plan and project proposal etc.

**CO 2:** Identify business / management problems and suggesting the solution.

**CO 3:** Apply theoretical knowledge to solve corporate /social problems.

- The students shall require to prepare a project report approximately 60 to 80 pages on a current issues of the corporate, business, society, general management *or* Business Development Plan, entrepreneurship initiative, a project proposal etc. The students shall select a problem in consultation with supervisor allotted by the concerned departments of the university. The students shall make an attempt to conduct opinion survey on the selected problem and submit a report on the same duly recommended by the supervisor.
  
- Please refer “*Appendix A*” below for the format of Project Report

**Facilitating the achievement of Course Learning Outcomes**

<b>Unit No.</b>	<b>Course Learning Outcomes</b>	<b>Assessment Tasks</b>
I	Ability to develop business plan	Interaction with project supervisor
II	Ability to develop entrepreneurship / project proposal on new ideas	Recommendation certificate by the supervisor
III	Ability to propose solutions to financial, marketing and personnel problems based on opinion survey and primary data	Project Report

**Note:** Project report will be evaluated by the external examiner.

## Appendix A

### Format of the Project Report

(Report: 100 Marks)

### PROJECT REPORT

#### FONT STYLE/ SIZE/ SPACING

- Font: Times New Roman
- Size: 14points **bold** for main headings  
13 points **bold** for sub-headings  
12 points for all other text
- Spacing: 1.5 Line Spacing

#### CONTENTS OF THE REPORT

- Title Page
- Declaration of the Student
- Recommendation of the Supervisor
- Acknowledgement / Preface
- Table of the Contents
- Executive Summary

#### Option I - Project Report in General

- Chapter 1 Introduction
  - 1.1. Conceptual background of the topic / problem.
  - 1.2. History and prospective of the organization / problem under study.
- Chapter 2 Research Design
  - 2.1. Review of Literature
  - 2.2. Need of Study
  - 2.3. Scope of the study
  - 2.4. Objective of the Study
  - 2.5. Research Methodology
    - 2.5.1. Sampling method
    - 2.5.2. Statistical method and tools used for data analysis.
- Chapter 3 Data Analysis and Interpretation
- Chapter 4 Summary and Conclusion
- References / Annexure / Bibliography

#### Option II. Business Development Plan / Entrepreneurship initiative

- Chapter 1 Rational for the Business development plan / Entrepreneurship initiative.
- Chapter 2 Pre requisites for starting business
- Chapter 3 Identifying and developing resources (Physical, Financial, Human resource etc.)
- Chapter 4 Production plan (flow chart, plant location, plant layout, layout of physical facilities etc.)
- Chapter 05 Marketing plan
- Chapter 06 Final proposal / conclusion
- References / Annexure / Bibliography

**Master of Business Administration  
MBA Semester IV**

**406: Comprehensive Viva-Voce**

**Marks: 100**

**CREDITS: 4**

**Objective:** To develop understanding, acumen and critical thinking for business decisions.

**Course Objectives:** The successful completion of 2<sup>nd</sup> year of the Program must enable the students to:

**CO1:** Understand basic concepts of business

**CO2:** Acquire sound knowledge of the area of specialisations chosen

**CO3:** Assimilate and apply the knowledge acquired in the local to global businesses.

The comprehensive Viva-voce shall be based on courses taught in all the four Semesters with primary focus on specialisation opted by the students.

**Facilitating the achievement of Course Learning Outcomes**

<b>Unit No.</b>	<b>Course Learning Outcomes</b>	<b>Assessment Tasks</b>
I	Understanding of basic concepts of business	Viva-voce
II	Knowledge of the area of specialisations chosen	Viva-voce focused on Problem based questions/Analysis of Case Study
III	Ability to assimilate and apply the concepts learnt in the local to global business situation.	Viva-voce focused on Problem based questions/Analysis of Case Study



**Master of Business Administration  
MBA Semester IV  
Financial Management Specialization**

**FM-05: Investment Analysis and Portfolio Management**

**Marks: 100**

**Duration: 60 Hrs.**

**CREDITS: 4**

**Objectives:** Investment Analysis and Portfolio Management is a growing field in the area of finance. This module aims at creating a better understanding of the various concepts/principles related to investment analysis and portfolio management.

**Course Outcomes:** The successful completion of this course shall enable the student to:

**CO1:** Analyse and evaluate the investment environment, different types of financial investment instruments and financial institutions.

**CO2:** Evaluate the risk and expected return of various financial instruments and investment portfolios; implement in practice the quantitative methods of investment decision making.

**CO3:** Analyse and evaluate the fair value of stocks and bonds, explain the main factors affecting the values.

**CO4:** Comprehend and assess the efficiency of portfolio management; use Excel's software skills during investment analysis and portfolio management calculations and researches.

**CO5:** Understand and apply the principles of portfolio theory in the process of investment portfolio management and performance.

UNIT	CONTENT	HOURS
I	<b>Introduction to Investment Environment:</b> Introduction of Investment, Investment Process and instruments, Criteria for Investment, Types of Investors, Investment vs. Speculation vs. Gambling, Investment Avenues, Factors Influencing Selection of Investment Alternatives. Investment environment: Investment vehicles, Financial markets: Primary & Secondary market, Understanding the difference between investment and financing decisions, Direct versus indirect investment.	11
II	<b>Quantitative Methods of Investment Analysis :</b> Investment income and risk : Meaning, Return on investment and expected rate of return, Types of Risk–Systematic and Unsystematic Risk Measurement of Beta, Standard Deviation, Variance, Reduction of Risk through Diversification, Practical Problems on Calculation of Standard Deviation, Variance and Beta. Psychological aspects in investment decision making :Overconfidence, Disposition effect, Perceptions of investment risk, Mental accounting and investing.	11
III	<b>Securities Valuation and Analysis:</b> Overview and characteristics of securities, Valuation Models, Understanding of fair valuation, over valuation and Undervaluation, active and passive strategies. Fixed Income Securities: features, bond indentures and covenants, types (Government & Private bonds), Fixed& variable coupon securities <b>Security Analysis</b> Fundamental Analysis, Economic Analysis, Industry Analysis, Company Analysis, Technical Analysis, Market interest rates analysis.	11

<b>IV</b>	<b>Portfolio Management:</b> Meaning and Concept, Portfolio Management Process, Objectives, Basic Principles, Factors Affecting Investment Decisions in Portfolio Management, Portfolio Strategy Mix. An Introduction to Derivative Markets and Securities:  Forward and Futures Contracts, Option Contracts, Swap Contracts, Convertible Securities, and Other Embedded Derivatives	11
<b>V</b>	<b>Theories and Portfolio Performance Measurement :</b> Portfolio Theory : Markowitz portfolio theory, The expected rate of return and risk of portfolio Capital Asset Pricing Model, Arbitrage Price Theory, Market Efficiency Theory <b>Portfolio Performance Measurement:</b> Meaning of Portfolio Evaluation, Sharpe's Ratio (Basic Problems), Treynor's Ratio (Basic Problems), Jensen's Differential Returns (Basic Problems).	11
	<b>Group learning exercises involving discussion, role-play and presentation by students. Dealing in Stock market</b>	05
	<b>TOTAL</b>	<b>60</b>

### Readings

1. Investment Analysis & Portfolio Management; Prasanna Chandra: McGraw Hill Publications
2. Security Analysis & Portfolio Management; Dr. F.C Sharma: SBPD Publications
3. Investment & Portfolio Management; DivyaBhutani: Rajat Publications

### Additional Readings: (Unit Wise)

**Unit –I:**Investment Analysis and Portfolio Management, Frank Reilly, Keith Brown, South Western College Pub; 10th edition

Investments, ZviBodie, Alex Kane, Alan J. Marcus, McGraw-Hill/Irwin; 10th edition

**Unit – II:**Risk-Return Relationship and Portfolio Management, Raj S. Dhankar, Publisher: Springer, New Delhi

**Unit- III:**Fischer, Donald E, and Jordan, Ronald J. Security Analysis and Portfolio Management, 6th Ed., New Delhi, Prentice Hall of India, 1995.

**Unit- IV:**Managing Investment Portfolios: A Dynamic Process 3rd Edition by John L. Maginn, Donald L. Tuttle, Dennis W. McLeavey, Jerald E. Pinto

**Unit – V:**Modern Portfolio Theory and Investment Analysis, 9th Edition 9th Edition, by Edwin J. Elton, Martin J. Gruber, Stephen J. Brown, William N. Goetzmann

### Pedagogy:

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

**Teaching Plan:**

At the beginning of each semester faculty teaching the course will provide (i) Teaching Plan, (ii) updated reading list, and (iii) the list of case studies for uploading on Department website.

**Facilitating the achievement of Course Learning Outcomes**

<b>Unit No.</b>	<b>Course Learning Outcomes</b>	<b>Teaching and Learning Activity</b>	<b>Assessment Tasks</b>
I	Ability to analyse and evaluate the investment environment, different types of financial investment instruments and financial institutions.	Lecture/Video/ Case/ Presentation	Class participation, Presentation, Viva/ test, Case Study
II	Ability to evaluate the risk and expected return of various financial instruments and investment portfolios; implement in practice the quantitative methods of investment decision making.	Lecture/Video/ Case/ Presentation	Class participation, Presentation, Viva/ test, Case Study
III	Ability to analyse and evaluate the fair value of stocks and bonds, explain the main factors affecting the values.	Lecture/Video/ Case/ Presentation	Class participation, Presentation, Viva/ test, Case Study
IV	Ability to comprehend and assess the efficiency of portfolio management; Use Excel's software skills during investment analysis and portfolio management calculations and researches.	Lecture/ Case/ Industry Expert interaction /Presentation	Class participation, Presentation, Viva/ test, Case Study
V	Ability to understand and apply the principles of portfolio theory in the process of investment portfolio management and performance.	Lecture/ Industry Expert interaction/ Presentation	Class participation, Presentation, Viva/ test, Case Study

**Master of Business Administration  
MBA Semester IV  
Financial Management Specialization**

**FM-06: Project Planning, Analysis & Management**

**Marks: 100**

**Duration: 60 Hrs.**

**CREDITS: 4**

**Objectives:** The basic purpose of this course is to understand the framework for evaluating capital expenditure proposals, their planning and management in the review of the projects undertaken.

**Course Outcomes:** The successful completion of this course shall enable the students to:

**CO1:** Identify the elements of the Project Management life cycle.

**CO2:** Apply tools and techniques of project management.

**CO3:** Comprehend the feasibility analysis in Project Management and network analysis tools for cost & time estimation.

**CO4:** Evaluate projects based on technical and financial analysis.

<b>UNIT</b>	<b>CONTENT</b>	<b>HOURS</b>
<b>I</b>	Generation and Screening of Project Idea; Capital Expenditure; Importance and difficulties	11
<b>II</b>	Market Demand and Situational Analysis; Technical Analysis; Financial Analysis	11
<b>III</b>	Analysis of Project Risk; Firm Risk and Market Risk; Social Cost Benefit Analysis	11
<b>IV</b>	Multiple Projects and Constraints; Network Techniques for Project Management; Project Review and Administrative Aspects	11
<b>V</b>	Project Financing in India; Problem of Time and Cost Overrun in Public Sector Enterprises in India Assessment of the Tax Burden; Environmental Appraisal of Projects.	11
	<b>Group learning exercises involving discussion, role-play and presentation by students.</b>	05
	<b>TOTAL</b>	<b>60</b>

**Readings:**

1. Ahuja, G.K. & Gupta, Ravi. Systematic Approach to Income Tax. Allahabad Bharat Law House.
2. Bhalla, V.K. Modern Working Capital Management. New Delhi. Anmol.
3. Bhalla, V.K. Financial Management and Policy. New Delhi, Anmol.
4. Chandra, Prasanna. Projects: Preparation, Appraisal, Budgeting and Implementation. 3rd ed., New Dehi, Tata McGraw Hill.
5. Dhankar, Raj S. Financial Management of Public Sector Undertakings. New Delhi, Westvill.

**Pedagogy:**

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

**Teaching Plan:**

At the beginning of each semester faculty teaching the course will provide (i) Teaching Plan, (ii) updated reading list, and (iii) the list of case studies for uploading on Department website.

**Facilitating the achievement of Course Learning Outcomes**

<b>Unit No.</b>	<b>Course Learning Outcomes</b>	<b>Teaching and Learning Activity</b>	<b>Assessment Tasks</b>
I	Identify the elements of the Project Management life cycle.	Lecture/Video/ Case/ Presentation	Class participation, Presentation, Viva/ test
II	Apply tools and techniques of project management.	Lecture/Video/ Case/ Presentation	Class participation, Presentation, Viva/ test
III	Comprehend the feasibility analysis in Project Management and network analysis tools for cost & time estimation.	Lecture/Video/ Case/ Presentation	Class participation, Presentation, Viva/ test
IV&V	Evaluate projects based on technical and financial analysis.	Lecture/ Case/ Industry Expert interaction /Presentation	Class participation, Presentation, Viva/ test

**Master of Business Administration  
MBA Semester IV  
Human Resource Management Specialization**

**HRM-05 : Industrial Psychology**

**Marks: 100**

**Duration: 60 Hrs.**

**CREDITS: 4**

**Objective:** The purpose of the course is to provide deep insights into certain concepts and practical aspects of Industrial Psychology.

**Course Outcomes:** The successful completion of this course shall enable the student to:

**CO1:** Understand the concept of Industrial-Organizational Psychology.

**CO2:** Apply Industrial Psychology to select, develop, and manage employees.

**CO3:** Comprehend how the theory and research are applied to work settings.

**CO4:** Create a stress-free environment at the workplace.

**Contents:**

<b>UNIT</b>	<b>Content</b>	<b>Hours</b>
I	<b>Introduction:</b> Industrial Psychology concept, Development of Industrial Psychology, Scope of Industrial Psychology, Major Problems of Industrial Psychology. Psychological Tests: Characteristics of Psychological Tests, Types of Tests, Importance, and Limitation of Psychological Tests.	11
II	<b>Attitudes and Human Engineering:</b> Meaning, Components of attitudes, attitudes measurement and change, cognitive dissonance theory; measurement the A-B relationship. Human Engineering – work study, time study, motion study. job Analysis, Job enlargement, job enrichment.	11
III	<b>Learning &amp; Development:</b> Definition, theories: classical conditioning, operant conditioning. Conditions of the learning development process.	11
IV	<b>Personality and Interpersonal Relationship:</b> Meaning, theories of personality. Interpersonal Relationships and group dynamics. Determinants of interpersonal relationships; Management of interpersonal relationships, group dynamics: formal, informal groups, groups decision-making; group think & group shift.	12
V	<b>Fatigue, Monotony, Boredom, Safety, Accidents, Organizational stress:</b> major causes, major effects and coping with stress. Work and equipment design, working conditions.	10
	Small group learning exercise involving discussion, role-play, presentations by students	5

	<b>TOTAL</b>	60
--	--------------	----

**Readings:**

1. M.L. Blum and J.C. Naylor, Industrial Psychology, , GBS Publishers, Delhi.
2. E.J. Mc Cormic and Ilgen, Industrial Psychology, PHI New Delhi.
3. Drenth, Thierry, Williams and Wolf, Handbook of Work and Organizational Psychology
4. Robert C. Beck, Applying Psychology, understanding people, PHI
5. Maier, Psychology in Industry, Oxford & IBH.
6. Edger Schein, Organisational Psychology, PHI, New Delhi.

**Pedagogy:**

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

**Teaching Plan:**

At the beginning of each semester, faculty teaching the course will provide (i) a Teaching Plan, (ii) an updated reading list, and (iii) a list of case studies for uploading on the Department website.

**Facilitating the achievement of Course Learning Outcomes**

Unit No.	Course Learning Outcomes	Teaching and Learning Activity	Assessment Tasks
I	Ability to understand the concept of Industrial-Organizational Psychology.	Lecture/Video/ Case/ Presentation/Role Play	Class participation, Presentation, Viva/ test
II	Ability to understand the Concepts and Practice of Attitude and Human Re-engineering.	Lecture/Video/ Case/ Presentation/Role Play	Class participation, Presentation, Viva/ test
III	Ability to apply the Learning and Development Theories at the workplace.	Lecture/Video/ Case/ Presentation/Role Play	Class participation, Presentation, Viva/ test
IV	Ability to understand Personality and Inter-Personal Relationships	Lecture/Video/ Case/ Presentation/Role Play	Class participation, Presentation, Viva/ test
V	Ability to create a stress-free environment at the workplace.	Lecture/Video/ Case/ Presentation/Role Play	Class participation, Presentation, Viva/ test

**Master of Business Administration  
MBA Semester IV  
Human Resource Management Specialization**

**HRM-06 : Strategic Human Resource Development**

**Marks: 100**

**Duration: 60 Hrs.**

**CREDITS: 4**

**Objective:** The purpose of the subject is to acquaint the students with the basic concepts and tools of Human Resource Development.

**Course Outcomes:** After the Successful completion of the course, student would be able to

**CO1:** Identify concepts and practices of Strategic Human Resource Management

**CO2:** Apply Human Resource Development as a strategic tool for gaining competitive advantage

**CO3:** Design career plans and perform competency mapping of the employees

**CO4:** Understand and apply the aspects of counselling, mentoring, coaching, and emotional intelligence

**CO5:** Formulate HRD strategies in accordance with business changes

**Contents:**

<b>UNIT</b>	<b>Content</b>	<b>Hours</b>
I	<b>Strategic Human Resource Management:</b> Meaning & Significance, Role of Human Resource Management in Strategic Management, Emergence and Evolution of Strategic Human Resource Management.	11
II	<b>Human Resource Development:</b> Meaning, Importance of HRD, Mechanism, Processes, Instruments & out-comes, Human Resource Development Strategies & Practices, The HRD Matrix, HRD Scorecard , HRD as a strategic tool for gaining competitive advantage.	11
III	<b>Career Management and HRD:</b> Career Planning, Changing careers, Career Stages, Career Path Development, Managing Career Plateau, Strategic Knowledge Management, Competency Mapping and Career Management.	11
IV	Counseling, Mentoring, Coaching, Emotional Intelligence, HRD Culture & Climate, Human Resource Development Climate, Determinants of HRD Climate.	11
V	<b>Strategic Human Resource Development:</b> Meaning & Significance, Human Resource Development and Business Strategy, HRD Audit, HRD and Diversity.	11
	Small group learning exercise involving discussion, role-play, presentations by students	05
	<b>TOTAL</b>	<b>60</b>



**Readings:**

1. Werner Jon M. & DeSimone Randy L. (2016). Human Resource Development. Cengage Publications.
2. Prasad Kesho (2012). Strategic Human Resource Development: Concepts and Practices. PHI Publications
3. Grievies Jim (2012). Strategic Human Resource Development. Sage Publications
4. R. Srinivas & Kandula (2001). Strategic Human Resource Development. PHI Publications
5. Arya P.P. & Tandon B. B. (2002). Human Resource Development. Deep & Deep Publications
6. Rothwell William J. & Kazanas H. C. (2003) Strategic Development of Talent. HRD Press
7. Sanghi Seema (2016). The Handbook of Competency Mapping. Sage Publications.

**Pedagogy:**

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

**Teaching Plan:**

At the beginning of each semester faculty teaching the course will provide (i) Teaching Plan, (ii) updated reading list, and (iii) the list of case studies for uploading on Department website.

**Facilitating the achievement of Course Learning Outcomes**

<b>Unit No.</b>	<b>Course Learning Outcomes</b>	<b>Teaching and Learning Activity</b>	<b>Assessment Tasks</b>
I	Ability to identify concepts and practices of Strategic Human Resource Management	Lectures/Videos/ Case Studies/ Seminars/Role Plays/Visits	Class participation, Presentations, Assignments, Viva and Class Test
II	Ability to apply Human Resource Development as a strategic tool for gaining competitive advantage	Lectures/Videos/ Case Studies/ Seminars/Role Plays/Visits	Class participation, Presentations, Assignments, Viva and Class Test
III	Ability to design career plans and perform competency mapping of the employees	Lectures/Videos/ Case Studies/ Seminars/Role	Class participation, Presentations, Assignments, Viva and

		Plays/Visits	Class Test
IV	Ability to understand and apply the aspects of counselling, mentoring, coaching, and emotional intelligence	Lectures/Videos/ Case Studies/ Seminars/Role Plays/Visits	Class participation, Presentations, Assignments, Viva and Class Test
V	Ability to formulate HRD strategies in accordance with business changes	Lectures/Videos/ Case Studies/ Seminars/Role Plays/Visits	Class participation, Presentations, Assignments, Viva and Class Test

**Master of Business Administration  
MBA Semester IV  
Marketing Management Specialization**

**MM-05 : Advertising Management**

**Marks: 100**

**Duration: 60 Hrs.**

**CREDITS: 4**

**Objective:**

The aim of the paper is to acquaint the students with concepts, techniques and give experience in the application of concepts for developing and effective advertising Programme.

**Course Outcomes:** The successful completion of this course shall enable the student to:

**CO1:** Design the advertising strategies catering to the requirement of society in consonance with social, legal and ethical needs.

**CO2:** Understand the concept and practices of advertising

**CO3:** Apply the advertising concepts in creating advertising campaigns

**CO4:** Choose an appropriate advertising agency and measure the success of an advertisement

**CO5:** Compare & contrast between the advertising strategies of different competing firms.

**Contents:**

<b>UNIT</b>	<b>CONTENT</b>	<b>HOURS</b>
I	Advertisings Role in the Marketing Process: Legal Ethical and Social Aspects of Advertising: Process of Communication-Wilbur Schramms Model, Two Step Flow of Communication.	11
II	Theory of Cognitive Dissonance and Clues for Advertising Strategies: Simulation of Primary and Selective Demand – Objective Setting and Market Positioning.	11
III	Danger Approach – Determination of Target Audience; Building of Advertising Programme – Message, Headlines, Copy, Logo illustration, Appeal, Layout; Campaign Planning; Media Planning.	11
IV	Budgeting Evaluation – Rationale of Testing Opinion and Aptitude Tests, Recognition, Recalling Experimental Designs: Advertising Organization-Selection, Compensation and Appraisal of an Agency.	11
V	Electronic Media, Buying Advertising campaign – Advertising V/S Consumer Behaviour: sales Promotion – Role of Creative Strategies: Advertising – Retail, National Cooperative, Political, International Public Service Advertising.	11
	<b>Small group learning exercise involving discussion, role-play, presentations by students</b>	5
	<b>TOTAL</b>	<b>60</b>

**Readings:**

1. David Meerman Scott (2018). The New Rules of Marketing and PR: How to Use Social Media, Online Video, Mobile Applications, Blogs, News Releases, and Viral Marketing to Reach Buyers Directly
2. Belch (2017). Advertising and Promotion: An Integrated Marketing Communications Perspective (SIE) | 9th Edition
3. Poonia, Virender S (2010). Advertising Management. Gyan Publishing House
4. Aaker, David A. etc. Advertising Management. New, Delhi, Prentice Hall of India.
5. Belch, George E and Belch. Michael A. Introduction to Advertising and Promotion. Chicago, Irwin.
6. Borden, William. H. Advertising. New York, John Wiley.
7. Hard, Norman. The Practice of advertising Oxford, Butterworth Heinemann.
8. Kelppner, Otto. Advertising Procedure Englewood Cliffs, New Prentice Hall Inc.
9. Ogilvy, David. Ogilvy on Advertising. London, Longan.
10. Sengupta, Subroto, Brand Positioning. Strategies for Competitive Advantages. New Delhi, Tata Mc Graw Hill.

**Pedagogy:**

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

**Teaching Plan:**

At the beginning of each semester, faculty teaching the course will provide (i) a Teaching Plan, (ii) an updated reading list, and (iii) a list of case studies for uploading on the Department website.

**Facilitating the achievement of Course Learning Outcomes**

Unit No.	Course Learning Outcomes	Teaching and Learning Activity	Assessment Tasks
I	Ability to design advertising strategies	Lecture/Video/ Case/ Presentation/Role Play	Class participation, Presentation, Viva, case study, Problem based test
II	Ability to Understand the concept and practices of advertising	Lecture/Video/ Case Studies/ Presentation/Role Play	Class participation, Presentation, Case Studies/Viva/ Problem based test
III	Ability to Apply the advertising concepts	Lecture/Video/ Case/ Presentation/Role Play	Class participation, Presentation, Viva, case study, Problem based test

IV	Ability to Choose an appropriate advertising agency and measure the success of an advertisement	Lecture/Video/ Case/ Presentation/Role Play	Class participation, Presentation, Viva/ Problem based test
V	Ability to compare & contrast between the different advertising strategies	Lecture/Video/ Case/ Presentation/Role Play	Class participation, Presentation, Viva, assignment, Problem based test, case study

**Master of Business Administration**  
**MBA Semester IV**  
**Marketing Management Specialization**

**MM- 06: Rural Marketing**

**Marks: 100**

**Duration: 60 Hrs.**

**CREDITS: 4**

**Objective:**

The objective of the course is to expose the students to the rural market environment and the emerging challenges in the globalization of the economies.

**Course Outcomes:** The successful completion of this course shall enable the student to:

**CO1:** Analyze the potential of rural markets in India and examine the socio-cultural, economic & other environmental factors affecting rural marketing

**CO2:** Formulate plans and strategies related to product, place and promotion for rural markets in India

**CO3:** Assess the scope of agricultural marketing in India with special reference to agricultural inputs/instruments and identify the problems related to it

**CO4:** Determination of agricultural pricing and factors influencing it.

**CO5:** Evaluate the commodity markets and examine the role of co-operative marketing in India.

<b>UNIT</b>	<b>CONTENT</b>	<b>HOURS</b>
I	Nature, characteristics and the potential of rural markets in India. Socio-cultural, economic & other environmental factors affecting rural marketing. Attitudes and behaviour of the rural consumers and farmers.	11
II	Marketing of consumer durables and non-durable goods and services in the rural markets with special reference to product planning, media planning, planning of distribution channels and organizing personal selling in rural markets in India. Marketing of agricultural inputs with special reference to fertilizers, seeds and tractors.	11
III	Organization and functions of agricultural marketing in India. Classification of agricultural products with particular reference to seasonality and perish ability. Marketing structure and performance. Processing facilities for different agricultural products.	11
IV	Role of warehousing. Determination of agricultural prices and marketing margins. Role of agricultural price commission. Role of central and state governments. Institutions and organizations in agricultural marketing.	11

V	Unique features of commodity markets in India. Problems of agricultural marketing. Nature, scope and role of co-operative marketing in India.	11
	<b>Small group learning exercise involving discussion, role-play, presentations by students</b>	5
	<b>TOTAL</b>	<b>60</b>

### Readings:

1. Dinesh Kumar, Punam Gupta (2019). Rural Marketing: Challenges and Opportunities. First Edition, Sage
2. Krishnamacharyulu (2010). Rural Marketing: Text and Cases, 2e
3. Morleg J.E. Agricultural Products and their marketing.
4. Kohles, Richerd L.: Marketing of Agricultural Products.
5. Boyle J.E. Marketing of Agricultural Produce.
6. Dogra, Balram & Ghuman ,Karminder: Rural Marketing , Tata Mcgraw Hill, Delhi.
7. Kulkarni K.R. Agricultural Marketing in India.
8. MuKherjee, B.B. : Marketing of Agricultural Produce in India.
9. Gupta, A.P. “Marketing of Agricultural Products in India”.

### Pedagogy:

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

### Teaching Plan:

At the beginning of each semester faculty teaching the course will provide (i) Teaching Plan, (ii) updated reading list, and (iii) the list of case studies for uploading on Department website.

### Facilitating the achievement of Course Learning Outcomes

Unit No.	Course Learning Outcomes	Teaching and Learning Activity	Assessment Tasks
I	Ability to analyze the potential of rural markets in India and examine different factors affecting it	Lecture/Video/ Case/ Presentation/Role Play	Class participation, Presentation, Viva, Problem based test, Analysis of Case study
II	Ability to formulate plans and strategies related to product, place and promotion for rural markets in India	Lecture/Video/ Case Studies/ Presentation/Role Play	Class participation, Presentation, Analysis of Case Study Viva, Problem based test

III	Ability to assess the scope of agricultural marketing in India	Lecture/Video/ Case/ Presentation/Role Play	Class participation, Presentation, Viva/ Problem based test, written assignment
IV	Ability to determine agricultural pricing and factors influencing it.	Lecture/Video/ Case/ Presentation/Role Play	Class participation, Presentation, Viva, Analysis of Case study, Problem based test
V	Ability to evaluate the commodity markets and examine the role of co-operative marketing in India.	Lecture/Video/ Case/ Presentation/Role Play	Class participation, Presentation, Viva/ Problem based test, Analysis of Case study



**Master of Business Administration  
MBA Semester II  
Core Course**

**MGT-GE-1 Fundamentals of Management**

**Marks: 100**

**Duration: 60 Hrs.**

**CREDITS: 4**

**Objective:** The objective of this course is to help the students understand fundamentals of management and familiarize the students with different functions of management.

**Course Outcomes:** The successful completion of this course shall enable the student to:

**CO1:** Develop an understanding of management functions and managerial skills

**CO2:** Explore the historical perspective of management and comprehend various approaches to management

**CO3:** Evaluate different types of plans and learn various approaches to decision making

**CO4:** Elaborate principles of organizing and learn the importance of staffing

**CO5:** Compare different leadership styles and comprehend various control techniques

**Contents:**

<b>UNIT</b>	<b>Content</b>	<b>Hours</b>
I	<b>Introduction to Management:</b> Meaning, Nature and Scope of Management, Importance of Management, Functions and Process of Management, Managerial Roles and Managerial Skills	10
II	<b>Evolution of Management Thought:</b> Early Historical Perspective, Classical Approaches to Management, Behavioral Approaches to Management, Contemporary Approaches to Management, Universality of Management Principles	10
III	<b>Planning and Decision Making:</b> Meaning and Importance of Planning, Process of Planning, Types of Plans, Guidelines for Effective Planning, Decision Making Process, Types of Decisions, Approaches to Decision Making, Decision Making Conditions	10
IV	<b>Organizing and Staffing:</b> Meaning and Importance of Organizing, Principles of Organizing, Types of Organizations, Concept of Staffing and its Significance, Sources of Recruitment, Selection Methods and Techniques	10
V	<b>Leading and Controlling:</b> Concept of Leadership, Leadership Styles, Theories of Leadership, Theories of Motivation and their Application, Communication: Forms, Process and Barriers, Meaning and Objectives of Control, Control Process, Types of Control, Control Techniques	10
	Small group learning exercise involving discussion, case studies role-play, presentations by students	10
	<b>TOTAL</b>	<b>60</b>

**Suggested Readings:**

1. Stephen P. Robbins, Mary A. Coulter David A. De Cenzo, Coastal Carolina (2020) Fundamentals of Management, 11th Edition, Pearson Publication.
2. Pravin Durai (2019) Principles of Management, First Edition, Pearson Publication.
3. J. K. Mitra (2018) Principles of Management, Oxford HED Publication.

**Pedagogy:**

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

**Teaching Plan:**

At the beginning of each semester faculty teaching the course will provide (i) Teaching Plan, (ii) updated reading list, and (iii) the list of case studies for uploading on Department website.

**Facilitating the achievement of Course Learning Outcomes**

<b>Unit No.</b>	<b>Course Learning Outcomes</b>	<b>Teaching and Learning Activity</b>	<b>Assessment Tasks</b>
I	Develop an understanding of management functions and managerial skills	Lecture/Video/ Case/ Presentation/Role Play	Class participation, Presentation, Viva/test
II	Explore the historical perspective of management and comprehend various approaches to management	Lecture/Video/ Case/ Presentation/Role Play	Class participation, Presentation, Viva/test
III	Evaluate types of plans and learn different approaches to decision making	Lecture/Video/ Case/ Presentation/Role Play	Class participation, Presentation, Viva/test
IV	Evaluate different types of plans and learn various approaches to decision making	Lecture/Video/ Case/ Presentation/Role Play	Class participation, Presentation, Viva/test
V	Compare different leadership styles and comprehend various control techniques	Lecture/Video/ Case/ Presentation/Role Play	Class participation, Presentation, Viva/test