Centre of Distance & Online Education (CDOE)

MBA Programme – Online mode

Programme Guide

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5. About the programme:

The MBA program at GLS University, offered through the Faculty of Management, is a forward-looking academic initiative designed to develop agile, competent, and ethically grounded business leaders. Rooted in academic excellence and industry relevance, the program blends conceptual understanding with real-world application to prepare students for the challenges of the modern business environment.

At GLS University, the MBA curriculum is designed to nurture strategic thinking, leadership skills, and a problem-solving mindset. Students explore a broad range of management disciplines, including finance, marketing, operations, human resources, and emerging areas like digital business and sustainability. The program promotes interdisciplinary learning through an evolving curriculum that mirrors current global and domestic business trends.

What distinguishes GLS University's MBA program is its strong industry interface and emphasis on experiential learning. Students engage in hands-on projects, internships, business simulations, and industry-driven case studies. Through partnerships with reputed corporate houses and startups, learners gain exposure to real-world scenarios, which enriches their academic experience and enhances their employability.

Our faculty comprises distinguished academicians, researchers, and seasoned professionals who offer mentorship that bridges theory and practice. They bring valuable insights from industry and academia, fostering a dynamic and interactive learning environment that challenges students to innovate and lead with confidence.

GLS University also places a strong emphasis on inclusivity and flexibility in education. The MBA program supports both conventional and modern delivery modes, including Open and Distance Learning (ODL) and Online Learning platforms. These modes ensure that aspirants from diverse geographic and professional backgrounds can access quality education without compromising their personal or professional commitments.

Modern pedagogical tools, virtual labs, learning management systems, and peer collaboration spaces are seamlessly integrated into the learning process. This tech-enabled approach not only enhances academic engagement but also prepares students to thrive in digitally driven business landscapes.

By continuously aligning the program with industry feedback, academic research, and student input, GLS University ensures that its MBA offering remains current, comprehensive, and impactful. The program reflects our enduring commitment to empowering future leaders to succeed in an increasingly complex, interconnected, and competitive world.

6. Program Education Objective (PEOs):

PEO 1: To equip students with a robust foundation in key business functions, enabling them to apply conceptual and practical knowledge across diverse management domains.
PEO 2: To foster adaptability and strategic thinking to navigate evolving global and domestic business landscapes.
PEO 3: To develop critical thinking and analytical skills for evidence-based and data-driven decision-making.

PEO 4: To instill ethical consciousness, social responsibility, and a commitment to sustainable business practices.
PEO 5: To nurture interpersonal skills and emotional intelligence for effective collaboration and leadership in diverse, cross-cultural environments.

7 . Program Outcomes (PO):

PO1: Apply principles of management, economics, and organizational behavior to solve real-world business problems.
PO2: Evaluate business challenges in a global context, considering economic, legal, ethical, and cultural dimensions.
PO3: Use quantitative and qualitative tools to support strategic and operational decision-making.
PO4: Demonstrate leadership potential and the ability to function effectively in teams, promoting inclusivity and collaboration.
PO5: Identify and analyze emerging trends and issues across multidisciplinary domains and apply innovative approaches.
PO6: Design sustainable and responsible business strategies that address economic, environmental, and social concerns.
PO7: Exhibit a lifelong learning attitude through continuous professional development and adaptability to change.
PO8: Develop an entrepreneurial mindset to identify opportunities, mitigate risks, and create value through new or existing ventures.

8. Program Specific Outcomes (PSO):

PSO1: Demonstrate awareness of societal and environmental challenges while integrating sustainable practices in managerial decision-making.
PSO2: Lead and contribute effectively in interdisciplinary and cross-functional teams, guided by ethical values and professional responsibility.
PSO3: Apply contemporary digital tools and emerging technologies to enhance business performance and innovation.

9. Key Features :

- The program delivers a comprehensive curriculum that encompasses core principles, contemporary theories, and practical applications in critical business domains, including finance, marketing, human resources, operations, and strategic management. Participants acquire advanced knowledge and analytical insights essential for navigating the complexities of today's global business environment and addressing multifaceted organizational challenges.
- Emphasizing high academic standards and professional integrity, the program fosters critical thinking, analytical reasoning, and evidence-based decision-making. This rigorous academic approach ensures that learners are well-prepared to meet the

intellectual and ethical demands of leadership roles across industries.

- Beyond domain-specific expertise, the MBA program places a strong emphasis on developing essential transferable skills such as effective communication, leadership, collaborative teamwork, critical problem-solving, and adaptability. These competencies are vital for professional success and mobility across diverse sectors in a dynamic, interconnected world.
- Designed for the online learning environment, the program harnesses cutting-edge digital tools and platforms to create an engaging, interactive, and flexible educational experience. Through virtual classrooms, multimedia resources, and collaborative online activities, learners actively interact with faculty and peers, enhancing comprehension, engagement, and long-term knowledge retention.
- The program promotes a mindset of continuous learning and professional growth. By supporting self-directed study, reflective practice, and ongoing skill development, the MBA equips graduates with the agility and resilience needed to sustain long-term career success in evolving and competitive business landscapes.

10. Program Duration :

Minimum 2 years

11. Medium of Instruction :

Medium of instruction and Examination shall be English.

MASTER OF BUSINESS ADMINISTRATION
(ONLINE)

Delivery of Course and Examination Scheme

Delivery of Course and Examination Scheme
M.B.A. (Online) SEMESTER 1
Academic Year: 2025-26

Subject Code	Subject Name	Credits	No of Interactive Sessions		Hours of Study Material		Self-Study & Assessment Hours	Examination Scheme		
			Interactive Live Lecture	Discussion Forum	e-Tutorial in Hours	e-Contents in Hours		CSE	ESE	ETE
1	Organizational Behaviour	4	10	20	20	20	44	50	50	NA
2	Managerial Economics	4	10	20	20	20	44	50	50	NA
3	Statistics for Managers	4	10	20	20	20	44	50	50	NA
4	Management Accounting	4	10	20	20	20	44	50	50	NA
5	Principles of Management	4	10	20	20	20	44	50	50	NA
6	Critical Thinking and Corporate Communication	4	10	20	20	20	44	50	50	NA
Total		**24**	**60**	**120**	**120**	**120**	**264**			

M.B.A. (Online) SEMESTER 2
Academic Year: 2025-26

Subject Code	Subject Name	Credits	No of Interactive Sessions		Hours of Study Material		Self-Study & Assessment Hours	Examination Scheme		
			Interactive Live Lecture	Discussion Forum	e-Tutorial in Hours	e-Contents in Hours		CSE	ESE	ETE
1	Business Research Methods	4	10	20	20	20	44	50	50	NA
2	Financial Management	4	10	20	20	20	44	50	50	NA
3	Marketing Management	4	10	20	20	20	44	50	50	NA
4	Human Resource Management	4	10	20	20	20	44	50	50	NA
5	Business & Technology	4	10	20	20	20	44	50	50	NA
6	Production and Operation Management	4	10	20	20	20	44	50	50	NA
Total		**24**	**60**	**60**	**120**	**120**	**120**	**264**		

M.B.A. (Online) SEMESTER 3
Academic Year: 2025-26

Subject Code	Subject Name	Credits	No of Interactive Sessions		Hours of Study Material		Self-Study & Assessment Hours	Examination Scheme		
			Interactive Live Lecture	Discussion Forum	e-Tutorial in Hours	e-Contents in Hours		CSE	ESE	ETE
1	Legal Aspects of Business	4	10	20	20	20	44	50	50	NA
2	International Business	4	10	20	20	20	44	50	50	NA
	Elective Subjects (Finance)									
3	Derivatives and Risk Management	4	10	20	20	20	44	50	50	NA
4	Investment Management	4	10	20	20	20	44	50	50	NA
5	Management of Financial Services	4	10	20	20	20	44	50	50	NA
6	International Financial Management	4	10	20	20	20	44	50	50	NA
	Elective Subjects (Marketing)									
7	Integrated Marketing Communication	4	10	20	20	20	44	50	50	NA
8	Sales and Distribution Management	4	10	20	20	20	44	50	50	NA
9	Product and Brand Management	4	10	20	20	20	44	50	50	NA
10	Digital Marketing	4	10	20	20	20	44	50	50	NA
	Elective Subjects (HR)									
11	Talent Management	4	10	20	20	20	44	50	50	NA
12	Training and Development	4	10	20	20	20	44	50	50	NA
13	Compensation Management	4	10	20	20	20	44	50	50	NA
14	Managing Industrial Relations & Labour Laws	4	10	20	20	20	44	50	50	NA
Total		**24**	**60**	**120**	**100**	**100**	**264**			

M.B.A. (Online) SEMESTER 4
Academic Year: 2025-26

Subject Code	Subject Name	Credits	No of Interactive Sessions		Hours of Study Material		Self-Study & Assessment Hours	Examination Scheme		
			Interactive Live Lecture	Discussion Forum	e-Tutorial in Hours	e-Contents in Hours		CSE	ESE	ETE
1	Managing Start ups	4	10	20	20	20	44	50	50	NA
2	Capstone Project	8	-	-	-	-	-	-	-	100
	Elective Subjects (Finance)									
3	Corporate Taxation	4	10	20	20	20	44	50	50	NA
4	Fintech & Cryptocurrency	4	10	20	20	20	44	50	50	NA
5	Merger and Acquisition	4	10	20	20	20	44	50	50	NA
	Elective Subjects (Marketing)									
6	Consumer Behaviour	4	10	20	20	20	44	50	50	NA
7	Services Marketing	4	10	20	20	20	44	50	50	NA
8	Retail Marketing	4	10	20	20	20	44	50	50	NA
	Elective Subjects (HR)									
9	Strategic Human Resource Management	4	10	20	20	20	44	50	50	NA
10	Change Management and Organization Develpoment	4	10	20	20	20	44	50	50	NA
11	Performance Management	4	10	20	20	20	44	50	50	NA
Total		**20**	**60**	**120**	**100**	**100**	**220**			

MASTER OF BUSINESS ADMINISTRATION (ONLINE)

Evaluation Procedure

Procedure for Assessment/Evaluation

Type of Assessment	CSE	ESE	ETP
Mediums of Assessment	1. Attendance	1. Evaluation with respect to remembering.	Carrying out submission of term paper/dissertation/project record & viva-voce.
	2. Tutorials	2. Evaluation with respect to knowledge.	
	3. Assignment	3. Evaluation with respect to Understanding.	
	4. Surprise Test	4. Evaluation with respect to skill.	
	5. MCQ-based quizzes	5. Evaluation with respect to Applications	
	6. Presentations	6. Higher Order Thinking Skills	
	7. Projects		
	8. Seminars		
	9. Group discussions/activities etc.		
	10. any other specified by Faculty Coordinator		

Evaluation Procedure

1. Assessment/Evaluation Procedure: 1.1 In the case of a multi-section/teacher course, a course/subject coordinator is appointed by the department faculty Coordinator (FC), and the following procedure shall be followed by the course/subject coordinator in consultation with the team of faculty members.
2. 1.2 The academic performance of a student is evaluated by the concerned instructor with the approval from the department coordinator, except in the case of project work where other examiners may be nominated from the University for the viva voce.
3. 1.3 The student's performance in each course, in general, is evaluated based on *in-semester continuous assessment, end-semester examination,* and *End-Term Practical/Project (ETP)* [for Practical/Project/Term Paper/Dissertation courses]

An *in-semester continuous assessment* (also known as comprehensive assessment) (CSE) is spread through the duration of the course and is done by the teacher teaching the course with a weightage of 30%. The assessment is done through various means including: 1. Attendance **2. Tutorials** **3. Assignment** **4. Surprise Test** **5. MCQ-based quizzes** **6. Presentations**	**7. Projects** **8. Seminars** **9. Group discussions/activities etc.** **10. any other specified by FC**

The assessment method is further detailed below:

(a) Course with only Theory component- Assessment tool	**Weightage**	**Remarks**
Continuous Assessment (CSE): 1. Attendance 2. Tutorials 3. Assignment 4. Surprise Test 5. MCQ based quizzes 6. Presentations 7. Projects 8. Seminars 9. Group discussions/activities etc. 10. any other specified by FC	50 %	As decided and announced by the teacher concerned in the class at the beginning of the course.
End semester Examination (ESE)	50%	Duration–2 hours
(b) Course with only practical component Assessment tool	Weightage	Remarks
Continuous Assessment (CSE):	50 %	Carrying out practical/project and submission of record
End Term Practical (ETP)	50%	Assessment components: Carrying out practical/project and submission of record & viva-voce.

(c) Course with an only Project component

(including term paper/dissertation/project-based courses) Assessment tool	Weightage	Remarks
End Term Practical (ETP)	100%	Assessment components: Carrying out submission of term paper/dissertation/project record & viva-voce.

The following table summarizes the evaluation components and their weightages for Online & Distance Learning (ODL) Programmes: Exam Weightage				
Category of Course	**CSE**	**ESE**	**ETP**	
Courses with only theory component	50%	50%	NA	
Courses with only practical component	50%	NA	50%	
Courses with both theory and practical component	30%	40%	30%	
Courses with only project component (including Term Paper, Dissertation and Project based courses)	NA	NA	100%	

MASTER OF BUSINESS ADMINISTRATION (ONLINE)

SYLLABUS

SEMESTER I

MBA Programme
Semester I
Organizational Behavior

Course Code: **Course Credit: 4**

❖ **Introduction:**

Organizational Behavior (OB) explores how individuals and groups act, react, and interpret within organizations. It draws on disciplines like management, sociology, psychology, and ethics to understand and influence workplace behavior. OB provides insights into how organizational systems, structures, and cultures shape employee actions and decisions. The study helps develop key leadership skills such as motivation, collaboration, and communication. The curriculum emphasizes how individual and group behavior affects organizational culture, learning, and design. Practical components focus on conflict resolution, leadership, decision-making, negotiation, power dynamics, and teamwork, preparing students to manage people and processes effectively in dynamic workplace environments.

❖ **Course Objectives:**

1. To demonstrate a link between theoretical framework and practice in Organizational Behavior.
2. To help the students understand how the 'people' side of organizations affects effectiveness, through concepts.
3. To develop students' ability to observe, understand and analyze the behavior within the organizational context.
4. To help students develop basic skills to deal with the ongoing behavioral dynamics and contribute to organizational effectiveness.

❖ **Course Duration:** 30 Sessions

Course Delivery

Course Delivery and Examination Scheme								
	No of Sessions		**Hours of Study material**			**Examination Scheme**		
Course Credits	**Interactive Sessions**	**Discussion forum**	**e-Tutorials in hours**	**e-Contents in hours**	**Self-study & assessment**	**CSE**	**ESE**	**ETP**
4	10	20	20	20	44	50	50	**NA**

❖ **Course Content:**

Module No.	Modules/Sub-Modules	No. of Sessions	% Weightage
I	Basic Understanding of the context of OB What is organizational behavior? Definition & Concept, Foundations of OB, OB as an interdisciplinary subject, Challenges and opportunities for OB, OB Model. Learning and Reinforcement – Meaning, Theories. Diversity in Organizations – Diversity, Biographical Characteristics and Ability. Attitudes & Job Satisfaction of Employees –main components of attitude, major job attitude, measuring job satisfaction, consequences of dissatisfaction.	06	20
II	Understanding the Dynamics of Individual Behavior Emotions and Moods - Emotions and Moods, Emotional Labor, Emotional Intelligence. Personality – Types, The Myers-Briggs Type Indicator and The Big Five personality model, significant personality traits suitable to the workplace (personality & job – fit theory). Understanding Personal Effectiveness through Johari Window and Transactional Analysis - Introduction to Transactional Analysis (TA) Theory, Understanding Basic concepts of TA, and Understanding ego states from Transactions.	07	20
III	Understanding Dynamics of Interpersonal Behaviour Perceptions – Meaning and concept of perception, Factors influencing perception, Attribution theory, Shortcuts in Judging other – Selective perception, stereotyping, contrast effect and halo effect). Motivation – Meaning & Concept, Theories of Motivation (Maslow's, Herzberg's, Theory X, Y & Z, McClelland's Need Theory, Equity Theory, Vroom's, Porter Lawler Model). Motivation Application – how can be jobs redesigned, alternative work arrangements.	07	20
IV	Understanding Dynamics of Group Behaviour Foundation of Group Behavior – The Meaning of Group Types of Groups, Five-Stage Model of Group	05	20

	Development, Group Properties. Teams - types of Teams, turning individuals into team players. Leadership – Concepts, Basic Theories of Leadership (Trait, Behavioral, Contingency- Fred Fiedler's Model). Contemporary issues in Leadership – Charismatic Leadership, Transformation and Transactional Leadership, Trust and Leadership, Authenticate, Mentor, and Online Leadership.		
V	Understanding Organizational Dynamics of Behavior Power and Politics – Definition, Bases of Power, Key to power, Power Tactics, Meaning of Organizational Politics, Causes and consequences of political behavior. Managing Conflict and Negotiations – Meaning and Concept, Conflict process, Negotiation, types, process, BATNA Third party negotiations. Organizational culture – Definition, organizational Culture, Types of Culture, Creating and Sustaining culture, how to learn culture. Understanding Work stress and its management – Meaning, Sources of stress, Types of stress (Eustress and Distress), Consequences of stress and ways to manage work stress. Change Management – Meaning, Lewin's 3 step model of Change process.	**05**	**20**

❖ **Course Outcomes**

At the end of the course the students should be able to:

1. **CO1:** Able to relate the different aspects of the human behavior to the individual, group & organizational perspectives of the workplace.
2. **CO2:** Develop a comprehensive understanding of emotions and moods in the workplace and gain insights into personality types.
3. **CO3:** Demonstrate a deep understanding towards perception and factors influencing perception and knowledge of motivation, including its fundamental concepts and major theories.
4. **CO4:** Create proficiency in both group dynamics, including the ability to effectively work within formal and informal groups, and leadership theories and styles, recognizing the pivotal role leaders play in achieving high-performance outcomes.
5. **CO5:** Grasp the concept of organizational politics and proficient in employing power tactics for strategic influence, develop skills to effectively manage conflict and

negotiations and well-equipped with the knowledge and techniques to recognize, mitigate, and manage work-related stress.

❖ **Supplementary Readings:**

1. Fred Luthans. Organizational Behavior: An Evidence-Based Approach Fourteenth Edition. Charlotte, NC: Information Age Publishing, 2021.
2. Paul E. Smith; Wendy Yellowley; Christopher J. Mclachlan. Organizational Behaviour : Managing People in Dynamic Organizations. London: Routledge, 2021.
3. Robbins, S., Judge, T. A., & Vohra, N. (2019). Organizational Behavior. Pearson Education.

❖ **List of Journals / Periodicals / Magazines / Newspapers/ etc.:**

The students will have to refer to past issues of the following journals / **links** in order to get relevant information pertaining to the subject.

1. Harvard Business Review
2. Decision
3. Vikalpa - Journal of Indian Institute of Management, Ahmedabad
4. "Prabandhan"- Indian Journal of Management

❖ **Suggested theory Distribution**

The suggested theory distribution as per Bloom's taxonomy is as per follow.

Distribution of theory for Course delivery and evaluation					
Remember	Understand	Apply	Analyse	Evaluate	Create
10%	20%	20%	20%	10%	20%

MBA Programme
Semester I
Economics for Managers

Course Code: **Course Credit: 4**

❖ **Introduction:**

This course provides essential economic insights tailored for managerial decision-making in dynamic business environments. It covers microeconomic concepts like demand, supply, elasticity, and market structures to help managers make informed choices on pricing, production, and competition. On the macroeconomic front, students explore national income, inflation, monetary policy, and economic growth to understand broader market trends that influence business strategy.

The course also examines global trade mechanisms, including the role of institutions like the WTO and the impact of tariffs, quotas, and economic blocs on international operations. With a blend of theory and practical applications, managers learn to navigate both domestic and global economic challenges.

❖ **Course Objectives:**

1. To learn the fundamentals of Economics.
2. To understand the importance of Micro economics in development of economy, such as individual demand, cost analysis and production analysis
3. To understand the importance of Macro economics in the development of economy, such as concepts of National Income, Inflation and monetary policy tools etc.
4. To make students familiar with different development policies of the Government.
5. To make students aware of International Economics, international trade and different global organizations & treaties working at world level platform

❖ **Course Duration:** 30 Sessions

Course Delivery

Course Delivery and Examination Scheme								
	No of Sessions		**Hours of Study material**			**Examination Scheme**		
Course Credits	**Interactive Sessions**	**Discussion forum**	**e-Tutorials in hours**	**e-Contents in hours**	**Self-study & assessment**	**CSE**	**ESE**	**ETP**
4	10	20	20	20	44	50	50	**NA**

❖ **Course Content:**

Module No.	Modules/Sub-Modules	No. of Sessions	% Weightage
I	● Introduction & Ten Principles of Economics ● Production possibility function and circular flow diagram ● The market forces of supply and demand ● Elasticity and its application ● The Costs of Production	**06**	**20**
II	● Firms in competitive markets ● Monopoly ● Oligopoly ● Monopolistic Competition	**09**	**20**
III	● Introduction to Macroeconomics ● Measuring a nation's income ● Measuring the cost of living ● Production and Growth along with interpretation of Production function.	**06**	**20**
IV	● The Monetary system ● Money Growth and Inflation ● Aggregate Demand and Aggregate Supply along with interpretation. ● Open-economy macroeconomics- Basic concepts	**06**	**20**
V	● Idea of International Trade and Global Institutions (GATT & WTO) ● Protectionism & Trade Barriers : Tariffs & Quotas. ● Economic Integration , Custom Unions and Free Trade Areas (EU, SAARC, NAFTA, ASEAN)	**03**	**20**

❖ **Course Outcomes**

At the end of the course the students should be able to:

1. **CO 1:** To describe the basics of economics, and explain about Micro and Macroeconomics.
2. **CO 2:** To enable students to compare, contrast and relate the application of current ongoing economic situations and government's development policies
3. **CO 3:** To enable students to articulate and relate to inflationary situations, and have a clear understanding of Real & nominal variables.
4. **CO 4:** To enable students to connect with yearly budgets announced by the government, and develop an understanding of applicable taxes, reforms, and benefits to common people

5. **CO 5:** To describe the importance of international trade and illustrate the applicable tariffs, and subsidies on export and imports.

❖ **Supplementary Readings:**

1. B.P. Choudhary. (2021). *Managerial Economics*. Laxmi Publications Pvt Ltd.
2. Thomas. J. Webster (2015). *Managerial Economics : Tools for Analyzing Business Strategy*. Lanham: Lexington Books.
3. Dr Shivani Kapoor, & Prof O P Shukla. (2015). *Managerial Economics*. Laxmi Publications Pvt Ltd.
4. Mankiw, N. G. (2021). *Principles of economics* (6th ed.). Cengage Learning.

❖ **List of Journals / Periodicals / Magazines / Newspapers/ etc.:**

The students will have to refer to past issues of the following journals / **links** in order to get relevant information pertaining to the subject.

1. Economic and political weekly
2. Business Standard
3. The Economic Times
4. Financial Express
5. Business Today
6. Business India

❖ **Suggested theory Distribution**

The suggested theory distribution as per Bloom's taxonomy is as per follow.

Distribution of theory for Course delivery and evaluation					
Remember	Understand	Apply	Analyse	Evaluate	Create
10%	20%	30%	30%	10%	05%

MBA Programme
Semester I
Statistics for Managers

Course Code: **Course Credit: 4**

- **Introduction:**

Quantitative technique uses various statistical methods applied to different situations to arrive at conclusive decision. The students will again knowledge and understanding about various tools used in real life situation in the companies. The course helps in formulating hypothesis for different situation and applying tools like Z test, t test, ANOVA, Chi-Square and correlation & regression. The course will help build capabilities in the students to make decision with the help of different techniques like linear programming problem, assignment problem, and transportation problem.

- **Course Objectives:**

1. To develop skills in structuring and analysing business problems using quantitative analysis.
2. To develop aptitude and statistical thinking approach to business problems.
3. To impart the basic art and science of gathering, analysing and using data to identify and resolve managerial and decision-making problems.
4. To familiarize students with the types of business problems often faced by corporate entities.

- **Course Duration:** 30 Sessions

Course Delivery

Course Delivery and Examination Scheme								
	No of Sessions		Hours of Study material			Examination Scheme		
Course Credits	Interactive Sessions	Discussion forum	e-Tutorials in hours	e-Contents in hours	Self-study & assessment	CSE	ESE	ETP
4	10	20	20	20	44	50	50	**NA**

❖ **Course Content:**

Module No.	Modules/Sub-Modules	No. of Sessions	% Weightage
I	Introduction to Statistics: Data Measurement; Describing Data Through Statistics: Measures of central tendency, measures of variability (ungrouped data). Introduction to Basic Probability: Structure of probability, Results of probability, Revision of probability: BAYES' RULE	**07**	**20**
II	Discrete Probability Distributions: Binomial distribution & Poisson distribution; Continuous Probability Distributions: Uniform distribution & Normal distribution	**05**	**20**
III	Hypothesis Testing for Single Populations-Mean, Proportion and Variance Hypothesis Testing for Two Populations-Mean, Proportion and Variance; Analysis of Variance (Only one way)	**06**	**20**
IV	Hypothesis Testing for categorical data (Chi square test); Simple Linear Regression Analysis Linear Programming: Formulation and Graphical Solution	**07**	**20**
V	Specially Structured Linear Programmes I: Transportation Problem Specially Structured Linear Programmes II: Assignment Problem	**05**	**20**

❖ **Course Outcomes**

At the end of the course the students should be able to:

1. **CO 1:** To get familiarize with the basic concept of descriptive statistics.
2. **CO 2:** To gain knowledge about discrete & continuous probability distribution.
3. **CO 3:** Knowledge on two sample and more than two sample hypothesis testing
4. **CO 4:** To learn about application of correlation and regression analysis and formulate linear programming problem for the given constraint
5. **CO 5:** To determine Optimal strategy through different methods for minimizing the cost of transportation and concept of assignment problem

- **Supplementary Readings:**
  1. Divyansh Choudhary. Business Statistics. Bengaluru: Laxmi Publications Pvt Ltd, 2021.
  2. Chakravarty, S. . Business Statistics. NEW AGE International Publishers, 2011.
  3. Sharma, J. K. Operations Research : Theory and Applications. New Delhi: Laxmi Publications Pvt Ltd, 2016.
  4. Anderson, D. R., Sweeney, D. J., Williams, T. A., Camm, J. D., & Cochran, J. J. (2016). *Statistics for business & economics*. Cengage Learning.
  5. ND, V. (2006). Quantitative techniques in management.

- **List of Journals / Periodicals / Magazines / Newspapers/ etc.:**

  The students will have to refer to past issues of the following journals / **links** in order to get relevant information pertaining to the subject.

  1. The IUP Journal of Management Research
  2. Vikalpa
  3. Journal of Management Research
  4. International Journal of Operation research
  5. Opsearch

- **Suggested theory Distribution**

The suggested theory distribution as per Bloom's taxonomy is as per follow.

Distribution of theory for Course delivery and evaluation					
Remember	Understand	Apply	Analyse	Evaluate	Create
10%	10%	30%	30%	10%	10%

MBA Programme
Semester I
Management Accounting

Course Code: **Course Credit: 4**

❖ **Introduction:**

Management Accounting, a combination of financial accounting and cost accounting, is a critical discipline in the field of business that focuses on providing essential financial information for decision-making within an organization. This subject delves into the fundamentals of management accounting, covering key concepts such as accounting principles, financial statement analysis, cost management, and planning and control. Management accounting will help in a comprehensive understanding of topics like cost classification, costing methods, and budgetary control, equipping with the tools necessary to make informed financial decisions and drive strategic alternatives in the business world.

❖ **Course Objectives:**

1. To understand basic concepts of financial Accounting & Management.
2. To know various tools from accounting which would facilitate decision making.
3. To develop analytical abilities to face business situations.

❖ **Course Duration:** 30 Sessions

Course Delivery

Course Delivery and Examination Scheme								
	No of Sessions		Hours of Study material			Examination Scheme		
Course Credits	Interactive Sessions	Discussion forum	e-Tutorials in hours	e-Contents in hours	Self-study & assessment	CSE	ESE	ETP
4	10	20	20	20	44	50	50	**NA**

❖ **Course Content:**

Module No.	Modules/Sub-Modules	No. of Sessions	% Weightage
I	Fundamentals of Management Accounting Basic understanding of accounting, Accounting Concepts & Conventions, GAAP, Conceptual framework of financial statements, Understanding and preparation of Corporate Financial Statements & Reports	**06**	**20**
II	Financial Statement Analysis Common size & Comparative Statement Analysis, Trend Analysis, Ratio Analysis	**06**	**20**
III	Cost Concepts Overview of Cost Management Accounting, Various cost concepts and classifications, Unit Costing	**06**	**20**
IV	Costing Methods & Techniques Activity Based Costing, Process Costing, Marginal Costing & CVP Analysis	**06**	**20**
V	Planning & Control Budget & Budgetary Control, Strategic alternative Decision Making	**06**	**20**

❖ **Course Outcomes**

At the end of the course the students should be able to:

1. **CO 1:** Define accounting principles, accounting concepts and conventions. Recognize the importance of comprehending, preparing, and interpreting corporate financial statements and reports as essential tools for assessing an organization's financial health.
2. **CO 2:** Interpret techniques of Common Size & Comparative Statement Analysis, Trend Analysis, and Ratio Analysis. Demonstrate an understanding of how these techniques are used to extract valuable insights when analyzing financial statements effectively.
3. **CO 3:** Apply cost management concepts, including cost classification, unit costing, Activity Based Costing, Process Costing, Marginal Costing, and Cost-Volume-Profit (CVP) Analysis in practical scenarios to assess and optimize an organization's cost structure.
4. **CO 4:** Analyze the application of skills in budgeting and budgetary control to efficiently plan and manage an organization's financial resources. Evaluate the impact of

these practices on an organization's financial stability.

5. **CO 5:** Integrate financial data into the strategic decision-making process, creating insights into how financial information can drive long-term business strategies. Develop strategic alternatives based on financial analysis and demonstrate the ability to make informed strategic decisions for an organization's future.

❖ **Supplementary Readings:**

1. Dr. V.R. Palanivelu. Accounting for Management. [N.p.]: Laxmi Publications Pvt Ltd, 2013. Disponível em: https://research.ebsco.com/linkprocessor/plink?id=cddb622f-5661-3bff-8723-be28f7205928.
2. Arora, M. N. (2012). *A textbook of cost and management accounting*. Vikas Publishing House.
3. Ramanathan, S. (2014). *Accounting for Management*. Oxford University Press.
4. Drury, C. (2012). *Management and Cost Accounting*. Cengage Learning EMEA.
5. Kishore, R. M. (2018). *Cost & Management Accounting*. Taxmann.
6. Shah, P. (2015). *Management Accounting*. Oxford University Press.
7. Narayanaswamy, R. (2017). *Financial Accounting*, PHI learning.
8. Rustagi, R.P. (2020). *Management Accounting*. Taxmann.

❖ **List of Journals / Periodicals / Magazines / Newspapers/ etc.:**

The students will have to refer to past issues of the following journals in order to get relevant information pertaining to the subject.

1. The Chartered Accountant
2. The Management Accountant
3. The Chartered Secretary
4. Journal of Finance
5. Business India / Business Today / Business World
6. "Vikalpa" – Journal of Indian Institute of Management, Ahmedabad

❖ **Suggested theory Distribution**

The suggested theory distribution as per Bloom's taxonomy is as per follow.

Distribution of theory for Course delivery and evaluation					
Remember	Understand	Apply	Analyse	Evaluate	Create
10%	10%	30%	30%	10%	10%

MBA Programme
Semester I
Principles of Management

Course Code: **Course Credit: 4**

- **Introduction:**

Principles of Management is a fundamental subject that serves as the cornerstone of understanding the art and science of efficiently coordinating resources to achieve organizational goals. In the ever-evolving landscape of business and industry, effective management is crucial for the success and sustainability of any enterprise.

This subject delves into the core principles and concepts that guide the decision-making process, leadership, and the allocation of resources within an organization. Students embarking on their journey into the world of management will explore timeless principles alongside modern practices, gaining insights into the dynamics of leadership, organizational structure, human resources, and strategic planning.

- **Course Objectives:**

1. To master the fundamentals of principles of management.
2. To grasp the functions of management and the processes of decision-making and problem-solving.
3. To understand insights into how organizational structures influence decision-making, communication, and workflow within an organization
4. Learn the principles of manpower planning, including recruitment, staffing, and resource allocation.
5. To evaluate measurement tools for assessing a company's performance.

- **Course Duration:** 30 Sessions

Course Delivery

Course Delivery and Examination Scheme								
	No of Sessions		Hours of Study material			Examination Scheme		
Course Credits	Interactive Sessions	Discussion forum	e-Tutorials in hours	e-Contents in hours	Self-study & assessment	CSE	ESE	ETP
4	10	20	20	20	44	50	50	**NA**

❖ **Course Content:**

Module No.	Modules/Sub-Modules	No. of Sessions	% Weightage
I	Introduction to Management & Organizations Concepts of Management, Management function, Levels of Management, Managerial Skills & roles, Science or Art, Management and Administration Evolution of Management theories Classical and Modern approach Social Responsibility Concept, Social performance of business in India, Social audit- Concept, Role of government	**05**	**20**
II	Foundations of Planning: Nature & Purpose, types of plans, Steps involved in Planning process, Planning Premises, Strategic planning process Management by Objectives: Evolving concepts of MBO, Steps of MBO, The TOWS matrix Decision making: Types of Decisions, Rationality in Decision-making, Steps in Rational Decision Making	**06**	**20**
III	Organization: Organizational structure & design, Nature, Purpose and Steps, Span of Management, Organization Chart, Departmentalization Authority, Delegation & Decentralization, Staffing: Importance, Manpower planning, Sources of recruitment, Selection procedure, Staffing for global perspective	**05**	**20**
IV	Concept of Team: Characteristics of team, Types of team, Team V/S Group Training & development: Meaning, Difference between training and development, Steps in setting up T&D programme, Types of training Managerial Ethics: Ethical Concepts, Managerial & Ethical Dilemmas at work Corporate Governance –Concept & Cases	**05**	**20**
V	Directing & Controlling: Importance and Elements of Directing, Process of Controlling, Types of control, Requirements for effective control, Traditional & Modern Techniques of Control	**04**	**20**

❖ Course Outcomes

At the end of the course the students should be able to:

1. **CO 1:** Describe the primary functions of management, including planning, organizing, leading, and controlling. Apply management functions to real-world scenarios by making decisions and solving problems using relevant management concepts.
2. **CO 2:** Differentiate between various organization structures and analyze their implications for management
3. **CO 3:** Examine the process of manpower planning and assess its impact on organizational effectiveness
4. **CO 4:** Compare and contrast different types of teams and their suitability for specific tasks
5. **CO 5:** Create performance measurement strategies and frameworks that align with an organization's goals and objectives, considering various measurement tools and methodologies

❖ Supplementary Readings:

1. Murugesan, G. Principles of Management. New Delhi: Laxmi Publications Pvt Ltd, 2012. Disponível em: https://research.ebsco.com/linkprocessor/plink?id=13e70f02-b193-3da2-b05d-93670faf9ca2. Acesso em: 1 maio. 2025.
2. P.P. Ghosh. Principles and Practices of Management. Bengaluru: Laxmi Publications Pvt Ltd, 2021. Disponível em: https://research.ebsco.com/linkprocessor/plink?id=4ec7d0d2-6346-3f66-b285-92ba21de69d5. Acesso em: 1 maio. 2025.

❖ List of Journals / Periodicals / Magazines / Newspapers/ etc.:

The students will have to refer to past issues of the following journals / links in order to get relevant information pertaining to the subject.

1. Academy of Management Journal. E copy
2. Journal of Management. E copy
3. Management Learning. Business Source Elite. E copy

❖ Suggested theory Distribution

The suggested theory distribution as per Bloom's taxonomy is as per follow.

Distribution of theory for Course delivery and evaluation					
Remember	Understand	Apply	Analyse	Evaluate	Create
10%	20%	30%	20%	10%	10%

MBA Programme
Semester I
Communication and Thinking in Contemporary Contexts

Course Code: **Course Credit: 4**

- **Introduction:**
The Communication and Thinking in Contemporary Contexts (CTCC) subject develops essential communication and critical thinking skills for modern organizational settings. It covers verbal and non-verbal communication, with attention to cultural nuances and business etiquette. The course explores cross-cultural communication and the role of technology in professional interactions. Students gain practical skills in resume writing, interviewing, and delivering presentations. Critical thinking components include analyzing arguments, distinguishing facts from opinions, and applying reasoning techniques. Emphasizing effective business writing, CTCC trains students to craft routine, negative, persuasive, and other business messages, integrating communication expertise with analytical thinking for organizational success.

- **Course Objectives:**
1. To develop an understanding of communication fundamentals, active listening, personal branding, and effective presentation techniques.
2. To enhance awareness of non-verbal communication forms, corporate etiquette, and professional conduct.
3. To equip students with the skills to create professional resumes, cover letters, and prepare effectively for various types of interviews.
4. To build critical thinking abilities, including the identification of arguments, reasoning methods, and recognition of logical fallacies.
5. To impart knowledge of ethical business writing practices and familiarize students with various formal communication formats.

- **Course Duration:** 30 sessions

Course Delivery

Course Delivery and Examination Scheme								
	No of Sessions		Hours of Study material			Examination Scheme		
Course Credits	Interactive Sessions	Discussion forum	e-Tutorials in hours	e-Contents in hours	Self-study & assessment	CSE	ESE	ETP
4	10	20	20	20	44	50	50	**NA**

❖ Course Content:

Module No.	Modules/Sub-Modules	No. of Sessions	% Weightage
I	Introduction To Communication – Meaning and Importance, Introduction to Listening, Meaning of Active and Passive Listening and Purpose of Listening, Building A Brand You, Factors of Failed Public Speaking, How to Give Effective Presentations, Dealing with Presentation and How to Handle Questions (Post Presentation)	**07**	**20**
II	Importance of Non-Verbal Communications, Types of Non-Verbal Communications, Importance of Etiquettes and Basic Corporate, Salutations and Dining Etiquettes	**07**	**20**
III	Introduction to Resume, Importance of Resume, Types of Resumes, Cover Letters. Introduction to various types of Interviews, Do's and Don'ts of Interview, FAQs of Interview.	**07**	**20**
IV	Introduction to Critical Thinking, Critical Thinking Standards, Benefits of Critical Thinking, Barriers to Critical Thinking, Identifying Arguments - Distinguishing Fact and Opinion, Identify Arguments, identifying premises and conclusions, what is not an Argument. Inductive and Deductive Reasoning - What is Inductive Reasoning and Deductive Reasoning, Test to identify Inductive and deductive reasoning, Reasoning Fallacies	**07**	**20**
V	Types of Business Writing Messages and Instruments of Business Wiring (MOM, MEMO), Reasons for Ethical Communication, Ethical Perspectives and behaviours of ethical communicator, Ethical Dilemma for managers.	**07**	**20**

❖ Course Outcomes

At the end of the course the students should be able to:

1. CO 1: Students will demonstrate the ability to apply effective listening skills, deliver impactful presentations, and build a professional brand within organizational contexts.
2. CO 2: Students will exhibit appropriate non-verbal communication skills and adhere to corporate etiquette standards in professional settings.
3. CO 3: Students will design and develop professional resumes and cover letters, and effectively prepare for and participate in various types of interviews.

4. CO 4: Students will critically analyse arguments by distinguishing facts from opinions and applying principles of inductive and deductive reasoning.
5. CO 5: Students will compose ethically responsible business communications, utilizing appropriate formats and maintaining professional standards.

❖ **Supplementary Readings:**

1. Quintanilla, K. M., & Wahl, S. T. (2023). *Business and professional communication: Keys for workplace excellence* (5th ed.). SAGE Publications. https://research.ebsco.com/c/nweyb6/search/details/26dzrlat4v?db=e020mww.
2. Ravazzani, S. (Ed.). (2020). *Exploring internal communication: Towards impactful organizations*. Routledge. https://research.ebsco.com/c/nweyb6/ebook-viewer/pdf/m2futlwian/page/pp_Cover
3. Shockley-Zalabak, P. (2015). *Fundamentals of organizational communication: Knowledge, sensitivity, skills, values* (9th ed.). Pearson. https://research.ebsco.com/c/nweyb6/search/details/r5dnbqcvln?db=e020mww
4. Tubbs, S. L., & Moss, S. (2008). *Human communication: Principles and contexts* (11th ed.). McGraw-Hill Education. https://research.ebsco.com/c/nweyb6/search/details/w6bvcnhvdf?db=e020mww

❖ **List of Journals / Periodicals / Magazines / Newspapers/ etc.:**

The students will have to refer to past issues of the following journals / **links** in order to get relevant information pertaining to the subject.

1. *Journal of Business Communication* (Now titled *International Journal of Business Communication*)
2. *Management Communication Quarterly*
3. *Journal of Organizational Behaviour*
4. *Journal of Management Studies*
5. *Corporate Communications: An International Journal*
6. *Business and Professional Communication Quarterly*

❖ **Suggested theory Distribution**

The suggested theory distribution as per Bloom's taxonomy is as per follow.

Distribution of theory for Course delivery and evaluation					
Remember	Understand	Apply	Analyse	Evaluate	Create
10%	20%	30%	20%	10%	10%

MASTER OF BUSINESS ADMINISTRATION (ONLINE)

SYLLABUS

SEMESTER II

MBA Programme
Semester II
Business Research Methods

Course Code: **Course Credit: 4**

❖ **Introduction:**

Research methodology is a critical subject in various academic disciplines, including the sciences, social sciences, humanities, and business. Its importance stems from the fundamental role it plays in the research process. Here are some key reasons why research methodology is important: Research methodology provides a structured framework for conducting research. It helps researchers define their research questions, select appropriate methods, and plan the entire research process. Without a clear methodology, research can become unfocused and ineffective. Research methodology is essential for ensuring the validity and reliability of research findings. It helps researchers design studies that produce accurate and dependable results, reducing the likelihood of bias and errors. Different research questions require different research methods. Research methodology helps researchers select the most appropriate methods for their specific research objectives. Whether it's qualitative, quantitative, or mixed methods research, the choice of methodology is crucial.

❖ **Course Objectives:**

1. To equip the students with the concept and methods of Research.
2. To familiarize the students with the types of business problems often faced by corporate entities and to help them develop insights about basic concepts of research designs and methodology aimed at solving business problems.
3. To develop analytical abilities through software to face business situations.

❖ **Course Duration: 30 sessions**

Course Delivery

Course Delivery and Examination Scheme								
	No of Sessions		**Hours of Study material**			**Examination Scheme**		
Course Credits	**Interactive Sessions**	**Discussion forum**	**e-Tutorials in hours**	**e-Contents in hours**	**Self-study & assessment**	**CSE**	**ESE**	**ETP**
4	10	20	20	20	44	50	50	**NA**

❖ **Course Content:**

Module No.	Modules/Sub-Modules	No. of Sessions	% Weightage
I	Fundamentals of Research: Introduction of Research Methodology – Meaning, Definition, & Objectives Types of Research Benefits of Business research Application of Research in finance area. Key Concepts in Advanced Research Techniques Features of a Good Research Ethics in Business Research Issues and Trends in Research in finance area.	07	20
II	Research Process Management Dilemma The Research Problem – What is a research problem, sources of problem, defining a problem, problem statement The Review of Literature – Meaning, need, objective, source, Web as a source, searching the web, critical literature review Identifying gap areas from literature and research database Hypothesis Formulation – Meaning, Definition, Nature, Function, Importance, Kinds, Characteristics of a good hypothesis Research Design – Meaning, Need, Features of a good research design, Types of research design Qualitative and Quantitative Research Research Proposal APA Format	08	20
III	Sampling and Measurement Scaling Data Collection Methods Questionnaire Designing Measurement Scales Good measurement criteria Reliability and Validity Sampling Concept Sampling process and Sample Size Sampling Methods Errors in sampling & Measurement Scaling Fieldwork	04	20
IV	Analysis through SPSS Data Entry in SPSS: Basics of SPSS Compute variable, Count value, recording into same variable, recording into different variables, Automatic	07	20

	recode, Visual & Optimal Binning, Rank Cases, Date & Time Wizard-Create Time Series, Replace Missing Values Descriptive & Frequency statistics in SPSS One Sample t-Test, Independent Sample t-Test, Paired t-Test, Chi-square test. One-way ANOVA & Two-Way ANOVA		
V	Research Report and Paper Writing Preparing research results for reports Report presentation Meaning of Abstract Plagiarism Issues Impact Factor and Journals Process of Publication Publishing in top -tier Journals: Pitching the right one and right methods, strategies for writing quality Research paper in SCOPUS Indexed Q1, ABDC Journals in finance area.	**04**	**20**

❖ Course Outcomes

At the end of the course the students should be able to:

1. **CO 1:** Recall and define key research terminology, such as hypothesis, variables, and data collection methods. Explain the importance of research ethics and the principles of ethical research conduct.
2. **CO 2:** To study complete process of research and understand concept of research problem, literature review, Research Design and Hypothesis formulation.
3. **CO 3:** To understand the detail of preparing questionnaire and the concept of sampling technique
4. **CO 4:** To understand data analysis through SPSS.
5. **CO 5:** Create a comprehensive research report that communicates research findings, implications, and recommendations effectively.

❖ Supplementary Readings:

1. Dr B. K. Chaturvedi. Research Methodology. Delhi: Laxmi Publications Pvt Ltd, 2023.
2. Agarwal, B. . Comprehensive Research Methodology: Focused on Marketing & Applied Research. [N.p.]: NEW AGE International Publishers, 2015.
3. Alan Bryman; David A. Buchanan. Unconventional Methodology in Organization and Management Research. Oxford, United Kingdom: OUP Oxford, 2018.
4. Research methodology: Concepts and cases. D Chawla, N Sodhi. Vikas Publishing House, 2011.

- **List of Journals / Periodicals / Magazines / Newspapers/ etc.:**

  The students will have to refer to past issues of the following journals / **links** in order to get relevant information pertaining to the subject.

  1. Indian Journal of Finance
  2. Indian Journal of Management
  3. The International Journal of Business & Management
  4. International Management Journals (IMJ)
  5. International Journal of Business and Marketing
  6. International Journal of financial Management

- **Suggested theory Distribution**

The suggested theory distribution as per Bloom's taxonomy is as per follow.

Distribution of theory for Course delivery and evaluation					
Remember	Understand	Apply	Analyse	Evaluate	Create
10%	10%	10%	20%	10%	40%

MBA Programme
Semester II
Financial Management

Course Code: **Course Credit: 4**

- **Introduction:**

In simple terms, financial management is the business function that deals with investing the available financial resources in a way that greater business success and return-on-investment (ROI) is achieved. Financial management professionals plan, organize, and control all transactions in a business. Financial management involves the planning and oversight of finances, many times for a business or organization. However, individuals can also use financial management principles to understand cash flow and spending habits, as well as develop a personal budget. Provide insights on, for example, rising costs of raw materials that might trigger an increase in the cost of goods sold. Tracking liquidity and cash flow: Ensure the company has enough money on hand to meet its obligations.

- **Course Objectives**

1. To learn fundamentals of financial management.
2. To understand the importance of finance in decision making and project selection.
3. To understand different types of FM models such as EPS-EBIT analysis, Leverage analysis, Working capital management etc.
4. To comprehend frequently used tools and techniques in FM and problem solving tools and techniques.

- **Course Duration: 30 sessions**

Course Delivery

Course Delivery and Examination Scheme								
	No of Sessions		**Hours of Study material**			**Examination Scheme**		
Course Credits	**Interactive Sessions**	**Discussion forum**	**e-Tutorials in hours**	**e-Contents in hours**	**Self-study & assessment**	**CSE**	**ESE**	**ETP**
4	10	20	20	20	44	50	50	**NA**

❖ **Course Content:**

Module No.	Topics / Chapters Name	No. of Sessions	Weightage (%)
I	Nature and scope of Financial Management, Role of Finance Function, Finance Decisions, Agency Costs. Time Value of Money-Basics of Present Value, Future Value, Loan Amortization and Effective Interest Rate Valuation of Bonds and Shares- Pricing of Bonds, Yield on Bond, Methods of Valuation of shares and Issues in valuation of Equity	**08**	**20**
II	Determining Cost of Raising Long-term Capital-Cost of Debt, Preference shares, Equity shares and loan. Concept of Weighted Average Cost of Capital Capital Structure and Firm Value-Net Income Approach, Net Operating Income Approach, MM position Capital Structure Decisions- EBIT-EPS Analysis, Leverage Analysis	**08**	**20**
III	Capital Budgeting- Payback period and Accounting Rate of Return method, Net Present Value method, IRR, Profitability Index method	**06**	**20**
IV	Management of Working Capital-Meaning and Scope of Working Capital Management, Understanding Operating Cycle, Estimation of Working Capital Requirements Inventory Management-Meaning, Motive and Purpose of Inventory Management, Deciding Optimum level of Inventory Credit Management-Meaning and Importance of Receivables, Impact of Credit Policy Cash Management-Motives for holding cash, Optimum level of cash.	**06**	**20**
V	Working Capital Financing - Sources of Working Capital Finance and Working Capital Financing Policies Determinants of Dividend Policy- Understanding Dividend Decisions, Theory, and Practices	**02**	**20**

❖ **Course Outcomes (CO):**

At the end of the course the students should be able to:

1. **CO 1:** The students should be able to understand and explain the importance of time value of money and should be able to illustrate the application of knowledge while selecting investment tools.
2. **CO 2:** The students should be able to use the concepts of calculation of costs of various sources of finance, and should be able to discover suitable sources of finance for project execution or business purposes.
3. **CO 3:** To understand the importance of working capital and judge the efficient utilisation of locked up funds in working capital.
4. **CO 4:** To develop the skills to evaluate the available investment options, and defend the appropriate as per capital budgeting criteria.
5. **CO 5:** To be able to conclude on correct profit estimation and distribution of these profits.

❖ **Supplementary Readings:**

1. Singh Mohan., Financial Management, Laxmi Publications Pvt Ltd. 2022. https://research.ebsco.com/c/nweyb6/search/details/5svvksr2rn?db=e020mww&limiters=None&q=financial%20management
2. Sharma Abhishek, Financial Management, Laxmi Publications Pvt Ltd. 2021. https://research.ebsco.com/c/nweyb6/ebook-viewer/pdf/f5ienn324r/page/pp_iii?location=https%3A%2F%2Fresearch.ebsco.com%2Fc%2Fnweyb6%2Fsearch%2Fdetails%2Ff5ienn324r%3Fdb%3De020mww&limiters=None&q=financial+management

❖ **List of Journals / Periodicals / Magazines / Newspapers/ etc.:**

The students will have to refer to past issues of the following journals in order to get relevant information pertaining to the subject.

1. Indian Journal of Finance
2. International Journal of Financial Management
3. International Journal of Economics, Finance and Management
4. The Global Journal of Finance and Management

❖ **Suggested theory Distribution**

The suggested theory distribution as per Bloom's taxonomy is as per follow.

Distribution of theory for Course delivery and evaluation					
Remember	Understand	Apply	Analyse	Evaluate	Create
05%	05%	20%	20%	40%	10%

MBA Programme
Semester II
Marketing Management

Course Code: **Course Credit: 4**

- **Introduction:**

Marketing Management explores core principles and practices essential for engaging customers, building brands, and delivering value through products and services. This subject offers insights into key areas such as market research, advertising, pricing, distribution, and strategic planning. In today's dynamic environment—shaped by rapid information flow and shifting consumer behavior—it equips learners with tools to thrive in competitive markets. Emphasizing both traditional and digital strategies, including social media marketing, it reflects the evolving role of technology in marketing. From creating impactful campaigns to understanding consumer psychology, students gain the skills to drive business success. Marketing Management is a vital foundation for anyone aiming to excel in business and commerce by mastering how to connect with and influence target audiences effectively.

- **Course Objectives:**

1. To understand marketing fundamentals and its significance in business.
2. Explore Consumer Behavior and Service Design and analyze bases for segmenting consumer markets and discuss effective segmentation criteria.
3. Explore competitive strategies for market leaders, challengers, and followers.
4. Identify and describe marketing communication mix tools and their characteristics.
5. Analyse marketing mix strategies, including distribution, communication, and pricing policies in a global context.

- **Course Duration: 30 sessions**

Course Delivery

Course Delivery and Examination Scheme								
	No of Sessions		Hours of Study material			Examination Scheme		
Course Credits	Interactive Sessions	Discussion forum	e-Tutorials in hours	e-Contents in hours	Self-study & assessment	CSE	ESE	ETP
4	10	20	20	20	44	50	50	**NA**

- **Course Content:**

Module No.	Modules/Sub-Modules	No. of Sessions	% Weightage
I	Understanding Marketing management and Marketing Environment: Definition of marketing management, Scope of marketing, Core marketing concepts, company orientation towards the market place, Four P's of marketing, Value chain and value delivery process, BCG Matrix, Ansoff Matrix, the marketing funnel	05	20
II	Understanding Buying Behaviour, Designing Services: Factor influencing consumer behavior, The buying decision process, Business buying behavior process Definition of service, Categories of service mix, Characteristics of services, Bases for segmenting consumer markets, Market targeting, Effective segmentation criteria, Positioning, Points-of-differentiation, Points-of-parity	07	20
III	Marketing Competition, Product and Pricing strategies Competitive strategies for market leader, challenger and follower. Product life-cycle and their marketing strategies Product levels, Product classification, Product and service differentiation, Product hierarchy, Product line length Types of new products, new product development process, Consumer psychology and pricing, Price setting process	07	20
IV	Designing Integrated Marketing Channels and Integrated Marketing Communications Marketing communication mix tools with characteristics, Developing effective marketing communication Advertising -The five M's of advertising, Sales Promotion -Meaning and sales promotion tools, Events and Experiences – Objectives, Public Relations - Functions of PR Online marketing and online marketing communication options, Social Media and social media platform, Word of Mouth, Mobile Marketing	07	20

	Direct marketing, Ways of direct marketing, Sales force meaning and objectives, Personal selling and their process		
V	Marketing Channels and Global Marketing Strategies Marketing channel system, Consumer and Industrial marketing channels levels Retailing and types of retailers, Wholesaling and types of wholesalers Global firm - how to enter the market, globalization of markets and brands, marketing mix strategies - Segmentation and Targeting strategies and cases.	**04**	**20**

❖ Course Outcomes

At the end of the course the students should be able to:

1. **CO 1:** Grasp the importance of marketing management in the business context.
2. **CO 2:** Examine consumer behavior and devise successful market segmentation criteria.
3. **CO 3:** Assess and implement competitive strategies for market leaders, challengers, and followers.
4. **CO 4:** Recognize and articulate the attributes of marketing communication mix tools.
5. **CO 5:** Evaluate marketing channels and distribution channel parter. Evaluate global marketing mix strategies, including distribution, communication, and pricing policies.

❖ Supplementary Readings:

1. Kumar, S. Marketing Management. [S.l.]: Astral International Pvt Ltd, 2022. Disponível em: https://research.ebsco.com/linkprocessor/plink?id=b12c2650-9c5b-3389-9e86-5d45dd2f7642. Acesso em: 1 maio. 2025.
2. Luca M. Visconti; Lisa Peñaloza; Nil Toulouse. Marketing Management : A Cultural Perspective. London: Routledge, 2020. Disponível em: https://research.ebsco.com/linkprocessor/plink?id=d1bdc383-1046-30f9-92a5-f53662631833. Acesso em: 1 maio. 2025.
3. Pingali Venugopal. Marketing Management : A Decision-making Approach. New Delhi, India: Sage Publications Pvt. Ltd, 2010. Disponível em: https://research.ebsco.com/linkprocessor/plink?id=83c758f8-31da-32a5-8334-4508f9bd2590. Acesso em: 1 maio. 2025.

- **List of Journals / Periodicals / Magazines / Newspapers/ etc.:**
  The students will have to refer to past issues of the following journals / **links** in order to get relevant information pertaining to the subject.

6. Sage Journals. Asian Journal of Management Cases. E copy
7. Journal of Marketing Management. E copy
8. ET Brand Equity, E copy

- **Suggested theory Distribution**

The suggested theory distribution as per Bloom's taxonomy is as per follow.

Distribution of theory for Course delivery and evaluation					
Remember	Understand	Apply	Analyse	Evaluate	Create
10%	20%	30%	20%	10%	10%

MBA Programme
Semester II
Human Resource Management

Course Code: **Course Credit: 4**

❖ Introduction:

Human Resource Management (HRM) is a vibrant and essential field that centers around managing an organization's most valuable resource: its people. Students and future HR professionals delve into the complexities of hiring, training, nurturing, and retaining skilled employees to help organizations thrive. HRM covers a broad spectrum of functions, including developing employee benefit plans, resolving workplace disputes, and engaging in strategic planning to ensure sustainable organizational growth. A solid understanding of HRM is vital not only for those aiming for a career in human resources but also for anyone interested in learning how modern workplaces operate and how organizations achieve overall success.

❖ Course Objectives:

1. The objective of the course is to equip students with knowledge, skill, and competencies to manage people along with capital, material, information, and knowledge assets in the organization.
2. The course has been designed keeping in mind not specifically the need of HR Managers but all Managers- Fundamental assumption being that front line managers of all departments are accountable to their organization in terms of impact of their HRM practices and systems.
3. To acquaint the students with Human Resource Management and to develop the ability to evaluate and apply theories of HRM to workplace issues.
4. To develop HRM functional capabilities used to select, develop, and motivate workers.
5. To create an understanding of the various policies and practices of Human Resource Management

❖ Course Duration: 30 sessions

Course Delivery

Course Delivery and Examination Scheme								
	No of Sessions		**Hours of Study material**			**Examination Scheme**		
Course Credits	**Interactive Sessions**	**Discussion forum**	**e-Tutorials in hours**	**e-Contents in hours**	**Self-study & assessment**	**CSE**	**ESE**	**ETP**
4	10	20	20	20	44	50	50	**NA**

❖ **Course Content:**

Module No.	Modules/Sub-Modules	No. of Sessions	% Weightage
I	Introduction to HRM & Framework: Nature of HRM, Scope of HRM, Functions and Objectives of HRM, HRM Policies and practices, SHRM, Nature of SHRM, Linkage of organizational and HR strategies, SHRM Model, Overview of International HRM, Case Study	05	20
II	HR Procurement: Introduction to Human Resource Planning, the need of man power planning, Definition, objectives, importance, benefits, the process of Human resource planning, Preparing manpower inventory (Supply Forecasting) The basics of Job Analysis: Job description & job specification, Job Design: Introduction, factors affecting job design, Techniques of job design, characteristics model (Hackman and Oldham, 1976) of effective job and job satisfaction. Recruitment & Selection: Concept and method, Employment advertising, Recruiting Diverse workers, Recruiting Source choices: internal vs. external, Selection procedure, Collaborative Hiring, Introduction to Job - portals, Role of social media in recruitment & selection, Online Recruitment & selection process. Interviewing Applicants, Induction & Placement, , Career Planning: Succession Planning	09	20
III	Training and Development – Significance of Training, Assessing Training Needs, Designing Formal Training Programs, Implementing Training Programs, Evaluation of Training Programs, Methods of training and their benefits, Implementing management development programs, Virtual T&D. Case Study	05	20
IV	Performance Management & Compensation - Introduction to Performance Appraisal – Techniques – Organizational Demands and Performance Management- Linkage of Performance appraisal with Motivation at Work, Performance Appraisal Methods. Compensation- Concept, Objectives of Compensation Administration, Wage and Salary determination	06	20

	Traditional approach, Current trends in compensation, Innovations in Compensation Management – Incentive Plans, Bonus – Benefits & Services, Gratuity, PF, Pension. Case Study		
V	Managing Employee Relations – Industrial Relations Concept & Importance, Discipline, Disputes, Grievance Procedure, Employee separation: Termination, Resignation, downsizing, Lay off, VRS, Organizational Exit, Emerging Importance of Flexible Work arrangement, Employee Engagement	**05**	**20**

❖ Course Outcomes

At the end of the course the students should be able to:

1. **CO 1:** Identify the various departments where HR strategies are implemented.
2. **CO 2:** Develop the ability to design effective recruitment and selection processes, including writing job descriptions, conducting interviews, and assessing candidates.
3. **CO 3:** Analyze the key issues related to administering the human elements such as motivation, compensation, appraisal, career planning, diversity, ethics, and training.
4. **CO 4:** Analyze the holistic role of Human Resource Management in relation to the organization's business and regular activities.
5. **CO 5:** Demonstrate the ability to prepare an analytical strategy for a specific job.

❖ Supplementary Readings:

1. Jaap Paauwe; Elaine Farndale(2017), Strategy, HRM, and Performance : A Contextual Approach, eBook Business Collection (EBSCOhost)
2. Gary Dessler and Biju Varkkery(Latest), Human Resource Management, Pearson.
3. Diane Arthur (2012), Recruiting, Interviewing, Selecting and Orienting New Employees, eBook Business Collection (EBSCOhost).
4. Prof. P. A. Noronha, Symbiosis Centre for Distance Learning (SCDL), Pune July, 2001 (Revision 04, 2015).
5. K Ashwathappa, *Human Resource Management*, Tata Mcgraw Hill, Latest Edition
6. Sinha and Shekhar, Industrial Relations, Trade unions, and Labor Legislation, Pearson Education.

❖ List of Journals / Periodicals / Magazines / Newspapers/ etc.

The students will have to refer to past issues of the following journals / links in order to get relevant information pertaining to the subject.

1. Human Capital https://www.humancapitalonline.com/
2. Human Organization https://www.tandfonline.com/journals/rhum20
3. Indian Journal of Training and Development https://www.istd.in/indian-journal-

for-training-and-development/

4. International Journal of Management and Human Resources, https://www.tandfonline.com/toc/rijh20/current
5. HRZone https://hrzone.com/
6. Personnel Today https://www.personneltoday.com/

❖ Suggested theory Distribution

The suggested theory distribution as per Bloom's taxonomy is as per follow.

Distribution of theory for Course delivery and evaluation					
Remember	Understand	Apply	Analyse	Evaluate	Create
20%	10%	20%	20%	20%	10%

MBA Programme
Semester II
Business & Technology

Course Code: **Course Credit: 4**

❖ Introduction:

The subject "Business and Technology" offers an in-depth study of Information Technology's (IT) role in modern businesses across five modules. It begins with foundational IT concepts, covering data, information, and IT process activities. It then explores Digital Firms, Cloud Computing, and strategic business objectives supported by IT. Participants gain insights into IT infrastructure, database management, computer hardware, software platforms, network configurations, and emerging technologies like augmented reality, big data, and quantum computing. The course also examines various information systems, including Office Automation, Transaction Processing, Management Information, Decision Support, and Executive Information Systems. It further delves into Enterprise Applications such as Supply Chain Management, Customer Relationship Management, Enterprise Resource Planning, and Knowledge Management, alongside intelligent techniques used within these systems. The final module focuses on E-Business, emphasizing IT security, ethics, computer crimes, hacking, and software piracy. This structured approach ensures participants develop a comprehensive understanding of IT in today's business environment.

❖ Course Objectives:

1. To help participants gain a comprehensive understanding of the role of Information Technology in contemporary business environments.
2. To help them acquire knowledge about the IT infrastructure ecosystem and develop proficiency in Database Management, understanding relational and non-relational databases, data warehousing, data mining, and various network trends.
3. To provide participants with a comprehensive understanding of Big Data, Data Science, Augmented Reality (AR), Virtual Reality (VR), Edge Computing, and Quantum Computing
4. To identity the trends in computing languages that will equip participants to familiarize themselves to their concepts, pros and cons.
5. To differentiate and analyse various types of Information Systems, including Office Automation, Transaction Processing, Management Information, Decision Support, and Executive Information Systems. They will comprehend the specific functions and applications of each system in organizational contexts.
6. To help participants develop an expertise in key Enterprise Applications such as Supply Chain Management, Customer Relationship Management, Enterprise Resource Planning, and Knowledge Management Systems.

7. To gain knowledge about security concerns related to IT, including types of computer crimes, hacking, different hacker typologies, hacking tactics, social and ethical issues, and software piracy ergonomics.
8. To understand the implication of intelligent agents, M-commerce, IoT, AI and ML and explore it uses in IT infrastructure.

❖ **Course Duration: 30 sessions**

Course Delivery

Course Delivery and Examination Scheme								
	No of Sessions		Hours of Study material			Examination Scheme		
Course Credits	Interactive Sessions	Discussion forum	e-Tutorials in hours	e-Contents in hours	Self-study & assessment	CSE	ESE	ETP
4	10	20	20	20	44	50	50	NA

❖ **Course Content:**

Module No.	Modules/Sub-Modules	No. of Sessions	% Weightage
I	Information Technologies Role in Today's Business Introduction to IT – Data, information, activities in IT Digital Firm & Cloud Computing – definition, advantages, disadvantages, types (CC) IT enabled industry – Porters Five Force, Generic Strategies Enabled by IT, value chain and Business Eco-system Strategic Business Objective Enabled by IT.	**07**	**20**
II	IT Infrastructure & Database Introduction to IT infrastructure ecosystem - definitions of computer hardware platform, operating system platform, enterprise software application, network and telecommunication platforms, internet platform Database Management – definition Types of Databases - relational and non-relational and its operations Big data and data science - definition Trends in technology (Definition, Pros and Cons) – Bluetooth, RFID, Block Chain, Augmented Reality,	**07**	**20**

	Virtual Reality, Edge Computing and Quantum Computing Trends in Computing Language – HTML, XHTML, Python – definition and pros & cons		
III	Types of Information System Office Automation System Transaction Processing System – meaning, types and process Management Information System – types of reports, meaning Decision Support System – types and meaning Executive Information System	**05**	**20**
IV	Enterprise Applications Supply Chain Management System (SCM) Customer Relationship Management System (CRM) Enterprise Resource Planning (ERP) Knowledge Management System (KMS) Types of intelligent techniques	**05**	**20**
V	Security Issues in Business Technology, Intelligent Techniques and Mobile Infrastructure in Business Hacking & Cracking – definition and difference Types of Hackers & Types of Hacking Tactics Internet of Things (IoT) , Artificial Intelligence, Block Chain & Machine Learning – definition and uses Intelligent Agents, intelligent techniques Mobile Technology – Mobile Application (definition, types – native, hybrid, web) Introduction to M -commerce – definition, types, pros and cons	**06**	**20**

❖ **Course Outcomes**

At the end of the course the students should be able to:

1. **CO 1:** Participants will demonstrate a holistic understanding of the role of Information Technology in contemporary business. They will be able to critically analyse the impact of IT on strategic business objectives and design an IT infrastructure based on their strategic business strategies.
2. **CO 2:** Participants will exhibit proficiency in comprehending the IT infrastructure ecosystem. They will demonstrate competency in Database Management, distinguishing between relational and non-relational databases, and understanding data warehousing, data mining, and emerging network trends.
3. **CO 3:** Participants will be able to differentiate and analyse various Information

		Systems, such as Office Automation, Transaction Processing, Management Information, Decision Support, and Executive Information Systems. They will showcase the ability to apply these systems in diverse organizational contexts.
4.	**CO 4:**	Participants will demonstrate expertise in the application of key Enterprise Applications, including Supply Chain Management, Customer Relationship Management, Enterprise Resource Planning, and Knowledge Management Systems. They will showcase an understanding of intelligent techniques and their integration into business processes.
5.	**CO 5:**	Participants will exhibit a comprehensive understanding of E-Business and its implications for modern organizations. They will demonstrate knowledge of security concerns related to IT, including the ability to identify and address computer crimes, hacking, ethical considerations, and software piracy ergonomics.
6	**CO 6:**	Participants will apply intelligent techniques learned in the Enterprise Applications module to optimize business processes.
7	**CO 7:**	Participants will be able to construct the concepts of AI, ML and its uses

❖ **Supplementary Readings:**

1. C. P. Gupta; K. K. Goyal. Computer Concepts and Management Information Systems. Bloomfield: Mercury Learning & Information, 2020. Disponível em: https://research.ebsco.com/linkprocessor/plink?id=0c9e65f8-bbb8-3c04-ac41-8ca115d51d2b. Acesso em: 29 abr. 2025.
2. Neeru Sharma. Information Systems for Management. Bengaluru: Laxmi Publications Pvt Ltd, 2021. Disponível em: https://research.ebsco.com/linkprocessor/plink?id=928e3264-6066-3f81-aaef-ce30414fbcd9. Acesso em: 29 abr. 2025.

❖ **List of Journals / Periodicals / Magazines / Newspapers/ etc.:**

The students will have to refer to past issues of the following journals / **links** in order to get relevant information pertaining to the subject.

- International Journal of Business and Emerging Markets
- Indian Journal of Finance
- Journal of Indian Business Research
- Indian Journal of Business Management
- Journal of Information and System Management
- Journal of Information Security
- International Journal of Information and Communication Technology

❖ **Suggested theory Distribution**

The suggested theory distribution as per Bloom's taxonomy is as per follow.

Distribution of theory for Course delivery and evaluation					
Remember	Understand	Apply	Analyse	Evaluate	Create
10%	20%	30%	20%	10%	10%

MBA Programme
Semester II
Production and Operation Management

Course Code: **Course Credit: 4**

❖ **Introduction:**

Production and Operations Management (POM) is a core area in management that focuses on the efficient transformation of inputs into outputs—goods and services—through proper planning, organizing, directing, and controlling of production activities. It is essential in both manufacturing and service sectors to ensure that business operations are efficient, cost-effective, and of high quality.

❖ **Course Objectives:**

1. Summarize the business process and correlate the operations.
2. Acquire knowledge of production planning and resource management
3. Summarize the different stages in strategy formulation process of new product development.
4. Understand contemporary quality management strategies adopted by the operations manager.
5. Develop investigative ability of correlating operation and service management.

❖ **Course Duration: 30 sessions**

Course Delivery

Course Delivery and Examination Scheme								
	No of Sessions		**Hours of Study material**			**Examination Scheme**		
Course Credits	**Interactive Sessions**	**Discussion forum**	**e-Tutorials in hours**	**e-Contents in hours**	**Self-study & assessment**	**CSE**	**ESE**	**ETP**
4	10	20	20	20	44	50	50	**NA**

❖ **Course Content:**

Module No.	**Modules/Sub-Modules**	**No. of Sessions**	**% Weightage**
I	**Competitiveness and Strategy** Introduction of Production and Operations Management, Facility Location Planning, Facility Layout Planning, Product and Process Design,	**7**	**20**

	Production Methods.		
II	**Project Management** Project Scheduling (Gantt Charts, CPM, PERT), Project Crashing, Job Sequencing	**8**	**20**
III	**SCM & Inventory Management** Basics & Various Methods of Inventory Management, Aggregate Production Planning, MRP & ERP, SCM and logistics.	**4**	**20**
IV	**Service and Quality Management** Service scenario in India, Medical Tourism, Tools for Service Design, Service Blueprinting Quality Management, JIT, Lean Manufacturing System, TQM, Six Sigma, SQC and Acceptance Sampling, ISO series	**7**	**20**
V	**Recent trends in Operation Management** Green Manufacturing, Ethics and Operations, Industrial Safety and Safety Management AI in Operations: Importance of AI, Application of AI & Benefits of AI	4	**20**

❖ **Course Outcomes**

At the end of the course the students should be able to:

1. **CO 1:** Summarize the business process and correlate the operations.
2. **CO 2:** Acquire knowledge of production planning and resource management
3. **CO 3:** Summarize the different stages in strategy formulation process of new product development.
4. **CO 4:** Understand contemporary quality management strategies adopted by the operations manager.
5. **CO 5:** Develop investigative ability of correlating operation and service management.

❖ **Supplementary Readings:**

1. Chadha, Jasdeep Singh. Production and Operation Management: Theory and Practice. First edition. New Delhi: Laxmi Publications Pvt Ltd. 2017.
2. Dr. K. C. Arora. Production & Operations Management. Second edition. New Delhi, India: Laxmi Publications Pvt Ltd. 2016.
3. Dr. K. Srinath. Production and Operation Management Bengaluru: Laxmi Publications Pvt Ltd. 2022

❖ **List of Journals / Periodicals / Magazines / Newspapers/ etc.:**

The students will have to refer to past issues of the following journals / **links** in order to get relevant information pertaining to the subject.

1. International Journal of Operations Research
2. International Journal of Operations and Production Management
3. Journal of Logistics and Supply Chain Management
4. International Journal of Logistics and Planning Supply Chain Management
5. Journal on Manufacturing and Service Operation Management
6. IUP Journal of Operations Management
7. IUP Journal of IT & Operations Management
8. Indian Journal of Management
9. International Management Journals (IMJ)

❖ **Suggested theory Distribution**

The suggested theory distribution as per Bloom's taxonomy is as per follow.

Distribution of theory for Course delivery and evaluation					
Remember	Understand	Apply	Analyse	Evaluate	Create
10%	10%	10%	20%	10%	40%

MASTER OF BUSINESS ADMINISTRATION (ONLINE)

SYLLABUS

SEMESTER III

MBA Programme
Semester III
Legal Aspects of Business

Course Code: **Course Credit: 4**

❖ Introduction:

This course provides a comprehensive understanding of key business and legal frameworks essential for commercial operations. It covers various facets of Intellectual Property Rights (IPR), including patents, copyrights, industrial designs, and trademarks, emphasizing their registration processes and legal protections. The curriculum extends to crucial consumer protection mechanisms and the nuances of cyber laws under the IT Act 2000. Students will also explore commercial laws such as the Sale of Goods Act, the Environmental Protection Act, and the fundamentals of contract law. Additionally, the course delves into special contracts like bailment, pledge, and agency, along with competition law. This interdisciplinary approach equips students with the knowledge to navigate legal challenges in business environments effectively.

❖ Course Objectives:

1. To provide foundational knowledge about different types of Intellectual Property Rights (IPR) and their importance in protecting innovations and brand identity.
2. To develop an understanding of Consumer Protection Laws and the IT Act 2000, including the rights of consumers and remedies against cybercrimes.
3. To acquaint students with the Sale of Goods Act and Environment Protection Act, focusing on rights, duties, and regulatory frameworks.
4. To explain the basic principles of the Law of Contract, including contract formation, discharge, and special contracts like indemnity and guarantee.
5. To introduce the concepts of bailment, pledge, agency, and familiarize students with competition law and the role of the Competition Commission of India.

❖ Course Duration: 30 Sessions

❖ Course Delivery

Course Delivery and Examination Scheme								
	No of Sessions		Hours of Study material			Examination Scheme		
Course Credits	Interactive Sessions	Discussion forum	e-Tutorials in hours	e-Contents in hours	Self-study & assessment	CSE	ESE	ETP
4	10	20	20	20	44	50	50	**NA**

❖ **Course Content:**

Module No.	Modules/Sub-Modules	No. of Sessions	% Weightage
I	• Intellectual Property Rights – Meaning & Type • Patents – Meaning, Types, Process of Registration, Infringement and Penalties • Copyrights – Meaning, Types, Fair Deal, introduction to copyright societies, Infringement and Penalties • Industrial Design – Introduction, what is not design, process of registration, infringement and penalties • Trademark – Introduction, Types, registration process, infringement and penalties, law of passing off	07	20
II	• Consumer Protection Law – Who is a consumer, who is not a consumer, scope of complaints, redressal and advisory boards of consumers, relief to complainant • IT Act 2000 – Introduction to Digital Signatures, working of Digital Signatures, E-Governance, Controller and Certifying Authority – their functions, cyber crimes and remedies under IT Act.	07	20
III	• Sale of Goods Acts – What is Sale and Agreement to Sale and difference between them, characteristics of sale and types of goods, Types of Conditions and Warranties (Expressed and Implied), Unpaid Vendor, Rights of Buys and Sellers, Auctions • Environment Act – Powers of State Board and Central Board, EIA analysis	07	20
IV	• Law of Contract: Nature of Contract, Essential elements of contract - Offer, acceptance, consideration, capacity of the parties & free consent, modes of discharge of contract, Types of contract – void agreements and quasi contract (introduction)	07	20

	• Special Contract: Indemnity and Guarantee - definition, features and difference between indemnity and guarantee		
V	• Special Contracts: Bailment – types, Features and rights and duties of bailor and bailee, Concept of Pledge, Finder of goods Agency – Meaning of agency, Finder of Goods types of agencies, types of agents and discharge of agent • Competition Act, 2002: Definition, Prohibition of Agreements, Competition Commission of India	**07**	**20**

❖ **Course Outcomes**

At the end of the course the students should be able to:

1. **CO 1:** Students will understand and apply the concepts and procedures related to patents, copyrights, industrial designs, and trademarks, including infringement and remedies
2. **CO 2:** Students will analyse consumer rights and legal redressal mechanisms, and interpret provisions of the IT Act 2000 concerning digital transactions and cybercrimes.
3. **CO 3:** Students will distinguish between different types of goods and contracts, understand the roles and powers of environmental boards, and evaluate EIA processes.
4. **CO 4:** Students will apply knowledge of contract law principles to real-world scenarios, including understanding void agreements, quasi-contracts, indemnity, and guarantee.
5. **CO 5:** Students will demonstrate an understanding of bailment, pledge, and agency concepts, and analyse competition laws and their enforcement by the Competition Commission of India.

❖ **Supplementary Readings:**

1. Cheeseman, H. R. (2021). Business law: Legal environment, online commerce, business ethics, and international issues (11th ed.). Pearson. EBSCOhost.
2. Kubasek, N. K., Browne, M. N., Herron, D. J., Dhooge, L. J., & Barkacs, L. L. (2020). Dynamic business law (5th ed.). McGraw-Hill Education. EBSCOhost.
3. Mallor, J. P., Barnes, A. J., Bowers, T., & Langvardt, A. W. (2019). *Business law: The ethical, global, and e-commerce environment* (17th ed.). McGraw-Hill Education. EBSCOhost.
4. Bainbridge, D. (2019). *Intellectual property* (11th ed.). Pearson Education. EBSCOhost.

5. Cornish, W., Llewelyn, D., & Aplin, T. (2019). *Intellectual property: Patents, copyright, trade marks and allied rights* (9th ed.). Sweet & Maxwell. EBSCOhost.
6. Whish, R., & Bailey, D. (2018). *Competition law* (9th ed.). Oxford University Press. EBSCOhost.

❖ **List of Journals / Periodicals / Magazines / Newspapers/ etc.:**

The students will have to refer to past issues of the following journals / **links** in order to get relevant information pertaining to the subject.

1. CSIR-NIScPR. (n.d.). *Journal of Intellectual Property Rights (JIPR)*. Retrieved from https://niscpr.res.in/
2. Cambridge University Press. (n.d.). *Business and Human Rights Journal*. Retrieved from https://www.cambridge.org/core/journals/business-and-human-rights-journal
3. International Journal of Cyber Criminology. (n.d.). *International Journal of Cyber Criminology*. Retrieved from http://www.cybercrimejournal.com/
4. VOICE (Voluntary Organization in Interest of Consumer Education). (n.d.). *Consumer Voice Magazine*. Retrieved from https://consumer-voice.org/
5. SAGE Publications. (n.d.). *Environmental Law Review*. Retrieved from https://journals.sagepub.com/home/elj
6. National University of Singapore. (n.d.). *Asian Journal of Legal Studies*. Retrieved from https://law.nus.edu.sg/ajls/
7. NALSAR University of Law. (n.d.). *NALSAR Law Review*. Retrieved from https://nalsar.ac.in/publications/nalsar-law-review/
8. Oxford University Press. (n.d.). *Journal of Antitrust Enforcement*. Retrieved from https://academic.oup.com/antitrust
9. Springer. (n.d.). *European Business Organization Law Review*. Retrieved from https://www.springer.com/journal/40804
10. Kasturi & Sons Ltd. (n.d.). *The Hindu – Business Line (Law & Policy Section)*. Retrieved from https://www.thehindubusinessline.com/

❖ **Suggested theory Distribution**

The suggested theory distribution as per Bloom's taxonomy is as per follow.

Distribution of theory for Course delivery and evaluation					
Remember	Understand	Apply	Analyse	Evaluate	Create
10%	20%	30%	20%	10%	10%

MBA Programme
Semester-III
International Business

Course Code: **Course Credit: 4**

❖ Introduction:

In today's rapidly globalizing world, businesses are no longer confined by national boundaries. The field of International Business explores how organizations operate across international borders, adapting to diverse economic, political, legal, and cultural environments. This course provides a comprehensive understanding of the complex dynamics that shape global commerce, the role of multinational corporations, and the increasing involvement of governments in trade regulations and incentives. The course begins with an overview of international business and recent trends in global trade, followed by a study of classical and modern theories of trade. It delves into the roles of supranational organizations such as the WTO and regional trade blocs like ASEAN. Students will gain insights into the functioning of the international monetary system and foreign exchange markets, as well as the key participants and instruments used in global finance. The curriculum further emphasizes the importance of analyzing national economies, understanding international legal frameworks, and recognizing the impact of sociocultural factors on business strategies. The final module addresses the risks associated with foreign investments, ethical considerations, and the increasing global emphasis on sustainability and corporate social responsibility. By the end of this course, students will be equipped with the analytical tools and knowledge needed to navigate the challenges and opportunities of doing business in the international arena.

❖ Course Objectives:

1. To introduce students to the scope, significance, and evolving nature of international business, including the roles played by multinational corporations and government policies.
2. To develop an understanding of classical and contemporary international trade theories and the functions of global and regional trade institutions.
3. To explain the structure and functioning of the international monetary system, foreign exchange markets, and currency-related instruments.
4. To equip students with the skills to analyze national economies, interpret legal frameworks, and evaluate sociocultural influences on international business practices.
5. To create awareness of foreign investment risks, ethical dilemmas, and sustainability challenges faced by global businesses in a dynamic environment.

❖ **Course Duration: 30 Sessions**

Course Delivery

Course Delivery and Examination Scheme								
	No of Sessions		Hours of Study material			Examination Scheme		
Course Credits	Interactive Sessions	Discussion forum	e-Tutorials in hours	e-Contents in hours	Self-study & assessment	CSE	ESE	ETP
4	10	20	20	20	44	50	50	**NA**

❖ **Course Content:**

Module No.	Modules/Sub-Modules	No. of Sessions	% Weightage
I	**Introduction to International Business and Government Involvement** Meaning of International Business, The Multinational Corporation, Definition of a Multinational Co Recent Trends in World Trade • Expanding Volume, Increased Competition, Increasing Complexity, Trade in Services Domestic Versus International Business Methods of Going International • Exporting, Licensing, Franchising, Management Contracts, Contract Manufacturing, Direct Investment, Strategic Alliances, Wholly Owned Subsidiaries, Globalized Operations, Portfolio Investments **Government Involvement in International Trade** Government Involvement in Trade Restrictions and Incentives Protectionism, Tariffs, Nontariff Barriers to Merchandise Trade	**05**	**20**
II	**Theories of International Trade and Supranational Organizations and International Institutions** Theories of Trade and Economic Development Introduction to International Trade Theories • Mercantilism, Comparative Advantage, Factor Endowment Theory, The Leontief	**06**	**20**

	Paradox, International Product Life Cycle Theory, Other Modern Investment Theories General Agreement on Tariffs and Trade World Trade Organization • Agreement on Trade Related Aspects of Intellectual Property Rights (TRIPS), Doha Agenda Regional Trade Groupings, Forms of Regional Integration Free Trade Area, Customs Union, Common Market Economic Union, Political Union, Association of South East Asian Nations (ASEAN)		
III	**International Monetary System Foreign Exchange** International Monetary Terminology • Hard Currencies, Soft Currencies, Convertibility, Exchange Rate, Appreciation, Depreciation A Brief History of the International Monetary System • The Gold Standard (1880–1914), The Gold Specie Standard, The Gold Bullion Standard, The Interwar Years (1918–1939), The Bretton Woods System (1944–1973) The International Monetary Fund • Aims, Membership, Structure • Special Drawing Rights, Using Special Drawing Rights and Valuation of SDR Foreign Exchange Markets -Background The Structure of the Foreign Exchange Markets Market Participants, • Individuals, Institutions, Banks, Central Banks and Other Official Participants, Speculators and Arbitragers, Foreign Exchange Brokers Types of Foreign Exchange Markets • The Spot Market, The Forward Market, Foreign Exchange Rates • Bid and Offer Rates, Cross Rates, Premiums and Discounts, Devaluation and Revaluation of Exchange Rates Currency Futures Markets Differences Between Futures and Forward Markets	**07**	**20**

IV	**Analyzing National Economies, International Law and Sociocultural Factors** The Purpose and Methodology of Country Analysis Preliminary Economic Indicators • Size of the Economy, Income Levels, Income Distribution, Personal Consumption, Growth and Stability Patterns, Population, Sector Analysis, Inflationary Trends, External Financial Position: Extent of Debt, Exchange-Rate Levels and Policies, Banking and Financial Markets, Comparison of Similar Economies, Tax Systems, Fiscal and Monetary Policy Situations <u>International Law and Global Orientations</u> Public and Private Law, Different Legal Systems International Treaties Framework Legal Concepts Relating to International Business • Sovereignty, Sovereign Immunity, Act of State, Extraterritoriality Areas of Concern to Multinational Corporations • US Trade Laws, Countervailing Duties, Antidumping Laws, Antitrust Laws, Foreign Corrupt Practices, Tax Treaties Resolving Business Conflicts • Contracts, Resolving Disputes, Local Courts, Local Remedies, The Principle of Comity, Litigation, International Arbitration, International Centre for Settlement of Investment Disputes **Sociocultural Factors** Sociocultural Factors and International Business Society, Culture, and Sociocultural Forces Elements of Culture Attitudes and Beliefs, Attitudes About Time, Attitudes About Work and Leisure, Attitudes About Achievement, Attitudes About Change, Attitudes About Jobs, Does Religion Affect Commerce? Aesthetics, Material Culture, Literacy Rate, Education Mix, Brain Drain, Communication and Language, Groups: Families and Friends, Gift-Giving and Bribery	**07**	**20**

V	**Foreign Investment Risk & Ethical Concerns-Sustainability** Why Invest Abroad? • Bigger Markets, Host-Nation Demands, Economies of Scale, Competitive Motives, Technology and Quality Control, Raw Materials, Forward Integration, Technology Acquisition Assessing the Risk: Assessing Country Risk, Assessing Investment Risk Managing Risk • Rejecting Investment, Long-Term Agreements, Lobbying, Legal Action, Home-Country Pressure, Joint Ventures and Increased Shareholding, Promoting the Host Country's Goals, Risk Insurance, Contingency Plan **Ethical Concerns: Sustainability** Emerging Environmental Concerns, Social Responsibility of Business, Major Environmental Issues Greenhouse Gases, Depletion of the Ozone Layer, Deforestation, Fishing Stocks, Hazardous Waste, Pollution, Kyoto Protocol	**05**	**20**

❖ **Course Outcomes**

At the end of the course the students should be able to:

1. **CO 1:** Explain the fundamental concepts of international business, the role of multinational corporations, recent trade trends, and various modes of entering international markets, including the impact of government interventions.
2. **CO 2:** Analyze classical and modern international trade theories, evaluate the role of global trade organizations (e.g., WTO, ASEAN), and understand different forms of regional economic integration.
3. **CO 3:** Describe the evolution of the international monetary system, interpret foreign exchange mechanisms, and differentiate between various types of currency markets and exchange rate regimes.
4. **CO 4:** Evaluate national economies using economic indicators, interpret the implications of international legal systems, and assess the influence of sociocultural factors on global business operations.
5. **CO 5:** Assess foreign investment opportunities and associated risks, and examine ethical and sustainability issues faced by international businesses, including

environmental and social responsibilities.

❖ **Supplementary Readings:**

1. Riad Ajami, & Jason G Goddard. (2015). *International Business : Theory and Practice*. Routledge.
2. Neeraj Sharma. (2023). *International Business*. Laxmi Publications Pvt Ltd.

❖ **List of Journals / Periodicals / Magazines / Newspapers/ etc.:**

The students will have to refer to past issues of the following journals / **links** in order to get relevant information pertaining to the subject.

1. International Journal of Business & Management Research
2. International Journal of Business & Marketing
3. Business Standard
4. The Economic Times
5. Financial Express
6. Business Today
7. Business India

❖ **Suggested theory Distribution**

The suggested theory distribution as per Bloom's taxonomy is as per follow.

Distribution of theory for Course delivery and evaluation					
Remember	Understand	Apply	Analyse	Evaluate	Create
10%	10%	30%	30%	10%	10%

Finance Electives

MBA Programme
Semester III
Derivatives and Risk Management

Course Code: **Course Credit: 4**

❖ Introduction:

Derivatives play a critical role in risk management by allowing investors to hedge against potential losses in underlying assets. They can be used to protect against various types of risks such as interest rate risk, currency risk, commodity price risk, etc. Derivatives are investment instruments that consist of a contract between parties whose value derives from and depends on the value of an underlying financial asset. However, like any investment instrument, there are varying levels of risk associated with derivatives. Among the most common derivatives traded are futures, options, contracts for difference (CFDs), and swaps. This subject will cover derivatives risk at a glance, going through the primary risks associated with derivatives: market risk, counterparty risk, liquidity risk, and interconnection risk.

❖ Course Objectives:

1. To learn fundamentals of stock market trading.
2. To understand the basics of derivatives trading and risk management through derivatives.
3. To understand different types of derivatives instruments, and their execution.
4. To learn application frequently used option strategies and analyse the situations of profit and losses.
5. To learn the application of Option Greeks in trading.

❖ Course Duration: 30 Sessions

Course Delivery

Course Delivery and Examination Scheme								
	No of Sessions		**Hours of Study material**			**Examination Scheme**		
Course Credits	**Interactive Sessions**	**Discussion forum**	**e-Tutorials in hours**	**e-Contents in hours**	**Self-study & assessment**	**CSE**	**ESE**	**ETP**
4	10	20	20	20	44	50	50	**NA**

❖ Course Content:

Module No.	Modules/Sub-Modules	No. of Sessions	% Weightage
I	**Introduction to Cash & Derivative Market- An Overview-**Meaning & types of Derivative Instruments, Forward, future, Option & swaps, Spot v/s Future Market **Forwards-**Introduction Mechanics and Pricing of forwards, Cost of Carry Model	03	20
II	**Future Markets** ● Introduction ● Mechanics of Forward & Future Market ● Stock Futures & Stock Index Futures in India ● Pricing of Forward & Future Markets-how to read quotes, Margins, Open interest positions etc. ● Index Arbitrage, Hedging strategies using Futures	08	20
III	**Option Markets** ● Types of option markets ● ITM, ATM & OTM ● Intrinsic Value & Time Value ● Factors affecting option pricing	08	20
IV	**Option Markets** ● Option Trading Strategies- Naked & Covered strategies, Spread Strategies, Combination trading strategies.	08	20
V	**Currency & Interest rate Swaps.** ● Option Pricing Models-Black Scholes Model ● Greek Letters	03	20

❖ **Course Outcomes (CO):**

At the end of the course the students should be able to:

1. **CO 1:** Identification of opportunities of growth via trading in shares.
2. **CO 2:** Recognize the potential of risk management via derivative instruments, and create a profitable hedge.
3. **CO 3:** To memorize the basics of forwards, futures and options contracts, and identify differences among them.

4. **CO 4:** Illustrate and interpret the benefits of margin trading, and grab more profits via less investment in derivatives, as compared with investment in cash segment.
5. **CO 5:** Develop ability to apply strategies according to market conditions, along with application of Greek letters.

❖ **Supplementary Readings:**

1. Fundamentals of Futures and options, [Charlottesville, Virginia] : Research Foundation of CFA Institute. 2013. https://research.ebsco.com/c/nweyb6/search/details/iys3m6pyxz?db=e020mww&isDashboardExpanded=true&limiters=None&q=future%20and%20options

❖ **List of Journals / Periodicals / Magazines / Newspapers/ etc.:**

The students will have to refer to past issues of the following journals in order to get relevant information pertaining to the subject.

1. Indian Journal of Finance
2. Indian Journal of Management
3. The International Journal of Business & Management
4. International Management Journals (IMJ):
5. International Journal of Business and Marketing

❖ **Suggested theory Distribution**

The suggested theory distribution as per Bloom's taxonomy is as per follow.

Distribution of theory for Course delivery and evaluation					
Remember	Understand	Apply	Analyse	Evaluate	Create
10%	20%	35%	10%	10%	05%

MBA Programme
Semester III
Investment Management

Course Code: **Course Credit: 4**

❖ Introduction:

Investment Management is the process of making informed decisions about various investment avenues to achieve specific financial goals. This course is designed to equip students with fundamental knowledge and practical understanding of investment theories, tools, and strategies used in managing individual and institutional portfolios. It begins with an introduction to investment concepts and gradually covers performance evaluation of both individual securities and diversified portfolios. Students will learn to assess and analyze the risk-return characteristics of a wide range of financial instruments including equities, mutual funds, and both government and corporate bonds. To gain a deeper understanding of financial markets, the course will introduce the basics of the stock market and its functioning. Emphasis will be placed on the trade-off between risk and return and on how investment decisions are guided by both fundamental and technical analysis. Key concepts such as risk diversification, portfolio selection, the Capital Asset Pricing Model (CAPM), and Modern Portfolio Theory will be thoroughly explored. The course also covers the analysis of active versus passive investment strategies, and techniques for evaluating portfolio performance. By the end of this course, students will be capable of performing security valuation and analysis, as well as constructing, evaluating, and managing investment portfolios effectively. The course also aims to develop a strong understanding of the various forces that influence the security markets, enabling students to make well-informed investment decisions.

❖ Course Objectives:

1. To provide a foundational understanding of investment avenues, financial markets, and the risk-return framework, enabling students to assess various investment options and understand market participants and structures.
2. To develop analytical skills for portfolio construction and optimization, using models such as Markowitz's Portfolio Theory and the Single Index Model for selecting and combining assets efficiently.
3. To introduce and apply key capital market equilibrium models, including CAPM, APT, and multifactor models, to understand asset pricing and risk assessment in investment decisions.
4. To equip students with the ability to evaluate and manage investment portfolios, using performance measures and strategies such as active/passive management, behavioural finance insights, and both fundamental and technical analysis.

❖ Course Duration:30 Sessions

Course Delivery

Course Delivery and Examination Scheme								
	No of Sessions		Hours of Study material			Examination Scheme		
Course Credits	**Interactive Sessions**	**Discussion forum**	**e-Tutorials in hours**	**e-Contents in hours**	**Self-study & assessment**	**CSE**	**ESE**	**ETP**
4	10	20	20	20	44	50	50	**NA**

❖ **Course Content:**

Module No.	Modules/Sub-Modules	No. of Sessions	% Weightage
I	**Overview of Investments & Markets:** ● **Investment:** Objective & goals of investment, real vs financial assets, various investment avenues ● **Markets:** Financial markets - primary & secondary markets, short term & long-term investment markets, exchanges and indices, various participants of stock market ● **Risk & Return:** Real return, nominal return, historical and expected return, sources of risk, systematic and unsystematic risk, measuring risk, relationship between risk and return	**06**	**20**
II	**Portfolio Construction Theories:** ● Markowitz's portfolio theory, selection of securities and construction of optimal portfolios using Markowitz's theory ● Comparison of portfolio theory with single index model	**06**	**20**
III	**Equilibrium in Capital Markets:** ● Capital Asset Pricing Model (CAPM) ● Arbitrage Pricing Theory (APT) ● Brief of Multifactor Model	**06**	**20**
IV	**Fixed-income Securities:** ● Types of bonds, bond portfolio management, duration concept	**06**	**20**

	Portfolio Management & Evaluation Strategies: ● Active, passive and immunization theory for equity and bond portfolio management ● Portfolio/mutual fund evaluation – Sharpe, Jensen, Treynor, M^2 & Fama measure of net selectivity		
V	**Behavioural Finance:** • Efficient market hypothesis • Heuristic driven biases, frame dependence, emotional and social influences **Fundamental & Technical Analysis:** • Fundamental analysis (EIC analysis): macro-economic, industry and company analysis, • Technical analysis: Dow Theory, Technical Indicators, Charts, Moving Averages, Oscillators, ROC, RSI, Technical Versus Fundamental analysis	**06**	**20**

❖ Course Outcomes

At the end of the course the students should be able to:

1. **CO 1:** Students will be able to identify various investment avenues, classify types of markets and participants, and calculate risk and return measures to evaluate investment options.
2. **CO 2:** Students will be able to construct optimal portfolios using Markowitz's Portfolio Theory and compare it with the Single Index Model to evaluate portfolio efficiency.
3. **CO 3:** Students will be able to apply CAPM and APT models to estimate expected returns and analyze systematic and unsystematic risks in investment portfolios.
4. **CO 4:** Students will be able to analyze bond investment strategies using duration and immunization concepts, and evaluate portfolio performance using Sharpe, Treynor, Jensen, M^2, and Fama measures.
5. **CO 5:** Students will be able to explain behavioral biases in investment decisions, and apply fundamental and technical analysis tools to analyze the intrinsic value of securities.

❖ Supplementary Readings:

5. Dr. PK Tiwari. Portfolio Management. Laxmi Publications Pvt Ltd. https://research.ebsco.com/c/nweyb6/search/details/ln2za33whn?db=e020mww&isDashboardExpanded=true&limiters=None&q=investment%20portfolio%20managemen

6. Chandra P (2021), *Security Analysis and Portfolio Management*, New Delhi, McGraw Hill
7. Bodie, Kane, Marcus & Mohanty (2022), *Investments*, New Delhi, McGraw Hill
8. P. Pandian, Security Analysis and Portfolio Management, Vikas Publishing House
9. Brown R. (2022),*Investment Analysis and Behaviour*, New Delhi,McGraw Hill
10. Jordon F (2022), *Security analysis and Portfolio Management*, New Delhi,Pearson
11. Alexander, G. J., Sharpe, W. F., & Bailey, J. V. (2001). *Fundamentals of investments*. Pearson Educación.

❖ **List of Journals / Periodicals / Magazines / Newspapers/ etc.:**

The students will have to refer to past issues of the following journals / **links** in order to get relevant information pertaining to the subject.

1. Capital Market
2. Dalal Street Investment Journal
3. Indian Journal of Finance
4. International Journal of Financial Management
5. International Journal of Economics, Finance and Management
6. The Global Journal of Finance and Management
7. Business Standard
8. Finance India
9. The Economic Times
10. Financial Express
11. Business India
12. Business Standard
13. The Economic Times
14. Financial Express

❖ **Suggested theory Distribution**

The suggested theory distribution as per Bloom's taxonomy is as per follow.

Distribution of theory for Course delivery and evaluation					
Remember	Understand	Apply	Analyse	Evaluate	Create
10%	20%	20%	30%	10%	10%

MBA Programme
Semester III
Management of Financial Services

Course Code: **Course Credit: 4**

❖ Introduction:

The financial system enables lenders and borrowers to exchange funds. India has a financial system that is controlled by independent regulators in the sectors of insurance, banking, capital markets and various services sectors. Thus, a financial system can be said to play a significant role in the economic growth of a country by mobilizing the surplus funds and utilizing them effectively for productive purposes.

❖ Course Objectives:

1. To acquaint students with Indian financial system.
2. To develop the skills to run and manage different financial services as a manager/Entrepreneur.
3. To equip the students with the theoretical and practical knowledge of different Non-banking financial services based on fee/asset funds.

❖ Course Duration: 30 Sessions

Course Delivery

Course Delivery and Examination Scheme								
	No of Sessions		**Hours of Study material**			**Examination Scheme**		
Course Credits	**Interactive Sessions**	**Discussion forum**	**e-Tutorials in hours**	**e-Contents in hours**	**Self-study & assessment**	**CSE**	**ESE**	**ETP**
4	12	24	20	20	44	50	50	**NA**

❖ Course Content:

Module No.	Modules/Sub-Modules	No. of Sessions	% Weightage
I	**Financial System**: Introduction & Components of Financial System, Financial System & Economic Growth, Reforms in Financial System, SEBI, RBI, IRDA, Banking & Non-Banking Institutions & its functions	**05**	**20**
II	**Financial Markets**: Meaning, Classification of financial Markets, Money Market, Money Market	**09**	**20**

	Instruments Capital Market, Primary Market, Secondary Market, G-sec Market, Depositories & Custodians		
III	**Retail & Wholesale Banking**: Retail Banking, Corporate/Wholesale banking, Loan syndication & Loan Consortium, Types of Insurance, Financial Inclusion & Microfinance	**05**	**20**
IV	**Financial Services:** Investment Banking, Private Equity, Credit Rating, Factoring and Forfeiting, Mutual Funds	**03**	**20**
V	**New Financial Instruments & Concurrent Issues**: Types of Bonds, Crowd funding, FinTech, Neo Banks, Cryptocurrency, Merchant Bankers.	**03**	**20**

❖ Course Outcomes

At the end of the course the students should be able to:

1. **CO 1:** Ability to understand practical applications of investment and portfolio theories.
2. **CO 2:** Apply skills required to act as financial analyst or consultant having thorough knowledge of financial analysis, risk management, portfolio theory and insurance
3. **CO 3:** Analyse the financial market processes and their factors.
4. **CO 4:** Evaluate different credit instruments and ownership instruments.
5. **CO 5:** Create successful financial decisions at an individual as well as company level.

❖ Supplementary Readings:

1. DR B.K.DAS. Management of Financial Institutios and Services https://research.ebsco.com/linkprocessor/plink?id=db17c8eb-fcfe-3121-9c54-e91b200a187f.
2. Pathak Bharti (2017). *Indian Financial System.* New Delhi Pearson
3. Khan M Y (2016). *Financial Services.* McGraw Hill.

❖ List of Journals / Periodicals / Magazines / Newspapers/ etc.:

The students will have to refer to past issues of the following journals / **links** in order to get relevant information pertaining to the subject.

The students will have to refer to past issues of the following journals in order to get relevant information pertaining to the subject.

1. Indian Journal of Finance
2. Economic Times
3. Business Standard
4. Indian Journal of Finance

- **Suggested theory Distribution**

The suggested theory distribution as per Bloom's taxonomy is as per follow.

Distribution of theory for Course delivery and evaluation					
Remember	Understand	Apply	Analyse	Evaluate	Create
10%	30%	30%	10%	10%	10%

MBA Programme
Semester III
International Finance

Course Code: **Course Credit: 4**

❖ Introduction:

The scope and content of international finance have been fast evolving due to deregulation of financial markets, product innovations, and technological advancements. Exchange rates, foreign currency, international fi nance – they are unavoidable in the global economy. the increased importance being attached to exchange rates is a result of the globalisation of modern business, the continuing growth in world trade relative to national economies, the trend towards economic integration and the rapid pace of change in the technology of money transfer. As capital markets of the world are becoming more integrated, a solid understanding of international finance has become essential for astute corporate decision making. Reflecting the growing importance of international finance as a discipline, sharp increase in the demand for experts in the area in both the corporate and academic worlds.

❖ Course Objectives:

1. To acquaint students with fundamental concepts of International Finance and Exchange Rate Systems and to acquaint students with tools, techniques, and strategies to make international finance related decisions.
2. To illustrate working of currency arbitrage process in global financial markets
3. To accustom students with short-term and long-term Financial Management with International perspective
4. To criticize International Equity and Debt markets around the world.
5. To develop a managerial perspective and an informed decision-marking ability for effective and efficient cash management in multinational firms.

❖ Course Duration: 30 Sessions

Course Delivery

Course Delivery and Examination Scheme								
	No of Sessions		**Hours of Study material**			**Examination Scheme**		
Course Credits	**Interactive Sessions**	**Discussion forum**	**e-Tutorials in hours**	**e-Contents in hours**	**Self-study & assessment**	**CSE**	**ESE**	**ETP**
4	25	11	20	20	44	50	50	**NA**

❖ Course Content:

Module No.	Modules/Sub-Modules	No. of Sessions	% Weightage
I	**International Finance – Overview** Globalization and the Multinational Firm, Major trends and developments, International Monetary System, Exchange rate regimes, International monetary fund, Balance of Payments	05	20
II	**Foreign Exchange Market and Exchange Rate Determination** The Market for Foreign Exchange, Cross-Exchange Rate Quotations, Triangular Arbitrage, The Forward Market, International Parity Relationships, Fisher Effects and Exchange Rate Forecasting	09	20
III	**Currency Derivatives and Foreign Exchange Exposure and Management** Futures and Options on Foreign Exchange, American Option-Pricing and European Option-Pricing, Interest Rate and Currency Swaps Management of Transaction Exposure, Cross-Hedging, Management of Translation Exposure Management of Economic Exposure	05	20
IV	**International Financial Markets** International Banking and Money Market, Types of International Banking Offices International Bond Market, Types of Instruments International Equity Markets	03	20
V	**Financial Management of Multinational Entities** Foreign Direct Investment and Cross-Border Acquisitions, Global Trends in FDI International Capital Structure and Cost of Capital Multinational Capital Budgeting, Cost of Capital in Segmented versus Integrated Markets, Multinational Cash Management	03	20

❖ Course Outcomes

At the end of the course the students should be able to:

1. **CO 1:** Understand foreign exchange market and exchange rates.
2. **CO 2:** Solve Currency arbitrage and Interest rate parity condition holding or not.
3. **CO 3:** Relate how to use foreign exchange derivatives and other techniques to manage foreign exchange exposures of firms.
4. **CO 4:** Judge the issues pertaining to multinational financing and investment decisions.
5. **CO 5:** Develop critical and analytical skills wherein they should be able to make sense out of a mass of information to address relevant issues pertaining to international finance theory.

❖ **Supplementary Readings:**

1. Apte, P. G. (2020). International Financial Management . McGraw Hill Education.
2. Eun, C., Resnick, B., & Chuluun, T. (2021). International Financial Management. Tata McGraw Hill Eduction Pvt. Ltd.
3. Jeevanandam., C. (2020). Foreign Exchange & Risk Management. Sultan Chand & Sons.
4. Vij, M. (2021). International Financial Management Text & Cases. Taxmann.

❖ **List of Journals / Periodicals / Magazines / Newspapers/ etc.:**

The students will have to refer to past issues of the following journals in order to get relevant topic/information pertaining to the subject.

1. Journal of Finance
2. Monetary Economics – ICFAI Journal
3. Money & Finance (ICRA Bulletin)
4. Public Finance
5. Treasury Management – ICFAI Magazine
6. Business Standard
7. The Economic Times
8. Financial Express
9. CFA Reader
10. Finance India

❖ **Suggested theory Distribution**

The suggested theory distribution as per Bloom's taxonomy is as per follow.

Distribution of theory for Course delivery and evaluation					
Remember	Understand	Apply	Analyse	Evaluate	Create
10%	20%	30%	20%	10%	10%

Marketing Electives

MBA Programme
Semester III
Integrated Marketing Communication

Course Code: **Course Credit: 4**

❖ **Introduction:**

In the fast-paced, digitally driven world of modern business, effective communication is key to reaching and engaging target audiences. Welcome to the Integrated Marketing Communication (IMC) course designed specifically for MBA graduates. This dynamic course is carefully curated to equip you with the essential knowledge and skills to thrive in the ever-evolving landscape of marketing and communication. Whether you aspire to excel in marketing management, entrepreneurship, or strategic decision-making, understanding the principles of IMC is vital. Over the duration of this course, you will explore the core concepts of IMC, learn to strategically integrate various communication tools, adapt to changing industry trends, and delve into the intricacies of consumer behaviour and buying decision processes. By the end of this journey, you will be well-prepared to design, execute, and assess comprehensive IMC campaigns that drive success in the contemporary business world.

❖ **Course Objectives**

1. To provide an overview of the range of tools available for Marketing Communications.
2. To provide an understanding of the basic principles of planning and execution in Marketing Communications.
3. To acquaint the students with concepts and techniques in the application for developing and designing an effective advertising and sales promotion program.
4. To develop a managerial perspective and an informed decision-marking ability for effective and efficient tackling of promotional situations.
5. To provide understanding as how to design creative yet well-grounded advertising campaigns that are aligned with corporate objectives, allocated resources, the operating environment and the targeted consumers.

❖ **Course Duration: 30 Sessions**

Course Delivery

Course Delivery and Examination Scheme			
	No of Sessions	**Hours of Study material**	**Examination Scheme**

Course Credits	Interactive Sessions	Discussion forum	e-Tutorials in hours	e-Contents in hours	Self-study & assessment	CSE	ESE	ETP
4	10	20	20	20	44	50	50	**NA**

❖ **Course Content:**

Module No.	Modules/Sub-Modules	No. of Sessions	% Weightage
I	**Introduction to IMC** Introduction to Integrated Marketing Communication, The Marketing Communication Mix: Advertising – Introduction, objectives, types of advertising, Sales Promotion, Direct Marketing, Publicity and Public Relation, Personal Selling	**07**	**20**
II	**Understanding the Communication Process:** Communication Response Hierarchy: AIDA model, Hierarchy of effects model, Innovation Adoption Model, Consumer Involvement: FCB model, The Kim-Lord Model, ELM Model	**07**	**20**
III	Understanding Consumer Behavior: Factors influencing buying behavior, Buying Decision Process, IMC in marketing components.	**05**	**20**
IV	**Planning and Creativity in Advertising** Creative Execution and Design in Print: Elements of Print Advertising, Copywriting Approaches, Design elements in Print Advertising Creative Execution in Broadcast Media: Popular structures of Radio commercials, Guidelines for Television ad Media Planning and Strategy: Print and Support Media: Newspapers, Newspaper Classification, Types of Newspaper Advertising, Buying Newspaper space Magazines – Magazine Classification, Magazine and their audiences, Buying Magazine Space	**05**	**20**
V	**Other Promotional Tools:** Sales Promotion: Introduction, Push & Pull strategies, Direct Marketing: Introduction and Direct Marketing Media, Public Relations & Publicity: Introduction and Types & Tools of Public Relation, Communication in the New Age: Online and Mobile Media	**06**	**20**

Course Outcomes (CO):

1. **CO 1:** Describe the IMC mix and the IMC planning process.
2. **CO 2:** Examine the role of integrated marketing communications in building brand identity, brand equity.
3. **CO 3:** Construct a marketing communications mix to achieve the communications and behavioural objectives of a campaign.
4. **CO 4:** Evaluate the communications effects and results of an IMC campaign to determine its success for a variety of brands.
5. **CO 5:** Design a sales promotion campaign.

❖ **Supplementary Readings:**

1. Allan J. Kimmel. (2005). *Marketing Communication : New Approaches, Technologies, and Styles*. OUP Oxford.
2. Jeanne M. Persuit, & Christina L. McDowell Marinchak. (2016). *Integrated Marketing Communication : Creating Spaces for Engagement*. Lexington Books.
3. Kruti, S. (2016) *Advertising and Integrated Marketing Communication,* New Delhi: Mc Graw Hill.

❖ **List of Journals / Periodicals / Magazines / Newspapers/ etc.:**

The students will have to refer to past issues of the following journals / **links** in order to get relevant information pertaining to the subject.

1. Advertising Express
2. Journal of Advertising Research
3. Journal of Advertising
4. Journal of Marketing
5. Indian Journal of Marketing
6. The Times of India
7. The Strategist (Business Standard)

❖ **Suggested theory Distribution**

The suggested theory distribution as per Bloom's taxonomy is as per follow.

Distribution of theory for Course delivery and evaluation					
Remember	Understand	Apply	Analyse	Evaluate	Create
10%	20%	30%	20%	10%	10%

MBA Programme
Semester III
Sales & Distribution Management

Course Code: **Course Credit: 4**

❖ Introduction:

Sales and Distribution Management remains vital in today's dynamic business landscape, especially with the evolving nature of the Indian market. Sales management is shifting from a product-centric to a service-based approach, driven by the increasing adoption of specialized sales force management software. As knowledge workers become a larger part of the sales force, organizations are rethinking compensation and supervision strategies. Both employee and customer loyalty are now seen as critical factors in achieving business success. The rise of sales force automation and control systems is pushing companies to adopt a more strategic, efficiency-focused perspective on sales management. Simultaneously, distribution and logistics have emerged as key areas for gaining competitive advantage. The presence of multinational giants like Wal-Mart and Carrefour, alongside local players such as Future Group, Reliance, and Birla, has transformed the distribution landscape. This course comprehensively explores the evolving dimensions of sales and distribution, highlighting their strategic importance in modern business operations.

❖ Course Objectives:

1. To make participants familiar with role of sales executives.
2. To analyze decision alternatives in area of sales and distribution management.
3. To make familiarize participants the role of logistics in distribution management.
4. To discuss real life case studies to illustrate different decision situations.

❖ Course Duration: 30 Sessions

Course Delivery

Course Delivery and Examination Scheme								
	No of Sessions		**Hours of Study material**			**Examination Scheme**		
Course Credits	**Interactive Sessions**	**Discussion forum**	**e-Tutorials in hours**	**e-Contents in hours**	**Self-study & assessment**	**CSE**	**ESE**	**ETP**
4	10	20	20	20	44	50	50	**NA**

❖ **Course Content:**

Module No.	Modules/Sub-Modules	No. of Sessions	% Weightage
I	Sales Management: Introduction to sales management, Nature and scope of sales management, Selling Skills And selling strategies, The selling process, Theories of personal selling, personal selling, Managing Sales Information	07	20
II	Sales Force Automation, Sales Organization, Management of sales Territory, Management of sales Quota	07	20
III	Sales force compensation, sales force control, Evaluation of the sales force	05	20
IV	Distribution Management: Introduction of Distribution channel management, Designing Customer – oriented Marketing Channels, Customer-oriented Logistics Management Managing Channel member behaviour, Managing wholesalers and franchisees, Retail Management	05	20
V	Contemporary issues in Sales & Distribution Management. Retail Space Mall Management	06	20

❖ **Course Outcomes**

At the end of the course the students should be able to:

1. **CO 1:** Participants to get familiar with theories of sales management.
2. **CO 2:** Increasing ability to analyze decision alternatives in area of sales and distribution management.
3. **CO 3:** Participants to get familiar with the role and importance of logistics in distribution management.
4. **CO 4:** Due to field visit and real-life case study participants develop analytical ability and decision making in various facets of sales & distribution management.
5. **CO 5:** Course will be useful to start a venture in sales & distribution field

❖ **Supplementary Readings:**

3. GUPTA, S. L. Sales and Distribution Management: Text and Cases with SAP Applications: an Indian Perspective. Bengaluru: Laxmi Publications Pvt Ltd, 2018. Disponível em: https://research.ebsco.com/linkprocessor/plink?id=088cdb0a-cad1-3753-96b5-5a0c9c431eec. Acesso em: 29 abr. 2025.

4. SLIWCZYNSKI, B.; KOLINSKI, A. Controlling Supply Chains: Theory and Practice. Hauppauge, New York: Nova Science Publishers, Inc, 2016. Disponível em: https://research.ebsco.com/linkprocessor/plink?id=1e1e6009-5cdc-3f35-b0ae-12d1b1b9203f. Acesso em: 29 abr. 2025.

❖ **List of Journals / Periodicals / Magazines / Newspapers/ etc.:**

The students will have to refer to past issues of the following journals / **links** in order to get relevant information pertaining to the subject.

1. Asian Case Research Journal
2. Indian Journal of Business Management
3. Journal of Marketing
4. Journal of Retail Management
5. Journal of Logistics & Supply Chain Management

❖ **Suggested theory Distribution**

The suggested theory distribution as per Bloom's taxonomy is as per follow.

Distribution of theory for Course delivery and evaluation					
Remember	Understand	Apply	Analyse	Evaluate	Create
10%	20%	30%	20%	10%	10%

MBA Programme
Semester III
Product and Brand Management

Course Code: **Course Credit: 4**

❖ Introduction:

The Product management part of this course aims to make students understand competition at product and level. Two broadly important aspects namely Product Management from competition point of view and Product Management from New Product Development and Innovation point of view are to be covered in the course.

Brand management is the science of crafting and sustaining a brand. This means defining the brand, positioning the brand, and delivering the brand value constantly. Branding creates customer commitment to your business. A robust brand differentiates its products from the competitors and gives your business a leg up on the others, allowing you to increase sales and grow your business.

A brand connects the four crucial elements of an enterprise- customers, employees, management and shareholders. Brand is nothing but an assortment of memories in customers mind. A strong brand is a state of mind that taps into an emotion of your customers — and those emotions fuel consumerism. Creating that feeling in the mind of the customer when they see your brand marks a huge win for your brand.

❖ Course Objectives:

1: To equip the students with the various dimensions of product management such as product-line decisions, product platform and product life cycle)
2: To provide a framework to understand the new product development process
3: To understand Product Managers roles and responsibilities; organization boundaries and interfaces
4: To explore the various issues related to Brand Management and to enhance the understanding and appreciation of this important intangible strategic asset including brand associations, brand identity, brand architecture, leveraging brand assets, brand portfolio management etc.)
5: To develop familiarity and competence with the strategies and tactics involved in building, leveraging and defending strong brands in different sectors.
6: To develop an understanding towards the latest developments made in branding strategies over time and geographic boundaries to maximize brand equity

❖ Course Duration: 30 Sessions

Course Delivery

Course Delivery and Examination Scheme								
	No of Sessions		Hours of Study material			Examination Scheme		
Course Credits	**Interactive Sessions**	**Discussion forum**	**e-Tutorials in hours**	**e-Contents in hours**	**Self-study & assessment**	**CSE**	**ESE**	**ETP**
4	10	10	20	20	44	50	50	**NA**

❖ **Course Content:**

Module No.	Modules/Sub-Modules	No. of Sessions	% Weightage
I	Introduction to Product Management in theory and practice: Product Management Concepts and the role of product manager The Product Life Cycle (PLC) in theory and practice: PLC analysis, Extended PLC, Managerial Implications, Criticism and Operationalizing of PLC Product portfolios: Concept and Shell's Directional Policy Matrix	**06**	**20**
II	New Product Development Process: The importance, nature and management of new product development process, Commercialization, Test Marketing, Managing Growth, Managing Mature Product	**07**	**20**
III	Branding & Brand Management: Branding challenges and opportunities, the concepts of Brand Equity, Brand Positioning, Positioning Guidelines, Defining a Brand Mantra and Brand Associations, Using Brand Elements to create brand equity.	**07**	**20**
IV	Designing Marketing Programmes to Build Brand Equity: Leveraging Secondary Brand Associations, E-branding – branding in digital era, Conducting Brand Audit, Brand tracking studies, Brand Equity Management System Measuring Sources of Brand Equity: Qualitative and Quantitative approaches Brand Equity measurement approaches Comparative, Holistic and Brand Valuation Methods	**05**	**20**
V	Growing and Sustaining Brand Equity: Designing and Implementing Branding Strategies - Brand Architecture & Brand Hierarchy Launching Brand Extensions Products - Advantages & Disadvantages, how consumers evaluate brand extensions, Managing brands overtime – reinforcing and revitalizing of brands Managing Brands over Geographic Boundaries geographic boundaries	**05**	**20**

❖ **Course Outcomes**

At the end of the course the students should be able to:

1. **CO1:** Understand the basic concepts in product management, various product levels and different types of product-mix decision. Use product life cycle to understand how a firm manages its product mix.
2. **CO2:** Evaluate the importance of new product development processes and explore the unique product market dynamics in the context of the emerging Indian market.
3. **CO3:** Gain knowledge on branding, brand equity, customer-based brand equity and its applications. Identifying and establishing brand positioning and how leveraging secondary associations require the company to relinquish some control over the branding process.
4. **CO4:** Create an understanding of analytics dashboards as a tool for monitoring performance and the implications of brand investments and describe effective qualitative research techniques for tapping into consumer brand knowledge
5. **CO5:** Managing brand equity over time in the face of external and internal pressures on a brand and understanding global branding strategies.

❖ **Supplementary Readings:**

1. SOTIRIS T. LALAOUNIS. Strategic Brand Management and Development : Creating and Marketing Successful Brands. London: Routledge, 2021.
2. U C MATHUR. BRAND MANAGEMENT TEXT & CASES. Bengaluru: Laxmi Publications Pvt Ltd, 2021.
3. Keller, K. L., Parmeswaran, M.G., and Jacob, I. (2020), *Strategic Brand Management —Building, Measuring, And Managing Brand Equity*. Pearson Education.
4. Panda, T. K (2016), *Product & Brand Management*. Oxford University Press,

❖ **List of Journals / Periodicals / Magazines / Newspapers/ etc.:**

The students will have to refer to past issues of the following journals / **links** in order to get relevant information pertaining to the subject.

1. The Economic Times (Brand Equity)
2. The Journal of Product and Brand Management
3. The IUP Journal of Brand Management
4. afaqs! Reporter
5. Harvard Business Review
6. Indian Journal of Marketing
7. Indian Management

❖ **Suggested theory Distribution**

The suggested theory distribution as per Bloom's taxonomy is as per follow.

Distribution of theory for Course delivery and evaluation					
Remember	Understand	Apply	Analyse	Evaluate	Create
10%	20%	20%	20%	10%	20%

MBA Programme
Semester III
Digital Marketing

Course Code: **Course Credit: 4**

❖ Introduction:

Digital marketing is the art of strategically leveraging online platforms to meet the ever-evolving needs of customers, enhance livelihoods, and contribute to the global community. In the early days, marketing efforts were documented on physical media, and today, they thrive in the digital realm. The vast reservoir of customer transaction and interaction data has opened doors to profound analysis and insights, thanks to specialized tools and techniques. This transformation, blending traditional quantitative methods with cutting-edge analytics, has given rise to the field of digital marketing.

❖ Course Objectives:

1. To learn fundamentals of digital marketing platforms
2. To understand the principles of SEO and its role in increasing website visibility.
3. To understand concepts of Search Engine Marketing and how they enhance online presence.
4. To understand concepts of Social Media Optimization and how they enhance marketing efforts.
5. Evaluate email and mobile marketing strategies, including segmentation, targeting, and content creation.

❖ Course Duration: 30 sessions

Course Delivery

Course Delivery and Examination Scheme								
	No of Sessions		Hours of Study material			Examination Scheme		
Course Credits	Interactive Sessions	Discussion forum	e-Tutorials in hours	e-Contents in hours	Self-study & assessment	CSE	ESE	ETP
4	10	20	20	20	44	50	50	**NA**

❖ Course Content:

Module No.	Modules/Sub-Modules	No. of Sessions	% Weightage

I	**Introduction to Digital Marketing**: ● The changing face of advertising ● The technology behind digital marketing ● Concept of digital marketing and tools of digital marketing ● Your website –The hub of digital marketing world ● Building an effective website ● Choosing your domain name ● Effective Web Content ● Agency structures – an inside look at various s kinds of agencies.	**07**	**20**
II	**Web Search Engine Optimization (SEO)** ● What are Search Engines and Basics? ● How Search Engines works? ● SEO techniques and tools ● What is keyword? ● What is Keyword Density? ● Keywords Research and Analysis	**07**	**20**
III	**Social Media Optimization (SMO)** ● What is social media and its types ● How can social media help business? ● The key Social Media tools and networks ● Establishing your online identity and using it or marketing ● Social Media Training: Blogging and Microblogging ● Reasons and methods of blogging ● The main types of blog post **Content Marketing** ● Research methods for writing quality, timely content	**07**	**20**

	• Engaging your audience with video and other tools		
IV	**Search Engine Marketing (SEM)** • SEM – definition and tools • Google PPC Campaigns • LinkedIn Campaigns • Facebook Campaign • YouTube Advertising • Twitter Advertising	**06**	**20**
V	**Email & Mobile Marketing** • Creating & Managing email campaign • Use of Mobile apps for marketing • Content for mobile marketing • Security and privacy issues for mobile marketing	**03**	**20**

❖ **Course Outcomes**

At the end of the course the students should be able to:

1. **CO 1:** 1. Explain how different digital marketing platforms work and their relevance in contemporary marketing strategies.
2. **CO 2:** Apply SEO techniques to optimize web content for better search engine ranking.
3. **CO 3:** Analyse the effectiveness of different SMO and SEM strategies in specific marketing campaigns.
4. **CO 4:** Analyse the effectiveness of SEM strategies in specific marketing campaigns.
5. **CO 5:** Create effective email and mobile marketing campaigns based on the analysis, incorporating best practices for engagement and conversion.

❖ **Supplementary Readings:**

1. DR. SUNIL KUMAR. Digital Marketing. [N.p.]: Laxmi Publications Pvt Ltd, 2023. Disponível em: https://research.ebsco.com/linkprocessor/plink?id=13fc8603-352f-3ce3-9667-b936d0a1d65f.

2. KUMAR, S. Digital Marketing Insights. [S.l.]: Astral International Pvt Ltd, 2020. Disponível em: https://research.ebsco.com/linkprocessor/plink?id=f1f45b3b-a090-3548-96ad-a753b05893e4

3. ROBERT W. BLY. The Digital Marketing Handbook : A Step-By-Step Guide to Creating Websites That Sell. Irvine, California: Entrepreneur Press, 2018. Disponível em: https://research.ebsco.com/linkprocessor/plink?id=daaf36d7-6222-349b-beee-c94dcc0321a7.

❖ **List of Journals / Periodicals / Magazines / Newspapers/ etc.:**

The students will have to refer to past issues of the following journals / **links** in order to get relevant information pertaining to the subject.

1. Sage Journals. Asian Journal of Management Cases. Ecopy
2. AIMS International Journal of Management. Ecopy
3. Journal of Interactive Marketing. Ecopy

❖ **Suggested theory Distribution**

The suggested theory distribution as per Bloom's taxonomy is as per follow.

Distribution of theory for Course delivery and evaluation					
Remember	Understand	Apply	Analyse	Evaluate	Create
10%	20%	30%	20%	10%	10%

HR Electives

MBA Programme
Semester III
Talent Management (TM)

Course Code: **Course Credit: 4**

❖ Introduction:

Talent Management is a strategic discipline within Human Resource Management that focuses on attracting, developing, motivating, and retaining high-performing employees. This course equips students with the knowledge and skills necessary to manage talent in alignment with organizational goals. Through an understanding of workforce planning, employer branding, competency mapping, learning and development, performance management, and succession planning, students will explore how effective talent strategies drive competitive advantage in today's dynamic business environment. The course blends theoretical frameworks with real-world applications to prepare students for HR leadership roles in diverse industries.

❖ Course Objectives:

1. To explain the significance of talent management in achieving organizational effectiveness and competitive advantage.
2. To evaluate methods for forecasting talent needs, sourcing, attracting, and selecting the right talent for various roles.
3. To examine innovative practices to enhance employee engagement, job satisfaction, and retention, particularly among high-potential and critical talent.

❖ Course Duration:

Course Delivery

Course Delivery and Examination Scheme								
	No of Sessions		**Hours of Study material**			**Examination Scheme**		
Course Credits	**Interactive Sessions**	**Discussion forum**	**e-Tutorials in hours**	**e-Contents in hours**	**Self-study & assessment**	**CSE**	**ESE**	**ETP**
4	10	20	20	20	44	50	50	**NA**

❖ Course Content:

Module No.	**Modules/Sub-Modules**	**No. of Sessions**	**% Weightage**
I	**Talent Management: An Introduction** Rise & Evolution of Talent Management, Theory, method & data of Talent Management, **Talent Management- Definitions & framework**	**07**	**20**

	Definitions, Frameworks, Talent Management & HRM,		
II	**A Kaleidoscope of Talent conceptualizations** Constructed concept of talent, Talent as influenced by stakeholders, Talent & individual, Talent & designated roles & positions	**04**	**20**
III	**Talent Identification** Approaches, Individualistic approach, Systematic approach, Decision points	**07**	**20**
IV	**Talent Development** Approaches, mechanism to pursue goals, Impact of Talent Management, definitions & Perspectives.	**06**	**20**
V	**Future scope of Talent Management** Role of talent management, future of work & talent management, Rise of GIG workforce,	**04**	**20**

❖ **Course Outcomes**

At the end of the course the students should be able to:

1. **CO 1:** To explain the purpose and importance of talent management in organizations.
2. **CO 2:** To apply talent acquisition, development, and retention strategies in practical business scenarios.
3. **CO 3:** To analyze the effectiveness of talent management practices in different organizational contexts.
4. **CO 4:** To assess the impact of employee engagement and retention strategies on organizational performance.
5. **CO 5:** To design a basic talent management framework or plan for a specific organization

❖ **Supplementary Readings:**

12. Anthony McDonnell & Sharna Wiblen (2021). Talent Management- A research overview, Routledge

13. Larry Israelie, Tools for Talent Management: Strategies for Success From Six Leading Companies, ASTD Press

❖ **List of Journals / Periodicals / Magazines / Newspapers/ etc.:**

The students will have to refer to past issues of the following journals / **links** in order to get relevant information pertaining to the subject.

1. Edward E. Lawler Reinventing Talent Management (2017). Principles and Practices for the New World of Work, Oakland: Berrett-Koehler Publishers.
2. Marian Thunnissen, Eva Gallardo-Gallardo Talent Management in Practice : An Integrated and Dynamic Approach, Bingley : Emerald Publishing Limited.

❖ Suggested theory Distribution

The suggested theory distribution as per Bloom's taxonomy is as per follow.

Distribution of theory for Course delivery and evaluation					
Remember	Understand	Apply	Analyse	Evaluate	Create
10%	30%	20%	20%	10%	10%

MBA Programme
Semester III
Training & Development

Course Code: **Course Credit: 4**

❖ Introduction:

Over the last three decades or so, training has acquired a significant position in the world of business and Industry. With increased recognition of the need for training, there has been a substantial increase in the demand of training professionals capable of managing training and development activities. The course on training and development is basically designed to cater to this need only. Further, managing training and development activity requires identification of training need from individual, task and organization perspective. Designing training program also requires the manager to understand the basic learning style of the trainees. The manager can decide suitable training program and methods only by considering their relevance to the learning style of trainees. With the advancement of technology, training program is often designed through online program and so designing them is altogether different. Finally, the course also equips the manager with the skill of judging the effectiveness of the training program. Attempts are also been made to orient the managers with the skill of coordinating various development programs through inculcating the skill of performance counseling, coaching, mentoring, career development etc.

❖ Course Objectives:

1. Manage training and development functions.
2. Design a training program.
3. Judge the effectiveness of a training program.
4. Plan development of employee through career management

❖ Course Duration: 30 Sessions

Course Delivery

Course Delivery and Examination Scheme								
	No of Sessions		Hours of Study material			Examination Scheme		
Course Credits	Interactive Sessions	Discussion forum	e-Tutorials in hours	e-Contents in hours	Self-study & assessment	CSE	ESE	ETP
4	10	20	20	20	44	50	50	**NA**

❖ Course Content:

Module No.	Modules/Sub-Modules	No. of Sessions	% Weightage
I	**Training & Development**: Concept and Features Meaning and difference: Learning, Training & Development; Strategic Training; Learning and Theories and Program Design	**06**	**20**
II	**Need Assessment and Design**: Training Needs Assessment: Organizational Analysis, Person analysis, Task analysis; Training Design: Training objectives, Resources, Motivation	**09**	**20**
III	**Implementation and Evaluation**: Implementation of Training Program: Training Methods; Training Transfer: Factors affecting training transfer, Training Evaluation: Reaction, Learning, Behavior and Result	**06**	**20**
IV	**Trends in Training and Development**: Training and learning analytics; Innovative training methods; Learner's agility	**04**	**20**
V	**Coaching and Counselling**: Methods- Management Syndicate- In basket- Sensitivity- Counselling- Special projects- Committee assignments- Conferences- Management games	**05**	**20**

❖ **Course Outcomes**

At the end of the course the students should be able to:

1. **CO 1:** To explain training management processes with references to different business strategies
2. **CO 2:** To undertake training need analysis in a corporate set up.
3. **CO 3:** To make the student understand the process of designing training objectives.
4. **CO 4:** To sensitize students with the categories of training methods in terms of trainees' maturity.
5. **CO 5:** To provide practical guidance transferring training from training center to the workplace

❖ **Supplementary Readings:**

1. Noe and Kodwani, Employee Training and Development, Mc Graw Hill Education
2. Piskurich, Beckschi & Hall, The ASTD Handbook of Training and Design and Delivery, TMG Hill Agochiya, Devendra, Every Trainers Handbook, Sage Publications

3. The Ultimate Guide to Counselling, Coaching and Mentoring- The Handbook of Coaching Skills and Tools to Improve Results and Performance of your team, Aiden Sisko
4. B.Taylor & G.Lippitt: MANAGEMENT DEVELOPMENT AND TRAINING HANDBOOK.

❖ **List of Journals / Periodicals / Magazines / Newspapers/ etc.:**

The students will have to refer to past issues of the following journals / **links** in order to get relevant information pertaining to the subject.

1. Human Resource Development Quarterly
2. Human Resource Development International (HRDI) Publisher: Taylor & Francis
3. European Journal of Training and Development Publisher: Emerald
4. Advances in Developing Human Resources Publisher: Sage
5. Training Magazines Website: trainingmag.com
6. HR Magazine (by SHRM) Website: shrm.org/hr-today/news/hr-magazine

❖ **Suggested theory Distribution**

The suggested theory distribution as per Bloom's taxonomy is as per follow.

Distribution of theory for Course delivery and evaluation					
Remember	Understand	Apply	Analyse	Evaluate	Create
10%	20%	30%	20%	10%	10%

MBA Programme
Semester III
Managing Industrial Relations & Labour Laws (MIR&LL)

Course Code: **Course Credit: 4**

❖ Introduction:

This course provides an in-depth understanding of the dynamic relationship between employers, employees, and trade unions within the framework of industrial relations. It explores the evolution, structure, and functioning of industrial relations systems in India, emphasizing the legal context governing the world of work. The course focuses on key labour laws that regulate employment conditions, dispute resolution, collective bargaining, and social security. By integrating theoretical foundations with real-world case studies, students will develop a practical appreciation of how industrial relations and labour legislations influence HR policies, workplace harmony, and organizational performance in both public and private sectors.

❖ Course Objectives:

1. To develop insights into the nature and evolution of industrial relations systems.
2. To familiarize students with key labour legislations and their practical applications.
3. To understand the roles of trade unions, employers, and government in maintaining industrial harmony.
4. To analyze industrial disputes and the mechanisms for their resolution.

❖ Course Duration:30 Sessions

Course Delivery

Course Delivery and Examination Scheme								
	No of Sessions		**Hours of Study material**			**Examination Scheme**		
Course Credits	**Interactive Sessions**	**Discussion forum**	**e-Tutorials in hours**	**e-Contents in hours**	**Self-study & assessment**	**CSE**	**ESE**	**ETP**
4	10	20	20	20	44	50	50	**NA**

❖ Course Content:

Module No.	**Modules/Sub-Modules**	**No. of Sessions**	**% Weightage**

I	Industrial Relations-Concepts & Perspectives Industrial Disputes Act, 1947	**06**	**20**
II	Trade Union Act, 1926 Contract Labour (Regulation & Abolition) Act, 1970	**08**	**20**
III	Sexual harassment of women in workplace Factories Act, 1948	**05**	**20**
IV	Bombay Shops & Establishments Act, 1948 Child Labour (Prohibition & Regulation) Act, 1986	**04**	**20**
V	Maternity Benefit Act, 1961 Collective Bargaining	**02**	**20**

❖ Course Outcomes

At the end of the course the students should be able to:

1. **CO 1:** To understand the fundamental concepts, evolution, and significance of industrial relations in the Indian context.
2. **CO 2:** To explain the structure, objectives, and functioning of trade unions and their role in collective bargaining.
3. **CO 3:** To interpret key labour laws related to wages, working conditions, social security, and dispute resolution.
4. **CO 4:** To analyze causes of industrial disputes and evaluate mechanisms such as conciliation, arbitration, and adjudication.
5. **CO 5:** To apply relevant labour law provisions to workplace situations to ensure compliance and ethical HR practices.
6. **CO 6:** To critically assess the impact of industrial relations practices and labour legislation on employee relations and organizational performance.

❖ Supplementary Readings:

1. P.K Padhi (2017). Labour & Industrial Laws, PHI, Latest edition
2. Sinha, Sinha & Shekhar - Industrial Relations, Trade Unions & Labour Legislation Pearson, Latest edition
3. Venkata Ratnam-Industrial Relations, Oxford, Latest edition

❖ List of Journals / Periodicals / Magazines / Newspapers/ etc.:

The students will have to refer to past issues of the following journals / **links** in order to get relevant information pertaining to the subject.

9. Journal of Multidisciplinary Research and Development
10. West Science Law and Human Rights

11. https://www.indiancurrents.org/article-indian-trade-unions-at-crossroads-jose-vattakuzhy-2442.php
12. https://nptel.ac.in/courses/110103506

❖ **Suggested theory Distribution**

The suggested theory distribution as per Bloom's taxonomy is as per follow.

Distribution of theory for Course delivery and evaluation					
Remember	Understand	Apply	Analyse	Evaluate	Create
10%	30%	20%	20%	10%	10%

MBA Programme
Semester III
Compensation Management

Course Code: **Course Credit: 4**

❖ **Introduction:**

❖ Compensation Management is designed to provide you with a comprehensive understanding of compensation principles, strategies, and practices within the context of human resource management. Compensation plays a crucial role in attracting, retaining, and motivating talent, making it a critical aspect of organizational success. It is aimed to integrate compensation with broader total rewards strategies, considering benefits, incentives, and non-monetary rewards to create a comprehensive employee value proposition. As a HR manager one need to address compensation challenges such as pay equity, globalization, and evolving workforce expectations.

❖ **Course Objectives:**

1. To provide insights into innovations & strategic choices in the field of Compensation.
2. To enable students learn major compensation issues in the context of current theory, research and practice.
3. To promote understanding of issues related to the compensation or rewarding Human Resources in the Corporate Sector, public services and other forms of organizations.
4. To impart skills in designing, analysing and restructuring compensation packages related systems, policies and strategies.

Course Duration: 30 Sessions

Course Delivery

Course Delivery and Examination Scheme								
	No of Sessions		**Hours of Study material**			**Examination Scheme**		
Course Credits	**Interactive Sessions**	**Discussion forum**	**e-Tutorials in hours**	**e-Contents in hours**	**Self-study & assessment**	**CSE**	**ESE**	**ETP**
4	10	20	20	20	44	50	50	**NA**

❖ Course Content:

Module No.	Modules/Sub-Modules	No. of Sessions	% Weightage
I	Wage & Salary Administration Concept of wages & salary, Theories of Wages; Types of wages; Components of wages; Factors determining wages, Principles of wage administration, Wage fixation methods; Rewards, incentives & Fringe benefits, Types of incentive plans & their merits & demerits Compensation management – An Introduction: Compensation Management, Compensation and Non-compensation Dimensions, 3-P Concept in Compensation Management, Compensation as Retention Strategy, Significant Compensation Issues.	**8**	**20%**
II	Principles of Equal Pay for Equal work: Job evaluation – Definition - objectives- principles – methods, ranking, classification, Factor Comparison method and Point method of job evaluation Compensation Structure: Concept of Salary Structure, Salary Progression, Wage fixation – flat rate, merit rate, wage surveys. Salary Progression, Methods of Payment, Limitations of Job-Related Compensation - incentive plans for Blue Collar employees, White Collar employees.	**8**	**20%**
III	Benefits and Services: Concept and Nature of Benefits, Classification of Employee Benefits, Employee Benefit Programs, Long term Incentive plans, Strategic Perspectives on Benefits, Factors Influencing Choice of Benefit Program, , Employee Services – Designing a Benefit Package - why executives are paid more Challenges of Compensation Concepts of - Performance based compensation, skill-based pay Vs. Job based pay, Competency Based Pay, pay secrecy.	**8**	**20%**
IV	Social Security Laws- Laws Relating to Workmen's Compensation, Employee's State Insurance, Provident Fund, Gratuity and Maternity Relief. Wages and Bonus Laws- The Law of Minimum Wages, Payment of Wages, Payment of Bonus. Objectives and scope of these Laws. Equal Remuneration Act, Income tax Act related to salaried professionals.	**7**	**20%**
V	Rewards & Recognition: Concept of Reward Management, Developing Reward Policies, Reward Strategy, Developing Total Reward Approach, Reward Management in Service Sector, Total Reward Framework of Service Industries in	**4**	**20%**

	India, Process of Designing a Successful Reward Strategy The Impact of seventh pay scale on Central and State Government.		

❖ Course Outcomes

At the end of the course the students should be able to:

1. **CO 1:** Analyze various job roles within an organization to determine appropriate compensation levels based on job evaluation methods and market data.
2. **CO 2:** Evaluate the effectiveness of compensation strategies in attracting, retaining, and motivating employees, considering factors such as pay equity and employee satisfaction.
3. **CO 3:** Develop comprehensive compensation packages, including base pay, incentives, and benefits, aligned with organizational objectives and industry best practices.
4. **CO 4:** Integrate compensation management principles with broader HR strategies to create a total rewards approach that enhances employee engagement and supports organizational success.
5. **CO 5:** Analyze various job roles within an organization to determine appropriate compensation levels based on job evaluation methods and market data.
6. **CO 6:** Evaluate the effectiveness of compensation strategies in attracting, retaining, and motivating employees, considering factors such as pay equity and employee satisfaction.

❖ Supplementary Readings:

1. Singh, B. D. (2007). Compensation and reward management. Excel Books India.
2. Kapoor, N. D. (2020). Elements of Mercantile Law, ND Kapoor, 38th e, 2020. Sultan Chand & Sons.
3. Bhattacharyya, D. K. (2009). *Compensation management*. Oxford University Press.
4. Snell, S., Bohlander, G. W., & Bohlander, G. (2010). *Principles of human resource management* (Vol. 1, No. 1). Mason, OH, USA: South-Western Cengage Learning.
5. Henderson, R. I. (2003). Compensation management in a knowledge-based world.

❖ List of Journals / Periodicals / Magazines / Newspapers/ etc.:

The students will have to refer to past issues of the following journals in order to get relevant information pertaining to the subject.

1. HRM Review
2. Human Capital
3. Compensation & Benefits Review
4. The journal of Industrial Relations

❖ **Suggested theory Distribution**

The suggested theory distribution as per Bloom's taxonomy is as per follow.

Distribution of theory for Course delivery and evaluation					
Remember	Understand	Apply	Analyse	Evaluate	Create
10%	30%	20%	20%	10%	10%

MASTER OF BUSINESS ADMINISTRATION (ONLINE)

SYLLABUS

SEMESTER 4

MBA Programme
Semester IV
Managing Startup

Course Code: **Course Credit: 4**

Introduction:
Managing start up enhances the entrepreneurial knowledge and skills. This subject deals with the study of entrepreneurial behaviour, dynamics of business, business plan, marketing and financial plans and its development and expansion of venture. Entrepreneurship is characterized by the process of recognizing opportunities to build a new product, service, or process and finding necessary resources to exploit the opportunity and improving the lifestyle of people.
It is important because it drives economic growth and creates new job. Encourages innovation by bringing new ideas, products, and services to the market. Contributes to social change by developing products or services that reduce people's dependence on outdated technologies.

Course Objectives:
1. To help students to understand challenges of starting & managing startups and new venture.
2. To frame & develop start up strategies & problems pertaining to growth & marketing issues.
3. To provide an overview of various types of entrepreneurships.

Course Duration:
The course duration is of 30 sessions of 60 minutes each.

Course Delivery

Course Delivery and Examination Scheme								
	No of Sessions		**Hours of Study material**			**Examination Scheme**		
Course Credits	**Interactive Sessions**	**Discussion forum**	**e-Tutorials in hours**	**e-Contents in hours**	**Self-study & assessment**	**CSE**	**ESE**	**ETP**
4	10	20	20	20	44	50	50	**NA**

2. **Course Content:**

Module No.	**Modules/Sub-Modules**	**No. of Sessions**	**% Weightage**

I	Fundamentals of Entrepreneurship: Evolving Concept, Nature & Development of Entrepreneurship Entrepreneurial Process- Identify & Evaluate the opportunity, Develop a business plan, Determine resources, Manage Enterprise. • Types of Entrepreneurs: Professional Vs. Family Entrepreneurs, Entrepreneurship Vs. Intrapreneurship, Entrepreneurship vs Inventors.	**6**	**20**
II	Creativity & Business idea: Sources of new ideas, Methods of generating ideas, Characteristics of Creative people, Blocks to creativity • Idea to opportunity: Definition, Opportunity Recognition, Opportunity Process, Steps involved in assessing business potential of an idea & tapping opportunities	**5**	**20**
III	Business Plan: Writing a business plan, Using & Implementing the Business plan Marketing Plan of New venture • Insights from financial Statements	**4**	**20**
IV	Financing Venture: Sources of Finance, Seed funding, Venture Capital, Term loan, Short term & long-term finance, Funding opportunities for start-ups in India (DSIR, SIDBI, IDBI) •	**8**	**20**
V	Current Trends in Entrepreneurship: Women Entrepreneurship Social Entrepreneurship Tourism Entrepreneurship • Agri-Preneurship	**12**	**20**

Course Outcomes

At the end of the course the students should be able to:

1.	**CO 1:**	Students will understand the business idea market potential for the product or service. Students will evaluate which Skills required in preparing business plan. Students will conduct project feasibility study.
2.	**CO 2:**	Identify viable business opportunities and assess their potential using market research, feasibility studies, and risk analysis.
3.	**CO 3:**	Design effective business models (e.g., Business Model Canvas) and write comprehensive business plans that outline key components such as value proposition, customer segments, revenue streams, and cost structures.
4.	**CO 4:**	Understand various funding sources (bootstrapping, angel investors, venture capital, crowdfunding) and prepare effective investor pitches.
5.	**CO 5:**	Gain awareness of the legal aspects of startups, including company

		registration, intellectual property rights, taxation, and compliance requirements

4. **Supplementary Readings:**

1. Hisrich, Robert D., Peters, Michael P., She[herd, Dean A., (2008). Entrepreneurship (7th Ed). Boston: McGraw-Hill
2. Donald F. Kuratko, Richard M. Hodgetts. (2007). Entrepreneurship: Theory, Process, Practice, Thomson South-Western
3. Rajeev Roy. (2012) Entrepreneurship. Oxford University Press.
4. Vasant Desai (1991) Entrepreneurship Development. Himalaya. Publishing House.
5. Martha Corrales-Estrada, Innovation and entrepreneurship: A new mindset for emerging markets, , First edition. Bingley, UK: Emerald Publishing Limited. 2019
6. BarCharts Publishing, Inc,Entrepreneurship, Quick Study Reference Guides. 2015.
7. Brian Tracy, Entrepreneurship: How to Start and Grow Your Own Business New York: G&D Media. 2019.

List of Journals / Periodicals / Magazines / Newspapers/ etc.:
The students will have to refer to past issues of the following journals / **links** in order to get relevant information pertaining to the subject.

1. The Journal of Entrepreneurship
2. Business Standard, The Economic Times, Financial Express

5. **Suggested theory Distribution**

The suggested theory distribution as per Bloom's taxonomy is as per follow.

Distribution of theory for Course delivery and evaluation					
Remember	Understand	Apply	Analyse	Evaluate	Create
10%	10%	10%	20%	10%	40%

MBA Programme
Semester IV
Capstone Project (Industry Internship Program)

Course Code: **Course Credit: 8**

Introduction:

Technological advances have led to vast amounts of data that has been collected, compiled, and archived, and that is now easily accessible for research. Comprehensive Project is a sector specific work of independent research and analysis undertaken by a student as a project and submitted as a written document under the guidance of a subject expert. In a sense, it sums up the student's overall conceptual application & practical exposure in the MBA programme.

Comprehensive Project gives the students an opportunity to

- Independently apply theoretical and practical knowledge to real life problems.
- Critique the existing wisdom and formulate new ideas and solutions.
- Develop the skills of critical enquiry that differentiates a proactive manager from a reactive one.

The satisfactory completion of the Comprehensive Project is part of the requirement to qualify for the MBA.

Comprehensive Project research ideally has three basic components:

1. Analysis of the available literature relating to the subject under study
2. Systematic collection and analysis of data , given a research design
3. Writing a well-structured research report.

Students may select either of the following 3 categories of the project:-

1. ***A Specific Topic Project*** –Student have to select a topic based on his/her area of interest / specialization / product choice. An in-depth analysis on it based on literature review and primary / secondary study can be done.
2. ***A Business Process re-engineering Project*** –The students are required to work in a company of their choice. Project will be based on the portfolio / work given by the organization. It could be an investigation of tasks / problems in the department / work allotted. It may be based on primary / secondary study.
3. ***A Business Plan Project*** –Students have to work on a startup plan, and make a project considering the choice of product / Service, feasibility study, financial plan, target market, pricing, import/ export etc.

1. General Rules

- ***Number of Students in a group***

This project has to be done mandatorily in a group of two students for one project report. More than 2 is not allowed in one group. Faculty mentors will be allocated for each project.

- ***Association with the company***

Since the Comprehensive Project is a part of Research, it can be a part of any specific organization / company / Industry. But it is not necessary to work in the company/organization. However, the student is expected to carry out research work.

- ***Problem Identification***

Problem identification for any organization is not mandatory. But the students must find out the general / specific problems of the company / industry and give practical suggestions to overcome these problems.

- ***Tenure of project*** **–** The project will be part of the 3rd and 4th sem of the MBA programme. Final submission will be due at the starting of 4th sem.

- ***Evaluation***

The performance will be judged by the panel of faculty members constituted by 'The committee' at the Institute. Evaluation committee may suggest revision or improvisation or re-submission of project work. Candidates need to defend proposed research objectives and research proposals. There will be an equal weightage of 50% for internal as well as external evaluation.

- ***Summary of Evaluation***

Internal Evaluation		**External Evaluation**	
	Marks		Marks
• Research Proposal Defence viva • Mid Review Viva • Internal Viva • CEC	100	External viva	100
		Total	**200**

Finance Elective

MBA Programme
Semester IV
Mergers & Acquisitions/Corporate Restructuring

Course Code: **Course Credit: 4**

1. Introduction:

Mergers and Acquisitions (M&A) refer to the consolidation of companies or assets through various forms of financial transactions. A merger involves the combination of two companies to form a single new entity, while an acquisition occurs when one company takes over another, absorbing its operations and assets.
M&A activities are strategic decisions taken by companies to achieve various objectives, such as expanding market share, entering new markets, gaining competitive advantages, accessing new technologies, or achieving operational efficiencies. These transactions play a significant role in shaping the corporate landscape and are often driven by economic, technological, regulatory, and competitive factors.
Understanding M&A is essential for business leaders, financial professionals, and policymakers, as such transactions can have profound impacts on employees, shareholders, customers, and the broader economy.

2. Course Objectives:

4. To evaluate the various characteristics of each type of corporate restructuring
5. To design the control mechanisms and defense techniques adopted by corporate
6. To develop the process of deal structuring, payment methods, and other regulatory norms
7. To evaluate the post-merger integration aspects and cross-border acquisitions
8. To discuss cases of key acquisitions, mergers, and de-mergers with respect to strategic considerations and financial implications

3. Course Duration:

Course Delivery

Course Delivery and Examination Scheme								
	No of Sessions		Hours of Study material			Examination Scheme		
Course Credits	Interactive Sessions	Discussion forum	e-Tutorials in hours	e-Contents in hours	Self-study & assessment	CSE	ESE	ETP
4	10	20	20	20	44	50	50	**NA**

4. Course Content:

Module No.	Modules/Sub-Modules	No. of Sessions	% Weightage
I	**Introduction to Corporate Restructuring:** Introduction to what is termed as 'Corporate Restructuring', Main forms of Corporate Restructuring **Forms of Corporate Restructuring**	**7**	**20**

	Merger, Consolidation, Acquisition, Divestiture, Demerger, Carve-out, Joint venture, Reduction of Capital, Buy-back of Securities, Delisting of company		
II	**Takeover and Defence Tactics** Friendly versus Hostile Takeovers, Tactics: Dawn raid, Bear Hug, Saturday night and Proxy Fight, Successful Takeover Tactics in India, Defense Tactics **Accounting of Amalgamation and Demergers** Accounting Standard-14, Classification of Amalgamations, Methods of Accounting, Accounting for Demerger **Companies Act 2013: Legal Aspects** Mergers and Demergers, Reduction of Capital, Buy-back of securities	**8**	**20**
III	**Valuation of Target Companies** Concept of Value of a Company, Methods of Enterprise and Equity Valuation: Asset-based valuation, Capitalization of earnings, Cash-flow based valuation **Funding of Domestic and Cross-border Acquisitions** Modes of Payment of Consideration Sources of funds - Equity and Borrowed funds Domestic acquisitions and Cross-border acquisitions	**7**	**20**
IV	**Post-Merger Integration/Issues** – Success factors, Challenges, Essential Steps, Cultural Integration, Evaluation of Synergy **Alternatives to Mergers & Acquisitions** – Divestiture and Strategic Alliances: Types, Reasons, Implications and Strategic Management	**5**	**20**
V	**Cross-Border Acquisitions: Acquisition of Corus by Tata Steel** Highlights of the Acquisition, History, Industry Scenario, Funding, Rationale, Flip Side, Road Ahead **Demerger of UltraTech Cement by L&T and its acquisition by Grasim** Demerger deal, Why Birlas acquired L&T? Why L&T surrendered **Case study on merger on state-owned banks and the tale of Indian Bank mergers** Motives behind merging the public sector banks Synergies achieved and challenges faced	4	**20**

5. Course Outcomes

At the end of the course the students should be able to:

CO1: Students can analyse and evaluate different forms of corporate restructuring
CO2: Students apply accounting and taxation aspects and analyze defense tactic mechanisms
CO3: Students can create a valuation model for target companies
CO4: Students can evaluate synergy value and financial implications post corporate restructuring for post-merger integration
CO5: Students can analyze the case of merger, demerger and cross-border acquisitions

6. **Supplementary Readings:**

5. Advances in Mergers and Acquisitions, Sydney Finkelstein; Cary L. Cooper
6. Mergers & Acquisitions: A Guide to Creating Value for Stakeholders, Michael A. Hitt; Jeffrey S. Harrison; R. Duane Ireland
7. Prasad Godbole (2013). Mergers, Acquisitions and Corporate Restructuring. Vikas Publication

7. **List of Journals / Periodicals / Magazines / Newspapers/ etc.:**

The students will have to refer to past issues of the following journals / **links** in order to get relevant information pertaining to the subject.

1. Indian Journal of Finance
2. Business Standard
3. The Economic Times
4. Financial Express

8. **Suggested theory Distribution**

The suggested theory distribution as per Bloom's taxonomy is as per follow.

Distribution of theory for Course delivery and evaluation					
Remember	Understand	Apply	Analyse	Evaluate	Create
10%	10%	20%	30%	20%	10%

MBA Programme
Semester IV
Corporate Taxation

Course Code: **Course Credit: 4**

❖ **Introduction:**

Corporate Taxation is one of the core competence areas for any manager. The law of corporate taxation plays a vital role in various decision making for the companies. The tax laws of the country undergo significant changes every year, hence it becomes essential for the students to sharpen their skills to learn, understand and apply the provisions of corporate taxation. The subject gives importance to tax planning of various businesses along with salary structure formation and taxability to the companies. A brief introduction to Goods and Service Tax is also covered.

❖ **Course Objectives:**

6. To provide adequate knowledge in processing corporate taxation which is one of the integral part of the role of any corporate manager.
7. To develop a broad understanding of the tax laws and accepted tax practices.
8. To provide necessary knowledge to the students to handle practical aspects of tax planning with respect to direct as well as indirect taxes.
9. To expose the participants to real life situations involving direct and indirect tax laws and to equip them with techniques for taking tax-sensitive decisions.

❖ **Course Duration:**

Course Delivery

Course Delivery and Examination Scheme								
	No of Sessions		**Hours of Study material**			**Examination Scheme**		
Course Credits	**Interactive Sessions**	**Discussion forum**	**e-Tutorials in hours**	**e-Contents in hours**	**Self-study & assessment**	**CSE**	**ESE**	**ETP**
4	12 hours	24 hours	20	20	40	50	50	**NA**

❖ **Course Content:**

Module No.	**Modules/Sub-Modules**	**No. of Sessions**	**% Weightage**
I	**A Comprehensive Study of Income Tax Act** **Introduction** • Tax Planning Basic Concepts, Tax Planning, Tax Avoidance, Tax Evasion & Tax	**04**	**20**

	Management • Overview of Five heads of income • Residential status & incidence of tax including that of companies. • Tax slabs and calculation of tax		
II	**Tax planning with respect to Salary income** Income under the head salary with emphasis on tax planning in respect of Employees Remuneration **Tax planning for Profits and Gains from Business or Profession** • Profits & Gains from Business or Profession Taxation of Companies (inclusive of MAT) **Tax planning with respect to Capital Gains** Income under the head of "Capital Gains"	**08**	**20**
III	**Tax planning with respect to clubbing and set off** • Clubbing of Income • Set-off & Carry Forward of Losses • Deductions from Gross Total Income & Computation of Tax Liability of Companies	**07**	**20**
IV	**Tax Planning with respect to new business.** • Tax Planning with reference to New Business – Location of a Business Tax Planning with reference to New Business – Form of Organization	**07**	**20**
V	**Tax Planning with Decision Making and GST:** • Tax Planning with respect to Financial Management Decisions. • Tax Planning with reference to Managerial Decisions GST Basics with its practical implications	**06**	**20**

❖ **Course Outcomes**

At the end of the course the students should be able to:

1. **CO 1:** Understand the corporate tax laws applicable to companies.
2. **CO 2:** Formulate the tax structure of individual with respect to salary income.
3. **CO 3:** Apply the knowledge of corporate tax planning in real life case studies.
4. **CO 4:** Interpret the basics of Goods and Service Tax Act.
5. **CO 5:** Develop the Income Tax Return of a person and interpret the same.

- **Supplementary Readings:**
  14. Dr V. K. Singhania, Dr. Monica Singhania, Students Guide to Income Tax, Taxmann Publication
  15. Dr V. K. Singhania, Dr. Monica Singhania, Corporate Tax Planning and Business Tax Procedures, Taxmann Publication
  16. Girish Ahuja &Ravi Gupta, Corporate Tax Planning & Management, Bharat Law House
  17. Girish Ahuja &Ravi Gupta, Direct Tax Laws and Practice, Bharat Law House

- **List of Journals / Periodicals / Magazines / Newspapers/ etc.:**

The students will have to refer to past issues of the following journals in order to get relevant information pertaining to the subject.

1. Business Standard
2. The Economic Times
3. Financial Express
4. The Chartered Accountant
5. Chartered Financial Analyst
6. Business Today
7. Business World

- **Suggested theory Distribution**

The suggested theory distribution as per Bloom's taxonomy is as per follow.

Distribution of theory for Course delivery and evaluation					
Remember	Understand	Apply	Analyse	Evaluate	Create
10%	20%	30%	20%	10%	10%

MBA Programme
Semester IV
Fintech & Blockchain Fundamentals

Course Code: **Course Credit: 4**

❖ **Introduction:**

The course offers students a foundational understanding of how technology is reshaping the financial services landscape. The course explores key innovations such as blockchain, AI, digital payments, and robo-advisors, and examines their strategic implications. Students will gain insight into emerging FinTech business models, regulatory frameworks, and ethical considerations.

❖ **Course Objectives:**

1. To develop students' critical and analytical thinking in the context of the fintech.
2. To help students master a wide range of knowledge and information on the basics of the fintech, the ecosystem and its main participants based on practical cases and world experience
3. To Gain strategic insight into emerging trends such as blockchain, AI in finance, and digital assets.

4. **Course Duration: 30 Hours**

Course Delivery

Course Delivery and Examination Scheme								
	No of Sessions		Hours of Study material			Examination Scheme		
Course Credits	Interactive Sessions	Discussion forum	e-Tutorials in hours	e-Contents in hours	Self-study & assessment	CSE	ESE	ETP
4	10	10	20	20	44	50	50	NA

5. **Course Content:**

Module No.	Modules/Sub-Modules	No. of Sessions	% Weightage
I	**Introduction to FinTech** Fintech Industry, Importance, Main Fintech Hubs, Fintech Unicorns	06	20

	New Entrants to Banking Effects of Digital Technology in Banking New Operating Models for Banking Neo Banks, challenger banks and I banks		
II	**Understanding of Digital Money** How interbank payments made? Same Banks, Different Banks **Rethinking Payments and Remittances** Innovative Ways of Sending Money, E money Wallets **Fintech in Lending** Peer to Peer Lending P2P Market Place Lending Models Digital Mortgage Crowdfunding	**06**	**20**
III	**WealthTech** Innovative Wealth Management Role and Importance of Robo-advisors in Personal Finance & Banking. Implications for traditional financial advisors **InsurTech** Innovations in insurance products and services. Blockchained Insurance & Machine Learning Wearbles in Insurance **RegTech** Ecosystems & Trends Digitalizing the Client Lifecycle and KYC/AML with RegTech	**06**	**20**
IV	**Cryptography: Encryption and Decryption** Cryptography, Encryption and Decryption Hashes, Digital Signatures **Blockchain Technology** Blockchain Technology, What are blockchain good works for, Public Blockchains, Speculations Darkenet Markets, Cross border Payments, Initial Coin Offerings (ICO)	**06**	**20**
V	**Mechanisms of Cryptocurrencies** Bitcoin: What are Bitcoins?	**06**	**20**

	What is the point of Bitcoin? How does Bitcoin work? Bitcoin's Ecosystems, Storing Bitcoin, Buying & Selling Bitcoin **Ethereum** Ethereum's History, Smart Contracts **Digital Tokens** What are digital tokens? Native Blockchain Tokens, Asset Backed Tokens Depository Tokens, Title Tokens Contract Tokens, Utility Tokens		

6. **Course Outcomes**

At the end of the course the students should be able to:

1. **CO 1:** Understand the evolution, structure, and global significance of the FinTech industry, including major hubs and unicorns.
2. **CO 2:** Evaluate FinTech applications in lending, including peer-to-peer lending, digital mortgages, and crowdfunding models.
3. **CO 3:** Understand the impact of wealth tech, Insurtech and Regtech in Financial industry.
4. **CO 4:** Apply fundamental cryptographic concepts including encryption, decryption, digital signatures, and hashing in the context of FinTech security.
5. **CO 5:** Evaluate various types of digital tokens, including native, asset-backed, utility, and contract-based tokens.

7. **Supplementary Readings:**

18. Agustin Rubini. (2019). *Fintech in a Flash : Financial Technology Made Easy*.
19. Pranay Gupta, & T. Mandy Tham. (2018). *Fintech : The New DNA of Financial Services*. De Gruyter.
20. David Lee Kuo Chuen; Robert H. Deng. (2018). Handbook of Blockchain, Digital Finance, and Inclusion, Volume 1 : Cryptocurrency, FinTech, InsurTech, and Regulation. London: Academic Press

8. **List of Journals / Periodicals / Magazines / Newspapers/ etc.:**

The students will have to refer to past issues of the following journals / **links** in order to get relevant information pertaining to the subject.

1. Indian Journal of Finance

2. Journal of Banking and Financial Technology
3. Indian Journal of Law & Technology
4. International Journal of Blockchains and Cryptocurrencies
5. The Journal of British Blockchain Association
6. Stanford Journal of Blockchain Law & Policy
7. Ledger Journal
8. Mathematics, Cryptocurrencies and Blockchain Technology

9. **Suggested theory Distribution**

The suggested theory distribution as per Bloom's taxonomy is as per follow.

Distribution of theory for Course delivery and evaluation					
Remember	Understand	Apply	Analyse	Evaluate	Create
10%	10%	30%	20%	15%	15%

Marketing Elective

MBA Programme
Semester IV
Retail Management

Course Code: **Course Credit: 4**

❖ Introduction:

Over the last decade, the retailing industry in India has grown significantly. More recently, over few years, we have witnessed the launch of a large numbers of formats by leading retailers-covering both, a broad spectrum of merchandise categories as well as specialty or single category stores. Not only have the domestic players grown significantly, but the Indian consumer market has also evinced interested from most of the large international retailers, including Wal-Mart and Metro –who are working within the confines of the existing policy and legal frameworks. With increased economic prosperity of Indian consumers, we have also witnessed the launch of many luxury brands in the country. This module provides good conceptual frameworks of retailing management with its practical implications and will be of use to most readers who are seeking a structured knowledge or understanding of the industry.

❖ Course Objectives

1. To familiarize the learners with the concept of modern retailing and understand the significance of retailing in the current business environment.
2. To understand retailing as a business and various strategies the firms engaged in retailing business adopt for their survival and growth
3. To understand the role of several support functions in enhancing the performance of the retail business.
4. To equip students with evaluation tools to measure the performance of retail store, chain, and all different retail formats.
5. To enable students to design and execute various retail business.

❖ Course Duration: 30 Hours

Course Delivery

Course Delivery and Examination Scheme								
	No of Sessions		Hours of Study material			Examination Scheme		
Course Credits	Interactive Sessions	Discussion forum	e-Tutorials in hours	e-Contents in hours	Self-study & assessment	CSE	ESE	ETP
4	12	20	20	20	44	50	50	**NA**

❖ Course Content:

Module No.	Modules/Sub-Modules	No. of Sessions	% Weightage
I	**Overview of Retailing Environment and Management:** Retailing, Definition and Concept, Functions of Retailing, Driving Forces for Retailing, Building and Sustaining Relationships, Strategic Planning, Structural Change, Type of Retail Outlets, Market Structure, Retail Planning, Development and Control. The Customer and Retail Business: Knowing your customers, focusing on the Consumer, Mapping out Society, Learning, Attitude, Motivation and Perception.	07	20
II	**Situational Analysis:** Retail Institutions by Ownership. Retail Institutions by Store-based Strategy-Mix, Web, non-store-based and other Forms of Traditional Retailing. Targeting Customers and Gathering Information. Communicating with Customers. Promotional Strategies used in retailing.	07	20
III	**Choosing a Store Location:** Trading Area Analysis, Site Selection, Store Design and Layout, The Store and its Image, The External Store, Internal Store, Display, Visual Merchandising and Atmospherics.	05	20
IV	**Managing Retail Business:** Retail Organization and HRM, Retail Organization and Operations Management, Financial Dimensions, Managing Retail Services. Service Characteristics, Branding, Perceptions of Service Quality.	05	20
V	**Delivering the Product:** Retail Information Systems, Merchandise Management Retail Pricing, Development and Implementing Plans, People in Retailing. Intonational Retailing: Internationalization and Globalization, Shopping at World Stores, Going International, the Internationalization Process, Culture, Business and International management.	06	20

❖ **Course Outcomes (CO):**

CO1: Students will be familiar with concepts of retail industry.

CO2: Students will have knowledge of contemporary practices of retail industry.
CO3: Course will help students to build and implement strategies for retail industry.
CO4: Students can learn how to evaluate the performance of retail industry.
CO5: Participant can start a retail venture based on the learnings from the course.

❖ **Supplementary Readings:**

5. Dr. Uzzal Verma. (2022). *Retail Management*. Laxmi Publications Pvt Ltd. Jeanne M. Persuit, & Christina L. McDowell Marinchak. (2016). *Integrated Marketing Communication: Creating Spaces for Engagement*. Lexington Books.
6. Verma, A. K. (2018). *Store and Mall Management*. Laxmi Publications Pvt Ltd.

❖ **List of Journals / Periodicals / Magazines / Newspapers/ etc.:**

The students will have to refer to past issues of the following journals / **links** in order to get relevant information pertaining to the subject.

- International Journal of Customer Relations
- International Journal of Retail Market & Relationship Management
- Images Retail
- International Journal of Retail Market & Relationship Management
- Shopping Centre News
- The Economic Times
- Business Standard

❖ **Suggested theory Distribution**

The suggested theory distribution as per Bloom's taxonomy is as per follow.

Distribution of theory for Course delivery and evaluation					
Remember	Understand	Apply	Analyze	Evaluate	Create
10%	20%	30%	20%	10%	10%

MBA Programme
Semester IV
Service Marketing (SM)

Course Code: **Course Credit: 4**

❖ Introduction:

Services are becoming a dominant economic driver in the Indian economy. With increasing competition and discerning buyers, it has become inevitable for the marketers to go for relationship management to attract, retain and grow customers. The course is designed to develop insights into emerging trends in the service sector in a developing economy and tackle issues involved in the management of services on a national basis. The course intends to supplement basic marketing and marketing strategy courses by focusing on problems and strategies specific to marketing of services. It deals with the problems commonly encountered in marketing services --such as intangibility (inability to inventory), difficulty in synchronizing demand and supply, difficulty in controlling quality and retaining customers. Strategies used by successful services marketers to overcome these difficulties are addressed to by the course contents.

❖ Course Objectives:

1. To make participants familiar with concepts of services marketing.
2. To explain the unique challenges of services marketing, including the elements of product, price, place, promotion, processes, physical evidence, and people.
3.To describe how customer relationship marketing (CRM), including retention strategies, creates an environment that achieves excellence in customer service.
4. To understand use of service quality measurements to build customer loyalty and evaluate the effectiveness and efficiency of customer service offerings.
5. To explain service blueprinting, the integration of new technologies, and other key issues facing today's customer service providers and service managers.

❖ Course Duration:

The course duration is of 30 sessions of 60 minutes each.

Course Delivery

Course Delivery and Examination Scheme								
	No of Sessions		Hours of Study material			Examination Scheme		
Course Credits	Interactive Sessions	Discussion forum	e-Tutorials in hours	e-Contents in hours	Self-study & assessment	CSE	ESE	ETP
4	12	24	20	20	44	50	50	**NA**

❖ Course Content:

Module No.	Modules/Sub-Modules	No. of Sessions	% Weightage
I	Introduction to Services Marketing, Principal Industries in Service Sector, Services- Definition, Categories of Services, Extended Marketing Mix of Services. Consumer Behavior in Service Context, The Stage Model of Service Consumption. Positioning of Services, Requirement for Effective Positioning, Developing an Effective Positioning Strategy, Perceptual Map of Services.	05	20
II	Service Products: Core and Supplementary Elements, Planning and Creating Service Product, The flower of Service, Branding Service Product and Experiences. Distribution in Service Context, Distribution Options for Serving Customers, Place and Time Decision, Role of Intermediaries, Distribution in International Market. Pricing Strategy for Services: Three Foundations of Pricing, Revenue Management, And Ethical Concerns.	09	20
III	Promotion of Services: Role of Marketing Communications, Challenges of Service Communications, Marketing Communication Mix, IMC, Service Process: Flow Chart, Blue Print, Service Process Re-design, The Customer as Co-Producer, Self-Service Technology, Demand Management: Managing Capacity, Managing Demand, Inventory Demand, Reservation System.	05	20
IV	Crafting the Service Environment, Purpose of Service Environment, Theory and dimensions of Service Environment. Managing people for Service Advantage, Service Employee, Frontline work, Cycles of Failure, Mediocrity, and Success, Service Culture. Managing Relationship and Building Loyalty, The Wheel of Loyalty, Strategies for Reducing Customer Defections , CRM Overview	03	20
V	Complaint Handling & Service Recovery, Customer Complaining Behaviour, Principles of Effective Service Recovery Systems, Service Guarantees. Improving Service Quality and Productivity, Tools to analyse and address Service Quality Problems, Improving Service Productivity. Striving for Service Leadership, The Service-Profit Chain	03	20

❖ **Course Outcomes**

At the end of the course the students should be able to:

1.	**CO 1:**	Participants got familiar with concepts of services marketing.
2.	**CO 2:**	Increasing ability to analyse decision alternatives in area of marketing of services.
3.	**CO 3:**	Participants get familiar with the role and importance of services.
4.	**CO 4:**	Due to field visits and real-life case study participants develop analytical ability and decision making in various aspects of management of services and its marketing implications.
5.	**CO 5:**	The course will be useful to design and implement effective marketing of services.

❖ **Supplementary Readings:**

1. ANDREASSEN, T. W. Services Marketing: People, Technology, Strategy, 5th ed. **International Journal of Service Industry Management**, *[s. l.]*, v. 16, n. 1, p. 122–124, 2005. DOI 10.1108/09564230510587186. Disponível em: https://research.ebsco.com/linkprocessor/plink?id=4df15e6d-8a49-36e1-a740-8c8bc318cdd0.
2. Rajendra, N. (Latest). *Services Marketing: Text and Cases* . McGraw Hill.
3. Zeithaml V. A., B. M. (Latest). *Service Marketing : Integrating Customer Focus Across the Firm*. Mcgraw Hill.

❖ **List of Journals / Periodicals / Magazines / Newspapers/ etc.:**

The students will have to refer to past issues of the following journals / **links** in order to get relevant information pertaining to the subject.

The students will have to refer to past issues of the following journals in order to get relevant information pertaining to the subject.

1. IUP Journal of Service Management
2. Journal of Services Marketing
3. Journal of Services Research,
4. Journal of Marketing
5. Brand Equity
6. The Strategist
7. Brand Reporter
8. Agency FAQ

❖ Suggested theory Distribution

The suggested theory distribution as per Bloom's taxonomy is as per follow.

Distribution of theory for Course delivery and evaluation					
Remember	Understand	Apply	Analyse	Evaluate	Create
10%	10%	30%	30%	10%	10%

MBA Programme
Semester IV
Understanding Consumer Behaviour (UCB)

Course Code: **Course Credit: 4**

❖ **Introduction:**

The subject *Understanding Consumer Behaviour* offers a comprehensive exploration of how individuals and groups make decisions related to the selection, purchase, use, and disposal of goods and services. Structured across five modules, the course begins by introducing core concepts of consumer behavior, research methods, segmentation, targeting, and positioning from a consumer's viewpoint, alongside the impact of technology. It then delves into the psychological aspects influencing consumer behavior, including motivation, personality, perception, learning, and attitude formation. Communication strategies and their alignment with consumer psychology are examined in detail. The course further explores social and cultural dimensions, analyzing how factors like family, social class, and culture shape consumer decisions. It culminates in an analysis of the Indian market, highlighting its diversity, evolving consumer trends, and a comparative look at global consumer behavior, including cross-cultural perspectives. This structured approach enables learners to develop insightful strategies rooted in a deep understanding of consumer dynamics.

❖ **Course Objectives:**

1. Define Consumer Behavior: Recall and define the key concepts related to consumer behavior, such as perception, motivation, and decision-making.
2. Psychological Influences: Explain how psychological processes like perception, memory, and learning impact consumer choices.
3. Analyze Cultural and Social Factors: Analyze how cultural and social factors shape consumer behavior and group dynamics.
4. Apply Consumer Behavior Theories: Apply consumer behavior theories to real-world scenarios to predict and understand consumer choices.
5. Design Market Research Surveys: Design and implement market research surveys to gather consumer insights and data.
6. Analyze Consumer Behavior Data: Analyze and interpret consumer data to identify trends, preferences, and patterns.
7. Critique Marketing Campaigns: Evaluate the effectiveness of marketing campaigns and strategies based on consumer response.
8. Design Targeted Marketing Campaigns: Design targeted marketing campaigns by integrating consumer insights and market research.

❖ **Course Duration: 30 Hours**

Course Delivery

Course Delivery and Examination Scheme								
	No of Sessions		**Hours of Study material**			**Examination Scheme**		
Course Credits	**Interactive Sessions**	**Discussion forum**	**e-Tutorials in hours**	**e-Contents in hours**	**Self-study & assessment**	**CSE**	**ESE**	**ETP**
4	12	20	20	20	44	50	50	**NA**

❖ **Course Content:**

Module No.	Modules/Sub-Modules	No. of Sessions	% Weightage
I	Consumer Behavior: Introduction & Overview, Consumer Research, Segmentation Targeting, Positioning (From the perspective of Consumer),Technology with consumer Behavior	**8**	**20%**
II	Consumer as an Individual: Theories of Motivation, Consumer Personality, Consumer Perception.	**8**	**25%**
III	Consumer as an Individual: Consumer Learning, Consumer Attitude, Mapping of Communications with Consumer Behavior	**8**	**20%**
IV	Social – Cultural dimension of Consumers & Decision Making: Effects of Family, Social class, Culture on Consumer Behaviour, Buyer's Decision Making Process	**5**	**15%**
V	Indian Scenario: Diversity of Indian Market, Changing Indian consumer behaviour, Overview of Global Scenario, Cross Culture Consumer Behaviour.	**6**	**20%**

❖ **Course Outcomes**

1. **CO 1:** Understanding Consumer Behavior Concepts: Students should be able to demonstrate a solid understanding of the fundamental concepts and theories in consumer behavior, including perception, motivation, and decision-making processes.
2. **CO 2:** Factors Influencing Consumer Behavior: Students should be able to identify and explain the various psychological, social, and cultural factors that influence

consumer choices.

3.	**CO 3:**	Consumer Decision-Making Models: Students should be able to describe and analyze different consumer behavior models and theories, and understand how they apply in real-world situations.
4.	**CO 4:**	Market Research and Data Analysis: Students should be able to design and conduct market research, gather consumer data, and analyze it to derive actionable insights for marketing strategies.
5.	**CO 5:**	Application of Consumer Insights: Students should be able to apply consumer behavior insights to develop effective marketing strategies, from product design to pricing and promotional campaigns.
6	**CO 6:**	Critical Thinking and Problem-Solving: Students should develop critical thinking skills and the ability to solve complex business problems by considering consumer behavior factors.
7	**CO 7:**	Marketing Campaign Development: Students should be able to create and implement marketing campaigns tailored to specific consumer segments, considering the full consumer decision-making process.
8	**CO 8:**	Brand Building and Loyalty Strategies: Students should develop the skills to build and manage brand loyalty by designing programs and strategies that resonate with consumer behavior patterns.
9	**CO 9:**	Research and Analysis Projects: Students should be able to complete consumer behavior research projects, presenting findings and recommendations effectively.
10	**CO 10:**	Case Study Analysis: Students should be able to critically analyze consumer behavior case studies, applying course concepts to real-world scenarios.

❖ **Supplementary Readings:**

RICHARD K. MILLER; KELLI WASHINGTON. **Consumer Behavior 2023**. Miramar, FL: Richard K. Miller & Associates, 2023. v. 02023 Disponível em: https://research.ebsco.com/linkprocessor/plink?id=ce7d5471-fd15-367f-8569-16cb34bb1cb8. Acesso em: 1 maio. 2025.

RICHARD K. MILLER; KELLI WASHINGTON. **Consumer Behavior 2022**. Miramar, FL: Richard K. Miller & Associates, 2021. v. 02022 Disponível em: https://research.ebsco.com/linkprocessor/plink?id=eb967c71-450a-3970-ad7a-df16eb84d6db. Acesso em: 1 maio. 2025.

❖ **List of Journals / Periodicals / Magazines / Newspapers/ etc.:**

The students will have to refer to past issues of the following journals / **links** in order to get relevant information pertaining to the subject.

1. International Journal of Business & Management Research
2. International Journal of Business & Marketing
3. Journal of Consumer Research
4. Journal of Consumer Psychology
5. Journal of Marketing
6. Journal of Consumer Behavior
7. International Journal of Consumer Studies

❖ **Suggested theory Distribution**

The suggested theory distribution as per Bloom's taxonomy is as per follow.

Distribution of theory for Course delivery and evaluation					
Remember	Understand	Apply	Analyse	Evaluate	Create
10%	20%	30%	20%	10%	10%

HR Elective

MBA Programme
Semester IV
Change Management and Organisation development

Course Code: **Course Credit: 4**

1. **Introduction**
   Change Management is the structured approach used to implement planned changes, often within a defined project-commonly involving new technologies. It ensures that transitions are smooth and objectives are met within set parameters. In contrast, Organizational Development focuses on long-term efforts aimed at strengthening the overall functioning and adaptability of an organization through collaboration among its members. As change becomes a constant in today's fast-paced world, both disciplines are increasingly vital. This subject aims to prepare future leaders with the skills and strategies needed to manage change effectively and enhance organizational resilience.

2. **Course Objectives:**

   1. To understand the impact of organizational change on people.
   2. Identified ways they can positively lead and motivate people through cultural or organizational change.
   3. Developed skills for effectively communicating change.
   4. Identified ways they can help team members cope with change.

3. **Course Duration:**

Course Delivery

Course Delivery and Examination Scheme								
	No of Sessions		**Hours of Study material**			**Examination Scheme**		
Course Credits	**Interactive Sessions**	**Discussion forum**	**e-Tutorials in hours**	**e-Contents in hours**	**Self-study & assessment**	**CSE**	**ESE**	**ETP**
4	10	20	20	20	44	50	50	**NA**

4. **Course Content:**

Module No.	Modules/Sub-Modules	No. of Sessions	% Weightage
I	**Basics of Change Management:** Managing Change; Concept of Analyzing the Environment; Perspectives on Change: Contingency; nature of change, Internal & External changes, types of change, Implications of Change.	6	**20**

	Models of Change Management: Lewis's Force field, Systems Model, Action research model, organizational vision and strategic planning.		
II	**Resistance to change:** reasons for the resistance, overcoming resistance for the change, change and person and manager, systematic approach to making change- factors for effective change, skills of leaders in change management, designing the change. **Implementing Change:** Steps-Assembling a Change; Management in Establishing a New Direction for the Organization; Setting up of Change Teams; Aligning Structure; Systems and Resources; Removing road Blocks; Absorbing Changes into Organization	**06**	**20**
III	**Basics of Organizational Development** – An Introduction : Definition of OD, Characteristics of OD, Value, Beliefs and Assumptions underlying the field of OD, History of OD, Foundations of Organizational Development. **Process of Organizational Development:** Diagnosis, Why diagnosis- Importance of correct diagnosis in success of OD, SIX BOX model, Framework, Organizational Iceberg Model, Force Field Analysis, Organizational Culture, Building a Learning Organization.	**06**	**20**
IV	**Team Interventions:** Teams and work groups, Gestalt Approach. **OD Interventions:** Introducing the term "interventions" **Individual based:** coaching, counselling, training, behavioral modelling, delegating, leading, morale boosting, mentoring, motivation, etc., **Group based:** conflict management, dialoguing, group facilitation, group learning, self-directed work teams, large scale interventions, team building, and virtual teams. **Inter-group based:** Organization mirroring, third party peacemaking interventions.	**07**	**20**
V	**Techno-structural Interventions and Future of OD:** Restructuring Organizations, Employee Involvement, work Design, Balanced scorecard; business process reengineering; downsizing and outsourcing. OD Consultant's role, issues in consultant client relationship, Power, Politics & OD, Research on OD.	**05**	**20**

5. **Course Outcomes**

At the end of the course the students should be able to:

1. **CO 1:** Explain the concept of change management, its types and the reasons of change.
2. **CO 2:** Analyzes organizational change and requirements of change.
3. **CO 3:** Evaluates the opportunities of change, how to fight against change resistance.
4. **CO 4:** Determines in which cases organizational change is needed, Management approaches can be linked to change management.
5. **CO 5:** Knows how the organization behaves in the process of change, Estimates possible consequences at the end of the change process.
6. **CO 6:** Application of the concept of Organizational Development & the interventions.

6. **Supplementary Readings:**

1. William J. Rothwell (2015), Organization Development Fundamentals : Managing Strategic Change, eBook Business Collection (EBSCOhost).
2. Thomas G. Cummings & Christopher G. Worley (9^{th} edition), Organization Development & Change, South-Western Cengage Learning.
3. Warren Bennis- Changing Organizations, McGraw-Hill, Latest edition.
4. French, Bell and Zawacki-Organization DevelopmenT, PHI, Latest Edition

7. **List of Journals / Periodicals / Magazines / Newspapers/ etc.**

The students will have to refer to past issues of the following journals / links in order to get relevant information pertaining to the subject.

1. Journal of Change Management
2. MSOD Master of Science in Organization Development
3. Journal of Organizational Change Management

8. **Suggested theory Distribution**

The suggested theory distribution as per Bloom's taxonomy is as per follow.

Distribution of theory for Course delivery and evaluation					
Remember	Understand	Apply	Analyse	Evaluate	Create
10%	10%	30%	30%	10%	10%

MBA Programme

Semester IV

Strategic Human Resource Management

Course Code: **Course Credit: 4**

❖ Introduction:

SHRM is a field that focuses on the alignment of organizations' human resource with its overall strategic goals and objectives. This involves the integration of HR practices and policies to enhance the company's performance and competitiveness. SHRM course will equip students with the knowledge and skills to play a pivotal role in HR leadership, helping the organizations gain a competitive advantage through their workforce.

❖ Course Objectives:

1. To help students to understand interaction between Strategy & Human Resources from a general managerial perspective.
2. To discuss on business strategy along with the importance of Human Resource Planning in strategy implementation.
3. To provide an overview on investment orientation towards Human Resources.

❖ Course Duration: 30 Hours

Course Delivery

Course Delivery and Examination Scheme								
	No of Sessions		Hours of Study material			Examination Scheme		
Course Credits	Interactive Sessions	Discussion forum	e-Tutorials in hours	e-Contents in hours	Self-study & assessment	CSE	ESE	ETP
4	12	20	20	20	44	50	50	**NA**

❖ Course Content:

Module No.	Modules/Sub-Modules	No. of Sessions	% Weightage
I	**Strategic management of Human resources: An Introduction** • Definition of strategy • Meaning & concept of SHRM • Importance of SHRM, Business Organization as a system	**07**	**20**

	• Environmental, Regulatory & Social forces affecting business **Business strategy- An introduction** • Market driven strategy, Resource driven strategy		
II	**Strategic HR planning** • Introduction, Purpose of HR Planning • Inter relation of HR plan & Business plan • Process of Strategic HR Planning • Techniques of Strategic HR planning **Strategic approach to manpower Acquisition & Retention:** • Concept of manpower acquisition • Labor Market for Strategic Recruitment Sourcing • Linking HR acquisition with business strategies	**07**	**20**
III	**Strategic development of human resources** • Introduction and meaning • Micro & Macro level plan for strategic development • Various tools of Employee development • Methodology of Development • Advantages of Off – the – job learning programs **Strategic approach to management structure** • Concept of Organizational Structure • Evolution of the concept of management structure & its HR implications **Strategic management of performance** • Meaning • Linking strategy to results at different levels • Assessing performance at different levels Correcting the performance gap	**05**	**20**

IV	**Strategic approach to compensation and benefits** • Meaning • Generic approaches to strategic compensation • Strategic approach to compensation **Outsourcing and its HR implications** • Need for HR outsourcing • Types of HR outsourcing Areas of concern while outsourcing	**05**	**20**
V	**Retrenchment Strategies** • Downsizing • Voluntary retirement schemes (VRS) HR outsourcing • Early retirement plans • Project based employment **Emerging Issues in Strategic HRM** • HR Strategy in workforce diversity • HR Scorecard	**06**	**20**

❖ Course Outcomes

At the end of the course the students should be able to:

CO1: Understand the models of strategic HRM and business strategies involved with HR.
CO2: Analyse the strategic Hr planning and policies implemented by various organizations and strategic approach to manpower acquisitions.
CO3: Evaluate the structures of strategic manpower planning and positioning in the businesses and its linkage with performance of employees.
CO4: Understand the concepts of strategies and compensation management practices in the organizations.
CO5: Explore the emerging issues in strategic HRM and HR score card. Evaluate the retrenchment strategies and it’s impact on organizations.

❖ Supplementary Readings:

Lucas, M., & Grant, J. (2018). *Strategic Human Resource Management*. Nova Science Publishers, Inc.

Tamer K. Darwish, A. (2013). *Strategic HRM and Performance: Theory and Practice*. Cambridge Scholars Publishing.

❖ **List of Journals / Periodicals / Magazines / Newspapers/ etc.:**

The students will have to refer to past issues of the following journals / **links** in order to get relevant information pertaining to the subject.

- International Journal of strategic human management
- Asian Journal of Management Cases
- Harvard Business Review
- Global Business Review
- South Asia Economic Journal
- Economic & Political Weekly, Business India / Business World, Mint

❖ **Suggested theory Distribution**

The suggested theory distribution as per Bloom's taxonomy is as per follow.

Distribution of theory for Course delivery and evaluation					
Remember	Understand	Apply	Analyse	Evaluate	Create
10%	20%	30%	20%	10%	10%

MBA Programme
Semester IV

Performance Management

Course Code: **Course Credit: 4**

❖ Introduction:

Performance management provides learners with the knowledge and understanding of identifying, measuring and developing the performance of individuals and teams and aligning their performance with the operational and strategic objectives of the organizations in different business environments. Implementing performance management systems is related with how the performance of people can be enhanced and inspired by leadership and direction and how it contributes to high-performance work organization, including a performance review process that combines challenge and support and places a focus on personal, team and organizational learning and accountability.

Furthermore, it recognizes the importance of communication skills in the performance review process and evaluates the need for employee involvement as well as transparent, ethical and justifiable rewards for performance

❖ Course Objectives:

1. The objective of this course is for students to effectively implement and manage a Performance Management System in support of the strategic goals of the organization.
2. To acquaint the students with concepts and techniques in the application for developing effective performance rating scale
3. To provide understanding to students on how to design performance plan and implement the same with an utmost detail.
4. To help students learn the decision making with regard to performance results
5. To provide insights into innovations & strategic choices in the field of Performance Management.
6. To promote understanding of issues related to the compensation or rewarding Human Resources in the Corporate Sector, public services and other forms of organizations.
7. To impart skills in designing, analysing and restructuring performance management related systems, policies and strategies.

❖ Course Duration: 30 Hours

Course Delivery

Course Delivery and Examination Scheme								
	No of Sessions		Hours of Study material			Examination Scheme		
Course Credits	Interactive Sessions	Discussion forum	e-Tutorials in hours	e-Contents in hours	Self-study & assessment	CSE	ESE	ETP
4	12	20	20	20	44	50	50	**NA**

❖ **Course Content:**

Module No.	Modules/Sub-Modules	No. of Sessions	% Weightage
I	**Introduction to Performance Management** ● Meaning & Definition ● Concepts & Perspectives ● Objectives & Principles ● Performance Management Model ● Personality & Job Performance Model ● Standards of Performance ● Elements of Effective Performance Management ● Ethics in Performance Management	**05**	**20**
II	**Performance Planning** ● Definition ● Theories of Goal Setting (Goal Setting & Expectancy) ● Performance Planning Process ● Setting Performance Criteria ● Methodologies of Performance Planning ● Barriers to Performance Planning ● Competency & Its linkage to performance Planning ● Competency- Based Performance Management System	**07**	**20**
III	**Performance Appraisal** ● Meaning & Definition ● Characteristics ● Process ● Performance Appraisal Methods (Past Oriented & Future Oriented)	**07**	**20**

	● Common Rating Errors in Appraisal ● Achieving Effective Performance Appraisal **Performance Monitoring** ● DSMC/ATI Model ● Process of Performance Monitoring ● Ongoing Mentoring and Protégé Development ● Mentoring Benefits to Managers		
IV	**Performance Management Implementation** ● Bottlenecks in the Implementation ● Strategies for Effective Implementation **Performance Reviews** ● Phrases to Use in Performance Reviews and Other difficult Conversations ● Employee Counselling: Meaning, Definition, ● Characteristics, and Objectives Article ● How to Have a Performance Conversation with an employee ● Talking About Poor Performance **Decisions Based on Performance Analysis:** ● Using PMS data for Various HR decisions ● Performance Based Compensation ● Skill & Competency Based Pay ● Performance Based Career & Succession Planning	**06**	**20**
V	**Contemporary Practices in PMS:** ● Balanced Scorecard – HR Scorecard ● Business Process Reengineering ● McKinsey 7S Framework ● Quality Management Systems ● Six Sigma Practices.	**05**	**20**

❖ **Course Outcomes**

At the end of the course the students should be able to:

1.Understand the Theory, Concept & Good practices in the area of PMS. Also understand & appreciate the „Strategic Importance" of PMS in any Organisation.

2. Design an organization’s performance management process and model that is compliant with law and supports organizational mission and strategy.

3. Compare and contrast various organizational performance evaluation methods and best practices in performance planning and define attributes of effective performance management systems.

4. Assess how increased employee involvement can contribute to effective performance and coach employees to identify career paths and resources available to support individual development.

5. Application of Balanced Scorecard – HR Scorecard, Business Process Reengineering, McKinsey 7S Framework, Quality Management Systems, Six Sigma Practices

❖ **Supplementary Readings:**

1. T. V. Rao. (2016). *Performance Management : Toward Organizational Excellence*. Sage Publications Pvt. Ltd.
2. BPP Learning Media (Firm), & Association of Certified Accountants. (2014). *Performance Management* (Vol. 00005). BPP Learning Media.
3. Robert Cardy, & Brian Leonard. (2011). *Performance Management: : Concepts, Skills and Exercises*. Routledge.
4. Caldwell, C. M. (2000). *Performance Management: EBook Edition*. AMA Self-Study.C

❖ **List of Journals / Periodicals / Magazines / Newspapers/ etc.:**
The students will have to refer to past issues of the following journals / **links** in order to get relevant information pertaining to the subject.

1. HRM Review
2. Human Capital
3. International Journal of Productivity & Performance Management
4. Team Performance Management: An International Journal
5. Human Capital
6. Forbes
7. HBR

❖ **Suggested theory Distribution**
The suggested theory distribution as per Bloom’s taxonomy is as per follow.

Distribution of theory for Course delivery and evaluation					
Remember	Understand	Apply	Analyse	Evaluate	Create
10%	20%	30%	20%	10%	10%