



MAHATMA GANDHI UNIVERSITY
NALGONDA -508254, TELANGANA, INDIA

FACULTY OF MANAGEMENT
DEPARTMENT OF BUSINESS MANAGEMENT

MBA PROGRAMME
STRUCTURE AND SYLLABUS
Revised Rules and Regulations
Academic Year 2023–24 onwards

RULES AND REGULATIONS OF M.B.A. PROGRAMME (2023-24 Onwards)

The Master of Business Administration (M.B.A.) is a Post-Graduate Programme offered as: Two-year programme i.e., Four Semester Full Time programme.

1. Eligibility Conditions of M.B.A. Programme

Candidate seeking admission into Full Time M.B.A. programme must be:

1. Bachelor degree holder of Mahatma Gandhi University or a degree recognized by the university as equivalent thereto and /(or) as per the rules laid down by the University;
2. The candidate seeking admission must qualify in the Entrance Examination, conducted by the appropriate authority in the year of admission as per the norms prescribed by the University.
3. The admission of Non-resident Indians and candidates admitted in lieu of them will be as per the University Rules in force on the date of the admission.

2. Instruction Schedule:

Instruction will be provided as per the workload indicated in the structure, Rules and regulations of M.B.A. Programme for all Theory, Practical and Project Work course requirements. The almanac will be as follows for all semesters.

Duration of Instruction: 15 Weeks

Preparation Holidays: 7-10 Days

Total No of Hours (Theory + Practical)

Rules of Attendance

Students must attend 75% of the total classes conducted for all the courses put together in a semester. Relaxation of 10% of attendance might be given to a student on medical grounds based on a valid medical certificate and payment of condonation fee prescribed by the University.

3. Promotion Rules

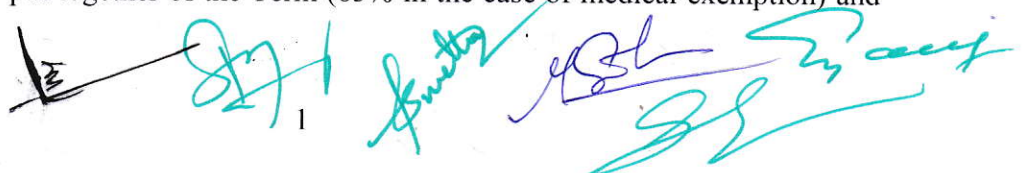
A student will be promoted subject to the following rules:

a. I Semester to II Semester:

A student should put in a minimum of 75% of attendance in aggregate in all the courses put together of the Term (65% in the case of medical exemption) and should have registered for the University Semester I examinations.

b. II Semester to III Semester

A student should put in a minimum of 75% of attendance in aggregate in all the courses put together of the Term (65% in the case of medical exemption) and



should have passed at least 50% of Theory & Practical courses of I & II Semesters put together and should have registered for the University Semester II examinations.

c. **III Semester to IV Semester:**

A student should put in a minimum of 75% of attendance in aggregate in all the courses put together of the Term (65% in the case of medical exemption) and having registered for the University Examinations.

4. Cancellation of Admission:

The admission of a candidate admitted to the MBA Programme stands cancelled if: He / She does not put in at least 40% of attendance in Semester-I.

Or

He / She puts in at least 40% of attendance in Semester – I, but failed to register for 1st Semester Examinations

Or

He /She fails to fulfill all the requirements for the award of the degree as specified, within 4 academic years from the time of admission in case of full time 2 year MBA programme.

5. Project Work:

The students should undertake the Project internship during the summer vacation (For 6 weeks of duration) intervening between II & III Semesters of MBA Programme. Project Report Work should be carried out in the Final Year of MBA Programme i.e., III & IV Semesters for MBA Programme.

The students are required to do project work in any area of Management under the active guidance of Internal Faculty Member assigned to the student.

The Project work usually consists of selecting a Topic / Problem / Theme in any area of management, gather relevant data, analyze and interpret the same in a systematic and scientific manner.

The Project Work should be undertaken under the supervision of the Faculty Member assigned for the purpose. The Project Report should be submitted to the University 30 days (one month) before commencement of Final Semester Examinations.

6. Scheme of Evaluation:

1. All theory courses of MBA Programme will carry a Maximum of 100 Marks each.
2. Duration of the university examination for all the courses is three hours each.
3. All the courses will have 60% marks for university semester end examination and 40% marks for internal examination (CIE).

For theory Examinations:

The internal assessments will have weightages for class tests, assignments or seminars/ group discussions and attendance of the student for the concerned course. The class tests and assignments or seminars/ group discussions for 4 credit courses are to be conducted for four times in a semester. The total weightage for the internal assessments in a particular course is to be 40% of the overall assessment in a particular course. Remaining 60% weightage will be for semester end examination to be conducted by the University.

Out of the 40% weightage for internal assessments, approximately 10% weightage will be given for attendance of student for the concerned course. Remaining weightage will be given for class tests and assignments or seminars/ group discussions.

- i) In terms of marks, each of the class tests has to be conducted for 20 Marks with a duration of one hour and with following Question paper pattern:
 - Multiple Choice Questions/ Fill in the blanks: 10 Questions with 1 mark each.
 - Short answer Concept questions: 5 Questions with 2 marks each.

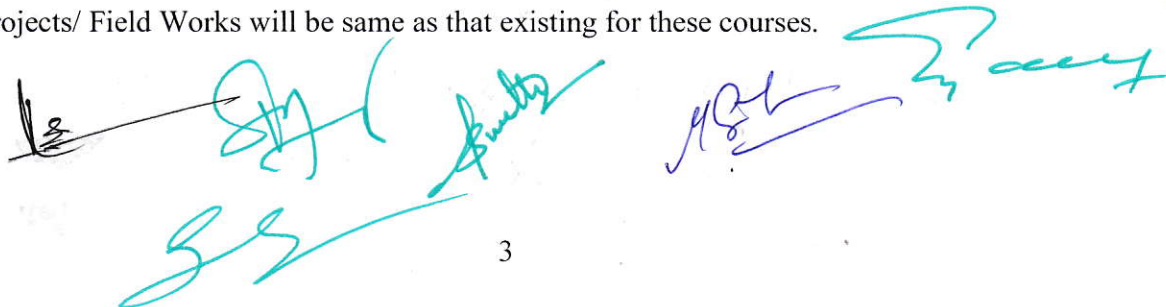
Similarly, assignments OR seminars/group discussions have to be conducted for 10 Marks. There must be a fair distribution of assignments and seminars/ group discussions among the 4 internal assessments.

The marks obtained by the student (sum of the marks obtained in above two components out of the total of 30 marks) in a particular internal assessment are to be uploaded to the examination branch within the dates prescribed through almanac. The total marks of all the four class tests and assignments or seminars/ group discussions in a course will be scaled down to approximately 30% of the total assessment, including semester end examination.

- ii) Towards the 10% approximate weightage for attendance, 10 marks are to be awarded for overall attendance of the student in the concerned course with award of 1 mark for every 10% of attendance, by rounding off to nearest integer in case of fractions and to be uploaded to the examination branch once at the end of the semester before the semester end examinations commence.

For Practicals / Projects / Field Works:

The assessment of Practicals / Projects / Field Works will be done based on the final Semester Examination/ Project / Field Work Report / Dissertation and the Viva-voce, if applicable, at the end of the concerned semester. The criteria for pass in the Practicals / Projects/ Field Works will be same as that existing for these courses.



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Note: The concerned University authorities will verify the attendance records of the students, class test papers and answer scripts, practical records, records pertaining to conduct of Seminars/ Group discussions, etc. wherever necessary. The colleges are required to keep those records ready for verification.

7. Question Paper Patterns for end Semester theory examinations:

The question papers for end semester examinations consist of two sections; Section-A consisting of short answer type of questions and Section-B consisting of long answer type of questions. The following are the patterns of question papers for courses with different number of units in the syllabus and with different credits.

For 4 credit courses with 4 units of syllabus:

- Duration of the examination : 03 hrs.
- Maximum Marks : 60 marks
- **Section-A:** Eight (08) questions are to be given in section-A (two questions from each unit) out of which the candidate has to answer five (5) questions. Each question carries 4 marks, thus making $5 \times 4 = 20$ marks for section- A.
- **Section-B:** Two (2) questions from each unit, with an internal choice, are to be set in this section. There will be a total of eight (08) questions; two (2) from each unit with an internal option of answering any one (1) from a given unit. Thus, the candidate has to answer four (4) questions, one (1) from each unit. Each question carries 10 marks.

8. Pass Criteria:

- i) For theory examinations: 40% in end semester with an overall 40% in each course.
- ii) For practical examinations and projects/ field work: 50% in end semester.

Award of Grades for Lab, Project Report and Viva Voce Examinations:

Lab: The assessment for laboratory courses will be done based on Content, Communication, Presentation, and Ability to answer related questions. These laboratory end examinations will be conducted by the University appointed external examiner.

Project work Assessment in the Semester IV

Marks distributed for Project Assessment shall be as follows:

Dissertation including presentation 4 Credits 100 Marks

Viva Voce during Final Presentation 2 Credits 50 Marks



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9. Instructional Workload for Theory, Practical Courses and 'Mentoring & Project Work':

Each of the Theory Courses of the MBA Program shall have instructional workload of 4 periods of 60 Minutes duration per week in addition to mentoring and project work as specified in the course curriculum. The Instructional workload for each of the Practical and Lab Courses shall be 4 Periods of 60 Minutes duration respectively per week.

10. Conduct of Examinations:

Examination will be conducted based on the existing rules of Examination Branch that are applicable to other PG Courses

11. Award of Degree and Grade:

Candidates will be awarded MBA Degree on successful completion of all Theory Courses, Practical Courses, Viva Voce and Project Report. The Grade will be awarded as per the University norms.

12. Readmission for Pursuing Additional Elective Courses:

A student can be given readmission for pursuing additional electives after completion of MBA program subject to payment of requisite fee prescribed by the college / Department. Such candidates have to satisfy all the rules including attendance rule in vogue on par with regular students.

- a. The additional elective must be pursued in the same college in which the student studied and completed the MBA Programme.
- b. The admission must be done within four weeks of the commencement of the III Semester.

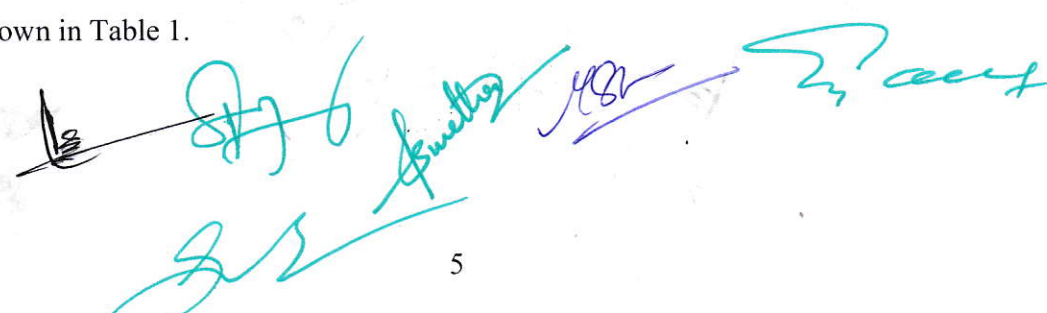
13. Total number of credits to be completed to be eligible for the award of MBA degree:

Total number of credits at the end of fourth semester (MBA) = 28 + 26+24+26 = 104

14. Awarding Cumulative Grade Point Average (CGPA) and Semester Grade Point Average (SGPA):

14.1 Subject-wise Grading

Grades shall be awarded to indicate the performance of students in each of subjects studied. Based on the percentage of marks obtained in both Continuous Internal Evaluation and End Semester Evaluation, a corresponding letter grade shall be given as shown in Table 1.



14.2 Semester Grading

The Semester Grade Point Average (SGPA) is calculated by dividing the sum of credit points (Σ CP) secured from all subjects/courses registered in a Semester, by the total number of credits registered during that Semester. SGPA is rounded to two decimal places and is computed as

SGPA = For each Semester, Σ CP/Total no. of credits

As a measure of the performance of a student, a 10-point grading system using the following letter grades (as per UGC/AICTE guidelines) and corresponding percentage of marks shall be followed.

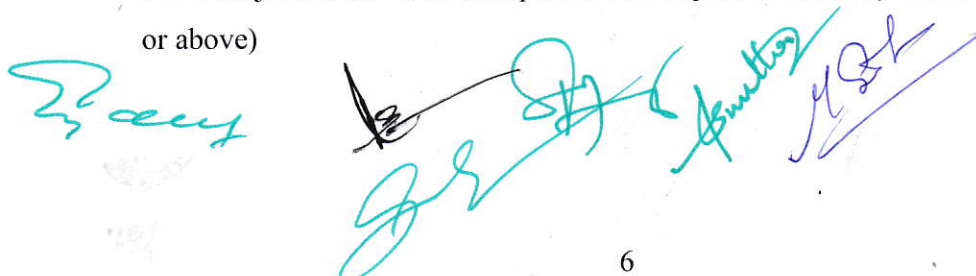
Sl. No.	Range of % of Marks in a course	Letter Grade	Grade Point
1	85 to 100	O	10
2	70 to 84	A+	9
3	60 to 69	A	8
4	55 to 59	B+	7
5	50 to 54	B	6
6	40 to 49	C	5
7	Less than 40	F	0

A student who has obtained an 'F' grade in any subject shall be deemed to have 'failed' and is required to reappear as a 'supplementary student' in the End Semester Evaluation, as and when offered. In such cases, internal marks in those subjects shall remain the same as those obtained earlier.

To a student who has not appeared for an examination in any subject, 'Ab' grade shall be allocated in that subject, and he/she is deemed to have 'failed'. A student shall be required to reappear as a 'supplementary student' in the End Semester Examination, as and when a student earns grade point (GP) in each subject/course, based on the letter grade secured in that subject/course. The corresponding 'credit points' (CP) are computed by multiplying the grade point with credits for that particular subject/course as shown below.

Credit points (CP) = grade point (GP) x credits

For a subject/course a student passes the subject/course only when $GP \geq 5$ ('C' grade or above)



14.3 Cumulative Grade Point Average (CGPA)

The Cumulative Grade Point Average (CGPA) is a measure of the overall cumulative performance of a student in all semesters considered for registration. The CGPA is the ratio of the total credit points secured by a student in all registered courses in all semesters, and the total number of credits registered in all the semesters. CGPA is rounded off to two decimal places. CGPA is thus computed from the I year II semester onwards at the end of each semester.

Computation of SGPA and CGPA are done using the procedure listed above.

The result of the successful candidate who has cleared all the courses shall be classified as follows:

CGPA from	CGPA to	Overall Grade
9.00	10.00	O
8.00	8.99	A+
7.00	7.99	A
6.00	6.99	B+
5.00	5.99	B
4.00	4.99	C

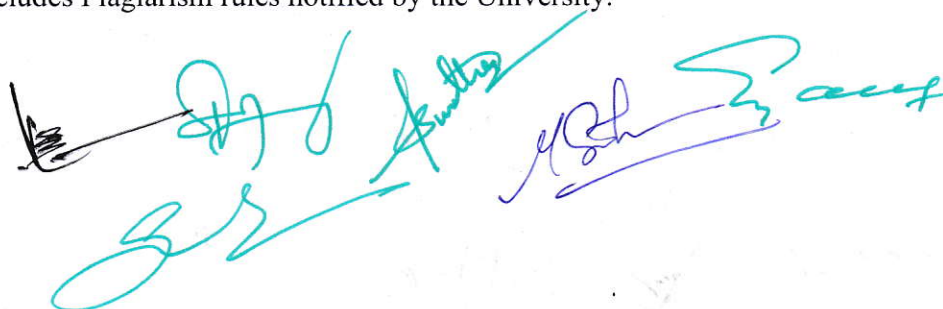
For Final % of Marks equivalent to the computed final CGPA, as:

$$\% \text{ of Marks} = (\text{final CGPA} - 0.5) \times 10.$$

As a measure of the performance of a student, a 10-point absolute grading system using the following letter grades (as per UGC/AICTE guidelines) and corresponding percentage of marks shall be followed.

15. General Clause:

It may be noted that beside the above specified rules and regulations all the other rules and regulations in force and applicable to semester system in Post-Graduate programmes in Mahatma Gandhi University will be applicable as amended from time to time by the University. The students shall abide by all such Rules and Regulations. This includes Plagiarism rules notified by the University.



Programme Educational Objectives:

- **PEO 1: Develop Strategic and Analytical Thinking:** Equip students with the ability to critically analyse business challenges and formulate strategic solutions.
- **PEO 2: Enhance Leadership and Management Skills:** Prepare students to take on leadership roles by developing their ability to manage teams, projects, and organizations effectively.
- **PEO 3: Foster Entrepreneurial and Innovative Mindsets:** Encourage students to think creatively and entrepreneurially, enabling them to identify business opportunities, innovate, and drive growth in dynamic markets.
- **PEO 4: Cultivate Global Business Acumen:** Provide students with a comprehensive understanding of global business environments, including the ability to operate in diverse cultural and economic contexts.
- **PEO 5: Promote Ethical and Sustainable Business Practices:** Instil a strong sense of ethics and social responsibility in students, emphasizing the importance of sustainable business practices.

Programme Outcomes:

- **PO 1: Leadership, Teamwork, and Communication:** Graduates will exhibit strong leadership and teamwork skills, with the ability to lead diverse teams and communicate effectively in business environments.
- **PO 2: Critical Thinking, Problem Solving, and Innovation:** Graduates will possess the ability to analyse and solve complex business problems using both quantitative and qualitative approaches.
- **PO 3: Ethical Responsibility and Global Awareness:** Graduates will uphold ethical principles and demonstrate social responsibility in their professional conduct.
- **PO 4: Entrepreneurial Skills and Lifelong Learning:** Graduates will be equipped with entrepreneurial skills necessary for starting new ventures or innovating within existing businesses.
- **PO 5: Sustainability and Societal Impact:** Graduates will understand the impact of business decisions on society and the environment.

Programme Specific Outcomes:

- **PSO 1: Advanced Knowledge in Management Disciplines:** Graduates will gain deep insights into core management disciplines enabling them to apply theoretical knowledge to solve practical business challenges.
- **PSO 2: Data-Driven Decision Making:** Graduates will develop proficiency in leveraging data analytics, financial modelling, and business intelligence tools to make informed decisions that enhance organizational performance and drive strategic initiatives.
- **PSO 3: Industry Readiness and Employability:** Graduates will be well-prepared for the corporate world with hands-on experience through internships and dissertation ensuring they meet the industry's expectations for employability and professional excellence.
- **PSO 4: Innovation and Entrepreneurial Competence:** Graduates will be equipped with the skills to identify business opportunities, develop innovative solutions, and

manage start-ups or entrepreneurial ventures successfully within both local and global contexts.

- **PSO 5: Global Business Acumen and Cross-Cultural Competency:** Graduates will possess a strong understanding of international business environments and demonstrate the ability to navigate cross-cultural differences, making them competent to work in diverse global settings and multinational organizations.

PEO – PO mapping

	PEO 1	PEO 2	PEO 3	PEO 4	PEO 5
PO 1	Y	Y	Y	Y	Y
PO 2	Y	Y	Y	Y	Y
PO 3	Y	Y	Y	Y	Y
PO 4	Y	Y	Y	Y	Y
PO 5	Y	Y	Y	Y	Y

PO – PSO mapping

	PO 1	PO 2	PO 3	PO 4	PO 5
PSO 1	Y	Y	Y	Y	Y
PSO 2	Y	Y	Y	Y	Y
PSO 3	Y	Y	Y	Y	Y
PSO 4	Y	Y	Y	Y	Y
PSO 5	Y	Y	Y	Y	Y

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Faculty of Management
Department of Business Management

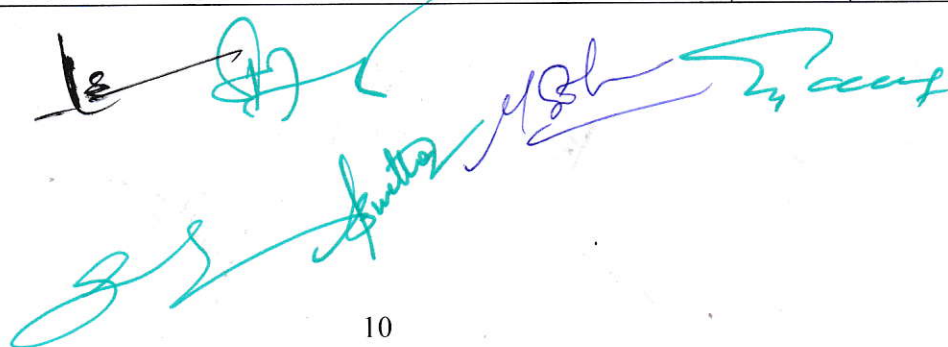
M.B.A. Syllabus – 2023-24

Year- I Semester - I

Sl. No.	Course Code	Course Title	HPW T	HPW P	Credits	Max. Marks (CIE + SEE)
1.	MB 101	Management and Organizational Behavior	4	-	4	40 + 60
2.	MB 102	Managerial Economics	4	-	4	40 + 60
3.	MB 103	Marketing Management	4	-	4	40 + 60
4.	MB 104	Financial Accounting and Analysis	4	-	4	40 + 60
5.	MB 105	Statistics for Management	4	-	4	40 + 60
6. Elec	MB 106 A	Business Law and Environment	4	-	4	40 + 60
	MB 106 B	Managerial Communication				
	MB 106 C	IT Applications for Management				
7.	MB 107	Information Technology Lab - I (M.S. Office)	-	4	2	50
8.	MB 108	Business Communication Lab	-	4	2	50
Total Credits					28	

Year- I Semester - II

Sl. No.	Course Code	Course Title	HPW T	HPW P	Credits	Max. Marks (CIE + SEE)
1.	MB 201	Human Resource Management	4	-	4	40 + 60
2.	MB 202	Financial Management	4	-	4	40 + 60
3.	MB 203	Business Research Methods	4	-	4	40 + 60
4.	MB 204	Operations Research	4	-	4	40 + 60
5.	MB 205	Operations Management	4	-	4	40 + 60
6. Elec	MB 206 A	Business Ethics and Corporate Governance	4	-	4	40 + 60
	MB 206 B	e-Business				
	MB 206 C	Customer Relationship Management				
7.	MB 207	Information Technology Lab - II (Statistical Tools using Excel)	-	4	2	50
Total Credits					26	
Total Credits at the end of Semester II					54	



Year- II Semester - III

Sl. No.	Course Code	Course Title	HPW T	HPW P	Credits	Max. Marks (CIE + SEE)
1.	MB 301	Entrepreneurship Development	4	-	4	40 + 60
2.	MB 302	Total Quality Management	4	-	4	40 + 60
3.	MB 303	International Business	4	-	4	40 + 60
4.	MB 304	Business Analytics	4	-	4	40 + 60
5. Splz	MB 305 M	Consumer Behavior (M)	4	-	4	40 + 60
	MB 305 F	Investment Management (F)				
	MB 305 H	Labor Laws and Employee Relations (HR)				
6. Splz	MB 306 MA / MB 306 MB	Product & Brand Management / Retail Marketing (M)	4	-	4	40 + 60
	MB 306 FA / MB 306 FB	Corporate Tax Planning / Financial Services & Systems (F)				
	MB 306 HA / MB 306 HB	Organizational Development / Leadership & Change Management (HR)				
Total Credits					24	

Year- II Semester - IV

Sl. No.	Course Code	Course Title	HPW T	HPW P	Credits	Max. Marks (CIE + SEE)
1.	MB 401	Strategic Management	4	-	4	40 + 60
2.	MB 402	Supply Chain Management	4	-	4	40 + 60
3.	MB 403	Innovation Management	4	-	4	40 + 60
4. Splz	MB 404 M	Services Marketing (M)	4	-	4	40 + 60
	MB 404 F	International Finance (F)				
	MB 404 H	Performance Management (HR)				
5. Splz	MB 405 MA / MB 405 MB	Digital and Social Media Marketing / Rural Marketing (M)	4	-	4	40 + 60
	MB 405 FA / MB 405 FB	Financial Institutions & Markets / Financial Risk Management (F)				
	MB 405 HA / MB 405 HB	Compensation Management / Strategic Human Resource Management (HR)				
6.	MB 406	Project Dissertation	-	-	4	100
7.	MB 407	Project Viva Voce	-	-	2	50
Total Credits					26	
Total Credits at the end of II Year					104	

HPW – Hours Per Week, CIE – Continuous Internal Exam, SEE – Semester End Exam

T- Theory, P - Practical

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MBA Semester I
MB 101 - Management and Organizational Behavior

Course Objectives:

- Trace the evolution of management thought and understand classical, behavioural, decision theory, systems, and contingency approaches.
- Study organization structure, communication processes, and decision-making techniques.
- Examine foundations of individual behavior, motivation theories, and organizational behavior concepts.
- Explore group dynamics, leadership styles, organizational culture, emotions, stress management, and change management.

Course Outcomes: Students will be able to

- Apply diverse management approaches to analyze organizational challenges and enhance decision-making skills.
- Design effective organizational structures, improve communication, and make informed decisions using appropriate techniques.
- Analyze and apply theories of motivation, enhance understanding of individual behavior factors, and improve organizational effectiveness.
- Foster effective teamwork, apply leadership theories, manage conflicts, and implement organizational development and change strategies.

Unit-I: Evolution of Management Thought and Approaches: Nature of Management, Functions, Process, Managerial Roles & Skills, Approaches-Classical (Scientific Management, Administrative Management) - Behavioural Approach (Hawthorne Experiments) Decision Theory Approach-Systems & Contingency Approaches.

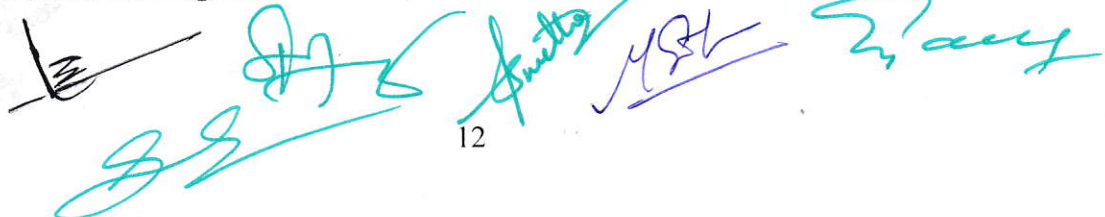
Unit-II: Design of Organisation Structure, Communication & Decision Making: Organisation structure & Design-Types, Authority, Responsibility, Centralisation, Decentralisation and Span of Control, Line & Staff. Communication-Types-Process-Barriers. Decision making-Concept-Process-Approaches-Techniques.

Unit-III: Introduction to Organisational Behaviour: Nature of Organization Behaviour-Significance, Foundations of Individual Behaviour- Personality, Big 5 Personality traits, MBTI, Kelly's Personal Construct Theory-Perception -Attribution-Attitude & Values-Learning-Transactional Analysis - Johari Window- Motivation- Content and Process Theories.

Unit-IV: Group Dynamics, Leadership and Emerging aspects: Nature of Groups - Importance of Groups and Teams-Types of Groups-Stages of Group Development-Group Cohesiveness-Group Behaviour -Effective Teamwork. Leadership- Styles, Theories. Power, Conflicts & Negotiation. Organisation Culture & Climate-Cross Cultural approach, Emotions & Stress Management, Management of Change - Organisational Development-Organisational Citizenship Behaviour.

Suggested Readings:

1. Daft, R. L. (2020). *Management* (14th ed.). Cengage Learning.
2. Hersey, P., Blanchard, K. H., & Johnson, D. E. (2015). *Management of organizational behavior: Leading human resources*. Pearson India Education.


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3. Mullins, L. J. (2009). *Management and organisational behaviour*. Pearson Education, Limited.
4. Robbins, S. P., & Judge, T. A. (2019). *Organizational Behavior* (18th ed.). Pearson Education.
5. Luthans, F. (2018). *Organizational Behavior: An Evidence-Based Approach* (13th ed.). McGraw-Hill Education.
6. Martin, J., & Fellenz, M. (2010). *Organizational behaviour and management*. Cengage Learning.
7. Koontz, H., & O'Donnell, C. (1984). *Essentials of Management: An International Perspective* (5th ed.). McGraw-Hill.

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A signature in the middle, possibly "Amelia".
A signature on the right, possibly "S.A. & J.S.".
A signature below the middle one, possibly "S.S.".
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MB 102 - Managerial Economics

Course Objectives:

- Understand managerial economics's scope and interdisciplinary nature, and grasp fundamental economic concepts crucial for decision-making.
- Analyze the basis and determinants of demand and supply, explore market equilibrium, and understand demand sensitivity through elasticity concepts.
- Study production functions, laws of diminishing returns, economies of scale, and productivity measurement to enhance operational efficiency.
- Differentiate between economic and accounting costs, understand cost-volume-profit analysis, and examine pricing strategies under various market structures.

Course Outcomes: Students will be able to

- Apply economic principles to analyze managerial decisions effectively.
- Utilize price, income, and cross-elasticity of demand in managerial applications.
- Apply production function estimation methods to optimize production processes.
- Apply cost analysis techniques to determine optimal pricing strategies.

Unit – I: Nature & Scope of Managerial Economics: Meaning, Nature and Scope, Managerial Economics with other Disciplines, Fundamental Economics Concepts: Opportunity Cost, Discounting principle, Time perspective, Incremental reasoning, Equi-marginal concept.

Unit – II: Demand & Supply Analysis: Basis for demand and supply. Market demand and supply functions and curves. Market equilibrium. Demand Sensitivity Analysis: Price, Income & Cross Elasticity of demand. Managerial applications of elasticity arc of demand.

Unit – III: Production Analysis: Production Function; Laws of diminishing returns to a factor. Returns to scale. Productivity Measurement, Output elasticity. Economies & Diseconomies of scale. Economies of scope. Learning curve, Break Even Point - Theory & Problems. Estimation of production function: Cobb Douglas and CES Production functions.

Unit – IV: Cost analysis: Economic & Accounting Costs. Role of time in cost analysis. Minimum Efficient scale, Firm size & plant size. Cost-volume Profit Analysis. Price determination under perfect competition. Monopoly, oligopoly & Monopolistic competition. Sophisticated market pricing: pricing discrimination—using coupons & rebates for price discrimination. Peak load pricing and two-part tariffs. Transfer pricing: A perfectly competitive market for upstream product. The global use of transfer pricing.

Suggested Readings:

1. Keat, P. G., & Young, P. K. Y. (2017). *Managerial Economics: Economic Tools for Today's Decision Makers* (8th ed.). Pearson Education.
2. Hirschey, M. (2018). *Managerial Economics* (14th ed.). Cengage Learning.
3. Salvatore, D. (2016). *Managerial Economics: Economic Tools for Today's Decision Makers* (8th ed.). Wiley.
4. Thomas, C. R., & Maurice, S. C. (2019). *Managerial Economics: Foundations of Business Analysis and Strategy* (13th ed.). McGraw-Hill Education.
5. Truett, L. J., & Truett, D. B. (2014). *Managerial Economics: Analysis, Problems, Cases* (8th ed.). Cengage Learning.

6. Allen, W. B., Doherty, N. A., & Link, A. N. (2015). *Managerial Economics: Theory, Applications, and Cases* (9th ed.). Oxford University Press.
7. Wilkinson, N., & Klaes, M. (2012). *Managerial Economics: A Problem-Solving Approach* (3rd ed.). Cambridge University Press.
8. Maheshwari, S. N. (2019). *Managerial Economics*. Sultan Chand & Sons.
9. Mehta, P. L., & Mehta, S. L. (2017). *Managerial Economics: Principles and Worldwide Applications*. Sultan Chand & Sons.
10. Peterson, H. G., & Lewis, J. P. (2017). *Managerial Economics* (2nd ed.). PHI Learning Pvt. Ltd.
11. Varshney, R. L., & Maheshwari, S. N. (2019). *Managerial Economics: Text and Cases*. Sultan Chand & Sons.

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MB 103 - Marketing Management

Course Objectives:

- Understand the historical evolution, philosophies, and components of marketing, including the marketing environment.
- Explore market segmentation, targeting, positioning, and strategies related to product development, branding, packaging, and pricing.
- Develop competitive, distribution, and promotional strategies, and apply methods for demand measurement and sales forecasting.
- Outline marketing planning processes, including understanding consumer behavior, adoption processes, and strategies for services marketing.

Course Outcomes: Students will be able to

- Analyze the interface of marketing with other functional areas and its impact on organizational strategy.
- Implement effective strategies for product life cycle management and understand competitive dynamics in the market.
- Evaluate the effectiveness of distribution channels and promotional campaigns in achieving marketing objectives.
- Implement various types of marketing controls and conduct marketing audits to ensure strategic alignment and performance evaluation.

Unit – I: Introduction to Marketing: Origin of Marketing, Evolution of Marketing, Marketing Philosophies, Marketing Mix-expanded Marketing Mix, Marketing Environment - Company's Micro and Macro Environment, Interface with other functional areas.

Unit – II: Marketing Strategies-I: Market Segmentation, Market Targeting, Market Positioning, New Product Development, Decisions Involved in Product, Branding and Packaging, Product Line and Product Mix Decisions. Pricing Strategies, Product Life Cycle.

Unit – III: Marketing Strategies-II: Competitive Strategies, Distribution Strategies and Promotional Strategies, Demand Measurement and Sales Forecasting Methods, Estimating the Current and Future Demand.

Unit-IV: Marketing Planning & Control: Marketing Planning- Understanding Consumer Behavior, Seven Os Structure, Adoption Process, Services Marketing, Characteristics and Strategies of Services Marketing.

Marketing Control- Types of Marketing Organization Structures and Factors affecting Global marketing Organization, Marketing Control, Annual Plan Control, Efficiency Control, Profitability Control and Strategic Control, Marketing Audit

Suggested Readings:

1. Kotler, P., Keller, K. L., Koshy, A., & Jha, M. (2021). *Marketing management* (16th ed.). Pearson.
2. Lamb, C. W., McDaniel, C., & Hair, J. F. (2021). *Marketing*. Cengage Learning.
3. Ferrell, O. C., Hartline, M. D., & Lucas, J. E. (2021). *Marketing: Core concepts, applications, and cases*. McGraw-Hill Education.
4. Pride, W. M., Ferrell, O. C., & Ferrell, J. D. (2021). *Marketing: Core concepts*. Cengage Learning.

5. Kotler, P., Keller, K. L., Koshy, A., & Jha, M. (2020). *Marketing Management: A South Asian Perspective* (15th ed.). Pearson Education India.
6. Ramaswamy, V. S., & Namakumari, S. (2017). *Marketing Management: Global Perspective Indian Context* (7th ed.). Macmillan Publishers India.
7. Saxena, R. (2019). *Marketing Management*. McGraw-Hill Education.
8. Jha, M., & Meenakshi, N. (2018). *Marketing Management: A Strategic Decision-Making Approach*. Oxford University Press.
9. Panda, T. K., & Sahadev, S. (2018). *Marketing Management: Text and Cases*. Vikas Publishing House.
10. Ramanuj Majumdar. (2019). *Marketing Management: Text and Cases*. Excel Books.

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MB 104 - Financial Accounting and Analysis

Course Objectives:

- Understand the fundamental concepts and scope of financial accounting as a business information system.
- Learn the distinction between capital and revenue expenditures and prepare financial statements following the provisions of the Indian Companies Act.
- Explore depreciation concepts and methods and perform financial statement analysis using ratio analysis techniques.
- Understand funds flow analysis, including the statement of changes in working capital and sources and uses of funds, and comprehend the advantages of cash flow statement under Accounting Standard 3 (AS3).

Course Outcomes: Students will be able to

- Apply double-entry system principles, classify accounts, and complete the accounting cycle up to the preparation of a trial balance.
- Demonstrate the ability to measure business income, prepare profit and loss accounts, and construct balance sheets accurately.
- Calculate and interpret liquidity, activity, profitability, leverage, and structural ratios, and conduct common size statement analysis effectively.
- Apply funds flow analysis to assess business operations and financial performance and interpret cash flow statements to evaluate liquidity and financial health.

Unit – I : Meaning & Definition of financial accounting–Scope of accounting science – Accounting as a Business information system; Accounting concepts and conventions, their implications on Accounting system; Double entry system–recording business transactions – Classification of Accounts – Accounting process–Accounting cycle - Primary entry (Journal proper)–Ledger posting - preparation of trial balance

Unit – II: Preparation and presentation of financial statements–Distinction between capital and revenue expenditure–Measurement of business Income, Profit and Loss account, Preparation of balance sheet; provisions of the Indian companies Act.

Unit – III: Depreciation concept– Causes & Methods of depreciation; Financial Statement Analysis–Ratio analysis–Rationale and utility of ratio analysis Classification of ratios– Calculation and interpretation of ratios–Liquidity ratios, Activity / turnover ratios–Profitability ratios–leverage and structural ratios– common size statement analysis.

Unit-IV: Funds flow analysis–Concept of funds flow–Statement of changes in working capital Funds from business operations–Statement of sources and uses of funds–Advantages of funds flow analysis– Cash flow statement–Accounting standard 3 (AS3).

Suggested Readings

1. PK Jain and K. L. Narang. *Financial Accounting & Analysis*. Kalyani Publications.
2. Maynard, J. (2013). *Financial accounting, reporting, and analysis*. OUP Oxford.
3. Banerjee, A. (2009). *Financial accounting*. Excel Books.
4. Lal, J., & Srivastava, S. (2004). *Financial accounting: Principles and practices*. S. Chand, Limited.
5. Jonick, C. (2018). *Principles of financial accounting*. University of North Georgia.
6. Loftus, J. (2020). *Financial reporting*. John Wiley & Sons Australia, Limited.
7. Revsine, L., Collins, D., Johnson, B., & Mittelstaedt, F. (2009). *Financial reporting and analysis*. McGraw-Hill Companies, Incorporated.

8. Chowdhury, A. (2007). *Fundamentals of accounting and financial analysis*. Pearson Education India.
9. Kimmel, P. D., Weygandt, J. J., & Kieso, D. E. (2020). *Financial accounting: Tools for business decision making*. Wiley.
10. Carlon, S. *Financial accounting: Reporting, analysis and decision making*. (6th ed.). John Wiley & Sons Australia, Limited.
11. Elliott, B., & Elliott, J. (2011). *Financial accounting and reporting*. Financial Times. Prentice Hall.

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S. Carlon

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J. Elliott

MB 105 - Statistics for Management

Course Objectives:

- Understand the importance and scope of statistics in business management.
- Define probability and its types and understand probability theorems.
- Formulate hypotheses and outline the steps involved in hypothesis testing.
- Describe correlation measures and regression analysis.

Course Outcomes: Students will be able to

- Measure central tendency and dispersion, and their application in research analysis.
- Apply probability concepts to solve problems involving addition, multiplication, and Bayes' theorem.
- Explain large sample tests and small sample tests and understand the applications of Chi-square and ANOVA in hypothesis testing.
- Introduce time series analysis and its application in business contexts.

Unit I: Statistics in Business Management: Statistics in business management, importance and scope of statistics; Summarizing statistics - Measures of central tendency and dispersion application in research analysis. (Theory only); Probability concepts, probability definition, Probability types- marginal, joint, and conditional probability.

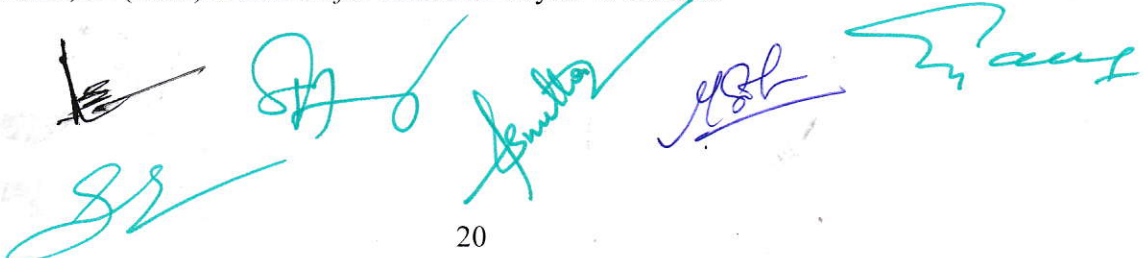
Unit II: Probability Concepts and Probability Theorems: Probability theorems-addition, multiplication, Bayes theorem. Probability distribution - Introduction - Probability distribution function - Discrete Probability distributions - Binomial distribution - Poisson distribution Continuous probability distribution - Normal distribution

Unit III: Hypothesis Formulation and Testing: Formulation of hypothesis and testing of hypothesis steps; Large sample test - Z test - Small sample test - t Test (Theory) - Application of Chi-square and ANOVA (Theory only)

Unit IV: Correlation, Regression, and Time Series Analysis: Correlation-measuring methods Pearson-Spearman correlation coefficient Regression analysis - Linear Regression (2 variables); Introduction to time series and its application in business (Theory)

Suggested Readings:

1. Levin, R. I. (2008). *Statistics for management*. Pearson Education.
2. Keller, G., & Warrack, B. (2003). *Statistics for management and economics*. Thomson/Brooks/Cole.
3. Arora, P. N. (2009). *Statistics and management*. S. Chand Limited.
4. *Mathematics and statistics for management*. (2009). Vikas Publishing House Pvt Limited.
5. Sharma, A. (2009). *Statistics for management*. Himalaya Publishing House.
6. Srivastava, T. N. (2008). *Statistics for management*. Tata McGraw-Hill Education.
7. *Statistics in management studies*. Krishna Prakashan.
8. Gatignon, H. (2010). *Statistical analysis of management data*. Springer New York.
9. *Statistics for business: Decision making and analysis*. (2010). Pearson Education.
10. Chandrasekaran, N., & Umavathi, M. (2016). *Statistics for management*. Prentice Hall India Pvt., Limited.
11. Waller, D. (2010). *Statistics for business*. Taylor & Francis.



MB 106 A - Business Law and Environment

Course Objectives:

- **Objective:** Understand the nature and scope of business environment, including economic, political, governmental, and technological aspects.
- Define contract and agreement, classify contracts, and identify essential elements for a valid contract.
- Explain the features of contracts such as agency, bailment, pledge, indemnity, guarantee, and provisions under the Sale of Goods Act.
- Define a company, classify companies, and outline the process of company formation.

Course Outcomes: Students will be able to

- Explain the Consumer Protection Act, pollution control laws, and mechanisms for consumer redressal and awareness.
- Describe the components of a contract including offer, acceptance, consideration, capacity, and consent, and discuss remedies for breach and types of contracts.
- Differentiate between sale and agreement to sell, and discuss warranties, and aspects of negotiable instruments.
- Describe the roles and legal positions of directors, management, and key personnel in company governance, including powers and responsibilities under the Companies Act.

Unit – I: Business Environment and Laws: Nature and scope of business environment, Types of business environment – Economic, political, Govt. environment, Technological environment – consumer protection Act – introduction to consumer protection law in India – Consumer councils – Redressal Machinery –Rights of consumers – Consumer awareness. Pollution control Act – Pollution control law – Air, Water and Environment pollution control.

Unit - II: Law of Contract: Definition of Contract and Agreement – Classification of Contracts, Essential elements of a valid Contract – Offer - Acceptance - Consideration - Capacity to Contract - Free consent, void contracts – Legality of Object - Performance of Contract – Remedies for breach of Contract - Quasi Contracts.

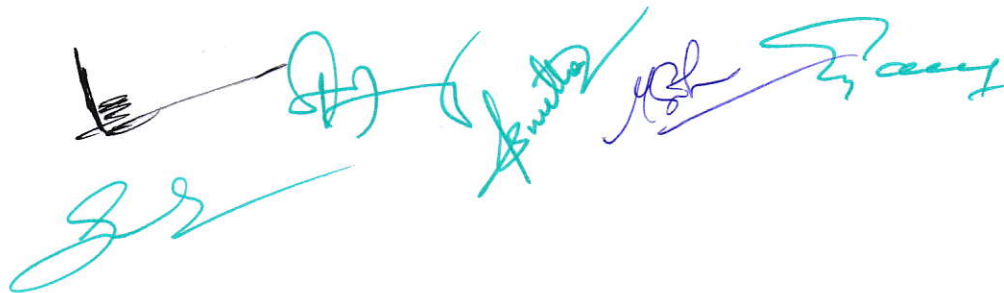
Unit - III: Laws relating to Special Contract: Salient features of Contract of Agency, Bailment and Pledge, Indemnity and Guarantee. Sale of Goods Act – Distinction between Sale and agreement to sell - Conditions and Warranties. Negotiable Instrument- Meaning, Characteristics, Types, Negotiable Instrument – Definitions, Essential elements and distinctions between Promissory Note, Bill of Exchange, and Cheques - Types of crossing, Negotiation and Types of Endorsement, Dishonour of Negotiable Instruments.

Unit - IV: Companies Act: Definition of company – Characteristics - Classification of Companies- Formation of Company - Memorandum and Articles of Association – Prospectus - Shareholders meetings - Board meetings - Law relating to meetings and proceedings- Company - Management - Qualifications, Appointment, Powers, and legal position of Directors - Board - M.D and Chairman - Their powers.

Suggested Readings:

1. Lieberman, J. K., & Siedel, G. J. (1993). *Business law and the legal environment*. Dryden Press.
2. Lau, T., & Johnson, L. C. (2024). *The legal and ethical environment of business*. Flat World Knowledge, Incorporated.
3. Halsey, B. J., & McLaughlin, J. (2011). *Legal environment: Business law and business entities*. Wolters Kluwer Law & Business.

4. Schaffer, R., Agusti, F., Earle, B., & Dhooge, L. J. (2012). *International business law and its environment*. South-Western Cengage Learning.
5. Beatty, J. F., Samuelson, S. S., & Bredeson, D. (2012). *Business law and the legal environment*. Cengage Learning.
6. Valbrune, M., de Assis, R., & Cardell, S. (2019). *Business law essentials*. 12th Media Services.
7. Halbert, T., & Ingulli, E. (2014). *Law and ethics in the business environment*. Cengage Learning.
8. Prenkert, J. D., Barnes, A. J., Perry, J. E., Haugh, T., & Stemler, A. R. (2021). *Business law: The ethical, global, and digital environment*. McGraw-Hill Higher Education.
9. Wetherly, P., & Otter, D. (2010). *The Business Environment – Themes and Issues*. Oxford University Press.
10. Kumar, R. (2011). *Legal Aspects of Business* (2nd ed.). Cengage Learning.
11. S. Chand Publishing. (2016). *A Textbook of Company Law* (11th ed.). S. Chand Publishing.
12. Cherunilam, F. (2010). *Business Environment*. Himalaya Publications.



MB 106 C - IT Applications for Management

Course Objectives:

- Understand the components and role of computers, software types, and IT applications in business; Explore IS categories and functional systems.
- Learn about network types, topologies, components, and applications like Internet, Intranet, Extranet, and teleconferencing; explore databases and search engines.
- Recognize the importance of IT security, threats, and attacks; understand security mechanisms; explore ethical and legal aspects.
- Explore global information systems and emerging technologies and e-commerce applications.

Course Outcomes: Students will be able to

- Gain knowledge of IT's impact across management levels and functional areas like manufacturing, sales, marketing, accounting, finance, and HR.
- Develop an understanding of network structures, data communication methods, and various web conferencing platforms.
- Acquire skills in implementing security measures, understanding cyber laws, and addressing cyber security issues effectively.
- Stay updated on the latest trends in IT, including cloud computing, grid computing, and their applications in modern business and governance contexts.

Unit-I: Information Systems and Management: Computers – Definition, Characteristics, Components of Computers, Hardware, Software; Application and System Software, Programming Languages and their Classification, Role of IT in Business, Opportunities and Challenges in IT, Categories of IS, Management Levels and Functional Systems; Manufacturing and Production, Sales and Marketing Systems, Accounting and Finance, and HR Systems; Information Systems Planning and Development: Systems Planning - Traditional system development lifecycle (SDLC) - alternate methods for system development.

Unit-II: Communications and Networks: Definition, Introduction to Networks, Types of Networks, Network Topologies, Components of Networks, Internet, Intranet, Extranet, Search Engines, Data Communication, Teleconference, Web Conferencing platforms, Types of Data Bases.

Unit-III: Security and Ethical challenges in IT: Need for Security - Security Threats and Attacks, Malicious Software, Hacking, Security Services - Security Mechanisms - Cryptography, Digital signature, Firewall - Types of Firewalls - Identification & Authentication - Biometric Techniques - Security policies - Need for legislation, cyber laws, cyber security issues, salient features of IT Act.

Unit-IV: Emerging Trends in IT: Global Information Systems, Artificial Intelligence, Intelligent Systems, Machine Learning, Robotics, Virtual Reality, Internet of Things (IoT), Mobile Apps and Computing, Data Analytics, Big Data, Electronic Data Interchange (EDI), Electronic Funds Transfer (EFT), E-Commerce Overview- E-commerce Applications, M-Commerce Services & Applications, E-Governance- Emerging Trends in Computing – Cloud Computing, Grid Computing (Definitions only).

Suggested Readings:

1. Shrivastava, N. (2018). *Computer Applications in Management*. DreamTech Press.
2. Goel, R. (2003). *Computer Applications in Management*. New Age International.

3. Koumpis, A. (2012). *Management Information Systems for Enterprise Applications: Business Issues, Research and Solutions*. Business Science Reference.
4. Behl, R. (2012). *Information Technology for Management*. Tata McGraw Hill Education.
5. Turban, E., Pollard, C. (2013). *Information Technology for Management: Advancing Sustainable, Profitable Business Growth*. Wiley.
6. Lucas, H. C. (2000). *Information Technology for Management*. Irwin/McGraw-Hill.
7. Laudon, K., Laudon, J., & Dass, R. (n.d.). *Management Information Systems* (11th ed.). Pearson.
8. Turban, E., Volonino, L., & Wood, G. R. (n.d.). *Information Technology for Management - Advancing Sustainable, Profitable Business Growth*. Wiley.
9. Muthukumar, B. *Information Technology for Management*. Oxford.
10. Williams, B. K., & Sawyer, S. C. *Using Information Technology: A Practical Introduction to Computers & Communications*. McGraw Hill Education.
11. Behl, R. *Information Technology for Management*. McGraw-Hill Companies.

A collection of handwritten signatures in blue and purple ink. On the left, there is a signature in blue ink that appears to be 'Rajeev'. To its right, there are several other signatures, some in blue and some in purple, which are more stylized and difficult to decipher. One signature in purple appears to be 'Rajeev' again. There are also some scribbles and lines in blue ink.

MB 107 - Information Technology Lab - I

(M.S. Office)

Course Objectives:

- Learn to create, format, edit, and save documents using advanced features like tables, graphs, mail merge, and web publishing.
- Develop skills to create professional presentations using templates, slide designs, and graphics for various business contexts.
- Understand worksheet creation and editing, cell formatting, formulas, macros, data sorting, querying, and financial tools for data analysis.
- Learn to create databases, tables, forms, and reports; use queries for data manipulation and filtering.

Course Outcomes: Students will be able to

- Master document preparation and management for professional use, including advanced editing and publishing techniques.
- Produce visually appealing and effective presentations tailored to business plans, institutions, products, and personnel.
- Apply Excel functions for comprehensive data analysis and financial calculations, enhancing business decision-making.
- Develop the ability to manage and manipulate large datasets efficiently using Access, improving data handling and reporting skills.

Unit- I: MS-Word - Creation of Document- Format Document-Text editing and saving- Organising information with tables and outlines, Lists, Page numbers, Inserting Graphs, Pictures, Watermarks, Endnotes, Footnotes, Citations, Table of Contents, Protecting Documents, Creating Mailing List and Mail Merge, Publishing documents on Web.

Unit II: MS PowerPoint- Creation of slides-Use of templates and slide designs for creating powerpoint slides- use of drawings and graphics- Developing a Professional presentation on Business Plans, Institutions, Products, People etc.,

Unit- III: MS Excel- Creating and editing worksheets-Cell Formatting-Creating and using formulas and functions-Use of Macros –Sorting and querying data-Working with graphs and charts. Use of Financial Tools-Use of other functions in Excel for data analysis.

Unit IV: MS Access-Create Databases, Tables, Relationships- Create forms to enter data-filter data-use of queries in data manipulation-Generating reports.

Suggested Readings

1. Whigham, D. *Business data analysis using Excel* (Indian ed.). Oxford University Press.
2. Cornell, P. *Accessing & analyzing data with MS-Excel*. McGraw Hill.
3. R & D. *IT tools and applications*. Macmillan India Ltd.
4. Saxena, S. *A first course in computers: Based on Windows Office XP* (2nd ed.). Vikas Publishing House.
5. Sudharsan, P., & Jeyaalan, J. *Computer systems & applications* (Jaico student ed.). Jaico Publishing House.
6. Apte, D. P. *Statistical tools for managers: Using MS Excel*. Excel Books.

MB 108 - Business Communication Lab

Course Objectives:

- Understand the communication process, types, and barriers, and learn virtual meeting etiquette and participation.
- Develop skills in crafting effective business emails, memos, reports, and proposals with a focus on etiquette, tone, and formatting.
- Enhance confident speaking skills for business situations and deliver impactful presentations.
- Learn nonverbal communication cues, active listening, empathy, conflict resolution, and negotiation techniques.

Course Outcomes: Students will be able to

- Master the basics of effective communication and virtual meeting participation.
- Produce clear and professional written business communications.
- Communicate effectively in various business scenarios.
- Develop strong interpersonal skills.

Unit I: Introduction to Business Communication: Communication Process, Types, Barriers; Technology in Business Communication: Virtual Meetings- Etiquette, Preparation and Participation; Ice-breaking activities to foster a collaborative learning environment.

Unit II: Written Communication Skills: Crafting effective business emails: etiquette, tone, and formatting. Writing professional memos and reports -Memos, Minutes, Notice, Circulars; Business Reports and Proposals- Steps in writing Business reports; Peer review and editing exercises for written documents.

Unit III: Oral Communication Skills: Developing confident speaking skills for various business situations. Structuring and delivering concise and impactful presentations- Seminar Presentations, Reading Business Magazines and News Papers, Extempore Practice sessions with feedback from peers and instructor.

Unit IV: Interpersonal Communication: Understanding nonverbal communication cues. Active listening techniques and empathy in business interactions. Role-playing exercises for conflict resolution and negotiation, Group Discussion.

Suggested Readings:

1. Quintanilla, K. M., & Wahl, S. T. (2020). *Business and professional communication* (4th ed.). Sage Publications.
2. Nawal, M. (2020). *Business communication* (2nd ed.). Cengage Learning.
3. Kumar, V., & Raj, B. (2019). *Business communication* (6th ed.). Kalyani Publishers.
4. Newman, O. (2015). *Communicating in business*. Cengage Learning.
5. Howard, R. M. (2018). *Writing matters* (3rd ed.). Mc Graw Hill Education.
6. Butterfield, J. (2017). *Soft skills for everyone*. Cengage Learning.
7. Pal, R., & Korlahalli, J. S. (2013). *Essentials of business communication*. Sultan Chand & Sons.

MBA Semester II

MB 201 - Human Resource Management

Course Objectives:

- Understand the evolution, role, functions, models, and recent trends in HRM.
- Learn about human resource planning, recruitment, job analysis, and compensation strategies.
- Explore training methods, HR accounting, HR audits, and career planning.
- Study performance management, knowledge management, employee engagement, and industrial relations.

Course Outcomes: Students will be able to

- Gain a comprehensive overview of HRM, its strategic alignment, and contemporary HR practices.
- Acquire skills in planning, recruiting, job evaluation, and designing effective retention strategies.
- Develop the ability to conduct training needs analysis, apply HR accounting models, and plan career development programs.
- Enhance performance measurement techniques, manage talent and employee relations, and handle industrial disputes effectively.

Unit-I: HRM Evolution: Introduction of HRM, HR Role and Responsibilities, Functions of HRM, HRM Models, Human Capital Management, Aligning HR Strategy with Corporate Strategy, HRIS, e- HRM, HRMS, HR Analytics, Interactive HR dashboards, Competency framework for HR, Value driven HRM Approach, Innovative HR Practices, Green HRM, Strategic HRM, International HRM, Recent Trends in HRM.

Unit-II: Human Resource Planning: Human Resource Planning, Recruitment and Selection, Cohort Analysis, Yield Ratio Analysis, Induction, Job Analysis, Competency Modelling, Job Design, Job Evaluation, Nature of Compensation-Types of Compensation- Towers Perrin Model of Total Reward, Attrition, Retention Strategies.

Unit-III: Human Resource Development: Training need analysis, On-the Job Training: Job Instruction, Job Rotation, Apprenticeship, Demonstration, Psychodrama and Role Play, Off-the Job Training: Vestibule, Simulation, Case Study, Design thinking, Behaviour Modelling, Business games, Adventure And Action Learning, HR Accounting- Models (Lev & Schwartz, Flamholtz, Morse, Likert, Ogan's), HR Audit- Model (Phillip ROI Model), Career Planning and Development

Unit-IV: Performance Management and Industrial Relations: Organizational model of Performance Management, Performance measures criteria, Approaches to measuring Performance, Knowledge Management, Talent Management, Employee Engagement and Work Life Balance; Industrial Relations-Concept, Importance, Trade Unions, Industrial Disputes, Machinery for settlement of Disputes, Employee Grievance handling and Discipline, Workers Participation in Management.

Suggested Readings:

1. Armstrong, M. (2010). *Human resource management*. Kogan Page.

2. Mathis, R. L., & Jackson, J. H. (2009). *Human resource management*. Cengage.
3. Decenzo, A. D., & Robbins, S. P. *Human resource management*. John Wiley & Sons.
4. Rao, P. S. (2014). *Essentials of human resource management and industrial relations*. HPH.
5. Noe, R. A., Hollenbeck, J. R., Gerhart, B., & Wright, P. M. *Human resource management*. Tata McGraw Hill.
6. Dessler, G. (2006). *Human resource management* (10th ed.). Pearson / Prentice Hall of India.
7. Aswathappa, K. (2006). *Human resource management* (4th ed.). TMH.
8. Monappa, A. *Industrial relations*. TMH.
9. Gomez-Mejia, L. R., Balkin, D. B., & Cardy, R. L. (2010). *Managing human resources*. PHI.
10. Wayne, S. J., & Casio, W. F. (2010). *Managing human resources*. TMH.

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MB 202 - Financial Management

Course Objectives:

- Understand the nature, scope, and evolution of finance functions along with key financial goals and concepts.
- Learn about the investment decision process and various evaluation criteria for capital budgeting.
- Study the measurement and effects of operating and financial leverage and understand capital structure theories.
- Explore different dividend policies and the management of working capital.

Course Outcomes: Students will be able to

- Grasp the fundamentals of finance, including the agency relationship, risk-return trade-off, and time value of money.
- Develop skills to evaluate and select investment projects using NPV, IRR, PI, Payback Period, and ARR methods.
- Gain insights into the impact of leverage on profit and learn to determine optimal capital structures.
- Acquire knowledge of dividend relevance and irrelevance theories and learn to estimate and manage working capital requirements effectively.

Unit – I: The Finance function: Nature and Scope; Evolution of finance function – Its new role in the contemporary scenario –Goals of finance function – maximizing vs. satisfying; Profit vs. Wealth vs. Welfare; the Agency relationship and costs; Risk-Return trade off; Concept of Time Value of Money – Future Value and Present value.

Unit-II: Capital Budgeting – Nature of Investment Decisions –Investment decision process-Project generation, project evaluation, project selection and project implementation - Investment Evaluation criteria – Net Present Value (NPV), Internal Rate of Return (IRR), Profitability Index (PI), Payback Period, Accounting Rate of Return (ARR) – NPV and IRR comparison.

Unit-III: Operating and Financial Leverage – Measurement of Leverages – Effects of Operating and Financial Leverage on Profit –Combined Financial and Operating Leverage – Capital Structure Theories - Traditional approach - M.M. Hypotheses – without Taxes and with Taxes – Net Income Approach (NI) – Net Operating Income Approach (NOI) - Determining capital structure in practice.

Unit- IV: Dividend Policies – Issues in Dividend Decisions – Relevance Theory – Walter's Model – Gordon's Model – Irrelevance Theory – M-M hypothesis - Dividend Policy in Practice – Forms of Dividends. Management of Working Capital – Sources of Working capital - Significance and types of Working Capital – Calculating Operating Cycle Period and Estimation of Working Capital Requirements

Suggested Readings:

1. Berk, J., DeMarzo, P., & Thampy, A. (2010). *Financial Management*. Pearson.
2. Brigham, E. F., & Ehrhardt, M. C. (2006). *Financial Management Theory and Practice* (10th ed.). Thomson South-Western.
3. Ross, S., Westerfield, R., & Jaffe, J. (2005). *Corporate Finance* (7th ed.). TMH Publishers.

4. Vishwanath, S. R. (2007). *Corporate Finance: Theory and Practice* (2nd ed.). Response Books, Sage Publications.
5. Chandra, P. *Financial Management Theory and Practice* (7th ed.). Tata McGraw Hill.
6. Pandey, I. M. (2010). *Financial Management* (10th ed.). Vikas Publishing House.
7. Reddy, S. (2010). *Financial Management*. HPH.
8. Srivastava, R., & Misra, A. (2009). *Financial management* (4th ed.). Oxford Higher Education.

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MB 203 - Business Research Methods

Course Objectives:

- Understand the meaning, objectives, and role of business research in managerial decision-making.
- Learn about data collection methods, sampling designs, and measurement scales.
- Master data preparation and analysis techniques using non-parametric tests.
- Develop skills for preparing, writing, and presenting research reports while adhering to ethical standards.

Course Outcomes: Students will be able to

- Ability to identify research problems, formulate hypotheses, and design research methodologies.
- Proficiency in designing questionnaires and ensuring the reliability and validity of scales.
- Capability to apply various statistical tools and multivariate analysis in research.
- Competence in creating well-structured, ethical, and referenced research reports.

Unit – I: Introduction to Business Research: Meaning and Objectives of Research – Concept of Business Research – Need and Role of Business Research in Managerial Decision Making. Types of Research – Research Design and Classification of Research Designs. Stages in Research Process. Identification of Research Problem and Hypothesis Formulation.

Unit – II: Research Methodology: Data Collection – Sources of data/information, Methods of Data Collection. Sampling – Sampling Design, Sampling Methods, Measurement and Scaling – Concept and Types of Scales – Reliability and Validity of a Scale, Questionnaire Design.

Unit – III: Data Analysis: Preparation of data for processing -Editing, Coding and Tabulation. Data Analysis - Tools – Parametric Vs Non-Parametric tests - Mann-Whitney U test, Wilcoxon Signed Rank Test, Kolmogorov-Smirnov test, Kruskal Wallis test, Multivariate Analysis (MVA) – Application.

Unit – IV: Report Writing: Report Preparation - Different Types of Reports – Contents of Report -Essentials of a Good Report, Concepts of a Report, Report Presentation. Ethics in Research – Ethical Behavior of Research – Plagiarism – Essentials of Referencing.

Suggested Readings:

1. Cooper, D. R., Schindler, P. S., & Sharma, J. K. *Business Research Methods*. Tata McGraw Hill.
2. Bryman, A., & Bell, E. *Business Research Methods*. Oxford University Press.
3. Zikmund, W. G., Babin, B. J., Carr, J. C., Adhikari, A., & Griffin, M. *Business Research Methods: A South Asian Perspective*. Cengage Learning.
4. Green, R., & Tull, D. S. *Research for Marketing Decisions*. Tata McGraw Hill.
5. Beri, G. C. *Marketing Research*. Pearson Education.
6. Kothari, C. R. *Research Methodology*. S. Chand Publication

MB 204 - Operations Research

Course Objectives:

- Introduce the origin, nature, and managerial applications of Operations Research (OR), and develop skills in Linear Programming Problem (LPP) formulation and solutions.
- Understand the mathematical models and solution methods for Transportation and Assignment Problems, including IBFS and optimality tests.
- Learn the fundamentals of network analysis, including CPM and PERT techniques for scheduling activities.
- Explore concepts of queuing theory and game theory, including types of queuing models and strategies in games.

Course Outcomes: Students will be able to

- Ability to formulate and solve LPP using graphical and simplex methods.
- Proficiency in solving transportation and assignment problems using various methods and understanding their managerial applications.
- Capability to apply CPM and PERT for project scheduling and determining the critical path.
- Ability to analyze queuing systems and solve games using graphical solutions and dominance rules.

Unit – I: Introduction to OR: Origin, Nature, definition, Managerial applications and limitations of OR. Linear Programming: Mathematical model, Formulation of LPP, assumptions underlying LPP; Solution to LPP by the Graphical method, Exceptional cases, Solution to LPP Simplex Method (Formulation of simplex table and practical problem without degeneracy).

Unit – II: Transportation Problem (TP): Mathematical model, IBFS using northwest corner rule, Row and Column Minimum methods, Matrix minimum method (LCM) and Vogel's approximation method, Unbalanced TP, Degeneracy, Optimality Test. Assignment Problem (AP): Mathematical model, Unbalanced AP, Restricted AP, Travelling salesman problem, Managerial applications of AP and TP.

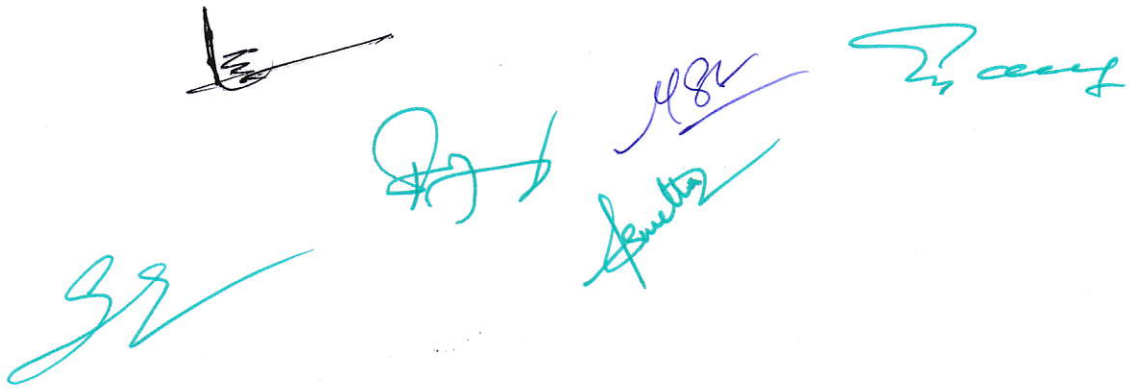
Unit – III: Network Analysis: Network fundamentals- scheduling the activities - Fulkerson's Rule –CPM -determination of ES and EF in the Forward Pass-LS and LF in backward pass, determination of Critical Path, PERT Analysis, Applications of CPM and PERT.

Unit – IV: Queuing Theory: Concepts of Queue, Types of Queuing models- deterministic Queuing models - Probabilistic Queuing Model –mixed Queuing model (Theory only). Cost Analysis - Single Channel Queuing model - Poisson arrival and exponential service times with infinite population. Game Theory: concepts, saddle point, Dominance rule, Types of strategy - pure and mixed, graphical solutions for $(m \times 2)$ and $(2 \times n)$ games.

Suggested Readings:

1. Vohra, N. D. (2010). *Quantitative Techniques in Management* (4th ed.). TMH.
2. Sharma, J. K. (2009). *Operations Research Theory and Applications* (4th ed.). Macmillan.
3. Kasana, H. S., & Kumar, K. D. (2008). *Introductory Operations Research theory and applications*. Springer.

4. Chakravarty, P. (2009). *Quantitative Methods for Management and Economics* (1st ed.). HPH.
5. Render, B., Stair, R. M. Jr., & Hanna, M. E. (2007). *Quantitative Analysis for Management* (9th ed.). Pearson.
6. Pannerselvam, R. (2006). *Operations Research* (3rd ed.). PHI.
7. Selvaraj, R. (2010). *Management Science Decision Modeling Approach* (1st ed.). Excel.
8. Ravindren, A., Phillips, D. T., & Solberg, J. J. (2000). *Operations Research: Principles and Practice* (2nd ed.). John Wiley and Sons.
9. Hillier, F. S., & Lieberman, G. J. (2010). *Introduction to Operations Research: Concepts and Cases* (8th ed.). TMH.
10. Gupta, P. K., & others. (2010). *Operations Research*. S. Chand.
11. Chawla, K. K., & Gupta, V. (2008). *Operations Research*. Kalyani Publications.



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MB 205 - Operations Management

Course Objectives:

- Provide a comprehensive introduction to Operations Management, distinguishing it from Production Management, and explore process technologies and plant-related decisions.
- Explain the concepts of production planning and control, scheduling, product sequencing, and quality management, including statistical quality control and Total Quality Management (TQM).
- Discuss the importance and measurement of productivity, work-study, maintenance management, and methods to improve productivity.
- Cover the importance, objectives, and methods of inventory management, including Economic Order Quantity (EOQ), inventory analysis, and store management.

Course Outcomes: Students will gain

- Understanding of operations management fundamentals, various process technologies, and the strategic aspects of plant capacity, layout, and location.
- Proficiency in production scheduling, product sequencing, quality assurance techniques, and application of control charts and TQM principles.
- Ability to measure productivity, conduct work studies, understand maintenance management objectives and types, and apply productivity improvement techniques.
- Competence in managing inventory, conducting inventory analysis, and applying efficient store management practices, including the use of EOQ and various inventory analysis methods.

Unit - I: Introduction to Operations Management: Introduction to Operations Management - Objectives and characteristics of Operations Management, Production Management vs Operations Management, Process Technologies.- Project, Job Shop, Assembly, batch and Continuous. Interface with other functional areas of Management, Plant Capacity, Plant layout, plant Location.

Unit - II: Operations Planning & Quality Management: Production Planning and Control, Scheduling, Product Sequencing- Sequencing of products with simple problems. Standards and specifications, Quality Assurance, Quality Circles. Statistical Quality Control –Control Charts for Variables- Average, Range and S.D, Control charts for Attributes- Fraction Defective and Number of Defects, Concept of TQM.

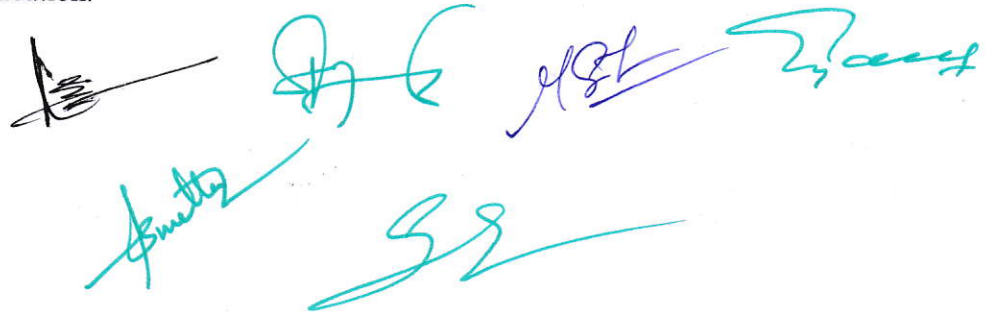
Unit - III: Productivity Improvement: Importance of Productivity, Measurement of Productivity, Acceptance Sampling, Work Study - Importance, Objectives, Advantages. Methods Study, Work measurement, Time Study. Maintenance Management - Objectives and Types.

Unit -IV: Inventory Management: Importance, Objectives, Economic Order Quantity. Inventory Analysis Methods - ABC, VED and FNSD analysis. Value Analysis. Stores Management - Requirements for efficient Management of Stores, Safety Stock, and Reorder Level.

Suggested Readings:

1. Ashwathappa, K., & Bhatt, S. (2021). *Production and operations management* (2nd ed.). Himalaya Publishing House.

2. Chary, S. N. (2019). *Productions and operations management*. Mc Graw Hill.
3. Heizer, J., & Render, B. (2016). *Operations management* (11th ed.). Pearson.
4. Panneerselvam, R. (2012). *Production and operations management* (3rd ed.). PHI.
5. Garg, A. K. (2012). *Production and operations management*. TMH.
6. Boyer, K., & Verma, R. (2011). *Operations management*. Cengage Learning.
7. Mahadevan, B. (2010). *Operations management: Theory and practice* (2nd ed.). Pearson Education.



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MB 206 A - Business Ethics & Corporate Governance

Course Objectives:

- Explore the levels of business ethics, debunk myths about business ethics, and discuss stages of moral development according to Kohlberg and Carol Gilligan.
- Introduce professional ethics across various domains including production, marketing, HRM, finance, accounting, advertising, media reporting, and healthcare services.
- Define corporate governance and its purpose, discuss theories and philosophies, and explore corporate governance structures including directors, committees, institutional investors, and auditors.
- Highlight the importance of corporate governance, focusing on board structures, processes, evaluation, director independence, and board committees.

Course Outcomes: Students will be able to

- Understanding of business ethics principles, moral development stages, and debunked myths, fostering ethical decision-making skills.
- Awareness & understanding of ethical issues in different professional contexts.
- Knowledge of corporate governance principles, structures, and the role of stakeholders.
- Understanding of the implementation of corporate governance in India.

Unit I: Business Ethics the Changing Environment: Business Ethics - levels of Business Ethics. Five Myths about Business Ethics - stages of Moral development, Kohlberg's study - Carol Gilligan's Theory - Principles of Ethics.

Unit II: Professional Ethics. Introduction to Professional Ethics - Ethics in Production and Product Management - Ethics of Marketing Professionals - Ethics in HRM - Ethics of Finance and Accounting Professionals - Ethics of Advertisement - Ethics of Media Reporting - Ethics of Healthcare Services - Ethical issues.

Unit III: Corporate Governance Meaning, Purpose – Theories and Philosophies of Corporate Governance Corporate Governance Structures: Directors, Committees, Institutional investors – Auditors. Corporate Social Responsibility: Stakeholders – Environment – Social Development.

Unit IV: Corporate Governance: Importance of Corporate Governance – Corporate Governance in India - Board Structures Processes and Evaluation - Director Independence – Board committees, Indian model of Corporate Governance.

Suggested Readings:

1. Fernando, A. C. (2012). *Corporate governance: Principles, policies and practices*. Pearson.
2. Murthy, C. S. V. (2012). *Business ethics*. Himalaya Publishing House.
3. Balasubramanian, N. (2012). *Corporate governance and stewardship*. TMH.
4. Weiss, J. W. *Business ethics*. Thomson.
5. Hartman, L. P. *Perspectives in business ethics*. Tata McGraw Hill.
6. Ghosh, B. *Ethics in management and Indian ethos*. Vikas.
7. Tricker, B. *Corporate governance*. Oxford.

MB 206 B - e-Business

Course Objectives:

- Define E-business and trace its evolution, highlighting its significance in the contemporary business environment.
- Formulate E-business strategies focusing on digital marketing, social media marketing, Internet advertising, and E CRM.
- Design and develop secure E-business websites, emphasizing webpage design, UI/UE principles, web hosting, domain registration, and webpage development tools.
- Manage E-commerce operations including supply chain management, inventory management, fulfilment, and CRM systems.

Course Outcomes: Students will be able to

- Understanding of E-business models (B2B, B2C, C2C), E-marketplaces, online intermediaries, and infrastructure components like ISP backbones and Internet technologies.
- Knowledge of E-business strategy development, including E-procurement, E SEM, and E-payment systems, with an emphasis on security and legal aspects in E-commerce.
- Proficiency in designing and testing E-business websites with a focus on user experience and security measures.
- Understanding of E-business analytics, data analytics for decision-making, KPIs, metrics, predictive analytics, and customer profiling in E-commerce settings.

Unit I: Introduction to E-business - Definitions and concepts of E-business, Evolution of E-business, Importance of E-business in the modern business landscape. E-business Models: B2B (Business-to-Business) E-commerce, B2C (Business-to-Consumer) E-commerce, C2C (Consumer-to-Consumer) E-commerce, E-marketplaces and online intermediaries. Infrastructure Components, ISP Backbones – Internet technologies and protocols, Internet Applications, Extranet Applications, Software Applications.

Unit II: Developing E-Business Strategy- Marketing: Digital marketing strategies and social media marketing, Internet Advertising – E CRM: Meaning, Technology for CRM and Application – E-Procurement: Meaning, Drivers, Risks and implementation – E SEM: Meaning, Focus and implementation – E Payment Systems: Pre and Post-paid payments systems – e-cash, Payment security, and fraud prevention, E-Commerce Law.

Unit III: E Security Website – Types, Webpage designing, User Interface (UI) and User Experience (UE) Principles. Web hosting and domain registration, Website design, web page development tools, Testing and Evaluating websites.

Unit IV: E-business Operations: - Supply chain management in E-commerce, Inventory management and fulfilment, Customer relationship management (CRM) systems. E-business Analytics: Data analytics for E-business decision-making, Key performance indicators (KPIs) and metrics, Predictive analytics and customer profiling

Suggested Readings:

1. Chaffey, D., & Hemphill, T. *Digital business and e-commerce management*. Pearson.
2. Laudon, K. C., & Traver, C. G. (2020). *E-commerce 2020: Business, technology, society*. Pearson Education.

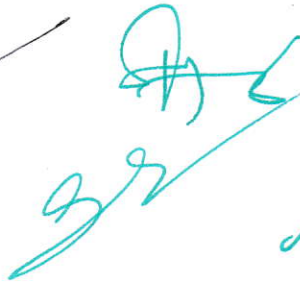


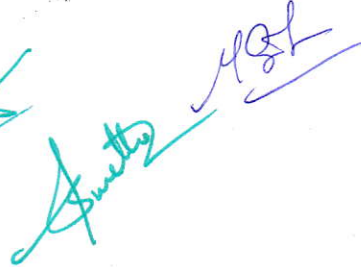
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3. Chaudhury, A., & Kuilboer, J.-P. *E-business and e-commerce infrastructure*. McGraw Hill.
4. Krug, S. *Don't make me think, revisited: A common-sense approach to web usability*. Pearson Education.
5. Deiss, R., & Henneberry, R. *Digital marketing for dummies*. Wiley.
6. Chopra, S., & Meindl, P. *Supply chain management: Strategy, planning, and operation*. Pearson.
7. Osterwalder, A., & Pigneur, Y. *Business model generation: A handbook for visionaries, game changers, and challengers*. Wiley

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MB 206 C - Customer Relationship Management

Course Objectives:

- Explore the evolution of Customer Relationship Management (CRM), its definition, and factors contributing to its growth.
- Understand customer value, customer expectations, perceptions, satisfaction, and loyalty.
- Develop strategies for CRM, focusing on building customer centricity, defining data requirements, and planning desired outputs.
- Implement CRM effectively using analytical and technological tools such as E-CRM, data mining, market basket analysis, and personalization.

Course Outcomes: Students will be able to

- Understanding of CRM processes, CRM cycle, frameworks, benefits, and various types of CRM systems.
- Proficiency in customer profiling, customer centricity, customer acquisition, customer lifetime value, and metrics such as customer equity and profitability.
- Knowledge of CRM as a business strategy, steps in CRM planning, and the customer strategy grid.
- Ability to create a CRM implementation roadmap, address operational issues, and apply CRM in various business sectors like health services, financial services, insurance, aviation, and retail.

UNIT – I: Evolution of Customer Relationship: CRM – definition, Emergence of CRM Practice, Factors responsible for CRM growth. CRM process, CRM cycle, framework of CRM, Benefits of CRM, Types of CRM.

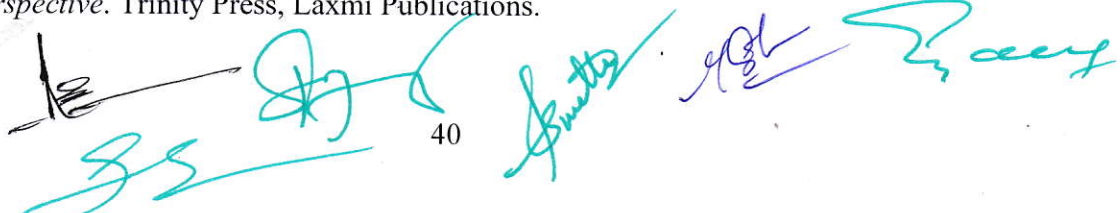
UNIT – II: CRM Concepts & Performance Metrics: Customer Value, The Value Pyramid, Customer Expectation and Perception, Customer Satisfaction – Customer Profiling, Customer Centricity, Customer Acquisition, Customer Lifetime Value, Customer Retention. Customer Loyalty, Customer Equity, Customer Profitability. Customer Experience Management, Customer Satisfaction Measurements, Customer Life Cycle Management, Customer Touch Point, Performance metrics of CRM.

UNIT – III: CRM: Plan and Strategy: Steps in planning- Building Customer Centricity, CRM Objectives, Defining Data Requirement, Planning Desired Output, Relevant issues while planning the Output, Elements of CRM plan. CRM as a Business Strategy, The Development Process, Customer Strategy Grid.

UNIT – IV: CRM Implementation & Application: Analytical/technological tools for CRM, E-CRM, Data Mining and Warehousing, Market Basket Analysis (MBA), Click Stream Analysis, Personalization and collaborative Filtering. CRM implementation Roadmap, Operational issues in CRM. Application of CRM in Business Markets – Health services, Financial Services, Insurance, Aviation and Retail.

Suggested Readings:

1. Heggde, G., & Shainesh, G. (Eds.). *Social Media Marketing: Emerging Concepts and Applications*. Palgrave Macmillan.
2. Shainesh, G., & Sheth, J. N. *Customer Relationship Management - A Strategic Perspective*. Trinity Press, Laxmi Publications.



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3. Sheth, J. N., Parvatiyar, A., & Shainesh, G. (Eds.). *Customer Relationship Management – Emerging Concepts, Tools and Applications*. McGraw Hill Education.
4. Buttle, F. *CRM: Concepts and Technologies*. Elsevier.
5. Rai, A. K. *Customer Relationship Management: Concepts and Cases*. PHI.
6. Chaturvedi, M., & Chaturvedi, A. *Customer Relationship Management: An Indian Perspective*. Excel Books.
7. Bhat, K. G. *Customer Relationship Management*. HPH.

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A signature in the center, possibly "S.K.". Below it is another signature, possibly "S.R.". To the right is a signature, possibly "K.G.".

MB 207 - Information Technology Lab –II

(Statistical Tools using Excel)

Course Objectives:

- Introduce the uses, functions, and features of MS Excel, including navigation and key functionalities.
- Learn to create and use templates, manage data, and apply basic and advanced formulae and functions.
- Understand and apply basic data analysis techniques using Excel.
- Perform advanced data analysis using Excel.

Course Outcomes: Students will be able to

- Proficiency in basic Excel operations.
- Ability to enter, edit, format, and manipulate data and perform data analysis using pivot tables and pivot charts.
- Skill in tabulation, creating diagrams, and calculating measures of central tendency and measures of dispersion, as well as performing correlation and regression analysis.
- Capability to conduct statistical tests with the ability to infer and discuss results.

Unit – I: Introduction to MS – EXCEL: Uses, Functions and Features Getting started with Excel, Highlights and Main Functions: Home, Insert, Page Layout, Formulae, Data, Review, View, Add-ins, Using Help Function.

Unit – II: Creating and Using Templates: Working with Data: Entering, Editing, Copy, Cut, Paste, Paste Special, Formatting Data, Saving, Page Setup, and Printing, Using Headers and Footers, Manipulating Data, Using Data Names and Ranges, Filters and Sort, Using and Formatting Tables, Basic Formulae and Use of Functions, Managing, Inserting, and Copying Worksheets, Securing the Document, Advanced Formulae and Functions, Worksheet Features, Data Analysis using Pivot Tables and Pivot Charts.

Unit – III: Data Analysis – I: Tabulation, Bar Diagram, Multiple Bar Diagram, Pie Diagram, Measures of Central Tendency: Mean, Median, Mode. Measures of Dispersion: Variance, Standard Deviation, Coefficient of Variation. Correlation and Regression Lines.

Unit – IV:, Data Analysis – II: t-test, F-test, ANOVA One-way classification, Chi-square Test, Independence of attributes. Time series: Forecasting Method of Least Squares, Moving Average Method, Inference and Discussion of Results.

Suggested Readings:

1. Panneerselvam, R. (2022). *Business Statistics Using MS Excel*. Sage Publications.
2. Davis, G., & Pecar, B. (2014). *Business Statistics Using Excel* (2nd ed.). Oxford University Press.
3. Apte, D. P. (2012). *Statistical Tools for Managers Using MS Excel*. Excel.
4. Levine, D. M., Stephan, D. F., & Szabat, K. A. (2015). *Statistics for Managers – Using MS Excel*. PHI.
5. Gaur, A. S., & Gaur, S. S. (2009). *Statistical Methods for Practice and Research*. Response.
6. Alexander, M., Decker, J., & Wehbe, B. (Eds.). (2010). *Microsoft Business Intelligence Tools for Excel Analysts* (1st ed.). Wiley.
7. Shelly, G. B., Cashman, T. J., & Vermaat, M. E. (2009). *Microsoft Office 2007*. Cengage.

MBA Semester III

MB301 - Entrepreneurship Development

Course Objectives:

- To provide a comprehensive understanding of the concept, evolution, characteristics, and types of entrepreneurs, as well as the theories and trends in entrepreneurship development.
- To analyze the various factors influencing entrepreneurial growth.
- To equip students with strategies for generating and evaluating entrepreneurial ideas, and to introduce design thinking.
- To teach the importance and components of a business plan and business models, with an emphasis on social entrepreneurship.

Course Outcomes: Students will be able to

- Students will be able to explain the significance of entrepreneurship in economic development and identify the unique challenges and opportunities in rural entrepreneurship.
- Students will be able to evaluate the effectiveness of Entrepreneurial Development Programs (EDPs) and understand the phased development of EDP curricula.
- Students will be able to conduct feasibility analyses for products/services and assess industry and competition, as well as financial viability.
- Students will be able to create comprehensive business plans and differentiate between business and social entrepreneurship.

Unit I: Entrepreneur and Entrepreneurship: Understanding Concept of Entrepreneurship, Evolution of Entrepreneurship, characteristics of Entrepreneur, Types of Entrepreneurs, Theories of Entrepreneurship; Recent Trends in Entrepreneurship Development, Role of Entrepreneurship in Economic Development in India; Rural Entrepreneurship, Need for and importance of Rural Entrepreneurship – Problems and Perspectives of Rural Entrepreneurship.

Unit-II: Factors affecting Entrepreneurial growth: Economic Environment-Economic, Non-Economic and Psychological Factors-Growth of Entrepreneurship in India-Role of Government in promotion of Entrepreneurship; Entrepreneurial Motivation, Role of Higher learning Institutes in Entrepreneurial capacity building –Importance of workshops; Entrepreneurial Development Programs (EDPs) - Need, Objectives course content and instruction-Evaluation of EDPs - Phase wise development of EDP Curriculum.

Unit-III: Idea generation and evaluation: Idea Generation strategies, Entrepreneurial Opportunity recognition and Evaluation; Design thinking for finding solution, prototyping, idea evaluation, entrepreneurial Outlook, value proposition design, customer insight, ideas development. Product /Service Feasibility analysis, Industry & Competition analysis, environment analysis, financial feasibility analysis.

Unit-IV: Writing a business plan: Meaning and significance of a business plan, components of a business plan, iterating the MVP, Digital Presence for ventures, Guidelines for Writing BP, pre-requisites from the perspective of investor, Business Models, Business Model Canvas. Social Entrepreneurship: Meaning, definition & Characteristics of Social Entrepreneurship, Differences between Business and Social entrepreneur, Entrepreneurship and social entrepreneurship, Models of social enterprises.

Suggested Readings:

1. Desai, Vasanth. (2009). *Dynamics of entrepreneurial development and management*. Himalaya Publishing House.
2. Khanka, S. S. (2006). *Entrepreneurial development*. S. Chand Publishing.
3. Desai, Vasanth. *Small Scale Industry and Entrepreneurship*. Himalaya Publishing House
4. Charantimath, Poornima. M. (2013). *Entrepreneurship development and small business enterprises*. Pearson Education India.
5. Bornstein, D., & Davis, S. (2010). *Social entrepreneurship: What everyone needs to know®*. Oxford University Press.
6. Prahalad, C. K. (2005). *The Fortune at the Bottom of the Pyramid*. Financial Times/Prentice Hall.

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MB302 - Total Quality Management

Course Objectives:

- Understand the evolution, definitions, and principles of Total Quality Management.
- Learn various TQM tools and techniques for quality improvement and management.
- Explore advanced quality tools and the Six Sigma methodology for process improvement.
- Understand the implementation and benefits of Quality Management Systems like ISO standards.

Course Outcomes: Students will be able to

- Explain the contributions of key quality gurus and the principles of TQM, focusing on customer and supplier relationships.
- Apply tools like check sheets, Pareto charts, and FMEA to real-world quality issues.
- Utilize Six Sigma methodologies and the seven new management tools to enhance process efficiency.
- Implement and document quality management systems, recognizing the benefits of ISO registration and TQM in various sectors.

Unit-I: Introduction: Evolution of Quality, Quality Definition, Need for Quality, Dimensions of Product and Service Quality, Basic Concepts of TQM, Quality Philosophies, Contributions of Deming, Juran and Crosby, Feigenbaum, Ishikawa and Taguchi, Barriers to TQM, TQM Principles, Customer Focus, Supplier Partnership, Costs of Quality. Benefits and Costs of TQM.


Unit-II: Tools and Techniques of TQM: Check Sheets, Run Charts, Cause and Effect Diagrams, Pareto's Chart, Process Mapping, Resource Utilization and The Five Why's, Kaizen, JIT, Quality Circles, Forced field Analysis, Gantt Chart, Network Diagram, The PDCA cycle, Failure Mode Effect Analysis (FMEA), Statistical Process Control (SPC), Quality Function Deployment (QFD), Benchmarking, Balanced Scorecard, Kanban and Activity Based Costing (ABC). Taguchi methods: Quality loss function.

Unit-III: Quality tools and Six sigma: Seven New Management Tools for Process Improvement: Affinity diagram, Interrelationship Diagram, Tree Diagram, Matrix Diagram, Matrix Data Analysis, Arrow Diagram, Process Decision program Chart and POKA YOKE. Six Sigma Methodologies: DMAIC, DFSS, Six Sigma Belts, Six Sigma Organization: roles and responsibilities.

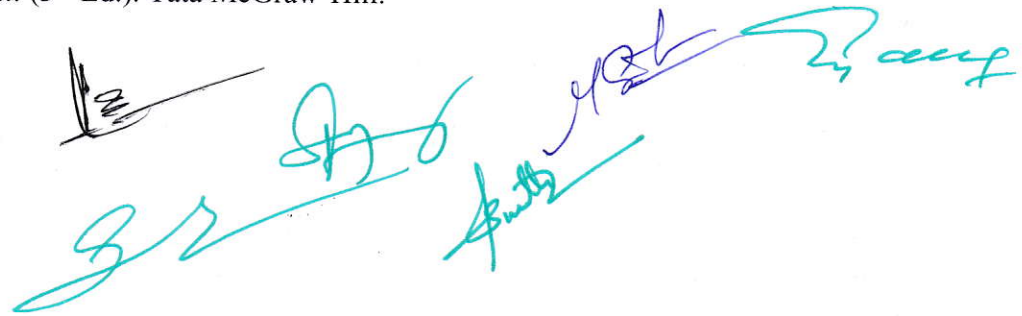
Unit-IV: Quality Management Systems: Introduction, Benefits of ISO Registration, ISO 9000 Series of Standards, Implementation, Documentation, Quality Auditing, ISO 14000 - Requirements and Benefits, TQM Implementation in Manufacturing and Service Sectors, Quality System Awards.

Suggested Readings:

1. Bester field, et al. (2006). *Total Quality Management*. (3rd ed.). Pearson Education Asia.
2. Beckford, J. (2016). *Quality: A critical introduction*. Routledge.
3. Ron Basu. (2006). *Implementing Quality: A Practical Guide to Tools and Techniques*. Thompson.
4. Greg Brue. (2002). *Six Sigma for Managers*. TMH.
5. Sunil Sharma. (2018). *Total Quality Management*. (1st ed.). Sage Publications.



6. Suganthi, L. and Samuel, A. (2006). *Total Quality Management*. Prentice Hall (India).
7. Janakiraman, B., & Gopal, R. K. (2006). *Total quality management: Text and cases*. PHI Learning Pvt. Ltd.
8. Evans, J. R. (2005). WM, Lindsay, *The Management and Control of Quality*. South-Western, Mason, OH.
9. Oakland, J.S. (2006). *TQM – Text with Cases* (3rd Ed). Butterworth – Heinemann Ltd., Oxford.
10. Mohanty, R. P., & Lakhe, R. R. (2008). *TQM in the Service Sector*. JAICO publishing house.
11. Howard S Gitlow, Alan J Oppenheim, Rosa Oppenheim and David M Levine. *Quality Management*. (3rd Ed.). Tata McGraw-Hill.



MB303 – International Business

Course Objectives:

- Understand the concepts, need, and importance of international business and globalization.
- Analyze the role of government intervention and regional economic integration in international business.
- Learn the strategies and organizational structures used in international business.
- Understand the various aspects of international business operations, including exporting, importing, and global production.

Course Outcomes: Students will be able to

- Explain the theoretical foundations and contemporary issues in international business.
- Describe the forms and examples of regional integration and the roles of major international economic organizations.
- Develop entry strategies and strategic alliances for international business operations.
- Manage global marketing, human resources, accounting, and financial aspects of international business.

Unit I: Introduction to International Business: Concept, Need, and Importance of International Business - Globalization and its importance in world economy - EPRG & LPG framework – Internationalization Stages - International Business Orientation -Theoretical Foundations of International Trade - International Business Environment - Contemporary Developments and Issues in International Business

Unit II: Regional Integration: Government Intervention in International Business - Regional Economic Integration - Forms of regional integration: Integration efforts amongst countries in Europe, North America and Asia- EU, NAFTA, SAARC and ASEAN. International Economic Organizations: WTO, UNCTAD, World Bank and IMF.

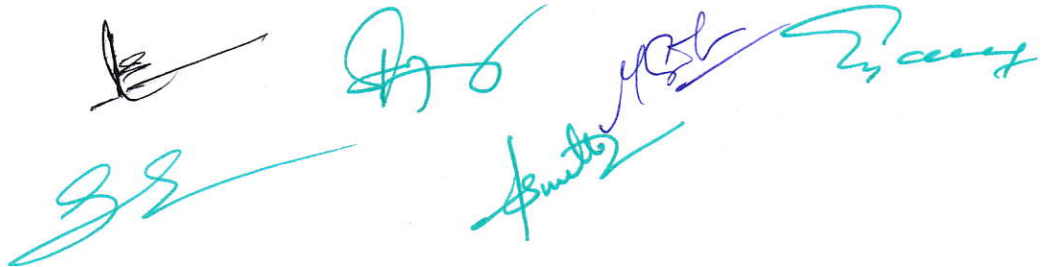
Unit III: The Strategy and Structure of International Business: Strategy of International Business - Organization of International Business - Entry Strategy and Strategic Alliances

Unit IV: International Business Operations: Exporting, Importing, and Countertrade - Global Production, Outsourcing, and Logistics - Global Marketing and R & D Global Human Resource Management - Accounting in the International Business -Financial Management in the International Business.

Suggested Readings:

1. Charles, E. Hill. (2015). *International Business: Competing in the Global Marketplace*. (10th ed.). Mc Graw Hill /Irwin.
2. Cavusgil, S.T., Knight, G., & Riesenberger, J.R. (2012). *International Business: The New Realities*. (2nd Ed.). Prentice Hall.
3. Michael R. Czinkota, LLk. A. Ronkainen and Michael H. Moffett. (2009). *International Business*. (7th Ed). Cengage Learning, New Delhi.
4. Alain Verbeke. (2009). *International Business Strategies*. 1st edition. Cambridge
5. Rakesh Mohan Josh. (2009). *International Business*. Oxford University Press.
6. David H. Holt and Karen W. Wigginton. (2007). *International Management*. Thomson.
7. Jeanett and Hennessey. (2005). *Global Marketing Strategies*. Jaico, New Delhi.
8. Subba Rao. (2010). *International Business*. Himalaya Publications, New Delhi.

9. John D. Daniels & Lee H. Radebaugh. (2006). *International Business*. Pearson Education.
10. Hodgetts, Luthans and Doh. (2006). *International Management Culture, Strategy and Behaviour*. Tata McGraw-Hills, New Delhi.
11. Anan t. K. Sundaram and J. Stewart Black. (2009). *The International Business Environment., Test and Cases*. PHI Learning, New Delhi.
12. Aswathappa, K. (2010), *International Business*. Tata McGraw Hill, New Delhi.
13. Cherunilam, F. (2020). *International business*. PHI Learning Pvt. Ltd..

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MB304 - Business Analytics

Course Objectives:

- Understand the importance of data and analytics in business, and the process cycle of business analytics.
- Learn techniques for data visualization and descriptive statistics for summarizing and exploring data.
- Understand predictive modeling techniques including trend lines, regression analysis, and data mining.
- Learn optimization techniques and decision analysis methods, along with an introduction to programming in R.

Course Outcomes: Students will be able to

- Explain the integration of analytics with business for competitive advantage.
- Utilize data visualization methods and statistical tools to summarize and analyze business data.
- Apply predictive analytics techniques to forecast and classify business data.
- Implement prescriptive analytics methods and use R programming for data analysis and decision-making.

Unit-I: Introduction to Business Analytics: Introduction to Data, Importance of Analytics, Data for Business Analytics - Different Sources of data and different types of data, Big Data, Data Exploration in Business Analytics, Integrating Analytics with business, Business Analytics for Competitive Advantage, Business Analytics Process Cycle.

Unit-II: Descriptive Analytics: Overview of Description Statistics (Central Tendency, Variability), Data Visualization-Definition, Visualization Techniques -Tables, Cross Tabulations; Charts, Data Queries, Statistical Methods for Summarizing Data, Exploring Data using Pivot Tables, Data Dashboards.

Unit-III: Predictive Analytics: Trend Lines, Regression Analysis-Linear & Multiple, Predictive modelling, forecasting techniques, Data Mining - Definition, approaches in Data mining- Data exploration & reduction, Data mining and business intelligence, Data mining for business classification, Association, Cause effect modelling.

Unit-IV: Prescriptive Analytics: Overview of linear optimization, Nonlinear programming, Integer optimization, Cutting plane algorithm and other methods, Decision Analysis-Risk and uncertainty methods- Text analytics, Web analytics. Introduction to Programming using R, R Environment, R Packages, Reading and writing data in R, R functions, Control Statements and Frames.

Suggested Readings:

1. Camm, J. D., Cochran, J. J., Fry, M. J., Ohlmann, J. W., Anderson, D. R., Sweeney, D. J., & Williams, T. A. (2015). *Essentials of business analytics*. USA: Cengage Learning.
2. Evans, J. R. (2013). *Business Analytics: Pearson New International Edition*. Pearson Higher Ed.
3. Albright, S. C., & Winston, W. (2015). *Business analytics: Data analysis and decision making*. Cengage Learning.
4. Sahil Raj. *Business Analytics*. Cengage Learning

MB305M - Consumer Behaviour

Course Objectives:

- Understand the concept of consumer behavior and its link to marketing.
- Learn about the internal factors such as motivation, attitudes, and perception that influence consumer behavior.
- Explore the concepts of learning, personality, and self-concept in the context of consumer behavior.
- Understand the external influences on consumer behavior, including group, social, and cultural factors.

Course Outcomes: Students will be able to

- Explain various consumer behavior models and the impact of digitalization on consumer profiling.
- Apply theories of motivation, attitude formation, and perception to analyze consumer behavior.
- Utilize learning theories and personality theories to understand consumer involvement and behavior.
- Analyze the impact of social class, culture, and family dynamics on consumer purchasing decisions.

Unit I: Introduction to Consumer Behavior: Consumer Behavior Concept- The link between Marketing and Consumer Behavior – Consumer vs Customer – The consumer decision process – Factors affecting Consumer Behavior- Models of consumer behavior - economic model, learning theory, Psychoanalytical theory, Sociological, Howard -Sheth model, Nicosia model – Consumer profiling – Digitalization and the changing consumer

Unit II: Internal Influences: Motivation Concept - Consumer needs - Motivation and Goals- Motivation Theories- Maslow's – Hertzberg – Mc Clelland – ERG; Attitude Concept – Components – Attitude Formation – Change in Attitude – Behavioral changes; Perception Concept – Role in Consumer Behavior – Selection – Organization – Interpretation - perceptual mapping

Unit III: Internal Influences: Learning Concept and process- Learning and consumer involvement – learning theories – Classical – Instrumental and Cognitive ; Personality and consumer behavior – Theories of personality – Self concept - SR approach – trait and factor theories

Unit IV: External Influences: Group influences – group conformity – reference groups and their relevance – opinion leadership; Class– social stratification –class system – social class and consumer behavior; Culture- Sub - culture- Cultural relevance to marketing decisions- Characteristics of culture, Cultural Values, Cultural Changes, Cross cultural understandings. Family - Role & Structure, Family Life Cycle, Purchasing decisions, changing role of families.

Suggested Readings:

1. Schiffman, L. G., & Kanuk, L. L. *Consumer behaviour*. Prentice Hall of India.
2. Bennet, D. P., & Kassarian, H. H. *Consumer behaviour*. Prentice Hall of India.
3. Loudon, D. L., & Della Bitta, A. J. *Consumer behaviour*. Tata McGraw-Hill.
4. Nair, S. R. *Consumer behaviour*. Himalaya Publishing House.

5. Blackwell, R. D., Minlard, P. W., & Engel, J. F. *Consumer behaviour*. Cengage Learning.
6. Bennet, D. P., & Kassarian, H. H. *Consumer behaviour*. Prentice Hall of India.
7. Solomon, M. R. (2011). *Consumer behaviour*. PHI Learning Private Limited.
8. Majumdar, R. (2011). *Consumer behaviour*. Prentice Hall of India.
9. Berkman, H. W., & Gilson, C. *Consumer behaviour: Concepts & strategies*. Kent Publishing Company

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MB305F – Investment Management

Course Objectives:

- Understand the concepts of investments, investment decision process, and factors influencing investment decisions.
- Learn the methods for measuring risk and understand the risk-return trade-off in investments.
- Understand the analysis, valuation, and management of fixed income securities.
- Learn the principles of portfolio theory and capital market theory for effective portfolio management.

Course Outcomes: Students will be able to

- Explain the concepts of return and risk and distinguish between different types of investment and speculation.
- Apply statistical measures to evaluate risk and analyse investment opportunities using various approaches.
- Perform bond valuation and yield measurement and analyse factors affecting bond yields and durations.
- Construct and evaluate portfolios and apply performance measures to assess portfolio performance.

Unit – I: Investments: Concepts; Real vs. Financial assets; Investment decision process; Sources of investment information; Investment vs. Speculation; Factors to be considered in investment decision-Liquidity, Return, Risk, Maturity, Safety, Tax and Inflation. The concept and measurement of return-realized and expected return. Ex-ante and ex-post returns. The concept of risk. Sources and types of risk.

Unit – II: Measurement of risk-Range, Standard Deviation and Co-Efficient of Variation. Risk-return trade-off. Risk premium and risk aversion. Approaches to investment analysis-Fundamental Analysis; Technical Analysis; Efficient Market Hypothesis.

Unit – III: Fixed Income Securities - Analysis, Valuation and Management: Features and types of debt instruments, Bond indenture, factors affecting bond yield. Bond yield measurement-Current yield, holding period return, YTM, AYTM and YTC. Bond valuation: Capitalization of income method, Bond-price theorems, Bond duration, Macaulay's duration and modified Macaulay's duration. Bond convexity.

Unit – IV: Portfolio Theory: Concept of portfolio. Portfolio return and risk. Harry Markowitz's Portfolio theory, construction of minimum risk portfolio, the single-index model. Capital market theory: Introduction of risk-free asset, Capital Market Line, Separation theorem. Capital asset pricing model (CAPM): Security Market Line. Identifying over-priced and under-priced securities. Arbitrage pricing theory (APT): The Law of one price, two factor arbitrage pricing, Equilibrium risk-return relations. A synthesis of CAPM and APT. Portfolio Evaluation: Performance measures-Sharpe's reward to variability index, Treynor's reward to volatility index, Jensen's differential index, Fama's decomposition of returns.

Suggested Readings:

1. Alexander, G. J., Sharpe, W. F., & Bailey, J. V. (3rd ed.). *Fundamentals of investments*. Prentice Hall of India.

2. Bodie, Z., Kane, A., Marcus, A. J., & Mohanty, P. (8th ed.). *Investments*. Tata McGraw-Hill.
3. Chandra, P. (3rd ed.). *Investment analysis and portfolio management*. Tata McGraw-Hill.
4. Jones, C. P. (9th ed.). *Investments: Analysis and management*. John Wiley & Sons, Inc.
5. Francis, J. C., & Taylor, R. W. *Theory and problems of investments*. Schaum's Outline Series, McGraw Hill.
6. Mayo, H. B. (9th ed.). *Investments: An introduction*. Thomson – South Western.
7. Khatri, D. (2010). *Security analysis and portfolio management*. Macmillan Publishers.
8. Bhat, S. (2009). *Security analysis and portfolio management*. Excel Books.
9. Singh, P. (2010). *Investment management* (17th revised ed.). Himalaya Publishing House.
10. Chand, S. *Investment management: Security analysis & portfolio management*.
11. Kevin, S. *Analysis and portfolio management*. Prentice Hall of India.

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MB305H - Labor Laws and Employee Relations

Course Objectives:

- Understand the classification, evolution, and administration of labour laws in India.
- Learn about employee benefits and the various wage-related legislations in India.
- Understand the functioning, issues, and government policies related to trade unions and collective bargaining.
- Learn the concepts, evolution, and factors influencing industrial relations in India.

Course Outcomes: Students will be able to

- Explain the role of judiciary, ILO, and government in labour administration, including child labour and public interest litigation.
- Apply knowledge of acts such as the ESI Act, Maternity Benefit Act, and Minimum Wages Act to employee benefits and wage administration.
- Analyze the role of trade unions in industrial relations and the effectiveness of collective bargaining in promoting industrial peace.
- Evaluate the machinery for prevention and settlement of industrial disputes and the future of employee relations.

Unit – I: Labour Legislation Administration: The classification of labour laws–The scheme for the structured study of the Acts–Labour Administration–Evolution of labour administration in India–labour policy in India–Judiciary and the child labour–Right to education and child labour–Public Interest litigation and child labour– labour administrative machinery of the government the role of ILO In labour administration–Recommendations of the Second National Commissioner on Labour–2002.

Unit – II: Employee Benefits–Defining and exploring employee benefits–The ESI Act–1948–the maternity benefit act–1961–the payment of gratuity act- 1972–Employee provident funds and miscellaneous provisions act–1952. Retirement, health and life insurance. Wage Legislation and Administration: The need for wage legislation–payment of wages act– 1936–the minimum wages act–1948–the payment of bonus act–1965–equal remuneration act–1976.

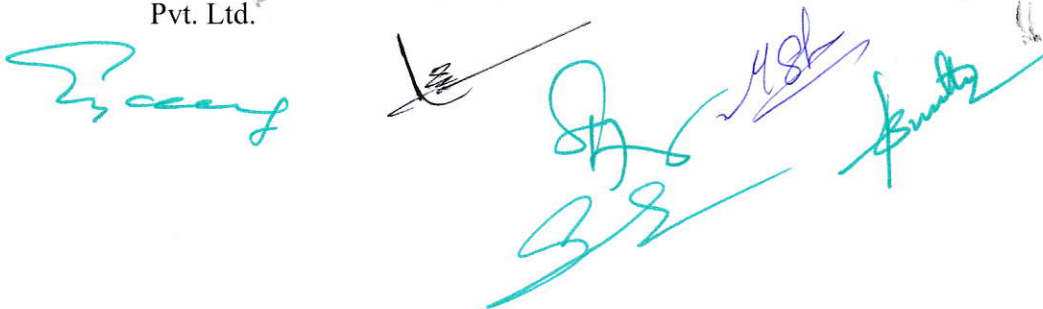
Unit – III: The Trade Unions Act 1926–the trade union leadership and linkage of trade union–with potential parties–problems of trade union recognition and government policy–trade and collective bargaining–problems and issues involved in collective bargaining–extent of success of collective bargaining process–collective bargaining in promoting industrial amity and peace–Industrial Employment (Standing Orders) Act–1946.

Unit – IV: Industrial Relations–basic concept and philosophy of industrial relations–evolution and growth of industrial relation in India–factor influencing industrial relations in India–Industrial relations to Employee Relations–differences in perspectives–employee relations at work place–culture and employee relations–future of employee relations industrial conflict types and causes of industrial disputes–machinery for the prevention and settlement of industrial disputes.

Suggested Readings:

1. Singh, P. N., & Kumar, N. (2010). *Employee relations management*. Pearson Education.
2. Martocchio, J. J. (2010). *Employee benefits*. Tata McGraw Hill.

3. Padhi, P. K. (2009). *Labour and industrial laws*. PHI Learning Pvt. Ltd.
4. Srivastava, S. C. (2008). *Industrial relations and labour laws*. Vikas Publishing House.
5. Venkat Ratnam, C. S. (2009). *Industrial relations*. Oxford University Press.
6. Singh, B. D. (2009). *Labour laws for managers*. Excel Books.
7. Sivarathna Mohan, R. (2010). *Industrial relations and labour welfare*. PHI Learning Pvt. Ltd.

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MB306MA - Product & Brand Management

Course Objectives:

- Understand product levels, hierarchy, classification, and strategies for new product development.
- Learn about market structure, segmentation, and the innovation diffusion and adoption process.
- Understand the meaning, evolution, and significance of brands for consumers and firms.
- Learn about brand equity, brand extension, and various strategies for brand management.

Course Outcomes: Students will be able to

- Apply product portfolio analysis and develop strategies for new product development, including concept generation and testing.
- Conduct market structure analysis and manage product launching and test marketing.
- Create and select effective brand names and understand different types of brands.
- Implement brand repositioning, rejuvenation, and global brand building strategies, including brand licensing and loyalty programs.

Unit - I: Product, Product Levels, Product Hierarchy, and Product Classification, Product Mix, Product line. Product Strategy and Planning. New Product Development: Introduction, Growth Strategies, Intensive, Interactive, Diversification strategies. Product Portfolio analysis BCG, GE, Ad little. Risk-return analysis. Idea generating device. Role of R & D. Product Maps, Market Maps and Joint Space Maps. Idea- Screening. Product Concept generation, concept selection, and Concept Testing, Product architecture, Design for manufacturing, Prototype Product.

Unit - II: Market Structure Analysis: Preference Segmentation, Business Analysis-Cost Behaviour-learning curve analysis. Innovation diffusion and adoption process-First Purchase and repeat purchase, trial and repeat models. Product Launching, Test marketing.

Unit - III: Understanding Brands: Meaning, Definition, Evolution of Brands, Different Types of Brands, Creation of Brands, significance of Branding to consumers and firms, selecting the Brand names.

Unit - IV: Brand Equity, Brand Extension, Co-branding Strategies, Brand Repositioning, Brand Rejuvenation and Re-launch – Brand Development through Acquisition, Takeover and Merger – Brand Licensing and Franchising –Brand Loyalty Programs – Building Global Brand.

Suggested Readings:

1. Ulrich, K. T., & Goyal, A. (2010). *Product design and development*. McGraw Hill.
2. Pessemer, E. (1982). *Product management*. John Wiley & Sons.
3. Keller, K. (2008). *Strategic brand management* (3rd ed.). Pearson Education.
4. Murthy, S. J., & Lilien, G. L. (2006). *Marketing models*. PHI.
5. Edwards, H. (2009). *Creating passion brands*. Kogan Page Publishers.
6. Chunnawala, S. A. (2008). *Compendium of brand management*. HPH.
7. Mathur, U. C. (2009). *Product and brand management*. Excel Books.
8. Wind, Y. (1982). *Product policy*. Addison-Wesley.

MB306MB – Retail Marketing

Course Objectives:

- Understand the basics of retailing, including its characteristics, functions, and strategic planning.
- Learn the importance of store location, layout, and merchandise management in retail business.
- Understand the role of customer relationship management and promotion in retailing.
- Explore emerging trends and the impact of digital technologies in retail marketing.

Course Outcomes: Students will be able to

- Explain the retail market strategy, organized retailing formats, and the opportunities and challenges in the retail sector.
- Apply methods for merchandise planning, inventory evaluation, and pricing strategies.
- Develop strategies for retail promotion, in-store customer service, and enhancing customer loyalty and satisfaction.
- Analyze new retail formats, globalization effects, and the role of online retailing and experiential marketing.

Unit-I: Introduction to Retailing: Meaning and Definition of Retailing, Characteristics of Retailing, Functions of Retailing, Retailing in India, Organized Retailing, Retailing Formats, Retail Market Strategy, Strategic Retail Planning Process, International Retailing, Opportunities and Challenges in Retail sector.

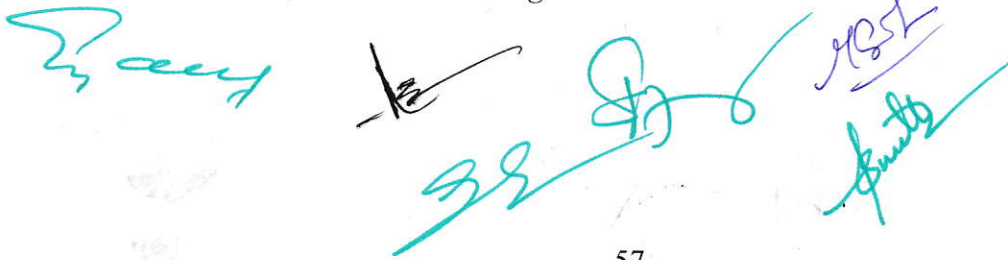
Unit-II: Retail Business Management: Retail Store Location and Layout- Importance of Location and Layout, Trading area Analysis, Store design and layout, Merchandise Management -Planning merchandise needs and merchandise budgets – Methods for determining inventory evaluation – Assortment planning, buying and vendor relations – Merchandise pricing – Price strategies

Unit-III: Customer Relationship Management in Retailing: Communicating with the retail customer – Retail promotion mix- Advertising, Sales promotion, Publicity, Retail selling process, Retail database, In-store customer service, Customer Loyalty and Customer Satisfaction

Unit-IV: Emerging Trends in Retail Marketing: Globalization and changing retail formats, Online retailing, experiential marketing, Market entry formulas, Role of digital Technologies in retailing, New customized formats (customized stores, portable stores, merchandise depots, retail theater, service malls, customer-made stores, interactive kiosk 'shopping arcades').

Suggested Readings:

1. Bajaj, C., Tuli, R., & Srivastava, N. (2010). *Retail management*. Oxford University Press.
2. Hasty, R., & Reardon, J. *Retail management*. McGraw Hill Publication, International Edition.
3. Pradhan, S. (2008). *Retail management: Text & cases*. Tata McGraw-Hill Publishing Co.
4. Chaudhary, P. *Retail marketing in the modern age*. SAGE Publications India Pvt Ltd.
5. Sivakumar, A. *Retail marketing*. Excel Books.



MB306FA – Corporate Tax Planning

Course Objectives:

- Understand the basics of corporate taxation, including key concepts, definitions, and income classifications.
- Learn the computation methods for various income sources and wealth tax applicable to companies.
- Understand the concepts of tax planning, tax management, and differences between tax evasion and tax avoidance.
- Explore tax planning strategies for mergers, amalgamations, export promotion, and foreign collaborations.

Course Outcomes: Students will be able to

- Explain the residential status, scope of total income, and tax-exempt incomes for companies.
- Calculate total income, tax liability, and wealth tax liability for corporate assessee.
- Apply tax planning strategies in financial management decisions, such as capital structure and dividend distribution.
- Develop tax-efficient strategies for setting up new industrial undertakings and managing capital gains investments.

Unit- I: Direct and Indirect Taxes - Significance of corporate taxation - Basic Concepts and definitions - Residential Status and Scope of Total Income of a Company - Classification of companies for tax purpose - Incomes exempt from tax applicable to company.

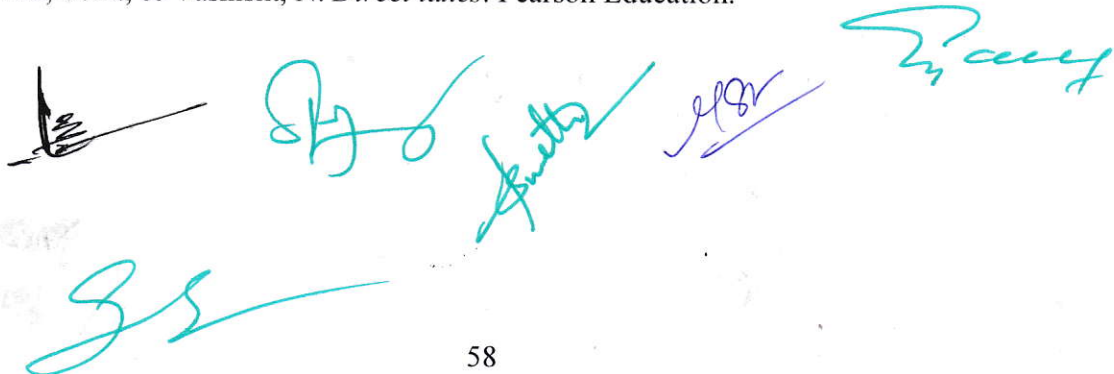
Unit - II: Computation of Income from House Property - Income from Business - Capital Gains - Other Sources (Problems) - Set-off and carry forward of losses - Deductions from GTI u/s.80 applicable to companies - Computation of Total Income and Tax Liability (problems). - New Provisions of MAT. Wealth Tax - Scheme of Wealth Tax - Valuation Date, Net Wealth, Assets for wealth tax purpose, Deemed Assets, Exempted Assets applicable to companies - Computation of wealth tax liability of Corporate Assessee (Problems)

Unit - III: Tax Planning - Meaning and Scope of Tax Planning and Tax Management - Tax Evasion vs. Tax Avoidance - Special Provisions relating to Avoidance of Tax - Tax Planning with reference to Financial Management Decisions-Capital Structure decision - Dividend - Bonus shares.

Unit - IV: Tax Planning in respect of Mergers and Amalgamations - Tax considerations in setting up New Industrial Undertaking - Tax planning in respect of Export Promotion - Capital Gains Investments - Tax planning and foreign collaborations.

Suggested Readings:

1. Gaur, V. P., & Narang, D. B. (2009). *Income tax law and practice*. Kalyani Publishers.
2. Lal, B. B., & Vashisht, N. *Direct taxes*. Pearson Education.



MB306FB - Financial Services & Systems

Course Objectives:

- Understand the concept, importance, and classification of financial services within the financial system.
- Learn the concepts, legal aspects, and financial evaluation methods of leasing and hire purchase.
- Understand the concepts, functions, and financial evaluations of factoring and bill discounting.
- Explore the roles and processes in merchant banking and understand the concept and methodology of credit rating.

Course Outcomes: Students will be able to

- Explain the need for innovation in financial services and provide an overview of the Indian financial services sector.
- Perform financial evaluations for leasing and hire purchase decisions, using NPV, IRR, and interest rate calculations.
- Apply decision analysis for factoring and calculate discount charges for bill discounting, understanding the legal aspects involved.
- Manage new issue processes, apply SEBI guidelines, and understand the dimensions and benefits of credit rating, along with the functioning of credit rating agencies.

Unit – I: Financial Services concept and meaning–Financial system–Growing importance of financial services in financial system–Classification–Traditional and Modern view–Fund based and non-fund-based services–Financial engineering–Need for innovation–New financial products and services–An overview of Indian financial services sector scenario.

Unit – II: Concept of leasing–Classification–Rationale, advantages of leasing–Legal aspects–Lease documentation and contract–Tax and accounting aspects of leasing–Financial evaluation of leasing– NPV and IRR approaches–Break even lease rental- Lease v/s buy decisions. Hire purchase concept and features–Legal and tax framework–Financial evaluation of hire Purchase–H.P. mathematics–Flat and effective interest rates.

Unit – III: Factoring concept and features–Classification–Functions of factor–Legal aspects–Financial evaluation of factoring–Decision analysis for factoring–Factoring scenario in India–Kalyan Sundaram Committee – RBI guidelines. Bill discounting–Concept and characteristics–Process of bill discounting–Legal aspects–Parties involved and their legal obligations–Financial aspects–Calculation of discount charges and effective interest rates.

Unit – IV: Merchant Banking concept and evolution–Functions of M.B. eligibility norms–Lead manager–Underwriter–Brokers and Bankers to issue–Registrar–portfolio managers–New issue management process and stages involved–pricing of public issues–Book building process–Green shoe option– Initial public offering–Promoter’s contribution–Preferential issues–SEBI guidelines relating to new issues of securities. Credit rating concept and advantages of ratings–Types of ratings–Symbols of ratings and grades- Dimensions of credit rating methodology and process–Credit rating agencies in India and their rationale.

Suggested Readings:

1. Kohn, M. (2009). *Financial institutions and markets* (2nd ed.). Oxford University Press.

2. Khan, M. Y. (2010). *Financial services* (5th ed.). Tata McGraw-Hill Pvt. Ltd.
3. Gordon, E., & Natarajan, K. (2009). *Financial markets and services* (7th ed.). Himalaya Publishing House.
4. Pathak, B. (2010). *Indian financial system* (3rd ed.). Pearson Education.
5. Avadhani, V. A. (2009). *Financial services in India* (1st ed.). Himalaya Publishing House.
6. Gurusamy, S. (2009). *Financial services* (2nd ed.). Tata McGraw-Hill Education.
7. Desai, V. (2009). *Financial markets and financial services* (1st ed.). Himalaya Publishing House.
8. Pandian, P. (2009). *Financial services and markets*. Vikas Publishing House.

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MB306HA - Organizational Development

Course Objectives:

- Understand the concept, characteristics, need, and evolution of Organizational Development.
- Learn strategies for OD interventions and the process of planning, selecting, and implementing intervention strategies.
- Understand personal and interpersonal OD interventions to empower individuals and teams.
- Explore organizational process approaches and strategic interventions for organizational transformation.

Course Outcomes: Students will be able to

- Explain OD models and the role of OD practitioners in forming client relationships and conducting diagnosis.
- Apply various OD intervention techniques and evaluate the conditions for optimal success of OD programs.
- Utilize techniques like Role Analysis, Force Field Analysis, and team-building interventions to enhance team dynamics and individual growth.
- Analyze and implement interventions for organizational learning, culture change, and developing high-performing teams, while addressing future trends in OD.

Unit-I: Organizational development: An introduction, concept, characteristics, Need, Evolution of OD, OD Assumptions & Values. OD Models: 5 stage model of OD, Action Research model of OD & its features, Appreciative Inquiry model OD practitioners, Role and style of OD practitioners, Formation of Practitioner and client relationship, relationship modes and issues in relationship, Diagnosis: process, models and skills required; methods of obtaining diagnosis information Process

Unit-II: OD Interventions: Definitions, Strategies for OD Intervention: Basic Strategies to change, integration of change strategies, stream analysis, selecting OD interventions, Major OD intervention techniques. Planning, choosing, and implementing of an intervention strategy- Evaluating and institutionalizing OD interventions-The program management component- Conditions for optimal success of OD

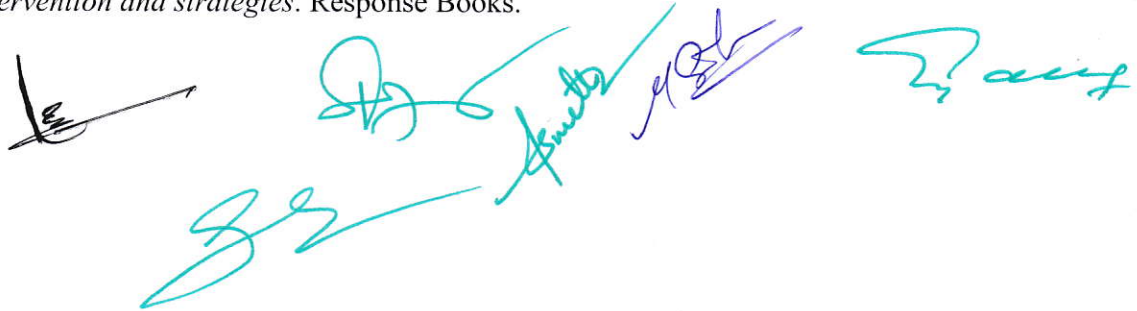
Unit-III: OD personal & Interpersonal Interventions: Empowering the individuals and employees, Laboratory learning, Interpersonal styles, Career Life Planning Interventions. **Team interventions-**Techniques and exercises used in Team interventions: Role Analysis Technique-Role Negotiation Technique-Responsibility Charting-Force Field Analysis-Broad Team Building interventions.

Unit- IV: Organizational process approaches: Organization Confrontation-Inter-group Relations interventions- Grid OD. **Strategic Interventions:** Organizational Transformation and its Characteristics-Culture Change – Self – designing organizations- High Performing Teams and Organizational Learning. **OD for Future:** Organizations for the future, monitoring and stabilizing action programs, emerging issues and values, future trends in OD

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Suggested Readings:

1. Cummings, T. G., & Worley, C. G. (2007). *Organization development and change* (8th ed.). Thomson.
2. French, W., Bell, C. H., Jr., & Vohra, V. (2006). *Organization development*. Pearson Education.
3. French, W., & Bell, C. H., Jr. (2006). *Organization development* (6th ed.). Prentice Hall of India.
4. Brown, D. R., & Harvey, D. *An experiential approach to organization development*. Pearson LPE (latest edition).
5. Dale, R. (2006). *Organization & development: Strategies, structures, and process*. Sage Publications.
6. Singh, K. (2005). *Organization change & development*. Excel Books.
7. Sullivan, R., & Mclean, G. (2006). *Practicing organization development*. Jossey-Bass.
8. Ramanarayan, S., Rao, T. V., & Singh, K. (2006). *Organization development: Intervention and strategies*. Response Books.

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MB306HB – Leadership & Change Management

Course Objectives:

- Understand the fundamentals of leadership, including roles, functions, and characteristics of effective leaders.
- Explore contingency theories and diverse leadership styles such as transformational, transactional, and servant leadership.
- Learn the role of a leader in managing organizational change and the different types of organizational change.
- Understand the management of organizational change, focusing on structure, culture, and employee responses.

Course Outcomes: Students will be able to

- Analyze various leadership styles and behaviors, and their impact on leadership effectiveness, referencing studies such as those by Lewin, Ohio State, and Michigan.
- Apply leadership theories and styles to real-world scenarios, recognizing the importance of ethics, empowerment, and competency models.
- Evaluate change management models and the impact of change on organizations, identifying qualities and competencies of effective change leaders.
- Develop strategies to manage resistance to change and integrate change management practices effectively within organizations.

Unit – I: Introduction to Leadership: Leadership, Role and Functions of a Leader, Leadership Motives Characteristics of an Effective Leader, Leadership as a Process, The Complexities of Leadership, Effective Leadership Behaviours and Attitudes. Leadership and Power, Coercion, Trait Approach, Leadership Behaviour and Styles, Lewin's Leadership Styles, Ohio State Leadership Study, The University of Michigan Study, Blake and Mouton's Managerial Grid.

Unit – II: Leadership Theories and Styles: Contingency Theories of Leadership: Fiedler's Contingency Model, The Path-Goal Theory, Leader Member Exchange Theory (LMX), The Hersey - Blanchard Situational Leadership Theory. Transactional Leadership and Transformational Leadership Approaches, Charismatic Leadership, Authentic Leadership, Servant Leadership, Adaptive Leadership, Team Leadership, Leadership and Empowerment, Leadership and Ethics. Competency Models for Leadership at All Levels.

Unit – III: Leadership & Organizational Change: Role of a Leader in Changing Business Environment, Qualities & Competencies of a Change Leader, Leader as a Change Agent. Change, Nature & Sources of Organizational Change, Aims and Importance of Change, Environmental Triggers of change, Levers of Change, Types of Changes: Planned, Developmental, Transitional and Transformational. Impact of Change on Organizations. Select Change Management Models: Kurt Lewin's Three-step Model, McKinsey's 7-S Model, Action Research Model, John Kotter's Eight-step Model, Organization Intelligence Model, ADKAR Model, Edward de Bono's Six Thinking Hats.

Unit – IV: Management of Organizational Change: Organizational Structure and Change, Organizational Culture: Its Sources, Dimensions and Impact on Organizational Change. Power & Conflict in Times of Change, Leadership in Times of Change. An Integrated Approach to Organizational Change, Change Strategies, Response of Employees to Change: People

Opposing Change and People with Positive Response, Resistance to Change and Management of Resistance to Change.

Suggested Readings:

1. Northouse, P. G. (2016). *Leadership theory and practice* (1st ed.). Sage Publications.
2. Raina, R. (2018). *Change management & OD* (1st ed.). Sage Publications.
3. Kotter, J. P. (2012). *Leading change*. Harvard Business Review Press.
4. Senior, B., & Fleming, J. (2010). *Organizational change* (3rd ed.). Pearson Publications.
5. Anderson, D. L. (2021). *Organizational development* (5th ed.). Sage Publications.
6. Mittal, R. (2015). *Leadership: Personal effectiveness and team building*. Vikas Publications.
7. Senior, B., & Fleming, J. (2010). *Organizational change* (3rd ed.). Pearson Publications.

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MBA Semester IV

MB401 - Strategic Management

Course Objectives:

- Understand the fundamental concepts and process of strategic management, including vision, mission, and environmental scanning.
- Learn and apply various tools and techniques for strategic analysis, including SWOT, Value Chain Analysis, and Porter's models.
- Explore different types of strategies and their implications across various industry life cycle stages and competitive situations.
- Understand strategic alternatives, including mergers, acquisitions, and diversification, and their implementation and evaluation.

Course Outcomes: Students will be able to

- Analyze a company's external environment and identify the factors shaping its strategy.
- Evaluate company resources and competitive capabilities using strategic analysis tools.
- Formulate tailored strategies for emerging, maturing, and fragmented industries, as well as for industry leaders and struggling businesses.
- Develop and implement strategic alternatives, establish strategic controls, and conduct strategy evaluation and audits.

Unit-I: Introduction: Concepts in Strategic Management, Strategic Management Process, developing a Strategic Vision, Mission, Objectives, Factors that Shape a Company's Strategy, A model of elements of Strategic Management. Environmental Scanning: Evaluating a company's External Environment- Relevant components of External Environment.

Unit-II: Tools and Techniques for Strategic Analysis: Industry and Competitive Analysis. Evaluating Company's Resources and Competitive Capabilities by using SWOT Analysis, Value Chain Analysis and Competitive Advantage, Porter's Five Force Model, BCG Matrix, GE Model, TOWS Matrix, IE Matrix, Porter's Diamond Model, Strategic groups.

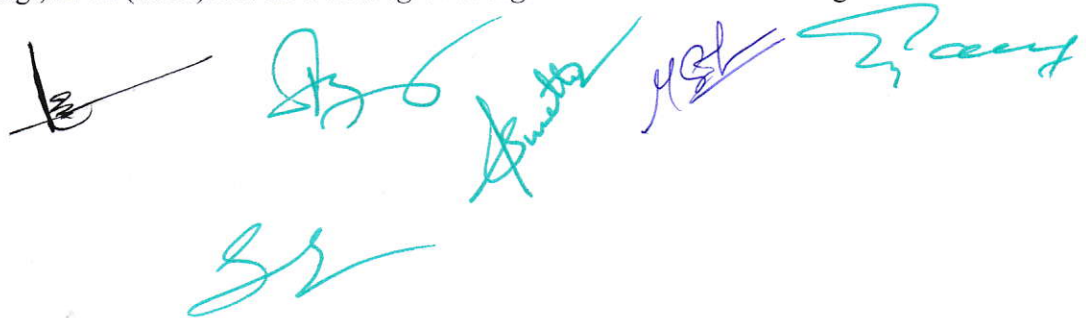
Unit-III: Strategy Formulation: Generic Strategies, Offensive Strategy, Defensive strategy. Industry Life Cycle Stages, Strategic Implications: Tailoring strategy to fit specific industry and company situations - Strategies for competing in Emerging industries, Turbulent and high velocity markets, Maturing Industries, Stagnant industries, and Fragmented industries. Strategies for Industry leaders, Runner-up firms, weak and crisis ridden Business.

Unit-IV: Strategic Alternatives: Turnaround strategy, Strategies for Mergers and Acquisitions, Diversification Strategy: Why Firms Diversify, Different Types of Diversification Strategies, Outsourcing strategies: growth and drivers of outsourcing, **Strategy Implementation:** Strategy and Structure, Strategy and Leadership, Strategy and Culture Connection, **Strategy Evaluation and Control:** Establishing Strategic Controls for Measuring Performance, Guidelines for Proper Control, Strategic Surveillance, Strategic Audit, Strategy and Corporate Evaluation.

Suggested Readings:

1. Thompson, A. A., Strickland, A. J., Gamble, J. E., & Jain, A. K. (2012). *Crafting and executing strategy: The quest for competitive advantage: Concepts and cases*. Tata McGraw Hill Education Private Limited.

2. Kazmi, A. (2011). *Strategic management and business policy* (3rd ed.). Tata McGraw Hill Education Private Limited.
3. Wheelen, T. L., & Hunger, J. D. (2001). *Strategic management and business policy*. Pearson.
4. Hitt, M. A., Ireland, R. D., & Hoskisson, R. E. (2013). *Strategic management: A South Asian perspective* (9th ed.). Cengage Learning.
5. Dess, G. G., Lumpkin, G. T., & Eisner, A. B. (2009). *Strategic management: Text and cases*. Tata McGraw Hill Education Private Limited.
6. Subba Rao, P. (2010). *Business policy and strategic management (Text and cases)*. Himalaya Publishing House.
7. Lynch, R. (2021). *Strategic management* (9th ed.). Sage Publications.
8. Clegg, S. R., Pitelis, C., Schweitzer, J., & Whittle, A. (2020). *Strategy theory and practice* (3rd ed.). Sage Publications.
9. Carpenter, M. A., Sanders, W. G., & Salwan, P. (2017). *Strategic management: A dynamic perspective* (2nd ed.). Pearson.
10. Rao, V. S. P., & Krishna, V. H. (2012). *Strategic management*. Excel Books.
11. Adrian, M., & Alison, R. (2010). *Strategic management: Theory & applications*. Oxford University Press.
12. Sarangi, S. K. (2012). *Modern strategic management*. Everest Publishing.



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MB402 - Supply Chain Management

Course objectives:

- Understand the fundamentals of logistics management and its role in supply chain management.
- Learn the concepts, objectives, and functions of supply chain management and its strategic framework.
- Explore the challenges and performance measures in managing supply chains, including warehousing and supplier integration.
- Understand the impact of recent technological and methodological trends on supply chain management.

Course Outcomes: Students will be able to

- Explain the functions and evolution of logistics management, including transportation formats and integrated logistics concepts.
- Develop strategies to enhance supply chain effectiveness and understand the value delivery systems.
- Analyze the bull-whip effect, evaluate warehousing types, and understand the integration processes in global supply chains.
- Apply concepts of lean, digital, green, and agile supply chains, and utilize technologies like RFID and bar coding in SCM.

Unit-I: Logistics Management: Introduction to logistics, meaning of logistics management, objectives, Evolution of logistics management, concept, functions of logistics management, Role of logistics in supply chain management, difference between logistics and supply chain management, 3PL,4PL, Inbound and outbound logistics, Integrated logistics management, Reverse logistics, Logistics planning and strategy, Role and importance of transportation in logistics, Transportation formats, Factors influencing their choice.

Unit II: Supply Chain Management: Concept, Objectives and Functions of SCM, Evolution of supply chain with respect to its origin, Conceptual framework, Supply chain strategy and structure, Steps in supply chain management, Drivers enhancing effectiveness of supply chains, Value chain, Value delivery systems

Unit-III: Managing supply chains: Bull-Whip Effect, Measures of supply chain performance, Warehousing-Types of warehousing, Warehousing operations, Warehouse Management Systems, Role of Distribution Centers, Supplier integration- Forward integration, Backward integration, Diversification, Global supply chains

Unit-IV: Recent trends in SCM: Role of IT in SCM, Lean Supply Chains, Digital supply Chains, Green Supply Chains, Circular Supply Chains, Agile Supply Chains, FMS, RFID, Bar coding, Trends in supply chain management

Suggested Readings:

1. Shah, J. (2009). *Supply chain management* (1st ed.). Pearson Education.
2. Shridhara Bhat, K. (2017). *Logistics and supply chain management*. Himalaya Publishing House.
3. Crandall, R. E., & others. (2010). *Principles of supply chain management*. CRC Press.
4. Mohanty, R. P., & Deshmukh, S. G. (2009). *Essentials of supply chain management* (1st ed.). Jaico.

5. Chandrasekaran, N. (2010). *Supply chain management process, system and practice* (1st ed.). Oxford.
6. Altekar, V. R. (2005). *Supply chain management*. PHI.
7. Leenders, M. R., & others. (2010). *Purchasing and supply chain management*. TMH.
8. Coyle, J. J., Bardi, E. J., & others. (2009). *A logistics approach to supply chain management*. Cengage.
9. Li, L. (2009). *Supply chain management: Concepts, techniques and practices* (1st ed.). Cambridge.
10. Kachru, U. (2009). *Exploring the supply chain theory and practice*. Excel books.



MB403 – Innovation Management

Course Objectives:

- Understand the various dimensions and factors that influence creativity, including personality, motivation, environment, and technology.
- Learn and apply models and techniques for creative problem solving, including mechanisms of divergent and convergent thinking.
- Explore the abilities and traits associated with creative intelligence, and strategies to overcome blocks to creativity.
- Understand the concepts and levels of innovation and explore ideation methods and theories related to new product development.

Course Outcomes: Students will be able to

- Evaluate and improve the quality of creativity using credible evaluation criteria and methods.
- Effectively structure and solve ill-defined problems using creative problem-solving techniques.
- Enhance creative intelligence by designing environments conducive to creativity.
- Manage innovation processes effectively, from incremental to radical innovation.

Unit - I: The Creativity Phenomenon: Creative Cerebration- Creative Personality and Motivation –Creative Environment- Creative Technology- Creativity Training- Puzzles of Creativity- Spiritual and social roots of creativity- Essence, Elaborative and Expressive Creativities- Quality of Creativity- Existential, Entrepreneurial and Empowerment Creativities – Criteria for evaluating Creativity- Credible Evaluation- Improving the quality of our creativity.

Unit - II: Mastering Creative Problem Solving: Structuring of ill- defined problems- Creative Problem solving- Models of Creative problem solving- Mechanisms of Divergent thinking- Useful mechanisms of convergent thinking- Techniques of Creativity Problem solving

Unit - III: Creative Intelligence: Creative Intelligence abilities - A model of Creative Intelligence – Convergent thinking ability - Traits Congenial to creativity - Creative Personality and forms of creativity- Motivation and Creativity- Blocks to creativity- fears and Disabilities- Strategies for Unblocking- Energy for your creativity- Designing Creativogenic Environment.

Unit - IV: Innovation Management: Concept of Innovation- Levels of Innovation- Incremental Vs Radical Innovation-Inbound and Outbound Ideation- Open and Other Innovative Ideation Methods- Theories of outsourcing New Product Development: Transaction Cost, Resource Based, Resource Dependence, Knowledge Based Theories.

Suggested Readings:

1. Khandwalla, P. N. (2004). *Lifelong creativity: An unending quest*. Tata McGraw Hill.
2. Jauhari, V., & Bhushan, S. (2014). *Innovation management*. Oxford Higher Education.
3. Krishnamacharyulu, C. S. G., & Lalitha, R. (2010). *Innovation management*. Himalaya Publishing House.
4. Timpe, A. D. (2003). *Creativity*. Jaico Publishing House.
5. Clegg, B., & Birch, P. (2009). *Creativity*. Kogan Page.
6. Rastogi, P. N. (2009). *Managing creativity for corporate excellence*. Macmillan.

MB404M – Services Marketing

Course Objectives:

- Understand the fundamental concepts, scope, and characteristics of services and the service marketing mix.
- Develop strategies to address the unique challenges of services such as intangibility, inconsistency, and inseparability.
- Explore the dimensions and measurement of service quality and customer satisfaction.
- Examine the marketing strategies specific to various service industries like retail, healthcare, and hospitality.

Course Outcomes: Students will be able to

- Apply segmentation, targeting, and positioning strategies effectively in service marketing.
- Build and implement effective customer relationship and retention strategies in the service industry.
- Utilize the SERVQUAL and GAP models to monitor and enhance service quality.
- Implement tailored marketing strategies for different sectors within the service industry to enhance service delivery and customer satisfaction.

Unit – I: Foundation of Service Marketing: Services Concept, Importance and Scope of Services, Characteristics of Services, Classification of Services, Growth of Services in India and Global, 4Is of Services, Service marketing Mix-Product, Price, Place, Promotion, People, Physical Evidence and Process. Segmenting, Targeting and positioning for services marketing.

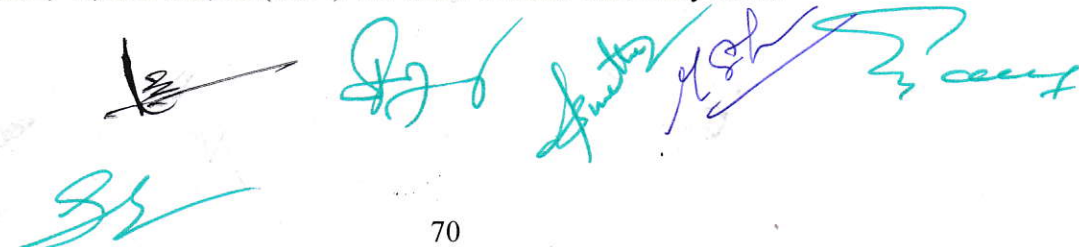
Unit – II: Strategies for Services Marketing: Overview, Strategies for dealing with Intangibility, Inventory, Inconsistency and Inseparability. Challenges in Distribution of Services, Building customer Relationship through Segmentation and retention strategies.

Unit – III: Service Quality: Dimensions of Service Quality. Understanding Quality Management. Measuring service Quality. Service Triangle-External Marketing, Internal Marketing, Relationship Marketing and Interactive Marketing. Monitoring and measuring customer satisfaction –SERVQUAL & GAP model.

Unit – IV: Marketing of Services: Marketing of with special reference to Organized Retailing, Health care industry, Hospitality Services including Travel, Hotels and Tourism - Professional Services - Public Utility Services - Communication Services - Educational Services.

Suggested Readings:

1. Rampal, M. K., & Gupta, S. L. (2000). *Services marketing concepts, applications and cases*. Galgotia Publishing Company.
2. Bhattacharjee, C. (2010). *Services marketing, concepts and planning*. Excel Books.
3. Jha, S. M. (2009). *Services marketing*. HPH.
4. Lovelock, C., & Chatterjee, R. (2006). *Services marketing: People, technology, strategy* (5th ed.). Pearson.
5. Jauhari, V., & Dutta, K. (2014). *Services*. Oxford University Press.



MB404F – International Finance

Course Objectives:

- Understand the evolution, importance, and scope of the international financial system and the globalization impact on multinational firms.
- Explore the structure, participants, and mechanisms of the foreign exchange market, including spot and forward markets.
- Investigate the modern theories of exchange rate determination and the international flow of funds, focusing on Balance of Payments and foreign exchange exposure.
- Examine the objectives and techniques for optimizing cash flows in multinational corporations and assess political risks.

Course Outcomes: Students will be able to

- Analyze the historical and current exchange rate regimes and their implications on international finance.
- Apply parity conditions to understand and predict currency movements.
- Develop strategies to manage foreign exchange exposure and make informed foreign investment decisions, particularly in FDI.
- Implement effective cash management practices in MNCs and evaluate political risks to safeguard international investments.

Unit-I: International Financial System: Evolution of international financial system–Importance –Scope and Nature of International Finance. Globalization and Multinational firm-Reasons- Privatization Multinational Corporations growth. Multinational Financial management. International Financial System- A Brief review of the International Monetary System Gold standard, Gold standard, Bretton woods system-collapse of Bretton woods system, Smithsonian Agreement, European Monetary system, Jamaica Accord, Plaza Accord, Louvre Accord. Current exchange rate regimes.

Unit-II: Foreign Exchange Market and International Parity Relationships: Participants in foreign exchange market, structure of foreign exchange market in India; quotes in spot market and forward market, Cross Rates, Currency Arbitrage, triangular arbitrage; Parity Conditions- Purchasing Power Parity, Interest Rate Parity, International Fisher Effect, Unbiased Forward Rate Theory.

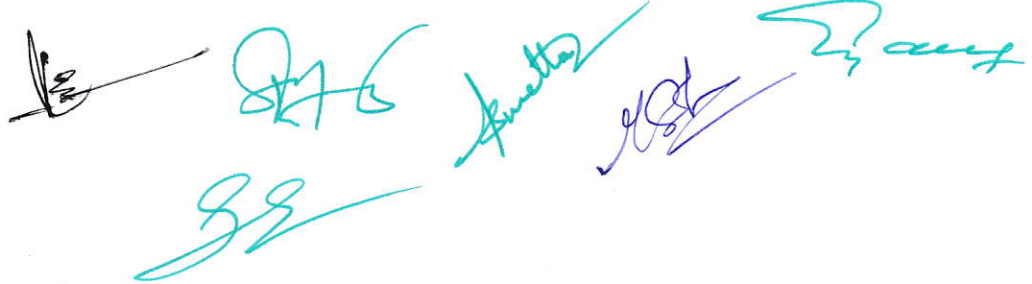
Unit-III: Modern Theories of Exchange rate determination: Long Run Theories, Short Run Theories. International Flow of Funds Balance of Payments. Foreign Exchange Exposure- Managing Foreign Exchange Exposure. Foreign investment decision-Foreign direct investment (FDI)–motives, FDI theories theory of comparative advantage.

Unit-IV: Multinational Cash Management: Cash Management in MNC-Objectives, techniques to optimize Cash Flows, Investing Excess Cash, and Political Risk- types-evaluation.

Suggested Readings:

1. Eun, C. S., & Resnick, B. G. (2010). *International financial management* (4th ed., Special Indian ed.). Tata McGraw Hill Education Pvt. Ltd.
2. Levi, M. (2009). *International finance* (5th ed.). Routledge, Taylor & Francis Group.
3. Shailaja, G. (2010). *International finance* (2nd ed.). Orient Blackswan.

4. Van den Berg, H. (2009). *International finance and open economy macroeconomics* (1st ed.). Cambridge.
5. Sharan, V. (2009). *International financial management* (5th ed.). PHI.
6. Madura, J. (2010). *International financial management* (4th ed.). Cengage Learning.
7. Apte, P. G. (2008). *International finance* (2nd ed.). McGraw Hill.
8. Indian Institute of Banking & Finance. (2006). *Risk management*. Macmillan.
9. Vij, M. (2010). *International financial management* (3rd ed.). Excel Books.



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MB404H – Performance Management

Course Objectives:

- Understand the definition, concerns, scope, and determinants of job performance, and the process of performance management including planning and role clarity.
- Explore various performance appraisal methods, including psychometric tests, 360-degree appraisals, and performance improvement techniques.
- Study human information processing, performance loops, corporate performance management, and various benchmarking models.
- Learn about competency mapping, performance metrics, and various competency and performance assessment models.

Course Outcomes: Students will be able to

- Develop the ability to map and sequence the PM process, set performance targets, and measure performance through various approaches including trait, behavior, and results.
- Gain proficiency in conducting comprehensive performance appraisals, utilizing critical incident worksheets, and applying theories like attribution theory for performance analysis and improvement.
- Implement benchmarking techniques to diagnose performance issues and improve performance management systems, while understanding their impact on managers and employees.
- Apply competency mapping techniques and performance measures to evaluate and enhance organizational performance.

Unit - I: Introduction: Definition, concerns and scope of PM. Performance appraisals, Determinants of job performance. Mapping, process, sequence and cycle of PM. Performance planning and Role clarity. KPAS- Performance targets, Trait, Behavior and results approaches to measuring performance. The impact of HRM practices on performance.

Unit - II: Performance appraisal: Assessment center-psychometric tests. Role play-self appraisal, 360 degree appraisals- Ratingless appraisals for the future of PMS, Critical incidents worksheet, Combining behavior and outcomes, Attribution theory-Causal matrix, Diagnosis and performance improvement, Performance review, Performance analysis.

Unit - III: Performance bench marking: Human information processing and performance loop, performance shaping factors-Yerkes-Dodson's Law, Corporate performance management, EFQM excellence model, Diagnostic and process bench marking, PM Audit, PM pathway analysis. The impact of Performance management on line managers and employees.

Unit - IV: Competency mapping and Performance metrics: Competency mapping-Mercer's human capital wheel, Human asset worth estimator and accession rate, CIPD human capital framework, The McBer generic managerial competency model- Competency causal flow model, Competency gap, Competency Assessment-Balanced score card framework. Performance measures pyramid, Gilbert's performance matrix and Behavior Engineering model, Spangenberg's integrated model of PM, Sears model for organizational performance.

Suggested Readings:

1. Armstrong, M. (2010). *Performance management*. Kogan Page.
2. Cardy, R. L. (2008). *Performance management*. PHI.
3. Kohli, A. S., & Deb, T. (2009). *Performance management*. Oxford.

4. Aguinis, H. (2009). *Performance management*. Pearson.
5. Rao, T. V. (2008). *Performance management & appraisal system*. Sage.
6. Sarma, A. M. (2010). *Performance management systems*. HPH.
7. Singh, B. D. (2010). *Performance management systems*. Excel books.
8. Bagchi, S. N. (2010). *Performance management*. Cengage.
9. Armstrong, M. (2010). *Performance management & development*. Jaico.
10. Chadha, P. (2009). *Performance management*. Macmillan.
11. Willmore, J. (2004). *Performance basics*. ASTD Press.

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MB405MA - Digital & Social Media Marketing

Course Objectives:

- Grasp the concept and components of digital marketing, understand its scope, and recognize the benefits and platforms involved.
- Understand the importance of audience segmentation in digital marketing, and explore methods to acquire and retain new customers using digital media.
- Learn the significance of search engine marketing (SEM), understand web search fundamentals (keywords, HTML tags, inbound links), and differentiate online advertising from traditional methods.
- Explore various social media platforms (Facebook, LinkedIn, Twitter, YouTube) for customer engagement, acquisition, and retention in digital marketing strategies.

Course Outcomes: Students will be able to

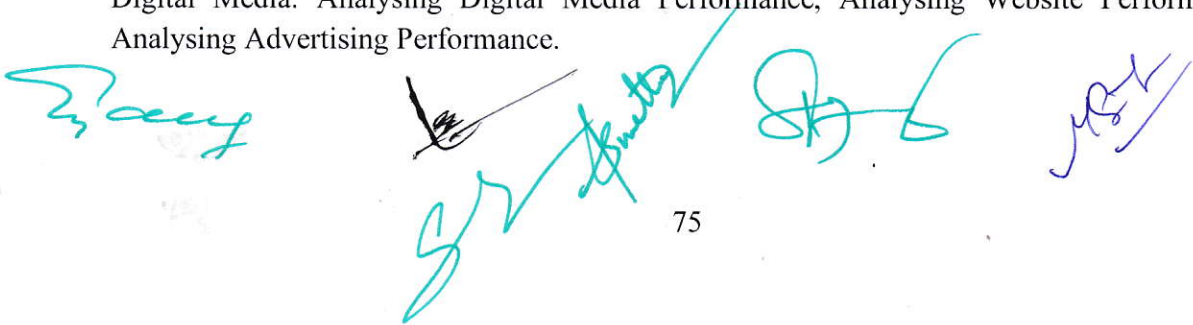
- Ability to distinguish between traditional marketing channels and digital marketing.
- Develop a digital marketing plan and implementation.
- Ability to apply different payment methods in online advertising, select appropriate display ad formats, and understand the importance of landing pages in digital campaigns.
- Gain skills in measuring digital media performance and social media metrics to optimize digital marketing efforts.

Unit I: Understanding Digital Marketing: Concept, Components of Digital Marketing, Need and Scope of Digital Marketing, Benefits of Digital Marketing, Digital Marketing Platforms - Channels of Digital Marketing: Digital Marketing, Website Marketing, Search Engine Marketing, Online Advertising, Email Marketing, Blog Marketing, Social Media Marketing, Audio, Video and Interactive Marketing, Online Public Relations, Mobile Marketing, Migrating from Traditional Channels to Digital Channels. Comparison of Marketing and Digital Marketing, Digital Marketing Trends.

Unit II: Marketing in Digital Era: Segmentation – Importance of Audience Segmentation - Using Digital Media to Reach, Acquisition and Retention of new customers, Digital Media for Customer Loyalty. Need of a Digital Marketing Plan, Elements of a Digital Marketing Plan – Marketing Plan, Executive Summary, Mission, Situational Analysis, Opportunities and Issues, Goals and Objectives, Marketing Strategy, Action Plan, Budget, Writing the Marketing Plan and Implementing the Plan.

Unit III: Search Engine Marketing and Online Advertising: Importance of SEM, understanding Web Search – keywords, HTML tags, Inbound Links, Online Advertising vs. Traditional Advertising, Payment Methods of Online Advertising – CPM (Cost-per-Thousand) and CPC (Cost-per-click), Display Ads - choosing a Display Ad Format, Landing Page and its importance.

Unit IV: Social Media Marketing: Understanding Social Media, Social Networking with Facebook, LinkedIn, Blogging as a social medium, Microblogging with Twitter, Social Sharing with YouTube, Social Media for Customer Reach, Acquisition and Retention. Measurement of Digital Media: Analysing Digital Media Performance, Analysing Website Performance, Analysing Advertising Performance.



Suggested Readings:

1. Miller, M. (2014). *B2B digital marketing* (1st ed.). Pearson.
2. Ahuja, V. (2015). *Digital marketing*. Oxford University Press.
3. Solomon, M. R., & Tuten, T. (2015). *Social media marketing* (1st ed.). Pearson.
4. Strauss, J., & Frost, R. (2016). *E-marketing*. Pearson.
5. Gay, R., Charlesworth, A., & Esen, R. (2007). *Online marketing: A customer-led approach*. Oxford University Press.
6. Varma, A., Budhwar, P. S., & De Nisi, A. S. (2016). *Digital marketing*. Wiley.

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MB405MB – Rural Marketing

Course Objectives:

- Understand rural market concept, scope, economy, and consumer behavior.
- Develop product and pricing strategies for rural markets.
- Design effective promotion and distribution strategies for rural markets.
- Analyze rural consumer behavior, FMCG sector, agricultural markets, and sales methods.

Course Outcomes: Students will be able to

- Ability to analyze rural market potential, disparities, and recent trends.
- Competence in adapting product mix, competitive strategies, and innovative pricing.
- Proficiency in selecting media, promoting products, managing logistics, and using Electronic Choupal.
- Understanding of rural lifestyle, consumer goods classification, and agricultural market dynamics.

Unit – I: Rural Marketing - Concept and Scope - Nature of rural markets - Rural Economy - Rural - Urban disparities - Characteristics of Rural consumers - Buying decision process- Potential and size of the Rural Markets - The Development of rural markets in recent years – trends.

Unit – II: Selection of Markets - Product Strategy - Product mix Decisions - Competitive product strategies for rural markets. Pricing strategy - pricing policies - innovative pricing methods for rural markets - Difference in products development and pricing for urban vs rural markets.

Unit – III: Promotion strategy - appropriate media - Designing the right promotion mix - promotional campaigns – Role of Advertising in rural markets. Distribution - Logistics Management - Problems encountered - selection of appropriate channels - New approaches to reach out rural markets – Electronic choupal applications.

Unit – IV: Issues in Rural Marketing - Rural Consumer behavior - features - factors influencing behavior - Lifestyle of rural consumer - FMCG sector in Rural India -- concept and classification of consumer goods – Agricultural Marketing – types of Agricultural Markets - Marketing channels - Methods of Sales - Market functions.

Suggested Readings:

1. Dogra, B., & Ghuman, K. (2008). *Rural marketing: Concepts & cases*. Tata McGraw-Hill Publishing Company.
2. Singh, A. K., & Pandey, S. (2007). *Rural marketing: Indian perspective*. New Age International Publishers.
3. Krishnamacharylu, C. S. G., & Ramakrishna, L. (2009). *Rural marketing*. Pearson Education Asia.
4. Kotler, P. (2008). *Marketing management*. Prentice-Hall India Ltd.
5. Agarwal, A. N. (2008). *Indian economy*. Vikas Publication.
6. Dutt, R., & Sundaram, K. (2008). *Indian economy*. Tata McGraw Hill Publishers.
7. Badi, R. V., & Badi, N. V. (2010). *Rural marketing*. Himalaya Publishing House.
8. Gopaldaswamy, (2008). *Rural marketing*. Vikas Publishing House.
9. Habeeb, U. R., & Rahman, K. S. (2003). *Rural marketing in India*. HPH.

MB405FA – Financial Institutions & Markets

Course Objectives:

- Understand the structure, evolution, and role of the Indian financial system.
- Comprehend the nature, scope, and functioning of the Indian money market.
- Explore the structure, characteristics, and operations of the Indian capital market.
- Analyze the roles and progress of development banks and investment institutions in India.

Course Outcomes: Students will gain

- Ability to analyze changes post-1991, roles of institutions, markets, and instruments.
- Proficiency in identifying market segments, institutions, drawbacks, and RBI's role.
- Understanding of stock exchanges, calculation of SENSEX, derivatives, and OTCEI's.
- Competence in understanding the functions, structures, distinctions between banks and NBFCs, and their contributions to the financial system.

Unit – I: Indian Financial System- Structure of the Indian Financial system Changes in the Structure of the Indian Financial System after 1991. Financial Institutions-Regulatory, Intermediaries, Non-Intermediaries, Financial Markets-Primary and secondary markets, Financial instruments, Financial Services, Indicators of Financial developments Role of Financial system in economic development.

Unit-II: Indian Money Market- Nature and scope of Indian Money Market, Structure and Characteristics of Indian Money Market, Segments of Indian Money Market, Institutions of Indian Money Market, Drawbacks of Indian Money Market, RBI and Indian Money Market

Unit-III: Indian Capital Market - Structure of Indian Capital Market, Characteristics of Indian Capital Market, National Stock Exchange - Working of NSE, Bombay Stock Exchange - Working of BSE Calculation of SENSEX and derivatives, Over the Counter Exchange of India – Advantages, objectives and working of OTCEI.

Unit-IV: Development Banks in India & NBFCs: Working and progress of the following: Industrial Finance Corporation of India, Industrial Investment Bank of India, Small Industries Development Bank of India, State Finance Corporations, State Industrial Development Corporations. **Investment Institutions in India** - Working and progress of the following: Unit Trust of India, Life Insurance Corporation of India, General Insurance Corporation of India, Post Office Small Saving Schemes, Provident Funds; Definitions, its structure and characteristics, Distinctions between bank and NBFCs.

Suggested Readings:

1. Bhole, L. M. (2009). *Financial institutions and markets* (5th ed.). Tata McGraw-Hill Education.
2. Khan, M. Y. (2009). *Indian financial systems* (6th ed.). Tata McGraw-Hill Education.
3. De Haan, J., Oosterloo, S., & Schoemaker, D. (2012). *Financial markets and institutions*. Cambridge University Press.
4. Avadhani, V. A. (2008). *Investment and Securities Markets in India*. Himalaya publishing house.
5. Mittal, A. (2003). *Economic Reforms and Capital Market in India*. Galgotia Publishing Company.
6. Kaur, P. (2023). *Financial markets and institutions*. Sultan Chand & Sons.
7. Shete, S. (2015). *Financial market and institutions in India: Reference book*. Success Publication.



MB405FB – Financial Risk Management

Course Objectives:

- Understand the concept, nature, scope, and sources of risk in financial institutions.
- Learn quantitative risk measures like Value at Risk (VaR) and Cash flow at Risk (CaR), and non-insurance methods of risk management.
- Explore derivatives such as forward contracts, futures contracts, and their role in risk management.
- Study swaps, including interest rate swaps and currency swaps, their mechanics, valuation, and pricing.

Course Outcomes: Students will gain

- Ability to identify, measure, evaluate different types of risks, and comprehend the risk reporting process.
- Proficiency in applying VaR and CaR for investment decisions, managing interest rate, liquidity, credit, and exchange rate risks, and understanding Asset-Liability Management.
- Ability to differentiate between types of derivatives, understand their use for risk management and returns enhancement, and identify participants in the derivatives market.
- Competence in understanding different types of swaps, valuing interest rate and currency swaps, and applying them effectively in risk management strategies.

Unit – I: Introduction to Risk Management: The concept of Risk, Nature, Need and scope of risk. Source, measurement, identification and evaluation of Risk. Types of risk–Product market risk and capital market risk. Possible Risk events, Risk Indicators, Risk comprehensive view of Risk in Financial Institutions. Risk reporting process–internal and external.

Unit – II: Measurement and Management of Risk: Value at risk (VaR): The concept, computation, stresses testing, back testing. Cash flow at risk (CaR): VaR and CaR to make investment decisions. Managing risk when risk is measured by VaR or CaR Non-Insurance methods of Risk Management-Risk Avoidance, Loss Control, Risk Retention and Risk Transfer. Asset-Liability Management (ALM), Management of interest rate risk, liquidity risk, credit risk and exchange rate risk.

Unit – III: Techniques and Tools of Risk Management: Forward contracts and Futures contracts. The concept of Derivatives and types of Derivatives. The role of Derivative securities to manage risk and to exploit opportunities to enhance returns. Individuals, speculators, hedgers, arbitrageurs and other participants in Derivatives Market.

Unit – IV: Techniques and Tools of Risk Management: SWAPS Definition, types of swaps. Interest rate swaps, Currency swaps. Interest rate Swaps: Mechanics of Interest rate swaps. Valuation of interest rate Swaps. Pricing of Interest rate swaps at origination and valuing of Interest rate swaps after origination. Currency Swaps: Types of Currency Swaps. Valuation of currency swaps.

Suggested Readings:

1. Dun & Bradstreet. (2007). *Financial risk management*. TMH.
2. Hopkins, P. (2010). *Fundamentals of risk management*. Kogan Page.

3. Dubofsky, D. A., & Miller, T. W., Jr. (2003). *Derivatives valuation and risk management*. Oxford University Press.
4. Bouchaud, J.-P., & Potters, M. (2009). *Theory of financial risk and derivative pricing* (2nd ed.). Cambridge University Press.
5. Hull, J. C., & Basu, S. (2009). *Options, futures, and other derivatives* (7th ed.). Pearson Education.
6. Indian Institute of Banking & Finance. (2006). *Theory and practice of treasury and risk management in banks*. Taxmann.
7. Stulz, R. M. (2003). *Risk management & derivatives*. Thomson Southwestern.
8. Varma, J. R. (2008). *Derivatives and risk management*. TMH.
9. Dempster, M. A. H. (2002). *Risk management: Value at risk and beyond*. Cambridge University Press.

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MB405HA – Compensation Management

Course Objectives:

- Understand compensation concepts, determinants, wage theories, and types of compensation.
- Develop compensation strategy, manage payroll, link compensation to motivation, job design, and evaluation.
- Learn wage administration, wage structures in sectors, and employee benefits design.
- Explore executive compensation theories, factors in international compensation.

Course Outcomes:

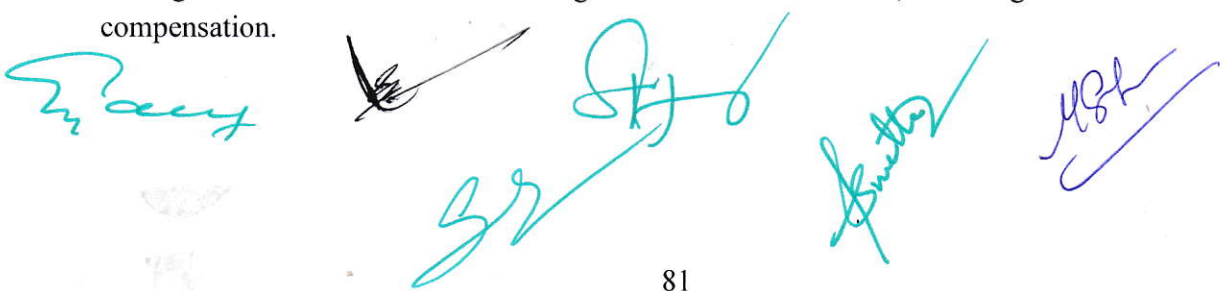
- Ability to differentiate and apply base pay, variable pay, benefits, incentives, and grasp non-financial compensation systems.
- Competence in structuring pay, conducting surveys, creating salary matrices, implementing performance-based pay.
- Proficiency in administering wages, understanding wage boards, designing benefits programs.
- Analyze executive pay management, international compensation strategies, expatriate compensation challenges.

Unit I: Fundamentals of Compensation: Concept of Compensation; Different perspectives of Compensation – Stakeholders and determinants of compensation; Compensable Factors; Wage Differentials and Types of Compensation – Base pay, Variable Pay, Benefits, Incentives; The concepts of Minimum wage, Fair wage, Living wage, Money and real wages; Wage Theories – Macro and Micro. Non- Financial compensation system.

Unit II: Compensation Planning and Employee Contributions: Developing a total Compensation Strategy and Pay Roll Management System – Competitive Advantage – Compensation Structure - Wage and Salary surveys, the wage curve, Pay grades and Pay ranges, Preparing Salary matrix; Compensation management's association with Employee Motivation, Job design and Job evaluation; Seniority and Longevity pay, Performance-related compensation, Individual and team-based compensation.

Unit III: Wage Administration and Employee Benefits and Services: Wage Administration, Wage Structure in different Sectors – in Central Government, in State Government and in PSEs. Wage Boards - Pay Commissions. **Employee Benefits and Services** - Legally required and Discretionary employee benefits; Employee services; Designing, Planning and Administration of benefits program; Totally integrated employee benefits; Fringe Benefits and Voluntary Retirement Schemes.

Unit IV: Executive and International Compensation: Nature and management of Executive compensation; Executive Compensation theories – Agency theory, tournament theory and Social comparison theory. International Compensation – Factors that affect International Compensation, Compensation for Expatriates, Repatriates and third country nationals- Strategic issues and choices in contingent and flexible workers, Challenges of international compensation.



Suggested Readings:

1. Martocchio, J. J. (2011). *Strategic compensation: A human resource management approach*. Pearson Education India.
2. Henderson, I. R. (2006). *Compensation management in a knowledge-based world*. (10th edn.). New Jersey: Pearson Education.
3. Sharma, R. C., & Sharma, S. (2019). *Compensation management*. Sage Publications.
4. Chingos, P. T. (2002). *Paying for performance: a guide to compensation management*. John Wiley & Sons.
5. Gomez-Mejia, L. R., & Werner, S. (2008). *Global compensation: Foundations and perspectives*. Routledge.
6. Bhattacharya, D. K. (2015). *Compensation management*. Oxford University Press.
7. Milkovich, G. T., Newman, J. M., & Gerhart, B. A. (2011). *Compensation* (10th ed.). Tata McGraw-Hill.
8. Bhatia, S. K. (2009). *New compensation management in changing environment: Managerial remuneration and wage & salary administration* (3rd ed.). Deep and Deep Publications.

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MB405HB - Strategic Human Resource Management

Course Objectives:

- Understand SHRM concepts, approaches, models, and challenges.
- Align HR with corporate strategy, develop and implement HR strategies.
- Implement strategies for employee engagement, resourcing, talent management, learning and development, rewards, and employee relations.
- Address contemporary HR issues like change management, corporate ethics, diversity, and competencies of HR professionals.

Course Outcomes: Students will be able to

- Ability to differentiate universalistic, contingency, and configurational approaches, apply best fit and best practice approaches, and analyze the resource-based view of the firm in SHRM.
- Competence in crafting HR strategies for organizational capability, performance management, knowledge management, and corporate social responsibility.
- Proficiency in designing and executing HR strategies, managing turnover, retention, global assignments, and responsible restructuring.
- Analyze trends in HR resource utilization, integrate ethics and diversity in SHRM practices, and evaluate the impact of SHRM strategies.

Unit-I : Strategic Human Resource Management (SHRM): Meaning, Nature, Significance and the conceptual framework; SHRM Approaches & Models: Universalistic, Contingency and Configurational Approaches, Models, Best Fit and Best Practice Approach, Resource- Based view of the firm, Challenges of Strategic HRM

Unit-II: The Strategic role of HR: Need of Aligning HR with Corporate Strategy; HRM Strategy: Its Nature, Development of HR Strategy and implementation of HR Strategy; HRM strategies related to Organizational Capability and Organizational and Individual performance: Organization Development strategy, Human Capital Management Strategy, Knowledge Management strategy, Corporate Social Responsibility strategy, Organizational Performance strategy, Individual Performance Management strategy.

Unit-III: Specific HRM strategies: Employee engagement strategy, Resourcing strategy, Talent management strategy, Learning and development strategy, Reward strategy, Employee relations strategy. Employee separation – Reductions in workforce, Lay off, Downsizing, - Strategies for responsible restructuring, Strategic management of turnover and retention, Retirement, Global HRM – Strategic HR Issues in global assignments.

Unit- IV: Contemporary Issues: Change, trends in the utilization of human resources, Corporate Ethics, Values and SHRM. Diversity & SHRM. Competencies of HR Professional in a SHRM Scenario. Approaches for evaluating and measuring the impact of Strategic HRM

Suggested Readings:

1. Greer, C. R. (2007). *Strategic HRM*. Pearson Education Asia.
2. Armstrong, M. (2020). *Handbook of Strategic Human Resource Management*. Kogan Page.
3. Storey, J., Wright, P. M., & Ulrich, D. (2009). *The Routledge companion to strategic human resource management*. Routledge.
4. Mello, J. (2019). *Strategic Human Resource Management*. Cengage.

MB406

Project Dissertation

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MB407

Project Viva Voce

The students should undertake the Project internship during the summer vacation (For 6 weeks of duration) intervening between II & III Semesters of MBA Programme. Project Report Work should be carried out in the Final Year of MBA Program i.e., III & IV Semesters for MBA Programme.

The students are required to do project work in any area of Management under the active guidance of Internal Faculty Member assigned to the student.

The Project work usually consists of selecting a Topic / Problem / Theme in any area of management, gather relevant data, analyze and interpret the same in a systematic and scientific manner.

The Project Work should be undertaken under the supervision of the Faculty Member assigned for the purpose. The Project Report should be submitted to the University 30 days (one month) before commencement of Final Semester Examinations. The submitted thesis will be tested for Similarity Check with appropriate tool.

