

Kurukshetra University, Kurukshetra

(Established by the State Legislature Act-XII of 1956)

("A++" Grade, NAAC Accredited)



Syllabus of the Programme

for

Post Graduate Programme

Master of Business Administration

as per NEP 2020

Curriculum and Credit Framework for Postgraduate Programme

With Internship and CBCS-LOCF

With effect from the session 2024-25 (in phased manner)

UNIVERSITY SCHOOL OF MANAGEMENT

FACULTY OF COMMERCE AND MANAGEMENT

KURUKSHETRA UNIVERSITY, KURUKSHETRA -136119

HARYANA, INDIA

Programme Learning Outcomes(PLOs) for PG Programmes as per NEP-2020

Programme Learning Outcomes (PLOs): PLOs include outcomes specific to disciplinary areas of learning associated with the chosen field (s) of learning as well as generic learning outcomes. These also include transferable skills and competencies that post graduates of all programmes of study should acquire and be able to demonstrate for the award of the Degree. The programme learning outcomes would also focus on knowledge and skills that prepare students for further study, employment, research and responsible citizenship.

The PLOs may be stated as per following domains:

Template for PLOs for a Master Degree

PLOs	Master Degree in Business Administration
	After the completion of Master degree in Business Administration the student will be able to:
PLO-1: Knowledge and Understanding	Demonstrate the fundamental and advanced knowledge of the subject and understanding of recent developments and issues, including methods and techniques, related to the Business Administration.
PLO-2: General Skills	Acquire the general skills required for performing and accomplishing the tasks as expected to be done by a skilled professional in the fields of Business Administration.
PLO-3: Technical/ Professional Skills	Demonstrate the learning of advanced cognitive technical/professional skills required for completing the specialized tasks related to the profession and for conducting and analyzing the relevant research tasks indifferent domains of the Business Administration.
PLO-4: Communication Skills	Effectively communicate the attained skills of the Business Administration in well-structured and productive manner to the society at large.
PLO-5: Application of Knowledge and Skills	Apply the acquired knowledge and skills to the problems in the subject area, and to identify and analyze the issues where the attained knowledge and skills can be applied by carrying out research investigations to formulate evidence-based solutions to complex and unpredictable problems associated with the field of Business Administration or otherwise.
PLO-6: Critical Thinking and Research Aptitude	Attain the capability of critical thinking in intra/inter-disciplinary areas of the Business Administration enabling to formulate, synthesize, and articulate issues for designing of research proposals, testing hypotheses, and drawing inferences based on the analysis.
PLO-7: Constitutional, Humanistic, Moral Values and Ethics	Know constitutional, humanistic, moral and ethical values, and intellectual property rights to become a scholar/professional with ingrained values in expanding knowledge for the society, and to avoid unethical practices such

	as fabrication, falsification or misrepresentation of data or committing plagiarism.
PLO-8: Capabilities/Qualities and Mindset	To exercise personal responsibility for the outputs of own work as well as of group/team and for managing complex and challenging work(s) that requires new/strategic approaches.
PLO-9: Employability and Job- Ready Skills	Attain the knowledge and skills required for increasing employment potential, adapting to the future work and responding to the rapidly changing demands of the employers/industry/society with time.

Management Process & Organizational Behaviour (CC-1) with 4 Credits**(3 Theory +1 Tutorial)****Session: 2024-25****Part A - Introduction**

Name of Programme	MBA (2 Years)		
Semester	I		
Name of the Course	Management Process and Organizational Behaviour		
Course Code	M24-MBA-101		
Course Type	CC-1		
Level of the course	400-499		
Pre-requisite for the course (if any)	None		
Course Learning Outcomes (CLO) After completing this course, the learner will be able to:	<p>CLO 101.1: Understand evolution and basic concepts of management.</p> <p>CLO 101.2: Understand the behavioral dynamics in an organizational setting.</p> <p>CLO 101.3: Understand individual behaviour like personality, emotions, perception and learning and apply this knowledge in people management at workplace.</p> <p>CLO 101.4: Apply the understanding of group dynamics and its importance in organisational development.</p>		
Credits	Theory	Tutorial	Total
	3	1	4
Teaching Hours per week	3	1	4
Internal Assessment Marks	30	0	30
End Term Exam Marks	70	0	70
Max. Marks	100	0	100
Examination Time	3 hours		

Part B- Contents of the Course

Instructions for Paper- Setter: The examiner will set 9 questions asking two questions from each unit and one compulsory question by taking course learning outcomes (CLOs) into consideration. The compulsory question (Question No. 1) will consist at least 4 parts covering entire syllabus. The examinee will be required to attempt 5 questions, selecting one question from each unit and the compulsory question. All questions will carry equal marks.

Unit	Topics	Contact Hours
I	Management: Meaning, Nature, Significance; Evolution of Management Thought; Managerial Processes, Principles, Functions, Roles of Manager; Contemporary Management Issues and Challenges. Guidelines for Managerial Excellence in Contemporary business environment.	8
II	Planning (Strategies, Decision Making and MBO), Organizing (Organizational Design and Structure), Staffing (HR Functions), Directing (Leadership, Motivation and Communication) and Controlling (Control Measures).	12
III	Organisational Behaviour: Concept, nature, conceptual foundations, History of Organisational Behaviour, disciplines that contribute to the field of OB, Contemporary challenges & opportunities for OB.	20

	Understanding and Managing Individual Behavior: Personality; Perception, Emotions & Emotional Intelligence.	
IV	Understanding and Managing Group Processes- Interpersonal and Group Dynamics; Power & Politics at work, Organizational Culture; Learning Organizations and Organizational Learning.	20
Total Contact Hours		60
Suggested Evaluation Methods		
Internal Assessment: 30		End Term Examination: 70
➤ Theory	30	➤ Theory: 70
• Class Participation:	5	Written Examination
• Seminar/presentation/assignment/quiz/class test etc.:	10	
• Mid-Term Exam:	15	
Part C-Learning Resources		
Recommended Books/e-resources/LMS:		
<ol style="list-style-type: none"> 1. Robbins, S.P., Coulter, M., Fernandez, A. (2019). <i>Management</i>. Pearson Education India, New Delhi. 2. Wehrich, H., Cannice M.V., Koontz, H. (2019). <i>Management: A Global and Entrepreneurial Perspective</i>. McGraw Hill, New Delhi. 3. Jones, G.R., & George J.M. (2021). <i>Contemporary Management</i>. McGraw Hill, New Delhi. 4. Daft, R.L. (2016). <i>The New Era of Management</i>. Cengage India, Noida. 5. Mullins, J.L. (2013). <i>Management and Organizational Behavior</i>. Pearson Education, New Delhi. 6. Stoner, J.A.F., Freeman, R.E., & Gilbert, D.R. (2018). <i>Management</i>. Pearson Education, New Delhi. 7. Koontz, H., & Wehrich, H. (2015). <i>Essentials of Management</i>. McGraw-Hill, New Delhi. 8. Chandan, J.S. (1997). <i>Management Concepts and Strategies</i>. Vikas Publishing House, New Delhi. 		

Managerial Economics (CC-2) with 4 Credits (3 Theory +1 Tutorial)

Session: 2024-25			
Part A - Introduction			
Name of Programme	MBA (2 Years)		
Semester	I		
Name of the Course	Managerial Economics		
Course Code	M24-MBA-102		
Course Type	CC-2		
Level of the course	400-499		
Pre-requisite for the course (if any)	A business newspaper and case studies of the firms		
Course Learning Outcomes (CLO) After completing this course, the learner will be able to:	CLO 102.1: To make students understand the nature of managerial decision making, demand, types of demand and demand elasticity. CLO 102.2: To make students understand the concept of utility, consumer equilibrium and demand estimation and forecasting. CLO 102.3: To make them understand the production and Cost behavior of a firm. CLO 102.4: To help students analyze the firm's decision making in different situations arising from different market structures and competitive pressures, pricing decisions and assess the macro-economic variables impacting firm's decisions.		
Credits	Theory	Tutorial	Total
	3	1	4
Teaching Hours per week	3	1	4
Internal Assessment Marks	30	0	30
End Term Exam Marks	70	0	70
Max. Marks	100	0	100
Examination Time	3 hours		
Part B- Contents of the Course			
Instructions for Paper- Setter: The examiner will set 9 questions asking two questions from each unit and one compulsory question by taking course learning outcomes (CLOs) into consideration. The compulsory question (Question No. 1) will consist at least 4 parts covering entire syllabus. The examinee will be required to attempt 5 questions, selecting one question from each unit and the compulsory question. All questions will carry equal marks.			
Unit	Topics		Contact Hours
I	Nature and Scope of Managerial Economics. Marginal and Incremental analysis. Understanding demand and demand function: Law of demand, Elasticity of demand and its significance in Managerial decision-making		14
II	Consumer Equilibrium- Cardinal utility analysis; Law of diminishing marginal utility and equi-marginal utility. Indifference curve approach; Price, income and substitution effects; Essentials of demand estimation and forecasting.		16
III	Theory of Production: Production function, Law of diminishing		12

	returns, increasing returns, variable proportions and their applicability. Cost Analysis: Types of cost, short run and long run cost curves, economics and diseconomies of scale.	
IV	Market structures: Types of market structures and their features, Price and output determination under perfect competition, monopoly, monopolistic competition, and oligopoly. Pricing strategies and tactics. Inflation— types, measurement and control	18
Total Contact Hours		60
Suggested Evaluation Methods		
Internal Assessment: 30		End Term Examination: 70
➤ Theory	30	➤ Theory: 70
• Class Participation:	5	Written Examination
• Seminar/presentation/assignment/quiz/class test etc.:	10	
• Mid-Term Exam:	15	
Part C-Learning Resources		
Recommended Books/e-resources/LMS:		
<ol style="list-style-type: none"> 1. Ahuja, H.L. (2011). <i>Managerial Economics</i>. S. Chand & Company Pvt. Ltd. 2. Dwivedi, D.N. (2018). <i>Managerial Economics</i>. Vikas Publishing House, New Delhi. 3. Mehta, P.L. (2016). <i>Managerial Economics</i>. Sultan Chand & Sons, New Delhi. 4. Peterson, C.H., Lewis, W.C., & Jain, S.K. (2005). <i>Managerial Economics</i>. Pearson India, New Delhi. 5. Salvatore, D. (2014). <i>Managerial Economics in Global Economy</i>. Oxford Higher Education, New Delhi. 		

Statistics for Business Decisions (CC-3) with 4 Credits (3 Theory +1 Tutorial)

Session: 2024-25			
Part A - Introduction			
Name of Programme	MBA (2 years)		
Semester	I		
Name of the Course	Statistics for Business Decisions		
Course Code	M24-MBA-103		
Course Type	CC-3		
Level of the course	400-499		
Pre-requisite for the course (if any)	None		
Course Learning Outcomes (CLO) After completing this course, the learner will be able to:	CLO 103.1: Understand the measures of central tendency and dispersion. CLO 103.2: Understand the significance of sampling in the statistical data collection and applications in business decision-making. CLO 103.3: Understand the application of correlation and regression analysis in business decision-making. CLO 103.4: Understand the application of statistical tests for decision-making.		
Credits	Theory	Tutorial	Total
	3	1	4
Teaching Hours per week	3	1	4
Internal Assessment Marks	30	0	30
End Term Exam Marks	70	0	70
Max. Marks	100	0	100
Examination Time	3 hours		
Part B- Contents of the Course			
<u>Instructions for Paper- Setter:</u> The examiner will set 9 questions asking two questions from each unit and one compulsory question by taking course learning outcomes (CLOs) into consideration. The compulsory question (Question No. 1) will consist at least 4 parts covering entire syllabus. The examinee will be required to attempt 5 questions, selecting one question from each unit and the compulsory question. All questions will carry equal marks.			
Unit	Topics		Contact Hours
I	Statistics-Meaning, reasons for learning statistics, types of statistical methods; Sources of data - Primary data sources and secondary data sources; Classification, Tabulation and Presentation of Data. Measures of Central Tendency: Arithmetic Mean, Geometric Mean, Harmonic Mean, Median, Mode, Quartiles and Percentiles; Measures of Dispersion: Range, Mean Deviation, Standard Deviation and Variation.		15
II	Fundamentals of Probability: Definition, concepts, rules, probability tree diagram and Bayes' Theorem. Sampling: Reasons of sample survey, population parameters and sample statistics and sampling methods.		15
III	Correlation Analysis: Concepts, Scatter Diagram, Coefficient of Correlation -Karl Pearson's and Spearman's Rank Correlation; Regression Analysis - Assumptions for regression models, regression lines and regression coefficient; Business Forecasting: Methods of Forecasting, Time Series Analysis, and Components of Time Series.		15

IV	Statistical Inference: Hypothesis testing using parametric and non-parametric tests, analysis of variance and chi-square test. Data analysis using the Microsoft Excel and the SPSS.	15
Total Contact Hours		60
Suggested Evaluation Methods		
Internal Assessment: 30		End Term Examination: 70
➤ Theory	30	➤ Theory: 70
• Class Participation:	5	Written Examination
• Seminar/presentation/assignment/quiz/class test etc.:	10	
• Mid-Term Exam:	15	
Part C-Learning Resources		
Recommended Books/e-resources/LMS:		
1. Elhance, D.N., Elhance, V., & Aggarwal, B.M. (2017). <i>Fundamentals of Statistics</i> . Kitab Mahal.		
2. Srivastava, T.N., & Rego, S. (2017). <i>Statistics for Management</i> . McGraw Hill.		
3. Gupta, S.C. (2018). <i>Fundamental of Statistics</i> . Himalaya Publishing House.		
4. Sharma, J. K. (2010). <i>Fundamentals Business Statistics</i> . Pearson Publication.		
5. Levine, R.I., Rubin, D.S., Siddiqui, M.S., & Rastogi, S. (2017). <i>Statistics for Management</i> . Pearson Publication.		
6. Gupta, S.P. (2021). <i>Statistical Methods</i> . Sultan Chand & Sons.		

Business Communication (CC-4) with 4 Credits (3 Theory +1 Tutorial)

Session: 2024-25			
Part A – Introduction			
Name of Programme	MBA (2 Years)		
Semester	I		
Name of the Course	Business Communication		
Course Code	M24-MBA-104		
Course Type	CC-4		
Level of the course	400-499		
Pre-requisite for the course (if any)	None		
Course Learning Outcomes (CLO) After completing this course, the learner will be able to:	CLO 104.1: Enhance their communication and presentation skills. CLO 104.2: Get insights into body language and mannerisms CLO 104.3: Improve their writing skills and Write effective professional documents CLO 104.4: Present and share your ideas with confidence in a professional setting.		
Credits	Theory	Tutorial	Total
	3	1	4
Teaching Hours per week	3	1	4
Internal Assessment Marks	30	0	30
End Term Exam Marks	70	0	70
Max. Marks	100	0	100
Examination Time	3 hours		
Part B- Contents of the Course			
<u>Instructions for Paper-Setter:</u> The examiner will set 9 questions asking two questions from each unit and one compulsory question by considering course learning outcomes (CLOs). The compulsory question (Question No. 1) will have at least 4 parts covering the entire syllabus. The examinee will be required to attempt 5 questions, selecting one question from each unit and the compulsory question. All questions will carry equal marks.			
Unit	Topics		Contact Hours
I	Business Communication: Understanding communication process, communication channels, communication barriers, The importance of effective communication at workplaces, and communication networks in organizations.		8
II	Non-Verbal Communication - Personal Appearance, Gestures, Postures, Facial Expression Eye Contacts ,Tips for Improving Non-Verbal Communication		12
III	Written Business Communication: Writing Reports, Proposals, Emails, press notes, Summaries, Presentation feedback, and Writing Resumes. Writing job application letters,		20

IV	Presentation skills, Difference between Group Discussion, Panel Discussion, and Debate, Group Discussion, Interview Skills,	20
Total Contact Hours		60
Suggested Evaluation Methods		
Internal Assessment: 30		End Term Examination: 70
➤ Theory	30	➤ Theory: 70
• Class Participation:	5	Written Examination
• Seminar/presentation/assignment/quiz/class test etc.:	10	
• Mid-Term Exam:	15	
Part C-Learning Resources		
Recommended Books/e-resources/LMS:		
1. G.S. Chauhan, & Sharma, S. (2015). <i>Soft Skills: An Integrated Approach to Maximize Personality</i> . Wiley India.		
2. Mitra, B.K. (2023). <i>Personality Development and Soft Skills</i> . Oxford Press.		
3. Kalia, S., & Agrawal, S. (2015). <i>Business Communication</i> . Wiley India.		
4. Rao, M.S. (2013). <i>Soft Skills- Enhancing Employability</i> . I. K. International.		
5. Sherfield, R.M., Montgomery, R.J., & Moody, P.G. (2008). <i>Cornerstone: Developing Soft Skills</i> . Pearson India.		

Business Eco-System and Environment (CC-5) with 4 Credits**(3 Theory +1 Tutorial)**

Session: 2024-25			
Part A - Introduction			
Name of Programme	MBA (2 Years)		
Semester	I		
Name of the Course	Business Eco-System and Environment		
Course Code	M24-MBA-105		
Course Type	CC-5		
Level of the course	400-499		
Pre-requisite for the course (if any)	A Business Newspaper in Hand of All Tutees on Daily Basis		
Course Learning Outcomes (CLO) After completing this course, the learner will be able to:	CLO 105.1: To make students understand various environmental factors Influencing Business. CLO 105.2: To make students comprehend Business Ecosystem. CLO 105.3: To make Students understand current dynamics and future outlook of Indian business environment. CLO 105.4: To make students assess how domestic and global policies are shaping up environment for business.		
Credits	Theory	Tutorial	Total
	3	1	4
Teaching Hours per week	3	1	4
Internal Assessment Marks	30	0	30
End Term Exam Marks	70	0	70
Max. Marks	100	0	100
Examination Time	3 hours		
Part B- Contents of the Course			
<u>Instructions for Paper- Setter:</u> The examiner will set 9 questions asking two questions from each unit and one compulsory question by taking course learning outcomes (CLOs) into consideration. The compulsory question (Question No. 1) will consist at least 4 parts covering entire syllabus. The examinee will be required to attempt 5 questions, selecting one question from each unit and the compulsory question. All questions will carry equal marks.			
Unit	Topics		Contact Hours
I	Business environment- Nature, Scope and Components. Global and Indian macro environmental forces influencing Indian business environment at this juncture. Entrepreneurship and start-up drive in India-Issues and challenges. Creation of Innovation culture for businesses in India. A brief overview of business regulations and facilitation in India		12
II	Current business fundamentals in India-		15

	<ul style="list-style-type: none"> * Indian GDP- constituents and its growth rate at various stages with special emphasis on recent trends. * Indian trade-direction and balance of trade since independence with special emphasis on recent trends. * FDI inflows in India - prominent sectors and recent trends. * Inflation- trends and impact on Indian business in recent times. * Most dynamic Indian industries with a global showcasing. 	
III	<p>Indian policy framework and Indian businesses-</p> <ul style="list-style-type: none"> * Industrialization phases since independence and a bird's eye-view of various industrial policies. Recent initiatives in industrialization like make in India and Atamanirbhar Bharat. * Policy framework for PSUs and small scale industries in India. Role of PSUs and small scale industries in India with recent policies towards them such as disinvestment. * Fiscal and monetary policies * Indian trade policy and institutional infrastructure for export promotion in India. 	17
IV	<p>Global scenario and Indian business-</p> <ul style="list-style-type: none"> * Impact of recent global happenings such as wars, global economic scenario etc. on Indian business. * WTO provisions and their impact on Indian business. * Impact of other international organizations like IMF, IFC, Unido and world bank on Indian businesses. * Regional economic groupings like BRICS, SAARC, EU and their influence on Indian business. 	16
Total Contact Hours		60
Suggested Evaluation Methods		
Internal Assessment: 30		End Term Examination: 70
➤ Theory	30	➤ Theory: 70
• Class Participation:	5	Written Examination
• Seminar/presentation/assignment/quiz/class test etc.:	10	
• Mid-Term Exam:	15	
Part C-Learning Resources		
<p>Recommended Books/e-resources/LMS:</p> <ul style="list-style-type: none"> * Datt, G., & Nag, B. (2024). <i>Datt & Sundharam's Indian Economy</i>. S.Chand. * Puri, V.K., Misra, S.K., & Garg, B. (2023). <i>Indian Economy</i>. Himalaya Publication. * Economic Survey, The Government of India Publication. * <i>The Indian Economic Journal</i>. Sage Publication. * Economic Times, The Times Group. * The Hindu Business Line, The Hindu Group. 		

Financial Statements and Analysis (DEC-1) with 4 Credits (3 Theory +1 Tutorial)

Session: 2024-25			
Part A - Introduction			
Name of Programme	MBA (2 Years)		
Semester	I		
Name of the Course	Financial Statements and Analysis		
Course Code	M24-MBA-106		
Course Type	DEC-1		
Level of the course	400-499		
Pre-requisite for the course (if any)	None		
Course Learning Outcomes (CLO) After completing this course, the learner will be able to:	CLO 106.1: Develop an insight of postulates, principles and techniques of accounting. CLO 106.2: Understand the steps involved in preparation and analysis of financial statements. CLO 106.3: Understand the concept of Marginal costing and Responsibility Accounting. CLO 106.4: Know the preparation of Budgets and its applications.		
Credits	Theory	Tutorial	Total
	3	1	4
Teaching Hours per week	3	1	4
Internal Assessment Marks	30	0	30
End Term Exam Marks	70	0	70
Max. Marks	100	0	100
Examination Time	3 hours		
Part B- Contents of the Course			
Instructions for Paper- Setter: The examiner will set 9 questions asking two questions from each unit and one compulsory question by taking course learning outcomes (CLOs) into consideration. The compulsory question (Question No. 1) will consist at least 4 parts covering entire syllabus. The examinee will be required to attempt 5 questions, selecting one question from each unit and the compulsory question. All questions will carry equal marks.			
Unit	Topics		Contact Hours
I	Accounting: meaning, branches, principles, concepts and conventions, accounting process; Accounting for Decision Making- A Managerial Perspective, Financial Accounting and Management Accounting, Accounting as an information system, Indian Accounting Standards		15
II	Financial statements: elements, preparation of financial statements; Financial Reporting: reporting practices, IFRS; Financial statement analysis: meaning, significance, and the analytical tools: Ratio analysis, Du Pont analysis, Cash flow analysis		15
III	Marginal costing: Cost Volume Profit and Break-even analysis, contribution margin, profit volume graph; Budgeting: conceptual framework, types of budget: Master budget, fixed and flexible budgets, Zero-base budgeting, and Performance budgeting		15

IV	Responsibility accounting and segmental analysis: meaning, types; Transfer pricing: objectives, transfer pricing methods; Contemporary issues in accounting: HR accounting and the Life Cycle Costing	15
Total Contact Hours		60
Suggested Evaluation Methods		
Internal Assessment: 30		End Term Examination: 70
➤ Theory	30	➤ Theory: 70
• Class Participation:	5	Written Examination
• Seminar/presentation/assignment/quiz/class test etc.:	10	
• Mid-Term Exam:	15	
Part C-Learning Resources		
Recommended Books/e-resources/LMS:		
7. Anthony, R. N., Hawkins, D.F., & Merchant, K. A. (2006). <i>Accounting: Text and Cases</i> . McGraw Hill.		
8. Albrecht, W.S., Stice, J.D., Stice, E.K., & Swain, M.R. (2010). <i>Accounting: Concepts and applications</i> . Cengage Learning.		
9. Needles, B.E., & Powers, M. (2010). <i>Principles of Financial Accounting</i> . South Western Publication.		
10. Garrison, R.H., & Noreen, E.W. (2007). <i>Managerial accounting</i> . McGraw Hill.		
11. Anthony, R.N., Hawkins, D.F., & Merchant, K.A. (2017). <i>Accounting: Text and Cases</i> . McGraw Hill.		
12. Khan, M.Y., & Jain, P.K. (2017). <i>Management Accounting: Text, Problems, and cases</i> . McGraw Hill.		

Template for Core Course (CC) with 4 Credits (3 Theory +1 Tutorial)

Session: 2024-25	
Part A - Introduction	
Name of Programme	MBA (2 Years)
Semester	I
Name of the Course	Seminar
Course Code	M24-MBA-107
Course Type	Seminar
Level of the course	400-499
Pre-requisite for the course (if any)	None
Course Learning Outcomes (CLO) After completing this course, the learner will be able to:	CLO 107.1: Understand the concepts, theories and issues of Business Management and develop the analytical skills to assess the environmental and industrial parameters. CLO 107.2: To enhance the communication and presentation skills of the students so that they can express their ideas confidently with others.
Credits	Seminar
	2
Teaching Hours per week	2
Internal Assessment Marks	0
End Term Exam Marks	50
Max. Marks	50
Examination Time	1 hour

Instructions for Examiner: Evaluation of the Seminar will be done by the Internal Examiner (s) on the parameters as decided by Staff Council of the Department. There will be no external examination/viva-voce examination.

Optimization Models for Business Decisions (CC-6) with 4 Credits (3 Theory +1 Tutorial)

Session: 2024-25			
Part A - Introduction			
Name of Programme	MBA (2 Years)		
Semester	II		
Name of the Course	Optimization Models for Business Decisions		
Course Code	M24-MBA-201		
Course Type	CC-6		
Level of the course	400-499		
Pre-requisite for the course (if any)	None		
Course Learning Outcomes (CLO) After completing this course, the learner will be able to:	CLO 201.1: Understand the formulation of industrial and business problem as linear programming problems and solutions. CLO 201.2: Understand the application of transportation, assignment and queuing models in business world. CLO 201.3: Understand the techniques of Project Management and Markov processes. CLO 201.4: Understand decision making under certainty, uncertainty and risk.		
Credits	Theory	Tutorial	Total
	3	1	4
Teaching Hours per week	3	1	4
Internal Assessment Marks	30	0	30
End Term Exam Marks	70	0	70
Max. Marks	100	0	100
Examination Time	3 hours		
Part B- Contents of the Course			
Instructions for Paper- Setter: The examiner will set 9 questions asking two questions from each unit and one compulsory question by taking course learning outcomes (CLOs) into consideration. The compulsory question (Question No. 1) will consist at least 4 parts covering entire syllabus. The examinee will be required to attempt 5 questions, selecting one question from each unit and the compulsory question. All questions will carry equal marks.			
Unit	Topics		Contact Hours
I	Operations Research: History, meaning, features, models, scope and applications in business organisations. Linear programming: Meaning, structure, scope and application areas. Linear programming: Formulation of industrial and business problem as linear programming problems and solution by graphical and simplex methods. Duality and sensitivity analysis in linear programming problems.		15
II	Transportation problem: Initial feasible solution by North-West Corner, Least Cost Method and Vogel's Approximation Method, and test for optimality by Modified-Distribution Method and Stepping-Stone Method. Solution of assignment problems by		15

	Hungarian method. Waiting line models: Introduction to theory of queues, standard terminologies, pure birth-and-death model M/M/1 and M/M/c models.	
III	Project Management: Using a network to visually display a project scheduling a project with PERT/CPM and considering time-cost trade-offs. Deterministic and probabilistic inventory control models. Markov processes: Introduction to stochastic process terminologies, Markov process, transition probabilities, and simple business applications.	15
IV	Decision theory: Decision making under uncertainty and risk posterior probabilities and Bayesian analysis, and decision trees Theory of games: Games with pure strategies and mixed strategies Rule of dominance and solution of games without saddle point Simulation: Meaning, process, types, advantages, limitations and applications.	15
Total Contact Hours		60
Suggested Evaluation Methods		
Internal Assessment: 30		End Term Examination: 70
➤ Theory	30	➤ Theory: 70
• Class Participation:	5	Written Examination
• Seminar/presentation/assignment/quiz/class test etc.:	10	
• Mid-Term Exam:	15	
Part C-Learning Resources		
Recommended Books/e-resources/LMS:		
1. Anderson, D. R., Sweeney, D. J., Williams, T. A., Camm, J. D., & Martin, K. (2012). <i>An introduction to management science: Quantitative approaches to decision making</i> . Cengage Learning.		
2. Balakrishnan, N., Render, B., Stair, R. M., & Munson, C. (2017). <i>Managerial decision modeling: Business analytics with spreadsheets</i> . De Gruyter.		
3. Hillier, F. S., Lieberman, G. J., Nag, B., & Basu, P. (2017). <i>Introduction to operations research</i> . McGraw-Hill Education.		
4. Powell, S. G., & Baker, K. R. (2017). <i>Business analytics: The art of modeling with spreadsheets</i> . Wiley.		
5. Sharma, J. K. (2009). <i>Operations research: Theory and applications</i> . Macmillan Publishers India Ltd.		
6. Vohra, N. D. (2017). <i>Quantitative techniques in management</i> . Tata McGraw-Hill Education.		

Business Research Methodology (CC-7) with 4 Credits (3 Theory +1 Tutorial)

Session: 2024-25			
Part A - Introduction			
Name of Programme	MBA (2 Years)		
Semester	II		
Name of the Course	Business Research Methodology		
Course Code	M24-MBA-202		
Course Type	CC-7		
Level of the course	400-499		
Pre-requisite for the course (if any)	SPSS Software		
Course Learning Outcomes (CLO) After completing this course, the learner will be able to:	CLO 202.1: Appreciate the value of research as an empowering tool for business decision-making CLO 202.2: Formulate research problem and develop an understanding of various major research designs. CLO 202.3: Determine various data sources and to design data collection tools. CLO 202.4: Enable familiarity with advanced analysis techniques with practical application in software like SPSS.		
Credits	Theory	Tutorial	Total
	3	1	4
Teaching Hours per week	3	1	4
Internal Assessment Marks	30	0	30
End Term Exam Marks	70	0	70
Max. Marks	100	0	100
Examination Time	3 hours		
Part B- Contents of the Course			
<u>Instructions for Paper- Setter:</u> The examiner will set 9 questions asking two questions from each unit and one compulsory question by taking course learning outcomes (CLOs) into consideration. The compulsory question (Question No. 1) will consist at least 4 parts covering entire syllabus. The examinee will be required to attempt 5 questions, selecting one question from each unit and the compulsory question. All questions will carry equal marks.			
Unit	Topics		Contact Hours
I	Introduction to Research Methodology: Research- Meaning, Nature, and Types of research: Research Process. Research Applications in Business Decision, Formulation of the Research Problem and Development of the Research Hypothesis, Hypothesis testing Procedure.		15
II	Research Design- Meaning and Process of formulating a Research Design. Types of Research Design- Exploratory, Descriptive, Experimental, Diagnostic and Correlational research. Applications of these Research Design in business. Specifying data and Acquisition Methods. Data types and data sources- Primary and Secondary data and their types. Comparison between various data. Actualization		15

	Method.	
III	Measurement and Sealing Fundamentals and types. Commonly used scales in business research. Reliability and validity of scales. Questionnaire designing using scaling. Sampling Design- Sampling techniques, Sample Size determinations, Sampling Errors and Control.	10
IV	Data Editing, Coding and Tabulation, SPSS: Meaning, Frequency Distribution and Cross-Tabulation using SPSS, Advance Techniques of Data Analysis through SPSS: Factor analysis, Cluster Analysis, Conjoint Analysis, Report Writing and Presentation of Results.	20
Total Contact Hours		60
Suggested Evaluation Methods		
Internal Assessment: 30		End Term Examination: 70
➤ Theory	30	➤ Theory: 70
• Class Participation:	5	Written Examination
• Seminar/presentation/assignment/quiz/class test etc.:	10	
• Mid-Term Exam:	15	
Part C-Learning Resources		
Recommended Books/e-resources/LMS:		
<ol style="list-style-type: none"> 1. Malhotra, N. K., & Dash, S. (2019). <i>Marketing research: An applied orientation</i>. Pearson. 2. Chawla, D., & Sondhi, N. (2015). <i>Research methodology: Concepts and cases</i>. Vikas Publishing House. 3. Cooper, D., & Schindler, P. (2010). <i>Business research methods</i>. McGraw Hill Education. 4. Kothari, C. R. (2023). <i>Research methodology: Methods and techniques</i>. New Age International Publishers. 		

Marketing Management (CC-8)- with 4 Credits (3 Theory +1 Tutorial)

Session: 2024-25			
Part A - Introduction			
Name of Programme	MBA (2Years)		
Semester	II		
Name of the Course	Marketing Management		
Course Code	M24-MBA-203		
Course Type	CC-8		
Level of the course	400-499		
Pre-requisite for the course (if any)	Case Studies and articles in business newspaper on daily basis		
Course Learning Outcomes (CLO) After completing this course, the learner will be able to:	<p>CLO 203.1: To make students understand the dynamics of a prominent functional area of marketing management, developments and new philosophy of marketing.</p> <p>CLO 203.2: To understand the significance of market research, insight of consumer behavior and to comprehend the issues and challenges involved in framing marketing strategies.</p> <p>CLO 203.3: To help the students derive how the companies get an edge over their competitors through its marketing practices related to product, brand and pricing decisions.</p> <p>CLO 203.4: To get insights on promotion, distribution and the emerging trends in the field of marketing</p>		
Credits	Theory	Tutorial	Total
	3	1	4
Teaching Hours per week	3	1	4
Internal Assessment Marks	30	0	30
End Term Exam Marks	70	0	70
Max. Marks	100	0	100
Examination Time	3 hours		
Part B- Contents of the Course			
<u>Instructions for Paper- Setter:</u> The examiner will set 9 questions asking two questions from each unit and one compulsory question by taking course learning outcomes (CLOs) into consideration. The compulsory question (Question No. 1) will consist at least 4 parts covering entire syllabus. The examinee will be required to attempt 5 questions, selecting one question from each unit and the compulsory question. All questions will carry equal marks.			
Unit	Topics		Contact Hours
I	Marketing: Evolution and Importance. Modern concept of marketing. Holistic Marketing, Ethics in marketing. Role of Information Technology in marketing, Marketing Environment		14

II	<p>Marketing Mix and STP (Segmentation, Targeting and Positioning), Marketing Research: meaning, scope and techniques.</p> <p>Consumer Behaviour: meaning and importance, buying motives, buying process, factors influencing consumer behaviour.</p>	14
III	<p>Product and Brand decisions: concept, classification, product-line decisions, new product development process, product life cycle, brand names , packaging and labelling.</p> <p>Pricing Concepts: objectives, policies and procedures, factors affecting pricing, pricing strategy and product life cycle, price changes and organizational strategies, product line pricing</p>	18
IV	<p>Integrated Marketing Communication: Promotion-Mix; Advertising, sales promotion, public relations, personal selling and direct marketing.</p> <p>Channels of distributions: Concept, types and factors affecting channelselection. Recent developments in marketing.</p>	14
Total Contact Hours		60
Suggested Evaluation Methods		
Internal Assessment: 30		End Term Examination: 70
➤ Theory	30	➤ Theory: 70
• Class Participation:	5	Written Examination
• Seminar/presentation/assignment/quiz/class test etc.:	10	
• Mid-Term Exam:	15	
Part C-Learning Resources		
Recommended Books/e-resources/LMS:		
<ol style="list-style-type: none"> 1. Kotler, P., & Keller, K. L. (2016). <i>Marketing management</i>. Pearson Education. 2. Ramaswamy, V. S., & Namakumari, S. (2018). <i>Marketing management</i>. Sage Publications. 3. Walker, B. J., Etzel, M. J., & Stanton, W. J. (2004). <i>Marketing: Concepts and cases</i>, Tata McGraw-Hill Education. 4. Saxena, R. (2019). <i>Marketing management</i>. McGraw Hill Education India. 		

Corporate Finance (CC-9) with 4 Credits (3 Theory +1 Tutorial)

Session: 2024-25			
Part A - Introduction			
Name of Programme	MBA (2 Years)		
Semester	II		
Name of the Course	Corporate Finance		
Course Code	M24-MBA-204		
Course Type	CC-9		
Level of the course	400-499		
Pre-requisite for the course (if any)	None		
Course Learning Outcomes (CLO) After completing this course, the learner will be able to:	CLO 204.1: Familiarize with the principles and techniques of corporate finance. CLO 204.2: Develop and sharpen analytical abilities for financial decision making using cost of capital and capital structure concepts. CLO 204.3: Extrapolate how companies make financial decisions by applying financial modelling techniques. CLO 204.4: Understand management of working capital and estimate the same for an organization.		
Credits	Theory	Tutorial	Total
	3	1	4
Teaching Hours per week	3	1	4
Internal Assessment Marks	30	0	30
End Term Exam Marks	70	0	70
Max. Marks	100	0	100
Examination Time	3 hours		
Part B- Contents of the Course			
<u>Instructions for Paper- Setter:</u> The examiner will set 9 questions asking two questions from each unit and one compulsory question by taking course learning outcomes (CLOs) into consideration. The compulsory question (Question No. 1) will consist at least 4 parts covering entire syllabus. The examinee will be required to attempt 5 questions, selecting one question from each unit and the compulsory question. All questions will carry equal marks.			
Unit	Topics		Contact Hours
I	Nature, Scope and objectives of Corporate Finance, Time value of money, Investment decisions: Importance, Difficulties in determining cash flows, Methods of capital budgeting and Risk analysis.		15
II	Cost of capital; Concept and importance, Computations of cost of various sources of finance; Weighted Average Cost of Capital. Capital Structure decisions; Theories of capital structure, Factors determining capital structure.		18
III	Internal Financing and Dividend Policy, Sources of Finance: Short term and Long term.		15

	Financial Modelling: Essentials and financial modelling framework.	
IV	Management of working capital – Cash management, models of cash management, Receivables Management and Inventory Management. Financing of working capital.	12
Total Contact Hours		60
Suggested Evaluation Methods		
Internal Assessment: 30		End Term Examination: 70
➤ Theory	30	➤ Theory: 70
• Class Participation:	5	Written Examination
• Seminar/presentation/assignment/quiz/class test etc.:	10	
• Mid-Term Exam:	15	
Part C-Learning Resources		
Recommended Books/e-resources/LMS:		
1. Pandey, IM. : <i>Financial Management</i> , Vikas Publication House, 2000.		
2. Khan, M.Y. and Jam, P.K.: <i>Financial Management</i> , McGraw Hill, 2001.		
3. Chandra, <i>Financial Management</i> 9th edn. McGraw Hill Education.		
4. Hamton, John; <i>Financial Decision-Making</i> , Englewood Cliffs, New Jersey, Prentice Hall Inc., 1997.		
5. Winger, Bemard and Mohan, Nancy: <i>Principles of Financial Management</i> , New York, Macmillan Publishing Company, 1991.		

Human Resource Management (CC-10) with 4 Credits (3 Theory +1 Tutorial)

Session: 2024-25			
Part A - Introduction			
Name of Programme	MBA (2 Years)		
Semester	II		
Name of the Course	Human Resource Management		
Course Code	M24-MBA-205		
Course Type	CC-10		
Level of the course	400-499		
Pre-requisite for the course (if any)	None		
Course Learning Outcomes (CLO) After completing this course, the learner will be able to:	CLO 205.1: Understand the evolution, fundamental concepts and functions of HRM in a dynamic business environment. CLO 205.2: Understand the interlinkages among the pivotal functions concerning procurement of human resources viz. human resource policy, human resource planning, recruitment, selection, induction and socialisation. CLO 205.3: Get the knowledge of different aspects concerning work motivation, training and development, performance management and compensation management in an organization. CLO 205.4: Gain knowledge of emerging HR issues concerning employee engagement, unions and their role in management of industrial relations and grievance management.		
Credits	Theory	Tutorial	Total
	3	1	4
Teaching Hours per week	3	1	4
Internal Assessment Marks	30	0	30
End Term Exam Marks	70	0	70
Max. Marks	100	0	100
Examination Time	3 hours		
Part B- Contents of the Course			
<p>Instructions for Paper- Setter: The examiner will set 9 questions asking two questions from each unit and one compulsory question by taking course learning outcomes (CLOs) into consideration. The compulsory question (Question No. 1) will consist at least 4 parts covering entire syllabus. The examinee will be required to attempt 5 questions, selecting one question from each unit and the compulsory question. All questions will carry equal marks.</p>			
Unit	Topics		Contact Hours
I	Human Resource Management- Concept, Scope and Functions of HRM; Evolution of HRM, HR Philosophy, HR Models HR Policies; HR Challenges in a changing business environment , HRIS		8
II	Job Design & Job Analysis; Recruitment, Selection and Retention of human resources; Placement, Induction and Socialization; Learning, Training and Development.		12

III	Appraising and Managing Performance, Potential Appraisal; Career Planning and Development; Succession Planning; Job Evaluation; Compensation Management, Rewards and Recognition Programs; Employee Separations Practices.	15
IV	Industrial Relations and Trade Unions; Industrial Dispute & Its Settlement, Grievance Management; Occupational Safety and Health and HR Ethics. Recent Trends in HRM: Employee Engagement; Social Media & HR; HR Analytics; Talent Management; Digital Transformations in HR; Artificial Intelligence & Machine Learning in HR.	25
Total Contact Hours		60
Suggested Evaluation Methods		
Internal Assessment: 30		End Term Examination: 70
➤ Theory	30	➤ Theory: 70
• Class Participation:	5	Written Examination
• Seminar/presentation/assignment/quiz/class test etc.:	10	
• Mid-Term Exam:	15	
Part C-Learning Resources		
Recommended Books/e-resources/LMS:		
<ul style="list-style-type: none"> • Dessler, G., & Varakkey, B. (2023). <i>Human Resource Management</i>. Pearson Education. • Aswathapa, K., & Dash, S. (2023). <i>Human Resource Management: Text and Cases</i>. McGraw Hill. • Sanghi, S. (2017). <i>Human Resource Management</i>. Vikas Publishing House. • Armstrong, M., & Taylor, S. (2023). <i>Handbook of HRM Practice</i>. Kogan Page. • Lepak, D., & Gowan, M. (2009). <i>Human Resource Management</i>. Pearson Education. • Rao, V.S.P. (2019). <i>Human Resource Management</i>. Cengage Learning. • Khanka, S.S. (2003). <i>Human Resource Management: Text and Cases</i>. S. Chand Publishing. • Gowan, M., & Lepak, D. (2019). <i>Human Resource Management: Managing Employees for Competitive Advantage</i>. McGraw-Hill. • Snell, S., & Morris, S. (2020). <i>Managing Human Resources</i>. Cengage Learning. • Noe, R.A., Hollenbeck, J.R., Gerhart, B., & Wright, P.M. (2020). <i>Human Resource Management: Gaining a Competitive Advantage</i>. McGraw-Hill. 		

Production and Operations Management (DEC-2) with 4 Credits (3 Theory +1 Tutorial)

Session: 2024-25			
Part A - Introduction			
Name of Programme	MBA (2 Years)		
Semester	II		
Name of the Course	Production and Operations Management		
Course Code	M24-MBA-206		
Course Type	DEC-2		
Level of the course	400-499		
Pre-requisite for the course (if any)	None		
Course Learning Outcomes (CLO) After completing this course, the learner will be able to:	CLO 206.1: Understand the production systems, facility location and facility location. CLO 206.2: Understand capacity planning, product planning and process planning etc. CLO 206.3: Understand the maintenance management and work study. CLO 206.4: Understand the inventory control techniques.		
Credits	Theory	Tutorial	Total
	3	1	4
Teaching Hours per week	3	1	4
Internal Assessment Marks	30	0	30
End Term Exam Marks	70	0	70
Max. Marks	100	0	100
Examination Time	3 hours		
Part B- Contents of the Course			
Instructions for Paper- Setter: The examiner will set 9 questions asking two questions from each unit and one compulsory question by taking course learning outcomes (CLOs) into consideration. The compulsory question (Question No. 1) will consist at least 4 parts covering entire syllabus. The examinee will be required to attempt 5 questions, selecting one question from each unit and the compulsory question. All questions will carry equal marks.			
Unit	Topics		Contact Hours
I	Nature and Scope of Production and Operations Management; Types of production systems: Product, Job, Batch & Mass production systems; Facility Location- Importance, Factors in Location Analysis, Location Analysis Techniques. Facility Layout - Objectives, Advantages, Basic Types of Layouts.		15
II	Material Handling: Principles and Equipments; Line Balancing; Production Planning & Control (PPC) - Concepts, Objectives, Functions; Capacity Planning. Product Planning and Selection; Process Planning; Aggregate Planning and Master Production Scheduling.		15
III	Maintenance Management; Work Study: Method Study and Work Measurement. Material Management: An Overview of Material Management.		15
IV	Inventory Management - objectives, factors, process and inventory control techniques. Just-in Time (JIT); Purchase Management; Stores Management; Quality Assurance: Acceptance Sampling, Statistical Quality Control, Total Quality Management; ISO-9000.		15
Total Contact Hours			60

Suggested Evaluation Methods			
Internal Assessment: 30		End Term Examination: 70	
➤ Theory	30	➤ Theory:	70
• Class Participation:	5	Written Examination	
• Seminar/presentation/assignment/quiz/class test etc.:	10		
• Mid-Term Exam:	15		
Part C-Learning Resources			
Recommended Books/e-resources/LMS:			
<ol style="list-style-type: none"> 1. Chary, S.N: <i>Production and Operations Management</i>, New Delhi, Tata McGraw Hill, 2nd Edition. 2. Ashwathapa: <i>Production and Operations Management</i>, Himalaya Publishing House. 3. R. Panneerselvam: <i>Production and Operations Management</i>, 3rd Edition, PHI 4. Chunawalla & Patel : <i>Production and Operations Management</i>, Himalaya Publishing 5. Nair: <i>Production and Operations Management</i>, TMH 			

CHM

Session: 2024-25			
PartA - Introduction			
Name of the Programme	MBA (2 Years)		
Semester	II		
Name of the Course	Constitutional, Human and Moral Values, and IPR		
Course Code	M24-CHM-201		
CourseType	CHM		
Level of the course	400-499		
Pre-requisite for the course (if any)	-		
Course Learning Outcomes (CLO) After completing this course, the learner will be able to:	<p>CLO-1: Learn the different Constitutional Values, Fundamental rights and duties enshrined in the India Constitution.</p> <p>CLO-2: Understand humanism, human virtues and values, and idea of International peace.</p> <p>CLO-3: Grasp the basic concepts of Moral Values and Professional Conduct which are required to become a part of the civil society and for developing professionalism.</p> <p>CLO-4: Understand concepts of Intellectual Property Rights, Copyright, Patent, Trademark etc., and about threats of Plagiarism.</p>		
Credits	Theory	Practical	Total
	2	0	2
Teaching Hours per week	2	0	2
Internal Assessment Marks	15	0	15
End Term Exam Marks	35	0	35
Max. Marks	50	0	50
Examination Time	3 hours		
Part B-Contents of the Course			
<p>Instructions for Paper- Setter: The examiner will set 9 questions asking two questions from each unit and one compulsory question by taking course learning outcomes (CLOs) into consideration. The compulsory question (Question No. 1) will consist at least 4 parts covering entire syllabus. The examinee will be required to attempt 5 questions, selecting one question from each unit and the compulsory question. All questions will carry equal marks.</p>			
Unit	Topics		Contact Hours
I	Constitutional Values:		8

	Historical Perspective of Indian Constitution; Basic Values enshrined in the Preamble of the Indian Constitution; Concept of Constitutional Morality; Patriotic Values and Ingredients Nation Building; Fundamental Rights and Duties ; Directive Principles of the State Policy.	
II	Humanistic Values: Humanism, Human Virtues and Civic Sense; Social Responsibilities of Human Beings; Ethical ways to deal with human aspirations; Harmony with society and nature; Idea of International Peace and Brotherhood (Vasudhaiv Kutumbkam).	7
III	Moral Values and Professional Conduct Understanding Morality and Moral Values; Moral Education and Character Building; Ethics of Relations: Personal, Social and Professional; Introduction to Gender Sensitization; Affirmative approach towards Weaker Sections (SCs, STs, OBCs, EWS& DAs); Ethical Conduct in Higher Education Institutions; Professional Ethics.	8
IV	Intellectual Property Rights: Meaning, Origins and Nature of Intellectual Property Rights (IPRs); Different Kinds of IPRs – Copyright, Patent, Trademark, Trade Secret/Dress, Design, Traditional Knowledge; Infringement and Offences of IPRs – Remedies and Penalties; Basics of Plagiarism policy of UGC.	7
	Note: Scope of the syllabus shall be restricted to generic and introductory level of mentioned topics.	
Total Contact Hours		30
Suggested Evaluation Methods		
Internal Assessment: 15		End Term Examination: 35
➤ Theory	15	➤ Theory 35
• Class Participation:	4	Written Examination
• Seminar/presentation/assignment/quiz/class test etc.:	4	
• Mid-Term Exam:	7	
Part C-Learning Resources		
Recommended Books/e-resources/LMS:		
Ahuja, V K. (2017). <i>Law relating to Intellectual Property Rights</i> , India, IN: Lexis Nexis.		
Bajpai, B. L., <i>Indian Ethos and Modern Management</i> , New Royal Book Co., Lucknow, 2004.		
Basu, D.D., <i>Introduction to the Constitution of India</i> (Students Edition) Prentice Hall of India Pvt. Ltd., New Delhi, 20th ed., 2008.		
Dhar, P.L. & R.R. Gaur, <i>Science and Humanism</i> , Commonwealth Publishers, New Delhi, 1990.		
George, Sussan, <i>How the Other Half Dies</i> , Penguin Press, 1976.		
Govindarajan, M., S. Natarajan, V.S. Sendilkumar (eds.), <i>Engineering Ethics (Including Human Values)</i> , Prentice Hall of India Private Ltd, New Delhi, 2004.		
Harries, Charles E., Michael S. Pritchard & Michael J. Robins, <i>Engineering Ethics</i> , Thompson Asia, New Delhi, 2003.		

Illich, Ivan, *Energy & Equity*, Trinity Press, Worcester, 1974.

Meadows, Donella H., Dennis L. Meadows, Jorgen Randers & William W. Behrens, *Limits to Growth: Club of Rome's Report*, Universe Books, 1972.

Myneni, S.R, Law of Intellectual Property, Asian Law House.

Narayanan, P, *IPRs*.

Neeraj, P., &Khusdeep, D. (2014). *Intellectual Property Rights*, India, IN: PHI learning Private Limited.

Nithyananda, K V. (2019). *Intellectual Property Rights: Protection and Management*. India, IN: Cengage Learning India Private Limited.

Palekar, Subhas, *How to practice Natural Farming*, Pracheen (Vaidik) KrishiTantraShodh, Amravati, 2000.

Phaneesh, K.R., *Constitution of India and Professional Ethics*, New Delhi.

Pylee, M.V., *An Introduction to Constitution of India*, Vikas Publishing, New Delhi, 2002.

Raman, B.S., *Constitution of India*, New Delhi, 2002.

Reddy, B., *Intellectual Property Rights and the Law*, Gogia Law Agency.

Reddy, N.H., SantoshAjmera, *Ethics, Integrity and Aptitude*, McGraw Hill, New Delhi.

Sharma, Brij Kishore, *Introduction to the Constitution of India*, New Delhi,

Schumacher, E.F., *Small is Beautiful: A Study of Economics as if People Mattered*, Blond & Briggs, Britain, 1973.

Singles, Shubham et. al., *Constitution of India and Professional Ethics*, Cengage Learning India Pvt. Ltd., Latest Edition, New Delhi, 2018.

Tripathy, A.N., *Human Values*, New Age International Publishers, New Delhi, 2003.

Wadehra, B.L., Law relating to Intellectual Property, Universal Law Publishing Co.

Relevant Websites, Movies and Documentaries:

Value Education Websites, <http://uhv.ac.in>, <http://www.uptu.ac.in>.

Story of Stuff, <http://www.storyofstuff.com>

Cell for IPR Promotion and Management: <http://cipam.gov.in/>.

World Intellectual Property Organization: <https://www.wipo.int/about-ip/en/>

Office of the Controller General of Patents, Designs & Trademarks: <http://www.ipindia.nic.in/>

Al Gore, *An Inconvenient Truth*, Paramount Classics, USA.

Charlie Chaplin, *Modern Times*, United Artists, USA.

Modern Technology – The Untold Story, IIT, Delhi.

A. Gandhi, *Right Here Right Now*, Cyclewala Productions.

Session: 2024-25**Part A - Introduction**

Name of Programme	MBA		
Semester	II		
Name of the Course	INTERNSHIP		
Course Code	M24-INT-200		
Course Type	INTERNSHIP		
Level of the course	400-499		
Pre-requisite for the course (if any)			
Course Learning Outcomes (CLO) After completing this course, the learner will be able to:	CLO 1: Get a feel of corporate world CLO 2: Get corporate training CLO 3: Learn practical skills CLO 4: Make internship reports		
Credits	Internal	External	Total
	2	2	4
Teaching Hours per week			4
Internal Marks (Based on Internship Report Presentation)	50		50
External Marks (Based on Internship Report Evaluation by External Examiner)	50		50
Max. Marks	100		100

Session: 2024-25			
Part A - Introduction			
Name of Programme	MBA		
Semester	III		
Name of the Course	STRATEGIC MANAGEMENT		
Course Code	M24-MBA-301		
Course Type	CC-11		
Level of the course	400-499		
Pre-requisite for the course (if any)			
Course Learning Outcomes (CLO) After completing this course, the learner will be able to:	CLO 1: Get awareness about the way strategic thinking shapes the organisation. CLO 2: Understand various tools and techniques governing corporate strategy. CLO 3: Comprehend strategic outlook governing corporate sector CLO 4: Comprehend strategic management and business policy in actual practice.		
Credits	Theory	Tutorial	Total
	3	1	4
Teaching Hours per week	3	1	4
Internal Assessment Marks	30	0	30
End Term Exam Marks	70	0	70
Max. Marks	100	0	100
Examination Time	3 hours		
Part B- Contents of the Course			
<p><u>Instructions for Paper- Setter:</u> The examiner will set 9 questions asking two questions from each unit and one compulsory question by taking course learning outcomes (CLOs) into consideration. The compulsory question (Question No. 1) will consist at least 4 parts covering entire syllabus. The examinee will be required to attempt 5 questions, selecting one question from each unit and the compulsory question. All questions will carry equal marks.</p>			
Unit	Topics		Contact Hours
I	Strategic Management- Meaning, Evolution and significance in contemporary organisations. Strategic Management v/s Business Policy. Strategic Management Process. Levels of Strategy in an Organisation.		15
II	Strategic Formulation- Company's Vision, Mission and Objectives. Environmental and Organisational Appraisal- Various Techniques. Strategic Alternatives. Strategic Choices using Matrices like BCG, GE and Shell etc.		15
III	Strategic Implementation- Structural Behavioural and Functional Implementation. Strategic Evaluation and Control- Process and Techniques.		15

IV	Emerging Trends in the field of Strategic Management. Synergic and Sustainable Competitive Advantages using Strategy. New Directions in Strategic Thinking and Leadership.	15
Total Contact Hours		60
Suggested Evaluation Methods		
Internal Assessment: 30		End Term Examination: 70
➤ Theory	30	➤ Theory: 70
• Class Participation:	5	Written Examination
• Seminar/presentation/assignment/quiz/class test etc.:	10	
• Mid-Term Exam:	15	
Part C-Learning Resources		
Recommended Books/e-resources/LMS: <ol style="list-style-type: none"> 1. Jauch and Glueck, Business Policy and Strategic Management, McGraw Hill. 2. Thompson LA and Stickland AJ, Strategic Management- Concepts and Cases, McGraw Hill. 3. Kazmi, Azhar, Business Policy and Strategic Management, Tata McGraw Hill. 4. Kenneth and Andrews, Concepts of Corporate Strategy. 5. Thompson, Crafting and Executing Strategy, McGraw Hill. 6. Melvin J Stanford, Management Policy. 		

Session: 2024-25**Part A - Introduction**

Name of Programme	MBA		
Semester	III		
Name of the Course	BUSINESS LAWS AND GOVERNANCE		
Course Code	M24-MBA-302		
Course Type	CC-12		
Level of the course	400-499		
Pre-requisite for the course (if any)			
Course Learning Outcomes (CLO) After completing this course, the learner will be able to:	<p>CLO 1: Understand the importance and various provisions of relating to Contracts.</p> <p>CLO 2: Understand the dynamics of company formation and management.</p> <p>CLO 3: Know in detail the acts governing Information Technology in India</p> <p>CLO 4: Understand laws governing Intellectual Property and Consumer Protection in India.</p>		
Credits	Theory	Tutorial	Total
	3	1	4
Teaching Hours per week	3	1	4
Internal Assessment Marks	30	0	30
End Term Exam Marks	70	0	70
Max. Marks	100	0	100
Examination Time	3 hours		

Part B- Contents of the Course

Instructions for Paper- Setter: The examiner will set 9 questions asking two questions from each unit and one compulsory question by taking course learning outcomes (CLOs) into consideration. The compulsory question (Question No. 1) will consist at least 4 parts covering entire syllabus. The examinee will be required to attempt 5 questions, selecting one question from each unit and the compulsory question. All questions will carry equal marks.

Unit	Topics	Contact Hours
I	Indian Contract Act 1872 - Nature and Scope. Essential of a contract and various types of contracts. Formation, performance and discharge of a contract. Legal remedies against a breach of a contract.	15
II	Company Act 2013- Meaning, nature, features and types of company. Formation of a company. Various issues relating to management of a company. Legal remedies against mismanagement of company. Provisions relating to winding up of a company.	15
III	Introduction to E-commerce and need for regulatory framework for E-commerce. Contract v/s E-Contract. IT Act 2000- Nature Scope and Objectives of IT Act 2000. Provisions relating to security issues in E-commerce. Cyberspace, Cybercrime and Cybersecurity.	15

IV	IPR and IP Laws. Patents and Copyrights- Meaning and legal remedies against infringement. Consumer Protection Act 2019- Features and provisions. District, State and National Consumer Forums.	15
Total Contact Hours		60
Suggested Evaluation Methods		
Internal Assessment: 30		End Term Examination: 70
➤ Theory	30	➤ Theory: 70
• Class Participation:	5	Written Examination
• Seminar/presentation/assignment/quiz/class test etc.:	10	
• Mid-Term Exam:	15	
Part C-Learning Resources		
Recommended Books/e-resources/LMS: 1. Singh, Avtar, Company Law, Eastern Publications. 2. Tuteja, SK, Business Law for Managers , Sultan Chand. 3. Gupta, Parul, Legal Aspects of Business- Concepts and Applications, EBC Webstore. 4. Pathak, Akhileshwar, Legal Aspects of Business, EBC Webstore. 5. Kuchhal, MC, Business Law, Vikas Publishing House.		

Session: 2024-25**Part A - Introduction**

Name of Programme	MBA		
Semester	III		
Name of the Course	Advertising Management		
Course Code	M24-MBA-313		
Course Type	DEC-3		
Level of the course	400-499		
Pre-requisite for the course (if any)	Case Studies, advertisements and articles in this area to be discussed in routine with students in classes.		
Course Learning Outcomes (CLO) After completing this course, the learner will be able to:	<p>CLO 1: Comprehend the significance of advertising in acquiring and retaining customers and issues involved in advertising.</p> <p>CLO 2: To make students understand the elements of advertising to design the ads and the role of ad agency in attaining its broad marketing objectives.</p> <p>CLO 3: Devise media plan and make students understand the ad budget and the techniques of budgeting.</p> <p>CLO 4: Learn the techniques of measuring ad effectiveness and new concepts in reshaping the field of advertising.</p>		
Credits	Theory	Tutorial	Total
	3	1	4
Teaching Hours per week	3	1	4
Internal Assessment Marks	30	0	30
End Term Exam Marks	70	0	70
Max. Marks	100	0	100
Examination Time	3 hours		

Part B- Contents of the Course

Instructions for Paper- Setter: The examiner will set 9 questions asking two questions from each unit and one compulsory question by taking course learning outcomes (CLOs) into consideration. The compulsory question (Question No. 1) will consist at least 4 parts covering entire syllabus. The examinee will be required to attempt 5 questions, selecting one question from each unit and the compulsory question. All questions will carry equal marks.

Unit	Topics	Contact Hours
I	Understanding advertising: Concept, evolution, purpose and classification. Advertising and society: ethical issues in advertising, social criticism of advertising, Laws in advertising, advertising bodies in India, Advertising objectives and DAGMAR approach	12
II	Brand positioning and advertising, Advertising agency; types, functions and structure of advertising agency, client-agency relationship; Source and message decisions, Building of advertising programme - message, headlines, copy, logo, illustration, appeal, and the layout.	16
III	Media planning and strategy – development of media plan,	18

	establishing media objectives, developing and implementing media strategies, evaluation and follow up of media plan; Budgeting-establishment and allocation and budgeting approaches. Measuring the effectiveness of the promotional program-	
IV	Measuring advertising effectiveness: pre testing, post testing, laboratory tests and field tests. Online advertising: objectives, importance, types and challenges of online advertising, advertising on the internet, social network platforms and measuring effectiveness of internet advertising.	14
Total Contact Hours		60
Suggested Evaluation Methods		
Internal Assessment: 30		End Term Examination: 70
➤ Theory	30	➤ Theory: 70
• Class Participation:	5	Written Examination
• Seminar/presentation/assignment/quiz/class test etc.:	10	
• Mid-Term Exam:	15	
Part C-Learning Resources		
Recommended Books/e-resources/LMS:		
<ol style="list-style-type: none"> 1. Belch, George E., Belch Michael A. and Purani Keynoor: Advertising and Promotion: An integrated Marketing Communication Perspective, McGraw Hill Education Pvt. Ltd., New Delhi. 2. Jethwaney J. and Jain S.: Advertising Management, Oxford University Press, New Delhi. 3. Batra Rajeev, Myers John G. and Aaker, David A., Advertising Management, Pearson Education, India. 4. Kazmi S. H. H. and Batra S. K., Advertising and Sales Promotion, Excel Books, New Delhi. 		

Session: 2024-25**Part A - Introduction**

Name of Programme	MBA		
Semester	III		
Name of the Course	INVESTMENT MANAGEMENT		
Course Code	M24-MBA-323		
Course Type	DEC-3		
Level of the course	400-499		
Pre-requisite for the course (if any)			
Course Learning Outcomes (CLO) After completing this course, the learner will be able to:	<p>CLO 1: Get Acquaintance of the fundamentals of investment management, investing operations, and investment avenues.</p> <p>CLO 2: Analyze and identify securities for investment and trading in Indian markets.</p> <p>CLO 3: Understand, Analyze and apply valuation models to securities price forecasting.</p> <p>CLO 4: Evaluate the intrinsic value of financial asset and analyzing the factors that influence its price in the future.</p>		
Credits	Theory	Tutorial	Total
	3	1	4
Teaching Hours per week	3	1	4
Internal Assessment Marks	30	0	30
End Term Exam Marks	70	0	70
Max. Marks	100	0	100
Examination Time	3 hours		

Part B- Contents of the Course

Instructions for Paper- Setter: The examiner will set 9 questions asking two questions from each unit and one compulsory question by taking course learning outcomes (CLOs) into consideration. The compulsory question (Question No. 1) will consist at least 4 parts covering entire syllabus. The examinee will be required to attempt 5 questions, selecting one question from each unit and the compulsory question. All questions will carry equal marks.

Unit	Topics	Contact Hours
I	Investment – meaning and avenues of investment, Concept of risk and return in stock investing: determinants of stock return, nature and sources of investment risk, measurement of underlying risk and return. Investment choices and asset allocation decision – Investment process, individual investor life cycle and asset allocation, security and portfolio approaches, continuous and discrete compounding.	15
II	Organization and functioning of financial markets in India - primary, secondary markets, and financial intermediaries. Listing of securities, securities trading and settlement, investor protection and regulation of securities trading and markets: SEBI guidelines.	15

III	Security evaluation framework: Common evaluation framework for bonds and equities, Random walk theory and Efficient market hypothesis: forms, tests and anomalies, Fundamental analysis – Economic, industry and company analyses.	15
IV	Technical analysis – DOW theory, technical trading tools and underlying rules: Bollinger bands and Fibonacci lines, Moving averages convergence and divergence (MACD) and Relative strength Index (RSI), Volume indicators (VI), Accumulation/Distribution (A/D) and Directional Index (DI). Passives and active investing, investing in fixed income securities: principles and valuation.	15
Total Contact Hours		60
Suggested Evaluation Methods		
Internal Assessment: 30		End Term Examination: 70
➤ Theory	30	➤ Theory: 70
• Class Participation:	5	Written Examination
• Seminar/presentation/assignment/quiz/class test etc.:	10	
• Mid-Term Exam:	15	
Part C-Learning Resources		
Recommended Books/e-resources/LMS:		
1. Alexander, G.J., Sharpe, W.F. and Bailey, J.V., Fundamentals of Investments, Prentice Hall.		
2. Bodie, Z., Kane, A., Marcus, A.J. and Mohanty, P., Investments, Tata McGraw-Hill.		
3. Chandra, P., Investment Analysis and Portfolio Management, Tata McGraw-Hill.		
4. Elton, E.J. and Gruber, M.J., Modern Portfolio Theory and Investment Analysis, John Wiley and Sons.		
5. Fabozzi, F.J. and Markowiz, H.M., The Theory and Practice of Investment Management:		
6. Graham and Dodd, “Security Analysis Asset Allocation, Valuation, Portfolio Construction, and Strategies”, Wiley.		
7. Fischer, Donald E. and Jordan, Ronald J., Security Analysis and Portfolio Management, Prentice Hall.		
8. Mayo, H.B., Investments: An Introduction, Thomson Asia.		

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Part A - Introduction

Name of Programme	MBA		
Semester	III		
Name of the Course	Industrial Relations and Employment Laws		
Course Code	M24-MBA-333		
Course Type	DEC - 3		
Level of the course	400-499		
Pre-requisite for the course (if any)			
Course Learning Outcomes (CLO)	<p>After completing this course, the learner will be able to:</p> <p>CLO 1: Understand the facets of the interactions between employers and employees. To be conversant with various emerging trends in industrial relations.</p> <p>CLO 2: Understand the characteristics, roles and relevance of trade unions. Comprehend several forms and causes of industrial disputes and to understand the legal framework for dispute resolution</p> <p>CLO 3: Understand the need, importance and fundamental principles of labour legislation in India</p> <p>CLO 4: Understand legal provisions of Regulative and Protective Labour Legislations, Social Security Legislations, Wage Related Legislations</p>		
Credits	Theory	Tutorial	Total
	3	1	4
Teaching Hours per week	3	1	4
Internal Assessment Marks	30	0	30
End Term Exam Marks	70	0	70
Max. Marks	100	0	100
Examination Time	3 hours		

Part B- Contents of the Course

Instructions for Paper- Setter: The examiner will set 9 questions asking two questions from each unit and one compulsory question by taking course learning outcomes (CLOs) into consideration. The compulsory question (Question No. 1) will consist at least 4 parts covering entire syllabus. The examinee will be required to attempt 5 questions, selecting one question from each unit and the compulsory question. All questions will carry equal marks.

Unit	Topics	Contact Hours
I	Industrial Relations: Meaning, Nature, Objective and Significance of Industrial Relation; Meaning of Employee Relations and its difference with Industrial Relations; Tripartite Scheme of Industrial Relations; Approaches to the Industrial Relation - Psychological Approach, Sociological Approach, Human Relations Approach, Socio Ethical Aspects, Gandhian Approach, Unitary Approach, Pluralistic Approach; Salient Features of IR in India	15
II	Trade Unions: Definitions , Reasons for formation of trade unions, Characteristics , Functions, Problems faced by Trade unions and future of trade unions; Workers Participation in Management and Collective Bargaining: Meaning and nature, Essential Pre- requisites for collective bargaining, Levels of Collective Bargaining-Plant Level, Industry Level and National Level, The collective Bargaining	15

	Process, Advantages and disadvantages of collective bargaining; ILO and its role - Tripartite approach in industrial relations. Industrial Disputes: Meaning, Cause, Types, Machineries for prevention and solution of Industrial Disputes.	
III	Labour Legislations: Nature, Objectives, Need, Classification/Types of Labour Legislation; Principles of Modern Labour Legislation; Factors Influencing Labour Legislations; New Labour Codes. The Regulative & Protective Labour Legislations: The Trade Unions Act, 1926; The Industrial Disputes Act, 1947, The Industrial Employment (Standing Orders) Act, 1946, The Factories Act, 1948	15
IV	Wage-Related Labour Legislations: The Payment of Wages Act, 1936, The Minimum Wages Act, 1948, The Payment of Bonus Act, 1965. Social Security Labour Legislations: The Workmen's Compensation Act, 1923, The Maternity Benefit Act 1961. Laws Relating to Protection of Women at Workplace: Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013;	15
Total Contact Hours		60
Suggested Evaluation Methods		
Internal Assessment: 30		End Term Examination: 70
➤ Theory	30	➤ Theory: 70
• Class Participation:	5	Written Examination
• Seminar/presentation/assignment/quiz/class test etc.:	10	
• Mid-Term Exam:	15	
Part C-Learning Resources		
Recommended Books/e-resources/LMS:		
<ul style="list-style-type: none"> • Mamoria, C. B., Mamoria, S., & Gankar, S. V. (2012). Dynamics of industrial relations (15th ed.). Himalaya Publishing House. • Monappa, A., Nambudiri, R., & Selvaraj, P. (2012). Industrial relations and labour laws (2nd ed.). Tata McGraw-Hill Education. • Srivastava, S. C. (2012). Industrial relations and labour laws (6th ed.). Vikas Publishing House. • Venkata Ratnam, C. S. (2010). Industrial relations (2nd ed.). Oxford University Press. • Sarma, A. M. (2016). Industrial relations: Conceptual and legal framework (2nd ed.). Himalaya Publishing House. • Sinha, P. R. N., Sinha, I. B., & Shekhar, S. P. (2017). Industrial relations, trade unions and labour legislation (2nd ed.). Pearson Education India. • Gupta, R. C. (2019). Industrial relations and labour laws. Sultan Chand & Sons. • Dwivedi, R. S. (2009). Managing human resources and industrial relations. Galgotia Publishing Company. • Mishra, S. N. (2002). Labour and industrial laws. Central Law Publications. • Kapoor, N. D. (2021). Elements of industrial law. Sultan Chand & Sons. • Bare Acts (Latest editions). The Factories Act, 1948; The Industrial Disputes Act, 1947; The Trade Unions Act, 1926; The Payment of Wages Act, 1936. Government of India. 		

- Goswami, V. G. (2023). Labour and Industrial Laws (12th ed.). Central Law Agency.
- Padhi, P. K. (2021). Labour and Industrial Laws (3rd ed.). PHI Learning.
- Taxmann. (2023). Labour laws in India – A comprehensive guide. Taxmann Publications.
- Kumar, H. L. (2018). Digest of labour cases. Universal Law Publishing.
- Sharma, J. P. (2020). Simplified approach to labour laws. Bharat Law House.
- Singh, M. (2017). Labour laws: Everybody should know. Universal Law Publishing.
- Chhabra, T. N., & Rastogi, N. (2016). Industrial relations and labour laws. Sun India Publications.
- Jain, D. S. (2015). Industrial and labour laws. Regal Publications.
- Anand, D. (2022). Handbook on labour & industrial law. Law Publishing House.

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Part A - Introduction

Name of Programme	MBA		
Semester	III		
Name of the Course	BUSINESS ANALYSIS USING EXCEL		
Course Code	M24-MBA-343		
Course Type	(DEC)-3		
Level of the course	400-499		
Pre-requisite for the course (if any)			
Course Learning Outcomes (CLO) After completing this course, the learner will be able to:	CLO 1: Turn the Numbers into Better Business Decisions. CLO 2: Know the Professional Tools available for Business Analysts. CLO 3: Learn the Winning Charts for Business Communication. CLO 4: Compare the different Business Scenarios.		
Credits	Theory	Tutorial	Total
	3	1	4
Teaching Hours per week	3	1	4
Internal Assessment Marks	30	0	30
End Term Exam Marks	70	0	70
Max. Marks	100	0	100
Examination Time	3 hours		

Part B - Contents of the Course

Instructions for Paper- Setter: The examiner will set 9 questions asking two questions from each unit and one compulsory question by taking course learning outcomes (CLOs) into consideration. The compulsory question (Question No. 1) will consist at least 4 parts covering entire syllabus. The examinee will be required to attempt 5 questions; selecting one question from each unit and the compulsory question. All questions will carry equal marks.

Unit	Topics	Contact Hours
I	Introduction to Excel: Turning Numbers into Better Business Decisions, The Business Analyst's Excel Toolbox:-Essential Excel for Business Analysis, Professional Tools for Business Analysts.	15
II	Data Management and Organization: Collecting and Managing Business Data, Importing and Exporting Data, Power Functions for Managing Business Data.	15
III	Data Presentation: Communicating the message, meeting Stakeholders and Their Needs, Data Presentation Formats, Winning Charts for Business Communication: Professional Charting, Dynamic Charts.	15
IV	Data Analysis tools: Looking Inside the Data (Analysis): Analysing Data with Pivot Tables, Comparing Business Scenarios; Data Forecasting: Time Series and Forecasting, Regression.	15
Total Contact Hours		60

Suggested Evaluation Methods

Internal Assessment: 30		End Term Examination: 70	
➤ Theory	30	➤ Theory:	70
• Class Participation:	5	Written Examination	
• Seminar/presentation/assignment/quiz/class test etc.:	10		

• Mid-Term Exam:

15

PartC-Learning Resources

Recommended Books/e-resources/LMS:

1. Whigham David, Business Data Analysis Using Excel, Oxford.
2. Winston Wayne, Microsoft Excel data analysis and business modeling, McGraw Hill Education
3. Manohar Hansa Lysander, Data Analysis and Business Modelling Using Microsoft Excel, PHI
4. Fairhurst Danielle Stein, Using Excel for Business Analysis- A guide to Financial Modelling, Wiley Publishing.
5. Day Alastair L. Mastering Financial Modeling in Microsoft Excel, Pearson, 2nd Edition
6. John Walkenbach, Excel 2019 Bible, Wiley Publishing.

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PartA - Introduction

Name of Programme	MBA		
Semester	III		
Name of the Course	Fundamentals of Entrepreneurship		
Course Code	M24-MBA-353		
CourseType	DEC - 3		
Level of the course	400-499		
Pre-requisite for the course (ifany)			
CourseLearningOutcomes (CLO)	<p>After completing this course, the learner will be able to:</p> <p>CLO 1: Understand the historical evolution and the present landscape of the Indian startup ecosystem within a global context.</p> <p>CLO 2: Analyze key sectors, market trends, and regional startup hubs to identify entrepreneurial opportunities.</p> <p>CLO3: Evaluate different business models and funding options suitable for the Indian market.</p> <p>CLO 4: Develop an entrepreneurial mindset focused on innovation, risk-taking, adaptability, and continuous learning.</p>		
Credits	Theory	Tutorial	Total
	3	1	4
Teaching Hours per week	3	1	4
Internal Assessment Marks	30	0	30
End Term Exam Marks	70	0	70
Max. Marks	100	0	100
Examination Time	3 hours		

PartB-Contentsofthe Course

Instructions for Paper- Setter: The examiner will set 9 questions asking two questions from each unit and one compulsory question by taking course learning outcomes (CLOs) into consideration. The compulsory question (Question No. 1) will consist at least 4 parts covering entire syllabus. The examinee will be required to attempt 5 questions, selecting one question from each unitand the compulsory question.All questions will carry equal marks.

Unit	Topics	Contact Hours
I	Introduction to Entrepreneurship: Definitions and myths about entrepreneurship, Role of entrepreneurship in economic development Introduction to the Indian startup ecosystem, Evolution: From IT outsourcing to product-driven innovation, Key milestones (Flipkart, Ola, Paytm, etc.), Government policies & initiatives (Startup India, Digital India) Market Dynamics and sectoral trends, Key sectors: FinTech, HealthTech, Agritech, EdTech, D2C, SaaS, Regional startup hubs (Bengaluru, Hyderabad, Pune, NCR, etc.),Urban vs. Bharat (Tier II & III opportunities)	15
II	Ideation and Problem Identification: Identifying gaps in the Indian market, User-centric problem solving Case studies: Razor pay, Meesho, Dunzo	15

	Building a Business Model: Business Model Canvas, Revenue models common in India, Freemium, subscription, aggregator models	
III	<p>Legal & Regulatory Landscape: Registering a startup in India, Compliance: GST, MCA, FDI norms, IP, contracts, and founder agreements</p> <p>Product Development and MVP Strategy: Lean Startup methodology, User feedback and iteration, Tech-stack decisions for Indian conditions</p> <p>Funding Landscape in India: Angels, VCs, Incubators, Accelerators, Fundraising stages and timelines, Government and CSR funding initiatives</p>	15
IV	<p>Pitching and investor relations: Building a pitch deck, Investor expectations in India, Real-world pitch examples and feedback</p> <p>Failures, pivots and case studies: Learning from failures (Housing.com, TinyOwl), When to pivot or shut down, mental health and founder resilience</p> <p>Capstone Project & Final Presentations: Teams or individuals develop a startup idea, Pitch to a panel (real or simulated investors), Feedback and next steps</p>	
Total Contact Hours		60
Suggested Evaluation Methods		
Internal Assessment: 30		End Term Examination: 70
➤ Theory	30	➤ Theory: 70
• Class Participation:	5	Written Examination
• Seminar/presentation/assignment/quiz/class test etc.:	10	
• Mid-Term Exam:	15	
Part C-Learning Resources		
Recommended Books/e-resources/LMS:		
Reports & Whitepapers		
<ol style="list-style-type: none"> 1. NASSCOM Startup Reports – Annual reports on the Indian startup landscape <ul style="list-style-type: none"> ○ https://nasscom.in/ 2. Startup India Action Plan <ul style="list-style-type: none"> ○ Government’s foundational document for policy support ○ https://www.startupindia.gov.in 3. Hisrich, R. D., & Shepherd, D. A. (2017). <i>Entrepreneurship</i>. McGraw-Hill Education. 4. Kumar, A. (2012). <i>Entrepreneurship: Creating and leading an entrepreneurial organization</i>. Pearson Education India. 		

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Part A - Introduction

Name of Programme	MBA		
Semester	III		
Name of the Course	International Marketing		
Course Code	M24-MBA-363		
Course Type	DEC - 3		
Level of the course	400-499		
Pre-requisite for the course (if any)	Case Studies and articles in this area to be discussed with students in classes.		
Course Learning Outcomes (CLO) After completing this course, the learner will be able to:	<p>CLO 1: To make students understand the dynamics involved in international marketing, trade barriers and modes to enter in foreign markets.</p> <p>CLO 2: Gain useful insights regarding planning and selecting international markets and strategic decisions involved in this process.</p> <p>CLO 3: To make students understand the international marketing mix strategy with product and pricing decisions.</p> <p>CLO 4: Understanding the distribution and promotion strategies in marketing across the national boundaries.</p>		
Credits	Theory	Tutorial	Total
	3	1	4
Teaching Hours per week	3	1	4
Internal Assessment Marks	30	0	30
End Term Exam Marks	70	0	70
Max. Marks	100	0	100
Examination Time	3 hours		

Part B- Contents of the Course

Instructions for Paper- Setter: The examiner will set 9 questions asking two questions from each unit and one compulsory question by taking course learning outcomes (CLOs) into consideration. The compulsory question (Question No. 1) will consist at least 4 parts covering entire syllabus. The examinee will be required to attempt 5 questions, selecting one question from each unit and the compulsory question. All questions will carry equal marks.

Unit	Topics	Contact Hours
I	International Marketing: Nature, benefits and motivations underlying International Trade and International Business; Domestic Marketing versus International Marketing; International marketing orientation- EPRG framework; Trade Barriers- Protectionism, Tariff and non-tariff barriers; Basic modes for entry; Process of International Marketing	16
II	International Marketing Planning: Framework and Process of market planning; Selection process and strategies; Process of marketing Control. Market segmentation, Target market strategies and positioning decisions	14
III	International product policy and planning: International product mix, Product life cycle, product standardization and adaptation. Building	18

	brands for foreign markets, labeling and packaging decisions, International pricing decisions- pricing policies, pricing decisions, Terms of sale, Dumping, Counter Trade and Transfer Pricing	
IV	International Distribution Decisions: International Distribution Channels, International distribution policy, selecting distribution channels; Communicating with the global world- Global advertising and culture, setting global advertising budget, Advertising standardization vs. adaptation, global media decisions,	12
Total Contact Hours		60
Suggested Evaluation Methods		
Internal Assessment: 30		End Term Examination: 70
➤ Theory	30	➤ Theory: 70
• Class Participation:	5	Written Examination
• Seminar/presentation/assignment/quiz/class test etc.:	10	
• Mid-Term Exam:	15	
Part C-Learning Resources		
Recommended Books/e-resources/LMS:		
<ol style="list-style-type: none"> 1. Sak Onkvisit and John Shaw: International Marketing (Analysis and Strategy), PHI, N. Delhi. 2. Cateora P. R., Graham J. L. and Gilly M. C. : International Marketing, Tata McGraw-Hill 3. Rakesh Mohan Joshi: International Marketing, Oxford University Press. 4. Vern Terpestra and Ravi Sarthy : International Marketing, Thompson. 		

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Part A - Introduction

Name of Programme	MBA		
Semester	III		
Name of the Course	CONSUMER BEHAVIOUR		
Course Code	M24-MBA-314		
Course Type	DEC-4		
Level of the course	400-499		
Pre-requisite for the course (if any)			
Course Learning Outcomes (CLO) After completing this course, the learner will be able to:	<p>CLO 1: Learn how to get insights on the behaviour of the consumers.</p> <p>CLO 2: Understand the dynamics of consumer decision making</p> <p>CLO 3: Know about various influences on consumer behaviour</p> <p>CLO 4: Understand marketing implications of various concepts relating to Consumer Behaviour.</p>		
Credits	Theory	Tutorial	Total
	3	1	4
Teaching Hours per week	3	1	4
Internal Assessment Marks	30	0	30
End Term Exam Marks	70	0	70
Max. Marks	100	0	100
Examination Time	3 hours		

Part B- Contents of the Course

Instructions for Paper- Setter: The examiner will set 9 questions asking two questions from each unit and one compulsory question by taking course learning outcomes (CLOs) into consideration. The compulsory question (Question No. 1) will consist at least 4 parts covering entire syllabus. The examinee will be required to attempt 5 questions, selecting one question from each unit and the compulsory question. All questions will carry equal marks.

Unit	Topics	Contact Hours
I	Basics of Consumer Behaviour - Meaning, Historical Development, Nature, Scope and Significance of its Study for Marketers. Consumer Decision Making and its Marketing Implications. Consumer Research.	15
II	Psychological Influences on Consumer Behaviour with Underlying Marketing Implications- Perception, Personality, Motivation, Learning, Attitude Formation and Change.	15
III	Group and Socio-Cultural Influences on Consumer Behaviour with Underlying Marketing Implications- Reference Group Influences, Family Influences, Culture, Sub-Culture and Social Class Influences.	15

IV	Communicating with Consumers - Diffusion of Innovation- Elements and Marketing Implications. Opinion Leadership- Concept and Marketing Implications. Emerging Trends in the Field of Consumer Behaviour.	15
Total Contact Hours		60
Suggested Evaluation Methods		
Internal Assessment: 30		End Term Examination: 70
➤ Theory	30	➤ Theory: 70
• Class Participation:	5	Written Examination
• Seminar/presentation/assignment/quiz/class test etc.:	10	
• Mid-Term Exam:	15	
Part C-Learning Resources		
Recommended Books/e-resources/LMS:		
<ol style="list-style-type: none"> 1. Schiffman, LG and LL Kanuk, Consumer Behaviour, Pearson Education. 2. Blackwell, RD, PW Miniard JF Angel, Consumer Behaviour, Cengage Learning India Pvt. Ltd. 3. Peter, JP and JC Olson, Consumer Behaviour and Marketing Strategy, McGraw Hill. 4. Handerson, S, Consumer Behaviour in Theory and Action, John Wiley and Sons. 5. Assel, H, Consumer Behaviour- A Strategic Approach, Houghton Mifflin. 6. Loudon and A Della, Consumer Behaviour, Tata McGraw Hill. 7. Hawkins, DL, DLMothersbaugh and Amit Mookherjee, Consumer Behaviour: Building Marketing Strategy, Tata McGraw Hill Education Pvt. Ltd. 8. Solomon, Michael R, Consumer Behaviour, Prentice Hill. 9. Harvard Business Review. 10. Journal of Consumer Behaviour. 		

Session: 2024-25			
Part A - Introduction			
Name of Programme	MBA		
Semester	III		
Name of the Course	BANKING AND FINANCIAL SERVICES		
Course Code	M24-MBA-324		
Course Type	DEC-4		
Level of the course	400-499		
Pre-requisite for the course (if any)			
Course Learning Outcomes (CLO) After completing this course, the learner will be able to:	<p>CLO 1: Understand the theoretical and professional disciplines of banking, finance, and the Indian financial ecosystem.</p> <p>CLO 2: Understand the dynamic policy changes of the banking industry including the fintech.</p> <p>CLO 3: Have a practical understanding of the various distribution channels of financial and insurance products for effective marketing.</p> <p>CLO 4: Have a practical understanding of regulatory and compliance mechanisms in the financial services industry.</p>		
Credits	Theory	Tutorial	Total
	3	1	4
Teaching Hours per week	3	1	4
Internal Assessment Marks	30	0	30
End Term Exam Marks	70	0	70
Max. Marks	100	0	100
Examination Time	3 hours		
Part B- Contents of the Course			
<p><u>Instructions for Paper- Setter:</u> The examiner will set 9 questions asking two questions from each unit and one compulsory question by taking course learning outcomes (CLOs) into consideration. The compulsory question (Question No. 1) will consist at least 4 parts covering entire syllabus. The examinee will be required to attempt 5 questions, selecting one question from each unit and the compulsory question. All questions will carry equal marks.</p>			
Unit	Topics		Contact Hours
I	Overview of financial services – meaning, nature of financial services, type and importance of financial services in an economy. Growth and evolution of financial services companies in India. Merchant Banking Services: Meaning, types, functions, registration and Code of Conduct.		15

II	Securitization: securitization as a funding mechanism, securitization in India. Merchant banking: nature, scope and the regulation of merchant banking in India. SEBI guidelines for public issues. Equipment leasing – Concept, evolution and classification. Leasing in India: legal aspects, tax consideration, risks in leasing business, lease evaluation from lessee’s and lessor’s perspective.	15
III	Mutual funds (MFs) – evolution, types, regulation, organizational structure and assets under management (AUM) in mutual funds in India. Credit rating – concept, rationale, process, methodology, SEBI regulations for credit rating in India.	15
IV	Consumer finance – role of consumer credit in the financial system, legal framework, credit screening methods in India. Credit cards – concept, types, billing and payment, settlement procedure, mechanism of transactions. Venture capital (VC) – nature, stages, role of venture capital and private equity. Venture capital financing in India with respect to investment process and evaluation criteria.	15
Total Contact Hours		60
Suggested Evaluation Methods		
Internal Assessment: 30		End Term Examination: 70
➤ Theory	30	➤ Theory: 70
• Class Participation:	5	Written Examination
• Seminar/presentation/assignment/quiz/class test etc.:	10	
• Mid-Term Exam:	15	
Part C-Learning Resources		
Recommended Books/e-resources/LMS:		
<ol style="list-style-type: none"> 1. Bansal, L.K., Merchant Banking and Financial Services, Tata McGraw Hill. 2. Bhole, L.M., Financial Institutions and Markets: Structure, Growth and Innovations, Tata McGraw-Hill. 3. Gurusamy, S., Financial Markets and Institutions, Thompson Learning. 4. Khan, M.Y., Management of Financial Services, Tata McGraw-Hill. 5. Kohn, M., Financial Institutions and Markets, Tata McGraw-Hill. 6. Padmalatha, S., Management of Banking and Financial Services, Sultan Chand and Sons. 7. Sengupta, A.K., International Factoring in India: Issues, Problems and Prospects. 8. Tripathy, N.P., Mutual Funds in India: Emerging Issues, Excel Books. 		

Session: 2024-25			
Part A - Introduction			
Name of Programme	MBA		
Semester	III		
Name of the Course	Compensation and Reward Management		
Course Code	M24-MBA-334		
Course Type	DEC - 4		
Level of the course	400-499		
Pre-requisite for the course (if any)			
Course Learning Outcomes (CLO) After completing this course, the learner will be able to:	<ul style="list-style-type: none"> • CLO 1: To familiarize the students with the dynamics of Compensation and Reward Management. • CLO 2: To analyze and restructure compensation management system, policies and strategies. • CLO 3: To familiarize the students with the current trends of Compensation and reward Management • CLO 4: To familiarise with the role of various bodies / authorities involved in Compensation and Reward Management. 		
Credits	Theory	Tutorial	Total
	3	1	4
Teaching Hours per week	3	1	4
Internal Assessment Marks	30	0	30
End Term Exam Marks	70	0	70
Max. Marks	100	0	100
Examination Time	3 hours		
Part B- Contents of the Course			
<p>Instructions for Paper- Setter: The examiner will set 9 questions asking two questions from each unit and one compulsory question by taking course learning outcomes (CLOs) into consideration. The compulsory question (Question No. 1) will consist at least 4 parts covering entire syllabus. The examinee will be required to attempt 5 questions, selecting one question from each unit and the compulsory question. All questions will carry equal marks.</p>			
Unit	Topics		Contact Hours
I	<p>Compensation and Reward Management: Definition, Goals, Concept of Wages -Minimum Wage, Fair Wage and Living Wage; Theories of Wages & Salary administration; Compensation Philosophies. Wage Differentials and Wage Equity.</p> <p>Components of Compensation Plan: Factor influencing Compensation plan, Importance of an Ideal Compensation Plan, Compensation Management Process.</p>		15
II	<p>Compensation System planning and Design: Designing Pay Level/Pay Grades, Pay Matrix/Mix and Pay Structures. Issues and Challenges.</p> <p>Job Evaluation: Objective, Principles, Procedure & Methods; Compensation Management as a Retention Strategy. Executive Compensation Plans and Package;</p>		15

	Strategic perspectives of Reward systems and strategies. Recent Development in Rewards and Recognition in business organisations	
III	Incentive Schemes: Nature, Importance and drawbacks of Incentive payments, Pre-requisites for an efficient Incentive System, Types of Incentive Schemes, Performance linked Compensation, Variable Performance Linked Pay (VPLP), Employee Stock Option Plan (ESOP); Global Compensation Practices: Issues and Challenges.	15
IV	Pay Commissions & Wage Boards - Pay Commissions and Wage Boards in India. Tax Implications of Employee's Compensation Package. Code on Wages, 2019: Major Provisions of Wage related Legislations.	15
Total Contact Hours		60
Suggested Evaluation Methods		
Internal Assessment: 30		End Term Examination: 70
➤ Theory	30	➤ Theory: 70
• Class Participation:	5	Written Examination
• Seminar/presentation/assignment/quiz/class test etc.:	10	
• Mid-Term Exam:	15	
Part C-Learning Resources		
Recommended Books/e-resources/LMS:		
<ul style="list-style-type: none"> • Armstrong, M. (2021). Armstrong's handbook of reward management practice: Improving performance through reward (6th ed.). Kogan Page. • Barry, G. (2013). Total rewards communication handbook. World atWork Press. • Bhatia, S. K. (2009). Strategic compensation management. Deep & Deep Publications. • Bhattacharyya, D. K. (2020). Compensation management (3rd ed.). Oxford University Press India. • Deb, T. (2009). Compensation management: Text and cases. Excel Books. • Gerhart, B., & Rynes, S. L. (2003). Compensation: Theory, evidence, and strategic implications. SAGE Publications. • Gomez-Mejia, L. R., Balkin, D. B., & Cardy, R. L. (2016). Managing human resources (8th ed.). Pearson Education. (Includes compensation and benefits.) • Henderson, R. I. (2006). Compensation management in a knowledge-based world (10th ed.). Pearson Education. • Heneman, R. L. (2002). Strategic reward management: Design, implementation, and evaluation. IAP. • Martocchio, J. J. (2017). Strategic compensation: A human resource management approach (9th ed.). Pearson. • Milkovich, G. T., Newman, J. M., & Gerhart, B. (2022). Compensation (13th ed.). McGraw-Hill Education. • Rao, P. L. (2010). Human resource management: Text and cases. Excel Books India. (Includes compensation topics in Indian HRM.) • Sharma, A. M. (2016). Understanding wage and compensation system (18th ed.). Himalaya Publishing House. • Shields, J. (2016). Managing employee performance and reward: Concepts, practices, strategies (2nd ed.). Cambridge University Press. • Srivastava, S. C. (2004). Wage and salary administration. Vikas Publishing House. • Torrington, D., Hall, L., & Taylor, S. (2017). Human resource management (10th ed.). Pearson Education. (Sections on pay and reward systems.) 		

Session: 2024-25			
Part A - Introduction			
Name of Programme	MBA		
Semester	III		
Name of the Course	Social Media Analytics		
Course Code	M24-MBA-344		
Course Type	DEC - 4		
Level of the course	400-499		
Pre-requisite for the course (if any)			
Course Learning Outcomes (CLO)	After completing this course, the learner will be able to: CLO 1: Discuss the importance of Social Media Analytics. CLO 2: Apply appropriate analytic tools to a range of social media data sources.1 CLO 3: Examine how different industries across the globe are using social media analytics. CLO 4: Evaluate the effectiveness of different social media campaigns using various analytical tools		
Credits	Theory	Tutorial	Total
	3	1	4
Teaching Hours per week	3	1	4
Internal Assessment Marks	30	0	30
End Term Exam Marks	70	0	70
Max. Marks	100	0	100
Examination Time	3 hours		
Part B- Contents of the Course			
<u>Instructions for Paper- Setter:</u> The examiner will set 9 questions asking two questions from each unit and one compulsory question by taking course learning outcomes (CLOs) into consideration. The compulsory question (Question No. 1) will consist at least 4 parts covering entire syllabus. The examinee will be required to attempt 5 questions, selecting one question from each unit and the compulsory question. All questions will carry equal marks.			
Unit	Topics		Contact Hours
I	Introduction to Social Media Analytics (SMA): Social media landscape, Need for SMA; SMA in Small organizations; SMA in large organizations; Application of SMA in different areas Network fundamentals and models: The social networks perspective - nodes, ties and influencers, Social network and web data and methods. Graphs and Matrices- Basic measures for individuals and networks. Information visualization		15
II	Making connections: Link analysis. Random graphs and network evolution. Social contexts: Affiliation and identity. Web analytics tools and techniques: Click stream analysis, A/B testing, online surveys, Use of Google Analytics; Web crawling and Indexing; Natural Language Processing Techniques for Micro-text Analysis.		15
III	Facebook Analytics: Introduction, parameters, demographics. Analyzing page audience. Reach and Engagement analysis. Post performance on FB, Use of Facebook Business Manager;		15

	Social Campaigns: Measuring and Analyzing social campaigns, defining goals and evaluating outcomes, Network Analysis. (LinkedIn, Instagram, YouTube Twitter etc.) Sentiment Analysis	
IV	Processing and Visualizing Data , Influence Maximization, Link Prediction, Collective Classification. Applications in Advertising and Game Analytics. (Use of tools like Unity30 / PyCharm) Introduction to Python Programming , Collecting and analyzing social media data; visualization and exploration.	15
Total Contact Hours		60
Suggested Evaluation Methods		
Internal Assessment: 30		End Term Examination: 70
➤ Theory	30	➤ Theory: 70
•Class Participation:	5	Written Examination
•Seminar/presentation/assignment/quiz/class test etc.:	10	
•Mid-Term Exam:	15	
Part C-Learning Resources		
Recommended Books/e-resources/LMS:		
<ul style="list-style-type: none"> • Bansal, A. (2021). Social media analytics: Techniques and insights for extracting business value out of social media. BPB Publications. • Blanchard, Oliver. Social Media ROI: Managing and Measuring Social Media Efforts in Your Organization, Que Publishing (Latest edition) Que Biz-Tech • Dey, L. (2021). Big data and social media analytics: Emerging trends and practical applications. SAGE Publications India. • Ganis, Matthew & Kohirkar, Avinash (2016). Social Media Analytics: Techniques and Insights for Extracting Business Value Out of Social Media. Pearson Education. • Gonsalves, Alex (2017) Social Media Analytics Strategy, Appress (1st Edn) • Hansen, D. L., Shneiderman, B., & Smith, M. A. (2010). Analyzing social media networks with NodeXL: Insights from a connected world. Morgan Kaufmann. • Khan, G. F. (Ed.). (2020). Social media for government: Theory and practice. Routledge. (Includes real-world analytical frameworks.) • Kumar, V. (2020). Social media analytics: Concepts and applications. Cengage Learning India. • Marshall, D. (2014). Social media analytics: Effective tools for building, interpreting, and using metrics. Alchemy Networks. • Matthew, D., & Azevedo, M. (2020). Social media analytics: Using data to understand public conversations. SAGE Publications. • Mishra, R. K. (2020). Social media and web analytics. University Science Press. • Quesenberry, K. A. (2020). Social media strategy: Marketing and advertising in the consumer revolution (2nd ed.). Rowman & Littlefield. • Russell, M. A. (2013). Mining the social web: Data mining Facebook, Twitter, LinkedIn, Google+, GitHub, and more (2nd ed.). O'Reilly Media. • Saura, J. R. (2021). Using data mining techniques in social media analytics. IGI Global. • Segaran, T., & Hammerbacher, J. (2009). Beautiful data: The stories behind elegant data solutions. O'Reilly Media. (Includes real-life applications of social media analytics.) • Sharda, R., Delen, D., & Turban, E. (2023). Analytics, data science, and artificial intelligence: Systems for decision support (12th ed.). Pearson. (Includes a dedicated section on social media analytics.) • Sharma, R. S., & Jain, P. (2021). Data analytics with R and Python for social media. 		

Khanna Publishing.

- Singh, A., & Kumar, A. (2019). *Social media marketing and analytics*. Wiley India.
- Sterne, Jim. *Social Media Metrics: How to Measure and Optimize Your Marketing Investment*, Wiley Latest edition.
- Tuten, T. L., & Solomon, M. R. (2017). *Social media marketing* (3rd ed.). SAGE Publications.
- Zarrella, D. (2010). *The social media marketing book*. O'Reilly Media. (Contains sections on metrics and analysis.)
- Zhao, Y., & Zhan, J. (2019). *Social media mining and analytics*. Wiley.

Session: 2024-25			
PartA - Introduction			
Name of Programme	MBA		
Semester	III		
Name of the Course	Social Entrepreneurship		
Course Code	M24-MBA-354		
CourseType	DEC - 4		
Level of the course	400-499		
Pre-requisite for the course (ifany)			
CourseLearningOutcomes (CLO)	<p>After completing this course, the learner will be able to:</p> <p>CLO 1: Understand the historical evolution and the present landscape of the Indian startup ecosystem within a global context.</p> <p>CLO 2: Analyze key sectors, market trends, and regional startup hubs to identify entrepreneurial opportunities.</p> <p>CLO3: Evaluate different business models and funding options suitable for the Indian market.</p> <p>CLO 4: Develop an entrepreneurial mindset focused on innovation, risk-taking, adaptability, and continuous learning.</p>		
Credits	Theory	Tutorial	Total
	3	1	4
Teaching Hours per week	3	1	4
Internal Assessment Marks	30	0	30
End Term Exam Marks	70	0	70
Max. Marks	100	0	100
Examination Time	3 hours		
PartB-Contentsofthe Course			
<p><u>Instructions for Paper- Setter:</u> The examiner will set 9 questions asking two questions from each unit and one compulsory question by taking course learning outcomes (CLOs) into consideration. The compulsory question (Question No. 1) will consist at least 4 parts covering entire syllabus. The examinee will be required to attempt 5 questions, selecting one question from each unitand the compulsory question. All questions will carry equal marks.</p>			
Unit	Topics		Contact Hours
I	<p>Introduction to Social Entrepreneurship: Definitions, global relevance and triple bottom line, The social entrepreneur’s mindset- Entrepreneurial behavior, personal leadership, purpose driven strategy</p>		15
II	<p>Design thinking for social innovation, What is design thinking? Phases: Empathize, Define, Ideate, Prototype, Test, Relevance for social change and community development</p> <p>Stakeholder engagement and community development: Stakeholder analysis matrix, Community co-creation models, Managing conflict in multi stakeholder environment</p> <p>Case Example: Araku Coffee (India) – working directly with tribal communities.</p>		15
III	<p>Legal Structures for Social Purpose Organizations (India & Global)</p> <p>Differences: NGO vs. Trust vs. Society vs. Section 8 Company (India)</p>		15

	<p>Process of Registering an NGO or Trust (India-specific) Trust Deed creation, Memorandum of Association, Documentation, registration offices, common mistakes, PAN, 80G, 12A, and FCRA certifications</p> <p>Governance and Accountability in NGOs Board structure, roles, and ethical responsibilities, Transparency, annual reports, audits, and disclosures, Donor reporting and community accountability</p> <p>Fundraising and Resource Mobilization Grant writing, CSR funding, crowd funding platforms, In-kind contributions and volunteer engagement</p>	
IV	<p>ESG: Origins, key definitions, ESG vs. CSR vs. sustainability Environmental, social and governmental metrics, social return on investment</p> <p>PPP models (Build-Operate-Transfer, social impact bonds), Policy entrepreneurship, Role of multilateral agencies (UNDP, World Bank)</p> <p>Failures in Social Entrepreneurship: Mission drift, Over-dependence on donors, Operational scalability issues</p>	
Total Contact Hours		60
Suggested Evaluation Methods		
Internal Assessment: 30		End Term Examination: 70
➤ Theory	30	➤ Theory: 70
• Class Participation:	5	Written Examination
• Seminar/presentation/assignment/quiz/class test etc.:	10	
• Mid-Term Exam:	15	
Part C-Learning Resources		
<p>Recommended Books/e-resources/LMS:</p> <ul style="list-style-type: none"> • Bornstein, D., & Davis, S. (2010). <i>Social entrepreneurship: What everyone needs to know</i>®. Oxford University Press. • Ziegler, R. (2011). <i>An introduction to social entrepreneurship</i>. Edward Elgar Publishing. • Martin, R. L., & Osberg, S. (2015). <i>Getting beyond better: How social entrepreneurship works</i>. Harvard Business Review Press. 		

Session: 2024-25			
Part A - Introduction			
Name of Programme	MBA		
Semester	III		
Name of the Course	INDIA'S FOREIGN TRADE AND POLICY		
Course Code	M24-MBA-364		
Course Type	DEC - 4		
Level of the course	400-499		
Pre-requisite for the course (if any)			
Course Learning Outcomes (CLO) After completing this course, the learner will be able to:	<p>CLO 1: Understand the status, composition, and trends of India's foreign trade.</p> <p>CLO 2: Know the foreign trade policies and institutional support for foreign trade.</p> <p>CLO 3: Understand the role of EXIM bank of India and ECGC in foreign trade.</p> <p>CLO 4: Understand the impact of WTO on India's trade policy.</p>		
Credits	Theory	Tutorial	Total
	3	1	4
Teaching Hours per week	3	1	4
Internal Assessment Marks	30	0	30
End Term Exam Marks	70	0	70
Max. Marks	100	0	100
Examination Time	3 hours		
Part B- Contents of the Course			
<p><u>Instructions for Paper- Setter:</u> The examiner will set 9 questions asking two questions from each unit and one compulsory question by taking course learning outcomes (CLOs) into consideration. The compulsory question (Question No. 1) will consist at least 4 parts covering entire syllabus. The examinee will be required to attempt 5 questions, selecting one question from each unit and the compulsory question. All questions will carry equal marks.</p>			
Unit	Topics		Contact Hours
I	India's Foreign trade in the Global context, structure and Equilibrium of India's Balance of Payments, Recent trends in India's foreign trade, Directional Pattern: Major export commodities- thrust area commodities- their trend, problems and prospects, Major import commodity Groups.		15
II	Trade Regulation in India, Foreign trade (Development and Regulation) Act, Foreign Exchange Management, Present Export-Import Policy, Export Promotion Policies, EPCG, DEPB, Duty Draw Back Scheme, Export incentives, Financial and Fiscal.		15

III	The Role of EXIM Bank of India, ECGC, Infrastructure support for Export promotion, Export Promotion Councils, Commodity Boards/Product Export Development Authorities, Specific Service Institutions.	15
IV	Role of State Trading Organizations, Export Processing Zones, Special Economic Zones, Agriculture Export Zones, Clusters, Export Oriented Units and Export Trading House Schemes, Impact of WTO on India's Trade Policy.	15
Total Contact Hours		60
Suggested Evaluation Methods		
Internal Assessment: 30		End Term Examination: 70
➤ Theory	30	➤ Theory: 70
• Class Participation:	5	Written Examination
• Seminar/presentation/assignment/quiz/class test etc.:	10	
• Mid-Term Exam:	15	
Part C-Learning Resources		
<p>Recommended Books/e-resources/LMS:</p> <ol style="list-style-type: none"> 1. Bhalla, V.K. International Business Environment and Management, 8th ed, Delhi, Anmol, 2001. 2. Jain, S.K.: Export performance and Export Marketing Strategies, Commonwealth Pub., Delhi, 1988. 3. Export- Import Policy, Naleh Publications. 4. Paras Ram: Export: What Where and How, Delhi, Anupam Publication. 5. Bhattacharya B. International Marketing Management, Subhash Chand & Sons. 		

Session: 2024-25**Part A - Introduction**

Name of Programme	MBA		
Semester	III		
Name of the Course	Digital and Social Media Marketing		
Course Code	M24-MBA-315		
Course Type	(DEC)-5		
Level of the course	400-499		
Pre-requisite for the course (if any)			
Course Learning Outcomes (CLO) After completing this course, the learner will be able to:	<p>CLO 1: Understand the fundamentals, scope, tools, and ethical aspects of digital marketing</p> <p>CLO 2: Apply SEO, SEM, and social media strategies to build digital marketing campaigns</p> <p>CLO 3: Analyze digital consumer behavior and make strategic marketing mix decisions.</p> <p>CLO 4: Utilize websites, mobile platforms, and analytics tools to enhance digital marketing effectiveness.</p>		
Credits	Theory	Tutorial	Total
	3	1	4
Teaching Hours per week	3	1	4
Internal Assessment Marks	30	0	30
End Term Exam Marks	70	0	70
Max. Marks	100	0	100
Examination Time	3 hours		

Part B- Contents of the Course

Instructions for Paper- Setter: The examiner will set 9 questions asking two questions from each unit and one compulsory question by taking course learning outcomes (CLOs) into consideration. The compulsory question (Question No. 1) will consist at least 4 parts covering entire syllabus. The examinee will be required to attempt 5 questions, selecting one question from each unit and the compulsory question. All questions will carry equal marks.

Unit	Topics	Contact Hours
I	Introduction of Digital Marketing: Meaning & Characteristics. Difference between Digital and Traditional Marketing. Scope of Digital Marketing. Tools used for Digital Marketing, Digital Marketing Environment Analysis, Digital Marketing and Branding, Ethical and Legal Issues in the field of Digital Marketing.	12
II	Introduction to SEO; understanding search engines, basics of keyword search, On-page and off-page SEO. Search Engines Marketing; Digital advertising, Search engine advertising. Social Media Marketing:	18

	Facebook Marketing, LinkedIn Marketing, Instagram and Snapchat, Digital Marketing Strategy Formulation and Execution.	
III	Understanding Digital Consumer Behavior: Consumer Characteristics and profiles, Information Search Behavior, Factors Influencing Consumption Behavior, Purchase Decision Process, Post Purchase Behavior and Management. Digital Marketing Mix Decisions- Product, Price Distribution and Promotion. Digital Market Segmentation, targeting & Positioning.	15
IV	Digital Marketing Mechanisms: Websites- Company and Retail Service Providers, Video Hosting and Entertainment- Youtube, Wimeo, Netflix etc., Mobile Phones and Applications, E-mails, Blogs, Web Analytics. Key metrics, Types of tracking codes, Mobile analytics.	15
Total Contact Hours		60
Suggested Evaluation Methods		
Internal Assessment: 30		End Term Examination: 70
➤ Theory	30	➤ Theory: 70
• Class Participation:	5	Written Examination
• Seminar/presentation/assignment/quiz/class test etc.:	10	
• Mid-Term Exam:	15	
Part C-Learning Resources		
Recommended Books/e-resources/LMS:		
1. Puneet Bhatia, Fundamental of Digital Marketing, Pearson Education (2017)		
2. Seema Gupta, "Digital Marketing", McGraw Hill Education, New Delhi.		
3. Philip Kotler, Hermawan Kartajaya, Iwan Setiawan - Marketing 4.0_ Moving from Traditional to Digital-Wiley (2016)		
4. Ryan Deiss and Russ Henne berry. Digital Marketing for Dummies (2017)		
5. Jason McDonald, Social media marketing workbook: how to use social media for business. JM Internet Group (2016)		
6. Dan Zarrella - The Social Media Marketing Book-O'Reilly Media (2009)		

Session: 2024-25**Part A - Introduction**

Name of Programme	MBA		
Semester	III		
Name of the Course	RISK MANAGEMENT AND INSURANCE		
Course Code	M24-MBA-325		
Course Type	DEC-5		
Level of the course	400-499		
Pre-requisite for the course (if any)			
Course Learning Outcomes (CLO) After completing this course, the learner will be able to:	<p>CLO 1: Understand insurance risk metrics for risk hedging.</p> <p>CLO 2: Understand dynamics of insurance contracts and provisions as the features of property-liability insurance, life and health insurance.</p> <p>CLO 3: Develop analytical skills for assessing insurance product cost and pricing, marketing, and distribution.</p> <p>CLO 4: Understand risk management in volatile ecosystem and environment for risk hedging and value generation.</p>		
Credits	Theory	Tutorial	Total
	3	1	4
Teaching Hours per week	3	1	4
Internal Assessment Marks	30	0	30
End Term Exam Marks	70	0	70
Max. Marks	100	0	100
Examination Time	3 hours		

Part B- Contents of the Course

Instructions for Paper- Setter: The examiner will set 9 questions asking two questions from each unit and one compulsory question by taking course learning outcomes (CLOs) into consideration. The compulsory question (Question No. 1) will consist at least 4 parts covering entire syllabus. The examinee will be required to attempt 5 questions, selecting one question from each unit and the compulsory question. All questions will carry equal marks.

Unit	Topics	Contact Hours
I	Evolution, growth and organizational structure of banking in India, Salient provisions of Banking Regulation Act, 1949, Bank Nationalization, restructuring and consolidation. Debt restructuring and NPAs, Banking prudence, capitalization and Basel norms.	15
II	Organization and structure of Insurance for risk transfer and financial intermediation: Insurable interest and insurance principles for life, marine, fire insurance. Role of insurance Companies in financial stabilization, nation building and infrastructure development, Salient	15

	features of Insurance Regulation and Development Authority (IRDA) Act, 1999.	
III	An overview of operations and performance of public, private and foreign insurance companies in India. Insurance density, penetration and affordability of generic insurance products, schemes and plans in India for life and general purpose insurance. Annuities and its roles in insurance product designing and risk mitigation. Distribution channel in Insurance: Individual Agents-Appointment, functions, code of conduct and remuneration; Claims settlement in Life Insurance and General Insurance.	15
IV	Risk and its Management, Objectives of Risk Management, Risk Identification and Measurement, Risk Pooling Arrangements and Diversifications, Process of Risk Management. Risk Aversion and Risk Management of Individuals and Corporations, Risk Management and Shareholder's Wealth. Analytical tools used in Corporate Risk Management: DOW Index, Fault Tree, Event Tree, Hedging with Derivative Contracts, Risk Pricing. Process of Risk Control, Loss Prevention, Techniques of Risk Retention and Reduction.	15
Total Contact Hours		60
Suggested Evaluation Methods		
Internal Assessment: 30		End Term Examination: 70
➤ Theory	30	➤ Theory: 70
• Class Participation:	5	Written Examination
• Seminar/presentation/assignment/quiz/class test etc.:	10	
• Mid-Term Exam:	15	
Part C-Learning Resources		
Recommended Books/e-resources/LMS:		
1. NaliniPraveTripathy, Prabir Pal, 'Insurance theory and practice' TMH 2007.		
2. M.N. Mishra, Insurance, Vikas Publication.		
3. Harrington and Mehaus : Risk Management and Insurance, Tata Mcgraw Hills		
4. George Rejda: Principles of Risk Management and Insurance		

Session: 2024-25

Part A - Introduction

Name of Programme	MBA		
Semester	III		
Name of the Course	Talent Acquisition and Performance Management		
Course Code	M24-MBA-335		
Course Type	DEC - 5		
Level of the course	400-499		
Pre-requisite for the course (if any)			
Course Learning Outcomes (CLO)	<p>After completing this course, the learner will be able to:</p> <p>CLO 1: Understand the talent management process, talent management systems, and challenges in developing and retaining talent.</p> <p>CLO 2: Provide a comprehensive conceptual and practical insight to the entire cycle of performance appraisal and management including the ethical issues</p> <p>CLO 3: Describe the concept of potential appraisal, its determinants and steps in process.</p> <p>CLO 4: Explain the methods of performance appraisal, and comprehend the performance related problems</p>		
Credits	Theory	Tutorial	Total
	3	1	4
Teaching Hours per week	3	1	4
Internal Assessment Marks	30	0	30
End Term Exam Marks	70	0	70
Max. Marks	100	0	100
Examination Time	3 hours		

Part B- Contents of the Course

Instructions for Paper- Setter: The examiner will set 9 questions asking two questions from each unit and one compulsory question by taking course learning outcomes (CLOs) into consideration. The compulsory question (Question No. 1) will consist at least 4 parts covering entire syllabus. The examinee will be required to attempt 5 questions, selecting one question from each unit and the compulsory question. All questions will carry equal marks.

Unit	Topics	Contact Hours
I	<p>Talent Management: Basic foundations of Talent Management, Leveraging Talent, Talent Value Chain, Talent Management Process, Talent Management System: Components and benefits of Talent Management System and challenges in developing TMS.</p> <p>Talent Planning - Concept, succession management process, Integrating succession planning and career planning, designing succession planning program, talent development budget, contingency plan for talent; building a reservoir of talent</p>	15
II	<p>Developing and Retaining Talent – Importance, Potential identification and development, integrating coaching, Employee Retention- motivation and engagement,</p> <p>Evolution of Talent Development Strategy. Developing Talent Management Information System. Global Talent Management. Developing Leadership Talent. Managing Diverse Talent. Managing Virtual Talent. Talent Analytics</p>	15

III	<p>Performance Management: Conceptual Framework. Approaches for defining performance. Performance Appraisal and Potential Evaluation: Meaning, features, methods, appraisal forms and formats, features of potential appraisal, indicators of employee potential, steps in potential appraisal. Performance Measurement: classification of metrics: types of metrics, characteristics of performance metrics and managing metrics.</p> <p>Approaches for measuring Organizational Performance: Balanced scorecard, European foundation for quality management (EFQM) model, Economic value added (EVA) model and traditional financial measures; Key Indicators for measuring Financial Performance and Non-Financial Performance analysis; Job analysis in performance management system.</p>	15
IV	<p>Performance Management and Development: Personal development plan (PDP), 360-degree feedback and BARS as development tool. Performance management and pay. Performance management for teams; and performance evaluation.</p> <p>Performance problem solving: Overview of performance problems, managing underperformers, handling problems at performance review meeting. Ethical issues and dilemmas in Performance Management, Performance Management in Multinational Corporations.</p>	15
Total Contact Hours		60
Suggested Evaluation Methods		
Internal Assessment: 30		End Term Examination: 70
➤ Theory	30	➤ Theory: 70
• Class Participation:	5	Written Examination
• Seminar/presentation/assignment/quiz/class test etc.:	10	
• Mid-Term Exam:	15	
Part C-Learning Resources		
Recommended Books/e-resources/LMS:		
<ul style="list-style-type: none"> • Janson, Kimberley (2015). Demystifying Talent Management: Unleash People’s Potential to Deliver Superior Results. Maven House Press. • Kermally, Sultan (2004). Developing and Managing Talent: A blueprint for business survival. Thorogood Press (Acorn Magazines Ltd.) • Rugg-Gunn, Mike (2024). Managing Talent: A short guide for the Digital age, Routledge (Taylor and Francis Group). • Cappelli, P. (2008). Talent on demand: Managing talent in an age of uncertainty. Harvard Business Press. • Collings, D. G., Scullion, H., & Vaiman, V. (Eds.). (2015). Talent management of self-initiated expatriates: A neglected source of global talent. Palgrave Macmillan. • Collings, D. G., Mellahi, K., & Cascio, W. F. (Eds.). (2017). The Oxford handbook of talent management. Oxford University Press. • Lewis, R. E., & Heckman, R. J. (2006). Talent management: A critical review. Human Resource Management Review, 16(2), 139–154. https://doi.org/10.1016/j.hrmr.2006.03.001 • Silzer, R., & Dowell, B. E. (Eds.). (2009). Strategy-driven talent management: A leadership imperative. Jossey-Bass. • Rao, T. V. (2004). Performance management and appraisal systems. New Delhi: Response. • Somuendra Narain (2013), Performance Management, Cengage learning publication (2nd edition) • Armstrong, M., & Taylor, S. (2023). Armstrong's handbook of performance management: An evidence-based guide to delivering high performance (7th ed.). Kogan Page. 		

- Aguinis, H. (2019). Performance management (4th ed.). Chicago Business Press.
- Pulakos, E. D. (2009). Performance management: A new approach for driving business results. Wiley-Blackwell.
- Grote, D. (2011). How to be good at performance appraisals: Simple, effective, done right. Harvard Business Review Press.

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PartA - Introduction			
Name of Programme	MBA		
Semester	III		
Name of the Course	BUSINESS DATA MINING		
Course Code	M24-MBA-345		
CourseType	(DEC)-5		
Level of the course	400-499		
Pre-requisite for the course (ifany)			
CourseLearningOutcomes (CLO) After completing this course, the learner will be able to:	CLO 1: Understand the concept of data warehousing. CLO 2: Learn the process of data mining. CLO 3: Integrate the Data Mining System with a Data Warehouse. CLO 4: Know about the various data mining methods.		
Credits	Theory	Tutorial	Total
	3	1	4
Teaching Hours per week	3	1	4
Internal Assessment Marks	30	0	30
End Term Exam Marks	70	0	70
Max. Marks	100	0	100
Examination Time	3 hours		
PartB-Contents of the Course			
Instructions for Paper- Setter: The examiner will set 9 questions asking two questions from each unit and one compulsory question by taking course learning outcomes (CLOs) into consideration. The compulsory question (Question No. 1) will consist at least 4 parts covering entire syllabus. The examinee will be required to attempt 5 questions; selecting one question from each unitand the compulsory question.All questions will carry equal marks.			
Unit	Topics	Contact Hours	
I	Data warehousing Components: Building a Data warehouse, Mapping the Data Warehouse to a Multiprocessor Architecture; DBMS Schemas for Decision Support: Data Extraction, Cleanup, and Transformation Tools; Metadata.	15	
II	DATA MINING: Introduction, Data, Types of Data, Data Mining Functionalities, Interestingness of Patterns, Classification of Data Mining Systems: Data Mining Task Primitives.	15	
III	Integration of a Data Mining System with a Data Warehouse, Issues ; Data Pre processing.Mining Frequent Patterns, Associations and Correlations	15	
IV	Mining Methods: Mining various Kinds of Association Rules, Correlation Analysis, Constraint Based Association Mining, Classification and Prediction ;Basic Concepts : Decision Tree Induction , Bayesian Classification, Rule Based Classification	15	
Total Contact Hours			60
SuggestedEvaluationMethods			
InternalAssessment: 30		End Term Examination: 70	
➤ Theory	30	➤ Theory:	70
• Class Participation:	5	Written Examination	
• Seminar/presentation/assignment/quiz/class test etc.:	10		

• Mid-Term Exam:	15
PartC-Learning Resources	
Recommended Books/e-resources/LMS:	
<ol style="list-style-type: none"> 1. Pang-Ning Tan, Michael Steinbach and Vipin Kumar, Introduction to Data Mining, Person Education. 2. K.P. Soman, Shyam Diwakar and V. Aja, Insight into Data Mining Theory and Practice, Eastern Economy Edition, Prentice Hall of India. 3. G. K. Gupta, Introduction to Data Mining with Case Studies, Eastern Economy Edition, Prentice Hall of India. 4. Daniel T.Larose, Data Mining Methods and Models, Wiley-Inderscience. 5. Shmueli, Bruce, Yahav, Patel, Lichtendahl Jr.,Data Mining for Business Analytics, Wiley Publishing. 	

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Part A - Introduction

Name of Programme	MBA		
Semester	III		
Name of the Course	Family Business Management		
Course Code	M24-MBA-355		
Course Type	DEC - 5		
Level of the course	400-499		
Pre-requisite for the course (if any)			
Course Learning Outcomes (CLO) After completing this course, the learner will be able to:	CLO 1: Understand various concepts relating to family business. CLO 2: Role of trust and commitment in family business. CLO 3: Understand the factors contributing to sustainable family businesses. CLO 4: Governance and conduct of family businesses		
Credits	Theory	Tutorial	Total
	3	1	4
Teaching Hours per week	3	1	4
Internal Assessment Marks	30	0	30
End Term Exam Marks	70	0	70
Max. Marks	100	0	100
Examination Time	3 hours		

Part B- Contents of the Course

Instructions for Paper- Setter: The examiner will set 9 questions asking two questions from each unit and one compulsory question by taking course learning outcomes (CLOs) into consideration. The compulsory question (Question No. 1) will consist at least 4 parts covering entire syllabus. The examinee will be required to attempt 5 questions, selecting one question from each unit and the compulsory question. All questions will carry equal marks.

Unit	Topics	Contact Hours
I	Family Business: nature, importance and uniqueness of family business; families in business: building trust and commitment (through case discussion)	15
II	Ownership of an enterprise build to last including assessment of different forms of business organizations: Sole Proprietorship, Partnership, LLP, Joint Stock Companies, HUF and OPC.	15
III	Leadership imperatives for family and business: succession and continuity power. Best practices for the management and governance of family business: creating the strategy: planning the estate. Financial considerations and valuation of family business;	15
IV	Family business governance: Advisory boards and board of directors. Family communication: family meetings, family councils and family offices; change, adaptation and innovation: the future of family business.	15

Total Contact Hours 60

Suggested Evaluation Methods

Internal Assessment: 30		End Term Examination: 70	
➤ Theory	30	➤ Theory:	70

• Class Participation:	5	Written Examination
• Seminar/presentation/assignment/quiz/class test etc.:	10	
• Mid-Term Exam:	15	

Part C-Learning Resources

<p>Recommended Books/e-resources/LMS:</p> <ol style="list-style-type: none"> 1. Poza, Ernesto J (2009); family-owned Business, Cengage learning 2. Wickham, Phillip A (1998); Strategic Entrepreneurship, Pitman, UK. 3. Shukla, MB, (2011), Entrepreneurship and Small Business Management, Kitab Mahal, Allahabad 4. Hill, Michal A., Inland Durama R et al, Strategic Entrepreneurship: Creating a New Mindset, Blackwell Publishers, Oxford.

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Part A - Introduction

Name of Programme	MBA		
Semester	III		
Name of the Course	Foreign Exchange Management		
Course Code	M24-MBA-365		
Course Type	DEC - 5		
Level of the course	400-499		
Pre-requisite for the course (if any)			
Course Learning Outcomes (CLO) After completing this course, the learner will be able to:	<p>CLO 1: Demonstrate an understanding of foreign exchange trading, settlement processes, exchange rate mechanisms, and associated risk management strategies.</p> <p>CLO 2: Understand fundamental concepts and principles related to international financial flows.</p> <p>CLO 3: Apply risk management tools and techniques to hedge against foreign exchange risk.</p> <p>CLO 4: Analyze the practices and regulatory framework of foreign exchange management in India.</p>		
Credits	Theory	Tutorial	Total
	3	1	4
Teaching Hours per week	3	1	4
Internal Assessment Marks	30	0	30
End Term Exam Marks	70	0	70
Max. Marks	100	0	100
Examination Time	3 hours		

Part B- Contents of the Course

Instructions for Paper- Setter: The examiner will set 9 questions asking two questions from each unit and one compulsory question by taking course learning outcomes (CLOs) into consideration. The compulsory question (Question No. 1) will consist at least 4 parts covering entire syllabus. The examinee will be required to attempt 5 questions, selecting one question from each unit and the compulsory question. All questions will carry equal marks.

Unit	Topics	Contact Hours
I	International Monetary Systems: Bretton Woods institutions and forex market structure and participants. Foreign exchange quotations: Direct and indirect. Convertibility of Rupee, current account convertibility and capital account convertibility.	15
II	Exchange rate: meaning, Spread, official and free market rates, cross currency rates, forward rates. Exchange rates determination theories, factors affecting exchange rate determination, flexible vs. fixed exchange rates, Liquidity and exchange rate stabilization policies, Relation between the interest rate, inflation and exchange rates: Fisher effect.	15
III	Foreign Exchange Risk and Exposure: Techniques for the Measurement and Management of Currency Risk and Exposure, parameters and constraints of Exposure Management. Forecasting Exchange Rates: Techniques of forecasting Exchange Rates.	15
IV	Tax treatment of Foreign Exchange gains and losses. Foreign Exchange	15

Control in India, RBI guidelines, Salient features of FEMA.			
Total Contact Hours			60
Suggested Evaluation Methods			
Internal Assessment: 30		End Term Examination: 70	
➤ Theory	30	➤ Theory:	70
• Class Participation:	5	Written Examination	
• Seminar/presentation/assignment/quiz/class test etc.:	10		
• Mid-Term Exam:	15		
Part C-Learning Resources			
Recommended Books/e-resources/LMS:			
1. Shapiro, Alan C.: Multinational Financial Management, PHI., New Delhi.			
2. Apte P.G.: International Financial Management, TMH, New Delhi.			
3. Saran (V): International Financial Management, PHI. New Delhi			
4. Chaudhary, B.K.: Financing of Foreign Trade and Foreign Exchange.			

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Part A – Introduction

Name of Programme	MBA		
Semester	III		
Name of the Course	Marketing Research and Analytics		
Course Code	M24-MBA-316		
Course Type	DEC-6		
Level of the course	400-499		
Pre-requisite for the course (if any)	MS Excel and SPSS Software		
Course Learning Outcomes (CLO) After completing this course, the learner will be able to:	1: Identify and formulate marketing research problems and apply appropriate research designs for data collection and analysis. 2: Utilize measurement and scaling techniques, sampling methods, and statistical tools like SPSS for marketing research analysis. 3: Apply marketing analytics concepts and leverage MS Excel tools such as pivot tables to organize and summarize marketing data. 4: Analyze revenue and demographic data using advanced Excel functions like GETPIVOT, report filters, and cross-tabulations for strategic decision-making.		
Credits	Theory	Tutorial	Total
	3	1	4
Teaching Hours per week	3	1	4
Internal Assessment Marks	30	0	30
End Term Exam Marks	70	0	70
Max. Marks	100	0	100
Examination Time	3 hours		

Part B- Contents of the Course

Instructions for Paper- Setter: The examiner will set 9 questions asking two questions from each unit and one compulsory question by taking course learning outcomes (CLOs) into consideration. The compulsory question (Question No. 1) will consist at least 4 parts covering entire syllabus. The examinee will be required to attempt 5 questions, selecting one question from each unit and the compulsory question. All questions will carry equal marks.

Unit	Topics	Contact Hours
I	Introduction to marketing research: concept, classification and marketing research process; Defining the marketing research problem and developing an approach; Marketing research design: exploratory research, descriptive research and experimental research designs.	15
II	Measurement and scaling techniques; Sampling design: sampling techniques, sample size determination; Marketing research tools and methods through SPSS: conjoint analysis, cluster analysis, factor analysis, correlation and regression; Report preparation and presentation.	20
III	Introduction to marketing analytics: definition, need and Scope of marketing analytic; Marketing Analytics Vs Marketing Research; Levels in marketing analytics; Adoption and application of marketing analytics;	15

	MS Excel as a tool for conduction of marketing analytics; Using MS Excel to organize and summarize marketing data: creation of pivot tables and organizing data.	
IV	Summarizing Revenue Data: Month-wise and Product-wise; slicing & dicing of data: pareto principle, report filters and slicers; Demographic analysis: analyzing sales data by age, gender, income and location construction of crosstabs of two demographic variable; Using GETPIVOT Function for Pulling Data; Adding Data Labels and Data Tables.	10
Total Contact Hours		60
Suggested Evaluation Methods		
Internal Assessment: 30		End Term Examination: 70
➤ Theory	30	➤ Theory: 70
• Class Participation:	5	Written Examination
• Seminar/presentation/assignment/quiz/class test etc.:	10	
• Mid-Term Exam:	15	
Part C-Learning Resources		
Recommended Books/e-resources/LMS:		
<ul style="list-style-type: none"> • Cooper, Donald R and Pamela S Schindler, Marketing Research- Concepts and Cases, Tata McGraw Hill Publishing Company Limited, New Delhi. • Malhotra, Naresh K and S Dash, Marketing Research- An Applied Orientation, Pearson. • Seema Gupta & Avadhoot Jathar, Marketing Analytics, Wiley, 2021. • Wayne L. Winston, Marketing Analytics: Data Driven Techniques with Microsoft Excel, 2014. 		

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Part A - Introduction

Name of Programme	MBA		
Semester	III		
Name of the Course	Project Planning and Management		
Course Code	M24-MBA-326		
Course Type	DEC-6		
Level of the course	400-499		
Pre-requisite for the course (if any)			
Course Learning Outcomes (CLO) After completing this course, the learner will be able to:	<p>CLO 1: Understand the concepts of project management for planning to execution of projects.</p> <p>CLO 2: Comprehend the fundamentals of contract acquisition, administration, costing and the budgeting.</p> <p>CLO 3: Understand the feasibility analysis of project management and network analysis tools for cost and time estimation.</p> <p>CLO 4: Make them capable to analyze, apply and appreciate contemporary project management tools and methodologies</p>		
Credits	Theory	Tutorial	Total
	3	1	4
Teaching Hours per week	3	1	4
Internal Assessment Marks	30	0	30
End Term Exam Marks	70	0	70
Max. Marks	100	0	100
Examination Time	3 hours		

Part B- Contents of the Course

Instructions for Paper- Setter: The examiner will set 9 questions asking two questions from each unit and one compulsory question by taking course learning outcomes (CLOs) into consideration. The compulsory question (Question No. 1) will consist at least 4 parts covering entire syllabus. The examinee will be required to attempt 5 questions, selecting one question from each unit and the compulsory question. All questions will carry equal marks.

Unit	Topics	Contact Hours
I	Theoretical foundations for capital expenditure decisions, Project ideation and idea generation, Screening of Project Idea. Feasibility study, Market and demand analysis. Technical analysis, financial estimation and projections.	15
II	Financing of Projects: Investment criteria, term financing and consortium lending, sovereign funds, Venture capital and the PPP, BOT and TOT models. Project risk analysis: firm risk and market risk identification and estimation. Multiple Projects: Cash flow estimation, risk mitigation and constraints.	15
III	Network Techniques for Project Management: critical review of PERT and CPM, Time-cost overruns and project review. Legal, tax and regulatory considerations.	15

IV	Social cost and benefit analysis (SCBA), Environment impact assessment and appraisal, Manpower planning and human aspects in project management.	15
Total Contact Hours		60
Suggested Evaluation Methods		
Internal Assessment: 30		End Term Examination: 70
➤ Theory	30	➤ Theory: 70
• Class Participation:	5	Written Examination
• Seminar/presentation/assignment/quiz/class test etc.:	10	
• Mid-Term Exam:	15	
Part C-Learning Resources		
Recommended Books/e-resources/LMS:		
<ol style="list-style-type: none"> Chandra, Prasanna: Projects : Preparation, Appraisal, Budgeting and Implementation, 3rd ed., New Delhi, Tata McGraw Hill, 1987. Kerzner, H. (2017). <i>Project Management: A Systems Approach to Planning, Scheduling, and Controlling</i> (12th ed.). Wiley. Horine, G. M. (2022). <i>Project Management Absolute Beginner's Guide</i> (5th ed.). Pearson Education. Anbanandam, R., Meredith, J. R., & Shafer, S. M. (2023). <i>Project Management: A Managerial Approach</i> (11th ed., Indian Adaptation). Wiley India. 		

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Part A - Introduction

Name of Programme	MBA		
Semester	III		
Name of the Course	Human Resource Metrics and Analytics		
Course Code	M24-MBA-336		
Course Type	DEC - 6		
Level of the course	400-499		
Pre-requisite for the course (if any)			
Course Learning Outcomes (CLO)	<p>After completing this course, the learner will be able to:</p> <p>CLO 1: Develop an understanding of the concept of HR Analytics, HR Metrics, HR Scorecard, and HR Benchmarking.</p> <p>CLO 2: Acquaint with various applications of HR Analytics in business decisions</p> <p>CLO 3: Explain the various HR analytical frameworks, HR Models, HR Data and its governance</p> <p>CLO 4: Describe the usage of predictive analytical techniques in HR decision optimizations</p>		
Credits	Theory	Tutorial	Total
	3	1	4
Teaching Hours per week	3	1	4
Internal Assessment Marks	30	0	30
End Term Exam Marks	70	0	70
Max. Marks	100	0	100
Examination Time	3 hours		

Part B- Contents of the Course

Instructions for Paper- Setter: The examiner will set 9 questions asking two questions from each unit and one compulsory question by taking course learning outcomes (CLOs) into consideration. The compulsory question (Question No. 1) will consist at least 4 parts covering entire syllabus. The examinee will be required to attempt 5 questions, selecting one question from each unit and the compulsory question. All questions will carry equal marks.

Unit	Topics	Contact Hours
I	Introduction to HR Analytics: Concept, Perspectives, Evolution. Need of HR Analytics, Changing HR Dynamics. Application of HR Analytics. HR Metrics (<i>Workforce Planning Metrics, Recruitment Metrics, Optimizing Selection and Promotion Decisions, Training & Development Metrics, Compensation & Benefits Metrics, Employee Relations & Retention Metrics.</i>). HR Scorecard. HR Benchmarking	15
II	Preparation for HR Analytics: Identify the Purpose/Aims and Scope of Analytics, Devise Methodology for using it, preparing for an analytics Unit, Developing an Analytics Culture in business organizations. Pre-requisites of HR Analytics: Engaging with Stakeholders, Coaches, Technological Know-how, Build Analytics Team, Involvement of Consultant and Coaches. Developing HR Analytics Culture: Importance of Leadership; Overcoming Resistance to HR Analytics; Communicate with Storytelling and Visualization.	15
III	Tools for HR Analytics: Technology Options (<i>On-Premise or Cloud Based</i>), Software as a Service (<i>SaaS</i>). Components of Analytic Technology (<i>HRIS, HR data warehouse, Reporting Technology, Statistical Analysis & Machine</i>	15

	<p><i>Learning Technology, Visualization Technology such as Power BI, Tableau, Cognitive Technology)</i></p> <p>Data Collection: Source of Data, Common Data Challenges and Solutions, Tidying the Data</p> <p>HR Analytics Modelling: Details of Analytics Design Framework, Data Analysis Question Types, Building Models, Supervised and Unsupervised Learning Methods.</p>	
IV	<p>Applications: Case Studies on Applications of HR Analytics in the areas of Diversity, Employee Attitude Surveys/Workforce Perceptions, Employee Engagement, Prediction of Employee Turnover, Predicting Employee performance, Recruitment and Selection Analytics, Monitoring the Impact of Interventions:</p> <p>Predictive Modelling Scenarios and Business Cases.</p> <p>Future of HR Analytics: New Opportunities & Challenges, Emerging Data Sources, and Evolving Technology such as Artificial Intelligence</p>	15
Total Contact Hours		60
Suggested Evaluation Methods		
Internal Assessment: 30		End Term Examination: 70
➤ Theory	30	➤ Theory: 70
• Class Participation:	5	Written Examination
• Seminar/presentation/assignment/quiz/class test etc.:	10	
• Mid-Term Exam:	15	
Part C-Learning Resources		
Recommended Books/e-resources/LMS:		
<ul style="list-style-type: none"> • Bassi, L., McMurrer, D., & Christensen, M. (2012). HR analytics handbook. McBassi & Company. • Bhattacharyya, Dipak Kumar (2023). HR Analytics: Understanding Theories and Applications (2nd Edition). Wiley India • Diez, Fermin, Bussin, M. & Lee, V. (2020) Fundamentals of HR Analytics: A Manual on Becoming HR Analytical, Emerald Publishing • Edwards M. R, Edwards, K. and Jang, D. (2024) Predictive HR Analytics: Mastering the HR Metric(3rd Edition), Kogan Page • Edwards, M. R., & Edwards, K. (2016). Predictive HR analytics: Mastering the HR metric. Kogan Page. • Fitz-enz, J. (2010). The new HR analytics: Predicting the economic value of your company's human capital investments. AMACOM. • Fitz-enz, J., & Mattox, J. R. (2014). Predictive analytics for human resources. Wiley. • HR Analytics: The What, Why and How, Tracey Smith. WILEY & SAS Business) • Pease, G., Beresford, B., & Walker, L. (2014). Optimizing talent with HR analytics: Advanced strategies for predicting and improving performance. Wiley. • Sesil, J. C. (2020). Applying advanced analytics to HR management decisions: Methods for improving workforce planning and resource allocation. Palgrave Macmillan. • Soundararajan, Ramesh & Singh, Kuldeep (2023) Winning On HR Analytics: Leveraging Data for Competitive Advantage. Atlantic Publishers • Uppal, Nishant (2020) Human Resource Analytics. Pearson Education India. • Marr, B. (2018). Data-driven HR: How to use analytics and metrics to drive performance. Kogan Page. • Guenole, N., Ferrar, J., & Feinzig, S. (2017). The power of people: How successful organizations use workforce analytics to improve business performance. FT Press. • Human resource analytics: Strategic decision making by Nishant Uppal, Pearson. 		

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Part A - Introduction

Name of Programme	MBA		
Semester	III		
Name of the Course	DATA ANALYTICS USING R		
Course Code	M24-MBA-346		
Course Type	DEC-6		
Level of the course	400-499		
Pre-requisite for the course (if any)			
Course Learning Outcomes (CLO) After completing this course, the learner will be able to:	<p>CLO 1: Learn the basics of R programming including installation, package handling, data types, and working with data and databases.</p> <p>CLO 2: Understand how to explore and describe data using data frames, summary functions, and regression techniques in R.</p> <p>CLO 3: Apply decision trees, time series analysis, and clustering methods in R to uncover patterns and trends in data.</p> <p>CLO 4: Analyze association rules, perform text mining, and explore parallel computing techniques using R packages.</p>		
Credits	Theory	Tutorial	Total
	3	1	4
Teaching Hours per week	3	1	4
Internal Assessment Marks	30	0	30
End Term Exam Marks	70	0	70
Max. Marks	100	0	100
Examination Time	3 hours		

Part B-Contents of the Course

Instructions for Paper- Setter: The examiner will set 9 questions asking two questions from each unit and one compulsory question by taking course learning outcomes (CLOs) into consideration. The compulsory question (Question No. 1) will consist at least 4 parts covering entire syllabus. The examinee will be required to attempt 5 questions, selecting one question from each unit and the compulsory question. All questions will carry equal marks.

Unit	Topics	Contact Hours
I	Introduction to R: Introduction, Downloading and Installing R, IDEs and Text Editors, Handling packages in R; Getting started with R: Working with Directory, Data types in R, Few commands for data exploration; Loading and Handling Data in R: Expressions, variables and functions, Vectors, Matrices, Factors, List, Methods for reading data, Using R with database and business intelligence systems.	15
II	Exploring Data in R: Data frames, R functions for understanding data in data frames, Load data frames, Descriptive statistics; Linear Regression using R: Introduction, Model fitting, Assumptions of Linear regression;	15

	Logistic Regression: Basic concepts of logistic regression, Binary logistic regression, Multinomial logistic regression.	
III	Decision tree: Introduction, Decision tree representation in R, Appropriate problems for decision tree learning; Times series in R: Basic concepts of times series data, Reading times series data, plotting times series data, Decomposing time series data; Clustering: Basic concepts of clustering, Hierarchical clustering, k-means basics, CURE algorithm.	15
IV	Association Rules: Introduction, Association rule, Rule evaluation metrics, Brute-force approach, two-step approach, Apriori algorithm, Data structure overview; Text Mining: Introduction, Challenges in text mining, Text mining vs. data mining, Text mining in R; Parallel Computing with R: Key concepts of parallel computing, packages for parallel computing.	15
Total Contact Hours		60
Suggested Evaluation Methods		
Internal Assessment: 30		End Term Examination: 70
➤ Theory	30	➤ Theory: 70
• Class Participation:	5	Written Examination
• Seminar/presentation/assignment/quiz/class test etc.:	10	
• Mid-Term Exam:	15	
Part C-Learning Resources		
Recommended Books/e-resources/LMS:		
1. Acharya, S, Data Analytics using R, McGraw Hill Education.		
2. Kabacoff, RI, R in action: Data analysis and graphics with R, Manning Publications.		
3. Matloff, N, The art of R programming: A tour of statistical software design, No Starch Press.		
4. James, G, Witten, D, Hastie, T and Tibshirani, R, <i>An introduction to statistical learning with applications in R</i> , Springer.		
5. Wickham, H, and Grolemund, G, R for data science: Import, tidy, transform, visualize, and model data. O'Reilly Media.		

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Part A - Introduction

Name of Programme	MBA		
Semester	III		
Name of the Course	New Venture Creation and Management		
Course Code	M24-MBA-356		
Course Type	DEC - 6		
Level of the course	400-499		
Pre-requisite for the course (if any)			
Course Learning Outcomes (CLO) After completing this course, the learner will be able to:	CLO 1: Get basic understanding regarding the concept of creativity and innovation. CLO 2: Promote idea generation by learning the sources and techniques of ideas. CLO 3: Recognize Opportunity and map idea with opportunity. CLO 4: Get an insight regarding innovative strategies for business creation.		
Credits	Theory	Tutorial	Total
	3	1	4
Teaching Hours per week	3	1	4
Internal Assessment Marks	30	0	30
End Term Exam Marks	70	0	70
Max. Marks	100	0	100
Examination Time	3 hours		

Part B- Contents of the Course

Instructions for Paper- Setter: The examiner will set 9 questions asking two questions from each unit and one compulsory question by taking course learning outcomes (CLOs) into consideration. The compulsory question (Question No. 1) will consist at least 4 parts covering entire syllabus. The examinee will be required to attempt 5 questions, selecting one question from each unit and the compulsory question. All questions will carry equal marks.

Unit	Topics	Contact Hours
I	Nature and Dimensions of International Strategic Management. Domestic versus International Strategic Management, Functions of Interna Strategic Planning. Pre requisites and Complexities of International Strategy	15
II	Entrepreneurship Development in emerging markets: types of start-ups, entrepreneur as a career option, International entrepreneurship, role of educational institutions, Entrepreneurial leadership: leader Vs manager; principle centered leaders, entrepreneurial leadership and components, Creativity: concept, creativity and entrepreneurship, blocks to creativity, Unblocking Creative Potential ,characteristics of creative people, Creativity Techniques (Brainstorming; lateral Thinking; Forced Relationship.	15
III	Innovation: opportunity, creating, shaping, recognizing and seizing. Idea generation: sources & techniques of ideas. Idea to opportunity mapping: meaning, process, recognition, sources of opportunity; business opportunities with specific reference to Indian economy.	15

IV	Assessing business potential of an idea; steps involved in tapping opportunity, Strategies for Innovation. Creativity in start-ups: case studies and Business plan presentation.	15
Total Contact Hours		60
Suggested Evaluation Methods		
Internal Assessment: 30		End Term Examination: 70
➤ Theory	30	➤ Theory: 70
• Class Participation:	5	Written Examination
• Seminar/presentation/assignment/quiz/class test etc.:	10	
• Mid-Term Exam:	15	
Part C-Learning Resources		
<p>1. Kumar, Arya (2012). Entrepreneurship: Creating and Leading an entrepreneurial Organization. Pearson, India.</p> <p>2. Timmons, Jeffrey A and Spinelli, Stephen (2007), New Venture Creation: Entrepreneur for the 21st century, McGraw Hill, seventh edition, New Delhi.</p> <p>3. Sahay A., A. Nirjar (2006), Entrepreneurship: Education, Theory and Practice, Excel Books, New Delhi.</p> <p>4. Zenas Block and Ian C Macmillan, Corporate Venturing, Harvard Business School Press, Boston.</p>		

Session: 2024-25**Part A - Introduction**

Name of Programme	MBA		
Semester	III		
Name of the Course	International Logistics		
Course Code	M24-MBA-366		
Course Type	DEC - 6		
Level of the course	400-499		
Pre-requisite for the course (if any)			
Course Learning Outcomes (CLO) After completing this course, the learner will be able to:	<p>CLO 1: Develop an understanding of the key concepts applied in global logistics and supply chain management.</p> <p>CLO 2: Elucidate the use of IT, inventory management systems, to improve the efficiency of supply chain management.</p> <p>CLO 3: Learn about shipping, multimodal transportation and CONCOR and role of intermediaries in international logistics system.</p> <p>CLO 4: Understand the inventory controls methods and logistics calculation methods.</p>		
Credits	Theory	Tutorial	Total
	3	1	4
Teaching Hours per week	3	1	4
Internal Assessment Marks	30	0	30
End Term Exam Marks	70	0	70
Max. Marks	100	0	100
Examination Time	3 hours		

Part B-Contents of the Course

Instructions for Paper- Setter: The examiner will set 9 questions asking two questions from each unit and one compulsory question by taking course learning outcomes (CLOs) into consideration. The compulsory question (Question No. 1) will consist at least 4 parts covering entire syllabus. The examinee will be required to attempt 5 questions, selecting one question from each unit and the compulsory question. All questions will carry equal marks.

Unit	Topics	Contact Hours
I	Marketing Logistics: Concept, Objective and Scope, System Elements–Relevance of logistics in International Marketing, International supply chain management and Logistics. Role of IT in logistics Transportation activity- Internal transportation, Inter-state goods movement. Concept of customer service.	15
II	General Structure of Shipping, Characteristics, Linear and Tramp Operations, Code of Conduct for Linear Conference, Freight Structure and Practices, Chartering Principles and Practices	15
III	Developments in Ocean Transportation- Containerization, CFS and ICD, Dry Ports, Multi-Modal Transportation and CONCOR, Role of Intermediaries Including Freight Booking, Shipping Agents, C & F Agents, Ship Owner and Ship Consultation Arrangements, International Air transport: International Set up for Air Transport,	15

	Freight Rates, India's Export and Import by Air- Problems and Prospects, Port System and Sub-System: Port Organization and Management, Responsibilities of Port Trust: Growth and Status of Ports in India, Carriage of Goods-Legal Aspect.	
IV	Inventory Control and Warehousing: Inventory Management- Concepts and Application to International Marketing, Significance and Types of Warehousing Facilities, Total Cost Approach to Logistics	15
Total Contact Hours		60
Suggested Evaluation Methods		
Internal Assessment: 30		End Term Examination: 70
➤ Theory	30	➤ Theory: 70
• Class Participation:	5	Written Examination
• Seminar/presentation/assignment/quiz/class test etc.:	10	
• Mid-Term Exam:	15	
PartC-Learning Resources		
Recommended Books/e-resources/LMS:		
1. Annual reports of CONCOR.		
2. Khanna, K.K., Physical Distribution, Himalaya Publishing, Delhi		
3. Lambert, D et al, Strategic logistics Management, Tata Mc Graw Hill, New Delhi		
4. Desai, H.P., Indian Shipping Perspectives, Anupam Publication, Delhi. Annual Reports INSA.		

Session: 2024-25**Part A - Introduction**

Name of Programme	MBA		
Semester	III		
Name of the Course	ENTREPRENEURSHIP AND STARTUP MANAGEMENT		
Course Code	M24-OEC-350		
Course Type	OEC		
Level of the course	400-499		
Pre-requisite for the course (if any)			
Course Learning Outcomes (CLO) After completing this course, the learner will be able to:	<p>CLO 1: Assess available entrepreneurial opportunities.</p> <p>CLO 2: Understand the dynamics entrepreneurship</p> <p>CLO 3: Assess entrepreneurial infrastructure and institutional support available for the same in India.</p> <p>CLO 4: Understand Indian Startup Ecosystem.</p>		
Credits	Theory	Tutorial	Total
	2	0	2
Teaching Hours per week	2	0	2
Internal Assessment Marks	15	0	15
End Term Exam Marks	35	0	35
Max. Marks	50	0	50
Examination Time	3 hours		

Part B- Contents of the Course

Instructions for Paper- Setter: The examiner will set 9 questions asking two questions from each unit and one compulsory question by taking course learning outcomes (CLOs) into consideration. The compulsory question (Question No. 1) will consist at least 4 parts covering entire syllabus. The examinee will be required to attempt 5 questions, selecting one question from each unit and the compulsory question. All questions will carry equal marks.

Unit	Topics	Contact Hours
I	Entrepreneurship v/ s Intrapreneurship. The entrepreneurial mindset, attributes, attitudes and behaviour. Entrepreneurial Myths and Realities. Rural, social and women entrepreneurship in India.	7
II	Analysis of entrepreneurial environment and formulation of a comprehensive entrepreneurial business plan. Formulating a Marketing, HRM and Financial Plan for an entrepreneurial business.	8
III	Startup Culture in India. Recent initiatives for Startup Promotion in India. Startup Initiation Process and Formalities.	7
IV	4 case studies of successful startups in India and 4 of startup failures clearly identifying underlying reasons.	8
Total Contact Hours		30

Suggested Evaluation Methods			
Internal Assessment: 15		End Term Examination: 35	
> Theory	15	> Theory:	35
• Class Participation:	2.5	Written Examination	
• Seminar/presentation/assignment/quiz/class test etc.:	5		
• Mid-Term Exam:	7.5		
Part C-Learning Resources			
Recommended Books/e-resources/LMS:			
1. Kumar, Arya, Entrepreneurship, Pearson Education.			
2. Greene, Cynthia, Entrepreneurship, Cengage Learning.			
3. Wickham, P, Strategic Entrepreneurship, Pitman.			
4. Shukla, MB, Entrepreneurship and Small Business Management, Kitab Mahal.			
5. Sahay, Nirjar, Entrepreneurship: Education, Theory and Practice, Excel Books.			

Session: 2024-25**Part A - Introduction**

Name of Programme	MBA		
Semester	IV		
Name of the Course	CORPORATE SOCIAL RESPONSIBILITY AND SUSTAINABILITY		
Course Code	M24-MBA-401		
Course Type	CC-13		
Level of the course	400-499		
Pre-requisite for the course (if any)			
Course Learning Outcomes (CLO) After completing this course, the learner will be able to:	<p>CLO 1: Understand the role of CSR in corporate settings</p> <p>CLO 2: Understand boundaries governing CSR.</p> <p>CLO 3: Understand corporate governance and future innovative practices in this regard.</p> <p>CLO 4: Understand how to frame future sustainable corporate strategies.</p>		
Credits	Theory	Tutorial	Total
	3	1	4
Teaching Hours per week	3	1	4
Internal Assessment Marks	30	0	30
End Term Exam Marks	70	0	70
Max. Marks	100	0	100
Examination Time	3 hours		

Part B- Contents of the Course

Instructions for Paper- Setter: The examiner will set 9 questions asking two questions from each unit and one compulsory question by taking course learning outcomes (CLOs) into consideration. The compulsory question (Question No. 1) will consist at least 4 parts covering entire syllabus. The examinee will be required to attempt 5 questions, selecting one question from each unit and the compulsory question. All questions will carry equal marks.

Unit	Topics	Contact Hours
I	CSR- Meaning, evolution and theoretical perspectives. Scope, mandate and legal framework governing CSR in India. CSR strategies and implementation of these. Concept of Corporate Citizenship.	15
II	Corporate Governance- Evolution and significance in modern times. Regulation, structure, diversity and development of Boards. Business failures and corporate governance. Innovative practices in and future outlook of corporate governance.	15
III	Corporate Sustainability- Meaning, nature and scope. Interlinking CSR and Corporate Sustainability. Various terminologies relating to corporate sustainability. Triple Bottom Line. Sustainability Indices and Reporting.	15
IV	Reporting frameworks in corporate sustainability. Global Reporting Initiative Guidelines and National Voluntary Guidelines on Social, Environmental and Economic Responsibilities of Business. International Sustainability Standards.	15
Total Contact Hours		60

Suggested Evaluation Methods			
Internal Assessment: 30		End Term Examination: 70	
➤ Theory	30	➤ Theory:	70
• Class Participation:	5	Written Examination	
• Seminar/presentation/assignment/quiz/class test etc.:	10		
• Mid-Term Exam:	15		
Part C-Learning Resources			
Recommended Books/e-resources/LMS:			
1. Cannon, Tom, Corporate Responsibility: Governance, Compliance and Ethics in a Sustainable Environment, Pearson Education.			
2. Samuel & Celine, Theory and Practice of Corporate Social Responsibility, Springer.			
3. Mandal, BL, Corporate Social Responsibility in India, Global Vision Publishing House.			
4. Ray, S and S Siva Raju, Implementing Corporate Social Responsibility, Springer.			
5. Aluchana, M, Samuel, The Dynamics of Corporate Social Responsibility, Springer.			

Session: 2024-25			
Part A - Introduction			
Name of Programme	MBA		
Semester	IV		
Name of the Course	AI APPLICATIONS IN BUSINESS		
Course Code	M24-MBA-402		
Course Type	CC-14		
Level of the course	400-499		
Pre-requisite for the course (if any)			
Course Learning Outcomes (CLO) After completing this course, the learner will be able to:	CLO 1: To understand the role of AI in business decision making CLO 2: To gain knowledge on AI based business analytics. CLO 3: To explore challenges in AI Adoption in business. CLO 4: To comprehend AI technologies and transformative business.		
Credits	Theory	Tutorial	Total
	3	1	4
Teaching Hours per week	3	1	4
Internal Assessment Marks	30	0	30
End Term Exam Marks	70	0	70
Max. Marks	100	0	100
Examination Time	3 hours		
Part B- Contents of the Course			
<p>Instructions for Paper- Setter: The examiner will set 9 questions asking two questions from each unit and one compulsory question by taking course learning outcomes (CLOs) into consideration. The compulsory question (Question No. 1) will consist at least 4 parts covering entire syllabus. The examinee will be required to attempt 5 questions, selecting one question from each unit and the compulsory question. All questions will carry equal marks.</p>			
Unit	Topics		Contact Hours
I	Artificial Intelligence and Machine Learning- Meaning and significance in modern day businesses. AI Adoption in Businesses- Various strategies and challenges. Emerging Trends and Future of AI in corporate world.		15
II	Applications of AI in Marketing and Advertising. Prominent AI tools available for marketers and advertisers.		15
III	Applications of AI in Human Resource Management. Prominent AI tools available for Management of Human Resources. Intelligent Business Processes for Leadership and Change Management in Organisations.		15
IV	Applications of AI in Finance Function of Organisations. Prominent AI tools available for Finance Managers in corporate world.		15
Total Contact Hours			60

Suggested Evaluation Methods			
Internal Assessment: 30		End Term Examination: 70	
➤ Theory	30	➤ Theory:	70
• Class Participation:	5	Written Examination	
• Seminar/presentation/assignment/quiz/class test etc.:	10		
• Mid-Term Exam:	15		
Part C-Learning Resources			
Recommended Books/e-resources/LMS:			
1. Bhuvan Unhelkar and Tad Gonsalves, Artificial Intelligence for Business Optimisation- Research and Applications, CRC Press, Taylor and Francis.			
2. Paul Roetzer, Marketing Artificial Intelligence- AI, Marketing and the Future of Business, BenBella Books.			
3. Panda, Mishra, Balamurli and Ahmed, Artificial and Machine Learning in Business Management- Concepts, Challenges and Case Studies, CRC Press, Taylor and Francis.			
4. www.ibm.com/artificial-intelligence-business .			
5. www.openai.com/business .			

Session: 2024-25			
Part A - Introduction			
Name of Programme	MBA		
Semester	IV		
Name of the Course	SERVICE MARKETING		
Course Code	M24-MBA-413		
Course Type	DEC-7		
Level of the course	400-499		
Pre-requisite for the course (if any)			
Course Learning Outcomes (CLO) After completing this course, the learner will be able to:	<p>CLO 1: Get insights on service marketing ecosystem.</p> <p>CLO 2: Comprehend different orientation required for marketing of services.</p> <p>CLO 3: Understand how to assess service quality using various approaches.</p> <p>CLO 4: Comprehend various tools required for a holistic approach to marketing of services.</p>		
Credits	Theory	Tutorial	Total
	3	1	4
Teaching Hours per week	3	1	4
Internal Assessment Marks	30	0	30
End Term Exam Marks	70	0	70
Max. Marks	100	0	100
Examination Time	3 hours		
Part B- Contents of the Course			
<p><u>Instructions for Paper- Setter:</u> The examiner will set 9 questions asking two questions from each unit and one compulsory question by taking course learning outcomes (CLOs) into consideration. The compulsory question (Question No. 1) will consist at least 4 parts covering entire syllabus. The examinee will be required to attempt 5 questions, selecting one question from each unit and the compulsory question. All questions will carry equal marks.</p>			
Unit	Topics		Contact Hours
I	Services and Indian Economy- Contribution of service sector in the Indian Economy with latest trends. Reasons for the growth of service sector in India. Unique Characteristics of services and resultant problems associated with their marketing and remedies.		15
II	Service Marketing Mix Service Quality- Concept, SERVQUAL Model, GAP Model. Service Productivity- Concept and ways to enhance the same. Relationship between service quality and service productivity.		15
III	Service Management Triangle- Internal Marketing, External Marketing, Interactive Marketing and relationship among these. Service Profit Chain. Service Marketing Environment.		15
IV	Service Differentiation and Positioning. Service Recovery- Meaning, Significance and Strategies. Relationship Marketing- Meaning, Benefits, Relationship bonds.		15
Total Contact Hours			60

Suggested Evaluation Methods			
Internal Assessment: 30		End Term Examination: 70	
➤ Theory	30	➤ Theory:	70
• Class Participation:	5	Written Examination	
• Seminar/presentation/assignment/quiz/class test etc.:	10		
• Mid-Term Exam:	15		
Part C-Learning Resources			
Recommended Books/e-resources/LMS:			
1. Zeithmal, V.A, D.D Gremler, M.J Bitner and A Pandit, Services Marketing, Tata McGraw Hill.			
2. Lovelock, Christopher, Services Marketing, Pearson education.			
3. Hoffman, K.D and JEG Bateson, Marketing of Services, Cengage Learning.			
4. Woodruff, H.E, Services Marketing, Longman Group.			
5. Payne, D, The Essence of Service Marketing, Prentice Hall of India.			
6. Verma, Harsh V, Services Marketing- Text and Cases, Pearson Education.			
7. Harvard Business Review.			
8. Journal of Services Marketing, Emerald Publications.			

Session: 2024-25			
Part A - Introduction			
Name of Programme	MBA		
Semester	IV		
Name of the Course	Foreign Exchange Management		
Course Code	M24-MBA-423		
Course Type	DEC - 7		
Level of the course	400-499		
Pre-requisite for the course (if any)			
Course Learning Outcomes (CLO) After completing this course, the learner will be able to:	<p>CLO 1: Demonstrate an understanding of foreign exchange trading, settlement processes, exchange rate mechanisms, and associated risk management strategies.</p> <p>CLO 2: Understand fundamental concepts and principles related to international financial flows.</p> <p>CLO 3: Apply risk management tools and techniques to hedge against foreign exchange risk.</p> <p>CLO 4: Analyze the practices and regulatory framework of foreign exchange management in India.</p>		
Credits	Theory	Tutorial	Total
	3	1	4
Teaching Hours per week	3	1	4
Internal Assessment Marks	30	0	30
End Term Exam Marks	70	0	70
Max. Marks	100	0	100
Examination Time	3 hours		
Part B- Contents of the Course			
Instructions for Paper- Setter: The examiner will set 9 questions asking two questions from each unit and one compulsory question by taking course learning outcomes (CLOs) into consideration. The compulsory question (Question No. 1) will consist at least 4 parts covering entire syllabus. The examinee will be required to attempt 5 questions, selecting one question from each unit and the compulsory question. All questions will carry equal marks.			
Unit	Topics		Contact Hours
I	International Monetary Systems: Bretton Woods institutions and forex market structure and participants. Foreign exchange quotations: Direct and indirect. Convertibility of Rupee, current account convertibility and capital account convertibility.		15
II	Exchange rate: meaning, Spread, official and free market rates, cross currency rates, forward rates. Exchange rates determination theories, factors affecting exchange rate determination, flexible vs. fixed exchange rates, Liquidity and exchange rate stabilization policies, Relation between the interest rate, inflation and exchange rates: Fisher effect.		15

III	Foreign Exchange Risk and Exposure: Techniques for the Measurement and Management of Currency Risk and Exposure, parameters and constraints of Exposure Management. Forecasting Exchange Rates: Techniques of forecasting Exchange Rates.	15
IV	Tax treatment of Foreign Exchange gains and losses. Foreign Exchange Control in India, RBI guidelines, Salient features of FEMA.	15
Total Contact Hours		60
Suggested Evaluation Methods		
Internal Assessment: 30		End Term Examination: 70
➤ Theory	30	➤ Theory: 70
• Class Participation:	5	Written Examination
• Seminar/presentation/assignment/quiz/class test etc.:	10	
• Mid-Term Exam:	15	
Part C-Learning Resources		
Recommended Books/e-resources/LMS:		
<ol style="list-style-type: none"> 1. Shapiro, Alan C.: Multinational Financial Management, PHI., New Delhi. 2. Apte P.G.: International Financial Management, TMH, New Delhi. 3. Saran (V): International Financial Management, PHI. New Delhi 4. Chaudhary, B.K.: Financing of Foreign Trade and Foreign Exchange. 		

Session: 2024-25			
Part A - Introduction			
Name of Programme	MBA		
Semester	IV		
Name of the Course	Change Management and Organisational Development		
Course Code	M24-MBA-433		
Course Type	DEC - 7		
Level of the course	400-499		
Pre-requisite for the course (if any)			
Course Learning Outcomes (CLO) After completing this course, the learner will be able to:	<ul style="list-style-type: none"> • CLO 1: To analyze the relevance of Change with Organizational Culture • CLO 2: To recognize change communication and resistance to change through Change Management models • CLO 3: To understand the role of leader/ manager in change management. • CLO 4: To familiarise the Concepts and Interventions of OD 		
Credits	Theory	Tutorial	Total
	3	1	4
Teaching Hours per week	3	1	4
Internal Assessment Marks	30	0	30
End Term Exam Marks	70	0	70
Max. Marks	100	0	100
Examination Time	3 hours		
Part B- Contents of the Course			
<p>Instructions for Paper- Setter: The examiner will set 9 questions asking two questions from each unit and one compulsory question by taking course learning outcomes (CLOs) into consideration. The compulsory question (Question No. 1) will consist at least 4 parts covering entire syllabus. The examinee will be required to attempt 5 questions, selecting one question from each unit and the compulsory question. All questions will carry equal marks.</p>			
Unit	Topics		Contact Hours
I	Organization Change: Nature and Need for change, Types of Change, Factors causing change, Sources of Resistance to change- Individual, organizational sources, Impact of change on people, dealing with resistance to change, Change Agents, Communication in managing change, Organisational Problem Diagnosis- The Process of Diagnostic Cycle.		15
II	Change Management Models & Techniques- Lewin's Three Step Model, Mc Kinsey 7S Model, Kotter's Model, Burke-Litwin Model, Work Redesign Model, ADKAR Model, Bridge's Transition Model and Grief Mode; The leadership of Organisational Change Management; Organisational Conflicts and Change Management		15
III	Organizational Development: Concept, Nature, Scope & Assumptions, Characteristics & Techniques, Steps involved in Organizational Development; Role of Managers; Factors affecting		15

	Organizational Development; Ethical Standards in OD, Future of Organizational Development	
IV	Organizational Development Interventions: Human Process Interventions, Structure and Technological Interventions, Strategy Interventions, Sensitivity Training, Survey Feedback, Process Consultation, Team Building, Inter-group Interventions; Assessment of OD Implementation; Issues in Consultant - Client Relationship; Learning Organisations.	15
Total Contact Hours		60
Suggested Evaluation Methods		
Internal Assessment: 30		End Term Examination: 70
➤ Theory	30	➤ Theory: 70
• Class Participation:	5	Written Examination
• Seminar/presentation/assignment/quiz/class test etc.:	10	
• Mid-Term Exam:	15	
Part C-Learning Resources		
Recommended Books/e-resources/LMS:		
<ol style="list-style-type: none"> Cummings, T. G., & Worley, C. G. (2022). Organization development and change (12th ed.). Cengage Learning. French, W. L., Bell, C. H., & Vohra, V. (2006). Organization development: Behavioral science interventions for organization improvement (6th ed.). Pearson Education. Burke, W. W. (2018). Organization change: Theory and practice (5th ed.). SAGE Publications. Cameron, E., & Green, M. (2020). Making sense of change management: A complete guide to the models, tools and techniques of organizational change (5th ed.). Kogan Page. Schein, E. H. (2010). Organizational culture and leadership (4th ed.). Jossey-Bass. Kotter, J. P. (2012). Leading change. Harvard Business Review Press. Hiatt, J. (2006). ADKAR: A model for change in business, government, and our community. Prosci Learning Center Publications. T. Larkin and Sandar Larkin, Communicating Change: Winning Employee Support for New Business Goals, RR Donnelly Press (1994) Bhattacharyya Dipak (2011): Organizational Change and Development, Oxford University Press, New Delhi. Kondalkar, Organization Effectiveness and Change Management, PHI Learning, New Delhi, 2009 Kavita Singh. (2020). Organization change and development (2nd ed.). Excel Books. Rao, T. V. (2010). OD interventions: Instruments for human resource development. SAGE Publications India. Pareek, U. (2002). Understanding organizational behaviour. Oxford University Press. Prasad, L. M. (2022). Organizational change and development. Sultan Chand & Sons. Sahni, S. (2016). Managing organizational change. Vikas Publishing House. Dharani, B. (2015). Organisational development and change. Himalaya Publishing House. Tripathi, P. C. (2014). Organizational development and change. McGraw-Hill Education India. 		

Session: 2024-25			
Part A - Introduction			
Name of Programme	MBA		
Semester	IV		
Name of the Course	IOT AND BIG DATA		
Course Code	M24-MBA-443		
CourseType	DEC - 7		
Level of the course	400-499		
Pre-requisite for the course (if any)			
Course Learning Outcomes (CLO) After completing this course, the learner will be able to:	CLO 1: Understand the Internet Connectivity Principles. CLO 2: Learn the process of Data Acquiring, Organizing and Analytics in IOT. CLO 3: Learn the Prototyping the Embedded Devices for IOT. CLO 4: Know about the various Business Models.		
Credits	Theory	Tutorial	Total
	3	1	4
Teaching Hours per week	3	1	4
Internal Assessment Marks	30	0	30
End Term Exam Marks	70	0	70
Max. Marks	100	0	100
Examination Time	3 hours		
Part B-Contents of the Course			
Instructions for Paper- Setter: The examiner will set 9 questions asking two questions from each unit and one compulsory question by taking course learning outcomes (CLOs) into consideration. The compulsory question (Question No. 1) will consist at least 4 parts covering entire syllabus. The examinee will be required to attempt 5 questions; selecting one question from each unit and the compulsory question. All questions will carry equal marks.			
Unit	Topics		Contact Hours
I	The Internet of Things: An Overview, Design Principles for Connected Devices; Design Principles for the Web Connectivity for connected-Devices. Internet Connectivity Principles.		10
II	Data Acquiring, Organizing and Analytics in IoT/M2M Applications/ Services/Business Processes. Data Collection, Storage and Computing Using a Cloud Platform for IoT/M2M Applications/Services, Sensors, Actuators, Radio Frequency Identification, Wireless Sensor Networks and Participatory Sensing Technology,		15
III	Prototyping the Embedded Devices for IoTs and Prototyping Devices, Gateways, Internet and Web/Cloud Services Software Components. Internet of Things Privacy, Security and Governance, Business Models and IoT Project Case Studies		15
IV	BIG DATA: Wholeness of Big Data, Big Data Sources and Applications, Big Data Architectures, Distributed Computing using Hadoop, Parallel Processing with MapReduce, No SQL Databases, Stream Processing with Spark, Ingesting Data, Cloud Computing, Web Log Analyzer Application Case Study, Data Mining Primer, Big Data Programming Primer		20
Total Contact Hours			60
Suggested Evaluation Methods			

Internal Assessment: 30		End Term Examination: 70	
➤ Theory	30	➤ Theory:	70
• Class Participation:	5	Written Examination	
• Seminar/presentation/assignment/quiz/class test etc.:	10		
• Mid-Term Exam:	15		

Part C-Learning Resources

Recommended Books/e-resources/LMS:

1. Raj Kamal, Internet of Things, McGraw Hill Education.
2. Anil Maheshwari, Big Data, McGraw Hill Education.
3. Arshdeep Bahga & Vijay Madisetti: Internet of Things -A Hands-on Approach (University Press)
4. Indresh & Kannadasan, Fundamentals of IoT and Big data, Scientific International Publishing House.
5. Sudip Misra & Anandarup Mukherjee, Introduction to IoT, Cambridge University Press
6. Seema Acharya, Subhashini Chrlappan, Big Data and Analytics, Wiley Publishing
7. Kai Hwang, Min Chen, Big-Data Analytics for Cloud, Iot and Cognitive Computing, Wiley Publishing

Session: 2024-25			
Part A - Introduction			
Name of Programme	MBA		
Semester	IV		
Name of the Course	Enterprise appraisal and financing		
Course Code	M24-MBA-453		
Course Type	DEC - 7		
Level of the course	400-499		
Pre-requisite for the course (if any)			
Course Learning Outcomes (CLO)	After completing this course, the learner will be able to: CLO 1: Analyze and interpret enterprise performance using financial and non-financial indicators CLO2: Understand the financial needs and capital structure of different enterprises. CLO3: Understand the financial needs and capital structure of different enterprises. CLO4: Evaluate various financing options and their implications.		
Credits	Theory	Tutorial	Total
	3	1	4
Teaching Hours per week	3	1	4
Internal Assessment Marks	30	0	30
End Term Exam Marks	70	0	70
Max. Marks	100	0	100
Examination Time	3 hours		
Part B-Contents of the Course			
Instructions for Paper- Setter: The examiner will set 9 questions asking two questions from each unit and one compulsory question by taking course learning outcomes (CLOs) into consideration. The compulsory question (Question No. 1) will consist at least 4 parts covering entire syllabus. The examinee will be required to attempt 5 questions, selecting one question from each unit and the compulsory question. All questions will carry equal marks.			
Unit	Topics		Contact Hours
I	Introduction to Enterprise Appraisal and Financing Types of enterprises, purpose of appraisal, financing landscape, Financial Statement Analysis Income statement, balance sheet, cash flows, ratios		15
II	Appraisal of New Ventures Idea validation, feasibility studies, lean startup model and community development, Credit Appraisal by Financial Institutions Creditworthiness, project appraisal techniques funding Options for Enterprises Debt, equity, hybrid instruments		15
III	Venture Capital and Angel Investing Process, term sheets, negotiation, exit strategies		15

	Government Schemes and Institutional MSME schemes, SIDBI, credit guarantee Support schemes	
IV	Risk Management in Enterprise Financing Financial, operational, and market risks Ethical Considerations and Corporate Governance: Transparency, accountability, investor rights	
Total Contact Hours		60
Suggested Evaluation Methods		
Internal Assessment: 30		End Term Examination: 70
➤ Theory	30	➤ Theory: 70
• Class Participation:	5	Written Examination
• Seminar/presentation/assignment/quiz/class test etc.:	10	
• Mid-Term Exam:	15	
Part C-Learning Resources		
Recommended Books/e-resources/LMS:		
<ul style="list-style-type: none"> • Gupta, A. (2023). <i>Project appraisal and financing</i>. PHI Learning Pvt. Ltd..Ziegler, R. (2011). • Wu, D. D., & Olson, D. L. (2015). <i>Enterprise risk management in finance</i>. Houndmills, Basingstore, London: Palgrave Macmillan. 		

Session: 2024-25			
Part A - Introduction			
Name of Programme	MBA		
Semester	IV		
Name of the Course	Export-Import Procedures and Documentation		
Course Code	M24-MBA-463		
Course Type	DEC - 7		
Level of the course	400-499		
Pre-requisite for the course (if any)			
Course Learning Outcomes (CLO) After completing this course, the learner will be able to:	<p>CLO 1: Understand the trade procedure, documentation and ITC (HS) classification system. To learn the role of ICC, INCOTERMS.</p> <p>CLO 2: Understand the usage of main types of documents in smooth conduct of international trade.</p> <p>CLO 3: Learn different methods of making payment in international trade and pre-shipment and post-shipment finance options.</p> <p>CLO 4: Understand the importance of export promotion, schemes, legal aspects and the institutions involved in the promotion.</p>		
Credits	Theory	Tutorial	Total
	3	1	4
Teaching Hours per week	3	1	4
Internal Assessment Marks	30	0	30
End Term Exam Marks	70	0	70
Max. Marks	100	0	100
Examination Time	3 hours		
Part B- Contents of the Course			
<p>Instructions for Paper- Setter: The examiner will set 9 questions asking two questions from each unit and one compulsory question by taking course learning outcomes (CLOs) into consideration. The compulsory question (Question No. 1) will consist at least 4 parts covering entire syllabus. The examinee will be required to attempt 5 questions, selecting one question from each unit and the compulsory question. All questions will carry equal marks.</p>			
Unit	Topics		Contact Hours
I	Significance of Procedures and Documentation in International Trade, procedure and documentation as Trade Barriers. WTO Provisions. Aligned Document System (ADS), Official machinery for Trade Procedure and Documentation; ITC (HS) classification system; Role of ICC, INCOTERMS; Nature of Export / Trading Houses, EDI and Documentation.		15
II	Main Export and Import Documents; Export Order Processing; export contract; Export Price Quotations; Shipping and Custom Clearance of Export and Import Cargo; Central Excise clearance; Role of Forwarding agents; Cargo Insurance and Claim Procedure.		15
III	Methods of Payments in International Trade: Documentary Collection of Export Bills; UCPDC Guidelines; Realisation of Export Proceeds- Provisions of RBI's Exchange Control Manual, FEMA- Objectives. Main Provision of FEMA. Pre-Shipment and Post Shipment Finance. Role of EXIM Bank and ECGC in India.		15
IV	Major Export Promotion Schemes in India- EPCG, Duty Exemption Scheme; DEPB Scheme SIL; Facility for Deemed Exports: Export		15

Promoting Institutions (EOU's/ EPZs/ SEZ's) - Role of Export Promotion Councils, Commodity Boards and ITPO.			
Total Contact Hours			60
Suggested Evaluation Methods			
Internal Assessment: 30		End Term Examination: 70	
➤ Theory	30	➤ Theory:	70
• Class Participation:	5	Written Examination	
• Seminar/presentation/assignment/quiz/class test etc.:	10		
• Mid-Term Exam:	15		
Part C-Learning Resources			
Recommended Books/e-resources/LMS:			
<ol style="list-style-type: none"> 1. Paras Ram: Export: What Where and How, Delhi, Anupam Publication. 2. Ministry of Commerce, Handbook of Procedures, Government of India, New Delhi. 3. Ministry of Commerce, Import Export Policy, Government of India, New Delhi. 4. Custom and Excise Law, Various Issues. 5. Nabhi's Exporters Manual and Documentation. 6. Nabhi's New Import Export policy procedures. 7. Pervin Wadia: Export Markets and Foreign Trade Management, Manishka Publication, New Delhi 8. M.D. Jitendra: Export Procedures and Documentations, Rajat Publications, Delhi 			

Session: 2024-25			
Part A - Introduction			
Name of Programme	MBA (2Years)		
Semester	IV		
Name of the Course	International Marketing		
Course Code	M24-MBA-414		
Course Type	DEC-8		
Level of the course	400-499		
Pre-requisite for the course (if any)	Case Studies and articles in this area to be discussed with students in classes.		
Course Learning Outcomes (CLO) After completing this course, the learner will be able to:	<p>CLO 1: To make students understand the dynamics involved in international marketing, trade barriers and modes to enter in foreign markets.</p> <p>CLO 2: Gain useful insights regarding planning and selecting international markets and strategic decisions involved in this process.</p> <p>CLO 3: To make students understand the international marketing mix strategy with product and pricing decisions.</p> <p>CLO 4: Understanding the distribution and promotion strategies in marketing across the national boundaries.</p>		
Credits	Theory	Tutorial	Total
	3	1	4
Teaching Hours per week	3	1	4
Internal Assessment Marks	30	0	30
End Term Exam Marks	70	0	70
Max. Marks	100	0	100
Examination Time	3 hours		
Part B- Contents of the Course			
Instructions for Paper- Setter: The examiner will set 9 questions asking two questions from each unit and one compulsory question by taking course learning outcomes (CLOs) into consideration. The compulsory question (Question No. 1) will consist at least 4 parts covering entire syllabus. The examinee will be required to attempt 5 questions, selecting one question from each unit and the compulsory question. All questions will carry equal marks.			
Unit	Topics		Contact Hours
I	International Marketing: Nature, benefits and motivations underlying International Trade and International Business; Domestic Marketing versus International Marketing; International marketing orientation- EPRG framework; Trade Barriers- Protectionism, Tariff and non-tariff barriers; Basic modes for entry; Process of International Marketing		16
II	International Marketing Planning: Framework and Process of market planning; Selection process and strategies; Process of marketing Control. Market segmentation, Target market strategies and positioning decisions		14
III	International product policy and planning: International product mix, Product life cycle, product standardization and adaptation. Building brands for foreign markets, labeling and packaging decisions,		18

	International pricing decisions- pricing policies, pricing decisions, Terms of sale, Dumping, Counter Trade and Transfer Pricing	
IV	International Distribution Decisions: International Distribution Channels, International distribution policy, selecting distribution channels; Communicating with the global world- Global advertising and culture, setting global advertising budget, Advertising standardization vs. adaptation, global media decisions,	12
Total Contact Hours		60
Suggested Evaluation Methods		
Internal Assessment: 30		End Term Examination: 70
➤ Theory	30	➤ Theory: 70
• Class Participation:	5	Written Examination
• Seminar/presentation/assignment/quiz/class test etc.:	10	
• Mid-Term Exam:	15	
Part C-Learning Resources		
Recommended Books/e-resources/LMS:		
5. Sak Onkvisit and John Shaw: International Marketing (Analysis and Strategy), PHI, N. Delhi.		
6. Cateora P. R., Graham J. L. and Gilly M. C. : International Marketing, Tata McGraw-Hill		
7. Rakesh Mohan Joshi: International Marketing, Oxford University Press.		
8. Vern Terpestra and Ravi Sarthy : International Marketing, Thompson.		

Session: 2024-25			
Part A - Introduction			
Name of Programme	MBA		
Semester	IV		
Name of the Course	Financial Derivatives		
Course Code	M24-MBA-424		
Course Type	DEC-8		
Level of the course	400-499		
Pre-requisite for the course (if any)			
Course Learning Outcomes (CLO) After completing this course, the learner will be able to:	<p>CLO 1: Have a fair understanding of financial derivatives in terms of concepts, structure, instruments and trading strategies for profit and risk management.</p> <p>CLO 2: Understand the use of mathematical models on financial instruments and knowledge of innovative tools in terms of financial derivatives.</p> <p>CLO 3: Understand the trading strategies by theoretical models and their practical implementation.</p> <p>CLO 4: Understand the regulatory environment for derivatives market in India.</p>		
Credits	Theory	Tutorial	Total
	3	1	4
Teaching Hours per week	3	1	4
Internal Assessment Marks	30	0	30
End Term Exam Marks	70	0	70
Max. Marks	100	0	100
Examination Time	3 hours		
Part B- Contents of the Course			
Instructions for Paper- Setter: The examiner will set 9 questions asking two questions from each unit and one compulsory question by taking course learning outcomes (CLOs) into consideration. The compulsory question (Question No. 1) will consist at least 4 parts covering entire syllabus. The examinee will be required to attempt 5 questions, selecting one question from each unit and the compulsory question. All questions will carry equal marks.			
Unit	Topics		Contact Hours
I	Introduction and evolution of Commodities and Financial Derivatives trading in India. Understanding Underlying Markets. Microstructures and trading mechanism for equities, commodities and currency derivatives. Derivative Trade Clearing, Settlement & Risk Management for equities (including indices products), commodities and currencies.		20
II	Options and Option Pricing Models for equities (Indices and individual stock products) and commodities. Forwards and Futures trading mechanisms in equities, commodities and currencies.		10
III	Designing trading strategies based on equities, commodities and currencies in respective markets, viz., options, futures and forwards: underlying assumptions, risk hedging and return generation.		10
IV	Legal and regulatory environment for derivative trading in equities, commodities and currencies, Accounting and Taxation issues in derivative trading, risk mitigation and management strategies for equity,		20

	currencies and commodities based derivative trading. Code of conduct and investor protection measures for equity, currencies and commodities based derivative trading in India.	
Total Contact Hours		60
Suggested Evaluation Methods		
Internal Assessment: 30		End Term Examination: 70
➤ Theory	30	➤ Theory: 70
• Class Participation:	5	Written Examination
• Seminar/presentation/assignment/quiz/class test etc.:	10	
• Mid-Term Exam:	15	
Part C-Learning Resources		
Recommended Books/e-resources/LMS:		
1. Hull, J. C. (2021). <i>Options, futures, and other derivatives</i> (11th ed.). Pearson.		
2. McDonald, R. L. (2013). <i>Derivatives markets</i> (3rd ed.). Pearson.		
3. Gupta, S. L. (2017). <i>Financial derivatives: Theory, concepts, and problems</i> (2nd ed.). PHI Learning Pvt. Ltd.		
4. Sundaram, J. R. (2009). <i>Futures and options: Concepts and applications</i> . McGraw-Hill Education.		

Session: 2024-25			
Part A - Introduction			
Name of Programme	MBA		
Semester	IV		
Name of the Course	Group Dynamics and Leadership Excellence		
Course Code	M24-MBA-434		
Course Type	DEC - 8		
Level of the course	400-499		
Pre-requisite for the course (if any)			
Course Learning Outcomes (CLO) After completing this course, the learner will be able to:	<ul style="list-style-type: none"> • CLO 1: To understand the meaning and features of the Group • CLO 2: To know about various types and function of Group • CLO 3: To know the various theories and processes of Group Formation • CLO 4: To know about the nature and theories of group leadership 		
Credits	Theory	Tutorial	Total
	3	1	4
Teaching Hours per week	3	1	4
Internal Assessment Marks	30	0	30
End Term Exam Marks	70	0	70
Max. Marks	100	0	100
Examination Time	3 hours		
Part B- Contents of the Course			
<p><u>Instructions for Paper- Setter:</u> The examiner will set 9 questions asking two questions from each unit and one compulsory question by taking course learning outcomes (CLOs) into consideration. The compulsory question (Question No. 1) will consist at least 4 parts covering entire syllabus. The examinee will be required to attempt 5 questions, selecting one question from each unit and the compulsory question. All questions will carry equal marks.</p>			
Unit	Topics		Contact Hours
I	<p>Introduction to Groups: Groups and types of groups, their functions, stages of group development, reasons of joining groups. Theories Of Group Formation- Propinquity theory, Homan's IAS theory, Balance Theory, Exchange theory; Groups Vs Teams. Group decisions making and Its techniques.</p>		15
II	<p>Group Processes & Dynamics: Conformity, deviance, Polarization, cohesiveness, Synergy, Obedience, Group Shift, Group Think, Social Loafing and facilitation, cooperation and competition. Interpersonal attraction and Social Relationship: Attraction, similarity and liking, measurement issues- Sociometry. Group Communication: Process, formal and informal communication, verbal and non-verbal patterns of communication, social networks, rumours, and grapevine.</p>		15
III	<p>Interactive Behavior: Conflict Management and Prevention of Interpersonal Conflict and Inter-Group Conflict. Transactional</p>		15

	analysis, JOHARI window. Training for effective Group Membership – T Group Training or Sensitivity Training Positive Organizational Scholarship: Definition, the principle of POS, the scope of POS (<i>Organizational Resilience, Interpersonal Trust, Meaning in work; Virtuousness, Engagement, Appreciative Inquiry, Mindfulness at work and well-being at work</i>)	
IV	Group leadership- Leadership Styles-Autocratic, Democratic, and Laissez-faire leadership styles; Characteristics of various types of group leaders, Contingency models of leadership (Fiedler, Path – Goal, Leader Participation Model of Leadership), and Contemporary models of leadership (Leader-Member Exchange, Situational, and Transactional, Transformational Models of leadership and Servant Leadership)	15
Total Contact Hours		60
Suggested Evaluation Methods		
Internal Assessment: 30		End Term Examination: 70
➤ Theory	30	➤ Theory: 70
• Class Participation:	5	Written Examination
• Seminar/presentation/assignment/quiz/class test etc.:	10	
• Mid-Term Exam:	15	
Part C-Learning Resources		
Recommended Books/e-resources/LMS:		
<ul style="list-style-type: none"> • Forsyth, D. R. (2018). Group dynamics (7th ed.). Cengage Learning. • Johnson, D. W., & Johnson, F. P. (2013). Joining together: Group theory and group skills (11th ed.). Pearson. • Levi, D. (2016). Group dynamics for teams (5th ed.). SAGE Publications. • Baron, R. A., Branscombe, N. R., & Byrne, D. (2008). Social psychology (12th ed.). Pearson Education. (Includes group behavior and dynamics.) • Pareek, U. (2004). Understanding organizational behaviour (2nd ed.). Oxford University Press. (Indian perspective on group dynamics.) • Northouse, P. G. (2021). Leadership: Theory and practice (9th ed.). SAGE Publications. • Yukl, G. A. (2013). Leadership in organizations (8th ed.). Pearson Education. • Bass, B. M., & Bass, R. (2008). The Bass handbook of leadership: Theory, research, and managerial applications (4th ed.). Free Press. • Robbins, S. P., & Judge, T. A. (2022). Organizational behavior (19th ed.). Pearson Education. (Includes leadership and group dynamics.) • Kouzes, J. M., & Posner, B. Z. (2017). The leadership challenge (6th ed.). Wiley. • Hersey, P., Blanchard, K. H., & Johnson, D. E. (2013). Management of organizational behavior: Leading human resources (10th ed.). Pearson. • Deb, T. (2009). Leadership and positive organizational behavior. Excel Books India. 		

Session: 2024-25			
PartA - Introduction			
Name of Programme	MBA		
Semester	IV		
Name of the Course	Predictive Analytics for Business Decisions		
Course Code	M24-MBA-444		
CourseType	DEC -8		
Level of the course	400-499		
Pre-requisite for the course (ifany)			
CourseLearningOutcomes (CLO) After completing this course, the learner will be able to:	CLO 1: Understand the Supervised Learning and Unsupervised Learning. CLO 2: Comprehend the process of Data Exploration. CLO 3: Understand the Machine Learning Algorithms. CLO 4: Learn the Statistical Graphics for Comparing, Assessing and Implementing Predictive Models.		
Credits	Theory	Tutorial	Total
	3	1	4
Teaching Hours per week	3	1	4
Internal Assessment Marks	30	0	30
End Term Exam Marks	70	0	70
Max. Marks	100	0	100
Examination Time	3 hours		
PartB-Contentsofthe Course			
Instructions for Paper- Setter: The examiner will set 9 questions asking two questions from each unit and one compulsory question by taking course learning outcomes (CLOs) into consideration. The compulsory question (Question No. 1) will consist at least 4 parts covering entire syllabus. The examinee will be required to attempt 5 questions; selecting one question from each unitand the compulsory question.All questions will carry equal marks.			
Unit	Topics		Contact Hours
I	Supervised Learning and Unsupervised Learning: PreparingData for predictive modeling, Data Exploration		10
II	Decision Trees: Cultivating Decision Trees Optimizing the Complexity of Decision Trees, Interpreting Decision Trees, Logistic Regression. Simple and Multiple Logistic Regression, Selecting Regression Inputs Optimizing.		15
III	Regression Complexity: Interpreting Regression Models, Transforming Inputs, Categorical Inputs Treatment, Categorical Input Consolidation, Data Reduction/Selection Strategy.		15
IV	Introduction to Machine Learning Algorithms : Model Assessment; Model Fit Statistics : Statistical Graphics for Comparing and Assessing Models; Implementing Predictive Models: Ensemble Models, Clustering and Segmentation Analysis; K-Means Clustering: Profiling and Interpreting Clusters.		20
Total Contact Hours			60
SuggestedEvaluationMethods			
InternalAssessment: 30		End Term Examination: 70	
➤ Theory	30	➤ Theory:	70

•Class Participation:	5	Written Examination
•Seminar/presentation/assignment/quiz/class test etc.:	10	
•Mid-Term Exam:	15	
PartC-Learning Resources		
Recommended Books/e-resources/LMS:		
<ol style="list-style-type: none"> 1. Larsoe and Larose, Data Mining and Predictive Analytics, Wiley Publishing. 2. Seymour Geisser, Predictive Inference: An Introduction, CRC Press, Taylor & Francis. 3. Ralph Writers, Practical Predictive Analysis, Packet Publishing. 4. Dean Abbott Applied Predictive Analytic, Wiley Publishing. 5. Jeffery T. Prince, Amarnath Bose, Predictive Analytics for Business Strategy, McGraw Hill. 6. Eric Siegel, Predictive Analytics. Wiley Publishing. 7. Dean Abbot, Applied Predictive Analytics: Principles and techniques for the Professional Data Analyst, Wiley Publishing. 		

Session: 2024-25			
Part A - Introduction			
Name of Programme	MBA		
Semester	IV		
Name of the Course	MSME Policy Framework		
Course Code	M24-MBA-454		
Course Type	DEC - 8		
Level of the course	400-499		
Pre-requisite for the course (if any)			
Course Learning Outcomes (CLO) After completing this course, the learner will be able to:	CLO 1: Give understanding of policy environment for Micro small and medium enterprises. CLO 2: Understand the dynamics of industrial policy with specific reference to MSME's CLO 3: Understanding the prevention measures and revival strategies for MSME's. CLO 4: Understand the tax benefits available to MSME's		
Credits	Theory	Tutorial	Total
	3	1	4
Teaching Hours per week	3	1	4
Internal Assessment Marks	30	0	30
End Term Exam Marks	70	0	70
Max. Marks	100	0	100
Examination Time	3 hours		
Part B- Contents of the Course			
Instructions for Paper- Setter: The examiner will set 9 questions asking two questions from each unit and one compulsory question by taking course learning outcomes (CLOs) into consideration. The compulsory question (Question No. 1) will consist at least 4 parts covering entire syllabus. The examinee will be required to attempt 5 questions, selecting one question from each unit and the compulsory question. All questions will carry equal marks.			
Unit	Topics		Contact Hours
I	Policy Environment for Small Scale Sector, Pre and Post 1991 Industrial Policy, New Policy Measures, Reports of various Working Groups on SSIs: Kothari Committee 2,000, Ganguly Committee 2004. Policy Support Mechanism: Reservation of Items for Small Scale Industries, Rationale, Procedures, Criticism, De-reservation, Removal of Quantity Restrictions.		15
II	Government's Purchase Preferences Policy for Small Industries Products, Price Preference Policy for SSI products. Policy of Priority Credit. Equity Participation, Equity issues by small enterprises through OCTEL, Policy of Technology Up gradation in small enterprises, Technology Bureau for Small Enterprises.		15
III	Taxation Benefit to SSI: Need for tax benefits, Tax Holiday, Rehabilitation Allowances, Expenditure on Scientific Research, Amortization of certain Preliminary Expenses, Tax concession to SSI in rural and backward areas, Expenditure on acquisition of Patents and Copyrights.		15
IV	Policy on Handling Sickness in Small Industries: Causes and consequences of Sickness, Measures to prevent sickness in small units Measures for Export Promotion: Export Processing Zones (EPZs), Special Economic Zones (SEZ), Measures for Export Promotion, Organizational support for Export Promotion.		15

Total Contact Hours		60	
Suggested Evaluation Methods			
Internal Assessment: 30		End Term Examination: 70	
➤ Theory	30	➤ Theory:	70
• Class Participation:	5	Written Examination	
• Seminar/presentation/assignment/quiz/class test etc.:	10		
• Mid-Term Exam:	15		
Part C-Learning Resources			
Recommended Books/e-resources/LMS:			
<ol style="list-style-type: none"> 1. Personal Finance by Jack R. Kapoor, Les R. Dlabay and Robert J. Hughes, Tata McGraw Hill Publishing Company Ltd. New Delhi. 2. Personal Finance columns in The Economic Times, The Business Line and Financial Express Daily News Papers 3. Kothari Committee Report 4. SSI Policy 5. Sick Industries Companies Act' 6. www.iasb.org 7. 8. Internet Sources- BSE, NSE, SEBI, RBI, IRDA, AMFI etc 			

Session: 2024-25			
Part A - Introduction			
Name of Programme	MBA		
Semester	IV		
Name of the Course	International Strategic Management		
Course Code	M24-MBA-464		
Course Type	DEC - 8		
Level of the course	400-499		
Pre-requisite for the course (if any)			
Course Learning Outcomes (CLO) After completing this course, the learner will be able to:	<p>CLO 1: Understand various levels of strategy along-with alternatives available for entering into foreign market.</p> <p>CLO 2: Get the knowledge of international strategic management process and develop analytical ability to make environmental and organizational appraisal.</p> <p>CLO 3: Learn the approaches to strategic formulation and strategic choice making process.</p> <p>CLO 4: Understand the various issues and decisions involved in strategy implementation along-with the process and techniques of strategic evaluation and control.</p>		
Credits	Theory	Tutorial	Total
	3	1	4
Teaching Hours per week	3	1	4
Internal Assessment Marks	30	0	30
End Term Exam Marks	70	0	70
Max. Marks	100	0	100
Examination Time	3 hours		
Part B- Contents of the Course			
Instructions for Paper- Setter: The examiner will set 9 questions asking two questions from each unit and one compulsory question by taking course learning outcomes (CLOs) into consideration. The compulsory question (Question No. 1) will consist at least 4 parts covering entire syllabus. The examinee will be required to attempt 5 questions, selecting one question from each unit and the compulsory question. All questions will carry equal marks.			
Unit	Topics		Contact Hours
I	Nature and Dimensions of International Strategic Management. Domestic versus International Strategic Management, Functions of International Strategic Planning. Pre-requisites and Complexities of International Strategy.		15
II	Strategies for Foreign Market Entry and Penetration, Growth Strategy, International Business Integration, Strategy for Risk and Stability, Revival Strategies, Restructuring and Divestment.		15
III	Approach to Strategic Formulation: The Traditional approach, Modern Approaches-Gap analysis, Capital Investment Theory, ANSOFF, Adaptive Search Approach, Portfolio Approaches- Boston's Model, GE McKinsey Model, Hofer's Model and Shell's Directional Policy Model, Comparative Strategy vis-à-vis Domestic Firms.		15

IV	Strategy Implementation: Resource Allocation. Projects and Procedural Issues. Organization Structure and Systems in Strategy Implementation, Leadership and Corporate Culture, Values. Ethics and Social Responsibility. Operational and derived functional plans to implement strategy. Integration of Functional Plans. Organizational Systems and Techniques of Strategic Evaluation.	15
Total Contact Hours		60
Suggested Evaluation Methods		
Internal Assessment: 30		End Term Examination: 70
➤ Theory	30	➤ Theory: 70
• Class Participation:	5	Written Examination
• Seminar/presentation/assignment/quiz/class test etc.:	10	
• Mid-Term Exam:	15	
Part C-Learning Resources		
Recommended Books/e-resources/LMS: 1. Dunning J. H (1988); Explaining International Production, Harper Collins, London. 2. Garpand, J & Farmer, R.N; International Permissions of Business Policy & Strategy, Kent Publishing Company, Boston, Massachusetts. 3. Ansoff, H.I; Corporate Strategy, McGraw Hill, London 4. Porter, M.E; Competitive Strategy, Free Press, NY.		

Session: 2024-25			
Part A – Introduction			
Name of Programme	MBA		
Semester	IV		
Name of the Course	Sales and Distribution Management		
Course Code	M24-MBA-415		
Course Type	DEC-9		
Level of the course	400-499		
Pre-requisite for the course (if any)			
Course Learning Outcomes (CLO) After completing this course, the learner will be able to:	<p>CLO 1: Analyze various sales promotion methods and develop effective sales forecasting techniques.</p> <p>CLO 2: Design and implement strategies for recruiting, training, and evaluating a high-performing sales force.</p> <p>CLO 3: Develop an efficient distribution channel strategy by selecting and managing channel members effectively.</p> <p>CLO 4: Apply logistics and supply chain management principles to optimize inventory, warehousing, and transportation.</p>		
Credits	Theory	Tutorial	Total
	3	1	4
Teaching Hours per week	3	1	4
Internal Assessment Marks	30	0	30
End Term Exam Marks	70	0	70
Max. Marks	100	0	100
Examination Time	3 hours		
Part B- Contents of the Course			
Instructions for Paper- Setter: The examiner will set 9 questions asking two questions from each unit and one compulsory question by taking course learning outcomes (CLOs) into consideration. The compulsory question (Question No. 1) will consist at least 4 parts covering entire syllabus. The examinee will be required to attempt 5 questions, selecting one question from each unit and the compulsory question. All questions will carry equal marks.			
Unit	Topics		Contact Hours
I	Sales management: conceptual framework; roles and skills of sales manager; personal selling; theories of selling; sales promotion: objectives and methods; setting up and administration of sales territories; market analysis and sales forecasting.		15
II	Sales organization: nature, structure, and relationship; sales force management: recruitment, selection, training, development, motivation, compensation, and evaluation of sales performance; controlling sales force: sales budget, quotas, and meetings.		20
III	Distribution management: need, distribution channel strategy; marketing channels; channel institutions—wholesaling, retailing; designing channel systems: selecting, training, motivating, and evaluating channel members.		15

IV	Channel management: channel conflicts, principles of channel management, channel policies; elements of a channel information system focus areas of logistics and supply chain management: inventory management, storage and warehousing, transportation.	10
Total Contact Hours		60
Suggested Evaluation Methods		
Internal Assessment: 30		End Term Examination: 70
➤ Theory	30	➤ Theory: 70
• Class Participation:	5	Written Examination
• Seminar/presentation/assignment/quiz/class test etc.:	10	
• Mid-Term Exam:	15	
Part C-Learning Resources		
Recommended Books/e-resources/LMS:		
<ul style="list-style-type: none"> • Still, R. R., Cundiff, E. W., Govoni, N. A. P., & Puri, S. <i>Sales and distribution management: Decisions, strategies, and cases</i> (6th ed.). Pearson Education. • Havaladar, K. K., & Cavale, V. M. <i>Sales and distribution management</i> (3rd ed.). McGraw Hill Education. • Dalrymple, Douglas J, William Cron and Thomas Decarlo, <i>Sales Management</i>, John Wiley and Sons Asia Pvt. Ltd. • Bhattacharyya, SK, <i>Logistics Management</i>, S Chand, India 		

Session: 2024-25			
Part A - Introduction			
Name of Programme	MBA		
Semester	IV		
Name of the Course	Private Equity and Wealth Management		
Course Code	M24-MBA-425		
Course Type	DEC - 9		
Level of the course	400-499		
Pre-requisite for the course (if any)			
Course Learning Outcomes (CLO) After completing this course, the learner will be able to:	CLO1: Understand the basics of Private Equity and Wealth Management in India. CLO2: Apply private equity strategies including due diligence, valuation, and exit planning. CLO3: Learn asset allocation and portfolio diversification for wealth management. CLO4: Understand regulations, ethics, and emerging trends in Indian finance.		
Credits	Theory	Tutorial	Total
	3	1	4
Teaching Hours per week	3	1	4
Internal Assessment Marks	30	0	30
End Term Exam Marks	70	0	70
Max. Marks	100	0	100
Examination Time	3 hours		
Part B- Contents of the Course			
Instructions for Paper- Setter: The examiner will set 9 questions asking two questions from each unit and one compulsory question by taking course learning outcomes (CLOs) into consideration. The compulsory question (Question No. 1) will consist at least 4 parts covering entire syllabus. The examinee will be required to attempt 5 questions, selecting one question from each unit and the compulsory question. All questions will carry equal marks.			
Unit	Topics		Contact Hours
I	Introduction to Private Equity and Wealth Management: Definition and Importance of Private Equity (PE); Types of Private Equity Investments; Key Players in Private Equity; Introduction to Wealth Management; Wealth Creation and Preservation; Role and Responsibilities of a Wealth Manager; Financial Planning Process in Wealth Management		15
II	Private Equity Investment Process and Strategies: Private Equity Lifecycle: Fundraising and Structure; Deal Sourcing and Investment Process; Due Diligence and Valuation Techniques; Exit Strategies. Private Equity Investment Strategies, Risk Management in Private Equity. Valuation Techniques: Methods used to evaluate private equity opportunities.		15
III	Wealth Management Strategies and Asset Allocation: Investment Planning in Wealth Management, Asset Allocation and Portfolio Diversification, Risk-Return Trade-off in Wealth Management, Tax Planning and Wealth Structuring. Financial Instruments for Wealth Management: Mutual Funds, Bonds, Stocks, ETFs, Real Estate, Hedge Funds, Commodities, Insurance and Retirement Planning.		15

IV	Regulatory Framework, Ethics, and Emerging Trends: Regulatory Aspects in Private Equity and Wealth Management, Ethical Considerations and Professional Conduct, Investor Rights and Protection Mechanisms, Emerging Trends and Future Developments: Role of FinTech and Robo-Advisors in Wealth Management, AI and Technology-Driven Investment Strategies, Sustainable and ESG Investing, Future of Private Equity and Wealth Management Industry.	15
Total Contact Hours		60
Suggested Evaluation Methods		
Internal Assessment: 30		End Term Examination: 70
➤ Theory	30	➤ Theory: 70
• Class Participation:	5	Written Examination
• Seminar/presentation/assignment/quiz/class test etc.:	10	
• Mid-Term Exam:	15	
Part C-Learning Resources		
<p>Recommended Books/e-resources/LMS:</p> <ol style="list-style-type: none"> Goyal, S. (2022). <i>Private equity in India: The new era of investment</i>. Wiley. Feld, B., & Mendelson, J. (2019). <i>Venture deals: Be smarter than your lawyer and venture capitalist</i>. Wiley. Reddy, G. S. (2021). <i>India's private equity: The future of investing</i>. Springer. Mishra, R. K. (2022). <i>Wealth management in India: A practice guide for professionals</i>. Sage Publications. Tiwari, V. (2020). <i>Financial planning and wealth management in India</i>. McGraw-Hill Education. Rajeev, M. N. (2021). <i>The wealth of wealth management: Making the most of financial planning</i>. Rupa Publications. Agarwal, H. (2023). <i>Private equity and wealth management: A handbook for Indian professionals</i>. Pearson Education India. 		

Session: 2024-25			
Part A - Introduction			
Name of Programme	MBA		
Semester	IV		
Name of the Course	Counselling, Mentoring & Negotiation Skills		
Course Code	M24-MBA-435		
Course Type	DEC - 9		
Level of the course	400-499		
Pre-requisite for the course (if any)			
Course Learning Outcomes (CLO)	After completing this course, the learner will be able to: CLO 1: Understand nuances of counselling, mentoring and negotiating skill in effective implementation and functioning of HR systems and strategies. CLO 2: Understand the concept and types of counselling, ethical issues and code of conducts in counselling CLO 3: Understand key strategies, tactics and best practices of negotiation. CLO 4: Recognising the stages of mentoring relationship		
Credits	Theory	Tutorial	Total
	3	1	4
Teaching Hours per week	3	1	4
Internal Assessment Marks	30	0	30
End Term Exam Marks	70	0	70
Max. Marks	100	0	100
Examination Time	3 hours		
Part B- Contents of the Course			
<p><u>Instructions for Paper- Setter:</u> The examiner will set 9 questions asking two questions from each unit and one compulsory question by taking course learning outcomes (CLOs) into consideration. The compulsory question (Question No. 1) will consist at least 4 parts covering entire syllabus. The examinee will be required to attempt 5 questions, selecting one question from each unit and the compulsory question. All questions will carry equal marks.</p>			
Unit	Topics		Contact Hours
I	Counseling skills for managers: Conceptual definitions, Approaches, Values and Goals of Counseling. Counseling Process: Initial encounter with the client, Developing relationship, Problem Identification, Goal Setting, Plan of Action and its Implementation, termination of Relationship and Follow-up, Guidelines for Effective Counseling. Referral Procedures, Role of Counselor & Client in various stages, Key Characteristics, Skills, Qualities & Values for a professional Counselor, Applications of Counseling Skills in modern Organizations		15
II	Performance Counseling: Meaning, Objectives and Process. Special Employee related Problems in Counseling. Counseling Therapies: Cognitive Therapy, Behavioral Therapy, Emotive Behavior Therapy (REBT), Psychoanalytic Therapy, Person-Centered Therapy, Gestalt and Existential Therapy. Ethics in Counseling: Ethical Principles & codes of conduct for professional counselors.		15
III	Negotiation Skills for managers: Nature, Characteristics, Strategy and Tactics of Distributive Bargaining, Strategy and Tactics of Integrative Negotiation; Strategy and Planning for Negotiation., Best		15

	Practices in Negotiation – Fundamental Structure of negotiation and Best alternative to a Negotiated Agreement (BATNA)	
IV	Mentoring Skills for managers: Key Mentoring Skills, Stages of Formal Mentoring Relationships; Stage I: Building the Relationship, Stage II: Exchanging Information and Setting Goals, Stage III: Working towards Goals/Deepening the Engagement, Stage IV: Ending the Formal Mentoring Relationship and Planning for the future.	15
Total Contact Hours		60
Suggested Evaluation Methods		
Internal Assessment: 30		End Term Examination: 70
➤ Theory	30	➤ Theory: 70
• Class Participation:	5	Written Examination
• Seminar/presentation/assignment/quiz/class test etc.:	10	
• Mid-Term Exam:	15	
Part C-Learning Resources		
Recommended Books/e-resources/LMS:		
<ul style="list-style-type: none"> • Singh, Kavita (2015). Counselling Skills for Managers. (2nd Edition). PHI, Delhi. • Kotler, Jeffrey (2008). Counselling Theories and Practices. Cengage Learning India. • Feltham & Dryden (2012) Brief Counselling. McGraw Hill Publishing India. • Nelson-Jones, R. (2014). Introduction to counselling skills: Texts and activities (4th ed.). SAGE Publications. • Patterson, Lewis (2008) The Counselling Process, Cengage Learning India • McLeod, J. (2013). An introduction to counselling (5th ed.). McGraw-Hill Education. • Rao, S. N. (2014). Counselling and guidance (3rd ed.). Tata McGraw-Hill Education. • Narayana Rao, S. (2002). Counselling and guidance. Tata McGraw-Hill Publishing Co. • Pareek, U. (2007). Training instruments in HRD and OD (3rd ed.). Tata McGraw-Hill Education. (Includes tools relevant to managerial counselling.) • Thomas, K., & Mathew, M. J. (2014). Mentoring and coaching: A study of Indian managerial perspectives. Indian Journal of Industrial Relations, 49(3), 478–491. • Singh, A. K., & Pandey, N. (2010). Mentoring in Indian organizations: A tool for talent development. Excel Books India. • Pareek, U., & Purohit, S. (2010). Training instruments in HRD and OD. Tata McGraw-Hill Education. (Includes mentoring frameworks.) • Pattnayak, B., & Mohanty, M. (2012). Counselling psychology. Pearson Education India. • Clutterbuck, D., & Megginson, D. (2005). Techniques for coaching and mentoring. Routledge. • Megginson, D., Clutterbuck, D., Garvey, B., Stokes, P., & Garrett-Harris, R. (2006). Mentoring in action: A practical guide. Kogan Page. • Garvey, B., Stokes, P., & Megginson, D. (2017). Coaching and mentoring: Theory and practice (3rd ed.). SAGE Publications. • Clutterbuck, D. (2014). Everyone needs a mentor: Fostering talent at work (5th ed.). CIPD Publishing. • Lewicki, R. J., Barry, B., & Saunders, D. M. (2020). Negotiation (8th ed.). McGraw-Hill Education. • Thompson, L. (2020). The mind and heart of the negotiator (7th ed.). Pearson Education. 		

Session: 2024-25			
Part A - Introduction			
Name of Programme	MBA		
Semester	IV		
Name of the Course	DATA ANALYSIS USING PYTHON		
Course Code	M24-MBA-445		
Course Type	DEC-9		
Level of the course	400-499		
Pre-requisite for the course (if any)			
Course Learning Outcomes (CLO) After completing this course, the learner will be able to:	CLO 1: Understand the Basics of Python Programming. CLO 2: Know the functions of Python. CLO 3: Learn the Object-oriented Programming. CLO 4: Learn the File Handling in Python.		
Credits	Theory	Tutorial	Total
	3	1	4
Teaching Hours per week	3	1	4
Internal Assessment Marks	30	0	30
End Term Exam Marks	70	0	70
Max. Marks	100	0	100
Examination Time	3 hours		
Part B-Contents of the Course			
Instructions for Paper- Setter: The examiner will set 9 questions asking two questions from each unit and one compulsory question by taking course learning outcomes (CLOs) into consideration. The compulsory question (Question No. 1) will consist at least 4 parts covering entire syllabus. The examinee will be required to attempt 5 questions; selecting one question from each unit and the compulsory question. All questions will carry equal marks.			
Unit	Topics		Contact Hours
I	Introduction to Computer and Python Programming: Basics of Python Programming; Variables, Expressions and Statements		15
II	Decision Statements, Conditional and Looping Construct, Functions, Strings and Lists.		15
III	List Processing: Searching and Sorting; Object-oriented Programming: Class, Objects and Inheritance; Tuples, Sets and Dictionaries		15
IV	Graphics Programming: Drawing with Turtle Graphics and File Handling Advanced Python for business applications:		15
Total Contact Hours			60
Suggested Evaluation Methods			
Internal Assessment: 30		End Term Examination: 70	
➤ Theory	30	➤ Theory:	70
• Class Participation:	5	Written Examination	
• Seminar/presentation/assignment/quiz/class test etc.:	10		
• Mid-Term Exam:	15		
Part C-Learning Resources			
Recommended Books/e-resources/LMS:			
1. Kamthane, Programming and Problem Solving with Python, Mcgraw Hill Education.			
2. Brown, Python: The Complete Reference, Mcgraw Hill Education.			
3. John Paul Mueller, Beginning Programming with Python For Dummies, Wiley Publishing.			
4. Wes McKinney, Python for Data Analysis, O'Reilly.			
5. Bharti Motwani, Data Analytics using Python, Wiley Publishing.			
6. Reema Thareja, Data Science and Machine Learning using Python, McGrawHill Education.			

Session: 2024-25			
Part A - Introduction			
Name of Programme	MBA		
Semester	IV		
Name of the Course	Marketing Management of New Ventures		
Course Code	M24-MBA-455		
CourseType	DEC 9		
Level of the course	400-499		
Pre-requisite for the course (if any)			
Course Learning Outcomes (CLO)	<p>After completing this course, the learner will be able to:</p> <p>CLO 1: Understand the unique marketing challenges faced by startups and new ventures.</p> <p>CLO 2: Design customer-centric marketing strategies with limited resources.</p> <p>CLO3: Create go-to-market (GTM) plans for new products/services.</p> <p>CLO 4: Analyze the Indian startup ecosystem and apply localized marketing tactics.</p>		
Credits	Theory	Tutorial	Total
	3	1	4
Teaching Hours per week	3	1	4
Internal Assessment Marks	30	0	30
End Term Exam Marks	70	0	70
Max. Marks	100	0	100
Examination Time	3 hours		
Part B-Contents of the Course			
<p>Instructions for Paper- Setter: The examiner will set 9 questions asking two questions from each unit and one compulsory question by taking course learning outcomes (CLOs) into consideration. The compulsory question (Question No. 1) will consist at least 4 parts covering entire syllabus. The examinee will be required to attempt 5 questions, selecting one question from each unit and the compulsory question. All questions will carry equal marks.</p>			
Unit	Topics		Contact Hours
I	<p>Introduction to Startup Marketing Differences between startup vs. established firm marketing</p> <p>Opportunity Identification and Customer Discovery: Understanding unmet needs and latent demand, Design Thinking & Jobs-to-be-Done (JTBD) Framework, Primary research in low-budget contexts</p> <p>Product-Market Fit and Customer Validation: Building and testing MVPs, Using surveys, A/B testing, and early feedback loops Lean Startup methodology in Indian context</p> <p>Digital Marketing for New Ventures: Content, SEO, influencer and social media marketing, Low-cost acquisition tactics, Indian platforms: Meesho, ShareChat, Moj, Koo</p> <p>Go-to-Market Strategy & Launch Planning: GTM channels and partners, Soft launches vs. big bang, Pre-launch buzz: email lists, beta testers, PR</p>		15

II	<p>Pricing Strategies for Startups: Value-based vs. cost-based pricing, Freemium and subscription models, Psychological pricing in Indian markets</p> <p>Sales Enablement and Early Customer Acquisition: Founder's role in selling, Building the first sales team, CRM tools for early-stage startups</p> <p>Growth Marketing and Retention: Metrics: CAC, LTV, churn, conversion rate, Virality and referral loops, Customer engagement on WhatsApp, Telegram</p>	15
III	<p>Scaling the Brand: Pivoting, repositioning and rebranding, Influencer and community-led marketing, Fundraising and its impact on marketing spend</p>	15
IV	<p>Legal, Ethical, and Cultural Considerations: Marketing regulations (ASCI guidelines, e-commerce norms), Cultural sensitivity in diverse Indian regions, Ethical marketing dilemmas</p>	
Total Contact Hours		60
Suggested Evaluation Methods		
Internal Assessment: 30		End Term Examination: 70
➤ Theory	30	➤ Theory: 70
• Class Participation:	5	Written Examination
• Seminar/presentation/assignment/quiz/class test etc.:	10	
• Mid-Term Exam:	15	
Part C-Learning Resources		
<p>Recommended Books/e-resources/LMS:</p> <ul style="list-style-type: none"> • Ries, E. (2011). The lean startup: How today's entrepreneurs use continuous innovation to create radically successful businesses. Crown Currency.. • Heath, C. (2007). Made to stick: why some ideas survive and others die Chip Heath & Dan Heath. 		

Session: 2024-25			
Part A - Introduction			
Name of Programme	MBA		
Semester	IV		
Name of the Course	International Financial Markets		
Course Code	M24-MBA-465		
Course Type	DEC-9		
Level of the course	400-499		
Pre-requisite for the course (if any)			
Course Learning Outcomes (CLO) After completing this course, the learner will be able to:	CLO 1: Understand the conceptual framework of international financial system. CLO 2: Understand the main instruments of regulation of currency and credit relations. CLO 3: Know the role, functions, issues and challenges of international financial markets. CLO 4: Understand the currency market for lending and investment and to understand the global market for hedging, arbitrage and speculations.		
Credits	Theory	Tutorial	Total
	3	1	4
Teaching Hours per week	3	1	4
Internal Assessment Marks	30	0	30
End Term Exam Marks	70	0	70
Max. Marks	100	0	100
Examination Time	3 hours		
Part B- Contents of the Course			
Instructions for Paper- Setter: The examiner will set 9 questions asking two questions from each unit and one compulsory question by taking course learning outcomes (CLOs) into consideration. The compulsory question (Question No. 1) will consist at least 4 parts covering entire syllabus. The examinee will be required to attempt 5 questions, selecting one question from each unit and the compulsory question. All questions will carry equal marks.			
Unit	Topics		Contact Hours
I	Introduction to international financial system: Bretton wood Conference afterwards. Overview of International Stock Exchanges.		12
II	Creation of European Monetary System: creation of Euro-dollar, Euro-banking and Euro-currency Centers, syndicated Euro-Credits. Role of IMF, IBRD, IFC, BIS and International Centre for Settlement of Investment Disputes and Regional Developments Banks.		16
III	Introduction to International Financial Markets: International Capital Market Instruments and Institutions: International Equities, Euro-Bonds, Euro-Loans, GDR's, ADR's, IDR's International Money Market Instruments and Institutions: Euro-Notes, Euro-Commercial Papers, Participatory Notes: Issues and Challenges.		16
IV	Currency Market for lending and Investment: Currency Risk and Exposure, International Banking and Portfolio. Use of Global Markets for Hedging, Arbitrage and Speculations		16
Total Contact Hours			60
Suggested Evaluation Methods			
Internal Assessment: 30		End Term Examination: 70	
➤ Theory	30	➤ Theory:	70

•Class Participation:	5	Written Examination
•Seminar/presentation/assignment/quiz/class test etc.:	10	
•Mid-Term Exam:	15	

Part C-Learning Resources

Recommended Books/e-resources/LMS:

1. David & Eiteman, Arthru J Stonehill:.,Michael H. Moffett: Multinational Business Finance, Pearson Education.
2. Hill, Charles W L and Jain, Arun K (2009). International Business, Sixth Edition, Tata McGraw Hill, New Delhi
3. Nandi, Sukumar (2014). Economics of the International Financial System, Routledge India, New Delhi
4. David & Eiteman ,Arthru J Stonehill:.,Michael H. Moffett: Multinational Business Finance, Pearson Education.

Session: 2024-25			
Part A - Introduction			
Name of Programme	MBA		
Semester	IV		
Name of the Course	Supply Chain and Logistics Management		
Course Code	M24-MBA-416		
Course Type	DEC - 10		
Level of the course	400-499		
Pre-requisite for the course (if any)			
Course Learning Outcomes (CLO) After completing this course, the learner will be able to:	CLO 1: Understanding the concepts of Supply chain. CLO 2: Illustrate networks in different sectors. CLO 3: Analyze using forecasting methods. CLO 4: Understanding transportation and sourcing in SCM.		
Credits	Theory	Tutorial	Total
	3	1	4
Teaching Hours per week	3	1	4
Internal Assessment Marks	30	0	30
End Term Exam Marks	70	0	70
Max. Marks	100	0	100
Examination Time	3 hours		
Part B- Contents of the Course			
Instructions for Paper- Setter: The examiner will set 9 questions asking two questions from each unit and one compulsory question by taking course learning outcomes (CLOs) into consideration. The compulsory question (Question No. 1) will consist at least 4 parts covering entire syllabus. The examinee will be required to attempt 5 questions, selecting one question from each unit and the compulsory question. All questions will carry equal marks.			
Unit	Topics		Contact Hours
I	Understanding the Supply Chain: What is supply chain; objectives and importance of supply chain; decision phases in supply chain; process views of supply chain; examples of supply chain. Supply chain performance achieving strategic fit and scope, Supply chain drivers and metrics.		15
II	Designing Distribution Networks: The role of distribution in the supply chain; factors influencing distribution network design; design options for distribution network; e-business and the distribution network; distribution channels for FMCG sector, commodities, and agricultural produce; factors influencing network design decisions; models for facility location and capacity allocation.		15
III	Demand Forecasting and Aggregate Planning: Methods and Characteristics of demand forecasting; forecasting in practice; the role of aggregate planning in SCM; aggregate planning strategies; the role of IT in aggregate planning; implementing aggregate planning in practice.		12
IV	Transportation and Sourcing in SCM: Role of transportation in SCM; transportation infrastructure and policies; design options for transportation network and trade-offs; tailored transportation system; risk		18

management; transportation decisions in practice; IT in supply chain			
Sourcing in SCM: in-house or outsource; third- and fourth-party logistics; contracts, risk sharing and supply chain performance; vendor analysis; the procurement process. Lack of coordination and the Bullwhip Effect; obstacles to coordination in a supply chain; building strategic partnership and trust within a supply chain.			
Total Contact Hours			60
Suggested Evaluation Methods			
Internal Assessment: 30		End Term Examination: 70	
➤ Theory	30	➤ Theory:	70
• Class Participation:	5	Written Examination	
• Seminar/presentation/assignment/quiz/class test etc.:	10		
• Mid-Term Exam:	15		
Part C-Learning Resources			
Recommended Books/e-resources/LMS:			
1. Chopra, S, and P. Meindl, 2010, <i>Supply Chain Management – Strategy, Planning and Operation</i> , 4 th edition, Pearson Education Inc.			
2. Raghuram, G. and N. Rangaraj, 2000, <i>Logistics and Supply Chain Management: Cases and Concepts</i> , Macmillan, New Delhi			
3. Simchi-Levi, D., P. Kaminski and E. Simchi-Levi, 2003, <i>Designing and Managing the Supply Chain: Concepts, Strategies and Case Studies</i> , 2nd Edition, Irwin, McGraw-Hill.			
4. Shapiro, J., 2001, <i>Modelling the Supply Chain</i> , Duxbury Thomson Learning.			
5. Altekhar R V, <i>Supply Chain Management: Concepts and Cases</i> , Prentice Hall of India.			
6. Satish C. Ailawadi, Rakesh Singh: <i>Logistics Management</i> , Prentice Hall of India, 1 st Edition, 2005			
7. Janat Shah: <i>Supply Chain Management-Text and Cases</i> , Pearson Education India. 2009 1 st edition.			

Session: 2024-25			
Part A - Introduction			
Name of Programme	MBA		
Semester	IV		
Name of the Course	Corporate Restructuring and Value Creation		
Course Code	M24-MBA-426		
Course Type	DEC - 10		
Level of the course	400-499		
Pre-requisite for the course (if any)			
Course Learning Outcomes (CLO) After completing this course, the learner will be able to:	CLO 1: Explain the various types of corporate restructuring and their objectives. CLO 2: Identify and explain the strategic motives behind mergers and acquisitions. CLO 3: Analyze capital structure optimization techniques and bankruptcy laws. CLO 4: Assess the role of corporate restructuring in value creation.		
Credits	Theory	Tutorial	Total
	3	1	4
Teaching Hours per week	3	1	4
Internal Assessment Marks	30	0	30
End Term Exam Marks	70	0	70
Max. Marks	100	0	100
Examination Time	3 hours		
Part B- Contents of the Course			
Instructions for Paper- Setter: The examiner will set 9 questions asking two questions from each unit and one compulsory question by taking course learning outcomes (CLOs) into consideration. The compulsory question (Question No. 1) will consist at least 4 parts covering entire syllabus. The examinee will be required to attempt 5 questions, selecting one question from each unit and the compulsory question. All questions will carry equal marks.			
Unit	Topics		Contact Hours
I	Overview of Corporate Restructuring: Definition, Types, and Objectives of Corporate Restructuring, Legal, Economic, and Managerial Perspectives, Restructuring vs. Reorganization. Strategic Reasons for Restructuring. Types of Corporate Restructuring.		15
II	Mergers and Acquisitions (M&A): Strategic Motives for M&A, Types of Mergers (Horizontal, Vertical, Conglomerate), M&A Process; Valuation Methods for M&A; Takeovers and Anti-Takeover Strategies; Post-Merger Integration: Integration Challenges and Value Creation.		15
III	Financial Restructuring: Debt Restructuring and Debt-for-Equity Swaps, Capital Structure Optimization, Bankruptcy and Insolvency Laws. Leveraged Buyouts (LBOs) and Management Buyouts (MBOs): LBO Structures and Financing Techniques, Valuation in LBOs and MBOs, Role of Private Equity in LBOs and MBOs. Distressed Asset Sales.		15
IV	Value Creation and Corporate Governance: Value Creation in Corporate Restructuring; Corporate Governance in Restructuring; Case Studies and Global Trends in Corporate Restructuring.		15
Total Contact Hours			60

Suggested Evaluation Methods			
Internal Assessment: 30		End Term Examination: 70	
➤ Theory	30	➤ Theory:	70
• Class Participation:	5	Written Examination	
• Seminar/presentation/assignment/quiz/class test etc.:	10		
• Mid-Term Exam:	15		
Part C-Learning Resources			
Recommended Books/e-resources/LMS:			
<ol style="list-style-type: none"> 1. Krishnamurti, C., & Vishwanath, S. R. (2008). Mergers, acquisitions and corporate restructuring. SAGE Publications. 2. Godbole, P. G. (2013). Mergers, acquisitions and corporate restructuring (2nd ed.). Vikas Publishing House. 3. Gilson, S. C. (2010). Creating value through corporate restructuring: Case studies in bankruptcies, buyouts, and breakups (2nd ed.). Wiley. 4. Gaughan, P. A. (2017). Mergers, acquisitions, and corporate restructurings (7th ed.). Wiley. 5. Kar, R. N., & Minakshi. (2023). Mergers acquisitions & corporate restructuring: Strategies & practices (3rd ed.). Taxmann Publications. 			

Session: 2024-25			
Part A - Introduction			
Name of Programme	MBA		
Semester	IV		
Name of the Course	Training, Learning and Development		
Course Code	M24-MBA-436		
Course Type	DEC - 10		
Level of the course	400-499		
Pre-requisite for the course (if any)			
Course Learning Outcomes (CLO) After completing this course, the learner will be able to:	CLO 1: Understand the need and role of managers in training and development CLO 2: Understand the process of training need analysis in organizations. CLO 3: Understand various training and development methods and their applicability in different organizational situations CLO 4: Understand the process of designing a training program and its evaluation.		
Credits	Theory	Tutorial	Total
	3	1	4
Teaching Hours per week	3	1	4
Internal Assessment Marks	30	0	30
End Term Exam Marks	70	0	70
Max. Marks	100	0	100
Examination Time	3 hours		
Part B- Contents of the Course			
Instructions for Paper- Setter: The examiner will set 9 questions asking two questions from each unit and one compulsory question by taking course learning outcomes (CLOs) into consideration. The compulsory question (Question No. 1) will consist at least 4 parts covering entire syllabus. The examinee will be required to attempt 5 questions, selecting one question from each unit and the compulsory question. All questions will carry equal marks.			
Unit	Topics		Contact Hours
I	Training and Development – Need for Development, Differences between Training and Development, Learning Principles; Role of Development Managers and Administrators, Consultants, Designers and Instructors, Determining Training Needs, Usefulness of Training; Development of Competency-based training programs		15
II	Training Need Analysis (TNA)- Need of training, TNA Model, Need Assessment Process: Organizational Analysis, Person Analysis, Task Analysis; Output of TNA, Approaches to TNA: Proactive TNA, Reactive TNA		15
III	Areas of training: Knowledge, Skill, Attitude; Methods of Training - On the job and Off the job; Executive Development Programmes - Meaning, Need, Importance, Nature, Scope and Implications		15
IV	Evaluation of training programs- Key Performance Parameter; Role of Trainer and Line Manager in evaluations, Design of Evaluation – Kirkpatrick’s model; Current practices in assessing Training and Development		15
Total Contact Hours			60

Suggested Evaluation Methods			
Internal Assessment: 30		End Term Examination: 70	
➤ Theory	30	➤ Theory:	70
• Class Participation:	5	Written Examination	
• Seminar/presentation/assignment/quiz/class test etc.:	10		
• Mid-Term Exam:	15		
Part C-Learning Resources			
Recommended Books/e-resources/LMS:			
<ul style="list-style-type: none"> • Blanchard, P. N., Thacker, J. W., & Way, S. A. (2019). Effective training: Systems, strategies, and practices (6th ed.). Pearson. • Noe, R. A. (2020). Employee training and development (8th ed.). McGraw-Hill Education. • Goldstein, I. L., & Ford, J. K. (2002). Training in organizations: Needs assessment, development, and evaluation (4th ed.). Wadsworth/Thomson Learning. • Laird, D., Holton, E. F., & Naquin, S. S. (2003). Approaches to training and development (3rd ed.). Basic Books. • Saks, A. M., & Haccoun, R. R. (2018). Managing performance through training and development (8th ed.). Nelson Education. • Piskurich, G. M. (2009). Rapid instructional design: Learning ID fast and right (2nd ed.). Pfeiffer. • Broad, M. L., & Newstrom, J. W. (1992). Transfer of training: Action-packed strategies to ensure high payoff from training investments. Basic Books. • Werner, J. M., & DeSimone, R. L. (2011). Human resource development (6th ed.). Cengage Learning. • Swanson, R. A., & Holton, E. F. (2001). Foundations of human resource development. Berrett-Koehler Publishers. • Rothwell, W. J., & Kazanas, H. C. (2011). Planning and managing human resources: Strategic planning for human resource management. Human Resource Development Press. • Rao, T. V. (2008). Learning & development: Experiences of outstanding companies. Sage Publications India. • Rao, T. V. (2002). Future of HRD. Macmillan India Ltd. • Sahu, R. K. (2010). Training for development. Excel Books India. • Bhatia, S. K. (2009). Training and development: Concepts and practices. Deep & Deep Publications. • Raju, P. S. (2006). Management of training and development. I K International Publishing House. • Jain, R., & Saakshi. (2005). Training and development: A practical approach. Macmillan India Ltd. 			

Session: 2024-25			
Part A - Introduction			
Name of Programme	MBA		
Semester	IV		
Name of the Course	Financial Modeling		
Course Code	M24-MBA-446		
Course Type	DEC-10		
Level of the course	400-499		
Pre-requisite for the course (if any)			
Course Learning Outcomes (CLO) After completing this course, the learner will be able to:	CLO 1: Understand what financial models are and how these can be useful for businesses. CLO 2: Use various inbuilt functions of EXCEL to prepare a model. CLO 3: Use forecasting technique to make various models. CLO 4: Adjust the regression models for changes in trends.		
Credits	Theory	Tutorial	Total
	3	1	4
Teaching Hours per week	3	1	4
Internal Assessment Marks	30	0	30
End Term Exam Marks	70	0	70
Max. Marks	100	0	100
Examination Time	3 hours		
Part B- Contents of the Course			
Instructions for Paper- Setter: The examiner will set 9 questions asking two questions from each unit and one compulsory question by taking course learning outcomes (CLOs) into consideration. The compulsory question (Question No. 1) will consist at least 4 parts covering entire syllabus. The examinee will be required to attempt 5 questions, selecting one question from each unit and the compulsory question. All questions will carry equal marks.			
Unit	Topics		Contact Hours
I	Introduction to financial modelling. Financial modelling rules. Characteristics of financial models. Stages of financial modelling. Benefits and challenges of using Financial Models		15
II	Concept of financial Modeling- difference between spread sheet and model. Types and purposes of financial model-skills required for a good modeler. Best practices in spread sheet design-tool selection. Financial management skills: Understanding the three key financial statements (i.e., a company's income statement, balance sheet, and cash flow statement) and the relationships between the various items on them.		15
III	Forecasting Annual Revenues Spreadsheet skills: Creating, validating, and using linear, quadratic, cubic, and exponential regression models to fit the trends of historical data; creating various types of charts (e.g., scatter diagrams, forecast charts, error patterns, and downside risk curves); estimating the accuracy of forecasts; expressing forecast accuracy in terms of confidence limits and downside risk curves.		15
IV	Financial management skills: Making forecasts; recognizing the difference between valid and invalid forecasting models; handling the risks inherent in forecasts; adjusting regression models for changes in trends.		15

Total Contact Hours		60	
Suggested Evaluation Methods			
Internal Assessment: 30		End Term Examination: 70	
➤ Theory	30	➤ Theory:	70
• Class Participation:	5	Written Examination	
• Seminar/presentation/assignment/quiz/class test etc.:	10		
• Mid-Term Exam:	15		
Part C-Learning Resources			
Recommended Books/e-resources/LMS:			
1. Alastair Day, Mastering Financial modeling in Microsoft Excel; Pearson, India Edition			
2. Ragnar Lavas et al, Financial Modeling and Asset valuation with Excel; Routledge			
3. Building Financial Models, John Tjia ,McGraw-Hill.			
4. Danielle Stein Fairhurst ,Using excel for business analysis, Wiley finance			

Session: 2024-25			
Part A – Introduction			
Name of Programme	MBA		
Semester	IV		
Name of the Course	FINANCIAL INNOVATION AND ENTREPRENEURSHIP		
Course Code	M24-MBA-456		
Course Type	DEC-10		
Level of the course	400-499		
Pre-requisite for the course (if any)			
Course Learning Outcomes (CLO) After completing this course, the learner will be able to:	<p>CLO 1: Familiarize the students with financial management concepts for MSME's.</p> <p>CLO 2: Understand the importance of financial planning for startups and established enterprises.</p> <p>CLO 3: Give an insight regarding innovative sources of finance.</p> <p>CLO 4: Understand financial risks in startups and mitigation strategies.</p>		
Credits	Theory	Tutorial	Total
	3	1	4
Teaching Hours per week	3	1	4
Internal Assessment Marks	30	0	30
End Term Exam Marks	70	0	70
Max. Marks	100	0	100
Examination Time	3 hours		
Part B- Contents of the Course			
Instructions for Paper- Setter: The examiner will set 9 questions asking two questions from each unit and one compulsory question by taking course learning outcomes (CLOs) into consideration. The compulsory question (Question No. 1) will consist at least 4 parts covering entire syllabus. The examinee will be required to attempt 5 questions, selecting one question from each unit and the compulsory question. All questions will carry equal marks.			
Unit	Topics		Contact Hours
I	Meaning, objectives and significance of Financial Management, Project Appraisal Technique- Payback Period, NPV, IRR, PI. Cost of capital and capital structure. Sources of Finance, Working Capital Management: Concept, Importance, Cash Management.		15
II	Inventory Management, Management of Accounts Receivables. Budgeting Control: Meaning, Importance, Limitation, Types of Budgets, Fixed vs Flexible Budget.		15
III	Financial Planning, Estimation of Financial Requirements, Sources of Finance: Internal sources and External sources of Financing including Term Loans and Financial Accommodation from Financial Institutions.		15
IV	Venture Capital, Profitability Analysis: Factors Affecting Profits, Profit Planning: characteristics, advantages and limitation, Break Even Analysis, Profitability Ratios, Cash Flow Statement. Concept of Risk, Types of Risk, Risk mitigation Strategies.		15
Total Contact Hours			60

Suggested Evaluation Methods			
Internal Assessment: 30		End Term Examination: 70	
➤ Theory	30	➤ Theory:	70
• Class Participation:	5	Written Examination	
• Seminar/presentation/assignment/quiz/class test etc.:	10		
• Mid-Term Exam:	15		
Part C-Learning Resources			
Recommended Books/e-resources/LMS:			
6. Singh, Surender and Kaur, Rajeev. Basic Financial Management Mayur Paperbacks, New Delhi			
7. S.N. Maheshwari, Management Accounting & Financial Analysis S. Chand & Sons			
8. S.C. Kuchhal, Financial Management, Vikas Publishing House			
9. Steward C. Myers, Richard A. Brealey Principles of Corporate Finance (International Edition)			
10. M.Y. Khan & R.K. Jain “Financial Management Text & Problems” Tata McGraw			

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Part A - Introduction

Name of Programme	MBA		
Semester	IV		
Name of the Course	Regional Economic Blocs		
Course Code	M24-MBA-466		
Course Type	DEC - 10		
Level of the course	400-499		
Pre-requisite for the course (if any)			
Course Learning Outcomes (CLO)	After completing this course, the learner will be able to: CLO 1: Understand the economic rationale for regional integration. CLO 2: Analyze the structures, functions, and challenges of major regional blocs. CLO3: Evaluate the trade-offs between national sovereignty and regional cooperation CLO 4: Assess the impact of regional blocs on global trade and development.		
Credits	Theory	Tutorial	Total
	3	1	4
Teaching Hours per week	3	1	4
Internal Assessment Marks	30	0	30
End Term Exam Marks	70	0	70
Max. Marks	100	0	100
Examination Time	3 hours		

Part B-Contents of the Course

Instructions for Paper- Setter: The examiner will set 9 questions asking two questions from each unit and one compulsory question by taking course learning outcomes (CLOs) into consideration. The compulsory question (Question No. 1) will consist at least 4 parts covering entire syllabus. The examinee will be required to attempt 5 questions, selecting one question from each unit and the compulsory question. All questions will carry equal marks.

Unit	Topics	Contact Hours
I	Introduction to regionalism and economic integration, Theories of economic integration, Global trade Institutions vs. regional blocs	15
II	The European Union: Origins & Evolution, EU Institutions, Policies & Eurozone, Brexit and implications	15
III	ASEAN & Asia-Pacific Trade Blocs, India's Act East Policy, SAFTA vs. BIMSTEC: Future potential. Geopolitics, China's role, and India's positioning.	15
IV	Middle East & Regional Economic Cooperation, African Continental Free Trade Area (AfCFTA) NAFTA & USMCA, MERCOSUR & Latin American Integration	
Total Contact Hours		60

Suggested Evaluation Methods

Internal Assessment: 30		End Term Examination: 70	
➤ Theory	30	➤ Theory:	70
• Class Participation:	5	Written Examination	
• Seminar/presentation/assignment/quiz/class test etc.:	10		

• Mid-Term Exam:	15
Part C-Learning Resources	
Recommended Books/e-resources/LMS:	
<ul style="list-style-type: none"> • Hill, C. W. (2022). <i>Global business today</i>. McGraw-Hill. • Morrison, J. (2011). <i>Global Business Environment</i>. Palgrave Macmillan. • Nagy, S. G. (Ed.). (2025). <i>The Economics of Regional Integration</i>. Taylor & Francis. 	

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Part A - Introduction			
Name of Programme	MBA		
Semester	IV		
Name of the Course	ENTREPRENEURSHIP AND STARTUP MANAGEMENT		
Course Code	M24-EEC-419		
Course Type	EEC		
Level of the course	400-499		
Pre-requisite for the course (if any)			
Course Learning Outcomes (CLO) After completing this course, the learner will be able to:	CLO 1: Assess available entrepreneurial opportunities. CLO 2: Understand the dynamics entrepreneurship CLO 3: Assess entrepreneurial infrastructure and institutional support available for the same in India. CLO 4: Understand Indian Startup Ecosystem.		
Credits	Theory	Tutorial	Total
	2	0	2
Teaching Hours per week	2	0	2
Internal Assessment Marks	15	0	15
End Term Exam Marks	35	0	35
Max. Marks	50	0	50
Examination Time	3 hours		
Part B- Contents of the Course			
<u>Instructions for Paper- Setter:</u> The examiner will set 9 questions asking two questions from each unit and one compulsory question by taking course learning outcomes (CLOs) into consideration. The compulsory question (Question No. 1) will consist at least 4 parts covering entire syllabus. The examinee will be required to attempt 5 questions, selecting one question from each unit and the compulsory question. All questions will carry equal marks.			
Unit	Topics		Contact Hours
I	Entrepreneurship v/ s Intrapreneurship. The entrepreneurial mindset, attributes, attitudes and behaviour. Entrepreneurial Myths and Realities. Rural, social and women entrepreneurship in India.		7
II	Analysis of entrepreneurial environment and formulation of a comprehensive entrepreneurial business plan. Formulating a Marketing, HRM and Financial Plan for an entrepreneurial business.		8
III	Startup Culture in India. Recent initiatives for Startup Promotion in India. Startup Initiation Process and Formalities.		7
IV	4 case studies of successful startups in India and 4 of startup failures clearly identifying underlying reasons.		8
Total Contact Hours			30

Suggested Evaluation Methods			
Internal Assessment: 15		End Term Examination: 35	
➤ Theory	15	➤ Theory:	35
• Class Participation:	2.5	Written Examination	
• Seminar/presentation/assignment/quiz/class test etc.:	5		
• Mid-Term Exam:	7.5		
Part C-Learning Resources			
Recommended Books/e-resources/LMS:			
1. Kumar, Arya, Entrepreneurship, Pearson Education.			
2. Greene, Cynthia, Entrepreneurship, Cengage Learning.			
3. Wickham, P, Strategic Entrepreneurship, Pitman.			
4. Shukla, MB, Entrepreneurship and Small Business Management, Kitab Mahal.			
5. Sahay, Nirjar, Entrepreneurship: Education, Theory and Practice, Excel Books.			

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Part A - Introduction			
Name of Programme	MBA		
Semester	IV		
Name of the Course	DISSERTATION/ RESEARCH REPORT/ PROJECT REPORT		
Course Code	M24-MBA-418		
Course Type	DISSERTATION/ PROJECT WORK		
Level of the course	400-499		
Pre-requisite for the course (if any)			
Course Learning Outcomes (CLO) After completing this course, the learner will be able to:	CLO 1: Get inputs on conducting project . CLO 2: Write Dissertation CLO 3: Understand practical aspects relating to research. CLO 4: Comprehend and address research problems.		
Credits	Theory	Tutorial	Total
			12
Teaching Hours per week			
Internal Assessment Marks			
End Term Exam Marks (Based on External Evaluation)	300		300
Max. Marks	300		300