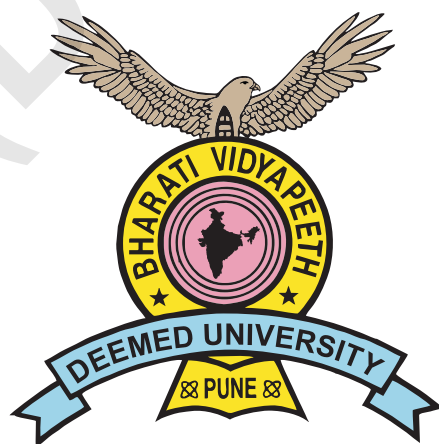


MASTER OF BUSINESS ADMINISTRATION

IN CENTRE FOR DISTANCE & ONLINE EDUCATION

MODE OF LEARNING - ONLINE EDUCATION



PROGRAMME GUIDE

BHARATI VIDYAPEETH (DEEMED TO BE UNIVERSITY), CENTRE FOR DISTANCE & ONLINE EDUCATION

5th floor, Bharati Vidyapeeth Bhavan, L.B.S. Marg, Pune-411030.

Website : bharatividyaapeethonline.com

MASTER OF BUSINESS ADMINISTRATION IN ONLINE EDUCATION



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5th floor, Bharati Vidyapeeth Bhavan, L.B.S. Marg, Pune-411030.

Website : <https://bharatividyaapeethdistance.com/>

Bharati Vidyapeeth (Deemed to be University) Centre for Distance and Online Education (BVDU CDOE) is a distinguished institution committed to providing quality education through distance and online modes. Established and recognized under Section 3 of the UGC Act, 1956, BVDU CDOE offers a variety of programs whose Degrees, Diplomas, and Certificates are acknowledged by all members of the Association of Indian Universities (AIU). These qualifications are considered equivalent to those awarded by traditional Indian Universities, Deemed Universities, and Institutions. This recognition is in accordance with UGC Circular No. F. 6-2(3)/2005 (DEB-III) dated September 27, 2016, which underscores the equivalence and validity of qualifications earned through distance and online education

The University reserves the right to change the rules and procedures described in this Programme Guide. However, learners will be informed about any change through the BV(DU) CODE Website.

Design, Development and Coordination

CDOE Faculty



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BHARATI VIDYAPEETH (DEEMED TO BE UNIVERSITY)
CENTRE FOR DISTANCE & ONLINE EDUCATION, PUNE (INDIA)

DISTANCE EDUCATION BUREAU

F.No. 2-1/2024(DEB-11)

01st February, 2024

The list of Higher Educational Institutions (HEIs) entitled to start full-fledged Online Programmes without prior approval of the UGC, as per provisions stipulated under Regulation 3(B)(a) of the University Grants Commission (Open and Distance Learning Programmes and Online Programmes) Regulations, 2020 and its amendments from academic year 2023-24, academic session beginning February, 2024 and onwards.

- (I) As mandated by the Regulations, online applications were submitted by the Entitled HEIs willing to offer programmes under online mode. Further, each HEI submitted affidavit for ensuring compliance to all the provisions of the University Grants Commission (Open and Distance Learning Programmes and Online Programmes) Regulations, 2020 and its amendments and also deposited prescribed fee as notified by the Commission.
- (II) The duly certified information submitted by the HEI, was to ascertain conformity to the following **four provisions only**:
 - 1. Entitlement eligibility criteria of the HEI.
 - 2. Permissibility of proposed programmes to be offered under online mode.
 - 3. Adherence to UGC Notification of Specification of Degrees, 2014 and its amendments.
 - 4. Prior approval of Regulatory Authority, wherever applicable.
- (III) **Programmes under the ambit of Regulatory Authorities have been considered on the basis of communication/recommendations received from respective Regulatory Authority. The HEIs shall strictly abide by the conditions such as number of seats, recognition period, etc. mentioned in the relevant Regulatory Authority letter.**
- (IV) **The Regulations also mandate that the Entitled HEIs shall not offer online programmes under any franchise arrangement and shall have complete ownership of these programmes.**
- (V) The HEIs are entitled to offer Online programmes, till they are complying NAAC or NIRF ranking requirements as per Regulation 3(B)(a) of University Grants Commission (Open and Distance Learning Programmes and Online Programmes) Regulations, 2020 and its amendments and on non-compliance, **they shall discontinue the programmes and accordingly, inform the same to the UGC.** The learners already enrolled in the current entitled programmes shall be allowed to complete the programmes in the laid down manner as per the University Grants Commission (Open and Distance Learning Programmes and Online Programmes) Regulations, 2020 and its amendments.
- (VI) The List of entitled HEIs which have submitted the affidavit to ensure compliance to University Grants Commission (Open and Distance Learning Programmes and Online Programmes)

Regulations, 2020 and its amendments and have been found complying with above mentioned provisions (as per (II) above), for academic year 2023-24, session beginning from February, 2024 and onwards is appended herewith.

- (VII) Higher Education Institution shall write 'UGC entitled as per University Grants Commission (Open and Distance Learning Programmes and Online Programmes) Regulations, 2020 and its amendments' instead of UGC recognized' at all places.
- (VIII) The Higher Educational Institution shall scrupulously abide by all the terms and conditions as stipulated under Parts III, IV and V of the University Grants Commission (Open and Distance Learning Programmes and Online Programmes) Regulations, 2020 (including any amendments thereto) and shall take steps as stipulated under Annexure-I to VIII & Annexure-X of the said Regulations.
- (IX) UGC decision on last date of admission for offering ODL and Online programmes for academic year 2023-24, academic session beginning February, 2024 and the last date to upload the student admission details on UGC-DEB web portal is as under:
- **Last Date for Admission: 31st March, 2024.**
 - **Last Date for Submission of Student Data on the Portal: 15th April, 2024.**
- (X) The Higher Educational Institutions have submitted an affidavit to the effect that in case any information, documentary evidence submitted/ produced by the Higher Educational Institution is found to be false or wrong at a later stage or in case there is any violation of University Grants Commission (Open and Distance Learning Programmes and Online Programmes) Regulations, 2020 and its amendments by the HEI, the Higher Educational Institution shall be solely liable and responsible for any such contravention/violation and for any consequences thereof (including career consequences of Learner). In such events, the HEI may also be subject to the consequences stipulated under Regulation 7 of University Grants Commission (Open and Distance Learning Programmes and Online Programmes) Regulations, 2020 (including any amendments thereto).

(Prof. Manish R. Joshi)
Secretary

ACADEMIC YEAR 2023-24, SESSION BEGINNING FEBRUARY,

- 1) BACHELOR OF BUSINESS ADMINISTRATION
- 2) BACHELOR OF COMPUTER APPLICATIONS
- 3) MASTER OF BUSINESS ADMINISTRATION
- 4) MASTER OF COMPUTER APPLICATIONS

Dear Learner,

We welcome you to the **Bharati Vidyapeeth (Deemed to be University) Centre for Distance & Online Education (CDOE)**. Let us first compliment you for joining the **Master of Business Administration (MBA) online programme**, a unique professional training programme designed to equip you with the skills and knowledge necessary to excel in the dynamic business environment. You are now a proud student of **BV(DU)**, which has established itself as a pioneer in the field of open and distance learning.

This programme has been developed and maintained by the **Centre for Distance & Online Education (CDOE)**, a Centre of Excellence in Distance Education, and is engaged in staff development, programme evaluation, and research in Open and Distance Education. It is also a capacity-building/capacity-sharing institution in the spheres of open and distance education.

The MBA online programme offers a flexible learning schedule that allows you to balance your professional commitments and personal life while pursuing your academic goals. Our curriculum is designed to provide a comprehensive understanding of business management principles, including finance, marketing, human resources, operations, and strategic management. You will have access to a range of online resources, including lectures, study materials, and interactive sessions with faculty members.

To support your learning journey, we offer a robust student support system. This includes academic counseling, virtual workshops, webinars, and forums where you can interact with peers and faculty. Our dedicated faculty and administrative staff are committed to helping you achieve academic excellence and are available to assist you with any challenges you may encounter.

We are sure you will make all sincere efforts to successfully complete this programme. The first step towards this direction is to carefully read this **'Programme Guide'**. You might have many questions about the programme in your mind. We have tried to present this programme guide in a manner that would answer your questions. After having read this, if you still have any questions unresolved, please do not hesitate to contact CDOE faculty or the appropriate university officials as detailed inside.

We wish you all the best in your endeavor for the successful completion of this programme.

Bharati Vidyapeeth (Deemed to be University)
Centre for Distance & Online Education, Pune (India)



Prof. Dr. Shivajirao Kadam
Chancellor M.Sc., Ph.D.

Prof. Dr. Vivek A. Saoji
M.B.B.S., M.S.(Surg.)
Vice Chancellor

Bharati Vidyapeeth (Deemed to be University) Pune, India.

Founder Chancellor : Dr. Patangrao Kadam

- ★ Accredited with 'A+' Grade (2017) by NAAC ★
- ★ Category-I University Status by UGC ★
- ★ NIRF Ranking - 76 ★

"Social Transformation Through Dynamic Education"



Dr. Vishwajeet Kadam
B.Tech., M.B.A., Ph.D.
Pro Vice Chancellor
G. Jayakumar
M.Com., Dip. Pub. Adm.
Registrar

NOTIFICATION NO. 1186

It is hereby notified for the information of all concerned that the authorities of the University has resolved to continue to offer / start the following programmes through :

Online Mode:

(1) Master of Business Administration (MBA)

New Programme

(2) Master of Computer Applications (MCA)

Distance Mode

(1) Master of Business Administration (MBA)

(2) Master of Computer Applications (MCA)

New Programme

(3) Diploma in Big Data Analytics

(4) Diploma in Digital Marketing

All the concerned are requested to make a note of this.

Ref. No. BVDU/2022-23/6748

Date : May 22, 2023

G. Jayakumar
Registrar

To,

1. The Director, BVDU Centre for Online and Distance Education, Pune
2. The Dean, Faculty of Management Studies, BVDU, IMED, Pune
3. The Controller of Examinations, BVDU, Pune
4. The IT Cell for uploading in the Website.

Notification-2022-23

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BHARATI VIDYAPEETH (DEEMED TO BE UNIVERSITY), PUNE
Faculty of Management Studies

Master of Business Administration MBA [Online Mode]
Revised Course Structure (To be effective from 2023-2024)

I. Title :

- a) Name of the Programme: **Master of Business Administration MBA (Online Mode)**
- b) Nature & duration of the Programme: **(Online Mode) Post Graduate Degree Programme of TWO YEARS (Approved by AICTE).**

II. Preamble :

The Master of Business Administration (Online Mode) is a two-year program offered by Bharati Vidyapeeth (Deemed to be University), Pune School of Online Education. The University is accredited by NAAC with an A+ grade. The University has experienced faculty members, Learning Management System (LMS), Library, and other modern facilities to provide proper learning environment to the Students/Learners. This programme is very well received by the industry.

III. Rationale for Syllabus revision:

The Vision and Mission statements of the MBA programme embodies the spirit of the mission of the University and vision of Hon'ble Dr. Patangraoji Kadam, Founder- Chancellor Bharati Vidyapeeth (Deemed to be University), Pune, which is to usher in Social Transformation through Dynamic Education.

In view of the dynamic nature of the market, an economy and evolving expectation of the stakeholders such as Students/Learners, faculty members and industry in particular, the syllabus is revised periodically. The Last revision was in the year 2020-21.

Over the past two years, feedback was received from various stakeholders and considering the changes that in the macro environment, a need was felt to revise the syllabus so as to suffice the requirements of the industry and society. This revised draft is the result of inputs received from the industry, academia, alumni and all stakeholders.

IV. Vision Statement of MBA Programme :

To facilitate creation of Dynamic and Effective Business Professionals, HR Managers, Marketing Managers and Entrepreneurs who can transform the corporate sector, cater to the needs of the society and contribute towards Nation building.

V. Broad Objectives of the Learning Outcome based Curriculum Framework (LOCF) of Master of Business Administration Programme:

At Bharati Vidyapeeth (Deemed to be University), Pune the objective of MBA Program is to provide world class Business Education and develop dynamic HR Managers, Marketing Managers, entrepreneurs and business leaders. The Program aims to enhance decision-making capabilities of upcoming HR managers, Marketing Managers, Leaders and Entrepreneurs by imparting critical thinking and analytical abilities in leading dynamic organizations. Master's Degree is the well-recognized postgraduate qualification in higher

education. The contents of this degree are determined in terms of knowledge and understanding, expertise and skills that a student intends to acquire. Students/Learners qualify for joining a profession or to provide development opportunities in particular employment settings. Graduates are enabled to enter a variety of jobs or to continue academic study at higher level.

VI. Aim of Master of Business Administration Programme

The aim of this programme is to inculcate the Students/Learners with rigorous knowledge & understanding the domain of field Management. Students/Learners/Learners undertaking this programme will:

- Demonstrate an understanding of key terms, theories/concepts and practices within the field of Management.
 - Demonstrate competencies in development and problem solving in the area of Management
 - Provide innovative solutions to problems in the field of Management.
 - Be able to identify and appreciate the significance of the ethical issues in Management
-

VII. Postgraduate Attributes in MBA

On completion of the PG course Students/Learners are expected to have acquired the skills of critical thinking, rational enquiry, effective communication, and exploring the relationship between the stakeholders of an organization while remaining sensitive to the fulfillment of societal objectives at large. The Graduate attributes expected from the postgraduates of M.B.A. (Online Mode) are:

- Critically assess existing theory and practice in the field of Management
 - Develop an ability to undertake qualitative and quantitative research
 - Apply knowledge about qualitative and quantitative research to an independently constructed piece of work
 - Respond positively to problems in unfamiliar contexts
 - Identify and apply new ideas, methods and ways of thinking
 - Demonstrate competence in communicating and exchanging ideas in a group context
 - Be able to advance well-reasoned and factually supported arguments in both written work and oral presentations
 - Work effectively with colleagues with diverse skills, experience levels and way of thinking
 - Be able to evaluate Management related social, cultural, ethical and environmental responsibilities and issues in a Global Context
-

VIII. Qualification Descriptors

Upon successful completion of the PG course, the Students/Learners receive a M.B.A. Post Graduate degree (Online Mode) are expected to branch out into different paths seeking spheres of knowledge and domains of professional work that they find fulfilling. They will be able to demonstrate knowledge of major Management functions and the ability to provide an overview of scholarly debates relating to Management. It is expected that besides the skills specific to the discipline, these wider life skills of argumentation and communication, attitudes and temperaments, and general values inherent in a discipline that studies human beings in their social context, in all its complexity, ultimately enable learners to live rich, productive and meaningful lives. The list below provides a synoptic overview of possible career paths provided by postgraduate training in MBA (online Mode): Human Resource Manager, Human Resource Generalist, Staffing Director, Technical Recruiter, Compensation

Manager, Employee Relations Manager, Employment Manager, Director of HR Training and Development, Marketing Manager, Import Export Manager etc.

IX. MBA Programme (online Mode) Course Outcomes

On the successful completion of this Post Graduate Programme, a student /Learners shall be able to:

- Apply the knowledge of management theories and practices to solve business problems
- Foster analytical and critical thinking abilities for data-based decision making
- Learn new technologies with ease and be productive at all times
- Ability to understand, analyze and communicate global, economic, legal and ethical aspects of business.
- Read, write, and contribute to Business literature
- Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.

X. Eligibility for Admission:

Admission to the programme is open to any Graduate (10+2+3) of any recognized university satisfying the following conditions:

1. The candidate should have secured at least 50% (45% for SC/ST) in aggregate at graduate level university examination.
2. The Candidate studying in final year of Bachelor's degree may also apply. Admission of such candidates will remain provisional until submission of final result certificates in original.
3. Subject to the above conditions, the final admission is based solely on
 - a) Submission of Migration Certificate, Transference Certificate, anti-ragging affidavit etc.

XI. Structure of the Programme:

The MBA programme (Online Mode) is of 124 credits, which need minimum two years divided into four semesters to complete. During third semester Students/Learners have to opt for specialization(s) and study the specialization courses in depth. The programme also includes Summer Internship / Summer Training of 60 days. The medium of instruction and examination will be only English. A student would be required to complete the course as per the ABC (Academic Bank Credit) policy of UGC.

XII. Credits- Total: 124 credits

The course shall be conducted according to the 4-quadrant approach as per UGC (Credit framework for online learning courses) Regulation, 2016; which shall include –

- (a) **Quadrant-I** : is e-Tutorial; which shall contain: Video and Audio Content in an organized form, Animation, Simulations, video demonstrations, Virtual Labs, etc, along with the transcription of the video.
- (b) **Quadrant-II** : is e-Content; which shall contain; self-instructional material (digital Self Learning Material), e-Books, illustrations, case studies, presentations etc, and also contain Web Resources such as further references, Related Links, Open source Content on Internet, Video, Case Studies, books including e-books, research papers and journals, Anecdotal information, Historical development of the subject, Articles, etc.
- (c) **Quadrant-III** : is the Discussion forum for raising doubts and clarifying the same on real time basis by

the Course Coordinator or his team.

- (d) **Quadrant-IV** : is Assessment, which shall contain; Problems and Solutions, which could be in the form of Multiple Choice Questions, Fill in the blanks, Matching Questions, Short Answer Questions, Long Answer Questions, Quizzes, Assignments and solutions, Discussion forum topics and setting up the FAQs, Clarifications on general misconceptions.

XIII: Examinations:

For Regular

A) Scheme of Examination:

Courses having Internal Assessment (IA) / *Internal Examination(IE)* and University Examinations (UE) shall be evaluated by the respective institutes and the University at the term end for 30(IE) and 70(UE) Marks respectively. The total marks of IA and UE shall be 100 Marks and it will be converted to grade points and grades.

For courses having *only Internal Assessment (IA)* the respective institutes will evaluate the Students in various ways through *Class Test, Presentations, Field Assignments and Mini Projects* for a total of 100 marks during the term. Then the marks will be converted to grade points and grades.

Open Courses shall be evaluated for 100 marks only (hundred marks only). (Note: MOOCs and Open Courses are compulsory)

A) Components of continuous evaluation system (CES/CCA):

Following are the suggested components of CES/CCA,

- a) Online Assignment
- b) Online Business plan
- c) Online Quiz
- d) Online Presentations
- e) Online Case Study

Breakup of CES marks –Home Assignments, online Assignments: 30Marks

B) MOOCS Guidelines –

The **Bharati Vidyapeeth (Deemed to be University)**, Pune offering MOOCS stands for Massive Open Online Courses Subjects. The student will complete MOOCS courses prescribed by Institute from **NPTEL / SWAYAM** in respective semester and will be evaluated at the University level based on the assignments submitted by the Students/Learners and the University level exam on those subjects. Following are the sources from where Students/Learners can undertake MOOCS

1. iimb.ac.in
2. swayam.gov.in
3. alison.com
4. edx.org
5. nptel.com (technical courses)
6. Coursera
7. harvardx.harvard.edu
8. udemy.com
9. futurelearn.com

10. Indira Gandhi National Open University (IGNOU)
11. National Council of Educational Research and Training (NCERT)
12. National Institute of Open Schooling (NIOS)
13. National Programme on Technology Enhanced Learning (NPTEL) **Important Note:**
 - Students should complete the MOOCs during four semesters of the program.
 - Students have to submit completion certificate of all MOOCs. Unless certificate of all 05MOOCs are not submitted the mark sheet of the final semester will not be issued.

Grading System for Programmes under Faculty of Management Studies:

The Faculty of Management Studies, Bharati Vidyapeeth (Deemed to be University), Pune has suggested the use of a 10-point grading system for all programmes designed by its different Board of Studies.

The 10 point Grades and Grade Points according to the following table

| Range of Marks (%) | Grade | Grade Point |
|---------------------------------|-------|-------------|
| $80 \leq \text{Marks} \leq 100$ | O | 10 |
| $70 \leq \text{Marks} \leq 80$ | A+ | 9 |
| $60 \leq \text{Marks} \leq 70$ | A | 8 |
| $55 \leq \text{Marks} \leq 60$ | B+ | 7 |
| $50 \leq \text{Marks} \leq 55$ | B | 6 |
| $40 \leq \text{Marks} \leq 50$ | C | 5 |
| Marks < 40 | D | 0 |

Standard of Passing:

For all courses, both UE and IA constitute separate heads of passing (HoP). In order to pass in such courses and to earn the assigned credits, the student must obtain a minimum grade point of 5.0 (40% marks) at UE and also a minimum grade point of 5.0 (40% marks) at IA.

- If Students/ Learners fails in IA, the Students/ Learners passes in the course provided, he/she obtains a minimum 25% marks in IA and GPA for the course is at least 6.0 (50% in aggregate). The GPA for a course will be calculated only if the student passes at UE.
- A Students/ Learners who fails at UE in a course has to reappear only at UE as backlog candidate and clear the Head of Passing. Similarly, a Students/ Learners who fails in a course at IA he/she has to reappear only at IA as backlog candidate and clear the Head of Passing to secure the GPA required for passing.
- The performance at UE and IA will be combined to obtain GPA (Grade Point Average) for the course. The weights for performance at UE and IA shall be 50% and 50% respectively.
- GPA is calculated by adding the UE marks out of 50 and IA marks out of 50. The total marks out of 100 are converted to grade point, which will be the GPA.

Rules of ATKT

- For course upto four semesters, a student is allowed to carry any number of Backlogs of a prescribed course in Sem-I, II, III to Sem-IV provided he appears and have backlogs

A student can appear for any four continuous semesters in an examination season including the regular semester, provided the student has appeared and have backlogs for other three semesters.

Formula to calculate Grade Points (GP)

Suppose that 'Max' is the maximum marks assigned for an examination or evaluation, based on which GP will be computed. In order to determine the GP, Set $x = \text{Max}/10$ (since we have adopted 10 point system).

Then GP is calculated by the following formulas

| Range of Marks | Formula for the Grade Point |
|----------------------------------|-----------------------------|
| $8x \leq \text{Marks} \leq 10x$ | 10 |
| $5.5x \leq \text{Marks} \leq 8x$ | Truncate (M/x) +2 |
| $4x \leq \text{Marks} \leq 5.5x$ | Truncate (M/x) +1 |

Two kinds of performance indicators, namely the Semester Grade Point Average (SGPA) and the Cumulative Grade Point Average (CGPA) shall be computed at the end of each term. The SGPA measures the cumulative performance of a student in all the courses in a particular semester, while the CGPA measures the cumulative performance in all the courses since his/her enrollment. The CGPA of student when he/she complete the program is the final result of the student.

The SGPA is calculated by the formula $\text{SGPA} = \frac{\sum C_k * GP_k}{\sum C_k}$

Where, C_k is the Credit value assigned to a course and GP_k is the GPA obtained by the student in the course. In the above, the sum is taken over all the courses that the student has undertaken for the study during the Semester, including those in which he/she might have failed or those for which he/she remained absent. **The SGPA shall be calculated up to two decimal place accuracy.**

The CGPA is calculated by the following formula

$$\text{CGPA} = \frac{\sum C_k * GP_k}{\sum C_k}$$

where, C_k is the Credit value assigned to a course and GP_k is the GPA obtained by the student in the course. In the above, the sum is taken over all the courses that the student has undertaken for the study from the time of his/her enrollment and also during the semester for which CGPA is calculated. **The CGPA shall be calculated up to two decimal place accuracy.**

The formula to compute equivalent percentage marks for specified CGPA: = (Final CGPA-0.5)*10

Award of Honours:

A Students/ Learners who has completed the minimum credits specified for the programme shall be declared to have passed in the programme. The final result will be in terms of letter grade only and is based on the CGPA of all courses studied and passed.

The criteria for the award of honours are given below.

| Range of CGPA | Final Grade | Performance Descriptor | Equivalent Range of Marks (%) |
|----------------------------------|-------------|------------------------|---------------------------------|
| $9.5 \leq \text{CGPA} \leq 10$ | O | Outstanding | $80 \leq \text{Marks} \leq 100$ |
| $9.0 \leq \text{CGPA} \leq 9.49$ | A+ | Excellent | $70 \leq \text{Marks} \leq 80$ |
| $8.0 \leq \text{CGPA} \leq 8.99$ | A | Very Good | $60 \leq \text{Marks} \leq 70$ |
| $7.0 \leq \text{CGPA} \leq 7.99$ | B+ | Good | $55 \leq \text{Marks} \leq 60$ |
| $6.0 \leq \text{CGPA} \leq 6.99$ | B | Average | $50 \leq \text{Marks} \leq 55$ |
| $5.0 \leq \text{CGPA} \leq 5.99$ | C | Satisfactory | $40 \leq \text{Marks} \leq 50$ |
| CGPA below 5.0 | F | Fail | Marks below 40 |

Important Note:

- Student or Learner is expected to write Two Research Papers and publish it in Peer Reviewed Journals.
- A Student /Lerner can carry any number of backlog paper till Semester-IV provided his/her academic term(s) is/are granted

XIV: A. Dual Specialization:

M.B.A Programme 2023-24 offers Dual Specialization to the Students/Learners in second year of MBA Programme. Under dual specialization Students/Learners will have to select **Two Specialization Subjects** from the list given below in semester III & IV.

i) Specialization Combinations:

The specialization may be chosen by the student from the following choices:

| Specialization II (Any Two of these) |
|---|
| Marketing Management |
| Financial Management |
| Human Resource Management |
| International Business Management |
| Production & Operations Management |
| Information Technology Management |
| Agribusiness Management |
| Retail Management |
| Project Management |
| Business Analytics |
| Event Management |
| Hospitality Management |
| Sports Management |
| Infrastructure Management |

B. Summer Internship: Rules for Summer Internship:

- 1) All students of MBA-I have to undergo a mandatory Summer Internship Program (SIP) of minimum 60 days in an organization after their Sem-II exams.
- 2) The Summer Internship is allocated 8 credits as per the University Syllabus
- 3) During the period of the Internship, it is absolutely necessary for the students to conduct himself/herself professionally during the tenure with the organization as a summer intern.
- 4) During the Internship period, on all working days, students to be in formal dress code. Situations may arise when the Company guide may call and wants to have a video call with students and students are not

found in formals. Complaints from the company guide, such as these will not be tolerated. This will lead to cancellation of the project.

- 5) At all times during the Internship period, students should be accessible on their Mobile Phones. Also they are to regularly access their emails for any messages from their Internal faculty guide or their Company Guide. In addition, if the institute receives any complaint from the organization's regarding the conduct or indiscipline of the student, strict action will be taken against the student.
- 6) During the tenure with the organization the student is required to work on a subject relevant to the organization and society, formulating the problem and devising ways to solve the same under expert guidance.
- 7) Once the Students join the Internship they are oriented by the reporting manager at the new workplace. This might take the form of a conventional orientation program or merely a walk around the office, depending on the size of the company. Give interns an overview of the organization; some companies give talks or hand out information about the company's history, vision and services. Explain who does what and what the intern's duties will be. Introduce him or her to co-workers.
- 8) Guidance/ Regular Feedback: It's important to give students lots of feedback. The reporting manager in the organization gives the students feedback during the course of the Internship. They'll want to know if their work is measuring up to organizational expectations.
- 9) Chapter Scheme used in the project report.

Chapter 1: Introduction

The purpose of the introduction is to introduce the research project to the readers. It should contain the history of the organization, past and current practices, new technology and future strategies. Enough background should be given to make clear to the readers why the problem was considered worth investigating. A brief summary of other relevant research may also be stated so that the present study can be seen in that context. The hypotheses of study, if any, and the definitions of the major concepts employed in the study should be explicitly stated in the introduction of the report.

- In this chapter the following minimum contents should be covered.
- Overview of industry as a whole
- Profile of the organization (History, Vision, Mission Objectives, Functions. Etc.)
- Problems of the company/Industry (**Growth of Industry, Players in Industry, size, contribution in GDP, Total employees, global practices, etc.**)
- Competitors information
- SWOT analysis of the organization

Chapter 2: Research Methodology

- Statement of the Problem
- Objectives & Scope of Study
- Managerial usefulness of study
- Type of Research and Research Design
- Data Collection Method
- Limitations of Study
-

Chapter 3: Conceptual Discussion

- Review of Literature (Discussion about the work done by others on similar issues and published articles/books/research projects, etc.)
- Current Issues (From Newspaper, Journals–For Company and Industry)
- New Development of Company and Industry

Chapter 4 : Data Analysis–

- Methods and techniques of data analysis(Questionnaire, Graphs, Statistical Methods, SPSS etc)
- Primary Data Analysis
- Secondary Data Analysis

Chapter 5 : My contribution to the body of knowledge

Chapter 6 : Findings, Conclusion and Suggestions

Chapter 7: Summary of the project

Appendix

Here a sample Questionnaire, FAQ (Frequently Asked Questions) and any other relevant documents may be included.

Bibliography (Use APA format for Bibliography)

Reference Books, Journals, Newspapers, Websites, Reports etc. Are to be listed out there. (Examples of Books, Magazines, Journals and Newspapers as referred by the students are given below.)

Books

Kotler Philips, Marketing Management Analysis, Planning Implementations & Control Edition, 1998. Prentice Hall of India Ltd. New Delhi.

Magazines, Journals & Newspapers.

Name of the articles, e.g. BusinessToday:15-22May2012

Name of the articles, e.g. TheTimesofIndia.Mumbai:1stMay2012.

- 19). The candidate is required to publish internship work in conferences and journals in consultation with the Internal Faculty guide and after due permission/ consent from the organization/industry where he/she has undergone the internship.

20) EVALUATION THROUGH PRESENTATION/VIVA-VOCE (Online Mode)

The student will give a presentation based on his training report, before an expert committee constituted by the University and the Institute as per norms of the institute. The evaluation will be based on the following criteria:

- Quality of content presented.
- Proper planning for presentation.
- Effectiveness of presentation.
- Depth of knowledge and skills.
- Attendance record, daily diary, departmental reports shall also be analyzed along with the Internship Report.
- This presentation will enable sharing knowledge & experience amongst students & teachers & build
- Communication skills and confidence in students.

XV. Question Paper Pattern for University Examinations (For Online Mode)

The pattern of question paper for the courses having University Examinations will be as follows:

Title of the Course

Day:

Total Marks: 70

Date:

Time: 2 Hours

Instructions:

- 1) Q.1 is compulsory carries 50 Marks
- 2) Solve any FOUR, from Q.2 to Q.6 each carries 5 marks

SECTION – I

(50 Marks)

- a. It should contain 25 Multiple choice questions covering the syllabus & should test the conceptual knowledge of the students.
- b. Each question will carry 2 marks

SECTION – II

(20 Marks)

- a. It should contain 06 short questions covering the entire syllabus & should be based on application of the Concepts
- b. Student has to attempt ANY FOUR
- c. Each question carrier 5 marks

XV. STRUCTURE OF THE SYLLABUS

The MBA Programme as per Semesters, Credits and Marks is as follows:

| Semester | Credits | Marks Distribution |
|--------------|------------|--------------------|
| I | 31 | 900 |
| II | 35 | 900 |
| III | 39 | 900 |
| IV | 19 | 700 |
| Total | 124 | 3400 |

XVI. PROPOSED PROGRAMME MODULE MBA - 2023**Semester -I**

| Course Code | Name of the Subjects | Format | Credits | CDOE | | Total Marks |
|-----------------------------|--|--------|-----------|------------|------------|-------------|
| | | | | IE | UE | |
| 101 | Management Concepts & Applications | IE&UE | 3 | 30 | 70 | 100 |
| 102 | Managerial Economics | IE&UE | 3 | 30 | 70 | 100 |
| 103 | Financial & Management Accounting | IE&UE | 4 | 30 | 70 | 100 |
| 104 | Organizational Behaviour | IE&UE | 3 | 30 | 70 | 100 |
| 105 | Statistical Techniques | IE&UE | 4 | 30 | 70 | 100 |
| 106 | Business Environment | IE&UE | 3 | 30 | 70 | 100 |
| 107 | Business Communication | IE&UE | 3 | 30 | 70 | 100 |
| 108 | Fundamentals of Information Technology | IE | 2 | 100 | -- | 100 |
| 109 | MOOCS – I * | - | 4 | - | -- | - |
| 110 | Open- I** | IE | 2 | 100 | -- | 100 |
| Total No. of Credits | | | 31 | 410 | 490 | 900 |

*Student has to complete MOOCS compulsory [Please refer MOOCS guidelines as per point no. X(C)]

**Open Courses: Students/Learners can opt any one course from the following

| Course Code | Open Course |
|-------------|---------------------------------|
| Open Course | Agriculture Business Management |
| Open Course | Community Work- I |
| Open Course | Current Affairs |
| Open Course | Universal Human Values |
| Open Course | Counseling Psychology. |

Semester – II

| Course Code | Name of the Subjects | Format | Credits | CDOE | | Total Marks |
|--------------------------|--|--------|-----------|------------|------------|-------------|
| | | | | IE | UE | |
| 201 | Marketing Management | IE&UE | 3 | 30 | 70 | 100 |
| 202 | Financial Management | IE&UE | 4 | 30 | 70 | 100 |
| 203 | Human Resource Management | IE&UE | 3 | 30 | 70 | 100 |
| 204 | International Business | IE&UE | 3 | 30 | 70 | 100 |
| 205 | Production & Operations Management | IE&UE | 3 | 30 | 70 | 100 |
| 206 | Research Methodology | IE&UE | 4 | 30 | 70 | 100 |
| 207 | Operations Research For Managers | IE&UE | 3 | 30 | 70 | 100 |
| 208 | Business Ethics and Corporate Governance | IE | 2 | 100 | | 100 |
| 209 | MOOCS – II* | - | 4 | - | | - |
| 210 | MOOCS – III* | - | 4 | - | | - |
| 211 | Open –II** | IE | 2 | 100 | | 100 |
| Total No. Credits | | | 35 | 410 | 490 | 900 |

*Student has to complete MOOCS compulsory [Please refer MOOCS guidelines as per point no. X(C)]

**Open Courses: Students/Learners can opt any one course from the following

| Course Code | Open Course |
|-------------|-------------------------------------|
| Open Course | Data analysis using Ms- Excel |
| Open Course | E-commerce Application |
| Open Course | Managerial Skills for Effectiveness |
| Open Course | Social Media Management |
| Open Course | Yoga and Meditation |

*** In addition to the above; Add on Course having 02 (TWO) credits may be offered by the Institute on Extra fees for the course from the student.

Semester -III

| Course Code | Name of the Subjects | Format | Credits | CDOE | | Total Marks |
|-----------------------------|---|--------|-----------|------------|------------|-------------|
| | | | | IE | UE | |
| 301 | Strategic Management | IE&UE | 3 | 30 | 70 | 100 |
| 302 | Legal Aspects of Business | IE&UE | 3 | 30 | 70 | 100 |
| 303 | Innovation, Design Thinking and Entrepreneurship Management | IE&UE | 3 | 30 | 70 | 100 |
| See groups | Specialization I - E-(i) | IE&UE | 3 | 30 | 70 | 100 |
| See groups | Specialization I - E-(ii) | IE&UE | 3 | 30 | 70 | 100 |
| See groups | Specialization II - E-(i) | IE&UE | 3 | 30 | 70 | 100 |
| See groups | Specialization II - E-(ii) | IE&UE | 3 | 30 | 70 | 100 |
| 304 | **Summer Internship | IE | 8 | 100 | --- | 100 |
| 305 | MOOCS – IV* | - | 4 | - | -- | - |
| 306 | MOOCS – V* | - | 4 | - | -- | - |
| 307 | Open –III** | IE | 2 | 100 | -- | 100 |
| Total No. of Credits | | | 39 | 410 | 490 | 900 |

*Student has to complete MOOCS compulsory [Please refer MOOCS guidelines as per point no. X(C)]

**Open Courses: Students/Learners can opt any one course from the following

| Course Code | Open Course |
|-------------|---|
| Open Course | Digital Marketing |
| Open Course | Corporate Taxation |
| Open Course | Cross Cultural Issues and International HRM |
| Open Course | Artificial Intelligence in HR Practices |
| Open Course | Indian Culture |

** In addition to the above, Add on Course having 02 (TWO) credits may be offered by the Institute on Extra fees for the course from the student.

Semester -IV

| Course Code | Name of the Subjects | Format | Credits | CDOE | | Total Marks |
|-------------|-----------------------------------|--------|-----------|------------|------------|-------------|
| | | | | IE | UE | |
| 401 | Project Management | IE&UE | 3 | 30 | 70 | 100 |
| See groups | Specialization I - E-(iii) | IE&UE | 3 | 30 | 70 | 100 |
| See groups | Specialization I - E-(iv) | IE&UE | 3 | 30 | 70 | 100 |
| See groups | Specialization II - E-(iii) | IE&UE | 3 | 30 | 70 | 100 |
| See groups | Specialization II - E-(iv) | IE&UE | 3 | 30 | 70 | 100 |
| 402 | Environment & Disaster Management | IE | 2 | 100 | - | 100 |
| 403 | Open –IV | IE | 2 | 100 | - | 100 |
| | Total No. Credits | | 19 | 350 | 350 | 700 |

Student has to complete MOOCS compulsory [Please refer MOOCS guidelines as per point no. X(C)]

****Open Courses:** Students/Learners can opt any one course from the following

| Course Code | Open Course |
|-------------|----------------------------------|
| Open Course | Introduction to Data Science |
| Open Course | Human Resource Analytics |
| Open Course | Labour Laws |
| Open Course | Cyber Security |
| Open Course | Financial Planning & Instruments |

**** In addition to the above, Add on Course having 02 (TWO) credits may be offered by the Institute on Extra fees for the course from the student.**

AS PER AICTE –MODULE

- Total =124 credit
- I year – 66 credit
- II Year =58 credit (50+8 Internship)
- Total Marks- 3400 (I to IV sem)-(I-900+II-900+III-900+IV-700)
- Structure – UE+IE, IA & CCA

XVII. LIST OF SPECIALIZATION – ELECTIVES**Elective: Marketing Management**

| Sem III | |
|----------------|---------------------------------------|
| Code. | Name of the Course |
| MK01 | Consumer Behaviour |
| MK02 | Services Marketing |
| Sem IV | |
| MK03 | Sales & Distribution Management & B2B |
| MK04 | Integrated Marketing Communication |

Elective: Financial Management

| Sem III | |
|----------------|--|
| Code. | Name of the Course |
| FM01 | Investment Analysis & Portfolio Management |
| FM02 | Management of Financial Services |
| Sem IV | |
| FM03 | Corporate Finance |
| FM04 | International Financial Management |

Elective: Human Resource Management

| Sem III | |
|----------------|---|
| Code. | Name of the Course |
| HR(E) 01 | Human Resource Planning and Development |
| HR(E) 02 | Labour Laws-I |
| Sem IV | |
| HR(E) 03 | Compensation and Benefits Management |
| HR(E) 04 | Competency Mapping and Performance Management |

Elective: International Business Management

| Sem III | |
|----------------|--|
| Code. | Name of the Course |
| IB01 | Regulatory Aspects of International Business |
| IB02 | Export Import Policies, Procedures and Documentation |
| Sem IV | |
| IB03 | International Marketing |
| IB04 | Global Business Strategies |

Elective: Production and Operations Management

| Sem III | |
|---------|-------------------------------------|
| Code. | Name of the Course |
| PM01 | Quality Management |
| PM02 | Business Process re-engineering |
| Sem IV | |
| PM03 | Logistics & Supply Chain Management |
| PM04 | World Class Manufacturing Practices |

Elective: Information Technology Management

| Sem III | |
|---------|-------------------------------------|
| Code. | Name of the Course |
| IT01 | System Analysis & Design |
| IT02 | Information System Security & Audit |
| Sem IV | |
| IT03 | RDBMS with Oracle |
| IT04 | Enterprise Business Applications |

Elective: Agribusiness Management

| Sem III | |
|---------|--|
| Code. | Name of the Course |
| AM01 | Rural Marketing |
| AM02 | Supply Chain Management in Agribusiness |
| Sem IV | |
| AM03 | Use of Information Technology in Agribusiness Management |
| AM04 | Cooperatives Management |

Elective: Retail Management

| Sem III | |
|---------|--------------------------------------|
| Code. | Name of the Course |
| R01 | Introduction to Retailing |
| R02 | Retail Management & Franchising |
| Sem IV | |
| R03 | Merchandising, Display & Advertising |
| R04 | Supply Chain Management in Retailing |

Elective: Project Management

| Sem III | |
|---------|---|
| Code. | Name of the Course |
| PR01 | Project Risk Management |
| PR 02 | Software Project Management Tools |
| Sem IV | |
| PR 03 | Managing Large Projects |
| PR 04 | Social Cost and Benefit Analysis of Project |

Elective: Business Analytics

| Sem III | |
|----------------|--|
| Code. | Name of the Course |
| BA 01 | Introduction to Business Analytics and Data Mining |
| BA 02 | Business Statistics and Analytics |
| Sem IV | |
| BA 03 | Digital Transformation of Business |
| BA 04 | Applied Data Visualization for Business Decisions |

Elective: Event Management

| Sem III | |
|----------------|---|
| Code. | Name of the Course |
| EM 01 | Event Marketing |
| EM 02 | Event Risk Management |
| Sem IV | |
| EM 03 | Customer Relationship in Event Management |
| EM 04 | Human Resource in Event Management |

Elective: Hospitality Management

| Sem III | |
|----------------|-------------------------------------|
| Code. | Name of the Course |
| HM 01 | Food Service Operation |
| HM 02 | Tour Operations Management |
| Sem IV | |
| HM 03 | Hospitality Marketing Management |
| HM 04 | Accommodation Operations Management |

Elective: Sports Management

| Sem III | |
|----------------|---------------------------------------|
| Code. | Name of the Course |
| SM 01 | Sports Marketing |
| SM 02 | Basics of Sports Medicine & Nutrition |
| Sem IV | |
| SM 03 | Sports Sponsorships |
| SM 04 | Managing Sports Organization |

Elective: Infrastructure Management

| Sem III | |
|----------------|--|
| Code. | Name of the Course |
| IM 01 | Infrastructure Project Management |
| IM 02 | Contract and Claims Management |
| Sem IV | |
| IM 03 | Health, Safety and Environmental Management |
| IM 04 | Infrastructure Project Formulation, Assessment and Appraisal |

XV. Summary of the Proposed Syllabus Content

| Sr. No | Syllabus Content | Remark(If Any) |
|--------|---|---|
| 1 | Total credit (124) Credit structure in all semester as per AICTE Norms | |
| 2 | Total Marks of Subjects- 3400 Marks & Credit distributed <ul style="list-style-type: none"> Sem I= 900 (31) Sem-II- 900 (35) Sem-III-900(39) Sem-IV-700 (19) Total -3400 (124) | |
| 3 | <u>Introduced MOOCS</u> in three semesters at course Structure Mandatorily. Semester –I MOOCS- 4 Credit Semester –II MOOCS- 8 Credit Semester –III MOOCS- 8 Credit Total = 20 credit | MOOCS becomes Mandatory as per UGC and AICTE Norms. |
| 4. | <u>Introduce New specialization (4)</u> <ul style="list-style-type: none"> Business Analytics Event Management Hospitality Management Sports Management New Syllabus- Area of Specialization = 13 | |
| 5 | Five (5) choice based open subject each semester | |
| 6 | Examination Pattern UE-70 MARKS IE- 30 MARKS Total = 100 UE- Examination Hours-3 hours | |

Proposed Structure

AQAR Based Course structure – Course mapping and outcome base subjects

| Sr.No. | Name of the Course | No. of Subjects |
|--------|---|-----------------|
| 1 | Core Subjects | 22 |
| 2 | Electives Subjects (13 Elective * 2 Subjects =26 Subjects) each for semester III & IV | 52 |
| 3 | Open Subjects | 20 |
| 4 | MOOCS | 05 |
| | TOTAL | 99 |

| Sr.No. | Name of the Course | No. of Course |
|--------|--|---------------|
| 1 | Employability Skill | 70 |
| 2 | Entrepreneurship Development | 52 |
| 3 | Skill Development (Life Skill, Knowledge Skill, Personality Skill, Managerial Skill) | 25 |

| Sr.No. | Name of the Course | No. of Course |
|--------|---|---------------|
| 1 | Combination of Programme as per UGC AND AQAR (Core+ Elective + open+ MOOCS) =4 COMBINATION | 99 |
| 2 | Core Course (Common Subject(Sem-I to IV)) | 22 |
| 3 | Generic Elective –Open Elective (Sem-III &IV) | 09 |
| 4 | DSE-Discipline Specific Elective(13 Elective*2) | 52 |
| 5 | Ability Enhancement Compulsory Course ((Sem-I to IV) | 16 |
| | Total Programmes | 99 |

MBA SEMESTER I

Revised Syllabus With Effect from (2022 –23)

| Programme:MBA CBCS – Revised Syllabus w.e.f. - Year 2023 – 2024 | | | |
|---|---|--------------------------------------|-------|
| Semester | Course Code | Course Title | |
| I | 101 | Management Concepts and Applications | |
| Type | Credits | Evaluation | Marks |
| Core | 3 | UE:IE | 70:30 |
| Course Objectives : | | | |
| <ul style="list-style-type: none"> To understand the basic Management Concepts and Skills. To study the Principles and Functions of Management. To learn the Applications of Principles of Management. To familiar with the Functional areas of management. To study the Leadership styles in the organization. To expose to the Recent trends in management. | | | |
| Course Outcomes: | | | |
| <p>On completion of this course, the students will be able to</p> <ul style="list-style-type: none"> Understand the Management Concepts and Managerial Skills. Focus on the Principles and Functions of Management. Learn to apply the Principles of Management in practice. Familiarize with the Functional areas of management. Use the effective Leadership styles in the organization. Recognize the Recent trends in management. | | | |
| Unit | Contents | | |
| 1 | Introduction to Management: Definition and meaning of Management, Characteristics of Management, Management as Art and Science, Scope of Management, Scientific Management Approach by F.W. Taylor, Principles of Management by Henry Fayol, Levels of management, Skills and Functions of Manager | | |
| 2 | Planning: Meaning of Planning, Nature and importance of Planning, steps in Planning Process, Types of Plans, Objectives-meaning, Management by Objectives (MBO), Management by Exception. Decision Making Decision making- Process of Decision making, Decision making models: classical, Administrative, Political and Vroom-Jago Model. | | |
| 3 | Organizing: Meaning of Organizing, Process of Organizing, Principles of Organizing, Types of organizational structures - Formal and Informal, Line and Staff Relationship Departmentalization - Bases of Departmentalization, Staffing: Meaning of Staffing, Human Resource Planning - Job Analysis, Recruitment - Sources of Recruitment, Selection - Process of Selection, Training of Employees: Methods. Performance Appraisal: Methods, | | |

| | |
|---|--|
| 4 | Directing: Meaning of Directing, Principles of Directing, Span of Management - Determinants of Span of Management, Centralization Vs Decentralization, Authority, Responsibility and Accountability: Delegation of Authority – Advantages of Effective Delegation- Barriers to effective delegation Vs Decentralization |
| 5 | Controlling: Importance of coordination, Meaning of Controlling, Need for effective controlling, Process of Controlling, Techniques of Controlling, Leadership: meaning , Importance Styles of Leadership, |
| 6 | Functional Departments and Sections - HR, Marketing, Production & Operations, Finance, etc. Introduction To Business Sectors: Manufacturing (Automobile, Pharmaceutical, etc), Service (IT, Telecom, Banking, Insurance, etc), Management of SMEs. |

Reference Books:

| Sr.No. | Name of the Author | Title of the Book | Year of | Publisher |
|-------------------|------------------------------------|---|---------|---------------------|
| 1 – National | S.A. Sherlekar and V.S. Sherlekar | Principles of Business Management | | Himalaya Publishing |
| 2 – National | Dr. T. Ramasamy | Principles and Practice of Management | | Himalaya Publishing |
| 3 – National | L.M. Prasad | Principles and Practice of Management, | | Sultan Chand & |
| 4 – International | Koontz, Weihrich and A. Ramchandra | Principles of Management | | Tata McGraw- |
| 5 – International | Peter F. Drucker | Practice of Management | | Harper Business. |
| 6 – International | Richard L. Daft | Principles of Management | | Cengage |
| 7-Lead Textbook | Pravin Durai | Principles of Management – Text & Cases | 2019 | Pearson |

Online Resources:

| Online Resources No | Website Address |
|---------------------|--|
| 1 | http://www.ft.com/business-education . |
| 2 | http://www.makeinindia.com/policy/new-initiatives . |
| 3 | https://india.gov.in/ |
| 4 | http://pmindia.gov.in/en/ |
| 5 | http://www.makeinindia.com/policy/new-initiatives |
| 6 | https://mygov.in/group/digital-india |
| 7 | www.skilldevelopment.gov.in/World%20Youth%20Skills%20Day.html |

MOOCs:

| Resources No | Website Address |
|--------------|---|
| 1 | https://www.coursera.org/learn/management-fundamentals-healthcare-administrators |

| Programme: MBA CBCS – Revised Syllabus w.e.f. - Year 2023 – 2024 | | | |
|---|--|----------------------|-------|
| Semester | Course Code | Course Title | |
| I | 102 | Managerial Economics | |
| Type | Credits | Evaluation | Marks |
| Core | 3 | UE:IE | 70:30 |
| Course Objectives : | | | |
| <ul style="list-style-type: none"> To acquaint learners with basic concepts and techniques of economic analysis and their application to managerial decision-making. To prepare the students for the use of managerial economics tools and techniques in specific business settings. Comprehend how changes in the environment in which firms operate influence their decision-making. To develop managerial skills for developing business strategy at the firm level. To understand recent developments in strategic thinking and how it is applied to economic decision making. Identify possible external and internal economic risks and vulnerabilities to economic growth and identify policies to address them. | | | |
| Course Outcomes: | | | |
| <ul style="list-style-type: none"> Understand the role of managers in firms. Analyze the demand and supply conditions and assess the position of a company. Estimation of production function & finding out optimal combination of input using Isoquant & Isocost. Design competition strategies including costing, pricing and market environment according to the nature of the product and structure of market. Enable to know the importance of various sectors of the economy and their contribution towards national income. Investigate potential output and compute output gaps and diagnose the outlook for the economy. | | | |
| Unit | Contents | | |
| 1 | Introduction to Economics For Business -Nature and Scope of Managerial Economics, Firm and its Objectives, Theories of Firm, Role of Managerial Economics in Decision Making. | | |
| 2 | Demand Theory and supply- Demand and its Determination - Law of Demand, Types of Demand, Demand Function, Economic Concept of Elasticity (Price, Cross and Income Elasticity). Concept of Supply, Demand and Supply Equilibrium, Shift in Demand and Supply. | | |
| 3 | Theory of Production -Production function, Law of Diminishing Marginal Returns, Three stages of Production, The Long run Production function, Isoquant and Isocost curve, Importance of Production function in managerial decision making. | | |
| 4 | Theory of Cost - Classification of Costs - Short Run and Long Run Cost, Cost Function, Scale Economies, Scope Economies, Dual Relationship Between Cost and Production Function, Least cost combination of input (Producer Equilibrium). | | |
| 5 | Market Structure - Introduction to different types of Market- Price Determination under Perfect Competition- Introduction, Market & Market Structure, Perfect Competition, Price-Output Determination | | |

| | |
|----------|--|
| | under Perfect Competition, Short-run Industry Equilibrium, Short-run Firm Equilibrium, Long-run Industry Equilibrium, Long-run Firm Equilibrium under Perfect Competition. Pricing Under Imperfect Competition- Introduction, Monopoly, Price Discrimination under Monopoly, Monopolistic Competition, Oligopoly (Kinked Curve), Game theory. |
| 6 | Macroeconomic markets and Integration -Product Market: Saving and Investment Function, consumption function. Aggregate demand and Aggregate supply. Fiscal Policy and Monetary Policy for uplifting the economy. Types of Business Cycle. |
| Activity | Students are required to prepare workbook (practical file) -Hands on practice towards diagrams of Demand, Supply, Markets and price determination. News from economic times –For Policy Making, Industry related and country specific. Applications of managerial economics in different firms. Comparing the GDP and other key indicators across the countries. Macroeconomic indicators and the role of fiscal policy in uplifting economy. |

Reference Books:

| Sr. No. | Name of the Author | Title of the Book | Year Edition | Publisher Company |
|-----------------|------------------------|--------------------------------------|--------------|-------------------|
| 1 National | DN Dwivedi | Managerial Economics | 2015 | Vikas Publishing |
| 2 National | G.S Gupta | Managerial Economics: Micro Economic | 2004 | McGraw Hill |
| 3 National | H.L.Ahuja | Managerial Economics | 2017 | S. Chand |
| 4 International | D. Salvatore | Managerial Economics | 2015 | Oxford |
| 5 International | R.Dornbusch, S.Fischer | Macro Economics | 2018 | McGraw Hill |
| 6 International | A.Koutsoyiannis | Micro Economics | 1979 | Mac Millan |

Online Resources:

| Online Resources No. | Website Address |
|----------------------|--|
| 1 | www.rbi.org.in |
| 2 | www.economicshelp.org |
| 3 | www.federalreserve.gov |
| 4 | www.economist.com |
| 5 | www.bbc.com |
| 6 | International Journal of Economic policy in Emerging Economies https://www.inderscience.com/jhome.php?jcode=ijepee |
| 7 | Journal of International Economics https://www.journals.elsevier.com/journal-of-international-economics/ |

MOOCs:

| Resources No. | Website Address |
|---------------|--|
| 1 | Swayam –IIT https://swayam.gov.in/nd1_noc20_mg20/preview |
| 2 | Swayam –IIM https://swayam.gov.in/nd2_imb19_mg16/preview |
| 3 | EDX –IIM https://www.edx.org/course/introduction-to-managerial-economics-2 |
| 4 | Coursera https://www.coursera.org/specializations/managerial-economics-business-analysis |

| Programme:MBA CBCS –Revised Syllabus w.e.f. - Year 2023 – 2024 | | | |
|--|--|-------------------------------------|-------|
| Semester | Course Code | Course Title | |
| I | 103 | Financial and Management Accounting | |
| Type | Credits | Evaluation | Marks |
| Core | 4 | UE:IE | 70:30 |
| Course Objectives : | | | |
| <ul style="list-style-type: none"> To acquaint the learners with the fundamentals of Financial Accounting. To orient to the Accounting mechanics involved in preparation of Books of Accounts and Financial Statements of a sole proprietor To make the students familiar with International Accounting Standards and International Financial Reporting Standards (IFRS) To introduce the concepts of Cost and Management Accounting To orient the students about application of budgetary control as a technique of Management Accounting To acquaint the students with application of Standard Costing and Marginal Costing as techniques of Management Accounting | | | |
| Course Outcomes : | | | |
| <ul style="list-style-type: none"> Learners will able to know the fundamentals of Financial Accounting and Accounting Principles Learners will demonstrate the ability to prepare Financial Statements of a sole proprietor Learners will understand the utility and importance of International Accounting Standards and International Financial Reporting Standards (IFRS) Learners will be familiar with concepts of Cost and management Accounting Learners will be able to apply the technique of Budgetary Control Learners will be able to apply the technique of Standard Costing and Marginal Costing. | | | |
| Unit | Contents | | |
| 1 | Introduction to Financial Accounting Financial Accounting: Definition, Objectives and Scope, Accounting Concepts and Conventions, GAAP, Branches of Accounting, Accounting Cycle, End Users of Financial Statements | | |
| 2 | Accounting Mechanics Principles of Double Entry Book-Keeping, Journal Ledger and Preparation of Trial Balance, Preparation of Trading, Profit & Loss Account and Balance Sheet of a Sole Proprietor, Meaning of Financial Statements, Importance and Objectives of Financial Statements | | |
| 3 | Introduction to International Accounting Standards Development of international accounting Standards and financial reporting rules. Role of ICAI and Ministry of Corporate affairs in setting up Accounting Standards. Need and Advantages of International Financial Reporting Standards (IFRS) IFRS for Small and Medium Enterprises (SMEs). | | |
| 4 | Introduction to Cost and Management Accounting Cost Accounting: Meaning and Importance, Concept of Cost Centre, Cost Unit, Classification of Costs, Preparation of Cost Sheet, Management Accounting: Definition, Nature and Scope, Distinction between Financial Accounting and Management Accounting | | |
| 5 | Techniques of Management Accounting (Budgetary Control) Meaning, Objectives, Advantages and Limitations of Budgetary Control Types of Budgets, Preparation of Flexible Budget and Cash Budget | | |

| | |
|---|---|
| 6 | Techniques of Management Accounting (Standard Costing and Marginal Costing) Meaning of Standard Costing, Steps to implement Standard Costing Variance Analysis of Material and Labour Costs, Marginal Costing – Meaning of Marginal Cost, Characteristics and Advantages of Marginal Costing, Cost-Volume-Profit Analysis – Profit/Volume ratio, Break-Even Analysis and Margin of Safety, Caselets of Management accounting : decision making |
|---|---|

Reference Books:

| Reference Books(Publisher) | Name of the Author | Title of the Book | Year Edition | Publisher Company |
|----------------------------|---|---|--------------------------|-------------------|
| 1 – National | S.N. Maheswari | An Introduction to Accounting | 11 th edition | Vikas |
| 2 – National | Ambarish Gupta | Financial Accounting for Management | 5 th edition | Pearson |
| 3 – National | Ashok Seghal, Deepak Seghal | Taxman's Financial Accounting | 2015 edition | Taxman |
| 4 – International | Colin Drury, Huddersfield | Cost and Management Accounting | 7 th 2011 | Cengage Learners |
| 5 – International | Pauline Weetman Fin | Financial and Management Accounting – An introduction | 7 th 2015 | Pearson |
| 6 – International | Jan Williams , Sue Haka , Mark Bettner , Joseph Carcell | Financial & Managerial Accounting, | 18 th edition | McGraw hill |

Online Resources:

| Online Resources No. | Website Address |
|----------------------|---|
| 1 | https://www.moneycontrol.com/ |
| 2 | www.icai.org |
| 3 | https://www.ifrs.org/ |
| 4 | https://icmai.in/icmai |
| 5 | https://www.rbi.org.in/ |

MOOCs:

| Resources No. | Website Address |
|---------------|---|
| 1 | https://www.coursera.org/learn/wharton-accounting |
| 2 | https://www.classcentral.com/course/whartonaccounting-769 |
| 3 | https://swayam.gov.in/nd2_cec19_cm04/preview |
| 4 | https://swayam.gov.in/nd1_noc19_mg36/preview |
| 5 | https://www.coursera.org/learn/accounting-for-managers |

| Programme:MBA CBCS –Revised Syllabus w.e.f. - Year 2023 – 2024 | | | |
|--|---|-------------------------|----------|
| Semester | Course Code | Course Title | |
| I | 104 | Organizational Behavior | |
| Type | Credits | Evaluation | Marks |
| Full Credit | 3 | UE:IE | 70:30 |
| Course Objectives: | | | |
| <ul style="list-style-type: none"> To create Dynamic and Effective Business Professionals and Leaders. To transform the individuals to cater to the needs of the society and contribute to Nation building To develop entrepreneurs to register different aspects of their business under remedial individual and team behavior. To improve Organizational Behavior by having a sound knowledge of cultural differences. | | | |
| Course Outcomes : | | | |
| <ul style="list-style-type: none"> Understand the expected individual and team behavior in business world. The awareness of applicable leadership qualities for entrepreneurs / corporate / managers. To develop skills and inculcate motivational concepts. To be aware of individual, cultural difficulties of organizations and to be able to master over them. | | | |
| Unit | Contents | | Sessions |
| 1 | Introduction to Organizational Behaviour – Definition - Evolution of the Concept of OB- Contributions to OB by major behavioural science disciplines - Challenges and Opportunities for OB managers - Models of OB study | | 8 |
| 2 | Individual Behaviour: Perception – Factors influencing perception, Process, Perception distortion- halo effect, stereotyping, projection, Attitudes and Job Satisfaction - Components of Attitude - Major Job Attitudes - Job Satisfaction, Job involvement, Organizational Commitment. Personality and Values - Personality Determinants - MBTI, Big - Five Model, Values - Formation - Types of Values, Learning- Theories of Learning –reinforcement | | 8 |
| 3 | Motivation Concepts to applications: Concept of motivation - Definition - Theories of Motivation - Maslow's need Theory, Herzberg's Two factor theory, McClelland, Porter and Lawler Model, ERG Theory - Theory X and Theory Y Equity Theory - Vroom's Expectancy Theory – Application of Motivation concept, Individual motivation and motivation in the organization, Cultural Differences in Motivation, Intrinsic and Extrinsic Motivation, The Job Characteristics model – Work Redesign | | 8 |
| 4 | Group Behavior: Group-Formation of Group -Classification-informal and formal groups, Group Properties - Roles, norms, status, size and Cohesiveness-Group decision making–Group Shift, Group Think, Creating effective teams. Conflict-Process-Conflict management | | 8 |
| 5 | Leadership: Concept of Leadership-Traits of good Leader-Difference between Leader and Manager-Theories of Leadership– Trait theory, Behavioral theory and Contingency theory, Ohio State and Michigan Studies | | 8 |

| | | |
|---|--|---|
| | -Blake and Mouton Theory-Fielders Model-Likert's model. Managers as leaders. Leadership Styles. Future perspectives of Leadership | |
| 6 | The Organization System: Stress: meaning and types, burnout, causes and consequences of stress, strategies to manage stress, Workforce diversity- Diversity management strategies. Culture - Definition, Culture's function, need and importance of Cross Cultural training – Organizational Change – Forces for change, resistance to change, Managing organizational change. | 8 |

Reference Books:

| Sr. No. | Name of the Author | Title of the Book | Year Edition | Publisher Company |
|-----------------|-------------------------------------|--------------------------|-------------------------------|-------------------------------------|
| 1 National | Kavita Singh | Organizational Behaviour | 2015, 3 rd edition | Pearson Publication |
| 2 International | Robbins, Timothy Judge, SeemaSanghi | Organizational Behaviour | 12 th edition | Stephen Pearson Prentice Hall |
| 3 National | M N Mishra | Organizational Behaviour | 2010 | Vikas Publishing House Pvt. Limited |
| 4 International | Fred Luthans | Organizational Behaviour | 13th edition | Mc Grow Hill Inc |
| 5 International | John Newstrom and Keith Davis | Organizational Behaviour | 11 th edition | Tata McGraw Hill |

Online Resources:

| Online Resources No. | Web site address |
|----------------------|---|
| 1 | www.bretlsimmons.com |
| 2 | https://www.youtube.com/watch?v=Jla7vP3gyL4 |
| 3 | www.positivesharing.com |
| 4 | https://www.youtube.com/watch?v=r2Xv9Am7PWQ |

MOOCs:

| Resources No. | Web site address |
|---------------|------------------|
| 1 | Alisons |
| 2 | Swayam |

| Semester | Course Code | Course Title | |
|----------|-------------|------------------------|-------|
| I | 105 | Statistical Techniques | |
| Type | Credits | Evaluation | Marks |
| Core | 4 | UE:IE | 70:30 |

Course Objectives :

- To introduce to the learner, the importance of statistical techniques in business applications
- To familiarize with the basic concepts of statistical techniques.
- To expose to the Graphical representation of data.
- To impart skills in computation and application of correlation and regression.
- To understand the basics of probability and testing of hypotheses

Course Outcomes :

On the successful completion of this course the learner will be able to;

- Develop numerical ability to solve examples on various topics and specifically formation and Testing of Hypothesis
- Have clear understanding of various statistical tools and their applications in Business.
- Analyze the importance of Statistical Techniques in different functional areas of Management.
- Apply Correlation and Regression Techniques in Business applications.
- To apply the statistical techniques to small data sets for analysis and interpretation

| Unit | Contents |
|------|--|
| 1 | Introduction to Statistics: Introduction to Statistics, Importance of Statistics in modern business environment. Applications of Statistics. Frequency and Frequency Distribution, Diagrammatic and graphic representation of Data – Bar diagrams, Pie chart, Histogram, Frequency polygon, Frequency curve, Ogive curves |
| 2 | Measures of Central Tendency Measures of Central Tendency: Arithmetic mean, Median and Mode, examples on missing frequency, Positional averages - Quartiles, deciles and percentiles. |
| 3 | Measures of Dispersion – Range - Quartile deviations, Mean deviation, Standard Deviation, Variance, Coefficient of Variation. Applications in business and management. |
| 4 | Correlation analysis: Correlation, Types of Correlation, Scatter diagram, Karl Pearson's correlation coefficient, Properties of Karl Pearson's correlation coefficient, Spearman's Rank Correlation Coefficient. |
| 5 | Regression analysis: Regression lines, Regression coefficients. Business application |
| 6 | Probability & Probability Distributions: Elementary probability concepts: Random Experiment, Outcome, Sample space, Examples on Tossing of coins, throwing dice, playing cards. Probability Distributions- Binomial, Poisson and Normal Distribution |

Reference Books :-

| Reference Books (Publisher) | Name of the Author | Title of the Book | Year Edition | Publisher Company |
|-----------------------------|------------------------------------|---------------------------------------|--------------|---------------------------|
| 1 – National | S.C.Gupta& Indira Gupta | Business Statistics | 2016 | Himalaya Publishing House |
| 2 – National | Bhardwaj R. S. | Business Statistics | 2009 | Excel Books India |
| 3 – National | R.P. Hooda | Statistics for Business and Economics | 2013 | Vikas Publishing House |
| 4 – International | Richard I. Levin & David | Statistics for Management | 1994 | Prentice Hall |
| 5 – International | Robert S. Witte, John S. Witte | Statistics | 2014 | John Wiley & Sons |
| 6 – International | Dr. Jim McClave, Dr. Terry Sincich | Statistics for Business and Economics | 2011 | Pearson |

Online Resources:

| Online Resources No | Website Address |
|---------------------|---|
| 1 | http://www.yourarticlelibrary.com |
| 2 | https://en.wikipedia.org |
| 3 | https://managementhelp.org |
| 4 | https://www.cleverism.com |
| 5 | https://commercemates.com |

MOOCs:

| Resources No | Website Address |
|--------------|--|
| 1 | www.swayam.gov.in |
| 2 | www.udemy.com |
| 3 | www.coursera.org |

| Programme:MBA CBCS –Revised Syllabus w.e.f. - Year 2023 – 2024 | | | |
|---|---|----------------------|-------------|
| Semester | Course Code | Course Title | |
| I | 106 | Business Environment | |
| Type | Credits | Evaluation | Marks |
| Core | 03 | CES | UE:IE=70:30 |
| Course Objectives: | | | |
| <ul style="list-style-type: none"> To enable the students to understand the overall business environment within which an organization has to function. To enable students to understand its implication for decision making in business organizations. | | | |
| Course Outcomes: | | | |
| <p>On the successful completion of this course the learner will be able to;</p> <ul style="list-style-type: none"> Understand the role of managers in firms. Design and develop strategic plans for the organization Understand the importance of various sectors of the economy and their contribution towards national income. | | | |
| Unit | Contents | | |
| 1 | Introduction to Business Environment: - Nature and scope of business, goals meaning of environment of business, objectives, environmental analysis, significance/benefits of environmental analysis, environmental factors/types, techniques of environmental forecasting, limitations of environmental forecasting. | | |
| 2 | Economic Environment: - Nature of economy, structure of economy, understanding economic system, economic policies- Industrial Policy and Trade Policy, Fiscal Policy, Monetary Policy, National Income and GDP, composition and growth trends. | | |
| 3 | Regulatory Environment: - Functions of state, Economic role of Government, Government and Legal System, the constitutional environment, forms of Government regulations, state intervention and control, business- Government interference. | | |
| 4 | Socio-Cultural Environment: - Business and Society- social responsibility of business social orientation of business, the Indian scenario, social audit, impact of culture on business, other socio-cultural factors and business, Consumer Protection Act, Consumer rights, Right to information Act, business ethics and corporate governance. | | |
| 5 | Natural and Technological Environment: - Natural Environment, technological environment and their impact on business, innovation and business technology and competitive advantage, economic effects of technology, technology policy and government promotional facilities. | | |
| 6 | Global Environment and Institutions: - Globalization- meaning, features, benefits, challenges, globalization of Indian businesses GATT and WTO – understanding WTO, functions, structure, implications for India, regulation of foreign trade- Foreign Trade Act, EXIM policy, FEMA., Market Reforms in Asian Countries. | | |

Reference Books:

| Sr. No. | Name of the Author | Title of the Book |
|------------|--------------------|------------------------------------|
| 1 National | Raj Agarwal | Business Environment |
| 2 National | Francis Cherunilam | Business Environment |
| 3 National | K. Aswathappa | Essentials of Business Environment |

Online Resources:

| Online Resources No | Website Address |
|---------------------|--|
| 1 | www.rbi.org.in |
| 4 | www.economist.com |
| 5 | www.bbc.com |

MOOCs:

| Resources No | Website Address |
|--------------|-----------------|
| 1 | Swayam |
| 2 | Coursera |

| Programme:MBA CBCS – Revised Syllabus w.e.f. - Year 2023 – 2024 | | | |
|---|--|------------------------|-------|
| Semester | Course Code | Course Title | |
| I | 107 | Business Communication | |
| Type | Credits | Evaluation | Marks |
| Core | 3 | UE:IE | 70:30 |
| Course Objectives | | | |
| <ul style="list-style-type: none"> To familiarize the students with the process of communication, make them understand the principles and techniques of Business Communication. To enable students to comprehend the different dimensions of Business Communication. To enlighten about the communications strategy for managers. | | | |
| Course Outcomes: | | | |
| <ul style="list-style-type: none"> The Students should be able to communicate effectively in professional circles. There should be a positive change in the oral and written communication skills of the students after studying the subject. The students should be able to draft business letters, give effective presentations write formal reports and deliver speeches independently. | | | |
| Unit | Contents | | |
| 1 | Basic Principles of Communication: Introduction, Understanding Communication, the Communication Process, Barriers to Communication, the Importance of Communication in the Workplace, Types of Communication channels, their effectiveness and limitations, Importance of Non-Verbal Communication | | |
| 2 | Communication in Organizations: Communication needs of business organization, Strategies for improving Organizational communication, direction of flow of communication in organization, networks of flow of communication–wheel network, chain network, Y network, circle network. Feedback, types of feedback, importance of feedback Intra-organizational communication, inter-organizational communication. Inter-cultural communication – guidelines for effective communication across cultures | | |
| 3 | Verbal & Non-verbal communication: Introduction, Advantages of verbal Communication, Public Speaking, Meaning, Importance, Uses of non- verbal communication, Body Language, Gestures, Postures, Para Language, nonverbal aspects of written communication. Presentation Skills –Techniques for effective Presentations, Qualities of a skillful Presenter. Group Discussions and Interviews: Introduction, what is a Group Discussion? Attending Job Interviews, Preparation for GD, and Interviews. Exercises for Oral Communications – Individual and Group Presentations, Group discussion, Extempore, Role Playing, Debates, and Quiz | | |
| 4 | The Importance of Listening and Reading Skills: Introduction, what is listening? Barriers to Listening, Strategies for Effective Listening, Listening in a Business Context Reading Skills for Effective Business Communication: Introduction, what is reading? Types of reading, SQ3R Technique of Reading. | | |

| | |
|---|--|
| 5 | <p>Guidelines for Written Business Communication: Introduction, General Principles of Writing, Principles of Business Writing Internal Business Communication: Introduction, Writing Memos, Circulars, Notices, Meeting: agenda, minutes of the meeting ,Email, Communication with Shareholders External Business, Writing Business Letters: Introduction, Types of Business Letters, Format for Business Letters (Types of business letters: office order, office circular, invitation letters, inquiry letters, trade reference letters, etc. Letters from Purchase department, Letters from the different functional departments, Letters of social significance, Tenders, Quotations and Orders, Banking Correspondence, dealing with complaints)</p> <p>Exercises for Written Communications: Essay writing, Speech Writing, Creative Writing, Poster Making, Writing, an Advertisement Copy, Slogans, Captions, & preparing Press notes, Letter of Acceptance, Letter of Resignation Writing Business Reports: Introduction, what is a Report? Types of Business Reports, Format for Business Reports, steps in Report Preparation Employment Communication – Resumes and Cover Letters: Introduction, writing a Resume, Writing Job Application Letters, And Other Letters about Employment</p> |
| 6 | <p><u>Technology enabled communication</u>–role of technology, different forms of technology for communication, Telephone Etiquette, Netiquette <u>Communication Strategy for Managers</u>: Communicating different types of messages – positive or neutral messages, negative messages, persuasive messages, effective team communication, motivational communication</p> |

Reference Books

| Sr. No. | Name of Author | Title of the Book | Publisher |
|-----------------|---|---|------------------------------|
| 1 National | MeenakshiRaman,Prakash Singh | Business Communication | Oxford Higher Education |
| 2 National | R.K.Madhukar | Business Communication | Vikas Publications |
| 3 National | UrmilaRai, S M Rai | Business Communication | Himalaya Publications |
| 4 International | Shirley Taylor | Communication for Business | Pearson Longman Publications |
| 5 International | Kerry Patterson, Joseph Grenny | Crucial Conversations: Tools for Talking When Stakes Are High | McGraw-Hill |
| 6 International | John V. Thill, Courtland L. Bovee | Excellence in Business Communication | Pearson Publications |

Online Resources:

| Resource No. | Website Address |
|--------------|---|
| 01 | https://www.freebookcentre.net/business-books-download/Business-Communication.html |
| 02 | https://open.umn.edu/opentextbooks/textbooks/business-communication-for-success |
| 03 | https://courses.lumenlearning.com/wm-businesscommunicationmgrs/ |

MOOCs:

| Sr. No. | Details |
|---------|--|
| 01 | www.coursera.org |
| 02 | www.udemy.com |
| 03 | my-mooc.com |

| Programme:MBA CBCS – Revised Syllabus w.e.f. - Year 2023 – 2024 | | | |
|---|--|--|----------|
| Semester | Course Code | Cour | |
| I | 108 | Fundamentals of Information Technology | |
| Type | Credits | Evaluation | M |
| Core | 02 | CES | IE = 100 |
| Course Objectives: | | | |
| <ul style="list-style-type: none"> To impart the IT skills and Knowledge required for managers. To help the students understand the basics of computer technology and Networking To help the students develop the use of Tools like Microsoft Word, Microsoft Excel and Power point To orient the students about the E-Commerce technology and its applications in Business world. To help the students understand various Information Systems implemented in organizations To acquaint the students with various current trends and concepts of computer Technology. | | | |
| Course Outcomes: | | | |
| <ul style="list-style-type: none"> Students will be able to gain the basic knowledge of Computer Technology Students will be able to know the basics of computer technology and Networking Students will be able to practically use the tools like Microsoft Word, Microsoft Excel and Power point Students will understand the E-commerce technology and its applications Students will have a greater understanding of with Information Systems implemented in organizations Students will be familiar with new terms and trends of computer technology | | | |
| Unit | Contents | | |
| 1 | Introduction to Computer Technology , Basic operations and connecting Devices and External Operating devices, Types of Software: (system, Utility, Applications) types of application software (content access, end user, enterprise, simulation, application suite), examples, selecting and acquiring software options for procuring the software (licensed, sold, public domain, open source, freeware, shareware), software trends and issues (mobile applications, integration of in-house and outsourced services strategy, cloud based enterprise solutions), Data Base, Data Base Management Systems | | |
| 2 | Networking: Definition of Network, Types of Networks, Advantages of Networks, Internet: Definition , concept, advantages, threats, applications | | |
| 3 | Microsoft Word, Microsoft Excel, Microsoft PowerPoint: IT Skills: Lab sessions necessary Microsoft Office- Introduction and working with MS Word, Features - insert headers and footers, insert table and table options, Mail Merge.etc MS Power point- Basic introduction, features, Creating & Formatting Content Collaborating – Track, Edit, Add, Delete Comments, Merge Managing & Delivering Presentations, design a template, entering data to graph, organization chart, slide transitions, creating slide shows. | | |

| | |
|---|--|
| | MS Excel – Basic functions, Creating, Analyzing & Formatting Data & Content Collaborating – Insert, View, Edit etc. Managing Workbooks, advance functions, sensitivity analysis, Pivot tables etc. |
| 4 | E-COMMERCE: E-commerce: Definition, evolution, advantages. Types of E-commerce: B2B, B2C, C2C, E-governance, Impact of E-commerce on Banking Industry. How Banking Industry has evolved post E-commerce applications. |
| 5 | Introduction to MIS: Principles of MIS, Characteristics, functions, structure & Classification of MIS, information for decisions; MIS in Manufacturing, Marketing, Finance Human Resource Management, Materials & Project Management; Brief idea about knowledge management, Information Technology in Knowledge Management, Roles of people in knowledge management. Types of information systems (TPS, MIS, DSS, ESS, ES, KWS), GIS Information systems and functional areas- Transaction processing system, Human Resource systems and Marketing systems, Operations and Financial Management Systems. |
| 6 | Current trends: Integrated enterprise system (ERP, CRM, and SCM), governance tool, ITIL. Concept of SMAC (Social, Mobile, Analytics and Communication), use of Social media face book, tweeter, LinkedIn etc. for general communication and business communication, social media for marketing, email and video conferencing tools for business communication, Analytical tools of data interpretation. Latest terms in computer technology: Business Intelligence, Cloud Computing, Content Management, Disruptive Technology, Green Technology, Artificial Intelligence, Wearable devices, GUI (Graphical user Interface), Audio-visual communication/ meeting platforms such as Microsoft Teams, Zoom, Google Meet, social media communications for business |

Reference Books:

| Sr. No. | Name of the Author | Title of the Book | Year Edition | Publisher Company |
|-------------------|----------------------------|---|--------------|---|
| 1 – National | Ramesh Bahl | Information Technology for Managers | | Tata Macgraw Hill |
| 2 – National | Pradeep K. Sinha | Computer Fundamentals | | BPB Publications |
| 3 – National | A. K. Saini, Pradeep Kumar | Computer Application in Management | | Anmol Publications |
| 4 – International | Geoff Walsham | Interpreting Information Systems in Organizations | | The Global Text Project , 2011, http://www.saylor.org/site/textbooks/Information%20Systems%20for%20Business%20and%20Beyond.pdf |

| | | | | |
|-------------------|--------------------|---|--|--------------------------|
| 5 – International | Henry C. Lucas | Information Technology for Management | | McGraw-Hill/Irwin , 2009 |
| 6 – International | David T. Bourgeois | Information Systems for Business and Beyond | | Saylor Foundation , 2014 |

Online Resources:

| Online Resources No. | Website Address |
|----------------------|---|
| 1 | https://www.webopedia.com/ |
| 2 | http://intronetworks.cs.luc.edu/current/ComputerNetworks.pdf |
| 3 | https://www.managementstudyguide.com/understanding-e-commerce.htm |
| 4 | https://www.sigc.edu/departement/mba/studymet/ManagmentInformationSystem.pdf |
| 5 | https://www.tutorialspoint.com/management_information_system/basic_information_concepts.htm |

MOOCs:

| Resources No. | Website Address |
|---------------|---|
| 1 | https://www.coursera.org/browse/information-technology |
| 2 | https://www.udemy.com |
| 3 | https://alison.com |

| Programme:MBA CBCS - Revised Syllabus w.e.f. -Year 2023 – 2024 | | | |
|--|--|---------------------------------|---------|
| Semester | Course Code | Cours | |
| I | 110 - Open | Agriculture Business Management | |
| Type | Credits | Evaluation | M |
| Open | 02 | CCA | IE -100 |
| Course Objectives: | | | |
| <ul style="list-style-type: none"> To Understand Problems and prospectus of Agricultural sector in India To Demonstrate tools and techniques required to uplift managerial skills to develop advancements in agricultural sector To Identify and implement managerial initiatives in agricultural sector | | | |
| Learning Outcomes | | | |
| <ul style="list-style-type: none"> Students will be well equipped with Managerial Skills required in agricultural sector. Students can use managerial skills to become agricultural entrepreneur Students will new dimensions to the traditional agricultural pattern Students will well equipped with skills required for expansions of Agricultural sector | | | |
| Unit | Contents | | |
| 1 | Introduction: Agribusiness, Meaning, Scope and Importance, Current Scenario of agribusiness in India, Problems and Plausible solutions. | | |
| 2 | Structure and Forms of Agri- Business Different forms of Agri-businesses ,Structure of Agri-Business, Marketing Problems and Solutions of Agricultural produce, Role of Cooperatives in development and marketing of Agricultural Sector | | |
| 3 | Financial Support: Micro financing, Institutes providing agricultural funds, Role of Financial institutions supporting agricultural sector at central level, state level and district level cooperative in agricultural financing. | | |
| 4 | Distribution support: Organizations supporting in distribution of agricultural produce at national level ,state level and district level taluka level , Role of Co-operatives | | |
| 5 | Role of Government: Role of Government in Price Determinations ,Impact of Government rules and regulations on price determinations | | |
| 6 | Agri- Business Controlling: Agricultural produce quality Control, Return on Investment, Agricultural productivity Control | | |

Reference Books:

| Sr.No. | Name of the Author | Title of the Book | Year Addition | Publisher Company |
|--------|--------------------|---|---------------|-------------------|
| 1. | | American Institute of Co-operation Farmers in | | |
| 2. | | Marketing by Framers for Farmers | | NCDC New Delhi |

Online Resources:

| Online Resources No. | Website Address |
|----------------------|---|
| 1 | Fundamentals-Of-Agri Business-Management-ICAR-e-course-Free-PDF-Book- Download-e-krishi-shiksha.html |
| 2 | https://www.agriexam.com/fundamentals-of-agri-business-management-book-pdf |

MOOCs:

| Resources No | Website Address |
|--------------|--|
| 1 | https://www.mooc-list.com/tags/agriculture -lean- |
| 2 | https://www.mooc-list.com/tags/agribusiness- |
| 3 | https://aims.gitbook.io/farm-data-mooc/ |

| Programme:MBA CBCS – Revised Syllabus w.e.f. - Year 2023 – 2024 | | | |
|--|---|------------------|--------|
| Semester | Course Code | Course Title | |
| I | 110 - Open | Community Work-I | |
| Type | Credits | Evaluation | Marks |
| Open | 2 | CCA | IE-100 |
| Course Objectives : | | | |
| <ul style="list-style-type: none"> This Course aims to expose the students to social issues and help them to participate in community work through trips /events organized in the institute and to volunteer at events like fundraising activities, fair, festivals, slums and NGOS. To expose the students towards social reality and role of community development for social upliftment and well-being. To involve students in community work through active involvement and participation | | | |
| Course Outcomes: | | | |
| <ul style="list-style-type: none"> Students will be able to know the community needs and understand their role in to contribute meaningfully towards community development. Students will be developed and accepted by the society as very responsible youth of the nation Students will understand and impart the role of them in the society | | | |
| Unit | Contents | | |
| 1 | Introduction: History, meaning, Goals, values, functions, role and process of community work. Professional and voluntary community work. Attitudes, roles and skills of a community worker | | |
| 2 | Social concerns in India: poverty, unemployment, population, problems faced by women – dowry, domestic violence, etc. Social problems - terrorism, corruption, caste conflict, drug abuse, AIDS, ETC. | | |
| 3 | Types of Community Work Types of community work. Caring for needy, helping the poor, fundraising drives-organizing | | |
| 4 | Community Work for Slums Learn the government facilities, NGOs which are working for the slums and try to connect any NGO. | | |
| 5 | Community Work for Environment Role of Govt. and NGOs which are working to save the environment, Initiatives like Clean your city drive, Cycle day, Awareness of Dry and wet waste classification, Tree Plantation Drive, Environment awareness activities etc. | | |
| 6 | Community Hours: Participate in community service trips/events organized at institute, state level etc , Volunteer at events like fundraising activities, fairs, festivals, slums, non profit organization etc , Submit a report on a particular type of community involvement undertaken | | |

Reference Books:

| Sr.No. | Name of the Author | Title of the Book | Year Addition | Publisher Company |
|--------|------------------------------------|---|---------------|-------------------|
| 1. | Rhonda Phillips, Robert Pittman | An Introduction to Community Development | 2014 | |
| 2. | Manohar S. Pawar, | Community Development in Asia and The Pacific | 2009 | |

Online Resources:

| Online Resources | Website Address |
|------------------|---|
| 1 | https://communitywealth.org/sites/clone.communitywealth.org/files/downloads/tool- |
| 2 | https://www.ahaprocess.com/solutions/communitye |
| 3 | nts-resources/free-resources/ |

MOOCs:

| Resources No | Website Address |
|--------------|---|
| 1 | https://alison.com/course/diploma-in-community-development |

| Programme:MBA CBCS – Revised Syllabus w.e.f. - Year 2023 – 2024 | | | |
|---|---|-----------------|--------|
| Semester | Course Code | Course Title | |
| I | 110 - Open | Current Affairs | |
| Type | Credits | Evaluation | M |
| Open | 2 | CCA | IE-100 |
| Course Objectives: | | | |
| <ul style="list-style-type: none"> • Apply the knowledge of management theories and practices in resolving the business problems. • Foster analytical and critical thinking abilities for data-based decision making. • Learn new technologies with ease and be productive at all times • Read, write, and contribute to Business literature • Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment. | | | |
| Course Outcomes: | | | |
| <ul style="list-style-type: none"> • To enable the students to take decisions related to critical current business issues. • To be able to Interpret and understand the current business issues. • To analyze business current affairs. • To acquaint with the current happenings in the business. • To comprehend the current affairs and its implications on businesses at national and international level. | | | |
| Unit | Contents | | |
| 1 | Economy: Monetary and Fiscal Policy, Budget Analysis, Digital Economy, Insolvency and Bankruptcy Code, UBI (Universal Basic Income), Banking Sector - Bank Mergers, Private Bank Licensing, Payment Banks etc. | | |
| 2 | Financial, Judicial and Political Reforms - National Issues, Indian Economy, Ease of doing Business, Labor Laws, Enforcing of Contracts, Recent Employee Unrest in Industry | | |
| 3 | Corporate Social Responsibility, Social Schemes, Reports, Committee and Commission Sustainability – Paris Climate Agreement and Protocol, Global Calamities, Science and Technology, Green Energy etc. | | |
| 4 | Global Business Environment: Globalization and Protectionism, Trade Wars, Tariffs, Subsidies and Trade Barriers. Global Trade Treaties, RCEP, NAFTA, G20, Brexit | | |
| 5 | Article Reading and Discussion on Current Affairs: <ul style="list-style-type: none"> • Economics Times • Mint • Business Line (by Hindu) Book Reading: <ul style="list-style-type: none"> • Imagining India – Nandan Nilekani • Breakout Nations – Ruchir Sharma Wings of fire- An autobiography of APJ Abdul Kalam | | |
| 6 | Students are required to prepare workbook (practical file) for assimilating data of different events. Make presentations, Study the related topic independently and analyses and relate the current decision with the issue. | | |

Reference Books:

| Sr.No. | Name of the Author | Title of the Book | Year Edition | Publisher Company |
|-------------------|-----------------------------------|--|--------------|-------------------|
| 1..National | Dr. Abdul Kalam & Arun Tiwari | Wings of fire- An autobiography of APJ Abdul Kalam | 1999 | University Press |
| 2. National | Mahatma Gandhi | Mahatma Gandhi Autobiography : The story of my experiments with truth. | 1948 | Dover Publication |
| 3 – National | Jawaharlal Nehru | The Discovery of India by Jawaharlal Nehru | 2008 | Penguin |
| 4 – International | Loren B. Belker, Gary S. Topchick | The First- Time Manager | 2005 | Amacom |
| 5 – International | Bear Grylls | A Survival Guide for life – How to achieve your goals, thrive in adversity, and grow in character. | 2013 | July |
| 6 – International | Frans Johanson | The Medici Effect- What Elephants & Epidemics can teach us about Innovation. | 2004 | HBS Press |
| 7 – International | Charles Futrell | ABC's of Selling | 1989 | Irwin |

Online Resources:

| Online Resources | Website Address |
|------------------|---|
| 1 | https://dea.gov.in |
| 2 | https://finmin.nic.in |
| 3 | www.wto.org |
| 4 | www.commerce.nic.in |
| 5 | www.weforum.com |
| 6 | https://www.journals.elsevier.com/ |
| 7 | http://www.jibs.net/ |
| 8 | Open Textbook Library https://open.umn.edu/opentextbooks/textbooks/international-business |

MOOCs:

| Resources No | Website Address |
|--|---|
| 1. Economics | https://www.es.corporatefinanceinstitute.com |
| 2. Politics | https://www.classcentral.com/course/edx-contemporary-issues-in-world-politics-11431?utm_source=mooc_report&utm_medium=web&utm_campaign=new_courses_october_2018 |
| 3. Business | EDX https://www.edx.org/learn/international-business |
| 4. Leadership | https://www.classcentral.com/course/edx-agile-leadership-principles-and-practices-11920?utm_source=mooc_report&utm_medium=web&utm_campaign=new_courses_october_2018 |
| 5. International Financial Environment | https://nptel.ac.in/courses/110105031/ |

| Programme:MBA CBCS – Revised Syllabus w.e.f. - Year 2022 – 2023 | | | |
|--|---|------------------------|--------|
| Semester | Course Code | Course Title | |
| I | 110 - Open | Universal Human Values | |
| Type | Credits | Evaluation | M |
| Open | 2 | CCA | IE:100 |
| Course Objectives: | | | |
| <ul style="list-style-type: none"> To help the students appreciate the essential complementarity between 'VALUES' and 'SKILLS' to ensure sustained happiness and prosperity which are the core aspirations of all human beings. To facilitate the development of a Holistic perspective among students towards life and profession as well as towards happiness and prosperity based on a correct understanding of the Human reality and the rest of existence. Such a holistic perspective forms the basis of Universal Human Values and movement towards value-based living in a natural way. To highlight plausible implications of such a Holistic understanding in terms of ethical human conduct, trustful and mutually fulfilling human behaviour and mutually enriching interaction with Nature. Religion, ethnicity, gender, and development | | | |
| Course Outcomes: | | | |
| <p>At the end of the course, the students will be able to</p> <ul style="list-style-type: none"> Evaluate the significance of value inputs in formal education and start applying them in their life and profession Distinguish between values and skills, happiness and accumulation of physical facilities, the Self and the Body, Intention and Competence of an individual, etc. Analyze the value of harmonious relationship based on trust and respect in their life and profession 4. Examine the role of a human being in ensuring harmony in society and nature. Apply the understanding of ethical conduct to formulate the strategy for ethical life and profession. | | | |
| Unit | Contents | | |
| 1 | Introduction-Basic Human Aspiration, its fulfillment through All-encompassing Resolution The basic human aspirations and their fulfillment through Right understanding and Resolution, Right understanding and Resolution as the activities of the Self, Self being central to Human Existence; All- encompassing Resolution for a Human Being, its details and solution of problems in the light of Resolution | | |
| 2 | Right Understanding (Knowing)- Knower, Known & the Process The domain of right understanding starting from understanding the human being (the knower, the experiencer and the doer) and extending up to understanding nature/existence – its interconnectedness and co- existence; and finally understanding the role of human being in existence (human conduct). | | |
| 3 | Module 3: Understanding Human Being Understanding the human being comprehensively as the first step and the core theme of this course; human being as co-existence of the self and the body; the activities and potentialities of the self; Basis for harmony/contradiction in the self | | |
| 4 | Understanding Nature and Existence A comprehensive understanding (knowledge) about the existence, Nature being included; the need and process of inner evolution (through self- exploration, self- | | |

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| | awareness and self-evaluation), particularly awakening to activities of the Self: Realization, Understanding and Contemplation in the Self (Realization of Co-Existence, Understanding of Harmony in Nature and Contemplation of Participation of Human in this harmony/ order leading to comprehensive knowledge about the existence). |
| 5 | Understanding Human Conduct, All-encompassing Resolution & Holistic Way of Living Understanding Human Conduct, different aspects of All-encompassing Resolution (understanding, wisdom, science etc.), Holistic way of living for Human Being with All-encompassing Resolution covering all four dimensions of human endeavor viz., realization, thought, behavior and work (participation in the larger order) leading to harmony at all levels from Self to Nature and entire Existence |
| 6 | Case Studies on Universal Human Values |

Reference Books:

| Sr.No | Name of the Author | Title of the Book | Year of Edition | Publisher |
|-------|----------------------------------|---|-----------------|------------------------------------|
| 1 | R R Gaur, R Asthana, G P | A Foundation Course in Human Values and Professional Ethics | 2019 | Excel Books, New Delhi. |
| 2 | A N Tripathy, | Human Values, | 2003 | New Age International |
| 3 | P L Dhar, RR Gaur | Science and Humanism | 1990 | Commonwealth Publishers. |
| 4 | E G Seebauer & Robert L. Berry | Fundamentals of Ethics for Scientists & Engineers, | 2000 | Oxford University Press |
| 2 | Seligman, L. & Reichenberg, L. W | Theories of Counseling and Psychotherapy: Systems, Strategies, and Skills | 2010 | 3rd Ed. Indian reprint: Pearson. |
| 3 | Hogan, R. | Development of an Empathy Scale | 1969 | Journal of Consulting and Clinical |
| 4 | Gladding, S. T | Counseling: A Comprehensive Profession | 2012 | 7th ed. Pearson |

Online Resources:

| Online | Website Address |
|--------|--|
| 1 | www.amnesty.org/en/human-rights-education/ |
| 2 | www.hurights.or.jp |
| 3 | https://www.ohchr.org/ |

MOOCs:

| Resources No | Website Address |
|--------------|---|
| 1 | www.coursera.org |
| 2 | www.cefims.as.uk |
| 3 | https://alison.com/ |
| 4 | https://www.khanacademy.org/ |
| 5 | swayam.gov.in |

| Programme:MBA CBCS – Revised Syllabus w.e.f. - Year 2023 – 2024 | | | |
|---|--|-----------------------|-------|
| Semester | Course Code | Course Title | |
| I | 110 - Open | Counseling Psychology | |
| Type | Credits | Evaluation | M |
| Open | 2 | CCA | 50:50 |
| Course Objectives: | | | |
| <ul style="list-style-type: none"> To understand how human life unfolds from conception to late adulthood. To develop an understanding of basic concepts, processes, techniques of Counseling To help the students learn how to understand and manage their emotions and develop emotional competencies. To understand the main symptoms and sources of stress and learn ways of coping with stress | | | |
| Course Outcomes: | | | |
| <ul style="list-style-type: none"> Communication: Communicate clearly and effectively in both written and oral forms to an intended audience using appropriate strategies and methods. Critical Thinking: Students will demonstrate the ability to evaluate strengths and weakness of divergent psychological Domain. Quantitative Analysis and Reasoning: Students will demonstrate their ability to apply quantitative analytical processes to solving data analysis problems associated with psychological research. Problem Solving ability: Students will understand the ethical complexity of human interactions in an applied psychological context; students will demonstrate the skill of applying a formal ethical decision-making process. | | | |
| Unit | Contents | | |
| 1 | Introduction: Meaning and goals; Counseling process and relationship; Counselor effectiveness, Counseling in the Indian context | | |
| 2 | Approaches: Overview of approaches to counseling: Psychodynamic, Behavioral, Person-centered and Cognitive- behavioral | | |
| 3 | Stress: Nature of stress, symptoms of stress, sources of stress, Stress and health | | |
| 4 | Emotional Competence: Importance of recognizing and understanding emotions in oneself and others, importance of managing one's emotions | | |
| 5 | Techniques: Play, Relaxation, Yoga, Meditation | | |
| 6 | Applications: Family Counseling; School and Career Counseling, Case studies | | |

Reference Books:

| Sr.No | Name of the Author | Title of the Book | Year of Edition | Publisher Company |
|-------|----------------------------------|---|-----------------|------------------------------------|
| 1 | Rao, S.N. & Sahajpal, P | Counselling and Guidance | 2013 | New Delhi: Tata McGraw Hill |
| 2 | Seligman, L. & Reichenberg, L. W | Theories of Counseling and Psychotherapy: Systems, Strategies, and Skills | 2010 | 3rd Ed. Indian reprint: Pearson. |
| 3 | Hogan, R. | Development of an Empathy Scale | 1969 | Journal of Consulting and Clinical |
| 4 | Gladding, S. T | Counseling: A Comprehensive Profession | 2012 | 7th ed. Pearson |

Online Resources:

| Online Resources No | Website Address |
|---------------------|---|
| 1 | https://www.shauntyhealing.com/ |
| 2 | https://mindstrong.com/welcome/ |
| 3 | https://in.searchley.com/ |

MOOCs:

| Resources No | Website Address |
|--------------|--|
| 1 | https://alison.com/ |
| 2 | https://drvtx.com/ |
| 3 | www.Coursera.org |
| 4 | www.Udemy.com |
| 5 | Swayam.gov.in |

MBA SEMESTER II

Revised Syllabus With Effect from (2022 –23)

| Programme:MBA CBCS –Revised Syllabus w.e.f. - Year 2023 – 2024 | | | |
|---|---|----------------------|-------|
| Semester | Course Code | Course Title | |
| II | 201 | Marketing Management | |
| Type | Credits | Evaluation | Marks |
| Core | 3 | UE:IE | 70:30 |
| Course Objectives : | | | |
| <ul style="list-style-type: none"> To understand the core concepts of Marketing and approaches to Marketing. To differentiate the Marketing and Selling processes. To study the Marketing Environment and understand its influence on Marketing Decisions. To study the concept of Segmentation, Targeting and Positioning. To understand the Marketing Mix Elements and their utility in Marketing. To Study the concept of Marketing Research and Marketing Information Systems. | | | |
| Course Outcomes: | | | |
| <ul style="list-style-type: none"> Gain a solid understanding of key marketing concepts and skills. Identify and demonstrate the dynamic nature of the environment in which marketing decisions are taken and appreciate the implications for marketing strategy determination and implementation. Develop the students' skills in applying the analytical perspectives on the concepts of marketing and the decisions related to segmentation, targeting and positioning, determining marketing mix etc. Develop an understanding of the underlying concepts, strategies and the issues involved in the exchange of products and services and control the marketing mix variables in order to achieve organizational goals. Develop strong marketing research plans and persuasively communicate your recommendations and rationale. Discuss the scope and managerial importance of marketing research and its role in the development of marketing strategy | | | |
| Unit | Contents | | |
| 1 | Introduction: Meaning and definition of Marketing, Core concepts of Marketing -Need, Want, Demand, Value, Exchange, Customer satisfaction & Customer delight, Difference between Marketing and Selling, Business orientations towards marketplace: Production, Product, Selling, Marketing, Societal Marketing. Marketing environment - Micro and Macro marketing environment | | |
| 2 | Segmentation, Targeting and Positioning: Meaning, need and importance, bases for Consumer market segmentation and industrial market segmentation, evaluation of identified segments and selection and evaluation of target market. Targeting strategies: Levels of market segmentation: segment marketing, niche marketing, local marketing and individual marketing. Positioning and Differentiation: meaning, concept, product, service, people and image differentiation, ways to position the product | | |
| 3 | Marketing Mix: Concept, Seven P's of marketing mix: Product – meaning, levels of product, product mix- product line – decisions: line stretching, filling, pruning, width, length, depth. Product | | |

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| | <p>life cycle (PLC) – Concept, stages in PLC, characteristics and strategies for each stage of PLC. New product development process, Brand – Concept, Brand Creation</p> <p>Price – meaning, objectives of pricing, pricing approaches- cost based, competition based, and market based, pricing strategies- skimming pricing, penetrative pricing, psychological or odd pricing, perceived value pricing, loss leader pricing etc.</p> <p>Place- Importance of distribution in marketing of products or services, Types of intermediaries, levels of channels, Channel Management Decisions- factors considered for selection and motivation of dealers and retailers, channel conflict- concept, types of channel conflict, ways to resolve channel conflicts</p> <p>Promotion- Elements of promotion mix: meaning of advertising, sales promotion, personal selling, public relations, publicity, direct marketing and event sponsorship</p> |
| 4 | Consumer Behaviour: Meaning and definition, importance of studying consumer behaviour in the field of marketing, different buying roles, Consumer buying decision making process steps. |
| 5 | Marketing Planning and Control: Marketing Planning Process – Steps, nature and contents of a marketing plan. Need of marketing control, Annual plan control, productivity control, Efficiency control and strategic control- marketing audit. |
| 6 | Marketing Research: Need and Importance of Marketing Research, Marketing Research Process, Types of Marketing Research. Marketing Information System- overview |

Reference Books:

| Sr. No. | Name of the Author | Title of the Book | Year and edition | Publisher Company |
|-------------------|---|---|-----------------------------------|-------------------------------|
| 1 – National | Dr. Rajan Saxena | Marketing Management | 2016, Fifth edition | Tata McGraw Hill Publications |
| 2 – National | V.S. Ramaswami and S. Namakumari | Marketing Management- Indian Context *Global Perspective | 2013, fifth edition | Tata McGraw Hill Publications |
| 3 – National | Dr. Tapan Panda | Marketing Management | 2009, second edition | Excel Books India |
| 4 – International | Philip Kotler, Garry Armstrong, Prafulla Agnihotri | Principles of Marketing | 2018, seventeenth edition | Pearson Education |
| 5 – International | Philip Kotler, Kevin Lane Keller | Marketing Management | 2015, fifteenth edition | Pearson Education India |
| 6 – International | Michael J. Etzel, Bruce J. Walker, William J. Stanton | Marketing | 2005, fourteenth edition- revised | McGraw Hill Higher Education |

Online Resources:

| Online Resources No | Website Address |
|---------------------|---|
| 1 | https://managementhelp.org |
| 2 | https://bookboon.com/en/marketing-and-law-ebooks |

MOOCs:

| Resources No | Website Address |
|--------------|---|
| 1 | https://alison.com/course/introduction-to-marketing-management-revised |
| 2 | https://alison.com/course/understanding-your-audience-market-segmentation |
| 3 | https://alison.com/course/marketing-management-analysing-competitors-and-customers-revised |
| 4 | https://swayam.gov.in/nd1_noc19_mg48/preview |

| Programme:MBA CBCS –Revised Syllabus w.e.f. - Year 2023– 2024 | | | |
|---|---|----------------------|-------|
| Semester | Course Code | Course Title | |
| II | 202 | Financial Management | |
| Type | Credits | Evaluation | Marks |
| Core | 4 | UE:IE | 70:30 |
| Course Objectives: | | | |
| <ul style="list-style-type: none"> To introduce the fundamentals of Financial Management To orient on the skills set required for Financial Decision Making Techniques To orient on Financial Statement Analysis and Interpretation To develop analytical skills which would help decision making in Business. To develop the entrepreneurial mind set | | | |
| Course Outcomes : | | | |
| <ul style="list-style-type: none"> Development of basic skill sets required for Financial Decision Making Development of analytical skill set to understand and interpret Financial Statements Graduates are able to improve their knowledge about functioning business, identifying potential business opportunities, involvement of business enterprises and exploring entrepreneurial opportunities (BEDK) Graduates are expected to develop skills on analyzing the business data, application of relevant analysis, problem solving in the functional areas, i.e. Critical thinking-Business Analysis-Problem Solving and Innovative Solutions (CBPI) Developing Social Responsiveness to contextual social issues/ problems and exploring solutions. Graduates are expected to identify problems, explore the opportunities, design the business solutions and demonstrate ethical standards in organizational decision making.(SRE) | | | |
| Unit | Contents | | |
| 1 | Introduction Meaning of Financial Management, Scope and Functions of Financial Management, Objectives of Financial Management Profit Vs Wealth Maximization, Finance Functions: Investment Decision, Liquidity Decision, Financing Decision and Dividend Decision, concept of Social Responsibility | | |
| 2 | Investment Decision: Capital Budgeting Decision Meaning, Importance and process of Capital Budgeting, Concept of Time Value of Money, Capital Budgeting Techniques - Problems & case studies- Accounting Rate of Return, Payback Period, Net Present Value, Profitability Index, Discounted Payback Period, Internal Rate of Return Capital Budgeting under Risk and Uncertainty Concept and Techniques | | |
| 3 | Liquidity Decision: Working Capital Management: Meaning, Need and Types of Working Capital, Components of Working Capital, Factors determining Working capital, Estimation of Working Capital, Problems and Case Studies on Estimation of Working Capital, Sources of Working Capital Financing | | |
| 4 | Financing Decision: Sources of Long Term Domestic Finance: Shares, Debentures, Retained Earnings, Capital Structure: Meaning and Principles of Capital Structure Management, Factors affecting Capital Structure, Cost of Capital: Meaning, Components, Cost of Debt, Cost of Preference Share, Cost of Equity Share, Cost of Retained Earnings, and | | |

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| | Weighted Average Cost of Capital, Leverage : Concept and Types of Leverage |
| 5 | Dividend Decision : Factors determining Dividend policy, Theories of Dividend- Gordon Model, Walter Model, MM Hypothesis, and Forms of Dividend Payment: Cash Dividend, Bonus Share and Stock Split, Stock Repurchase, Dividend Policies in Practice. |
| 6 | Financial Statement Analysis : Meaning and Types, Techniques of Financial Statement Analysis: Common Size Statement, Comparative Statement, Trend Analysis and Ratio Analysis. (Orientation level Problems on Ratio analysis) Funds Flow Statement and Cash Flow Statement. |

Reference Books:

| Sr.No. | Name of the Author | Title of the Book | Year Edition | Publisher Company |
|-------------------|---|--|---------------|----------------------|
| 1 – National | SheebaKapil | Fundamentals of Financial Management | | Pearson Publications |
| 2 – National | I.M. Pandey | Financial Management | | Vikas Publication |
| 3 – National | Khan and Jain | Financial Management | | TATA McGraw Hill |
| 4- National | R.P. Rustogi | Financial Management | | |
| 4 – International | Eugene F. Brigham, Michael C. Ehrhardt | Financial Management – Theory and Practice | 11th edition. | |
| 5 – International | Jonathan Berk, Peter DeMarzo and Ashok Thampy | Financial Management | | Pearson Publication |
| 6 – International | | Financial Management And Accounting | | Wiley Publication |
| 7– International | | Business Finance And Accounting | | Wiley Publication |

Online Resources:

| Online Resources No | Resources Name | Website Address |
|---------------------|----------------|---|
| 1 | Google Scholar | https://scholar.google.com/ |
| 2 | Gutenberg | https://www.gutenberg.org/ |
| 3 | Open Culture | http://www.openculture.com/free_ebooks |
| 4 | Open Library | https://openlibrary.org/ |

MOOCs:

| Resources No | Resources Name | Website Address |
|--------------|---|---|
| 1 | Alison - free technology, language, science, health, humanities, business, math, marketing and lifestyle courses. | https://alison.com/ |
| 2 | Khan Academy - free online courses and lessons | https://www.khanacademy.org/ |
| 3 | Futurelearn | http://www.openculture.com/free_ebooks |
| 4 | SWAYAM which is a India MOOCs platform for which University Grants Commission has allowed up to 20% credit transfer facility. | https://swayam.gov.in/ |
| 5 | University of Florida | www.coursera.org |
| 6 | University of London | www.cefims.as.uk |
| 7 | IIM ,Bangalore | www.edx.org |

| Programme:MBA CBCS 2020 –Revised Syllabus w.e.f. - Year 2023 – 2024 | | | |
|---|---|---------------------------|-------|
| Semester | Course Code | Course Title | |
| II | 203 | Human Resource Management | |
| Type | Credits | Evaluation | Marks |
| Core | 3 | UE:IE | 70:30 |
| Course Objectives: | | | |
| <ul style="list-style-type: none"> To explain the significance of HRM and changing role of HRM To explain the process of HRP, Recruitment and Selection. To discuss the concept of training and development To illustrate the job evaluation and wage determination concepts. To bring out the role of HR in organization's effectiveness and employee performance | | | |
| Course Outcomes : | | | |
| <ul style="list-style-type: none"> Understand and apply Human Resource Management functions for effective management of organization. Ability of designing job analysis and ability to understand various manpower forecasting techniques Understand the techniques of recruitment, selection and interview and ability to conduct the recruitment process Understand the training needs in the organization and ability to design suitable training plan Understand the components of wages and salary and factors affecting it. Ability to analyze issues related to performance appraisal, career planning and rewards management. | | | |
| Unit | Contents | | |
| 1 | Introduction to HRM : Definition, Nature and Scope of HRM, Objectives of HRM, Evolution of HRM, Challenges of HRM, HR Profession and HR Department, Functions of HRM, Global perspective of HRM | | |
| 2 | Human Resource Planning: Definition HRP, Demand and Supply forecasting, factors Affecting HRP, Job analysis and Job Design, Recruitment and Selection – Recruitment Process, Sources and Methods of Recruitment, Steps in selection process. | | |
| 3 | Training and Development: Definition of Training, Need and Importance of Training and Development, Training Need Analysis and techniques, Design Training Programme, Methods of training, Training evaluation process. | | |
| 4 | Wages and salary Management Definition, Job Evaluation-Process and methods. Wage Determination, Types of Wages, Salary Structure, Fringe benefits, Executive Compensation, Understanding Stock Options and designing incentive plans | | |
| 5 | Performance Appraisal: Definition, Need and Importance of Performance Appraisal, objectives PA, Performance Appraisal Process, Methods of Performance Appraisal. | | |
| 6 | Overview of Employee Relations Management- Meaning and importance of Employee Relations Management, Employee Relation | | |

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|--|--|
| | Management Tools, Issues in Employee Relation Management, Role of HR Manager in employee relations |
|--|--|

Reference Books:

| Sr. No. | Name of the Author | Title of the Book | Year Edition | Publisher Company |
|-------------------|-------------------------------|---|--------------|---|
| 1 – National | . Seema Sanghi | Human Resource Management | 2011 | Macmilan Publication, |
| 2 – National | V.S.P. Rao | Human Resource Management | 2006 | Excel Books |
| 3 – National | K.Ashwathappa | Human Resource Management | 2007 | Tata McGraw-Hill |
| 4 – International | Gary Dessler, Biju Varkey | Human Resource Management | 2016 | Pearson Publication, 12 th Edition |
| 5 – International | Ronald J. Burke Cary L Cooper | Reinventing Human Resources Management: Challenges and new Directions | 2005 | Routledge Place of Publishing London |

Online Resources:

| Online Resources No | Website Address |
|---------------------|---|
| 1 | https://hbsp.harvard.edu/cases/ |
| 2 | https://open.umn.edu/opentextbooks/textbooks/human-resource-management |
| 3 | https://www.icmrindia.org/case%20volumes/Case%20Studies%20in%20Human%20Resource%20Management%20Vol%20I.htm |
| 4 | https://www.citehr.com/ |
| 5 | https://www.hr-guide.com/ |

MOOCs:

| Resources No | Website Address |
|--------------|---|
| 1 | https://www.coursera.org/specializations/human-resource-management |
| 2 | https://swayam.gov.in/nd1_noc20_mg15/preview |
| 3 | https://alison.com/course/introduction-to-modern-human-resource-management |
| 4 | https://www.classcentral.com/course/managing-human-resources-5462 |
| 5 | https://swayam.gov.in/nd1_noc20_mg15/preview |

| Programme:MBA CBCS –Revised Syllabus w.e.f. - Year 2023 – 2024 | | | |
|--|---|------------------------|-------|
| Semester | Course Code | Course Title | |
| II | 204 | International Business | |
| Type | Credits | Evaluation | Marks |
| Core | 3 | UE:IE | 70:30 |
| Course Objectives: | | | |
| <ul style="list-style-type: none"> To prepare the students thoroughly with the domain knowledge and global issues of International business. To discuss the reason of entering into International business through various trade theories propounded by economist and practical aspects. To demonstrate through trade data analytics as to what to export and where to export from India. To discuss the role and functions of International organizations and trade organization that is IMF, World Bank and WTO. To familiarize the students with the key trade blocks such as NAFTA, EU etc. To demonstrate the role of exchange rates in global markets. | | | |
| Course Outcomes : | | | |
| <ul style="list-style-type: none"> To enable the students to take decisions related to global issues and policies. To be able to Interpret Foreign trade policy and avail incentives offered under various schemes. To analyze the trade data for decision making as to what to export and where to export. To recall the role and functions of Global Institutions IMF, WTO and World Bank. To acquaint with the trade blocks SAARC, NAFTA, EU etc. To comprehend the exchange rates practically and its implications on trade. | | | |
| Unit | Contents | | |
| 1 | Introduction of International Business and Entry Strategies- Definition of International Business, Nature and Scope of International Business, Domestic Trade versus International Trade, Forms of Countertrade. Market Entry Strategies – Exporting, Importing, Joint venture, Franchising, Merger and acquisition. | | |
| 2 | Globalization and Cultural Issues - Definition of Globalization, Globalization of Markets, Pros and cons of Globalization, Drivers of Globalization, Cultural environment in International Business (Hofstede Theory –Application in trade). Ease of Doing Business (Parameters given by world bank) in India and across BRICS. | | |
| 3 | Trade Theories, Trade Policy, Trade Analytics - Trade theories – Mercantilism, Absolute Advantage, Revealed Comparative Advantage, H.O Theory and Porters Diamond Model. International Trade Classification and Harmonized System (HS), Current Foreign Trade Policy in force (General Provisions), Incentives offered under FTP (Ch-3 and Ch-4 of Foreign Trade Policy). Trade Map Analytics and calculation of RCA, TII for various products, Ease of Doing Business. | | |

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| 4 | Balance of Payment and FEMA Act - Components of BOP (Current and Capital Account) , Credit and Debit Entries in BOP, Differentiate between BOT and BOP , Key Provisions of FEMA Act 1999 and |
| | difference between FERA and FEMA. Country Risk Analysis and Lessons from ASIAN financial Crisis in 1997. |
| 5 | International Financial and Trade Organizations - Role of GATT, WTO, IMF and World Bank group. Dispute settlement mechanism through WTO. Levels of trade integration. Basic conceptual note of NAFTA, SAARC and European Union. Role of BRICS. |
| 6 | Foreign Exchange Market and Types of exchange rates - Direct and indirect Quotes, Concept of Nostro and Vostro Account, Types of Exchange - Fixed vs. Flexible Exchange Rate (Independent and Managed Float) , Factors affecting Foreign Exchange Rate , Role, Functions and Participants of Foreign Exchange Market |
| Activity | <p>Students are required to prepare workbook (practical file) -Hands on experience on trade data analytics to find out the trade related ratios such as RCA (Revealed Comparative Analysis) and TII (Trade Intensity index). Students are advised to prepare assignment/file using HS codes given and find out the competitiveness to decide which market to enter and what products should be exported from India.</p> <p>Compare BRICS on EODB Ratings using data from world bank reports. Cultural differences of at least five countries by a group of students to be done. Globalization Index to be understood in order to find out the reasons for those who are highly globalized versus those who are less globalized. Cultural differences across the countries to be explained using Hofstede theory. Key Exports from India and major markets to be studied through data analytics.</p> |

Reference Books:

| Sr. No. | Name of the Author | Title of the Book | Year Edition | Publisher Company |
|-------------------|---------------------------------|---|------------------------------|-----------------------|
| 1 – National | Rakesh Mohan Joshi (IIFT) | International Business | 2009 | OXFORD |
| 2 – National | V.K Bhalla | International Business | 2013 | S. Chand |
| 3 – National | K. Aswathappa | International Business | 6 th Edition 2017 | McGraw Hill Education |
| 4 – International | Donald Ball and MichealGeringer | International Business: The Challenge of Global Competition | 9 th Edition | McGraw-Hill Education |
| 5 – International | Charles W. L. Hill | International Business: Competing in the Global Market | 10 edition 2017 | McGraw Hill Education |

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|-------------------|--|---|-------------------------------------|---------|
| 6 – International | PrashantSalwan | International | 15th 2016 | Pearson |
| | John D. Daniels, Lee H. Radebaugh, Daniel P. Sullivan (Author) | Business, 15/e Fifteenth Edition, Kindle Edition | | |
| 7 – International | Ricky W. Griffin (Author), Michael Pustay (Author) | International Business, Global Edition | 8th Edition on (May 15, 2014) | Pearson |

Online Resources:

| Online Resources No | Website Address |
|---------------------|---|
| 1 | www.imf.org |
| 2 | www.wto.org |
| 3 | www.trademap.org |
| 4 | www.commerce.nic.in |
| 5 | www.dgft.gov.in |
| 6 | International Business Review https://www.journals.elsevier.com/international-business-review |
| 7 | Journal of International Business Studies http://www.jibs.net/ |
| 8 | Open Textbook Library https://open.umn.edu/opentextbooks/textbooks/international-business |

MOOCs:

| Resources No | Subject | Website Address |
|--------------|---|---|
| 1 | International Business | https://www.openlearning.com/courses/GFMA2023/ |
| 2 | International Business Environment and Global Strategy–IIMB (SushilVachani) | EDX https://www.edx.org/course/international-business-environment-and-global-stra |
| 3 | International Business | EDX https://www.edx.org/learn/international-business |
| 4 | International Business I (Coursera) Taught by - Doug E Thomas (university of New Mexico) | COURSERA https://www.coursera.org/learn/international-business |
| 5 | International Financial Environment | https://nptel.ac.in/courses/110105031/ |

| Programme:MBA CBCS –Revised Syllabus w.e.f. - Year 2023 – 2024 | | | |
|---|---|--------------------------------------|-------|
| Semester | Course Code | Course Title | |
| II | 205 | Production and Operations Management | |
| Type | Credits | Evaluation | Marks |
| Core | 3 | UE:IE | 70:30 |
| Course Objectives : | | | |
| <ul style="list-style-type: none"> To understand fundamentals of Production and Operations Management. To develop an understanding of the strategic importance of Production and Operations Management. To understand Production System. To learn EOQ concept. To acquaint the students with concepts of all the functions under the Manufacturing activities by introducing the Units Maintenance Management, SCM, JIT, QA and ISO Certification etc. | | | |
| Course Outcomes : | | | |
| <ul style="list-style-type: none"> Understand various concepts of Production and Operations Management. Analyze the importance of Production and Operations Management and compare various issues particular to manufacturing industry. Classify various Production Systems. Develop numerical ability to solve examples on EOQ. Describe the advantages of Maintenance Management, SCM, JIT, QA and ISO Certification. | | | |
| Unit | Contents | | |
| 1 | Introduction to POM Nature, Scope, Importance and Functions of POM, Production Process, Difference between Production and Service operations, Responsibilities of Production Manager, Production process selection decisions, Production System, Classification of Production System. | | |
| 2 | Production Planning Control Objectives of PPC & it's various functions of common and optional nature, Co-ordination of PPC with other departments. Job sequencing, Assembly Line Balancing. | | |
| 3 | Plant Location and Layout Plant Location: Meaning, Need for selecting a suitable Location, Factors, and Plant Layout: objectives, types of Plant Layout. | | |
| 4 | Maintenance Management Concepts, Need of maintenance, Objectives & types of maintenance. | | |
| 5 | Inventory management Concept, Importance, Classification of Inventory System, EOQ Model with numerical, Basic concept of Material Requirement Planning(MRP). | | |
| 6 | Emerging Trends in POM Supply Chain Management(SCM), Just in time(JIT), Quality Control, Quality Assurance(QA), ISO certification, Enterprise Resource Planning(ERP), Total Quality Management(TQM), TPM, Quality Circles, Services Operations | | |

Reference Books:

| Sr. No. | Name of the Author | Title of the Book | Year Edition | Publisher Company |
|-------------------|-------------------------------|---|--------------|---------------------------|
| 1 – National | L.C.Jhamb | Production Operations Management | 2009 | Everest Publishing House |
| 2 – National | Chunawala & Patel | Production and Operations Management | 2009 | Himalaya Publishing House |
| 3 – National | S.N.Chary | Production and Operations Management | 2004 | Tata McGraw Hill Ltd. |
| 4 – International | Everett Adams & Ronald Ebert. | Production and Operations Management | 1992 | Prentice Hall |
| 5 – International | Martin Kenneth Starr | Production and Operations Management | 2008 | Cengage Learning |
| 6 – International | James B. Dilworth, White | Production and Operations Management: An Overview | 1993 | Thomson Learning |

Online Resources:

| Online Resources No | Website Address |
|---------------------|---|
| 1 | http://www.yourarticlelibrary.com |
| 2 | https://en.wikipedia.org |
| 3 | https://managementhelp.org |
| 4 | https://www.cleverism.com |
| 5 | https://commcemates.com |

MOOCs:

| Resources No | Website Address |
|--------------|--|
| 1 | www.swayam.gov.in |
| 2 | www.udemy.com |
| 3 | www.coursera.org |

| Programme:MBA CBCS -Revised Syllabus w.e.f. - Year 2023 – 2024 | | | |
|---|---|----------------------|-------|
| Semester | Course Code | Course Title | |
| II | 206 | Research Methodology | |
| Type | Credits | Evaluation | Marks |
| Core | 4 | UE:IE | 70:30 |
| Course Objectives: | | | |
| <ul style="list-style-type: none"> To introduce the role of research in business and management To introduce the concepts of scientific research and methods of conducting scientific enquiry To identify various sources of information for literature review and data collection. To familiarize the learners with the key concepts in sampling techniques and instruments for data collection To develop basic understanding of conducting surveys and reporting the research To educate on the ethical issues in conducting applied research. | | | |
| Course Outcomes : | | | |
| <p>At the end of the course the learner will</p> <ul style="list-style-type: none"> Develop understanding on different applications of research for managerial decision making Explain key research and summarize the research articles and research reports Have basic awareness of data analysis-and hypothesis testing procedures Design questionnaires and administer simple survey based projects. Describe sampling methods, measurement scales and instruments, and appropriate uses of each Explain the rationale for research ethics | | | |
| Unit | Contents | | |
| 1 | Introduction to Research Methodology Meaning, definition and objectives of research, motivations for research, type of research, Importance of research in managerial decision making , research in Research in functional / business areas. Qualities of a good researcher. | | |
| 2 | Research process: Steps in research process, Defining the research problem, Problem formulation and statement, Framing of hypothesis Research design: Meaning, characteristics, advantages and importance of research design. Measurement – types and errors in measurement. Development and designing of tools of data collection – Attitude measurement scales, Levels of measurement and questions of validity and reliability Designing of research projects – research proposal, Pilot surveys | | |
| 3 | Sampling and Data Collection: Census and sample survey. Need and importance of sampling, probability and non-probability sampling technique. Data collection – Primary and secondary sources of data, methods of collecting primary data - interview, observation, questionnaires, schedules through enumerators, surveys. Advantages and Limitations of different methods of data collection. Use of secondary data, precautions while using secondary data. | | |

| | |
|---|---|
| 4 | <p>Processing and Analysis of Data</p> <p>Meaning, importance and steps involved in processing of data. Use of statistical tools and techniques for analysis of data.</p> <p>Testing of Hypotheses, Basic concepts, importance of hypothesis. Procedure of testing of hypothesis. Chi-square test. , t test and z test – Problems on Basic application of chi square test, t test and z test.</p> <p>Analysis and Interpretation of data – Interpretations of results, Concept of Univariate, Bi-variate and multivariate analysis of data</p> |
| 5 | <p>Reporting of research:</p> <p>Importance of research reports, types of reports, Format of a research report, Precautions in writing a research report. Plagiarism and its types. References and Bibliography. Dissemination of research results. Ethical issues in conducting research.</p> |
| 6 | <p>Role of ICT in research</p> <p>Information and Computer Technology(ICT), Important characteristics, Computer Applications for research, Use of Statistical Software Packages for research</p> |

Reference Books:

| Sr. No. | Name of the Author | Title of the Book | Year Edition | Publisher Company |
|-------------------|--|--|--------------|-----------------------|
| 1 – National | Kothari C R | Research Methodology – Methods & Techniques | 2014 | PHI Pvt Ltd New Delhi |
| 2 – National | Uma Sekharan | Research Methods for business | 2016 | Oxford |
| 3 – National | Ranjit Kumar | Research Methodology | 2009 | Pearson Education |
| 4 – International | Donald Cooper and PS Schindler | Business Research Methods | 2015 | Tata McGraw Hill |
| 5 – International | Neuman, W.L. | Social Research Methods – Qualitative and Quantitative | 2008 | Pearson |
| 6 – International | Saunders, M., Lewis, P., & Thornhill, A. | Research Methods for Business Students | 2011 | Pearson |

Online Resources:

| Sr | Website Address |
|----|--|
| 1 | https://www.manaraa.com/upload/43ef7b58-5c8a-4371-8aea-699609cd2aaf.pdf |
| 2 | http://ebooks.lpude.in/commerce/mcom/term_2/DCOM408_DMGT404_RESEARCH_METHODODOLOGY.pdf |
| 3 | https://www.methodspace.com/open-access-sage-journals-with-a-research-methods-focus/ |
| 4 | https://www.researchgate.net/deref/https%3A%2F%2Fwww.amazon.com%2Fhow-research-todays-tips-tools-ebook%2Fdp%2Fb01i5jjdxc http://www.ala.org/tools/research/larks/researchmethods |
| 5 | https://www.intechopen.com/online-first/research-design-and-methodology |
| 6 | https://lecturenotes.in/m/21513-research-methodology- |
| 7 | http://ebooks.lpude.in/commerce/mcom/term_2/DCOM408_DMGT404_RESEARCH_METHODODOLOGY.pdf |

MOOCs:

| Resources No | Website Address |
|--------------|---|
| 1 | https://swayam.gov.in/nd2_cec20_hs17/preview |
| 2 | https://www.classcentral.com/course/researchmethods-1767 |
| 3 | https://www.coursera.org/learn/research-methods |
| 4 | https://www.classcentral.com/course/swayam-introduction-to-research-5221 |
| 5 | https://www.edx.org/course/introduction-to-social-research-methods |
| 6 | https://www.coursera.org/learn/qualitative-methods |

| Programme:MBA CBCS – Revised Syllabus w.e.f. - Year 2023 – 24 | | | |
|--|--|----------------------------------|-------|
| Semester | Course Code | Course Title | |
| II | 207 | Operations Research for Managers | |
| Type | Credits | Evaluation | Marks |
| Core | 3 | UE:IE | 70:30 |
| Course Objectives: | | | |
| <ul style="list-style-type: none"> To introduce students to use quantitative methods and techniques for effective decisions making. To familiarize the students with the quantitative techniques for data analysis To formulate, analyze, and solve mathematical models that represent real-world problems. | | | |
| Course Outcomes: | | | |
| After completion of this course, students will be able to <ul style="list-style-type: none"> Understand Operations Research Concepts. Know the importance of Operations Research tools and techniques. | | | |
| Units: | Contents | | |
| 1 | Introduction to Operations Research: Introduction, Historical background, Meaning, Significance, Scope and Limitations of O.R. Features of Operations Research, Phases of Operations Research. Applications of O.R. in Business and Management. | | |
| 2 | Linear Programming Problem (L.P.P.): Definition and Components of LPP, Formulation of LPP, Solution of LPP by Graphical Method, Examples on maximization and minimization, Examples on mixed constraints, Special cases in LPP: Alternative or multiple optimal solutions | | |
| 3 | Transportation problems (T.P.): Introduction and Formulation of TP, Initial Basic Feasible Solution I.B.F.S. by North West Corner Rule (NWCR), Matrix Minimum Method, Vogel's Approximation Method (VAM), Checking Optimality by Modified Distribution Method (MODI Method), Special cases in TP: maximization, unbalanced TP, restricted TP, applications of T.P. in business. | | |
| 4 | Assignment Problems (A.P.): Meaning, definition of AP, Hungarian Method of solving AP, Assignment Problem for Maximization, minimization. unbalanced AP, restricted AP, Multiple /Optimal Solutions, applications of A.P. in business. | | |
| 5 | Simulation: Introduction to Simulation, Types of Simulation, steps of simulation process, Monte Carlo technique, business applications and limitations. Decision Environments-risk & uncertainty Payoff table, regret table, Decision making under uncertainty, Maximin & Maximax criteria, Minimax regret criteria, Laplace Criterion, Hurwitz criterion, expected monetary value criterion, Expected Pay off of Perfect Information (EPPI), Expected Value of Perfect Information (EVPI), Expected Opportunity Loss (EOL), Decision Tree | | |
| 6 | Network Analysis by PERT and CPM: Introduction to Networks, Basic differences between PERT and CPM, Network models – PERT/CPM network components and precedence relationships. Critical Path Analysis, forward pass computation for earliest event time, backward pass computation for latest allowable event time, Program Evaluation and Review Technique (PERT). Determination of PERT times. | | |

Student has to upgrade Knowledge by using below inputs:

Reference Books:

| Reference Books (Publisher) | Name of the Author | Title of the Book | Year Edition | Publisher Company |
|-----------------------------|--|---|--------------|---|
| 1 – National | Sharma J. K. | Operations Research – Theory and Applications | 2009 | Laxmi Publications Pvt. Ltd. |
| 2 – National | R. Panneerselvam | Operations Research | 2006 | Prentice- Hall of India Pvt. Ltd. New Delhi |
| 3 – National | S. Kalavathy | Operations Research | 2013 | Vikas Publishing House Company Pvt. Ltd. |
| 4 – International | Michael Carter, Camille C Price, Ghaith Rabadi | Operations Research- A Practical Introduction | 2019 | Taylor & Francis Group, LLC |
| 5 – International | Greg H. Parlier, Fred W. Glover, Michael L. McGinnis | Operations Research and Enterprise Systems | 2019 | Springer |
| 6 – International | S.A. Cropper, Michael C. Leachman, Joseph A. Ross, Kenneth | Operations Research and the Social Sciences | 2012 | Springer |

Online Resources:

| Online Resources No | Website Address |
|---------------------|---|
| 1 | en.wikipedia.org |
| 2 | www.springer.com |
| 3 | www.pearson.com |
| 4 | www.optimization-online.org |

MOOCs:

| Resources No | Website Address |
|--------------|---|
| 1 | mooc.org |
| 2 | www.Coursera.org |
| 3 | www.Udemy.com |
| 4 | Swayam.gov.in |

| Programme:MBA CBCS –Revised Syllabus w.e.f. - Year 2023 – 2024 | | | |
|--|---|--|----------|
| Semester | Course Code | Course Title | |
| II | 208 | Business Ethics and Corporate Governance | |
| Type | Credits | Evaluation | Marks |
| Core Elective | 02 | CCA | IA = 100 |
| Course Objectives: | | | |
| <ul style="list-style-type: none"> To equip the learners with the knowledge and key concepts related to Indian ethos, culture and values To understand the reasons for ethical / unethical behaviour of individuals To help the students understand the importance of ethical values and principles in life. To enable students to comprehend the different dimensions of Business Ethics. To enlighten about the corporate social responsibility in the corporate business. to understand the importance of ethics and values in personal and professional life. | | | |
| Course Outcomes : | | | |
| <ul style="list-style-type: none"> Develop a positive change in the attitude of the students towards morals, values and ethics after studying the subject. Display responsibility towards the society while running any business or as an employee. Apply the principles of ethics and values in personal and professional life. Use the principles of corporate governance to understand the business environment around them Evaluate the ethical dilemmas to arrive at suitable solutions and decisions Analyze situations involving governance issues and explore solutions for the same | | | |
| Unit | Contents | | |
| 1 | Overview of Business Ethics: Importance and need for Business Ethics, Theories of Ethics, Ethical Issues in Business, Ethics and Management. Ethics and values,, Norms, Beliefs, Morality | | |
| 2 | Spirituality and Ethics: What is Spirituality? Importance, relationship between spirituality and ethics. Influence of Major religions on ethics: Hinduism, Islam, Christianity, Buddhism, Sikhism, and Zoroastrianism. Indian culture, Ethos and Values- Role of Indian ethos in managerial practices, management lessons from Vedas, Mahabharata, Bible, Quran, Kautilya's Arthshastra. | | |
| 3 | Ethical Decision Making: Ethical Decision Making process. Framework for ethical decision- making. Ethical Dilemma, resolving ethical dilemmas, Ethical dilemmas in different business areas, finance, Marketing, HRM, IB, and technology etc. Ethical culture in organizations, Developing code of ethics and conduct, professional ethics. | | |

| | |
|---|---|
| 4 | <p>Corporate Governance: Meaning and importance of corporate governance, Difference between governance and management, purpose of good governance, key pillars of corporate governance.</p> <p>Stakeholders: Rights and privileges; problems and protection, Board Of Directors – Role in Governance; Role and responsibilities of</p> |
| | <p>auditors</p> <p>Whistle blowing – concept of whistle blowing, whistle blowers, policy for whistle blowing.</p> <p>Corporate Social Responsibility (CSR)– concept and models of CSR, CSR initiatives in India.</p> |
| 5 | <p>Social, Environmental and Ethical Issues in Business:</p> <p>Business action that affects society (Ethical issues), Social responsibility of Business, Ethics and the Environment (pollution control and conserving delectable resources), Legal and Regulatory Issues, Sexual Harassment and Discrimination</p> |
| 6 | <p>Implementation of Business Ethics Need for organizational ethics program, Codes of Conduct, Ethics Audit and its 4 process, Corruption and Scams, Impact of Corruption on Society and Economy, Anti- Corruption Laws, Agencies such as Central Vigilance Commission(CVC) and Central Bureau of Investigation(CBI) for anti-corruption cases, Professional values for business and managerial values</p> <p>Case studies: Major Corporate Governance Failures : Enron (USA); World.com (USA); Vivendi (France); Satyam computer (India); Sahara (India); Kingfisher Ltd (India); etc.</p> |

Reference Books:

| Sr. No. | Name of Author | Title of the Book | Publisher |
|-----------------|---|--|--------------------------------|
| 1 National | Murthy CSV | Business Ethics | Himalaya Publishing House |
| 2 National | Hartman L, Chatterjee A | Perspectives in Business Ethics | McGraw Hill Publishing Co. Ltd |
| 3 National | Ananda Das Gupta | Business Ethics –An Indian Perspective | Springer Publications |
| 4 National | Parthasarthy, | Corporate governance: Principles, mechanism, and practices | Biztantra |
| 4 International | Velasquez Manuel G | Business Ethics | Eastern Economy Edition |
| 5 International | Ferrell O C, Fraedrich John Paul, Ferrell Linda | Business Ethics, Ethical Decision Making and Cases | Biztantra |
| 6 International | Boatright John | Ethics and the conduct of Business | Pearson Education |

| | | | |
|----------------|---------------------|--------------------------------------|---------|
| 7International | Velasquez, Manuel G | Business ethics: Concepts & cases | Pearson |
|----------------|---------------------|--------------------------------------|---------|

Online Resources:

| Resource No. | Website Address |
|--------------|---|
| 01 | https://www.ethicsage.com/ethics-resources.html |
| 02 | https://maag.guides.yasu.edu/businessethics/web |
| 03 | https://www.researchgate.net/publication/226607374_Business_Ethics_Resources_on_the_Internet |

MOOCs:

| Sr. No. | Details |
|---------|--|
| 01 | www.coursera.org |
| 02 | www.udemy.com |
| 03 | my-mooc.com |

| Programme:MBA CBCS – Revised Syllabus w.e.f. - Year 2023– 2024 | | | |
|--|--|--------------------------------|----------|
| Semester | Course Code | Course Title | |
| II | 211 - Open | Data Analysis Using Ms – Excel | |
| Type | Credits | Evaluation | Marks |
| Open | 2 | CCA | IE = 100 |
| Course Objectives: | | | |
| <ul style="list-style-type: none"> To train the student for using the spreadsheet package MS-Excel for business applications. To impart skills of analyzing data and presenting it using MS-Excel. | | | |
| Learning Outcomes : | | | |
| <ul style="list-style-type: none"> Understand the different functions of MS Excel Use MS Excel for analysis of Data | | | |
| Unit | Contents | | |
| 1 | Introduction to Excel MS excel screen elements – Tool bar, title bar, ribbon, formula bar, status bar. Moving around a Worksheet, entering and formatting (e.g. Number, Text, Date and Currency) data. Cell referencing (relative, absolute, mixed), using formulae, Use of Find, Replace, Goto. | | |
| 2 | Working with Excel Insert, delete - cells, rows, columns. Sorting (basic, custom), filtering, grouping, ungrouping data, dealing with subtotals and grand totals. Validating data, protecting cells. Pivot Tables. | | |
| 3 | Conditional Formatting Once defined, it will automatically change the formats as per conditions user puts | | |
| 4 | Commonly used functions Sum, Max, Min, Average, Count, Today, Now, Datedif, Countif, CountA, CountBlank, Round, Roundup, Round Down, ABS, Sign, Ceiling, Floor, Trim, Value, Clean, sqrt, if, sumif | | |
| 5 | Data Viewing and Reviewing Inserting comments, spell checks and changes to the worksheet data etc, Viewing data in different ways eg. Page break, normal etc | | |
| 6 | Creating and managing charts Create and modify graphs / charts like Column, Line, Pie, Bar, Area, Scatter,3D etc. Working with multiple sheets, hyper linking Work with spark lines. Perform Look UP tables. Analysis Tool pack: Correlation, Regression | | |

| Reference Books: | | |
|------------------|------------------|--|
| 1. | Albright : | Data Analysis and Decision Making Using MS Excel |
| 2. | Stwphen Nelson : | Data Analysis For DuMmIES |
| 3. | Narayan Ash Sah: | Data Analysis Using Microsoft Excel 1/e, Excel |

Online Resources:

| Resource No. | Website Address |
|--------------|-------------------|
| 1 | W3schools |
| 2 | geeksforgeeks.com |

MOOCs:

| Sr. No. | Details |
|---------|-----------------|
| 1 | Excel tutorials |
| 2 | Udemy.com |
| 3 | Microsoft.com |
| 4 | Alison |
| 5 | Coursea |

| Programme:MBA CBCS – Revised Syllabus w.e.f. - Year 2023 – 2024 | | | |
|---|--|------------------------|----------|
| Semester | Course Code | Course Title | |
| II | 211 - Open | E-Commerce Application | |
| Type | Credits | Evaluation | Marks |
| Open | 2 | CCA | IE = 100 |
| Subject / Course Objectives : | | | |
| <ul style="list-style-type: none"> 12 | | | |
| Course Outcomes : | | | |
| <ul style="list-style-type: none"> Basic concepts about E-commerce will be studied. Knowledge of business models will be used. Students will implement e-commerce security. Better usage will be down with help of E-payment system. Where e-commerce Applications are used. Use of M-commerce technology | | | |
| Unit. | Contents | | |
| 1 | Introduction to E-Commerce Brief history of e-commerce, definitions of e-commerce, technical components and their functions, e-commerce versus traditional business, requirements of e-commerce. Advantages and disadvantages of e-commerce, Value chain in e-commerce, current status of e-commerce in India. | | |
| 2 | Business Models for e-commerce Types of business models (B2B, B2C, C2B,C2C) with examples. EDI – Requirement of EDI, types of EDI, advantages and disadvantages of EDI. | | |
| 3 | Types of ISP ISP, Types of ISP, Choosing an ISP, domain name, domain name types, how to register domain name. | | |
| 4 | E-commerce Payment System Overview of Electronic payment technology, limitations of the traditional payment system, requirements of e-payment system. B2B Electronic Payments, Third-Party Payment Processing, Electronic Payment Gateway Electronic or digital cash, properties of digital cash, how it works. Online credit card payment system, smart card. | | |
| 5 | E-Commerce Applications E-Commerce and banking, e-commerce and retailing, e-commerce and online publishing, online marketing, e-advertising, e-branding. | | |
| 6 | Mobile Commerce Overview of M-Commerce - Wireless Application Protocol(WAP), Generations of Mobile Wireless Technology, Components of Mobile Commerce, Networking Standards for Mobiles Examples of M-Commerce, Current Status of M-Commerce in India, M- commerce applications, Mobile information Services, Mobile banking and trading. | | |

Reference Books:

| Sr. No. | Name of the Author | Title of the Book | Year Edition | Publisher Company |
|-------------------|-----------------------|-------------------------------------|--------------|---------------------------|
| 1 – National | C.S.V. Murthy | E-Commerce | | Himalaya Publishing House |
| 2 – National | P.T. Joseph | E-Commerce A Managerial Perspective | | Prentice Hall of India |
| 3 – International | Kalakota and Whinston | Frontiers of Electronic Commerce | | Pearson Education |

Online Resources:

| Online Resources No | Website Address |
|---------------------|--|
| 1 | www.udemy.com |

MOOCs:

| Resources No | Website Address |
|--------------|-----------------|
| 1 | Alison |
| 2 | Sayam |
| 3 | Coursera |

| Programme:MBA CBCS – Revised Syllabus w.e.f. - Year 2023– 2024 | | | |
|---|---|-------------------------------------|----------|
| Semester | Course Code | Course Title | |
| II | 211 - Open | Managerial Skills for Effectiveness | |
| Type | Credits | Evaluation | Marks |
| Open | 2 | CES | IE = 100 |
| Subject / Course Objectives : | | | |
| <ul style="list-style-type: none"> To offer exposure of essential managerial skills to students and developing these skills in the students. To emphasize the development of the skills and knowledge required for successful managerial performance. To focus on such areas as developing self-awareness To develop creative problem-solving, supportive communication To focus on the use of power and influence, motivation techniques To manage conflict | | | |
| Course Outcomes: | | | |
| <ul style="list-style-type: none"> Demonstrate applicable knowledge of the common skills needed for managerial effectiveness within the functions of management. Demonstrate applicable knowledge of various human behavior and motivation techniques relating to leading individuals and teams. Demonstrate comprehension of values, power, and influence relating to organizational culture, change, and ethical decision-making in global contexts. Identify and critically assess assumptions that influence decisions and actions on management, leadership, teamwork and relationship building Receive and integrate feedback on decision-making practices, conflict resolution skills, and teamwork behaviors with the support of a team-based coach Demonstrate writing business messages and reports | | | |
| Unit | Contents | | |
| 1 | Introduction to skills & personal skills: Importance of competent managers, skills of effective managers, developing self-awareness on the issues of emotional intelligence, self-learning styles, values, attitude towards change, learning of skills and applications of skills. | | |
| 2 | Problem solving and building relationship: Problem solving, creativity, innovation, steps of analytical problem solving, limitations of analytical problem solving, and impediments of creativity, multiple approaches to creativity, conceptual blocks, conceptual block bursting. Skills development and application for above areas. | | |
| 3 | Building relationship Skills for developing positive interpersonal communication, importance of supportive communication, coaching and counseling, defensiveness and disconfirmation, principles of supportive communications. Personal interview management. Skill analysis and application on above areas. | | |
| 4 | Team building: Developing teams and teamwork, advantages of team, leading team, and team membership. Skill development and skill application. | | |

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|---|--|
| 5 | Empowering and delegating: Meaning of empowerment, dimensions of empowerment, how to develop empowerment, inhibitors of empowerment, delegating works. Skills development and skill application on above areas. |
| 6 | Communication related to course: How to make oral presentations, conducting meetings, reporting of projects, reporting of case analysis, answering in Viva Voce, Assignment writing Suggestion: Self-Management • Identifying one's strengths and weaknesses • Planning & Goal setting • Managing self – emotions, ego, pride |

Reference Books:

| Sr. No. | Name of the Author | Title of the Book | Year /Edition | Publisher Company |
|-------------------|---|--|---------------|------------------------------|
| 1 – National | V.S.P.Rao | Managerial Skills | 2010 | Excel Books, New Delhi |
| 2 – National | Bovee, Courtland L, Thill, John V. and Raina, RoshanLal | Business Communication Today | 2017 | Pearson Education, New Delhi |
| 3 – National | RamnikKapoor | Managerial Skills | | PathMakers, Bangalore |
| 4 – International | Barun K. Mitra | Personality Development and Soft skills | | Oxford University Press |
| 5 – International | R. Alec Mackenzie | The Time Trap: The Classic book on Time Management | | |
| 6 – International | David A Whetten, Cameron | Developing Management skills | 2008 | Prentice Hall |

Online Resources:

| Online Resources No | Website Address |
|---------------------|--|
| 1 | www.futurelearn.com |
| 2 | www.classcentral.com |
| 3 | www.onlinembapage.com |
| 4 | www.businessnewsdaily.com |
| 5 | www.alison.com |

MOOCs:

| Resources No | Website Address |
|--------------|--|
| 1 | www.mooc-list.com |
| 2 | www.mbacentral.org |
| 3 | www.my-mooc.com |
| 4 | www.accreditedschoolsonline.org |

| Programme:MBA CBCS – Revised Syllabus w.e.f. - Year 2023– 2024 | | | |
|---|--|-------------------------|--------|
| Semester | Course Code | Course Title | |
| II | 211 - Open | Social Media Management | |
| Type | Credits | Evaluation | Marks |
| Open | 2 | CCA | IE=100 |
| Course Objectives: | | | |
| <ul style="list-style-type: none"> To understand the concept of Social Media and its utility in marketing efforts. To study the implementation of social media campaign. To study the importance of social media in the promotion of a product or service. | | | |
| Course Outcomes: | | | |
| <ul style="list-style-type: none"> Effective utilization of Social Media in connecting with the target market. Using the social media for the implementation of marketing strategies | | | |
| Unit | Contents | | |
| 1 | Defining your target customer based on the usual demographics, age, gender, identifying your target customer 's marital status, where they live, or what their hobbies are, understanding their basic needs, identifying the topics of interests by studying the customer 's feedback research analysis, | | |
| 2 | Customer acquisition elements with human approach, why you 'll use social media for business, and identify KPIs, building a Community, designing a media planning strategy, use of social media for marketing strategies, four critical steps you 'll need to take to stand out and learn the processes behind taking each step | | |
| 3 | Designing the metrics with which you can measure the growth based on: <ul style="list-style-type: none"> Number of group members Engagement on your live videos Engagement on your daily posts Questions your group is asking | | |
| 4 | Increase brand awareness, use of metrics to assess brand awareness, boost engagement, customer engagement strategies based on their basic needs, targeting the customers and target strategy | | |
| 5 | Criteria of choosing the right social network to engage audience, monthly active users, utility and usage study of Twitter, Facebook, Instagram, Pinterest, YouTube and other social media sites, asses their pros and cons before launching your website or social media channel | | |
| 6 | Characteristics of creating content that will engage target audience, planning content calendar, designing keywords: transactional, informational, and navigational, create a content plan, building trust through consistent engagement, measure progress Concept of Influencer Marketing and Importance. Project/blog or website in development of content and hosting YouTube channel to be designed by the students in the area of their interest | | |

Reference Books:

| Sr.No. | Name of the Author | Title of the Book | Year Edition | Publisher Company |
|-------------------|--------------------|---|--------------|---|
| 4 – International | Jeff Abston | Youtube Growth Hacking | 2018 | CreateSpace Independent Publishing Platform |
| 5 – International | Gary Vaynerchuk | Crushing It | 2018 | Harper Business |
| 6 – International | Donald Miller | Building a Story Brand: Clarify Your Message So Customers Will Listen | 2017 | HarperCollins Leadership |

Online Resources:

| Online Resources No | Website Address |
|---------------------|---|
| 1 | https://www.socialmediaexaminer.com/how-to-create-social-media-marketing-content-plan-in-7-steps/ |
| 2 | https://sproutsocial.com/insights/social-media-content-strategy/ |
| 3 | https://www.smartinsights.com/social-media-marketing/social-media-strategy/creating-social-media-content-strategy-plan/ |
| 4 | https://blog.hootsuite.com/books-social-media-manager-read/ |
| 5 | https://business.linkedin.com/marketing-solutions/success/marketing-case-studies?src=go-pa&trk=sem_lms_gaw&veh=Google_Search_APAC_IN_NB-Social_Beta_DR_English_249875649279%2Bsocial%20%2Bmedia%20%2Bcontent_c_aud-790231220534:kwd- |

MOOCs:

| Resources No | Website Address |
|--------------|---|
| 1 | https://www.udemy.com/course/social-media-content-creation-101/?utm_source=adwords&utm_medium=udemyads&utm_campaign=DSA_Catchall_la.EN_cc.INDIA&utm_content=deal4584&utm_term=.ag_82569850245_ad_398023114490_kw.de_c_dm.pl.ti_dsa-302692350888_li_9061696_pd.&matchtype=b&gclid=CjwKCAjwguzzBRBiEiwAgU0FT4Nw0wI0EFDvWkNXjH5HJAVwbz0wGrBf-wlsPG825KK75SXokKSHWRoCmwwQAvD_BwE |
| 2 | https://www.upgrad.com/digital-marketing-and-communication-pgc-mica/?utm_source=Google&utm_medium=Search&utm_campaign=mv_dm_pg_c_google_search_highintent-25-64_t1_all&utm_content=social media course&utm_term=%2Bsocial%20%2Bmedia%20%2Bcourse&gclid=CjwKCAjwguzzBRBiEiwAgU0FTwsPEZYDW61_qg_cc4F6ZtE9L3B15Z_Ldr343-RNgNUa-r-a7LdQNhoCTUgQAvD_BwE |
| 3 | https://www.coursera.org/specializations/social-media-marketing |
| 4 | https://iversity.org/en/courses/digital-and-social-media-marketing |

| Programme:MBA CBCS – Revised Syllabus w.e.f. - Year 2023 – 2024 | | | |
|--|---|--------------------|--------|
| Semester | Course Code | Cour | |
| II | 211 Open | Yoga and Mediation | |
| Type | Credits | Evaluation | Marks |
| Open | 2 | CCA | IE=100 |
| Course Objectives: | | | |
| <ul style="list-style-type: none"> To introduce the practice of yoga and its benefits to students To impart practices of basic yogic kriyas | | | |
| Course Outcomes: | | | |
| <ul style="list-style-type: none"> Students will be able to understand the advantages of Yoga and practice basic yog kriyas Patanjal Yog Shastra Introduction* Meditation and its origin Concentration and Self Discipline Proper Food and Behaviour Omkar Meditation Omkar and its effects,Omkar Meditation –Posture, Process, Benefits | | | |
| Unit | Contents | | |
| 1 | i) Origin of Yoga & its brief development. ii) Meaning of Yoga & its importance iii) Yoga as a Science of Art (Yoga Philosophy). iv) Meaning of meditation and its types and principles. | | |
| 2 | i) Classification of Yoga/Types of Yoga ii) Hatha Yoga , Raja Yoga, Laya Yoga, Bhakti Yoga, Gyan Yoga, Karma Yoga. iii) Asthang Yoga. | | |
| 3 | i) Principles of Yogic Practices. ii) Meaning of Asana, its types and principles. iii) Meaning of Pranayama, its types and principles. iv) Introduction of Kriya, Bandha and Mudra. i) ii) Importance of Kriya and its scientific approach. iii) Importance of BANDHA and its scientific approach. v) Importance of MUDRA and its scientific approach. vi) Effect of Asanas on various Systems vii) Difference between Asana and Exercise. viii) Difference between Pranayama and deep breathing. ii) Yogic Diet | | |
| 4 | i. Patanjali Yog Shastra Introduction* ii. Meditation and its origin Concentration and Self Discipline Proper Food and Behaviour iii. Omkar Meditation Omkar and its effects,Omkar Meditation – Posture, Process, Benefits | | |

| | |
|---|--|
| 5 | Yogasanas and Pranayam Basic Yogasanas for beginners Bhastrika, bhramari, Anulom Vilom Pranayam – process, practice and its benefits |
| | Sun salutation Origin of Suryanamaskara and Yogasanas in India, Sun Salutation -Process, Practice and Benefits, Influence of suryanamaskar on health and wellness of individual, impact on weight loss |

Reference Books:

| Sr. No. | Title of the Book | Name of Author | Year Edition | Publisher Company |
|---------|--|-------------------|--------------|-------------------------|
| 1 | The complete Book of Yoga | Swami Vivekananda | 2019 | Fingerprint! Publishing |
| 2 | Yoga Beyond Asana The Complete Guide for Blissful life | Satya Karla | 2012 | Path to Andam |
| 3 | Yoga – Asanas, Pranayam, Mudras, Kriya, Vivekananda Ashram | | 2000 | Fingerprint! Publishing |
| 4 | Yoga – Sivanand | | 2014 | Yog Vedanta Center |

Online Resources:

| Online Resources No | Website Address |
|---------------------|---|
| 1 | https://www.yogatoday.com/ |
| 2 | https://www.youtube.com/user/yogatoday |
| 3 | https://m.youtube.com/user/yogawithadriene/playlists |

MOOCs:

| Resources No | Website Address |
|--------------|--|
| 1 | www.classcentral.com |
| 2 | www.edx.org |
| 3 | www.coursera.org |

MBA SEMESTER III

Revised Syllabus With Effect from (2023 –24)

| Programme:MBA CBCS – Revised Syllabus w.e.f. - Year 2023 – 2024 | | | |
|--|---|----------------------|-------|
| Semester | Course Code | Course Title | |
| III | 301 | Strategic Management | |
| Type | Credits | Evaluation | Marks |
| Core | 3 | UE:IE | 70:30 |
| Course Objectives: | | | |
| <ul style="list-style-type: none"> To provide a framework of strategic management To sensitize students about internal and external environments and enable them to integrate and practice strategic management skills | | | |
| Course Outcomes : | | | |
| <p>Having successfully completed this module, learner will be able to demonstrate knowledge and understanding of:</p> <ul style="list-style-type: none"> The key dimensions of strategic management – Analysis, Evaluation, Choice & Implementation Organizations' ability to implement chosen strategies and identify the areas requiring change Develop skills in generating alternative solutions to complex problem areas, underpinning each with a supportive and well researched rationale in order to achieve critical success Obtain, analyse and apply information from a variety of sources in the public domain | | | |
| Units | Contents | | |
| 1 | Introduction to Strategic Management: Concept, Definition, nature, scope, significance, Levels at which strategy operates , Process, Strategic Intent: Vision, Mission, Business Purpose, Objectives and Goals. | | |
| 2 | External and Internal Resource Analysis External Business Environment –SWOT Analysis. Industry Analysis- Porters Five Force Model. Resource Based View – Resources – Capabilities – Competencies – Competitive Advantage, Value Chain Analysis. Strategic Analysis and Choice : BCG Matrix, Ansoff Matrix, GE 9 Cell Matrix, Business portfolio Analysis | | |
| 3 | Strategy Formulation Generic Strategies - Low Cost – Differentiation – Focus. Corporate Level Strategy – Stability –Expansion–Retrenchment – Combination. Functional level Strategy: H.R. Strategies, Marketing Strategies, Financial Strategies, Operational Strategies | | |
| 4 | Implementation of Strategy Issues in implementation of strategy; Strategy Structure relationship; Implementing changes in structure; Restructuring and Re-Engineering; Resource Allocation; Behavioral issues in strategy implementation - organizational culture and change; McKinsey's 7s framework | | |
| 5 | Strategic Control Purpose and components of Strategic Control. Evaluation techniques. Control process and system. | | |
| 6 | Contemporary Strategic management Business model innovation - Disruptive Innovation, Blue Ocean Strategy. Global issues in strategic management – the global challenges, strategies for competing in global markets. | | |

Student has to upgrade Knowledge by using below inputs:

Reference Books:

| Reference Books (Publisher) | Name of the Author | Title of the Book | Year Edition | Publisher Company |
|-----------------------------|--|--|--------------|-----------------------------------|
| 1 – National | Azhar Kazmi | Strategic Management And Business Policy | 2008 | McGraw Hill |
| 2 – National | A. Bhandari, R. P. Verma | Strategic Management | 2013 | McGraw Hill |
| 3 – National | Srinivasan R | Strategic Management: The Indian Context | 2014 | PHI learning |
| 4 – International | Jay B. Barney and William S. Hesterly | Strategic Management and Competitive Advantage: Concepts (4th Edition) | 2012 | Pearson/Prentice Hall, |
| 5 – International | William F Glueck :, | Business Policy and Strategic Management | | McGraw Hill International Book Co |
| 6 – International | Charles W.L Hill and Gareth R. Jones,. | Strategic Management: An Integrated Approach, | | Houghton Mifflin |

Online Resources:

| Online Resources No | Website Address |
|---------------------|--|
| 1 | www.ijsm-journal.org/IJSM |
| 2 | www. onlinelibrary.wiley.com/journal/10970266 |
| 3 | www.emerald.com/insight/publication/issn/1755-425X |

MOOCs:

| Resources No | Website Address |
|--------------|---|
| 1 | www.coursera.org |
| 2 | www.edx.org |
| 3 | www.openlearning.com |
| 4 | https://www.mooc-list.com/ |
| 5 | https://www.coursera.org/ |
| 6 | https://swayam.gov.in/ |
| 7 | https://alison.com/ |

| Programme:MBA CBCS –Revised Syllabus w.e.f. - Year 2023 – 2024 | | | |
|--|---|---------------------------|-------|
| Semester | Course Code | Course Title | |
| III | 302 | Legal Aspects of Business | |
| Type | Credits | Evaluation | Marks |
| Core | 3 | UE:IE | 70:30 |
| Course Objectives: | | | |
| <ul style="list-style-type: none"> To create Dynamic and Effective Business Professionals To transform the stake holders to cater to the needs of the society and contribute to Nation building To improve decision making by having a sound knowledge of law. To develop entrepreneurs to register different aspects of their business under the law. | | | |
| Course Outcomes : | | | |
| <ul style="list-style-type: none"> To extrapolate the legal knowledge to business. The graduates 'attributes reflect legal knowledge and understanding global Competencies. To demonstrate domain comprehensive knowledge. To articulate with business skills. To inculcate the culture of abiding law. To develop a coherent approach. | | | |
| Unit | Contents | | |
| 1 | - Introduction to Business laws, structure and sources of law, Law of contract- The Indian Contract Act,1872 –Introduction, Objectives, Definition of a Valid Contract, Offer and Acceptance, Capacity to Contract, Consent ,Consideration, Performance of Contracts, Discharge of Contracts, Breach of Contract and Void Agreements, Quasi Contracts of Guarantee and indemnity, Bailment, Pledge | | |
| 2 | Contract of Agency – Introduction, Agent and Agency, general rules, Modes of creation of Agency, Classification of Agents, Duties and Rights of Agents, Principal 's Duties to the Agent and his Liability to Third Parties | | |
| 3 | Law of sales of Goods – Essentials of contract of sale, Goods and their classification, Sale, Agreement to Sell and Hire Purchase, Conditions and Warranties (Implied and Expressed), Unpaid seller and his rights, rights of buyer. Law of Negotiable Instruments – Characteristics of Negotiable Instruments, Types of Negotiable Instruments, Classification of negotiable instruments. | | |
| 4 | Consumer Protection Act -Introduction, Definitions – consumer, complaint, Rights of Consumers, Nature and Scope of Complaints, Remedies Available to Consumers The Partnership Act, 1932 - types of partners, formation of partnership, rights and liabilities of partners. | | |

| | |
|---|---|
| 5 | The Company's Act, 2013 (Amended): Introduction and types of companies, Formation of a Company, Memorandum of Association, Articles of Association, Winding up. Arbitration and Conciliation Act, 1996 – Types of Arbitration, Alternative Dispute Resolution, Arbitration agreement, Arbitral Tribunal, Arbitral proceedings. |
| 6 | Information Technology Act, 2000 Amended 2018, Definition - —Certifying Authority, Controller, Digital Signature and electronic governance, Role of certifying authorities, Functions of controller, Offences Intellectual Property Laws- Introduction and types of IPR, Whistle blower Protection Act 2014 . Introduction, Definitions, Salient Features, importance of the act |

Land mark case laws to be cited and discussed.

Reference Books:

| Reference Books (Publisher) | Name of the Author | Title of the Book | Year Edition | Publisher Company |
|-----------------------------|--------------------|----------------------------|--------------|----------------------|
| 1 – National | N.D. Kapoor | Mercantile Law | 2019 | Eastern Book Company |
| 2 – National | Narayan | Intellectual Property Laws | 2019 | |
| 3 – National | Bare Act | The Patent Act | 2019 | |
| 4 – National | Bare Act | The Trademark Act | 2019 | |
| 5 – International | Bare | The Negotiable Act | 2019 | |

Online Resources:

| Online Resources No | Website Address |
|---------------------|---|
| 1 | https://www.mca.gov.in/Ministry/pdf/CompaniesAct2013.pdf |
| 2 | http://www.ipindia.nic.in/writereaddata/Portal/IPOAct/1_43_1_trade-marks-act.pdf |
| 3 | http://legislative.gov.in/sites/default/files/A1996-26.pdf |
| 4 | http://www.ipindia.nic.in/writereaddata/Portal/IPOAct/1_31_1_patent-act-1970-11march2015.pdf |
| 5 | https://www.youtube.com/watch?v=vlk40C91HqQ |

MOOCs:

| MOOCs Resources No | Website Address |
|--------------------|-------------------|
| 1 | Alisons |
| 2 | www.swayam.gov.in |

| Programme:MBA CBCS - Revised Syllabus w.e.f. - Year 2023 – 2024 | | | |
|--|---|--|-------|
| Semester | Course Code | Course Title | |
| III | 303 | Innovation, Design Thinking and Entrepreneurship Management | |
| Type | Credits | Evaluation | Marks |
| Core | 3 | UE:IE | 70:30 |
| Course Objectives: | | | |
| <ul style="list-style-type: none"> To introduce students to the role of an entrepreneur, innovation and technology in the entrepreneurial process. To provide background knowledge for understanding of innovation management. To focus on the interconnection between entrepreneurial thinking and innovation. To inspire the entrepreneurial and ambitious participants to innovate in business and prompt rapid growth; To acquire the knowledge and skills needed to manage the development of innovations, To enable the students to effectively and efficiently evaluate the potential of new business opportunities. To Integrate entrepreneurial thinking and problem-solving into their academic and professional aspirations | | | |
| Course Outcomes : | | | |
| <ul style="list-style-type: none"> Think critically and creatively about the nature of business opportunities, resources and industries Systematically integrate knowledge and understanding of different aspects of innovation and its role in business and society. Discuss what is meant by entrepreneurship and innovation from both a theoretical and practical perspective, and the role of the entrepreneur in the new enterprise creation process. Evaluate the various sources of raising finance for startup ventures. Understand the fundamentals of developing and presenting business pitching to potential investors. Describe the processes by which innovation is fostered, managed, and commercialized. vii)Students will become familiar with the impact of innovation on competitiveness of the industry Develop a new way of thinking to capitalize on different opportunities in an organization or business venture Understanding how to recognize and drive their OWN creativity in the business setting and apply it to future organizations they will lead | | | |
| Units | Contents | | |
| 1 | Introduction to Entrepreneurship: Entrepreneurs, entrepreneurial personality and intentions - characteristics, traits and behavior, entrepreneurial challenges. | | |
| 2 | Innovation: Meaning, Characteristics, Purpose/ goals of innovation, Sources of innovation, Types of innovation (service, process, product), Radical vs incremental innovation, Technology innovation vs business model. Challenges to innovation. Differences between invention and innovation, Sustainability and | | |

| | |
|---|---|
| | Innovation, Innovation and entrepreneurship. |
| 3 | Innovation management: Innovation Management Strategies, Definitions for innovation and innovation management; Innovation process, Intrapreneurship and Innovation- Innovative work environments, Driving intra-organizational innovation. |
| 4 | Creativity: What is Creativity? Components of Creativity, Creativity Process and Techniques, Barriers to creativity, Organization and personal factors to promote creativity. Principles and Techniques for Creative Ideas, Six Hat Thinking Exercises and Lateral Thinking Exercises. Methods and Tools for Creative Problem Solving. |
| 5 | Crafting Business Models and Lean Start-Ups: Introduction to business models; Creating value propositions, conventional industry logic, value innovation logic; customer focused innovation; building and analyzing business models; Business model canvas, Introduction to lean startups, Business Pitching |
| 6 | Organizing Business and Entrepreneurial Finance: Forms of business organizations, sources and selection of venture finance options and its managerial implications. Policy Initiatives -role of institutions in promoting entrepreneurship. |

Reference Books:

| Sr. No. | Name of the Author | Title of the Book | Year Edition | Publisher Company |
|-----------------|---|---|--------------|---|
| 1.National | Mitra, Sramana | Entrepreneur Journeys (Volume 1), | 2008 | Book sage Publishing |
| 2.National | R. Gopal, Pradip Manjrekar. | Entrepreneurship and Innovation Management (an Industry Perspective) | 2010 | Excel Books |
| 3.National | Shlomo Maital and D V R Ses hadri, | Innovation Management: Strategies, Concepts and Tools for Growth and Profit. | 2007 | Response Books, Sage Publications, New Delhi. |
| 4.International | Davila, Tony , Epstein, Marc J. Boston, | The innovation paradox : why good businesses kill breakthroughs and how they can change. | 2014 | Massachusetts (2014) |
| 5.International | Govindarajan, Vijay & Trimble, Chris, | 10 Rules for Strategic Innovators; | 2005. | Boston: Harvard Business School Press, |
| 6.International | David Holt | Entrepreneurship :New Venture Creation | 1998 | Prentice Hall India. |
| 7.International | Timmons, Jeffry A., Gillin, L. M., Burshtein, S., and Spinelli, Stephen Jr. | New Venture Creation: Entrepreneurship for the 21st Century – A Pacific Rim Perspective, ISBN: 0070277664 | 2011 | 1st Edition. McGraw-Hill Irwin. |

| | | | | |
|-----------------|---|---|----------------------------|--|
| 8.International | Davila, T., Epstein, M J.,Shelton, R. | Making innovation work : how to manage it, measure it, profit from it | 2006 0- 13- 149786-3 | Upper Saddle River Wharton School Publishing |
| 9.International | Hisrich,R.D., Peters, M.P., and Shepherd, D. | Entrepreneurship | 2013 | McGraw-Hill |

Journals:

| | |
|---|--|
| 1 | Journal of Business Venturing |
| 2 | Entrepreneurship Theory and Practice |
| 3 | Journal of Small Business Management |
| 4 | Academy of Management Review |
| 5 | Journal of Small Business and Entrepreneurship |
| 6 | Venture Capital |
| 7 | Small Business Economics |
| 8 | Family Business review |

Online Resources:

| Resource No | Website Address |
|-------------|---|
| 1 | www.brikenbulbs.com |
| 2 | www.en.wikipedia.org/wiki/business.plan |
| 3 | www.brainstorming.co.uk |
| 4 | www.mind-mapping.co.uk |
| 5 | www.ecic.adelaide.edu.au |
| 6 | www.mckinsey.com/ |
| 7 | www.ideo.com |
| 8 | www.business.gov.au |
| 9 | www.wdc-econdev.com |
| 10 | https://hbr.org/2013/07/innovation-isnt-an-idea-proble |

MOOCs:

| Resources Name | Website Address |
|--|---|
| University of Florida | www.coursera.org |
| University of London | www.cefims.as.uk |
| Alison | https://alison.com/ |
| Khan Academy - free online courses and lessons | https://www.khanacademy.org/ |
| Swayam | swayam.gov.in |

| Programme: MBA (HR) CBCS - Revised Syllabus w.e.f. - Year 2023 – 2024 | | | |
|---|-------------|-------------------|-------|
| Semester | Course Code | Course Title | |
| III | 304 | Summer Internship | |
| Type | Credits | Evaluation | Marks |
| Core | 8 | IE | 70:30 |

Rules for Summer Internship:

- 1) All students of MBA-I have to undergo a mandatory Summer Internship Program (SIP) of minimum 60 days in an organization after their Sem-II exams.
- 2) The Summer Internship is allocated 8 credits as per the University Syllabus
- 3) Selection of students for Internship: The Institute CRC (Corporate Resource Cell) gets the Internship requirements from Industry/Organization for specific roles. After the allocation of internship slots by the industry to the institute, the students undergo the selection process. At the end the company selects the students based on their performance. Once a student has taken up a summer internship project from campus, he/she will not be allowed to withdraw for another off-campus offer that he/she may secure at a later stage. Violation of the rule will result in barring him/her from the final placement process.
- 4) During the period of the Internship it is absolutely necessary for the students to conduct himself/herself professionally during the tenure with the organization as a summer intern.
- 5) During the Internship period, on all working days, students to be in formal dress code. Situations may arise when the Company guide may call and wants to have a video call with students and students are not found in formals. Complaints from the company guide, such as these will not be tolerated. This will lead to cancellation of the project.
- 6) At all times during the Internship period, students should be accessible on their Mobile Phones. Also they are to regularly access their emails for any messages from their Internal faculty guide or their Company Guide. In addition, if the institute receives any complaint from the organization 's regarding the conduct or indiscipline of the student, strict action will be taken against the student.
- 7) The permission to extend the period of summer internship is taken in consultation with the Institute Director.
- 8) Team CRC will be in constant touch with the Company Guide to take the feedback on student 's progress during the Internship.
- 9) The student 's need to remember that his/her conduct & performance, can mar or enhance the Institute 's image thereby affecting the final placement.
- 10) During the entire period of the Internship, for subject/project related matters, students are to be in touch with their Internal Faculty Guide. And for other company matters they can

contact CRC.

- 11) During the tenure with the organization the student is required to work on a subject relevant to the organization and society, formulating the problem and devising ways to solve the same under expert guidance.
- 12) Before the Students join the Organization for the Internship they are oriented for the do's and don'ts' of the Internship by the CRC.
- 13) Once the Students join the Internship they are oriented by the reporting manager at the new workplace. This might take the form of a conventional orientation program or merely a walk around the office, depending on the size of the company. Give interns an overview of the organization; some companies give talks or hand out information about the company 's history, vision and services. Explain who does what and what the intern 's duties will be. Introduce him or her to co-workers.
- 14) Guidance/ Regular Feedback: It's important to give students lots of feedback. The reporting manager in the organization gives the students feedback during the course of the Internship. They 'll want to know if their work is measuring up to organizational expectations.
- 15) Daily progress report of Intern is to be evaluated by industry supervisor as well as by the Internal Faculty guide.
- 16) Both the Industry Guide and the Internal Faculty Guide periodically examine what the intern has produced and make suggestions. Weekly supervision meetings with the students help to monitor the intern 's work. After completion of Internship, the student should prepare a comprehensive report to indicate what he/she has observed and learnt in the training period. The student has to be in constant touch with Industrial Supervisor/ Faculty Guide/TPO for assigning special topics and problems and should prepare the final report on the assigned topics.
- 17) The training report should be signed by the Internship Supervisor, Faculty Guide and the Director of the Institute. The Internship report will be evaluated on the basis of following criteria:
 - Originality.
 - Adequacy and purposeful write-up.
 - Organization, format, drawings, sketches, style, language etc.
 - Variety and relevance of learning experience.
 - Practical applications, relationships with basic theory and concepts taught in the course.

18) Chapter Scheme used in the project report

Chapter1: Introduction

The purpose of introduction is to introduce the research project to the readers. It should contain history of the organization, past and current practices, new technology and future strategies. Enough background should be given to make clear to the readers why the problem was considered worth investigating. A brief summary of other relevant research may also be stated so that the present study can be seen in that context. The hypotheses of study, if any, and the definitions of the major concepts employed in the study should be explicitly stated in the introduction of the report.

- In this chapter the following minimum contents should be covered.
- Overview of industry as a whole
- Profile of the organization (History, Vision, Mission Objectives, Functions, Etc.)
- Problems of the company/Industry (**Growth of Industry, Players in Industry, size, contribution in GDP, Total employees, global practices, etc.**)
- Competitors information
- SWOT analysis of the organization

Chapter2: Research Methodology

- Statement of the Problem
- Objectives & Scope of Study
- Managerial usefulness of study
- Type of Research and Research Design
- Data Collection Method
- Limitations of Study

Chapter3: Conceptual Discussion

- Review of Literature (Discussion about the work done by others on similar issues and published articles/books/research projects, etc.)
- Current Issues (From Newspaper, Journals—For Company and Industry)
- New Development of Company and Industry

Chapter4 : Data Analysis—

- Methods and techniques of data analysis (Questionnaire, Graphs, Statistical Methods, SPSS etc.)
- Primary Data Analysis
- Secondary Data Analysis

Chapter5: My contribution to the body of knowledge**Chapter6 : Findings, Conclusion and Suggestions****Chapter 7: Summary of the project****Appendix**

Here a sample Questionnaire, FAQ (Frequently Asked Questions) and any other relevant documents may be included.

Bibliography (Use APA format for Bibliography)

Reference Books, Journals, Newspapers, Websites, Reports etc. are to be listed out there. (Examples of Books, Magazines, Journals and Newspapers as referred by the students are given below.)

Books

Kotler Philips, Marketing Management Analysis, Planning Implementations & Control Edition, 1998. Prentice Hall of India Ltd. New Delhi.

Magazines, Journals & Newspapers.

Name of the articles, e.g. BusinessToday:15-22May2012

Name of the articles, e.g. The Times of India.Mumbai:1stMay2012.

19). The candidate is required to publish internship work in conferences and journals in consultation with the Internal Faculty guide and after due permission/ consent from the organization/industry where he/she has undergone the internship.

| Programme:MBA CBCS - Revised Syllabus w.e.f. - Year 2023 – 24 | | | |
|--|--|-------------------|---------|
| Semester | Course Code | Course Title | |
| III | 307 Open | Digital Marketing | |
| Type | Credits | Evaluation | Marks |
| Open | 2 | CCA | IE= 100 |
| Learning Objectives: | | | |
| <ul style="list-style-type: none"> To introduce students to the fundamental concepts of Digital marketing To make students aware about changing consumer behavior in the digital world To give understanding of formulation digital marketing strategy To introduce students with various digital marketing platforms To introduce students with digital marketing analytics To introduce students with the concept of E-CRM | | | |
| Course Outcomes: | | | |
| <ul style="list-style-type: none"> Students will able to understand the concepts of Digital marketing Students will able to know the consumer behavior in the digital world Students will able to plan digital marketing strategy Students will able to understand significance of various digital marketing platforms for digital marketing Students will able to understand and use CRM in digital marketing | | | |
| Units: | Contents | | |
| 1 | Introduction to Digital Marketing: Introduction, Nature, scope and significance of digital marketing. Difference between traditional marketing and digital marketing. Digital marketing platforms. Digital Marketing Era and the way forwards | | |
| 2 | Digital Consumer: Understanding Consumer behavior in digital world. Marketing Funnel. Digital marketing funnel. The digital revolution in India. Understanding the digital business. STP for digital marketing. Concept of Online marketing Mix. | | |
| 3 | Digital marketing Strategy: How to create effective digital marketing strategy, digital marketing planning- Strategy, Goal, Action. Digital marketing channels. | | |
| 4 | Digital marketing Platforms: Search Engine Optimization (SEO) CONCEPT, SIGNIFICANCE, Optimizing website, On Page Optimization, Off Page Optimization. Introduction to SEM, introduction to E mail Marketing , Mobile Marketing, content marketing, affiliate marketing, social media marketing | | |
| 5 | Digital marketing analytics: Introduction to digital marketing analytics, difference between why digital marketing analytics, what is DMA, digital marketing analyst. Tools for digital marketing analytics. | | |
| 6 | CRM : Concept, significance, e-CRM, difference between CRM and e- CRM., Tools for CRM, Mobile Apps for CRM | | |

Student has to upgrade Knowledge by using below inputs:

Reference Books:

| Reference Books (Publisher) | Name of the Author | Title of the Book | Year Edition | Publisher Company |
|-----------------------------|--|---|--------------|-------------------|
| 1 – National | RPrasad | Digital Marketing | | |
| 2 – National | SameerKulkarni | Virtual Marketing | | |
| 3 – National | :Vandana Ahuja (Oxford Universitypress | Digital Marketing | | |
| 4 – International | Arnold, etal | Web Marketing | | |
| 5 – International | Philip Kotler, HermawanKartajaya, Iw | Marketing 4.0: Moving from Traditional to Digital | | |
| 6 – International | Ryan Deiss, Russ Henneberry | Digital Marketing For Dummies | | Wiley Publication |

Online Resources:

| Online Resources No | Website Address |
|---------------------|---|
| 1 | https://neilpatel.com/what-is-digital-marketing/ |
| 2 | https://www.digitalmarketer.com/digital-marketing/ |

MOOCs:

| Resources No | Website Address |
|--------------|---|
| 1 | https://learndigital.withgoogle.com/digitalunlocked/certification https://www.coursera.org/specializations/digital-marketing#courses |

| Programme:MBA CBCS - Revised Syllabus w.e.f. - Year 2023 – 24 | | | |
|--|--|--------------------|--------|
| Semester | Course Code | Course Title | |
| III | 307 Open | Corporate Taxation | |
| Type | Credits | Evaluation | Marks |
| Open | 2 | CCA | IE=100 |
| Course Objectives: | | | |
| <ul style="list-style-type: none"> To introduce and orient the students with the definition and underlying provisions of Direct tax law and To develop broad understanding of the tax laws and accepted practices. To make them understood regarding practical aspects of tax planning as an important managerial decision making process. | | | |
| Course Outcomes: | | | |
| <ul style="list-style-type: none"> Understand various basic concepts/ terminologies related Taxation Calculation of Income under differential head of income Understand Basic concepts for taxation of companies Design/ Develop / Create tax saving plan. Explain how tax planning can be done Illustrate how online filling of various forms and returns can be done | | | |
| Units: | Contents | | |
| 1 | Introduction to Income: Definitions: Person, Companies, Association of persons and trust , Minors, Cooperative registered firms, Income , Deemed income , Concept of Assesse , Assessment year, Previous year, Gross total income , Total income , Residential status and scope of total income on the basis of residential status, Agricultural income, Income exempt from tax | | |
| 2 | Calculation of Income under differential head of income: Salaries, perquisites, gratuity and retirement benefits, income from house property, capital gain, income from other sources, income from business and profession, problems arising from aggregation of income and set off and carry forward of losses. Deductions under chapter VIA. Computation of income and Return of Income Tax. | | |
| 3 | Basic concepts for taxation of companies: Company and types of companies, different heads of income, Deduction from gross total income for companies, basic calculation for computation of taxable income of companies, Minimum alternate tax. | | |
| 4 | Tax Considerations for Managerial Decisions: Tax considerations for specific financial and managerial decisions like capital structure decisions, deemed dividend, dividend, own or lease, make or buy, repair or renewed, managerial remuneration, tax planning relating to mergers and demergers of companies. | | |
| 5 | Tax planning: Concepts relating to Tax Avoidance and Tax Evasion and tax planning, Tax planning with reference to: Location of undertaking, Type of activity, Ownership pattern, Tax incentives and Tax exemptions. | | |
| 6 | Tax Administration and Management: Filing of Returns and assessments, Penalties and Prosecutions, Appeals and Revisions, Review, Rectification, Advance tax, Tax deducted at source. Basic concept of International Taxation and Transfer pricing, Avoidance of double Taxation Agreements. | | |

Student has to upgrade Knowledge by using below inputs:

Reference Books:

| Reference Books (Publisher) | Name of the Author | Title of the Book | Year Edition | Publisher Company |
|-----------------------------|-----------------------------|--|--------------|---------------------------------------|
| 1 – National | Dr. V. K. Singhaniya | Corporate Tax planning and Business Tax Procedures' | | , Taxman Publications New Delhi. |
| 2 – National | Ahuja Girish, Gupta Ravi, | , 'Simplified Approach to Corporate Tax planning and Management' | | Bharat Law House Pvt. Ltd. New Delhi. |
| 3 – National | Nitin Vashisht and B.B. Lal | Direct Taxes: Income Tax, and Tax planning', | | Pearson Education |
| 4 – International | Alex Easson | Tax Incentives for Foreign Direct Investment | | (Kluwer Law International). |
| 5 – International | Daniel Q. Posin | Corporate tax planning | | (Little Brown & Company, London) |
| 6 – International | Christiana HJI Panayi | Double Taxation, Tax Treaties, Treaty Shopping | | (Kluwer Law International). |

Online Resources:

| Online Resources No | Website Address |
|---------------------|---|
| 1 | https://www.investopedia.com/terms/c/corporatetax.asp |
| 2 | https://cleartax.in/s/corporate-tax |
| 3 | https://www.lexisnexis.com/uk/lexispsl/tax/document/393773/55KG-S061-F18C-V2X4-00000-00/Basic_principles_of_corporation_tax_overview |

MOOCs:

| Resources No | Website Address |
|--------------|--|
| 1 | www.coursera.org |
| 2 | www.classcentral.com |
| 3 | alison.com |
| 4 | www.edx.org |

| Programme:MBA CBCS - Revised Syllabus w.e.f. - Year 2023 – 24 | | | |
|--|---|---|----------|
| | Course Code | Course Title | |
| III | 307 Open | Cross Cultural Issues and International HRM | |
| Type | Credits | Evaluation | Marks |
| Open | 2 | CCA | IE = 100 |
| Course Objectives: | | | |
| Student will be able to <ul style="list-style-type: none"> • Understand approaches to international operations • Explain the process of Global staffing • Define training and development and compensation issues. • Discuss international industrial relations. • Elaborate issues related to cultural diversity • Understand business practices in various countries. | | | |
| Course Outcomes: | | | |
| After completion of course, student will able to <ul style="list-style-type: none"> • Explain concepts related to approaches to international operations. • Explain the various aspects global staffing • Contribute in the process of training and compensation. • Describe issues related to international industrial relations • Handle the issues related to Cultural Diversity • Explain business practices in various countries. | | | |
| Unit : | Contents | | |
| 1 | Cross National HRM, Purpose, macro influences on HRM systems, Approaches to international operations- The ethnocentric approach, polycentric approach, geocentric approach | | |
| 2 | Global Staffing Practices Approach to multinational staffing global staffing practices Expatriation and repatriation-selection of Expatriates, barriers to expatriation. | | |
| 3 | Training and Development, Compensation Issues Training & Development for expatriation and repatriation ,Global compensation practices-compensation for expatriates, Social security schemes in different countries. | | |
| 4 | International Industrial Relations International industrial relations practices-impact of globalization on IR, comparative study of IR in some countries | | |
| 5 | Cultural Diversity Understanding cultural diversity, managing cultural diversity Understanding cultural-Hofstede's theory and Tromp nears theories, Communication across various cultures, Cross cultural Negotiation. | | |
| 6 | Business Practices In Various Countries Business practices and approaches of European countries, china and Japan and USA | | |

Student has to upgrade Knowledge by using below inputs:

Reference Books:

| Reference Books (Publisher) | Name of the Author | Title of the Book | Year Edition | Publisher Company |
|-----------------------------|----------------------------------|---|--------------|---|
| 1 – National | Bhatia S.K. | International Human Resource Management-A Global Perspective, | 2007 | Deep and Deep Publication |
| 2 – National | Bhatia S.K. and Poonam Choudhary | Managing cultural Diversity in Globalization, | 2003 | Deep and Deep Publication |
| 3 – International | Mello Jeffery, | Strategic Human Resource Management, | 2015 | Thomson Publication |
| 4– International | Dowling Welch, | International HRM-Managing People in International Context, | 2004 | Thomson Learning, South Western Publication |

Online Resources:

| Online Resources No | Website Address |
|---------------------|---|
| 1 | https://kelleyflores.weebly.com/approaches.html |
| 2 | https://resources.workable.com/international-recruitment-policy |
| 3 | https://www.simplilearn.com/best-practices-for-training-global-employees-article |
| 4 | https://www.shrm.org/resourcesandtools/hr-topics/organizational-and-employee-development/pages/key-steps-for-better-training-development-programs.aspx |
| 5 | https://renascencetalent.com/Pages/blog_details/8 |
| 6 | https://www.worldatwork.org/docs/research-and-surveys/e157963gp04.pdf |

MOOCs:

| Resources No | Website Address |
|--------------|---|
| 1 | https://alison.com/course/international-and-strategic-human-resource-management |
| 2 | https://www.coursera.org/courses?query=hr |
| 3 | https://www.onlinestudies.com/Certificate/International-Human-Resource-Management/ |

| Programme:MBA CBCS - Revised Syllabus w.e.f. - Year 2023 – 24 | | | |
|--|--|---|--------|
| Semester | Course Code | Course | |
| III | 307 Open | Artificial Intelligence in HR Practices | |
| Type | Credits | Evaluation | M |
| Open | 2 | CCA | IE=100 |
| Course Objectives: | | | |
| <ul style="list-style-type: none"> To develop the skills and knowledge needed to manage the complexity that comes from a more artificial intelligence driven world and explore how AI technology can be used to create revenue and generate business opportunities. It aims to bring you the latest thinking and up-to-date methods for AI technologies to create revenue and generate business opportunities. | | | |
| Course Outcomes: | | | |
| <ul style="list-style-type: none"> It gives more emphasis on hands on experience with consulting and live projects using AI tools. It will also develop the skills and knowledge needed to manage the complexity that comes from a more artificial intelligence driven world and explore how AI technology can be used to create revenue and generate business opportunities. | | | |
| Unit | Contents | | |
| 1 | Definition, Meaning, Scope of Artificial Intelligence, approaches of artificial Intelligence, reasons/purpose of Artificial Intelligence in HR Limitations of AI Points to consider in deploying AI in HR | | |
| 2 | Tactical HRIS (T-HRIS), Applications of AI in HR, Deploying AI in HR, Challenges of AI in Human Resource Management, Impact of Artificial Intelligence on HR practices, Barriers to adopting AI in HR | | |
| 3 | Role of Artificial Intelligence in recruitment, Types of Artificial Intelligence Hiring Bias, benefits/advantages of using AI in recruitment. <u>The Role of Artificial Intelligence in Training, Learning and Development</u> , benefits of AI in corporate training and development, Machine Learning (ML), Types of Machine Learning | | |
| 4 | Scope of Artificial Intelligence in Performance Management , Role of AI in Performance Management, advantages & disadvantages of using AI in performance reviews, | | |
| 5 | Artificial Intelligence and Compensation Management, impact of Artificial Intelligence on workers Compensation, Artificial Intelligence into Pay Decisions, Future of AI in Compensation | | |
| 6 | The Impact of Artificial Intelligence on the Labor Market: Globally, New Job Structures, Labor Relations. Impact on the Organization of Work. | | |

Reference Books:

| Sr. No. | Name of the Author | Title of the Book | Year Edition | Publisher Company |
|---------|--|---|--------------|---|
| 1 | Dr. Gerlind Wisskirchen | How Artificial Intelligence impacts labour and management | 2018 | |
| 2 | Agarwal, A., Gans, J., and Goldfarb, A | Rediction Machines: The simple economics of Artificial Intelligence | 2018 | Harward Buwsiness Review Press |
| 3 | Forster, E.M | The Machine Stops | 2011 | London: Penguin Books |
| 4 | Davidov, Guy. | A Purposive Approach to Labour Law, | 2016 | Oxford University Press |
| 5 | Deakin, Simon; Morris, Gillian | Labour Law, 4th ed | 2005 | Hart Publishing. |
| 6 | Stefan Strohmeier | Handbook of Research on Artificial Intelligence in HRM | 2022 | Saarland University, Germany |
| 7 | VikasGarg, RichaGoel | Handbook of Research on Innovative Management Using AI in Industry 5.0 | 2022 | www.igi-global.com |
| 8 | Ben Eubanks | Artificial Intelligence for HR use AI to Support and Develop a Successful | | https://www.koganpage.com/product/artificial- |
| 9 | Tom Taulli | Artificial Intelligence Basics: A Non-Technical Introduction | 2021 | https://play.google.com/store/audiobooks/details?id=A |
| 10 | K.R. Chowdhary | Fundamentals of Artificial Intelligence | 2020 | Springer |

Online Resources:

| Online Resources No | Website Address |
|---------------------|---|
| 1. | https://www.imercer.com/uploads/common/HTML/LandingPages/Analytical Hub/june2019-mercer-2019-global-performance-management-survey- |
| 2. | https://hbr.org/2011/11/delivering-an-effective-perfor |
| 3. | https://www.perlego.com/book/1589573/artificial-intelligence-for-hr-use-ai-to-support-and-develop-a-successful-workforce-pdf |

MOOCs:

| Sr.No. | Website Address |
|--------|---|
| 1 | https://www.upgrad.com/machine-learning-ai-pgd-iiiitb/?utm_source=GOOGLE&utm_medium=NBSEARCH&utm_campaign=IND_ACQ_WEB_GOOGLE_NBSEARCH_DV_IIITB_EML_HIT_ROI&utm_content=AI_ML_Courses&utm_term=learn%20ai%20ml&gclid=Cj0 |
| 2 | https://sl-onlinetraining.wharton.upenn.edu/ai-program-for-decision-making?utm_source=google&utm_medium=cpc&utm_te |
| 3 | https://oorwin.com/?gclid=CjwKCAjw4ayUBhA4EiwATWYBrsEQOBcPrck68Oikzz-4Q3I-56snJqzHPdkpBNuOCpLi8aoI3mewRoC7r8QAvD_BwE |

| Programme:MBA (HR) CBCS – Revised Syllabus w.e.f. - Year 2023 – 24 | | | |
|--|--|----------------|----------|
| Semester | Course Code | Course | |
| III | 307 Open | Indian Culture | |
| Type | Credits | Evaluation | Ma |
| Open | 2 | CCA | IE = 100 |
| Course Objectives: | | | |
| <ul style="list-style-type: none"> To study stage wise development of Civilization To understand morals and ethics and cultural development laying foundation for progression of cultural history. To understand Pre – and proto – historic cultures. | | | |
| Course Outcomes: | | | |
| <ul style="list-style-type: none"> Understanding Religious movements in the sixth and fifth centuries. Understanding Evolution of Indian society. Understanding Indian polity and Economic life. | | | |
| Unit | Contents | | |
| 1 | Meaning and process of culture; Sources – Archaeology, Literature. Elements of Culture, concept of Indian ness and value system. Relation between culture and civilization | | |
| 2 | Historiography and approaches to the study of Indian Culture– Stereotypes, Objectivity and Bias, Imperialist, Nationalist, Marxist and Subaltern. Heritage of India and world's debt to Indian Culture. | | |
| 3 | Pre – and proto – historic cultures- Indus Civilization – Origin, extent, date, art, architecture, religion, society, economy. Stone age cultures, Protohistoric cultures, Harappan Culture, Vedic culture, Mauryan period, Gupta period, Early Medieval Period, Sultanate Period, Mughal Period. | | |
| 4 | Religious movements in the sixth and fifth centuries: Buddhism and Jainism; Social and economic changes; Impact of Persian and Greek invasions; Role of Mauryan empire in Indian cultural unification; Asoka – his edicts and Dhamma; Mauryan art, polity and economy; Sangam age – Society and economy. | | |
| 5 | Evolution of Indian society- Varnasrama Dharma; Caste system, Asramas, Purushartas, Samsakaras, family, education, position of women, Parda system, Sati, slavery, untouchability, Festivals and pastimes; Legal Institutions sources of Hindu Law, Proprietary rights, succession, judicial procedure, attempts at social reforms in medieval and modern times | | |
| 6 | Indian polity and Economic life – nature of State, kingship, republics, and local self – government, inter State relations; taxation; Economic life – agriculture, trade, commerce, industries, guilds, urbanization, towns and cities. | | |

Reference Books:

| Sr. No. | Name of the Author | Title of the Book | Year Edition | Publisher Company |
|---------|---|--|--------------|-------------------|
| 1 | J.L.Mehta, Sarita mehta | History of Ancient India | 2012 | |
| 2 | Shastri K. A. Nilakanth | History of India Part I – Ancient India | | |
| 3 | R.C.Majumdar, H.C. Raychaudhari, Kalikinkar | An Advanced History of India | 2020 | |
| 4 | Kosambi D. D. | The culture and civilization of ancient India | 1975 | |
| 5 | Kosambi D. D. | An introduction to study of Indian History 1975 | 1975 | |
| 6 | Sharma R. S. | Aspect of political ideas and institution in ancient India | 1959 | |

Online Resources:

| Online Resources No | Website Address |
|---------------------|---|
| 1 | https://www.researchgate.net/publication/339726396_A_Brief_History_of_India |
| 2 | https://www.pdfdrive.com/indian-history-books.html |

MOOCs:

| Resources No | Website Address |
|--------------|---|
| 1 | https://www.edx.org/course/natural-disasters |
| 2 | https://swayam.gov.in/ |
| 3 | https://www.coursera.org/ |
| 4 | https://nptel.ac.in/ |

MBA SEMESTER IV

Revised Syllabus With Effect from (2023 –24)

| Programme:MBA CBCS - Revised Syllabus w.e.f. - Year 2023 – 2024 | | | |
|---|--|--------------------|-------|
| Semester | Course Code | Course Title | |
| IV | 401 | Project Management | |
| Type | Credits | Evaluation | Marks |
| Core | 3 | UE : IE | 70:30 |
| Course Objectives: | | | |
| <ul style="list-style-type: none"> To understand the concepts of project planning and organization, budgeting and control, and project life cycles. To master several basic project scheduling techniques including WBS, CPM, PERT, GANTT CHARTS, and resource constrained scheduling. To understand the related concepts of organizational forms, conflict resolution, and issues related to leadership and task management in a project environment. To become familiar with Microsoft Project in performing simple project management tasks. | | | |
| Course Outcomes : | | | |
| <ul style="list-style-type: none"> Evaluate project to develop scope of work, provide accurate cost estimation and to plan the various activities. Identify resources required for a project and to produce a work plan and resources schedule. Evaluate project for quality concept. Use of project management tools for project management. | | | |
| Unit | Contents | | |
| 1 | Introduction, Need for Project Management, characteristics of project, Problems with projects, All parties (stakeholders) involved in project. Role of Project Manager. Project management body of knowledge (PMBOK), Project Management Knowledge Areas, Phases of project management life Cycle. | | |
| 2 | Organizational Structure and Organizational Issues: Introduction, Organizational Structures, Team structures, Team development process, team building process, stages in developing a high performance project team, project team pitfalls, Roles and Responsibilities of Project Leader Leadership Styles for Project Managers, Conflict Resolution, Team Management and Diversity Management | | |
| 3 | Project Planning and scheduling: Introduction, Project Planning, Need of Project Planning, Project Planning Process, Work Breakdown Structure (WBS), Gantt chart, Network Planning models, formulating network model , Critical path analysis , PERT, Resource Allocation, Scheduling, Project Cost Estimate and Budgets, Cost Forecasts | | |
| 4 | Project Risk Management: Introduction, Risk, Risk Management, Role of Risk Management in Overall Project Management, Steps in Risk Management, Risk Identification, Risk Analysis, Risk prioritization, Risk mitigation. | | |
| 5 | Project Quality management :Introduction, Quality, Quality Concepts, Place of quality in planning, importance of it, quality measures, ISO standards, CMM standards, Quality Assurance document | | |

| | |
|---|---|
| 6 | Project Management Software: Introduction, Advantages of Using Project Management Software, Common Features Available In Most of the Project Management Software, Study of MS project or any other project management |
|---|---|

Reference Books:

| Reference Books (Publisher) | Name of the Author | Title of the Book | Year Edition | Publisher Company |
|-----------------------------|-------------------------------------|--|--------------|--------------------------------------|
| National | John M Nicholas | Project Management For Business And Technology | | Prentice Hall Of India Pvt Ltd |
| International | Clifford F Gray, Erik W Larson | —Project Management : The Managerial Process | | Tata Mcgraw - Hill Publishing Co Ltd |
| International | Jack Meredith, Samuel J. Mantel Jr. | Project Management - A Managerial Approach | | John Wileyand Sons |

Online Resources:

| Online Resources No | Website Address |
|---------------------|---|
| 1 | https://en.wikipedia.org/wiki/Project_Management_Institute |
| 2 | https://www.projectengineer.net/the-10-pmbok-knowledge-areas/ |
| 3 | https://en.wikipedia.org/wiki/Project_management |
| 4 | https://pmstudycircle.com/2012/03/stakeholders-inproject-management-definition-and-types/ |
| 5 | https://opentextbc.ca/projectmanagement/chapter/chapter-8-overview-of-project-planning-project-management/ |

MOOCs:

| Resources No | Website Address |
|--------------|--|
| 1 | Please refer these websites for MOOCS: NPTEL / Swayam |
| 2 | www. edx.com |
| 3 | www.coursera.com |

| Programme:MBA CBCS - Revised Syllabus w.e.f. - Year 2023 – 2024 | | | |
|--|---|--|----------|
| Semester | Course Code | Course Title | |
| IV | 402 | Environment and Disaster Management | |
| Type | Credits | Evaluation | Marks |
| Core | 2 | IE | IE = 100 |
| Course Objectives: | | | |
| <ul style="list-style-type: none"> Understand and realize the multi-disciplinary nature of the environment, its components, and inter-relationship between man and environment. Understand the relevance and importance of the natural resources in the sustenance of life on earth and living standard. Comprehend the importance of ecosystem, biodiversity and natural bio geo chemical cycle. | | | |
| Course Outcomes : | | | |
| <ul style="list-style-type: none"> Understand the natural environment and its relationships with human activities. Characterize and examine human affects at the environment. Capacity to obtain, analyse, and communicate information on risks, relief needs and lessons learned from earlier disasters in order to formulate strategies for mitigation in future scenarios Integrate facts, concepts, and methods from multiple disciplines and apply to environmental problems of disaster events at a local and global level. Capacity to integrate knowledge and to analyse, evaluate and manage the different public health aspects | | | |
| Unit | Contents | | |
| 1 | The Environment and Ecosystem: Environment and Environmental studies: Definition, concept, components and importance Ecosystem and Ecology: Structure and Function of ecosystem, Brief concept of Autecology and Synecology. Food chain, food web and ecological pyramids . Biogeochemical cycles in an ecosystems: (Carbon, Nitrogen and Phosphorous cycle) Ecological succession: Definition, types, concept and process (Hydrosere, Xerosere and Lithosere). | | |
| 2 | Environment as Science: Introduction, Types of environment- Physical & Cultural, Environmental Science- meaning and definition, nature and scope, methods and importance of study. Impact of Technology on the environment, Environmental Degradation, Sustainable Development, Environmental Education. | | |
| 3 | Biodiversity and its conservation: Definition, genetic, species and ecosystem diversity. Value of biodiversity : consumptive use, productive use, social, ethical, aesthetic and option values Biodiversity at global, National and local levels. India as a mega-diversity nation Threats to biodiversity: habitat loss, poaching of wildlife, man wildlife conflicts. Endangered and endemic species of India Conservation of biodiversity: In-situ and Ex-situ conservation of biodiversity. | | |

| | |
|---|--|
| 4 | Definition and types of disaster: Hazards and Disasters, Risk and Vulnerability in Disasters, Natural and Man-made disasters, earthquakes, floods drought, landside, land subsidence, cyclones, volcanoes, tsunami, |
| | avalanches, global climate extremes. Man-made disasters: Terrorism, gas and radiations leaks, toxic waste disposal, oil spills, forest fires. |
| 5 | Natural Disasters: Epidemic, Cyclone, Drought, Food, Landslide, Fire and forest fire, Earthquake and Volcanoes, Tsunami. Man- made Disasters: War, Arson / Sabotage / Internal Disturbances / Riots, Nuclear Explosion / Accidents / Radioactive Leakages. Ecological disasters like Deforestation / Soil Erosion / Air / Water Pollution. CORONA, HIV / AIDS, Life Style Diseases. |
| 6 | Disaster Management: Components of Disaster Management, Government's Role in Disaster Management through Control of Information, Actors in Disaster Management, Organizing Relief measures at National and Local Level, psychological Issues, Carrying Out Rehabilitation Work, Government Response in Disaster |

Reference Books:

| Reference Books (Publisher) | Name of the Author | Title of the Book | Year Edition | Publisher Company |
|-----------------------------|---|---|--------------|-------------------------------------|
| 1 – National | Dr. AlokSatsangi | Environment Management and Disaster Management | 2014 | Green Leaf Publication |
| 2 – National | Gupta A.K., Niar S.S and Chatterjee S. | Disaster management and Risk Reduction, Role of Environmental Knowledge | 2013 | Narosa Publishing House, Delhi. |
| 3 – National | Dr. Ponmani S, Mrs. Bharathi VS, Dr. Balusamy A | Environmental Studies & Disaster Management | 2019 | Agrobios (India) |
| 4 – International | R. Rajagopalan | Environmental Studies | 2015 | Oxford University Press Publication |
| 5 – International | Majid Husain | Environment And Ecology: Biodiversity, Climate Change And Disaster Management | 2016 | Access Publishing |
| 6 – International | Thomas H. Tietenberg ,Lynne Lewis | Environmental and Natural Resource Economics | 2018 | Routledge Publishing |

Online Resources:

| Online Resources No | Website Address |
|---------------------|---|
| 1 | environment-and-ecology-by-anil-kumar-d60361115.html |
| 2 | http://nammakpsc.com/wp/wp-content/uploads/2015/08/12.pdf |
| 3 | http://ndl.iitkgp.ac.in/document/Qm92bWdMVkJ2U1J3RjNWSDhFMWkwaGplSi9ObFJpd2VZQytMbkljZGZ3RT0 |
| 4 | https://www.journals.elsevier.com/international-journal-of-disaster-risk-reduction |
| 5 | https://www.omicsonline.org/environmental-journals.php |

MOOCs:

| Resources No | Website Address |
|--------------|---|
| 1 | https://www.edx.org/course/natural-disasters |
| 2 | https://swayam.gov.in/ |
| 3 | https://www.coursera.org/ |
| 4 | https://nptel.ac.in/ |

| Programme:MBA CBCS - Revised Syllabus w.e.f. - Year 2023 – 2024 | | | |
|--|--|------------------------------|---------|
| Semester | Course Code | Course Title | |
| IV | 404 Open | Introduction to Data Science | |
| Type | Credits | Evaluation | Marks |
| Open | 2 | CCA | IE: 100 |
| Course Objectives : | | | |
| <ul style="list-style-type: none"> Understanding the Role of Data Science in business. Understanding the basic concept of data management and data mining techniques To understand the basic concept of machine learning To understand the application of business analysis Understanding the basic concept of Data Science Project Life Cycle. | | | |
| Course Outcomes: | | | |
| <ul style="list-style-type: none"> Upon the successful completion of this course, the student will be able to: Understand the basics of business analysis and Data Science Knowledge (K2) Understand data management and handling and Data Science Project Life Cycle Understand the data mining concept and its techniques Applying (K4) Understand and Analyzing machine learning concept Analyzing (K5) Understand the application of business analysis in different domain Applying (K4) | | | |
| Unit | Contents | | |
| 1 | Introduction: What is Data Science? Historical Overview of data analysis, Data Scientist vs. Data Engineer vs. Business Analyst, Career in , What is data science, Why Data Science, Applications for data science, Data Scientists Roles and Responsibility | | |
| 2 | Data: Data Collection, Data Management, Big Data Management, Organization/sources of data, Importance of data quality, Dealing with missing or incomplete data. | | |
| 3 | Data Classification Data Science Project Life Cycle: Business Requirement, Data Acquisition, Data Preparation, Hypothesis and Modeling, Evaluation and Interpretation, Deployment. | | |
| 4 | Introduction to Data Mining, The origins of Data Mining, Data Mining Tasks, OLAP and Multidimensional data analysis, Basic concept of Association | | |
| 5 | Introduction to Machine Learning: History and Evolution, AI Evolution, Statistics Vs Data Mining Vs, Data Analytics Vs, Data Science, Supervised Learning, Unsupervised Learning, Reinforcement Learning, Frameworks for building Machine Learning Systems. | | |
| 6 | Application of Business Analysis: Retail Analytics, Marketing Analytics, Financial Analytics, Healthcare Analytics, Supply Chain Analytics. | | |

Reference Books:

| Sr.No. | Name of the Author | Title of the Book | Year Editio | Publisher |
|--------|--|---|-------------|-------------------|
| 1 | Bhimasankaram Pochiraju, Sridhar Seshadri, | Essentials of Business Analytics: An Introduction to the methodology and its application, | | Springer |
| 2 | Andreas C. Müller, Sarah Guido, O'Reilly | Introduction to Machine Learning with Python: A Guide for Data Scientists | 1st Edition | |
| 3 | Pang-Ning Tan, Michael Steinbach, Vipin Kumar, | Introduction to Data Mining, | | Pearson Education |
| 4 | Ger Koole, Lulu.com, | An Introduction to Business Analytics | 2019 | |

Online Resources:

| Online Resources No | Website Address |
|---------------------|---|
| 1 | https://bdigital.uvhm.edu.mx/wp-content/uploads/2020/05/Essentials-of-Business-Analytics.pdf |
| 2 | https://michael.hahsler.net/SMU/EMIS3309/slides/Evans_Analytics2e_ppt_01.pdf |
| 3 | http://ndl.iitkgp.ac.in/document/Qm92bWdMVkJ2U1J3RjNWSDhFMWkwaGplSi9ObFJpd2VZQytMbkljZGZ3RT0 |

MOOC:

| Resources No | Website Address |
|--------------|---|
| 1 | mooc.org |
| 2 | www.Coursera.org |
| 3 | www.Udemy.com |
| 4 | Swayam.gov.in |

| Programme:MBA CBCS - Revised Syllabus w.e.f. - Year 2023 – 2024 | | | |
|--|--|--------------|----------|
| Semester | Course Code | Course Title | |
| IV | 404 Open | HR Analytics | |
| Type | Credits | Evaluation | Marks |
| Open | 2 | CCA | IE = 100 |
| Course Objectives: | | | |
| <ul style="list-style-type: none"> To enable the learner towards critical thinking about data for HR decisions. Use of statistical software to manipulate and organize data. | | | |
| Course Outcomes: | | | |
| <ul style="list-style-type: none"> Enable learners to use statistical methods for analyzing data Learners can do inferring the data for managerial decisions on HR | | | |
| Unit | Contents | | |
| 1 | Introduction to Data Analysis & Data Analytics <ol style="list-style-type: none"> What is Data Analysis & Data Analytics? Understand what is analytics and the difference between analysis and analytics What is data & Types of data Data Transformation: data → information → Knowledge → Discovery Data storage to data discovery What is Data Science and various stages of Data Science Process Understanding Data Analytics & Data Science Data Modelling | | |
| 2 | Introduction to HR Management, HR Data and Metrics <p>Overview on Human resource management functions</p> <ol style="list-style-type: none"> Employee life cycle - hire to or exit or retire <ol style="list-style-type: none"> Workforce Planning Talent Acquisition or recruitment Performance measurement and management Talent Management Learning and organization development HR Operations Compensation and Benefits Understanding HR Data and Classifications HR Metrics | | |
| 3 | Introduction to HR Technology and Analytics <ol style="list-style-type: none"> Overview of HR Technology and Systems HRIS and other systems for HR Data creation What is HR Analytics? Functional and Technical Skills for HR Analytics Making a case for HR Analytics and winning sponsorship Importance of data availability and governance | | |

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| 4 | <p>Application of HR Analytics</p> <ol style="list-style-type: none"> Understanding the various forms of HR Analytics People Analytics, Workforce Analytics & HR Functional Analytics HR Functional Analytics <ol style="list-style-type: none"> Workforce Planning Analytics Recruitment & Selection Analytics On-boarding Analytics Training & Development Analytics Compensation Analytics Employee Engagement Analytics Performance Management Analytics Employee Attrition Analytics Various other HR Analytics Problems and their solutions for various industry domains. |
| 5 | <p>Application of Statistics in HR Analytics</p> <p>5.1 Understanding statistical analysis on HR Data</p> <ol style="list-style-type: none"> Descriptive Statistics Inferential Statistics <p>5.2 Applications of statistical techniques on HR Data</p> <ol style="list-style-type: none"> Mean median & mode Correlation - HR Case study of correlation Linear regression - HR Case study of Linear regression Logistic regression - HR Case study of Logistic regression Understand how to pick a problem that is relevant, measuring outcome, checking data for Errors, Creating new variable from existing data Using trend lines and charts Data Preparation (cleaning) Data Analysis using statistical techniques Data Modeling Analytics reporting using Dashboard Use of slicers to filter data Creating Pivot Tables and Analysis Hypothesis Testing |
| 6 | <p>Understanding Data Visualization in HR Analytics (using Advanced Excel, Power BI & Tableau)</p> <p>6.1 Use of Advanced Excel Functionality in HR Analytics Reporting</p> <p>6.2 Use of Microsoft Power BI for data visualization for HR Analytics Reporting</p> <ol style="list-style-type: none"> "Utilize the VLOOKUP function to merge HR data Combine PivotTables and visualization techniques" Create an HR data model, Structure the HR data model, Prepare the HR data model for analysis <p>6.3 Understanding basics of Tableau for data visualization which helps in analyzing</p> <ul style="list-style-type: none"> "Exporting data into Tableau and Visualization KPI Dashboard <p>Tableau Dashboard Analysis</p> |

Reference Books:

| Reference Books (Publisher) | Name of the Author | Title of the Book | Year Edition | Publisher Company |
|-----------------------------|--|--|--------------|---------------------------------------|
| 1 | Kuldeep Singh and Ramesh Soundararajan | Winning on HR Analytics: Leveraging Data for Competitive Advantage | 2016 | SAGE Publishing |
| 2 | Kirsten Edwards and Martin Edwards | Predictive HR Analytics: Mastering the HR Metric | 2019 | Kogan Page |
| 3 | Tracey Smith | HR Analytics: The What, Why and How | 2013 | CreatespaceIndependent Pub |
| 4 | Rachael Johnson Murray, Lindsay McFarlane, Valerie Streets | The Practical Guide to HR Analytics: Using Data to Inform, Transform, and Empower HR Decisions | 2018 | Society For Human Resource Management |

Online Resources:

| Online Resources No | Website Address |
|---------------------|---|
| 1 | https://www.cipd.ie/Images/Marianne-Lee-HR-Analytics-February-2017_tcm21-23091.pdf https://www.shrm.org/foundation/ourwork/initiatives/preparing-for-future-hr-trends/Documents/Workforce%20Analytics%20Report.pdf https://www.cipd.co.uk/Images/people-analytics-report_tcm18-43755.pdf |
| 2 | https://www.ijbmi.org/papers/Vol(6)7/Version-4/D0607042334.pdf |
| 3 | https://hrotodayforum.com/emea/wp-content/uploads/2013/11/EB-Analytics.pdf |
| 4 | https://www.publicatie-online.nl/files/8515/3675/1058/15810_vanderlaken_FLP.pdf |

MOOC:

| Resources No | Website Address |
|--------------|---|
| 1 | https://www.coursera.org/learn/wharton-people-analytics |
| 2 | https://www.coursera.org/learn/analytics-data-decisions |
| 3 | https://www.udemy.com/course/peopleanalytics101/ |
| 4 | https://www.udemy.com/course/hr-analytics-using-excel/ |

| Programme:MBA CBCS - Revised Syllabus w.e.f. - Year 2023 – 2024 | | | |
|--|--|--------------|----------|
| Semester | Course Code | Course Title | |
| IV | 404 Open | Labour Laws | |
| Type | Credits | Evaluation | Marks |
| Open | 2 | CCA | IE = 100 |
| Course Objectives: | | | |
| <ul style="list-style-type: none"> To adopt good techniques to have healthy industrial relations This course is structured to give an insight to the students in the areas of maintaining employee relations and the welfare provisions to be made available to them To give an insight to the students in the areas of maintaining employee relations and the welfare provisions to be made available To adopt good techniques to have healthy industrial relations | | | |
| Course Outcomes : | | | |
| <ul style="list-style-type: none"> Understanding various importance's of industrial relations in effective business management. Understanding the legislation related to industrial relations. Understand various statutory provisions related with industrial relations and labour welfare. Analyze issues and challenges of applying provisions as per legislations in the industry Familiarizing, analyzing and applying the role of labour welfare in employee motivation and satisfaction. | | | |
| Unit | Contents | | |
| 1 | INDUSTRIAL RELATIONS – An Overview Definition, Objectives, Scope in the context of changing Socio-economic, political and legal changes, Overview of Industrial Relations (IR), Perspectives/Approaches to IR, Major stakeholders of IR , Evolution of IR in India , Changing Dimensions of IR in India, Impact of globalization on IR, ILO | | |
| 2 | THE INDUSTRIAL DISPUTES ACT, 1947. The Industrial Disputes Act 1947 – Definitions, Scope and objectives of the Act, Machineries and Authorities under the Act-Conciliation, Adjudication and Arbitration, Provisions relating to Lay off, Retrenchment, Closure, Strikes and Lock outs. The authorities and their provisions, power and duties, references of disputes to boards, courts or tribunals, conciliation, arbitration proceedings , unfair labour practices ,provisions related to voluntary arbitration, awards and settlement, provision relating to strikes, lockout, closures, lay-off, retrenchments, offenses and penalties, Industrial Employment (standing orders) Act 1946 - Definitions, procedure for certifications of standing orders, provisions for model standing orders, nature of misconducts, domestic enquiry | | |
| 3 | TRADE UNION ACT,1926 Definitions, Registration of Trade union, rights of registered trade union, privileges of office bearers of trade unions, outside leadership of trade unions, dissolution, merger & amalgamation of trade unions, enforcement of the act. Concepts, Functions, Objectives, Structure, Kinds of Trade Unions, Problems of Trade Unions, Trade union movement in India, Trade Union Act,1926,Applicability,Registration, Recognition of Trade union | | |

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| 4 | COLLECTIVE BARGAINING Collective Bargaining Meaning, process and theories of common, Perlman, Hoxie, Tannenbaum Concept, Essential Pre requisites for collective bargaining, Levels of Collective Bargaining Plant Level, Industry Level and National Level, The collective Bargaining Process- Advantages and disadvantages of collective bargaining, Collective Bargaining in India |
| 5 | Labour Welfare: Meaning, Theories of Labour Welfare, Welfare Provisions in The Factory Act, 1948, Statutory and non statutory welfare facilities, Duties and responsibilities of Labour Welfare Officer, The Role Of International Labour Organisation |
| 6 | THE CONTRACT LABOUR ACT Standing Orders and Grievance Procedure Object and Evolution of Standing Orders, Grievances and Procedure, Indiscipline/Misconduct, Disciplinary Action, procedure for Punishment. The Industrial Employment (Standing Orders) Act 1946. Strikes and lockout Forms of Strikes, Wage for the period of strike, strike and Punishment, Layoff retrenchment and closure, Strike and Punishment, Strike and execution of good conduct |

Reference Books:

| Reference Books (Publisher) | Name of the Author | Title of the Book |
|-----------------------------|---------------------------|--|
| 2 – National | Punekar ,Deokar ,Sankaran | Labour Welfare ,Trade Unionism and Industrial Relations |
| 3 – National | R.S.Dwivedi | . Managing Human Resources Industrial Relations in India |
| 4 – International | Mamoria | Dynamics of Industrial Relations |
| 5 – International | Dr.Avtar Singh | Introduction to Labour and Industrial Law |

Online Resources:

| Online Resources No | Website Address |
|---------------------|---|
| 1 | https://www.ilo.org/inform/online-information-resources/research-guides/national-labour-law/lang--en/index.htm |
| 2 | https://guides.loc.gov/employment-and-labor-law/online-resources |
| 3 | https://guides.library.utoronto.ca/c.php?g=251198&p=1673409 |
| 4 | https://labour.gov.in/ |
| 5 | https://ec.europa.eu/social/main.jsp?catId=157 |

MOOC:

| Resources No | Website Address |
|--------------|--|
| 1 | www.coursera.org |
| 2 | www.cefims.as.uk |
| 2 | https://alison.com/ |
| 2 | swayam.gov.in |

| Programme:MBA CBCS - Revised Syllabus w.e.f. - Year 2023 – 2024 | | | |
|---|--|----------------|----------|
| Semester | Course Code | Course Title | |
| IV | 404 Open | Cyber Security | |
| Type | Credits | Evaluation | Marks |
| Open | 2 | CCA | IE = 100 |
| Course Objectives: | | | |
| <ul style="list-style-type: none"> To study the types of threats. To explain various terminologies used in cyber attack. To understand difference malware, virus, hacking and cracking activities. | | | |
| Course Outcomes : | | | |
| <ul style="list-style-type: none"> To understand different encryption technique To understand Cryptography importance in computer forensics and cyber security To identify and avoid Cyber Crime. To study the defensive techniques against these attacks | | | |
| Unit | Contents | | |
| Unit No: 1 | Cyber Security – What is Cyber security and Cyber Crimes, Cyber Security Techniques, IT Act, Computer Ethics and Security Policies, Guidelines to choose web browsers, Guidelines for setting up a Secure password, Online Banking Security, Mobile Banking Security, Web Application Security, Digital Infrastructure Security | | |
| Unit No: 2 | Information Security - Threat to business continuity due to accidents related to information systems, Cyber space, Information assets, Vulnerabilities, Information security measures, Threats Unauthorized intrusion, Unauthorized access, Eaves dropping, Spoofing, Alteration, Cracking. | | |
| Unit No: 3 | Cyber-attack Information leakage, DoS attack, Rumor, Flaming, SPAM e-mail Computer virus, Macro virus, Worm, Bot (botnet, remote operated virus), Trojan horse, Spyware, Ransomware, Keylogger, Rootkit, Backdoor, Fake anti-virus software | | |
| Unit No: 4 | Cryptography - Encryption, Decryption (decryption key), Encoding/Decoding, Symmetric cryptography (common key), Public key cryptography (public key, private key)), | | |
| Unit No: 5 | Encryption Technique -AES (Advanced Encryption Standard), S/MIME (Secure MIME), PGP (Pretty Good Privacy), Hybrid encryption, Hash function (SHA-256, etc.), Disk encryption, File encryption, Digital signature (signature key, verification key), Timestamp | | |

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| | (time authentication), Message authentication / MAC (Message Authentication Code) |
| Unit No: 6 | Social Engineering: What is Social Engineering and how it works, Types of Social Engineering, How Cyber Criminal Works, How to prevent for being a victim of Cyber Crime. |

Reference Books:

| Reference Books (Publisher) | Name of the Author | Title of the Book | Year Edition | Publisher Company |
|-----------------------------|--|---|--------------|-------------------|
| International | <u>Mark Stamp</u> | Information Security By | | |
| International | Mark Stamp | Information Security: Principles and Practice | | |
| International | Jason Andress | Foundations of Information Security: A Straightforward Introduction | | |
| National | <u>Nina Godbole,</u> Sunit Belapure | Cyber Security | | |
| National | Bhushan Mayank | Fundamentals of Cyber Security | | BPB Publications |

Online Resources:

| Online Resources No | Website Address |
|---------------------|---|
| 1 | https://www.coursera.org |
| 2 | https://www.simplilearn.com/cyber-security |
| 3 | https://mrcet.com/pdf/Lab%20Manuals/IT/CYBER%20SECURITY%20(R18A0521).pdf |

MOOCs:

| Resources No | Website Address |
|--------------|--|
| 1 | Please refer these websites for MOOCs: NPTEL / Swayam |
| 2 | www. edx.com |
| 3 | www.coursera.com |

| Programme:MBA CBCS - Revised Syllabus w.e.f. - Year 2023 – 2024 | | | |
|---|---|------------------------------------|----------|
| | Course Code | Course Title | |
| IV | 404 Open | Financial Planning and Instruments | |
| Type | Credits | Evaluation | Marks |
| Open | 2 | CCA | IE = 100 |
| Course Objectives: | | | |
| <ul style="list-style-type: none"> To explain the basic concept and process of Financial Planning To acquaint the students with basic concepts of investment, concept of risk and return related to investment. To enlighten the concept of various Financial Products. To explain the concept and applications of fundamental analysis and technical analysis. To clarify how to construct the Investment plans for Individuals in different stages of life cycles and different situations. To explain the calculation of the risk and return for securities and for portfolios. | | | |
| Course Outcomes: | | | |
| <ul style="list-style-type: none"> Understand the importance and process of Financial Planning Understand the risk and return relationship and various Financial Products available in India. Comprehend the concept of Mutual Funds, Insurance and derivatives and its importance. Understand how to use fundamental analysis and technical analysis. Create a policy statement to showcase the objectives and risk tolerances of numerous categories of individual and institutional investors which can help in making Investment plans for Individuals in different stages of life cycles and different situations. Evaluate the effect of risk on investment decisions. Students will able to calculate the risk and return for securities and for portfolios. | | | |
| Unit | Contents | | |
| 1 | Introduction to Financial Planning -Meaning, Objectives, Characteristics of sound Financial Planning , Steps /Process involved preparation of sound Financial Plan, Factors affecting financial planning ,Types of Financial Planning | | |
| 2 | Introduction to Investment - Meaning and objectives of Investment,Process of Investment, Concepts of risk and return with reference to Investment ,Time Value of Money, Behavioral Finance | | |
| 3 | Financial Products/Investment Avenues -Concept, Features and Limitations of Equity Shares, Bonds, real estate, PPF, Commodities Concept, Features, Types and Limitations of Banking Products, Mutual Fund, Derivatives, and Insurance, Concept of Digital Currency | | |
| 4 | Financial Products Analysis - Fundamental Analysis - Economic, Industry and Company Analysis, Concept, Importance and Limitations of Technical Analysis, Parameters for Analysis of Mutual Fund Schemes, Concept and importance of Tax Planning | | |
| 5 | Portfolio Management -Portfolio Meaning, Concept, Objectives and importance of Portfolio Management , Process of Portfolio Management, preparation of Investment plans for Individuals in different stages of life cycles and different situations | | |
| 6 | Calculation for risk and return for Security/Portfolio -Problems on calculation of risk and return for security (mean, variance, and standard deviation), Problems on risk and return associated with portfolio consisting maximum three securities (mean, variance, and standard deviation) | | |

Reference Books:

| Sr. No. | Title of the Book | Name of Author | Year Edition | Publisher Company |
|---------|---|---|--|-----------------------------|
| 1 | Prasanna Chandra | Investment Analysis and Portfolio Management | 2012, 4 th Edition | Tata McGraw Hill, New Delhi |
| 2 | I M Pandey | Financial Management | 2010, 10 th revised Edition | Vikas Publishing House |
| 3 | Bhalla, V.K. | Investment Management: Security Analysis and Portfolio Management | 2010, 17 th Edition. | S.Chand & Sons, |
| 4 | Frank K. Reilly, Keith C Brown | Investment Analysis and Portfolio Management | 2012, 10 th Edition | Cengage Learning |
| 5 | E. Fischer Donald , J. Jordan Ronald , K. Pradhan Ashwini | Security Analysis Portfolio | 2018, 7 th edition. | Pearson Education, |
| 6 | Fischer. and Jordon | Security Analysis and Investment Management - | 2009 , 6 th Edition | Pearson Education |

Online Resources:

| Online Resources No | Website Address |
|---------------------|---|
| 1 | https://www.moneycontrol.com |
| 2 | https://www.nseindia.com |
| 3 | https://www.sebi.gov.in |
| 4 | https://www.rbi.org.in |
| 5 | https://www.investopedia.com |

MOOC:

| Resources No | Website Address |
|--------------|---|
| 1 | https://swayam.gov.in |
| 2 | https://www.edx.org |
| 2 | https://alison.com/certificate-courses |

MBA ELECTIVE / SPECIALIZATION

MBA SEMESTER III

Elective - Marketing Management

| Programme: MBA CBCS – Revised Syllabus w.e.f. - Year 2023 – 24 | | | |
|---|---|--------------------|--------------|
| Semester | Course Code | Course Title | |
| III | MK01 | Consumer Behaviour | |
| Type | Credits | Evaluation | Marks |
| Elective | 3 | CES | UE:IE =70:30 |
| Course Objectives: | | | |
| i) To understand the importance Consumer Behavior in the field of Marketing ii) To study the environmental influences on the Consumer Behavior. iii) To know the consumer and organizational buying decision making process. iv) To study consumer research and its utility in Marketing Decision Making. | | | |
| Course Outcomes: | | | |
| i) Gain a sound understanding of Consumers' Behaviour in the market-place and the concepts related to it. ii) Analyze the business environment and understand its influence on the consumers' behaviour. iii) Identify new market segments. iv) Understand the nitty-gritties of consumer and organizational buying decision process. v) Apply the knowledge of consumer behaviour in devising marketing strategies, changing consumers' attitudes etc. vi) Discuss the scope and managerial importance of consumer research and its role in designing marketing strategies. | | | |
| Unit: | Contents | | |
| 1 | : Introduction Introduction: Meaning and definition of consumer behaviour. Importance of consumer behaviour study in the field of marketing, buying roles in consumer behavior- initiator, influencer, gatekeeper, decider, buyer and user. | | |
| 2 | Individual Determinants of Consumer Behavior: Consumer Needs- Meaning of Consumer Needs, Maslow's Hierarchy of Needs. Motivation and Involvement–Meaning of Motivation, Elements of Motivation, Buying Motives and its types, Positive and Negative Motivation. Involvement – Meaning and Types of Involvement, Measures of Involvement. Personality and Self-concept–Meaning of Personality, Nature of Personality. Self-concept – Meaning of Self-concept, Components of Self-concept. Perception, Learning– Meaning of Perception, Elements of Perception. Learning - Behavioral learning theories – Theory of classical conditioning – three basic concepts emerged out of this theory: repetition, stimulus generalization, stimulus discrimination, implications of classical conditioning theory for the marketers. Theory of operant or instrumental conditioning: Types of reinforcement- positive and negative Consumer attitude–meaning of attitude, characteristics of attitude and strategies for bringing in attitudinal change. | | |
| 3 | External Determinants of Consumer Behavior: Cultural influences, Sub cultural influences, Social Class influences, Social Group influences, Family influences and Personal influences on Consumer Behavior. | | |

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| 4 | Consumer Buying Decision Making Process: Need recognition, Information Search, Evaluation of alternatives, Purchase decision and Post Purchase behavior. Consumer Behavior Models: Howard Sheth Model, Engel-Kollat-Blackwell Model and Nicosia Model Organizational Buying Decision Process, Difference between organizational buying decision making process and consumer buying decision making process. |
| 5 | Diffusion of Innovation: Meaning of Diffusion of Innovation, Diffusion of Innovation Process, Meaning of Adoption of Innovation, Adoption of Innovation Process, Adopter categories Importance of Adoption and Diffusion of Innovation in Consumer Behavior. |
| 6 | Consumer research process – developing research objectives, collecting secondary data, designing primary research |

Reference Books:

| Reference Books (Publisher) | Name of the Author | Title of the Book | Year Edition | Publisher Company |
|-----------------------------|---|---|-------------------------------|---------------------------------|
| 1 – National | Dr. S.L. Gupta & Sumitra Pal | Consumer Behavior: An Indian Perspective Text & Cases | 2 nd Edition 2014 | Sultan Chand & Sons, New Delhi. |
| 2 – National | Suja R. Nair | Consumer Behavior in Indian Perspective Text with Cases | 2 nd Edition 2015 | Himalaya Publishing House. |
| 3 – National | Michael D. Hutt & Thomas W. Speh | Business Marketing Management: B2B | 12 th Edition 2016 | South-Western Publication. |
| 4 – International | Blackwell, Miniard, Engel & Rehman | Consumer Behavior India Edition | 10 th Edition 2017 | Cengage Learning. |
| 5 – International | Leon G. Schiffman, Joseph Wisenblit & S. Ramesh Kumar | Consumer Behavior | 12 th Edition 2018 | Pearson. |
| 6 – International | David L. Loudon & Albert J. Della Bitta | Consumer Behavior: Concept and Applications | 4 th Edition 2001 | McGraw Hill Inc. |

Online Resources:

| Online Resources No. | Website Address |
|----------------------|---|
| 1 | https://onlinelibrary.wiley.com/journal/14791838 |
| 2 | https://www.westburn-publishers.com/journals/customer-b... |
| 3 | https://www.tandfonline.com/doi/ful |
| 4 | www.mheducation.com/hoghered/category.10366 |
| 5 | https://books.google.co.in/books/consumer behaviour |

MOOCs:

| Resources No. | Website Address |
|---------------|---|
| 1 | https://onlinecourses.swayam2.ac.in/imb19_mg20/preview |
| 2 | https://onlinecourses.nptel.ac.in/noc20_mg14/preview |
| 3 | https://www.mooc-list.com/tags/consumer-behaviour |
| 4 | https://alison.com/humanities/psychology courses/consumer behaviour |
| 5 | https://www.tandfonline.com/doi/full |

Elective - Marketing Management

| Programme:MBA CBCS – Revised Syllabus w.e.f. - Year 2023 – 24 | | | |
|---|---|---------------------------|--------------|
| Semester | Course Code | Course Title | |
| III | MK02 | Services Marketing | |
| Type | Credits | Evaluation | Marks |
| Core Elective | 3 | CES | UE:IE =70:30 |
| Course Objectives: | | | |
| <ul style="list-style-type: none"> To provide in-depth insight in managing and delivering of quality services To create awareness about the services sector, the challenges and opportunities therein. To understand the need and importance of people, process and physical evidence in Services Marketing Mix. | | | |
| Course Outcomes: | | | |
| <ul style="list-style-type: none"> Understand the challenges and opportunities involved in services sector. Understand the aspects of developing new services, promoting the services and making it available in a convenient manner. | | | |
| Unit: | Contents | | |
| 1 | Introduction to Services: Meaning, Goods Vs Services, Characteristics of Services – Intangibility, Inconsistency, Inseparability and Inventory; Classification of Services; Growth of Service Sector in India, Factors responsible for growth of service sector in India. | | |
| 2 | Services Marketing Mix: Introduction to the 7 Ps of Services Marketing Mix; Product-Levels of service product, the Flower of Service, Service Blueprint- the concept, components of service blueprint, Steps involved in preparing service blueprint, Stages in new service product development, Service Life Cycle Place : Place – Distribution Strategies for Services, channels of distribution in services, Challenges in distribution of Services Promotion: Promotion objective for Services; Personnel Selling, Advertising and Sales Promotion; Services marketing triangle Pricing: Pricing objectives, Pricing strategies- market skimming , market penetration, synchro pricing, psychological or odd pricing , market segmentation pricing | | |
| 3 | People: role of service employees in a service business, Service profit chain, Concept of Service encounter – Moment of Truth; Training and development of employees Physical evidence: Nature, Importance of physical evidence in services; Service scope. Process: Service as a process & as a system– Strategies for managing inconsistency –Customers as ‘co-producers’ of services; Self Service Technologies | | |

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| 4 | Service Guarantee – Concept, Handling complaints effectively; Defects, Failures and Recovery. |
| 5 | Service Quality: Meaning, Determinants /dimensions of service quality; How customers evaluate service performance, Service Quality Models- Gaps Model, SERVQUAL |
| 6 | Managing the demand and supply of services: patterns and determinants of demand, strategies for managing the demand, managing the capacity- capacity planning – waiting line strategies, inventorying the demand through reservations. |

Reference Books:

| Reference Books (Publisher) | Name of the Author | Title of the Book | Year Edition | Publisher Company |
|-----------------------------|---|--------------------|-------------------------|-------------------------------|
| 1 – National | Valarie A Zeithaml, Dwayne D. Gremler, Mary Jo Bitner and Ajay Pandit | Services Marketing | 4 th Edition | Tata McGraw Hill Publications |
| 2 – National | K Ram Mohan Rao | Services Marketing | 2 nd Edition | Pearson Education |
| 4 – International | Chrostopher Lovlock, Jayanta Chatterjee | Services Marketing | 7 th Edition | Pearson Education |

Online Resources:

| Online Resources No. | Website Address |
|----------------------|---|
| 1 | https://onlinelibrary.wiley.com/journal/14791838 |
| 2 | https://www.tandfonline.com/doi/ful |
| 3 | www.mheducation.com/hoghered/category.10366 |

MOOCs:

| Resources No. | Website Address |
|---------------|---|
| 1 | https://onlinecourses.swayam2.ac.in/imb19_mg20/preview |
| 2 | https://onlinecourses.nptel.ac.in/noc20_mg14/preview |
| 3 | https://www.tandfonline.com/doi/full |

Elective –Financial Management**Course :MBA CBCS - Revised Syllabus w.e.f. - Year 2023 – 24**

| Semester | Course Code | Course Title | |
|--|---|--|---------------|
| III | FM01 | Investment Analysis and Portfolio Management | |
| Type | Credits | Evaluation | Marks |
| Elective | 3 | CES | UE:IE = 70:30 |
| Course Objectives: | | | |
| <ul style="list-style-type: none"> To acquaint the students with basic concepts and avenues of investment, concept of risk and return related to investment. To explain the concept of Mutual Funds and derivatives and how to evaluate them. To explain the concept and applications of fundamental analysis and technical analysis for stock investments. To clarify how to construct the Investment plans for Individuals in different stages of life cycles and different situations. To explain the calculation of the risk and return for securities and for portfolios. To elucidate the modern portfolio theory and market efficiency using both theoretical and empirical arguments. | | | |
| Course Outcomes: | | | |
| <ul style="list-style-type: none"> Understand the risk and return relationship and various investment alternatives available in India. Comprehend the concept of Mutual Funds and derivatives and how to evaluate them. Understand how to use fundamental analysis and technical analysis for stock investments. Create a policy statement to showcase the objectives and risk tolerances of numerous categories of individual and institutional investors which can help in making Investment plans for Individuals in different stages of life cycles and different situations. Evaluate the effect of risk on investment decisions. Students will able to calculate the risk and return for securities and for portfolios. Understand the modern portfolio theory and market efficiency using both theoretical and empirical arguments. | | | |
| Unit | Contents | | |
| 1 | Introduction: Meaning, objectives, Scope, and Constraints Process of Investment, Avenues of Investments, Concepts of risk and return with reference to Investment, basic principles of risk management, risks involved in Investment, Current scenario of Investment in India, Role of Securities Market in Indian economy | | |
| 2 | Mutual Fund and Derivatives: Basic concepts, Functioning and Objectives of Mutual Fund, Types of Mutual Fund Schemes, Analysis of MF, Performance Evaluation of MF Schemes using Sharpe, Treynor and Jensen's Models, Basic concept and types of Derivatives, Developments in Derivative and MF market in India | | |
| 3 | Fundamental Analysis and Technical Analysis: Fundamental Analysis - Economic, Industry and Company analysis, Valuation of Equity and Preference shares, Technical Analysis - Concept, Importance and Limitations of Technical Analysis, Dow Theory, Technical Indicators and charts used in technical Analysis, Behavioral Finance and its impact on Investment decision making | | |

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|---|---|
| 4 | Process of Portfolio Management, Investment policy statement and asset allocation, Equity Management Strategies, Systematic Investment Plan (SIP), Analysis of Debt Instrument, Bond Management Strategies, preparation of Investment plans for Individuals in different stages of life cycles and different situations |
| 5 | Calculation for risk and return for Security/Portfolio: Problems on calculation of risk and return for security (mean, variance, and standard deviation), Problems on risk and return associated with portfolio consisting maximum three securities (mean, variance, and standard deviation), Capital Asset Pricing Model and its application |
| 6 | Portfolio Theories: Efficient Market Hypothesis concepts and forms of EMH, Testing techniques of Weak Form, Random Walk Theory, High Frequency Trading and its impact on EMH, Arbitrage Pricing Theory, Efficient Frontier, Optimal Portfolio, Efficient Frontier and Investor Utility, Indifference Curve |

Student has to upgrade Knowledge by using below inputs:

Reference Books:

| Reference Books (Publisher) | Name of the Author | Title of the Book | Year Edition | Publisher Company |
|-----------------------------|---|---|--|-----------------------------|
| 1 – National | Prasanna Chandra | Investment Analysis and Portfolio Management | 2012, 4 th Edition | Tata McGraw Hill, New Delhi |
| 2 – National | I M Pandey | Financial Management | 2010, , 10 th revised Edition | Vikas Publishing House |
| 3 – National | Bhalla, V.K. | Investment Management: Security Analysis and Portfolio Management | 2010, 17 th Edition. | S.Chand & Sons, |
| 4 – International | Frank K. Reilly, Keith C Brown | Investment Analysis and Portfolio Management | 2012, 10 th Edition | Cengage Learning |
| 5 – International | E. Fischer Donald , J. Jordan Ronald , K. Pradhan Ashwini | Security Analysis Portfolio Management | 2018, 7 th edition. | Pearson Education, |
| 6 – International | Eugene F. Brigham , Michael C. Ehrhardt | Financial Management :Theory and Practice | 2017 | Cengage Learning |

Online Resources:

| Online Resources No | Website Address |
|---------------------|---|
| 1 | https://www.moneycontrol.com |
| 2 | https://www.nseindia.com |
| 3 | https://www.sebi.gov.in |

| | |
|---|---|
| 4 | https://www.rbi.org.in |
| 5 | https://www.investopedia.com |

MOOCs:

| Resources No | Website Address |
|--------------|---|
| 1 | https://swayam.gov.in |
| 2 | https://www.edx.org |
| 3 | https://alison.com/certificate-courses |

BV(DU) / CDOE

Elective –Financial Management

| Programme :MBA CBCS – Revised Syllabus w.e.f. - Year 2023 – 24 | | | |
|---|--|---|---------------|
| Semester | Course Code | Course Title | |
| III | FM02 | Management of Financial Services | |
| Type | Credits | Evaluation | Marks |
| Elective | 3 | CES | UE:IE = 70:30 |
| Course Objectives: | | | |
| <ul style="list-style-type: none"> To give the students an insight into the principles, practices of the prominent Financial services and their functioning in the changing economic scenario. To make critical appraisal of the working of the specific financial Services in India. To brief the students about developments in financial services. To provide a judicious mixture of theory and business practices of the contemporary Indian financial services. | | | |
| Course Outcomes: | | | |
| <ul style="list-style-type: none"> Understand the role and function of the Indian financial system , Financial Market and Various instruments of Financial Services. Demonstrate an awareness of the current structure and regulation of the Stock Exchange Mutual Fund Industry, Merchant Banking and Venture capital concept in Indian Context. Understand the concept of Rural Banking, Microfinance in Indian Financial service. Evaluate and create strategies to promote financial products and services. | | | |
| Unit | Contents | | |
| 1 | <p>Introduction to Indian Financial System: Meaning and Functions of IFS, Development of Financial System in India, Weakness of Indian Financial Systems. Structure of Financial System-Financial Market, Financial Institutions /Intermediaries and Instruments.</p> <p>Financial Service : Meaning, Features of Financial Service, Classifications, Importance and Scope of Assets/Fund Based Services:- Hire purchase finance, Leasing , Factoring , Forfeiting, Loan Syndication, Consumer Credit, Challenges facing the financial services sector .</p> | | |
| 2 | <p>Financial Market Operations: Recent Development of Indian Capital and Money Market , Capital Market Operation: New Issue Market- Functions of New issue market, players of New issue market, Primary and Secondary market Operation, Procedure of (IPO), Book Building. Role of Capital market Intermediaries Recent cases of IPO's in India.</p> <p>Money Market Operation: features and objective of money market, Recent Developments, Composition of Money Market.</p> <p>Stock Market Operations: Stock Exchange functions in India, Listing of securities- Stock Indices in India- SENSEX and NIFTY - BSE&NSE</p> | | |
| 3 | <p>Investment Banking Overview of commercial vs. Investment banking, capital raising, debt, equities,</p> <p>Merchant Banking: Origin, Nature and scope of merchant banking , Role of Merchant Banker, types of Merchant banking services, Project Counseling , Pre-issue and Post –Issue Management, Progress of Merchant banking in India, guidelines for merchant bankers issued by SEBI.</p> <p>Mutual Fund: Concept, Structure of Mutual fund Operations in India, Types of Mutual Fund, Advantages and Limitations of Mutual Fund, Problems for</p> | | |

| | |
|---|---|
| | Slow growth of Mutual fund concept in India, Guidelines for Mutual fund service, Rights & facilities for Investors, Future of Mutual fund industry. Recent cases on Mutual Fund Industries in India |
| 4 | Venture Capital: Venture capital: Origin, concept, features, Advantages and Limitations, Stages in venture capital financing, Venture capital Guidelines- Methods of venture financing. Case studies of Venture capitalist companies |
| 5 | Credit Rating and Securitization: Credit Rating: Introduction, Meaning, functions of credit rating agencies, Major Players in credit rating agencies in India, Debt Rating System of CRISIL, ICRA and CARE. Securitization: Concept and Meaning, modus Operandi, Securitization in India and new guidelines on Securitization |
| 6 | Rural Banking and Microfinance: -Financing Rural Development: Functions and policies of RBI and NABARD; Rural Credit Institutions-Role and function, Regulation of Rural Financial Services. Microfinance: Origin, Meaning and Concept, advantages and Limitations, Micro credit, micro insurance scheme, SHGs/NGOs, linkages with banking, Role and Functions of Linkage banks towards development of Microfinance Industry in India. |

Student has to upgrade Knowledge by using below inputs:

Reference Books:

| Reference Books (Publisher) | Name of the Author | Title of the Book | Year Edition | Publisher Company |
|-----------------------------|--------------------------|---|--------------------------------------|----------------------------------|
| 1 – National | E-Gordon, K Natarajan | Financial Markets and Services | Revised 6 th Edition 2010 | Himalaya Publishing House |
| 2 – National | M.Y.Khan | Financial Services,. | 2010 | Tata McGraw Hill |
| 3-National | <u>Bharati V. Pathak</u> | The Indian Financial System: Markets, Institutions and Services | 2010 | Tata McGraw Hill |
| 5 –National | Ramesh Babu | Indian Financial System | 2011 | |
| 6 –National | G.S. Batra | Financial Service New Innovation | 2015 | ND publication |
| 7–National | <u>Gurusamy</u> | Financial Services | 2009 | Tata McGraw-Hill Education, 2009 |

| | Journals : |
|---|--|
| 1 | Indian Journal of Finance |
| 2 | ICFAI Journal of Applied Economics |
| 3 | ICFAI Journal of Emerging Market Finance |
| 4 | Journal of Financial Research |

Online Resources:

| Online Resources No | Website Address |
|---------------------|---|
| 1 | corporatefinanceinstitute.com |
| 2 | https://www.pdfdrive.com/banking-and-indian-financial-systems |
| 3 | https://www.pdfdrive.com/indian-financial-system-and-management-of-financial-institutions |
| 4 | https://www.pdfdrive.com/capital-markets-financial-management-and-investment-management- |
| 5 | https://www.google.co.in/books/edition/The_Indian_Financial_System_Markets_Inst |

MOOCs:

| Resources No | Website Address |
|--------------|---|
| 1 | FinTech and the Transformation in Financial Services (Coursera) |
| 2 | http://ugemoocs.inflibnet.ac.in/ Subject : Indian Financial Markets and Services (26) |
| 3 | https://www.edx.org/course/financial-development-and-financial-inclusion |
| 4 | https://www.coursera.org/specializations/digital-transformation-financial-services |

Elective – Human Resource Management

| Course : MBA CBCS – Revised Syllabus w.e.f. - Year 2023 – 24 | | | |
|--|---|--|--------------|
| Semester | Course Code | Course Title | |
| III | HR01 | Human Resource Planning and Development | |
| Type | Credits | Evaluation | Marks |
| Core | 3 | UE:IE | 70:30 |
| Course Objectives: | | | |
| <ul style="list-style-type: none"> • Understanding the process of Human resource planning • Appraise the techniques of HR planning • Formulating the HR procurement and deployment • Understanding the role of training and executive development • comparing and applying various methods of training • Determining the training designs and evaluation | | | |
| Learning Outcomes: | | | |
| <ul style="list-style-type: none"> • Describe the process of human resource planning applying the techniques for human resource planning • Identify the human resource procurement and deployment • Explain the role of training and development distinguish different methods of training and their applications assess the design and outcome of training | | | |
| Units: | Contents | | |
| 1 | Concept of Human Resource Planning ; Objectives ; Need and Importance ; Process ; Levels ; problems in HR planning and Factors influencing Human Resource Planning | | |
| 2 | Human Resource Demand & Supply forecasting tools and techniques – Managerial Judgment ; Work-study methods ; ratio-trend analysis ;work- force analysis; work-load analysis ; job analysis ; Staffing table ; markov analysis; skill inventory ; replacement chart ; labour supply ; cohort analysis ; scenario analysis ; Quantitative determination of human resource requirements: Work Study— The Human Factors and Issues in the Application of Work Study and Work Measurement – Labour Turnover | | |
| 3 | Recruitment plan ; Recruitment Sources; Current practices in Recruitment: Outsourcing, e-recruitment career planning ; succession planning; redeployment planning; redundancy plan – retaining, retrenchment, VRS; Job-design | | |
| 4 | Concept of training, terms - education Knowledge, Skills, attitudes, need of training, importance, objectives of training, ADDIE model, Principles of training; concept of executive development: Objectives, importance, process of executive development | | |
| 5 | Training needs analysis (TNA): Meaning and purpose of TNA, TNA at different levels, Process of TNA, output of TNA, Training and Development methods : On-the-Job & Off-the-job, job instructions training, apprenticeship, internship, demonstrations, self-directed learning, coaching, job rotation, project assignment, simulation methods, lectures, case studies, group discussion, conferences, role playing, management games, in basket exercise, sensitivity training, vestibule training, e-training. | | |

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|---|--|
| 6 | Designing training Programme – considerations in designing effective training programs selection of trainers, training material & aids, use of technology in training Evaluation of training – Need for evaluating training, Kirkpatrick evaluation criteria – reactions, learning, behavior, results, ROI, Cost-benefits analysis |
|---|--|

Reference Books:

| Reference Books (Publisher) | Name of the Author | Title of the Book | Year Edition | Publisher Company |
|-----------------------------|---|--|--------------|-----------------------------|
| 1 – National | Dr. Rishipal | Training and Development methods | 2011 | S. Chand |
| 2 – National | Rolf, P., and UdaiPareek | Training for Development | | Sage Publications Pvt. Ltd. |
| 3 – National | J.W. Walker | Human Resource Planning | | McGraw Hill. |
| 4 – International | Noe, Raymond A., and Amitabh DeoKodwani | Employee Training and Development | | Tata McGraw Hill. |
| 5 – International | Edward, Leek | Manpower Planning, Strategy and Techniques in Organizational Context | | Wiley |
| 6 – International | Paul Turner | HR Forecasting and Planning | | CIPD |

Online Resources:

| Online Resources No | Website Address |
|---------------------|---|
| 1 | http://www.eiilmuniversity.co.in/downloads/Human-Resource-Planning-Development.pdf |
| 2 | https://www.pdfdrive.com/human-resource-planning-human-resource-planning-e15282999.html |
| 3 | https://www.pdfdrive.com/human-resource-planning-development-e38508079.html |
| 4 | https://www.pdfdrive.com/understanding-human-resource-development-philosophy-processes-practices-routledge-studies-in-human-resource-development-e184374786.html |

MOOCs:

| Resources No | Website Address |
|--------------|---|
| 1 | https://www.edx.org/ |
| 2 | https://www.coursera.org/ |
| 3 | https://alison.com/ |
| 4 | https://swayam.gov.in/nc_details/NPTEL |

Elective – Human Resource Management

| Course : MBA CBCS – Revised Syllabus w.e.f. - Year 2023 – 24 | | | |
|---|---|---------------|-------|
| Semester | Course Code | Course Title | |
| III | HR02 | Labour Laws-I | |
| Type | Credits | Evaluation | Marks |
| Core | 3 | UE:IE | 70:30 |
| Course Objectives: | | | |
| <ul style="list-style-type: none"> To understand the laws and rules pertaining to labor To understand the various concepts and laws in Labour Welfare, health and safety To understand the laws and rules pertaining to social security To understand the laws related to discipline | | | |
| Learning Outcomes: | | | |
| <ul style="list-style-type: none"> Understanding various importance's of labour laws in effective business management. Understanding the legislation related to Labour Welfare, health and safety. Understand various statutory provisions related with industrial relations and labour welfare. Analyze issues and challenges of applying provisions as per legislations in the industry Familiarizing, analyzing and applying the role of labor welfare in employee motivation and satisfaction. | | | |
| Unit | Contents | | |
| 1 | Industrial Jurisprudence History and types of labour legislations, Concept of Jurisprudence, an overview of industrial jurisprudence, principles of social justice, natural justice, equity and economy, unique characteristics of Indian labour. | | |
| 2 | Laws relating to working condition - Factories Act 1948 Definition, provisions relating to health, safety and welfare, provisions relating working hours for adults, hazardous process, restriction on employment of women and children, Certifying officers, enforcement of the act and penalties | | |
| 3 | Laws relating to wages Payment of Wages Act 1936 ; definition, provisions for payment of wages, authorized deduction, enforcement of the act, Minimum Wages Act, the Equal Remuneration Act, 1976 - definitions, payment of equal remuneration, advisory committee, enforcement of the act | | |
| 4 | Social Security 1. The Employee Provident Fund, Miscellaneous Provisions Act, 1952 2. The Employee State Insurance Act, 1948 3. The Workmen Compensation Act 1923 4. The Bombay Labour Welfare Act The role of ILO in promoting social security, Contribution of ILO to Labour Welfare | | |

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|---|--|
| 5 | The Industrial Employment (Standing Orders) Act 1946 Definition, Special features, Matters to be provided in Standing Orders, Submission and certification of Standing Orders. Payment of Bonus Act, Payment of Gratuity Act |
| 6 | The Maternity Benefit Act Definition, right to payment of maturity benefit, provision pertaining to leave, forfeiture of the benefit, Minimum Wages Act - Definition, provisions - meaning of the term "Wage" - Wage Vs. Salary, "Workmen Compensation Act" |

Reference Books:

| Reference Books (Publisher) | Name of the Author | Title of the Book | Publisher | Year |
|-----------------------------|------------------------------|--|-----------|------|
| 1 – National | J.K.Bareja, | Industrial Laws, Galgotia and Sons | | |
| | P.R.N.Sinha | Industrial relations, Trade unions and Labour legislation, Pearson Edu | | |
| 2 – National | Paul Blyton, Peter Turnbull, | Dynamics of employee relations, Macmillan | | |
| 3 – National | V.P.Micheal, | Industrial relations in India and Workers Involvement | | |
| 4 – National | C.B.Memoria, | Dynamics of Industrial Relations | | |
| 5 – National | Agalgatti B B | - Labour Welfare and Industrial Hygiene , NiraliPrakashan | | |

Online Resources:

| Online Resources No | Website Address |
|---------------------|---|
| 1 | https://www.ilo.org/inform/online-information-resources/research-guides/national-labour-law/lang--en/index.htm |
| 2 | https://guides.loc.gov/employment-and-labor-law/online-resources |
| 3 | https://guides.library.utoronto.ca/c.php?g=251198&p=1673409 |
| 4 | https://labour.gov.in/ |
| 5 | https://ec.europa.eu/social/main.jsp?catId=157 |

MOOCs:

| Resources No | Website Address |
|--------------|---|
| 1 | https://www.coursera.org/lecture/eu-law-doing-business/labour-law-and-social-policy-oKS5T |
| 2 | https://swayam.gov.in/explorer?category=Law |

Elective – International Business

| Programme :MBA CBCS - Revised Syllabus – w.e.f. - Year 2023 – 24 | | | |
|---|--|--|---------------|
| Semester | Course Code | Course Title | |
| III | IB01 | Regulatory Aspects of International Business | |
| Type | Credits | Evaluation | Marks |
| Core elective | 3 | CES | UE:IE = 70:30 |
| Course Objectives: | | | |
| <ul style="list-style-type: none"> To enable the student to understand the international business transactions and legal compliances related to the smooth conduct of business. To give background of legal framework of Cross border trade. To make students aware of Regulatory framework and also keep abreast with latest cross border trade regulations | | | |
| Course Outcomes: | | | |
| <ul style="list-style-type: none"> The course will help students to understand the scenario of world trade and how regulations help the smooth conduct of trade processes. The course will help students to know the various legal compliances and documentations in the cross border trade. | | | |
| Unit | Contents | | |
| 1 | International Business transactions – Nature of cross border trade, Need to govern the cross border trade, International Law, choice of Law, conflict of Laws, Legal & Regulatory aspects | | |
| 2 | Framework of Statutes that govern cross border trade, Statutes framed by country of origin of transaction & International Guidelines | | |
| 3 | Regulation of International Banking, High Financial gearing, BCCI International affair, Bank for International Settlement | | |
| 4 | Regulation of Monetary System, Period between wars, Breton Woods, Euro, Smithsonian Agreement, Snake in Tunnel, Plaza & Louvre Accord, Regulatory Arbitrage, Labuan Model, Currency Board | | |
| 5 | Indian scenario – Process of Regulation & Deregulation ,Exchange Control Manual, An Introduction to FEMA, FEDAI Role & Rules , UCPDC – ICC Publication URC – ICC Publication Important clauses &interpretation ,Customs & Baggage Rules – Sale of Goods Act, INCOTERMS | | |
| 6 | International Debt Crises, Herstst Bank Crisis, Asian & other crises, Sovereign Risk – State Immunity Act, International Accounting Standards, Trade related Intellectual Property Rights, World Transfer Pricing | | |

Student has to upgrade Knowledge byusing below inputs:

Reference Books:

| Reference Books | Name of the Author | Publishers |
|-----------------|---|---|
| International | ICC Publication UCPDC -Uniform Customs and Practice for Documentary Credits | International Chamber of Commerce |
| International | Global Business Regulation by John Braithwaite | Cambridge University Press (February 13, 2000) |

| | | |
|---------------|---|---|
| International | Legal & Ethical Aspects of International Business (Aspen College) by Eric L. Richards | Wolters Kluwer Law & Business (February 27, 2014) |
| International | International Banking Legal and Regulatory Aspects(Diploma in International Banking and Finance) by Indian Institute of Banking and Finance, Mumbai 2007-2008 | Publisher-Rajiv Beri from Macmillan India Ltd. |
| National | Regulatory requirements under FEMA 1999 Vol I FEDAI Publication | FEDAI Publications, Govt. of India |
| National | Foreign Trade Policy – R- Return XOS & BEF, FEDAI Publication | |

Online Resources:

| Online Resources | Website Address |
|------------------|---|
| 1 | http://www.ipindia.nic.in/ |
| 2 | https://udyamregistration.gov.in/docs/nic_2008_17apr09.pdf |
| 3 | https://dgft.gov.in/CP/ |
| 4 | https://www.fieo.org/ |
| 5 | https://www.trademapp.org/ |
| 6 | https://msme.gov.in/know-about-msme |
| 7. | https://www.google.co.in/books/edition/International_Banking_Legal_Regulatory_A/lhYsJqiKj8EC?hl=en&gbpv=1&dq=regulatory+aspects+of+international++business+books+indian+author&printsec=frontcover |

MOOCs:

| Resources No | Website Address |
|--------------|---|
| 1 | https://www.edx.org/learn/international-trade |
| 2 | https://www.openlearning.com/courses/GFML3073/ |

Elective – International Business

| Programme :MBA CBCS - Revised Syllabus w.e.f. - Year 2023 – 24 | | | |
|--|---|--|---------------|
| Semester | Course Code | Course Title | |
| III | IB02 | Export Import Policies Procedures and Documentation | |
| Type | Credits | Evaluation | Marks |
| Core Elective | 3 | CES | UE:IE = 70:30 |
| Course Objectives: | | | |
| <ul style="list-style-type: none"> • To make students aware about the cross border trade procedures and practices in International Logistics | | | |
| Course Outcomes: | | | |
| <ul style="list-style-type: none"> ▪ The course will provide a clarity on the Import-Export cycle. ▪ The course will help students to know the various compliances and documentations in the Import Export Process ▪ The course will help students to know the logistic process and various agencies involved the export –import process. | | | |
| Unit | Contents | | |
| 1 | International Business – Nature & Scope, Framework of International Business, Meaning of Export/ Deemed Export/ Import | | |
| 2 | World's Foreign Trade Scenario and Trade Composition, India's Foreign Trade, Important Statutes/Acts/Policies for International Trade, Export Procedure step by step from registration to final shipment and post shipment. | | |
| 3 | Documentation in Export/ Import required for Sales Contract, Shipment, Custom Clearance, Banks, Insurance and Transport etc. | | |
| 4 | Cross Border Payment Settlement Procedure with Advanced Payment Method, Open Account Method, Documentary Credit, Documentary Collection and Consignment Trading | | |
| 5 | International Trade Logistics – Meaning, Objective, International Logistic Agencies in India and outside India, their functions. | | |
| 6 | Warehousing, Ports in India, Port Efficiency and Productivity, Freight Forwarder, Custom House Agent, Multimodal Transport Operator, Containerization – Types and Dimensions, Linear Shipping Services\ <u>Project</u> – Students are supposed to select a product for export with the help of Product and Market selection techniques and need to explain each step involved in the export process from the registration stage to post shipment stage. | | |

Student has to upgrade Knowledge by using below inputs:

Reference Books:

| Reference Books (Publishe) | Name of the Author | Title of the Book | Year Edition | Publisher Company |
|----------------------------|---------------------------|---|--------------|--|
| 1-National | Aseem Kumar | Export Import Management | 2007 | Excel Books |
| 2-National | C. Rama Gopal | Export Import Procedure and Documentatio n | 2019 | New age International Publisher_s, New Delhi |
| 3-National | W.K. Acharya and Jain K.S | Export Import Procedure and Documentatio n | 2019 | Himalaya Publishing House, Mumbai |
| 4-National | CA Shiva Chaudhary | How to start Export Import Business | 2018 | Educreation Publishing |

Online Resources:

| Online Resources No | Website Address |
|---------------------|---|
| 1 | http://www.ipindia.nic.in/ |
| 2 | https://udyamregistration.gov.in/docs/nic_2008_17apr09.pdf |
| 3 | https://dgft.gov.in/CP/ |
| 4 | https://www.fieo.org/ |
| 5 | https://www.trademap.org/ |
| 6 | https://msme.gov.in/know-about-msme |

MOOCs:

| Resources No | Website Address |
|--------------|---|
| 1 | http://niryatbandhu.iift.ac.in/exim/ |
| 2 | https://www.edx.org/learn/international-trade |
| 3 | https://www.openlearning.com/courses/GFML3073/ |

Elective – Production and Operations Management

| Programme :MBA CBCS - Revised Syllabus – w.e.f. - Year 2023 – 24 | | | |
|---|--|---------------------------|---------------|
| Semester | Course Code | Course Title | |
| III | PM01 | Quality Management | |
| Type | Credits | Evaluation | Marks |
| Core Elective | 3 | CES | UE:IE = 70:30 |
| Course Objectives: | | | |
| <ul style="list-style-type: none"> To understand the Quality Management concept and principles and the various tools available to achieve Quality Management. Provide a basic understanding of "widely-used" quality analysis tools and techniques. Create an awareness of the quality management problem-solving techniques currently in use. Stressing upon the importance of the quality principles on the business performance. | | | |
| Course Outcomes: | | | |
| <ul style="list-style-type: none"> Evaluate the principles of quality management and to explain how these principles can be applied within quality management systems. Identify the key aspects of the quality improvement cycle and to select and use appropriate tools and techniques for controlling, improving and measuring quality. Critically appraise the organizational, communication and teamwork requirements for effective quality management Critically analyze the strategic issues in quality management, including current issues and developments, and to devise and evaluate quality implementation plans. | | | |
| Units | Contents | | |
| 1 | Introduction : Definition, importance, objectives of quality, Types of Quality, Customer driven quality, determinants of quality, cost of quality, dimensions of quality | | |
| 2 | Quality Control: Quality and Financial performance, quality control objectives, quality control and inspection, quality assurance. | | |
| 3 | Control Charts for SQC :Statistical Quality Control (SQC). Control charts for variables such as X, R charts and control charts for attributes such as p- chart, np-chart, c-chart. Construction & use of the control charts. | | |
| 4 | Acceptance Sampling for SQC :Principle of acceptance sampling. Producer's and consumer's risk. Sampling plans –single, double & sequential. Sampling by attributes and variables. | | |
| 5 | Customer Focus: The importance of customer satisfaction, ACSI Model, Kano's model of customer satisfaction, customer – driven quality cycle. | | |
| 6 | Quality Systems: Need for ISO 9000 and Other Quality Systems, ISO 9000:2000 Quality, Quality Auditing, Six Sigma, Taguchi method, TS 16949, Kaizen. | | |

Student has to upgrade Knowledge by using below inputs:

Reference Books:

| Reference Books (Publisher) | Name of the Author | Title of the Book | Year Edition | Publisher Company |
|-----------------------------|---------------------|--|--------------|---|
| 1 – National | Sundarrajan | Total Quality Management 3rd Edition | | PEARSON INDIA |
| 2 – National | P. I. Jain | Quality Control & Total Quality Management | | Tata McGraw-Hill Education |
| 3 – National | John Bank | The essence of Total Quality Management | | Prentice Hall |
| 4 – International | N. Logothetis | Managing for Total Quality | | Prentice Hall; International Ed Edition |
| 5 – International | Dale H Bester field | Quality Control | | Pearson Education |

Online Resources:

| Online Resources No | Website Address |
|---------------------|---|
| 1 | www.iso.org |
| 2 | www.bis.gov.in |
| 3 | https://asq.org/quality-resources/total-quality-management |

MOOCs:

| Resources No | Website Address |
|--------------|--|
| 1 | www.coursera.org |
| 2 | www.edx.org |
| 3 | www.openlearning.com |

Elective – Production and Operations Management

| Programme :MBA CBCS – Revised Syllabus – w.e.f. - Year 2023 – 24 | | | |
|---|--|--------------------------------|---------------|
| Semester | Course Code | Course Title | |
| III | PM02 | Business Process Reengineering | |
| Type | Credits | Evaluation | Marks |
| Core Elective | 3 | CES | UE:IE = 70:30 |
| Course Objectives: | | | |
| <ul style="list-style-type: none"> To explain how organizational performance in terms of efficiency and effectiveness can be improved through BPR. To introduce BPR as a change management tool. To explore and master the fundamental principles of BPR. | | | |
| Course Outcomes: | | | |
| <ul style="list-style-type: none"> DEFINE the keyterms associated with Business Process Reengineering. EXPLAIN the various supporting and opposing forces to Business Process Reengineering in simple business situations. APPLYING APPLY modeling tools for simple business processes FORMULATE a working plan to establish a Business Process Reengineering team EVALUATE the success of a BPR initiative in relation to the impact on organizational KPIs. IMAGINE ways to improve business or non-business processes. | | | |
| Unit | Contents | | |
| 1 | Introduction to business processes: Definition of business process, Dimension of business process, Common business processes in an organization, Definition of business process redesign, Definitions of various management-related terms, Business processes improvement | | |
| 2 | Introduction to Business Process Reengineering (BPR): Definition of business processes – Concept of BPR - Definition of business process redesign, BPR - Evolution, Definition, Need for reengineering, Benefits, Role of leader & manager, Breakthrough reengineering model, BPR guiding principles, Business process reengineering & performance improvement, Key targets of BPR, Myths about BPR , What reengineering isn't , BPR and other quality management concepts, BPR and ERP relation. BPR and Process Simplification, BPR and Continuous Improvement | | |
| 3 | Enablers of BPR: Enablers of BPR in manufacturing – Agile Manufacturing, Lean Manufacturing, JIT, Collaborative Manufacturing, Intelligent Manufacturing, Product design & development. Relationship between BPR and information technology, Role of information technology in reengineering Criticality of IT in Business Process. Factors related to IT infrastructure | | |
| 4 | BPR & Information Technology: Introduction ,Relationship between BPR & Information Technology, Role of Information Technology in reengineering, Role of IT in BPR (with practical examples), Criticality of IT in business process, BPR tools & techniques, Enablers of process reengineering, Tools to support BPR ,Future role of IT in reengineering | | |

| | |
|---|---|
| 5 | BPR implementation methodology: Reasons of implementation of BPR, Necessary attributes, BPR team characteristics, Key concepts of BPR, BPR methodology, Different phases of BPR, BPR model, BPR methodology selection guidelines, Common steps to be taken for BPR implementation |
| 6 | The Power of Habit in organizations, Planned changes in business re-engineering projects; Factors relating to change management systems and culture, Committed and strong leadership, Factors relating to organizational structure, Factors related to BPR program management, Factors related to IT infrastructure, Factors Relating to BPR Failure, Problems in communication and organizational resistance, Lack of organizational readiness for change, Problems related to creating a culture for change, Lack of training and education, Factors related to management support, Ineffective BPR teams, A framework for barrier management. Success factors of BPR: Reengineering success factors, Critical success factors of BPR, |

Student has to upgrade Knowledge by using below inputs:

Reference Books:

| Reference Books (Publisher) | Name of the Author | Title of the Book | Year Edition | Publisher Company |
|-----------------------------|---|--|--------------|--------------------------------------|
| 1 – National | - Radhakrishnan, Balasubramanian | Business Process Reengineering | | , PHI, Eastern Economy Edition, 2008 |
| 2 – National | - Jayaraman, Ganesh Natrajan and Rangaramanujan | Business Process Reengineering | | MGH. |
| 3 – National | - Dey, | Business Process Reengineering and Change Management | | Biztantra. |
| 4 – International | Harmon, P , Elsevier/Morgan | Business Process Change : A Guide for Business Managers and BPM and Six Sigma Professionals, | | Kaufmann Publishers. |
| 5 – International | Walford, R.B., | Business Process Implementation for IT Professionals and Managers, | | Artech House. |
| 6 – International | Hammer, M. and Champy, J, | Re-engineering the Corporation: A Manifesto for Business Revolution, | | Harper Business |

Online Resources:

| Online Resources No. | Website Address |
|----------------------|---|
| 1 | https://en.wikipedia.org/wiki/Business_process_re-engineering |
| 2 | https://searchcio.techtarget.com/definition/business-process-reengineering |
| 3 | https://www.minit.io/blog/business-process-reengineering-examples#accept |
| 4 | https://www.cleverism.com/business-competitive-business-process-reengineering-bpr/ |
| 5 | https://www.sweetprocess.com/business-process-reengineering/#chapter-8 |

MOOCs:

| Resources No | Website Address |
|--------------|------------------|
| 1 | mooc.org |
| 2 | www.Coursera.org |
| 3 | www.Udemy.com |
| 4 | Swayam.gov.in |

Elective – Information Technology Management

| Programme :MBA CBCS Revised Syllabus – w.e.f. - Year 2023 – 24 | | | |
|---|---|-----------------------------------|--------------|
| Semester | Course Code | Course Title | |
| III | IT01 | System Analysis and Design | |
| Type | Credits | Evaluation | Marks |
| Core Elective | 3 | CES | IE:UE:70:30 |
| Course Objectives: | | | |
| <ul style="list-style-type: none"> • Explain what systems are and how they are developed. • Identify and describe the phases of the systems development life cycle. • Follow the analysis portion of the Systems Development Life Cycle in a disciplined manner. • Develop and evaluate system requirements. • Work effectively in a team environment. • Describe the role and responsibilities of the systems analyst in the development and management of systems. | | | |
| Course Outcomes: | | | |
| <ul style="list-style-type: none"> • Explain the need for and value of a formalized step-by-step approach to the analysis, design, and implementation of computer information systems. • Use tools and techniques for process and data modeling. • Describe the role and responsibilities of the participants in information systems° development. • Develop a feasibility analysis of a proposed system. • Develop and deliver a Requirements Definition Proposal for a new system in a well-structured business proposal. • Explain the common ways projects fail and how to avoid these failures. • Implement various project management tools. | | | |
| Units | Contents | | |
| 1 | Introduction to system concepts: Introduction to System, characteristic, elements of system, types of system, categories of information system | | |
| 2 | General phases of system development life cycle: SDLC, waterfall model, prototyping model, spiral model and 4GT, system analysis | | |
| 3 | 3 Requirement and Structured Analysis: Feasibility Study, Fact-finding techniques, Decision Tree and Decision Table Pseudocode, Structured English, DFD | | |
| 4 | Database Design and Documentation Techniques: ERD, System Flow Charts; Functional Decomposition Diagram; Structured Flow-Charts. | | |
| 5 | User Interface Design: Interface Design Dialogue, Strategies, Screen Management | | |
| 6 | Practical and case studies a) Hospital Management b) Hotel Management c) Library Management d) Inventory Management | | |

Student has to upgrade Knowledge byusing below inputs:

Reference Books:

| Reference Books (Publisher) | Name of the Author | Title of the Book | Year Edition | Publisher Company |
|-----------------------------|--------------------|--|--------------|-------------------|
| 1 – National | Awad | System Analysis and Design | | |
| 2 – National | Senn | System Analysis and Design: | | |
| 3 – National | Roger S. Pressman | Software Engineering a Practioner's Approach | | |

Online Resources:

| Online Resources No | Website Address |
|---------------------|---|
| 1 | https://www.tutorialspoint.com/system_analysis_and_design/system_analysis_and_design_quick_guide.htm |
| 2 | https://www.yourarticlelibrary.com/management/mis-management/system-analysis-objectives-reasons-and-tools-mis/70388 |

MOOCs:

| Resources No | Website Address |
|--------------|------------------|
| 1 | mooc.org |
| 2 | www.Coursera.org |
| 3 | www.Udemy.com |
| 4 | Swayam.gov.in |

Elective – Information Technology Management

| Programme :MBA CBCS – Revised Syllabus – w.e.f. - Year 2023 – 24 | | | |
|---|---|-------------------------------------|---------------|
| Semester | Course Code | Course Title | |
| III | IT02 | Information System Security & Audit | |
| Type | Credits | Evaluation | Marks |
| Core Elective | 3 | CES | UE:IE = 70:30 |
| Course Objectives: | | | |
| <ul style="list-style-type: none"> Describe the general framework for IT risks and control. Identify the unique elements of computer environment and discuss how they affect the audit process. Describe the security aspect and audit issues related to computer security. To enable the students to grasp knowledge of Auditing along with exposure to modern business information systems. Understand the audit objectives and procedures used to test data management controls. Discuss the stages in the SDLC | | | |
| Course Outcomes: | | | |
| <ul style="list-style-type: none"> Understand the difference between Security Metrics and Audits. Knowledge on Vulnerability Management Know the Information Security Audit Tasks, Reports and Post Auditing Actions Understand Information Security Assessments Examine the multiple layers of IS security in organizations. Analyze the risk management approach to information assets' security with respect to operational and organizational goals. Evaluate physical and logical security controls, and the automated approaches in IS security. | | | |
| Unit | Contents | | |
| 1 | Information Systems Audit: What is Information Systems (IS) Auditing? ,Need for control and audit of computers, Effects of computers on internal controls, Effects of computers on auditing, Foundations of Information Systems Auditing, Organizational Responsibilities(Executive management, Auditors, IT and Information security and General users) Information system control : Information system control techniques, categories of internal control, organizational controls, data processing environmental control, Business continuity planning control, user control, boundary control, input control, control over data | | |
| 2 | Meaning of Risk, Business risk, audit risk, security risk, and continuity risk. SEI risk statement (two things needed to express risk clearly) Components of risk: threat, vulnerability, exposure, impact, consequence Risk response options: manage, reduce, transfer, ignore, monitor Threat classes: natural, accidental and unintentional, intentional, political unrest, Threat agents, threat agent motives, Four basic steps to a risk assessment. | | |
| 3 | Information security programs- Relative importance of people, policy, and technology, Legal, Ethical and Professional Issues in Information Security Program foundation: policy, education, ownership, defined responsibilities Role of risk management in information security programs Information Security Management- Supporting role and purpose of: policy, training, culture, baselines, system acquisition and development, change management, configuration management, monitoring, personnel policies, assessments, metrics, and evaluation Incident response and basic steps: identification, containment, collection, recovery, analysis Cyber frauds, cyber attacks, impact of cyber frauds on enterprise, techniques to commit cyber frauds. | | |

| | |
|---|---|
| 4 | Software / System Development Life Cycle- Four basic steps in SDLC: analysis, development, testing, implementation General sense for SDLC risks , Differences between pre- and postimplementation audits Pre-implementation and Post-implementation: approaches, role of auditor, advantages, disadvantages (in both phases) |
| 5 | Evidence Collection- Audit software, Code review, test data, and code comparison, Concurrent auditing techniques, Interview, questionnaires, and control flowcharts, Performance measurement tools. Evaluating Asset Safeguarding and Data Integrity Introduction, measures of asset safeguarding and data integrity, Nature of the global evaluation decision, Determinants of judgment performance, Audit technology to assist the evaluation decision, Cost-effectiveness considerations, Overview of the efficiency evaluation process, Performance indices, Workload models, System models, combining workload and system models, Overview of the effectiveness evaluation process, A model of Information System effectiveness, Evaluating system quality, Evaluating information quality, Evaluating perceived usefulness, Evaluating perceived ease of use, Evaluating computer self-efficacy, Evaluating Information System use, Evaluating individual impact, Evaluating Information System satisfaction, Evaluating organizational impact |
| 6 | Audit planning - Scope, objectives, Audits vs. assessments Need for business continuity management, Business Continuity policy and Planning, objectives Goals, plan, implementation, testing, Types of Back up, Disaster recovery plan, Audit of BCP and DRP New trends- cloud computing, security issues, mobile computing, BYOD(bring your own device) threats of BYOD, web 2.0, social media and network – social network threats , Green IT security service and challenges |

Student has to upgrade Knowledge by using below inputs:

Reference Books:

| Reference Books (Publisher) | Name of the Author | Title of the Book | Year Edition | Publisher Company |
|-----------------------------|---|---|--------------|--|
| 1 – National | Doug Dayton, Daug Dayton | —Information Technology Audit Handbookl, | (1997), | Prentice Hall, ISBN: 0136143148 |
| 2 – National | Ron Weber | Information Systems Control and Auditl, | | Pearson Education Inc., Ninth Impression, 2013, ISBN 978-81-317-0472-1 |
| 3 – National | Richard E. Cascarino | Auditor's Guide to Information Systems Auditing | | - 978-0-470-00989-5 Willey publication |
| 4 – International | Frederick Gallegos, Sandra Allen-Senft, Daniel P. Manson (1999) | —Information Technology Control and Auditll | | Auerbach Pub, ISBN: 0849399947 |

| | | | | |
|-------------------|---|--|--|--|
| 5 – International | James A. Hall | . —Information Systems Auditing and Assurance, | | South Western College Publishing, 1999. |
| 6 – International | Michael E. Whitman and Herbert J. Mattord | Principles of Information Security, | | —Thomson Course Technology, 3rd Ed., 2008. |

Online Resources:

| Online Resources No | Website Address |
|---------------------|---|
| 1 | https://core.ac.uk/download/pdf/6673169.pdf |
| 2 | https://www.tutorialspoint.com/system_analysis_and_design/system_analysis_and_design_security_audit.htm |
| 3 | https://www.isaca.org/resources/isaca-journal/issues/2016/volume-5/information-systems-security-audit-an-ontological-framework |
| 4 | https://en.wikipedia.org/wiki/Information_security_audit |
| 5 | https://www2.deloitte.com/me/en/pages/technology/solutions/it_audit_and_information_system_security_deloitte_montenegro_technology_services_solutions.html |

MOOCs:

| Resources No | Website Address |
|--------------|------------------|
| 1 | mooc.org |
| 2 | www.Coursera.org |
| 3 | www.Udemy.com |
| 4 | Swayam.gov.in |

Elective – Agribusiness Management

| Programme :MBA CBCS – Revised Syllabus – w.e.f. - Year 2023 – 24 | | | |
|--|--|-----------------|---------------|
| Semester | Course Code | Course Title | |
| III | AM01 | Rural Marketing | |
| Type | Credits | Evaluation | Marks |
| Core Elective | 3 | CES | UE:IE = 70:30 |
| Course Objectives: | | | |
| <ul style="list-style-type: none"> To sensitize the students towards the Agriculture and Rural Marketing environment so as to help them in understanding the emerging challenges in the Global Economic Environment To familiarize the students with the basic concepts of Rural Marketing, To make the students aware of nature of the Rural Consumer To give insights of marketing of agricultural inputs and produce. | | | |
| Course Outcomes: | | | |
| <ul style="list-style-type: none"> Understand the importance of Rural Markets Sensitize to the needs and behavior of consumers and channels Utilize the understanding on peculiarities of rural markets, channels and competition in marketing decision making Understand the Rural Market Segmentation and Rural Products Expose the students to Rural Market Distribution and services | | | |
| Unit | Contents | | |
| 1 | Rural marketing – concept, scope, nature, taxonomy attractiveness. Urban vs. rural marketing. Rural consumer behavior – buyer characteristics, decision process, and behavior patterns, evaluation procedure, brand loyalty, innovation adoption | | |
| 2 | Rural Marketing in India. Rural marketing management perspectives, challenges to Indian marketer. Rural – urban disparities, policy interventions required rural face to reforms, towards cyber India | | |
| 3 | Information system for rural marketing – concepts, significance, internal reporting system, marketing research system, decision support system. Selecting and attracting markets – concepts and process, segmentation, degrees, bases, and guides to effective segmentation, targeting and positioning | | |
| 4 | Product strategy for rural markets. Concept and significance. Product mix and product item decisions. Competitive product strategies. Pricing strategy in rural marketing: Concept, Significance, Objectives, Policy and strategy. | | |
| 5 | Promotion towards rural audience, exploring media, profiling target audience, designing right promotion strategy and campaigns. Rural distribution – channels, old setup, new players, new approaches, coverage strategy | | |
| 6 | Cases related to the topics covered under earlier units. Agribusiness marketing Project studies in your areas | | |

Student has to upgrade Knowledge by using below inputs:

Reference Books:

| Reference Books (Publisher) | Name of the Author | Title of the Book | Year Edition | Publisher Company | |
|-----------------------------|--|---|--------------|----------------------|--|
| 1 – National | C.S.G. Krishnamacharyulu & Lalitha Ramakrishnan, | —Rural Marketing – Text and Cases | | , Pearson education. | |
| 2 – National | C.S.G. Krishnamacharyulu & Lalitha Ramakrishnan | —Cases in rural marketing an integrated approach. | | Pearson education. | |
| 3 – National | Robert Chambers | —Rural Development: Putting the last first | | Pearson education. | |

Online Resources:

| Online Resources No | Website Address |
|---------------------|---|
| 1 | https://www.economicdiscussion.net/marketing-management/rural-marketing-in-india/31957 |
| 2 | https://www.ddegjust.ac.in/studymaterial/mba/mm-310.pdf |
| 3 | https://theinvestorsbook.com/rural-marketing-strategy.html |

MOOCs:

| Resources No | Website Address |
|--------------|------------------|
| 1 | mooc.org |
| 2 | www.Coursera.org |
| 3 | www.Udemy.com |
| 4 | Swayam.gov.in |

Elective – Agribusiness Management

| Programme :MBA CBCS - Revised Syllabus – w.e.f. - Year 2023 – 24 | | | |
|---|--|---|---------------|
| Semester | Course Code | Course Title | |
| III | AM02 | Supply Chain Management in Agribusiness | |
| Type | Credits | Evaluation | Marks |
| Core elective | 3 | CES | UE:IE = 70:30 |
| Course Objectives: | | | |
| <ul style="list-style-type: none"> Understand the principles of supply chain management and its importance in business management. Know the emerging practices, challenges and trends in supplychains. Understand the Supply Chain Strategy Understand the Logistics Management in Supply Chains Understand the Information Technology for Supply Chain Management | | | |
| Course Outcomes : | | | |
| <ul style="list-style-type: none"> Understand the principles of supply chain management and its importance in business management. Know the emerging practices, challenges and trends in supplychains. Understand the Supply Chain Strategy Understand the Logistics Management in Supply Chains Understand the Information Technology for Supply Chain Management | | | |
| Unit | Contents | | |
| 1 | Supply Chain: Changing Business Environment; SCM: Present Need; Conceptual Model of Supply Chain Management; Evolution of SCM; SCM Approach; Traditional Agri. Supply Chain Management Approach; Modern Supply Chain Management Approach; Elements in SCM. | | |
| 2 | Demand Management in Supply Chain: Types of Demand, Demand Planning and Forecasting; Operations Management in Supply Chain, Basic Principles of Manufacturing Management. | | |
| 3 | Procurement Management in Agri. Supply chain: Purchasing Cycle, Types of Purchases, Contract/Corporate Farming, Classification of Purchases Goods or Services, Traditional Inventory Management, Material Requirements Planning, Just in Time (JIT), Vendor Managed Inventory. | | |
| 4 | Logistics Management: History and Evolution of Logistics; Elements of Logistics; Management; Distribution Management, Distribution Strategies; Pool Distribution; 28 Transportation Management; Fleet Management; Service Innovation; Warehousing; Packaging for Logistics, Third-Party Logistics (TPL/3PL); GPS Technology. | | |
| 5 | Concept of Information Technology: IT Application in SCM; Advanced Planning and Scheduling; SCM in Electronic Business; Role of Knowledge in SCM; Performance Measurement and Controls in Agri. Supply Chain Management- Benchmarking: introduction, concept and forms of Benchmarking. | | |
| 6 | Food supply chain Networks, The advantages for supply chain members, Components of an Agri supply chain, Agri marketing and emergence of coordinated supply chains in India, Coordinated supply chains, Supply Chain Management in Horticulture, Value chain – Some Horticulture crops, | | |

Student has to upgrade Knowledge by using below inputs:

Reference Books:

| Reference Books (Publisher) | Name of the Author | Title of the Book | Year Edition | Publisher Company |
|--------------------------------|--|--|-----------------|---|
| 1 – National | Altekar RV. 2006. | Supply Chain Management: Concepts and Cases | | . Prentice Hall of India. |
| 2 – National | Monczka R, Trent R.&Handfield R. | . Purchasing and Supply Chain Management. | | 2002 Thomson Asia |
| 3 – National | . vanWeele AJ. 2000. | Purchasing and Supply Chain Management Analysis ,Planning and● Practice | | Vikas Publ. House |
| 4 – International | Fawcett, S., Ellram, L. and Ogden, J. (2007): | Supply Chain Management – From Vision to Implementation. | | Pearson Prentice Hall, Upper Saddle River, NJ, USA. |
| 5 – International | Fischer, C. and Hartmann, M. (2010): | Agri-food Chain Relationships.. | | CAB International, UK and US. |

Online Resources:

| Online Resources No | Website Address |
|------------------------|---|
| 1 | https://www.academia.edu/40734182/Principles_of_Agribusiness_Management |
| 2 | https://en.wikipedia.org/wiki/Agribusiness |
| 3 | https://zalamsyah.files.wordpress.com/2018/02/6-agribusiness-management.pdf |
| 4 | http://eagri.org/eagri50/AECO341/index.html |

MOOCs:

| Resources No | Website Address |
|--------------|------------------|
| 1 | mooc.org |
| 2 | www.Coursera.org |
| 3 | www.Udemy.com |
| 4 | Swayam.gov.in |

Elective – Retail Management

| Programme :MBA CBCS – Revised Syllabus – w.e.f. - Year 2023 – 24 | | | |
|--|--|---------------------------|---------------|
| Semester | Course Code | Course Title | |
| III | R01 | Introduction to Retailing | |
| Type | Credits | Evaluation | Marks |
| Core Elective | 3 | CES | UE:IE = 70:30 |
| Course Objectives: | | | |
| <ul style="list-style-type: none"> To familiarize the students with evolution and growth of Retailing, expectations of customers and To study the importance of retailing in the current business scenario. | | | |
| Course Outcomes : | | | |
| <ul style="list-style-type: none"> Enable the students to gain knowledge on concepts, formats and managerial practices of retailing Enable the students to gain skills on analysis and decision making in retailing management Understand to the Product Categories, Types and Formats Understand to the Retail Strategy Understand to the Store Operation and Services | | | |
| Unit | Contents | | |
| 1 | Retailing- Meaning, Nature, Classification, Growing Importance of Retailing, Factors Influencing Retailing, Functions of Retailing, Retail as a career. | | |
| 2 | Developing and applying Retail Strategy, Strategic Retail Planning Process, Retail Organization, | | |
| 3 | The changing Structure of retail, Classification of Retail Units, Retail Formats: Corporate chains, Retailer Corporative and Voluntary system, Departmental Stores, Discount Stores, Super Markets, Warehouse Clubs. | | |
| 4 | 4 Variety of Merchandising Mix, Retail Models and Theory of Retail Development, Business Models in Retail, Concept of Life cycle Retail. | | |
| 5 | Emergence of Organized Retailing, Traditional and Modern retail Formats in India, Retailing in rural India, Environment and Legislation For Retailing, | | |
| 6 | Case Studies in Retail Management | | |

Student has to upgrade Knowledge by using below inputs:

Reference Books:

| Reference Books (Publisher) | Name of the Author | Title of the Book | Year Edition | Publisher Company |
|-----------------------------|---|---|--------------|-------------------|
| 1 – National | Swapana Pradhan- | Retailing Management | | |
| 2 – National | Dravid Gilbert | - Retail Marketing | | |
| 3 – National | George H, Lucas Jr., Robert P. Bush, Larry G Greshan- | Retailing | | |
| 4 – International | A. J. Lamba | The Art of Retailing | | |
| 5 – International | . Barry Berman, Joel R Evans | Retail Management; A Strategic Approach | | |

Online Resources:

| Online Resources No | Website Address |
|---------------------|---|
| 1 | https://www.businessmanagementideas.com/india/retailing/retailing-in-india-definition-nature-types-importance-examples-and-opportunities/18318 |
| 2 | https://www.mbaknol.com/retail-management/retail-organization-and-classification-of-retail-units/ |
| 3 | http://164.100.47.193/Refinput/New_Reference_Notes/English/FDI_Sector.pdf |

MOOCs:

| Resources No | Website Address |
|--------------|------------------|
| 1 | mooc.org |
| 2 | www.Coursera.org |
| 3 | www.Udemy.com |
| 4 | Swayam.gov.in |
| | |

Elective -Retail Management

| Programme:MBA CBCS - Revised Syllabus – w.e.f. - Year 2023 – 24 | | | |
|--|---|-----------------------------------|---------------|
| Semester | Course Code | Course Title | |
| III | R02 | Retail Management and Franchising | |
| Type | Credits | Evaluation | Marks |
| Core Elective | 3 | CES | UE:IE = 70:30 |
| Course Objectives: | | | |
| <ul style="list-style-type: none"> To familiarize the students with evolution and growth of Retailing, expectations of customers and to study the importance of retailing in present business scenario. | | | |
| Course Outcomes : | | | |
| <ul style="list-style-type: none"> Understand the retail sector and the range of retail occupations. Describe the characteristics of the local retail environment Identify different retail occupations and the related skills, attributes and behaviours. State factors that influence customer expectations. Explain how a Point of Sale is used in retail. | | | |
| Unit | Contents | | |
| 1 | Introduction: Definition, Relationship between retailing & marketing, Customer Relationship Management for retail store, features of retailing, retailing structure. Retailing & channels of distribution, place of retailing in channels of distribution, Structural dynamics, alternative ways of classifying, retail structure, essentials of successful retailing, non-store retailing. | | |
| 2 | Retail Strategic Planning: Meaning, importance, steps involved in retail strategic planning. | | |
| 3 | Franchising: Introduction, meaning, Advantages & disadvantages of becoming a franchisee, Legal restrictions in franchising, types of franchises, elements of an ideal franchise Programme, forms of franchise arrangement, Evaluating the franchise company, trends in franchising. | | |
| 4 | Location: Introduction, Geographic location decision, location site and types of retail development, location techniques, catchment area analysis, leasing of a retail outlet. | | |
| 5 | Store Design & Layout: Introduction, Store & its image, The External Store, Internal Store, Display, visual merchandising & atmospherics, types of layout. | | |
| 6 | Consumerism & Ethics in Retailing: Introduction, Pressures for a company to be socially responsible, criticism of marketing activity, product misuse and safety issues, acceptability of social responsibility. | | |

Student has to upgrade Knowledge by using below inputs:

Reference Books:

| Reference Books (Publisher) | Name of the Author | Title of the Book | Year Edition | Publisher Company |
|-----------------------------|---------------------------------|--|--------------|-------------------|
| 1 – International | David Gilbert | Retail Marketing Management | | Pearson Education |
| 2 –International | Andrew J. Newman & Peter Cullen | Retailing Environment & operations | | Change learning |
| 3 –International | Barry Berman & Jeol R. Evans | Retail Management – A Strategic Approach | | Pearson Education |

| | | | | |
|-----------------|------------------------------------|---|------|-------------------------------|
| 4 –National | Agarwal, Bansal, Yadav&Kumar | Retail Management, PragatiPrakashan | | W.K. Road, Merut. |
| 5-International | Barbara E.Kahn | The Shopping Revolution | | Wharton School Press |
| 6-International | John Stanley | Just About Everything a Retail Manager Needs to Know | | Gray & Nash |
| 7-National | Swapna Pradhan | Retailing Management | 2011 | Tata McGraw-Hill Education |

Online Resources:

| Online Resources No | Website Address |
|------------------------|---|
| 1 | https://www.vectorconsulting.in/research-publications/consumer-industry-insights/leveraging-franchisees-for-profitable-growth-in-retail/ |
| 2 | https://courses.lumenlearning.com/clinton-marketing/chapter/reading-types-of-retailers/ |
| 3 | https://www.primaseller.com/knowledge-base/retail-store-management/ |

MOOCs:

| Resources No | Website Address |
|--------------|---|
| 1 | https://www.shortcoursesportal.com/disciplines/244/retail-management.html |
| 2 | https://onlinecourses.swayam2.ac.in/cec19_mg40/preview |

Elective - Project Management

| Programme:MBA CBCS - Revised Syllabus– w.e.f. - Year 2023– 24 | | | |
|--|---|--------------------------------|--------------|
| Semester | Course Code | Course Title | |
| III | PR01 | Project Risk Management | |
| Type | Credits | Evaluation | Marks |
| Core Elective | 3 | CES | UE:IE =70:30 |
| Course Objectives: | | | |
| <ul style="list-style-type: none"> To understand how to apply customizable, industry-robust Templates to create a Risk Management Plan and Risk Register To understand how to Use Qualitative Risk analysis process to Identify Risk Exposure To understand how to Translate Risk into actual Time and Cost impact using proven Quantitative Risk Analysis Tools To understand how to Utilize Technique to Design your Risk Response Strategies To understand how to Monitor Risk Triggers to control uncertainties and maximize project payoff | | | |
| Course Outcomes: | | | |
| <ul style="list-style-type: none"> Develop skills to help you enhance your skills on project risk management. Help in identifying and measuring risks in project development and implementation, Learn to quantify risks and create risk response strategies to deliver projects that meet stakeholder expectations. | | | |
| Unit: | Contents | | |
| 1 | Introduction to Risk Management Difference between Risk and Issue Management, Definitions of Risk and Key Terms, Risk vs. Opportunities, Impact of Risk on Organizations, Internal Control and Risk Management, Maturity in Risk Culture, Risk Management Strategy, Perspectives – Strategic, Programme, Project, Operations, Risk Management Policy and Processes, Risk Management Responsibilities, Risk Management Templates for Risk Management, Strategy and Risk Register | | |
| 2 | Risk Management Planning Risk Management Planning Process, Inputs to Risk Planning, Techniques for Risk Planning, Tailoring the Risk Register, Tailoring the Probability Impact Matrix, Define Roles and Responsibilities, Develop Project Risk Management Plan | | |
| 3 | Identify Risks Risk Identification Process, Inputs to Risk Identification, Techniques in Risk Identification, Determine Project Risk and Opportunities, Using Expert Judgment and historical Data Analysis, Discuss SWOT, Taxonomy, Checklist, Delphi, Cause and Effect, Pareto analysis, Where to look for Project Risks, Risk Breakdown Structure, Common risks in Software Project | | |
| 4 | Risk Analysis Risk Analysis Process, Qualitative vs. Quantitative Risk Analysis, When to use Quantitative Risk Analysis, Inputs for Qualitative Risks Analysis, Determine Risk Probability and Impact, Risk Urgency Assessment, Categorize Risks, Update Risk Register, Quantifying with Expected Monetary Value, Decision Tree Analysis | | |

| | |
|---|---|
| 5 | Planning Risk Responses Risk Response planning process, Inputs for Risk response planning, Strategies for Negative Risks, Strategies for Positive Risks, Secondary Risks and Residual Risks, Assigning Risk Ownership and Responsibilities, Contingency Planning |
| 6 | Monitoring and Controlling Risks Risk Monitoring and Controlling Process, Inputs to Risk Monitoring and Controlling Process, Techniques in Risk Monitoring and Controlling Risk Reassessment, Risk Audits, Variance and Trend Analysis Documenting Risk Data for future projects, Managing Issues |

Student has to upgrade Knowledge by using below inputs:

Reference Books:

| Reference Books (Publisher) | Name of the Author | Title of the Book | Year Edition | Publisher Company |
|-----------------------------|------------------------------------|--|-----------------------------|---|
| 1 – International | Tom Kendrick | Identifying and Managing Project Risk | 3rd edition (16 April 2015) | AMACOM, United Kingdom |
| 2 – International | Michel Crouhy | The Essentials of Risk Management | 2nd Edition 2015 | McGraw-Hill Education; 2nd edition, USA |
| 3 – National | Yadav Manoj | 101 Secrets of Project Risk Management | 1st Edition 2016 | Vitasta Publishing Pvt.Ltd |
| 4 – National | P Gopalakrishnan & V E Ramamoorthy | Textbook of Project Management | 1st Edition 2017 | Laxmi Publications |
| 5 – National | IIBF | Risk Management | 2nd edition | Macmillan Publishers India Pvt. Ltd.; |

Online Resources:

| Online Resources No. | Website Address |
|----------------------|---|
| 1 | https://www.pmi.org/-/media/pmi/documents/public/pdf/certifications/practice-standard-project-risk-management.pdf?v=1e0b5985-74af-4c57-963c-b91a9af6fecb |
| 2 | https://www.edureka.co/blog/project-risk-management/ |
| 3 | https://www.oreilly.com/library/view/pmp-project-management/9780470479582/9780470479582_monitor_and_control_risks.html |
| 4 | https://projectriskcoach.com/identify-project-risks/ |
| 5 | https://www.greycampus.com/opencampus/project-management-professional/risk-categories |

MOOCs:

| Resources No. | Website Address |
|---------------|---|
| 1 | https://onlinecourses.swayam2.ac.in/cec21_ge06/preview |
| 2 | https://onlinecourses.swayam2.ac.in/nou21_ag10/preview |
| 3 | https://onlinecourses.swayam2.ac.in/cec21_ge06/preview |

Elective - Project Management

| Programme:MBA CBCS – Revised Syllabus – w.e.f. - Year 2023– 24 | | | |
|---|--|-----------------------------------|--------------|
| Semester | Course Code | Course Title | |
| III | PR02 | Software Project Management Tools | |
| Type | Credits | Evaluation | Marks |
| Core Elective | 3 | CES | UE:IE =70:30 |
| Course Objectives: | | | |
| <ul style="list-style-type: none"> To understand best in class templates To schedule tasks effectively. To collaborate with project partners with ease. To understand how to get updates and stay current | | | |
| Course Outcomes: | | | |
| <ul style="list-style-type: none"> Understand the Microsoft Project 2010 Interface Learn Best Practices in Planning and Scheduling using Microsoft Project and Checklists Learn Resource Planning, How to resolve Resource Workload, Re-Assignments and Performance Review | | | |
| Unit: | Contents | | |
| 1 | Best Practice Guidelines and Checklists on Project Scheduling Scheduling in a Nut Shell, Scheduling Best Practices and Guidelines, Do's and Don'ts, Overview of Microsoft Project 2010 | | |
| 2 | Resolving Resource Workload Over Allocation Determine Resource Workloads, Sharing Resources across Multiple Projects, Strategies for resolving Resource Workload over allocation, Level the Workload yourself, Let Microsoft Project level the Workload for you, Best practices on Workload Leveling | | |
| 3 | Optimizing for Scope, Time, Cost and Resource Strategies for Optimizing the Schedule, Managing Critical Path using Microsoft Project, Running What-if Scenarios in Microsoft Project, Determining Critical Resources | | |
| 4 | Managing Multiple Projects Project, Program and Portfolio Management Concepts, Combining Projects for Progress Review, Creating and Managing Sub Projects and Master Projects, Managing Project Task Dependencies, Sharing Resources amongst Projects | | |
| 5 | Customizing and Sharing Objects Customizing Project Objects, Sharing Objects between Projects, Using Project Templates | | |
| 6 | Analyzing Projects Analyzing Project Progress, Measuring Performance using Earned Value Analysis, Responding to Changes in your Project | | |

Reference Books:

| Reference Books (Publisher) | Name of the Author | Title of the Book | Year Editio n | Publisher Company |
|--------------------------------|-----------------------|---|-------------------------|----------------------|
| 1 – International | Bonnie Biafore | Microsoft Project 2010: The Missing Manual | 1 st Edition | O'Reilly Media, Inc. |
| 2 – International | Nancy C. Muir | Project 2010 For Dummies | May 2010 | For Dummies |
| 3 – International | Robert Happy | Microsoft Project 2010 Project Management: Real World Skills for Certification and Beyond | 1 st Edition | Sybex |

Online Resources:

| Online Resources No. | Website Address |
|----------------------|---|
| 1 | http://cnaiman.com/PM/MIT-LabText/2013/microsoft-project-2013-step-by-step.pdf |
| 2 | http://www.asciutto.com/project2010/Project2010_eBook.pdf |
| 3 | https://www.uis.edu/informationtechnologyservices/wp-content/uploads/sites/106/2013/04/IntroductiontoProject2010.pdf |

MOOCs:

| Resources No. | Website Address |
|---------------|---|
| 1 | https://www.my-mooc.com/en/mooc/managing-projects-microsoft-project-microsoft-cld213x/ |
| 2 | https://www.classcentral.com/course/edx-managing-projects-with-microsoft-project-6718 |
| 3 | https://www.coursera.org/lecture/uva-darden-project-management/supplemental-tutorial-getting-started-with-microsoft-project-ojHba |

Elective - Business Analytics

| Programme: MBA CBCS – Revised Syllabus – w.e.f. - Year 2023– 24 | | | |
|--|--|---|---------------|
| Semester | Course Code | Course Title | |
| III | BA01 | Introduction to Business Analytics and Data Mining | |
| Type | Credits | Evaluation | Mark |
| Core Elective | 3 | CE | UE:CA = 70:30 |
| Course Objectives: | | | |
| <ul style="list-style-type: none"> To gain an understanding of how managers use business analytics to formulate and solve business problems and to support managerial decision making. To become familiar with the processes needed to develop, report, and analyze business | | | |
| Course Outcomes: | | | |
| <ul style="list-style-type: none"> Make sound managerial decisions aimed at furthering the business interests of the company. Identify, analyze and understand the problems faced by the company. | | | |
| Unit | Contents | | |
| 1 | Introduction to Business Analytics (BA): Applications of Business Analytics in various fields, OLAP, Geographical Information system, Real time Business Intelligence Automated Decision support and Competitive Intelligence | | |
| 2 | Visualization and Data Issues: Introduction to Data Visualization, Organization of Source of Data, Importance of Data Quality, Dealing with Missing or incomplete data, data classification | | |
| 3 | Introduction to Data Mining: Introduction, Data mining process, data mining tools XL MINER. | | |
| 4 | Applications of Business Analytics : Risk - Fraud Detection and Prediction, Recovery Management, Loss Risk Forecasting, Risk Profiling, Portfolio Stress Testing, Market share estimation and Sensitivity Analysis | | |
| 5 | Analytics I : Loyalty Analytics Customer Life Time Value, Propensity Analytics, Churn Analytics, Customer Analytics, Customer Segmentation, Cross- Sell or Up sell Models | | |
| 6 | Analytics II : Recruitment Analytics, Compensation Analytics, Talent Analytics, Training Analytics, Human Resource Retention Analytics, Workforce Analytics | | |

Reference Books:

| Sr. No. | Name of the Author | Title of the Book | Year Addition | Publisher Company |
|---------|---|---|---------------|-------------------------------|
| 1 | Purba Halady Rao | Business Analytics – an application focus | 2013 | PHI Learning |
| 2 | Tanushree Banerjee Arindam Bannerjea | Business Analytics – Text and Cases | 2019 | SAGE Publications |
| 3 | Essentials of Business Analytics | Bhimasankaram Pochiraju, Sridhar Seshadri | 2018 | Springer |
| 4 | Gert H.N. Laursen, Jesper Thorland | Business Analytics for Managers | 2010 | Wiley and SAS |
| 5 | Mark J. Schniederjans, Dara G. Schniederjans and Christopher M Starkey | Business Analytics- Principles, Concepts and Applications | 2014 | Pearson |
| 6 | Jay Liebowitz | Business Analytics: An Introduction | 2013 | CRC Press, Taylor and Francis |

Online Resources:

| Online Resources No | Website Address |
|---------------------|---|
| 1 | https://www.managementstudyguide.com/business-analytics.htm |
| 2 | https://www.academia.edu/35314419/Bernard_Marr_Key_Business_Analytics_ |
| 3 | https://www.researchgate.net/publication/320685945_Understanding_the_Role_of_Business |

MOOCs:

| Resources No | Website Address |
|--------------|---|
| 1 | www.swayam.com |
| 2 | https://www.coursera.org/specializations/business-analytics |
| 3 | https://www.edx.org/course/people-management-3 |
| 4 | https://www.edx.org/course/data-models-and-decisions-in-business-analytics |

Elective – Business Analytics

| Programme:MBA CBCS – Revised Syllabus – w.e.f. - Year 2023– 24 | | | |
|--|-------------|-----------------------------------|---------------|
| Semester | Course Code | Course Title | |
| III | BA 02 | Business Statistics and Analytics | |
| Type | Credits | Evaluation | Marks |
| Core Elective | 3 | CES | UE:IA = 70:30 |

Course Objectives :

1. To understand the different basic concept / fundamentals of business statistics.
2. To understand the importance of Statistical Analysis Tools which includes Time Series Analysis, Index Number, Skewness and Kurtosis and their implication on Business performance
3. To understand the techniques of Statistical inferences and its usage in various business applications.
4. To understand the multiple and partial correlation and regression concepts and its use in inferential statistics

Learning Outcomes:

1. To develop numerical ability to solve examples on various topics.
2. To have clear understanding of various statistical tools and their applications in Business.
3. To analyze the importance of Statistical Techniques in different functional areas of Management.
4. To apply the statistical techniques to small data sets for analysis and interpretation

| Unit No | Contents |
|-----------------|---|
| Unit-I | Time Series Analysis: Time Series Analysis: Concept, Additive and Multiplicative Models, Components of Time Series, Trend Analysis: Least Square Method - Linear and Non- Linear Equations, Applications in Business, Moving Average Method |
| Unit-II | Skewness, and Kurtosis: Introduction, Difference between Dispersion and Skewness, Tests of skewness, Measures of Skewness: Absolute measures of Skewness, Relative Measures of Skewness, Karl Pearson's Coefficient of Skewness, Bowley's coefficient of Skewness |
| Unit-III | Index Numbers: Introduction, Uses of Index Numbers, Classification of Index Numbers, Problems in the construction of Index Numbers, Methods of constructing Index Numbers, Unweighted Index Numbers, Weighted Index Numbers, Quantity or Volume Index Numbers, Value Index Numbers |

| | |
|----------------|---|
| Unit-IV | Statistical Inferences: Properties of a good estimator, Tests of Significance of attributes, Tests of significance of Large Samples, Difference between large and small samples, Two tailed test for difference between the means of two samples, standard error of the difference between two standard deviations, Tests of significance of small samples, The assumption of Normality, t- distribution, properties of t- distribution, working examples |
| Unit-V | Partial and Multiple Correlation: Introduction, Partial Correlation Coefficient, zero order, first order and second order coefficients, Partial correlation coefficient in case of four variables Second order partial correlation coefficients, The significance of a partial coefficient, |
| Unit-VI | Multiple Regression Analysis: Normal equations for the least square regression plane, Assumptions of Linear Multiple Regression Analysis, Other equations of Multiple Linear Regression |

Reference Books:

| Sr. No. | Name of the Author | Title of the Book | Year Addition | Publisher Company |
|---------|--------------------------------|---------------------|---------------|---------------------------|
| 1 | S.P.Gupta | Business Statistics | 2016 | Himalaya Publishing House |
| 2 | Robert S. Witte, John S. Witte | Statistics | 2014 | John Wiley & Sons |

Online Resources:

| Online Resources No | Website Address |
|---------------------|---|
| 1 | http://www.yourarticlelibrary.com |
| 2 | https://en.wikipedia.org |
| 3 | https://managementhelp.org |
| 4 | https://www.cleverism.com |
| 5 | https://commercemates.com |

MOOCs:

| Resources No | Website Address |
|--------------|--|
| 1 | www.swayam.gov.in |
| 2 | www.udemy.com |
| 3 | www.coursera.org |

Elective – Event Management

| Programme:MBA CBCS – Revised Syllabus - w.e.f. - Year 2023 – 24 | | | |
|---|---|-----------------|-------|
| Semester | Course Code | Course Title | |
| III | EM-01 | Event Marketing | |
| Type | Credits | Evaluation | Marks |
| Core Elective | 3 | UE:IE | 70:30 |
| Course Objectives : | | | |
| <ul style="list-style-type: none"> To help the students understand events market; To enable them to acquaint with event marketing processes; and To equip them with the necessary event marketing skills. | | | |
| Course Outcomes : | | | |
| <ul style="list-style-type: none"> The e purpose of this course is to enable the students to acquire a general knowledge about the "event management" and to become familiar with management techniques and strategies required for successful planning, promotion, implementation and evaluation of special events. | | | |
| Unit | Contents | | |
| 1 | Introduction to Event Marketing: Nature, need and importance - Marketing for events - Special features of event marketing - Event marketing mix: Product, Price, Promotion, Distribution, Partnership, Physical Evidence, Packaging, Programming - Market Research. | | |
| 2 | Understanding the Event Market: Concept of market in events - Segmentation and targeting of the market for events - Positioning in events and the concept of Event Property -Repositioning of events. | | |
| 3 | Event Promotion: Trends and challenges - Marketing Communication: Image, Branding, Advertisement, Publicity, Public Relations - The Five _W's of event marketing - Marketing equipment's and tools. | | |
| 4 | Concept of Pricing in Events: Setting pricing objectives in tune with marketing and business strategies - Feedback from the market - Skills required for negotiating the best price - Assessment of internal systems and overheads - Understanding of the discounting techniques -Checklist for pricing of events | | |
| 5 | Marketing skills for Event Management: Creativity & Innovation - Self Motivation - Emergency Preparedness - Team Building, Networking, Leadership and Coordination. | | |
| 6 | Case Studies and Presentation | | |

Reference Books: -

| Sr. No. | Name of the Author | Title of the Book | Year Edition | Publisher Company |
|---------|---------------------|---|--------------|------------------------|
| 01 | Leonard H. Hoyle | Event Marketing: How to Successfully Promote Events | | Festivals. |
| 02 | John Wiley and Sons | Conventions and Expositions | 2002 | New York |
| 03 | Gaur, | Event Marketing and Management | 2003 | Vikas Publishing House |
| 04 | Kotler, Philip , | Marketing Management | 2006 | PHI, New Delhi |

Online Resources:

| No | Website Address |
|----|---|
| 1 | https://www.cvent.com/en/blog/events/event-marketing-guide |
| 2 | https://www.studocu.com/en-gb/document/aston-university/events-marketing/events-marketing-notes/7679123 |
| 3 | http://managementstudyguide.com/lms/course/view.php?id=291 |

MOOCs:

| Resources No | Website Address |
|--------------|---|
| 1 | https://swayam.gov.in/ |

Elective – Event Management

| Programme:MBA CBCS – Revised Syllabus w.e.f. - Year 2023 – 24 | | | |
|---|--|------------------------------|--------------|
| Semester | Course Code | Course Title | |
| III | EM-02 | Event Risk Management | |
| Type | Credits | Evaluation | Marks |
| Core Elective | 3 | UE:IE | 70:30 |
| Course Objectives : | | | |
| <ul style="list-style-type: none"> To aware need of risk management in event operations; To know the fundamental issues and application of risk management in event; and To understand the risk management models | | | |
| Course Outcomes : | | | |
| The e purpose of this course is to enable the students to acquire a general knowledge about the "event management" and to become familiar with management techniques and strategies required for successful planning, promotion, implementation and evaluation of special events. | | | |
| Unit | Contents | | |
| 1 | Risk Management for Events: concept and scope of risk management in events – Nature of risk in different events - Role of risk management for meetings and events - Integration of risk management and event management - Risk and opportunity. | | |
| 2 | Risks in events: Emergencies and emergency preparedness - Critical issues for event safety - Outdoor events: Stage safety - Pyrotechnics, parades, and demonstrations. | | |
| 3 | Risk identification: Describe challenges in the risk identification process – Select suitable risk identification mechanisms - Identify event and associated risks - Risk analysis and methods of analysis - Alcoholism and drugs, crowd control, fire safety and emergency medical services, food and water safety, outdoor events. | | |
| 4 | Risk Mitigation – Process, tools, techniques – Risk mitigation - Practices, procedures, and safeguards associated with the identification - Analysis, response planning, and control of the risks surrounding events of all types - Administrative Safeguards – Early warning system. | | |
| 5 | Health and safety codes - Public health issues - Occupational health and safety – Legal issues, contracts, Duty care - Future of Event Risk Management – Relevant case studies. | | |
| 6 | Case Studies and Presentation | | |

Reference Books:

| Sr. No. | Name of the Author | Title of the Book | Year Edition | Publisher Company |
|---------|--------------------------|---|--------------|------------------------|
| 1 | Julia Rutherford Silvers | Risk Management for Meetings and Events | 2007. | Butterworth Heinemann, |
| 2 | Peter E.Tarlow, | Event Risk Management and Safety | 2002 | Wiley |
| 3 | Gaur, | Event Marketing and Management | 2003 | Vikas Publishing House |
| 4 | Kotler, Philip , | Marketing Management | 2006 | PHI, New Delhi |

Online Resources:

| No | Website Address |
|----|---|
| 1 | https://library.olivet.edu/subject-guides/communication/comm325/docs/risk-management-event-planning.pdf |
| 2 | https://study.com/academy/lesson/risk-management-in-event-conference-planning.html |
| 3 | https://www.slideshare.net/LinaKamarudin/event-risk-management |

MOOCs:

| Resources No | Website Address |
|--------------|---|
| 1 | https://swayam.gov.in/ |

Elective – Hospitality Management

| Programme:MBA CBCS – Revised Syllabus w.e.f. - Year 2023 – 24 | | | |
|---|--|------------------------|----------|
| Semester | Course Code | Course Title | |
| III | HM-01 | Food Service operation | |
| Type | Credit | Evaluation | Marks |
| Core Elective | 3 | UE:IE | 70:30 |
| Course Objectives: | | | |
| <ul style="list-style-type: none"> To understand Food service operation To understand the role and responsibility of Food service management 3) To understand and manage meal experience To expose the concept of eating out To study methods of purchasing food | | | |
| Course Outcomes: | | | |
| <ul style="list-style-type: none"> Understand food service operations Focus on role and responsibility of food service management Learn to manage meal experience Familiarize with the concept of eating out Recognize the methods of purchasing food. | | | |
| Unit | Contents | | Sessions |
| 1 | Introduction to food service operation Origin of food service industry Commercial and non commercial Food service operation Subsidized and welfare catering establishments | | 5 |
| 2 | Food and Beverage management , Responsibilities of food and Beverage management, Job description of food and Beverage manager, Constraints on food and beverage management – External- Government/ political, economic, social, technical and Internal – food and beverage, staff, control | | 5 |
| 3 | Managing meal Experience- Factors/ Reasons for using food services- such as Social, business, convenience and time. Atmosphere of food service establishment, price and Menu. | | 5 |
| 4 | Understanding eating out – Introduction , food and drink , variety in menu choice, level of service, price and value for menu , interior design, Atmosphere and mood , location and accessibility , food service employees. | | 5 |
| 5 | Food service establishments- Fine dining, Bars, night clubs and pubs, Fast food establishments – Financial policy, Marketing policy, product and service style, staffing and technology | | 5 |
| 6 | Food Menu- Introduction, type of menu, Table d' hote, A la carte, Banqueting menu, cyclic menu . | | 5 |

Reference book-

| Sr. no | Name of Author | Title of the book | Year / edition | Published |
|--------|--|------------------------------|----------------|-----------------------|
| 1 | Bernard Davis, Andrew lockwood, Ioannis Pantelieds , Peter Alcot | Food and Beverage Management | Fourth edition | Butterworth-Heinemann |
| 2 | John Cousins , Dennis Lillicrap, Suzanne Weekes | Food and beverage Service | Ninth Edition | Hodder Education |

Online Resources:

| No | Website Address |
|----|---|
| 1 | https://www.greatsampleresume.com/job-responsibilities/food-service/food-and-beverage-manager |
| 2 | https://study.com/academy/lesson/food-service-industry-definition-history.html |

MOOCs:

| Resources No | Website Address |
|--------------|---|
| 1 | https://swayam.gov.in/ |

Elective – Hospitality Management

| Programme:MBA CBCS – Revised Syllabus w.e.f. - Year 2023 – 24 | | | |
|---|---|----------------------------------|-------|
| Semester | Course Code | Course Title | |
| III | HM-02 | Tour Operations Management (TOM) | |
| Type | Credits | Evaluation | Marks |
| Core Elective | 3 | UE:IE | 70:30 |
| Course Objectives : | | | |
| <ul style="list-style-type: none"> • Knowledge of the tour operations industry • Knowledge and skills of tour operators' products • Knowledge and skills essential in the administration and management of tour operations as a business | | | |
| Course Outcomes : | | | |
| <ul style="list-style-type: none"> • Knowledge and skills of tourism operations industry • Understanding legal aspects in tour and travel operations. | | | |
| Unit | Contents | | |
| 1 | Emergence of Travel Intermediaries - Indian travel agents and tour operators: an overview –differentiation & inter-relationship of TA/TO - Present business trends and future prospects, problems and issues. | | |
| 2 | Setting up tour operation business: Product Knowledge – Managing linkages with service suppliers - Itinerary preparation – Costing a tour package – Planning and scheduling pick-ups and transfers. | | |
| 3 | Developing and managing linkages with Principal Suppliers – Managing recruitment and trained manpower – Operations department: Inbound & Outbound – Marketing of tour packages.. | | |
| 4 | Selling Tourism services through Distribution Chains – Logistics in Tour Operations – Managing Distribution System in Tourism Operation Management. | | |
| 5 | Managerial Responsibilities - Managing Escort Services – Use of Technology – Promotional issues – Marketing communications – Public Relations. | | |
| 6 | Case Studies and Presentation | | |

Reference Books:

| Sr. No. | Name of the Author | Title of the Book | Year Edition | Publisher Company |
|---------|------------------------------|---------------------------------------|--------------|-------------------|
| 01 | Chunk, James, Dexter &Boberg | Professional Travel Agency Management | | |
| 02 | Fay Betsy | Essentials of Tour Management | | |
| 03 | Mohinder Chand | Travel Agency Management | | |
| 04 | Negi J.M | Travel Agency and Tour Operation | | |

Online Resources:

| No | Website Address |
|----|---|
| 1 | https://www.uou.ac.in/sites/default/files/slm/BTTM-202.pdf |
| 2 | http://cbseacademic.nic.in/web_material/Curriculum/Vocational/2018/Tourism/XII/Travel%20Agency%20and%20Tour%20Operations%20Business%20XII.pdf |

MOOCs:

| Resources No | Website Address |
|--------------|---|
| 1 | https://swayam.gov.in/ |

Elective – Sports Management

| Programme:MBA CBCS – Revised Syllabus w.e.f. - Year 2023 – 24 | | | |
|---|---|------------------|-------|
| Semester | Course Code | Course Title | |
| III | SM-01 | Sports Marketing | |
| Type | Credits | Evaluation | Marks |
| Core Elective | 03 | UE : IE | 70:30 |
| Course Objectives: | | | |
| <ul style="list-style-type: none"> The evolution of sports marketing into a global business Identifying, and assessing the role of sports in marketing and professional sports Identifying the changing role of the consumer Developing an awareness of the role of sponsorship Taking strategic and the operational decisions. Understanding the importance of athletes as Brands Identifying the ethical challenges associated with the application of the marketing programs Understanding the basic contents and structure of a sports marketing plan | | | |
| Course Outcomes: | | | |
| <ul style="list-style-type: none"> Understand the sports marketing environment and trends influencing marketers. Evaluate sports sponsorship decisions Understand the process and structure in sporting events | | | |
| Unit | Contents | | |
| 1 | Sports marketing Definition – Marketing Myopia in Sport – Uniqueness of Sports Marketing–Model of the Sports Industry–Implementation of Sports Marketing Programme. | | |
| 2 | Perspectives in Sports Consumer Behavior: Environmental Factors – Individual Factors –Decision Making for Sports Involvement – Role of Research in Sports Marketing: Types of Primary Market Research– Common Problems in Sports Marketing research. | | |
| 3 | The Sports Product: Its Core and Extensions–Key Issues in Sports Product Strategy –Managing Sports Brands: Benefits and Development of Brand Equity – Sales: Definition–Typical Sales Approaches Used in Sports–Selling Sports to the community. | | |
| 4 | Pricing Strategies: The Basics of Pricing–Core Issues – Special Pricing Factors – Advertising Media for Sports – Promotional Concepts, Practices and Components – Sponsorship: Definition – Growth of Sponsorship – Evaluating and Ensuring Sponsorship Effectiveness – Selling the Sponsorship –Ethical Issues | | |

| | |
|---|---|
| 5 | Place/Product Distribution: Placing Core Products and their Extensions – The Facility –Marketing Channels – The Product-Place Matrix – Electronic Media Landscape – Media Impact on Sport Public Relations– Integrating Sales, Promotion, Sponsorship, Media and Community Relations – Cross Impacts among the Five P’s–the Legal Aspects of Sports Marketing |
| 6 | Case Studies and Presentations |

Reference Books:

| Sr. No. | Name of the Author | Title of the Book | Year Addition | Publisher Company |
|---------|---|--|---------------|-----------------------------------|
| 1 | Bernard JMullin, Stephen Hardy, William | Sport Marketing, | 2014 | Human Kinetics |
| 2 | Phil Schaaf. | Sports Marketing- It's not just a game anymore | 1995 | Amherst, N.Y. : Prometheus Books, |
| 3 | Larry DeGaris | Sports Marketing: A Practical Approach | 2015 | Larry Degaris |
| 4 | David Shilbury; Hans Westerbeek | Strategic Sport Marketing | 2009 | |

Online Resources:

| No | Website Address |
|----|---|
| 1 | https://www.docsity.com/en/sport-marketing-and-its-major-trusts-and-marketing-myopia-kin-3801/6672936/ |
| 2 | https://www.bartleby.com/essay/Sport-Marketing-F3YV2HK86VS |

MOOCs:

| Resources No | Website Address |
|--------------|---|
| | https://www.my-mooc.com |

Elective – Sports Management

| Programme:MBA CBCS – Revised Syllabus w.e.f. - Year 2023 – 24 | | | |
|---|---|--|-------|
| Semester | Course Code | Course | |
| III | SM-02 | Basics of Sports Medicine & Nutrition | |
| Type | Credits | Evaluation | Marks |
| Core Elective | 03 | UE: IE | 70:30 |
| Course Objectives: | | | |
| <ul style="list-style-type: none"> To impart knowledge on the Nutritional basis for enhanced: - <ul style="list-style-type: none"> ✓ exercise and sports performance with due emphasis on ✓ Physiology and body composition, ✓ Nutritional requirements ✓ Weight Management – ✓ Holistic health – ✓ Ergogenic aid | | | |
| Course Outcomes: | | | |
| <ul style="list-style-type: none"> To prepare students for a career in fitness academies, sports institutes, educational and health institutions; pharmaceutical industries and corporate sectors. | | | |
| Unit | Proposed Contents | | |
| 1 | Introduction Concept of Sports Medicine. Aim and Objective of Sports Medicine. Need and Scope of Sports Medicine. Role of Sports Physician, Physical Educator / Sports Coaches in Sports Medicine SPORTS INJURIES Introduction. Types of Sports Injuries. Reasons of Sports Injuries, Prevention and Management of Sports Injuries.. | | |
| 2 | Drug Abuse In Sports Meaning and Definition of Doping. Classification of Doping, Doping Methods., Why Drugs are used by Individual?, Why Drugs are used by Sports Persons?, The Prevention of Doping. | | |
| 3 | Elements Of Physical Nutrition Cell and Human Physiology, Human Nutrition, Functional Anatomy, Metabolism, Nutritional Physiology and Biochemistry, NUTRITIONAL REQUIREMENTS Carbohydrates, Fats, Minerals, | | |
| 4 | Energy Requirements Individual Caloric Requirement – Basal Energy Requirement, Energy Requirement During Working Hours NUTRITIONAL MEDICINES Elements of Health Education, introduction to elements of Medicines that help augmenting Physical Fitness and General Strength and Vigour, | | |
| 5 | Food – The Sources Of Energy Carbohydrates, Mono, Saccharides, Disaccharides, Polysaccharides, Fats, Proteins, Enzymes, Digestion. | | |

| | |
|---|--|
| 6 | Nutrition And Physical Performance An Analysis of the Correlation between Nutrition and Physical Fitness and Performance in Sports |
|---|--|

Reference Books:

| Sr.No. | Name of the Author | Title of the Book | Year Addition | Publisher Company |
|--------|---------------------------|--------------------------------|---------------|--------------------------------|
| 01 | Steven Ray, Irvin Richer, | Sports Medicine, Prentice Hall | 1983 | Prentice Hall, |
| 02 | Vinger and Roerner | Sports Injuries | 1981. | PSG Publishing Co., Inc, |
| 03 | William J. G. P | Sports Medicine, | | London Edwar Arnold Publishers |
| 04 | Armstrong and Tucker, | Injuries and Sports | | London Scamples Press. |

Online Resources:

| No | Website Address |
|----|---|
| 1 | https://www.sportsmedtoday.com/what-is-a-sports-medicine-physician.htm |
| 2 | https://edurev.in/studytube/Revision-Notes--Doping--Physical-Education/6a3a682f-ada7-49a4-9684-738e13e28cd7_t |
| 3 | kairostechnology.io/the-role-of-diet-nutrition-in-sports-performance/ |

MOOCs:

| Resources No | Website Address |
|--------------|---|
| 1 | https://www.my-mooc.com |
| | |

Elective - Infrastructure Management

| Programme: MBA CBCS - Revised Syllabus– w.e.f. - Year 2023– 24 | | | |
|---|---|--|-----------------|
| Semester | Course Code | Course Title | |
| III | IM01 | Infrastructure Project Management | |
| Type | Credits | Evaluation | Marks |
| Core Elective | 3 | CES | UE:IE =70:30 |
| Course Objectives: | | | |
| <ul style="list-style-type: none"> To provide a comprehensive understanding of the core concepts and terminologies in infrastructure project management. To develop skills for financial analysis specific to infrastructure projects, including understanding various financing methods. To equip students with the ability to assess risks, manage uncertainties, and make informed decisions in infrastructure projects. To prepare students for managing disasters in infrastructure projects, emphasizing health, safety, and recovery plans. To impart knowledge on sustainable practices in infrastructure projects, highlighting global challenges and the importance of sustainable development. To provide an understanding of Public-Private Partnerships (PPP) in infrastructure, focusing on models and the status of PPP programs in India. | | | |
| Course Outcomes | | | |
| <ul style="list-style-type: none"> To gain a deep understanding of the fundamental concepts, lifecycle and challenges of infrastructure project management. Develop the skills to perform financial analyses of infrastructure projects, understanding financing options and stages. Understand the importance of sustainable practices in infrastructure development, recognizing global trends and social-economic benefits. | | | |
| Unit | Chapter | | Sessions |
| 1 | Introduction to Infrastructure Project Management: Core Concepts of Infrastructure Project Management, Different types of Infrastructure Projects, Life Cycle of Infrastructure Project Management, Challenges of Infrastructure Project Management, Infrastructure Project Efficiency Tools | | |
| 2 | Financial Analysis in Infrastructure Project Management Meaning, Features of Financing Infrastructure Projects, Components of Financial Analysis of Infrastructure Projects, Sponsors Financing the Project - Alternatives of Financing (Corporate Finance, Project Finance), Stages of Financing Infrastructure Projects | | |
| 3 | Decision Taking in Infrastructure Projects Risk Assessment and Management – Concept, Risk, Risk Management, Decision Theory – Concept, Process, Decision Making Environment | | |
| 4 | Disaster Recovery and Management Disasters in Infrastructure Projects, Hazards and Risks, Health, Safety, Environment and Safety, Infrastructure Disaster Recovery Plan | | |
| 5 | Sustainable Consideration in Infrastructure Projects Sustainable Infrastructure, Global challenges and trends necessitating sustainable infrastructure, Importance of sustainable practices in infrastructure development, Social and Economic Benefits of Sustainable Infrastructure | | |
| 6 | PPP Projects for Infrastructure Development Public-Private Partnership (PPP) in Infrastructure, Models of PPP, PPP Programmes in India: Current Status, Milestones and their impact on infrastructure growth | | |

Reference Books:

| Reference Books (Publisher) | Name of the Author | Title of the Book | Year Edition | Publisher Company |
|-----------------------------|-------------------------------------|---|-------------------|-------------------------|
| 1 – International | Alvin S Goodman and Makarand Hastak | Infrastructure Planning, Engineering and Economics | 2nd Edition, 2015 | McGraw-Hill Education |
| 2 – International | Patrick S. Harper | Infrastructure Project Management: An Emerging Discipline | 1st Edition, 2017 | CRC Press |
| 3 – National | K. N. Jha | Construction Project Management: Theory and Practice | 2nd Edition, 2015 | Pearson Education India |
| 4 – National | Niraj Kumar | Infrastructure Development and Real Estate in India | 1st Edition, 2018 | Sage Publications India |

Online Resources:

| Online Resources No. | Web site address |
|----------------------|---|
| 1 | https://www.pmi.org/learning/library/project-management-infrastructure-4647 |
| 2 | https://open.umn.edu/opentextbooks/textbooks/528 |
| 3 | https://www.manage.gov.in/studymaterial/PM.pdf |
| 4 | https://projectriskcoach.com/identify-project-risks/ |
| 5 | https://lbre-pmr.stanford.edu/ |

MOOCs:

| Resources No. | Web site address |
|---------------|---|
| 1 | https://onlinecourses.swayam2.ac.in/imb21_mg02/preview |
| 2 | https://onlinecourses.nptel.ac.in/noc21_mg81/preview |
| 3 | https://www.coursera.org/learn/construction-project-management |
| 4 | https://www.udemy.com/course/project-management-for-infrastructure-sector/ |

Elective - Infrastructure Management

| Programme: MBA CBCS - Revised Syllabus– w.e.f. - Year 2023– 24 | | | |
|--|---|--------------------------------------|-----------------|
| Semester | Course Code | Course Title | |
| III | IM02 | Contract and Claim Management | |
| Type | Credits | Evaluation | Marks |
| Core Elective | 3 | CES | UE:IE =70:30 |
| Course Objectives: | | | |
| <ul style="list-style-type: none"> • Learn the concepts, lifecycle, formulation, and administration of contracts. • Gain knowledge of claim types, breaches, evaluation, and management challenges. • Identify and manage project risks, contract selection, and causes of claims. • Develop skills in presenting, evaluating, and managing claims effectively. • Understand ethical considerations, dispute avoidance, and resolution methods. • Improve the ability to choose appropriate methods for contract and claim management, ensuring optimal outcomes for projects. | | | |
| Course Outcomes: | | | |
| <ul style="list-style-type: none"> • Demonstrate a thorough understanding of the principles, lifecycle, and administration of contracts and claims. • Identify project risks, evaluate claims accurately, and manage claims efficiently. • Exhibit strong ethical judgment and legal understanding in managing contracts and claims, including resolving disputes. • Possess the skills to make informed decisions in contract and claim management, leading to successful project outcomes. | | | |
| Unit | Contents | | Sessions |
| 1 | Contract Management Concept and Need of Contract Management, Contract Management Lifecycle, Formulation of Contract, Contract Administration | | |
| 2 | Claim Management Concept, Needs, and Types of Claim Management, Breaches of Contract, Evaluating Claims and Counter Claims, Challenges of Managing Claims | | |
| 3 | Project Risks & Causes of Claims Project Risk Management, Contract Selection, Causes of Claims, Legal Issues | | |
| 4 | Claim Evaluation Requirements of Claim Presentation, Defining Features of Claims Evaluation and Management, Claim Evaluation, Managing Claims | | |
| 5 | Dispute Resolution in Contracts Meaning and types of disputes, Methods to Resolve Disputes, Choosing Appropriate Method to Resolve Dispute | | |
| 6 | Ethical Consideration and Avoiding Disputes Ethical Concerns, Avoiding Disputes, Techniques to Avoid Disputes | | |

Reference Books:

| Reference Books (Publisher) | Name of the Author | Title of the Book | Year Edition | Publisher Company |
|-----------------------------|--------------------|--|--------------|------------------------|
| International | Jimmie Hinze | Construction Contracts | 2010 | McGraw-Hill Education |
| International | David Chappell | Understanding JCT Standard Building Contracts | 2012 | Routledge |
| International | Geoff Powell | Construction Contract Preparation and Management | 2016 | Palgrave Macmillan |
| International | Gajanan M. Sabnis | Construction Contracts: Practices and Procedures | 2014 | CRC Press |
| National (India) | R. L. Khanna | Project Management and Contract Administration | 2011 | PHI Learning Pvt. Ltd. |

Online Resources:

| Online Resources No. | Web site address |
|----------------------|---|
| 1 | https://www.iapm.net/en/blog/contract-management-and-claim-management/ |
| 2 | https://ppp-certification.com/ppp-certification-guide/9-claims-management-construction-phase |
| 3 | https://www.constructionplacements.com/construction-claims-management-the-ultimate-guide/ |
| 4 | https://www.managementconcepts.com/course/id/1023 |
| 5 | https://www.researchgate.net/publication/345085485_Research_on_Contract_Management_and_Claim_of_Construction_Project |

MOOCs:

| Resources No. | Web site address |
|---------------|---|
| 1 | https://www.udemy.com/course/introduction-to-contract-management/ |
| 2 | https://www.udemy.com/course/contracts-management-in-construction-projects/?couponCode=ST9MT71624 |
| 3 | https://www.coursera.org/learn/construction-management-project-delivery-methods--contracts |

MBA ELECTIVE / SPECIALIZATION

MBA SEMESTER IV

Elective - Marketing Management

| Programme: MBA CBCS - Revised Syllabus w.e.f. - Year 2023 – 2024 | | | |
|--|--|--|-------|
| Semester | Course Code | Course Title | |
| IV | MK03 | Sales and Distribution Management & B ₂ B | |
| Type | Credits | Evaluation | Marks |
| Core Elective | 3 | UE:IE | 70:30 |
| Course Objectives: | | | |
| <ul style="list-style-type: none"> To understand the Importance of Sales Management. To know the Emerging Trends in Sales Management. To learn the Sales Planning and Budgeting. To know Sales Territories and Quotas. To study Controlling of Sales force Performance. To learn Logistics and Supply Chain Management. | | | |
| Course Outcomes: | | | |
| <ul style="list-style-type: none"> To know the Role and Skills of Modern Sales Managers. To set Sales Objectives and design the Sales Strategies. To learn the various Methods of Sales Forecasting. To know the procedure of preparing Sales Budget. To learn the process for designing Sales Territories. To learn the methods of setting Sales Quota. | | | |
| Unit | Contents | | |
| 1 | Introduction to Sales Management: Nature and Importance of Sales Management, Role and Skills of Modern Sales Managers, Personal Selling Objectives, Sales Process/ Personal Selling Process, Sales/ Personal Selling Strategies, Emerging Trends in Sales Management. | | |
| 2 | Sales Planning and Budgeting: Sales Planning Process, Developing Sales Forecast, Types of Sales Forecasts. Sales Forecasting Methods, Sales Budget, Purpose of Sales Budget, Methods used for Deciding Sales Expenditure Budget, Sales Budgeting Process. | | |
| 3 | Sales Territories and Quotas: Reasons for Setting or Reviewing Sales Territories, Procedure for Designing Sales Territories, Use of IT in Sales Territory Management, Territorial Coverage, Sales Quotas or Sales Targets, Objectives of Sales Quotas, Types of Sales Quotas, Methods for Setting Sales Quotas. | | |
| | Sales Organization and Salesforce: Sales Organization and its types, Specialization in Sales Organization, Staffing the Salesforce, Sales Training Process, Compensating the Salesforce, Motivating and Leading the Salesforce, Evaluating and Controlling the Performance of the Salesforce, Sales Analysis and Sales Audit, Ethical and Social Responsibilities of Sales Personnel. | | |
| 5 | Distribution Management: Need for Distribution Channels, Different Types of Distribution Channels, Factors influencing the Channel selection. Channel Conflict, Ways of Managing the Channel Conflict. Retailing: Meaning of Retailing, Retailer as a Salesman, Types of Retailers, Role of Retailer, Retailing in Rural India, E-Retailing. Wholesaling: Meaning of Wholesaler, Functions of Wholesalers, Types of Wholesalers, Key Tasks of Wholesalers. | | |

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|---|---|
| 6 | Logistics and Supply Chain Management: Meaning of Logistics, Activities of Logistics, Meaning of Supply Chain Management, Factors influencing the Supply Chain, Difference between Logistics and Supply Chain Management. |
|---|---|

Reference Books:

| Reference Books (Publisher) | Name of the Author | Title of the Book | Year Edition | Publisher Company |
|-----------------------------|--|--|---------------------------------|----------------------------|
| 1– National | K. Shridhar Bhat | Sales and Distribution Management | 1 st Edition 2017 | Himalaya Publishing House. |
| 2 – National | Dr. S.L. Gupta | Sales and Distribution Management Text & Cases An Indian Perspective | 3 rd Edition 2018 | Trinity Press |
| 3 – National | Satish S. Upalankar | Sales and Distribution Management | 1 st Edition 2019 | Book Enclave. |
| 4 – International | Tapan K. Panda & Sunil Sahadev | Sales and Distribution Management | 2 nd Edition 2012 | Oxford University Press. |
| 5 – International | Krishna Havaladar & Vasant Cavale | Sales and Distribution Management Text & Cases | 3 rd Edition 2017 | McGraw Hill Education |
| 6– International | Richard Still, Edward Cundiff, Norman Govoni & Sandeep Puri | Sales and Distribution Management | 6 th Edition 2017 | Pearson. |

Online Resources:

| Online Resources No. | Website Address |
|----------------------|---|
| 1 | www.marketing91.com › sales-management |
| 2 | www.researchgate.net › journal › 0885-3134 Journal |
| 3 | www.iaset.us › index.php › international-journal-of-sal. |
| 4 | https://academic-accelerator.com /Impact-factor-if › Journal |
| 5 | www.tandfonline.com › loi › rpss20 |

MOOCs:

| Resources No. | Website Address |
|---------------|---|
| 1 | www.mooc-list.com › tags › sales-management |
| 2 | https://alison.com › Business › Sales Courses |
| 3 | https://alison.com/course/diploma-in-sales-management |
| 4 | https://alison.com/course/introduction-to-sales-management |
| 5 | www.edx.org › learn › sales |

Elective - Marketing Management

| Programme:MBA CBCS - Revised Syllabus w.e.f. - Year 2023– 2024 | | | |
|---|---|-------------------------------------|-------|
| Semester | Course Code | Course Title | |
| IV | MK04 | Integrated Marketing Communications | |
| Type | Credits | Evaluation | Marks |
| Core Elective | 3 | UE:IE | 70:30 |
| Course Objectives: | | | |
| <ul style="list-style-type: none"> To provide an in-depth understanding of integrated marketing communications concepts To understand the importance of integrated marketing communication strategies in the contemporary market | | | |
| Course Outcomes: | | | |
| <ul style="list-style-type: none"> Apply the key terms, definitions, and concepts used in integrated marketing communications. Choose a marketing communications mix to achieve the communications and behavioral objectives of the IMC campaign. Structure an integrated marketing communications campaign based on the application of marketing concepts, principles, and practices within an organization. Measure and critically evaluate the communications effects and results of an IMC campaign to determine its success. | | | |
| Unit | Contents | | |
| 1 | Introduction to Integrated Marketing Communications (IMC): Concept, Components of Integrated Marketing Communications (IMC) - Above the Line (ATL), Below the line (BTL) and Through The line (TTL) promotion - Push and Pull strategy. Segmenting Markets, IMC Promotional Methods (Market Environment- Internal and External) | | |
| 2 | Advertising and Social Media - Meaning, Functions & Types of Advertising- Commercial advertising, corporate advertising, surrogate advertising, social advertising, Ad appeals – rational, emotional – positive emotional, negative emotional appeal, humor, musical etc. Objections on Advertising. ASCI guidelines for the advertisers and celebrity endorsers. E- Commerce and digital media, Mobile advertising, Advertising Laws and Ethics, Intellectual Property Rights, ASCI (The Advertising Standards Council of India) | | |
| 3 | Media Management: Introduction to Media mix, Media planning and selection decisions- steps involved and information needed for media planning. Types of media- Print, broadcast – Television and Radio, Outdoor, Transit, Social Media- Facebook , Instagram, Twitter etc. Media mix planning and scheduling. | | |
| 4 | Sales Promotion- Objectives of sales promotion, Trade promotion - Consumer promotion- coupons, Premiums, contests, Sweepstakes, refund and Rebate, Sampling. Event Sponsorships, Planning and developing marketing communication (MarCom) Measuring the effectiveness of all Promotional tools and IMC | | |

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| 5 | Public relation(PR)- Types of PR- Publicity -Corporate Reputation, image building, crisis management, Event Sponsorship, word of mouth (WOM) Marketing, Direct Marketing. SWOT of Public Relations, Communication in contemporary era: Online & Mobile media |
| 6 | Understanding Communication Process- Source, Message and channel factors, Communication response hierarchy- AIDA model, Hierarchy of effect model, ELM model. Integrated Marketing Communications (IMC) Promotional Tools: Product placement and Branding in films, Product placement on television, Film Based Merchandising, Sponsorships for Reality Shows & TV serials, Ambush marketing. |

Reference Books:

| Reference Books (Publisher) | Name of the Author | Title of the Book | Year Edition | Publisher Company |
|-----------------------------|---|----------------------------|--------------|---|
| 1) –National | Chunawalla & Sethia | Foundations of Advertising | 2008 | Himalaya Publications |
| 2) International | Sandra Moriarty, Nancy Mitchell, William D. Wells | Advertising & IMC 2019 | 2019 | Pearson College Div, 11 th edition |

Online Resources:

| Online Resources No. | Website Address |
|----------------------|---|
| 1 | Swayam.gov.in , Nptel.ac.in |
| 2 | https://www.barcindia.co.in/ |

MOOCs:

| Resources No. | Website Address |
|---------------|--|
| 1 | www.Swayam.org |
| 2 | www.Coursera.com |

Elective - Financial Management

| Programme:MBA CBCS - Revised Syllabus w.e.f. - Year 2023– 2024 | | | |
|---|--|-------------------|-------|
| Semester | Course Code | Course Title | |
| IV | FM03 | Corporate Finance | |
| Type | Credits | Evaluation | Marks |
| Core Elective | 3 | UE:IE | 70:30 |
| Course Objectives: | | | |
| <ul style="list-style-type: none"> To orient the students regarding application of Corporate Finance To orient the students to understand basic concepts of Financial Planning and Liquidity Management To orient the students to understand the concept of Corporate Restructuring & forms of Business combination To orient the concept of International Business Combination Forms and structure. | | | |
| Course Outcomes : | | | |
| <ul style="list-style-type: none"> To acquire the concept of Corporate Finance and Financial decision in terms of Planning and Liquidity Management To gain the knowledge of Business combination structure and various forms of corporate restructuring in Indian and International Context Students can able to apply common frameworks and tools related to mergers and acquisitions. To acquire the knowledge of Restructuring decision while working for M&A process in organization with the help on various interaction of Cases in the Indian and International contexts. | | | |
| Unit | Contents | | |
| 1 | Corporate Finance Meaning, Nature and Scope of Corporate Finance, Changing role of Corporate Finance in global economic environment, Corporate Governance. | | |
| 2 | Financial Planning Meaning, Objectives, Characteristics of sound Financial Planning , Steps /Process involved preparation of sound Financial Plan, Factors affecting financial planning, Capitalization: Meaning, Over-Capitalization and Under capitalization- Meaning, Causes and Remedial Measures. | | |
| 3 | Valuation of Bonds and Shares : Basic Valuation Model, Valuation of Bonds/Debentures, Valuation of Preference Shares, Valuation of Ordinary Shares, Relationship Among Financial Decisions, Return, Risk and Share Values. | | |
| 4 | Corporate Restructuring Meaning , different forms , Motives and applications of corporate restructuring, forms of restructuring Joint venture – sell off and spin off , divestitures, meaning of LBO, MBO, governance and mode of Purchased in LBO, Key motives behind MBO, Structure of MBO. Demerger- Meaning of Demerger, Characteristics of demerger, Structure of Demerger, and Tax implication of demergers. | | |

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| 5 | <p>Mergers and Acquisition: Meaning ,Types of Mergers, motives behind the M & A, advantages and disadvantages of M & A, Process of merger integration, Methods of financing mergers, calculation and Significance of P/E Ratios and EPS Analysis, Market Capitalization, Analysis of Mergers & Acquisitions. The Legal and Regulatory framework of Mergers and Acquisition Company Act 1956 & 2013.</p> <p>Accounting for Mergers & Acquisitions Accounting methods for Mergers & Acquisition - Purchase Method and Pooling of Interest Method, Tax aspects on Mergers and Acquisitions. Prominent Cases of Mergers and Acquisitions - examples of M & A in the Indian and International contexts.</p> |
| 6 | <p>International M & A –Introduction of international M & A activity, the opportunities and threats, role of M & A in international trade growth. Impact of government policies and political and economic stability on international M&A decisions, recommendation for effective cross-border M & A.</p> |

Student has to upgrade Knowledge by using below inputs:

Reference Books:

| Reference Books (Publisher) | Name of the Author | Title of the Book | Year Edition | Publisher Company |
|-----------------------------|-------------------------|--|--------------|------------------------------------|
| 1 | I.M. Pandey | Financial Management | 2015 | Vikas Publishing House Pvt Limited |
| 2 | R.P. Rustagi, Galgotia | Financial Management - Theory, Concepts and Problems | January 2018 | Taxmann's |
| 3 | Richard A. Brealey | Principles of Corporate Finance | 2007 | Tata McGraw-Hill Education |
| 4 | Kamal Ghose Ray | Mergers, Acquisitions, Strategy and Integration | 2010 | Kindle Edition |
| 5 | Prasad Godbole | Mergers, Acquisitions and Corporate Restructuring | January 2013 | Vikas Publication |
| 6 | A.P.Dash | Mergers & Acquisitions | Feb-2020 | Dreamtech press-Wiley |
| 7 | William R Snow | Mergers & Acquisitions for Dummies –A willey brand | 2008 | John Willey&sons Inc |
| 8 | M. Y. Khan & P. K. Jain | Financial Management | 2010 | Tata McGraw- |

Online Resources:

| Online Resources No | Website Address |
|---------------------|---|
| 1 | https://onlinelibrary.wiley.com/ - Mergers and Acquisitions: A Step- by- Step Legal and Practical Guide, Second Edition |
| 2 | https://www.ebooks.com/ Mergers, Acquisitions and Corporate Restructuring |
| 3 | https://www.questia.com/library/economics-and-business/business/corporations/corporate-mergers-acquisitions |

MOOCs:

| Resources No | Website Address |
|--------------|---|
| 1 | http://ugcmoocs.inflibnet.ac.in |
| 2 | https://nptel.ac.in |
| 3 | https://swayam.gov.in |
| 4 | https://coursera. |

Elective - Financial Management

| Programme:MBA CBCS - Revised Syllabus w.e.f. - Year 2023– 2024 | | | |
|---|---|------------------------------------|---------------|
| Semester | Course Code | Course Title | |
| IV | FM04 | International Financial Management | |
| Type | Credits | Evaluation | Marks |
| Core Elective | 3 | CES | UE:IE = 70:30 |
| Course Objectives: | | | |
| <ul style="list-style-type: none"> To understand the core concepts of International Finance and Domestic Finance. To study the International Flow of Funds and International Monetary System. To analyze the nature and functioning of foreign exchange markets, determination of exchange rates and study the techniques of Foreign Exchange Risk Management. The course also aims to provide students with a thorough understanding of international investment, taxation and financing decisions. To gain the conceptual clarity of the theoretical aspects of international trade and finance. To identify the processes, risks and instruments used in the financing of international trade. | | | |
| Course Outcomes : | | | |
| <ul style="list-style-type: none"> Gain understanding of core concepts of International Finance and Domestic Finance. Knowledge of International Flow of Funds and International Monetary System. Analyze and understand the nature and functioning of foreign exchange markets and develop the ability to manage the foreign exchange risk. Understanding of International Capital Budgeting and International Taxation. Knowledge of details of International Trade Settlement. Familiarize with the mechanism of International Trade Finance. | | | |
| Unit | Contents | | |
| 1 | Introduction: Overview, Scope and Objective of International Finance. Distinction between Domestic Finance and International Finance. Importance and Challenges of International Financial Management. Foreign Direct Investment: Concept, Cost and Benefits of Foreign Direct Investment, Concept of International Portfolio Management. | | |
| 2 | International Flow of Funds and International Monetary System: Concept, principles and components of Balance of Payments. International Monetary System: Evolution, Gold Standard, Bretton Woods System, The Flexible Exchange Rate regime, The Current Exchange Rate arrangement. | | |
| 3 | Foreign Exchange Market and Foreign Exchange Risk Management: Functions and structure of Foreign Exchange Market. Major participants. Types of transactions. Foreign Exchange Exposure. Various tools and techniques of Foreign Exchange Risk Management. Foreign Exchange Rate Determination: An overview, Factors influencing Exchange Rates, Foreign Exchange Quotations, International Arbitrage, Interest Rates Parity, Purchasing Power Parity, Relationship between Inflation, Interest Rates and Exchange Rates. | | |
| 4 | International Capital Budgeting and International Taxation: Introduction of international capital budgeting, adjusted present value model, capital budgeting from parent firm's perspective and expecting the future expected exchange rate analysis. International tax system, double taxation, double taxation avoidance agreement (DTAA), tax havens and transfer pricing. | | |

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|---|---|
| 5 | International Trade Settlement: Concept, objectives and importance of International Trade, Risks involved in International Trade, Factors influencing International Trade, Settlement methods of International Trade viz. Open Account, Advance Payment, Documentary Credit, Documentary Collection, Consignment Trading. |
| 6 | International Trade Finance: Pre shipment finance, Post shipment finance, Supplier's credit, Buyer's credit, Factoring, Forfeiting, Offshore banking documentary credit mechanism, Steps involved in Letter of Credit (L.C.) mechanism along with role played by the parties to L.C. |

Reference Books:

| Reference Books (Publisher) | Name of the Author | Title of the Book | Year Edition | Publisher Company |
|-----------------------------|--|------------------------------------|--------------|--------------------------------|
| 1 – National | P.G.Apte. | International Financial Management | 2014 | Tata Mcgraw Hill |
| 2 – National | VyuptakeshSharan | International Financial Management | 2012 | Prentice Hall of India Pvt Ltd |
| 3 – National | MadhuVij | International Financial Management | 2006 | Excel Books |
| 4 – International | Eiteman David, I. Stonehill Arthur, et al. | Multinational Business Finance | 2017 | Pearson |
| 5 – International | Alan C. Shaprio | International Financial Management | 2016 | Wiley |
| 6 – International | Cheol S. Eun, Bruce G. Resnick | International Financial Management | 2017 | Tata McGraw-Hill |

Online Resources:

| Online Resources No | Website Address |
|---------------------|---|
| 1 | https://www.investopedia.com/ |
| 2 | www.icmai.in |
| 3 | https://www.yourarticlelibrary.com |
| 4 | www.youtube.com |
| 5 | https://www.freebookcentre.net/ |

MOOCs:

| Resources No | Website Address |
|--------------|---|
| 1 | https://www.coursera.org/learn/global-financial-markets-instruments |
| 2 | https://www.coursera.org/specializations/global-challenges-business |
| 3 | https://nptel.ac.in/courses/110/105/110105057/ |
| 4 | https://nptel.ac.in/courses/110/105/110105031/ |

Elective: Human Resource Management

| Programme: MBA CBCS - Revised Syllabus w.e.f. - Year 2023 – 2024 | | | |
|---|---|--------------------------------------|-------|
| Semester | Course Code | Course Title | |
| IV | HR03 | Compensation and benefits management | |
| Type | Credits | Evaluation | Marks |
| Core | 3 | UE:IE | 70:30 |
| Course Objectives: | | | |
| <ul style="list-style-type: none"> To understand the concept of compensation To explain the components of labour cost. To define executive compensation with various plans. To discuss wage policies and concepts related to labour market To elaborate issues related to reward management and global compensation To understand the rules for taxation and concept of tax friendly package. | | | |
| Learning Outcomes : | | | |
| <ul style="list-style-type: none"> Explain concepts related to compensation Explain components of labour cost. Contribute in designing executive compensation Describe issues related to wage policies and labour market. Handle the issues related to reward management and global compensation Explain rules of taxation and design tax friendly package | | | |
| Unit | Contents | | |
| 1 | Introduction: Concept, scope and importance of Compensation and Benefits Management; Factors affecting Compensation and Benefits decisions; Roles and responsibilities of Compensation and Benefit Managers | | |
| 2 | Labour Cost: Components of Compensation package; Bonus: Method of Determining Bonus; Fringe Benefits: concept and types; Wage Incentives: Concept, different kinds of wage incentives plans and their application; Labour Turnover: causes, implications and costs. | | |
| 3 | Executive Compensation: Compensation and organization Structure; Aligning compensation to organization culture; Stock Options and Stock Purchase plans; Economic value added (EVA) as an alternative to Stock based compensation; Pay for performance; Competency based pay. Retirement benefits. | | |
| 4 | Company Wage Policy: National Wage Policy: Objectives, Concepts; Labour Market: Concept, broad types; Wage Determination; Pay Grades, Economic Principles; External Equity: Wage Surveys. | | |
| 5 | Reward and Global Compensation - Total reward management process- Assessment, Design, Execution and Evaluation, Global compensation - strategies, Best practices in global compensation. | | |
| 6 | Taxation Aspect: Current rules of taxation of salaries; Exemption in income tax-and the rationale; Fringe benefit tax and its implication for the employers and employees; Taxation of stock options; Designing a tax friendly package. Note: Simple problems on Income Tax Calculation to be taught. | | |

Reference Books:

| Reference Books (Publisher) | Name of the Author | Title of the Book | Year Edition | Publisher Company |
|-----------------------------|--------------------------------|--|--------------|---------------------------------|
| National | R.C.sharma, Sulabh Sharma | Compensation Management | 2019 | Sage Publishing |
| National | A.P. Rao | Labour Cost Accounting and Compensation Management | 2000 | Everest Publishing House. |
| National | B.D.Singh | Compensation & Reward Management | 2007 | Excel Books |
| International | Michele Dennis and Thomas Roth | Effective executive compensation | 2008 | American management Association |

Online Resources:

| Online Resources No | Website Address |
|---------------------|---|
| 1 | https://www.iedunote.com/compensation-management |
| 2 | https://execcomp.org/Basics/Basic/What-Is-Executive-Compensation |
| 3 | https://theinvestorsbook.com/labour-turnover.html |
| 4 | https://www.shrm.org/resourcesandtools/tools-and-samples/hr-qa/pages/totalrewardsstrategies.aspx |
| 5 | https://www.worldatwork.org/workspan/articles/global-compensation-considerations |
| 6 | https://www.incometaxindia.gov.in/pages/tax-laws-rules.aspx |

MOOCs:

| Online Resources No | Website Address |
|---------------------|---|
| 1 | https://www.coursera.org/learn/compensation-management |
| 2 | https://alison.com/courses/diploma-in-modern-human-resource-management/content/scorm/5730/module-6-compensation-and-benefits |
| 3 | https://www.classcentral.com/course/managing-employee-compensation-5510 |

| Programme: MBA CBCS - Revised Syllabus w.e.f. - Year 2023 – 2024 | | | |
|---|--|---|-------|
| Semester | Course Code | Course Title | |
| IV | HR04 | Competency Mapping and Performance Management | |
| Type | Credits | Evaluation | Marks |
| Core | 3 | UE:IE | 70:30 |
| Course Objectives: | | | |
| <ul style="list-style-type: none"> To understand managerial competencies in changing business environment and the resultant challenges. To establish links between managerial competencies for effective work performance. To introduce the concept of performance management and its importance in organizations. To enable students, knowledge of managing performances for greater success. To provide information about the latest development and trends in the practices of performance management. | | | |
| Learning Outcomes : | | | |
| <ul style="list-style-type: none"> Applied skills and knowledge that enable people to successfully perform in professional, educational, and other life contexts. Understand the different types of Performance Planning strategies and develop various development plans for the employees. Gain a practical understanding as how Performance Management plan is beneficial for the organization and also the employees. Recognize how Competency Mapping works and affects at different levels of the organizations. Appreciate the Performance Appraisal Process and gain knowledge for avoiding various rating errors. Identify job ready competencies and how to detect them in a probable candidate. Design and develop Competency Models for a particular job-role. | | | |
| Unit | Contents | | |
| 1 | Concept of Competencies: Meaning and significance of Managerial competencies for effective work performance, competency identification and its role in performance development, managerial competency in a dynamic business national and global workplace, environment, PJ Job fit Theory, PE fit Theory, Holland Theory. | | |
| 2 | Competency Mapping for effective HRM Development: Concept of Competency Mapping - and its scopes, significance of competency mapping for effective HRM, techniques for competency mapping, career planning, role of competency mapping in career planning and development. | | |
| 3 | Introduction to Performance Management: Definition and Importance of Performance Management, contribution of competency mapping in effective performance development. Linkage of Performance Management to Other HR Processes; Aims, Purposes and Principles of Performance Management. | | |

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| 4 | Performance Management Planning and Development: Introduction: Performance Management Planning, the Planning Process, Performance Management Documentation, Manager's Responsibility in Performance Planning Mechanics and Documentation, Employee's Responsibility in Performance Planning Mechanics and Documentation, Creation of PM Document |
| 5 | Competency Appraisal and Performance Management: Need and benefits of effective appraisal system in Performance management. Traditional and Modern methods of Appraisal. Identifying training needs, develop suitable training programs for competency management. |
| 6 | Management Competencies and Performance Development in Organizations: Developing a model for competency mapping and management for effective HR development for a chosen firm. Ethics and Challenges in Performance Management. |

Reference Books:

| Reference Books (Publisher) | Name of the Author | Title of the Book | Year Edition | Publisher Company |
|-----------------------------|---|---|--------------|-------------------|
| 1 – National | Radha Sharma | 360 degree Feedback, Competency Mapping and Assessment Center | | |
| 2 – National | | | | |
| 3 – National | | | | |
| 4 – International | Spencer and Spencer | Competency at Work | - | Wiley Publication |
| 5 – International | David D. Dubois, Deborah Jo King Stern, Linda K. Kemp | Competency-Based Human Resource Management | | |
| 6 – International | Michael Armstrong & Angela Baron | Performance Management | | Jaico Publication |

Online Resources:

| Online Resources No | Website Address |
|---------------------|---|
| 1 | aictefreecourses@gmail.com |
| 2 | https://www.emerald.com/insight/content/doi/10.1108/09685220610648373/full/html?journalCode=i |
| 3 | https://bdigital.ufp.pt/handle/10284/357 |

MOOCs:

| Online Resources No | Website Address |
|---------------------|---|
| 1 | Coursera -Managing Employee Performance, www.coursera.org |
| 2 | Alission- Performance Management and strategic planning |

Elective:International Business Management

| Programme:MBA CBCS - Revised Syllabus w.e.f. - Year 2023 – 2024 | | | |
|---|---|--------------------------------|--------------|
| Semester | Course Code | Course Title | |
| IV | IB03 | International Marketing | |
| Type | Credits | Evaluation | Marks |
| Core Elective | 3 | UE:IE | 70:30 |
| Course Objectives: | | | |
| Subject / Course Objectives : <ul style="list-style-type: none"> • Apply the key terms, definitions, and concepts used in marketing with an international perspective. • Compare the value of developing global awareness vs. a local perspective in marketing. • Evaluate different cultural, political, and legal environments influencing international trade. • Distinguish the advantages and disadvantages Canadian products and services possess in international marketing in both emerging markets and mature markets. | | | |
| Course Outcomes : | | | |
| <ul style="list-style-type: none"> • Explain the impact of global and regional influences on products and services for consumers and businesses. • Apply basic internationally oriented marketing strategies (total product concept, pricing, place, and promotion). • Develop creative international market entry strategies. • Understand the importance of the Internet for global business. • Explain the differences in negotiating with marketing partners from different countries and the implications for the marketing strategies (4Ps). | | | |
| Unit | Contents | | |
| 1 | International Marketing- Concept, Importance, International Marketing Research and Information System, | | |
| 2 | Market Analysis and Foreign Market Entry Strategies, Future of International Marketing, India's Presence in International Marketing | | |
| 3 | Internationalization of Retailing and Evolution of International Retailing, Motives of International Retailing, International Retail Environment – Socio- Cultural, Economic, Political, Legal, Technological | | |
| 4 | Selection of Retail Market, Study and Analysis of Retailing in Global Setting, Methods of International Retailing, Forms of Entry-Joint Ventures, Franchising, Acquisition | | |
| 5 | Competing in Foreign Market, Multi-country competition and Global Competition, Competitive Advantages in Foreign Market, Cross Market subsidization, Retail Structure, Global Structure. | | |
| 6 | Digital Revolution, Strategy and Leadership in International Marketing • Global E-commerce • Value Networks and Disruptive Technologies in the context of International Marketing • The Digital Revolution: New Products and Services • Global Competition and National Competitive Advantage • Leadership and Organization for International Marketing • Ethics, Corporate Social Responsibility and Social Responsiveness in the context of International Marketing | | |

Reference Books:

| Reference Books (Publisher) | Name of the Author | Title of the Book | Year Edition | Publisher Company |
|-----------------------------|---|----------------------|--------------|-------------------|
| 1 – National | Swapana Pradhan- | Retailing Management | | |
| 2 – National | A. J. Lamba- | The Art of Retailing | | |
| 4 – International | Dravid Gilbert | Retail Marketing | | |
| 5 – International | . George H, Lucas Jr., Robert P. Bush, Larry G Greshan- | Retailing | | |
| 6 – International | Barry Berman, Joel R Evans- Retail Management | A Strategic Approach | | |

Online Resources:

| Online Resources No | Website Address |
|---------------------|---|
| 1 | https://gacbe.ac.in/pdf/ematerial/18BIB52C-U1.pdf |
| 2 | http://centre.uek.krakow.pl/CENTRUMPSiM/wp-content/uploads/2017/10/Horska_et_al_2014_mini.pdf |

MOOCs:

| Online Resources No | Website Address |
|---------------------|---|
| 1 | https://www.edx.org/ |
| 2 | https://www.coursera.org/ |
| 3 | https://alison.com/ |
| 4 | https://swayam.gov.in/nc_details/NPTEL |

Elective: International Business Management

| Programme: MBA CBCS - Revised Syllabus w.e.f. - Year 2023– 2024 | | | |
|--|---|----------------------------|-------|
| Semester | Course Code | Course Title | |
| IV | IB04 | Global Business Strategies | |
| Type | Credits | Evaluation | Marks |
| Core | 3 | UE:IE | 70:30 |
| Course Objectives: | | | |
| <ul style="list-style-type: none"> • Knowledge: Basic and broad knowledge in international business environment, strategies and management. Ability to apply concepts, principles and theories to simple business situations. • Global Perspective: Awareness of the different thinking and viewpoints of diverse cultures. • Awareness of the global business environment and its impacts on businesses. • Practical Application: Use of excel tools in real world scenarios. | | | |
| Course Outcomes : | | | |
| <ul style="list-style-type: none"> • Explain the concepts in international business with respect to foreign trade/international business • Apply the current business phenomenon and to evaluate the global business environment in terms of economic, social and legal aspects • Analyze the principle of international business and strategies adopted by firms to expand globally • . Integrate concept in international business concepts with functioning of global trade | | | |
| Unit | Contents | | |
| 1 | Export – Import – Strategies, Third Party Intermediaries, Cause of Ethical dilemma ‘Is demand always Export’ Technology impact on Export Strategy | | |
| 2 | Global Manufacturing Strategies, Global Supply Chain Management, Ethical Dilemma –supplier relations approach that yields best result | | |
| 3 | Control Strategies – Introduction, Planning, Organizational Structure, Location of Decision making, Control in process of Internationalization, Control Strategy Mechanisms Corporate Culture & Co-coordinating Methods, Control in special situations Acquisitions, Shared ownership | | |
| 4 | Role of legal structure in Control Strategies – Control or No control Constant Balancing Act | | |
| 5 | Collaborative Strategies – Motives for collaborative arrangements, Considerations in collaborative arrangements, Licensing/ Franchising / Contracts/ Joint Ventures/ Equity Alliances | | |
| 6 | Problems of Collaborative Arrangements, Collaborative Importance, Differing Objectives, Control Problems, Cultural Difference, Compatible Partners, Steps to know how Innovation breeds collaboration | | |

Student has to upgrade Knowledge by using below inputs:

Reference Books:

| Reference Books (Publisher) | Name of the Author | Title of the Book | Year Edition | Publisher Company |
|-----------------------------|---------------------------------------|---|--------------|---|
| 1 – National | T.K Das & Bing-Sheng Teng | A resource Based theory of Strategic Alliance | | Journal of management 26, no.1 [2000:31- 61] |
| 2 – National | Jeffery Reur | Collaborative Strategy J | | The logic of Alliances – Financial Times Oct- 4 1999- Page 12-13 3. |
| 3 – National | Chakrawarthy B and Permutter H (1995) | Strategic Planning for Global Business | | |
| 4 – International | M Porter (1990) | Competitive Advantage of Nation | |)New York Free Press |
| 5 – International | Engelwood Cliffs, | The Strategy Process | | M J Prentice Hall |
| 6 – International | | The Dynamics of International Strategy | | Strategy London – International Thompson Press |

Online Resources:

| Online Resources No | Website Address |
|---------------------|---|
| 1 | https://www.global-strategy.net/what-is-global-strategy/ |
| 2 | https://www.researchgate.net/publication/322789850_International_Business_Strategy |

MOOCs:

| Online Resources No | Website Address |
|---------------------|------------------|
| 1 | mooc.org |
| 2 | www.Coursera.org |
| 3 | www.Udemy.com |
| 4 | Swayam.gov.in |

| | |
|-----------------------------|---|
| Status of syllabus revision | No Change |
| Faculty allocated | Dr. Vrushali Kadam IMED.Pune Dr. H.G.Abhyankar Invitee , Pune |

Elective: Production & Operations Management

| Programme: MBA CBCS - Revised Syllabus w.e.f. - Year 2023– 2024 | | | |
|---|--|-------------------------------------|-------|
| Semester | Course Code | Course Title | |
| IV | PM03 | Logistics & Supply Chain Management | |
| Type | Credits | Evaluation | Marks |
| Core Elective | 3 | UE:IE | 70:30 |
| Course Objectives: | | | |
| <ul style="list-style-type: none"> To gain the in depth knowledge, and importance of the subject of Supply Chain Management (SCM). To acquire the working knowledge. To understand the JIT and SCM concepts and applicability to industrial examples. To know the concept of 5R in achieving Customer satisfaction/ delight. | | | |
| Course Outcomes : | | | |
| <ul style="list-style-type: none"> Develop a sound understanding of the important role of supply chain management in Today's business environment. Become familiar with current supply chain management trends. Learn logistics concepts and basic activities. Know the types of transportation systems. Know the third, fourth party logistics. | | | |
| Unit | Contents | | |
| 1 | Introduction to Logistics and SCM: Meaning, objectives, importance of various terms and concepts of SCM in relation to competitive global business. EOQ models, Customer Relationship Management and Supply Chain | | |
| 2 | Planning and SCM: Planning Demand & Supply chain, types of distribution network, concept of 5R in achieving Customer satisfaction/ delight. Role of agent, Distributor, Ware house, Retailer, and various types of distribution level. | | |
| 3 | Materials Management and Logistics: Meaning of logistics in reference to materials management, broader sense including transport selection, long term contracts for information flow & material flow to reach the supply with 5R. Sourcing and pricing of logistics. | | |
| 4 | Transportation Systems: Types of transportation systems & their merits/ demerits, , selection of suitable type, complexities in trans shipment, and exporting the goods, role of forwarding and clearing agents and documentation requirements | | |
| 5 | Integration of Logistics functions: Developments in outsourcing of Logistics-stores functions-bar coding, layout, material handling, and suitable equipment's for it, overall integration of various functions of material management, stores, procurement, distribution network tuned to information flow from customers to get the effectiveness . | | |
| 6 | Current Trends in Logistics and SCM: Current developments/ practices- MRP, MRPII. 3PL, 4PL, use of IT. | | |

Reference Books:

| Reference Books (Publisher) | Name of the Author | Title of the Book | Year Edition | Publisher Company |
|-----------------------------|-------------------------------------|---|--------------|-------------------------------------|
| 1 – National | Satish C. Ailawadi & Rakesh Singh | Logistics Management | 2005 | Prentice-Hall Of India Pvt. Limited |
| 2 – National | D K Agrawal | Logistics and Supply Chain Management | 2003 | Macmillan Publishers India Limited, |
| 3 – National | Janat Shah | Supply Chain Management- Text and Cases | 2009 | Pearson Education |
| 4 – International | <u>Douglas Long</u> | International Logistics: Global Supply Chain Management | 2003 | <u>Springer US</u> |
| 5 – International | Donald J. Bowersox & David J. Closs | Logistical Management | 1996 | McGraw-Hill Companies |
| 6 – International | Donald Waters | Logistics- An Introduction to Supply Chain Management | 2003 | <u>Palgrave Macmillan</u> |

Online Resources:

| Online Resources No | Website Address |
|---------------------|--|
| 1 | www.poms.org |
| 2 | www.searchmanufacturingerp.techtarget.com |
| 3 | www.inderscience.com |
| 4 | www.logisticsmgmt.com |
| 5 | www.ionlogistics.eu |

MOOCs:

| Resources No | Website Address |
|--------------|------------------|
| 1 | mooc.org |
| 2 | www.Coursera.org |
| 3 | www.Udemy.com |
| 4 | Swayam.gov.in |

Elective: Production & Operations Management

| Programme: MBA CBCS - Revised Syllabus w.e.f. - Year 2023 – 2024 | | | |
|--|---|-------------------------------------|-------|
| Semester | Course Code | Course Title | |
| IV | PM04 | World Class Manufacturing Practices | |
| Type | Credits | Evaluation | Marks |
| Core Elective | 3 | UE:IE | 70:30 |
| Course Objectives: | | | |
| <ul style="list-style-type: none"> To gain in depth knowledge of World Class Manufacturing(WCM) systems in globally Leading Manufacturers. To gain concept of Strategic Decisions for business, JIT, Total Employee involvement. To get acquainted with the use of IT, ERP and MRP systems | | | |
| Course Outcomes : | | | |
| <ul style="list-style-type: none"> Demonstrate the relevance and basics of World Class Manufacturing. Understand the concepts of Business excellence, competitiveness and customization of product for manufacturing. Implementation of new technology concepts of world class manufacturing, dynamics of material flow, and Lean manufacturing. Understand recent trends in manufacturing to meet the current and future business challenges. Compare the existing industries with WCM industries. | | | |
| Unit | Contents | | |
| 1 | Introduction to World Class Manufacturing (WCM): World Class manufacturing; Concept, Imperatives for success – Technology, systems approach and change in the mindset | | |
| 2 | Planning for Manufacturing System: Strategic decisions in manufacturing management; choice of technology; capacity; Layout; Aggregate Planning and Master production scheduling. | | |
| 3 | Materials Planning: Resources planning - Materials Requirement planning (MRP). Manufacturing Resources planning (MRP-II) Enterprise Resources Planning (ERP). | | |
| 4 | Just in Time (JIT): Just-In-Time (JIT) - Concept, Advantages, Techniques of JIT, JIT Layout, Kanban system, JIT Purchasing. | | |
| 5 | World Class Manufacturing development Tools: Total employee Involvement and small group activities 5-S Concept, Total Productive Maintenance, Automation in design and manufacturing, Automated Material Handling equipment's, Product and Process Design Tools, Bar Code Systems. | | |
| 6 | Recent Trends in World Class Manufacturing: Role of IT in World Class Manufacturing, Flexible Manufacturing Systems (FMS), Group Technology, Six Sigma. | | |

Student has to upgrade Knowledge by using below inputs:

Reference Books:

| Reference Books (Publisher) | Name of the Author | Title of the Book | Year Edition | Publisher Company |
|-----------------------------|---------------------------------------|--|--------------|-----------------------------------|
| 1 – National | B S Sahay K B C Saxena, Ashish Kumar | World-Class Manufacturing- A Strategic Perspective | 2018 | Infinity press |
| 2 – National | L.C. Jhamb | Production Operations Management | 2014 | Everest publishing House |
| 3 – National | S.A. Chunawalla, D.R. Patel | Production and Operations Management Systems | 2018 | Himalaya Publishing House |
| 4 – International | Richard J.Schonberger, | World Class Manufacturing | 1986 | Schonberger & Associates |
| 5 – International | Carlo Baroncelli&NoelaBallerio (eds.) | WCOM (World Class Operations Management) : Why You Need More Than Lean | 2016 | Springer International Publishing |
| 6 – International | Devistsiotis Kostas N, | Operations Management | 1981 | McGraw Hill |

Online Resources:

| Online Resources No | Website Address |
|---------------------|---|
| 1 | https://www.wcm.fcagroup.com/ |
| 2 | www.iso.org |

MOOCs:

| Online Resources No | Website Address |
|---------------------|--|
| 1 | www.coursera.org |
| 2 | www.edx.org |
| 3 | www.openlearning.com |
| 4 | www.alison.com |

Elective:Information Technology Management

| Programme:MBA CBCS - Revised Syllabus w.e.f. - Year 2023 – 2024 | | | |
|--|--|-------------------|-------|
| Semester | Course Code | Course Title | |
| IV | IT03 | RDBMS with Oracle | |
| Type | Credits | Evaluation | Marks |
| Core Elective | 3 | UE:IE | 70:30 |
| Course Objectives : | | | |
| <ul style="list-style-type: none"> To understand and learn how to work with an Oracle database. To understand the Structured Query Language and be able to use it in conjunction with Oracle database. To understand Procedural Language SQL (PL/SQL) and be able to use it in conjunction with an Oracle database. | | | |
| Course Outcomes : | | | |
| At the end of this course, student should be able to: <ul style="list-style-type: none"> Simple Query using sample datasets Complex queries using SQL. Writing PL/SQL blocks | | | |
| Unit | Contents | | |
| 1 | Introduction to oracle RDBMS: DBMS VS RDBMS, CODD's Rules, Introduction to Oracle: History, Features, Versions of oracle, introduction to oracle RDBMS, Tools of Oracle: SQL, SQL*Plus, SQL Form, SQL Reports. | | |
| 2 | SQL and Components of SQL Defining a database in SQL, Components of SQL: DDL, DML, DCL, DQL, SQL query Rules, Data types, Keywords, Delimiters, Literals. DDL Commands – Defining a database in SQL, Creating table, changing table definition, removing table. Truncating Table. DML Commands- Inserting, updating, deleting data, DQL Commands: Select Statement with all options. Renaming table, Describe Command, Distinct Clause, Sorting Data in a Table, Creating table from a table, Inserting data from other table, Table alias, and Column alias. Data Constraints: Primary key, Foreign Key, NOT NULL, UNIQUE, CHECK constraint | | |
| 3 | Operators, Functions and Joins Arithmetic, Logical, Relational, Range Searching, Pattern Matching, IN & NOT IN Predicate, all, % any, exists, not exists clauses, Set Operations: Union, Union All, Minus, Intersect. Relating data through join concept. Simple join, equi join, non equi join, Self join, Outer join, Sub queries, Aggregate Functions , Numeric Functions, String Functions, Conversion functions, Date conversion functions, Date functions. | | |
| 4 | Database Objects Index: Creating index, simple index, composite index, unique index, dropping indexes, multiple indexes on table, using row id to delete duplicate rows from a table, Sequence: Creating sequence, altering sequence, dropping sequence. Views: Defining, modifying, deleting views. | | |
| 5 | Introduction to PL/SQL programming Introduction, Advantages, PL/SQL Block, PL/SQL Execution Environment, PL/SQL Character set, Literals, Data types, Variables, Constants, Displaying User | | |

| | |
|---|---|
| | Message on screen, Conditional Control in PL/SQL, Iterative Control Structure: While Loop, For Loop, Go to Statement. |
| 6 | Advanced Programming Techniques of PL/SQL Cursors: Introduction, Types of Cursors: Implicit Cursor, Explicit Cursors, Parameterized cursors, Programs on cursors, Triggers: Introduction, Use of triggers, Types of Triggers, Creating triggers, Examples on Triggers |

Student has to upgrade Knowledge by using below inputs:

Reference Books:

| Reference Books (Publisher) | Name of the Author | Title of the Book | Year Edition | Publisher Company | |
|-----------------------------|--------------------|---|-------------------------|-------------------|--|
| 1 – National | P.S.Deshpande | SQL for oracle 9i | 3 rd Edition | Dreamtech Press | |
| 2 –International | Ivan Bayross | PL/SQL The Programming Language of Oracle 3rd Revised Edition | 3 rd Edition | BPB Publication | |

Online Resources:

| Online Resources No | Website Address |
|---------------------|---|
| 1 | https://www.w3schools.com/sql/ |
| 2 | https://www.tutorialspoint.com/sql/index.htm |
| 3 | https://www.javatpoint.com/sql-tutorial |

MOOCs:

| Online Resources No | Website Address |
|---------------------|---|
| 1 | https://www.coursera.org/learn/intro-sql |
| 2 | https://www.coursera.org/projects/introduction-to-relational-database-and-sql |
| 3 | https://www.coursera.org/projects/intermediate-rdb-sql |

Elective:Information Technology Management**Programme:MBA CBCS - Revised Syllabus w.e.f. - Year 2023 – 2024**

| Semester | Course Code | Course Title | |
|--|--|---|-------|
| IV | IT04 | Enterprise Business Applications | |
| Type | Credits | Evaluation | Marks |
| Core Elective | 3 | UE:IE | 70:30 |
| Course Objectives: | | | |
| <ul style="list-style-type: none"> To enable knowledge about E-commerce To enable knowledge about types of business models in E-commerce To enable knowledge about security issues of e-commerce To enable knowledge about payment systems of e-commerce. To enable knowledge about various e-commerce applications. To enable knowledge about Mobile commerce | | | |
| Course Outcomes : | | | |
| <ul style="list-style-type: none"> Recognize the impact of Information and Communication technologies, especially of the Internet in business operations. Recognize the fundamental principles of e- Business and e- Commerce Use tools and services of the internet in the development of a virtual e- commerce site | | | |
| Unit | Contents | | |
| 1 | Introduction: Brief history of e-commerce, definitions of e-commerce, technical components and their functions, e-commerce versus traditional business, requirements of e-commerce. Advantages and disadvantages of e- commerce, Value chain in e-commerce, current status of e-commerce in India. | | |
| 2 | Types of business models (B2B, B2C, C2B, C2C) with examples. EDI – Requirement of EDI, types of EDI, advantages and disadvantages of EDI. ISP, Types of ISP, Choosing an ISP, domain name, domain name types, how to register domain name. | | |
| 3 | Security issues , privacy issues, basic computer security, secure transaction, security threats, risk, security tools. Hacking, viruses, denial of service attacks, malicious code, Intruders, attacking methods. Cryptography, types of cryptography, symmetric and asymmetric cryptography. Firewall, types of firewall, components of firewall. Digital signature, digital certificate, secure electronic transactions, secure socket layer. | | |
| 4 | E-commerce Payment System Overview of Electronic payment technology, limitations of the traditional payment system, requirements of e- payment system. B2B Electronic Payments, Third-Party Payment Processing, Electronic Payment Gateway Electronic or digital cash, properties of digital cash, how it works. Online credit card Payment system, smart card. | | |
| 5 | E-Commerce Applications: E-Commerce and banking, e-commerce and retailing, e-commerce and online publishing, online marketing, e-advertising, e-branding. | | |
| 6 | Mobile Commerce: Overview of M-Commerce - Wireless Application Protocol (WAP), Generations of Mobile Wireless Technology, Components of Mobile Commerce, Networking Standards for Mobiles, Examples of M-commerce, Current Status of M-Commerce in India, M-commerce applications, Mobile information Services, Mobile banking and trading. | | |

Student has to upgrade Knowledge by using below inputs:

Reference Books:

| Sr.No. | Name of the Author | Title of the Book | Publisher Company |
|-------------------|-----------------------------------|--|------------------------|
| 1 – National | Alexis neon | ERP Demystified | Mc Graw hill |
| 2 – National | V.K. Garg & N.K. Venkita Krishnan | ERP Ware: ERP Implementation Framework | |
| 3 – National | V.K. Garg & N.K. Venkita Krishnan | ERP Concepts & Planning | |
| 4 – International | P.T. Joseph, | E-Commerce A Managerial Perspective | Prentice Hall of India |
| 5 – International | Kalakota and Whinston | Frontiers of Electronic | Pearson Education |

Online Resources:

| Online Resources No | Website Address |
|---------------------|---|
| 1 | http://index-of.co.uk/IT/Wiley%20-%20Enterprise%20Resource%20Planning.pdf |
| 2 | https://mrcet.com/downloads/digital_notes/ME/III%20year/ERP%20Complete%20Digital%20notes.pdf |
| 3 | https://www.analyticom.de/docs/erp/Booklet_EN_ERP.pdf |
| 4 | http://sim.edu.in/wp-content/uploads/2018/11/B.Com-CA-II-Semester.pdf |

MOOCs:

| Online Resources No | Website Address |
|---------------------|---|
| 1 | https://onlinecourses.swayam2.ac.in/cec20_mg25/preview |
| 2 | https://www.coursera.org/courses?query=e-commerce |
| 3 | https://www.udemy.com/courses/business/e-commerce |
| 4 | https://www.edx.org/learn/ecommerce |
| 5 | https://www.classcentral.com/subject/ecommerce |

Elective:Agribusiness Management

| Programme:MBA CBCS - Revised Syllabus w.e.f. - Year 2023– 2024 | | | |
|--|---|--|-------|
| Semester | Course Code | Course Title | |
| IV | AM03 | Use of Information Technology in Agribusiness Management | |
| Type | Credits | Evaluation | Marks |
| Core Elective | 3 | UE:IE | 70:30 |
| Course Objectives: | | | |
| <ul style="list-style-type: none"> Gain a solid understanding of core concepts of ICT in agriculture, with a focus on used cases and potential impact. Learn about digital tools enhancing on-farm productivity. Understand how to empower smallholder farmers through ICT/Digital Tools in market access and financial services. Gain awareness of the forward-looking technologies and their scope in agriculture – artificial intelligence, remote sensing, crowd sourcing, and big data analytics. | | | |
| Course Outcomes : | | | |
| <ul style="list-style-type: none"> Data analysis in Agribusiness ICT in Agriculture GIS and Remote Sensing application in Agriculture Monitoring and Evaluation in Agriculture | | | |
| Unit | Contents | | |
| 1 | Introduction to Computers: Types of Computer systems, Basic Computer operations, Networks: Internet, Intranet and Extranet Applications, Functional units of Computers, Practical data processing application in business, and Computer applications in various areas of business. | | |
| 2 | The Software: Software types, Systems Software, Classification of Operating System, Application Software, Introduction to Programming Language, Types of Programming Languages. Introduction to Microsoft Office, working with MS Word, MS Excel, MS Power point, Data Base, Data Base Management System | | |
| 3 | Internet, Security and E-Commerce: Introduction, History and Core features of the Internet, Internet Applications, Internet and World Wide Web, Extranet and E-mail, Mobile Computing, Electronic Commerce, Types of E- Commerce and their utilities | | |
| 4 | Management Information Systems: Introduction to MIS, Principles of MIS, Characteristics, functions, structure & Classification of MIS, information for decisions; strategic importance of MIS, MIS in Manufacturing, Marketing, Finance Human Resource Management, Materials & Project Management; ERP: CRM | | |
| 5 | Managing Knowledge: Introduction to Knowledge Management, Organizational Learning and Memory, knowledge management activities, Approaches to Knowledge management, Information Technology in Knowledge Management, knowledge Management Systems implementation, Roles of people in knowledge management, Managerial Issues in Knowledge Management. | | |
| 6 | Corporate Performance Management and Business Intelligence: A framework of Business Intelligence: Concepts and Benefits, Business Analytics: Online analytical processing reporting and querying, Data Text Web mining and Predictive Analytics, Data Visualization, Geographical Information Systems and virtual reality, Real time business intelligence and competitive Intelligence, Business Performance Management Scorecards and Dashboards. | | |

Student has to upgrade Knowledge by using below inputs:

Reference Books:

| Sr. No. | Name of the Author | Title of the Book | Year Addition | Publisher Company |
|------------------|-----------------------------|--|---------------|-----------------------------|
| 1 – National | Turban, McLean, Wetherbe | Information technology for Management, | | John Wiley & Son |
| 2 – National | S. Sudalaimuthu, S. Anthony | Computer Application in Business | | Himalaya Publishing House |
| 3 – National | Jaiswal & Mittal, (2010), | . Management Information Systems, | | 5 Oxford University Press |
| 4- International | . O'Brien, J.A. (2004 | Management Information Systems: Managing IT in the | | (6th edition) Prentice Hall |
| 5- International | . Lucas, H. C. Jr. (2004). | 4 Information Technology For Management. (7th ed | | New Delhi: TMH |

Online Resources:

| Online Resources No | Website Address |
|---------------------|---|
| 1 | http://ecoursesonline.iasri.res.in/mod/page/view.php?id=123663 |
| 2 | https://knowledge4food.net/event/training-course-on-agribusiness-development-and-management/ |
| 3 | https://cgspace.cgiar.org/bitstream/handle/10568/90119/1931_PDF.pdf |
| 4 | https://en.wikipedia.org/wiki/Information_and_communications_technology_in_agriculture |
| 5 | http://ecoursesonline.iasri.res.in/mod/page/view.php?id=123663 |

MOOCs:

| Online Resources No | Website Address |
|---------------------|------------------|
| 1 | mooc.org |
| 2 | www.Coursera.org |
| 3 | www.Udemy.com |
| 4 | Swayam.gov.in |

Elective: Agribusiness Management

| Programme:MBA CBCS - Revised Syllabus w.e.f. - Year 2023 – 2024 | | | |
|---|---|-------------------------|-------|
| Semester | Course Code | Course Title | |
| IV | AM04 | Cooperatives Management | |
| Type | Credits | Evaluation | Marks |
| Core Elective | 3 | UE:IE | 70:30 |
| Course Objectives: | | | |
| <ul style="list-style-type: none"> The objective of the course is to provide the conceptual and practical understanding of cooperative management. The course will be helpful to provide the knowledge of functions, rules & regulations and the benefits of the cooperative management | | | |
| Course Outcomes : | | | |
| <ul style="list-style-type: none"> Communicate Concept and Characteristics of Cooperatives, Explain Functional and Management aspects of Cooperatives Organize a cooperative institution based upon grassroots level after analyzing market condition | | | |
| Unit | Contents | | |
| 1 | History of cooperative management. Cooperation ideology-origin growth and development Principles of Agriculture Cooperation. Raifeisen and schulze concept of Agricultural Cooperatives Cooperation and other forms of Enterprise Cooperative Management- Nature and Function. Professionalized Management for Cooperatives | | |
| 2 | Theory and practice of Agricultural Cooperative credit system critical study of organization and financial structure, operation and Management of selected cooperative credit Institutions-Central Cooperative Banks. State Cooperative Banks. Land Dev. Banks and NABARD | | |
| 3 | Formation and Management in Agriculture Cooperative Societies; Re- organization of Agricultural Credit Societies, Multipurpose cooperative Societies; Large-Sized Cooperative Societies, Service Cooperatives. Cooperative farming in India | | |
| 4 | Cooperative Processing; Management of Cooperative Sugar Factories; Food processing industries, Cooperative Agricultural marketing; Growth and Development Problems and challenges. Cooperative Education and Training Management in India; Role of State in the progress Indian Cooperative Movement. | | |
| 5 | Dairy Cooperatives, Growth and Development, Problems, Measures to overcome these problems | | |
| 6 | Indian Cooperatives in this era of Globalization Challenges and prospects | | |

Student has to upgrade Knowledge by using below inputs:

Reference Books:

| Sr.No. | Name of the Author | Title of the Book | Year Addition | Publisher Company |
|--------|--------------------|--|----------------------|-------------------|
| 1 | B.S. Mathur | Cooperation in India | Sahitya Bhawan, Agra | |
| 2 | Kamat | G.S. Cooperative Management, | HPH | |
| 3 | Bedi R.D. | Theory, History and Practical of Cooperation | | |
| 4 | Fay, C.R. | Cooperation in India and Abroad | | |
| 5 | Raj Krutia | Cooperative Farming some Critical Reflection | | |
| 6 | Rais Ahmad | Cooperative Development and Management Text and Cases, | Mittal Pub. House | |

Online Resources:

| Online Resources No | Website Address |
|---------------------|---|
| 1 | http://unaab.edu.ng/wp-content/uploads/2009/12/451_AEM%20511.pdf |
| 2 | https://en.wikipedia.org/wiki/Cooperative_learning |

MOOCs:

| Online Resources No | Website Address |
|---------------------|--|
| 1 | mooc.org |
| 2 | www.Coursera.org |
| 3 | www.Udemy.com |
| 4 | Swayam.gov.in |

Elective:Retail Management

| Programme:MBA CBCS - Revised Syllabus w.e.f. - Year 2023 – 2024 | | | |
|---|---|---------------------------------------|-------|
| Semester | Course Code | Course Title | |
| IV | R03 | Merchandising , Display & Advertising | |
| Type | Credits | Evaluation | Marks |
| Core Elective | 3 | UE:IE | 70:30 |
| Course Objectives: | | | |
| <ul style="list-style-type: none"> To familiarize the students with evolution and growth of Retailing, expectations of customers and to study the importance of retailing in present business scenario. Present and coordinate merchandise so that related goods are shown in a unique, desirable, and saleable manner. Use both written and oral English that emphasizes good organization, clarity, correct grammar which is appropriate for communication purposes in the business environment. Understand the fundamentals of basic financial problems, and use good reason in financial decision making. | | | |
| Course Outcomes : | | | |
| <ul style="list-style-type: none"> Understand the basic functions of retail store operations including store location and layout, shopping Centre analysis, retail market segmentation and strategies, and the merchandising mix. Prepare and execute displays for exhibitions and promotional events using the visual dynamics of light as a design element. Prepare illustrative matter and layout for posters and advertising using graphic design principles including perspective, lettering, and logo design. Understand basic personnel functions such as interviewing techniques, basic supervisory skills, motivation, and written and non verbal communication. | | | |
| Unit | Contents | | |
| 1 | Introduction: stages of merchandise, management process, developing merchandise plan (a) Decision related to buying organization and its process, (b) Factors to be considered in the process of devising merchandise plan | | |
| 2 | Elements of Merchandise Management: Introduction, issues of merchandise management (a) Sales forecasting, (b) Inventory planning, (c) Logistic. | | |
| 3 | Implementing Merchandise Plan: Steps involved in implementing the plan, (a) Logistic – performance goal, order processing & fulfillment, transportation & warehousing, customer transaction and customer service. (b) Inventory Management – Meaning, Retailer task, inventory levels, Merchandise security, Reverse logistic, Inventory analysis. | | |
| 4 | Fundamentals of Merchandising: (a) Product - Merchandise strategy, Planning, Sourcing, Arranging & display, space management. (b) Pricing – objectives, pricing for markets, pricing calculations, pricing policies, pricing strategies. | | |
| 5 | Promoting the Store: Elements of promotion, communicating the image, selection of promotion mix, advertising and sales promotion, publicity, personal selling and relationship marketing. | | |
| 6 | Display Advertisement: Types of promotion, promotion in the channel, promotional objectives, steps in planning and retail advertising campaign, Management of sales promotion & publicity. | | |

Student has to upgrade Knowledge by using below inputs:

Reference Books:

| Sr.No. | Name of the Author | Title of the Book | Edition | Year | Publisher Company |
|--------|--------------------------------|--|---------|------|-----------------------------------|
| 1 | David Gilbert | Retail Marketing Management | | | Pearson Education |
| 2 | Agarwal, Bansal, Yadav & Kumar | Retail Management | . | | PragatiPrakashan, W.K.Road, Merut |
| 3 | Barry Berman & Joel R. Evans | Retail Management – A Strategic Approach | | | Pearson Education |
| 4 | Barry Barman & Joel R. Evans | Retail management, | | | Prentice Hall of India Pvt. Ltd. |
| 5 | Andrew J. Newman & Peter | Retailing Environment & operations | | | Change learning |
| 6 | MeenalDhotre | Channel management & Retail Marketing | | | Himalaya Publishing House, Mumbai |

Online Resources:

| Online Resources No | Website Address |
|---------------------|---|
| 1 | https://reflektion.com/resource/merchandising-types-and-examples |
| 2 | https://www.yotpo.com/blog/online-merchandising |
| 3 | https://www.smartinsights.com/ecommerce/merchandising/online-merchandising/ |
| 4 | https://www.tickto.com/digital-displays-retail-store-tomorrow |

MOOCs:

| Online Resources No | Website Address |
|---------------------|---|
| 1 | mooc.org |
| 2 | www.Coursera.org |
| 3 | www.Udemy.com |

Elective:Retail Management

| Programme:MBA CBCS - Revised Syllabus w.e.f. - Year 2023 – 2024 | | | |
|---|--|--------------------------------------|-------|
| Semester | Course Code | Course Title | |
| IV | R04 | Supply Chain Management in Retailing | |
| Type | Credits | Evaluation | Marks |
| Core Elective | 3 | UE:IE | 70:30 |
| Course Objectives: | | | |
| <ul style="list-style-type: none"> Familiarize the students with organized retail and, the value it creates. The strategic and operational decision-making processes in the organized retail. Relate the supply chain activities which create the value in the organized retail industry | | | |
| Course Outcomes : | | | |
| <ul style="list-style-type: none"> Understand the functions of retail business and various retail formats and retail channels. Understand the difference between Retail and Manufacturing Supply Chain Understand, key drivers of retail supply chain and how to select a retail store location? Analyze Retail Market and Financial Strategy including product pricing. Integrate the various Supply Chain partners and how to collaborate with them? | | | |
| Unit | Contents | | |
| 1 | Introduction to Supply Chain Management in Retailing -Meaning, Objectives and Importance, Decision phases, Process View, Competitive and supply chain strategies, Achieving strategic fit, Supply chain drivers. | | |
| 2 | Planning Demand and Supply Chain Retailing - Supply Chain integration, Demand Forecasting in a supply chain, Managing Demand and supply chain, Role of IT in forecasting for SCM in Retailing. | | |
| 3 | Designing the Supply Chain Network for Retailing - Designing the Distribution Network, Role of Distribution, Factors influencing distribution, Design, Modeling, Network for Supply Chain in Retailing. | | |
| 4 | Logistics in Supply Chain Management in Retailing - Introduction, Elements, Logistics interfaces with other areas, Approach to analyze Logistics System, Logistics System Analysis-Techniques, Factors affecting the cost and Importance of logistics. | | |
| 5 | Sourcing and Pricing in Logistics in Retailing - I. Sourcing- In-house or outsource, Supplier scoring and assessment, Procurement process, Sourcing-Planning and Analysis. II. Pricing- Pricing and Revenue management for multiple customers, Perishable products, Seasonal demand, Bulk and spot contracts. | | |
| 6 | Information Technology in supply Chain Management: Role of IT in Supply Chain management, Customer Relationship Management inretailing business, Internal Supply Chain management, E Business and Supply Chain Management, Building strategic partnerships and trust within a supply chain in retailing. | | |

Student has to upgrade Knowledge by using below inputs:

Reference Books:

| Reference Books (Publisher) | Name of the Author | Title of the Book | Year Edition | Publisher Company |
|-----------------------------|---|---|--------------|---------------------------------|
| 1 – National | Sunil Chopra, Peter Meindal, D.V.Kalra, | Supply Chain Management-Strategy, Planning and Operation, | | Pearson Education. |
| 2 – National | Braj Mohan Chaturvedi, | Supply Chain Management, | | ICFAI University Press |
| 3 – National | Rahul V.Altekar, | Supply Chain Management, Concepts and Cases, | | Prentice Hall India, New Delhi. |
| 4 – International | John Mentzer, | Supply Chain Management, Response Books, | | Sage Publication, New Delhi |

Online Resources:

| Online Resources No | Website Address |
|---------------------|---|
| 1 | https://www.vinculumgroup.com/the-role-of-scm-in-retail-scenario-of-today/ |
| 2 | https://www.vendhq.com/blog/supply-chain-management/ |
| 3 | https://www.slideshare.net/RahulJha6/retail-supply-chain-management |

MOOCs:

| Online Resources No | Website Address |
|---------------------|---|
| 1 | mooc.org |
| 2 | www.Coursera.org |
| 3 | www.Udemy.com |
| 4 | Swayam.gov.in |

| Programme: - MBA-CBCS-Revised syllabus w.e.f. Year 2023-24 | | | |
|--|---|-------------------------|-------------------|
| Semester | Course Code | Course Title | |
| IV | PR03 | Managing Large Projects | |
| Type | Credits | Evaluation | Marks |
| Co Elective | 3 | CES | UE (70) + (30) IE |
| Course Objectives: | | | |
| <ol style="list-style-type: none"> 1. To understand concept, scope & goal of large project. 2. To understand project planning baseline costing & geographic locations. 3. To understand project feasibility, technical & financial feasibility, SWOT analyses. 4. To know role of team management responsibility of project manager. 5. To understand project monitoring & control. | | | |
| Course Outcomes: | | | |
| <ol style="list-style-type: none"> 1. Evaluate project to develop scope of work, provide accurate cost estimation. 2. Identify resources required for the project & to produce a work plan. 3. Evaluate project for quality concept. 4. Use of project management tools for managing the project. | | | |
| Unit | Contents | | |
| 1 | Large Project. Concept, Scope and Goal of large Project, Problem being resolved, Project deliverables, Stakeholders, Timeline of the project, Effect of Macro- environment factors, Challenges and Managing strategy, Scope creeps. | | |
| 2 | Baseline costing and Geographic locations. Project planning and vision, planning accurate cost budgeting, managing cost structure, Input cost factors, Cost estimation methods, Currency fluctuations, Different costing due to different location. | | |
| 3 | Project Feasibility. Stakeholder's, Sponsor's Vision, Financial Feasibility -Project revenue, Technical Feasibility analysis, Customer lifetime value, SWOT, Project Risk assessment, VRIO framework ,Risk-neutrality and risk aversion – Techniques for handling uncertainty – Sensitivity analysis. | | |
| 4 | Role of Team Management. Experience and success of Project Manager, Top Team and its experience. Assigning role for Project, Team Management Training, Collaboration Delegation and independence to team member. | | |
| 5 | Project Monitoring and Control. Designing Monitoring system, Traceability matrix, control charts, Earned value analysis, Periodic schedule and goals review. Monitoring different time zone and location, Allowing for inflation. | | |
| 6 | Project Methodologies. Waterfall methodology, Agile methodology, Scrum methodology, extreme programming (XP) methodology, Adaptive project framework (APF) methodology. | | |

Reference Books:

| Sr. No. | Name of the Author | Title of the Book | Year Edition | Publisher Company |
|---------|----------------------------------|--|--------------|---------------------------------------|
| 01 | Clifford F. Gray, Erik W. Larson | "Project Management, the managerial process" | 2010 | TATA McGraw hill Publication Co. Ltd. |
| 02 | Vasant Desai | "Project Management" | 2015 | Himalaya Publication House |
| 03 | John M. Nicolas | "Project Management for business & technology" | 2009 | Prentice Hall of India Pvt. Ltd. |

Online Resources:

| Online Resources No. | Website Address |
|----------------------|---|
| 1. | www.teamwork.com |
| 2. | https://kissflow.com |
| 3. | www.wrike.com |
| 4. | https://wedevs.com |

MOOCs:

| Resources No. | Website Address |
|---------------|---|
| 1. | https://onlinecourses.swayam2.ac.in/imb19mg20/preview |
| 2. | https://onlinecourses.nptel.ac.in/noc20mg14/preview |
| 3. | https://www.mooc-list.com/tags/projectmanagement |

| Programme: - MBA-CBCS-Revised syllabus w.e.f. Year 2023-24 | | | |
|---|-------------|--------------------------------|-------------------|
| Semester | Course Code | Course Title | |
| IV | PR04 | Social cost & benefit analysis | |
| Type | Credits | Evaluation | Marks |
| Co Elective | 3 | CES | UE (70) + (30) IE |
| Course Objectives: | | | |
| <ol style="list-style-type: none"> 1. To understand the concept of social cost, environmental factors affecting on social cost benefit analysis. 2. To understand costing methodologies & positive negative costs. 3. To know the concept of cost benefit analysis, framework, advantages & limitations of cost benefit analysis. 4. To understand project appraisal process. | | | |

| Course Outcomes: | |
|---|--|
| <ol style="list-style-type: none"> 1. Evaluate social cost benefit analysis. 2. How to use various methodologies for project costing. 3. Evaluate project appraisal process, monitoring systems. 4. Evaluate tools to identify tangible & intangible benefits of project. | |
| Unit | Contents |
| 1 | Social cost. Concept of Social cost, need for social cost, macro-environment factors and macroeconomic cost, Development projects - The need to choose - The concept of Pareto Optimality – Actual or potential Pareto improvements – From individual to social improvements. |
| 2 | Costing Methodologies. Project goals and cost, Private cost, Concept, calculation methods, social cost, calculation s and methodologies, Positive and negative social cost. |
| 3 | Social cost benefit analysis in project management. Cost benefit analysis -Concept, Framework, identifying cost and benefits Advantages and Limitations, Risk and uncertainties of cost benefit analysis Managing cost benefit analysis, The concept of net social benefit-- Pareto Optimality and Public Goods. |
| 4 | Tools of cost benefit analysis. Types of cost – Indirect cost, Opportunity cost and Future costs, Benefits - Tangible and Intangible benefits, Net present value (NPV), Benefit -cost ratio (BCR), Internal rate of return(IRR), Discounted cash flow(DCF). |
| 5 | Project Appraisal process. Appraisal Process, Environmental Process, Designing Monitoring system, earned value analysis, Benefit-cost analysis of Health projects – Benefit- cost analysis of environment projects. |

Reference Books:

| Sr. No. | Name of the Author | Title of the Book | Year Edition | Publisher Company |
|---------|----------------------------------|--|--------------|---------------------------------------|
| 01 | Clifford F. Gray, Erik W. Larson | "Project Management, the managerial process" | 2010 | TATA McGraw hill Publication Co. Ltd. |
| 02 | Vasant Desai | "Project Management" | 2015 | Himalaya Publication House |
| 03 | John M. Nicolas | "Project Management for business & technology" | 2009 | Prentice Hall of India Pvt. Ltd. |

Online Resources:

| Online Resources No. | Website Address |
|----------------------|---|
| 1. | www.teamwork.com |
| 2. | https://kissflow.com |
| 3. | www.wrike.com |
| 4. | https://wedevs.com |

MOOCs:

| Resources No. | Website Address |
|---------------|---|
| 1. | https://onlinecourses.swayam2.ac.in/imb19mg20/preview |
| 2. | https://onlinecourses.nptel.ac.in/noc20mg14/preview |
| 3. | https://www.mooc-list.com/tags/projectmanagement |

Elective: Business Analytics

| Programme:MBA CBCS - Revised Syllabus w.e.f. - Year 2023 – 2024 | | | |
|---|-------------|------------------------------------|---------------|
| Semester | Course Code | Course Title | |
| IV | BA03 | Digital Transformation of Business | |
| Type | Credits | Evaluation | Marks |
| Core Elective | 3 | CES | UE:CA = 70:30 |

Course Learning Objectives:

1. To understand the concept of digital transformation and its impact on businesses.
2. To know how digital strategies can be designed, executed and communicated in a real-life organizational context.
3. To explore the key technologies and trends driving digital transformation in the business landscape.
4. To analyze the challenges and opportunities associated with digital transformation in different industries.

Course Learning Outcomes:

1. Identify the drivers and implications of digital transformation for businesses.
2. Assess the digital readiness of organizations and propose strategies for digital transformation.
3. Apply relevant frameworks and models to design and execute digital transformation initiatives.
4. Develop critical thinking skills to anticipate and navigate challenges in the digital transformation journey.

| Unit No | Contents |
|----------------|---|
| Unit-I | Digital Strategy <ul style="list-style-type: none"> • Understand the characteristics of digital innovation • Distinguish the nature of digital innovation vs. traditional/conventional innovation. • Introduction of Technology Management and Innovation. • High-level introduction of Digital Transformation. “Homo informatics”, • What has changed in the last decade? |
| Unit-II | Managing IT Trends & Emerging Technologies <ul style="list-style-type: none"> • Future of Technology evolution • How to get advantage of Cloud, Big Data, Internet of Things and the new technological developments, • How organizations can effectively and efficiently anticipate, assess, introduce, and leverage them. • What is Big Data, and how can we use it in our everyday life? • What is cloud? Are there any real risks? • What exactly is the Internet of Things (Apply concept to the business situation) |

| | |
|-----------------|--|
| Unit-III | Digital disruption and strategies for a digital transformation. <ul style="list-style-type: none"> Understand the underlying patterns of successful digital disruptors. What disruptive technologies such as Artificial Intelligence can transform the business landscape? Understand the underlying patterns of successful digital disruptors. |
| Unit-IV | Future of Technology Innovation <ul style="list-style-type: none"> What will influence our future in the following five years? What are those inventions that will change the world within five or ten years from now; similar to what has changed it during the last 10 years |
| Unit-V | Best Practices for Digital Transformation: Business Case Studies McKinsey's five keys to success: <ul style="list-style-type: none"> What are the best practices as identified by McKinsey research for instituting successful digital transformation? What are the difficulties in following these prescriptions? What does a leader of digital transformation have to do to optimize for success? What is the role of equipping and deploying new technologies across a business in creating a successful transformation? How do managers need to transform communication channels? How can we transform organizational design for digital transformation? |
| Unit-VI | Digital Transformation Cases |

Reference Books:

- Galliers, R.D., Leidner, D.E. (Eds): Strategic Information Management: Challenges and Strategies in Managing Information Systems. Fourth Edition. Routledge, New York, 2009.
- Parker, G.P.; Alstyne, Van, M.W; Choudary, S.P. (2016): Platform Revolution. Norton & Company, New York London.
- J.W. Ross, I.M. Sebastian, C.M. Beath, "How to Develop a Great Digital Strategy", In: MIT Sloan Management Review, Vol. 58, No. 2, Winter 2017 Issue, pp. 6-10.
- Arthur, W.B., The Nature of Technology: What it is and how it evolves. Free Press, New York, 2009.
- Böhmman, T., Leimeister, J.M., Möslin, K.: Service Systems Engineering. Business & Information Systems Engineering 6, 73-79 (2014)
- Moore, G.: Systems of engagement and the future of enterprise IT: A sea change in enterprise IT. AIIM (2011)
- Akaka, M.A., Vargo, S.L.: Technology as an operant resource in service (eco)systems. Information Systems and e-Business Management 12, 367-384 (2014)
- D.K. Rigby, "Digital-Physical Mashups". In: Harvard Business Review, September 2014.

9. M.A. Akaka, S.L. Vargo, "Technology as an operant resource in service (eco)systems", *Information Systems and e-Business Management*, 12 (3), 2014, pp 367–384.
10. M. Warg, P. Weiß, A. Zolnowski, R. Engel, "Service Dominant Architecture based on S-D logic for Mastering Digital Transformation: The Case of an Insurance Company", *RESER Conference Proceedings*, Naples, Italy, 2016.

Online Resources:

1. Digital Transformation in Business: A Comprehensive Guide (Medium Article): <https://medium.com/the-happy-startup-school/digital-transformation-in-business-a-comprehensive-guide-1b3e63a648b0>
2. Harvard Business Review Digital Transformation Section: <https://hbr.org/topic/digital-transformation>
3. MIT Sloan Management Review: Digital Transformation Section: <https://sloanreview.mit.edu/topic/digital-transformation/>
4. McKinsey Digital: <https://www.mckinsey.com/business-functions/mckinsey-digital/>
5. Gartner Digital Transformation Resources: <https://www.gartner.com/en/digital-business-transformation>

MOOCs:

1. Coursera:

- a. "Digital Transformation in the Age of Industry 4.0" by Accenture
- b. "Digital Transformation Strategy" by Boston University
- c. "Digital Transformation in Financial Services" by Copenhagen Business School

2. edX:

- a. "Digital Transformation and Emerging Technologies" by University of Maryland
- b. "Digital Transformation: From AI and IoT to Cloud, Blockchain, and Cybersecurity" by University of Virginia

3. LinkedIn Learning:

- a. "Digital Transformation: Strategy" by Michael Gale
- b. "Digital Transformation: Building a Technology Roadmap" by Phil Gold

Elective: Business Analytics

| Programme:MBA CBCS - Revised Syllabus w.e.f. - Year 2023 – 2024 | | | |
|---|-------------|---|-----------------|
| Semester | Course Code | Course Title | |
| IV | BA04 | Applied Data Visualization for Business Decisions | |
| Type | Credits | Evaluation | Marks |
| Core Elective | 3 | CES | UE:CA = 70 : 30 |

Course Learning Objectives :

1. To understand the fundamentals of data visualization and its significance in the context of business decision-making.
2. To Gain proficiency in using various data visualization tools and software to create effective visual representations.
3. To develop skills to analyze and interpret data to uncover insights and trends through data visualization techniques.
4. To learn techniques to design visually appealing and informative data visualizations that effectively communicate business insights.

Course Learning Outcomes:

1. Demonstrate a comprehensive understanding of data visualization principles, techniques, and best practices for business decision-making.
2. Utilize various data visualization tools and software to create visually compelling and interactive visualizations.
3. Analyze and interpret complex data sets using data visualization techniques to identify patterns, trends, and outliers.

| Unit No | Proposed Contents |
|-----------------|--|
| Unit-I | Introduction to Data Visualization and Business Decision-Making <ul style="list-style-type: none"> • Understanding the role of data visualization in business decision- making • Exploring the benefits and challenges of data visualization • Overview of popular data visualization tools and Software |
| Unit-II | Data Visualization Principles and Best Practices <ul style="list-style-type: none"> • Principles of effective data visualization design • Choosing the right visualization types for different data scenarios • Color theory and effective use of color in data visualization • Designing visually appealing and user-friendly dashboards • Use Excel and Power BI |
| Unit-III | Exploratory Data Analysis and Visualization <ul style="list-style-type: none"> • Techniques for exploratory data analysis using visualization • Creating histograms, scatter plots, and box plots to analyze data distributions and relationships • Using heatmaps and treemaps to explore patterns and hierarchies in data • Use Excel and Power BI |

| | |
|----------------|---|
| Unit-IV | Dashboard Design and Interactive Visualization <ul style="list-style-type: none"> Principles of effective dashboard design for business decision-making Creating interactive dashboards using data visualization tools Incorporating filters, parameters, and interactivity in visualizations Use Power BI |
| Unit-V | Geographic Data Visualization <ul style="list-style-type: none"> Mapping geographic data using choropleth maps, bubble maps, and heatmaps Incorporating interactive elements and tooltips for geospatial analysis Communicating spatial patterns and relationships through visualizations Use Power BI |
| Unit-VI | Data Visualization for Business Presentations <ul style="list-style-type: none"> Designing visually compelling and impactful presentations with data visualizations Storytelling techniques for presenting data insights to stakeholders Communicating data-driven recommendations and insights effectively Advanced Visualization Techniques <ul style="list-style-type: none"> Network visualization and graph analysis for understanding complex relationships Text visualization for analyzing text-based data and sentiment analysis Interactive storytelling through data visualizations Use Power BI |

Reference Books:

1. Data Visualization: A Handbook for Data Driven Design" by Andy Kirk, SAGE Publication
2. Data Visualization: A Practical Introduction" by Kieran Healy, Princeton University Press
3. Data Visualization: Principles and Practice" by Alexandru C. Telea, CRC Press
4. Mastering Microsoft Power BI: Expert techniques for effective data analytics and business intelligence Brett Powell
5. Microsoft Excel 2019 Data Analysis and Business Modeling" by Wayne Winston, Microsoft Press

Online Resources:

1. Data Visualization Catalogue: <https://datavizcatalogue.com/>
2. Tableau Public Gallery: <https://public.tableau.com/en-us/gallery>
3. Data-to-Viz: <https://www.data-to-viz.com/>
4. Storytelling with Data: <https://www.storytellingwithdata.com/>

MOOCs:**Coursera:**

- "Data Visualization with Python" by University of Michigan
- "Data Visualization and Communication with Tableau" by Duke University
- "Data Visualization and D3.js" by University of Washington

edX:

- "Data Visualization and D3.js" by UC San Diego
- "Introduction to Data Science and Visualization" by University of California, Berkeley
- "Data Visualization for All" by Trinity College Dublin

FutureLearn:

- "Data Visualization for All" by University of Sheffield
- "Data Visualization: A Practical Approach for Absolute Beginners" by University of Strathclyde
- "Understanding Data Visualisation" by University of Southampton

LinkedIn Learning:

- "Data Visualization: Storytelling" by Bill Shander
- "Data Visualization for Data Analysis and Reporting" by Curt Frye
- "Learning Data Visualization with D3.js" by Ray Villalobos

Elective: Event Management

| Programme:MBA CBCS - Revised Syllabus w.e.f. - Year 2023– 2024 | | | |
|---|---|--|-------|
| Semester | Course Code | Course Title | |
| IV | EM-03 | Customer Relationship Management in Event Management | |
| Type | Credits | Evaluation | Marks |
| Core Elective | 3 | UE:IE | 70:30 |
| Course Objectives : | | | |
| <ul style="list-style-type: none"> To aware need of risk management in event operations; To know the fundamental issues and application of risk management in event; and To understand the risk management models | | | |
| Course Outcomes : | | | |
| <ul style="list-style-type: none"> Apart from traditional classroom teachings, students go through various Event Workshops, Event Practical. At the end of the subject, the student will have the competence in understanding the basic Principles of event management | | | |
| Unit | Contents | | |
| 1 | Customer Relationship Management – Definition, Determinants of CRM - Stages in the development of Customer Relationship - Functions of CRM - Role of CRM - Significance of CRM. | | |
| 2 | Customer Relationship Management Value chain - Goals of CRM - Stages of CRM value - Customer Acquisition and Retention.. | | |
| 3 | Customer Relationship Management Value chain - Goals of CRM - Stages of CRM value - Customer Acquisition and Retention. | | |
| 4 | Customer portfolio strategy - Customer life cycle - Concepts of customer satisfaction and loyalty - Customer loyalty programs.. | | |
| 5 | Information technology for CRM - Origin of CRM technology - CRM applications - Technology for the CRM value chain. | | |
| 6 | Case Studies and Presentation | | |

Reference Books: -

| Sr. No. | Name of the Author | Title of the Book | Year Edition | Publisher Company |
|---------|-------------------------------|---|--------------|------------------------|
| 01 | Francis Buttle | Customer Relationship Management ; Concepts and Tools | 2008. | Butterworth Heinemann, |
| 02 | Peter E.Tarlow, | Customer Relationship Management: Perspectives from the market place, | 2003 | Butterworth Heinemann, |
| 03 | Kristin Anderson, Carol Kerr, | Customer Relationship Management | 2011 | Mc.Graw Hills |
| 04 | Kotler, Philip , | Marketing Management | 2006 | PHI, New Delhi |

Online Resources:

| Online ResourcesNo | Website Address |
|--------------------|---|
| 1 | https://www.uou.ac.in/sites/default/files/slm/HM-402.pdf |
| 2 | http://managementstudyguide.com/lms/course/view.php?id=291 |
| 3 | https://www.techtarget.com/searchcustomerexperience/definition/CRM-customer-relationship-management |

MOOCs:

| Online ResourcesNo | Website Address |
|--------------------|---|
| 1 | https://swayam.gov.in/ |

Elective: Event Management

| Programme:MBA CBCS - Revised Syllabus w.e.f. - Year 2023 – 2024 | | | |
|---|--|-------------------------------------|-------|
| Semester | Course Code | Course Title | |
| IV | EM-04 | Human Resources In Event Management | |
| Type | Credits | Evaluation | Marks |
| Core Elective | 3 | UE:IE | 70:30 |
| Course Objectives : | | | |
| <ul style="list-style-type: none"> To understand the importance of human resources in the event management environment; To acquire the knowledge and skills of human resources practices; and To enlighten and appreciate role of human resources in organizing an event. | | | |
| Course Outcomes : | | | |
| <ul style="list-style-type: none"> At the end of the subject, the student will have the competence in understanding the human resource challenges, problems and opportunities faced by an organization in planning and execution of an event and see where recruiting the right people, training them and motivating them can make all the difference in this customer service oriented environment. | | | |
| Unit | Contents | | |
| 1 | Human Resource Management for Events: Concept of human resources management - Context and key issues of people in an event organization – organizing system and functions of HR in event management – HR Structure and Strategy - HRM in the context of both mega events and smaller scale events. | | |
| 2 | Human resources planning for event: Manpower planning – Job analysis in event operations - Recruitment sources, methods - Skill testing and selection of people for specific event. | | |
| 3 | Preparing human resources for event: Induction.-Training of employees – Training needs identification – Training methods and evaluation of training – Promotions – Performance and potential appraisal - Career development –Personnel empowerment. – Safety, welfare and employees health. | | |
| 4 | Wage and salary administration: Meaning – Purpose – developing wage and salary structure – Job evaluation – Working conditions – Services. Performance of Evaluation – Methods of evaluation - Employee morale - Stress management and quality of work life... | | |
| 5 | Labour Laws Applicable to Event management organizations: Trade Unions – Managing Conflicts – Disciplinary Process – Collective Bargaining - Workmen's Compensation Act, 1923 – Industrial Disputes Act, 1947 – Trade Union Act, 1926 – PF and Bonus Act. | | |
| 6 | Case Studies and Presentation | | |

Reference Books : -

| Sr. No. | Name of the Author | Title of the Book | Year Edition | Publisher Company |
|---------|------------------------------------|--|--------------|-------------------------------|
| 1 | Lynn Van der Wagen | Human Resource Management for Events: Managing the event workforce (Events Management) | 2006. | Butterworth Heinemann, |
| 2 | Venkata Ratnam CS & Srivatsava BK, | Personnel Management and Human Resources, | 2003 | Tata Mc-Graw Hill, New Delhi, |
| 3 | S.K.Chakravarthy | Managerial Effectiveness and Quality and Work Life | 1987 | TMH, New Delhi,. |
| 4 | Kotler, Philip , | Marketing Management | 2006 | PHI, New Delhi |

Online Resources:

| Online ResourcesNo | Website Address |
|--------------------|---|
| 1 | https://study.com/academy/lesson/human-resources-management-in-event-conference-planning.html |
| 2 | https://brauss.in/hrm-basic-notes.pdf |
| 3 | https://www.uou.ac.in/sites/default/files/slm/HM-402.pdf |

MOOCs:

| Online ResourcesNo | Website Address |
|--------------------|---|
| 1 | https://swayam.gov.in/ |

Elective: Hospitality Management

| Programme:MBA CBCS - Revised Syllabus w.e.f. - Year 2023 – 2024 | | | |
|---|--|----------------------------------|-------|
| Semester | Course Code | Course Title | |
| IV | HM-03 | Hospitality Marketing Management | |
| Type | Credits | Evaluation | Marks |
| Core Elective | 3 | UE:IE | 70:30 |
| Course Objectives : | | | |
| <p>To define the role of marketing and discuss its core concept</p> <ul style="list-style-type: none"> To identify the service characteristics and management strategies that has an impact on hospitality marketing To understand the importance of service quality and customer satisfaction in winning customers and outperforming competitors. To understand the various models of consumer behavior and the factors affecting the same. To understand the advertising, promotional and customer handling strategies for food and beverage. | | | |
| Course Outcomes : | | | |
| <ul style="list-style-type: none"> To understand the concept of marketing and selling To learn the importance of advertising, sales promotion, personal selling, guest handling, customer relations in hotel industry | | | |
| Unit | Contents | | |
| 1 | Marketing conceptual framework-marketing environment- customer oriented organization-marketing interface with other functional areas marketing in a globalized environment Management.- Marketing Mix | | |
| 2 | Definition - Difference between goods and Services - Characteristics of services - management strategies for service business - role of employees' in service process - Internal marketing. | | |
| 3 | Customer Value and satisfaction - Five gap model of service quality - Benefits of service quality - Retaining customers, handling customer complaints - Relationship marketing - Monitoring and measuring customer satisfaction | | |
| 4 | Definition - Consumer Behaviour models - Factors affecting Consumer Behaviour - Cultural, Social, Personal, Psychological | | |
| 5 | <p>Guest handling - special occasion - Advertising - promoting - merchandising food and beverage - overview identifying the media - Layout and design of advertisement - highlighting the message - Target audience - food and wine display - promoting room service - Telephone selling - persuasive and suggestive selling. Guest handling - identifying guest needs - Maintaining guest history card and records - Effective public relationship – Effective social skills - personalization.</p> <p>Special occasions - Type of special occasions - Creativity and Innovation - Special menu - planning - Co-coordinating the activities</p> | | |
| 6 | Case Studies and Presentation | | |

Reference Books :-

| Sr. No. | Name of the Author | Title of the Book | Year Edition | Publisher Company |
|---------|---------------------------------|-------------------------------------|--------------|--|
| 1 | Philip Kotler, Bowen and Makens | Marketing for Hospitality & Tourism | | Prentice -Hall Inc. |
| 2 | Neil Wearne | Hospitality Marketing | | Hospitality Press Pvt Ltd. - Australia |
| 3 | M.K. Ram Pal & S.L. Gupta | Services Marketing | | Galgotia Publishing Concept, Application & Cases Co. - New Delhi |

Online Resources:

| Online Resources No | Website Address |
|---------------------|---|
| 1 | https://www.classcentral.com/course/edx-managing-marketing-in-the-hospitality-and-tourism-industry-7332 |
| 2 | https://study.com/academy/course/hospitality-marketing.html |

MOOCs:

| Online Resources No | Website Address |
|---------------------|---|
| 1 | https://swayam.gov.in/ |

Elective: Hospitality Management

| Programme:MBA CBCS - Revised Syllabus w.e.f. - Year 2023 – 2024 | | | |
|---|--|-------------------------------------|-------|
| Semester | Course Code | Course Title | |
| IV | HM-04 | Accommodation Operations Management | |
| Type | Credits | Evaluation | Marks |
| Core Elective | 3 | UE:IE | 70:30 |
| Course Objectives : | | | |
| <p>To define the role of marketing and discuss its core concept</p> <ul style="list-style-type: none"> To identify the service characteristics and management strategies that has an impact on hospitality marketing To understand the importance of service quality and customer satisfaction in winning customers and outperforming competitors. To understand the various models of consumer behavior and the factors affecting the same. To understand the advertising, promotional and customer handling strategies for food and beverage. | | | |
| Course Outcomes : | | | |
| <ul style="list-style-type: none"> To understand the concept of marketing and selling To learn the importance of advertising, sales promotion, personal selling, guest handling, customer relations in hotel industry | | | |
| Unit | Contents | | |
| 1 | Role of House Keeping in the Hotel – Guest satisfaction and repeat business.. | | |
| 2 | Organization of House Keeping department in small, medium and large Hotel – Duties and responsibilities of the Executive House Keeper – Deputy House Keeper – Floor Supervisor – Chambermaid – Houseman and other staff – Function of the House Keeping department – Areas of cleaning – management of staff – Selection and purchase of cleaning equipment, agents and supplies – Supply of linen and staff uniforms – Security controlling costs – Budgeting – Inventories and record keeping – Dealing with guests – Lost and found | | |
| 3 | Cleaning equipment – Cleaning agents – Methods of cleaning – Cleaning public areas and standard supplies – Daily cleaning – Keys – Check out room – Occupied room – Vacant room – Evening service – Spring cleaning - Keys: computerized key cards – Control of keys. | | |
| 4 | Linen – Function of linen room – Kinds of linen – Uniforms – Storage and linen handling – Laundry and dry cleaning – Layout- Flow process – Hand wash equipment (washer, hydro-extractors, etc.) – Laundry chemicals and detergents. | | |
| 5 | Interior decoration – Flower arrangement – Floor covering – Furniture arrangement – Wall covering – Colour and lighting – Types of carpet – Maintenance of carpet. | | |
| 6 | Case Studies and Presentation | | |

Reference Books: -

| Sr. No. | Name of the Author | Title of the Book | Year Edition | Publisher Company |
|---------|--------------------|--|--------------|-------------------|
| 1 | Colin Dix | Accommodation Operations | | |
| 2 | Jane Fellows | Housekeeping Supervision | | |
| 3 | Zulfikar Mohammed | Introduction to Tourism & Hotel Industry | | |

Online Resources:

| Online Resources No | Website Address |
|---------------------|---|
| 1 | https://www.mlsu.ac.in/econtents/1186_e-book%20of%20Hotel_management_and_operations.pdf |
| 2 | https://study.com/academy/course/hotel-lodging-management-operations.html |

MOOCs:

| Online Resources No | Website Address |
|---------------------|---|
| 1 | https://swayam.gov.in/ |

Elective: Sports Management

| Programme:MBA CBCS - Revised Syllabus w.e.f. - Year 2023 – 2024 | | | |
|---|--|----------------------------|--------------|
| Semester | Course Code | Course Title | |
| IV | SM 03 | Sports Sponsorships | |
| Type | Credits | Evaluation | Marks |
| Core Elective | 3 | UE:IE | 70:30 |
| Course Objectives: | | | |
| <ul style="list-style-type: none"> Understand that sponsorships play an important role in sports at all levels; Be able to discuss the positive and negative consequences of sponsorships on sports; Be aware that the sponsors often perceive their support differently than sponsoring organizations; Understand the Brand Spiral as it relates to developing sport sponsorship plans; Apply effective marketing strategies to sell sport sponsorships; 6 Apply course concepts to a case study and a final project; Understand that digital technology and changing consumer behavior are change | | | |
| Course Outcomes: | | | |
| <ul style="list-style-type: none"> Syllabus is focused on developing, selling, and successfully executing sport sponsorships to meet the branding and financial needs of both sponsoring organizations and sponsors. Topics include brand event alignment, identifying potential sponsors, sales planning, negotiation, management, adding value, digital technologies, and tracking | | | |
| Unit | Contents | | |
| 1 | Target Segment alignment for brand and sports property - segmenting, targeting, positioning | | |
| 2 | Brand Image alignment - Measuring image, customer perception in different demographic segments, market research to understand brand perceptions. | | |
| 3 | Preparing a Sponsorship Strategy-objective of the portfolio, target demographic, stages of the customer's decision journey - awareness, consideration , purchase, loyalty. | | |
| 4 | Maximizing sponsorship impact – Using sampling & activation strategies to drive trials, usage, consumption & repeat purchase. | | |
| 5 | Measuring the ROI - return of investment of a sponsorship strategy. Key brand metrics,suchas affinity and consideration, Maximize exposure and credit from consumers, Deepened customer or client loyalty Foster employee engagement and improved morale Driven sales,leads,and new business,etc | | |
| 6 | Case studies &Presentations | | |

Reference Books:

| Sr. No. | Name of the Author | Title of the Book | Year Addition | Publisher Company |
|---------|--|--|---------------|-------------------|
| 01 | Wim Lagae | Sports Sponsorship and Marketing Communications a European Perspective | 2005 | |
| 02 | John A. Fortunato | Sports Sponsorship: Principles and Practices | 2013 | |
| 03 | Kim Skildum-Reid | The Corporate Sponsorship Toolkit Paperback | 2012 | |
| 04 | Lynn R. Kahle; Chris Riley Lawrence Erlbaum Associates | Sports Marketing and the Psychology of Marketing Communication | 2004 | |

MOOCs:

| Online Resources No | Website Address |
|---------------------|---|
| 1 | https://www.my-mooc.com |

Elective: Sports Management

| Programme: MBA CBCS - Revised Syllabus w.e.f. - Year 2023 – 2024 | | | |
|---|---|-------------------------------------|--------------|
| Semester | Course Code | Course Title | |
| IV | SM-04 | Managing Sports Organization | |
| Type | Credits | Evaluation | Marks |
| Core Elective | 3 | UE:IE | 70:30 |
| Course Objectives: | | | |
| <ul style="list-style-type: none"> To Define and understand management and organization To describe and demonstrate the skills necessary in the management of an organization To apply the functions of planning, organizing, leading, and evaluating to a variety of sport organizations To demonstrate the concepts of strategic planning and resource allocation To demonstrate effective knowledge of leadership theory and application. | | | |
| Course Outcomes: | | | |
| Students will be able to demonstrate basic knowledge and understanding of fundamental principles requisite for professional success in the sport management profession. These include, but are not limited to, management theories, sport law, sport marketing, sport communication, operations management, accounting practices, and sport. | | | |
| Unit | Contents | | |
| 1 | Sports Organization- Definition of Sports Organization, Organization Goals, Importance of understanding Organization Goals & effectiveness. | | |
| 2 | Sports Organization 's Operating Environment- Meaning, Nature of Organizational Environment, Macro Environment & Micro Environment, Relationship between an Organization 's Structure and it's Environment. | | |
| 3 | Sports Organization Culture- Meaning of Organization Culture, Strong VS. Weak organizational culture, Learning Organizational Culture, THICK & THIN Organizational Culture, Managing a Sports Organizational Culture. | | |
| 4 | Sports Organization Strategy- Meaning, Deliberate & Emergent Strategies, Strategy Formulation & Implementation, SWOT analysis. | | |
| 5 | Dealing With Organizational Change-Meaning of Organizational change, Planned Change, Resistance to change – Overcoming Resistance to change & implementation, Managing Resistance to change, Lewin's and Kotter's Model. Managing STRESS in work Place. | | |
| 6 | Assignments On Sports Organization- CAB, IFA, Bengal Lawn Tennis Association, SAI etc. | | |

Reference Books:

| Sr.No. | Name of the Author | Title of the Book | Year Addition | Publisher Company |
|--------|------------------------------------|--------------------------------|---------------|-------------------|
| 1 | Ruben Acosta Hernandez | Managing Sports Organizations | 2002 | Human Kinetics |
| 2 | Janet.B. Parks & Jerome Quarterman | Contemporary Sports management | 2007 | Human Kinetics |

MOOCs:

| Online Resources No | Website Address |
|---------------------|---|
| 1 | https://www.my-mooc.com |

Elective - Infrastructure Management

| Programme:MBA CBCS - Revised Syllabus– w.e.f. - Year 2023– 24 | | | |
|--|---|---|-----------------|
| Semester | Course Code | Course Title | |
| IV | IM03 | Health Safety and Environmental Management | |
| Type | Credits | Evaluation | Marks |
| Core Elective | 3 | CES | UE:IE =70:30 |
| Course Objectives | | | |
| <ul style="list-style-type: none"> To enable students, understand need for a safe working environment and prevent damage to people and equipment. To enable understand ensure that students know their HSE responsibilities and have the knowledge and the attitudes needed to fulfill these responsibilities. Include knowledge and awareness of HSE as an important part of the education | | | |
| Course Outcomes | | | |
| <ul style="list-style-type: none"> Able to plan for safety measure in a given work place/environment Undertake to carry risk analysis when executing a given task View environment and health as a key issue for modern businesses See possibilities for turning good environmental practice into commercial advantage Provide working environment that supports good health Comprehend of relevant environmental legislation penalties and enforcement bodies Comprehend principles of assessing environmental aspects and impacts Able to implement an environmental management system | | | |
| Unit: | Contents | | Sessions |
| 1 | Introduction to Health, Safety and Environmental Management – Definition and Scope of Health, Safety and Environmental Management, Importance of Health, Safety and Environmental Management, Principles of Health, Safety and Environmental Management, Unsafe Conditions and Unsafe Acts, Safety Plans to Employees | | |
| 2 | Occupational Health and Safety – Common Health Hazards, Health and Safety Inspection, Concept of Industrial Hygiene, Monitoring and Controlling Workplace Exposures, Ergo Economics Steps to Improve Workplace Safety | | |
| 3 | Workplace Health, Safety and Environmental Regulations – Workplace Violence and Communication Skills, Problem-solving Workplace Models, Policies for Positive Workplace Relationships, Decision-Making within The Safety Framework | | |
| 4 | Risk Assessment and Stress Management Hazards Identification, Safety risks (internal risks, financial risks, external risks), Risk Management, Identifying Signs of Stress, Actions to Reduce Unhealthy Stress, Steps to create a balanced life | | |
| 5 | Health, Safety, and Environmental Reporting Health, Safety, and Environment Reporting, Notifying and Reporting Incidence, Reporting Procedures, Incidence Investigation | | |
| 6 | Health, Safety, and Environmental Management - Safety Management Systems, Safety Management Policies, Internal Environmental Audits, Environmental Management System (EMS) , Emergency Response Planning, Corporate Social Responsibility and Sustainability | | |

Reference Books:

| Reference Books (Publisher) | Name of the Author | Title of the Book | Year Edition | Publisher Company |
|-----------------------------|--------------------|--|--------------|---------------------------|
| 1 - National | R.K. Jain | Industrial Safety, Health and Environment Management | 2014 | Khanna Publishers |
| 2 - National | K. U. Mistry | Safety Management | 2016 | Himalaya Publishing House |
| 3 - National | K. S. Rao | Safety, Health and Environment Handbook | 2017 | Dreamtech Press |
| 4 - International | Andrew Hopkins | Safety, Culture and Risk | 2012 | CCH Australia Limited |
| 5 - International | Frank R. Spellman | The Handbook of Safety Engineering | 2015 | CRC Press |

Online Resources:

| Online Resources No. | Web site address |
|----------------------|---|
| 1 | https://www.osha.gov/ |
| 2 | https://www.cdc.gov/niosh |
| 3 | https://www.epa.gov/ |
| 4 | www.ilo.org/safework |
| 5 | https://osha.europa.eu/ |

MOOCs:

| Resources No. | Web site address |
|---------------|---|
| 1 | Coursera - HSE Management |
| 2 | edX - Occupational Health and Safety |
| 3 | FutureLearn - Environmental Management & Ethics |

Elective - Infrastructure Management

| Programme:MBA CBCS - Revised Syllabus– w.e.f. - Year 2023– 24 | | | |
|--|---|---|-----------------------|
| Semester | Course Code | Course Title | |
| IV | IM04 | Infrastructure Project Formulation, Assessment and Appraisal | |
| Type | Credits | Evaluation | Marks |
| Core Elective | 3 | CES | UE:IE =70:30 |
| Course Objectives: | | | |
| <ul style="list-style-type: none"> • To Explore how infrastructure drives economic development and enhances societal well-being. • To Learn the steps involved in formulating infrastructure projects, including cost estimation and necessary clearances. • To Acquire skills to evaluate infrastructure projects using criteria, key performance indicators (KPIs), and political considerations. • To Learn how can manage infrastructure projects effectively, focusing on quality, safety, environmental factors, and risk assessment. • To Analyze emerging technologies, private sector roles, and institutional responsibilities, and anticipate future challenges and opportunities in infrastructure development. | | | |
| Course Outcomes: | | | |
| <ul style="list-style-type: none"> • Students will proficiently navigate the phases of infrastructure project formulation, including cost estimation and regulatory clearances. • Learners will be skilled in assessing infrastructure projects using criteria, key performance indicators (KPIs), and considering political and labor factors. • Students will demonstrate the ability to manage infrastructure projects from planning to execution, ensuring quality, safety, environmental compliance, and effective risk management. | | | |
| Unit | Content | | Sessions (Hrs) |
| 1 | Introduction to Infrastructure Project Formulation Definition and Importance of Infrastructure in Economic Development, Meaning of Project Formulation, Phases of Project Formulation, Stages of Project Formulation, Cost Estimation of Infrastructure Projects | | |
| 2 | Infrastructure Project Assessment Criteria for Infrastructure Project Assessment, Analysis of Infrastructure Projects, Required Project Clearance, Project Monitoring and Evaluation | | |
| 3 | Infrastructure Project Appraisal Scope of Infrastructure Project Appraisal, Aspects of Infrastructure Project Appraisal, Key Performance Indicators (KPIs), Reporting and Feedback, Political and Labour Considerations | | |
| 4 | Infrastructure Project Implementation and Management Infrastructure Projects Implementation Process, Infrastructure Quality Management, Health, Safety, and Environmental Factors Risk Assessment and Provisions | | |
| 5 | Infrastructure Development Projects Role of Private Sector in Infrastructure Developments Projects, Emerging Technologies in Infrastructure, Technology Transfer and Foreign Collaboration, Institutional Roles and Responsibilities Future Challenges and Opportunities | | |

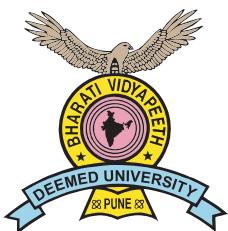
Reference Books:

| Reference Books (Publisher) | Name of the Author | Title of the Book | Year Edition | Publisher Company |
|-----------------------------|---|---|----------------------------|----------------------------------|
| 1 – International | Alvin S Goodman and Makarand Hastak | Infrastructure Planning, Engineering, and Economics, 2nd Edition | 2nd Edition, 2015 | McGraw-Hill Education |
| 2 – International | Harry Dimitriou, John Ward, Philip Wright | Planning, Appraisal, and Delivery of Infrastructure Mega Projects 1 | 1st Edition 5 January 2026 | Routledge |
| 3 – International | Stefano Gatti | "Infrastructure Project Finance and Project Bonds in Europe" | 1st Edition 2015 | Palgrave Macmillan |
| 4 – International | Stefano Gatti | "Project Finance in Theory and Practice: Designing, Structuring, and Financing Private and Public Projects" | 3rd Edition, 2018 | Academic Press |
| 5 – National | Dr. N. C. Saxena | Infrastructure Development and Finance | 1st Edition | New Age International Publishers |

Online Resources:

| Online Resources No. | Web site address |
|----------------------|--|
| 1 | https://www.worldbank.org/en/topic/infrastructure |
| 2 | https://www.infrastructureaustralia.gov.au/ |
| 3 | https://www.iisd.org/ |
| 4 | chrome-extension://efaidnbmnnnibpcajpcglclefindmkaj/https://www.ihmnotes.in/assets/Documents/Ignou/TS-03/Unit-21%20Project%20Formulation%20&%20Appraisal.pdf |

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