

**Learning Outcomes-Based Curriculum Framework (LOCF) for Post-graduate
Programme**

**MASTER OF BUSINESS ADMINISTRATION
(MBA)**
(SYLLABUS Effective from 2023 Admission Onwards)



**DEPARTMENT OF BUSINESS ADMINISTRATION
UNIVERSITY OF SCIENCE AND TECHNOLOGY, MEGHALAYA
2023**

PREAMBLE

The role of higher education is vital in securing the gainful employment and providing further access to higher education comparable to the best available in the world-class institutions elsewhere. The improvement in the quality of higher education, therefore, deserves to be given top-most priority to enable the young generation of students to acquire skill, training and knowledge to enhance their thinking, comprehension and application abilities and prepare them to compete, succeed and excel globally. Sustained initiatives are required to reform the present higher education system for improving and upgrading the academic resources and learning environments by raising the quality of teaching and standards of achievements in learning outcomes across all undergraduate programs in science, humanities, commerce and professional streams of higher education. One of the significant reforms in the undergraduate education is to introduce the Learning Outcomes-based Curriculum Framework (LOCF) which makes it student-centric, interactive and outcome-oriented with well-defined aims, objectives and goals to achieve. The University Grants Commission (UGC) took the initiative of implementing the LOCF in the Colleges and the Universities of the country. Accordingly, the University of Science and Technology, Meghalaya has decided to implement the LOCF in all its departments under the auspices of Internal Quality Assurance Cell (IQAC).

GRADUATE ATTRIBUTES (GAs)

The Graduate Attributes (GAs) reflect particular qualities and abilities of an individual learner including knowledge, application of knowledge, professional and life skills, attitudes and human values that are required to be acquired by the graduates of University of Science and Technology, Meghalaya. The graduate attributes include capabilities to strengthen one's professional abilities for widening current knowledge and industry-ready skills, undertaking future studies for global and local application, performing creatively and professionally, in a chosen career and ultimately playing a constructive role as a socially responsible global citizen. The Graduate Attributes define the characteristics of learner and describe asset of competencies that are beyond the study of a particular and programme.

The GAs of University of Science and Technology, Meghalaya

- Continue life-long learning as an autonomous learner.
- Continuously strive for excellence in education.
- Apply and nurture critical and creative thinking.
- Promote sustainable development practices.
- Promote co-operation over competition.
- Balance rights with responsibilities.
- Understand and respect diversity & difference.
- Not be prejudiced by gender, age, caste, religion, or nationality.
- Use education as a tool for emancipation and empowerment of humanity.

Department of Business Administration

Established under the super intendance of the University of Science and Technology, Meghalaya in 2012 part of the School of Business Sciences. The one of the largest teaching departments of the University of Science and Technology, Meghalaya in terms of the number of regular students Offers both MBA with dual specialization in Marketing, Human Resource, Finance, Entrepreneurship and Agri-business, BBA with single specialization in Marketing, Human Resource, Finance and Master in Hospital Administration and Ph.D. programmes. The department also extends consultancy services to Government departments also. The department is committed to groom professionally the students, maintaining discipline, active participation with ethical accountability and effective work culture. It is also emphasized from the department side to encourage for excellence academic record and professional performance, enabling them with professional behaviour and attitude for the competitive market and for the all-round development of the students.



PROGRAMME REGULATION AND SYLLABUS

For those who joined in 2021-2022 onwards

1. **Program:** Master of Business Administration (MBA)
2. **Programmes Offered:**
 - A. **MBA in Marketing and Finance**
 - B. **MBA in Marketing and Human Resource**
 - C. **MBA in Marketing and Entrepreneurship**
 - D. **MBA in Marketing and Agri Business**
3. **Duration:** Two years Full Time (Each year having two Semesters)
4. **Medium of Instruction and Examinations:** English only.
5. **Eligibility for Admission:**
 - A. The candidate should have passed the higher secondary from any Indian institution or schools, under the regular stream, shall be in the 10+2+3 or 10+2+4 pattern. In all the cases the student should have passed the degree or graduation with not less than 45% marks/equivalent grade from all discipline i.e., Science, Arts and Commerce are eligible for admission. The candidates, who have passed MA/M.Sc./M. Com or any other recognized PG Degree with 45% of marks/equivalent grade in aggregate, are also eligible for admission. SC/ST, economically weaker and differently abled candidates shall be given relaxation as per university rules.
 - B. The scores obtained during the previous academic year i.e., in graduation or degree level or master degree level, valid score of MAT, CAT and university own entrance test scores are considered. The provisional rank list for admission to the MBA programme is prepared on the basis of the score/marks obtained by the candidate in the degree or graduation level [50% weightage], University (USTM) Entrance Test [30% weightage of which 10% weightage on score, 10% on GD and 10% on Personal Interview] and MAT/CAT score [20% weightage].
 - C. Head, Department of Business Administration is entrusted to conduct the Group discussion and Personal interview at Department for finalizing the admission list.
 - D. Reservation of seats is considered as per the Government of India and University of Science and Technology norms from time to time.

PROGRAMME EDUCATIONAL OBJECTIVES (PEOs)

Programme Educational Objectives (PEOs): Upon completing the degree, the student will be able to:

PEO1	Analyze social and environmental aspects with professional values, ethics and equity to transform the learned and acquired knowledge, skills and expertise to the community.
PEO2	Involve in life-long learning to adapt educational needs in a changing world to maintain their competency and also to contribute to the advancement of knowledge in a multi-disciplinary environment.
PEO3	Learn to adapt to a rapidly changing environment with learned and applied new skills.
PEO4	This programme will equip the candidate to socially responsible and value driven citizens committed to sustainable development.
PEO5	To inculcate the spirit of team-work, integrity, professional values so that the student will be able to perform effectively in an organizational set up or on their own entrepreneurial ventures.

PROGRAMME OUTCOMES (POs)

Programme Outcomes (POs): Upon completing the degree, the student will be able to:

PO1	Demonstrate the ability to perform professionally in organizations or start-ups.
PO2	Perform in as social, cultural and ethical responsibility as an individual or as a member of at examine professional manner.
PO3	Exude positive attitude in all the sectors and are willing to support any professional initiatives with positive mind-set.
PO4	Adopt to sustain in emerging era and constantly upgrade skills towards independent and Life long learning.
PO5	Communicate complex concepts with professionalism by adapting appropriate ere sources and modern tools.
PO6	Able to document their participation and contribution to student organizations, business or consulting projects, internship opportunities or other initiatives.
PO7	Able to conceptualize organize and resolve complex business problems or issues By using the resources available under their discretions.
PO8	Understand the impact of the professional management solutions in societal and Environmental context sand demonstrate the knowledge of and need for sustainable development.
PO9	Able to identify, assess and shape entrepreneurial opportunities and to evaluate Their potential for business success.

PROGRAMME SPECIFIC OUTCOMES(PSOs)

Programme Specific Outcomes (PSOs): At the completion of the programme, the students will be able to:

PSOs1	It would develop the knowledge and skill to apply the principles and practice of Management, Finance, Marketing, HR, Business Law and IT to solve various problems faced in a business enterprise.
PSOs2	It will develop the innovative and critical thinking ability to identify and analyse various business situation and problems and provide possible solutions towards the identified problems.
PSOs3	It would enable in develop attitude for teamwork and leadership quality in managing and leading human resource in a problem in a business enterprise.
PSOs4	It will develop the fundamental knowledge in the understanding of contemporary business are a sand forthcoming challenges
PSOs 5	It will enable the students to develop skills on fundamental application of computers like MSOffice, internet, ecommerce, professional software along with effective reporting and presentation skills.

PROGRAMME STRUCTURE

Part	Course Code	Name of the Course	Credit	Marks Allotted		
				Internal	External	Total
SEMESTER -I						
Core 1	MBA101	MANAGEMENT PROCESS AND ORGANIZATIONAL BEHAVIOUR	4	30	70	100
Core 2	MBA102	MARKETING MANAGEMENT –I	3	30	70	100
Core 3	MBA103	HUMAN RESOURCE MANAGEMENT – I	3	30	70	100
Core 4	MBA104	FINANCIAL ACCOUNTING FOR MANAGERS	4	30	70	100
Core 5	MBA105	QUANTITATIVE TECHNIQUES IN BUSINESS	4	30	70	100
AEC (S) 1	MBA106	INFORMATION TECHNOLOGY IN BUSINESS	2	30	70	100
Core 6	MBA107	MANAGERIAL ECONOMICS	4	30	70	100
AEC (C) 1	MBA108	BUSINESS ENVIRONMENT	2	30	70	100
TOTAL FOR SEMESTER -I			26	240	560	800

SEMESTER –II						
Core 7	MBA201	MARKETING MANAGEMENT–II	3	30	70	100
Core 8	MBA202	HUMAN RESOURCE MANAGEMENT–II	3	30	70	100
Core 9	MBA203	COST AND MANAGEMENT ACCOUNTING	4	30	70	100
Core 10	MBA204	FINANCIAL MANAGEMENT	4	30	70	100
Core 11	MBA205	BUSINESS RESEARCH METHODS	4	30	70	100
Core 12	MBA206	PRODUCTION & OPERATION MANAGEMENT	4	30	70	100
GE 1	MBA207 A	STRATEGIC TECHNOLOGY MANAGEMENT AND INTELLECTUAL PROPERTY RIGHT	2	30	70	100
	MBA207 B	SOCIAL MARKETING				
Core 13	MBA208	BUSINESS REGULATORY FRAMEWORK	2	30	70	100
AEC (S) 2	MBA209	SOFT SKILLS AND PERSONALITY DEVELOPMENT	2	30	70	100
TOTAL FOR SEMESTER –II			28	270	630	900
SEMESTER –III						
Core 14	MBA301	STRATEGIC MANAGEMENT	4	30	70	100
AEC (C) 2	MBA302	DIGITAL BUSINESS–I	2	30	70	100
DCE 1	MBA303 A	CONSUMER BEHAVIOUR	4	30	70	100
DCE 2	MBA304 A	INTERNATIONAL MARKETING	4	30	70	100
DCE 3	MBA305 A	PRODUCT AND BRAND MANAGEMENT	4	30	70	100
DCE 4	MBA 303 B/C/D/E	SPECIALIZATION – GROUP B/C/D/E	4	30	70	100
DCE 5	MBA 304 B/C/D/E	SPECIALIZATION – GROUP B/C/D/E	4	30	70	100
DCE 6	MBA 305 B/C/D/E	SPECIALIZATION – GROUP B/C/D/E	4	30	70	100
OE 1	MBA306	MULTI – DISCIPLINARY SUBJECT-1	4	30	70	100
TOTAL FOR SEMESTER –III			34	270	630	900
SEMESTER –IV						
CORE 15	MBA401	SUPPLY CHAIN MANAGEMENT	4	30	70	100
GE 2	MBA402	DIGITAL BUSINESS – II/CORPORATE GOVERNANCE AND BUSINESS ETHICS	4	30	70	100
DCE 7	MBA403 A	SERVICE MARKETING	4	30	70	100
DCE 8	MBA404 A	ADVERTISING MANAGEMENT & SALES PROMOTION	4	30	70	100
DCE 9	MBA403 B/C/D/E	SPECIALIZATION B/C/D/E	4	30	70	100
DCE 10	MBA404	SPECIALIZATION B/C/D/E	4	30	70	100

	B/C/D/E					
Core 16	MBA405 B/C/D/E	SUMMER PROJECT REPORT	3	50	50	100
Core 17	MBA406 B/C/D/E	SUMMER PROJECT VIVA	3	50	50	100
OE 2	MBA407	MULTI-DISCIPLINARY SUBJECT-II	4	30	70	100
TOTAL FOR SEMESTER -IV			34	310	590	900
(40% in total for pass in a course, minimum 12 marks required in internal, 28 marks required to pass in external examination out of 70)						

SPECIALIZATION PAPERS (SEMETERIII)

SPECIALIZATION	PAPER CODE	PAPER NAME
GROUP – B HUMAN RESOURCE MANAGEMENT	MBA-303B	MANPOWER PLANNING AND RESOURCING
	MBA-304B	INDUSTRIAL RELATIONS AND LABOUR LAWS
	MBA-305B	ORGANIZATIONAL CHANGE AND DEVELOPMENT
GROUP – C FINANCE	MBA-303C	BANKING AND INSURANCE
	MBA-304C	SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT
	MBA-305C	INTERNATIONAL FINANCE
GROUP – D ENTREPRENEURSHIP AND SMALL BUSINESS MANAGEMENT	MBA-303D	ENTREPRENEURSHIP AND SMALL BUSINESS MANAGEMENT
	MBA-304D	INTRODUCTION TO INDUSTRY VERTICALS
	MBA-305D	PROJECT FORMULATION AND REPORTING
GROUP-E AGRI – BUSINESS MANAGEMENT	MBA - 303 E	ENVIRONMENT AND AGRI BUSINESS MANAGEMENT
	MBA - 304 E	AGRI BUSINESS AND RURAL MARKETING
	MBA - 305 E	AGRI INPUT MANAGEMENT
MDC (OE)	MBA 306	CORPORATE GOVERNANCE AND CORPORAT SOCIAL RESPONSIBILITY
	MCM 306	DIRECT TAX
	MEC 306	ENVIRONMRNTAL ECONOMICS

SPECIALIZATION PAPERS (SEMESTER-IV)

SPECIALIZATION	PAPER CODE	PAPER NAME
GROUP – B HUMAN RESOURCE MANAGEMT	MBA–403 B	COMPENSATION MANAGEMENT & LABOUR WELFARE LAWS
	MBA–404 B	TALENT ACQUISITION & MANAGEMENT
GROUP- C FINANCE	MBA–403 C	ADVANCE FINANCIAL SERVICES
	MBA–404 C	FINANCIAL DERIVATIVES & RISK MANAGEMENT
GROUP – D ENTREPRENEURSHIP AND SMALL BUSINESS MANAGEMENT	MBA–403 D	NEW ENTERPRISE FINANCING AND APPRAISAL
	MBA–404 D	BUSINESS OPPORTUNITY AND MODELING
GROUP – E AGRI – BUSINESSMANAGEMENT	MBA–403 E	AGRI BUSINESS TECHNOLOGY MANAGEMENT AND AGRI-MARKETING INSTITUTIONS
	MBA–404 E	AGRI BUSINESS OPPORTUNITIES
MDC	MBA407	BASICS OF MANAGEMENT

(A student can opt for one stream of electives. A minimum of five candidates are required for registering for an elective course.)

1. INTERNALEVALUATION

For the Theory Courses, the break-up of marks shall be as follows:

Internal examinations (Av. Of best 2 out of three): 15 marks

Students' participation: 10marks

Assignment: 9marks

Total: 30 marks

A student will be allowed to write the end semester examination only if he/she obtains the minimum attendance stipulated by the University.

2. EXTERNALEVALUATION:

An external evaluation of 70 marks will be conducted by the University in all four semesters for the courses excepting the Project work and Comprehensive viva which is conducted by Department but for External expert, Examination branch of the University does the required communication.

The Pattern of Examination

PART A: This part consists of 20 number of Multiple-Choice Questions: **20 x 1=20 marks**

PART B: This part contains total 8 number of questions, where Q. No. 1 is compulsory in nature and any four questions have to attempt from rest of 7 number of questions carrying 10 marks by each question: **10 x 5=50 marks**

Pass minimum is as per the University regulations.

3. GENERIC COURSES:

A student has to complete one compulsory elective during the two years from other departments where his/her choice of subject is available. Department of Business Administration will propose the electives to students and have to opt one elective and can complete during the course of the programme.

4. **PROJECT WORK:** Details are given along with the syllabus in Annexure

5. TRANSITORY REGULATIONS:

Wherever there has been a change of syllabus, examinations based on the existing syllabus will be conducted for two consecutive years after implementation of the new syllabus in order to enable the students to clear the arrears. Beyond that, the students will have to take up their examinations in equivalent subjects, as per the new syllabus, on the recommendation of the departmental council.

6. Any other regulations not found in this; the University's regulations will come in to force.

7. Notwithstanding anything contained in the above pages as Rules and Regulations governing the Three-Year Bachelors' Programme, the Syndicate is vested with the powers to revise them from time-to-time on the recommendations of the Board of Studies as approved by Academic Council of the University.

SEMESTER -I						
CORE 1: MANAGEMENT PROCESS AND ORGANIZATIONAL BEHAVIOUR						
Course Code	Course Name	Category	Lecture	Tutorial	Practical (P)	Credit
MBA 101	Management Process and Organizational Behavior	Core	55	10	0	4
<p>Preamble: This course aims at facilitating the students with the concept of Management in general. Also to give them knowledge about different managerial functions and its application in practical world. This paper also intends at understanding the relationship between individuals in an organization and factors underlying organizational behavior.</p>						
<p>Prerequisite: Basic knowledge and understanding of Management field.</p>						
<p>Course Out Comes (COs): Students will attain a general level of competence in management and to enable them to act with creative, innovative and entrepreneurial potentials with management tools & techniques. At last, the paper acquaints the students with few concepts of Management practices and behavior of individuals in an organization.</p>						
CO Number	Course Outcome (CO) Statements					Blooms Taxonomy Knowledge Level
CO1	To acquaint the students with the basic concept of Management along with its Purposes, Functions, Importance and Characteristics of Management. Also to give them the knowledge about different Management Objectives, Managerial Role and Skills and Management Challenges & Opportunities					K2
CO2	To explain students about Planning process in detail along with Management by Objectives & its Characteristics, Process, Benefits and weakness. Also to make students understand about Principles of Organizing and Organization Structure along with Span of management, Organization Divisions etc.					K3
CO3	To give knowledge on whole mechanism of staffing, directing and controlling and their importance as a managerial function in organization.					K3
CO4	To explain students about organization and organizational behavior in general. Explain the fundamental forces and models of OB along with Challenges and Opportunities of OB.					K4
CO5	To make students understand the individual behavior by giving the idea about Personality development, Perception, Attitude, Value etc.					K4

Syllabus			
Unit	Course Contents	Hou rs	e-Resources/ e-Content
1	<p>Introduction: Concept of Management –Definitions, Management Process and Management Functions, Purposes, & Importance and Characteristics of Management. Levels of Management & Functions of different levels of Management; Objectives of Management.</p>	15	Black Board Teaching/ PPT Presentation, Video clip to show organization

	Role of a manager , Managerial Skills. Management as Science as well as Arts, Management as a Profession, Approaches of Management, Management Challenges.		ambience
2	<p>Planning and Organizing:</p> <p>Planning- Concept, Definition, Nature and Characteristics, Significance of planning; Planning process–Steps in Planning Process, Types of Planning, Advantage and Disadvantage of Planning.</p> <p>Management by Objectives: Definition, Characteristics, Process, Benefits, and weakness of MBO.</p> <p>Organizing-Concept, Definition of Organizing, Nature & Process of Organizing, and Principles of Organizing.</p> <p>Organization Structure- Types of Organization Structure, Formal and Informal Organization Structure, Tall and Flat Organization Structure; Span of management, Factors determining the Span of Management; Organization Divisions: Departmentation.</p>	14	PPT Presentation / Group assignment/
3	<p>Staffing, Directing and Controlling:</p> <p>Staffing- Concept, Definition, Significance and Functions and Sub-functions of Staffing;</p> <p>Directing-Concept, Definition, Characteristics and Functions of Directing.</p> <p>Coordination-Concept and Definition and Principles of Co-ordination.</p> <p>Controlling-Concept and Definition of Controlling, Needs of Controlling, Process of Control, Types of Control, Control Techniques and Modern Control Aids. Requirement of Effective control.</p>	12	Black Board Teaching/ PPT Presentation Case study
4	<p>Introduction to Organization Behavior, Concept, Definition, Goals and Contributing Discipline of Organization Behavior.</p> <p>Fundamental Concepts of Organizational Forces.</p> <p>Models of Organizational Behavior, Dependent & Independent variables of OB</p> <p>Challenges and Opportunities of Organizational Behavior</p>	12	Black Board/ PPT Presentation/Group Discussion
5	<p>Foundations of Individual Behavior,</p> <p>Personality Concept, Definition and Factors Influence Personality, Personality Traits.</p> <p>Perception-Concept, Definition, Perception Process, Factors influencing Perception Process.</p> <p>Attitude- Concept, Definition & Components of Attitude</p> <p>Value-Concept, Definition and Types of Value</p>	12	PPT Presentation/ Case Study of various organizations
Total		65	
Reference Books:			
1. Tripathi PC & Reddy PN, Principles of Management, Tata McGraw Hill			
2. Koontzn, H. and O'DonnelC. Essential of Management–Tata MGH.			
3. Robins S.P. and Decenzo D.A., Fundamentals of Management, Pearson education, New Delhi, 5 th edition,2009			

4. Robbins S.P/JugdeTA, Essentials of Organisational Behaviour, Pearson Education,10 th Edition, 2011.
5. Rao V.S.P .and Bajaj P.S Excel books, New Delhi, 1 st edition, 2005
6. Anderson D.R., An Introduction to mgt science, Thomson publication, Australia, 11 th Edition, 2007
7. Duening T.N., Management Principles and guidelines, Biztantra publication, NewDelhi 4 th edition, 2003.
8. Singh,B.D.Managing conflict and Negotiation, Excel Books, New Delhi, 1 st edition, 2008.
9. Luthans F,Organisational Behaviour, McGrawHill Companies, 8 th Edition, 1998
10. PareekU /Understanding Organisation Behaviour, Oxford University Press, 2 nd Edition, 2007
Focus of Course: Skill/ Employability
e-Content: Vidya-mitra/ e-Pathshala

SEMESTER –I						
CORE 2: MARKETING MANAGEMENT-I						
Course Code	Course Name	Category	Lecture	Tutorial	Practical (P)	Credit
MBA 102	Marketing Management-I	Core	55	10	0	3
<p>Preamble: This course will put through an understanding regarding the varied aspects of marketing management, The Conceptual framework of marketing and its applications in decision making under various environmental constraints. Marketing management course enables a student to understand the fundamentals of marketing concept and the role marketing plays in business. This course enables a student to understand the ‘Marketing mix’ elements and the strategies and principles underlying the modern marketing practices.</p>						
<p>Prerequisite: Basic knowledge and understanding of English language, English grammar and communication.</p>						
<p>Course Out Comes (COs):On completion of this course, the students will be able to demonstrate strong conceptual knowledge in the functional area of marketing management.</p>						
CO Number	Course Outcome (CO) Statements					Blooms Taxonomy Knowledge Level
CO1	Learn the fundamentals of marketing management.					K2
CO2	Obtain in depth idea about consumer market and consumer behaviour					K2
CO3	Learn the STP in the context of domestic products and international products.					K1
CO4	Understand the basic strategies of marketing mix.					K2
CO5	Develop an analytical ability through solving caselets or other real-life issues.					K5

Syllabus			
Unit	Course Contents	Hours	e-Resources/ e-Content
1	Concept of Marketing; Need, Want, Demand; Evolution of Marketing concept; Holistic Marketing; Marketing Mix; Marketing Environment-Global and Indian context;	14	Black Board Teaching/ Discussion among groups
2	Retail Marketing, strategic planning in retaining, market logistics, Benefits of growth organized retain in India, Recents trends in Retail Marketing, Shopping Behaviour	14	Black Board Teaching/Video clip/ Group assignment/ Role Play
3	Concept of Market segmentations, targeting, positioning, Criterias for segmentation, Bases for segmentation, Developing an effective STM strategy, choosing a target market, positioning variables	13	Black Board Teaching/ Writing practice
4	Product; Product Life cycle; New Product Development; Product Mix; Brand; Types of pricing; Factors influencing pricing decision; Integrated marketing communication; Role of marketing communication; Marketing channel and Value networks; Role of Marketing channels	15	Black Board/ Role Play/ Skit play/ Presentation/ Movie clip play/ Conduct Interview session
5	Case Study	9	Case Study of various organisation
Total		65	
Reference Books:			
1. Kotler,Philip-Marketing Management –Pearson Education			
2. Kotler and Keller–Marketing Management –PrenticeHall			
3. Ramaswamy V.S/ Namakumar S-Marketing Management–Prentice Hall			
4. Saxena R-Marketing Management -Tata McGrawHill			
Focus of Course: Skill/ Employability			
e-Content: Vidya-mitra/ e-Pathshala			

SEMESTER -I						
CORE 3: HUMAN RESOURCE MANAGEMENT-I						
Course Code	Course Name	Category	Lecture	Tutorial	Practical (P)	Credit
MBA103	Human Resource Management-I	Core	55	10	0	3
Preamble: This course aims at facilitating the platform to improve and enhance student’s understanding and knowledge on the area of HR and various functions of this particular field.						
Prerequisite: Basic knowledge and understanding of Management.						
Course Out Comes (COs): This course intends at understanding the relationship between individuals in an organisation and factors underlying organizational behaviour						

CO Number	Course Outcome (CO) Statements	Blooms Taxonomy Knowledge Level
CO1	It helps in getting the idea on past management and the changing trend of management along with different organizational design	K2
CO2	It helps in knowing the importance of different policy in performing organization's different functions both in Internal and External environment	K2
CO3	It facilitates in creating diversified groups with the help of action and goal-oriented leader and also helps in understanding the importance of Communication	K3
CO4	It helps in getting better interpersonal relationship and also helps in knowing how the better interpersonal can be achieved by introducing different Conflict management techniques and negotiation practice.	K4
CO5	It helps in knowing the different factors, elements and areas of motivation of employees and various ways of leading a group of people in the form of leadership styles.	K4

Syllabus			
Unit	Course Contents	Hours	e-Resources/ e-Content
1	Introduction to HRM: Evolution of Management, Introduction and Meaning, Definition, Objectives, Importance of HRM, Scope of HRM, Organizational Design: Concept and types HRM Environment: External Environment & Internal Environment. Functions of HRM, Strategic HRM, changing role of HRM: Workforce diversity, technological change, restructuring and rightsizing, empowerment. Ethics in Management.	13	Black Board Teaching/ Discussion among groups
2	Introduction to Personnel Management, Job Analysis and Job Design: Introduction and Meaning, Definitions, Nature, Objectives, Challenges to Personnel Management, Functions of Personnel Management: Managerial Functions & Operative Functions, Personnel Policy: Factors, Objectives and Principles. Job Analysis: Job Description and Job Specification. Job Design: Job characteristic approach to Job design. Competencies of HR manager: Employer branding and competency mapping.	15	Black Board Teaching/Video clip/ Group assignment/ Role Play
3	Group and Industrial Relations: Group-Meaning, Types, Stages of Group development, Group Properties – Role, Norms, Conformity, Size, Cohesiveness, Difference between Group and Team. Industrial Relation: Meaning and Definition, Objectives Organizational Conflict –Meaning and types, Sources, Conflict Management Techniques.	12	Black Board Teaching/ Writing practice

4	Perception, Learning, Motivation and Leadership: Learning: Meaning and definition, Theories of learning. Perception: Meaning, definition, Process and Factors influence perception, Johari window. Organizational Conflict –Sources, Types of conflict, Conflict Management Techniques. Motivation: Meaning and definition, types and theories of motivation. Leadership: Meaning and Definition, leadership styles and Theories	11	Black Board/ Role Play/ Skit play/ Presentation
5	Emerging Horizons of HRM: International HRM, Human Resource Information System (HRIS), Human Resource Audit, Employee Engagement, Green HRM. Management of Innovation. Leadership–Meaning, Leadership theories- Leadership Styles – Motivation: Meaning, Types of Motivation, Theories of Motivation.	14	Black Board/ Role Play/ Presentation/ Case Study
Total		65	
Reference Books:			
1. Bhattacharya D.K/BilnerMJ, Organisational Behaviour, Oxford University Press, 1 st Edition, 2009.			
2. Dwivedi RS, Human Relations and Organisational Behaviour, MacMillan, 5 th Edition, 2009			
3. Hersey P & Blanchard KH, Management of Organizational Behaviour, 7 th Edition, 2008			
4. Luthans F, Organisational Behaviour, McGrawHill Companies, 8 th Edition, 1998			
5. Newstrom J W, Organizational Behaviour, Tata McGraw Hill Z Ltd, 12 th Edition, 2009			
6. Pareek U/ Understanding Organisation Behaviour, Oxford University Press, 2 nd Edition, 2007			
7. Robbins S.P/Jugde TA Essentials of Organisational Behaviour, Pearson Education, 10 th Edition, 2011.			
8. Robbins S.P/Jugde TA, Organisational Behaviour, Pearson Education, 13 th Edition, 2009			
9. Saiyada in M.S, Organisational Behaviour, Tata McGraw Hill, 1 st Edition, 2010			
10. Sekaran U, Organisational Behaviour, TataMcGrawHill, 2 nd Edition, 2010			
11. Slocum J.W/Hell Riege ID, Fundamentals of Organizational Behaviour, Cengage Learning, 1 st Edition, 2008			
Focus of Course: Skill/ Employability			
e-Content: Vidya-mitra/ e-Pathshala			

Syllabus			
Unit	Course Contents	Hours	e-Resources/ e-Content
I	Introduction to Accounting: Need and Branches of Accounting, Accounting Terminology, Accounting Information System, Users of Accounting Information, Accounting Principles- Accounting Concepts - Business Entity, Money Measurement, Going Concern, Cost Periodicity, Matching and Realization; -Accounting Conventions - Consistency, Full Disclosure, Conservatism and Materiality. Indian Accounting Standards Preparation on Subsidiary Books, Ledger and Trial Balance.	14hrs	Black Board Teaching/ Discussion among groups
2	Preparation of Annual Accounts Final Accounts of Sole trader- Trading Profit & Loss A/C and Balance Sheet, Form of Company Annual Accounts as per Companies Act, 1956, preparation of Statement of Profit & Loss, Balance Sheet;	14hrs	Black Board Teaching/Video clip/ Group assignment/
3	Valuation of Assets: Depreciations- Meaning, Objectives and Methods- Original Cost and Diminishing Balance Method.	13hrs	Black Board Teaching/ Writing practice
4	Financial Analysis: Working Capital, Statement of change in Working Capital, Introduction to Cash Flow Analysis- Preparation of Cash Flow Statement.	13hrs	Black Board/ Role Play/ Skit play/ Presentation/
5	Financial Shenanigans: Meaning, Importance, Technique followed by companies. Examples of financial shenanigans- case study.	14hrs	Black Board/ Role Play/ Skit play/ Presentation/
Total		65	
Reference Books:			
1. Ambrish Gupta - Financial Accounting: A Managerial Perspective (Prentice Hall, 4th Edition)			
2. Banerjee-Financial Accounting (Excel Books)			
Focus of Course: Skill/Employability			
e-Content: Vidya-mitra/ e-Pathshala/ You-tube			

SEMESTER -I						
CORE 5: QUANTITATIVE TECHNIQUES IN BUSINESS						
Course Code	Course Name	Category	Lecture	Tutorial	Practical (P)	Credit
MBA 105	Quantitative Techniques in Business	Core	55	10	0	4
<p>Preamble: Provides students with quantitative skills that are required to make business decisions. These skills involve using statistical, forecasting and estimation techniques. Formulation and application of mathematical models in business decision making scenarios.</p>						
<p>Prerequisite: Basic knowledge and understanding of mathematical functions and calculations.</p>						
<p>Course Out Comes (COs): On completion of this course, the students will be able to Understand various quantitative & statistical methods, Understand data and draw inference from data, Calculate and interpret statistical values by using statistical tool (correlation & regression), Demonstrate an ability to apply various statistical tool to solve business problems.</p>						
CO Number	Course Outcome (CO) Statements					Blooms Taxonomy Knowledge Level
CO1	It would enable the students to understand the application of quantitative techniques in business world scenario.					K2
CO2	It would hone the skills of students for application of statistical tools for analysing various business data as well as make decisions on the basis of that.					K3
CO3	The students would be able to analyse output from various business problems.					K4
CO4	The students would be able to learn use of statistics in carrying out researches for various business as well as social issues					K3
CO5	The students would be able to learn to interpret the results of quantitative analysis.					K6

Syllabus			
Unit	Course Contents	Hours	e-Resources/ e-Content
1	Introduction to Statistics; Applications of inferential statistics in managerial decision making; Classification and Tabulation; Measures of central tendency: Mean, Median, Mode and their implications; Measures of Dispersion: Range, Quartile Deviation, Mean Deviation, Standard Deviation, Coefficient of Variation (C.V), Skewness, Kurtosis.	10	Black Board Teaching/ Discussion among groups
2	Time series analysis: Concept, Applications in business decision making, Components of time series, Techniques of Time series analysis: Moving Average Method, Semi Average Method, and Least Square Method. Index Numbers: Concepts, Construction of Price, Quantity and Volume indices, Fixed Base and Chain Base index, Uses of index numbers.	10	Black Board Teaching/Video clip/ Group assignment/ Role Play

3	Correlation: Meaning and types of correlation, Karl Pearson and Spearman rank correlation. Regression: Meaning, Simple and Multiple Regression Analysis.	12	Black Board Teaching/ Writing practice
4	Probability: Definition of probability and different approaches, Addition theorem, Multiplication theorem, Conditional Probability, Bayes' Theorem, Random Variable, Mathematical Expectation. Probability Distributions: Binomial distribution, Poisson distribution, Normal distribution	12	Black Board/ Role Play/ Skit play/ Presentation
5	Sampling Distribution & Testing of Hypothesis: Concept of sampling, Types of Sampling, Parameter and Statistic. Null Hypothesis & Alternative Hypothesis, Type-I and Type-II Error, t-test, Z-test, F-test, & Chi-Square test.	9	Black Board/ Role Play/ Presentation/ Case Study
6.	Linear Programming (LP), Meaning of Linear Programming, Requirement for a Linear Programming Problem (LPP), Basic Assumptions of Linear Programming, Solution of LPP – Graphical Method and Simplex Method	12	Black Board/ Role Play/ Presentation/ Case Study
Total		65	

Text Books:

1. Sharma, J.K.: Business Statistics, Pearson Education, Inc. New Delhi(2009).
2. Gupta S.C. and Kapoor V.K: Fundamental of Mathematical Statistics, Sultan Chand and Sons (2011).

Reference Books:

1. Gupta, S.P.: Statistical Methods S. Chand & Sons, N. Delhi(2011).
2. Beri, G.C.: Business Statistics, TMG, N. Delhi(2012)
3. Render, B., Stair, R.M.: Quantitative Analysis for Management. Pentice-Hall Pvt. Ltd. New Delhi(2011)
4. Kothari, C.R.: Quantitative Techniques, Vikas publishing New Delhi(2009)
5. Anderson D.R., Sweeney D. J.: Quantitative Methods for Business, C engage Learning(2009)
6. Vohra. N.D., Quantitative Technique in management Tata Mc Graw Hill. New Delhi(2009)

Focus of Course: Skill/ Employability

e-Content: Vidya-mitra/ e-Pathshala

SEMESTER -I						
ABILITY ENHANCEMENT COURSE (SKILL) 1: INFORMATION TECHNOLOGY IN BUSSINESS						
Course Code	Course Name	Category	Lecture	Tutorial	Practical (P)	Credit
MBA 106	Information Technology In Business	AEC (S)	55	10	0	2

Preamble: This course aims at facilitating the students with the knowledge of computer and enhancing the skill of use and application of basic software for practical use. It will also enhance the skill of data store management, understanding role of E-Commerce and its execution and associate security issues.

Prerequisite: Basic knowledge and practical use of computer.

Course Out Comes (COs):This course introduces students to key information technology and information systems concepts from a business perspective. Information technology and systems are crucial in every discipline of business and commerce. Today, information technology and systems are used by business for communicating with, and supporting, customers, and they underpin business functions ranging from marketing, human resource, accounting and finance. Students will learn the role of information technology and systems in business, and how these can be leveraged to create and sustain competitive advantage.

CO Number	Course Outcome (CO) Statements	Blooms Taxonomy Knowledge Level
CO1	Explain the social impact of information technology, both locally and globally, and the need for security, privacy and ethical implications in information systems usage	K2
CO2	Demonstrate problem-solving skills by identifying and resolving issues relating to information technology systems and their components	K3
CO3	Demonstrate the application of online collaboration and website development tools to support productivity and communication in business contexts	K4
CO4	Describe current information and communication, how they are selected, developed and used by organisations to produce goods and services, and to cooperate and/or compete with other organisations	K4
CO5	This will familiarize the students with the computer and its applications in the relevant fields and also to make them aware of other related papers of IT	K4

Syllabus			
Unit	Course Contents	Hours	e-Resources/ e- Content
1	Introduction to Computers, Advantages and Characteristics of Computers in Business, History and Generations of Computing, Classifications of Computers, Basic Component and Block Structure of Computers, Types of Usage of Computer in Business, Different input Devices and their functionalities, Introduction of Shortcut Keys and their Usages, Introduction of Control Keys and their Usages, Operations of Output devices and their types, Introduction of Basic operations of Computer – preparing document, Filling operations, Photo Formatting and others. Introduction and Different Information Models	15	Black Board Teaching/ Discussion among groups
2	Definition of Software, Advantages and Requirement of Software, Classification of Software, Definition of Operating System, Firmware, Application Software and Utility Programs, Introduction to Windows Operating System and Classifications, Introduction to Linux and Unix System and Classifications, Application of	13	Black Board Teaching/ Video clip/ Group assignment/

	Application Software in Trade and Commerce. Applications of Utility Software – Compression Tools, Anti-virus Software, File Management Tools, Disk Management Tools, Application Software. Applications of Application Software –MS Office Packages, Open Office Packages		Role Play
3	Definitions of DBMS, RDBMS Concepts Business Data Processing Data, Information and Knowledge, Data Processing Functions and Modes, Business Data, Processing. Applications, Records, Files, Classification of Business Files, File Organizations, File Operations, File Processing, Activities, Reporting. Steps in programming, Characteristics of a good program, Software development process, System design techniques–top down and bottom up, Structured programming concepts, Software aids for programming Data Structures.	12	Black Board Teaching/ Writing practice
4	Definition of Network and its applications in business, Definitions and applications of file sharing, Information Technology, Concepts of Networks, Elementary Terminologies related to Networks, Internet – related Terminologies, Security and Maintenance, Introduction to Internet and their applications in trade practice, Definitions of browsers and their types.	12	Black Board/ Role Play/ Skit play/ Presentation/ Movie clip play/
5	Definition of E-Commerce, Types of E –Commerce, Requirement and necessity of the E-commerce, Difference between E-Business and traditional mode of Business, Scope of Business in digital mode, Available options for Start-Up through digital communications, Definition of Internet of Things. Meaning and different type of Pop-up, hand hold utilities, Internet Information Services (IIS), Component of User-Friendly environment in Web practice. Meaning of Digital cash, Steps in E-Cash Payments, Security in digital transaction and e-Payment System.	13	Black Board Teaching/ Writing practice
Total		65hrs	
Reference Books:			
1. Fundamentals of Computers–V. Rajaraman, PHI			
2. Fundamentals of Information Technology–Deepak Bharihoke, Excel Books			
3. Teach Yourself Windows Me in 24Hours –Perry, BPB			
Focus of Course: Skill/ Employability			
e-Content: Vidya-mitra/ e-Pathshala			

SEMESTER -I
CORE 6: MANAGERIAL ECONOMICS

Course Code	Course Name	Category	Lecture	Tutorial	Practical (P)	Credit
MBA 107	Managerial Economics	Core	55	10	0	4

Preamble: The objective of this course is to impart the knowledge of economics as a subject and its importance while business. The business decisions are made scientifically on the basis of all available information. So understanding and interpreting basic economic concepts/variables for e.g. demand and supply functions, forecasting demand, productions, costs will make them aware of various operations carried in business.

Prerequisite: Basic knowledge and understanding of economic terms and terminologies.

Course Out Comes (COs): The learners are expected to be better equipped to understand various market structures, understanding of different pricing techniques that will be introduced in the class. These concepts will help them to understand day-to-day business decisions being taking by different firms (in different industries) in lieu of consumer behaviour in economic, social and to an extent in ethical manner.

CO Number	Course Outcome (CO) Statements	Blooms Taxonomy Knowledge Level
CO1	To know about the need of study of economics for the students of management. Demand forecasting for the entrepreneur and what will happen to the market demand when price got change is studied here through price elasticity of demand.	K2
CO2	Analyse the production function, which implies about how to bring all factors of production to make production possible. Law of variable proportion indicates that how in short run by changing the variable factor (labour) we can increase the production up to a certain limit. Similarly, in long run how production got change by changing all factors production simultaneously and also the idea about the economies of scale.	K4
CO3	This unit provides the information about the cost of production. Cost analysis is most important part of the management study. It introduces different types of cost and how these are related with each other. It throws light over which cost influences in production in short run or in long run.	K2
CO4	After study of this unit students will come to know about the different forms of market, their features and how they are different from each other.	K2
CO5	After the study students will be able to determine price at different market situations.	K5

Syllabus			
Unit	Course Contents	Hours	e-Resources/ e-Content

1	Introduction: Nature, Scope and Significance of Managerial Economics. Micro and Macro level of analysis. Static and Dynamic analysis. Demand and supply analysis and forecasting. Determinants of Demand Elasticity.	12	Black Board Teaching/ Discussion among groups
2	Production Analysis: Production function Isoquants, Marginal rate of substitution. Laws of variable proportions Return to scale, Economies of Scales, Production possibility curve.	14	Black Board Teaching/Video clip/ Group assignment/ Role Play
3	Theory of Cost & Revenue: Conceptual difference between Economical and Account's Cost. Opportunity Cost, Social and Private cost. All alternative cost concepts. Cost of multiple products. Long run & Short-run cost. Marginal and average cost. Concept of Revenue, total revenue, marginal revenue and average revenue at different market condition	20	Black Board Teaching/ Writing practice
4	Pricing Analysis: Price and Output relationship under different market structures Methods of price determination in practice; Pricing of multiple products. Price discrimination, International price discrimination & Dumping, Transfer Pricing. Determination of Profit & loss at different market forms.	16	Black Board/ Role Play/ Skit play/ Presentation
5	Advertisement: Criterion and methods of determining advertisement outlay. Simplified theory of advertisement. Bokanand's theory of advertisement.	15	Black Board/ Role Play/ Presentation/ Case Study
Total		65	
Reference Books:			
Joel Dean: Managerial Economics-Prentice Hall, Delhi(2010).			
H.L.Ahuja, Business Economics, S.Chand & Co. New Delhi(2012)			
Bharti Singh, Managerial Economics, Excel Books, New Delhi(2012)			
Focus of Course: Skill/ Employability			
e-Content: Vidya-mitra/ e-Pathshala			

SEMESTER -I						
ABILITY ENHANCEMENT COURSE (COMPULSORY) 1: BUSINESS ENVIROMENT						
Course Code	Course Name	Category	Lecture	Tutorial	Practical (P)	Credit
MBA 108	Business Environment	AEC (C)	55	10	0	2
Preamble: This course aims at facilitating understanding of Business environment. It also aims at						

explaining Indian economy, political economy and thereby develops an understanding of the overall impact of the dynamic business environment impacting firms.

Prerequisite: Basic knowledge and understanding of English language, English grammar and communication.

Course Out Comes (COs): Students will able to under what environmental conditions business operate when they plan their own business.

CO Number	Course Outcome (CO) Statements	Blooms Taxonomy Knowledge Level
CO1	Analyze the environment of a business from the legal & regulatory, macroeconomic, cultural, political, technological and natural perspectives	K2
CO2	Familiarize the students with the nature of business environment and its components	K1 & K4
CO3	The students will be able to demonstrate and develop conceptual framework of business environment and generate interest in international business	K5
CO4	It helps the students to analyze political, social, economic, technological aspects that are related to cross border trade	K4

Syllabus

Unit	Course Contents	Hours	e-Resources/ e-Content
1	Concept of Business Environment, Meaning Of Business Characteristics of Business, Meaning of Business Environment, Nature of Business Environment, Features of Business Environment, Objectives Of Business Environment: Importance of Business Environment, Significance of Business Environment, Types Of Business Environment, Industrial Policy, Features of Industrial Policy, Recent Industrial Policy of India, Licensing policy, Features of Licensing Policy, India's Licensing Policy, Role of public and private sector; Basic features of Indian planning.	16	Black Board Teaching/ Discussion among groups
2	Human and Natural Resources Size, composition and growth rate of population; Problems and policies relating to population in India.2.4 Natural Resources: A brief study of Land Minerals Water Power Fishers Significance of natural Resources in the process of economic development. Deforestation and maintenance of ecological balance and control of pollution	12	Black Board Teaching/Vi deo clip/ Group assignment/ Role Play
3	Agriculture Place of agriculture in Indian Economy; Role of Agriculture in Developing Economy Challenges to Agriculture. Policy towards development of Agriculture. Principal crops and growth rates of agriculture. Green and white revolutions –main problems, Role of co-operative movement in rural life of India	14	Black Board Teaching/ Writing practice
4	Principal Industries–A brief study of present position, recent developments, problems and future prospects of Iron and steel industries 4.1.2 cotton textile, industries, cement, industries Sugar, industries Jute and fertilizer industries of India; Govt. policy.	11	Black Board/ Role Play/ Skit play/

	Small Scale and Cottage Industries: their role, problem and prospects in India		Presentation
5	Foreign Trade: Foreign Trade –Recent trends in Foreign Trade, Structure and direction of foreign trade of India Tariff policy Non-resident investment. Transport: Its significance in economic development; principal modes of transport– Railway, Road, Air and shipping	12	Black Board/ Role Play/ Skit play/ Presentation
Total		65	
Reference Books:			
<ol style="list-style-type: none"> 1. Agarwal, A.N.: Indian Economy, New Age International, New Delhi. 2. Cherunilan Francis: Business Environment, Himalaya Publishing House, Delhi. 3. Dutta & Sundaram: Indian Economy, S.Chand, New Delhi. 4. Khan, Farooq A.: Business & Society, S.Chand, Delhi. 5. Sengupta, N.K.: Government and Business, Vikas Publishing House Pvt. Ltd. 6. Agarwal. R, Business Environment, Excel Books, New Delhi, 2000.1st publication 			
Focus of Course: Skill/ Employability			
e-Content: Vidya-mitra/ e-Pathshala			

SEMESTER –II						
CORE 7: MARKETING MANAGEMENT–II						
Course Code	Course Name	Category	Lecture	Tutorial	Practical (P)	Credit
MBA-201	Marketing Management–II	CORE	55	10	0	3
<p>Preamble: Marketing management course enables a student to understand the fundamentals of marketing concept and the role marketing plays in business. This course enables a student to understand the ‘Marketing mix’ elements and the strategies and principles underlying the modern marketing practices. Students should be able to demonstrate their comprehension of marketing concepts and knowledge by applying those in their written exams, case studies discussions, presentations and projects. The assignments/projects would enable students to apply the marketing concepts and marketing mix elements practically and illustrate those through a written report and presentation. The course methodology encourages students to explore for themselves the role of a marketing manager and the boundaries of marketing.</p>						
<p>Prerequisite: Basic knowledge and understanding of marketing terms and terminologies.</p>						
<p>Course Out Comes (COs): The learners are expected to demonstrate strong conceptual knowledge in the functional area of marketing management, effective understanding of relevant functional areas of marketing management and its application and analytical skills in identification and resolution of problems pertaining to marketing management.</p>						
CO Number	Course Outcome (CO) Statements					Blooms Taxonomy Knowledge Level
CO1	To formulate a marketing plan including marketing objectives,					K5

	marketing mix, strategies.	
CO2	Recommend profitable customer relationship management strategies that are consistent with organizational marketing objectives.	K3
CO3	To analyze the market based on segmentation, targeting and positioning.	K4
CO4	To communicate marketing information persuasively and accurately in oral, written and graphic formats.	K3

Syllabus			
Unit	Course Contents	Hours	e-Resources/ e- Content
1	MARKET RESEARCH & MARKETING STRATEGY Marketing strategies and plans, Forecast/Estimation of demand, (Neuro Marketing) - quantitative and qualitative techniques, strategic Planning, marketing intelligence, Marketing Decision Support system: Concept, types, components Marketing Matrices- Ansoff Matrix, BCG Matrix, Development Chart, Flow Process Chart, Porter's Value Chain, Positioning Mapping	15	Black Board Teaching/ Discussion among groups
2	CUSTOMER VALUE AND CUSTOMER RELATIONSHIP Customer Value, Customer Satisfaction; Customer Lifetime Value; Acquiring and Retaining Customer; Customer Loyalty; Customer Relationship Management application and types; Business Buyer; Features of Business Buying Behaviour,	15	Black Board Teaching/Video clip/ Group assignment/ Role Play
3	SEGMENTATION, TARGETING, POSITIONING Contemporary bases of segmentation; Positioning (POD&POP); Alternate Approaches to Positioning; Porters' five forces Model; Developing and establishing Brand Positioning.	13	Black Board Teaching/Presentation
4	CONSUMER BEHAVIOUR Consumer Behaviour; Factors influencing buying behaviour; Psychological process underlying consumer behaviour; Buying motives and roles; Shopping behaviour; Stages of purchase decision; Business buyer; Business markets vs. Consumer markets; Indian consumers and consumer market of India	14	Black Board/ Presentation
5	CASE STUDIES	8	Black Board/ Presentation/ Case Study
Total		65	
Reference Books:			
Kotler, Philip – Marketing Management – Pearson Education			
Kotler and Keller – Marketing Management – Prentice Hall			
Ramaswamy V.S/Namakumar S – Marketing Management – Prentice Hall			
Saxena R – Marketing Management - Tata McGraw Hill			

Fundamentals of Marketing – Stanton
Focus of Course: Skill/ Employability
e-Content: Vidya-mitra/ e-Pathshala

SEMESTER -II						
CORE 8: HUMAN RESOURCE MANAGEMENT-II						
Course Code	Course Name	Category	Lecture	Tutorial	Practical (P)	Credit
MBA 202	Human Resource Management-II	Core	55	10	0	3
Preamble: This course is to acquaint the students with the advance concept of HRM, give them knowledge about various Human Resource functions including Strategic HRM and its application in practical world.						
Prerequisite: Knowledge and understanding of basic concept of Human Resource Management.						
Course Out Comes (COs): Students will attain a conceptual understanding regarding various Human Resource functions in an organization including Strategic HRM and its application in practical world.						
CO Number	Course Outcome (CO) Statements					Blooms Taxonomy Knowledge Level
CO1	To familiarize students with various functions of Human Resource management usually adopted in an organization and explain about Objective, Significance and Importance of HRM along with basic concept of Human Resource Planning					K2
CO2	To give students the basic knowledge about various Human Resource functions like Recruitment, Selection, Orientation, Placement, Career Planning etc.					K3
CO3	To explain students about Training and Development, Performance Appraisal and Job Evaluation and importance of all these Human Resource Management functions in an organization.					K3
CO4	To give them knowledge about advance concept about types of compensation, Process of Wage Determination, Wage & salary administration etc. along with Reward and Incentives system in an organization.					K4
CO5	One of the outcomes of this paper is also to make students understand strategic Human Resource Management, SHRM & Functions of HRM, Factors influencing HR Strategy, Strategic HRM Models etc.					K4

Syllabus			
Unit	Course Contents	Hours	e-Resources/ e-Content
1	Concept of HRM and Human Resource Planning	12	Black

	<p>Concept: Definition and evolution of Human Resource Management, Differences between HRM & PM, Objectives, Significance & Importance of HRM, Functions of Human Resource Management, Scope of HRM, Need of HRM Approach, Role & Limitations of HRM, HRM in changing environment, Relevance of HRM in today's context, Challenges faced by Human Resource Management.</p> <p>Human Resource Planning – Concept and Definition of HRP; Need and Benefits of Human Resource Planning; Human Resource Planning Process and HRP Activities, Dimensions of HRP Process.</p>		Board Teaching/ PPT Presentation,
2	<p>Recruitment, Selection, Placement, Induction and Career Planning</p> <p>Recruitment: Definition, Purpose, Importance and Objectives of Recruitment, Recruitment needs, Factors affecting Recruitment, Process of Recruitment, Techniques and methods of Recruitment. Sources of Recruitment- Internal & External and their advantages & disadvantages, Recent trends in Recruitment. Factors determines the sources of Recruitment.</p> <p>Selections: Definition, Steps in Selection Process. Essential and Significance of a Selection Procedure</p> <p>Placement & Induction: Definitions & concept of Placement, Definitions, Objective of Induction Program, Steps of Induction Process</p> <p>Career Planning: Concept, Definition and Advantages of Career Planning.</p>	13	PPT Presentation / Group assignment/ Video clip to show organization ambience
3	<p>Training & Development, Performance Appraisal, and Job Evaluation</p> <p>Training: Definition, Need & Importance, Benefits of Training- for organization & individual, Advantages & disadvantages of Training. Steps of Systematic Training Program, Methods/Techniques of Training, On-the-job & off-the-job training method, Definition of Development, Differences between Training & Development. General principles of Training, Electronic Training method.</p> <p>Performance Appraisal – Concept and Definition of Performance Appraisal, Features & needs Performance Appraisal, Objectives & Benefits of Performance Appraisal, Problems & limitations of Performance appraisal, Performance Evaluation process, Methods of Performance Appraisal-Traditional Methods and Modern Methods, Parameters of measuring Performance Appraisal. Typical Appraisal Summary.Essential of an effective appraisal system.</p> <p>Job Evaluation: Definition, Objectives, Functions, Procedure, Principles, Methods/Techniques, Advantage and Disadvantage of Job Evaluation. Work related to Job-Position- Job Rotation, Job Enlargement & Job-Enrichment, Promotion, Demotion and Transfer of employees</p>	15	Black Board Teaching/ PPT Presentation Case study
4	<p>Wage and Salary Administration</p> <p>Wages and salary Administration –Definition of Compensation, Wage, Salary & Wage Structure; Types of Compensation, Objectives of Wage & Salary Administration, Purpose of Wage Administration</p> <p>Process of Wage Determination, Factors influence wage determination, Elements of a good wage Plan. Technique/ Schemes of wage Incentive Plan & their advantages & disadvantages.</p> <p>Rewards and Incentives: Meaning and Definition, Objectives of Incentive Schemes, Determinants of Incentives schemes, Categories of Rewards and Incentives, Wage Incentive Schemes-Definition.</p> <p>Fringe benefits- Concept, Definition, Objective, Features, categories/Elements of Fringe Benefits.</p>	14	Black Board/ PPT Presentation/Group Discussion

5	Strategic Human Resource Management - Concept, Definition and Scope of Strategic HRM- Level-I & Level-II. Role of Strategic HRM. HR Strategy & Business Result. SHRM Process. Benefits of SHRM. Nature of Strategic HRM. Aims of Strategic HRM. Importance of Strategic HRM. Barriers of Strategic HRM. Model of Strategic HRM & Challenges of Strategic HRM, and Overcoming those Challenges.	11	PPT Presentation/ Case Study of various organizations
Total		65	
Reference Books:			
1. Memoria C.B, Personal Management: Management of Human Resource, Himalaya Publication House, New Delhi, 12 th edition, 2004.			
2. Aswathappa K, Human Resource Management, Tata McGraw Hill Ltd, 6 th edition,2011.			
3. Pattanayak B, Human Resource Management, PHI Learning Pvt. Ltd. 3 rd Edition,2012.			
4. Sanghi S. Human Resource Management, Vikas Publishing House Pvt. Ltd. 1 st Edition, 2014			
5. AgarwalT., Strategic Human Resource Management, Oxford University press, New delhi,1st edition, 2007.			
6. Monappa A. and Saiyadain M.S., Personnel Management, Tata MGrav Hill, New Delhi, 2nd edition, 2009			
7. Pattanayak B, Human Resource Management, PHI Learning Pvt. Ltd. 3 rd Edition,2012.			
8. Rao V.S.P.and Krishna V.H., Management, Excel books, New Delhi, 1 st edition,2002.			
9. Robins S.P. and Cecenzo D.A., Human Resource Management, Prentice-Hall Pvt ltd, New Delhi, 3 rd edition, 2002			
10. Green C.R. Strategic Human Resource Management, Pearson Education Inc, New delhi, 2 nd edition, 2006.			
Focus of Course: Skill/ Employability			
e-Content: Vidya-mitra/ e-Pathshala			

SEMESTER -II						
CORE 9: COST AND MANAGEMENT ACCOUNTING						
Course Code	Course Name	Category	Lecture	Tutorial	Practical (P)	Credit
MBA 203	COST AND MANAGEMENT ACCOUNTING	CORE	55	10	0	4
Preamble: This course aims at facilitating the students to provide an in-depth knowledge of the detailed procedures and documentation involved in cost ascertainment systems. Helps to understand the concepts of Financial Management and its application for managerial decision making. Its aim is to test the student's ability to understand the cost and management accounting techniques for evaluation, analysis and application in managerial decision making.						
Prerequisite: Basic knowledge and idea on cost and management accounting.						
Course Out Comes (COs): The present paper aims at familiarizing the students with the application aspect of accounting and various techniques that are used to obtain accounting information used for decision making. The paper explains the concepts of management accounting and elucidates the method so far accounting and control which intends to help the future managers in understanding and utilizing the accounting information effectively.						
CO	Course Outcome (CO) Statements					Blooms Taxonomy

Number		Knowledge Level
CO1	To make understand the students the basics and subjects matters of cost management accounting.	K2
CO2	The students will understand various tools and techniques of Inventory management along with labour scenario and their wage and bonus payment system.	K2
CO3	It will help students in knowing various methods of calculation of marginal cost and differential cost and how these can help in decision making process of an organisation.	K4
CO4	It will help students in knowing about various types of budgets, their preparation and how it can help in steps of controlling mechanism.	K3
CO5	Students will understand about different kinds of variance and their implications in decision making process of an organisation.	K2

Syllabus			
Unit	Course Contents	Hours	e-Resources/ e- Content
I	Nature, Scope and Importance of Management Accounting; Difference between Financial Accounting and Management Accounting; Difference between Cost Accounting and Management Accounting, Cost–Analysis, Concepts and Classifications: Elements of Cost, Preparation of Cost Sheet, Cost Concepts, Types of Cost Centres and Classifications. Reconciliation of Cost and Financial Accounting.	12	Black Board Teaching/ e-Pathshala
2	Inventory: Management of Inventory- objectives, Inventory Control System- stock levels, determination of safety stock, system of ordering inventory. Tools and Techniques of Inventory Management: ABC Analysis, VED Analysis, Economic Order Quantity. Labour Cost and Remuneration: Type of Labour, Labour Costs, Control over Labour Costs, Labour Turnover- Causes Labour Turnover, Effects of Labour Turnover, Cost of Labour Turnover, Statement of Labour Cost -Remuneration and Incentives: Essential Features of Good Wages System, Systems of Wage Payment, Premium and Bonus Plan-Halsey and Rowan Plan. Overhead-Classifications, Accounting and Control.	15	Black Board Teaching/ e-Pathshala
3	Marginal Costing versus Absorption Costing, Cost-Volume-Profit Analysis and P/V Ratio, Analysis and their implications, Concept and uses of Contribution & BEP and their analysis for various types of decision-making like single product pricing, multi product pricing, replacement, sales etc. Differential Costing and Incremental Costing: Concept, uses and applications, Methods of calculation of these costs and their role in management decision making like sales, replacement, buying etc.	13	Black Board Teaching/ e-Pathshala
4	Concept of Budget, Types of Budgets, Static and Flexible Budgeting, Preparation of Cash Budget, Sales Budget, Production Budget, Materials Budget, and Master Budget, Advantages and Limitations of Budgetary Control, Performance Budgeting and Zero-Base Budgeting.	12	Black Board Teaching/ e-Pathshala
5	Meaning and Concept of standard costs, establishing various cost standards, Types of Standard and their revision, Difference between budgeting and standard costing. Their use in making appraisal and fixing responsibility, Procedure of setting standard cost - Material, Labour and Overhead. Kinds of Variances, calculation of Material	13	Black Board Teaching/ e-Pathshala

	Variance, Labour Variance, and Overhead Variance, and its applications and implications. Activity Based Costing, Cost Management, Value Chain Analysis, Target Costing & Life Cycle Costing: concept, strategies and applications of each.		
Total		65	
Reference Books:			
Khan and Jain, Management Accounting, Tata McgrawHill (2013)			
Sharma & Gupta, Management Accounting –Kalyani Publications (2013).			
Jain and Narang, Cost Accounting, Kalyni Publishers, New Delhi, 2013.			
Maheshwari S.N & Maheshwari SK–A text book of Accounting for Management (Vikas,10th Edition)			
Anthony, Robert N., David f. Hawkins, and Kenneth A. Merchant, Accounting: Text andCases,13th ed., Tata McGraw-Hill, New Delhi, 2010			
Charles T. Horngren, Gray L. Sundem, and William O. Stratton, Introduction to Management Accounting,14th ed., Prentice-Pearson Education, Delhi,2008			
Jawaharlal– Cost Accounting –Tata Mcgraw Hill			
Jain and Narang, Cost Accounting, Kalyni Publishers, New Delhi, 2013.			
J. Madegowda, Accounting for Managers, Himalaya Publishing House2 nd Ed, 2012.			
Focus of Course: Skill/Employability			
e-Content: Vidya-mitra/ e-Pathshala			

SEMESTER -II

CORE 10: FINANCIAL MANAGEMENT

Course Code	Course Name	Category	Lecture	Tutorial	Practical (P)	Credit
MBA204	FINANCIAL MANAGEMENT	CORE	55	10	0	4

Preamble: This course aims at facilitating the platform to improve and enhance students to develop ability to understand financial management and how to make financial decision making and capital budgeting as well as interpretation of various information

Prerequisite: Basic knowledge and understanding of Financial management and business analysis and interpretation of information also possess high numeracy and sound technical skills; problem-solving skills and initiative; strong attention to detail and an investigative nature.

Course Out Comes (COs): The student would be able to learn the importance of financial management and the role of financial manager in the modern day enterprise. The student would also be able to develop their skills in financial analysis, capital budgeting decisions.

CO Number	Course Outcome (CO) Statements	Blooms Taxonomy Knowledge Level
CO1	The students would understand various issues involved in financial management of a firm and hone their skills for making sound financial decisions and policies.	K2
CO2	The students would be able to develop knowledge about the various sources of finance for a corporate organisation along with financial markets.	K3
CO3	It would enable the students in developing skills for analysis and interpretation business information and application of financial theory in financing related decisions by using various tools and techniques of financial management.	K4
CO4	It would enable in developing skills for various techniques applied for appraisal of capital expenditure decisions in corporate investment decisions.	K5
CO5	It would enable in developing skills for understanding the importance of working capital management, estimating the working capital requirement etc.	K3

Syllabus

Unit	Course Contents	Hours	e-Resources/ e-Content
1	Financial Management- an overview Introduction to Financial management -Meaning, scope and significance of Financial Management, Objectives of Financial Management, Finance functions, Agency problem, Emerging Role of Financial Managers in India Determining components of cost of capital: Cost of debt, Cost of Preference capital, Cost of Equity capital; The weighted Average Cost of capital.	11hrs	Black Board Teaching/ e-Pathshala
2	Financial Analysis Financial Analysis- Meaning, Objectives and importance of Financial Analysis, Tools of Financial Analysis, Ratio Analysis-meaning, significance and Types of Ratios. Comparative Statement Analysis, Common Size Statement Analysis, Trend Analysis	13hrs	Black Board Teaching/ e-Pathshala

3	Time Preference for Money and Capital Budgeting Decision: Time Preference for Money, Future value and Present Value of money: Single cash flow, series of cash flows and Annuity; Capital Recovery, Capital Budgeting Decision, Meaning and significance of capital budgeting, Steps involved in capital budgeting process, Investment Evaluation Criteria – Discounted and Non-discounted Cash Flow Techniques.	13hrs	Black Board Teaching/ e-Pathshala
4	Leverage and Capital Structure Leverage- Concept and measurement of leverages Capital Structure- Meaning of Capital Structure, Determinants of Capital Structure; Theories of capital structure – Net Income Approach, Net Operating Approach, Traditional Approach and Modigliani-Miller Approach	16hrs	Black Board Teaching/ e-Pathshala
5	Working Capital and Receivable Management: Working Capital, Concepts of Working Capital, Determinants of Working Capital, Operating Cycle, Accounts receivables, Meaning of accounts receivables, factors affecting size of accounts receivable, Objectives of accounts receivables management, Credit Policy: Credit policy variables	12 hrs	Black Board Teaching/ e-Pathshala
Total		55 hrs	
Reference Books:			
Pandey, I.M: Financial Management, Vikas Publishing House, New Delhi, 2011			
Khan, M.Y. & Jain, P.K: Financial Management, Tata McGraw Hill, N. Delhi, 2011			
Sharma, S.K., Fundamentals of Financial Management, Sultan Chand			
Focus of Course: Skill/Employability			
e-Content: Vidya-mitra/ e-Pathshala/ You-tube			

SEMESTER -II						
CORE 11:BUSINESS RESEARCH METHODS						
Course Code	Course Name	Category	Lecture	Tutorial	Practical (P)	Credit
MBA-205	Business Research Methods	CORE	55	10	0	4
Preamble: All Business Management students require the ability to deal with quantitative material, including the collection, collation and analysis of such data. This course introduces students to the business research methods in business mainly centered on statistical aspects. It also provides them with experience in designing questionnaires and report writing. In order to effectively carry out statistical analysis, the students are required to have experience of computing. This course reinforces the experience gained in their Computing for Business course.						
Prerequisite: Basic knowledge and understanding of English.						
Course Out Comes (COs): The learners are expected to demonstrate an understanding of various						

kinds of research, objectives of doing research, research process research designs and sampling while being able to formulate research problem and develop a sufficiently coherent research design. To ensure they inculcate basic knowledge on qualitative, quantitative as well as measurement & scaling techniques, basic awareness of data analysis, including descriptive & inferential measures and be able to write & develop independent thinking for critically analyzing research reports.		
CO Number	Course Outcome (CO) Statements	Blooms Taxonomy Knowledge Level
CO1	It would help the students to understand the nature of research carrying out in business scenario	K2
CO2	It would enable the students to carry out market research with hands on experience with the field study.	K3
CO3	Identify and analyse the relevant literature pertaining to the research problem	K4
CO4	Conduct research on business problem in a scientific manner helping the students in application of statistics in business research for analysis of the data.	K3
CO5	Conduct research on business problem in a scientific manner and Formulate and present effective business report	K6

Syllabus			
Unit	Course Contents	Hours	e-Resources/ e-Content
1	Introduction: Concept of Research and its application in various functions of Management, Types of Research, Significance of research in business, Research Process: Steps Involved in Research Process. Research problem – Identification, selection and formulation of research problem. Literature Review and Critical Reading, Importance of Literature Review, Research design: Various Methods of Research Design.	20	Black Board Teaching/ Discussion among groups
2	Sampling Design: Concept of Sample, Census method and sampling method for investigation, Methods of sampling – Probability and non-probability sampling methods, Determination of Sample size, Sampling and non-sampling errors.	12	Black Board Teaching/ Group assignment
3	Sources and collection of Data: Types of Data – Primary and secondary data; Methods of data collection: Observation, Interview, Schedule, & Questionnaire method, Preparation of Questionnaire & Schedule, Format of a good questionnaire, Secondary Data Collection method 3.6 Scaling Techniques. Theoretical and Conceptual Framework, Nominal, Ordinal, Interval and Ratio Scale, Likert Scale and its Uses, Pilot Study, Reliability and Validity in Research	10	Black Board Teaching/Presentation
4	Processing and Analysis of Data: Processing of data: Editing, Coding, Tabulation of Data. Various kinds of Charts & Diagrams. Testing of Hypothesis: Fundamentals on Test Procedure. Chi square test & ANOVA	14	Black Board/ Presentation

	Introduction to Discriminant Analysis, Factor Analysis, Use of EXCEL and SPSS in data analysis.		
5	Report Writing: Role and types of reports, Contents of research report, Steps involved in drafting reports, Principles of good report writing Footnoting, Bibliography and Index Preparation.	9	Black Board/ Presentation/ Case Study
Total		65	
Text Books:			
Kotler, Philip – Marketing Management – Pearson Education			
Deepak Chawla & Neena Sondhi, Research Methodology; Concepts And Cases, Vikas Publishing House Pvt Ltd, 2011			
Reference:			
John W Best & James V. Kahn, Research in Education, Allyn and Bacon, 2009			
Anderson et-al, Thesis and Assignment Writing, Wiley, New Delhi, 1989.			
William J. Goode and Paul K. Hatt, Methods of Social Research, McGraw Hill, 1981			
Wilkinson and Bhandarkar, Methods and Techniques of Social Research, 2003, HPH			
Earl R. Babbie Robert, The Practice of Social Research, Cengage Learning, 2010			
B. Burns & A. Burns, Business Research Methods and Statistics Using SPSS, Sage Pub. 2008			
7. Krishnaswami and Ranganatham, Research Methodology in Social Sciences, HPH, Mumbai			
Focus of Course: Skill/ Employability			
e-Content: Vidya-mitra/ e-Pathshala			

SEMESTER –II						
CORE 12: PRODUCTION AND OPERATION MANAGEMENT						
Course Code	Course Name	Category	Lecture	Tutorial	Practical (P)	Credit
MBA 206	Production and Operation Management	CORE	65	10	0	4
Preamble: This course aims at facilitating the students with the knowledge of production process and the required things for smooth and effective conduction of production process along with quality and inventory management.						
Prerequisite: Basic knowledge and understanding of Management field.						
Course Out Comes (COs): To familiar with the production and operation management concerning planning, design and management of production and quality control						
CO Number	Course Outcome (CO) Statements					Blooms Taxonomy Knowledge

		Level
CO1	To understand the fundamental concepts and principles of production and operation management. & getting familiar with the key concepts and terminologies.	K2
CO2	Apply decision science and decision-making techniques in the context of production.	K3
CO3	Analyze and evaluate production, process, and capacity planning strategies.	K3
CO4	Demonstrate knowledge and understanding of facility location and layout planning.	K4
CO5	Analyze and evaluate forecasting techniques, demand management, and quality control practices.	K2

Syllabus			
Unit	Course Contents	Hours	e-Resources/ e-Content
1	<p>Introduction to Production and Operation Management : Nature of Production, Production as a System, Production as an Organizational Function. Decision Science & Decision Making in Production</p> <p>Operations Decision-Making Processes Key Concepts and Terminologies in Operations Management Production Management and Operations Management. Characteristics of Modern Production and Operation Function.</p>	10	Black Board Teaching/ Video clip to show production process
2	<p>Production, Process & Capacity Planning: Production Planning & its Importance Capacity Planning and Management</p> <p>Process Planning and Process Design , Features Factors Determining production Planning Procedures</p> <p>Production Control & Its Importance Factors Determining production Control Procedures Role of DSS(Decision Support System) in Production Planning</p>	14	Black Board Teaching/Video clip/ Group assignment/ Case Study
3	<p>Facility –Location and Layout:</p> <p>Location: Location Theories, Location Models, Steps in Location Selection, Relative Importance of Location Factors</p> <p>Layout: Definition of Layout, Principles of Layout, Types of Layout Service Facility Layout, Importance of Layout Planning</p>	13	Black Board Teaching/ Case study
4	<p>Forecasting Techniques, Demand Management & Quality Control:</p> <p>Forecasting Techniques and Demand Management Aggregate Production Planning, Master Production Scheduling Materials Requirement Planning- Bills of Materials Just-in-Time (JIT) and Lean Manufacturing Systems, Kaizen, Six Sigma</p> <p>Quality Control Definition of Quality Management, Quality management- TQM & Features, Statistical Quality Control, Types of Control Charts Emerging Trends in Quality Management</p>	14	Black Board/ Conduct Interview session

5	Supply Chain, Logistics & Inventory Management: Understanding Supply Chain and its Components Supplier Relationship Management & Supplier Selection Transportation and Logistics Management- Meaning, Features Transportation Problem- North West Corner Rule, Vogel's Approximation Method Inventory Management and Control- Objective, Benefits Inventory control Techniques Emerging trends in the Age of Data Analytics, IoT, Artificial Intelligence Industry 4.0 and Beyond	14	Black Board/ Case Study of various organization
Total		65	
Reference Books:			
1. Heizer, J., & Render, B. (2022). Operations management: Sustainability and supply chain management. Pearson.			
2. Krajewski, L. J., Malhotra, M. K., & Ritzman, L. P. (2022). Operations management: Processes and supply chains. Pearson.			
3. Kumar, S. A., & Suresh, N. (2021). Production and operations management. Cengage Learning India Pvt. Ltd.			
4. Russell, R. S., & Taylor III, B. W. (2021). Operations management: Creating value along the supply chain. Wiley.			
5. Chary, S. N. (2021). Production and operations management: Concepts, models, and behavior. Prentice Hall India.			
6. Goldratt, E. M., & Cox, J. (2014). The goal: A process of ongoing improvement. Routledge.			
7. Jacobs, F. R., Chase, R. B., & Aquilano, N. J. (2013). Operations and supply chain management. McGraw-Hill Education.			
8. Slack, N., Brandon-Jones, A., & Johnston, R. (2019). Operations management. Pearson.			
9. Stevenson, W. J., & Hojati, M. (2017). Operations management. McGraw-Hill Education.			
Focus of Course: Skill/ Employability			
e-Content: Vidya-mitra/ e-Pathshala			

SEMESTER –II						
GENERAL ELECTIVE1: STRATEGIC TECHNOLOGY MANAGEMENT AND INTELLECTUAL PROPERTY RIGHT						
Course Code	Course Name	Category	Lecture	Tutorial	Practical (P)	Credit
MBA 207-A	Strategic Technology Management And Intellectual Property Right	General Elective	55	10	0	2
<p>Preamble: This course aims at facilitating the students to understand about management system that uses a life cycle approach and is dedicated to the creation, monitoring, assessment, transfer, acceptance, utilization, maturity, and decline of technology in a firm's product/ service and process projects and programs. It will help in interpreting the importance of managing technology which are associated with data store, product, information and acquisition and transfer of technology.</p>						

Prerequisite: Basic knowledge and idea on technology that generally organization implements.

Course Out Comes (COs): Technology has always been intertwined with society’s progress but never before, in history, has technology been so visibly linked to improvements in standards of living. The great disruptions have been created by technology in the realm of business. Hence this paper seeks to impart insight into the aspects of technology management in today’s business environment and with it, also touch upon issues related to management of intellectual property rights.

CO Number	Course Outcome (CO) Statements	Blooms Taxonomy Knowledge Level
CO1	Analyze how technology is related to economic goals of a country.	
CO2	Understand and utilize the concepts of technology forecasting and technology lifecycle.	K2
CO3	Understand business process re-engineering concepts.	K3
CO4	Analyze and understand the important concepts of Technology Acquisition and Technology Transfer.	K4
CO5	Understand IPR and the processes to register for IPR.	K3

Syllabus			
Unit	Course Contents	Hours	e-Resources/ e-Content
1	Introduction to Strategic Technology Management: Technology & Economic Goals, Technology Strategy and Core Competence, Process of Technological Innovation, Critical Factors of Strategic Technology Management, Technology Strategy Framework.	12 hrs	Black Board Teaching/ Discussion among groups
2	Elements of Forecasting Change: Forecasting Market Conditions, Methods used for Forecasting Technological Change, Technology Life Cycle, Technological Innovation: Process and Stages, Managing Innovations within Product Development Cycle.	14 hrs	Black Board Teaching/Video clip/ Group assignment/ Role Play
3	Business Process Reengineering: Evolution of Business and Business Process Re-engineering, Characteristics & Implications of Re-engineered Process, Role of Information Technology, BRP and Human Resource management, Planning & Design for Business Process Re-engineering, Business Process Reengineering Implementation.	14 hrs	Black Board Teaching/ Writing practice
4	Acquisition, Transfer and Exploitation of Technology: Implementation of Technology in different sectors (Manufacturing and service) & its impact, Acquiring new technology: need, methods of technology acquisition, Technology Transfer, Exploitation of Technology: Need and methods.	13 hrs	Black Board Teaching/ Writing practice
5	Management of Intellectual Property Rights: Constituents of Intellectual Property Rights, Managing Intellectual Property Rights in Business Organizations, Trading with Intellectual Property Rights, Process for filing Intellectual Property Rights.	12 hrs	Black Board Teaching/ Writing practice

Total	65 hrs
Reference Books:	
Strategic Technology Management by: Fredrick Betz, McGrawHillInc., New York, 1994	
Re-engineering the Corporation–A manifest of or business revolution–Michael Hammer and James Champy, Nicholas Brealey Publishing, London, 1993	
3. Management of Technology by: Terek M. Khalil, McGraw Hill, Boston, 2000	
Focus of Course: Skill/ Employability	
e-Content: Vidya-mitra/ e-Pathshala	

SEMESTER -II						
GENERAL ELECTIVE1: SOCIAL MARKETING						
Course Code	Course Name	Category	Lecture	Tutorial	Practical (P)	Credit
MBA 207-B	SOCIAL MARKETING	General Elective	55	10	0	2
Preamble: The course aims to make the students under the meaning and nature of social marketing and assess the role of branding, social advertising and other communications in achieving behavioural changes.						
Prerequisite: Basic knowledge and idea on social marketing.						
Course Out Comes (COs): The course aims to make the students under the meaning and nature of social marketing and assess the role of branding, social advertising and other communications in achieving behavioural changes.						
CO Number	Course Outcome (CO) Statements					Blooms Taxonomy Knowledge Level
CO1	Describe and explain the meaning and nature of social marketing					
CO2	Analyse social marketing problems.					K2
CO3	To suggest ways of solving social marketing problems					K3
CO4	Recognise the range of stakeholders involved in social marketing programmes and the in role as target markets					K4
CO5	Assess the role of branding, social advertising and other communications in achieving behavioural change					K3

Syllabus			
Unit	Course Contents	Hours	e-Resources/ e- Content
1	<p>UNDERSTANDING SOCIAL MARKETING</p> <p>Concept of social marketing, defining and differentiating social marketing from commercial marketing, Behavior change theories and models.</p> <p>Marketing mix: concept, marketing mix of social marketing, promotion/communication mix, communication process models, developing effective communications, factors in setting the marketing communication mix.</p> <p>Social Marketing's Unique Value Proposition, benefits of social marketing.</p> <p>Social Marketer's role in influencing upstream factors, midstream and downstream audiences.</p> <p>Role of corporations in social marketing - Corporate Social Responsibility.</p>	16hrs	Black Board Teaching/ Discussion among groups
2	<p>ANALYSIS OF SOCIAL MARKETING PLAN</p> <p>Determining Research needs and options; types and purpose of marketing research - role of exploratory, descriptive and causal research in social marketing.</p> <p>Choosing a social issue, purpose and focus for the plan.</p> <p>Conducting a situation analysis, review of past or similar efforts.</p> <p>Steps in developing a social marketing plan.</p> <p>Ethical consideration while developing a plan.</p>	12hrs	Black Board Teaching/ Video clip/ Group assignment / Role Play
3	<p>SELECTING TARGET AUDIENCES, OBJECTIVES AND GOALS</p> <p>Segmenting, selecting and evaluating target audience - – segmentation types and factors used for social marketing.</p> <p>Steps involved in selecting target audience.</p> <p>Using different segmentation strategies to select target audience, setting behavior objectives and goals.</p> <p>Criteria for evaluating segments; how target audiences are selected – TARPARE Model.</p> <p>Approaches and ethical considerations while selecting target audiences.</p>	13hrs	Black Board Teaching/ Writing practice
4	<p>DEVELOPING SOCIAL MARKETING STRATEGIES</p> <p>Types of positioning; Behavior focused positioning, barrier-focused positioning, benefits-focused positioning, competition-focused positioning.</p> <p>Crafting a desired position, develop a positioning statement.</p> <p>Repositioning branding; how position relates to branding, design thinking</p> <p>Role of digital media/marketing to conduct social marketing campaigns.</p> <p>Social franchising, managing distribution channels, pretesting.</p>	15hrs	Black Board Teaching/ Writing practice
5	<p>MANAGING SOCIAL MARKETING PROGRAMS</p> <p>Developing evaluation and monitoring strategies.</p> <p>Establishing budgets and finding fundings</p>	9hrs	Black Board Teaching/

	Corporate Social Marketing: Determining budgets, appealing and acquiring sponsorships or funds for social marketing programs/campaigns. Creating an implementation plan and sustaining behavior.		Writing practice
Total		65 hrs	
Reference Books:			
Social Marketing: Changing Behaviors for Good-Philip A. Kotler, Nancy R. Lee, 5 th Edition.			
Social Marketing in India, 1 st Edition, Sameer Deshpande.			
Focus of Course: Skill/ Employability			
e-Content: Vidya-mitra/ e-Pathshala			

SEMESTER -II						
CORE 13:BUSINESS REGULATORY FRAMEWORK						
Course Code	Course Name	Category	Lecture	Tutorial	Practical (P)	Credit
MBA-208	Business Regulatory Framework	CORE	55	10	0	2
Preamble: A management graduate is ideally expected to understand all the aspects of a business along with the legal aspects of businesses as well. This course is primarily to study the branch of law which governs and regulates the trade and commerce and to give an exposure to such laws which play important part in formation and running of any business organization.						
Prerequisite: Basic knowledge and understanding of General Law						
Course Out Comes (COs): The learners are expected to demonstrate an understanding of various laws and regulations as well as of their regulatory authorities that are pertinent to businesses and commerce.						
CO Number	Course Outcome (CO) Statements					Blooms Taxonomy Knowledge Level
CO1	Basic and practical knowledge regarding formation of company and the duties and responsibilities of managerial people.					K2
CO2	How a company winds up, the legal aspects of forming a valid contract the consequences of its breach.					K2
CO3	How to file a complaint in a consumer forum, constitution and jurisdiction of the forum, etc.					K3
CO4	Get conversed with various sections of different laws and regulations and their impact in running a company, dealing with banks, customers and entering into contracts					K5

Syllabus			
Unit	Course Contents	Hours	e-Resources/ e- Content
1	The Indian Companies Act,2013: Definition and features of company –Formation of a company-Memorandum and Articles of Association and their comparison-Company Management: Appointment of directors, their duties and liabilities-Company Meetings-Winding up of Companies.	15	Black Board Teaching/ Discussion among groups
2	The Indian Contract Act,1872: Definition of contract-Essential elements of a valid contract –Offer and Acceptance-Legal rules regarding a valid offer-Agreement-Difference between void and voidable agreement-Quasi contract.	10	Black Board Teaching/ Group assignment
3	The Sale of Goods Act, 1930 Definition-Essentials of a contract of sale-Distinction between Sale and Agreement to sell-Conditions and Warranties Distinction-Transfer of property (ownership)-Rules regarding transfer of property-Unpaid seller defined-Rights of an unpaid seller-Remedies to a buyer and a seller in breach of a contract of sale.	10	Black Board Teaching/Presentation
4	The Consumer Protection Act,1986: Objects and applicability of the Act-Consumer: Definition-Rights of consumers-Redressal Machinery under the Act-District Forum, State Commission and National Commission-Their composition and Jurisdiction.	14	Black Board/ Presentation
5	The Negotiable Instruments Act,1881 Meaning and characteristics-Types: Promissory Note, Bill of Exchange, Cheque-Essentials-Distinctions between P/N and B/E, Cheque and B/E- Parties to N/I--Holder in due course-Presentment-Dishonour of a N/I.	13	Black Board/ Presentation/ Case Study
Total		65	
Suggested Readings:			
Akhilesh war Pathak, Legal Aspects of Business, Tata Mc Graw Hill,4 th Edition			
Avtar Singh- Principles of Mercantile Law, Eastern Book Company, 7 th Edition.			
N.D. Kapoor, Elements of Mercantile Law, Sultan Chand, 32 nd Edition			
S.S. Gulshan, Business Law, Excel Books, 4 th Edition.			
VK Sareen, Mukesh Sharma, RC Chawla, K.C Garg-Mercantile Law, Kalyani Publishers			
Focus of Course: Skill/ Employability			
e-Content: Vidya-mitra/ e-Pathshala			

SEMESTER -II						
ABILITY ENHANCEMENT COURSE (SKILL) 2: SOFT SKILLS AND PERSONALITY DEVELOPMENT-I						
Course Code	Course Name	Category	Lecture	Tutorial	Practical (P)	Credit
MBA-209	Soft Skill and Personality Development	AEC (S)	55	10	0	2
<p>Preamble: The primary focus of this course is to highlight various categories and applications of soft skills through various cases extracted from the real field and other research case studies. The fundamental concepts and distinctions between Soft Skills and Hard Skills are discussed. The course is tailored very effectively to introduce various Soft skill application examples. A management graduate is expected to work with proficiency in communication and soft skills. Every organization requires a person at the front end to deal with the different clients and parties associated with it. Hence, this is particularly designed to enable the students with specific business negotiation skills.</p>						
<p>Prerequisite: Basic knowledge and understanding management terms and terminologies.</p>						
<p>Course Out Comes (COs): The learners are expected to demonstrate good communication skills with the aid of soft skills and should be apt in negotiation under various business scenarios.</p>						
CO Number	Course Outcome (CO) Statements					Blooms Taxonomy Knowledge Level
CO1	The students will be able to understand the importance of soft skill & will acquire it.					K2
CO2	Students will develop their personality required for the present scenario.					K3
CO3	The communication skill & team work skill of students will be developed and they will understand various dimensions of Corporate Ethics.					K3

Syllabus			
Unit	Course Contents	Hours	e-Resources/ e- Content
1	Soft Skills: Definition of soft skills and hard skills,types of soft skills,difference between soft skills and harrrd skills,soft skills development.	8	Black Board Teaching/ Discussion among groups
2	Personality Development: Meaning and definition of Good Personality, general personality development , Identification of personality, to get an understanding of unique personality traits,Areas of Improvement through one to one counselling,awareness on why to develop one's personality, To work upon self esteem and confidence through regular class presentations and speech delivery.	8	Black Board Teaching/ Group assignment
3	Communication Skills : What is communication? Types of communication,Why good communication is of utmost importance in your academic as well as professional life,to know the process of communication. What is active listenting?What are the barriers of communication ?How to overcome it . Practice conversational skills and writing skills.	8	Black Board Teaching/Pre sentation
4	Corporate Ethics: With a well equipped Activity room, IT Lab and		Black Board/

	Conference Rooms, How to try to pull the attention for business set-up and exploration to the corporate world. Here the learners will get a chance to confront various situations like facing Job interviews, public Speaking, handling work pressure, usage of technology, presentation, dealing with clients etc. along with the media centre of USTM, to let the flair for various talents express.	8	Presentation
Total		32	
Suggested Readings:			
Akhilesh war Pathak, Legal Aspects of Business, Tata Mc Graw Hill, 4 th Edition			
Avtar Singh- Principles of Mercantile Law, Eastern Book Company, 7 th Edition.			
N.D. Kapoor, Elements of Mercantile Law, Sultan Chand, 32 nd Edition			
S.S. Gulshan, Business Law, Excel Books, 4 th Edition.			
VK Sareen, Mukesh Sharma, RC Chawla, K.C Garg- Mercantile Law, Kalyani Publishers			
Focus of Course: Skill/ Employability			
e-Content: Vidya-mitra/ e-Pathshala			

SEMESTER –III						
CORE 14: STRATEGIC MANAGEMENT						
Course Code	Course Name	Category	Lecture	Tutorial	Practical (P)	Credit
MBA 301	STRATEGIC MANAGEMENT	CORE	55	10	0	4
<p>Preamble: This course aims at to expose students to various perspectives and concepts in the field of Strategic Management. The course would enable the students to understand the principles of strategy formulation, implementation and control in organizations. It will help students to develop skills for applying these concepts to the solution of business problems and will help students master the analytical tools of strategic management.</p>						
<p>Prerequisite: Basic knowledge and idea on strategic management and its implication in an organization.</p>						
<p>Course Out Comes (COs): The objective of this paper is to help students understand strategy making Process that is informed integrative and responsive to rapid changes in an organization’s globally oriented environment.</p>						
CO Number	Course Outcome (CO) Statements					Blooms Taxonomy Knowledge Level
CO1	Understand the concepts of Strategic Management.					K2
CO2	Develop a clear understanding about the methods of environment scanning.					K2
CO3	Develop an understanding of strategy formulation.					K2
CO4	Identify and analyse the factors of competitive environment.					K4
CO5	Understand evaluation and control process of strategic management.					K5

Syllabus			
Unit	Course Contents	Hours	e-Resources/ e-Content
1	UNIT I: BASIC CONCEPTS OF STRATEGIC MANAGEMENT Strategic Management – Meaning, Phases, Benefits; Overview of strategic management process – Environmental Scanning, Strategy Formulation, Strategy Implementation, Evaluation & Control; Strategic decision making: Characteristics, Mintzberg’s Models, Process; Corporate Governance – Role of BOD, Responsibilities, Role of the BOD in Strategic Management, Role of Top Management; Social responsibility – Friedman’s view, Carroll’s view, Guidelines for Ethical Behaviour	15	Black Board Teaching/ e-Pathshala
2	UNIT II: SCANNING THE ENVIRONMENT & INTERNAL SCANNING Identifying external environmental variable - Mega Environment, The Micro Environment; Tools of External Analysis - SWOT Analysis, Pestle Analysis; Industry Analysis – Porter’s Approach to industry analysis, Categorising International Industries; Strategic Groups – Meaning, Types; Organisational Analysis – Value Chain Analysis, Industry & Corporate value chain analysis; Resource – Meaning, VRIO framework, Sustainability	13	Black Board Teaching/ e-Pathshala
3	UNIT III: STRATEGY FORMULATION Mission & Vision statement – Meaning, Formulation, Setting objectives; Business Strategies – Porter’s Competitive Strategies, Risk’s of Generic Competitive Strategies.; Competitive Tactics – Timing Tactics, Market Location Tactics, Defensive Tactics; Corporate Directional Strategies – Growth, Stability, Retrenchment; International Entry Options – Exporting, Licensing, Franchising etc.	15	Black Board Teaching/ e-Pathshala
4	UNIT IV: COMPETITIVE ENVIRONMENT ANALYSIS Competitive environment analysis Tools: Perceptual mapping, BCG Matrix, Benchmarking, experience curve, GE Business Screen; International Portfolio Analysis: Meaning, Advantages & Limitations, Corporate Parenting; Strategic Choice: HRM Strategy, Logistics Strategy, Operations Strategy, Financial Strategy, Marketing Strategy, Functional Strategy.; Strategy Implementation: Programs, Budgets, Procedures, Organizing for Action; Advanced Organisational Structures: Matrix Structure, Network Structure.	12	Black Board Teaching/ e-Pathshala
5	UNIT V: EVALUATION & CONTROL Evaluation & Control Process – Five Step feedback model, Measuring Performance; Types of Control – Behaviour controls, Output controls, Input controls; Strategic Audit – Meaning, Evaluating Corporate Performance; Impact of Internet on Evaluation & Control.	10	Black Board Teaching/ e-Pathshala
Total		65	
Reference Books:			
1. Aaker DA/BatraR, Strategic Market Management, John Wiley , 6 th Edition, 2007			
2. Gupta V / Gollkota K, Business Policy and Strategic Management, Prentice Hall Pvt. Ltd 2 nd Edition, 2007			
3. Jauch L R / Glueck W F, Business Policy and Strategic Management, MHBC, 12 th			

Edition,2003
4. KazmiA, Business Policy,TataMcGrawHill,10 th Edition, 2008
5. Kishore RM, StrategicManagement,Taxman,1 st Edition,2010
6. Prasad L M, Strategic Management, S. Chand & Sons,5 th Edition,2008.
7. Ramaswamy VS /Nama KumarS, Strategic Planning, Macmillan, 1 st Edition, 2000
8. Werther WB/Chandler D, Strategic Corporate Social Responsibility, Sage Publication, 1 st Edition, 2009
9. Wheelen TL/Hunger JD, Concepts in Strategic Management and Business Policy, PearsonEducation,5 th Edition, 2004
Focus of Course: Skill/Employability
e-Content: Vidya-mitra/ e-Pathshala

SEMESTER –III						
ABILITY ENHANCEMENT COURSE (COMPULSORY)2: DIGITAL BUSINESS-I						
Course Code	Course Name	Category	Lecture	Tutorial	Practical (P)	Credit
MBA 302	Digital Business-I	AEC (C)	55	10	0	2
Preamble: This course aims at facilitating the students to understand use of digital mediums in business decision making, understand digital marketing and digitization of organizations. It will also help the students to gain expertise in various digital Media aspects like Keyword Planning, SEO, Social Media Marketing, Search Engine Marketing, Email Marketing etc						
Prerequisite: Basic knowledge and understanding of digital platforms to be used in business is required.						
Course Out Comes (COs): Students will be able to apply different electronic and digital mediums to their business and decision making process.						
CO Number	Course Outcome (CO) Statements					Blooms Taxonomy Knowledge Level
CO1	To know the business models of e-commerce, the overall process of an e-commerce website how they work, the payment methods and also the application of e-commerce					K2
CO2	To gather idea of different computer systems being used by organization for storing data, communications etc. To understand about the different types of Management Information System, Decision support System, Executive Information System etc					K1
CO3	To understand the concept of digital marketing and also the difference in traditional and digital marketing					K2
CO4	To know about the Search Engine Optimization and how it works					K1

Syllabus			
Unit	Course Contents	Hours	e-Resources/ e-Content
1	Meaning, nature and scope	13	Black Board

	Digital Business Forms of Digital Business Introduction to Online Platforms Digital Business and e-commerce		Teaching/ Video clip to show organisation ambience
2	Channels of e-commerce Adoption of e-commerce Business models of e-commerce: B2B, B2C, B2G Online marketing and advertising through E-commerce Applications of E-commerce: Retail and wholesale, Finance, Manufacturing, Auction. Changing trends of E-commerce technology	15	Black Board Teaching/Video clip/ Group assignment/ Case Study (Issue discussion)
3	Concept of Information systems, Traditional web promotions, Web Advertisements Expert system, artificial intelligence. Executive Information System (EIS) Decision Support System(DSS) Artificial Intelligent System (AIS)	13	Black Board Teaching/ Case study
4	Digital Marketing-definition, concept and characteristics. Difference between Traditional Marketing and Digital Marketing Digital Marketing Channels including Digital Marketing: Social Media Marketing, Online paid Advertising, E-mail Marketing, Mobile App Marketing Web Analytics-meaning and process.	13	Black Board/ Conduct Interview session
5	Concept of Search Engine Optimization (SEO), How SEO works, Long-tail concept and theory On-page SEO: Website Content, URL Structure, Title tags and meta tags, headline tags, internal linking. Off-page SEO: Using Social Media to Spread Content, Using Email to spread Content. Identifying keywords: Concept of keywords, Different types of keywords, Keyword Spamming and Stuffing	11	Black Board/ Case Study of various organisation
Total		65	
Reference Books:			
U.SPandey/SaurabhShukla, E-commerce and Mobile Communication Technologies, 2 nd Edition, 2007. David Whiteley, E-commerce: Strategy, Technology and Applications, 1st Edition, 2001 Damian Ryan/Calvin Jones, Understanding Digital Marketing: Marketing Strategies for Engaging the Digital Generation, 3rd Edition, 2012			
Focus of Course: Skill/ Employability			
e-Content: Vidya-mitra/ e-Pathshala			

SEMESTER -III						
DISCIPLINE CENTRIC ELECTIVE 1 : CONSUMER BEHAVIOUR						
Course Code	Course Name	Category	Lecture	Tutorial	Practical (P)	Credit
MBA-303A	Consumer Behaviour	DCE 1	55	10	0	4
Preamble: The purpose of this course is to introduce students to consumers, consumer behaviour in the market place and their impact on marketing strategy. Discussing the principal factors that influence consumers as individuals and decision makers with an application to the buying decision process. The course content will also address the importance of subculture and global consumer culture as marketing opportunities.						

Prerequisite: Basic knowledge and understanding on market related terms and terminologies.

Course Out Comes (COs): The learners are expected to identify the dynamics of human behaviour and the basic factors that influence the consumer's decision process. Be able to demonstrate how concepts may be applied to marketing strategy.

CO Number	Course Outcome (CO) Statements	Blooms Taxonomy Knowledge Level
CO1	Identify and explain factors which influence consumer behaviour.	K2
CO2	To analyse the principles and concepts of consumer behaviour and consumption theory and apply them in consumption setting.	K3
CO3	Demonstrate how knowledge of consumer behaviour can be applied to marketing	K4
CO4	Work effectively to prepare a professional, logical and coherent report on consumer behaviour issues within a specific context	K4
CO5	Recognize social and ethical implications of marketing actions on consumer behaviour	K3

Syllabus			
Unit	Course Contents	Hours	e-Resources/ e- Content
1	INTRODUCTION TO CONSUMER BEHAVIOUR Nature of consumer behaviour; Reasons for studying consumer behavior, relationship of consumer behaviour to marketing, interdisciplinary nature of Consumer Behaviour (Psychology, Social psychology, Economics, Anthropology), Profiling of consumers and understanding their needs, consumer decision making processes.	13	Black Board Teaching/ Discussion among groups
2	MODELS OF CONSUMER BEHAVIOUR Economic Model, Learning Model, Psychoanalytic Model, Sociological Model, Howard Seth Model of Buying Behavior, Nicosia Model, The Engel Kollad Blackwell (EKB) Model, Engel Blackwell Miniard Model, Webster & Wind Model of Organisational buying behaviour, Sheth Model of Industrial buying	15	Black Board Teaching/ Group assignment
3	ROLE OF PSYCHOLOGICAL FACTORS IN CONSUMER BEHAVIOUR Consumer Needs and Motivation; Personality concept, nature of personality, Freudian, Neo Freudian & Trait theory; Personality traits and its marketing significance; Product Personality & Brand Personification; Self concept; Consumer Perception; Learning – theory; Attitude – concept, nature, attitude formation and change.	19	Black Board Teaching/ Presentation
4	ROLE OF SOCIOLOGICAL FACTORS IN CONSUMER BEHAVIOUR Psychographic and lifestyle, reference group influence, Family, family lifecycle & decision making, Social class, prestige product & status, diffusion of innovation & opinion leadership Culture, sub-culture, cross culture.	10	Black Board/ Presentation
5	CASE STUDY	8	Black Board/ Presentation/ Case Study

Total	65
Suggested Readings:	
Schiffman LG/ KanukL L, Consumer Behaviour, Pearson Education	
Peter JP/OlsonJC, ConsumerBehaviour,Tata McGraw Hill	
GuptaSL/SumitraPaul,ConsumerBehaviour:AnIndianPerspective,SultanChand&Sons	
Soloman MR, Consumer Behaviour, Prentice Hall	
Focus of Course: Skill/ Employability	
e-Content: Vidya-mitra/ e-Pathshala	

SEMESTER –III						
DISCIPLINE CENTRIC ELECTIVE 2: INTERNATIONAL MARKETING						
Course Code	Course Name	Category	Lecture	Tutorial	Practical (P)	Credit
MBA-304A	International Marketing	DCE	55	10	0	4
Preamble: The purpose of this course is to introduce to the area of Marketing in the International perspective. This course examines core issues in international marketing, with every effort made to reflect the diversity of firms and markets across the world and not focused solely on western industrialized economies.						
Prerequisite: Basic knowledge and understanding of economic terms.						
Course Out Comes (COs): To develop knowledge and understanding of key issues associated with international marketing: Importance of global and international marketing, Motives to internationalization, The influence of macro-environment on market selection, Market entry modes. Specific international issues affecting the 4Ps, Financial, ethical, and organizational issues involved in international marketing						
CO Number	Course Outcome (CO) Statements					Blooms Taxonomy Knowledge Level
CO1	Apply the key terms, definitions, and concepts used in marketing with an international perspective.					K3
CO2	Compare the value of developing global awareness vs. local perspective in marketing.					K4
CO3	Distinguish the advantages and disadvantages of products and services possess in international marketing in both emerging markets and mature markets					K5
CO4	Explain the impact of global and regional influences on products and services for consumers and businesses.					K5

Syllabus			
Unit	Course Contents	Hours	e-Resources/ e-Content
1	INTRODUCTION Introduction to global marketing, Regional Market Characteristics and Trade Agreements, Understanding Global Business Environment, International Marketing Information System and Marketing Research.	13	Black Board Teaching/ Discussion among groups
2	MARKET SEGMENTATION AND GLOBAL MARKET Global Segmentation and Positioning Criteria for Market Segmentation, Positioning and Marketing Mix, Global Competitive Analysis- Role of Information Technologies, Drivers or Globalization, Global Marketing Strategies-what are the approaches of different firms? Applicability of SWOT analysis Global Market Entry Strategies, Market selection, Market Coverage Strategy (Concentrated Strategy, Differentiated Strategy, Market Expansion).	16	Black Board Teaching/ Group assignment
3	INTERNATIONAL PRODUCT & PRICING DECISIONS Product concept, PLC & international marketing, product mix, Branding decisions, packaging & labelling, product decisions adaptation, extension, New Products development), Pricing objectives, factors affecting pricing decisions, transfer pricing, dumping, steps in pricing, requirements for export pricing.	15	Black Board Teaching/Presentation
4	INTERNATIONAL DISTRIBUTION & INTERNATIONAL PROMOTION International channel systems, marketing environment and internal distribution, decisions in international marketing communication, communication mix, role of export promotion organisation, trade and exhibition, personal selling, challenges in international marketing communication.	13	Black Board/ Presentation
5	CASE STUDY	8	Case Study
Total		65	
Suggested Readings:			
Francis Cherunilam, International Business, PHI Learning			
Oak Onk visit/JJ Shaw, International Marketing, Prentice Hall, India			
PR Eateora, International Marketing, Irwin Chicago			
Varshney RL/ Bhattacharyab, International Marketing Management–An Indian Perspective, Sultan Chand & Sons			
Focus of Course: Skill/ Employability			
e-Content: Vidya-mitra/ e-Pathshala			

SEMESTER –III**DISCIPLINE CENTRIC ELECTIVE 3:PRODUCT & BRAND MANAGEMENT**

Course Code	Course Name	Category	Lecture	Tutorial	Practical (P)	Credit
MBA-305A	Product & Brand Management	DCE	55	10	0	4
<p>Preamble: This course considers the theories and concepts of products/services and brands and the implications of this for marketing managers. The course considers how companies introduce and manage product portfolios and individual brands so as to meet the needs of consumers and the strategic goals of the organization. It provides students with insights into the management of products/services throughout their life cycles, including new product development, and the use of branding strategies through a consideration of the relevant literature and real-life examples in a variety of sectors. Moreover, the course encompasses analytical tools and practices, which help students to gain a better understanding of the management of the product/service offering and the challenges facing marketers in the present business climate.</p>						
<p>Prerequisite: Basic knowledge and understanding of marketing terms and terminologies.</p>						
<p>Course Out Comes (COs):On completion of the course the learners are expected to identify the distinctions between product and services marketing, key concepts and theories in product portfolio management, new product development process; role of R & D in organizations and its effects on the marketing process; product life cycle and diffusion models; use of branding on products and the relevant psychological branding theories.</p>						
CO Number	Course Outcome (CO) Statements					Blooms Taxonomy Knowledge Level

CO1	Understand the product and its related areas like product mix, pricing strategy, packaging, product positioning etc.	K2
CO2	It helps in understanding the different stages of new product development that organization goes for.	K2
CO3	Ability to develop, interpret and evaluate different product and brand strategies	K5
CO4	Identify and develop the factors critical for the product or brand.	K4
CO5	Knowledge about the competition indifferent sectors	K2

Syllabus			
Unit	Course Contents	Hours	e-Resources/ e-Content
1	FUNDAMENTALS OF PRODUCT MANAGEMENT Concept of a product and its importance Classification of products and product hierarchy Product line analysis and product mix pricing strategies Importance of product and brand management in the Indian business landscape Packaging, labeling, warranties, and guarantees Product differentiation and positioning Case studies: Examining successful and unsuccessful product management strategies in the Indian market	14	Black Board Teaching/ Discussion among groups
2	NEW PRODUCT DEVELOPEMENT Innovation and the need for new products Classification of new products Stages in the new product development process Factors contributing to the success or failure of new products Niche marketing strategies for new products Case studies: Analyzing the introduction of new products in the Indian market and their outcomes	13	Black Board Teaching/ Group assignment
3	FUNDAMENTALS OF BRAND Understanding brands and their significance Brand marks and trademarks Different types of brands: family, individual, private Selecting an effective brand name Functions and decisions involved in branding Case studies: Exploring brand development and management practices of Indian companies	17	Black Board Teaching/Presentation
4	BRAND DEVELOPMENT Impact of branding on buyers and competitors Building brand loyalty and equity Brand auditing and rejuvenation, Product and brand revitalization Brand development through acquisitions, takeovers, and mergers Co-branding strategies and collaborations Case studies: Evaluating brand development strategies employed by Indian companies and their outcomes	13	Black Board/ Presentation
5	BRAND POSITIONAING AND IMAGE BUILDING Defining brand positioning and its importance Creating a brand vision Utilizing brand ambassadors and brand as personality Managing brands as trading assets Brand extension strategies Case studies: Analyzing brand positioning and image building in the Indian market	8	Black Board/ Presentation/ Case Study
Total		65	
Suggested Readings:			

1. Aaker, D. A. (2013). Building strong brands. Simon and Schuster.
2. Keller, K. L. (2016). Strategic brand management: Building, measuring, and managing brand equity. Pearson.
3. Kapferer, J. N. (2012). The new strategic brand management: Creating and sustaining brand equity long term. Kogan Page Publishers.
4. Moorthi, Y. L. R. (2014). Product management. PHI Learning Pvt. Ltd.
5. Ries, A., & Trout, J. (2001). Positioning: The battle for your mind. McGraw-Hill Education.
6. Kotler, P., & Keller, K. L. (2015). Marketing management (15th ed.). Pearson.
Focus of Course: Skill/ Employability
e-Content: Vidya-mitra/ e-Pathshala

SEMESTER –III						
DISCIPLINE CENTRIC ELECTIVE 4: MANPOWER PLANNING AND RESOURCING						
Course Code	Course Name	Category	Lecture	Tutorial	Practical (P)	Credit
MBA 303B	Manpower Planning & Resourcing	DCE	55	10	0	4
Preamble: This course is to acquaint the students with the concept of Manpower planning, Human resource accounting, forecasting techniques and its application in practical world.						
Prerequisite: Knowledge and understanding of basic concept of Human Resource Management.						
Course Out Comes (COs): Students will attain a conceptual understanding regarding of Manpower planning, Human resource accounting, forecasting techniques and its application in practical world & also gain knowledge about application of man power planning process in today's competitive environment.						
CO Number	Course Outcome (CO) Statements					Blooms Taxonomy Knowledge Level
CO1	To disseminate students with the basic concept of Man power planning along with its need, importance, benefits etc.					K2
CO2	To give them knowledge about Human resource accounting and growing trends of HRA.					K3
CO3	To make students aware of various recent forecasting techniques to measure man power requirement and how these techniques can be adopted in an organization to do proper calculation regarding Man power planning.					K3
CO4	To explain students a very good idea about recent trends in MPP, Knowledge Management, Virtual Organization, Learning Organization etc					K4
CO5	One of the outcomes of this paper is to give students a very good idea about various strategies related to man power planning and its application in today's competitive environment.					K4

Syllabus			
Unit	Course Contents	Hours	e-Resources/ e-Content
1	Introduction to Man Power Planning Definition of Human Resource, Introduction to Manpower	14	Black Board Teaching/ PPT

	<p>Planning, Definition and nature of Manpower Planning and Objectives of Manpower Planning.</p> <p>Need, Importance and Benefits of Man Power Planning; Usefulness of MPP in Different Levels-National- Sector, Industry and Individual level.</p> <p>Process of Man power planning; Detail activities of MPP, Components of Man Power Planning. Responsibilities of Personnel Department and Staff Manager for Manpower Planning, Ranges of Manpower Forecasting ,Strategies for Manpower planners, Problems of MPP.</p>		Presentation, Video clip to show organization ambience
2	<p><i>Human Resource Accounting</i></p> <p>Human Resource Accounting-Meaning &Definition.</p> <p>Basic Premise and Significance of Human Resource Accounting. Objectives, Advantage and Disadvantage of Human Resource Accounting. Methods of Human Resource Accounting.</p>	11	PPT Presentation / Group assignment/ Case Study (Issue discussion)
3	<p><i>Manpower Planning, Functions and Forecasting Techniques</i></p> <p>Manpower Planning- Definition, Key Elements, Functions, Strength and Barriers of Man Power Planning.</p> <p>Human Resource Forecasting Techniques-Different types. Demand forecast and Supply forecast-Concept, Definition and characteristics & Factors, Judgment &Experience, Delphi Techniques-Concept, Definition, characteristics, Factors and Process.</p>	14	Black Board Teaching/ PPT Presentation Case study
4	<p><i>Recent Trends in Manpower Planning and Development</i></p> <p>Recent trends in Man power Planning and Development- Concept and Meaning. Knowledge Management-Concept and Definition, Process and Benefits.</p> <p>Virtual Organization-Definition, Characteristics, Human Resource Trends and Employee Features in Virtual Organization, Partial Virtual Organization, Dimensions to maintain employes' performance in Virtual Organisation.</p> <p>Learning Organization- Concept, Definition and Need of Learning Organization.</p>	16	Black Board/ PPT Presentation/Group Discussion
5	<p><i>Resourcing Strategy</i></p> <p>Resourcing Strategy-Concept and Definition and Characteristics of Resourcing Strategy, Components of Resourcing Strategy.</p> <p>Scenario planning-Concept, Definition, Objectives and Process of Scenario Planning.</p> <p>Talent Management-Concept, Definition and Elements of Talent Management; Career Management- Aims of career policies, steps of career planning, Succession Planning.</p> <p>Recruitment, Selection ,Induction- Aims & Importance, and Release from Organization.</p>	10	PPT Presentation/ Case Study of various organizations
Total		65	
Reference Books:			
1. Dessler. G., Human Resource Management, Pearson Education Inc,U.S.A.,10 th edition, 2005.			
2. Robins S.P. and Decenzo D.A. ,Fundamentals of Management, Pearson education, New Delhi, 5 th edition, 2009			
3. Memoria C.B, Personal Management: Management of Human Resource, Himalaya Publication House,			

New Delhi, 12 th edition, 2004
4. Anderson D.R., An Introduction to mgt science, Thomson publication, Australia, 11 th edition, 2007.
5. Dwivedi R.S., Human relations & Organizational Behavior, Mac- Millans, New delhi, 5 th edition, 2009.
6. Rao V.S.P. and Krishna V.H., Management, Excel books, New Delhi, 1 st edition, 2002
7. Robins S.P. and Decenzo D.A., Human Resource Management, Prentice-Hall Pvt ltd, New Delhi, 3 rd edition, 2002.
8. Nair S.R., Management, Himalaya Publications, New Delhi, 1 st edition, 2010.
9. Ratnam C.S.V. and Srivastava B.K., Personel mgt and Human Resources, Tata McGrawHill, New Delhi, 9 th edition, 2011
10. Subba Rao, Human Resource Management, Excel Books, New Delhi 3 rd edition. 2009
Focus of Course: Skill/ Employability
e-Content: Vidya-mitra/ e-Pathshala

SEMESTER -III						
DISCIPLINE CENTRIC ELECTIVE 5: INDUSTRIAL RELATIONS AND LABOUR LAWS						
Course Code	Course Name	Category	Lecture	Tutorial	Practical (P)	Credit
MBA 304B	Industrial Relations and Labour Laws	DCE	55	10	0	4
Preamble: This course aims at facilitating the students with the knowledge of industrial relations, its importance and benefits, ways of maintaining a healthy industrial relation and the regulations in the form of labour laws and their impact on employees and employers.						
Prerequisite: Basic knowledge of Industrial relation and its importance in organisation.						
Course Out Comes (COs): To know how a good relation can be achieved in organization with the help of labour laws.						
CO Number	Course Outcome (CO) Statements					Blooms Taxonomy Knowledge Level
CO1	It gives the different bases to know of having relationships among the people of organization as well as the benefits of having good industrial relation.					K2
CO2	It also helps in establishing very healthy industrial relationship with the help of Labour laws.					K3
CO3	It helps in knowing the role of Trade Union, the importance of presence of Ethical codes, Discipline, organization's own grievance handling mechanism etc.					K2
CO4	It gives a better understanding why workers' participation in management and collective bargaining are important very much in organization					K2
CO5	It gives understanding on how social security, Safety and welfare can be ensured with the employees of organization					K4

Syllabus			
Unit	Course Contents	Hours	e-Resources/ e-Content
I	Industrial Relations-Meaning, Definition, Objectives, Scopes, Evolution of IR. Perspectives/Approach to Industrial Relations: Psychological Approach, Sociological Approach, Giri Approach, Gandhian Approach, Human Relation Approach, System Approach and Dunlop Approach of Industrial Relation, Changing Dimensions of Industrial Relations in India, IR in globalised economy, Role of the International Labour Organisation (ILO).	12	Black Board Teaching/ Case study
2	Industrial Dispute: Meaning, Definition, Causes and Types of Industrial Dispute, Methods of Industrial Disputes resolution, Methods of Industrial Disputes Resolution: Discipline and Grievance Handling Machinery. Trade Unionism: Meaning and Definition, types of Trade Union, Theories of Trade Union, Recognition and Problems of Trade Unions. Collective Bargaining: Meaning and Definition, Types and Forms of Collective Bargaining, Bargaining Process, Bipartite and Tripartite Bargaining. Workers' Participation in Management (WPM): Meaning and Definition, Degrees and Forms of WPM, schemes of WPM in India.	18	Black Board Teaching/Video clip/ Group assignment/ Case Study
3	Trade Union- Meaning, Definition, Theories of Trade Union, Recognition, Problems and Trade Union movement in India. Collective Bargaining and Negotiation: Meaning, Nature, Functions, Types and Forms of CB. Bargaining Process, Bipartite and Tripartite Bargaining. Workers' Participation in Management: Meaning, Definition, Types and Forms of workers participation,. schemes of WPM in India. The Factories Act, 1948 The Industrial Disputes Act, 1947 The Trade Union Act, 1926 Industrial Employment (Standing Orders) Act, 1946.	11	Black Board Teaching/ Video clip
4	The Factories Act, 1948. Industrial Employment (Standing Orders) Act,1946. The Contract Labour (Regulation & Abolition) Act, 1970. The Plantation Labour Act,1951. The Unorganised Workers' Social Security Act, 2008.	19	Black Board/ Video clip
5	The Building and Other Construction Workers (Regulation of Employment and Conditions of Service) Act, 1970 Cases will be discussed of the above-mentioned fields for greater understanding.	5	Black Board/ Case Study
Total		65	

Reference Books:
Mamoria, C.V.: Industrial Relations, Himalayan Publishing House.
Srivastava, S.C: Industrial Relations and Labour Laws, Vikas Publication, 6 th edition.
Gupta, S.K, Joshi R :Human Resource Management, Kalyani Publisher
Davar: Personnel Management & Industrial Relations
Mamoria, C. B Mamoria, S. Gankar S.V: Dynamics of Industrial Relations, Himalayan Publishing House
Ivancvich, J.M: Human Resource Management, Tata McGraw-Hill Publication, 10 th edition, 2008
Rao, V.S, Krishna, V.H: Management, Excel Books, 2002
Dessler, G: Human Resource Management, Pearson Education, 10 th edition, USA, 2005
Singh. B.D: Labour Laws for Managers, Exel Books, IST, New Delhi, 2009
Kapoor. N.D: Handbook of Industrial Law, S.Chands Son, 13 th edition, New Delhi, 2008
Singh.B.D: Industrial Relations and Labour Laws, Exel Book, IST, New Delhi, 2008
Sinha.P.R.N and Sinha.I.B: Industrial Relations Trade Union and Labour, Pearson Education, IST, New Delhi, 2008
Focus of Course: Employability
e-Content: Vidya-mitra/ e-Pathshala/Rajya Sabha portal

SEMESTER -III						
DISCIPLINE CENTRIC ELECTIVE 6: ORGANIZATIONAL CHANGE AND DEVELOPMENT						
Course Code	Course Name	Category	Lecture	Tutorial	Practical (P)	Credit
MBA 305B	Organizational Change And Development	DCE	55	10	0	4
Preamble: This course aims at facilitating and focusing on issues of management education through a number of learner-centered methodologies. These foster lifelong learning, generic problem-solving skills, creative and innovative thinking, as well as systemic and critical thinking, networking and collaborative inquiry, and effective decision making in crises and unknown situations.						
Prerequisite: Basic knowledge and idea on management and organization structure.						
Course Out Comes (COs): Together knowledge about different activities through which organizational development can be achieved.						
CO Number	Course Outcome (CO) Statements					Blooms Taxonomy Knowledge Level
CO1	To define various terms relating to organizational development & change.					K1
CO2	Apply theories and current research concerning individuals, groups, and organizations to the process of change.					K3
CO3	Identify organizational situations that would benefit from OD interventions and understand OD diagnostic models.					K5
CO4	Analyze/diagnose on going activities within an organization and design and plan the implementation of selected OD interventions.					K4
CO5	Understand multiple methods for collecting diagnostic data in organizations, and the benefits and shortfalls of each.					K2

Syllabus			
Unit	Course Contents	Hours	e-Resources/ e- Content
1	Introduction to Organisational Change: Meaning and Definition of Change and Organisational Change, Need, forces and Types of Change, Lewin's Change Process, Essential Components of Change management Programme, Resistance to Change, Strategies and Techniques for overcoming resistance.	12	Black Board Teaching/ e-Pathshala
2	Forms of Organizational Change and Organisational Development (OD): Forms of Organizational Change. Contemporary Organizational Trends – Organizational Design & Organizational Structures. Emerging forms of organizational change – Mergers & Acquisitions, Turnaround Management. Process-Based Change – Business Process Re-engineering, TQM, Downsizing & outsourcing Organization Development Intervention-Meaning, Definition, Objectives. Different Organization Development Intervention: Team Building Intervention, Process Consultation Intervention, Process Consultation Intervention, Process Consultation Intervention, Techno structural Intervention, Strategic Intervention, Role Analysis Technique, Role Negotiation Technique, Management by Objective (MBO).	24	Black Board Teaching/ e-Pathshala
3	Different OD interventions for organizational effectiveness: OD Intervention-Meaning, Definition, Objectives and Classification of OD Interventions. Different OD Interventions: Team Building Intervention, Process Consultation Intervention, Process Consultation Intervention, Process Consultation Intervention, Techno structural Intervention, Strategic Intervention, Role Analysis Technique, Role Negotiation Technique, and Management by Objective (MBO). OD-Practitioner: Types, Role, Competencies and Model of OD-Practitioner.	11	Black Board Teaching/ e-Pathshala
4	Change Agent and OD practitioner: Role of Change Agent: Key Roles in managing change – External Change Agent, internal consultant, Community Activist, Role of Leader, Role of Management. OD-Practitioner: Types, Role, Competencies and Model of OD-Practitioner. Future and Organization Development Concept of Quality Circle, Concept, Future Challenges of OD future, Concept of Six-sigma, Social Applications of OD.	11	Black Board Teaching/ e-Pathshala
5	Future of OD and its allied areas: Future and Organization Development Concept of Quality Circle, Concept, Future Challenges of OD future, Concept of Six-sigma, Social Applications of OD. Relevant cases of above-mentioned OD-Intervention will be discussed.	7	Black Board Teaching/ e-Pathshala
Total		65	
Reference Books:			
W.L French, C.H Bell Jr,V.Vohra: Organisation Development: Behavioural Science Intervention for			

Organisation Development (6 th edition), Pearson Education
Cummings, T.G. and Worley, C.G.: Theory of Organisation Development and Change, Cengage Learning, 8 th edition
S.K Gupta, R Joshi: Human Resource Management, Kalyani Publisher
Daft R.L: Organisational Theory, Change and Design, Cengage Learning, IST, New Delhi, 2004
Udpa S.R: Quality Circles, Tata McGraw-Hill, 2 nd edition, New Delhi, 2001
Gupta C.B: Management Theory and Practice Book S.Chand and Sons, 14 th edition, New Delhi, 2009
Srivastava B: Organisation Design and Development, Biztantra, 1 st edition, New Delhi, 2007
Jones G.Rand Methew M: Organisational Theory Design and Change, 5 th edition, New Delhi, 2007
Dewan J.M: Management of Manpower of Training and Development
Focus of Course: Skill/Employability
e-Content: Vidya-mitra/ e-Pathshala

SEMESTER -III						
DISCIPLINE CENTRIC ELECTIVE4 :BANKING AND INSURANCE						
Course Code	Course Name	Category	Lecture	Tutorial	Practical (P)	Credit
MBA-303C	Banking and Insurance	DCE	55	10	0	4
Preamble: This course aims at enable the leaners to learn the role of banking and insurance companies in the growth of an economy and their functions.						
Prerequisite: Basic knowledge of financial market.						
Course Out Comes (COs): To acquaint the students with the fundamentals of banking to develop the capability of students for knowing banking concepts & operations, to give through knowledge of banking operations, to introduce the concepts of Life & General Insurance, to make the students aware about the careers in the field of Insurance, Appropriate skills.						
CO Number	Course Outcome (CO) Statements					Blooms Taxonomy Knowledge Level
CO1	To make the students understand the various services offered and various risks faced by banks.					K2
CO2	To make the aware of various banking innovations after nationalization					K3
CO3	To give them an overview about insurance industry and to make the students understand various principles, provisions that govern the Life General Insurance Contracts					K2
CO4	To make students Understand the risks faced by banks and ways to overcome them.					K4
CO5	To make them Understand the difference between Life & Non-life Insurance.					K3

Syllabus			
Unit	Course Contents	Hours	e-Resources/ e-Content
1	Origin of the Word Bank, Meaning and definition of bank. Evolution of banking in the west. Evolution of banking in India. Functions of Bank Primary Functions: Accepting deposits: Demand Deposits: Current & savings; Time deposits – Recurring & Fixed deposits. Granting Loans & Advances-Term loan, Short-term credit, Overdraft, cash Credit, Purchasing & discounting of bills. Secondary Functions: Agency functions - payment & collection of Cheques, Bills & Promissory notes, Execution of standing instructions, Acting as a Trustee, Executor. General Utility Functions: Safe Custody, safe deposit vaults, Remittances of Funds, Pension Payments, Acting as a dealer in Foreign exchange.	10	Black Board Teaching/ e-Pathshala
2	Procedure for opening of Deposit account: Know your Customer Norms (KYC norms), Application form, Introduction, Proof of residence, Specimen signature & Nomination: Their importance. No. frills Account. Methods of Remittances: Demand drafts, bankers, Cheques, Mail transfer, Telegraphic transfer, . Electronic Funds Transfer Negotiable Instrument Definition, meaning & characteristics of promissory note, Bill of Exchange & cheque. Types of cheques- Bearer, Ordered & Crossed Types of crossing- general & Special.	10	Black Board Teaching/ e-Pathshala
3	Technology in Banking Need & importance of technology in banking. ATM, Credit card, Debit card, tele banking- Net banking, SWIFT (Society for Worldwide Inter- bank Financial Telecommunication), Concept of core banking Solution.	10	Black Board Teaching/ e-Pathshala
4	Introduction To Insurance Meaning & Definition of insurance type. Evolution and Importance of Life & general Insurance. Role of Life Insurance & general Insurance in Pre & Post independents period Government approach towards Insurance sector. Life insurance Scenario in India.	12	Black Board Teaching/ e-Pathshala
5	General Insurance Meaning - type- need- Scope - Principles- Functions of general Insurance. Organisation & Administration of general insurance in India. Life Insurance Meaning- Need-& Principles of life insurance. Type of major policies. Working of life Insurance Corporation, Career options in insurance Business. Types of life insurance policies- Whole life endowment, monkey back, Group insurance, Unit linked insurance policies, pension plan Role of insurance Agent, Field Officer, Surveyors assessor & responsibilities of insurer. Principles of general insurance Comparison between General	18	Black Board Teaching/ e-Pathshala

	<p>& Life Insurance. Study & Scope of general insurance in India. Introduction to the marketing of general insurance business in India.</p> <p>Role of general insurance company of India (GIC) Types of general insurance Fire, marine Motor, personal Accidents, Health, Engineering, Corp. Etc. Study of various policies and insurance cover study of risk factor & causes of insurance Claim.</p> <p>Regulation of insurance Business in India insurance Regulatory development Authority (IRDA)</p>		
Total		50	
Reference Books:			
Fundamentals of banking-Dr. G.V. Kayandepatil, Prof. B. R. Sangle Dr.G.T. Sangle, Prof. N.C. Pawar			
Banking: Law & practice–Prof. Mugle			
Banking & Financial system –Vasant Desai			
Banking: Theory & practice–K.C. Shekhar			
Fundamentals of banking- Dr. R. S. S. Swami			
Insurance Principle & Practices- M.N.Mishra			
Insurance Principle & Practices-Vinayakan, N. M. Radhaswami & V.Vasudevan			
Life insurance in India- G.R. Desai			
Focus of Course: Skill/Employability			
e-Content: Vidya-mitra/ e-Pathshala			

SEMESTER -III						
DISCIPLINE CENTRIC ELECTIVE 5:SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT						
Course Code	Course Name	Category	Lecture	Tutorial	Practical (P)	Credit
MBA-304C	Security Analysis And Portfolio management	DCE	55	10	0	4
<p>Preamble: This course has been designed to give a basic knowledge of Capital Market to the students. The students would be able to learn the basics of both primary market and secondary market. It would also hone the skill of students in relation to trading in Stock market. The student would also be able to develop skill in relation to fundamental analysis and technical analysis.</p>						
<p>Prerequisite: Basic knowledge and understanding of financial terms and terminologies.</p>						
<p>Course Out Comes (COs):At the end of this course learners are expected To provide a theoretical and practical background in the field of investments, Designing and managing the bond as well as equity portfolios in the real word and also Valuing equity and debt instruments while being able to measure any portfolio performances.</p>						

CO Number	Course Outcome (CO) Statements	Blooms Taxonomy Knowledge Level
CO1	Understand the basic concepts and fundamentals of Indian capital market, its operations, instruments, regulations etc.	K2
CO2	Acquire analytical skills in the market analysis in the context of raising medium and long term funds. Develop knowledge of h the operations of secondary market mechanism in Indian financial market	K3
CO3	Develop skills in making market analysis through Fundamental analysis and Technical analysis.	K3
CO4	Develop understanding of the underpinnings of important theories and frameworks in Financial Technical Analysis, Identify, interpret and analyze the varied financial technical patterns and indicators presented on the real-life stock charts	K2
CO5	Measure volatility in market prices through various models. It would enable the students in statistically measure risk & analyze applications. Students would be able to learn Risk Management issues in investments.	K6

Syllabus

Unit	Course Contents	Hours	e-Resources/ e- Content
1	Technical Investment environment Financial Markets, Investment alternatives- Money market Instruments Non marketable Financial Assets, Bonds, Equity Securities, Mutual Funds, Commodity Derivatives, Financial Derivatives and Real Assets; Stock and Bond market Indexes, Trading of Securities, Types of Order, Trading Costs and Short Sales.	13	Black Board Teaching/ Discussion among groups
2	Risk and Return Measurement of Risk and Return, Volatility Estimation, Fundamental Analysis-Economic Analysis, Dow Theory Industry Analysis, Company Analysis; Basics of Investment Valuation – Equity Valuation Models: Dividend Discount Models, Free Cash flows, Price/Earnings Multiples, Price/Book Values and Price/Sales Multiples.	14	Black Board Teaching/ Group assignment
3	Technical Analysis Assumptions, Technical tools; Indicators; Charts; Efficient Market Theory; Bond Basics Bond Risk; Bond Return; Bond Yields, Bond Prices Over Time, Term Structure of Interest Rate and Duration and Immunization.	13	Black Board Teaching/ Presentation
4	Portfolio construction Approaches to Portfolio Construction, Selection of Portfolios, Markowitz Portfolio Model,	13	Black Board/ Presentation

	Sharpe Index Model, CAPM, Arbitrage Pricing Theory, Multi-Index Model, Asset Allocation, Portfolio Performance Evaluation.		
5	Securities Exchange Board of India Role and Functions of SEBI; Structure and Functions of BSE,NSE; Dematerialization Securities, Basic Guidelines for Investment Decisions.	12	Black Board/ Presentation/ Case Study
Total		65	
Suggested Readings:			
Keller, Kevin; Brand Management, Prentice Hall			
Verma, H K, Brand Management, Excel Book			
Mukherjee K; Product Management Tests & Cases, PHI Learning			
Kumar Arun/ Meenakshi , N; Marketing Management, Vikas Publishing House			
Focus of Course: Skill/ Employability			
e-Content: Vidya-mitra/ e-Pathshala			

SEMESTER -III						
DISCIPLINE CENTRIC ELECTIVE 6: INTERNATIONAL FINANCE						
Course Code	Course Name	Category	Lecture	Tutorial	Practical (P)	Credit
MBA 305 C	International Finance	DCE	55	10	0	4
Preamble: This course aims at exposing the students to the various aspects of international business and finance and making them familiar with foreign exchange, derivatives in international finance.						
Prerequisite: Basic knowledge and understanding of finance field.						
Course Out Comes (COs): Students will develop the ability to learn the application of financing decision, capital budgeting decisions in the international environment.						
CO Number	Course Outcome (CO) Statements					Blooms Taxonomy Knowledge Level
CO1	Understand international capital, foreign exchange market, risk relating to exchange rate fluctuations and develop strategies to deal with them.					K2
CO2	Lead the students to understand the ways of operating of multinational corporation as well as the international market environment. Which include international financial market and the political and economic environment in host countries, etc.					K2
CO3	Would be able to know about various strategies to deal with other types of country risks associated with foreign operations.					K3
CO4	To know about various strategies to deal with other types of country risks associated with foreign operations.					K4

CO5	Apply the theories and models covered to the issue of optimal currency areas, with specific reference to the design and operation of the euro.	K5
-----	--	----

Syllabus			
Unit	Course Contents	Hours	e-Resources/ e-Content
1	OVERVIEW OF INTERNATIONAL FINANCE International finance – Meaning, nature, scope, evolution and significance. Globalization and its impact, WTO and its impact, Role of World Bank & IMF.	6	Black/White Board Teaching/ PPT presentation
2	FOREX MARKET Foreign currency and foreign transactions- Euro currency, Chinese Yuan, Japanese Yen and US Dollar – its impact. Emerging importance of Indian rupee. Forex & Derivatives Market – spot, forward, future options & swaps. Participants & their role in Forex market. Exchange Rate determination.	15	Black/White Board Teaching/Video clip/Group assignment
3	REGULATORY FRAMEWORK OF INTERNATIONAL FINANCE Indian perspective - FEMA, foreign trade policy, role of RBI, rupee convertibility, EOU/STPI, SEZ, EPZ. International perspective - federal bank, European Central Bank, ICC guidelines.	10	Black/White Board Teaching/ Case study
4	SOURCES OF INTERNATIONAL FINANCE Trade settlement methods, Export Finance, Buyers credit and supplier's credit. International receivables and cash management. ECB, FCCB, ADR, GDR, FDI, bonds, syndication.	15	Black Board/ Conduct Interview session
5	FOREX RISK MANAGEMENT Risk definition and measurement, Hedging tools and techniques- Internal and external.	15	Black/White Board/ PPT presentation/ Case Study (Issue discussion)
6	IFRSS- Needs, Importance, an Overview of IFRS Sin the global context.	4	Black/White Board/ PPT presentation
Total		65	
Reference Books:			
International Finance-A.V. Rajwade			
International Finance- P.G. Apte			
International Finance-Shapiro			
International Economics-D.M. Mithani			
Essence of International Money-Adrian Buckley			
Exchange Control Regulations-Nabhi			
MAFA-S.D. Bala & Pattabhai Ram.			
International Finance –V.K. Sharan			
Focus of Course: Skill/ Employability			
e-Content: Vidya-mitra/ e-Pathshala			

SEMESTER -III						
DISCIPLINE CENTRIC ELECTIVE 4: ENTREPRENEURSHIP AND SMALL BUSINESS MANAGEMENT						
Course Code	Course Name	Category	Lecture	Tutorial	Practical (P)	Credit
MBA 303D	Entrepreneurship and small business management	DCE	55	10	0	4
Preamble: This course aims at facilitating the students to understand use of digital mediums in business decision making, understand digital marketing and digitization of organizations.						
Prerequisite: Basic knowledge and understanding of entrepreneurship and business management is required.						
Course Out Comes (COs): It will also help the students to gain expertise in various digital Media aspects like Keyword Planning, SEO, Social Media Marketing, Search Engine Marketing, Email Marketing etc.						
CO Number	Course Outcome (CO) Statements					Blooms Taxonomy Knowledge Level
CO1	To know the business model so fe-commerce, the overall process of an e-commerce website how they work, the payment methods and also the application of e-commerce					K2
CO2	To gather idea of different computer systems being used by organization for storing data, communications etc. To understand about the different types of Management Information System like Decision support System, Executive Information System					K1
CO3	To understand the concept of digital marketing and also the difference in traditional and digital marketing					K1
CO4	To know about the Search Engine Optimization and how it works					K1

Syllabus			
Unit	Course Contents	Hours	e-Resources/ e-Content
1	Meaning, nature and scope Channels of e-commerce Adoption of e-commerce Business models of e-commerce: B2B, B2C, B2G Online marketing and advertising through E-commerce Applications of Ecommerce: Retail and wholesale, Finance, Manufacturing, Auction. Changing trends of e-commerce technology	13	Black Board Teaching/ Video clip to show organisation ambience
2	Meaning, nature and scope Channels of e-commerce Adoption of e-commerce Business models of e-commerce: B2B, B2C, B2G Online marketing and advertising through E-commerce Applications of E-commerce: Retail and wholesale, Finance,	16	Black Board Teaching/Video clip/ Group assignment/ Case Study (Issue

	Manufacturing, Auction. Changing trends of E-commerce technology		discussion)
3	Concept of Information systems, Traditional web promotions, Web Advertisements Expert system, artificial intelligence Decision Support System(DSS) Information reporting System(IRS) Management Support Systems (MSS) Executive Information System(EIS)	14	Black Board Teaching/ Case study
4	Digital Marketing-definition, concept and characteristics. Difference between Traditional Marketing and Digital Marketing Digital Marketing Channels including Digital Marketing: SEO, Social Media Marketing, Online paid Advertising, E-mail Marketing, Mobile App Marketing Web Analytics-meaning and process.	10	Black Board/ Conduct Interview session
5	Concept of Search Engine Optimization (SEO), How SEO works, Long-tail concept and theory On-page SEO: Website Content, URL Structure, Title tags and meta tags, headline tags, internal linking. Off-page SEO: Using Social Media to Spread Content, Using Email to spread Content. Identifying keywords: Concept of keywords, Different types of keywords, Keyword Spamming and Stuffing	12	Black Board/ Case Study of various organisation
Total		65	
Reference Books:			
U.S Pandey/ Saurabh Shukla, E-commerce and Mobile Communication Technologies, 2 nd Edition, 2007. David Whiteley, E-commerce: Strategy, Technology and Applications, 1st Edition, 2001 Damian Ryan/Calvin Jones, Understanding Digital Marketing: Marketing Strategies for Engaging the Digital Generation, 3 rd Edition , 2012			
Focus of Course: Skill/ Employability			
e-Content: Vidya-mitra/ e-Pathshala			

SEMESTER -III						
DISCIPLINE CENTRIC ELECTIVE 5: INTRODUCTION TO INDUSTRY VERTICALS						
Course Code	Course Name	Category	Lecture	Tutorial	Practical (P)	Credit
MBA 304D	Introduction to Industry Verticals	DCE	55	10	0	4
Preamble: This course aims at facilitating the students with the knowledge of economic activities various sectors and their contribution to an economy.						
Prerequisite: Basic knowledge of various sectors of an economy.						
Course Out Comes (COs): The aim of this paper is to make the students understand the						

different sectors in the market as well as the different industry verticals of those sectors. So that they can get the thorough knowledge of various sectors and find out the extents of those.

CO Number	Course Outcome (CO) Statements	Blooms Taxonomy Knowledge Level
CO1	Make understand on Service sectors like hospitality. Health care and the aspects of consultancy event management and also about various forms of industries	K2
CO2	Make Understanding on the ecosystem of ITES	K3
CO3	Make Understanding students on various facts of agri business	K2
CO4	Enable students to formulate Project and reporting	K4
CO5	Enable students to formulate Project and reporting	K3

Syllabus			
Unit	Course Contents	Hours	e-Resources/ e-Content
I	Service Sector: Hospitality, HealthCare, Consultancy, Event Management.	14	Black Board Teaching/ Video clip
2	Manufacturing Sector: Heavy Industries, SME, Micro Units, Case Studies	16	Black Board Teaching/Video clip/
3	Information Technology Enables Services: Understanding the eco system, Case Study	10	Black Board Teaching/ Video clip
4	Education and Training: Understanding the eco system, Case Study.	10	Black Board/ Video clip
5	Agri Business: Understanding the Supply Chain, Live stock Management, Food Processing, Case Study	15	Case Study of various organisation
Total		65	
Reference Books:			
Desai, V, Problems and Prospects of Small-Scale Industry, Himalaya Publishing House, Mumbai.			
Greene, Entrepreneurship, Cengage, New Delhi			
Khanka, S S, Entrepreneurial Development, S Chand & co. New Delhi			
Introduction to Agri Business Management–Don L Long(ISBN-13:978-0070386655)			
Focus of Course: Employability			
e-Content: Vidya-mitra/ e-Pathshala/e newspaper			

SEMESTER –III						
DISCIPLINE CENTRIC ELECTIVE 6: PROJECT FORMULATION AND REPORTING						
Course Code	Course Name	Category	Lecture	Tutorial	Practical (P)	Credit
MBA 305D	Project Formulation And Reporting	DCE	55	10	0	4
<p>Preamble: This course aims at facilitating the students with the knowledge of how to prepare a project, how to design the structure and also necessary and appropriate information regarding the project. The aim of the project is to produce a good product and a good report that students can developed during the project are merely a means to this end. Design document has to be progressively converted to a project report as and when the various stages of project are completed.</p>						
<p>Prerequisite: Basic knowledge and idea on Project formulation.</p>						
<p>Course Out Comes (COs): This paper introduces students to the theory of entrepreneurship, one mini project and its practical knowledge. It focuses on different concepts related to creativity, innovation, business opportunities, steps involved in starting a business venture, importance of business plan and functional plans. This paper will help students as they will able to identify ,assess and shape entrepreneurial opportunities and to evaluate their potential for business success in the future.</p>						
CO Number	Course Outcome (CO) Statements					Blooms Taxonomy Knowledge Level
CO1	Would Possess creativity and innovative skills for entrepreneurs and lifelong learning in entrepreneurship.					K3
CO2	Able to identify business ideas and shape entrepreneurial opportunities and to evaluate their potential for business success.					K2
CO3	Knowledge of importance of business plan and also about common pitfalls to be avoided in preparation of it.					K2
CO4	To understand and comprehend applicability of functional plans to situation sin global business world.					K2
CO5	Would be able to Under take a mini project to practice the theoretical perspective learnt above.					K6
Syllabus						
Unit	Course Contents	Hours	e-Resources/ e- Content			
I	Creativity, Innovation and Entrepreneurship, Creativity and Innovation, Testing Innovative Business idea, Brainstorming, Case Study.	12	Black Board Teaching/ e-Pathshala			
2	Starting Small Enterprise, Business opportunity, scanning the environment for opportunities, evaluation of alternatives and selection based on personal competencies, Steps involved in starting a business venture-location, clearances and permits required, formalities, licensing and registration procedures, Assessment of the market for the proposed project, Importance of financial, technical and social feasibility of the project, Case Study.	16	Black Board Teaching/ e-Pathshala			
3	Preparing the Business Plan(BP) Business Plan-Importance, who prepare sit? Typical BP format. Financial, marketing, human resource, social and technical aspects of BP, Preparation of BP-Common pit falls to be avoided in preparation of a BP, Business Plan Presentation Case Study.	10	Black Board Teaching/ e-Pathshala			
4	Functional Plans, Marketing plan-marketing research for the new	16	Black Board			

	venture, Steps in preparing marketing plan, contingency planning; organizational plan- form of ownership, designing organization structure, job design ,man power planning, financial plan-cash budget, working capital, proforma income statement proforma cash flow, proforma balance sheet, break even analysis, Case Study.		Teaching/ e-Pathshala
5	Mini Project	11	Black Board Teaching/ e-Pathshala
Total		65	
Reference Books:			
Bharusali, Entrepreneurship Development in Manufacturing Industries, Himalaya Publishing House, Mumbai.			
Shukla, M.B, Entrepreneurship, Kitabmahal, Allahabad			
Sood, S.KandArora, Entrepreneurship			
Focus of Course: Skill/Employability			
e-Content: Vidya-mitra/ e-Pathshala			

SEMESTER -III						
DISCIPLINE CENTRIC ELECTIVE 4: ENVIRONMENT AND AGRI BUSINESS MANAGEMENT						
Course Code	Course Name	Category	Lecture	Tutorial	Practical (P)	Credit
MBA 303 E	Environment And Agri Business Management	DCE	55	10	0	4
Preamble: This course will help the students in knowing the environment and its scope for business purpose along with various fields of agriculture which will give opportunity of self establishment in the form of entrepreneurship						
Prerequisite: Basic knowledge and understanding of business environment and business management is required.						
Course Out Comes (COs): Students will be able to understand environment and agribusiness management in practice as well as understand monetary, fiscal policies as well as different social political, cultural and ecological environment affecting agribusiness.						
CO Number	Course Outcome (CO) Statements					Blooms Taxonomy Knowledge Level
CO1	Economic Environment and role of agriculture					K2
CO2	Monetary and fiscal policies and regulatory rules					K1
CO3	Socio-Cultural Environment					K2
CO4	Political and Legal Environment					K1
CO5	Ecological Environment & Sustainable Development					K2

Syllabus			
Unit	Course Contents	Hours	e-Resources/ e-Content
1	Pattern of, trends in and development strategies of economic development in India since independence. Role of agriculture in Indian economy. Broad features of India's industrial policy. Small-scale industries in India—their role in Indian economy and government policy. Role of public and private sectors in the economic development of India.	18	Black Board Teaching/ Video clip to show organisation ambience
2	Pricing Monetary and fiscal policies in India –their broad features and trends. Participative, regulatory and promotional roles of governments of India	12	Black Board Teaching/Video clip/ Group assignment/
3	Salient features of Indian society—class and caste structure of Indian society. Secularism in Indian society. Rural urban differences. Joint family system. Business participation social and cultural affairs.	12	Black Board Teaching/ Case study
4	Political institutions in India—Legislature, Executive and Judiciary –A brief review of their functions. Indian constitution –fundamental rights and directive principles and their influences on Indian business. Centre-state relationships.	11	Black Board/ Conduct Interview session
5	Current environmental issues Natural resource Management Pollution Control Case Studies	12	Black Board/ Case Study of various organisation
Total		65	
Reference Books:			
Palanithurai G and Ramesh R(2011): Globalisation and Rural Development, Concept Publishing Co. Delhi			
Singh K (2009):Rural Development and Management: Principles, Politics, sage Publication Pvt. Ltd., Delhi			
Focus of Course: Skill/ Employability			
e-Content: Vidya-mitra/ e-Pathshala			

SEMESTER –III						
DISCIPLINE CENTRIC ELECTIVE 5: AGRI BUSINESS AND RURAL MARKETING						
Course Code	Course Name	Category	Lecture	Tutorial	Practical (P)	Credit
MBA 304 E	Agri Business And Rural Marketing	DCE	55	10	0	4
Preamble: The course aims at facilitating students to understand agri-business concepts and rural marketing as well as product standardization.						
Prerequisite: Basic knowledge and understanding of English and basic management concepts.						
Course Out Comes (COs): This paper will help the students in knowing about the rural market and possible agribusiness to uplift the society economic condition and assurance of products standardization.						
CO Number	Course Outcome (CO) Statements					Blooms Taxonomy Knowledge Level
CO1	Make understand on basics of marketing with special focus on rural and agri- market					K2
CO2	Make students understood about behaviour of customers towards rural product and environment of rural market					K2
CO3	Enable students to understand the product management process and related matters with it					K2
CO4	Enable students to understand the process and associated things for developing new product.					K2
CO5	To make understand students how important to promote a product and maintain a strong distribution system in organisation for their success					K2

Syllabus			
Unit	Course Contents	Hours	e-Resources/ e- Content
1	Planning marketing mix; Market segmentation-concept and bases; Marketing organisation; Marketing research and its applications.	13	Black Board Teaching/
2	Determinants of consumer behaviour; Models of consumer behaviour and Indian Consumer environment	10	Black Board Teaching/Vide o clip/
3	Product management process and decisions; Product portfolio; Product planning system; Product life cycle; Organizing for new product development	10	Black Board Teaching/ Case study
4	Product management-diffusion of innovation, approaches, generation, screening and development of new ideas; evaluation of ideas; test marketing and new product launch; branding and packaging decisions; Management of processing of major farm products	11	Black Board/ Conduct Interview session/ Group assignment/ Case Study

5	Promotional scene in India; Marketing communication process; planning, managing & evaluations, Promotional strategy Distribution Management: Indian distribution system; distribution logistics; distribution costs and control; role and functions of intermediaries; selection and motivation of intermediaries.	16	Black Board/ Case Study of various organisation
Total		60	
Reference Books:			
Panda S.C (2007):Farm Management and Agriculture Marketing, Kalyani Publication Kahlon A Sand Singh K.(1992):Economics of Farm Management in India, Allied Publishing Johl S S. and Kapoor T.R.(1992): Fundamentals of Farm Business Management, Kalyani Publication			
Focus of Course: Skill/ Employability			
e-Content: Vidya-mitra/ e-Pathshala			

SEMESTER -III						
DISCIPLINE CENTRIC ELECTIVE 6: AGRI INPUT MANAGEMENT						
Course Code	Course Name	Category	Lecture	Tutorial	Practical (P)	Credit
MBA 305 E	Agri Input Management	DCE	55	10	0	4
Preamble: The course aims at facilitating students to understand agri-business with specific focus on rural and agri market, customer behaviour with respect to rural products, new products across rural market.						
Prerequisite: Basic knowledge and understanding of English and basic management concepts.						
Course Out Comes (COs): This paper will try to develop the infrastructural elements of agribusiness in the form of input to improve the business of agriculture						
CO Number	Course Outcome (CO) Statements					Blooms Taxonomy Knowledge Level
CO1	To make understand students about the process and estimation of planning and Materials Planning					K2
CO2	Enable students to know and understand the Purchase process and its Management					K2
CO3	To give understanding Logistics and Warehousing and their importance					K2
CO4	To make students understood the various Cost control techniques and its importance					K3
CO5	To discuss various cases on logistic and supply chain management with special focus on agribusiness					K2

Syllabus			
Unit	Course Contents	Hours	e-Resources/ e- Content
1	Materials Planning Determination & Description Materials Planning in push and pull system, MRP & JIT Quality Inspection	14	Black Board Teaching/ Video clip to show organisation ambience
2	Management Purchasing cycle, Sources of supplies, Documentation Vendor Rating	13	Black Board Teaching/Video clip/ Group assignment/ Case Study (Issue discussion)
3	Importance & Functions of Storage, Warehousing, Location and Layout Management of Receipts Verification of Stocks	14	Black Board Teaching/ Case study
4	Cost Reduction Methods Classification Codification Standardization Value Engineering	14	Black Board/ Conduct Interview session
5	Case Study Logistic & Supply Chain Management specific to Agri Business-Inputs	10	Black Board/ Case Study of various organisation
Total		65	
Reference Books:			
Jha L.K.: Agro Forestry- Indian Perspective, APH Publication, Delhi			
Yadab B S.: rural Empowerment through Agro based Industries, Shree Publications, New Delhi			
Focus of Course: Skill/ Employability			
e-Content: Vidya-mitra/ e-Pathshala			

SEMESTER -III						
OPEN ELECTIVE1: CORPORATE GOVERNANCE AND CORPORATE SOCIAL RESPONSIBILITY(CSR)						
Course Code	Course Name	Category	Lecture	Tutorial	Practical (P)	Credit
MBA - 306	Corporate Governance And Corporate Social Responsibility (CSR)	OE	55	10	0	4
Preamble: The course aims to develop an understanding of the underlying concepts of Corporate Governance, business ethics and CSR which are relevant to the contemporary business environment. The course further aims to develop a candidate's ability to critically analyse ethical issues in business. This course reviews different regulatory processes essential to the understanding of the principles of corporate governance						
Prerequisite: Basic knowledge and understanding of English and basic management concepts.						

Course Out Comes (COs): This paper will try to develop an understanding of corporate governance, corporate failures and practice appropriate business practice.

CO Number	Course Outcome (CO) Statements	Blooms Taxonomy Knowledge Level
CO1	Display a clear understanding of importance of corporate governance and corporate social responsibility and how it effects various decisions in the organization	K2
CO2	Identify various concerns usually addressed by corporate governance structures and the other drivers of corporate governance, such as capital markets, share holders and rating agencies	K1
CO3	Practice appropriate business responses and management approaches for dealing with social, political, environmental, technological and global issues	K2
CO4	Describe the ethical an current social responsibility issues and the influence of these issues on society, management decision making, behaviour, policies and practices	K1
CO5	Define governance in business and recognize the legitimacy of business as an institution in a global society	K2

Syllabus			
Unit	Course Contents	Hours	e-Resources/ e- Content
1	Meaning, Theories and models of Corporate Governance Various approaches to Business Ethics, Code of Ethics, Ethical Governance Key Managerial Personnel (KMP), Green Governance/e-governance	9	Black Board Teaching/
2	Corporate boards and its Power Board Committees and its functions :- Remuneration Committee, Nomination Committee, Compliance Committee, Shareholder, Grievance, Investor Relation, Risk Management Committee. Regulatory framework of Corporate Governance in India, SEBI guidelines and Clause 49, Reforms in Companies Act, 2013. Corporate Governance in PSU's and Banks.	13	Black Board Teaching/Vi deo clip/ Group assignment/ Case Study (Issue discussion)
3	Concept of whistle blowing Types of whistle blowers Whistle blower policy, whistle blower legislation across countries Development in India–Whistle blowing	14	Black Board Teaching/ Case study
4	CSR–an over lapping concept, corporate sustainability reporting, CSR through triple bottom line Relation between CSR and Corporate Governance, Environmental aspect of CSR CSR models –major codes and drivers of CSR CSR initiatives in India	14	Black Board/ Conduct Interview session
5	Major Corporate Failures Satyam Computer Services Ltd Sahara	10	Black Board/ Case Study of various

	King fisher Ltd Enron(USA) Common Governance problems noticed in various corporate failure		organisation
Total		65	
Reference Books:			
Sharman, JP; Corporate Governance, Business Ethics and CSR, Ane Books Pvt Ltd, New Delhi Malline, Christine A; Corporate Governance (India Edition), Oxford University Press, New Delhi. Blow field, Michael, and Alan Murray, Corporate Responsibility, Oxford University Press, New Delhi.			
Focus of Course: Skill/ Employability			
e-Content: Vidya-mitra/ e-Pathshala			

SEMESTER -IV						
CORE 15: SUPPLY CHAIN MANAGEMENT						
Course Code	Course Name	Category	Lecture	Tutorial	Practical (P)	Credit
MBA 401	Supply Chain Management	CORE	55	10	0	4
<p>Preamble: This course aims at facilitating the students to understand about supply chain management is to ensure minimum cost and maximum efficiency in every aspect of handling of raw material, component parts and finished goods as they move from production center to the final consumer.</p>						
<p>Prerequisite: Basic knowledge on management, demand, materials, and resource capacity.</p>						
<p>Course Out Comes (COs): To Understand fundamental supply chain management concepts and apply knowledge to evaluate and manage an effective supply chain, also to Understand the foundational role of logistics as it relates to transportation and warehousing that is how to align the management of a supply chain with corporate goals and strategies.</p>						
CO Number	Course Outcome (CO) Statements					Blooms Taxonomy Knowledge Level
CO1	Develop a sound understanding of the important role of supply chain management in different organizations.					K2
CO2	To understand the supply chain theories, practices and concepts utilizing case problems and problem-based learning situations also the current supply chain management trends.					K2
CO3	To know what are the importance of planning & demand in supply chain and how information technology is related to supply chain management.					K3
CO4	To understand the recent trends adopted by the organizations and how they are implementing those.					K2
CO5	Plan Warehouse and Logistics operations for optimum utilization of resources					K4

Syllabus			
Unit	Course Contents	Hours	e-Resources/ e-Content
1	<p>Introduction to Supply Chain Management Supply chain concept, Competitive advantage & SC strategies, Evolution and Importance of Supply Chain Management, Key Terminologies and Concepts in Supply Chain Management, Supply Chain Performance Metrics and Measurements, Green Supply Chain, Supply Chain Resilience</p>	12 hrs	Black Board Teaching/ Discussion among groups
2	<p>SUPPLY CHAIN OPERATIONS: Supply Chain Planning and Forecasting: Supply chain Planning, Demand Forecasting - Managing Variability, Inventory Management and Optimization- Safety Stock, Buffer Stock, Bullwhip Effect.</p>	15 hrs	Black Board Teaching/Video clip/ Group assignment/ Role Play

	<p>Transportation and Logistics Management- Least Cost, North West Corner Rule, Vogel's Approximation, Lead Time Gap, Routing, Scheduling, Consignment, Consignor, Consignee, Last Mile Delivery</p> <p>Warehousing and Distribution Strategies Warehousing functions and operations, Warehouse layout and design, Order picking and packing processes, Cross-docking and transshipment strategies, Warehouse automation and technology integration</p>		
3	<p>SUPPLIER DECISION Strategic Sourcing and Supplier Strategic sourcing process and its importance, Supplier evaluation and selection criteria, Supplier segmentation and supplier development, Negotiation and contracting strategies Supplier performance measurement and management</p> <p>Selection Supplier Relationship Management Building strong supplier relationships, Supplier collaboration and communication, Supplier scorecards and relationship metrics, Supplier risk assessment and mitigation strategies, Supplier sustainability and CSR considerations</p> <p>Make-or-Buy Decisions and Outsourcing Make-or-buy analysis and decision-making framework, Factors influencing make-or-buy decisions, Outsourcing strategies and considerations, Supplier contracts and service level agreements, Managing risks and challenges in outsourcing</p> <p>Lean Principles in Supply Chain Management Introduction to lean thinking and lean supply chain, Lean manufacturing and lean concepts (e.g., JIT, Kanban), Waste reduction and process improvement techniques, Lean tools for supply chain optimization (e.g., Value Stream Mapping), Lean implementation and continuous improvement strategies</p>	12 hrs	Black Board Teaching/ Writing practice
4	<p>SUPPLY CHAIN RISK MITIGATION, SUSTAIBILITY, PERFORMANCE MEASUREMENT Supply Chain Risk Management Introduction to supply chain risk management, Identification and assessment of supply chain risks, Risk mitigation strategies and contingency planning, Resilience and flexibility in supply chain design, Supply chain disruption response and recovery</p> <p>Sustainability and Ethical Issues in Supply Chain Sustainable supply chain practices and principles, Environmental and social considerations in supply chain management</p>	16 hrs	Black Board Teaching/ Writing practice

	<p>Ethical sourcing and fair trade in global supply chains</p> <p>Supply Chain Analytics and Big Data Introduction to supply chain analytics and its applications Data-driven decision making in supply chain management</p> <p>Performance Measurement and Continuous Improvement Key performance indicators (KPIs) for supply chain performance, Balanced scorecards and performance measurement frameworks, Benchmarking and best practices in supply chain management, Lean Six Sigma and quality management in supply chains, Continuous improvement methodologies (PDCA, DMAIC)</p>		
5	<p>STRATEGIC SUPPLY CHAIN MANAGEMENT:</p> <p>Supply Chain Strategy Formulation and Implementation Strategic alignment between supply chain and overall business strategy, Supply chain design and configuration Strategic partnerships and alliances in supply chain, Supply chain Integration, Logistic Value Engineering: Concept , Quick response Logistics</p> <p>Collaborative Planning, Forecasting, and Replenishment (CPFR) Introduction to CPFR and its benefits, Collaborative demand planning and forecasting, Sharing and integrating information across supply chain partners, CPFR implementation and best practices, Performance measurement and evaluation in CPFR initiatives</p> <p>Global Supply Chain Management Overview of global supply chain networks, Challenges and opportunities in global supply chains</p> <p>Emerging Trends and Technologies in Supply Chain Management Industry 4.0 and the digital transformation of supply chains, Internet of Things (IoT) and its impact on supply chain operations, Artificial Intelligence (AI) and Machine Learning (ML) in supply chain decision-making, Blockchain technology and its applications in supply chain, Robotics and automation in warehousing and transportati transportation</p>	10 hrs	Black Board Teaching/ Writing practice
Total		65 hrs	
Reference Books:			
1. Chopra, S., & Meindl, P. (2016). Supply chain management: Strategy, planning, and operation. Pearson.			
2. Simchi-Levi, D., Kaminsky, P., & Simchi-Levi, E. (2018). Designing and managing the supply chain: Concepts, strategies, and case studies. McGraw-Hill Education.			
3. Bowersox, D. J., Closs, D. J., & Cooper, M. B. (2019). Supply chain logistics management. McGraw-Hill Education.			

4. Coyle, J. J., Langley Jr., C. J., Gibson, B., Novack, R. A., & Bardi, E. J. (2017). Supply chain management: A logistics perspective. Cengage Learning.
5. Handfield, R. B., & Nichols Jr., E. L. (2017). Supply chain red design: Transforming supply chains into integrated value systems. FT Press.
6. Wisner, J. D., Tan, K. C., & Leong, G. K. (2020). Principles of supply chain management: A balanced approach. Cengage Learning.
Focus of Course: Skill/ Employability
e-Content: Vidya-mitra/ e-Pathshala

SEMESTER -IV						
GENERAL ELECTIVE 2 :DIGITAL BUSINESS – II						
Course Code	Course Name	Category	Lecture	Tutorial	Practical (P)	Credit
MBA 402	Digital Business – II	GE	55	10	0	4
Preamble: This course aims at facilitating the students to understand about use technology to create new value in business models, customer experiences and the internal capabilities that support its core operations. It will help them understand the creation of new value chains and business opportunities that traditional businesses cannot offer.						
Prerequisite: Basic knowledge with key aspects of digital business.						
Course Out Comes (COs): The aim of this paper is to give the understanding to the students about how to create a structured plan to grow a business using digitization. They can get the thorough understanding of digital marketing and also to apply the knowledge of it in practical field.						
CO Number	Course Outcome (CO) Statements					Blooms Taxonomy Knowledge Level
CO1	To know the concept, classification of Cyber-crime, cyber security and also the punishment and residuary penalty for these.					K2
CO2	To understand the different types of payment methods used by e-commerce websites and the risk management options for these Electronic Payment Systems.					K2
CO3	To get familiar with the ERP systems for both manufacturing or service organizations, and implementation of this system.					K3
CO4	To know about the security risk in e-commerce and protection of these electronic assets and intellectual property.					K4
CO5	To understand the meaning of E-business Strategy formulation which includes analysis of a company’s internal and external environment					K3

Syllabus			
Unit	Course Contents	Hours	e-Resources/ e-Content
1	Electronic Payment systems (EPS) and Order Fulfilment: Concept of EPS, Characteristics and nature, Types of	13 hrs	Black Board

	Payment systems: e-cash, e-cheques, credit cards, smart cards, electronic wallets and debit cards, Legal risk of e-payment, Risk management options for EPS, Order fulfilment for e-commerce		Teaching/ Discussion among groups
2	Security Issues in e-commerce: Security risk of E-commerce, Protecting electronic commerce assets and intellectual property, Firewalls, data and message security, Digital signature, Client server network security	10 hrs	Black Board Teaching/Video clip/ Group assignment/ Role Play
3	Introduction to Cyber Crime: Concept of Cyber Law and Cyber Crime, classification of Cyber Crime, Introduction to Cyber Security, distinction between cyber crime and conventional crime, Crime in context of Cyber crime, Punishments under Cyber Crime, Residuary Penalty.	15 hrs	Black Board Teaching/ Writing practice
4	E-Business Strategy: Concept of E-business Strategy, E-business Strategic formulation- Analysis of Company's Internal and external environment, Selection of strategy, E-business strategy into Action, Challenges and E-Transition.	16 hrs	Black Board Teaching/ Writing practice
5	Digital Business Support Services: Definition of ERP, Evolution of ERP, Business Management, Business Modelling, ERP Implementation- Process and methodologies, Risk and Governance Issues in ERP, Concept of Business Engineering.	11 hrs	Black Board Teaching/ Writing practice
Total		65 hrs	

Reference Books:

1. MIS, D. P. Goyal, McMillan India
2. Electronic Commerce, Efraim Turban, Jae Lee, David King
3. Enterprise Resource Planning, Rajesh Ray, 1st Edition 2010.

Focus of Course: Skill/ Employability

e-Content: Vidya-mitra/ e-Pathshala

--

SEMESTER -IV						
GENERAL ELECTIVE 2: CORPORATE GOVERNANCE AND CORPORATE SOCIAL RESPONSIBILITY						
Course Code	Course Name	Category	Lecture	Tutorial	Practical (P)	Credit
MBA 402	Corporate Governance And Corporate Social Responsibility	GE	55	10	0	4
<p>Preamble: This course aims to develop a candidate's ability to critically analyse ethical issues in business. This course reviews different regulatory processes essential to the understanding of the principles of corporate governance</p>						
<p>Prerequisite: Basic knowledge with key aspects of corporate social responsibility.</p>						
<p>Course Out Comes (COs): The course aims to develop an understanding of the underlying concepts of Corporate Governance, business ethics and CSR which are relevant to the contemporary business environment. The course further aims to develop a candidate's ability to critically analyse ethical issues in business. This course reviews different regulatory process essential to the understanding of the principles of corporate governance.</p>						
CO Number	Course Outcome (CO) Statements					Blooms Taxonomy Knowledge Level
CO1	Display a clear understanding of importance of corporate governance and corporate social responsibility and how it effects various decisions in the organization.					K2
CO2	Identify various concerns usually addressed by corporate governance structures and the other drivers of corporate governance, such as capital markets, shareholders and rating agencies.					K2
CO3	Practice appropriate business responses and management approaches for dealing with social, political, environmental, technological and global issues;					K3
CO4	Describe the ethical an current social responsibility issues and the influence of these issues on society, management decision making, behaviour, policies and practices;					K4
CO5	Define governance in business and recognize the legitimacy of business as an institution in a global society					K3

Unit	Course Contents	Hours	e-Resources/ e-Content
1	CONCEPTUAL FRAME WORK OF CORPORATE GOVERNANCE– Meaning, Theories and models of Corporate Governance Various approaches to Business Ethics, Code of Ethics, Ethical Governance Key Managerial Personnel(KMP),Green Governance/e-governance	9hrs	Black Board Teaching/ Discussion among groups
2	CORPORATE GOVERNANCE FRAME WORK IN INDIA – Corporate boards and its Power Board Committees and its functions :- Remuneration Committee, Nomination Committee, Compliance Committee, Shareholder, Grievance, Investor Relation, Risk Management Committee. Regulatory framework of Corporate Governance in India, SEBI guidelines and Clause 49, Reforms in Companies Act, 2013. Corporate Governance in PSU’s and Banks.	10 hrs	Black Board Teaching/Video clip/ Group assignment/ Role Play
3	WHISTLE BLOWING AND CORPORATE GOVERNANCE – Concept of whistle blowing Types of whistle blowers Whistle blower policy, whistle blower legislation across countries Development in India–Whistle blowing	9hrs	Black Board Teaching/ Writing practice
4	CORPORATE SOCIAL RESPONSIBILITY– CSR–an over lapping concept, corporate sustainability reporting, CSR through triple bottom line Relation between CSR and Corporate Governance, Environmental aspect of CSR CSR models –major codes and drivers of CSR CSR initiatives in India	12hrs	Black Board Teaching/ Writing practice
5	MAJOR CORPORATE GOVERNANCE FAILURES– Satyam Computer Services Ltd Sahara Kingfisher Ltd Enron(USA) Common Governance problems noticed in various corporate failure.	10hrs	Black Board Teaching/ Writing practice
Total		50hrs	
Reference Books:			
Sharman, JP; Corporate Governance, Business Ethics and CSR, Ane Books Pvt Ltd, New Delhi			
Malline, Christine A; Corporate Governance (India Edition),Oxford University Press, New Delhi			
Blowfield, Michael, and Alan Murray, Corporate Responsibility, Oxford University Press, New Delhi.			
Focus of Course: Skill/ Employability			
e-Content: Vidya-mitra/ e-Pathshala			

SEMESTER -IV						
DISCIPLINE CENTRIC ELECTIVE 7: SERVICE MARKETING						
Course Code	Course Name	Category	Lecture	Tutorial	Practical (P)	Credit
MBA - 403 A	SERVICE MARKETING	DCE	55	10	0	4
Preamble: The objective of the course is to develop an understanding of services and service marketing with emphasis on various aspects of service marketing which make it different from goods marketing.						
Prerequisite: Basic knowledge and understanding of English and basic management concepts.						
Course Out Comes (COs): The course will enlighten students to service industry, service quality and buying behaviour.						
CO Number	Course Outcome (CO) Statements					Blooms Taxonomy Knowledge Level
CO1	To know in detail about the service sector and apply the 7Ps of Service Marketing					K2
CO2	To understand what quality means in service delivery and how perceptions of service quality are developed by customers					K2
CO3	The students will be able to explain service blueprinting, the integration of new technologies and other key issues of today's customer service provider and service managers					K2
CO4	The students will be able to identify critical issues in service design and service delivery including managing customer service					K4
CO5	Identify critical issues in service design including nature of the service product and marketing					K2

Syllabus			
Unit	Course Contents	Hours	e-Resources/ e-Content
1	Service concept, service industry, nature of services, characteristics of service, classification, importance, growth in service in local and Indian market, 7ps of services, Service Marketing Triangle, Properties for Evaluation of Services	17	Black Board Teaching/ Video clip to show organisation ambience
2	Customer expectation from service, customer perception of service, customer experience, factors affecting buying decision, buyer decision making process, post purchase decision, Customer Complaints, Types of Customer Complaints	15	Black Board Teaching/ Video clip/ Group assignment/
3	Positioning and differentiation of services, service delivery process, developing service blueprint, marketing communication, service delivery channels, pricing, branding	13	Black Board Teaching/ Case study
4	Customer relationship management, Customer satisfaction, SERVQUAL, GAP model, Kano model, customer delight, service failure and recovery, services and technology, Problems of Service quality control	13	Black Board/ Conduct Interview session
5	Case Study	7	Black Board/ Case Study
Total		65	

Reference Books:
Lovelock C, Service Marketing, Pearson Education Venugopal V/Raghu VN, Services Marketing, Himalaya Publishing House Apte G, Service Marketing, Oxford University Press Jha SM, Service Marketing, Himalaya Publications Kandampully JA, Service Management, Pearson Education
Focus of Course: Skill/ Employability
e-Content: Vidya-mitra/ e-Pathshala

SEMESTER -IV DISCIPLINE CENTRIC ELECTIVE 8: ADVERTISING MANAGEMENT & SALES PROMOTION						
Course Code	Course Name	Category	Lecture	Tutorial	Practical (P)	Credit
MBA - 404 A	Advertising Management & Sales Promotion	DCE	55	10	0	4
Preamble: The aim of the paper is to acquaint the students with concepts, techniques and give experience in the application of concepts for developing an effective advertising programme and to provide an extensive picture with regards to theory and practice of managing sales and to inculcate personal selling skills.						
Prerequisite: Basic knowledge and understanding of English and basic management concepts.						
Course Out Comes (COs): The course intends to explain the basic concepts of advertising.						
CO Number	Course Outcome (CO) Statements					Blooms Taxonomy Knowledge Level
CO1	Gather basic concepts of the trade of advertising and ability to understand client requirement for advertising					K2
CO2	Develop an advertising plan considering the strength, weakness, opportunity and threat for the client					K2
CO3	Understand the criticality of different media and devising media strategy and media budget as per client requirement					K2
CO4	Understand the need for organising, training and motivating sales person					K4
CO5	Learn territory management for increasing effectiveness of sales					K2
Syllabus						
Unit	Course Contents				Hours	e-Resources/ e- Content
1	Advertising- Definition, Importance, Functions, Types, Role of advertising in promotion mix, communication system, advertising in 21 st century. Integrated Marketing Communication, Setting advertising goals (DAGMAR, AIDA, Hierarchy of Effects), Advertising Budget (affordable method, Per unit method, percentage method, competitive parity, task-objective method), Campaign Planning, Advertising Department Structure, Advertising Agency.				14	Black Board Teaching/ Video clip to show organisation ambience
2	Media Planning, types of media-merits & demerits, Media Scheduling Strategies (reach, frequency, continuity)				14	Black Board Teaching/Vid

	Advertising copy , copy for different media, its elements (headlines, illustration, body copy, slogan, logo, colour), advertisement appeals, Advertising Effectiveness: importance , challenges of measuring advertisement effectiveness, methods of evaluating advertising effectiveness, legal aspects of advertising in India		eo clip/ Group assignment/ Case Study (Issue discussion)
3	Sales Management- Definition, concept, objectives, sales research, Sales Forecasting– concept& methods, Sales Planning & Control, Need for sales organisation, functions & responsibilities of sales manager, Sales Budget.	15	Black Board Teaching/ Case study
4	Recruitment, Selection, Personal Selling concept, Types of salesperson, Skills and characteristics requisite for good sales person. Process of Effective Selling, Selling as Career, Distribution Network Relationship, Sales Report, Sales promotion - consumer oriented and trade oriented.	16	Black Board/ Conduct Interview session
5	Case Study	6	Case Study of various organisation
Total		65	
Reference Books:			
Foundations of Advertising Theory & Practice- S.A. Chunawalla & K.C.Sethia-Himalya publishing. Chunawalla S.A. (2015). Advertising and Sales Promotion Management (6th Edition), Himalaya Publishing House. Advertising and Promotions-Belch & Celch, Tata McGrawHill Sales Management–Richard Rstill Edward W. Cundiff Mallik PK, Sales Management, Oxford University Press Mohan M, Advertising Management Concepts and Cases, Tata McGraw Hill			
Focus of Course: Skill/ Employability			
e-Content: Vidya-mitra/ e-Pathshala			

SEMESTER -IV						
DISCIPLINE CENTRIC ELECTIVE 9: COMPENSATION MANAGEMENT AND LABOUR WELFARE LAWS						
Course Code	Course Name	Category	Lecture	Tutorial	Practical (P)	Credit
MBA 403B	Compensation Management and Labour Welfare Laws	DCE	55	10	0	4
Preamble: This course aims at facilitating the students with the knowledge of compensation management, its various components, how combination of components can be used time to time for retaining and motivation people for organisation and ultimately for getting best services from employee. The students will also gain knowledge about various regulations or labour laws that regulates compensation in organization.						
Prerequisite: Basic knowledge of wage and salary administration.						

Course Out Comes (COs): This paper is designed to promote understanding of issues related to compensation management incorporate sector and public services and to impart skill in designing compensation management system, policies and strategies, a part from promoting understanding of legal issues in the administration of compensation, welfare and social security.

CO Number	Course Outcome (CO) Statements	Blooms Taxonomy Knowledge Level
CO1	To give understanding students on compensation, types, theories and its impact on welfare of employees.	K2
CO2	To enlighten the students on designing of compensation package by considering various components of compensation	K3
CO3	To give understanding students on various labour laws which specifically deals with regulation of employee's compensation and payment system of organization	K2
CO4	It will help students in knowing availability of various provisions of social security towards employee which are part of regulatory system of compensation management	K4
CO5	To discuss and enlighten students through case study discussion that will help students in knowing practical issues	K2

Syllabus			
Unit	Course Contents	Hours	e-Resources/ e- Content
I	Compensation Management and Employees Welfare: Compensation: Meaning, Definition, Types of Compensation. Financial and Non-financial compensation, Fringe Benefit. Wage: Meaning, Definition, Types of Wage. Wage differential Theories of Wages, Wage Boards. Employee Welfare: Concept and Rationale of Employees Welfare.	12	Black Board Teaching/ Case study
2	Understanding Elements of Compensation Structure: Meaning and different components of a Pay structure: Fixed, Cash benefits, Retiral, Social security, Variable pay/ Incentives/ Stock options. Expatriate and Repatriates pay, Pay commission, Executive compensation plan and packages. Incentives: Definition and Different methods of Incentive Payments. ESOP, Flexi-time Schedules. Individual and Group Incentive Plans. Compensation Management in Multi-National organizations. Impact of Inflation on Pay. Salary Matrix as a retention strategy.	15	Black Board Teaching/ Case study
3	Labour Welfare Laws related to Compensation: The Minimum Wages Act,1948: Act, 1936: The Payment of Bonus Act, 1965: The Workmen CompensationAct,1923	12	Black Board Teaching/ Case study

4	Laws related to Social Security: The Payment of Gratuity Act, 1972:. The Employees Provident Fund (Miscellaneous Provisions) Act, 1952:. The Workmen Compensation Act, 1923: The Employees' State Insurance Act, 1948 The Equal Remuneration Act, 1976 The Maternity Benefit Act, 1961.	16	Black Board/ Case study
5	Equity Compensation Plans and Case Study: Objectives of Equity Compensation SEBI guidelines Types of stock plans Cases will be discussed on above mentioned laws	10	Case study
Total		65	
Reference Books:			
Belchor, David W. "Compensation Administration", Prentice Hall, Englewood Cliffs. NT			
Henderson, R.I. . <i>Compensation Management in a Knowledge Based World</i> . New Delhi: Pearson Education			
Srivastava, S.C., <i>Industrial Relations & Labour Laws</i> , Vikas Publishing House (P) Ltd			
Singh. B.D: <i>Labour Laws for Managers</i> , Exel Books, IST, New Delhi, 2009			
Kapoor. N.D: <i>Handbook of Industrial Law</i> , S. Chands Son, 13 th edition, New Delhi, 2008			
Singh. B.D: <i>Industrial Relations and Labour Laws</i> , Exel Book, IST, New Delhi, 2008			
Milkovich. G; Newman. J and Ratnam, C.S.V, <i>Compensation</i> , Tata McGrawHill, Special Indian Edition.			
Joseph.J. Martocchio: <i>STRATEGIC COMPENSATION – A HUMAN RESOURCE MANAGEMENT APPROACH</i> –Prentice-Hall.			
Milkovich & New Man, "Compensation", 2005, TataMcGraw –Hill, New Delhi			
Dr.KanchanBhatia, "Compensation Management", 2009, Himalaya Publishing House			
Tapomoy Deb, "Compensation Management", 2009, Excel Books, New Delhi			
Dipak Kumar Bhattacharyya, "Compensation Management", 2009, Oxford University Press			
Focus of Course: Skill/Employability			
e-Content: Vidya-mitra/ e-Pathshala/ You-tube			

SEMESTER -IV						
DISCIPLINE CENTRIC ELECTIVE 10: TALENT ACQUISITION & MANAGEMENT						
Course Code	Course Name	Category	Lecture	Tutorial	Practical (P)	Credit
MBA 404B	Talent Acquisition & Management	DCE	55	10	0	4
Preamble: This course is to acquaint the students with the concept of Talent Management, how employees can achieve and utilize their talents and its application in practical world. It also make students to understand growing trends of Talent Management and its objectives, need etc. in today's organizations.						
Prerequisite: Knowledge and understanding of basic concept of Human Resource Management.						
Course Out Comes (COs): Students will gain knowledge regarding various issues of Talent Management and its objectives, need etc. in today's organizations.						

CO Number	Course Outcome (CO) Statements	Blooms Taxonomy Knowledge Level
CO1	To acquaint the students with the concept of Talent Acquisition & Management including talent acquisition trends, acquisition strategy, growing trends of Talent Management and its objectives, need, scope, importance etc. in today's organizations	K2
CO2	To discuss with the students about Scope, Importance and Need of Talent Management System. Also explain about building blocks and primary principles of Talent Management System	K3
CO3	Learning about Talent management process and its stages. Also explain students about concept and types of Talent Management strategies along with designing & developing of these strategies	K3
CO4	To discuss about procedure of Talent planning along with acquisition in an organization.	K4
CO5	To make students understand the concept of Talent Engagement and Talent Retention by explaining various strategies related to these.	K4

Syllabus			
Unit	Course Contents	Hours	e-Resources/ e-Content
1	Introduction to Talent Acquisition Talent acquisition–Overview, Concept and Meaning. Talent acquisition trends, significance, Talent acquisition strategy, controlling the recruitment & hiring process, Talent acquisition management solutions, Talent acquisitionmanagement challenge.	13	Black Board Teaching/ PPT Presentation,
2	Introduction to Talent Management Talent management–Overview, Concept and Meaning. History, Growing trends and Objectives of Talent Management, Scope, Importance, Need and Significance of Talent Management. Sources and Requirement of Talent Management.	12	PPT Presentation / Group assignment/ Case study
3	The Talent Management system Talent Management System- Overview, Concept and Meaning, Effective measures for hire & retain workforce, Importance, Need & Scope of Talent Management System, Building Blocks /Key Elements of Talent Management System, Primary Principles of Talent Management ;Key Elements of Talent Management System.	12	Black Board Teaching/ PPT Presentation Case study
4	Talent Management Process & Strategies Talent Management Process -Overview, Importance, Benefits and Essentials of Talent Management Process. Steps of Talent Management Process; Stages of Talent Management Process. Talent Management Strategies Talent Management Strategies-Overview, Concept and Types of Talent Management Strategies. Developing/ Designing Talent Management Strategies ,Talent Management Issues and Challenges and Overcoming HR Issues in organization.	13	Black Board/ PPT Presentation/Group Discussion

5	<p>Talent engagement and Retention Talent Engagement-Concept, Definition, and Objectives of Talent Engagement. Behaviour of properly engaged employee, Approaches of Talent Engagement; Employee Engagement.</p> <p>Employee Retention-Concept and Definition, Importance, Key to Strong Retention. Factors influence employee engagement & retention. Improving employee retention. Retention Strategies-Different types of Retention Strategies.</p>	15	PPT Presentation/ Case Study of various organizations
Total		65	
Reference Books:			
1. Tiwana A.,The knowledge management tool kit, Pearson Education Inc, New delhi, 2 nd edition, 2005.			
2. Henderson R.I., Compensation management in knowledge based world, Pearson Education Inc, New delhi,9 th edition , 2006			
3. Rao V.S.P. ,Managing people, Excel books, New delhi, 1 st edition, 2004			
4.Chhabra T.N., Leading Issues in Business organization and Management, Sun India Publication, New Delhi,1 st edition, 2006.			
5. Robins S.P. and Decenzo D. A., Fundamentals of Management, Pearson education, New delhi, 5 th edition, 2009.			
6. Fitz-rnz J., How to measure Human Resource Management, Himalaya Publications,New Delhi, 1 st edition, 2007			
7. Hillier F.S., Introduction to Management Science, Tata McGrawHill, New delhi, 2 nd edition, 2006.			
8. RaoV.S.P.and Krishna V.H.,Management, Excelbooks,New delhi,1 st edition,2002.			
9. Ratnam C.S.V. and Srivastava B.K. ,Personelmgmt and Human Resources, Tata McGrawHill, New delhi, 9 th edition, 1991.			
10.Yuki G., Leadership in organizations, Pearson Education Inc, New delhi, 5 th edition2005.			
Focus of Course: Skill/ Employability			
e-Content: Vidya-mitra/ e-Pathshala			

SEMESTER -IV						
DISCIPLINE CENTRIC ELECTIVE 9: ADVANCE FINANCIAL SERVICES						
Course Code	Course Name	Category	Lecture	Tutorial	Practical (P)	Credit
MBA - 403 C	Advance Financial Services	DCE	55	10	0	4
Preamble: The objective of the course is to develop an understanding of the role played by financial services, capital markets, derivatives and commodities.						
Prerequisite: Basic knowledge and understanding of English and basic management concepts.						
Course Out Comes (COs): The objective of this course is to expose the students to the various aspect of financial services scenario in India. The student would be able to develop their skills related to various financial services practices in India. The student would also be able to learn the application of new financial services developed in India with special reference to Banking and Insurance.						
CO Number	Course Outcome (CO) Statements					Blooms Taxonomy Knowledge Level
CO1	It would help the students to gain knowledge on existing and emerging					K2

	areas of merchant banking	
CO2	Communicate and explain specialised technical advice, knowledge and ideas, to professionals and non experts involve with the financial services industry	K1
CO3	To know about the on Hire purchase and leasing system, and credit rating process adopted by the various institutions	K2
CO4	A capacity to integrate technical and conceptual knowledge, and interpersonal skill to work effectively within the financial services industry	K1
CO5	Help to analysis various financing strategies and financing decision	K2

Syllabus

Unit	Course Contents	Hours	e-Resources/ e-Content
1	History and Role of Financial Intermediaries- Various Financial Intermediaries. Meaning and nature of Financial Services- Types of Financial Services. Recent Trends of Financial Services in India	12	Black Board Teaching/ Video clip to show organization ambience
2	Instruments-Traditional and Emerging (ECB, ADR, GDR) Capital Marketing in India-Operations in Primary Markets-Instruments involved-Role of SEBI. Stocks Exchanges in India-National Stock Exchange (NSE)— Share Trading- Introduction to Derivatives and Commodities-Scrip less Trading. Dematerialization, Re-materialization, Depository system, Initial Public Offering (IPO)/ Follow on Public Offer (FPO); Book Building, Auction, Insider trading	17	Black Board Teaching/Video clip/ Group assignment/ Case Study (Issue discussion)
3	Leasing and hire purchasing: (12 hrs) Meaning, types of lease, lease verses buy decision. Hire purchase-meaning, advantage, disadvantage, difference between lease and hire purchase.	12	Black Board Teaching/ Case study
4	Factoring and forfeiting — Meaning, types of Factoring, factoring verses bill discounting. Forfeiting-meaning, features, difference between Forfeiting and Factoring	12	Black Board/ Conduct Interview session
5	Securitization of debts- Credit rating. Mutual Funds. Merchant Banking services and functions, securities and portfolio analysis.	12	Black Board/ Case Study of various organisation
Total		65	

Reference Books:

- . Financial services-M. Y. Khan
- . Financial services–Gordan and Natrajan
- . Financial services–Guru swamy

Focus of Course: Skill/ Employability

e-Content: Vidya-mitra/ e-Pathshala

Syllabus

SEMESTER -IV

DISCIPLINE CENTRIC ELECTIVE 10: FINANCIAL DERIVATIVES & RISK MANAGEMENT

Course Code	Course Name	Category	Lecture	Tutorial	Practical (P)	Credit
MBA 404C	Financial Derivatives & Risk Management	DCE	55	10	0	4

Preamble: This course aims at facilitating the platform to improve and enhance student's to develop and understand the derivatives market and how it works

Prerequisite: Basic knowledge and understanding of Financial derivatives, to understand the math behind things like Black-Sholes & Black's model fully:

Course Out Comes (COs):The objective is to understand various products of the Derivatives market and how to maximize profit using these products. The student would be learn about various types of derivatives like Forward, Futures, Options and Swap etc.

CO Number	Course Outcome (CO) Statements	Blooms Taxonomy Knowledge Level
CO1	It would enable the students to understand the basic concepts and fundamentals of Derivatives available in Indian Financial market, its operations, instruments, regulations etc	K2
CO2	knowledge of emergence of commodities markets and understand its future thus enabling the students to understand the dynamic of world commodities market	K3
CO3	It would acquaint the students with the trading, clearing and settlement mechanism in derivative market.	K4
CO4	It would equip the students with knowledge of emerging commodities derivatives trading practices in India.	K3
CO5	It would equip the students with valuation of derivatives, pricing strategies of derivatives and apply them in real life situations.	K3

Unit	Course Contents	Hours	e-Resources/ e- Content
I	Financial Derivatives- An Introduction: Introduction, Types of Derivatives, History of Derivatives Market, Trading System and participants of Derivatives market, Exchange traded versus OTC derivatives, Derivatives trading in NSE and BSE Financial Derivatives in Indian and International Scenario, Managing Risk, Types of Risk, Regulatory framework of derivatives market in India.	12hrs	Black Board Teaching/ PPT Presentation,
2	Future and Forward Contracts and Mechanism: Introduction to forward and future market, Distinction between forward and futures market, Types of Financial futures, Futures payoff, Traders in Futures Market, Futures trading mechanism, Forward market trading mechanism, Theory of future prices,	13hrs	PPT Presentation / Group assignment/ Case study

	Forward prices vs Future prices, Recommendations of L.C. Gupta Committee, Basis & Basic Risk.		
3	Option Contracts and Pricing of Options: Concept of options, Types of options: Call Option, Put Option, Trading & settlement, Margin, Option pricing models: Binomial Option Pricing Model Black Scholes Option Pricing Model Concept of exotic option. Hedging & Trading strategies involving options.	15hrs	Black Board Teaching/ PPT Presentation Case study
4	Concept and Nature of Swap Market, Features of Swap, Types of Financial Swaps, Using Swap to minimize risk, Pricing and Valuing of Swap	13hrs	Black Board/ PPT Presentation/
5	Credit Derivatives & Stock Index Futures Credit Derivatives: forms, significance and risk involved in Credit Derivatives, Concept of Stock Index, Stock Index Futures, Stock Index Futures as a Portfolio Management Tool, Stock Index Futures trading in Indian Stock Market	12hrs	PPT Presentation/ Case Study of various organizations
Total		65	
Reference Books:			
Khan, M.Y., Financial Services, Tata Mc.Graw Hill			
Gupta, S.L., Financial Derivatives: Theory, Concepts and Problems, Prentice Hall			
Srivastava Rajiv, Derivatives & Risk Management, Oxford Publication House			
Cengage, Rene M. Stulz., Risk management & Derivatives			
Focus of Course: Skill/Employability			
e-Content: Vidya-mitra/ e-Pathshala/ You-tube			

SEMESTER –IV						
DISCIPLINE CENTRIC ELECTIVE 9: NEW ENTERPRISE FINANCE AND APPRAISAL						
Course Code	Course Name	Category	Lecture	Tutorial	Practical (P)	Credit
MBA-403D	New Enterprise Financing And Appraisal	DCE	55	10	0	4
Preamble: To give understanding to students on strategies and sources of finance for new enterprise as well as the different technology related to quality control						
Prerequisite: Basic knowledge and understanding of English and basic management concepts.						
Course Out Comes (COs): The course will enlighten students to project proposal, source of financing, crowd funding, financial appraisal system.						
CO Number	Course Outcome (CO) Statements					Blooms Taxonomy Knowledge Level
CO1	To make students Acquaint to prepare project proposal (DPR) for new enterprise					K2
CO2	To make understand students about the sources of financing and their					K2

	management in organization	
CO3	To make students understanding on crowd funding and its types	K2
CO4	To infer the knowledge on various financial appraisal system	K4
CO5	To discuss various practical based cases to brainstorm and better understanding on discussed topics	K2

Syllabus			
Unit	Course Contents	Hours	e-Resources/ e-Content
1	Cash flow, fund flow, cash budgeting, projected Financial Statements	17	Black Board Teaching
2	Debt financing-mudra loan, traditional term loan, SAB loan, Business line credit, business credit card, equipment financing, invoice financing. Equity financing-angel funding, venture capital	15	Black Board Teaching/Video clip/ Group assignment/ Case Study
3	Concept and overview of Crowd Funding, Different between Crowd funding and conventional funding, Benefits of crowd funding, Types of Crowd Funding	13	Black Board Teaching/ Case study/(Issue discussion)
4	Profit & Loss statement, Balance sheet, cash flow statement, capital budgeting, Techniques- Payback period, Accounting rate of return, Net Present value method, etc.	13	Black Board/ Conduct Interview session
5	Case Study	7	Black Board/ Case Study of various organisation
Total		65	
Reference Books:			
Chandra P. : Financial Management, Tata McGraw Hills Khan M.Y. and Jain P.K.: Financial Management Test Problem and Cases, Tata McGraw Hills Rais (2012): Agriculture, Rural Bank in and micro Finance in India, New Country Publication			
Focus of Course: Skill/ Employability			
e-Content: Vidya-mitra/ e-Pathshala			

SEMESTER -IV						
DISCIPLINE CENTRIC ELECTIVE 10: BUSINESS OPPORTUNITY AND MODELING						
Course Code	Course Name	Category	Lecture	Tutorial	Practical (P)	Credit
MBA 404D	Business Opportunities And modeling	DCE	55	10	0	4
<p>Preamble: This course aims at facilitating the platform to improve and enhance student's knowledge about Business Environment. Students are increasingly required to have skills and abilities which will increase their employability, such as: the retrieval and handling of information; communication and presentation; planning and problem solving; and social development and interaction. Entrepreneurial education and training provide individuals with the ability to recognize commercial opportunities, self-esteem, knowledge and skills to act on them.</p>						

Prerequisite: Basic knowledge and understanding of Business models, Innovation, and Entrepreneurship.

Course Out Comes (COs): To generate business ideas among the students that can be transformed in to reality. In addition to this now a days how social entrepreneurship is becoming a career option.

CO Number	Course Outcome (CO) Statements	Blooms Taxonomy Knowledge Level
CO1	Study about the evolving markets and emerging trends in marketing.	K2
CO2	To study about social entrepreneurship.	K1
CO3	To prepare and develop business modeling.	K6
CO4	Applying simulation technique to have a better understanding of the new market ideas.	K4
CO5	Understand the diversity in platform thinking: platforms as technological systems, multi-sided markets, and organizations.	K2

Syllabus

Unit	Course Contents	Hours	e-Resources/ e-Content
I	Emerging Market: ASEAN/BBN/Emerging sector in India.	12	Black Board Teaching/ e-Pathshala
2	Social Entrepreneurship: Concept of Social Entrepreneurship, innovative practices, social enterprises, business of change ,non-profit VS for profit social enterprises.	15	Black Board Teaching/ e-Pathshala
3	Business Model: Mapping and modeling, business model canvas, value proposition, quality assessment, prototyping, test and de risk.	13	Black Board Teaching/ e-Pathshala
4	Business Simulation: Application of theory, problem identification, problem solving and decision making.	15	Black Board Teaching/ e-Pathshala
5	Casestudy	10	Black Board Teaching/ e-Pathshala
Total		65	

Reference Books:

Devanath Kaushik (2013): Studies in Indian Entrepreneurship, New Delhi, Cyber Tech Publication.

Kaliyamoorthy and Chandra Shekhar: Entrepreneurial Training: Theory and Practice, New Delhi Kanishka Publication.

Lee and Kotler: Social Marketing Behaviour for good ,Sage Publication.

Focus of Course: Skill/Employability

e-Content: Vidya-mitra/ e-Pathshala

SEMESTER -IV						
DISCIPLINE CENTRIC ELECTIVE 9: AGRI-BUSINESS TECHNOLOGY MANAGEMENT AND AGRICULTURAL MARKETING INSTITUTIONS						
Course Code	Course Name	Category	Lecture	Tutorial	Practical (P)	Credit
MBA - 403 E	Agri-Business Technology Management and Agricultural Marketing Institutions	DCE	55	10	0	4
Preamble: The course will prepare students to gain knowledge and insights about managing application of technology towards agribusiness as well as agricultural marketing institutions.						
Prerequisite: Basic knowledge and understanding of English and basic management concepts.						
Course Out Comes (COs): The paper will help the students in acquiring the technology knowledge in running business of agriculture						
CO Number	Course Outcome (CO) Statements					Blooms Taxonomy Knowledge Level
CO1	To make students understood about technology management with special focus on Agri business					K2
CO2	To understand the students about the emerging technologies of quality control					K4
CO3	To infer the knowledge and making students understand about various regulatory framework specially related to agri business					K2
CO4	To give understanding about various institutions and their role and support to promote Agri- Business					K3
CO5	To impart better understanding by discussing various practical and real based cases					K2

Syllabus			
Unit	Course Contents	Hours	e-Resources/ e-Content
1	Introduction to Agri Business Technology Production Processing Recent Advances in Technology R & D Institutions	11	Black Board Teaching/ Video clip to show organisation ambience
2	Packaging preservation and storage systems quality control during storage & transit; extent of losses during storage and transport and ways to minimize the same.	15	Black Board Teaching/ Group assignment/ Case Study/ (Issue discussion)
3	Regulators & Certifying Authorities Quality Certification Licensing Environmental and legal issues	13	Black Board Teaching/ Case study
4	Directorate of Marketing and Inspections	18	Black Board/

	<ul style="list-style-type: none"> - Agricultural Marketing Boards/Directorates - National Institute of Agricultural marketing - Government of India Initiatives - NERAMAC 		Conduct Interview session
5	Case Study	8	Case Study of various organisation
Total		65	
Reference Books:			
Bondopadyay Prabir: Technology Management, ICFAI University press, Hyderabad Ahmed Altaf: Adoption of New Technology in Agriculture Development, Abhijit Publication, New Delhi Ramula, Bala: Technology and Rural Development, Rawat Publication, Jaipur KohlRL. and UJHJN: Marketing of Agriculture Products, Prentice Hall Acharya and Agarwal NL.: Agricultural Marketing in India, oxford & IBH			
Focus of Course: Skill/ Employability			
e-Content: Vidya-mitra/ e-Pathshala			

SEMESTER -IV						
DISCIPLINE CENTRIC ELECTIVE 10: AGRI-BUSINESS OPPORTUNITIES						
Course Code	Course Name	Category	Lecture	Tutorial	Practical (P)	Credit
MBA404 E	Agri Business Opportunities	DCE	55	10	0	4
Preamble: The course aims to explain opportunities in the field of agri business management, including concepts of floriculture and landscaping, Poultry and hatchery management.						
Prerequisite: Basic knowledge and understanding of English and basic management concepts.						
Course Out Comes (COs): Objective of this course is to acquaint the students with the concept of different opportunities in the fields of agriculture locally and beyond that.						
CO Number	Course Outcome (CO) Statements					Blooms Taxonomy Knowledge Level
CO1	To know about the technology management					K2
CO2	To study about the emerging technologies					K2
CO3	To infer the knowledge of quality control practices					K2
CO4	To study about the rules and regulations in Agri-Business					K3
CO5	To know about the marketing institutions towards Boards and Directorates					K2

Syllabus			
Unit	Course Contents	Hours	e-Resources/ e-Content
1	Role of management in feed manufacturing industry organising and planning feed manufacturing unit with special emphasis on design of manufacturing processes, equipment, material handling and physical facilities, control procedures in feed manufacturing units with emphasis on inventory management, developing and evaluation of purchasing organisations system planning and production of good quality feeds, quality control of raw material and finished products	14	Black Board Teaching/ Video clip to show organisation ambience
2	Recent advances in floriculture industry Evolution of new cultivators and production technology of ornamental plants Special techniques for forcing of dehydration of flowers response of flowers to environmental conditions landscape gardening; style of gardening	11	Black Board Teaching/Video clip/ Group assignment/ Case Study (Issue discussion)
3	Poultry and hatchery industry, role of management in poultry industry establishing a poultry and hatchery unit -location, size and construction, equipment and physical facilities, organizing and managing a poultry Incubation and hatching, production of quality chicks and eggs, factors affecting hatchability	14	Black Board Teaching/ Case study
4	Status of Food Processing in India Major dimensions of Agro based food processing industries Fruit Production and Processing	13	Black Board/ Conduct Interview session
5	Case Study Emerging Opportunities, Fundamentals of Rural Sociology, Agricultural Marketing, Pricing Analysis, Food Processing, Livestock and Poultry Production Management, Plantation Management, Production Economics and Farm Management	13	Black Board/ Case Study of various organisation
Total		65	
Reference Books:			
Adhikary M (1986): Economic Environment of Business, S Chand & Sons Aswa Thappa(1997):Essentials of Business Environment			
Focus of Course: Skill/ Employability			
e-Content: Vidya-mitra/ e-Pathshala			

SEMESTER -IV						
OE 2: BASICS OF MANAGEMENT						
Course Code	Course Name	Category	Lecture	Tutorial	Practical (P)	Credit
MBA 407	Basics Of Management	OE	35	10	0	4
<p>Preamble: To familiarize learners regarding basics principles and functions of management, helps in apprising the learners regarding planning and decision-making processes also helps in creating awareness among learners regarding operations management. It emphasizes on to give insights to the learners about evaluation of management practices.</p>						
<p>Prerequisite: Basic knowledge and idea on management, organization structure, and how an organization works within an environment.</p>						
<p>Course Out Comes (COs): Objective of this course is to acquaint the students with the concept of Management in general, give them knowledge about different managerial functions and its application in practical world.</p>						
CO Number	Course Outcome (CO) Statements					Blooms Taxonomy Knowledge Level
CO1	Understand the concepts related to Business.					K2
CO2	Demonstrate the roles ,skills and functions of management.					K2
CO3	Analyze effective application of PPM knowledge to diagnose and solve organizational problems and develop optimal managerial decisions.					K4
CO4	Understand the complexities associated with management of human resources in the organizations and integrate the learning in handling the complexities.					K2
CO5	To discuss about leader, followers as well as leadership process and also various styeland theories related to it.					K2
Syllabus						
Unit	Course Contents			Hours	e-Resources/ e- Content	
I	Introduction: Concept of Management–definition, characteristics and objectives of Management. Managerial functions, Process of management, Managerial Skills and Role of a manager. Henry Fayol’s 14 principles of management,. Hawthorne experiments.			9	Black Board Teaching/ e-Pathshala	
2	Planning- Concept of Planning, Definition, nature and significance of planning, Planning process – Step in planning process.			8	Black Board Teaching/ e-Pathshala	
3	Organizing - Concept of Organizing- Definition, Nature and Principles of organising, Organizing process- Steps in organizing, Types of Organisational structure, Span of Control Authority and Responsibility, Departmentation, centralization and decentralization			10	Black Board Teaching/ e-Pathshala	
4	Staffing & Directing: Staffing- Concept and Definition of Staffing, Directing- Definition, Principles of Directing, Process of Directing.			8	Black Board Teaching/ e-Pathshala	

5	Coordination, communication and Control Coordination- Concept and Definition, Types, Purposes of coordination and Problems faced in coordination; Communication- Process of communication, types, Elements and barriers of communication. Controlling- Concept and Definition of Controlling, Process of control, types of control, techniques of controlling.	10	Black Board Teaching/ e-Pathshala
Total		45	
Reference Books:			
Koontz H. and Wehrich H., Mc-Graw- Hill, Singapore,5 th edition,2012.			
Rao V.S.P. and Bajaj P.S.Excel books, New Delhi,1 st edition,2005.			
Rao V.S.P. and Krishna V.H., Management, Excel books, New delhi, 1 st edition, 2002.			
TripathiP. Cand Reddy P.N., Principles of management, Tata McGrawHill, New delhi, 4th edition 2011.			
TripathiP.Cand Reddy P.N., Principles of management, Tata McGrawHill, New delhi, 3 rd edition, 2007.			
Focus of Course: Skill/Employability			
e-Content: Vidya-mitra/ e-Pathshala			

SEMESTER -IV						
HUMANVALUESAND PROFESSIONALETHICS (Non-CreditCompulsoryCourse)						
Course Code	Course Name	Category	Lecture	Tutorial	Practical (P)	Credit
HVP-740	Human Values and Professional Ethics	Non-Credit Compulsory Course	29	0	0	0
Preamble: The purpose of this course is to comprehend the various ethical issues that may arise in one's professional life. The course will provide understanding of the expected professional ethics in diverse professional settings.						
Prerequisite: Basic knowledge about human values & professional Ethics						
Course Out Comes (COs): This paper will also facilitate the students to develop detail insight on the different human values transmitted by diverse sources as constitution, culture, religion, family, and society. The course will also enable the students to acclimatize to the expectations of an ideal professional and a responsible member of the society.						
CO Number	Course Outcome (CO) Statements					Blooms Taxonomy Knowledge Level
CO1	To critically understand ethical issues as they pertain to professional and personal identity.					K2
CO2	To learn to consider one self and the world around from these basic ethical positions.					K3

CO3	To develop sharpened analytic faculties for oral and written expression.	K4	
Syllabus			
Unit	Course Contents	Hou rs	e-Resources/ e- Content
1	Ethics and Human Values Definition, Importance and Relevance in present-day Society. Indian Constitutional Values: Fundamental Rights and Duties; Freedom, Equality ,Fraternity, Justice; Directive Principles of State Policy. Religious and Cultural Values: Values embedded in different religions; Religious Tolerance.	8	Black Board Teaching/ e-Pathshala
2	Basic Human Virtues Concept of Honesty, Punctuality, Responsibility, Courtesy, Discipline, Courage, Compassion, Empathy and Restrain Family responsibilities: Duties as a Member of the Society, Guidance to youngsters; Gender Equality. Social Concerns: Evils of Dowry & Caste System, Racial Discrimination, Suicidal Tendencies, Substance Abuse And Addiction.	8	Black Board Teaching/ e-Pathshala
3	Introduction to Professional Ethics Occupational Crime; Sexual and Mental Harassment in work place. Professional Rights: Employee Rights, Intellectual Property Rights(IPR).	8	Black Board Teaching/ e-Pathshala
4	Ethics in Professional and Global Space Cyber Ethics and Etiquette. Correct and Judicious use of Mobile Phones/electronic gadgets, Social Networking in professional space. Environmental Ethics; Ethics in Research.	5	Black Board Teaching/ e-Pathshala
Total		29	
Reference Books:			
Jayashree Suresh and BS Raghavan - <i>Human Values and Professional Ethics: Values and Ethics of Profession</i> . S Chand, 2005.			
Martin, Clancy, Wayne Vaught, and Robert Solomon (eds.)- <i>Ethics Across the Professions: A Reader for Professional Ethics</i> . Oxford:Oxford University Press,2010.			
R.R.Gaur, R. Sangal and G.P. Bagaria- <i>A Foundation Course in Human Values and Professional Ethics</i> (Paperback).Excel Books,2010			
Terrence M.Kelly- <i>Professional Ethics: A Trust-Based Approach</i> . Lexington Books, 2018.			
R.S.Naagarazan- <i>Professional Ethics and Human Values</i> . New Age International (Seconded.),2019.			
Focus of Course: Skill/Employability			
e-Content: Vidya-mitra/ e-Pathshala			