

**Master of Business Administration
(MBA – Online Learning)**



**PROGRAMME PROJECT REPORT
(PPR)**

Chhatrapati Shahu Ji Maharaj University

Kanpur

(Category-1 and NAAC A++ University)

About the programme

The Master of Business Administration (MBA) online learning programme offered by Chhatrapati Shahu Ji Maharaj University, Kanpur allowing students to study remotely without the need to attend traditional in-person classes. These programs are often designed to accommodate the needs of working professionals or individuals who are unable to commit to a full-time, on-campus program due to various reasons such as job commitments, family responsibilities, or geographical constraints. CSJM University, a category-1 and NAAC A++ university is offering those students a best and easy path to develop their skills. The university has experienced faculty members, excellent library, and other modern facilities to provide a proper learning environment to the students. This programme is very well received by the industry. This is 2 years of 4 semester programme. This programme is designed to provide a strong practical understanding of the principles, theories, and tools necessary to succeed in businesses and focuses on imparting to students the ability to demonstrate leadership, understand human relationships, and problem-solving abilities essential for success in any business endeavor.

Vision of the University

To enlighten and empower humanity by nurturing future leaders and change agents for universal development and societal transformation.

Mission of the University

To work towards sustainable excellence in global standards of academia, technology-centric learning, robust research ecosystem, institutional distinctiveness and harmonious social diversity.

I. Mission & Objective of MBA Programme:

1. Mission Statement:

To provide a comprehensive and innovative MBA programs aim to prepare students for success in the business world by equipping them with relevant knowledge, skills, and competencies. The mission is to foster not only academic growth but also personal and professional development. This may include opportunities for internships, industry partnerships, and career services support.

Programme Objectives:

The Master of Business Administration (MBA) is a business program designed to develop and strengthen essential management skills such as critical thinking, problem solving, decision making, leadership and teamwork by acquiring knowledge through learning of management theories and applications of benchmark practices in national and international Industries. The pedagogy and content of the curriculum engages students to build their capability in application of appropriate tools and techniques to address the challenges posed in the volatile, uncertain, complex, and ambiguous conditions encountered in the contemporary business environment. Further, the curriculum encourages entrepreneurship and creativity among students to shoulder social responsibilities along with regard for integrity, ethics and citizenship behaviour.

Programme Outcomes:

On completion of the Master of Business Administration (MBA) program, the students will be able to:

- Articulate effectively through different modes of communication and demonstrate collaborative behaviour.
- Exhibit an understanding of management concepts by identifying and analyzing issues in business.
- Formulate and implement organization strategy by effectively integrating resources, people and culture for sustainable organization and society.
- Apply quantitative and qualitative tools to solve business challenges.
- Display sensitiveness to ethical values, diversity and multicultural perspectives in decision making.

II. Relevance of MBA Programme in Chhatrapati Shahu Ji Maharaj University Kanpur's Mission and Objectives:

Master of Business Administration (MBA) program with the mission and objectives of Chhatrapati Shahu Ji Maharaj University, Kanpur, it's essential to consider how the program contributes to the university's overarching goals and values. Here's how the relevance of a MBA program could be articulated in relation to the mission and objectives of the university:

1. Promoting Access to Education: MBA program can play a vital role in reaching a diverse student population by offering flexible learning options, including and online education. This ensures that aspiring business professionals from different backgrounds and locations can access quality education.

2. Preparing Students for Leadership: MBA program can fulfill this objective by equipping students with essential business knowledge, skills, and competencies through a well-rounded curriculum, internships, industry partnerships, and career development resources.

3. Emphasizing Research: MBA program can encourage faculty and student research projects that contribute to the advancement of knowledge in business-related fields. This fosters a culture of inquiry, critical thinking, and intellectual curiosity among students and faculty members.

MBA program with the mission and objectives of Chhatrapati Shahu Ji Maharaj University, Kanpur, it not only enhances the relevance and effectiveness of the program but also strengthens the overall impact of the university in serving its stakeholders and society at large.

III. Nature of prospective target group of learners:

The prospective target group of learners for a Master of Business Administration (MBA) program can vary depending on factors such as the program's focus, delivery mode, and institutional context. However, there are several common characteristics and attributes that are often associated with the typical demographic profile of MBA students:

1. Professional Education : Many MBA programs attract students who have recently completed graduation and are

seeking to pursue Postgraduate studies in business. These students often have a strong academic background and are motivated to obtain a degree that will prepare them for a career in business or related fields.

2. Career Aspirations: Prospective MBA students typically have a keen interest in pursuing careers in business, management, Human Resource Management, finance, marketing, entrepreneurship, or other related areas. They may have specific career goals in mind, such as starting their own business, climbing the corporate ladder, or working in a specialized field within the business sector.

3. Motivated and Ambitious: MBA students are often characterized by their ambition, motivation, and drive to succeed. They are willing to put in the effort required to excel academically and take advantage of opportunities for professional development and networking.

4. Diverse Backgrounds: MBA programs often attract students from diverse cultural, ethnic, and socioeconomic backgrounds. This diversity enriches the learning environment and provides students with opportunities to interact with peers from different perspectives and experiences.

5. Entrepreneurial Spirit: Some prospective MBA students may have an entrepreneurial spirit and aspirations to start their own businesses or ventures. They are interested in learning about business concepts, strategies, and practices that will help them succeed as entrepreneurs.

IV. Appropriateness of program to be conducted in Online Learning mode to acquire specific skills and competence:

Conducting a Master of Business Administration (MBA) program in Online Learning (OL) mode can be highly appropriate for acquiring specific skills and competencies, particularly for learners who require flexibility, accessibility, and personalized learning experiences. Here's why the OL mode can be beneficial for acquiring skills and competence in a MBA program:

1. Flexibility: OL programs offer learners the flexibility to study at their own pace and convenience. This flexibility is particularly valuable for individuals who may have work commitments, family responsibilities, or other constraints that make attending traditional on-campus classes challenging. As a result, learners can balance their studies with other commitments, allowing them to acquire skills and competence in a MBA program without disrupting their personal or professional lives.

2. Accessibility: OL programs make education more accessible to a broader range of learners, including those who are geographically isolated or unable to attend traditional on-campus classes due to mobility issues or other barriers. By removing geographical constraints, OL programs enable learners from diverse backgrounds and locations to participate in a MBA program and acquire the skills and competence needed for success in the business world.

3. Personalized Learning: OL programs often utilize technology-enabled learning platforms that allow for personalized learning experiences. Learners can access a variety of resources, including multimedia content, online lectures, discussion forums, and interactive simulations, tailored to their individual learning styles and preferences. This personalized approach can enhance engagement, comprehension, and retention of key concepts and skills in the MBA program.

4. Technology Integration: MBA programs conducted in OL mode leverage technology to facilitate learning, collaboration, and communication among learners and instructors. Through online platforms, learners can engage in virtual classrooms, participate in group discussions, submit assignments, and receive feedback from instructors in real-time. This integration of technology not only enhances the learning experience but also prepares learners for the digital workplace, where technology skills are increasingly essential.

5. Self-Directed Learning Skills: OL programs promote the development of self-directed learning skills, including time management, organization, and self-motivation. Learners in MBA program conducted in OL mode take greater responsibility for their learning journey, setting goals, managing their study schedules, and seeking out resources to enhance their skills and competence. These self-directed learning skills are highly valuable in the dynamic and rapidly changing business environment.

6. Cost Effectiveness: OL programs often offer cost-effective alternatives to traditional on-campus education, as they eliminate the need for expenses such as commuting, accommodation, and campus facilities. This affordability makes acquiring skills and competence in MBA program more accessible to learners from diverse socioeconomic backgrounds, thereby promoting inclusivity and equity in education.

Overall, conducting a MBA program in Online Learning mode can be highly appropriate for acquiring specific skills and competencies, offering flexibility, accessibility, personalized learning experiences, technology integration, self-directed learning skills, and cost-effectiveness. These advantages make ODL programs an attractive option for learners seeking to acquire business knowledge and skills while balancing their personal and professional commitments.

V. Instructional Design of Online Learning mode to acquire specific skills and competence:

A. Curriculum Design:

The curriculum of the MBA program, designed with the help of industry expertise, Bloom's taxonomy and faculty knowledge, provides students with a comprehensive and up-to-date education in the field of business administration. By incorporating the latest industry knowledge and trends, the curriculum ensures that students are prepared for the demands of the modern business world. Bloom's Taxonomy is used to build learning objectives that focus on developing higher order thinking skills, such as critical analysis, problem solving, and evaluation, which helps students gain a deeper understanding of business concepts. The expertise and subject knowledge of faculty adds depth and breadth to the curriculum, providing students with the tools they need to succeed in their future careers. With a strong emphasis on practical learning and real-world applications, the curriculum of the MBA equips students with the skills and knowledge needed to succeed in today's competitive business environment.

Year	SEMESTER	SUBJECT	COURSE CODE	CORE COMPULSORY/ ELECTIVE	COURSE TITLE	CREDIT	Internal	External
1	1	COURSE 1	F010701	Core Compulsory	Principles and Practices of Management	4	25	75
		COURSE 2	F010702	Core Compulsory	Financial and Management Accounting	4	25	75
		COURSE 3	F010703	Core Compulsory	Organizational Behaviour	4	25	75
		COURSE 4	F010704	Core Compulsory	Managerial Economics and Environment	4	25	75
		COURSE 5	F010705	Core Compulsory	Quantitative Techniques	4	25	75
		COURSE 7	F010707	Elective (Other Faculty/Department)	Functional English	2	15	35
		COURSE 8	F010708	Core Compulsory	Industrial Training	6		

Year	SEMESTER	SUBJECT	COURSE CODE	CORE COMPULSORY/ ELECTIVE	COURSE TITLE	CREDIT	Internal	External
1	2	COURSE 9	F010809	Core Compulsory	Financial Management	4	25	75
		COURSE 10	F010810	Core Compulsory	Fundamentals of Marketing	4	25	75
		COURSE 11	F010811	Core Compulsory	Management of Human Resources	4	25	75
		COURSE 12	F010812	Core Compulsory	Operations Management and Business Analytics	4	25	75
		Course 13	F010813	Core Compulsory	Business Research Methods	4	25	75
		Course 15	F010815	Elective (Other Faculty/Department)	Professional Communication	2	15	35
		Course 16	F010816	Core Compulsory	Survey Project	6		

Year	SEMESTER	SUBJECT	COURSE CODE	CORE COMPULSORY / ELECTIVE	COURSE TITLE	CREDIT	Internal	External
2	3	COURSE 17	F010917	CORE COMPULSORY	Managing Innovation and Entrepreneurship	4	25	75
		COURSE 18	F010918	CORE COMPULSORY	Business Ethics, Corporate Social Responsibility and Governance	4	25	75
		COURSE 19	F010919	Specialization Compulsory (Finance)	Corporate Financial Decisions	4	25	75
		COURSE 20	F010920	Specialization Compulsory (Finance)	SAPM	4	25	75
		COURSE 21	F010921	Specialization Compulsory (Finance)	International Financial Management	4	25	75
		COURSE 22*	F010922	Specialization Elective I (Finance)	Corporate Restructuring and Valuation	2	15	35
		COURSE 23*	F010923	Specialization Elective II (Finance)	Banking and Financial Institutions	2	15	35
		COURSE 24	F010924	Specialization Compulsory (Marketing)	Digital Marketing and Communication	4	25	75
		COURSE 25	F010925	Specialization Compulsory (Marketing)	Advertising and Brand Management	4	25	75
		COURSE 26	F010926	Specialization Compulsory (Marketing)	Consumer Behaviour and Marketing Research	4	25	75
		COURSE 27*	F010927	Specialization Elective I (Marketing)	Service marketing and CRM	2	15	35
		COURSE 28*	F010928	Specialization Elective II (Marketing)	Rural and International Marketing	2	15	35
		Course 29	F010929	Specialization Compulsory (Human Resource)	Strategic HRM and International HRM	4	25	75
		Course 30	F010930	Specialization Compulsory (Human Resource)	Talent Management	4	25	75
		Course 31	F010931	Specialization Compulsory (Human Resource)	Industrial Relations Management	4	25	75
		Course 32*	F010932	Specialization Elective I (Human Resource)	Leadership, Teamwork and Change Management	2	15	35
		Course 33*	F010933	Specialization Elective II (Human Resource)	HR and Technology	2	15	35
		Course 54	F010954	Elective (Other Faculty/Department)	IPR (Intellectual Property Rights)	2	15	35

		Course 55	F010955	CORE COMPULSORY	Industrial Training in Specialization	4		
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** Two Elective courses in every specialization is to be included by the department based on any specific content that is not included in the specialization core or any other content of the specialization that is in demand in the region/ expertise of the faculty. The student is required to select any one of these two Specialization electives.

Year	SEMESTER	SUBJECT	COURSE CODE	CORE COMPULSORY/ELLECTIVE	COURSE TITLE	CREDIT	Internal	External
2	4	COURSE 56	F011056	CORE COMPULSORY	Strategic Management	4	25	75
		COURSE 57	F011057	Specialization Compulsory (Finance)	Corporate Tax Planning	4	25	75
		COURSE 58	F011058	Specialization Compulsory (Marketing)	Sales, Distribution and Retail Management	4	25	75
		COURSE 59	F011059	Specialization Compulsory (Human Resource)	Social Security and Compensation Laws	4	25	75
		COURSE 64	F011064	Elective (Other Faculty/Department)	Design Thinking	2	15	35
		COURSE 65	F011065	CORE COMPULSORY	Dissertation based on Industrial Training	18		

A. Detailed Syllabus - Annexure-1

B. Duration of the Programme: 02 years; divided into 04 semesters.

C. Faculty and Support Staff requirement:

Academic Staff

1-Programme Coordinator, 1- Course Coordinator, 1-Course Mentor per batch of 50 students

D. Instructional Delivery mechanisms & Identification of Media

The methodology of instruction in this course will be different from that of the other conventional (regular / physical) courses run in the University. A student-centric and student-convenient approach is required in the online courses. This is also important because learning/instruction is imparted through print and/or audio-visual media rather than face-to-face communication.

E. Self-learning materials (SLM) should be developed in print media.

- Self-Learning Materials (SLM), in print media, shall be developed.
- SLM would be self-explanatory, self-contained, self-directed, self-motivating and self-evaluating.
- There shall be a description of the credit value of each module or unit in the course.
- There shall be clear guidelines on academic integrity and netiquette (internet etiquette) expectations regarding activities, discussions and plagiarism.
- The audio-visual material will supplement and complement the Self Learning Materials and will be based on the curriculum structure.

- f. The level and style of presentation and language should be simple and appropriate to facilitate e-learning.
- g. The content must be interactive with the appropriate use of graphics, animation simulations, etc. to keep students interested.

F. Student support service systems

The main goal of student support service systems is to promote independent or independent study. Study among online learners in the absence of regular face-to-face teaching. All the time Educational support will be provided to students. Support will be available all the time in the following areas:

- Information, tips and advice about the programme.
- Advice before admission, during admission, and after admission.
- Introduction for new students.
- Provide academic advising schedules and practice schedules.
- Evaluate students and exchange feedback.
- Support with other academic and administrative inquiries such as registration and examination Rating, comments, etc.

VI. Procedure for Admissions, Curriculum Transaction and Evaluation

The purpose of online education is to provide flexible learning opportunities to students to attain qualification, wherever learners are not able to attend the regular classroom teaching. The programme termed online mode for award of Degree.

A. Procedure for Admission

Graduation from recognized university or equivalent qualification as recognized by Association of Indian Universities (AIU) or other competent body in any discipline with minimum 50% marks.

B. Curriculum Transaction and Evaluation

The marking is divided into two parts:

- A. For continuous internal assessment (CIA) through projects and assignment , and
- B. For end semester evaluation through online examination.

VII. Library Resources:

Online Study Material and its availability is one most identified concern for the students to have access to online course material and resources.

VIII. Cost estimate of the program and the provisions

Suggested Fee for MBA program is as per the CSJM University norms.

IX. Quality Assurance Mechanism and Programme Learning Outcomes:

A. Quality Assurance Mechanism:

The online MBA program is agreed to the latest pedagogies and prepares you for many contours your professional life might take.

The key points which make our offered programme much better in terms evaluation criteria:

- I. The programme is being offered by NAAC A++ ranked Chhatrapati shahu Ji Maharaj University, Kanpur.
- II. Highly qualified faculty who bring professional experience into the classroom.
- III. Relevant courses those are immediately applicable to the workplace.
- IV. Dedicated student support services.
- V. Flexible ways to learn.

B. Programme Learning Outcomes:

On completion of the Master of Business Administration (MBA) program, the students will be able to:

- Articulate effectively through different modes of communication and demonstrate collaborative behaviour.
- Exhibit an understanding of management concepts by identifying and analyzing issues in business.
- Formulate and implement organization strategy by effectively integrating resources, people and culture for sustainable organization and society.
- Apply quantitative and qualitative tools to solve business challenges.
- Display sensitiveness to ethical values, diversity and multicultural perspectives in decision making.

Annexure-1

MBA Syllabus

MBA
Semester: I

Core Course: Principle and Practices of Management(F010701)

Credit: 4

Internal evaluation:25

Final Evaluation:75

**Maximum
Marks: 100**

Course outcomes: On completion of the course, the learner will be able to

- understand and demonstrate the roles-skills of a manager and functions of management
- develop insight on the thoughts and principles of eminent management thinkers
- analyze organization structure and situations for implementation of managerial principles and practices

Blocks	Units	
Block-1: Concept of management	Unit-1: Introduction of management and Managerial roles. Unit-2: Evolution of management thoughts. Unit-3: Organization Structure and Design. Unit-4: Departmentalization	
Block-2: Planning	Unit-1: Introduction of planning. Unit-2: Decision–Making- concept, process and tools. Unit-3: Management by Objectives. Unit-4: Corporate planning.	
Block-3: Organizing	Unit-1: Introduction of organizing. Unit-2: Span of control. Unit-3: Authority and responsibility. Unit-4: Types of organization Structure.	
Block-4: Managing communication	Unit-1: Introduction of communication Unit-2: Effective communication tools. Unit-3: Directing and Managerial control. Unit-4: Techniques for effective control system.	

Suggested Readings:

1. Robbins, Stephen P., Mary K. Coulter, and David A. DeCenzo. "Fundamentals of management.", Pearson, 2017.
 2. Stoner, James A.F., Freeman, R. Edward, and Gilbert, Daniel R., ‘Management’, Pearson, 2018.
 3. Prasad, L.M., “Principles and Practice of Management”, Sultan Chand & Sons, 2019.
- Koontz, H. & Weihrich, H., “Essentials of Management: An International, Innovation, and Leadership Perspective”, Mc-Graw Hill, New-Delhi, 2015.

MBA
Semester: I

Core Course: Financial and Management Accounting(F010702)

Credit:4	Internal evaluation:25	Final Evaluation:75	Maximum Marks: 100
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Course outcomes:

The basic objective of this course is to enable the students to learn, explain and integrate the fundamental concepts, principles and techniques of accounting. The course will prepare the students to logically interpret and apply financial and accounting information for planning, decision-making and control in real business situations. They shall also learn to evaluate and compare various financial statements to appraise financial soundness of firms.

Blocks	Units
Block-1: Concept of Accounting	Unit-1: Introduction to Accounting. Unit-2: Accounting Principles and conventions. Unit-3: International Financial Reporting Standards (IFRS). Unit-4: Ethical Dimensions in Reporting of Accounting Information
Block-2: Financial Statements Preparation and Analysis	Unit-1: Preparation of Income Statements and Balance Sheet. Unit-2: Contents of Corporate Annual Reports. Unit-3: Financial Statement Analysis. Unit-4: Preparation of Cash Flow Statement.
Block-3: Concept of Cost Accounting	Unit-1: Introduction to Cost Accounting Unit-2: Types of Costing Unit-3: Cost Sheet.
Block-4: Accounting for Planning and Control	Unit-1: Budgets and Budgetary Control. Unit-2: Types of Budgets. Unit-3: Variance Analysis, Management Control System. Unit-4: Recent Trends in Accounting.

Suggested Readings:

1. Management Accounting ,Charles Horngren
 2. Management Accounting- Khan and Jain, Tata Mc. Graw Hills
 3. Management Accounting- Ananthanayanan, P.S. Oxford Publication
 4. Accounting: Texts and Cases, Anthony and Reece, Irving Professional publishing
- Ramachandran, N. and Kakani, R.K. Financial Accounting for Management, Tata McGraw Hill

MBA
Semester: I

Core Course: Organization Behaviour (F010703)

Credit:4	Internal evaluation:25	Final Evaluation:752	Maximum Marks: 100
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Course outcomes: On completion of the course, the learner will be able to

- describe the field of organization behaviour and its relevance at workplace
- predict human behaviour at workplace
- analyze the individual and group behaviour dynamics in organization
- learn to apply behavioral theories

Blocks	Units	
Block-1: Organizational Behaviour	Unit-1: Understanding of Organizational Behaviour. Unit-2: Models of OB. Unit-3: Recent trends and Changes in OB. Unit-4: Shifting demographics of the workplace.	
Block-2: Individual Behaviour	Unit-1: Perception and Attitude. Unit-2: Applications of Learning. Unit-3: Values and Personality. Unit-4: Big five model of Personality.	
Block-3: Motivation	Unit-1: Concept of Motivation. Unit-2: Theories of Motivation. Unit-3: Group Dynamics Unit-4: Conflict management, Power and Politics.	
Block-4: Leadership	Unit-1: Approaches to Leadership. Unit-2: Organizational Change. Unit-3: Organizational Culture. Unit-4: Stress management and wellbeing.	

Suggested Readings:

1. Robbins, Stephen P., Timothy A. Judge, and Neharika Vohra, "Organizational Behaviour", Pearson Education, India, 2018, 18th Edition.
 2. Luthans, Fred, "Organizational Behaviour: an Evidence -Based Approach", McGraw-Hill, India, 12th Edition.
 3. Prasad, L.M., "Organizational Behaviour", Sultan Chand & Sons, 2019.
 4. Uhl-Bien, Mary, Schermerhorn, John R. Jr., Osborn, Richard N., "Organizational Behaviour", (An Indian Adaptation by Sanket Sunand Dash), Wiley, 2021. 13th Edition.
- Griffin, R. W., Phillips, J. M., & Gully, S. M., "Organizational behavior: Managing people and organizations", Cengage Learning, 2016.

MBA
Semester: I

Core Course: Managerial Economics and Environment(F010704)

Credit:4	Internal evaluation:25	Final Evaluation:75	Maximum Marks: 100
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Course outcomes:

The objective of this course is to acquaint the students with insights of Economic Theory as used in various aspects of managerial decision making. Emphasis is given to the nature of competition among business firms in the context of globalization. Course Outcomes cover the basic tools to fundamentally deal with achieving a set of sustainable goals in a situation where resources are limited and choices must involve trade-offs, taking into account the external environment.

Blocks	Units	
Block-1: Managerial Economics	Unit-1: Introduction to Managerial Economics. Unit-2: Demand-Supply framework and elasticity. Unit-3: Demand Forecasting and Marginal Analysis Unit-4: Managerial Theories.	
Block-2: Production Function	Unit-1: Introduction to Production Function. Unit-2: Concept of Cost. Unit-3: Law of Variable Proportion and Laws of Returns to Scale. Unit-4: Economies of Scope.	
Block-3: Environmental Economics	Unit-1: Introduction to Environmental Economics. Unit-2: Biodiversity and its conservation, Environment Impact Assessment (EIA). Unit-3: Sustainable Development Goals (SDGs) of United Nations. Unit-4: Action Plan for SDGs in India.	
Block-4: Market Structures	Unit-1: Introduction to Market Structures. Unit-2: Pricing and Game Theory Applications. Unit-3: National Income, GDP and Business Cycles. Unit-4: Monetary Policy and Fiscal Policy.	

Suggested Readings:

1. Thomas and Maurice, Managerial Economics, 8th Edition, McGraw-Hill
2. Salvatore and Rastogi, Managerial Economics, 8th Edition, Oxford University Press
3. A Koutsoyiannis, Modern Microeconomics, 2nd Edition, MacMillan Press Ltd.
4. G S Gupta, Managerial Economics, Tata McGrawHill
5. Circulars and Reports, Reserve Bank of India website
6. Economic Survey, Ministry of Finance, GO
7. Somnath Hazra and Anindya Bhukta, Sustainable development Goals: An Indian Perspective, Springer Pub.

**MBA
Semester: I**

Core Course: Quantitative Techniques(F010705)

Credit:4	Internal evaluation:25	Final Evaluation:75	Maximum Marks: 100
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Course outcomes: On completion of this course, a learner will be able to

- understand various quantitative and statistical methods
- compute and analyze data using these methods
- demonstrate use of quantitative and statistical techniques for data analysis

Blocks	Units	
Block-1: Introduction of Statistics	Unit-1: Concept of Statistics. Unit-2: Probability Unit-3: Matrices Unit-4: Business Applications of Matrices.	
Block-2: Univariate Analysis	Unit-1: Introduction to central tendency and Mathematical averages. Unit-2: Median and Mode Unit-3: Measures of dispersion (variation) I. Unit-4: Measures of dispersion (variation) II.	
Block-3: Bivariate analysis	Unit-1: Correlation I Unit-2: Correlation II Unit-3: Regression I Unit-4: Regression II	
Block-4: Test of Significance and its Designing	Unit-1: Introduction to Hypothesis testing. Unit-2: Small sample and large sample tests Unit-3: ANOVA Unit-4: Chi-square test	
	Suggested Readings: 1. Stine, R., & Foster, D., "Statistics for Business: Decision Making and Analysis", Addison-Wesley, 2011. 2. Anderson, D. R., Sweeney, D. J., Williams, T. A., Camm, J. D., & Cochran, J. J., "Statistics for business & economics", Cengage Learning, 2016. 3. Vohra, N.D., "Business Statistics", Tata Mc-Graw Hill, 2017. Levin, R. I. et al., "Statistics for management", Pearson Education India, 2017.	

MBA
Semester: I

Core Course: Functional English

Credit:2	Internal evaluation:15	Final Evaluation:35	Maximum Marks: 50
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Course outcomes:

- This course will enhance speaking and writing skills and enable the students to develop power of communication through composition and conversational skills.
- To develop fluency in English speech in different social situations and to prepare the student for public relations.

Blocks	Units
Block-1: Listening skills	Unit-1: Basic skills of listening Unit-2: Listening models Unit-3: barriers of listening Unit-4: Importance of Body language
Block-2: Speaking skills	Unit-1: Concept of Phonetics Unit-2: Basic communication theory Unit-3: Spoken skills Unit-4: Speaking exercises
Block-3: Reading skills	Unit-1: Reading systems and strategies Unit-2: Managing the time Unit-3: Active reading skills Unit-4: Reading exercises
Block-4: Writing skills	Unit-1: Basic English grammar Unit-2: parts of speech Unit-3: Tenses and Articles Unit-4: Writing exercise

Suggested Readings:

1. Moon, R., (2000) *The Power of Extraordinary Listening*, Zanshin Press, California, USA.
2. Norman Lewis (2011), *RSVP, Special Indian Edition*, Goyal Publishers 86 UB Jawahar Nagar, Kamla Nagar, Delhi 110007
3. Balasubramanian, T., (2017) *Textbook Of English Phonetics for Indian Students*, Laxmi Publication.
4. Lewis, Norman., (2011) *R.S.V.P Reading, Spelling, pronunciation*, Goyal Publisher & Distributor Pvt Ltd.

MBA
Semester: 2nd

Core Course: Financial Management(F010809)

Credit: 4	Internal evaluation:25	Final Evaluation:75	Maximum Marks: 100
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Course outcomes:

The objective of this course is to provide the basic understanding of corporate finance concepts. To enable the students, synthesize and explain the corporate financial functions and decision-making dynamics in the broad framework of a financial system. The course will prepare students

- To appraise and analyze the role and functions of a finance manager
- To assess the utility of concepts and principles of Financial Management from the point of view of wealth maximization objective of a firm
- To apply the course concepts in analyzing capital structure and project investment decisions.
- To demonstrate the application of basic principles of Financial Management in varying situations of risk and return trade-offs, cash management, credit and inventory management.
- To evaluate the outcomes of a firm's decision to use various financial assets in short and long term.

Blocks	Units	
Block-1: Nature of Corporate Finance	Unit-1: Introduction to of finance function. Unit-2: Shareholders' wealth maximization and Agency problem. Unit-3: Financial Instruments. Unit-4: Time Value of money.	
Block-2: Investment Decisions	Unit-1: Introduction to Capital budgeting decisions. Unit-2: Discounted and non-discounted techniques in capital budgeting. Unit-3: Risk analysis in capital budgeting. Unit-4: Types of Projects .	
Block-3: Financing and Dividend Decisions	Unit-1: Introduction to Cost of Capital. Unit-2: Capital structure, financial and operating leverages. Unit-3: Dividend Policy and Its determinants. Unit-4: Irrelevance of dividend and Relevance of dividend.	
Block-4: Working Capital Management	Unit-1: Principles of working capital management. Unit-2: Inventory management and Cash management. Unit-3: Factors influencing working capital requirement. Unit-4: Computation of working capital.	

Suggested Readings:

1. Principles of Corporate Finance, Brealey and Myers, McGraw Hill
 2. Financial Management and Policy by Van Horne, Dhamija, Pearson
 3. Fundamentals of Financial Management by Dr. R.P. Rastogi, Taxman
- Financial Management-Text Problems and Cases by Khan and Jain, Mc Graw Hill 5 Financial Management, I M Pandey, Pearson 12th Edition

MBA
Semester: 2nd

Core Course: Fundamentals of Marketing(F010810)

Credit: 4	Internal evaluation:25	Final Evaluation:75	Maximum Marks: 100
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Course outcomes: At the end of the course, the learner will be able to:

- understand the fundamentals of Marketing.
- apply basic frameworks of Marketing Management for managerial decision making.
- appreciate the challenges involved in marketing decisions concerning 4 P's – product, price, place and promotion.

Blocks	Units	
Block-1: Introduction to Marketing	Unit-1: Concepts of Marketing. Unit-2: 4Ps Framework and Marketing Philosophies. Unit-3: Marketing Environment. Unit-4: Strategic Marketing concept and models.	
Block-2: Understanding Consumers	Unit-1: Introduction to Consumer Buying Behavior. Unit-2: Segmentation, Targeting & Positioning. Unit-3: Product Mix Strategies and New Product Development. Unit-4: Product Life Cycle, Branding, Packaging and Labelling, Consumer Adoption Process.	
Block-3: Pricing Decisions	Unit-1: Introduction to Pricing Decision. Unit-2: Pricing Methods and Techniques, Developing Pricing Strategies. Unit-3: Classification of distribution channels, Designing Distribution Channels Unit-4: Channel management.	
Block-4: Communication Decisions	Unit-1: Role of Promotion in Marketing. Unit-2: Promotion mix. Unit-3: Social media marketing. Unit-4: Advertising effectiveness and Integrated Marketing Communication.	

Suggested Readings:

1. Kotler, P. & Armstrong, G., "Principles of Marketing", Pearson, 2017 (17th ed.).
 2. Ramaswamy, V.S. & Namakumari, S, "Marketing Management Global Perspective Indian Context", McMillan India Ltd.
- McCarthy, E.J., "Basic Marketing: A managerial approach", Irwin, New York.

MBA
Semester: 2nd

Core Course: Management of Human Resources(F010811)

Credit: 4

Internal evaluation:25

Final Evaluation:75

Maximum Marks: 100

Course outcomes: On completion of the course the learner will be able to

- understand the importance of human resources as competitive advantage for an organization.
- link organization strategy with human resource practices and outcomes in an organization.
- learn the techniques of HR functions and its implementation aspects to motivate employees for performance and retention.
- learn the implementation of HR practices and outcomes thorough discussion of real examples with case studies.

Blocks	Units	
Block-1: Introduction of Human Resource Management	Unit-1: Concept of Human Resource Management and its Evolution. Unit-2: Competitive Strategy and models. Unit-3: Recent Trends in Workforce Diversity. Unit-4: Managing Knowledge Workforce.	
Block-2: Human Resource Planning	Unit-1: Human Resource Planning Methods and Forecasting. Unit-2: HR Accounting, Job Analysis, Recruiting and Selecting Employees. Unit-3: Training and Development, Employee Orientation. Unit-4: Management Development.	
Block-3: Compensation	Unit-1: Introduction to Compensation and Determinants of Compensation Strategy. Unit-2: Incentives and Performance Unit-3: Performance Appraisal. Unit-4: Career Management.	
Block-4: Industrial Relations	Unit-1: Overview of Indian Industrial Relations Unit-2: Labour Unions and Collective Bargaining. Unit-3: Ethics and Human Resource Management, Managing Terminations and retention. Unit-4: Employee Safety and Health Global Issues in International Human Resource Management.	

Suggested Readings:

1. DeNisi, Angelo S., Griffin, Ricky W., and Sarkar Anita, "HR Human Resource Management", Cengage Learning, Delhi, 2016.
 2. Dessler, G. & Varkkey, B, "Human Resource Management", Pearson, New Delhi, 2020, 16th Edition.
 3. Aswathappa, K., "Human Resource Management: Text & Cases", McGraw-Hill Education, 2017, 8th Edition.
 4. Armstrong, Michael, and Stephen Taylor, "Armstrong's handbook of human resource management practice.", Kogan Page, 2020.
 5. Bernardin, John H., "Human Resource Management", Mc Graw Hill, 2012.
- Sharma, R. C., "Industrial relations and labour legislation", PHI Learning Pvt. Ltd., 2016.

MBA
Semester: 2nd

Core Course: Operations management and Business Analytics(: F010812)

Credit: 4	Internal evaluation:25	Final Evaluation:75	Maximum Marks: 100
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Course outcomes:

The objective of this subject is to introduce the students with the intricacies of Operations Management. The course discusses the importance of planning, organizing and controlling aspects in Operations Management. It also elaborates on the practical aspects of Business Analytics which students can apply to develop insights about products, services and their markets. Course outcomes cover the skills to formulate, organize, implement the operational plans to carry out operations of a manufacturing or service organization. Focus of the course is on acquiring skills to optimally execute operational activities with expected system efficiency and judge the quality of products and services

Blocks	Units
Block-1: Introduction to Operations Management	Unit-1: Introduction to Operations Management. Unit-2: Systems view of Operations Management. Unit-3: Flexible Manufacturing System. Facility Location and Layout Planning. Unit-4: Work Study and Work Measurement; Method Study.
Block-2: Production Planning & Control	Unit-1: Production Planning & Control, Master Scheduling. Unit-2: Gantt Charts & Sequencing. Just in Time (JIT); Lean Production System, and TPM. Unit-3: Financial Analysis of Operating Plans and Ergonomics. Unit-4: Environmental Consideration – Green manufacturing; Ethical issues in OM.
Block-3: Fundamentals of Inventory Management	Unit-1: Introduction to Inventory Management Unit-2: Enterprise Resource Planning, Project Management. Unit-3: Quality Control; ISO 9000 & ISO 14000. Unit-4: Statistical Process Control; Quality approaches.
Block-4: Overview of Business Analytics	Unit-1: Overview of Business Analytics Unit-2: Concept of Big Data, Hands on Practice on Data in Excel, Data visualization, Time Series. Unit-3: Data Mining and Management, Data Analysis Through R, Web and Social Media Analytics, Unit-4: Sentiment Analysis, Social Network Analytics, Text Analytics, Data Analysis using R.

Suggested Readings:

1. Heizer and Render – Operations Management (Prentice Hall, 10th edition)
2. Ashwathappa K & Bhat K. Shridhara - Production & operation Management (Himalaya Publication)
3. S N Chary – Production and Operations Management (McGraw Hill, 2019)
4. William J Stevenson – Operations Management (McGraw Hill, 12th edition)
5. Adam Jr Everetl E. & Ebert R J – Production and Operations Management (Prentice-Hall)
6. Dilworth James B – Operations Management (Mc Graw Hill)
7. U Dinesh Kumar, Business Analytics: The Science of Data Driven Decision Making (Wiley)

MBA
Semester: 2nd

Core Course:
Business Research Methods (F010813)

Credit: 4	Internal evaluation:25	Final Evaluation:75	Maximum Marks: 100
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Course outcomes: On completion of this course, a learner will be able to

- develop understanding of research process and formulation of research problem
- learn quantitative and qualitative techniques of research
- analyze data, infer from results, and write business research report

Blocks	Units	
Block-1: The nature of business and management research	Unit-1: Introduction to research. Unit-2: Research design and types. Unit-3: Qualitative Research Unit-4: Art and Practices of Interpretation, Evaluation, and Representation.	
Block-2: Measurement and Scaling, Questionnaire and Form	Unit-1: Measurement and Scaling. Unit-2: Questionnaire Design, Reliability and Validity of scale Unit-3: Probability and non-probability sampling, Unit-4: Sample design and sampling errors.	
Block-3: Quantitative Research	Unit-1: Introduction to Data Analysis, Hypothesis testing, Analysis of Variance and Covariance Unit-2: Correlation and Regression, Discriminant and Logistic Regression, Unit-3: Factor Analysis, Multidimensional Scaling and Conjoint Analysis Unit-4: Introduction to Structural Equation modelling and Path Analysis.	
Block-4: Report and Presentation in Management	Unit-1: Introduction to Report and Presentation in Management Unit-2: Report Preparation and Presentation Process Unit-3: Report Format and Report Writing Unit-4: Statistical Software for Data Analysis.	

Suggested Readings:

1. Saunders, M. N., Lewis, P., & Thornhill, A., "Research Methods for Business Students", Pearson, 2019. Eighth Edition.
2. Malhotra, N. K., Nunan, D., & Birks, D. F., "Marketing research: An applied approach", Pearson Education Limited, 2017.
3. Hair, J. F., Black, W. C., Babin, B. J., Anderson, R. E., & Tatham, R. L., "Multivariate data analysis", Pearson Education Limited, 2014. Seventh Edition.
4. Denzin, N. K., & Lincoln, Y. S. (Eds.), "The Sage handbook of qualitative research", Sage, 2011.
5. Merriam, S. B., & Grenier, R. S. (Eds.), "Qualitative research in practice: Examples for discussion and analysis", John Wiley & Sons, 2019.
6. Creswell, J. W., & Creswell, J. D., "Research design: Qualitative, quantitative, and mixed methods approaches", Sage publications, 2017.
7. Sekaran, U., & Bougie, R., "Research methods for business: A skill building approach", John Wiley & Sons, 2018.
8. Bajpai, N., "Business research methods", Pearson Education India, 2017. Second Edition.

MBA
Semester: I

Core Course: PROFESSIONAL COMMUNICATION

Credit:2	Internal evaluation:15	Final Evaluation:35	Maximum Marks: 50
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Course outcomes:

- This course will enhance speaking and writing skills and enable the students to develop conversational skills.
- To enhance student' communicative competence in business and professional settings by offering opportunities to study theory and best practices as well as apply this knowledge.

Blocks

Units

**Block-1:
Communication in
Organizations**

Unit-1: concept of professional communication
Unit-2: Process of professional communication
Unit-3: Barriers to communication
Unit-4: Need of effective communication

**Block-2:
Introduction to
Communication
Skills**

Unit-1: Concept of communication Skills
Unit-2: Types of Communication
Unit-3: Importance of Body language
Unit-4: Listening Skills

**Block-3:
Business letters**

Unit-1: Essentials of business letter
Unit-2: Types of Business letter
Unit-3: Internal Communication
Unit-4: Resumes and Interviews

**Block-4:
Contemporary
issues**

Unit-1: Concept of Meetings
Unit-2: Audio-visual presentations
Unit-3: Press Releases
Unit-4: Essentials of a good Report writing

Suggested Readings:

- Thill & Bovee: Effective Business Communication
- Lesikar&Petit, Business Communication.
- Asha Kaul: Business Communication

MBA
Semester: III

Core Course: Managing Innovation and Entrepreneurship (F010917)

Credit: 4	Internal evaluation:	Final Evaluation:	Maximum Marks: 100
Course outcomes: On completion of the course, the learner will be able to <ul style="list-style-type: none"> • develop understanding of key concepts of entrepreneurship and its application in business opportunities • learn creative process and design thinking for innovation • plan business models and strategies for entrepreneurial venture • develop insight and learn application of customer value proposition, market research, financing, and IPR for entrepreneurship 			
Blocks	Units		
Block-1: Entrepreneurship	Unit-1: Introduction to Entrepreneurship Unit-2: Entrepreneurial Motivation Unit-3: Entrepreneurial Process Unit-4: Enterprise formation		
Block-2: Creativity and Innovation	Unit-1: Creativity management Unit-2: Design thinking, Unit-3: Defining Innovation, Unit-4: Adoption and Diffusion of Innovation		
Block-3: Small and Medium Enterprise	Unit-1: Innovation and entrepreneurship in the context of small and medium enterprises (SMEs) Unit-2: Impact of changing environment on innovation and entrepreneurship, Unit-3: Role of strategic management in the development of an innovative Unit-4: Disruptive Innovation		
Block-4 : Business Planning and Intellectual Property Management,	Unit-1: Planning Business Models and Strategy, Unit-2: Innovations through individuals and teams to meet customer demands, Unit-3: Intellectual Property Management, Unit-4: Social Entrepreneurship and Innovation,		
Suggested Readings: <ol style="list-style-type: none"> 1. Hisrich, Robert D. & Kearney, Claudine, “Managing Innovation and Entrepreneurship”, Sage Publications Ltd., 2014. 2. Mazzarol, Tim and Reboud, Sophie, “Entrepreneurship and Innovation: Theory, Practice and Context”, 4th Edition, Springer, 2020. 3. Drucker, P., “Innovation and entrepreneurship”, Routledge, 2014. 4. Shukla, M., “Social Entrepreneurship in India: Quarter Idealism and a Pound of Pragmatism”, Sage Publications Pvt. Limited, 2019. Kumar, A., “Entrepreneurship: Creating and leading an entrepreneurial organization”, Pearson Education, 2012.			

MBA
Semester: III

**Core Course: Business Ethics, Corporate Social Responsibility
and Corporate Governance (F010918)**

Credit: 4	Internal evaluation:	Final Evaluation:	Maximum Marks: 100
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Course outcomes:

On completion of the course, the learner will be able to

- understand and evaluate ethical issues in corporate governance and various factors influencing ethical decision making
- comply with statutory provisions related to business ethics in India
- identify sustainability issues and develop corporate social responsibility strategy and practices
- develop understanding of the global perspective of corporate governance theories and models

Blocks	Units	
Block-1: Concept of Business Ethics	Unit-1: History and development of Business Ethics Unit-2: Relationship between Business and Ethics Unit-3: Emerging Ethical Issues and Dilemmas in Business Unit-4: Moral Philosophies	
Block-2: Institutionalization of Business Ethics in India	Unit-1: Laws related to Business Ethics Unit-2: Traditional Moral Philosophies Unit-3: Teleology, Deontology Unit-4: Contemporary Moral Philosophies	
Block-3: Individual Ethics Management	Unit-1: Ethical Decision Making Models Unit-2: Organizational Ethics Management Unit-3: Whistleblowing in Organisations Unit-4: Leadership and Ethics	
Block-4: CSR and Corporate Governance	Unit-1: Introduction, historical evolution and development of CSR Unit-2: Theory and Types of CSR Unit-3: Importance and Models of Corporate Governance Unit-4: Theories of Governance	

Suggested Readings:

1. Hill, Charles W.L., Jones and Gareth R., “Essentials of Strategic Management”, Cengage Learning, 3rd Edition.
2. David, Fred R., David, Forest R., and Kansal, Purva, “ Strategic Management Concepts: A Competitive Advantage Approach”, Pearson, 16th Edition.
3. Kumar, Shailendra and Rai, Alok Kumar, “Business Ethics”, Cengage Publishing House, 2019, 1st edition
4. Linda K. Trevino, Katherine A. Nelson (2017); Managing Business Ethics: Straight Talk about How to Do It Right, Wiley Publishing House, 6th Edition.
5. O. C. Ferrell , John Fraedrich , Ferrell (2017); Business Ethics: Ethical Decision Making & Cases; Cengage Publishing House.
6. Thomas Donaldson , Thomas W. Dunfee,(1999); Ties That Bind: A Social Contracts Approach to Business Ethics; Harvard Business School Press.
7. Norman E. Bowie, (2015); "Business Ethics," in New Directions in Ethics, ed. Joseph P. DeMarco and Richard M. Fox, New York: Routledge & Kegan Paul, 2015.
8. Elkington. John, (1997) Cannibals with Forks: The Triple Bottom Line of 21st (Capstone/John Wiley, hardcover, 1997).
9. Gandhi M.K. Trusteeship (Ahmedabad Navjivan Publishing house, 1960) pp 5.
- 10.Callahan, D. (2004); The Cheating Culture: Why More Americans are Doing Wrong to Get Ahead

(Harcourt, Inc., Orlando, FL).

11. Mallin, Chris A. (2011); Handbook on International Corporate Governance: Country Analyses; Edward Elgar. pp 421.

12. Kanungo, R. N., and M. Mendonca (1996); Ethical dimensions of leadership, Sage Publications. Thousand Oaks, CA.

MBA

Semester: III

Core Course: Corporate Financial Decisions (F010919)

Credit: 4

Internal evaluation:

Final Evaluation:

Maximum Marks: 100

Course outcomes:

- The basic objective of this course is to comprehensively understand the intricacies and integrative nature of financial decision making for creation of value in a corporate firm. Course outcomes cover estimating cash flows emerging from a financial decision, assessing the impact of a financial decision on the value of a firm, recommending financing choices for enhancing value and aligning the financing decisions with the overall corporate strategy.

Blocks

Units

Block-1: Valuation

- Unit-1:** Concepts in Valuation
- Unit-2:** Approaches to Valuation
- Unit-3:** Valuation of Securities
- Unit-4:** Asset Pricing models

Block-2: Investment and Risk Management

- Unit-1:** Investment in Assets and Required Returns
- Unit-2:** Principles of Capital Investment, Allocating Capital and Corporate Strategy
- Unit-3:** Inflation and Capital Budgeting
- Unit-4:** Risk Management in Projects

Block-3: Financing Policies

- Unit-1:** Making Capital Structure Decisions, Taxes and Financing Choices
- Unit-2:** Long term- financing, Lease financing, Hybrid financing
- Unit-3:** Financing through Private Equity and Venture Capital
- Unit-4:** Managerial Incentives, Information and Corporate Control. Capital structure and Corporate Strategy

Block-4: Corporate Actions, Capital, Risk, Information Dynamics

- Unit-1:** Effect of various corporate actions on shareholders' equity
- Unit-2:** Capital market financing
- Unit-3:** Risk management
- Unit-4:** Information Conveyed by Financial decisions

Suggested Readings:

- Financial Management and Policy, Horne, Van and Dhamija, Pearson
- Strategic Financial Management, Kishore, Ram, 2013, Taxman
- Business Valuation, Mohanty, P, 2015, Taxman
- Financial Management, Khan, M.Y, Jain, P.K, 2010, McGraw Hill
- Principles of Corporate Finance, Brealey, Myers and Allen, McGraw Hill
- Investment Valuation, Aswath Damodaran, Wiley

MBA
Semester: III

Core Course: Security Analysis and Portfolio Management (F010920)

Credit: 4	Internal evaluation:	Final Evaluation:	Maximum Marks: 100
Course outcomes: <ul style="list-style-type: none"> The basic purpose of this course is to develop a strategic perspective by understanding the principles of financial Investment decisions with respect to various avenues of investment. Course outcomes cover the development of required acumen to evaluate the investment environment for various avenues of investment and to formulate strategies for investments in equities, Bonds and other securities. Students will also be able to revise and reconstruct the portfolios consisting various securities and should be able to assess the performance of portfolios as well as managers monitoring them. 			
Blocks	Units		
Block-1: Investment and risk	Unit-1: Concept and Objectives of Investment, Types of Securities and Avenues for Investment, Unit-2: Investment Management Process, Unit-3: Risk and Its Measurement, Unit-4: Valuation of Securities, Value at Risk (VaR)		
Block-2: Market Analysis and Portfolio Basics	Unit-1: Efficient Market Hypothesis, Testing for Market Efficiency, Unit-2: Economic & Industry Analysis, Company Analysis, Fundamental and Technical Analysis, Unit-3: Volatility and Its Measurement. Unit-4: Portfolio Theories		
Block-3: Models, Portfolios, Behavior and Trading	Unit-1: Capital Asset Pricing Models, Factors Models, Arbitrage Pricing Theory. Unit-2: Measuring Portfolio Performance. Bond Portfolio Management and Interest Immunization, Unit-3: Foundations of Behavioural Finance, Prospect Theory, Market Anomalies, Unit-4: High Frequency Trading, Algorithmic Trading.		
Block-4: Derivatives and Pricing models	Unit-1: Derivatives: Instruments, markets and regulation, Unit-2: Management of Portfolio of derivative securities, Hedging using options and futures contracts. Unit-3: Pricing models Unit-4: Option Trading Strategies, Application of swaps. Financial Modelling on R Studio.		
Suggested Readings: <ol style="list-style-type: none"> Robert A Haugen, Modern Investment Theory,5th Edition, Pearson Sharpe, Alexander and Bailey, Investments, Wiley press Reilly and Brown, Investment Analysis and Portfolio Management,8th edition, SouthWestern Bodie., Kane and Marcus, Investments, 10th edition, McGrawHill Grinblatt and Titman, Financial Markets and Corporate Strategy,2nd Edition,Tata McGraw Hill Options, Futures and Other Derivatives, John C Hull and Sankarshan Basu, Pearson 			

MBA
Semester: III

Core Course: International Financial Management (F010921)

Credit: 4	Internal evaluation:	Final Evaluation:	Maximum Marks: 100
Course outcomes: <ul style="list-style-type: none"> The objective of this course is to highlight opportunities and challenges of financial management in open economies characterized by large volumes of international trade and high international mobility of factors of production. In particular, the course will highlight the complications caused by the process of international investment decision making as well as the development of investment and hedging strategies on a multinational level. 			
Blocks	Units		
Block-1: Foundations of International Financial Management	Unit-1: Foundations of international financial management: globalization and multinational firm, Unit-2: Rewards and risk of international finance; goals for international financial management; exposure to global risk; Unit-3: International monetary system; balance of payments; foreign exchange markets; Unit-4: International parity relationships; forecasting foreign exchange rates.		
Block-2: International Financial Markets and Institutions	Unit-1: International financial markets and institutions: Unit-2: International banking and money market; international bond market; international equity markets; Unit-3: Futures and options on foreign exchange; currency and interest rate swaps; Unit-4: International portfolio investment.		
Block-3: Foreign Exchange exposure and Risk management:	Unit-1: Foreign exchange exposure and risk management: management of economic exposure; Unit-2: Management of different exposures Unit-3: Hedging through mixed currency invoicing; Unit-4: Country risk analysis. Transfer pricing strategies.		
Block-4: Financial Management of Multinational firms	Unit-1: Financial management of multinational firms: foreign direct investment and cross-border acquisitions, international capital structure and the cost of capital; Unit-2: International capital budgeting; multinational working capital policy and cash management, Unit-3: Valuing Cross-border investments, international tax environment; Unit-4: Corporate governance around the world.		
Suggested Readings: <ol style="list-style-type: none"> Mihir A Desai, International Finance: A Casebook, Wiley India Edition Bekaert, G. and R.J. Hodrick, International Financial Management, Prentice Hall. Eiteman, D.K., Stonehill, A.I. and Moffett, M.H., Multinational Business Finance, Pearson Education. Eun, C. and Resnick, B., International Financial Management, McGraw-Hill/Irwin. Madura, J., International Corporate Finance, Thomson South-Western. 			

6. Shapiro, A.C., Multinational Financial Management, John Wiley & Sons
 7. Rajwade and Desai, Foreign Exchange, International Finance, Risk Management, SPD Publications

MBA
Semester: III

Core Course: Corporate Restructuring and Valuation (F010922)

Credit: 2	Internal evaluation: 15	Final Evaluation: 35	Maximum Marks: 50
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Course outcomes:

- The course attempts to develop practical insights into and understanding of approaches to corporate restructuring activities. The focus of the course lies on developing strategies to create value for shareholders through merger and acquisition in current scenario.

Blocks	Units	
Block-1: Corporate restructuring environment	<p>Unit-1: Introduction to Mergers and Acquisition environment, corporate restructuring activities – operational and financial restructuring.</p> <p>Unit-2: Mergers and Consolidations, Acquisitions, Divestitures, Spin-offs, Carve -outs, Buyouts. Corporate Restructuring Process.</p> <p>Unit-3: SEBI guidelines on Mergers and Acquisition, Global and national scenario, Participants in Mergers and Acquisition Process.</p> <p>Unit-4: Case Studies.</p>	
Block-2: Takeovers, M&A and Financing	<p>Unit-1: Corporate Takeover Market, Common Takeover Tactics, Antitakeover defences</p> <p>Unit-2: Merger and Acquisition Process: Strategic and acquisition plans, Search and Screening Phase, Negotiation and deal structuring, Integration and Evaluation.</p> <p>Unit-3: Financing the deal – All cash offer, Share exchange, Cash and share offer</p> <p>Unit-4: Role of private Equity, Hedge and Venture Capital funds, Management and Leveraged Buyouts.</p>	
Block-3: Acquisition Valuation	<p>Unit-1: Valuing an Acquisition: valuing the target firm</p> <p>Unit-2: status quo valuation (Free cash flow and adjusted present value approaches)</p> <p>Unit-3: Value of corporate control, valuing operating and financing synergies</p> <p>Unit-4: Valuing Equity in Distressed firms, Valuing start-up firms.</p>	

Suggested Readings:

- Donald M DePamphilis, Mergers, Acquisitions and Other Restructuring Activities, Academic Press
- Aswath Damodaran, Investment Valuation, Wiley, Third Edition
- Enrique R Arzac, Valuation for mergers, Buyouts and Restructuring, Wiley India
- Sudi Sudarsanam, Creating Value from Mergers and Acquisitions, Pearson

MBA
Semester: III

Core Course: Banking and Financial Services (F010923)

Credit: 2	Internal evaluation: 15	Final Evaluation: 35	Maximum Marks: 50
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Course outcomes:

- The course attempts to develop practical insights into and understanding of approaches to corporate restructuring activities. The focus of the course lies on developing strategies to create value for shareholders through merger and acquisition in current scenario.

Blocks	Units	
Block-1: Banking Essentials, Credit Operations	<p>Unit-1: Banking and Financial Services – An overview. Role of banks in financial system. Sources and application of bank funds.</p> <p>Unit-2: Credit creation and different types of lending. Legal aspects of lending - Secured and unsecured loans. Negotiable Instruments.</p> <p>Unit-3: Retail and Corporate banking, Trade Finance – Letters of credit, E-payment systems and electronic banking.</p> <p>Unit-4: Universal Banking – Commercial and Investment Banking. Innovation and diversification in Banking services.</p>	
Block- 2: Merchant Banking	<p>Unit-1: Merchant Banking: services by merchant bankers, code of conduct and general obligations of merchant bankers, merchant bankers as lead managers.</p> <p>Unit-2: SEBI guidelines for merchant bankers, Issue management and Underwriting – Process of issue management</p> <p>Unit-3: role of merchant banker in underwriting of an issue, buyback of equity shares, role of merchant bankers in mergers & acquisitions.</p> <p>Unit-4: delisting of securities, ESOPs and disinvestment.</p>	
Block-3: Hire Purchase and Leasing	<p>Unit-1: Hire Purchase: Features of hire purchase agreement, rights of hirer, hire purchase and credit sale, hire purchase and instalment system, accounting for hire purchase.</p> <p>Unit-2: Leasing - Concept, importance, process of leasing, types of lease agreements, hire purchase vs leasing.</p> <p>Unit-3: legal aspects of leasing, taxation aspect of leasing, accounting treatment of leasing.</p> <p>Unit-4: contents of lease agreements, rights and obligation of leasing parties, technique of ascertaining the lease rentals, limitations of lease financing.</p>	

Suggested Readings:

1. Financial Services, R. Shanmugham, Wiley.
2. Financial Services, Gurusamy, McGraw Hill
3. Management of Financial services, C Rama Gopal, Vikas Publication
4. Financial services, M Y Khan , Tata McGraw Hill
5. Merchant Banking, Machiraju H.R., New Age publication
6. Handbook of Merchant banking and Financial services, J.C Verma, Bharat Law House
7. Financial Markets and Services, Gordon & Natarajan, Himalaya Publication
8. Management of Banking and Financial Services, Padmalatha Suresh and Justin Paul, Pearson

MBA
Semester: III

Core Course: Digital Marketing & Communication (F010924)

Credit: 4	Internal evaluation: 25	Final Evaluation:75	Maximum Marks: 100
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Course outcomes:

At the end of the course, the learner will be able to:

- devise a suitable digital strategy for firms operating in a digitalized business environment.
- identify and utilize the tools of social media marketing.
- understand the web analytics pertinent to digital marketing.

Blocks	Units	
Block-1: Emergence of Digital Marketing	Unit-1: Digital Marketing Environment Unit-2: Digital Marketing Strategy Unit-3: Digital Marketing; Performance Unit-4: Digital devices, platforms, media, data and technology	
Block-2: Digital marketing Acquisition	Unit-1: Digital conversion funnel Unit-2: Paid advertising, search advertising, display advertising Unit-3: Social media marketing Unit-4: Measuring success of search engine optimization	
Block-3: Social Media analytics	Unit-1: Data type and collection, structured and semi-structured data Unit-2: Social media metrics Unit-3: Social medial ROI Unit-4: Social networks analysis	
Block-4: Social media analytics with unstructured data	Unit-1: Text mining, social customer relationship management Unit-2: Text mining for communication and reputation management Unit-3: Big data, Internet of things. Mobile Marketing Unit-4: E-marketing; Internet marketing strategy: content marketing	

Suggested Readings:

1. Aslam, K., “The 7 Critical Principles of Effective Digital Marketing”, The Stone Soup Hustler Publication, Arizona: Scottsdale, 2017.
2. Bly, R.W., “The Digital Marketing Handbook”, Entrepreneur Press, 2018.
3. Giovannoni, E., “The Digital Marketing Planning”, Chasefive.com, Brisbane, 2018.
4. Maity, M., “Internet Marketing”, Oxford University Press, New Delhi, 2017.

MBA
Semester: III

Core Course: Advertising & Brand Management (F010925)

Credit: 4	Internal evaluation:	Final Evaluation:	Maximum Marks: 100
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Course outcomes:

At the end of the course, the learner will be able to:

- understand the fundamentals of Advertising and Brand Management.
- comprehend the role of advertising agencies.
- appreciate the key challenges in creating and managing brands

Blocks	Units	
Block-1: Marketing Communication	Unit-1: Understanding Marketing Communication Unit-2: Introduction to Advertising Unit-3 : Determining Advertising Goals- Defining, Unit-4: Hierarchy-of-Effects Model.	
Block-2 : Advertising agencies and Advertising Effectiveness	Unit-1: Advertising Agencies Unit-2: Evaluating Advertising Effectiveness Unit-3: Communication and Sales Effect; Unit-4: Test for Advertising Effectiveness	
Block-3: Branding	Unit-1: Introduction to Branding Unit-2: Brand Management Unit-3: Identifying and establishing brand positioning, Unit-4: Defining and establishing brand values.	
Block-4: Building Brand Equity	Unit-1: Introduction to Building Brand Equity Unit-2: Brand Equity Models. Unit-3: Brand Resonance, Brand Identity and Brand Image. Brand Hierarchy. Unit-4: Branding Strategy , Managing brand over time.	

Suggested Readings:

1. Belch, G.E. and Belch, M.A., “Advertising and Promotion: An Integrated Marketing Communication Perspective” McGraw Hill, New York, 11th ed.
2. Aaker, D. and Joachimsthaler E., “Brand Leadership: The Next Level of the Brand Revolution”. The Free Press, New York.
3. Keller, K.L., “Strategic Brand Management”, Pearson education, New Delhi.

MBA
Semester: III

Core Course: Consumer Behaviour (F010926)

Credit: 4	Internal evaluation: 25	Final Evaluation:75	Maximum Marks: 100
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Course outcomes:

At the end of the course, the learner will be able to:

- develop an understanding of factors that influence consumer buying behavior.
- understand the influence of socio-cultural factors on consumer behavior.
- learn how to base marketing decisions on consumer insights.

Blocks	Units	
Block-1: Introduction to Consumer Behavior:	Unit-1: Understanding to Consumer Behavior Unit-2: Customer retention, Consumer Research Unit-3 : Consumer Decision Making Unit-4: Models of Consumer Decision Making.	
Block-2 : Micro Influences on Consumption	Unit-1: Needs, Motives & Consumption Unit-2: Personality and Attitude Unit-3: Consumer Perception Unit-4: Consumer Learning	
Block-3: Macro Influences on Consumption:	Unit-1: Social Influences on Consumer Behavior Unit-2: Reference group Unit-3: Factors Affecting Reference Group Influence Unit-4: Opinion leadership, Social classes	
Block-4: Cultural Influences on Consumer Behavior	Unit-1: Culture and Subcultures Unit-2: Indian Core Values, Unit-3: Measuring Cultural Values, Unit-4: Influence of Culture on Consumer Behavior.	

Suggested Readings:

1. L. G. Schiffman, L. L. Kanuk, & S. R. Kumar, "Consumer Behavior", Pearson Education Inc.
2. D. L. Loudon, J. Albert Della Bitta, "Consumer Behavior; Concepts and Applications", Tata McGraw Hill Publishing Company Limited.
3. D. I. Hawkins, R. J. Best, and K. A. Coney, "Consumer Behavior: Building Marketing Strategy", Tata McGraw-Hill Publishing Company Limited
4. Kumar, S. Ramesh, "Consumer Behaviour- The Indian Context (Text and Cases)", Pearson, 2017.

MBA
Semester: III

Core Course: Customer Relationship Management (F010927)

Credit: 2	Internal evaluation: 15	Final Evaluation:35	Maximum Marks: 50
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Course outcomes:

At the end of the course, the learner will be able to:

- appreciate the relationship marketing approach to business.
- understand the theoretical underpinnings of CRM and use them to build profitable customer relationships.
- design effective CRM strategy for cultivating customer loyalty.

Blocks	Units	
Block-1: Introduction to CRM	Unit-1: Relational approach to Marketing and its evolution Unit-2: Understanding CRM Unit-3 : CRM cycle and CRM implementation Unit-4: Developing, managing and using customer-related databases.	
Block-2 : Customer Satisfaction and Loyalty	Unit-1: Understanding Customer Satisfaction, Unit-2: Customer Loyalty Unit-3: Customer Journey Unit-4: Customer profitability	
Block-3: e-CRM in Business	Unit-1: Introduction toe- CRM Unit-2: Technologies of e-CRM Unit-3: Customer Relationship Portls Unit-4: Functional Components of CRM.	
Block-4: Database Management	Unit-1: Introduction to Database Management: Unit-2: Data Warehousing, architecture. Unit-3: Data Mining tools and techniques Unit-4: Multimedia Contact Center, Important CRM softwares.	

Suggested Readings:

1. Buttle, F., "Customer Relationship Management", Butterworth-Heinemann.
2. Rai, A.K., "Customer Relationship Management: Concepts and Cases", Prentice Hall India.
3. Rai, A.K. & Srivastava, M., "Customer Loyalty: Concepts, Context and Character", McGraw-Hill Education.
4. Kumar, V., & Reinartz, W., "Customer relationship management", Springer-Verlag GmbH Germany, 2018.

MBA
Semester: III

Core Course: International & Rural Marketing (F010928)

Credit: 2	Internal evaluation: 15	35	Maximum Marks: 50
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Course outcomes:

At the end of the course, the learner will be able to:

- understand the forces that shape the international markets.
- comprehend the theoretical frameworks and the challenges of international marketing.
- appreciate the nature and peculiarities of rural markets.
- devise suitable rural marketing plan and practices.

Blocks	Units	
Block-1: Globalization and Marketing	Unit-1: Introduction to globalization and marketing across borders Unit-2: Analysis of International Marketing Environment and Identifying Foreign Market Unit-3: Trade theories Unit-4: Approaches to Cross Cultural Behavior	
Block-2: Entry mode decisions	Unit-1: Segmentation of International Markets Unit-2: Entry Mode Decisions Unit-3: International Strategic Alliances Unit-4: Factors affecting selection of Entry Modes	
Block-3: Introduction to Rural Marketing	Unit-1: Concept of Rural Marketing Unit-2: Rural versus Urban Markets, Rural Market in India Unit 3: , Factors contributing to Growth of Rural Markets.	

Suggested Readings:

1. Keegan, "Global Marketing", Pearson.
2. Sak Onkvisit and John Shaw, "International Marketing-Analysis and Strategy", Taylor & Francis.
3. Varshney & Bhattacharya, "International Marketing Management", Sultan Chand & Sons.
4. Dogra B. & Ghuman K., "Rural Marketing Concepts and Practices", Tata McGraw-Hill, New Delhi, 2010.
5. Gopal Swamy, T. P., "Rural Marketing", Vikas Publishing House, New Delhi, 2009.

MBA
Semester: III

Core Course: Strategic HRM & International HRM (F010929)

Credit: 4	Internal evaluation:	Final Evaluation:	Maximum Marks: 100
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Course outcomes:

On completion of the course, the student will be able to:

- distinguish the strategic approach from traditional HRM
- understand the formulation of HR strategy aligned to business strategy
- application of cultural differences to managerial effectiveness through case studies
- manage diversity at workplace through cognitive understanding of the cultural dimensions and differences
- design and develop organization structure, systems, and HR practices encouraging inclusion

Blocks	Units	
Block-1: Introduction to Strategic HRM	Unit-1: Concepts and principles of Strategic HRM Unit-2: Strategic HRM models and Strategic Role of HR Unit-3: Strategic HRM tools Unit-4: Digital Dashboard, Linking HRM and customer outcomes	
Block-2: HR strategies and diversity and Inclusion	Unit-1: Various HR Strategies Unit-2: Culture and diversity Unit-3: Diversity Management Unit-4: Developing intercultural relationships	
Block-3: Cross Cultural concept and issues in Organizations	Unit-1: Cross Cultural Differences, Cross Cultural Analysis Unit-2: Cross Cultural Frameworks Unit-3: Cross Cultural Decision Making Unit-4: International Industrial Relations	
Block-4: International HR	Unit-1: Key HR Challenges facing organisations working internationally Unit-2: Core functions of IHRM and Managing Diversity Unit-3: Cross Cultural Training & Development Unit-4: Retail Pricing	

Suggested Readings:

1. Armstrong, Michael, "Strategic Human Resource Management", Kogan Page, New York / New Delhi, 2021, Seventh Edition.
2. Azmi, Feza Tabassum, "Strategic Human Resource Management", Cambridge University Press, United Kingdom, 2019, First Edition.
3. Storey, John, Patrick M. Wright, and Dave Ulrich, "Strategic human resource management: A research overview", Routledge, 2019.
4. Greer, Charles R, "Strategic human resource management", Pearson, 2021.
5. Bhattacharyya, Dipak Kumar, "Cross-cultural management: Text and Cases", PHI Learning Pvt. Ltd., 2010.
6. Hofstede, Geert, Gert Jan Hofstede, and Michael Minkov, "Cultures and organizations: Software of the mind", McGraw-hill, New York, 2005.
7. Thomas, David C., and Mark F. Peterson, "Cross-cultural management: Essential concepts", Sage Publications, 2016.
8. Kandula, Srinivas R., "International Human Resource Management", Sage, 2018.
9. Aswathappa, K. and Dash, Sadhana, "International Human Resource Management", Mc-Graw Hill, India, 2020, Third Edition
10. Dowling, Peter J., Festing, Marion, and Engle, Allen D., "International Human Resource Management", Cengage, India, 2017, Seventh Edition

MBA
Semester: III

Core Course: Talent Management and HR Audit (F010930)

Credit: 4	Internal evaluation:	Final Evaluation:	Maximum Marks: 100
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Course outcomes:

On completion of the course, the learner will be able to:

- assess an organization’s approach to manage talent and its alignment with business strategy
- map competency based on job analysis
- devise strategies for developing, engaging, and retaining talent
- relate performance management and compensation with talent management strategies.
- evolve Balanced Scorecard system in organization and link HR functions to organization strategy and customer satisfaction through HR audit.

Blocks	Units	
Block-1: Introduction to Talent Management	Unit-1: Elements of talent Management Unit-2: Forces impacting Talent Management Unit-3 : Define competencies and types Unit-4: Employee Engagement, and Retention strategies	
Block-2 : Talent Acquisition and development	Unit-1: Talent Acquisition Unit-2: Learning Organization Unit-3: Training Need Analysis Unit-4: Approaches to Management Development	
Block-3: Talent Assessment	Unit-1: Conceptual Framework of Performance Management Unit-2: Components of Performance Management System Unit-3: Managing Performance at Organization Unit-4: Use of technology and e-PMS	
Block-4: Compensating Talent and HR Audit	Unit-1: Reward management Unit-2: Employee benefits and allowances. Unit-3: HR Audit Unit-4: Balance Scorecard	

Suggested Readings:

1. Berger, Lance A. and Berger, Dorothy R., “The Talent Management Handbook”, McGraw-Hill, 2017.
2. Armstrong, Michael and Taylor, Stephen, “A Handbook of Human Resource Management Practice”, Kogan Page, New York, 2020.
3. Dessler, Gary and Varrkey, Biju, “Human Resource Management”, Pearson, India, 2020, Fifteenth Edition.
4. Blanchard, P. Nick, Thacker, James W., and Ram, V. Anand, “Effective Training- Systems, Strategies, and Practices”, Pearson, India, 2015.
5. Armstrong, Michael, “A Handbook of Performance Management”, Kogan Page, Sixth Edition.
6. Sanghi, Seema, “The Handbook of Competency Mapping: Understanding, Designing and Implementing Competency models in Organizations”, Sage, India, 2016.
7. Niven, Paul R., “Balanced Scorecard Step-By-Step”, John Wiley & Sons, Inc., New Jersey, 2006, Second Edition.
8. Rao, T.V., “HRD Audit: Evaluating the Human Resource Function for Business Improvement”, Sage. India, 2014.

MBA
Semester: III

Core Course: Industrial Relations Management (F010931)

Credit: 4	Internal evaluation:	Final Evaluation:	Maximum Marks: 100
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Course outcomes:

On completion of the course, the learner will be able to

- understand the employer-employee relationship in an organization
- developing analytical abilities to deal with the issues of the union and workers
- develop insight on the statutory provisions and their implementation in organization
- learn and find out application of disciplinary procedure and participative approaches

Blocks	Units	
Block-1: Introduction to Industrial Relations	Unit-1: approaches of IR Unit-2: Industrial Conflicts & Disputes Unit-3 : Industrial Dispute Act,1947 Unit-4: Grievance Redressal	
Block-2 : Trade Unionism	Unit-1: Trade Union Unit-2: Trade Union Act, 1926 Unit-3: Collective Bargaining Unit-4: Worker’s Participation in Management	
Block-3: Code of Discipline	Unit-1: Code of Discipline Unit-2: Industrial Employment Act,1946 Unit-3: Purpose and special features of the Model Standing Orders for Manufacturing Sector, 2020. Unit-4: Purpose and special features of the Model Standing Orders for Service Sector, 2020.	
Block-4: Acts related to IRT	Unit-1: Contract Labour Regulation and Abolition Act,1970 Unit-2: U.P. Shops & Establishments Act, 1962	

Suggested Readings:

1. Sharma, R.C., “Industrial Relations and Labour Legislation”, PHI Learning Private Limited, Delhi, 2016.
2. Srivastava, S.C., “Industrial Relations and Labour Laws”, Vikas Publishing House, New Delhi, 2012, Sixth Revised Edition.
3. Katju, Markandey, “Domestic Enquiry”, Lexis Nexis, India, 1999, Sixth Edition.
4. Taxmann’s New Labour & Industrial Laws, 2020
5. Labour Laws 2021, Commercial, commercial Laws Publishers India Pvt. Ltd., 2020.
6. <http://uplabour.gov.in/MediaGallery/Uttar%20Pradesh%20Dookan%20Aur%20Vanijya%20,%202019>
a. [62.pdf](#)
7. <http://uplabour.gov.in/MediaGallery/Contract%20Labour%20Act,%201970.pdf>
8. <https://labour.gov.in/labour-law-reforms>
9. https://labour.gov.in/sites/default/files/OSH_Rules.pdf
10. https://labour.gov.in/sites/default/files/Draft_IR_Rules_2020.pdf
11. https://labour.gov.in/sites/default/files/224080_compressed.pdf
12. https://labour.gov.in/sites/default/files/224088_compressed.pdf
13. https://labour.gov.in/sites/default/files/Drart_IR_Notification.pdf

MBA
Semester: III

Core Course: Leadership, Teamwork and Change Management (F010932)

Credit: 2	Internal evaluation: 15	Final Evaluation: 35	Maximum Marks: 50
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Course outcomes:

On completion of the course, the learner will be able to

- develop critical understanding of theories and concepts of leadership and teamwork
- understand techniques to develop teamwork and leadership behaviour
- develop insight on the change process and reasons why change is imperative

- build competency on implementation aspects of Organization Development interventions to bring change at different levels of the organization
- assess OD consultant as a scope to practice by leading change from outside

Blocks	Units	
Block-1: Introduction to Leadership	Unit-1: Indian Philosophy and Leadership Unit-2: Approaches to Leadership Unit-3 : Contemporary leadership Unit-4: Culture and Leadership effectiveness	
Block-2 : Teamwork	Unit-1: Power and Influence, Team Leadership Unit-2: Building and contributing to team culture Unit-3: Team conflict Unit-4: Robot and human teamwork	
Block-3: Organizational Change	Unit-1: Introduction to Organizational Change Unit-2: Models of Organization change Unit-3: Approaches to Managing Organizational Change Unit-4: Organizational growth and its implication for change	

Suggested Readings:

1. Chatterjee, Debashis, “Timeless Leadership: 18 Leadership Sutras from The Bhagavad Gita”, John Wiley & Sons Singapore Pte. Ltd., Singapore, 2012.
2. Pattanaik, DevDutt, “The Leadership Sutra”, Aleph Book Company, India. 2016.
3. Northouse, Peter G., “Leadership Theory and Practice”, Sage Publication, 2018. Eighth Edition.
4. Bhattacharyya, Som Sekhar and Jha, Sumi, “Strategic Leadership Models and Theories – Indian Perspective”, Emerald Publishing, 2018.
5. Robbins, Stephen P., Judge, Timothy A., Vohra, Neharika, “ Organizational Behaviour”, Pearson, 2018, 18th Edition.
6. Anderson, D. L, “Organization Development: The Process of Leading Organizational Change”, . Sage Publications, 2019.

MBA
Semester: III

Core Course: HR and Technology (F010933)

Credit: 2	Internal evaluation:	Final Evaluation:	Maximum Marks: 100
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Course outcomes:

On completion of the course, the learner will be able to

- learn fundamental concept of knowledge creation to dissemination
- develop insight on automation in HR
- identify and interpret HR metrics external forces and internal factors of organization
- analyze and evaluate data to optimize and synchronize the delivery of HR services

Blocks	Units	
Block-1: Knowledge Management	Unit-1: Concept of Knowledge, Knowledge Management Unit-2: Knowledge Generation and Codification, Knowledge transfer, Technologies for Knowledge Management Unit-3: Organizational Learning Systems and Knowledge Management Unit-4: Knowledge Management Tools.	
Block-2: Human Resource Information System (HRIS)	Unit-1: Managing HRIS Unit-2: HRIS Applications in HR Administration Unit-3: Talent Management, Recruitment & selection, Training & Development Unit-4: Future trends in HRIS.	
Block-3: Introduction to HR Analytics	Unit-1: Concept and Evolution of Human Capital Metrics and Analytics Unit-2: Importance of HR Analytics Unit-3: Steps of HR Analytics	

Suggested Readings:

1. Davenport, Thomas H., and Laurence Prusak, "Working knowledge: How organizations manage what they know", Harvard Business Press, 1998.
2. Natarajan, Ganesh, and Sandhya Shekhar, "Knowledge Management Enabling Business.", Tata McGraw Hill Education, 2000.
3. Kandula, Srinivas R., "Human Resource Management in Practice: with 300 models, techniques, and tools", PHI Learning Pvt. Ltd., 2003.
4. Kavanagh, Michael J., and Richard David Johnson, eds., "Human Resource Information Systems.", Sage Publications, 2020, Second Edition.
5. Bagdi, Satish K. "Practical Human Resource Information Systems", PHI Learning Pvt. Ltd., 2012.
6. Jac Fitz-enz, "The New HR Analytics", AMACOM, NY., 2010.
7. Gene Pease, Boyce Byerly and Jac Fitz-enz, "Human Capital Analytics: How to Harness the Potential of Your Organization's Asset", John Wiley & Sons, 2012.
8. Bhattacharyya, D.K., "HR Analytics: Understanding Theories and Applications", Sage, 2017.
9. Edwards, M.R. and Edwards, K., "Predictive HR Analytics", Kogan Page, 2019..

MBA
Semester: III

Core Course: Intellectual Property Rights (F010942)

Credit: 2	Internal evaluation:	Final Evaluation:	Maximum Marks: 100
Course outcomes: On completion of the course, the learner will be able to <ul style="list-style-type: none"> • learn fundamental concept of Intellectual Property rights • develop insight on needs of legal protection • Awareness on various laws under Indian constitution related to IPR • analyze the rights and limitation of patentee 			
Blocks	Units		
Block-1: Introduction to IPR	Unit-1: Concept and Importance of IPR Unit-2 Types of Intellectual Property Unit-3: Need for legal Protection Unit-4: International Regime for IPR		
Block-2: Laws related to IPR	Unit-1: The copyright Act 1957 Unit-2: The patents Act 1970 Unit-3: Trademarks Act 1999 Unit-4: Future trends in HRIS.		
Block-3: Process Involved in IPR	Unit-1: Process of Trade marks registration Unit-2: Obtaining patents and copyrights in India Unit 3: Rights and limitations of patentee		
	Suggested Readings: 1. Intellectual roperty rights in India- V.K. Ahuja 2. Intellectual property laws- P Narayanan		

MBA
Semester: IV

Core Course: Strategic Management (F010956)

Credit: 4	Internal evaluation:	Final Evaluation:	Maximum Marks: 100
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Course outcomes:

On completion of the course, the learner will be able to

- develop understanding of how firms gain and sustain competitive advantage
- analyze strategic business situations, formulate and implement strategy
- learn how to assess business risk and develop ability to make sound business decisions

Blocks	Units	
Block-1: Introduction to Strategic management	Unit-1: Concept of Strategic Management Unit-2: Internal Context Unit-3 : External Context Unit-4: Business Models and Culture	
Block-2 Strategy Formulation	Unit-1: Examining Business Strategy Unit-2: Types of Business Strategy Unit-3: Strategies to Avoid Unit-4: Strategic Choice	
Block-3: Strategy Implementation	Unit-1: Understanding Strategy Implementation Unit-2: International Employment, Measurement of Performance Unit-3: Organizing and Structure. Unit-4: Organizational Life-Cycle	
Block-4: Evaluation and Control	Unit-1: Measuring Performance Unit-2: Types of Controls Unit-3: Growth through New Venturing Unit-4: Current trends in strategic management.	

Suggested Readings:

1. Wheelen, T. L. et al., "Strategic management and business policy globalization, innovation, and sustainability", Pearson, 2020.
 2. Saloner, Garth, Shepard, Andrea, and Podolny, Joel, "Strategic Management", John Wiley & Sons., 2005.
 3. Besanko, D., Dranove, D., Shanley, M., & Schaefer, S. "Economics of strategy", John Wiley, 2016, 6th Edition.
 4. Hill, Charles W.L., Jones and Gareth R., "Essentials of Strategic Management", Cengage Learning, 3rd Edition.
 5. David, Fred R., David, Forest R., and Kansal, Purva, "Strategic Management Concepts: A Competitive Advantage Approach", Pearson, 16th Edition.
 6. Lynch, Richard, "Strategic Management", Pearson, 2015, Seventh Edition.
- Prasad, L.M., "Strategic Management", Sultan Chand and Sons, 2018.

MBA
Semester: IV

Core Course: Corporate Tax Planning and Management (F010933)

Credit: 4	Internal evaluation:	Final Evaluation:	Maximum Marks: 100
Course outcomes: <ul style="list-style-type: none"> The objective of the course is to enable the students to grasp the basic concepts and procedures of corporate tax planning and management under the provisions of Income Tax Act. Students shall develop demonstrable understanding of the principles and concepts of Corporate Tax Planning which will help them identify and optimally apply the concepts. They shall be able to synthesize and evaluate the impact of various Tax provisions in the context of corporate entities and also be able to optimally manage the corporate tax liability within the legal framework of Income Tax Act. 			
Blocks	Units		
Block-1: Corporate Tax Essentials	Unit-1: Basic Concepts of Corporate Income Tax and GST, Tax Evasion and tax avoidance; Tax Planning and tax management Unit-2: Residential Status of a Company and Incidence of Taxation Unit-3: Computation of Corporate Tax Liability. Unit-4: Set off and Carry forward of Corporate losses.		
Block-2: Tax Planning	Unit-1: Scope for Tax Planning for setting up of new business, Location of Business, Nature and size of business Unit-2: Form of business and Ownership pattern. Unit-3: Employees Remuneration		
Block-3: Tax Consideration	Unit-1: Tax Considerations in Specific Financial and Managerial Decision, Lease or own decision, Make or Buy decision. Unit-2: Repair/renewal or replacement of an asset, Capital structure decision. Unit-3: Dividend policy and tax consideration		
Block-4: Tax Provisions	Unit-1: Double Taxation relief, Tax provisions relating to transfer pricing. Unit-2: Tax Planning relating to Amalgamation and Merger of Companies, Tax Planning with reference to sale of scientific research assets. Unit-3: Advance Tax, TDS and Interest. Unit-4: Tax Credit, Payments covered by TDS scheme.		
Suggested Readings: <ol style="list-style-type: none"> Corporate Tax Planning and Management by Girish Ahuja and Ravi Gupta, Bharat Law House. Corporate tax Planning and Business tax procedures by Vinod K. Singhania, Taxman Income Tax by B.B. Lal, Pearson Students Guide to Income Tax by Singhania & Singhania, Taxman 			

MBA
Semester: IV

Core Course: Sales, distribution, & Retail Management (F010958)

Credit: 4	Internal evaluation:	Final Evaluation:	Maximum Marks: 100
Course outcomes: At the end of the course, the learner will be able to: <ul style="list-style-type: none"> • Understand the importance of retailing. • Identify various formats of retailing. • Comprehend the store design, location, and operation related issues in retail industry. 			
Blocks	Units		
Block-1: Introduction to Sales Management	Unit-1: Concept of Sales Management and Personal Selling Unit-2: Stages in the Selling Process Unit-3: Organizing, Staffing and Training sales force Unit-4: Directing Sales Force Operations		
Block-2: Distribution Management	Unit-1: Evaluating and Controlling the Sales Effort Unit-2: Role and strategies of Distribution Channel Unit-3: Channel Information System Unit-4: Channel Conflict		
Block-3: Introduction to Retailing	Unit-1: Concept of Retailing Unit-2: Types of Retailers Unit 3: The Retail Strategy Unit-4: Retail Location		
Block-4: Merchandise Management	Unit-1: Managing Merchandise Assortments Unit-2 Store Layout Unit-3: Category Management Unit-4: Retail Pricing		
Suggested Readings: <ol style="list-style-type: none"> 1. Jobber, D., Lancaster, G., "Selling and Sales Management", Pearson Education, 2015. 2. Johnston, M. W., Marshal, G. W., "Sales Force Management", Tata McGraw-Hill Education, New Delhi, 2013. 3. Still, Cundiff and Govoni, "Sales Management", Pearson Edition. 4. Johnston & Marshall, "Sales Force Management", Tata McGraw Hill Edition. 5. Bajaj, C., Tuli, R. & Srivastava, N., "Retail Management", Oxford University Publication, New Delhi, 2016. 6. Berman, B., & Evans, Jr., "Retail Management- A Strategic Approach", Pearson Education, New Delhi, 2013. 7. Dunne, P., Lusch, R. & Carver, J., "Retailing", Cengage, 2014. 8. Michael Lervy M and Weitz B W., "Retailing Management", Tata McGraw- Hill. 			

MBA
Semester: IV

Core Course: Design Thinking (F010917)

Credit: 2	Internal evaluation:	Final Evaluation:	Maximum Marks: 50
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Course outcomes:

- CO1: Understand core Design Thinking principles
- CO2: Create practical tools, including customer personas and empathy maps, to enhance user experiences.
- CO3: Utilize the 5-Whys technique for systematic problem analysis.
- CO4: Understand the iterative nature of design through the importance of prototyping in the Make/Test Phase.

Blocks

Units

Block-1: Basics of Design Thinking

Unit-1: Concept of Design Thinking
Unit-2 Stages of Design Thinking,
Unit-3: Details of Customer Journey Mapping
Unit-4: Study of First Two Stages - Define and Empathise.

Block-2: Phases of Design Thinking

Unit-1: Analyze and Solve Phases of Design Thinking
Unit-2: 5-Whys technique
Unit-3: Creation of How Might We (HMW) statements
Unit-4: ,Brainstorming and idea selection.

Suggested Readings:

Karmic Design Thinking by Prof. Bala Ramadurai
Design Thinking - A Primer By Prof. Ashwin Mahalingam, Prof. Bala Ramadurai, IIT Madras