Shiksha Mandal's

## G. S. College of Commerce & Economics, Nagpur

**Department of Management Sciences and Research (DMSR)** 

NAAC Accredited "A" Grade Autonomous Institution

# Revised Syllabus for the Course of MASTER OF BUSINESS ADMINISTRATION w.e.f. 2024-2025

	MASTER OF BUSINESS ADMINISTRATION [M.B.A.]	
Α	PROGRAMME OUTCOMES	
	After completing two years of M.B.A. programme, students are expected to	
PO-1	Acquire requisite knowledge, skills and attitude to provide effective leadership in global environment	
PO-2	Be able to gain basic knowledge for designing business solutions for problems across the various functional	
	domains of management across various sectors.	
PO-3	Become competent management professionals with strong ethical values capable of assuming importa	
	managerial positions in various sectors.	
PO-4	Develop entrepreneurial approach and requisite skill sets.	
PO-5	Be able to use and apply their knowledge and contribute to the growth and development of the society	
	through their research acumen and entrepreneurial skills.	
PO-6	Be able to acquaint themselves with the relevant interpersonal skills, communication skills with a higher	
	empathy quotient and develop an appropriate aptitude in becoming job ready for the industry.	
PO-7	Be able to adapt skills and talent to develop solutions that are out of the box for challenging situations and	
	facilitate their decision-making process by applying various analytical, logical and synthetic modes of	
	reasoning.	
PO-8	Have a solid foundation to build a larger corpus of knowledge through higher studies and research not only	
	in the field of Management but also in other areas owing to the inter- disciplinary approach and study of	
	domain specific Electives.	
PO-9	Get empowered to demonstrate the ability to innovate and execute the most challenging tasks in trying	
_	circumstances.	
В	PROGRAMME SPECIFIC OUTCOMES	
	After completing two years of MBA programme, students would	
PSO-1	Be able to develop and understand Principles of management including Human resources, marketing and	
	finance and management skills and utilize communication skills to bridge diverse perspectives, cultures, and	
	disciplines in taking decisions for problems of business management.	
PSO-2	Be able to demonstrate critical and analytical thinking skills by evaluating and synthesizing information	
	across all functional areas of business through live field research projects and case studies through subjects like Research methodology and quantitative techniques.	
PSO-3	Be able to cultivate the art of being creative, innovative, and develop entrepreneurial solutions to business	
F30-3	problems with subjects like Entrepreneurship development.	
PSO-4	Be able to demonstrate an ability to act as a global citizen through community engagement, incorporating	
130 4	financial, social, and environmental context in organizational and business decisions with subjects like	
	Strategic Management and International trade and Business Management.	
PSO-5	Be able to apply knowledge of all functional areas of business using integrated problem-solving skills and	
	strategic analysis and be able to accurately assess the feasibility of business propositions and develop an	
	integrated plan for a business using Project Management techniques.	
PSO-6	Be able to apply responsible business practices and ethical principles in analyzing business problems and	
	understand corporate governance and Business Ethics for making informed decisions through case studies,	
	research, and coursework.	
PSO-7	Be able to demonstrate abilities in relationship building, teamwork, and application of MBA subject matter	
	evaluated by self-reflection, assessment, and projects.	
PSO-8	Be able to practice ethical, mature, and professional values in their behaviour in all decisions and contexts	
	through peer- and self-assessments and observation.	
PSO-9	Be able to understand Technical/Digital Literacy by developing and integrating technical, digital, and media	
	literacy through applications of current and emerging technologies.	
PSO-10	Be able to integrate and develop quantitative and qualitative research processes and methods by defining,	
	analyzing, and solving business problems through cases and research projects.	

C	COURSE CONTENTS		
	Course Outcome		
1.	Evolution of Business	Students will be able to understand the concepts related to Business and demonstrate	
	Management	the Roles, Skills and Functions of Management.	
2. Fundamentals of		Students would be able to build understanding about the fundamentals of managing	
Human Resource		Human Resources in an organization. Also, they will be able to understand various	
	Management	functions that HR performs for employee's welfare in order to maximize productivity.	
3.	Fundamentals of	Students will be able to understand the concepts of financial accounting and its	
	<b>Financial Accounting</b>	procedure. They will also learn how the accounts are maintained by the various business	
		organizations.	
4.	Fundamentals of	Students will be able to identify and explain factors which influence consumer buying	
	Marketing	behaviour and use appropriate research approaches including sampling, data collection	
	Management	and questionnaire design for specific marketing situations.	
5.	Economics for	Students would be familiarized with the economic framework for managerial decision	
	Managers	making and they would be introduced to the application of economic principles through	
		the use of various managerial attributes and perspectives.	
6.	Business	Students will be able to learn effective business writing, effective business	
	Communication &	communications; research approaches and information collection; effective	
	Information Systems	interpersonal communications; skills that maximize team effectiveness and students will	
		be able to define information systems.	
7.	Corporate Image	Students will be able to build a corporate identity of a company to make it distinctive	
	Building	and better able to clearly differentiate itself from competitors. The concept of a	
_		corporate identity must be well planned and strategically implemented.	
8.	Financial Planning and	Student will get ways and means to understand the intricacies of financial planning and	
	Wealth management	help manage financial investments and wealth management through research tools and	
•		planning.	
9.	<b>Business Valuation</b>	Students will be able to understand the difference between equity value and enterprise	
		value. They will understand the drivers of equity multiples and value a business using equity multiples. Calculate and analyses valuation multiples.	
10	Economic	Students will be able to discuss the supply and demand theory and its impact on	
10.	Environment of	particular business model, explain the effects of government policy on the econ	
	Business	environment, outline how an entity operates in a business environment, describe how	
	Dusiness	financial information is utilized in business and explain the legal framework that regulates	
		the insurance industry.	
11.	Cost & Management	Students will be able to understand the concepts of cost and management accounting.	
	Accounting	They also learn the accounting procedure of cost and management account.	
12.	Entrepreneurship	Students will be able to learn oral and visual presentation skills and establish a	
	Development	foundation of confidence in the skills necessary to cause others to act.	
		Entrepreneurship and Innovation minors will be able to find problems worth solving.	
		These students become Job Providers instead of Job seekers.	
13.	Quantitative	Students will learn quantitative skills that are required to make business decisions. These	
	Techniques for	skills involve using statistics, forecasting and estimation techniques. Students will be able	
	Business	to formulate and apply mathematical models in business decision-making scenarios.	
14.	Business Research	Students will be familiarized with basic of research and the research process. Students	
	Methods &	would have developed understanding on various kinds of research, objectives of doing	
	Application	research, research process, research designs and sampling. It will enable students	
		/participants in conducting research work and formulating research synopsis and final	
		report with interpretation.	
15.	Regulatory Aspect of	Students will be able to understand the Indian Banking System, role of Reserve Bank of	
	Banking & Finance	India, understand different types of bank accounts, KYC and Anti-money laundering	
		measures and calculation of interest and annuities.	

16.	Environment	Students will be able to learn the methods from ecological and physical sciences and
10.	Management &	their application in environmental problem solving. Appreciate the ethical, cross-
	Legislation	cultural, and historical context pf environmental issues.
17.	Project Management	Students can manage the scope, cost, timing, and quality of the project, at all times
17.	i roject management	focused on project success as defined by project stakeholders. Also, they can identify
		project goals, constraints, deliverables, performance criteria, control needs, and
		resource requirements in consultation with stakeholders
18.	Agri-Business	Students will demonstrate the ability to communicate effectively by analyzing the current
10.	Management	events and issues that are occurring in agriculture and how they affect the future of
		agriculture. They will also be able to understand the policies and programs chalked out
		by government from time to time in order to develop this sector.
19.	International Business	Students will be able to conduct an environmental scan to evaluate impact of world
	Management	issues on an organization's international business opportunities. Conduct, evaluate and
	U U	present market research to support an organization's international business decision-
		making. Manage preparation of documents and application of procedures to support the
		movement of products and services in the organization's global supply chain. Evaluate
		the impact of statutory and regulatory compliance on an organization's integrative trade
		initiatives
20.	Advanced Strategic	Students will be able to learn various perspectives and concepts in the field of Strategic
	Management	Management and develop skills for applying these concepts to the solution of business
		problems.
21.	Summer Internship	Students will develop awareness, understanding and capacity in the specific roles and
	Project/ Report	responsibilities of a business and industry in their subject specializations and, as far as
	writing & Assessment	possible, to effectively participate in these roles and responsibilities.
22.	Sales and Distribution	Students will be able to know the building blocks of a winning sales force and enduring
	Management	in the new environment. Frameworks to diagnose, and address sales issues in the new
		environment. The changing buyer and role of the salesperson and digital channels. How
		new sales roles impact sales force structure, size and deployment and channel partner
		decisions.
23.	Integrated Marketing	Student will be able to identify brand equity, branding and communication strategies
	Communication &	require to adopt during the process of Marketing & Branding.
	Brand Management	
24.	Corporate Financial	Students will be able to demonstrate various aspects of Corporate Financial Management
	Management	such as Valuation, Dividend policy, mergers, acquisitions and related issues.
25.	Security Portfolio and	Students will know and be able to do analysis valuation of securities, equity analysis,
20	Risk Management	derivatives and portfolio theory.
26.	Training & Development	Students will get ability to explain the role of training and development in human resources management, psychology of learning process and evaluate the value of
	Practices	training once completed from the individual employee and the organization's viewpoint.
27.	Performance	Students will be able to learn basic compensation concepts, context of compensation
27.	Management &	practice and different ways to strengthen the pay- for-performance link.
	Compensation	produce and uncreate ways to strengthen the pay for performance link.
28.	Logistics and Supply	Students will be able to apply knowledge in evaluation and improve the overall efficiency
20.	Chain Management	and effectiveness while implementing the supply chain management process.
29.	Operations Research	Students will be able to formulate and solve problems as networks and graphs, develop
	r	linear programming (LP) models for shortest path, maximum flow, minimal spanning
		tree, critical path, minimum cost flow, and transshipment problems. Solve the problems
		using special solution algorithms.
30.	Banking & Insurance	Students will understand Banking and Insurance sectors which mobilize funds in the
	Services	economy. Students will be well-versed with study of the sector: its structure, operations,
		functions, instruments, regulations and other roles. Students will understand the
		changing national and global banking and insurance operations, technology and
		paradigm shift in the sector.
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31.	Hospitality	Students will be able to identify and recognize legal issues that may impact hospitality
Management		industry. Distinguish among the various types of costs in the hospitality industry. Monitor
		and control food, beverage. Make managerial decisions based on analysis of cost data
		and expectations of customers.
32.	Business Ethics &	Students would acquire the skills with which they will recognize and resolve ethical issues
_	Corporate	in business; enhance awareness and critical self-examination of one's own values, and to
	Governance	appreciate the relevance of personal values in business/workplace setting; they would
		further imbibe the ethical issues in corporate governance and adhere to the ethical
		codes.
33.	Corporate Laws	Students would get basic and broad knowledge in business laws in management, also the
		ability to apply concepts, principles and theories to understand simple business laws.
		Global Perspective: awareness of the different business laws.
34.	Advanced Financial	Students will be able to develop the ability to take decisions and plan, execute and
	Management	control financial strategies towards attainment of organizational financial goals.
35.	Financial Technology	Students will be able to develop an idea about financial technology and its need and
	Management	importance in today's digital economy. They will understand the legal aspects of cyber
		laws.
36.	Consumer Buying	Students would establish the relevance of consumer behavior theories and concepts to
	Behaviour	marketing decisions. Implement appropriate combinations of theories and concepts.
		Recognize social and ethical implications of marketing actions on consumer behaviour.
		Use most appropriate techniques to apply market solutions.
37.	Investment	Students will be able to explain the financial and investment environment, assess the
	Environment &	financial objectives, evaluate factors affecting investment decisions, identify alternative
	Wealth Management	sources of finance and consider their suitability and apply techniques in managing
		wealth.
38.	Industrial Relations	Students will be able to elaborate the concept of Industrial Relations. Students will be
	and Labour Laws	able to illustrate the role of trade union in the industrial set-up. Students will be able to
		outline the important causes and impact of industrial disputes. Students will be able to
		elaborate Industrial Dispute settlement procedures.
39.	Total Quality	Students can demonstrate principles and processes of quality management which
	Management	involves statistical techniques, tools and system. They will also be able to understand the
		methods of minimizing deficiencies and defects while learning various quality
		management tools and techniques.
40.	Health Care	Students will be benefited by studying this subject because the healthcare industry will
	Management	continue to expand and diversify, requiring administrators to help ensure smooth
		business operations. Great growth potential. Skills-focused program that helps you to
		acquire the skill sets to work as a Health Care Office Administrator.
41.	Project Work	Industry based live projects will allow students to gain valuable work experience during
		study. This will pave way for self- empowerment through skill building and hands-on-
		training.

			IESTER I	
			of Business Management	
	eaching Hours: 4	Total Credits: 4	Total Marks: 80	Group: Core
-	ctives:	an contract from our ords of me	pagament the development	of managament thought
		•	anagement, the development	or management thought
		nagement functions.		
			of management i.e., Plannir	-
3.	To analyze the basic	knowledge to the students	about the organization and r	nanagement of a business
	enterprise.			
4.	To analyze the neces	sary knowledge and skills t	o effectively manage the staf	fing process.
5.	To examine and imp	art the ability to adapt coor	rdination and direction strate	gies in response to
	changing environme	nts.		
6.	To evaluate the abili <sup>.</sup>	ty to adapt control strategi	es to different applications.	
Learr	ning Outcomes: Afte	r learning this subject, stud	ent will be able to -	
	-		usiness and Demonstrate the	Roles, Skills and Functions
	of Management.			
	e	f planning related to organi	zation.	
		eeded for Authority and de		
	Analyze the concept			
		of Coordination and direction		
	•		also know the features of	Jananese and American
		or process in company, a	also know the reactives of	Japanese and American
	management.	75		
Unit I		FE	Content	
•	Introduction to Management: Management Concept and Its Nature, Function, Definition, Importance and Scope of Management, Is			
	-		skills, Characteristics of Quali	
	of Management T	hought (Contribution of Tay	ylor, Fayol, Hawthorne experi	ments)
П	UNIT II:	े नात	पार '	
	Planning:			
		-	, Types of Planning, Compone	
	•	· · · •	, Mission, Objectives), Proce	•
			, Planning Premises (Concept	& types), Management by
111	Objectives (MBO)			
•••	Organizing:			
	• •	ot and its Principles, Types	of organization structure, D	epartmentation Concept,
			ponsibility and Accountab	
		-	d Cons of each, Span of contro	ol: Pros and cons of narrow
	and wide spans of	control.		
IV	UNIT IV:			
	Staffing:			
	• • •	•	ment-Meaning and Sources	
	-		Development Concept, Perfo , Approaches for Improving N	•••
		• •	ept, Types, Steps involved, me	•
V	UNIT V:	ng. Decision making. conce		
-	Coordination & Di	recting:		
		cept, Importance and Princ	ciples.	
		ot, Importance, Principles a	•	
	•	•		

VI	UNIT VI:
	Control:
	Control- Concept, Types of control (a) Feed forward control (b) Concurrent Control (c) Feedback
	Control, Process of Control, Need of Control, Comparative study of main features of Japanese
	Management and Z culture of American Companies.
Books	s Recommended:
1.	Essential of Business Administration, K. Aswathapa, Himalaya Publishing House.
2. 1	Management: Concept and Strategies, J. S. Chandan, Vikas Publishing.
3.	Principles of Management, Tripathi, Reddy, Tata McGraw Hill.

4. **Principles of Management**, Ramasamy T, Himalaya Publishing House.



	SEMESTER I
	(MBC 1.2) Fundamentals of Human Resource Management
Те	eaching Hours: 4 Total Credits: 4 Total Marks: 80 Group: Core
-	ctives:
1. T	To <b>acquaint</b> students with the techniques and principles to manage human resource of an organization.
2. T	To <b>explore</b> the concept of human resource planning and acquisition.
3. T	To identify different methods and tools for conducting Training, including organizational analysis, task
а	analysis, and individual analysis.
	To <b>explain</b> the purpose, benefits, and challenges associated with conducting performance and potential
	appraisals in organizational settings.
	o <b>describe</b> the components of compensation, including base pay, incentives, benefits, and non-
	nonetary rewards.
	To explain the purpose and components of grievance management systems, including grievance
	nandling procedures, mechanisms for resolution, and escalation processes.
	ing Outcomes: After learning this course, students will be able to –
	<b>Jnderstanding</b> about the fundamentals of managing Human Resources in an organization.
	dentify how human resource planning aligns with organizational strategy and contributes to achieving
	pusiness objectives.
	<b>Describe</b> the theoretical foundations, models, and frameworks that underpin effective T&D practices
	Jnderstand the strategic significance of performance and potential appraisal in managing and
	developing talent within organizations.
	xplain different types of compensation systems including salary, wages, bonuses, and stock options
	Jnderstand various functions that the HR performs for the welfare of employees in order to maximize
	heir productivity.
Unit	Content
I	Human Resource Management- Introduction: Concept of Labor and Human Resource; Definition,
	Nature, Scope, Importance, Evolution of the concept of HRM, Personnel Management vs. Human
	Resource Management, Role of personnel manager- administrative roles and operational roles,
	Qualities and Qualifications of a Personnel Manager, Future of HRM- Influencing factors, Functions of
	a human resource manager.
II	Human Resource Planning & Acquisition: Job Analysis: - Process, Competency approach, methods to
	collect job analysis data, Job description, job specification, Human Resource Planning- Objectives,
	importance, Process, <b>Recruitment-</b> Introduction, constraints and challenges, sources of recruitment,
	methods of recruitment, interviews- types of interviews <b>Selection</b> - Interview process, mistakes in
	interviews; Current Trends in recruitment, effects of Covid pandemic on human resource
III	management.
111	<b>Training &amp; Development:</b> Induction Program & its importance Training- Introduction, benefits, Training vs. Education vs. Development, Checklist to avoid training pitfalls, Philosophy of training in
	HRM, Types of training, Training methods, Methods of Evaluation, Management Development
IV	Program- methods/ techniques. Performance and Potential Appraisal: Performance appraisal; Definition, objectives, importance,
IV	process, methods- traditional and modern, Characteristics of an effective appraisal process, Pitfalls
	of Performance Appraisal system, Performance appraisal practices in India, Performance
	management-meaning, concepts and challenges in Performance management.
v	Compensation Administration, Incentives & Employee benefits: Compensation planning- objectives,
v	Equity and pay rates, Components of pay structure in India, Factors influencing compensation levels,
	choices in designing a compensation system, Wage Payment, characteristics, methods of wage
	payment, Types of Incentive plans, fringe benefits- meaning, objectives and types.
VI	<b>Employee welfare, Grievances and Industrial disputes:</b> Employee Welfare- agencies for welfare
VI	work, types of welfare facilities, Health and safety- legal provisions regarding health, Effective safety
	management in the factory, Employee grievances and discipline- Model grievance procedure,
	approaches to discipline, Vishaka Judgement- harassment at workplace and redressal mechanism

Industrial disputes- forms, causes, Preventive machinery, settlement machinery, conciliation, Voluntary arbitration.

#### **Books Recommended:**

- 1. A Textbook of Human Resource Management, C. B. Mamoria & S. V. Gankar. Himalaya Publishing House
- Personnel and human Resource management, Text & cases, P Subba Rao, Himalaya Publishing House
   Human resource Management, P. Jyothi, Publication, Oxford University Press.
- 4. Human Resource Management, R. Wayne Mondy, Robert M, Noe, Pearson Education, Ninth Edition,
- 5. Human Resource and Personnel Management -Text and cases, K. Ashwathappa, Publication, TATA Mc-Graw Hill Publications



	SEMESTER I
	(MBC 1.3) Fundamentals of Financial Accounting
Т	Teaching Hours: 4 Total Credits: 4 Total Marks: 80 Group: Core
Obje	ectives:
	To provide a foundational understanding of the principles, concepts, and conventions of financial accounting.
	To develop skills in preparing and interpreting financial statements and reconciliation statements for
	various business entities.
	To familiarize students with the accounting practices of banking companies and the preparation of their financial statements.
	To equip students with the knowledge to prepare final accounts for public and private limited companies
	in compliance with statutory requirements.
	To explain the processes and implications of company liquidation and the preparation of the liquidator's
	final statement of account.
	To introduce students to accounting standards and the International Financial Reporting Standards
	(IFRS), emphasizing their objectives, importance, and practical applications.
	ning Outcomes: After learning this subject, students will be able to:
	<b>Describe</b> the importance and objectives of accounting, explain accounting principles, and prepare
	journals, ledgers, and trial balances. (Understand, Apply)
	<b>Explain</b> the significance of bank reconciliation and prepare a bank reconciliation statement accurately.
	(Understand, Apply, Analyze)
	Articulate the objectives and roles of banking companies, and prepare profit & loss accounts and
	balance sheets as per the Banking Company Act, 1949. (Understand, Apply, Analyze)
	<b>Explain</b> the characteristics of companies and prepare final accounts in accordance with Schedule III of
	the Companies Act, 2013. (Understand, Apply, Analyze)
	<b>Describe</b> the liquidation process, its impact on stakeholders, and prepare a liquidator's final statement
	of account. (Understand, Apply, Analyze)
	<b>Explain</b> the objectives and evolution of accounting standards, and apply Accounting Standard 10 for
	property, plant, and equipment. (Understand, Apply, Evaluate)
Unit	
I	Introduction and Accounting Process:
	Theory: Meaning, Need, Importance and Objectives of Accounting, Accounting Principles, Concepts
	and Conventions of Accounting. New Concepts of Accounting – Inflation Accounting, Social
	Accounting, Human Resource Accounting and Responsibility Accounting their objectives and
	importance.
	Practical Problems: Preparation of Journal, Ledger and Trial Balance.
Ш	Reconciliation Statement of Banks:
	<b>Theory:</b> Meaning, Objectives, Needs, Importance, Advantages and limitations of Reconciliation.
	Meaning, Concepts and Nature of Cash Book and Pass book.
	Practical Problems: Preparation of Bank Reconciliation Statement.
	Accounting of Banking Companies
	<b>Theory:</b> Introduction, Objectives, merits and limitations of Final accounts of Banking Companies.
	Functions and Role of Bank, Types of bank account, Books of Accounts of Banking companies.
	Practical Problems: Preparation of P& L Account and Balance Sheet of Banking Companies as per the
	Banking Company Act, 1949.
IV	Final Accounts of Public Limited and Private Limited Companies:
	Theory: Meaning of Company, Its Characteristics, Advantages and Disadvantages, Meaning, Need
	Objectives and Advantages of Final Accounts.
	<b>Practical Problems:</b> Preparation of Final Accounts as Per Schedule III of Companies Act, 2013.
V	Liquidations of Companies:
	<b>Theory:</b> Meaning of Liquidation, Reasons and Impact of Liquidation on Stakeholders, Meaning of
	various types of Creditors, Meaning of Liquidator and types of commission to be paid to Liquidator.

	Practical Problems: Preparation of Liquidator's Final Statement of Account.			
VI	Accounting Standard & IFRS			
	Theory- Overview of Accounting Standards, Objectives and Importance of Accounting Standards,			
Regulatory Framework for Accounting Standards, Development and Evolution of				
Standards. Introduction to IFRS, Adoption and Convergence of IFRS, Structure and Framewo				
	Practical Problem on- Accounting Standard 10-Property, Plant & Equipments.			
Boo	oks Recommended:			
1.	Financial Accounting (A Management Perspective) R. Narayanaswamy: PHI Learning Pvt. Ltd, 2009. New Delhi.			
2.	Financial Accounting, Dr. S.N. Maheshwari and Dr. S.K. Maheshwari: Vikas, 2009.			
3.	Financial Statement Analysis, Gokul Sinha: PHI, 2009			
4.	Financial Accounting Management An Analytical Perspective, Ambrish Gupta: Pearson Education2009			
5.	Accounting for Management, Jawaharlal: HPH,2008			
6.	Financial Accounting Reporting & Analysis, Stice & Stice, Cengage, 7/e, 2008.			



			ESTER I	
			of Marketing Management	
	aching Hours: 4	Total Credits: 4	Total Marks: 80	Group: Core
Objec				
	To study core concepts of marketing & importance of understanding external environment in marketing			
	cision making.			
	To Identify and explain factors which influence consumer buying behavior.			
	•	the different marketing ap		
			olved in promotion, distribut	
			marketing communication a	and evaluation of market
		nt trends in marketing.		
		*	nation needed to make marke	eting decisions.
	-	r learning this subject, stud		
		_	ork independently and col	laboratively in inter and
	• •	liverse environments.		
		-	d users of goods and services	using various theories and
		ndustrial behaviour.		
	-	itegies in the necessity of	different stages of product	life cycle & New product
	velopment.			
			strategies, pricing and chan	
			essionals in better decision	making and understanding
	eir role in the marke		HE GIVE	
			ling sampling, data collection	n and questionnaire design
	specific marketing	situations.	a was in the	
Unit		IS	Content	
I			importance of marketing; N	
	-		nts of Marketing Mix; Marke	eting environment – macro
	-	nents and their impact on m		
II	•		positioning; Buyer behavior	U U
			er behavior; Factors influe	ncing consumer behavior,
		n making process.		
111			Classification of products;	•
	•		l product mix strategies; Pro	
			consumer adoption process.	00
			ermination; Pricing policies ar	-
IV		-	ition Decisions: Nature and	
		•	their functions; Levels of ma	-
	-	• • •	physical distribution, Tasks	in physical distribution
		ailing and wholesaling.		
V			ss; Promotion mix – advertis	
			ermining advertising budget;	
			les promotion – tools and te	
VI	-	• ·	narketing research; Marketin	
	=	-	al and legal aspects of market	
			Cyber marketing; Relations	hip marketing and other
	developments of r			
	<ul> <li>Case Analy</li> </ul>	sis		
	Mini Projects			
Books	Recommended:			
		<b>ment</b> ", Rajan Saxena, Tata I		
2. "I	ntroduction to Ma	<b>rketing Management</b> ", Adr	ian Palmer, – Oxford Univers	ity Press.
3. "I	Basic Marketing", V	Villiam D Perreault R, 15th e	edition - Tata McGraw-Hill.	

- 4. "Marketing Management", P. Kotler, Prentice Hall Inc.
- 5. **"Marketing Management, Planning, Implementation and Control**", V.S. Ramaswamy and S. Namakumari, McMillan.
- 6. Marketing Management, Sherlekar, Himalaya Publishing House.
- 7. Modern Marketing, Bhagwati, Pillai- S. Chand Publications.



		SEN	NESTER I	
			omics for Managers	
Теа	aching Hours: 4	Total Credits: 4	Total Marks: 80	Group: Core
Objec				
				problems, in organizing and
	-	n and in comparing alterna		
	•	ses in demand and supply a		
	•	t outcomes under different		
	•	stics and consequences of o	different forms of markets	
		ncept of National Income.		we and towation desisions of
	-	ed to influence a nation's e	economic activity, expenditu	ire and taxation decisions of
	e government.	ver loorning this subject stur	lant will be able to	
	-	er learning this subject, stud	ork for managerial decision i	making
			cs of supply and demand to	-
		the relationships between	,	explain working of markets.
		-	•	and welfare under different
	rket structures.		ady implications for prices	
-		lication of the principles a	ind methods of macroecone	omics to real-world business
	oblems in different			sines to real world susiness
			onomies by using combinat	ions of monetary and fiscal
	licy.		HE	
Unit		Alean	Content	
I	Introduction to N	<b>Nanagerial Economics:</b> Def	inition, nature, scope, signif	icance & Uses of Managerial
				sponsibilities of Managerial
	Economist. Consu	ımer's <mark>Behaviour – Utility</mark>	analysis, Indifference curve-	Properties.
	A case study on th	ne rise of AI and its role in s	trategic managerial decision	S.
П	Demand & Supply	analysis: Demand functio	n, law of demand, Elasticity of	of demand, types of elasticity
	of demand & met	hods of its measurement.	Supply – Meaning, Law of s	upply, elasticity of supply &
	its types. Demand	I forecasting, need for fore	casting, forecasting techniqu	ies.
	A case study on fa	actors affecting global gold	prices	
III	Production & Co	st Analysis: Production fu	nction, Cobb-Douglas comp	lementary function analysis,
	law of variable pro	oportions, returns to scale.	Costing concepts: Direct and	indirect, explicit and implicit,
	opportunity, mor	ey and real. Marginal, a، اور	erage and total cost curve	s. Cost-output relationship.
	Economies & dise	conomies of scale.		
		ndustrial backwardness of V		
IV				t determination in perfect
	•		• • •	short and long run. Pricing
		ce. The concept of price dis		
	-	hanging structure of Indian	-	
V		•	· · · · ·	national income. Concept of
	•		-	es to control business cycles.
		ion: Meaning, causes, effec		
1/1	-	npact of COVID-19 on Heal		te Changes in interest rates
VI	-		•	ts. Changes in interest rates The influence of taxes and
				tive to reduce environmental
	pollution.	icss. Sustainability in busilit	.33. Concept, Tax as an incent	
	•	valuation of recent Union E	ludøet	
	-		wing topics: Utility Maximiz	ation Demand and Supply
			Price output determination	
		••••	ion, Measurement of Nation	•
	I monopoly compe	and price discriminat	ion, measurement of Mation	

	One of the assignments to be on PPT classroom presentation on current topics.
Books	Recommended:
1.	Managerial Economics, P. L. Mehta, Sultan Chand & Sons, New Delhi.
2.	Managerial Economics, D. N. Dwidevi, Vikas Publishing House Pvt. Ltd.
3.	Managerial economics in a Global economy, Dominick Salvatore, Thomson learning Press.
4.	Managerial Economics, Suma Damodran, 2006, Oxford University Press, New Delhi.
5.	Indian Economy, Mishra & Puri, 2007, Himalaya Publishing House.
6.	Managerial Economics, Peterson & Levis, Prentice Hall of India.

- 7. Mathematical Methods and Economic Theory, Anjan Mukerji, Oxford University Press.
- 8. **Managerial Economics,** H. L. Ahuja, S. Chand publication.
- 9. Managerial Economics, Theory & Applications, D. M. Mithani, Himalaya publishing house.



	SEMESTER I			
Та	(MBC 1.6) Business Communication & Information Systems			
	aching Hours: 4 Total Credits: 4 Total Marks: 80 Group: Skill/Foundation			
	develop an understanding in the students regarding communication skills and information systems			
2. 10	develop the reading, writing and speaking skills in the students and trends in information systems.			
Learni	ng Outcomes:			
• Ef	fective business writing,			
• Ef	fective business communications;			
• Re	esearch approaches and information collection;			
• D	eveloping and delivering effective presentations;			
• Ef	fective interpersonal communications;			
• Sk	ills that maximize team effectiveness;			
• U	pon completion, students will be able to define information systems.			
Unit	Content			
Ι	Communication: Meaning and importance of communication in business, Types of communication			
	formal and informal and their characteristics, Essentials of effective business communication,			
	Channels of communication, limitations, Barriers of communication. Listening, Barriers to listening			
	persuasion.			
II	Business Correspondence: Etiquettes of Business writing, Business letters: Memos, minutes, agendas			
	enquiries, orders, sales letters, notice, tenders, letters of application, letter of complaints, Jol			
	applications/Covering letters			
	<b>Report writing:</b> Types of report (Sales report, Committee report and technical report). E-Ma Etiquettes, Formal & Informal email writing			
IV	Introduction to Information Systems and MIS: Concepts of Data and Information, Attributes of			
	Information, Introduction to MIS, DSS, TPS, EIS, OAS, ISS. MIS in functional areas like Production, HR			
	Finance and Marketing. MIS in Web-environment, MIS and E-business			
V	Modern trends in Information Systems: Online and Real time Information system, OLAP, Basi			
	Concept of Data mining and Data warehousing.			
VI	Introduction to Business Intelligence and Business Analytics and Knowledge management, Busines			
	Performance management – Scoreboards and Dashboard.			
Books	Recommended:			
1. <b>E</b>	Basic Communication, Raymond V. Lesikar, John D. Pettit and Mary E. Flatley – Lesikars Tata McGraw			
۷	Vill 8th Edition,1999			
2. E	ffective Business Communication, Krizan et al (2010). Cengage Learning.			
3. <b>C</b>	Contemporary Business Communication, Scot, O. (2009). Biztantra, New Delhi.			
4. <b>E</b>	Business Communications, Raman & Singh — Oxford University Press			
	Business Communication Excel, Diwan & Aggarwal			
	Communication Skills, Sanjay Kumar, Oxford University Press			
	Technical Writing – Process and Product", Sharan J. Genrson and Steven M. Gerson – Pearson			
	ducation, 2000			
	low to write first class Business Correspondence, Baugh, Frayer & Thomas Viva Books.			
	ffective Business Communication, Herta A Murphy & Herbert W Hildebrandt Mc Graw - Hill			
	nternational Edition.			
	Business Communication Today, Boove, C.L., Thill, J.V. & Chaturvedi, M. (2009). Pearson.			
	<b>Nanagement Information and Systems, Text and Cases</b> , Waman Javdekar, 4th Edition, McGraw Hill			
	Publications			
	Management Information Systems, Effy Oz, Indian Edition, Cengage Publication			
13. C	Computer based Information System, Dr. Sushila Madan, 3rd University Edition, Taxmann Pub			

### SEMESTER I SKILL FOUNDATION COURSES (ANY ONE)

Г

	(MBSF 1.1) CORPORATE IMAGE BUILDING						
Te	Teaching Hours: 4Total Credits: 4Total Marks: 80Group: Skill/Foundation						
Obje	Objectives:						
a. To	. To develop an understanding in the students regarding Corporate culture and its different techniques of						
in	nage projections.						
b. To	o extend the core val	ues of successful corporate	e and its implementation				
Learr	ing Outcomes:						
The s	tudents will be able	to deliver the following w	ith clarity- The aim of a co	prporate identity is to make a			
comp	any distinctive and	better able to clearly dif	fferentiate itself from con	mpetitors. The concept of a			
corpo	prate identity must b	e well planned and strategi	ically implemented.				
Unit			Content				
1	CORPORATE STRA	TEGIC PLANNING & CULTU	IRE				
	Core values, long	term and short term obje	ectives, Characteristics of	Successful corporate culture.			
	Analyzing the case	Analyzing the cases of Corporate failures.					
II	STRATEGIC STAKE	STRATEGIC STAKEHOLDERS/CUSTOMER SATISFACTION:					
	Internal custome	Internal customers:- Employees within the organizations, External Customers:- Government					
	Consumers etc, Tra	ading Relationships					
Ш	CORPORATE INFO	RMATION COMMUNICATI	ON ABILITY				
	Types of corporat	e Information and its imp	portance, corporate inform	mation style to internal and			
	external stake hold	ders.					
IV	CORPORATE LEAD	ERSHIP:					
	Importance of cor	porate leadership, Concept	of involving a leader and	followers, Cases of successful			
	corporate leaders		2				
V	CORPORATE RELA	TION <mark>S MANAGEMENT ABI</mark>					
	Developing & man	aging Human Relations & P	ublic Relations				
VI	ENGAGEMENT FO	R COMMUNITY:-					
	Defining CSR and in	ts motives. Case analysis of	TATA group and Reliance	Industries.			
Book	s Recommended:	16 C					
1.	Knowledge @Whart	on on Building Corporate v	alues by Mukund Pandya				
		g organization: Mastering T	he 5 Elements for corporation	te learning by Michael J			
	Marquardt.						
3.	Successful Failures by Joyce Knudsen.						

#### Name of Course: MBA

#### Semester – I

	FINANCIAL PLANNING & WEALTH MANAGEMENT (MBSF 1.2)					
٦	Teaching Hours: 4         Total Credits: 4         Total Marks: 80         Group: Skill Foundation					
Obj	ectives: By the end of the course, students will be able to					
1.	1. Understand the fundamental principles and importance of financial planning in achieving personal					
	financial goals and managing financial resources effectively.					
2.	2. Analyze investors' risk tolerance, investment objectives, and financial constraints to develop tailored					
	investment profiles and strategies.					
3.	<b>Apply</b> retirement planning techniques to assess retirement needs, create personalized retirement plans,					
	and optimize retirement income streams to achieve financial security in retirement.					
4.	. Evaluate various wealth management strategies, to develop comprehensive wealth management plans					
	for individuals and families.					
	Interpret economic indicators and analyze macroeconomic trends to assess their impact.					
6.	Assess the features and benefits of defined contribution plans, make informed decisions to achieve					
	financial goals.					
	rning Outcomes: After learning this subject, will be able to					
1.	<b>Understand</b> the basic principles and importance of financial planning in managing personal finances and					
2	achieving financial goals.					
Ζ.	Analyze individual risk tolerance, investment objectives, and constraints to develop personalized					
2	investment strategies.					
5.	Apply retirement planning principles to calculate retirement savings needs and develop a customized					
4.	retirement plan. Demonstrate about wealth management & its strategies and role of wealth manager.					
4. 5.	<b>Interpret</b> economic indicators and analyze their impact on financial markets and investment decisions.					
6.	<b>Understanding</b> various defined contributions plans and their suitability for investor's goals.					
•••	6. Understanding various defined contributions plans and their suitability for investor's goals.					
11						
Uni						
Uni <sup>.</sup> I	Financial Planning					
	<b>Financial Planning</b> Definition, Objectives and Importance of Financial Planning. Characteristics of a Sound Financial Plan,					
	<b>Financial Planning</b> Definition, Objectives and Importance of Financial Planning. Characteristics of a Sound Financial Plan, Essentials of a Sound Financial Plan, Financial Planning process, Macro Economic Factors, Personal					
I	<b>Financial Planning</b> Definition, Objectives and Importance of Financial Planning. Characteristics of a Sound Financial Plan, Essentials of a Sound Financial Plan, Financial Planning process, Macro Economic Factors, Personal Financial Statement, Significance of Financial Planner, Requirements to Become a financial planner.					
	Financial PlanningDefinition, Objectives and Importance of Financial Planning. Characteristics of a Sound Financial Plan, Essentials of a Sound Financial Plan, Financial Planning process, Macro Economic Factors, Personal Financial Statement, Significance of Financial Planner, Requirements to Become a financial planner.Investor Profiling					
I	Financial PlanningDefinition, Objectives and Importance of Financial Planning. Characteristics of a Sound Financial Plan, Essentials of a Sound Financial Plan, Financial Planning process, Macro Economic Factors, Personal Financial Statement, Significance of Financial Planner, Requirements to Become a financial planner.Investor Profiling Meaning of Investors, Types of Investors, Investor's Life Cycle, Financial Goals of Investors, Risk					
	Financial PlanningDefinition, Objectives and Importance of Financial Planning. Characteristics of a Sound Financial Plan, Essentials of a Sound Financial Plan, Financial Planning process, Macro Economic Factors, Personal Financial Statement, Significance of Financial Planner, Requirements to Become a financial planner.Investor Profiling Meaning of Investors, Types of Investors, Investor's Life Cycle, Financial Goals of Investors, Risk Appetite, Risk Profiling, types of Risk Profile, Process For Risk Profiling					
I	Financial PlanningDefinition, Objectives and Importance of Financial Planning. Characteristics of a Sound Financial Plan, Essentials of a Sound Financial Plan, Financial Planning process, Macro Economic Factors, Personal Financial Statement, Significance of Financial Planner, Requirements to Become a financial planner.Investor Profiling Meaning of Investors, Types of Investors, Investor's Life Cycle, Financial Goals of Investors, Risk Appetite, Risk Profiling, types of Risk Profile, Process For Risk ProfilingRetirement Planning					
	Financial PlanningDefinition, Objectives and Importance of Financial Planning. Characteristics of a Sound Financial Plan, Essentials of a Sound Financial Plan, Financial Planning process, Macro Economic Factors, Personal Financial Statement, Significance of Financial Planner, Requirements to Become a financial planner.Investor Profiling Meaning of Investors, Types of Investors, Investor's Life Cycle, Financial Goals of Investors, Risk Appetite, Risk Profiling, types of Risk Profile, Process For Risk ProfilingRetirement Planning Introduction, Significance, Purpose need of Retirement Planning, Factors in Retirement Planning, Role					
	Financial PlanningDefinition, Objectives and Importance of Financial Planning. Characteristics of a Sound Financial Plan, Essentials of a Sound Financial Plan, Financial Planning process, Macro Economic Factors, Personal Financial Statement, Significance of Financial Planner, Requirements to Become a financial planner.Investor Profiling Meaning of Investors, Types of Investors, Investor's Life Cycle, Financial Goals of Investors, Risk Appetite, Risk Profiling, types of Risk Profile, Process For Risk ProfilingRetirement Planning Introduction, Significance, Purpose need of Retirement Planning, Factors in Retirement Planning, Role of Financial Planner in retirement Planning, Factors in Retirement Planning, Analysis of Client's					
	Financial PlanningDefinition, Objectives and Importance of Financial Planning. Characteristics of a Sound Financial Plan, Essentials of a Sound Financial Plan, Financial Planning process, Macro Economic Factors, Personal Financial Statement, Significance of Financial Planner, Requirements to Become a financial planner.Investor Profiling Meaning of Investors, Types of Investors, Investor's Life Cycle, Financial Goals of Investors, Risk Appetite, Risk Profiling, types of Risk Profile, Process For Risk ProfilingRetirement Planning Introduction, Significance, Purpose need of Retirement Planning, Factors in Retirement Planning, Role of Financial Planner in retirement Planning, Factors in Retirement Planning, Analysis of Client's Retirement Needs, Determining Financial Objectives on Retirement.					
	Financial PlanningDefinition, Objectives and Importance of Financial Planning. Characteristics of a Sound Financial Plan, Essentials of a Sound Financial Plan, Financial Planning process, Macro Economic Factors, Personal Financial Statement, Significance of Financial Planner, Requirements to Become a financial planner.Investor Profiling Meaning of Investors, Types of Investors, Investor's Life Cycle, Financial Goals of Investors, Risk Appetite, Risk Profiling, types of Risk Profile, Process For Risk ProfilingRetirement Planning Introduction, Significance, Purpose need of Retirement Planning, Factors in Retirement Planning, Role of Financial Planner in retirement Planning, Factors in Retirement Planning, Analysis of Client's Retirement Needs, Determining Financial Objectives on Retirement.					
	Financial PlanningDefinition, Objectives and Importance of Financial Planning. Characteristics of a Sound Financial Plan, Essentials of a Sound Financial Plan, Financial Planning process, Macro Economic Factors, Personal Financial Statement, Significance of Financial Planner, Requirements to Become a financial planner.Investor Profiling Meaning of Investors, Types of Investors, Investor's Life Cycle, Financial Goals of Investors, Risk Appetite, Risk Profiling, types of Risk Profile, Process For Risk ProfilingRetirement Planning Introduction, Significance, Purpose need of Retirement Planning, Factors in Retirement Planning, Role of Financial Planner in retirement Planning, Factors in Retirement Planning, Analysis of Client's Retirement Needs, Determining Financial Objectives on Retirement.Overview of Wealth Management					
	Financial Planning Definition, Objectives and Importance of Financial Planning. Characteristics of a Sound Financial Plan, Essentials of a Sound Financial Plan, Financial Planning process, Macro Economic Factors, Personal Financial Statement, Significance of Financial Planner, Requirements to Become a financial planner.Investor Profiling Meaning of Investors, Types of Investors, Investor's Life Cycle, Financial Goals of Investors, Risk Appetite, Risk Profiling, types of Risk Profile, Process For Risk ProfilingRetirement Planning Introduction, Significance, Purpose need of Retirement Planning, Factors in Retirement Planning, Role of Financial Planner in retirement Planning, Factors in Retirement Planning, Analysis of Client's Retirement Needs, Determining Financial Objectives on Retirement.Overview of Wealth Management Meaning of Wealth Management, Scope of Wealth Management, Advantages of Wealth					
	Financial PlanningDefinition, Objectives and Importance of Financial Planning. Characteristics of a Sound Financial Plan, Essentials of a Sound Financial Plan, Financial Planning process, Macro Economic Factors, Personal Financial Statement, Significance of Financial Planner, Requirements to Become a financial planner.Investor Profiling Meaning of Investors, Types of Investors, Investor's Life Cycle, Financial Goals of Investors, Risk Appetite, Risk Profiling, types of Risk Profile, Process For Risk ProfilingRetirement Planning Introduction, Significance, Purpose need of Retirement Planning, Factors in Retirement Planning, Role of Financial Planner in retirement Planning, Factors in Retirement Planning, Analysis of Client's Retirement Needs, Determining Financial Objectives on Retirement.Overview of Wealth Management Meaning of Wealth Management, Scope of Wealth Management, Advantages of Wealth Management, Process of Wealth Management, Wealth Management Needs and Expectation of					
       V	Financial PlanningDefinition, Objectives and Importance of Financial Planning. Characteristics of a Sound Financial Plan, Essentials of a Sound Financial Plan, Financial Planning process, Macro Economic Factors, Personal Financial Statement, Significance of Financial Planner, Requirements to Become a financial planner.Investor Profiling Meaning of Investors, Types of Investors, Investor's Life Cycle, Financial Goals of Investors, Risk Appetite, Risk Profiling, types of Risk Profile, Process For Risk ProfilingRetirement Planning Introduction, Significance, Purpose need of Retirement Planning, Factors in Retirement Planning, Role of Financial Planner in retirement Planning, Factors in Retirement Planning, Analysis of Client's 					
       V	Financial Planning Definition, Objectives and Importance of Financial Planning. Characteristics of a Sound Financial Plan, Essentials of a Sound Financial Plan, Financial Planning process, Macro Economic Factors, Personal Financial Statement, Significance of Financial Planner, Requirements to Become a financial planner.Investor Profiling Meaning of Investors, Types of Investors, Investor's Life Cycle, Financial Goals of Investors, Risk Appetite, Risk Profiling, types of Risk Profile, Process For Risk ProfilingRetirement Planning Introduction, Significance, Purpose need of Retirement Planning, Factors in Retirement Planning, Role 					
          V	Financial Planning Definition, Objectives and Importance of Financial Planning. Characteristics of a Sound Financial Plan, Essentials of a Sound Financial Plan, Financial Planning process, Macro Economic Factors, Personal Financial Statement, Significance of Financial Planner, Requirements to Become a financial planner.Investor Profiling Meaning of Investors, Types of Investors, Investor's Life Cycle, Financial Goals of Investors, Risk Appetite, Risk Profiling, types of Risk Profile, Process For Risk ProfilingRetirement Planning Introduction, Significance, Purpose need of Retirement Planning, Factors in Retirement Planning, Role of Financial Planner in retirement Planning, Factors in Retirement Planning, Analysis of Client's Retirement Needs, Determining Financial Objectives on Retirement.Overview of Wealth Management Meaning of Wealth Management, Scope of Wealth Management, Advantages of Wealth 					
          V	Financial PlanningDefinition, Objectives and Importance of Financial Planning. Characteristics of a Sound Financial Plan, Essentials of a Sound Financial Plan, Financial Planning process, Macro Economic Factors, Personal Financial Statement, Significance of Financial Planner, Requirements to Become a financial planner.Investor Profiling Meaning of Investors, Types of Investors, Investor's Life Cycle, Financial Goals of Investors, Risk Appetite, Risk Profiling, types of Risk Profile, Process For Risk ProfilingRetirement Planning Introduction, Significance, Purpose need of Retirement Planning, Factors in Retirement Planning, Role of Financial Planner in retirement Planning, Factors in Retirement, Analysis of Client's Retirement Needs, Determining Financial Objectives on Retirement.Overview of Wealth Management Meaning of Wealth Management, Scope of Wealth Management, Advantages of Wealth Management, Process of Wealth Management, Code of Ethics for Wealth ManagerEconomic Environment Analysis 					
          V	Financial PlanningDefinition, Objectives and Importance of Financial Planning. Characteristics of a Sound Financial Plan, Essentials of a Sound Financial Plan, Financial Planning process, Macro Economic Factors, Personal Financial Statement, Significance of Financial Planner, Requirements to Become a financial planner.Investor Profiling Meaning of Investors, Types of Investors, Investor's Life Cycle, Financial Goals of Investors, Risk Appetite, Risk Profiling, types of Risk Profile, Process For Risk ProfilingRetirement Planning Introduction, Significance, Purpose need of Retirement Planning, Factors in Retirement Planning, Role of Financial Planner in retirement Planning, Factors on Retirement.Overview of Wealth Management Meaning of Wealth Management, Scope of Wealth Management, Advantages of Wealth Management, Process of Wealth Management, Code of Ethics for Wealth ManagerEconomic Environment Analysis Interest Rate, Yield Curves, Real Return, Key Indicators – Leading, Lagging, ConcurrentDefined Contribution Plans 					

- 1. WEALTH MANAGEMENT & FINANCIAL PLANNING: Concepts & Practices; Balaji Rao D G, Partridge Publishing India.
- 2. Introduction to Financial Planning, Taxmann 2017, Author: Others
- 3. "The only financial planning book, U will ever need" By Amar Pandit, Network 18 Publications Ltd. (CNBC TV. 18)



#### Name of Course: MBA

#### Semester – I

		BUSINESS VAL	UATION (MBSF 1.3)		
Te	aching Hours: 4	Total Credits: 4	Total Marks: 80	Group: Skill/Foundation	
Objec	tives:				
1. To	develop an unders	anding in the students reg	garding Business Valuation	and its different techniques.	
2. To	extend the skill of ı	eading and evaluating the	business houses.		
Learn	ing Outcomes:				
The st	udents will be able	to understand the differen	ce between equity value ar	nd enterprise value. Learn how	
to cal	culate various equi	ty and enterprise value m	ultiples. Understand the d	rivers of equity multiples and	
value	a business using eq	uity multiples. Calculate ar	nd analyses valuation multi	ples.	
Unit			Content		
I	Concept of Value	: An understanding of 'Va	alue', The nature and scor	be of Valuation, Objectives of	
	Valuation, Importa	Valuation, Importance of Business Valuation, Misconceptions about Valuation.			
Ш	Principles & Tec	hniques of Valuation: E	lements of Business Valu	ation, Conceptual Overview	
	Valuation Approa	hes, Choice of Approach,	Fair Market Value, Adjustm	nents for Valuation Purposes.	
111	<b>Discounted Cash</b>	Flow Valuation: Definitio	n and description of DCF	analysis, Assumptions in DCF	
	Model, Importanc	e of DCF approach, Advant	ages and Limitations of DC	F approach, Application of DCF	
	Valuation, Value d	rivers, Steps in DCF Valuat	ion.		
IV	Relative Valuation: Definition and description of Relative Valuation, Steps in Relative Valuation,				
	Market Value, Ma	rket Multi <mark>pl</mark> es, Wide appli	cation of Relative Valuatio	n, Advantages and Limitations	
	of Relative Valuati	on, When <mark>to use</mark> Relative <sup>v</sup>	Valuation.		
V	Asset Valuation:	Determining Book Value, A	djusting Book Value, Facto	rs in Asset Valuation.	
VI	Valuation of a Fi	rm: Steps in estimating F	ree Cash Flows (FCFs) of	the Firm, Horizon Period and	
	Terminal Value, Va	alue of th <mark>e firm's</mark> equity- S	teps involved		
Books	Recommended:				
1. E	BUSINESS VALUATIO	N (Text & Cases); Pitabas	Mohanty, Taxmann's		
2. <i>i</i>	A premier on valuat	on of business & valuation	n methodologies, Virendra	Pamecha, X cess Infostore	
F	Pvt	5	3		
3. (	Company valuation:	Measurement & Manager	nent; Vinod Sople; Himalay	/a Publishing House.	

	SEMESTER II						
	(MBC 2.1) Economic Environment of Business						
Те	Teaching Hours: 4    Total Credits: 4    Total Marks: 80    Group: Core						
-	<b>ctives:</b> To understand the concept and importance of Economic Environment of Business and apply th us tools and techniques available in cost and management accounting.						
Learn	ning Outcomes:						
	e end of the course, student will be able to:						
1. Di	iscuss the supply and demand theory and its impact on particular business model.						
2. Ex	xplain the effects of government policy on the economic environment.						
3. Ou	utline how an entity operates in a business environment.						
4. De	escribe how financial information is utilized in business.						
5. Ex	xplain the legal framework that regulates the insurance industry						
Unit	Content						
I	A Glimpse of Business environment - Types of Environments; Internal, External, Micro & Macr Environment. Competitive Structure of Industries; Competitor and Environmental analysis; Natur and Structure of Indian Economy; Economic Conditions; Economic Planning; Five-year plans in India Economic reforms in India						
II	<b>Economic environment of Business</b> - Global Recession; Overview of Public, Private, Joint Venture an Cooperative Sectors with special reference to PPPs; Concept of Privatization, Disinvestment an Divestment, Different types of Schemes by Govt. Of India for startups and MSMEs.						
111	Industrial Sickness: Definition, Causes & Consequences of Industrial Sickness, Remedial measure Provisions of Companies Act, 2013 for revival & Rehabilitation of Sick Companies, Case study on Sic units.						
IV	International Business Environment - Concept of Balance of Payment; Letter of credit, Internation Monetary Fund , World Bank, Types of Foreign Investment, New provisions in Foreign exchange management act .						
V	<b>Technological Environment</b> - Technological Innovation, Product & Process Innovation, Technological "S" curve, Technological Leadership and Followership						
VI	Technology and Competitive Advantage, Technological Dynamics, Time lags in Technolog Introduction/Absorption, Adaptation, and Transfer of Technology.						
Books	s Recommended:						
1.	Business Environment (Text and Cases), Francis Cherunilam – Himalaya Publishing House.						
2.	Business Environment, Third Edition, Text and Cases – Justin Paul – Mc Graw Hill.						
3.	Economic Environment of Business,7th Revised Edition – H. L. Ahuja, S. Chand Publishing						
4.	Economic Environment of Business, 2nd Edition – Biswanath Ghosh – Vikas Publishing House.						
5.	Government and Business, 6th Edition – N. K. Sengupta – Vikas Publishing House.						

			ESTER II				
			anagement Accounting				
Te	eaching Hours: 4	Total Credits: 4	Total Marks: 80	Group: Core			
-	ctives:						
	To understand and apply the principles and practices of cost and management accounting in various business contexts.						
	Fo develop skills in the preparation and analysis of financial documents and reports for effective decision-						
	making.						
	-	ors and their impact on bu	siness operations and profital	bility.			
4. To	o understand and util	ize various costing method	ls and techniques for efficient	t cost management.			
5. To	evaluate and interp	ret financial ratios and casl	h flows for business performa	ince assessment.			
6. To	o integrate theoreti	cal knowledge with pract	tical problem-solving skills	in cost and management			
ac	counting.						
	-	learning this subject, stud					
			eets based on given data. ( <b>Ap</b>				
		• • •	ios, and margins of safety t	hrough practical problem-			
	olving. (Apply & Analy						
			accounts, and balance shee	ts for both complete and			
	complete contracts.		and alarming and control (	Analy Q. Creata)			
	-	_	ancial planning and control. ( <i>I</i> lyze their implications for bus				
	Evaluate)	Thow statements and ana	lyze their implications for bus				
	,	ons and interpret the result	s to assess the financial healtl	n of an organization (Annly			
	Analyze)	ins and interpret the result					
Unit		TR. Co	Content				
	Unit & Output Cos	ting-					
			ng, Objectives, Scope, Import	ance and functions of Cost			
			etween of Cost Accounting				
	Functions of Cost A	Accountant	38/3				
	Practical Problems	: Preparation of Cost Shee	t and Tender Sheet .				
П	Marginal Costing-						
	Theory: Meaning of	of Marginal Costing, Object	ives, Need, Importance, Adva	antages and Disadvantages			
	of Marginal Costin	g. Meaning and Use of Br	reak-Even Point, Introductior	n of Various Concepts Like			
	Contribution, Profi	t Volume Ratio, Fixed Cost	s, Margin of Safety.				
	Practical Problems	Practical Problems: Calculation of BEP in Units and Amount, Profit Volume Ratio, Margin of Safety,					
	Fixed Cost, Sale, Pr	ofit, Variable Cost, Contrib	ution.				
	Contract Costing-						
		••	vantages and Disadvantages of	-			
			ncepts of Work Certified, Wo	rk Uncertified and Notional			
		ansferring Notional Profit t		A /a and Dalamas Chaot far			
		•	Account, Work in Progress	A/c and Balance Sneet for			
IV	Complete and Inco						
		anagement Account-	nt, Objectives, Scope, Impo	ortance and functions of			
			nent Account. Meaning of Ca				
	-	• •	of Cash Budget. Difference B	•			
		Accounting, Role of Manag	-				
	-	: Preparation of Cash Budg					
v	Cash Flow Statem	·					
			tement, Importance of Cash F	low Statement, Limitations			
		-	v Statement, Format of Cash I				
	Between Funds Fl	<u>ow Statement V</u> s. Cash F	low Statement & Technique	es of Preparing Cash flow			

	statements.
	Practical Problems- Preparation of Cash flow Statement.
VI	Ratio Analysis
	Theory- Meaning of Ratio, Meaning of Ratio analysis, Advantages & Disadvantages of Ratio Analysis,
	Type of Ratios.
	Practical Problem- Calculation of Ratios.
Book	s Recommended:
1.	Management Accounting: Text Problems and Cases, KHAN and Jain, McGraw- Hill Education 6th
	Edition
2.	Modern Cost and Management Accounting, HANIF, Mc Graw - Hill Education, 1st edition
3.	Cost and Management Accounting, M. N. Arora, Himalaya publishing house 3rd edition
4.	Management Accounting, Pandey IM, Vikas Publication, 3rd edition
5.	Introduction to Management Accounting, Horngren et al, Prentice Hall.



	(MBC 2.3) Entrepreneurship Development					
Teaching Hours: 4	Total Credits: 4	Total Marks: 80	Group: Core			

CENTECTED II

#### **Objectives:**

- 1. To develop an understanding about the basic concepts of Entrepreneurship
- 2. To enable the students to develop their Entrepreneurial Skills
- 3. To develop an understanding about New Venture Planning, Financing and Institutional support for new ventures
- 4. To develop an understanding about Ancillarization.
- 5. To create awareness about some special issues for Entrepreneurs

#### Learning Outcomes:

The expected Student Learning Outcomes for the Entrepreneurship Program are: Students master oral and visual presentation skills and establish a foundation of confidence in the skills necessary to cause others to act.

Entrepreneurship and Innovation minors will be able to find problems worth solving. These students become Job Providers instead of Job seekers.

Unit	Content		
I	Introduction:		
	Meaning, definition and concept of entrepreneur, entrepreneurship and entrepreneurship		
	development. Factors affecting entrepreneurship, characteristics and skills of an entrepreneur,		
	entrepreneur v/s manager. Evolution of entrepreneur, Entrepreneurship, concepts of		
	intrapreneurship, Success stories of intrapreneurs, types of entrepreneurs, functions of entrepreneur,		
	entrepreneur as an career option, entrepreneurial decision-process, challenges faced by		
	entrepreneurs, common oversight in entrepreneurship, and changing role of entrepreneur. Cases of		
	Women enterprises, so <mark>cial, and rural entrepreneurs</mark> hip.		
П	Developing Entrepreneurial Mind-set:		
	Idea generation- sources and methods, identification and classification of ideas. Individual creativity:		
	roles and process; idea to business opportunity. Entrepreneurial motivation, meaning of		
	entrepreneurial competencies, major entrepreneurial competencies, developing entrepreneurial		
	competencies. Opportunity assessment, business opportunities in various sectors, challenges of new		
	venture start-up, reasons for failure; how to begin with low investment.		
Ш	Developing a Business Plan:		
	Environmental Scanning and SWOT analysis, and. The business plan as an entrepreneurial tool,		
	Business Planning Process: elements of business planning, preparation of project plan, components of		
	an ideal business plan market plan, financial plan, operational plan, and, Feasibility Analysis – aspects		
	and methods: Economic-analysis, financial analysis, market-, and technological feasibility.		
IV	New Venture planning and financing:-		
	Franchising-process and opportunities, Business plan-need, perspective, elements, Business plan		
	failures, Managing growing and ending the new venture - Preparing for the new venture launch,		
	criteria for evaluating new venture proposals. Early management decisions. New venture expansion		
	strategies and issues – Going public -ending the venture.		
V	Entrepreneurial Finance, Assistance and Entrepreneurial Development Agencies:		
	Estimating financial funds requirement; Sources of finance – banks, various financial institutions		
	(including IFCI, ICICI, IDBI and SIDBI), financing of small scale industries in developing countries. Role		
	of central government and state government in promoting entrepreneurship with various incentives,		
	subsidies, grants, export oriented units – fiscal & tax concessions, other government initiatives and		
	inclusive entrepreneurial growth. Financing of small scale industries in developing countries. Overview		
	of MSME policy of government in India. Role of agencies assisting entrepreneurship: DICs, SSIs, NSICs,		
	EDII NIESBUD, NEDB, Entrepreneurship Development Institute (EDI). New initiatives taken by		
	government to promote entrepreneurship in India at larger scale.		

VI	International Entrepreneurs:-
	Global Entrepreneurs- Opportunities and challenges, Disruptive innovation-meaning and process,
	Business models:- CASES of successful and failure business models and leadership.
Books	Recommended:

- 1. Entrepreneurship: Creating and Leading an Entrepreneurial Organization, Kumar, Arya, Pearson, India
- 2. Starting, Developing and Managing a New Enterprise, Hishrich., Peters, Entrepreneurship: Irwin
- 3. Launching New Ventures: An Entrepreneurial Approach, Allen, K.R., Cengage Learning.
- Ramachandran, K., Entrepreneurship Development, Tata McGraw Hill, India.
- 4. **Entrepreneurship**, Roy, Rajeev, Oxford University Press.



		SEM	ESTER II				
	(MBC 2.4) Quantitative Techniques for Business						
Т	Teaching Hours: 4Total Credits: 4Total Marks: 80Group: Core						
Obje	ctives:						
1. T	o understand the var	ious statistical concepts th	at are used in business and	research.			
2. T	o develop an ability	to apply the various stat	istical concepts to practica	l situations in business and			
re	esearch.						
	ning Outcomes:						
		*	1	ness decisions. These skills			
	_	_	-	ll be able to formulate and			
		lels in business decision n					
Unit			Content				
I		••	-	cision - making; Measures of			
			•	asures of Dispersion: Range,			
			ent of Variation, Skewness,				
II	-			befficient of Correlation and			
				Line and Interpretation of			
				Regression and Correlation.			
				Baye's Theorem. Probability			
			ation of Binomial; Poisson a				
IV	-			oonents of time series, Trend			
		are method - Linear and N	Ion - Linear equations, App	lications in business decision			
	making.	YA					
V	T- Test and Z- Test		63 24	· · · · -			
				for comparing two means. Z			
		two means, Z test for com					
VI	•	ng an <mark>d Problem Formulati</mark>					
	-			ulation of LPP for 2 variables,			
Deel		optimum solution by graph	ical method only.				
	s Recommended:	Phardawaz Even Backs					
1. ว		Bhardawaz - Excel Books	C B, Gupta V - Vikas1995, 23	Prd Edition			
2. 3.		Black - Wiley Dreamtech	C B, Gupta V - Vikas1995, 2.				
3. 4.		Sharma J K - Pearson educa	tion 2nd adition				
4. 5.			er and Stair Jr - Prentice - Ha	II 7th edition			
5. 6.	•	•	ion 2000, New Delhi, 7th Ed	•			
0. 7.	•	Beri G C- Tata Mc Graw Hill					
7. 8.			n J S - Vikas 1998.Ist Edition				
0.		is and Economics, chanda					

			SEMESTER II			
<b>–</b>	aching llaure 4	(MBC 2.5) Business			ation	Crown Corre
	eaching Hours: 4	Total Credits: 4	lota	al Marks: 80		Group: Core
-	ctives:	sic concents and appro	achas involvas	l in conductin	a rocoar	-h
		sic concepts and appro			-	
2. 10	o understand and ap	oply the various statisti	cal tools and pl	rocesses in pra	actical re	esearch situations
Loarr	ning Outcomes:					
	-	onte with basic of rosoa	rch and the rec	oarch procoss	Studont	s would have developed
				•		rocess, research designs
and	-	-		-		work and formulating
		al report with interpre		r conducting	research	
Unit			Content			
		opping Objectives pro			ch Appr	oach, Research Process
•			••			of research hypothesis
	-	•	•			arch, Types of research
		ion, Layout, format and				arch, Types of Tesearch
11		•	-	•		avaloratory descriptive
••	•	•	0, 11		0	exploratory, descriptive exploratory, secondary
	•				-	
	=				_	n, Causality, Validity in
	•				or exper	iment Classifications o
	-	igns – pre, quasi, true a			thada	obconvotion interview
111						observation, interview
						<ul> <li>sentence completion</li> </ul>
						niques; play techniques
IV		examinations, Socio-m				s, classification of scales
IV	-					nd measurement Criteria
	-				-	f questions, structure o
						tionnaire, reliability and
		onnaire, E questionnair			ne ques	tionnane, renability diff
v					relation	and regression Analysis
v						sis in various functiona
				-	-	mple concept, Practica
		ing parametric and non			iuige ja	
VI			· · · · · · · · · · · · · · · · · · ·		ctor An	alysis, Cluster Analysis
VI		•				oplication of advanced
					• •	ty of these Techniques
	-	ms of Plagiarisms.			Juitabill	ty of these rechniques
Book	s Recommended:					
		Methods , Zikmund , T	homson Learni	ng Books		
		h, G C Beri third editior		118 DOOK3		
	-	in Behaviourial Scienc		acmillan		
		arch, Bennet, Roger: IL				
	-	, Salkind, Neil J.: Prenti				
					N & Dr	Neena Sondhi, Vikas
	Publications				Di.	

#### **SEMESTER II**

		02111			
(MBC 2.6) Regulatory Aspect of Banking & Finance					
Te	Teaching Hours: 4 Total Credits: 4 Total Marks: 80 Group: Core				
About the course: The candidates would be able to acquire knowledge in the legal & regulatory framework					
of the	e banking system an	d the various laws and enac	tments affecting day to da	y Banking Operations.	
Learr	ning Outcomes:				
After	learning this subject	t, students will be able to			
i) U	i) Understand the Indian Banking System.				
ii) U	nderstand the role o	of Reserve Bank of India.			
iii) U	nderstand different	types of bank accounts			
iv) U	nderstand Know Yo	ur Customer (KYC) and Anti-	money laundering measure	es.	
v) U	nderstand calculation	on of interest and annuities.			
vi) U	nderstand accounta	ncy for Bankers.			
Unit	Content				
I				idia, Indian Banks' operations	
	abroad, Local Area Banks (LAB), Pre-reforms Development, Credit guarantee fund trust for small				
	industries.	industries.			
II	Reserve Bank of	Reserve Bank of India – Legal Framework, Main functions of Reserve Bank of India, Functions of			
	various departments of Reserve Bank of India.				
Ш				d Women, Pardanashin Lady,	
	Illiterate persons, Blind persons, Insolvent Persons, Insane Persons, Intoxicated, Executors and				
	Administrators, Liquidator, Receiver/Assignee, Trusts, Societies and Clubs, Minors, Agent/ Attorney,				
	Joint Accounts, Partnership Firms, Joint Stock Companies.				
IV	KYC Norms and Anti-money Laundering – Policy on "Know Your Customer" (KYC) Standards/ "Anti-			• •	
				Noney Laundering Act 2002.	
V				rest & Compound Interest;	
		ated Monthly Installments;		t Rates;	
		nuities; Interest Calculation			
VI	-			I and Revenue Expenditure;	
	Receipts; General Illustrations. Different types of errors, Depreciation, Bank Reconciliation.				
	s recommended.				
1. Introduction to Banking, Vijayaragavan Iyenger, Excel Books					
2. Accounting & Finance for Bankers, IIBF, Macmillan					
	Basics of Banking, IIBF, Taxmann				
4.	4. <b>Principles and Practice of Bank Management,</b> P.Subba Rao , P.K.Khanna , Himalaya Publishing House				

#### SEMESTER II SKILL FOUNDATION COURSES (ANY ONE)

(MBSF 2.1) Environment Management & Legislation				
Teaching Hours: 4 Total Credits: 4 Total Marks: 80 Group: Core				
<b>Objectives:</b> To understand the basic concepts of Environment Management which involves ecosystem and				
-	versity and to understand various laws and policies related to environment management			
	,			
Learn	ing Outcomes:			
Stude	ents:- Appreciate concepts and methods from ecological and physical sciences and their application in			
enviro	onmental problem solving. Appreciate the ethical, cross-cultural, and historical context of			
enviro	onmental issues and the links between human and natural systems.			
Unit	Content			
Ι	Introduction to Environment Management - Definition, Scope & importance, Need for public			
	awareness- institution in environment, Fundamentals- sustainable development, Unsustainable to			
	sustainable development. Natural resources - Renewable and non renewable resources, and			
	associated problems, Role of an individual in conservation of natural resources; equitable use of			
	resources for sustainable life cycles;			
П	Ecosystem & Biodiversity - Concept of an Ecosystem, ecosystem degradation, resource utilization;			
	Structure & functions of an ecosystem-producers, consumers and decomposers; Ecological			
	succession; food chains, food webs and ecological pyramids;			
	Ecosystem types – characteristics features, structure and functions of forest, grassland, desert and			
	aquatic ecosystems, Industrial Ecology and Recycling Industry. Introduction- biodiversity at genetic,			
	species and ecosystem levels; Bio-geographic classification of India; Value of diversity- Consumption			
	use value, Productive use value, Social, Ethical, Moral, aesthetic and optional value if diversity; India			
	as mega- diversity nation E 🕞 🕵 😫 🔄			
III	Human population & environment - Global population growth, variations among nations. Population			
	explosion, Family welfare Programmes-methods of sterilization; Urbanization, Environment & human			
	health-climate and human health, infectious diseases, water related diseases, risk due to chemicals in			
	food, Cancer and environment. Human rights –Equity, Nutrition and health rights, intellectual			
	property rights (IPRS), HIV/AIDS; Women and children Welfare; Information technology in			
	environment and human health. Application of carbon rating and its uses.			
IV	Environment Pollution: Soil, Water, Marine, Noise, Thermal & Nuclear Pollution- Introduction,			
	impact on health, environment and industry, measures of control, individual contribution. Green			
	House Effect, Global Warming, Acid Rain, Rain Water Harvesting, Ozone Layer depletion.			
V	Social issues and environment - Construction of dams: problems and concerns of resettlement,			
	rehabilitation of affected people; Environmental ethics- issues and possible solutions, resource			
	consumption patterns and need for equitable utilization; Equity disparity in western and eastern			
	countries; Urban and rural equity issues; Need for gender equity; Public awareness-Using an			
	environmental calendar of activities. Environmental Economics- Estimation of Costs and Benefits-			
	Cost-Benefit Analysis.			
VI	Environment legislation & Institutions - Environmental (protection) Act, The water (prevention and			
	control of Pollution); The wild life protection Act; Forest conservation Act; Issues involved in			
	enforcement of environmental legislations; Environment Impact Assessment; Environmental Auditing;			
	Clearance / Permission for establishing Industry. Ministry of Environment and Forest, Central Pollution			
	Control Boards, State Pollution Control Boards, Local Bodies- their scopes, organizational and functional issues			
functional issues. Books Recommended:				
1. A text book of environmental, K M Agrawal, P K Sikdar, S C Deb, published by Macmillan				
<ol> <li>A text book of environmental, K M Agrawal, F K Skdar, S C Deb, published by Machiman</li> <li>Environment management , N K Uberoi, published by Excel Books</li> </ol>				
3. Environment management, Dr. Swapan Deb, published by Jaico Publishing House.				

Environment management, Dr. Swapan Deb, published by Jaico Publishing House.
 Environmental Management, S K Agrawal", published by A.P.H. publishing Corporation.



#### **SEMESTER II**

		(MBSF 2.2)	Project Management		
Te	eaching Hours: 4	Total Credits: 4	Total Marks: 80	Group: Core	
Objec	ctives:				
1. T	To develop an understanding of project management plan and its process.				
2. T	To understand scope, priorities of project.				
3. T	To examine the options available for accelerating project completion.				
4. T	o construct project	duration networks and an	alyse the risks management	process.	
5. T	o measure the issue	s related to project teams	and strategize for it.		
6. T	o analyse the proje	t closure techniques.			
	-	r learning this subject, stu			
		ept of the Project Manage			
	-	s and constraints associate			
		n Structure in Project with			
	• • •	t teams for a particular pro	oject.		
		nnected with the Project.			
	stimate Project con	trol and closure technique			
Unit	-		Content		
I		-	aracteristics & Objectives o		
			s of Projects, Project Mana	-	
Project Portfolio Management, Introduction to the Agile practices in the Project Manager				Project Management.	
II			t Definition- Advantages &	-	
	-		oject Scope, Project Prioriti	es, Work Breakdown (WBS)	
Integration of WBS with organization, Project communication					
111	Estimating Project Time, Costs & Scheduling Resources - Factors influencing quality of estimates, Top				
			, Various Costs associated v		
			nts, Time Constrained & Re	source Constrained Projects	
	· ·	ating project completion.			
IV				Assessment, Risk Response	
			structing project network: Ba	asic rules, concept of forward	
	and backward pas				
V				ective Project Manager, Five	
	•			eams; Role of Leadership ir	
		ent, Ethics in Project Mana		ite since he ferrore time. Constant	
VI			-	nitoring Information System	
			•	e System, Types of Project vare MS- Project (Hand-or	
		study on Project evaluation		vale wis- Project (Halid-or	
Pook	s Recommended:	study off Project evaluation	in/Project closure.		
		, Clifford F. Gray, Erik W. I	arson McGraw Hill		
		, Childred F. Gray, Erik W. I	arson, wicdraw fill		
		, Rory Burke, Wiley India			
		, S Chowdhary, McGraw F	ill		
		, V C Sontakki, Himalaya F			
	roject Management	· · · ·	asisiiiig iluuse		
0. P	i oject management	, ni uli Naliud, FIII			

#### SEMESTER II

	(MBSF 2.3) Agri Business Management					
Т	Teaching Hours: 4 Total Credits: 4 Total Marks: 80 Group: Core					
Obje	Objectives:					
1.	1. Understand the basic concepts of agriculture inputs and Agri-business					
2.	Understand the challenges and importance of the agri-business					
3.	Analyse the global scenario and functioning of ancillary industries					
4.	Know the present position ancillary industries and their application					
5.	Understand the role of various supporting institutions					
6.	Acquire the latest trends in Agri-business Management.					
Lear	ning Outcomes: After learning this subject, students will be able to:					
1.	Describe the meaning and importance of agri-business and agriculture inputs					
2.	Identify challenges of Agri-business, their ancillary industries and importance in sustainability					
3.	Summarize the functions of feed industry global market scenario					
4.	Elaborate the developments into floriculture, biotech and food industries					
5.	Elaborate the role of various institutions for agri businesses					
6.	Explain the latest trends in the agri business management.					
Unit	Content					
I	Introduction: Meaning and Definition of Agri-Business, Components and Types of Agri-Business;					
	Management of Agri-Business - Meaning, Scope, importance and opportunities ; Overview of					
	agribusiness sector, Agri-business and Indian Economy; Agriculture Inputs: Types and importance of					
	agro inputs, Various Ancillary industries of agriculture and their role					
Ш	Challenges of Agri-Business Sector; Impact of climate change on agri-business; Sustainable Agri-					
	business Practices; Inclusive Business Model in Agri-Business; Role of IT and Robotics in Agribusiness;					
	Importance of Agri-Business Management in Sustainable Development and SDGs 2023; Case Study -					
	ITC's Sustainable Agriculture Programme					
	Livestock Management: Meaning of Livestock products, Present status of livestock products industry					
	in India:, demand-supply scenario in domestic and global markets; Feed Industry: feed manufacturing					
	industry, organizing and planning feed manufacturing unit, storage, transportation and marketing of					
	livestock					
IV	Management of Floriculture, Biotech and food: Present status and advances in floriculture and					
	flower, landscaping, fruit production, food processing industry, Agricultural needs & application of					
	biotechnology for agricultural uses and benefits					
V	Institutional Support: Role and functions – NAFED, COSAMB, NCDC; DMI; NIAM, SHGs, PDS (Public					
	Distribution System) – Functions, Importance & Issues, Government Schemes and Programmes for					
	Agri Businesses; Financial Inclusion; Working of NCDEX for Agriculture Produce; MSP – Minimum					
	Support Price – Concept & Role					
VI	Crop Insurance and Commodity Markets: Introduction to & functions of AIC, PMFBY, WBCIS					
	Latest Trends in Agriculture: E-Commerce in Agri-Business, Digital Agriculture, Agri-Tech Startups,					
	Value-Added Agriculture, Sustainable Practices in Agriculture, Introduction to the concepts - Agri-					
	tourism, Agri-tainment, Block – Chain in Agri-business					
Books Recommended:						
1.	1. Agri Business Management, Himanshu. Jaipur, Ritu Publications Jaipur.					
2.	2. Encyclopedia of Agricultural Marketing: Marketing of Farm Inputs Seed, Jagdish Prasad, Fertilizer					
	and Irrigation, Vo. IX, www.vedamsbooks.com/					
3.	3. Livestock Feeding Strategies for Dry Regions/edited by P.S. Pathak and S.S. Kundu,					
	www.indianbooksandperiodicals.com					
4.	Food Processing and Preservation, Neelam Khetarpaul, www.astralint.com					
5.	Fruit Production- Problems and Solutions, R.R. Sharma, www.indianbooksandperiodicals.com					
6.	Emerging Trends in Post-Harvest Processing and Utilization of Plant Foods, Neelam Khetarpaul, R.B.					
	Grewal, Sudesh Jood and Umaid Singh, api.champagnetravel.com.					



#### SEMESTER III CORE COURSES

(MBC 3.1) International Business Management						
Te	Teaching Hours: 4     Total Credits: 4     Total Marks: 80     Group: Core					
	ctives:					
-	o develop an understanding among students of the basic concepts & theories of International Trade.					
	To understand major trading blocs& Trade barriers and its impact upon global trade.					
	o familiarize students with the International Business environment.					
	o create an awareness regarding the Institutional Support for Foreign Trade in India.					
	o understand Exchange Rate Management to ensure the smooth functioning of global trade and the					
	lomestic economy.					
	o understand the role of various international economic organizations.					
	ing Outcomes:					
	analyze the environment differentiate the various global market entry strategies in the light of					
i	nternational trade theories.					
2. E	<b>valuate</b> the rationale for government intervention in the forms of trade regulation.					
3. <b>L</b>	Inderstand an environmental scan to evaluate the impact of world issues on an organization's					
i	nternational business opportunities.					
4. C	Discover an entry strategy into other markets recognizing the nature of institutions and forces					
g	overning the process of globalization.					
5. <b>A</b>	<b>Analyze</b> an exchange rate mechanism used to manage a country's currency exchange rate relative to					
	other currencies.					
6. L	<b>Inderstand</b> the various international economic functional support services to be considered in an highly					
	ompetitive global scenarios.					
Unit	Content G					
I	International Trade – Concepts and Theories: International Trade, Origin, Need &Importance,					
	Historical Background, Barter Trade, Foreign Market entry Strategies, Mercantilism, Factor					
	Endowment Theory, Comparative Cost Theory, Opportunity Cost Theory, Theory of Absolute					
	Advantage					
II	Global Trade Scenario Overview- Trading Blocs, (EU, NAFTA etc.), Trade Agreements, Trade & Tariff					
	Barriers, Specific & Ad valoram Tariff, Non-Tariff Areas Quota, Subsidies, GATT & UNCTAD – Objectives					
	& Functions, Impact of Globalization and WTO on World Trade.					
Ш	International Business Environment – Factors Affecting Environment – Economic, Social, Cultural,					
	Commercial, Demographic, Geographic, Competitive, Political & Regulatory environment, Legal					
	environment & Technological Etc.					
IV	Foreign Trade of India – Direction, Flow and Trends, Exim Policy, Institutional Support for Foreign					
	Trade – Directorate general of foreign trade, Exim Bank, Export credit guarantee corporation, Export					
	Promotion Council, Export processing zone, Export oriented unit, Special economic zone etc.					
V	<b>Exchange Rate Management</b> – Balance of Trade, Balance of Payments, Exchange Rate Theories					
	(Purchasing Power Parity), Working of Foreign Exchange Markets, Determination of Rate of Exchange,					
	Role Of RBI, Introduction to Foreign exchange management act.					
VI	International Economic Organizations and International Monetary/ Financial System – World Bank,					
	Role of IMF, IFC, ADB, IBRD, Settlement of International Financial Transactions, International Liquidity-					
	Causes for the shortage of International Liquidity, Measures to solve the problem of international					
liquidity.						
Books Recommended:						
1. International Business, Subba Rao, Himalaya Publications						
2. International Business, R.M. Joshi, Oxford University Press						
3. International Business Strategy, A. Nag, Vikas Publishing House						
5. l	5. International Business, Francis Cherunilam; Prentice Hall of India.					

- 6. International Business, Shukla, Excel Books.
- 7. International Business Environment, Francis Cherunilam, Himalaya Publishing House.
- 8. Elements of International Business, S. N. Charry, Biztrantra.



			AESTER III			
Та	aching Hourse 4		d Strategic Management	Croup Coro		
	aching Hours: 4	Total Credits: 4	Total Marks: 80	Group: Core		
Objec		and thought processes in a	tratagia managamant			
	• • •	and thought processes in s		cc organization		
			ronment factors for the busine	ess organization		
		mine suitable strategy for a				
		rious approaches of Portfoli	o Analysis			
		s strategic control tools				
		nfluencing global strategies				
	-	r learning this subject, stud		monte with actions of th		
		nanagement process and	relate vision mission state	ments with actions of the		
-	ganizations.	al and outernal analysis for	a husiness ( ergenization			
		al and external analysis for	a business/ organization.			
		ategies at corporate level.	halp of various tachniques			
	•	•	e help of various techniques.			
		evaluation and control meth				
	Inspect the reasons	s for globalization and list tr	ne global competitive advantag	ges.		
Unit			Content			
I			on, definition, characteristics;	-		
			Management Process; Stra			
			ment; Vision and Mission sta	tements – Characteristics &		
		oaches to Strategy Formula				
II		-	ysis - a) SWOT analysis, Res			
			ve Advantage; b) Value chain a			
	External Analysis – a) Competitive analysis -Interpreting the Porter's five forces model; Components o					
	External Analysis; b) Environmental Scanning; Industry Analysis and a Framework for industry analysis					
Usefulness of industry analysis 😑 🕞 🌅						
III	-		t <mark>ration,</mark> Horizontal, Ver <mark>tical</mark> , B			
	• •		eration; Merger, Acquisitions			
	alliances D) Stabi	ity - Pause/proceed With	Caution, No change, Profit st	rategies. E) Retrenchment ·		
	Turnaround, Capt	ve Company Strategy, Sellin	ng out Bankruptcy, Liquidation			
IV			analysis, advantages & disac			
	General Electric's	Business Screen, d) Life cy	cle or Arthur D Little matrix,	e) Balance scorecard, SPAC		
	Approach, QSP Matrix, 7s Framework, Strategic Business Unit (SBUS), Merits & Demerits of SBL					
	Leadership, Powe	r & organization culture.				
V	Strategy Evaluati	on And Control- Introduct	ion, Nature of evaluation an	d control, Characteristics &		
	importance of effe	ective Evaluation and Contre	ol system, Various Strategic Co	ontrols, Operational Controls		
	Mechanisms for strategic Control, Limitations of Strategic Control, Guidelines for Proper Evaluation an					
	Control, Strategic	Control, Strategic Audit				
VI	Global Strategy-	Introduction, Forces push	ning for globalization, Reaso	ns for globalization, Globa		
	expansion strateg	ies, types of global strategie	es, International Portfolio anal	ysis, Market entry strategies		
	International strategy and global competitive advantage; Case studies on Successful global strategies					
Books	Recommended:					
1. <b>S</b>	trategic Planning &	& Formulation of Corporat	e Strategy, V S Ramaswami,	S Namaumari, Publication-		
	Macmillan, India.					
2. 5	Strategic Managem	ent -9 th Edition, John A P	earce II, Richard B Robinson, J	r Publication-Tata McGraw-		
		oany Limited, New Delhi.				
	• .	tegic Management, Henry,	Oxford University Press			
	-		Arthur A. Thompson Jr, A.J. St	rickland III, Publication-Tata		
	-	hing Company Limited, New	•			
5. <b>r</b>	Management Policy	& strategic Management.	R.M. Srivastava, Publication -	Himalava Publishing House.		

5. Management Policy & strategic Management, R.M. Srivastava, Publication – Himalaya Publishing House.

- 6. **Global Strategic management** Kamel Mellahi, J. George Frynas, Paul Finlay Publication- Oxford University Press, New Delhi.
- 7. Strategic Management, Chandrasekara, Anant Narayanan, Oxford University Press



	SEMESTER III					
	(MBC 3.3) Summer Internship Project/ Report writing & Assessment					
Te	eaching Hours: 4 Total Credits: 4 Total Marks: 100 Group: Core					
-	ctives:					
1. To	o offer industry exposure to the students.					
2. To	o facilitates the students to apply their knowledge of management concepts in real-life business					
si	tuations					
	o furnish students with an opportunity to apply theoretical concepts and knowledge acquired in the					
	assroom to real-world situations and practical projects.					
	o offer students hands-on experience working on projects within a professional work environment,					
ga	aining exposure to industry practices, standards, and challenges.					
	ning Outcomes:					
1. <b>A</b>	pply proficiency in utilizing relevant tools, techniques, and methodologies specific to the internship					
•	roject					
	terpret ideas, information, and project updates with colleagues, supervisors, and stakeholders through					
	arious mediums such as reports, presentations, and meetings.					
	nalyze, Identify and solve problems encountered during the internship project, employing critical					
	inking skills and creative problem-solving approaches.					
	evelop plan and manage project tasks, timelines, and resources efficiently and effectively.					
Unit						
I	At the end of second semester examination, every student of MBA will undergo on- the job practical					
	training in an organization. The training will be of 8 to 10 weeks duration.					
11	During the training, the student is expected to learn about the organization and analyze and suggest					
	solutions of a live problem. The objective is to equip the student with the knowledge of actual functioning					
	of the organization and problems faced by them for exploring feasible solutions and suggestions.					
Ш	During the course of training, the organization (where the student is undergoing training) will assign a					
	problem/project to the student.					
IV	The student, after the completion of training will submit a report to the College/Institute, which will form					
	part of third semester examination. However, the report must be submitted by the end of August during					
	third semester so that it is evaluated well in time.					
V	The report (based on training and the problem/project studied) prepared by the student will be known as					
	Summer Project Report (SPR). The report should ordinarily be based on primary data. It should reflect in					
	depth study of micro problem, ordinarily assigned by the organization where student undergoes training.					
	Relevant tables and bibliography should support it. One comprehensive chapter must be included about					
	the organization where the student has undergone training. This should deal with brief history of the					
	organization, its structure, performance products/services and problems faced. This chapter will form part					
	I of the Report. Part II of the Report will contain the study of micro research problem. The average size of					
	Report ordinarily will be 50 to 75 typed pages in standard font size (12) and double spacing. Three neatly					
	typed and soft bound (paperback) copies of the report will be submitted to the College/Institute. The					
1/1	report will be typed in A-4 size paper. The Report will have two certificates; one by the Head of the Institute/College and another by the					
VI						
	Reporting Officer of the organization where the student has undergone training. These two certificates					
VII	<ul><li>should be attached in the beginning of the report.</li><li>The SIP will be evaluated by two examiners (1 External Evaluator &amp; 1 Internal Evaluator) appointed by the</li></ul>					
VII	Director. It will carry total 100 marks divided into Internship – 40 Marks, Project Report – 40 Marks and					
	Presentation 20 Marks. Person having minimum 3 years of experience of teaching MBA OR a person from					
	industry having 3 years' experience at managerial level shall be appointed as examiner.					
VIII	It is mandatory that the student will make presentation in the presence of teachers and students. The					
VIII	student is expected to answer to the queries and questions raised in such a presentation.					
IX	If the student fails to submit his / her Project, he / she shall not be allowed to appear for the Project Viva					
IA	Examination and no Marks shall be allotted to the student.					

### SEMESTER III CORE GROUP SPECIALIZATIONS (ANY ONE OR MAXIMUM TWO)

### (Group-I) (Core) Marketing Managemen

	Marketing Management					
	(MBCE 3.1.1) Paper I - Sales and Distribution Management					
	hing Hours: 4	Total Credits: 4	Total Marks: 80	Group: Elective/ Specialization		
-	Objectives:					
1. To	familiarize the	student with the sa	ales management fund	ctions, sales process and distribution		
	anagement.					
			strategy for their organi			
		-		ir recruitment, selection& training.		
				s in sales and distribution management.		
		that affect a firm's cha				
6. To	understand how of	channel behavior and	conflict is handled.			
Learn	ing Outcomes:					
1. To	familiarize the	student with the sa	iles management fund	tions, sales process and distribution		
ma	inagement.					
2. To	plan and impleme	ent an effective sales s	strategy for their organi	zations.		
3. To	understand skills	and knowledge neede	ed to conduct full and fa	ir recruitment, selection& training.		
4. To	explore evaluation	n techniques in sales p	performance and trends	s in sales and distribution management.		
5. To	study the factors	that affect a firm's cha	annel decisions.			
6. To	understand how o	channel behavior and	conflict is handled.			
Unit			Content			
Ι	Introduction to s	sales management, O	bjectives & Scope of Sa	ales Management, Dimensions of Sales		
	Management, se	lling skills and selling s	strategies, selling proces	ss, Emerging trends & challenges in sales		
	force manageme	ent. 🗖 🗖 🗖				
11	Sales organizatio	on: Con <mark>cept, Purpose</mark>	& Basic types of sales of	organization, Specialization within sales		
	organization, Ma	anagement of sales t	erritory, Procedure for	designing sales territory, Sales quota:		
	-	quotas & Types of Qu				
Ш	Recruitment and	selection of sales for	ce, Sources of Sales forc	e Recruits, determining size of the sales		
				isadvantages, Designing a motivational		
			ales & distribution man			
IV				ation plan, Characteristics of a good		
	-			performance evaluation - Objectives &		
		ce performance evalu	· ·			
V	-			bution channel strategies, Designing		
			-	ough e- commerce- Advantages &		
		ypes of E- Commerce				
VI				& Types of Channel Relationships,		
			•	ources, channel conflict- Causes &		
		l conflict, managing ch		,		
Books	Recommended:					
		n Management, Tapa	an Panda –publisher, Ox	ford Publication.		
		<b>t</b> , Pradip Kumar Mallil				
	-	•	nna K Harvadkar -publisl	her: McGraw Hill.		
		-	karni, M V, Everest Publ			

5. Marketing Management, V S Ramaswami& S Namkumari, Macmillan India Ltd.

	(Group-I) (Core)					
Marketing Management						
	(MBCE 3.1.2) Paper II - Integrated Marketing Communication & Brand Management					
Теа	aching Hours: 4	Total Credits: 4	Total Marks: 80	Group: Elective/		
				Specialization		
Objec						
	-	-	marketing communication	and its role in Integrated		
	rketing Communica					
		-	ons Planning Process for set			
	•	0 1 0	d selection of suitable mode	e for livic.		
		cept of brand and brand e				
	· · · ·	of brand building for creating	• • •			
		ent branding strategies for				
	-	learning this subject, stud		in Integrated Marketing		
		cept of marketing com	imunication and its role	in Integrated Marketing		
	nmunications.	Andrating Communications	Diagonian Dracoss for estim	hiti		
-		-	Planning Process for setting	g objectives.		
		nning and selection of suita				
		pt of brand and brand equi rand building for creating l				
-		branding strategies for cus				
Unit		branding strategies for cus	Content			
I	UNIT I:		content			
•		ication - Meaning Process &	elements of communication.	Communication Message & its		
				Marketing Communications in		
				nse - Prospects and customers,		
			ges influence consumer decis	-		
П	UNIT II		5135			
	<b>IMC Planning Proc</b>	ess: DAGMAR approach for	setting objectives; Data Di	riven Communication – Using		
				Planning - A four step planning		
		and types of advertising in IN	IC.			
- 111	Unit III					
		•		dia classifications: Print media -		
	Broadcast media, Out-of-home media; Consumer Sales Promotion and Packaging; Channel marketing: Trade Promotion and Co-Marketing; Personal Selling; Public Relations and Brand publicity; Direct marketing: The					
			-	vice; Measurement, Evaluation		
	and Effectiveness in	•	onsorships, and customer ser	vice, measurement, Evaluation		
IV	Unit IV					
		uity - What is a brand? Wh	y do brands matter? What ar	e the strongest brands? Brand		
		Identity; Strategic brand ma	-	-		
	The brand equity: N	leaning concept, Customer b	ased brand equity; Choosing	brand elements to build brand		
		brand equity measurement a	and managing system, Keller's	Model of Brand Equity		
V	UNIT V:					
	-			os of brand building; Creating		
				ing, Branding challenges and		
			brand value chain, Brand Loy	alty, relevance of brand loyalty		
VI	UNIT VI:	d, Branding of Services				
VI		signing and implementing br	anding strategies - Brand arch	itecture – Brand hierarchy -		
	_			s; Branding Strategies adopted		
	by successful brands					
Books	Recommended:					

- 1. Consumer Behaviour, Schiffman, Kanuk & Kumar
- 2. Consumer Behaviour & Branding, Kumar
- 3. Integrated Advertising, Promotion & Marketing Communications, Clow & Baack
- 4. Advertising, Jafkins
- 5. Advertising Management, R Batra, J Myers, D Aaker
- 6. Strategic Brand Management 3rd edition Kelvin Lane Keller, Pearson Education.



		SEM	ESTER III	
		•	p-l) (Core)	
			Management	
		(MBCE 3.2.1) Paper I - Cor	porate Financial Managem	ent
Te	eaching Hours: 4	Total Credits: 4	Total Marks: 80	Group: Elective/ Specialization
Objec	tives:			
W	ealth.			isions and maximize company's
su	itable option for a give	en corporate financing need.		nents, and recommend the most ness entity and make informed
de	ecisions.			
	-		and recommend appropriat	e dividend strategies based on
5. To			s strategic initiatives for corp	porate growth, and recommend
•			onal financial management &	their role in corporate finance.
		arning this subject, students		•
	-		ed investment decisions rega	rding long-term projects.
2. <b>Ev</b>	aluate the pros & con	s of leasing and hire-purchase	e agreements compared and i	recommend the most suitable
ор	otion for a given busine	ess scenario.		
3. <b>A</b> p	oply various valuation	methods, including discounte	ed cash flow (DCF) analysis an	d comparable company
	•	e intrinsic value of a busines		
	-		as stable dividend policy and	residual dividend policy, on
	areholder wealth and		ALLES SEALES	
			I considerations to analyse ar	nd evaluate mergers and
		strategy for corporations.		
	escribe the functions a	nd ke <mark>y compone</mark> nts of intern	<mark>ational</mark> financial marke <mark>t</mark> s, t <mark>h</mark> e	ir role.
Unit		TRET	Content	
I				pes of decision and evaluation
	• •			let Present Value (NPV), Internal
		, Profitability Index (PI), Payl	back Period, Accounting, Rate	e of Return (ARR) – NPV and IRR
	comparison.			
II	•			asing, operating lease, leasing as
		ease Vs borrow & buy evalua	ation, Hire purchase arranger	nent, Choice between leasing &
	hire purchase.			
III	comparison method	, DCF method.		alue of shares and debt method,
IV	•	•	<b>C</b> .	d irrelevance concept, dividend
			-	ty of dividends – concept and
	-	udy – Dividend policy of Tata	-	
V			-	M&A – Exchange ratio, Financial
	-	ers, M&A as capital budgeti	ng decision, Economic value	e added & market value added
	Taxation aspects.			
VI	-	-		building, Reverse book building,
		•		financing, Securitization, Carbon
Credit, Balanced score card, Promissory notes, GDR, ADR, ECB, Indian Depository Receipts & Hu				
		ses shall be based on Unit I,	Unit II, Unit III, Unit IV, and U	Init V only.
Books	Recommended:			
1.	-	<b>nt</b> , Ravi Kishore, Taxman's, N		
2.	-		Ravi Kishore, Taxmann, New D	
3.	-	•	nna Chandra, TMH Publishers	s 2004
4.	-	<b>nt</b> , I.M. Pandey, Vikas publish	-	
5.	-	<b>nt &amp; Policy</b> , V. K. Bhalla – (An	· · · · · · · · ·	
6.	-	anagement, Dr. J.B. Gupta –		
7.	<b>Financial Manageme</b>	nt Raiiv Srivastava Anil Mish	ra – Oxford Higher Education	L



## (Group-I) (Core) Financial Management

## (MBCE 3.2.2) Paper II – Security Portfolio and Risk Management

Te				gement	
	aching Hours: 4	Total Credits: 4	Total Marks: 80	Group: Elective/ Specialization	
Cours	e Objective:			•	
1. A	nalyze various meth	-	-	h flow analysis and relative	
		e the intrinsic value of sec			
2. E	valuate financial statements, economic indicators, and industry trends to assess the fundamental value				
0	f securities and make	e informed investment dec	isions.		
3. Ir	nterpret price charts,	patterns, and technical inc	dicators to identify trends a	nd patterns in security prices	
		about future price movem	-	. ,.	
	•	•		sset allocation, to construct	
		it balance risk and return c			
	•		bjectives.		
	•	of Portfolio Management.			
		-		lio returns, and implement	
			nding the associated risks a	ind costs.	
Learn	ing Outcomes: After	learning this subject, stud	ent will be able to:		
1. A	nalyze the various ty	pes of securities and to de	termine their intrinsic valu	e.	
2. E	valuate financial stat	ements, economic indicat	ors, and industry trends to	assess the intrinsic value of	
		formed investment decision			
				and trends in security prices	
		about future price movem			
	•			sset allocation, to construct	
		ortfolios that balance risk a	and return objectives.		
5. E	valuate the concept of	of Portfolio Management.			
-					
				e movements, and enhance	
		otions derivatives to hedge e understanding the assoc		e movements, and enhance	
				e movements, and enhance	
р	ortfolio returns, whil	e understanding the assoc	iated risks and costs. Content	e movements, and enhance ties and Zero-Coupon Bonds;	
p Unit	ortfolio returns, whil Valuation of Secur	e understanding the assoc ities: Bond Valuation Type	iated risks and costs. Content es of Bonds - Dated Securi	ties and Zero-Coupon Bonds;	
p Unit	ortfolio returns, whil Valuation of Secur Strips, Valuation o	e unders <mark>tanding the assoc</mark> ities: Bond Valuation Type f bonds; Yield, Current Yi	iated risks and costs. Content es of Bonds - Dated Securi eld, YTM, Yield to Call. Sh	ties and Zero-Coupon Bonds; aares valuation- Features of	
p Unit	ortfolio returns, whil Valuation of Secur Strips, Valuation o equity, valuation o	e understanding the assoc ities: Bond Valuation Type f bonds; Yield, Current Yi f shares- asset backing me	iated risks and costs. Content es of Bonds - Dated Securi eld, YTM, Yield to Call. Sh thod, EPS method, Market	ties and Zero-Coupon Bonds; ares valuation– Features of value, Yield based methods,	
p Unit	ortfolio returns, whil Valuation of Secur Strips, Valuation o equity, valuation o Fair value of shar	e understanding the assoc ities: Bond Valuation Type f bonds; Yield, Current Yi f shares- asset backing me es, Dividend discount me	iated risks and costs. Content es of Bonds - Dated Securi eld, YTM, Yield to Call. Sh thod, EPS method, Market odels- with constant divid	ties and Zero-Coupon Bonds; aares valuation- Features of	
p Unit I	ortfolio returns, whil Valuation of Secur Strips, Valuation o equity, valuation o Fair value of shar multistage growth	e understanding the assoc ities: Bond Valuation Type f bonds; Yield, Current Yi f shares- asset backing me es, Dividend discount mo models. P/E based valuatio	iated risks and costs. Content es of Bonds - Dated Securi eld, YTM, Yield to Call. Sh thod, EPS method, Market odels- with constant divid	ties and Zero-Coupon Bonds; ares valuation- Features of value, Yield based methods, end, with constant growth,	
p Unit	ortfolio returns, whil Valuation of Secur Strips, Valuation o equity, valuation o Fair value of shar multistage growth Equity analysis: -I	e understanding the assoc ities: Bond Valuation Type f bonds; Yield, Current Yi f shares- asset backing me es, Dividend discount mo models. P/E based valuatio Fundamental analysis - 0	iated risks and costs. <b>Content</b> es of Bonds - Dated Securited, YTM, Yield to Call. <b>Sh</b> thod, EPS method, Market odels- with constant divided on. Concept, process, Econom	ties and Zero-Coupon Bonds; aares valuation- Features of value, Yield based methods, end, with constant growth, ny analysis, sector analysis,	
p Unit I	ortfolio returns, whil Valuation of Secur Strips, Valuation o equity, valuation o Fair value of shar multistage growth Equity analysis: -I company analysis;	e understanding the assoc ities: Bond Valuation Type f bonds; Yield, Current Yi f shares- asset backing me es, Dividend discount mo models. P/E based valuatio Fundamental analysis - o Fools and techniques of fur	iated risks and costs. <b>Content</b> es of Bonds - Dated Securited, YTM, Yield to Call. Sh thod, EPS method, Market odels- with constant divided on. Concept, process, Econon ndamental analysis, busine	ties and Zero-Coupon Bonds; ares valuation– Features of value, Yield based methods, end, with constant growth, ny analysis, sector analysis, ss cycle and industry analysis.	
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p Unit I	ortfolio returns, whil Valuation of Secur Strips, Valuation o equity, valuation o Fair value of shar multistage growth Equity analysis: -I company analysis; Technical Analysis	e understanding the assoc ities: Bond Valuation Type f bonds; Yield, Current Yi f shares- asset backing me es, Dividend discount me models. P/E based valuation Fundamental analysis - of Tools and techniques of fur Fundamental Principle	iated risks and costs. <b>Content</b> es of Bonds - Dated Securited, YTM, Yield to Call. <b>Sh</b> thod, EPS method, Market odels- with constant divided on. Concept, process, Economic ndamental analysis, busines s; Dow Theory, EMH, Rand	ties and Zero-Coupon Bonds; ares valuation– Features of value, Yield based methods, end, with constant growth, ny analysis, sector analysis, ss cycle and industry analysis.	
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p Unit I	ortfolio returns, whil Valuation of Secur Strips, Valuation o equity, valuation o Fair value of shar multistage growth Equity analysis: -I company analysis; Technical Analysis Markets and Efficie – Simple; Momentu	e understanding the assoc ities: Bond Valuation Type f bonds; Yield, Current Yi f shares- asset backing me es, Dividend discount mo models. P/E based valuation Fundamental analysis - ( Fools and techniques of fun- 	iated risks and costs. <b>Content</b> es of Bonds - Dated Securited, YTM, Yield to Call. <b>Sh</b> thod, EPS method, Market odels- with constant divided on. Concept, process, Economic ndamental analysis, busines s; Dow Theory, EMH, Rand Gar Charts, Japanese Candled gth Index (RSI); MACD	ties and Zero-Coupon Bonds; <b>pares valuation</b> – Features of value, Yield based methods, end, with constant growth, ny analysis, sector analysis, ss cycle and industry analysis. dom walk Hypothesis, Indian estick Chart; Moving averages	
p Unit I	ortfolio returns, whil Valuation of Secur Strips, Valuation o equity, valuation o Fair value of shar multistage growth Equity analysis: -I company analysis; Technical Analysis Markets and Efficie – Simple; Momentu Portfolio Theory -	e understanding the assoc ities: Bond Valuation Type f bonds; Yield, Current Yi f shares- asset backing me es, Dividend discount mo models. P/E based valuation Fundamental analysis - of Fools and techniques of fur Fundamental Principles ncy Charts - Line Charts, B um analysis/Relative Streng Risk and return for one	iated risks and costs. <b>Content</b> es of Bonds - Dated Securir eld, YTM, Yield to Call. Sh thod, EPS method, Market odels- with constant divid on. Concept, process, Econom ndamental analysis, busines s; Dow Theory, EMH, Rand sar Charts, Japanese Candle gth Index (RSI); MACD security, two security and	ties and Zero-Coupon Bonds; hares valuation- Features of value, Yield based methods, end, with constant growth, hy analysis, sector analysis, ss cycle and industry analysis. dom walk Hypothesis, Indian estick Chart; Moving averages	
p Unit I	ortfolio returns, whil Valuation of Secur Strips, Valuation o equity, valuation o Fair value of shar multistage growth Equity analysis: -I company analysis; <sup>-</sup> Technical Analysis Markets and Efficie – Simple; Momentu Portfolio Theory - Investor utility, Cap	e understanding the assoc ities: Bond Valuation Type f bonds; Yield, Current Yi f shares- asset backing me es, Dividend discount mo models. P/E based valuation Fundamental analysis - of Fundamental analysis - of Fundamental analysis - of Fundamental analysis - of analysis/Relative Streng Risk and return for one ital Market theory - Backg	iated risks and costs. <b>Content</b> es of Bonds - Dated Securit eld, YTM, Yield to Call. <b>Sh</b> thod, EPS method, Market odels- with constant divid on. Concept, process, Econom ndamental analysis, busines s; Dow Theory, EMH, Rand Gar Charts, Japanese Candle gth Index (RSI); MACD security, two security and round, risk free asset, the r	ties and Zero-Coupon Bonds; <b>ares valuation</b> – Features of value, Yield based methods, end, with constant growth, ny analysis, sector analysis, <u>ss cycle and industry analysis</u> . dom walk Hypothesis, Indian estick Chart; Moving averages portfolio. Efficient frontier, narket portfolio; capital asset	
p Unit I II III	ortfolio returns, whil Valuation of Secur Strips, Valuation o equity, valuation o Fair value of shar multistage growth Equity analysis: -I company analysis; Technical Analysis Markets and Efficie – Simple; Momentu Portfolio Theory - Investor utility, Cap pricing Model, syste	e understanding the assoc ities: Bond Valuation Type f bonds; Yield, Current Yi f shares- asset backing me es, Dividend discount mo models. P/E based valuation Fundamental analysis - of Fools and techniques of fun Fundamental Principles ncy Charts - Line Charts, B um analysis/Relative Streng Risk and return for one ital Market theory - Backg ematic and unsystematic r	iated risks and costs. <b>Content</b> es of Bonds - Dated Securit eld, YTM, Yield to Call. <b>Sh</b> thod, EPS method, Market odels- with constant divid on. Concept, process, Econom ndamental analysis, busines s; Dow Theory, EMH, Rand ar Charts, Japanese Candle gth Index (RSI); MACD security, two security and round, risk free asset, the r isk, Arbitrage pricing theor	ties and Zero-Coupon Bonds; <b>Pares valuation</b> – Features of value, Yield based methods, end, with constant growth, ny analysis, sector analysis, ss cycle and industry analysis. dom walk Hypothesis, Indian estick Chart; Moving averages I portfolio. Efficient frontier, narket portfolio; capital asset y.	
p Unit I	ortfolio returns, whil Valuation of Secur Strips, Valuation o equity, valuation o Fair value of shar multistage growth Equity analysis: -I company analysis; Technical Analysis Markets and Efficie – Simple; Momentu Portfolio Theory - Investor utility, Cap pricing Model, syste	e understanding the assoc ities: Bond Valuation Type f bonds; Yield, Current Yi f shares- asset backing me es, Dividend discount mo models. P/E based valuation Fundamental analysis - ( Fundamental analysis - ( Fundamen	iated risks and costs. <b>Content</b> es of Bonds - Dated Securited, YTM, Yield to Call. Shothod, EPS method, Market odels- with constant divided on. Concept, process, Economic ndamental analysis, busines s; Dow Theory, EMH, Rand Gar Charts, Japanese Candle gth Index (RSI); MACD security, two security and round, risk free asset, the risk, Arbitrage pricing theorise, y Value v/s. Growth, Unc	ties and Zero-Coupon Bonds; <b>ares valuation</b> – Features of value, Yield based methods, end, with constant growth, ny analysis, sector analysis, ss cycle and industry analysis. dom walk Hypothesis, Indian estick Chart; Moving averages I portfolio. Efficient frontier, narket portfolio; capital asset y. lerstanding the Stock Index,	
p Unit I II III	ortfolio returns, whil Valuation of Secur Strips, Valuation of equity, valuation of Fair value of shar multistage growth Equity analysis: -I company analysis; Technical Analysis Markets and Efficie – Simple; Momentu Portfolio Theory - Investor utility, Cap pricing Model, syste Portfolio Manager Construction and	e understanding the assoc ities: Bond Valuation Type f bonds; Yield, Current Yi f shares- asset backing me es, Dividend discount mo models. P/E based valuation Fundamental analysis - ( Fundamental analysis - ( Fundamen	iated risks and costs. <b>Content</b> es of Bonds - Dated Securited, YTM, Yield to Call. Shothod, EPS method, Market odels- with constant divided on. Concept, process, Economic ndamental analysis, busines s; Dow Theory, EMH, Rand Gar Charts, Japanese Candle gth Index (RSI); MACD security, two security and round, risk free asset, the risk, Arbitrage pricing theorise, y Value v/s. Growth, Unc	ties and Zero-Coupon Bonds; <b>Pares valuation</b> – Features of value, Yield based methods, end, with constant growth, ny analysis, sector analysis, ss cycle and industry analysis. dom walk Hypothesis, Indian estick Chart; Moving averages I portfolio. Efficient frontier, narket portfolio; capital asset y.	
p Unit I I II IV	ortfolio returns, whil Valuation of Secur Strips, Valuation o equity, valuation o Fair value of shar multistage growth Equity analysis: -I company analysis: Technical Analysis Markets and Efficie – Simple; Momentu Portfolio Theory - Investor utility, Cap pricing Model, syste Portfolio Manager Construction and capitalization.	e understanding the assoc ities: Bond Valuation Type f bonds; Yield, Current Yi f shares- asset backing me es, Dividend discount mo models. P/E based valuation Fundamental analysis - of Fools and techniques of fur Fundamental Principles ncy Charts – Line Charts, B um analysis/Relative Streng Risk and return for one ital Market theory - Backg ematic and unsystematic r nent - Passive v/s. Actives composition - Sensex a	iated risks and costs. <b>Content</b> es of Bonds - Dated Securir eld, YTM, Yield to Call. Sh thod, EPS method, Market odels- with constant divid on. Concept, process, Econom ndamental analysis, busines s; Dow Theory, EMH, Rand bar Charts, Japanese Candle gth Index (RSI); MACD security, two security and round, risk free asset, the r isk, Arbitrage pricing theor e, Value v/s. Growth, Unc nd Nifty, Calculation of	ties and Zero-Coupon Bonds; hares valuation- Features of a value, Yield based methods, end, with constant growth, hy analysis, sector analysis, ss cycle and industry analysis. dom walk Hypothesis, Indian estick Chart; Moving averages portfolio. Efficient frontier, narket portfolio; capital asset y. lerstanding the Stock Index, indices. Free float Market	
p Unit I II III	ortfolio returns, whil Valuation of Secur Strips, Valuation of equity, valuation of Fair value of shar multistage growth Equity analysis: -I company analysis; Technical Analysis Markets and Efficie – Simple; Momentu Portfolio Theory - Investor utility, Cap pricing Model, syste Portfolio Manager Construction and capitalization. Futures and Optio	e understanding the assoc ities: Bond Valuation Type f bonds; Yield, Current Yi f shares- asset backing me es, Dividend discount mo models. P/E based valuation Fundamental analysis - of Fundamental analy	iated risks and costs. <b>Content</b> es of Bonds - Dated Securited, YTM, Yield to Call. <b>Sh</b> thod, EPS method, Market odels- with constant divided on. Concept, process, Economic ndamental analysis, busined s; Dow Theory, EMH, Rand bar Charts, Japanese Candled gth Index (RSI); MACD security, two security and round, risk free asset, the risk, Arbitrage pricing theories, Value v/s. Growth, Uncond nd Nifty, Calculation of Status - On the basis of N	ties and Zero-Coupon Bonds; <b>Pares valuation</b> — Features of a value, Yield based methods, end, with constant growth, my analysis, sector analysis, as cycle and industry analysis. dom walk Hypothesis, Indian estick Chart; Moving averages I portfolio. Efficient frontier, narket portfolio; capital asset y. lerstanding the Stock Index, indices. Free float Market Maturity, On the basis of the	
p Unit I I II IV	ortfolio returns, whil Valuation of Secur Strips, Valuation of equity, valuation of Fair value of shar multistage growth Equity analysis: -I company analysis: -I company analysis; Technical Analysis Markets and Efficie – Simple; Momentu Portfolio Theory - Investor utility, Cap pricing Model, syste Portfolio Manager Construction and capitalization. Futures and Option underlying asset; F	e understanding the assoc ities: Bond Valuation Type f bonds; Yield, Current Yi f shares- asset backing me es, Dividend discount mo models. P/E based valuation Fundamental analysis - of Fundamental analysis - of Fundamental analysis - of Fundamental Principles ncy Charts – Line Charts, B um analysis/Relative Streng Risk and return for one ital Market theory - Backg ematic and unsystematic r nent - Passive v/s. Actives composition - Sensex a n Derivatives – Types of F Futures Pricing – Cost of	iated risks and costs. <b>Content</b> es of Bonds - Dated Securit eld, YTM, Yield to Call. Sh thod, EPS method, Market odels- with constant divid on. Concept, process, Econom ndamental analysis, busines s; Dow Theory, EMH, Rand sar Charts, Japanese Candle gth Index (RSI); MACD security, two security and round, risk free asset, the r isk, Arbitrage pricing theor e, Value v/s. Growth, Unc nd Nifty, Calculation of Carry Model; Mark to m	ties and Zero-Coupon Bonds; <b>hares valuation</b> – Features of value, Yield based methods, end, with constant growth, my analysis, sector analysis, ss cycle and industry analysis. dom walk Hypothesis, Indian estick Chart; Moving averages I portfolio. Efficient frontier, narket portfolio; capital asset y. lerstanding the Stock Index, indices. Free float Market Maturity, On the basis of the arket; Definition of options;	
p Unit I I II IV	ortfolio returns, whil Valuation of Secur Strips, Valuation of equity, valuation of Fair value of shar multistage growth Equity analysis: -I company analysis: -I company analysis; Technical Analysis Markets and Efficie – Simple; Momentu Portfolio Theory - Investor utility, Cap pricing Model, syste Portfolio Manager Construction and capitalization. Futures and Option underlying asset; F	e understanding the assoc ities: Bond Valuation Type f bonds; Yield, Current Yi f shares- asset backing me es, Dividend discount mo models. P/E based valuation Fundamental analysis - of Fundamental analysis - of Fundamental analysis - of Fundamental Principles ncy Charts – Line Charts, B um analysis/Relative Streng Risk and return for one ital Market theory - Backg ematic and unsystematic r nent - Passive v/s. Actives composition - Sensex a n Derivatives – Types of F Futures Pricing – Cost of	iated risks and costs. <b>Content</b> es of Bonds - Dated Securit eld, YTM, Yield to Call. Sh thod, EPS method, Market odels- with constant divid on. Concept, process, Econom ndamental analysis, busines s; Dow Theory, EMH, Rand sar Charts, Japanese Candle gth Index (RSI); MACD security, two security and round, risk free asset, the r isk, Arbitrage pricing theor e, Value v/s. Growth, Unc nd Nifty, Calculation of Carry Model; Mark to m	ties and Zero-Coupon Bonds; <b>Pares valuation</b> — Features of a value, Yield based methods, end, with constant growth, my analysis, sector analysis, as cycle and industry analysis. dom walk Hypothesis, Indian estick Chart; Moving averages I portfolio. Efficient frontier, narket portfolio; capital asset y. lerstanding the Stock Index, indices. Free float Market Maturity, On the basis of the	
p Unit I I II IV	ortfolio returns, whil Valuation of Secur Strips, Valuation of equity, valuation of Fair value of shar multistage growth Equity analysis: -I company analysis; T Cechnical Analysis Markets and Efficie – Simple; Momentu Portfolio Theory – Investor utility, Cap pricing Model, syste Portfolio Manager Construction and capitalization. Futures and Option underlying asset; F	e understanding the assoc ities: Bond Valuation Type f bonds; Yield, Current Yi f shares- asset backing me es, Dividend discount mo models. P/E based valuation Fundamental analysis - of Fundamental analysis - of Fundamental analysis - of Fundamental Principles ncy Charts – Line Charts, B um analysis/Relative Streng Risk and return for one ital Market theory - Backg ematic and unsystematic r nent - Passive v/s. Actives composition - Sensex a n Derivatives – Types of F Futures Pricing – Cost of ons; Types of Options - Ca	iated risks and costs. <b>Content</b> es of Bonds - Dated Securited, YTM, Yield to Call. <b>Sh</b> thod, EPS method, Market odels- with constant divided on. Concept, process, Economic ndamental analysis, busined s; Dow Theory, EMH, Rand Gar Charts, Japanese Candled gth Index (RSI); MACD security, two security and round, risk free asset, the risk, Arbitrage pricing theories, value v/s. Growth, Uncond nd Nifty, Calculation of Carry Model; Mark to mill Options, Put Options; Options, Put Options; Opti	ties and Zero-Coupon Bonds; <b>hares valuation</b> – Features of value, Yield based methods, end, with constant growth, my analysis, sector analysis, ss cycle and industry analysis. dom walk Hypothesis, Indian estick Chart; Moving averages I portfolio. Efficient frontier, narket portfolio; capital asset y. lerstanding the Stock Index, indices. Free float Market Maturity, On the basis of the arket; Definition of options;	
p Unit I I II IV	ortfolio returns, whil Valuation of Secur Strips, Valuation of equity, valuation of Fair value of shar multistage growth Equity analysis: -I company analysis; T Cechnical Analysis Markets and Efficie – Simple; Momentu Portfolio Theory – Investor utility, Cap pricing Model, syste Portfolio Manager Construction and capitalization. Futures and Option underlying asset; F	e understanding the assoc ities: Bond Valuation Type f bonds; Yield, Current Yi f shares- asset backing me es, Dividend discount mo models. P/E based valuation Fundamental analysis - of Fundamental analysis - of Fundamental analysis - of Fundamental Principles ncy Charts – Line Charts, B um analysis/Relative Streng Risk and return for one ital Market theory - Backg ematic and unsystematic r nent - Passive v/s. Actives composition - Sensex a n Derivatives – Types of F Futures Pricing – Cost of ons; Types of Options - Ca	iated risks and costs. <b>Content</b> es of Bonds - Dated Securited, YTM, Yield to Call. <b>Sh</b> thod, EPS method, Market odels- with constant divided on. Concept, process, Economic ndamental analysis, busined s; Dow Theory, EMH, Rand Gar Charts, Japanese Candled gth Index (RSI); MACD security, two security and round, risk free asset, the risk, Arbitrage pricing theories, value v/s. Growth, Uncond nd Nifty, Calculation of Carry Model; Mark to mill Options, Put Options; Options, Put Options; Opti	ties and Zero-Coupon Bonds; <b>Pares valuation</b> — Features of a value, Yield based methods, end, with constant growth, my analysis, sector analysis, as cycle and industry analysis. dom walk Hypothesis, Indian estick Chart; Moving averages I portfolio. Efficient frontier, narket portfolio; capital asset y. lerstanding the Stock Index, indices. Free float Market Maturity, On the basis of the arket; Definition of options; ption Pay-Offs; Option Pricing	

- 1. Strategic Financial Management, Dr. J.B. Gupta Taxmann, New Delhi
- 2. Financial Management, Rajiv Shrivastava, Anil Mishra Oxford Higher Education
- 3. Financial Management, Ravi Kishore, Taxmann, New Delhi.
- 4. Financial Management: Problems and Solutions, Ravi Kishore, Taxmann, New Delhi
- 5. Financial Management Theory & Practice, Prasanna Chandra, TMH Publishers 2004
- 6. Financial Management, I.M. Pandey, Vikas publishing house, New Delhi.
- 7. **Options Futures and other Derivatives** John C. Hull, PHI-EEE, 2011
- 8. Reference Material of NCFM from www.nseindia.com



#### GROUP –I (Core) IUMAN RESOURCE MANAGEMEN

	HUMAN RESOURCE MANAGEMENT (MBCE 3.3.1) Paper I - Training & Development Practices				
То	aching Hours: 4	Total Credits: 4	Total Marks: 80		
	aching Hours: 4 e Objectives:	Total Credits. 4		Group: Specialization	
	-	tion of training and its role	in enhancing employee ne	rformance and productivity.	
		_		ing TNA in organizational settings	
		_		ing approaches, such as lectures,	
		studies, role-plays, and sin		ing approaches, such as lectures,	
				g training effectiveness, such as	
			Model, CIPP Model, Brinke		
	•			tion, decision-making, problem-	
	lving, and emotiona		, 0	, 0, 1	
	-	-	including self-assessmen	t, exploration, goal-setting, and	
	plementation.		-		
Learn	ing Outcomes: Afte	r learning this subject, stud	dents will be able to:		
1. Int	erpret training and	its role in organizational d	evelopment.		
2. Ex	<b>plain</b> the purpose, p	process, and benefits of con	nducting TNA in organization	onal settings.	
3. <b>De</b>	<b>velop</b> training pro	grams that align with or	g <mark>anizat</mark> ional goals, learne	r needs, and instructional best	
	actices.		TTOC		
			nges associated with con	ducting training evaluations in	
-	ganizational setting				
		egic planning, goal-setting	g, and execution to align t	team efforts with organizational	
	jectives.	15	2		
				ganization also Identify common	
Unit	lices of workplaces	stress and their impact on	employee well-being and p	enormance	
	Introduction to Tr	aining: Definitions Trainin		concept, Hard Skills & Soft Skills;	
•				cipants' Training Needs, Training	
				on and to employees, Classifying	
	employees for trai		THE X		
11			NA- definition, reasons, co	omponents of TNA, TNA model-	
	levels of TNA, Fran	nework of conducting TNA,	advantages & disadvantag	es, Objectives of training design,	
	components and r	nethods, models of trainin	g design, Design Process, T	Training of Trainers programme;	
	Designing of a sam	nple training model (praction	cal assignment or as a mini	project).	
- 111	<b>Training Methods</b>	<b>Techniques &amp; Skills of Trai</b>	i <b>ner</b> : Approaches to trainin	g, Training methodology- On-the-	
	Job and Off-the-Jo	ob Training; Management	Games, Case Study Methe	od, Role Play method, In Basket	
		•		e method, Fish Bowl exercise,	
				's Qualities, knowledge and skills,	
	-		Iltural training & its import		
IV		•		s of Training Evaluation, Different	
		•	<b>.</b>	Model, CIRO Model, CIPP Model,	
			g Evaluation, Barriers in Ti	raining Evaluation, Resistance to	
	Training evaluatio		ion training. Cases a li		
V	-	-	-	al training-components, process,	
			-	ning, Management Development	
		eu, objectives, locus, leve	as, process, role and type	s of Management development	
VI	Programmes.	Employee Stress Manage	ment Techniques: Caroor	Planning- Meaning & definition,	
VI	-		-	es for successful career planning,	
				ent- job related stress, symptoms	
1		is importance, types and	process, suess manageme	and job related stress, symptoms	

of stress, sources of stress; organizational and personal factors, management of stress, Burnout, employee counselling and process of employee counselling; Sources, symptoms & effects of stress, reasons of stress for men and women employees, workplace stress; Effects of burnouts; Role of superiors in Burnout management.

### **Books Recommended:**

- 1. A Textbook of Human Resource Management, C. B. Mamoria & S. V. Gankar. Himalaya Publishing House
- 2. Personnel and human Resource Management, Text & cases, P Subba Rao, Himalaya Publishing House
- 3. Human resource Management, P. Jyothi, Publication, Oxford University Press.
- 4. Human Resource Management, R. Wayne Mondy, Robert M, Noe, Pearson Education, Ninth Edition,
- 5. Human Resource and Personnel Management Text and cases, K. Ashwathappa, Publication, TMC



# GROUP –I (Core)

## HUMAN RESOURCE MANAGEMENT

	(MBCE 3.3.2) Paper II – Performance Management & Compensation				
Те	aching Hours: 4 Total Credits: 4 Total Marks: 80 Group: Specialization				
	e Objectives:				
	develop an understanding of practices followed in performance management with reference to				
	rning theories.				
	get clear understanding of goal setting and performance planning to achieve the performance target				
	th respect to performance appraisal.				
	Analyse the traditional as well as modern performance measurement method and selection of best				
	ethod for performance appraisal.				
	select the best monetary and non-monetary reward on the basis of performance.				
	Understand the concept of competency in performance management with respect to leadership.				
	choose the best compensation strategy for employees according to current trend.				
	ng Outcomes: After learning this subject, students will be able to:				
	derstand the concept of performance management with reference to learning theories.				
	derstand the goal setting and performance planning to achieve the performance target with respect to				
	formance appraisal.				
	alyse the traditional as well as modern performance measurement method for performance appraisal.				
	aluate The performance by reward management.				
	derstand the concept of competency in performance management with respect to leadership.				
	eate compensation strategy for employees according to current trend.				
Unit	Content				
	UNIT I:				
	PERFORMANCE MANAGEMENT: Concepts, Objectives, Scope & Significance, Challenges- Theoretical				
	Foundations of Performance Management, Learning Theories- Motivation Theories, Performance monitoring				
- 11	& coaching, performance measurement, Performance Management Systems- Case Study. UNIT II:				
	<b>GOAL SETTING AND PERFORMANCE TARGETS:</b> Performance Planning, Linking individual & team goals to organizational goals. Performance analysis- Objectives, factors influencing performance analysis, performance				
	areas, key performance indicators. Performance Appraisal- Meaning, Methods & approaches, Traditional				
	methods- appraisal, Performance management cycle.				
- 111					
	PERFORMANCE MEASUREMENT: Modern methods of performance appraisal, 360-degree appraisal, BARS, Self-				
	appraisal, assessment centers, Performance reviews, Coaching & Counseling, Performance Management in				
	manufacturing, Services and IT sector, Strategies for improving performance, balanced score card, HR Score				
	Card.				
IV	UNIT IV:				
	<b>REWARD MANAGEMENT</b> : Rewards in performance management, Theoretical Foundations of reward-based				
	performance management, factors influencing reward system, reward-based performance strategy, non-				
	monetary rewards, Linking performance and reward, Case Studies.				
V	UNIT V: COMPETENCY MANAGEMENT:				
	Definition, importance and scope of Competency Management, competency-based performance management,				
	Leadership in performance management, Theoretical foundations of Leadership in performance management,				
	Leadership Based performance strategy, Case Study.				
VI	UNIT VI:				
	<b>COMPENSATION:</b> Concepts & principles of compensation, influencing factors, Current trends, methods of				
	payment, compensation mechanisms, Wage & Salary administration- concept, wage structure, policies,				
	determinants, incentive payment system, Welfare management, understanding salary slip.				
Books	Recommended:				
1. H	uman Resource Management, Snell / Bohlander Publication – Thomson				

- 2. Compensation, Milkovich & Neman, 8 th edition. Publication McGraw Hill
- 3. Human Resource Management, Gary Dessler Publication Thomson
- 4. Accounting Practices in HRM M. Kolay
- 5. Managing Human Resources, Monappa Publication Macmillan



## COMPLEMENTARY GROUP SPECIALIZATION (ANY ONE)

#### SEMESTER III

	SEIVIESTER III
	Group-II (Complimentary)
	(MBCMPE 3.1.1) Paper I - Logistics and Supply Chain Management
	aching Hours: 4 Total Credits: 4 Total Marks: 80 Group: Specialization
Object	
	To understand the drivers and components of supply chain management.
	To select proper mode of transportation for supply chain management.
3.	To understand the role of inventory management and costing associated with supply chain management.
Л	To create framework for network design model for supply chain management.
	To analyse advanced fleet management system in supply chain management.
	To evaluate emerging technologies in supply chain management.
	ng Outcomes: After learning this subject, students will be able to
	<b>Understand</b> the fundamentals of logistics and supply chain management.
۷.	<b>Discover</b> the supply chain requirement as per the resources available by identifying the non-value- added services within the supply chain.
2	
3.	
4.	Analyse costs associated with logistics and supply chain management.
5.	<b>Design</b> effective distribution network for an organization.
6.	Estimate the role of IT in supply chain management.
Unit	Content
I	Logistics Management: Meaning, Basic Concepts of Logistics- Logistical Performance Cycle, Inbound
	Logistics, in process Logistics, Outbound Logistics, Logistical Competency, Objectives of Logistics,
	Importance of Logistics, Scope of Logistics, Logistical Functions/Logistic Mix, Changing Logistics
	Environment.
	Supply Chain Management: concept, objectives & importance, Decision Phases in a Supply Chain,
	Competitive and Supply Chain Strategies, Drivers of Supply Chain Performance, Framework for
	Structuring Drivers, competitive advantages through supply chain management.
II	Elements of Logistics Mix Transportation, Warehousing & Packaging: Introduction, Principles and
	Participants in Transportation, Factors Influencing Transportation Decisions, Modes of Transportation
	- Railways, Roadways, Airways, Waterways, Ropeways, Pipeline, Transportation Infrastructure.
	Supply Chain Network: Designing Distribution Networks and Applications to Business: Role of
	distribution in a supply chain, Factors influencing distribution network design, design options for a
	distribution network, e-supply chain, factors influencing network design decisions, Concept of Reverse
	logistics, Bullwhip effect in SCM.
Ш	Inventory Management, Logistics Costing, Performance Management- Meaning, Objectives,
	Functions, Importance, Techniques of Inventory Management (Numerical – EOQ and Reorder levels).
	Logistics Costing: Meaning, Total Cost Approach, Activity Based Costing, Mission Based Costing.
	Performance Measurement in Supply Chain: - Meaning, Objectives of Performance Measurement,
	Types of Performance Measurement, Dimensions of Performance Measurement, Characteristics of
	Ideal Measurement System.
IV	Framework for network design decisions, models for facility location and capacity allocation, Network
	Design in an Uncertain Environment: Impact of uncertainty on network design.
	Network Design in the Supply Chain: Network Design & Optimization Approach and Techniques Role
	of Transportation in Supply Chain- Factors influencing Transportation Decisions - Modes of
	Transportation - Transportation mode, Selection Process
V	Advanced Fleet Management System Inter Modal Freight Technology Transportation Security
	Initiatives and Role of Technology, Overview of Air cargo
	<b>Emerging technology in SCM:</b> Emergence of e-commerce, Enterprise Resource Planning (ERP), RFID
VI	Logistics and supply chain management in the Global Environment: Managing the Global Supply

Chain, Impact of Globalization on Logistics and Supply Chain Management, Global Logistics Trends,
 Global Issues and Challenges in Logistics and Supply Chain Management.
 Information Technology in Logistics: Introduction, Objectives, Role of Information Technology in
 Logistics and Supply Chain Management, Logistical Information System, Principles of Logistical

Information System, Types of Logistical Information System.

## **Books Recommended:**

- 1. Logistics and Supply Chain Management, MacMillan 2003, 1st Edition
- 2. Supply Chain Management concepts and case, Rahul V Altekar, PHI, New Delhi.
- 3. Supply Chain Management, Robert B Handfield and Ernest L Nichols, PHI, New Delhi.
- 4. Logistics and Supply Chain Management Cases and Concepts G Raghuram & N Rangaraj, Mac Millan



	Group-II (Complimentary) OPERATIONS MANAGEMENT						
	(MBCMPE 3.1.2) Paper II-Operations Research						
Tea	Teaching Hours: 4 Total Credits: 4 Total Marks: 80 Group: Specialization						
Cours	e Objectives:						
	identify and articulate how operations research & management contributes to the achievement of an						
	ganization's strategic objectives.						
	develop an understanding of the various concepts and limitations in network models in projects related						
	operations management						
	ing Outcomes:						
	nts will be able to-						
	Ilate and solve problems as networks and graphs. Develop linear programming (LP) models for shortest						
-	maximum flow, minimal spanning tree, critical path, minimum cost flow, and transshipment problems.						
	the problems using special solution algorithms. Content						
Unit							
I	<b>LPP-Resource Allocation</b> : Introduction to Linear Programming Problems, Graphical Method - Assumptions, Formulation and Solution by Graphical Method: Feasibility Region, Unboundedness,						
	Infeasibility, Multiple Optimum Solutions. Simplex method of solution.						
	LPP – Transportation & Assignment – Transportation: Formulation and Solution by North West Corner						
	Rule (NWC), Least Cost Method (LCM) and Vogel's Approximation Method (VAM); Optimization by Modified Distribution Method (MODI). Assignment: Formulation and Solution.						
	Queuing Theory - Queuing model- Features and Elements, Static and Dynamic Arrivals, Single Server						
	and Multiple Server Queues.						
	Transition-rate diagrams, Kendall's Notation, Queuing Model [M/M/1: (?/FCFS)] Introduction to						
	Simulation Process, Monte Carlo Simulation, Generation of Random Numbers, Simulation of Queuing						
IV	<b>Replacement &amp; Inventory models</b> - Replacement Policies: Equipment Deteriorate Gradually, Time						
	Value of Money Considered. Equipment Fail Suddenly (Group Replacement), Staff Replacement.						
	Inventory Models with Probabilistic and Deterministic Demand. Classic EOQ, EOQ with bulk						
	purchasing, Simulation on Inventory System.						
v	PERT/CPM – Rules of Network Construction, Network Analysis (Forward Pass, Backward Pass, Critical						
	Paths and Floats). Resource Analysis and Allocation (Crashing), Probability in PERT, PERT vs. CPM.						
	Limitations and Difficulties in Network Methods.						
VI	Game Theory - Terminology, Game Models, Two Person Zero Sum Games and their Solutions,						
	Graphical Method, Algebraic Method, Arithmetic Method, Method of Matrices. Sequencing -						
	Introduction, Terminology & Assumptions, Processing 'n' jobs through 2, 3 and 'm' machines. Idle time						
	minimization through sequencing models.						
Books	Recommended:						
1. Int	troduction to Operations Research, Hillier & Liberman – McGraw Hill						
2. Qu	uantitative Techniques in Management, N. D. Vohra – Tata McGraw Hill						
-	perations Research, Paneersevam – Prentice Hall of India						
-	perations Research, J. K. Sharma - McMillan						
-	perations Research, Hira and Gupta – S. Chand & Co.						
6. <b>O</b> p	6. <b>Operations Research</b> , V.K. Kapoor – Sultan Chand &. Sons, New Delhi						

## COMPLEMENTARY GROUP SPECIALIZATION (ANY ONE) SEMESTER III

		Group-II ((	Complimentary)			
	SERVICE SECTOR MANAGEMENT					
		• • •	- Banking & Insurance Serv	vices		
	aching Hours: 4	Total Credits: 4	Total Marks: 80	Group: Specialisation		
	e Objectives:					
		-	I the various concepts invo	-		
		significance and fun	ctioning of insurance indu	stry.		
	ing Outcomes:					
		_		in the economy. Students will		
	-		-	uments, regulations and other		
		_		ional and global banking and		
	nce operations, tec	hnology and paradigm shi				
Unit	<b>D</b> 1. <b>D</b> 1		Content			
I	-			ks, Banking Structure in India,		
				Accounts, Common guidelines		
		erating accounts and KYC,				
II				al, Credit decision making and		
		Advances, Management of				
				dsmen, New trends in banking		
IV				A: powers and functions; Basics		
		· · · · · · · · · · · · · · · · · · ·	Contract, Title and claims.			
V			life insurance products- pr	oposal, policy and documents,		
1/1	types of life insura	· /	Income Contracto Essential	e of gonoral incurance policies		
VI				s of general insurance policies,		
	general terms and conditions documentations, underwriting; Types of general insurance products,					
claims procedure. Books Recommended:						
		n India NCEM reference r	naterial			
1. Commercial Banking in India, NCFM reference material						
2 Fcc	<ol> <li>Essentials of financial services, Dr S. Gurusamy, Mc-Graw Hill</li> <li>Manual of Insurance Laws, Bharat Publication Private limited</li> </ol>					
	anual of Insurance					
3. <b>M</b> a		Laws, Bharat Publication P	rivate limited			
3. Ma 4. Ins	<b>surance Manual</b> , Ta		rivate limited Limited			

## COMPLEMENTARY GROUP SPECIALIZATION (ANY ONE) SEMESTER III

	Group-II (Complimentary)						
	SERVICE SECTOR MANAGEMENT						
	(MBCMPE 3.2.2) Paper II-Hospitality Management						
Теа	aching Hours: 4	Total Credits: 4	Total Marks: 80	Group: Specialization			
Cours	e Objectives:			· · ·			
1. T	o understand the o	verall working of hostility in	dustry.				
2. T	o understand opera	ations of various departmen	ts in the hotels.				
3. T	o analyse the vario	us minor departments opera	ating in the hospitality ind	ustry.			
4. T	o know the role of	exhibitions and concept of p	ourchasing in the hotels.				
5. T	o understand the c	oncepts of stores and their f	functions.				
6. T	o gain knowledge o	f safety measures in the hos	spitality industry.				
Learni	ing Outcomes: Afte	r learning this subject, stude	ents will be able:				
1. T	o summarize the w	orking of the hospitality ind	ustry				
2. T	o describe various	departments functioning in t	the hotels				
		nctions of minor departmer		try			
4. T	o elaborate the fun	ctions of purchase departm	ent				
5. T	o elaborate aspects	s of store department					
6. T	o explain the safety	v system and security measu	res in the hotels.				
Unit		3	Content				
I	<b>Hospitality Indust</b>	<b>ry</b> : Management of Hotel, C	Operations of hospitality se	ervices, scope and functioning			
	of a hotel, The gu	lest in a hotel, Computerize	ed Hotel Management sys	stem, English-French terms in			
	Hospitality, Mana	gement of Tourism, recreati	on, clubs, gaming and ent	ertainment			
П	Departments in	a hotel: Departmental	structure, front office	operations, guest services,			
	housekeeping, linen and uniforms, kitchen and its operations, restaurant operations, Bar operations,						
				HRD, accounting and finance			
	control.	DE K.B.	36/31				
111	Minor operating	departments: Laundry, fa	cilities, Banquet function	is, conferences and catering			
	services managen	nent, outdoor catering and	mobile catering, Parking (	Operation, gift shop facility in			
	Hotel, Business or	Meeting Rooms, and Sport	s & Entertainment Facility				
IV		-	-	ncome in Hospitality Industry,			
				re. Concept of Purchasing in			
	Hotels, Purchasing	g Process in Hotels, Duties o	f Purchase Department in	Hotel Industry,			
V	Store Manageme	nt: Concept of Store in Hos	spitality Management, org	ganizations of stores, Need &			
	Importance of sto	ore department, advantages	of store department, Ro	e & Functions of Store house			
	Manager Precauti	ons by store department, In	troduction to Hotel Inven	tory Management System.			
VI	Security and saf	ety systems: Prevention	against accidents and fi	re, staff training for safety			
	preventions. Probable Causes of Accidents in Hotels. security and safety, security measures for cash						
	and credit, pilferage and theft, maintenance of building, machineries and equipment						
Books	Recommended:						
1. <b>Ho</b>	ospitality Managen	<b>1ent</b> , Jagmohan Negi, Gaura	v Manoher, University Sci	ence.			
2. <b>Pr</b>	ess Introduction to	Hospitality, 6th Ed, John W	alker, Prentice Hall Hotel.				
3. <b>M</b> a	anagement & their	Technology, Dinesh Tomar	, Neha Publishers and dist	ributors.			
4. Int	4. Introduction to Management in the hospitality industry, Clayton Barrows, Power and Reynolds, John Willy & Sons Publication.						

		CORE	COURSES			
	(MBC 4.1) Business Ethics & Corporate Governance					
Теа	Teaching Hours: 4Total Credits: 4Total Marks: 80Group: Core					
Cours	Course Objectives:					
1. To	promote ethical th	inking and behaviour in stu	dents			
2. To	develop an unders	tanding of the need and co	ncepts of Business Ethics			
3. To	sensitize students	regarding the ethical issues	arising in various domains of	of business		
	ing Outcomes:					
			•	l issues in business; Enhance		
			· · ·	e the relevance of personal		
			irther Imbibe the ethical iss	ues in corporate governance		
	adhere to the ethi	cal codes.				
Unit			Content			
I		•		tance and need for Business		
		-		ries, – Gandhian Approach,		
	Friedman's Econo	mic theory, Kant's Deontolo	ogical theory, Mill & Bentha	m's Utilitarianism theory.		
п	-			cerns, LPG & Global trends in		
				anisation culture, Types of		
	-		mulating, Advantages, impl	lementation Professionalism		
	and professional e		1796			
- 111	•			rporate governance, Indian		
				orate Governance, McKinsey		
		an Committees and guideli				
IV	-			n of CSR, Advantages, Scope,		
	-	n CSR, Prestigious awards f	or CSR, CSR & Indian Corpo	rations-A Score Card, Future		
	of Indian CSR.	an Markating Ethics 9 Ethi		ant Daliay Environment Diak		
V				ent Policy, Environment Risk		
	an ethical organis		Tarketing Ethics, Beyond the	e 4P's, Role of HR in creating		
VI			Global Corporations Eacto	ors facilitating Globalisation,		
VI				tages and disadvantages of		
	• •					
Books	MNC's to the Host Country, International codes of Business Conduct, Whistlblowing and its codes. Books Recommended:					
		cept & Practice, B. H. Agala	gatti & R. P. Banerjee, Nirali	Publication		
		Management, R. P. Banerje	•			
		e, Pub. By Oxford Press	-,			
		•	t <b>&amp; Cases)</b> , U. C. Mathur, Ma	acmillan India Ltd.		
	•	Murthy, Himalaya Publishi	•			
		porate Governance, A. C. F	-			
		• , -				

Teaching Hours: 4       Total Credits: 4       Total Marks: 80       Group: Core         Course Objectives:       .<	n pply
<ol> <li>To develop a basic understanding of the legal framework in India with specific reference to Corp Business situations</li> <li>To develop a basic level knowledge about the various laws that concern the area of Business in India Learning Outcomes:</li> <li>It would provide: Basic and broad knowledge in business laws in management. Also the Ability to a</li> </ol>	n pply
Business situations 2. To develop a basic level knowledge about the various laws that concern the area of Business in India Learning Outcomes: It would provide: Basic and broad knowledge in business laws in management. Also the Ability to a	n pply
<ol> <li>To develop a basic level knowledge about the various laws that concern the area of Business in India Learning Outcomes:</li> <li>It would provide: Basic and broad knowledge in business laws in management. Also the Ability to a</li> </ol>	pply
<b>Learning Outcomes:</b> It would provide: Basic and broad knowledge in business laws in management. Also the Ability to a	pply
It would provide: Basic and broad knowledge in business laws in management. Also the Ability to a	
concents principles and theories to understand simple business laws Global Perspective: Awarene	ss of
the different business laws.	
Unit Content	
I Introduction to companies act 2013 (as amended from time to time), Company- an introducti	
features, kinds of companies, statutory company, Registered company, Government compa	-
Foreign Company, Sec 8 Company, Holding and subsidiary company, one person compa	-
Conversion of Private company to public company, conversion of Public company to Priv	ite
company, Section 8 to other kinds.	
II Formation of company- promotion, incorporation, commencement of business, prelimina	ry
contracts and provisional contracts	
Memorandum of Association- clauses and alterations, Articles of Association-Content a	
alterations. Binding effect of Memorandum of Association and Articles of Association, Doctrine	ot
ultra vires, doctrine of constructive notice, Doctrine of indoor management.	
Laws and Procedures of Corporate Restructuring leading to:	
Mergers; Amalgamations, Takeovers / Acquisitions, Joint Ventures	
III Company Management: Directors, qualifications, legal position of directors, number of director	rs,
duties, liabilities, D.I.N, Types of Directors-managing director, whole time director, women direct	
executive director, Independent director, Resident executive director, additional director, Mean	ng
of KMP-types, Nominee director,	
Board of Directors-Meaning and powers	
IV Company meetings - Meaning of meeting, kinds of meetings, notice, agenda, quorum, chairma	
voting (postal, electronic and poll), Proxy and its provisions, resolutions, Board of Directo	
meetings, frequency, time and place of business meetings, notice, quorum, agenda, chairman	of
board meeting, voting at board	
Meeting	
V Secretarial Practices- definition of company Secretary, Appointment of whole time compa	
secretary, position of company secretary, Duties, liabilities, qualifications, duties of secretary w	
respect to Board meeting, general meetings, concepts of secretarial standards, Secretarial auc	it,
objectives of	
Secretarial audit	
VI MCA-21- Role and benefits of MCA, MCA Services, objective of MCA 21 portal, DSC, requiremen	s for
DIN, KYC of DIN, E-filing- meaning, advantages, process of E-filing of annual returns Books Recommended:	
<ol> <li>Business Law including Company Law, S. S. Gulshan, G. K. Kapoor, New Age International Publisher</li> </ol>	
New Delhi	')
<ol> <li>Elements of Mercantile Law, N. D. Kapoor , Sultan chand &amp; Sons</li> </ol>	
<ol> <li>Indian Contract Act, Avtar Singh, Eastern Book Company</li> </ol>	
4. Company Law & Secretarial Practice, Kapoor N.D, Sultan Chand & Sons, New Delhi	
<ol> <li>Company Law &amp; Secretarial Practice, Napoor N.D., Suitan Chand &amp; Sons, New Denni</li> <li>Company Law and Secretarial Practice, Dr. R. K. Nelakha, Ramesh Book Depot, Jaipur</li> </ol>	
<ol> <li>Company Law and Secretarial Fractice, Dr. R. R. Nelakia, Ramesh Book Depot, Jaipur</li> <li>Corporate &amp; Allied Laws, Munish Bhandari, Best Word Publication.</li> </ol>	

	CORE COURSES (MBC 4.3) Advanced Financial Management
Tea	ching Hours: 4 Total Credits: 4 Total Marks: 80 Group: Core
	Objectives:
1. An	lyse the components of the cost of capital and their implications on investment decisions and firm ation.
	uate different capital structure theories and recommend optimal capital structure decisions to imize firm value.
	ly advanced techniques in working capital management to optimize liquidity, minimize financing costs enhance profitability.
-	lement effective cash management strategies to ensure sufficient liquidity, manage cash flow ciently, and mitigate liquidity risks.
	ess the risks associated with capital budgeting projects using various risk assessment techniques and a informed decisions to maximize shareholder wealth.
-	hesize knowledge of international finance management theories and practices to develo prehensive strategies for managing financial risks and opportunities in a global business environment
Learni	g Outcomes: After learning this subject, students will be able to:
1. <b>Cal</b>	ulate specific cost of capital for any specific given firm.
2. <b>Eva</b>	uate the impact of different capital structures on firm value.
-	ly strategies to optimize working capital efficiency.
-	lement effective cash management techniques to maximize liquidity.
	ess the risk associated with investment projects using various capital budgeting techniques.
	trast International financial management practices in different international contexts
Unit	Content
	Cost of Capital Overview, Significance of Cost of Capital, Determinants of cost of capital, Measurement of Specifi Costs – Redeemable and Irredeemable Debt, Redeemable and Irredeemable Preference shares, Equit and Retained Earnings; Computation of Overall Cost of Capital using book value and market value Weights (Weighted Average Cost of Capital).
II	<b>Capital structure &amp; Value of firm</b> Assumptions & definitions, NI approach, NOI approach, Traditional Position, MM position, Taxation & capital structure, Trade off theory, Signaling theory. EBIT-EPS Analysis.
	Capital structure of Automobile industry companies viz. Bajaj Auto and Mahindra & Mahindra
III	Working Capital Management Working Capital Meaning, Importance/Significance of working capital management, Determinants o working capital, components of working capital, Factors Influencing working capital requirements estimating working capital management (needs), operating or working capital life cycle.
IV	Cash Management
	Motives of holding cash, factors determining the cash balance, Managing the cash flow, Options fo
	investing surplus funds & strategies for managing surplus funds, Cash Management Models- The Baumol model, and The Miller-Orr Model.
V	<b>Risk Analysis in Capital Budgeting</b> Sources & perspective of risk, Sensitivity analysis, Scenario analysis, Breakeven analysis, Miller Mode Simulation analysis, Decision tree analysis, corporate risk analysis.
VI	International Financial Management (Theoretical Unit)
	The foreign exchange market, international parity relationships, foreign exchange risk and hedging International Capital investment analysis, Political risk of foreign investments, Instruments of International Financial Markets, Overview of Global Financial System, Overview of Foreign Bond Market.
Books	Recommended:
⊥. FIr	ancial Management, Ravi Kishore, Taxman, New Delhi.

- 2. Financial Management: Problems and Solutions, Ravi Kishore, Taxmann, New Delhi
- 3. Financial Management Theory & Practice, Prasanna Chandra, TMH Publishers 2004
- 4. Financial Management, I.M. Pandey, Vikas publishing house, New Delhi.
- 5. Financial Management & Policy, V. K. Bhalla (Anmol Publication, New Delhi)
- 6. Strategic Financial Management, Dr. J. B. Gupta Taxman, New Delhi
- 7. Financial Management, Rajiv Srivastava, Anil Mishra Oxford Higher Education.
- 8. Financial Management, M. Y. Khan & P. K. Jain Tata McGraw Hill Education Pvt. Ltd.



		(MBC 4.4) Financial T	echnology Management	
Те	aching Hours: 4	Total Credits: 4	Total Marks: 80	Group: Core
Cours	e Objectives:			
		• •		gy (Fintech) and its evolution,
inc	cluding key technolo	gies, market trends, and in	novations.	
	-	= -	management, to enhance	investment decision-making
	d portfolio performa			
				ocurrencies, and understand
		ology of blockchains, incl	uding its potential impact	t on financial services and
	dustries.			
				s in digital banking systems,
		ustomer data and preventir		line versileten formen versile
	_			ding regulatory frameworks,
	•	•	ntech innovation and busing	•
		-		s, online frauds, and fraud
		s for managing cyber risks, s r learning this subject, stude		
	•			y (Fintech) and its impact on
	e financial services in			
			gement to optimize invest	ment strategies and portfolio
	rformance.			
		istics and potential applica	tions of digital currencies, s	uch as cryptocurrencies, and
		ying technology of blockcha		,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,
				t digital banking systems and
cus	stomer data from cy	ber threats.		
5. <b>As</b>	sess the regulatory	/ landscape governing Fir	ntech companies and com	pliance requirements, and
un	derstand the implica	ations for Fintech innovatio	n and business operations.	
-	_			ention techniques to develop
	mprehensive strateg	gies for safeguarding digital	assets and preventing finar	ncial crimes.
Unit			Content	
	Foundation of Fin	fech-	TV	
	Meaning,			
	Characteristics	,		
	Operations,			
	Types of Finance			
	Fintech in India	,		
		ch on Economies & Financi	al System	
II		estment Management		
		in Stock Trading		
		Mutual Funds Management		
		gence in Portfolio Managen	nent	
	Software Tools	for Financial Analysis		
	Recommendati	ons and Suggestions by Art	ificial Intelligence	
Ш	Digital Currency a	nd Blockchains -		
	Central Bank Di	igital Currency (CBDC) and i	ts Implications	
	Fundamentals	of Blockchain Technology		
	Cryptocurrenci	es: Types, Characteristics, a	nd Market Trends	
	Challenges and	Opportunities in Adopting	Cryptocurrencies	
IV	Banking & Cyber S	ecurity-		

Digital Banking Services and Innovations
Cashless Payment Systems: Mobile Payments, Digital Wallets, and Contactless Payments
Cybersecurity Threats in Banking Sector
Measures Adopted by Banks for Cyber security
Peer-to-Peer Lending Platforms: Features and Risks
Fintech Regulations and Compliance
Regulatory Framework for Fintech Companies
Evolution of Fintech Regulations Globally
Regulatory Technology (Reg Tech) Solutions
Fintech Regulations in India: Current Landscape and Future Trends
Compliance Challenges and Strategies for Fintech Startups
Future Trends and Opportunities in the Digital Financial World
Cyber Security & Online Frauds
Meaning
Characteristics
<ul> <li>Common Frauds in India – Debit/Credit Card Fraud, Phishing, Internet Banking related Fraud, UPI Frauds.</li> </ul>
<ul> <li>Fraud Detection – Definition, Applications, Types of Fraud Detection Techniques, Steps of Prevention &amp; Detection of Financial Frauds.</li> </ul>
<ul> <li>Cyber Law in India- IT ACT 2000- Objectives, Features, Idea on Sec 43, Sec 66 &amp; Sec 67, Offences &amp; Penalties Under IT ACT 2000 (Sec 65, 66, 66B, 66C, 66D, 66E and 66F) and Advantages &amp; Disadvantages of IT Act 2000.</li> <li>Case Study on Cyber financial frauds in the district of Jamtara</li> </ul>
s Recommended:
Digital Finance: Security, P <mark>rivac</mark> y, and Regulation" by Sujata Das, Tapaswini Nayak, and Saraju P. Mohant Fintech Innovation: From Robo-Advisors to Goal-Based Investing and Gamification" by Paolo Sironi and Faniele Savare
Blockchain Revolution: How the Technology Behind Bitcoin and Other Cryptocurrencies Is Changing th Yorld" by Don Tapscott and Alex Tapscott
A La C

### SEMESTER IV CORE GROUP SPECIALIZATIONS (ANY ONE OR MAXIMUM TWO)

	COR	E GROUP SPECIALIZATION	S (ANY ONE OR MAXIMUI	м тwo)	
		•	p-I) (Core)		
		Marketing	Management		
		(MBCE 4.1.1) Paper III - (	Consumer Buying Behavio	ur	
Те	aching Hours: 4	Total Credits: 4	Total Marks: 80	Group: Specialisation	
	e Objectives:				
		ling of the concepts and th	e significance involved in (	Consumer Buying Behaviour	
Learn	ing Outcomes:				
lt wo	uld establish the re	elevance of consumer beh	aviour theories and conc	epts to marketing decisions.	
Imple	ment appropriate co	ombinations of theories an	d concepts. Recognise soc	ial and ethical implications of	
marke	ting actions on cons	sumer behaviour. Use most	t appropriate techniques to	o apply market solutions.	
Unit			Content		
I	Concept of consu	mer personality & brand	personality as related t	o STP, buying influences on	
	consumers and or	ganizational buyers, consur	mer motivation, perception	n, learning & attitudes	
П	Reference groups,	buying process, factors inf	fluencing buying decisions,	, models of buying behaviour,	
	post purchase beh	aviour.			
Ш	Marketing researc	h, methods of research an	d research process, data o	collection techniques, sources	
	of secondary data	for marketing decisions, re	levance of secondary data	, marketing metrics.	
IV	IMC definition, sco	ope, elements, role, etc., n	nodels of IMC, media and	media planning, IMC strategy	
	and process, new i	media	TDE 1		
V	IMC and brand co	ommunication process, ro	le of advertising in brand	ding process BTL, OOH, etc.,	
	promotions in IMC	– consumer, trade, sales, o	co-branding, in-branding, e	etc.	
VI	Creativity and inn	ovation in IMC, packaging	; and labelling in IMC, PR	and ethics in PR, corporate	
	communications, I	nternational communication	ons, cross cultural issues in	IMC.	
Books	Recommended:	TEE S			
1. <b>C</b>	onsumer Behaviour,	Schiffman, Kanuk & Kuma			
	onsumer Behaviour				
3. In	tegrated Advertisin	g, Promotion & Marketing	<b>Communications</b> , Clow &	Baack	
4. <b>A</b>	4. Advertising, Jafkins				
		A. A.			

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### **SEMESTER IV**

	(Group-I) (Core)
	Financial Management
	(MBCE 4.2.1) Paper III - Investment Environment & Wealth Management
Те	aching Hours: 4 Total Credits: 4 Total Marks: 80 Group: Specialization
Cours	e Objective:
1. T	o Understand the concepts involved in wealth management.
2. T	o provide knowledge about Financial System.
	o understand the significance and analysis of portfolio analysis.
4. T	o give knowledge of Insurance service in India.
5. T	o provide insights of Mutual Funds in India.
6. T	o provide knowledge about Wealth Management.
Learn	ing Outcomes:
1. U	Inderstand the financial and investment environment.
	emember the financial objectives; evaluate the factors affecting investment decisions.
	dentify alternative sources of finance and consider their suitability.
	Gain knowledge about Insurance Services.
	pply the knowledge of Mutual fund Services.
	valuate the concept of Wealth Management.
Unit	Content
1	Investment Management: Introduction, Financial & Economic meaning. Real & financial asset.
	Investment media, Investment process, Investment program. Basis of Investment, Features of good
	investment. Difference between Investment, Speculation, Gambling and Arbitrage. Recent trends in
	Investment management.
П	Financial System- Financial markets [Money, Debt and Equity Markets]- structure, regulatory bodies-
	Role and functions– (R <mark>BI, IRDA, PFRDA and SEBI);</mark> Product features and uses (CP/CD, T bills, REPO,
	reverse REPO, dated securities, rated securities, equity shares) and participants – Role and functions
	(CCIL, FIMMDA, PDs, NSCCL, NSDL, CDSL.)
Ш	Portfolio analysis: Traditional v/s Modern; Investors attitude towards Risk & Returns; Portfolio
	Selection – its introduction, Importance of Beta – CAPM. Behavioral Finance: -Return based trading
	Strategies.
	Estate Planning: Background, Assets & Liabilities, Nomination, Inheritance Law, Will, Trust.
IV	Insurance Services - Concept of insurance, principles of insurance, Traditional and Unit linked policies,
	individual and group policies, with profit and without profit policies, Different types of insurance
	products – whole life products, interest sensitive products, term assurance annuities, endowment,
	assurance. Brief idea of Medi-Claim and health insurance products.
V	Mutual Funds – Organization Structure, Classification of Funds – Types of Funds – Equity Funds, Debt
	Funds, Liquid Funds, Balanced Funds, Monthly Income Plans, ETFs, Commodity Funds, Fund of Funds,
	Real-Estate Funds; Calculation of NAV; Systematic Investment Plans; Concept of Cost Averaging and
	Value Averaging; AMFI; AGNI. Recent developments in the Mutual Fund industry.
VI	Wealth Management - Investor life cycle and investment goals, Investment options available and their
	comparison, Asset Allocation Strategies; Selecting appropriate allocation, Models of asset allocation.
	Wealth Expansion and Development.
	Recent trends in wealth management.
-	s Recommended:
1.	Strategic Financial Management, Dr. J. B. Gupta – Taxmann, New Delhi
2.	Financial Management, Rajiv Shrivastava, Anil Mishra – Oxford Higher Education
3.	Financial Management, Ravi Kishore, Taxmann, New Delhi.
	Financial Management: Problems and Solutions, Ravi Kishore, Taxmann, New Delhi
	Financial Management - Theory & Practice, Prasanna Chandra, TMH Publishers 2004
6.	Financial Management, I.M. Pandey, Vikas publishing house, New Delhi.

- 7. **Options Futures and other Derivatives**, John C. Hull, PHI-EEE, 2011
- 8. Financial Institutions and Markets, L. M. Bhole 4th Edition
- 9. Reference Material of NCFM from www.nseindia.com
- 10. Reference Material of NISM Mutual Fund Module from www.nseindia.com



### **SEMESTER IV**

			roup-l			
	Human Resource Management (MBCE 4.3.1) Paper III - Industrial relations and Labour Laws					
	•	<i>i i</i>				
	0	otal Credits: 4	Total Marks: 80	Group: Specialisation		
	e Objective:					
	•		•	sures, Wages and Industrial		
	lations, Trade Unions and I					
2. 10	understand Industrial Rela	tions and Grievance	e Redressal Procedures.			
Learni	ing Outcomes:					
Stude	nts will be able to elaborat	e the concept of In	dustrial Relations. The stud	lents will be able to illustrate		
the ro	le of trade union in the ind	ustrial setup. Stude	nts will be able to outline th	ne important causes & impact		
of ind	ustrial disputes. Students w	vill be able to elabo	rate Industrial Dispute settl	ement procedures.		
Unit			Content			
I	Industrial Relations & De	-				
				affecting industrial relations,		
	approaches to industrial r	•				
		-		sites of effective collective		
				Concept, aims and objectives,		
	importance, forms of part	icipation, condition	s essential for working of the	he scheme.		
II	Grievances & Disputes -	Albai				
			BON CA LA	causes of industrial disputes,		
	-			trial dispute namely works		
				oor Court, Industrial Tribunal,		
	_			tes Act-1974 Industrial peace-		
			iony to industrial productiv			
	_			ages, Procedure for fixing and		
		Payment of wages:	concept, mode of paymen	t of wages, deductions which		
	can be made from wages	ility for bonus disc	uplification for honus min	imum and maximum bonus,		
				us, Time limit for payment of		
	bonus.	e surplus, set on a	id set on of anocable surpli	us, fine initial payment of		
IV	Laws relating to working	hours and work co	nditions-			
				s health, safety and welfare,		
		•		nent of women, provisions of		
	employment of young per	-	, , ,	<i>,</i> ,		
			t, 1986 :- Scope and appli	cation of the act, objectives,		
	provisions regarding hour	s and periods of wo	rk for children, provisions re	egarding health and safety for		
	working children, prohibit	ion of employment	of children in certain occup	pations and processes		
v	Labour Welfare and Socia	l Security				
	Meaning and objectives	of labour welfare,	theories of labour welfa	re, welfare officer in Indian		
	industry, qualification and	I role of welfare off	icers			
		•		oyee, partial disablement and		
	total disablement, employ	•	•			
				visions relating to payment of		
	gratuity, nomination, Emp					
VI	_	-		legislation, labour legislation		
			id recommendations of ILO			
			•	ance, impact of ILO on labour		
	registations in mula, withis	uy of Labour: Office	es attached to Ministry of L	auoui		

**Books Recommended:** 

- 1. Dynamics of Industrial Relations, Mamoria & Mamoria, Himalaya Publishing House.
- 2. Industrial Jurisprudence & Labour Legislation, A.M. Sarma, 9th revised edition, Himalaya Publishing House
- 3. Labour Laws, Taxman's
- 4. **Essentials of Human Resource Management & Industrial Relations**, P. Subbha Rao, Himalaya Publishing House.
- 5. Industrial Relations, C. S. Venkata Ratnam, Oxford University Press.



#### SEMESTER IV COMPLIMENTARY GROUP SPECIALIZATION (ANY ONE)

		COMPLIMENTARY GROUP	•	vc)		
			oup-II			
	Operations Management					
			- Total Quality Manageme			
	aching Hours: 4	Total Credits: 4	Total Marks: 80	Group: Specialization		
	e Objectives:	• · ·				
		ncept of quality manageme				
	•	anding regarding the vario		ity improvement.		
		SPC tools to improve proce				
		ply various TQM tools to e>				
		of quality improvement sys				
		ncept of business process re		siness world.		
	-	learning this subject, stud				
1. U	nderstand the conc	ept of Quality& its importa	nce in today's competitive	environment.		
2. <b>D</b>	evelop the meaning	g and Principles of the TQM				
3. <b>A</b>	<b>pply</b> the tools of TC	M in business processes.				
4. <b>A</b>	<b>nalyze</b> the Techniqu	ies of Quality Management	required for quality impro	ovements.		
5. <b>E</b>	valuate appropriate	SPC tools to improve proc	ess quality.			
6. <b>D</b>	iscover the concept	s of Business Process Re-er	ngineering.			
Unit		Ch	Content			
1	Understanding Qu	ality and Quality Philosopl	nies - Definition of Quality.	Dimensions of Quality.		
	-	Quality costs, Quality Philos		-		
	Taguchi	76/39		· , , , , ,		
II	TQM Principles – (	Concept, Advantages, Disac	vantages and Guiding Prin	ciples of TQM, Managerial		
	Perspective to TQ	И, Ro <mark>le of Leadership in TQ</mark>	M, Case Studies of Success	ful TQM applications		
Ш	Statistical Process	Control (SPC) and Other Q	uality Improvement Techr	niques – Process Control		
	Charts, Control Ch	arts for va <mark>r</mark> iables and attrib	utes, Pareto Diagrams, Sca	tter Diagrams, Run Charts,		
	Cause and Effect D	iagrams, Histogram & Flow	chart			
IV	TQM Tools - Bencl	marking – Reasons to Ben	chmark, Benchmarking Pro	ocess, Quality Function		
	Deployment (QFD)	, QFD Process, Benefits, Ta	guchi's Quality Loss Function	on, Total Productive		
	Maintenance (TPM	1) – Concept, Improvement	Needs, FMEA – Stages of F	MEA		
V	Quality Improvem	ient Systems - Kaizen, Le	an, Poka-Yoke, 5S, 3M, ze	ero defect, KANBAN, Quality		
	Circles, Value Anal	ysis and Value Engineering,	Concept of six sigma			
VI	Business Process F	Reengineering – Concept, N	leed, Importance and Princ	ciples of BPR, Role of BPR in		
	the Modern busine	ess world, TQM and BPR rel	ationship, BPR in USA, Eur	ope, India		
Books	Recommended:					
1. <b>To</b>	tal Quality Manage	ment, Dale H. Besterfiled, e	et al., Pearson Education As	ia, 1999. Indian reprint 2002		
2. Th	e Management an	d Control of Quality, Jam	es R. Evans & William M.	Lidsay, 5th Edition, South-		
W	estern Thomson Lea	arning, 2002 ISBN 0-324-06	680-5.			
3. <b>To</b>	tal Quality Manage	<b>ment</b> , Feigenbaum, McGra	w-Hill, 1991			
4. <b>To</b>	tal Quality Manage	ment, Poornima M. Charar	timath, 2nd Edition, Pears	on		
	. 0					

### **SEMESTER IV**

		Gr	oup- ll	
			or Management	
			I - Health Care Manageme	
	aching Hours: 4	Total Credits: 4	Total Marks: 80	Group: Specialization
	e Objectives:			
		•		amily welfare services Health
	•	d different sectorial issues		
			sues relating to Healthcare	
	-		_	health policy formulations.
	, ,	ot of Health Care Planning	•	Faving a state light Care
	lanagement and Saf		e to the students about	Environmental Health Care
	-	ety Management. ept of Hazardous Waste M	anagement	
-	ing Outcomes:			
	-	I the concentual framewor	k of Social and Family Welf	are, Health Policy formulation
	nd different sectoria	•		
			thcare and social developn	nent.
	• • •	actors relating to health po		
	-		e Planning and Health care	system.
	-		Care Management and Saf	•
6. E	valuate the concept	of Hazardous Waste Mana	agement.	
Unit		5/8/100	Content	
I	UNIT I:	TS	a	
	Social Welfare, So	ocial pol <mark>icy, Factors</mark> in t	Social Policy: Situational,	Structural, Ideological and
	Environmental, Hea	alth Policy formulation: Fa	<mark>ctors,</mark> Determinants and ot	ther sectorial issues. Health &
	Family welfare serv	vices.		
11	UNIT II:	PP (P2	38/ 3/	
				en health care and Social
				and challenges. Indicators of
				tors, Demographic Indicator,
	UNIT III:	ator, Fundamentals of Hea		
""		liev: Poviow of different c	ammittage Objectives of	National health policy Health
	•	,	•	groups, Role of national and
		•	cy: International Perspectiv	• • •
IV	UNIT IV:		cy. International respectiv	
		Care Planning Health Evr	venditures. Hosnitals as a	Health Care Delivery System,
	•	•		alth Care Management. Scope
			d healthcare system in Ind	• ·
v	UNIT V:			
_		alth Care Management: (	Concept and its objective	s, Importance and Scope of
		-		ons; Laundries, CSSD, Insect,
		-	•	ent, Patients and Personnel
		General Sanitation.	0, , 0	
VI	UNIT VI:			
	Hazardous Waste	Management; Solid Waste	Handling & Disposal; Liqui	id Waste Handling, Collection
	& Disposal; Water	Treatment and Distribut	ion, Legal and Social Asp	ects of Waste Management;
	Trends and Practice	es. Pollution Prevention an	d Waste Minimization.	
Books	Recommended:			
1. <b>H</b>	ealthcare Managem	<b>ent by</b> Anam Faruqi		

- 2. Healthcare Management by Ruchi Singh & Diksha Sharma
- 3. Introduction to Health Care Management 4Th Edition by Sharon B. Buchbinder, JONES & BARTLETT
- 4. Handbook of Hospital Personnel Management, Goyal, R.C, Prentice Hall of India



## Name of Course: MBA

### Semester – IV

		Project Wo	ork (MBPR 7.0)	
	Teaching Hours: 4	Total Credits: 4	Total Marks: 100	Group: Specialization
Obj	ectives:			
1.	To <b>apply</b> theoretical	knowledge and analytical s	kills gained throughout the	MBA program to real-world
	business challenges a	and opportunities.		
2.	To <b>analyze</b> and solve co	omplex business problems or	issues faced by organizations	, using appropriate research
	methodologies and fra	meworks		
3.	To <b>develop</b> research	skills, including literature r	eview, data collection, anal	ysis, and interpretation, to
	generate insights and	d recommendations for the	project	
4.	To <b>apply</b> critical thinl	king and strategic analysis t	o assess business situation	s, evaluate alternatives, and
	make evidence-base	d decisions to address proj	ect objectives.	
Lea	rning Outcomes: Afte	r completion of Summer In	ternship Project, students v	vill be able to –
1.	Execute the ability to	apply theoretical concepts	, frameworks, and analytica	al tools learned throughout
	the MBA program to	real-world business scenar	ios and projects	
2.	<b>Develop</b> proficiency		d solving complex business	problems or challenges
2.			nd solving complex business	problems or challenges
	through rigorous res	in identifying, analyzing, ar earch, critical thinking, and	d solving complex business strategic analysis.	
	through rigorous reso Attain advanced reso	in identifying, analyzing, ar earch, critical thinking, and	d solving complex business strategic analysis. cure review, data collection	
3.	through rigorous rese Attain advanced rese to generate valuable	in identifying, analyzing, ar earch, critical thinking, and earch skills, including literat insights and recommendat	id solving complex business strategic analysis. ture review, data collection tions for the project.	problems or challenges , analysis, and interpretation e project, adhering to ethica

(i) Project shall carry 100 marks as follows:

### Particulars

Project Report Evaluation Assessment by External Expert Assessment by Internal Expert Total

(ii) For Project work a batch of Twenty students per guide /supervisor has to be allotted by the Institute.

(iii) A copy of Project work (Printed or Type Written) shall be submitted to college, at Fifteen Days priorto the date of commencement of Semester-IV Examination, which will be retained by the college/Department for internal

Marks

50

30

20

100

evaluation purpose.

(iv) A Candidate shall submit with his/her project work, a certificate from the Supervisor to the effect-That the candidate has satisfactorily completed the Project work for not less than one session andThat the Project work is the result of the candidates own work and is of sufficiently high standard towarrant its presentation for examination.

(v) If the student fails to submit his / her Project he / she shall not be allowed to appear for the Project

Viva Examination and no Marks shall be allotted to the student.