

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.]	
A	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 important 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.
B	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 problems with subjects like Entrepreneurship development.
PSO-4	Be able to demonstrate an ability to act as a global citizen through community engagement, incorporating 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 Management	Students will be able to understand the concepts related to Business and demonstrate the Roles, Skills and Functions of Management.
2.	Fundamentals of Human Resource Management	Students would be able to build understanding about the fundamentals of managing Human Resources in an organization. Also, they will be able to understand various functions that HR performs for employee's welfare in order to maximize productivity.
3.	Fundamentals of Financial Accounting	Students will be able to understand the concepts of financial accounting and its procedure. They will also learn how the accounts are maintained by the various business organizations.
4.	Fundamentals of Marketing Management	Students will be able to identify and explain factors which influence consumer buying behaviour and use appropriate research approaches including sampling, data collection and questionnaire design for specific marketing situations.
5.	Economics for Managers	Students would be familiarized with the economic framework for managerial decision making and they would be introduced to the application of economic principles through the use of various managerial attributes and perspectives.
6.	Business Communication & Information Systems	Students will be able to learn effective business writing, effective business communications; research approaches and information collection; effective interpersonal communications; skills that maximize team effectiveness and students will be able to define information systems.
7.	Corporate Image Building	Students will be able to build a corporate identity of a company to make it distinctive 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 Wealth management	Student will get ways and means to understand the intricacies of financial planning and help manage financial investments and wealth management through research tools and planning.
9.	Business Valuation	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 Environment of Business	Students will be able to discuss the supply and demand theory and its impact on particular business model, explain the effects of government policy on the economic environment, outline how an entity operates in a business environment, describe how financial information is utilized in business and explain the legal framework that regulates the insurance industry.
11.	Cost & Management Accounting	Students will be able to understand the concepts of cost and management accounting. They also learn the accounting procedure of cost and management account.
12.	Entrepreneurship Development	Students will be able to learn 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.
13.	Quantitative Techniques for Business	Students will learn quantitative skills that are required to make business decisions. These skills involve using statistics, forecasting and estimation techniques. Students will be able to formulate and apply mathematical models in business decision-making scenarios.
14.	Business Research Methods & Application	Students will be familiarized with basic of research and the research process. Students would have developed understanding on various kinds of research, objectives of doing 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 Banking & Finance	Students will be able to understand the Indian Banking System, role of Reserve Bank of India, understand different types of bank accounts, KYC and Anti-money laundering measures and calculation of interest and annuities.

16.	Environment Management & Legislation	Students will be able to learn the methods from ecological and physical sciences and their application in environmental problem solving. Appreciate the ethical, cross-cultural, and historical context of environmental issues.
17.	Project Management	Students can manage the scope, cost, timing, and quality of the project, at all times 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 Management	Students will demonstrate the ability to communicate effectively by analyzing the current 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 Management	Students will be able to conduct an environmental scan to evaluate impact of world issues on an organization's international business opportunities. Conduct, evaluate and 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 Management	Students will be able to learn various perspectives and concepts in the field of Strategic Management and develop skills for applying these concepts to the solution of business problems.
21.	Summer Internship Project/ Report writing & Assessment	Students will develop awareness, understanding and capacity in the specific roles and responsibilities of a business and industry in their subject specializations and, as far as possible, to effectively participate in these roles and responsibilities.
22.	Sales and Distribution Management	Students will be able to know the building blocks of a winning sales force and enduring 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 Communication & Brand Management	Student will be able to identify brand equity, branding and communication strategies require to adopt during the process of Marketing & Branding.
24.	Corporate Financial Management	Students will be able to demonstrate various aspects of Corporate Financial Management such as Valuation, Dividend policy, mergers, acquisitions and related issues.
25.	Security Portfolio and Risk Management	Students will know and be able to do analysis valuation of securities, equity analysis, derivatives and portfolio theory.
26.	Training & Development Practices	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 training once completed from the individual employee and the organization's viewpoint.
27.	Performance Management & Compensation	Students will be able to learn basic compensation concepts, context of compensation practice and different ways to strengthen the pay- for-performance link.
28.	Logistics and Supply Chain Management	Students will be able to apply knowledge in evaluation and improve the overall efficiency 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 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 Services	Students will understand Banking and Insurance sectors which mobilize funds in the 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.

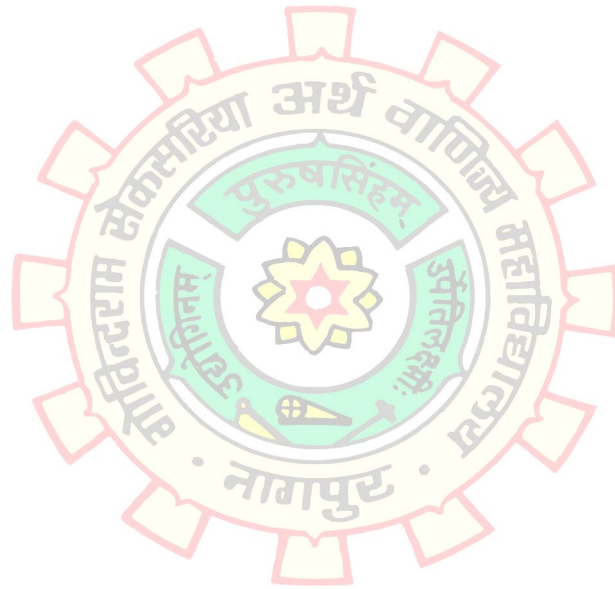
31.	Hospitality Management	Students will be able to identify and recognize legal issues that may impact hospitality industry. Distinguish among the various types of costs in the hospitality industry. Monitor and control food, beverage. Make managerial decisions based on analysis of cost data and expectations of customers.
32.	Business Ethics & Corporate Governance	Students would acquire the skills with which they will recognize and resolve ethical issues in business; enhance awareness and critical self-examination of one's own values, and to 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 Management	Students will be able to develop the ability to take decisions and plan, execute and control financial strategies towards attainment of organizational financial goals.
35.	Financial Technology Management	Students will be able to develop an idea about financial technology and its need and importance in today's digital economy. They will understand the legal aspects of cyber laws.
36.	Consumer Buying Behaviour	Students would establish the relevance of consumer behavior theories and concepts to 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 Environment & Wealth Management	Students will be able to explain the financial and investment environment, assess the financial objectives, evaluate factors affecting investment decisions, identify alternative sources of finance and consider their suitability and apply techniques in managing wealth.
38.	Industrial Relations and Labour Laws	Students will be able to elaborate the concept of Industrial Relations. Students will be 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 Management	Students can demonstrate principles and processes of quality management which 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 Management	Students will be benefited by studying this subject because the healthcare industry will 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.

SEMESTER I

(MBC 1.1) Evolution of Business Management

Teaching Hours: 4	Total Credits: 4	Total Marks: 80	Group: Core
Objectives: <ol style="list-style-type: none"> 1. To understand the conceptual framework of management, the development of management thought and the different management functions. 2. To apply the fundamentals of primary function of management i.e., Planning. 3. To analyze the basic knowledge to the students about the organization and management of a business enterprise. 4. To analyze the necessary knowledge and skills to effectively manage the staffing process. 5. To examine and impart the ability to adapt coordination and direction strategies in response to changing environments. 6. To evaluate the ability to adapt control strategies to different applications. 			
Learning Outcomes: After learning this subject, student will be able to - <ol style="list-style-type: none"> 1. Understand and recall the concepts related to Business and Demonstrate the Roles, Skills and Functions of Management. 2. Apply the concept of planning related to organization. 3. Analyze the things needed for Authority and delegation in organization. 4. Analyze the concept of staffing process. 5. Examine the ability of Coordination and direction. 6. Evaluate the control process in company, also know the features of Japanese and American management. 			
Unit	Content		
I	UNIT I: Introduction to Management: Management Concept and Its Nature, Function, Definition, Importance and Scope of Management, Is management a science or art? Management skills, Characteristics of Quality Managers. Development of Management Thought (Contribution of Taylor, Fayol, Hawthorne experiments)		
II	UNIT II: Planning: Planning Concept and its Nature, Importance, Types of Planning, Components/Elements of Planning: (Policy, Procedures, Methods, Rules, Budget, Mission, Objectives), Process of Planning, Barriers to effective planning, Making Planning effective, Planning Premises (Concept & types), Management by Objectives (MBO) Concept.		
III	UNIT III: Organizing: Organizing Concept and its Principles, Types of organization structure, Departmentation Concept, Delegation of Authority: Authority, Responsibility and Accountability, Centralization and Decentralization of Authority and the Pros and Cons of each, Span of control: Pros and cons of narrow and wide spans of control.		
IV	UNIT IV: Staffing: Concept, Steps in Staffing Process, Recruitment-Meaning and Sources of Recruitment, Selection-Meaning and Process of Selection, Training & Development Concept, Performance Appraisal Concept, Motivation- Concept, Theories Of Motivation, Approaches for Improving Motivation, Quality of Work Life- Morale Building. Decision Making: Concept, Types, Steps involved, methods of decision making.		
V	UNIT V: Coordination & Directing: Coordination- Concept, Importance and Principles. Direction – Concept, Importance, Principles and Elements of Directing.		

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 Recommended:	
<ol style="list-style-type: none">1. Essential of Business Administration, K. Aswathapa, Himalaya Publishing House.2. 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

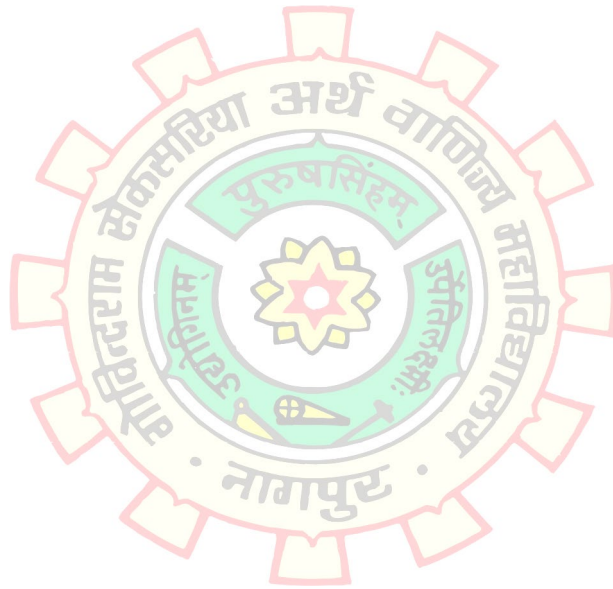
(MBC 1.2) Fundamentals of Human Resource Management

Teaching Hours: 4	Total Credits: 4	Total Marks: 80	Group: Core
<p>Objectives:</p> <ol style="list-style-type: none"> 1. To acquaint students with the techniques and principles to manage human resource of an organization. 2. To explore the concept of human resource planning and acquisition. 3. To identify different methods and tools for conducting Training, including organizational analysis, task analysis, and individual analysis. 4. To explain the purpose, benefits, and challenges associated with conducting performance and potential appraisals in organizational settings. 5. To describe the components of compensation, including base pay, incentives, benefits, and non-monetary rewards. 6. To explain the purpose and components of grievance management systems, including grievance handling procedures, mechanisms for resolution, and escalation processes. 			
<p>Learning Outcomes: After learning this course, students will be able to –</p> <ol style="list-style-type: none"> 1. Understanding about the fundamentals of managing Human Resources in an organization. 2. Identify how human resource planning aligns with organizational strategy and contributes to achieving business objectives. 3. Describe the theoretical foundations, models, and frameworks that underpin effective T&D practices 4. Understand the strategic significance of performance and potential appraisal in managing and developing talent within organizations. 5. Explain different types of compensation systems including salary, wages, bonuses, and stock options 6. Understand various functions that the HR performs for the welfare of employees in order to maximize their productivity. 			
Unit	Content		
I	<p>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.</p>		
II	<p>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, Recruitment- Introduction, constraints and challenges, sources of recruitment, methods of recruitment, interviews- types of interviews Selection- Interview process, mistakes in interviews; Current Trends in recruitment, effects of Covid pandemic on human resource management.</p>		
III	<p>Training & Development: 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 Program- methods/ techniques.</p>		
IV	<p>Performance and Potential Appraisal: Performance appraisal; Definition, objectives, importance, 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.</p>		
V	<p>Compensation Administration, Incentives & Employee benefits: Compensation planning- objectives, 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.</p>		
VI	<p>Employee welfare, Grievances and Industrial disputes: Employee Welfare- agencies for welfare 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</p>		

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
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, TATA McGraw Hill Publications



SEMESTER I

(MBC 1.3) Fundamentals of Financial Accounting

Teaching Hours: 4	Total Credits: 4	Total Marks: 80	Group: Core
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Objectives:

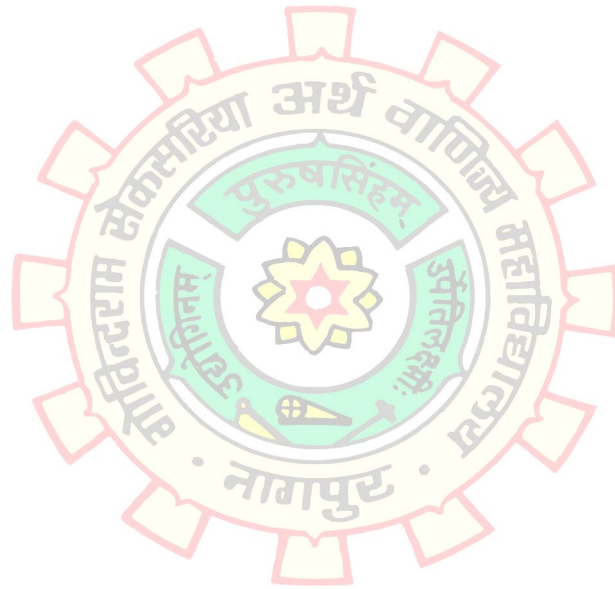
1. To provide a foundational understanding of the principles, concepts, and conventions of financial accounting.
2. To develop skills in preparing and interpreting financial statements and reconciliation statements for various business entities.
3. To familiarize students with the accounting practices of banking companies and the preparation of their financial statements.
4. To equip students with the knowledge to prepare final accounts for public and private limited companies in compliance with statutory requirements.
5. To explain the processes and implications of company liquidation and the preparation of the liquidator's final statement of account.
6. To introduce students to accounting standards and the International Financial Reporting Standards (IFRS), emphasizing their objectives, importance, and practical applications.

Learning Outcomes: After learning this subject, students will be able to:

1. **Describe** the importance and objectives of accounting, explain accounting principles, and prepare journals, ledgers, and trial balances. (Understand, Apply)
2. **Explain** the significance of bank reconciliation and prepare a bank reconciliation statement accurately. (Understand, Apply, Analyze)
3. **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)
4. **Explain** the characteristics of companies and prepare final accounts in accordance with Schedule III of the Companies Act, 2013. (Understand, Apply, Analyze)
5. **Describe** the liquidation process, its impact on stakeholders, and prepare a liquidator's final statement of account. (Understand, Apply, Analyze)
6. **Explain** the objectives and evolution of accounting standards, and apply Accounting Standard 10 for property, plant, and equipment. (Understand, Apply, Evaluate)

Unit	Content
I	<p>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.</p>
II	<p>Reconciliation Statement of Banks: Theory: 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.</p>
III	<p>Accounting of Banking Companies Theory: 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.</p>
IV	<p>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. Practical Problems: Preparation of Final Accounts as Per Schedule III of Companies Act, 2013.</p>
V	<p>Liquidations of Companies: Theory: 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.</p>

	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 Accounting Standards. Introduction to IFRS, Adoption and Convergence of IFRS, Structure and Framework of IFRS. Practical Problem on- Accounting Standard 10-Property, Plant & Equipments.
Books Recommended:	
<ol style="list-style-type: none"> 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 Education 2009 5. Accounting for Management, Jawaharlal: HPH, 2008 6. Financial Accounting Reporting & Analysis, Stice & Stice, Cengage, 7/e, 2008. 	



SEMESTER I

(MBC 1.4) Fundamentals of Marketing Management

Teaching Hours: 4	Total Credits: 4	Total Marks: 80	Group: Core
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Objectives:

1. To study core concepts of marketing & importance of understanding external environment in marketing decision making.
2. To Identify and explain factors which influence consumer buying behavior.
3. To expose students to the different marketing approaches for a product.
4. To develop an understanding of the concepts involved in promotion, distribution and pricing decisions.
5. To demonstrate understanding of integrated marketing communication and evaluation of market performance and recent trends in marketing.
6. To understand market research to provide information needed to make marketing decisions.

Learning Outcomes: After learning this subject, student will be able to:

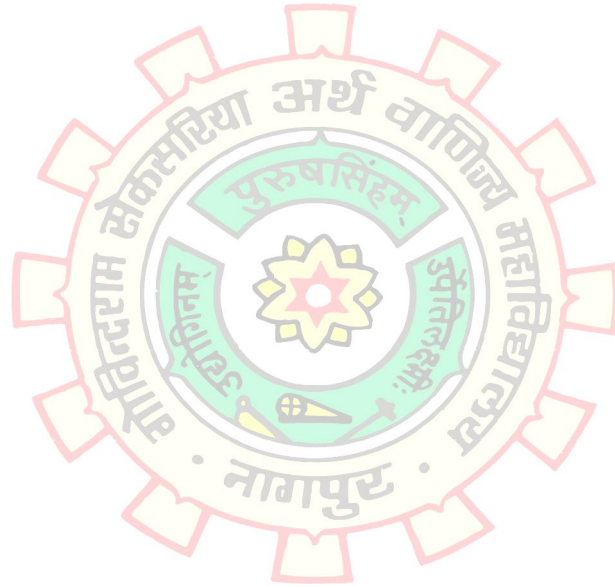
1. **Identify** core concepts of marketing and Work independently and collaboratively in inter and multidisciplinary and diverse environments.
2. **Examine** the role of consumers as purchasers and users of goods and services using various theories and models of consumer Industrial behaviour.
3. **Analyze** different strategies in the necessity of different stages of product life cycle & New product development.
4. **Demonstrate** understanding of various marketing strategies, pricing and channel decisions.
5. Help the students aspiring to be marketing professionals in better decision making and understanding their role in the marketing sphere.
6. **Evaluate** appropriate research approaches including sampling, data collection and questionnaire design for specific marketing situations.

Unit	Content
I	Introduction: Concept, nature, scope and importance of marketing; Marketing concept and its evolution; Concept of Marketing mix, Elements of Marketing Mix; Marketing environment – macro and micro components and their impact on marketing decisions.
II	Buyer Behaviour: Market segmentation and positioning; Buyer behavior -Understanding Industrial and Consumer Buyer Behavior, Online buyer behavior; Factors influencing consumer behavior, Consumer decision making process.
III	Product Decisions: Concept of a product; Classification of products; levels of product, Major product decisions; Product line strategies and product mix strategies; Product life cycle – strategic implications; New product development and consumer adoption process. Packaging and labeling. Pricing Decisions: Factors affecting price determination; Pricing policies and strategies.
IV	Distribution Channels and Physical Distribution Decisions: Nature and Importance of Marketing intermediaries; Types of intermediaries and their functions; Levels of marketing channels, Channel management decisions; Importance of physical distribution, Tasks in physical distribution management; Retailing and wholesaling.
V	Promotion Decisions: Communication Process; Promotion mix – advertising, personal selling, sales promotion, publicity and public relations; Determining advertising budget; Copy designing and testing; Media selection; Advertising effectiveness; Sales promotion – tools and techniques.
VI	Marketing Research: Meaning and scope of marketing research; Marketing research process. Issues and Developments in Marketing: Social, ethical and legal aspects of marketing; Marketing of services; International marketing; Green marketing; Cyber marketing; Relationship marketing and other developments of marketing. <ul style="list-style-type: none"> • Case Analysis • Mini Projects

Books Recommended:

1. **“Marketing Management”**, Rajan Saxena, Tata McGraw-Hill.
2. **“Introduction to Marketing Management”**, Adrian Palmer, – Oxford University Press.
3. **“Basic Marketing”**, William D Perreault R, 15th 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.



SEMESTER I

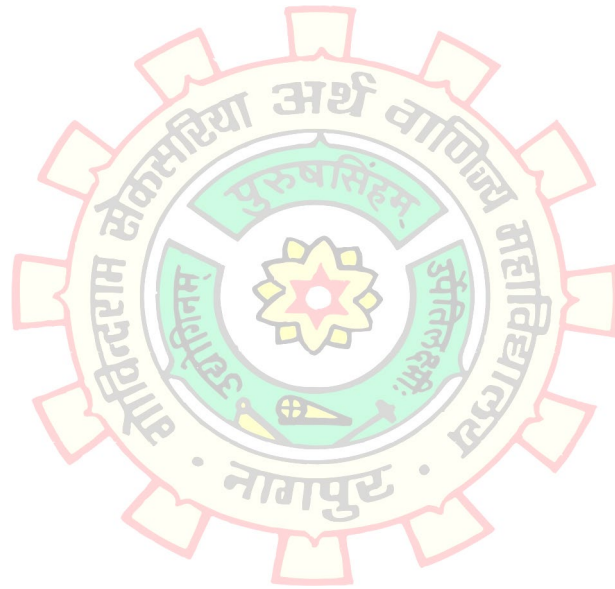
(MBC 1.5) Economics for Managers

Teaching Hours: 4	Total Credits: 4	Total Marks: 80	Group: Core
Objectives: 1. To understand the use of the tools of economic analysis in classifying problems, in organizing and evaluating information and in comparing alternative course of action. 2. To analyse how changes in demand and supply affect markets 3. To explore the market outcomes under different market structures. 4. Define key characteristics and consequences of different forms of markets 5. To understand the concept of National Income. 6. To study the tools used to influence a nation's economic activity, expenditure and taxation decisions of the government.			
Learning Outcomes: After learning this subject, student will be able to: 1. Understand and evaluate the economic framework for managerial decision making. 2. Apply and assess the knowledge of the mechanics of supply and demand to explain working of markets. 3. Analyze and validate the relationships between production and costs. 4. Apply and review the theoretical models to study implications for prices and welfare under different market structures. 5. Comment on the application of the principles and methods of macroeconomics to real-world business problems in different contexts. 6. Evaluate the governments influence on the economies by using combinations of monetary and fiscal policy.			
Unit	Content		
I	Introduction to Managerial Economics: Definition, nature, scope, significance & Uses of Managerial Economics, Economic Approach - Circular Flow of Activity, Role and Responsibilities of Managerial Economist. Consumer's Behaviour – Utility analysis, Indifference curve- Properties. A case study on the rise of AI and its role in strategic managerial decisions.		
II	Demand & Supply analysis: Demand function, law of demand, Elasticity of demand, types of elasticity of demand & methods of its measurement. Supply – Meaning, Law of supply, elasticity of supply & its types. Demand forecasting, need for forecasting, forecasting techniques. A case study on factors affecting global gold prices		
III	Production & Cost Analysis: Production function, Cobb-Douglas complementary function analysis, law of variable proportions, returns to scale. Costing concepts: Direct and indirect, explicit and implicit, opportunity, money and real. Marginal, average and total cost curves. Cost-output relationship. Economies & diseconomies of scale. A case study on industrial backwardness of Vidarbha		
IV	Market Structure and Pricing practices: Features and price-output determination in perfect competition, monopoly, monopolistic and oligopoly markets in the short and long run. Pricing methods in practice. The concept of price discrimination. A case study on Changing structure of Indian Telecom Industry		
V	National Income: Basic concepts - GDP & GNP, methods of measuring national income. Concept of multiplier and accelerator. Business Cycles: Meaning causes and measures to control business cycles. Inflation & Deflation: Meaning, causes, effects, remedial measures. A case study on impact of COVID-19 on Health Insurance Sector		
VI	Monetary and Fiscal Policy: Meaning, Objectives, scope and instruments. Changes in interest rates and their influence on business. Government intervention in business: The influence of taxes and subsidies on business. Sustainability in business: Concept, Tax as an incentive to reduce environmental pollution. A case study on evaluation of recent Union Budget		
	NB: Numerical shall be based on the following topics: Utility Maximization, Demand and Supply analysis, Elasticity of demand and supply, Price output determination under Perfect competition, monopoly competition and price discrimination, Measurement of National Income and Multiplier.		

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

(MBC 1.6) Business Communication & Information Systems

Teaching Hours: 4	Total Credits: 4	Total Marks: 80	Group: Skill/Foundation
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Objectives:

1. To develop an understanding in the students regarding communication skills and information systems
2. To develop the reading, writing and speaking skills in the students and trends in information systems.

Learning Outcomes:

- Effective business writing,
- Effective business communications;
- Research approaches and information collection;
- Developing and delivering effective presentations;
- Effective interpersonal communications;
- Skills that maximize team effectiveness;
- Upon completion, students will be able to define information systems.

Unit	Content
I	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, Job applications/Covering letters
III	Report writing: Types of report (Sales report, Committee report and technical report). E-Mail 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, Basic Concept of Data mining and Data warehousing.
VI	Introduction to Business Intelligence and Business Analytics and Knowledge management, Business Performance management – Scoreboards and Dashboard.

Books Recommended:

1. **Basic Communication**, Raymond V. Lesikar, John D. Pettit and Mary E. Flatley – Lesikars Tata McGraw Will 8th Edition,1999
2. **Effective Business Communication**, Krizan et al (2010). Cengage Learning.
3. **Contemporary Business Communication**, Scot, O. (2009). Biztantra, New Delhi.
4. **Business Communications**, Raman & Singh – Oxford University Press
5. **Business Communication Excel**, Diwan & Aggarwal
6. **Communication Skills**, Sanjay Kumar, Oxford University Press
7. **"Technical Writing – Process and Product"**, Sharan J. Generson and Steven M. Gerson – Pearson Education, 2000
8. **How to write first class Business Correspondence**, Baugh, Frayer & Thomas Viva Books.
9. **Effective Business Communication**, Herta A Murphy & Herbert W Hildebrandt - - Mc Graw - Hill international Edition.
10. **Business Communication Today**, Boove, C.L., Thill, J.V. & Chaturvedi, M. (2009). Pearson.
11. **Management Information and Systems, Text and Cases**, Waman Javdekar, 4th Edition, McGraw Hill Publications
12. **Management Information Systems**, Effy Oz, Indian Edition, Cengage Publication
13. **Computer based Information System**, Dr. Sushila Madan, 3rd University Edition, Taxmann Pub

SEMESTER I
SKILL FOUNDATION COURSES (ANY ONE)

(MBSF 1.1) CORPORATE IMAGE BUILDING

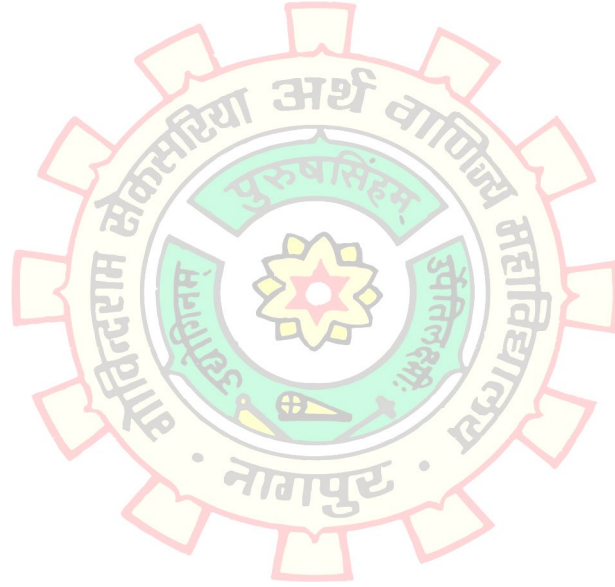
Teaching Hours: 4	Total Credits: 4	Total Marks: 80	Group: Skill/Foundation
Objectives:			
a. To develop an understanding in the students regarding Corporate culture and its different techniques of image projections.			
b. To extend the core values of successful corporate and its implementation			
Learning Outcomes:			
The students will be able to deliver the following with clarity- The aim of a corporate identity is to make a company distinctive and better able to clearly differentiate itself from competitors. The concept of a corporate identity must be well planned and strategically implemented.			
Unit	Content		
I	CORPORATE STRATEGIC PLANNING & CULTURE Core values, long term and short term objectives, Characteristics of Successful corporate culture. Analyzing the cases of Corporate failures.		
II	STRATEGIC STAKEHOLDERS/CUSTOMER SATISFACTION: Internal customers:- Employees within the organizations, External Customers:- Government Consumers etc, Trading Relationships		
III	CORPORATE INFORMATION COMMUNICATION ABILITY Types of corporate Information and its importance, corporate information style to internal and external stake holders.		
IV	CORPORATE LEADERSHIP: Importance of corporate leadership, Concept of involving a leader and followers, Cases of successful corporate leaders		
V	CORPORATE RELATIONS MANAGEMENT ABILITY: Developing & managing Human Relations & Public Relations		
VI	ENGAGEMENT FOR COMMUNITY:- Defining CSR and its motives. Case analysis of TATA group and Reliance Industries.		
Books Recommended:			
1. Knowledge @Wharton on Building Corporate values by Mukund Pandya			
2. Building and learning organization: Mastering The 5 Elements for corporate learning by Michael J Marquardt.			
3. Successful Failures by Joyce Knudsen.			

Name of Course: MBA

Semester – I

FINANCIAL PLANNING & WEALTH MANAGEMENT (MBSF 1.2)			
Teaching Hours: 4	Total Credits: 4	Total Marks: 80	Group: Skill Foundation
<p>Objectives: By the end of the course, students will be able to</p> <ol style="list-style-type: none"> Understand the fundamental principles and importance of financial planning in achieving personal financial goals and managing financial resources effectively. Analyze investors' risk tolerance, investment objectives, and financial constraints to develop tailored investment profiles and strategies. Apply retirement planning techniques to assess retirement needs, create personalized retirement plans, and optimize retirement income streams to achieve financial security in retirement. 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. Assess the features and benefits of defined contribution plans, make informed decisions to achieve financial goals. 			
<p>Learning Outcomes: After learning this subject, will be able to</p> <ol style="list-style-type: none"> Understand the basic principles and importance of financial planning in managing personal finances and achieving financial goals. Analyze individual risk tolerance, investment objectives, and constraints to develop personalized investment strategies. Apply retirement planning principles to calculate retirement savings needs and develop a customized retirement plan. Demonstrate about wealth management & its strategies and role of wealth manager. Interpret economic indicators and analyze their impact on financial markets and investment decisions. Understanding various defined contributions plans and their suitability for investor's goals. 			
Unit	Content		
I	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.		
II	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		
III	Retirement 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.		
IV	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 Clients, Role of Wealth Manager in Wealth Management, Code of Ethics for Wealth Manager		
V	Economic Environment Analysis Interest Rate, Yield Curves, Real Return, Key Indicators – Leading, Lagging, Concurrent		
VI	Defined Contribution Plans Employees' Provident Fund, Employees' Pension Scheme, Employees' State Insurance, Central Government Employees Group Insurance Scheme, Applicability & Withdrawal norms of Defined Contribution Plans, Taxability of Defined Contribution Plans		
Books Recommended:			

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 VALUATION (MBSF 1.3)**

Teaching Hours: 4

Total Credits: 4

Total Marks: 80

Group: Skill/Foundation

Objectives:

1. To develop an understanding in the students regarding Business Valuation and its different techniques.
2. To extend the skill of reading and evaluating the business houses.

Learning Outcomes:

The students will be able to understand the difference between equity value and enterprise value. Learn how to calculate various equity and enterprise value multiples. Understand the drivers of equity multiples and value a business using equity multiples. Calculate and analyses valuation multiples.

Unit	Content
I	Concept of Value: An understanding of 'Value', The nature and scope of Valuation, Objectives of Valuation, Importance of Business Valuation, Misconceptions about Valuation.
II	Principles & Techniques of Valuation: Elements of Business Valuation, Conceptual Overview, Valuation Approaches, Choice of Approach, Fair Market Value, Adjustments for Valuation Purposes.
III	Discounted Cash Flow Valuation: Definition and description of DCF analysis, Assumptions in DCF Model, Importance of DCF approach, Advantages and Limitations of DCF approach, Application of DCF Valuation, Value drivers, Steps in DCF Valuation.
IV	Relative Valuation: Definition and description of Relative Valuation, Steps in Relative Valuation, Market Value, Market Multiples, Wide application of Relative Valuation, Advantages and Limitations of Relative Valuation, When to use Relative Valuation.
V	Asset Valuation: Determining Book Value, Adjusting Book Value, Factors in Asset Valuation.
VI	Valuation of a Firm: Steps in estimating Free Cash Flows (FCFs) of the Firm, Horizon Period and Terminal Value, Value of the firm's equity- Steps involved

Books Recommended:

1. BUSINESS VALUATION (Text & Cases); Pitabas Mohanty, Taxmann's
2. A premier on valuation of business & valuation methodologies, Virendra Pamecha, X cess Infostore Pvt
3. Company valuation: Measurement & Management; Vinod Sople; Himalaya Publishing House.

SEMESTER II**(MBC 2.1) Economic Environment of Business**

Teaching Hours: 4

Total Credits: 4

Total Marks: 80

Group: Core

Objectives: To understand the concept and importance of Economic Environment of Business and apply the various tools and techniques available in cost and management accounting.

Learning Outcomes:

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

1. Discuss the supply and demand theory and its impact on particular business model.
2. Explain the effects of government policy on the economic environment.
3. Outline how an entity operates in a business environment.
4. Describe how financial information is utilized in business.
5. Explain the legal framework that regulates the insurance industry

Unit	Content
I	A Glimpse of Business environment - Types of Environments; Internal, External, Micro & Macro Environment. Competitive Structure of Industries; Competitor and Environmental analysis; Nature and Structure of Indian Economy; Economic Conditions; Economic Planning; Five-year plans in India, Economic reforms in India
II	Economic environment of Business - Global Recession; Overview of Public, Private, Joint Venture and Cooperative Sectors with special reference to PPPs; Concept of Privatization, Disinvestment and Divestment, Different types of Schemes by Govt. Of India for startups and MSMEs.
III	Industrial Sickness: Definition, Causes & Consequences of Industrial Sickness, Remedial measures, Provisions of Companies Act, 2013 for revival & Rehabilitation of Sick Companies, Case study on Sick units.
IV	International Business Environment - Concept of Balance of Payment; Letter of credit, International Monetary Fund , World Bank, Types of Foreign Investment, New provisions in Foreign exchange management act .
V	Technological Environment - Technological Innovation, Product & Process Innovation, Technological „S” curve, Technological Leadership and Followership
VI	Technology and Competitive Advantage, Technological Dynamics, Time lags in Technology Introduction/Absorption, Adaptation, and Transfer of Technology.

Books Recommended:

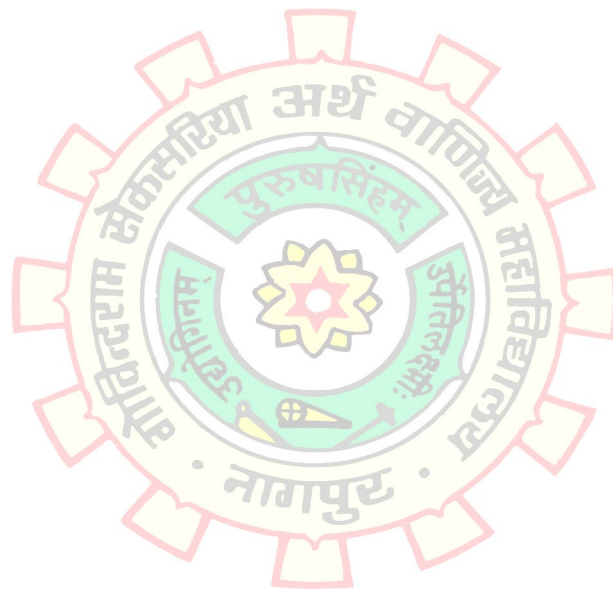
1. **Business Environment (Text and Cases)**, Francis Cherunilam – Himalaya Publishing House.
2. **Business Environment, Third Edition, Text and Cases** – Justin Paul – Mc Graw Hill.
3. **Economic Environment of Business, 7th Revised Edition** – H. L. Ahuja, S. Chand Publishing
4. **Economic Environment of Business, 2nd Edition** – Biswanath Ghosh – Vikas Publishing House.
5. **Government and Business, 6th Edition** – N. K. Sengupta – Vikas Publishing House.

SEMESTER II

(MBC 2.2) Cost & Management Accounting

Teaching Hours: 4	Total Credits: 4	Total Marks: 80	Group: Core
<p>Objectives:</p> <ol style="list-style-type: none"> To understand and apply the principles and practices of cost and management accounting in various business contexts. To develop skills in the preparation and analysis of financial documents and reports for effective decision-making. To analyze cost behaviors and their impact on business operations and profitability. To understand and utilize various costing methods and techniques for efficient cost management. To evaluate and interpret financial ratios and cash flows for business performance assessment. To integrate theoretical knowledge with practical problem-solving skills in cost and management accounting. 			
<p>Learning Outcomes: After learning this subject, students will be able to:</p> <ol style="list-style-type: none"> Create comprehensive cost sheets and tender sheets based on given data. (Apply & Create) Determine break-even points, profit volume ratios, and margins of safety through practical problem-solving. (Apply & Analyze) Construct contract accounts, work in progress accounts, and balance sheets for both complete and incomplete contracts. (Apply & Create) Develop and utilize cash budgets for effective financial planning and control. (Apply & Create) Construct detailed cash flow statements and analyze their implications for business performance. (Apply & Evaluate) Perform ratio calculations and interpret the results to assess the financial health of an organization. (Apply & Analyze) 			
Unit	Content		
I	<p>Unit & Output Costing- Theory: Meaning and Types of costs, Meaning, Objectives, Scope, Importance and functions of Cost Accounting. Costing Principles. Difference Between of Cost Accounting and Financial Accounting, Functions of Cost Accountant Practical Problems: Preparation of Cost Sheet and Tender Sheet .</p>		
II	<p>Marginal Costing- Theory: Meaning of Marginal Costing, Objectives, Need, Importance, Advantages and Disadvantages of Marginal Costing. Meaning and Use of Break-Even Point, Introduction of Various Concepts Like Contribution, Profit Volume Ratio, Fixed Costs, Margin of Safety. Practical Problems: Calculation of BEP in Units and Amount, Profit Volume Ratio, Margin of Safety, Fixed Cost, Sale, Profit, Variable Cost, Contribution.</p>		
III	<p>Contract Costing- Theory: Meaning and Types of Contracts, Advantages and Disadvantages of Contract Costing. Parties Involved in Contract Costing. Meaning and Concepts of Work Certified, Work Uncertified and Notional Profits, Rules of Transferring Notional Profit to Profit and Loss Account. Practical Problems: Preparation of Contract Account, Work in Progress A/c and Balance Sheet for Complete and Incomplete Contract.</p>		
IV	<p>Introduction to Management Account- Theory: Meaning of Management Account, Objectives, Scope, Importance and functions of Management Accounting. Tools of Management Account. Meaning of Cash Budget, Importance of Cash Budget, format of Cash Budget & Utility of Cash Budget. Difference Between of Cost Accounting and Management Accounting, Role of Management Accountant. Practical Problems: Preparation of Cash Budget.</p>		
V	<p>Cash Flow Statement Theory- Meaning, Objectives of Cash Flow Statement, Importance of Cash Flow Statement, Limitations of Cash Flow Statement, Benefits of Cash Flow Statement, Format of Cash Flow Statement, Difference Between Funds Flow Statement Vs. Cash Flow Statement & Techniques of Preparing Cash flow</p>		

	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.
Books Recommended:	
<ol style="list-style-type: none"> 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. 	



SEMESTER II

(MBC 2.3) Entrepreneurship Development

Teaching Hours: 4	Total Credits: 4	Total Marks: 80	Group: Core
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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

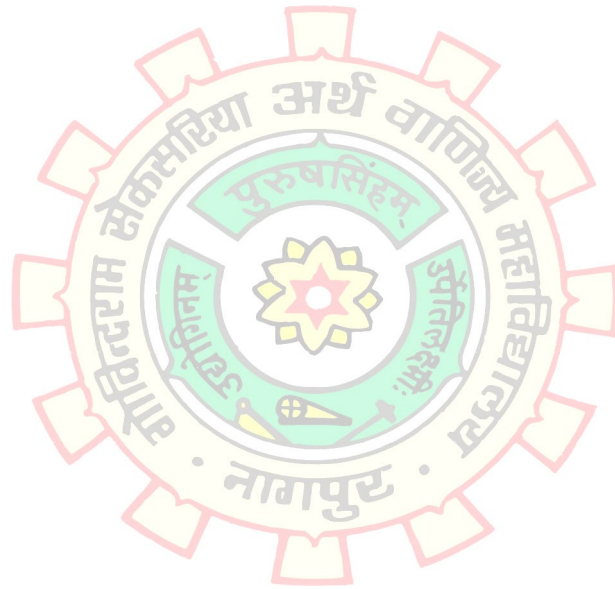
Learning Outcomes:

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, social, and rural entrepreneurship.
II	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.
III	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.	



SEMESTER II

(MBC 2.4) Quantitative Techniques for Business

Teaching Hours: 4	Total Credits: 4	Total Marks: 80	Group: Core
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Objectives:

1. To understand the various statistical concepts that are used in business and research.
2. To develop an ability to apply the various statistical concepts to practical situations in business and research.

Learning Outcomes:

Provides students with quantitative skills that are required to make business decisions. These skills involve using statistics, forecasting and estimation techniques. Students will be able to formulate and apply mathematical models in business decision making scenarios.

Unit	Content
I	Role of statistics: Applications of inferential statistics in managerial decision - making; Measures of central tendency: Mean, Median and Mode and their implications; Measures of Dispersion: Range, Mean deviation, Standard deviation, Coefficient of Variation, Skewness, Kurtosis.
II	Correlation & Regression Analysis: Rank Method & Karl Pearson's Coefficient of Correlation and Properties of Correlation. Regression Analysis: Fitting of a Regression Line and Interpretation of Results, Properties of Regression Coefficients and Relationship between Regression and Correlation.
III	Probability: Theory of Probability, Addition and Multiplication Law, Baye's Theorem. Probability Theoretical Distributions: Concept and application of Binomial; Poisson and Normal distributions.
IV	Time series analysis: Concept, Additive and Multiplicative models, Components of time series, Trend analysis: Least Square method - Linear and Non - Linear equations, Applications in business decision making.
V	T- Test and Z- Test Univariate T and Z Test for mean, Bivariate T and Z test including T test for comparing two means. Z test for comparing two means, Z test for comparing two proportions.
VI	Linear Programming and Problem Formulation: Meaning of LPP and Optimisation, Constraints and feasible region, Formulation of LPP for 2 variables, Determination of optimum solution by graphical method only.

Books Recommended:

1. **Business Statistics**, Bhardawaz - Excel Books
2. **An Introduction to Statistical Methods**, Gupta C B, Gupta V - Vikas1995, 23rd Edition.
3. **Business Statistics**, Black - Wiley Dreamtech
4. **Business statistics**, Sharma J K - Pearson education 2nd edition
5. **Quantitative Analysis for Management**, Render and Stair Jr - Prentice - Hall, 7th edition
6. **Statistics for Management**, Levin Rubin - Pearson 2000, New Delhi, 7th Edition
7. **Business Statistics**, Beri G C- Tata Mc Graw Hill, 2nd Edition
8. **Statistics for Business and Economics**, Chandan J S - Vikas 1998.1st Edition

SEMESTER II

(MBC 2.5) Business Research Methods & Application

Teaching Hours: 4	Total Credits: 4	Total Marks: 80	Group: Core
Objectives: 1. To understand the basic concepts and approaches involved in conducting research 2. To understand and apply the various statistical tools and processes in practical research situations			
Learning Outcomes: It would familiarize students with basic of research and the research process. Students would have developed understanding on various kinds of research, objectives of doing research, research process, research designs and sampling. It will enable the students/participants in conducting research work and formulating research synopsis and final report with interpretation.			
Unit	Content		
I	Introduction - Meaning, Objectives and Types of research, Research Approach, Research Process, Defining research problem, problem identification process, Formulation of research hypothesis. Procedure for hypothesis testing; Communication and presentation of research, Types of research reports, formulation, Layout, format and guidelines for effective report.		
II	Research Design - Features of good Design, Types of Research Design – exploratory, descriptive, experimental, Research design process, Classification of research designs – exploratory, secondary source analysis and descriptive; Basic principles of experimental Design, Causality, Validity in experimentation, factors affecting internal and external validity of experiment Classifications of experimental designs – pre, quasi, true and statistical designs		
III	Data Collection: Primary and secondary data, Data collection methods – observation, interview, schedules, focus group, personal interview method, projective techniques – sentence completion, word association, story completion, verbal projection tests, Pictorial techniques; play techniques, quizzes, tests and examinations, Socio-metric analysis, Content analysis.		
IV	Scaling and Questionnaire design: Introduction, types of measurement scales, classification of scales, Scaling and scale construction technique. Measurement error criteria for good measurement Criteria for questionnaire design, types of questionnaire, design procedure, types of questions, structure of questionnaire, physical characteristics, pilot testing, administering the questionnaire, reliability and validity of questionnaire, E questionnaire – salient features.		
V	Parametric and Non-Parametric testing: Cross tabulation, Use of correlation and regression Analysis, Test of significance of regression parameters, application of regression analysis in various functional areas of management. Z, t, goodness of fit and F test, Small and large sample concept, Practical problems involving parametric and non parametric tests.		
VI	Advanced Data Analysis Techniques- Multivariate technique, Factor Analysis, Cluster Analysis, Discriminant Analysis, Conjoint Analysis, Multi Dimensional Scaling. Application of advanced techniques in decision making, decision situations and application suitability of these Techniques. Meaning and Norms of Plagiarisms.		
Books Recommended: 1. Business Research Methods , Zikmund , Thomson Learning Books 2. Marketing Research , G C Beri third edition McGraw Hill 3. Research Methods in Behaviourial Science , Dwivedi –Macmillan 4. Management Research , Bennet, Roger: ILO, 1993 5. Exploring Research , Salkind, Neil J.: Prentice – Hall, 1997 6. Research Methodology: Concepts and Cases , Dr. Deepak Chawla & Dr. Neena Sondhi, Vikas Publications			

SEMESTER II

(MBC 2.6) Regulatory Aspect of Banking & Finance

Teaching Hours: 4	Total Credits: 4	Total Marks: 80	Group: Core
<p>About the course: The candidates would be able to acquire knowledge in the legal & regulatory framework of the banking system and the various laws and enactments affecting day to day Banking Operations.</p>			
<p>Learning Outcomes: After learning this subject, students will be able to</p> <ul style="list-style-type: none"> i) Understand the Indian Banking System. ii) Understand the role of Reserve Bank of India. iii) Understand different types of bank accounts iv) Understand Know Your Customer (KYC) and Anti-money laundering measures. v) Understand calculation of interest and annuities. vi) Understand accountancy for Bankers. 			
Unit	Content		
I	Indian Banking System – Public sector banks in India, Private banks in India, Indian Banks’ operations abroad, Local Area Banks (LAB), Pre-reforms Development, Credit guarantee fund trust for small industries.		
II	Reserve Bank of India – Legal Framework, Main functions of Reserve Bank of India, Functions of various departments of Reserve Bank of India.		
III	Different Types of Accounts – Hindu Undivided Family (HUF), Married 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-money Laundering” (AML) Measures, Obligations Under Prevention of Money Laundering Act 2002.		
V	Calculation of Interest and Annuities - Calculation of Simple Interest & Compound Interest; Calculation of Equated Monthly Installments; Fixed and Floating Interest Rates; Calculation of Annuities; Interest Calculation using Products/Balances.		
VI	Accountancy for Bankers - Expenditure; Distinction between Capital and Revenue Expenditure; Receipts; General Illustrations. Different types of errors, Depreciation, Bank Reconciliation.		
<p>Books Recommended:</p> <ol style="list-style-type: none"> 1. Introduction to Banking, Vijayaragavan Iyenger, Excel Books 2. Accounting & Finance for Bankers, IIBF, Macmillan 3. Basics of Banking, IIBF, Taxmann 4. Principles and Practice of Bank Management, 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

Objectives: To understand the basic concepts of Environment Management which involves ecosystem and biodiversity and to understand various laws and policies related to environment management

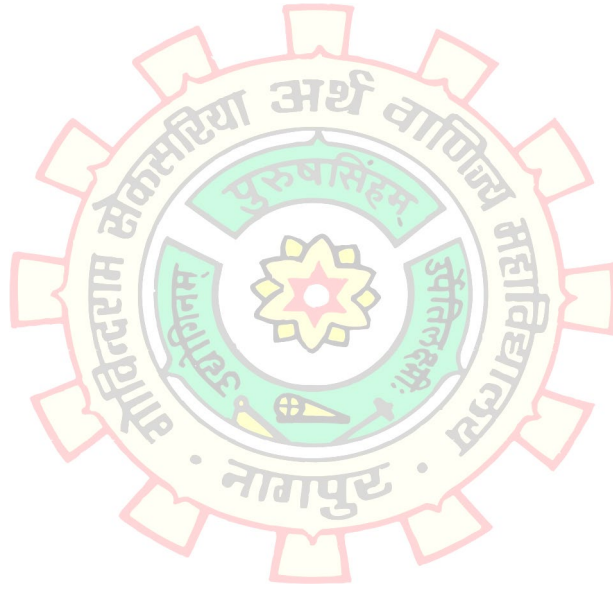
Learning Outcomes:

Students:- Appreciate concepts and methods from ecological and physical sciences and their application in environmental problem solving. Appreciate the ethical, cross-cultural, and historical context of environmental issues and the links between human and natural systems.

Unit	Content
I	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;
II	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
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.

Books Recommended:

1. **A text book of environmental**, K M Agrawal, P K Sikdar, S C Deb, published by Macmillan
2. **Environment management** , N K Uberoi, published by Excel Books
3. **Environment management**, Dr. Swapan Deb, published by Jaico Publishing House.
4. **Environmental Management**, S K Agrawal”, published by A.P.H. publishing Corporation.

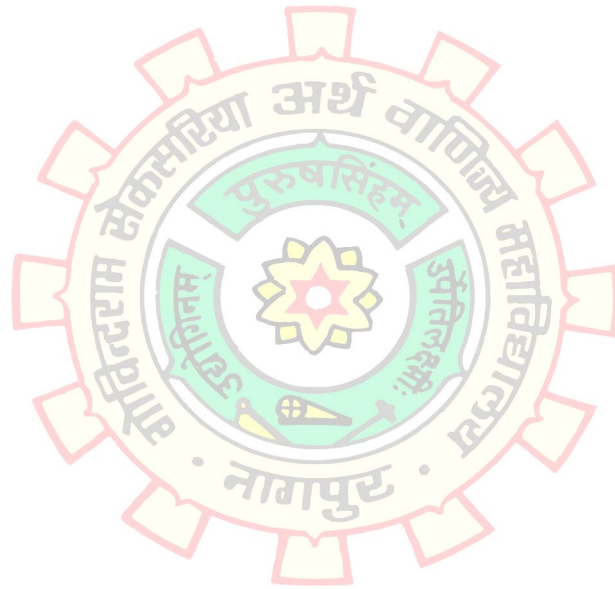


SEMESTER II

(MBSF 2.2) Project Management			
Teaching Hours: 4	Total Credits: 4	Total Marks: 80	Group: Core
Objectives: <ol style="list-style-type: none"> 1. To develop an understanding of project management plan and its process. 2. To understand scope, priorities of project. 3. To examine the options available for accelerating project completion. 4. To construct project duration networks and analyse the risks management process. 5. To measure the issues related to project teams and strategize for it. 6. To analyse the project closure techniques. 			
Learning Outcomes: After learning this subject, students will be able to <ol style="list-style-type: none"> 1. Understand the concept of the Project Management & its essentials. 2. Analyse various costs and constraints associated with projects. 3. Develop Organization Structure in Project with WBS. 4. Create strong project teams for a particular project. 5. Evaluate the risks connected with the Project. 6. Estimate Project control and closure techniques. 			
Unit	Content		
I	Introduction to Project Management- Characteristics & Objectives of Project, Project Life Cycle, Importance of Project Management, Types of Projects, Project Management Plan & its Process; Project Portfolio Management, Introduction to the Agile practices in the Project Management.		
II	Project Organization Structure & Project Definition- Advantages & Disadvantages of various Organization Structure used in Project. Project Scope, Project Priorities, Work Breakdown (WBS), Integration of WBS with organization, Project communication plan		
III	Estimating Project Time, Costs & Scheduling Resources - Factors influencing quality of estimates, Top Down & Bottom-Up methods of Estimating, Various Costs associated with Projects, Projects Cost – Duration Graph, Types of resource constraints, Time Constrained & Resource Constrained Projects, options for accelerating project completion.		
IV	Developing project plan & Risk management - Risk Identification, Risk Assessment, Risk Response Development & Risk Response Control, Constructing project network: Basic rules, concept of forward and backward pass (PERT & CPM).		
V	Managing project teams - Network of Stakeholders, Qualities of an effective Project Manager, Five Stage Team Development Model, Building high performance project teams; Role of Leadership in Project Management, Ethics in Project Management.		
VI	Project Performance, Evaluation & Closure- Structure of Project Monitoring Information System, Project Control process, Monitoring Time performance, Earned Value System, Types of Project Closure. Practical – An Introduction to Project Management Software MS- Project (Hand-on experience), Case study on Project evaluation/Project closure.		
Books Recommended: <ol style="list-style-type: none"> 1. Project Management, Clifford F. Gray, Erik W. Larson, McGraw Hill 2. Project Management, Jeffrey Pinto, Pearson 3. Project Management, Rory Burke, Wiley India 4. Project Management, S Chowdhary, McGraw Hill 5. Project Management, V C Sontakki, Himalaya Publishing House 6. Project Management, Arun Kanda, PHI 			

SEMESTER II

(MBSF 2.3) Agri Business Management			
Teaching Hours: 4	Total Credits: 4	Total Marks: 80	Group: Core
Objectives:			
<ol style="list-style-type: none"> 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. 			
Learning Outcomes: After learning this subject, students will be able to:			
<ol style="list-style-type: none"> 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		
II	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		
III	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:			
<ol style="list-style-type: none"> 1. Agri Business Management, Himanshu. Jaipur, Ritu Publications Jaipur. 2. Encyclopedia of Agricultural Marketing: Marketing of Farm Inputs Seed, Jagdish Prasad, Fertilizer and Irrigation, Vo. IX, www.vedamsbooks.com/ 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

Teaching Hours: 4

Total Credits: 4

Total Marks: 80

Group: Core

Objectives:

1. To develop an understanding among students of the basic concepts & theories of International Trade.
2. To understand major trading blocs & Trade barriers and its impact upon global trade.
3. To familiarize students with the International Business environment.
4. To create an awareness regarding the Institutional Support for Foreign Trade in India.
5. To understand Exchange Rate Management to ensure the smooth functioning of global trade and the domestic economy.
6. To understand the role of various international economic organizations.

Learning Outcomes:

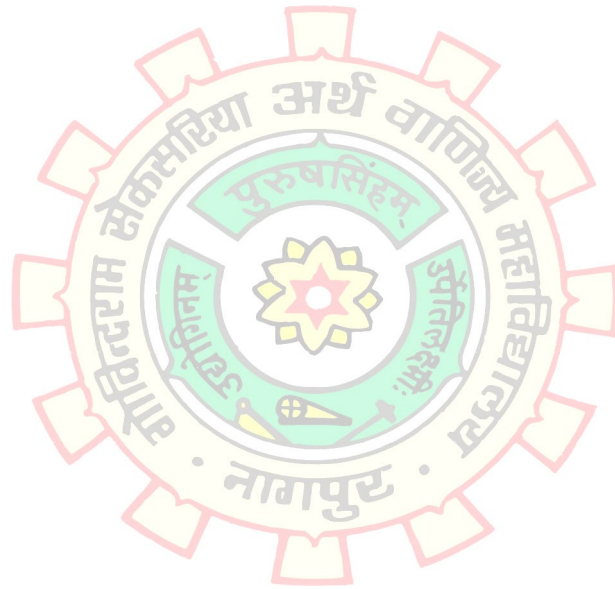
1. **Analyze** the environment differentiate the various global market entry strategies in the light of international trade theories.
2. **Evaluate** the rationale for government intervention in the forms of trade regulation.
3. **Understand** an environmental scan to evaluate the impact of world issues on an organization's international business opportunities.
4. **Discover** an entry strategy into other markets recognizing the nature of institutions and forces governing the process of globalization.
5. **Analyze** an exchange rate mechanism used to manage a country's currency exchange rate relative to other currencies.
6. **Understand** the various international economic functional support services to be considered in an highly competitive global scenarios.

Unit	Content
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 valorem Tariff, Non-Tariff Areas Quota, Subsidies, GATT & UNCTAD – Objectives & Functions, Impact of Globalization and WTO on World Trade.
III	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	Exchange Rate Management – 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
4. **Global Business Management**, M. Adhikary, Macmillan Publishers
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.



SEMESTER III

(MBC 3.2) Advanced Strategic Management

Teaching Hours: 4	Total Credits: 4	Total Marks: 80	Group: Core
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Objectives:

1. To grasp the concepts and thought processes in strategic management
2. To understand various internal and external environment factors for the business organization
3. To examine and determine suitable strategy for a business
4. To learn and apply various approaches of Portfolio Analysis
5. To understand various strategic control tools
6. To discuss the forces influencing global strategies

Learning Outcomes: After learning this subject, student will be able to

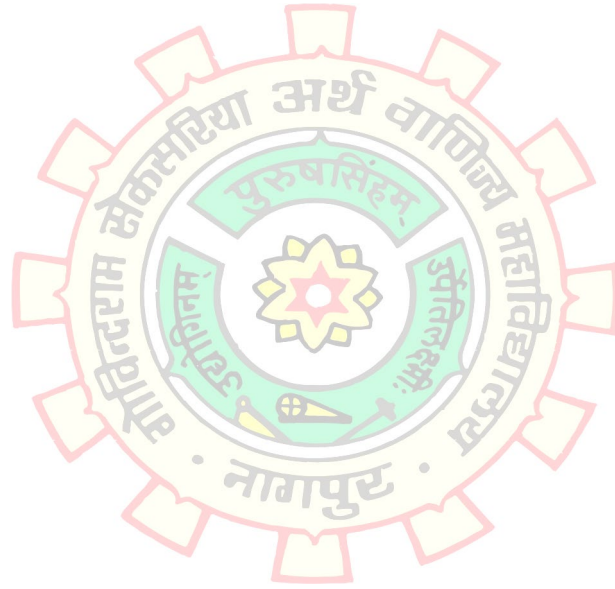
1. To define strategic management process and relate vision mission statements with actions of the organizations.
2. To conduct and internal and external analysis for a business/ organization.
3. To identify various strategies at corporate level.
4. To conduct a portfolio/ business analysis with the help of various techniques.
5. To elaborate various evaluation and control methods.
6. To inspect the reasons for globalization and list the global competitive advantages.

Unit	Content
I	Introduction: Strategic Management- Evolution, definition, characteristics; Different School of thoughts and contribution of strategists; Strategic Management Process; Strategic Management Model; Limitations and Pitfalls of strategic Management; Vision and Mission statements – Characteristics & Preparation; Approaches to Strategy Formulation
II	Internal & External analysis: Internal Analysis - a) SWOT analysis, Resource analysis; Organization capabilities Core competency and Competitive Advantage; b) Value chain analysis; Concept of synergy; External Analysis – a) Competitive analysis -Interpreting the Porter’s five forces model; Components of External Analysis; b) Environmental Scanning; Industry Analysis and a Framework for industry analysis, Usefulness of industry analysis
III	Corporate level strategy: A) Growth- Concentration, Horizontal, Vertical, B) Diversification - Concentric, Conglomerate. C) Expansion through Cooperation; Merger, Acquisitions, Joint ventures & strategic alliances D) Stability - Pause/proceed With Caution, No change, Profit strategies. E) Retrenchment – Turnaround, Captive Company Strategy, Selling out Bankruptcy, Liquidation.
IV	Portfolio Approach & analysis: a) Portfolio analysis, advantages & disadvantages, b) BCG Matrix c) General Electric’s Business Screen, d) Life cycle or Arthur D Little matrix, e) Balance scorecard, SPACE Approach, QSP Matrix, 7s Framework, Strategic Business Unit (SBUS), Merits & Demerits of SBU; Leadership, Power & organization culture.
V	Strategy Evaluation And Control- Introduction, Nature of evaluation and control, Characteristics & importance of effective Evaluation and Control system, Various Strategic Controls, Operational Controls, Mechanisms for strategic Control, Limitations of Strategic Control, Guidelines for Proper Evaluation and Control, Strategic Audit
VI	Global Strategy- Introduction, Forces pushing for globalization, Reasons for globalization, Global expansion strategies, types of global strategies, International Portfolio analysis, Market entry strategies, International strategy and global competitive advantage; Case studies on Successful global strategies

Books Recommended:

1. **Strategic Planning & Formulation of Corporate Strategy**, V S Ramaswami, S Namaumari, Publication- Macmillan, India.
2. **Strategic Management -9 th Edition**, John A Pearce II, Richard B Robinson, Jr Publication-Tata McGraw-Hill Publishing Company Limited, New Delhi.
3. **Understanding Strategic Management**, Henry, Oxford University Press
4. **Crafting & executive strategy -14 th edition**, Arthur A. Thompson Jr, A.J. Strickland III, Publication-Tata McGraw- Hill Publishing Company Limited, New Delhi.
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

Teaching Hours: 4	Total Credits: 4	Total Marks: 100	Group: Core
Objectives:			
<ol style="list-style-type: none"> 1. To offer industry exposure to the students. 2. To facilitates the students to apply their knowledge of management concepts in real-life business situations 3. To furnish students with an opportunity to apply theoretical concepts and knowledge acquired in the classroom to real-world situations and practical projects. 4. To offer students hands-on experience working on projects within a professional work environment, gaining exposure to industry practices, standards, and challenges. 			
Learning Outcomes:			
<ol style="list-style-type: none"> 1. Apply proficiency in utilizing relevant tools, techniques, and methodologies specific to the internship project 2. Interpret ideas, information, and project updates with colleagues, supervisors, and stakeholders through various mediums such as reports, presentations, and meetings. 3. Analyze, Identify and solve problems encountered during the internship project, employing critical thinking skills and creative problem-solving approaches. 4. Develop plan and manage project tasks, timelines, and resources efficiently and effectively. 			
Unit	Content		
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.		
II	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.		
III	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 report will be typed in A-4 size paper.		
VI	The Report will have two certificates; one by the Head of the Institute/College and another by the Reporting Officer of the organization where the student has undergone training. These two certificates should be attached in the beginning of the report.		
VII	The SIP will be evaluated by two examiners (1 External Evaluator & 1 Internal Evaluator) appointed by the 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 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 Examination and no Marks shall be allotted to the student.		

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

(Group-I) (Core)

Marketing Management

(MBCE 3.1.1) Paper I - Sales and Distribution Management

Teaching Hours: 4	Total Credits: 4	Total Marks: 80	Group: Elective/ Specialization
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Objectives:

1. To familiarize the student with the sales management functions, sales process and distribution management.
2. To plan and implement an effective sales strategy for their organizations.
3. To understand skills and knowledge needed to conduct full and fair recruitment, selection & training.
4. To explore evaluation techniques in sales performance and trends in sales and distribution management.
5. To study the factors that affect a firm's channel decisions.
6. To understand how channel behavior and conflict is handled.

Learning Outcomes:

1. To familiarize the student with the sales management functions, sales process and distribution management.
2. To plan and implement an effective sales strategy for their organizations.
3. To understand skills and knowledge needed to conduct full and fair recruitment, selection & training.
4. To explore evaluation techniques in sales performance and trends in sales and distribution management.
5. To study the factors that affect a firm's channel decisions.
6. To understand how channel behavior and conflict is handled.

Unit	Content
I	Introduction to sales management, Objectives & Scope of Sales Management, Dimensions of Sales Management, selling skills and selling strategies, selling process, Emerging trends & challenges in sales force management.
II	Sales organization: Concept, Purpose & Basic types of sales organization, Specialization within sales organization, Management of sales territory, Procedure for designing sales territory, Sales quota: Purpose of sales quotas & Types of Quotas.
III	Recruitment and selection of sales force, Sources of Sales force Recruits, determining size of the sales force, Training the sales force- Types with advantages & Disadvantages, Designing a motivational programme, Ethical & social issues in sales & distribution management
IV	Objectives of a compensation plan, Designing a compensation plan, Characteristics of a good Compensation Plan, Types of compensation plans, Sales force performance evaluation - Objectives & Steps in sales force performance evaluation.
V	Introduction to distribution channel management, Distribution channel strategies, Designing Customer Oriented Marketing Channels, Business through e- commerce- Advantages & Disadvantages, Types of E- Commerce.
VI	Managing Channel member behavior: Channel relationships & Types of Channel Relationships, channel control, channel power- economic & non-economic sources, channel conflict- Causes & Types of channel conflict, managing channel conflict.

Books Recommended:

1. **Sales & Distribution Management**, Tapan Panda –publisher, Oxford Publication.
2. **Sales Management**, Pradip Kumar Mallik, Oxford Publication.
3. **Sales & Distribution Management**, Krishna K Harvadkar -publisher: McGraw Hill.
4. **Physical Distribution Management**, Kulkarni, M V, Everest Publishing House.
5. **Marketing Management**, V S Ramaswami & S Namkumari, Macmillan India Ltd.

SEMESTER III

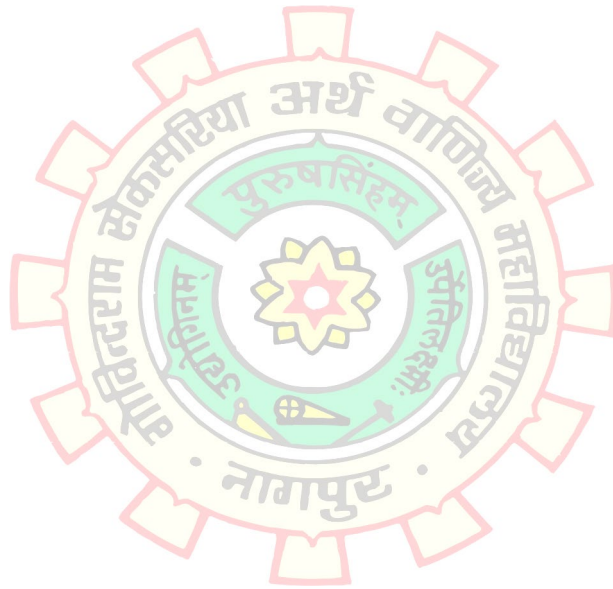
(Group-I) (Core)

Marketing Management

(MBCE 3.1.2) Paper II - Integrated Marketing Communication & Brand Management

Teaching Hours: 4	Total Credits: 4	Total Marks: 80	Group: Elective/ Specialization
Objectives: 1. To get clear Understanding of the concept of marketing communication and its role in Integrated Marketing Communications. 2. To Apply the Integrated Marketing Communications Planning Process for setting objectives. 3. To develop understanding the media planning and selection of suitable mode for IMC. 4. To Understand the concept of brand and brand equity. 5. To Apply the concept of brand building for creating brand loyalty. 6. To Create and implement branding strategies for customers.			
Learning Outcomes: After learning this subject, student will be able to: 1. Understand the concept of marketing communication and its role in Integrated Marketing Communications. 2. Apply the Integrated Marketing Communications Planning Process for setting objectives. 3. Analyze the media planning and selection of suitable mode for IMC. 4. Understand the concept of brand and brand equity. 5. Apply the concept of brand building for creating brand loyalty. 6. Create and implement branding strategies for customers.			
Unit	Content		
I	UNIT I: Marketing Communication – Meaning, Process & elements of communication, Communication Message & its impact; Integrated marketing Communications: Meaning and role of Integrated Marketing Communications in marketing process, IMC partners and industry organization; Consumer Response - Prospects and customers, consumers and business buyers - How IMC messages influence consumer decisions?		
II	UNIT II IMC Planning Process: DAGMAR approach for setting objectives; Data Driven Communication – Using databases to build relationships - Setting up a consumer database; IMC Media Planning - A four step planning process. Advertising and types of advertising in IMC.		
III	Unit III Media Characteristics - Media Planning: Role of Media during digital era, Media 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 Dialogue Builder; Experiential Contact: Events, Sponsorships, and Customer Service; Measurement, Evaluation and Effectiveness in IMC		
IV	Unit IV Brand and Brand Equity - What is a brand? Why do brands matter? What are the strongest brands? Brand Management- Brand Identity; Strategic brand management process. The brand equity: Meaning concept, Customer based brand equity; Choosing brand elements to build brand equity; Developing a brand equity measurement and managing system, Keller’s Model of Brand Equity		
V	UNIT V: Brand Building: Brand Awareness & Brand Knowledge; Brand Building: Steps of brand building; Creating customer value; Defining and establishing brand mantras; Internal branding, Branding challenges and opportunities; Case Studies of Mega Brands, The brand value chain, Brand Loyalty, relevance of brand loyalty in the dynamic world, Branding of Services		
VI	UNIT VI: Brand Strategies: Designing and implementing branding strategies - Brand architecture – Brand hierarchy - Brand Stretching and Retrenching; Brand Tracking; Types of Branding Strategies; Branding Strategies adopted by successful brands. Mini Project.		
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.



SEMESTER III

(Group-I) (Core)

Financial Management

(MBCE 3.2.1) Paper I - Corporate Financial Management

Teaching Hours: 4	Total Credits: 4	Total Marks: 80	Group: Elective/ Specialization
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Objectives:

1. To analyse capital budgeting techniques such to make informed investment decisions and maximize company's wealth.
2. To evaluate the advantages and disadvantages of leasing and hire-purchase agreements, and recommend the most suitable option for a given corporate financing need.
3. To apply various valuation methods, to determine the intrinsic value of a business entity and make informed decisions.
4. To assess the impact of different dividend policies and recommend appropriate dividend strategies based on company performance and investor preferences.
5. To analyse and evaluate mergers and acquisitions as strategic initiatives for corporate growth, and recommend appropriate merger and acquisition strategies
6. To critically analyse the key components of international financial management & their role in corporate finance.

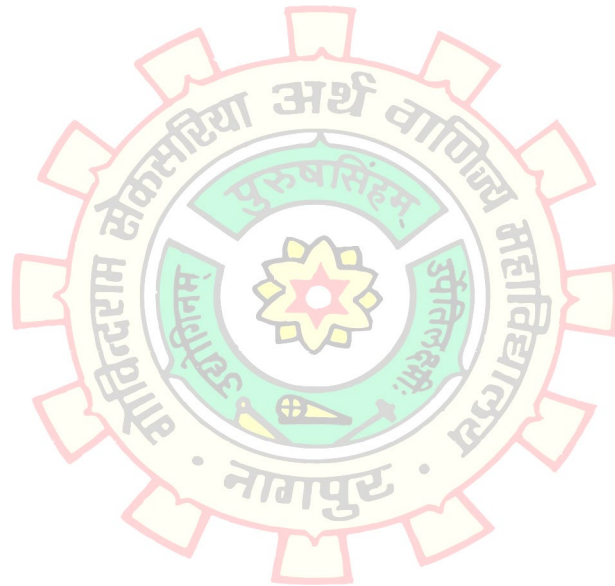
Learning Outcomes: After learning this subject, students will be able to:

1. **Analyse** capital budgeting techniques to make informed investment decisions regarding long-term projects.
2. **Evaluate** the pros & cons of leasing and hire-purchase agreements compared and recommend the most suitable option for a given business scenario.
3. **Apply** various valuation methods, including discounted cash flow (DCF) analysis and comparable company analysis, to determine the intrinsic value of a business entity.
4. **Assess** the impact of different dividend policies, such as stable dividend policy and residual dividend policy, on shareholder wealth and company valuation.
5. **Synthesize** knowledge of financial, strategic, and legal considerations to analyse and evaluate mergers and acquisitions as a growth strategy for corporations.
6. **Describe** the functions and key components of international financial markets, their role.

Unit	Content
I	Capital Budgeting: Meaning, Importance of capital budgeting decision, types of decision and evaluation Techniques, Nature of Investment Decisions, Investment Evaluation criteria – Net Present Value (NPV), Internal Rate of Return (IRR), Profitability Index (PI), Payback Period, Accounting, Rate of Return (ARR) – NPV and IRR comparison.
II	Leasing, Hire-purchase: Types of leases, rationale for leasing, Mechanics of leasing, operating lease, leasing as financial decision, Lease Vs borrow & buy evaluation, Hire purchase arrangement, Choice between leasing & hire purchase.
III	Valuation of business: Valuation of business- Adjusted book value method, value of shares and debt method, comparison method, DCF method.
IV	Dividend policies: Concept, determinants and factors affecting, relevance and irrelevance concept, dividend valuation models – Gordon, Walter and Modigliani-Miller models, Stability of dividends – concept and significance, Case Study – Dividend policy of Tata Group
V	Mergers & Acquisitions and Contemporary issues in Financial Management: M&A – Exchange ratio, Financial evaluation of mergers, M&A as capital budgeting decision, Economic value added & market value added Taxation aspects.
VI	Components of Financial Management: Public offerings - IPO, FPO, ASBA, book building, Reverse book building, private placement, Green shoe option, Red Herring Prospectus. ESOP, ESPP, Refinancing, Securitization, Carbon Credit, Balanced score card, Promissory notes, GDR, ADR, ECB, Indian Depository Receipts & Hundi.
	NB: Numerical & cases shall be based on Unit I, Unit II, Unit III, Unit IV, and Unit V only.

Books Recommended:

1. **Financial Management**, Ravi Kishore, Taxman's, 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's, New Delhi
7. **Financial Management**, Rajiv Srivastava, Anil Mishra – Oxford Higher Education.



SEMESTER III

(Group-I) (Core)

Financial Management

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

Teaching Hours: 4	Total Credits: 4	Total Marks: 80	Group: Elective/ Specialization
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Course Objective:

1. Analyze various methods of security valuation, including discounted cash flow analysis and relative valuation, to determine the intrinsic value of securities.
2. Evaluate financial statements, economic indicators, and industry trends to assess the fundamental value of securities and make informed investment decisions.
3. Interpret price charts, patterns, and technical indicators to identify trends and patterns in security prices and make predictions about future price movements.
4. Apply modern portfolio theory principles, such as diversification and asset allocation, to construct efficient portfolios that balance risk and return objectives.
5. Evaluate the concept of Portfolio Management.
6. Utilize futures and options derivatives to hedge risks, enhance portfolio returns, and implement advanced investment strategies, while understanding the associated risks and costs.

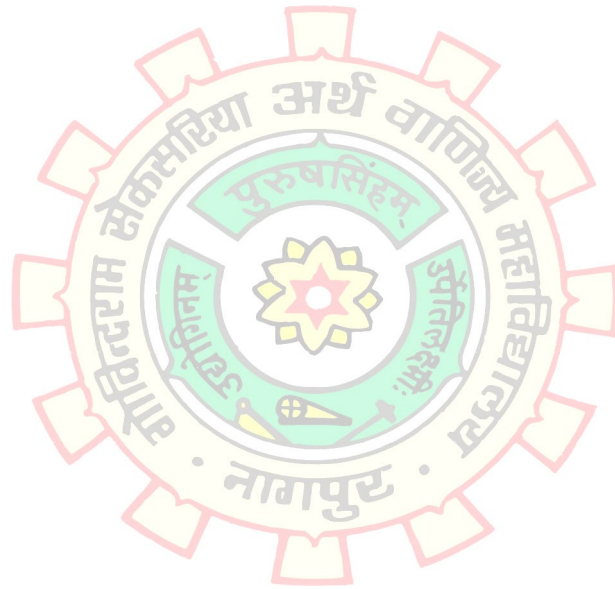
Learning Outcomes: After learning this subject, student will be able to:

1. Analyze the various types of securities and to determine their intrinsic value.
2. Evaluate financial statements, economic indicators, and industry trends to assess the intrinsic value of securities and make informed investment decisions.
3. Interpret price charts, trends, and technical indicators to identify patterns and trends in security prices and make predictions about future price movements.
4. Apply modern portfolio theory principles, such as diversification and asset allocation, to construct optimal investment portfolios that balance risk and return objectives.
5. Evaluate the concept of Portfolio Management.
6. Utilize futures and options derivatives to hedge risks, speculate on price movements, and enhance portfolio returns, while understanding the associated risks and costs.

Unit	Content
I	Valuation of Securities: Bond Valuation Types of Bonds - Dated Securities and Zero-Coupon Bonds; Strips, Valuation of bonds; Yield, Current Yield, YTM, Yield to Call. Shares valuation – Features of equity, valuation of shares- asset backing method, EPS method, Market value, Yield based methods, Fair value of shares, Dividend discount models- with constant dividend, with constant growth, multistage growth models. P/E based valuation.
II	Equity analysis: -Fundamental analysis - Concept, process, Economy analysis, sector analysis, company analysis; Tools and techniques of fundamental analysis, business cycle and industry analysis.
III	Technical Analysis -- Fundamental Principles; Dow Theory, EMH, Random walk Hypothesis, Indian Markets and Efficiency Charts – Line Charts, Bar Charts, Japanese Candlestick Chart; Moving averages – Simple; Momentum analysis/Relative Strength Index (RSI); MACD
IV	Portfolio Theory - Risk and return for one security, two security and portfolio. Efficient frontier, Investor utility, Capital Market theory - Background, risk free asset, the market portfolio; capital asset pricing Model, systematic and unsystematic risk, Arbitrage pricing theory.
V	Portfolio Management - Passive v/s. Active, Value v/s. Growth, Understanding the Stock Index, Construction and composition - Sensex and Nifty, Calculation of indices. Free float Market capitalization.
VI	Futures and Option Derivatives – Types of Futures – On the basis of Maturity, On the basis of the underlying asset; Futures Pricing – Cost of Carry Model; Mark to market; Definition of options; Importance of options ; Types of Options - Call Options, Put Options; Option Pay-Offs; Option Pricing – Binomial Model and Black & Scholes Model; Option Greeks. Risk management and Hedging with Derivatives.

Books 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.
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



SEMESTER III

GROUP –I (Core)

HUMAN RESOURCE MANAGEMENT

(MBCE 3.3.1) Paper I - Training & Development Practices

Teaching Hours: 4	Total Credits: 4	Total Marks: 80	Group: Specialization
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Course Objectives:

1. To describe the evolution of training and its role in enhancing employee performance and productivity.
2. To explain the objectives, benefits, and challenges associated with conducting TNA in organizational settings
3. To summarize the advantages, limitations, and applications of various training approaches, such as lectures, demonstrations, case studies, role-plays, and simulations.
4. To identify various evaluation models and frameworks used for assessing training effectiveness, such as Kirkpatrick's Four Levels of Evaluation and CIRO Model, CIPP Model, Brinkerhoff Model.
5. To evaluate participants' leadership competencies, including communication, decision-making, problem-solving, and emotional intelligence.
6. To explain the stages of career development, including self-assessment, exploration, goal-setting, and implementation.

Learning Outcomes: After learning this subject, students will be able to:

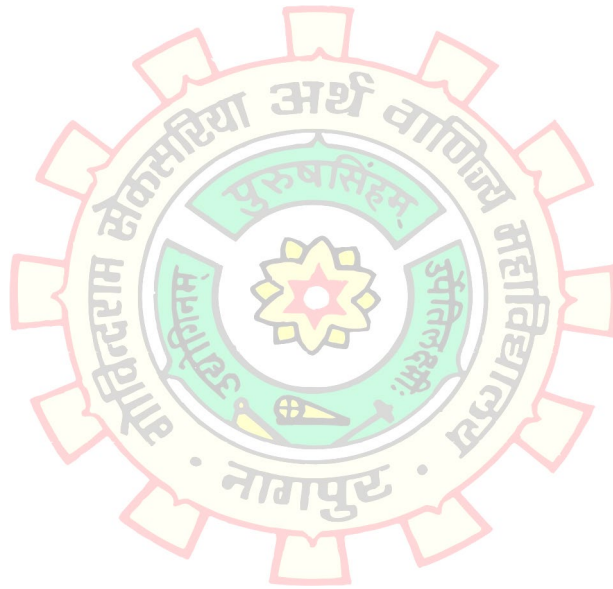
1. **Interpret** training and its role in organizational development.
2. **Explain** the purpose, process, and benefits of conducting TNA in organizational settings.
3. **Develop** training programs that align with organizational goals, learner needs, and instructional best practices.
4. **Elaborate** the purposes, benefits, and challenges associated with conducting training evaluations in organizational settings.
5. **Develop** skills in strategic planning, goal-setting, and execution to align team efforts with organizational objectives.
6. **Identify** various career paths and opportunities within and outside the organization also Identify common sources of workplace stress and their impact on employee well-being and performance

Unit	Content
I	Introduction to Training: Definitions, Training Objective elements, KSA concept, Hard Skills & Soft Skills; Characteristics of an Effective Training Program, Tool for meeting Participants' Training Needs, Training vs Education vs Development, Benefits of Training to both Organization and to employees, Classifying employees for training.
II	Training Need Analysis & Training Design: TNA- definition, reasons, components of TNA, TNA model- levels of TNA, Framework of conducting TNA, advantages & disadvantages, Objectives of training design, components and methods, models of training design, Design Process, Training of Trainers programme; Designing of a sample training model (practical assignment or as a mini project).
III	Training Methods Techniques & Skills of Trainer: Approaches to training, Training methodology- On-the-Job and Off-the-Job Training; Management Games, Case Study Method, Role Play method, In Basket Exercises, Lab Training, Experiential Learning Techniques, Syndicate method, Fish Bowl exercise, Mentorship Training, Training techniques and Audio Visual Aids, Trainer's Qualities, knowledge and skills, Interpersonal communication skills; Cross-Cultural training & its importance
IV	Evaluation of Training: Definition, Principles, Bases of Evaluation, Types of Training Evaluation, Different models of Evaluation- Cost Benefit Analysis, ROI on Training, Kirkpatrick Model, CIRO Model, CIPP Model, Brinkerhoff Model, Ethical Issues in Training Evaluation, Barriers in Training Evaluation, Resistance to Training evaluation.
V	Areas of Organizational Training: Orientation training, Cross cultural training-components, process, factors, benefits and issues, Team Training, Talent management training, Management Development Programmes - need, objectives, focus, levels, process, role and types of Management development Programmes.
VI	Career Planning & Employee Stress Management Techniques: Career Planning- Meaning & definition, Characteristics, objectives, steps, importance and limitations, Measures for successful career planning, Succession planning- importance, types and process, Stress management- 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



SEMESTER III

GROUP –I (Core)

HUMAN RESOURCE MANAGEMENT

(MBCE 3.3.2) Paper II – Performance Management & Compensation

Teaching Hours: 4	Total Credits: 4	Total Marks: 80	Group: Specialization
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Course Objectives:

1. To develop an understanding of practices followed in performance management with reference to learning theories.
2. To get clear understanding of goal setting and performance planning to achieve the performance target with respect to performance appraisal.
3. To Analyse the traditional as well as modern performance measurement method and selection of best method for performance appraisal.
4. To select the best monetary and non-monetary reward on the basis of performance.
5. To Understand the concept of competency in performance management with respect to leadership.
6. To choose the best compensation strategy for employees according to current trend.

Learning Outcomes: After learning this subject, students will be able to:

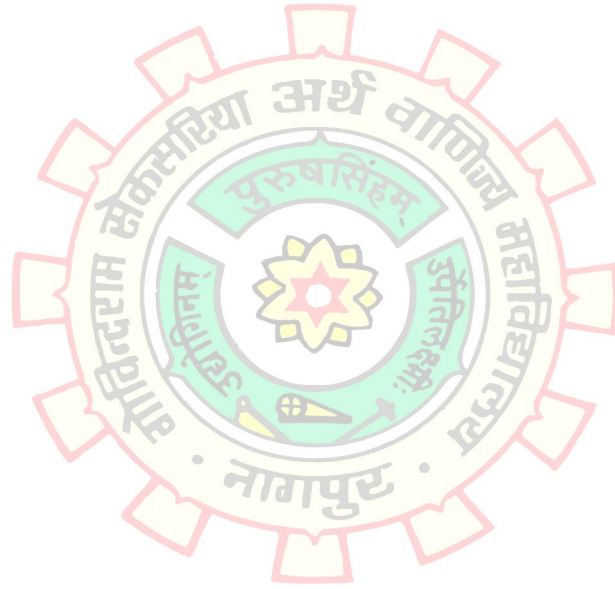
1. Understand the concept of performance management with reference to learning theories.
2. understand the goal setting and performance planning to achieve the performance target with respect to performance appraisal.
3. Analyse the traditional as well as modern performance measurement method for performance appraisal.
4. Evaluate The performance by reward management.
5. Understand the concept of competency in performance management with respect to leadership.
6. Create compensation strategy for employees according to current trend.

Unit	Content
I	UNIT I: PERFORMANCE MANAGEMENT: Concepts, Objectives, Scope & Significance, Challenges- Theoretical Foundations of Performance Management, Learning Theories- Motivation Theories, Performance monitoring & coaching, performance measurement, Performance Management Systems- Case Study.
II	UNIT II: GOAL SETTING AND PERFORMANCE TARGETS: 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.
III	UNIT III: 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: REWARD MANAGEMENT: 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: COMPENSATION: 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. **Human 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

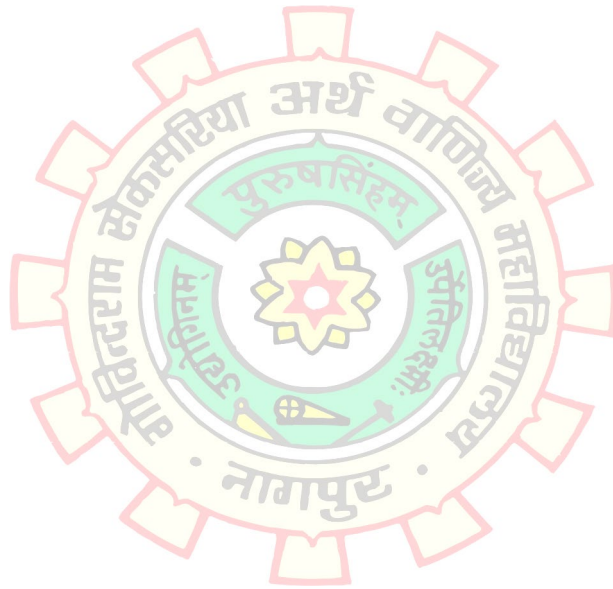
Group-II (Complimentary)
OPERATIONS MANAGEMENT
(MBCMPE 3.1.1) Paper I - Logistics and Supply Chain Management

Teaching Hours: 4	Total Credits: 4	Total Marks: 80	Group: Specialization
Objectives: <ol style="list-style-type: none"> 1. To understand the drivers and components of supply chain management. 2. 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. 4. To create framework for network design model for supply chain management. 5. To analyse advanced fleet management system in supply chain management. 6. To evaluate emerging technologies in supply chain management. 			
Learning Outcomes: After learning this subject, students will be able to <ol style="list-style-type: none"> 1. Understand the fundamentals of logistics and supply chain management. 2. Discover the supply chain requirement as per the resources available by identifying the non-value-added services within the supply chain. 3. Examine factors to select proper mode of transportation in logistics & supply chain management. 4. Analyse costs associated with logistics and supply chain management. 5. Design 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.		
III	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 Emerging technology in SCM: 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



SEMESTER III

Group-II (Complimentary) OPERATIONS MANAGEMENT (MBCMPE 3.1.2) Paper II-Operations Research			
Teaching Hours: 4	Total Credits: 4	Total Marks: 80	Group: Specialization
Course Objectives: 1. To identify and articulate how operations research & management contributes to the achievement of an organization's strategic objectives. 2. To develop an understanding of the various concepts and limitations in network models in projects related to operations management			
Learning Outcomes: Students will be able to- Formulate and solve problems as networks and graphs. Develop 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.			
Unit	Content		
I	LPP-Resource Allocation: 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.		
II	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.		
III	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	Replacement & Inventory models - 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. Introduction to Operations Research , Hillier & Liberman – McGraw Hill 2. Quantitative Techniques in Management , N. D. Vohra – Tata McGraw Hill 3. Operations Research , Paneersevam – Prentice Hall of India 4. Operations Research , J. K. Sharma - McMillan 5. Operations Research , Hira and Gupta – S. Chand & Co. 6. Operations Research , V.K. Kapoor – Sultan Chand & Sons, New Delhi			

COMPLEMENTARY GROUP SPECIALIZATION (ANY ONE)
SEMESTER III

Group-II (Complimentary)			
SERVICE SECTOR MANAGEMENT			
(MBCMPE 3.2.1) Paper I - Banking & Insurance Services			
Teaching Hours: 4	Total Credits: 4	Total Marks: 80	Group: Specialisation
Course Objectives:			
1. To understand the basic functioning of bank and the various concepts involved in banking. 2. To understand the concept, significance and functioning of insurance industry.			
Learning Outcomes:			
Students will understand banking and Insurance sectors which mobilize funds in the economy. Students will be versed with study of the sector: its structure, operations, functions, instruments, regulations and other roles. Students will accumulate knowledge to understand the changing national and global banking and insurance operations, technology and paradigm shift in the sector.			
Unit	Content		
I	Banking Services -Definition of banks, Functions of Commercial Banks, Banking Structure in India, Introduction to Banking services, Types of customers, Types of Deposit Accounts, Common guidelines of opening and operating accounts and KYC, Deposit Insurance.		
II	Basics of bank Lending: Principles of Lending, Basics of Loan Appraisal, Credit decision making and Review, Types of Advances, Management of Non Performing Assets.		
III	Concept of PLR, Base rate; Customer relationship management, Ombudsmen, New trends in banking		
IV	Insurance Services – Concept of insurance, principles of insurance. IRDA: powers and functions; Basics of Life Insurance: Principles in Life Insurance Contract, Title and claims.		
V	Role and functions of life insurance policies, life insurance products- proposal, policy and documents, types of life insurance products.		
VI	General Insurance: Principles in General Insurance Contracts, Essentials of general insurance policies, general terms and conditions documentations, underwriting; Types of general insurance products, claims procedure.		
Books Recommended:			
1. Commercial Banking in India , NCFM reference material 2. Essentials of financial services , Dr S. Gurusamy, Mc-Graw Hill 3. Manual of Insurance Laws , Bharat Publication Private limited 4. Insurance Manual , Taxmann Publication Private Limited 5. Principles of Insurance Law , M. N. Srinivasan, Wadhwa & Co			

COMPLEMENTARY GROUP SPECIALIZATION (ANY ONE)
SEMESTER III

Group-II (Complimentary) SERVICE SECTOR MANAGEMENT (MBCMPE 3.2.2) Paper II-Hospitality Management			
Teaching Hours: 4	Total Credits: 4	Total Marks: 80	Group: Specialization
Course Objectives:			
<ol style="list-style-type: none"> 1. To understand the overall working of hostility industry. 2. To understand operations of various departments in the hotels. 3. To analyse the various minor departments operating in the hospitality industry. 4. To know the role of exhibitions and concept of purchasing in the hotels. 5. To understand the concepts of stores and their functions. 6. To gain knowledge of safety measures in the hospitality industry. 			
Learning Outcomes: After learning this subject, students will be able:			
<ol style="list-style-type: none"> 1. To summarize the working of the hospitality industry 2. To describe various departments functioning in the hotels 3. To summarize the functions of minor departments in the hospitality industry 4. To elaborate the functions of purchase department 5. To elaborate aspects of store department 6. To explain the safety system and security measures in the hotels. 			
Unit	Content		
I	Hospitality Industry: Management of Hotel, Operations of hospitality services, scope and functioning of a hotel, The guest in a hotel, Computerized Hotel Management system, English-French terms in Hospitality, Management of Tourism, recreation, clubs, gaming and entertainment		
II	Departments in a hotel: Departmental structure, front office operations, guest services, housekeeping, linen and uniforms, kitchen and its operations, restaurant operations, Bar operations, Stewarding, sales and marketing, maintenance, administration and HRD, accounting and finance control.		
III	Minor operating departments: Laundry, facilities, Banquet functions, conferences and catering services management, outdoor catering and mobile catering, Parking Operation, gift shop facility in Hotel, Business or Meeting Rooms, and Sports & Entertainment Facility.		
IV	Exhibitions and other income sources: Exhibitions are a good source of Income in Hospitality Industry, Different other Income Sources for Hotel Industry Purchase and store. Concept of Purchasing in Hotels, Purchasing Process in Hotels, Duties of Purchase Department in Hotel Industry,		
V	Store Management: Concept of Store in Hospitality Management, organizations of stores, Need & Importance of store department, advantages of store department, Role & Functions of Store house Manager Precautions by store department, Introduction to Hotel Inventory Management System.		
VI	Security and safety systems: Prevention against accidents and fire, 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:			
<ol style="list-style-type: none"> 1. Hospitality Management, Jagmohan Negi, Gaurav Manohar, University Science. 2. Press Introduction to Hospitality, 6th Ed, John Walker, Prentice Hall Hotel. 3. Management & their Technology, Dinesh Tomar, Neha Publishers and distributors. 4. Introduction to Management in the hospitality industry, Clayton Barrows, Power and Reynolds, John Willy & Sons Publication. 			

**SEMESTER IV
CORE COURSES**

(MBC 4.1) Business Ethics & Corporate Governance

Teaching Hours: 4	Total Credits: 4	Total Marks: 80	Group: Core
Course Objectives:			
<ol style="list-style-type: none"> 1. To promote ethical thinking and behaviour in students 2. To develop an understanding of the need and concepts of Business Ethics 3. To sensitize students regarding the ethical issues arising in various domains of business 			
Learning Outcomes:			
This course would provide the skills with which to recognise and resolve ethical issues in business; Enhance awareness and critical self-examination of one's own values, and to appreciate the relevance of personal values in the business/workplace setting; It would further imbibe the ethical issues in corporate governance and to adhere to the ethical codes.			
Unit	Content		
I	Business Ethics: Introduction, Concepts and theories, definitions, importance and need for Business ethics, Values and morals. Management and ethics, Normative Theories, – Gandhian Approach, Friedman's Economic theory, Kant's Deontological theory, Mill & Bentham's Utilitarianism theory.		
II	Business & Organisational Ethics: The Indian Business scene, Ethical Concerns, LPG & Global trends in business ethics, Business ethics rating in India. Organizations & Organisation culture, Types of Organization, Corporate code of ethics – Formulating, Advantages, implementation Professionalism and professional ethics code.		
III	Corporate Governance: Introduction, mechanisms and systems of corporate governance, Indian model of Corporate Governance, OECD principles, World Bank on Corporate Governance, McKinsey Survey on CG, Indian Committees and guidelines.		
IV	Corporate social Responsibility: Introduction, Models for implementation of CSR, Advantages, Scope, and steps to attain CSR, Prestigious awards for CSR, CSR & Indian Corporations-A Score Card, Future of Indian CSR.		
V	Environment Ethics: Marketing Ethics & Ethics in HRM, India's Environment Policy, Environment Risk Management, Environment Audit, Areas in Marketing Ethics, Beyond the 4P's, Role of HR in creating an ethical organisation.		
VI	Globalisation & Business ethics: Growth of Global Corporations, Factors facilitating Globalisation, Impact of globalization on Indian corporate and social culture, Advantages and disadvantages of MNC's to the Host Country, International codes of Business Conduct, Whistleblowing and its codes.		
Books Recommended:			
<ol style="list-style-type: none"> 1. Business Ethics – Concept & Practice, B. H. Agalgatti & R. P. Banerjee, Nirali Publication 2. Ethics in Business & Management, R. P. Banerjee, Himalaya Publication 3. Business Ethics, Crane, Pub. By Oxford Press 4. Corporate Governance & Business Ethics – (Text & Cases), U. C. Mathur, Macmillan India Ltd. 5. Business Ethics, C S V Murthy, Himalaya Publishing House 6. Business Ethics & Corporate Governance, A. C. Fernando 			

**SEMESTER IV
CORE COURSES**

(MBC 4.2) Corporate Laws

Teaching Hours: 4	Total Credits: 4	Total Marks: 80	Group: Core
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Course Objectives:

1. To develop a basic understanding of the legal framework in India with specific reference to Corporate 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 apply concepts, principles and theories to understand simple business laws. Global Perspective: Awareness of the different business laws.

Unit	Content
I	Introduction to companies act 2013 (as amended from time to time), Company- an introduction, features, kinds of companies, statutory company, Registered company, Government company, Foreign Company, Sec 8 Company, Holding and subsidiary company, one person company, Conversion of Private company to public company, conversion of Public company to Private company, Section 8 to other kinds.
II	Formation of company - promotion, incorporation, commencement of business, preliminary contracts and provisional contracts Memorandum of Association - clauses and alterations, Articles of Association -Content and alterations. Binding effect of Memorandum of Association and Articles of Association, Doctrine of 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 directors, duties, liabilities, D.I.N, Types of Directors-managing director, whole time director, women director, executive director, Independent director, Resident executive director, additional director, Meaning of KMP-types, Nominee director, Board of Directors-Meaning and powers
IV	Company meetings -Meaning of meeting, kinds of meetings, notice, agenda, quorum, chairman, voting (postal, electronic and poll), Proxy and its provisions, resolutions, Board of Directors 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 company secretary, position of company secretary , Duties, liabilities, qualifications, duties of secretary with respect to Board meeting, general meetings, concepts of secretarial standards, Secretarial audit, objectives of Secretarial audit
VI	MCA-21 - Role and benefits of MCA, MCA Services, objective of MCA 21 portal, DSC, requirements for DIN, KYC of DIN, E-filing- meaning, advantages, process of E-filing of annual returns

Books Recommended:

1. **Business Law including Company Law**, S. S. Gulshan, G. K. Kapoor, New Age International Publishers, New Delhi
2. **Elements of Mercantile Law**, N. D. Kapoor , Sultan chand & Sons
3. **Indian Contract Act**, Avtar Singh, Eastern Book Company
4. **Company Law & Secretarial Practice**, Kapoor N.D, Sultan Chand & Sons, New Delhi
5. **Company Law and Secretarial Practice**, Dr. R. K. Nelakha, Ramesh Book Depot, Jaipur
6. **Corporate & Allied Laws**, Munish Bhandari, Best Word Publication.

**SEMESTER IV
CORE COURSES**

(MBC 4.3) Advanced Financial Management

Teaching Hours: 4	Total Credits: 4	Total Marks: 80	Group: Core
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Course Objectives:

1. Analyse the components of the cost of capital and their implications on investment decisions and firm valuation.
2. Evaluate different capital structure theories and recommend optimal capital structure decisions to maximize firm value.
3. Apply advanced techniques in working capital management to optimize liquidity, minimize financing costs, and enhance profitability.
4. Implement effective cash management strategies to ensure sufficient liquidity, manage cash flows efficiently, and mitigate liquidity risks.
5. Assess the risks associated with capital budgeting projects using various risk assessment techniques and make informed decisions to maximize shareholder wealth.
6. Synthesize knowledge of international finance management theories and practices to develop comprehensive strategies for managing financial risks and opportunities in a global business environment.

Learning Outcomes: After learning this subject, students will be able to:

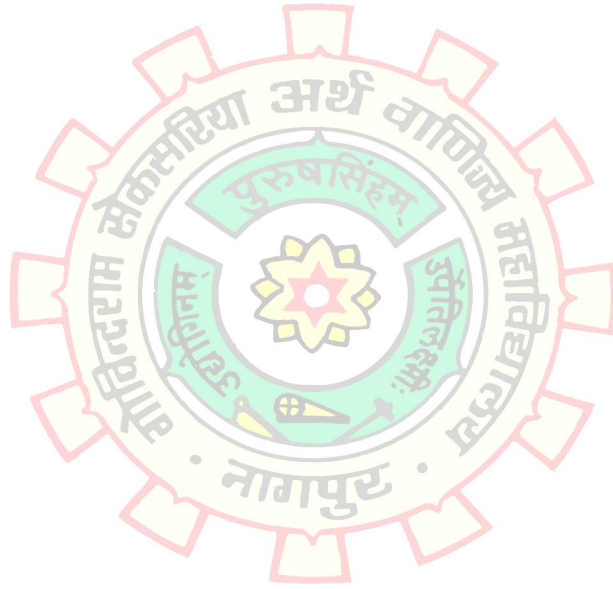
1. **Calculate** specific cost of capital for any specific given firm.
2. **Evaluate** the impact of different capital structures on firm value.
3. **Apply** strategies to optimize working capital efficiency.
4. **Implement** effective cash management techniques to maximize liquidity.
5. **Assess** the risk associated with investment projects using various capital budgeting techniques.
6. **Contrast** International financial management practices in different international contexts

Unit	Content
I	Cost of Capital Overview, Significance of Cost of Capital, Determinants of cost of capital, Measurement of Specific Costs – Redeemable and Irredeemable Debt, Redeemable and Irredeemable Preference shares, Equity and Retained Earnings; Computation of Overall Cost of Capital using book value and market value Weights (Weighted Average Cost of Capital).
II	Capital structure & Value of firm 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 of 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 for investing surplus funds & strategies for managing surplus funds, Cash Management Models- The Baumol model, and The Miller-Orr Model.
V	Risk Analysis in Capital Budgeting Sources & perspective of risk, Sensitivity analysis, Scenario analysis, Breakeven analysis, Miller Model, 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:

1. **Financial 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.



**SEMESTER IV
CORE COURSES**

(MBC 4.4) Financial Technology Management

Teaching Hours: 4	Total Credits: 4	Total Marks: 80	Group: Core
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Course Objectives:

1. To understand the foundational concepts and principles of financial technology (Fintech) and its evolution, including key technologies, market trends, and innovations.
2. To analyse the role of technology in investment management, to enhance investment decision-making and portfolio performance.
3. To evaluate the concepts and applications of digital currencies, such as cryptocurrencies, and understand the underlying technology of blockchains, including its potential impact on financial services and industries.
4. To apply cybersecurity principles and practices to assess and mitigate risks in digital banking systems, including protecting customer data and preventing cyber-attacks.
5. To assess the regulatory environment governing Fintech companies, including regulatory frameworks, compliance requirements, and implications for Fintech innovation and business operations.
6. To students will be able to synthesize knowledge of cybersecurity threats, online frauds, and fraud prevention techniques for managing cyber risks, safeguarding digital assets.

Learning Outcomes: After learning this subject, students will be able to:

1. **Understand** the fundamental concepts and principles of financial technology (Fintech) and its impact on the financial services industry.
2. **Analyse** the use of technology in investment management, to optimize investment strategies and portfolio performance.
3. **Evaluate** the characteristics and potential applications of digital currencies, such as cryptocurrencies, and understand the underlying technology of blockchains.
4. **Apply** cyber security measures and best practices to mitigate risks and protect digital banking systems and customer data from cyber threats.
5. **Assess** the regulatory landscape governing Fintech companies and compliance requirements, and understand the implications for Fintech innovation and business operations.
6. **Synthesize** knowledge of cybersecurity threats, online frauds, and fraud prevention techniques to develop comprehensive strategies for safeguarding digital assets and preventing financial crimes.

Unit	Content
I	Foundation of FinTech- <ul style="list-style-type: none"> • Meaning, • Characteristics, • Operations, • Types of Financial Softwares, • Fintech in India, • Impact of Fintech on Economies & Financial System
II	Technology in Investment Management <ul style="list-style-type: none"> • IT Applications in Stock Trading • IT Solutions in Mutual Funds Management • Artificial Intelligence in Portfolio Management • Software Tools for Financial Analysis • Recommendations and Suggestions by Artificial Intelligence
III	Digital Currency and Blockchains - <ul style="list-style-type: none"> • Central Bank Digital Currency (CBDC) and its Implications • Fundamentals of Blockchain Technology • Cryptocurrencies: Types, Characteristics, and Market Trends • Challenges and Opportunities in Adopting Cryptocurrencies
IV	Banking & Cyber Security-

	<ul style="list-style-type: none"> • 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
V	Fintech Regulations and Compliance <ul style="list-style-type: none"> • 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
VI	Cyber Security & Online Frauds <ul style="list-style-type: none"> • Meaning • Characteristics • Common Frauds in India – Debit/Credit Card Fraud, Phishing, Internet Banking related Fraud, UPI Frauds. • Fraud Detection – Definition, Applications, Types of Fraud Detection Techniques, Steps of Prevention & Detection of Financial Frauds. • Cyber Law in India- IT ACT 2000- Objectives, Features, Idea on Sec 43, Sec 66 & Sec 67, Offences & Penalties Under IT ACT 2000 (Sec 65, 66, 66B, 66C, 66D, 66E and 66F) and Advantages & Disadvantages of IT Act 2000. • Case Study on Cyber financial frauds in the district of Jamtara
Books Recommended:	
<ol style="list-style-type: none"> 1. "Digital Finance: Security, Privacy, and Regulation" by Sujata Das, Tapaswini Nayak, and Saraju P. Mohanty 2. "Fintech Innovation: From Robo-Advisors to Goal-Based Investing and Gamification" by Paolo Sironi and Daniele Savare 3. "Blockchain Revolution: How the Technology Behind Bitcoin and Other Cryptocurrencies Is Changing the World" by Don Tapscott and Alex Tapscott 	

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

(Group-I) (Core)

Marketing Management

(MBCE 4.1.1) Paper III - Consumer Buying Behaviour

Teaching Hours: 4

Total Credits: 4

Total Marks: 80

Group: Specialisation

Course Objectives:

To develop an understanding of the concepts and the significance involved in Consumer Buying Behaviour

Learning Outcomes:

It would establish the relevance of consumer behaviour theories and concepts to marketing decisions. Implement appropriate combinations of theories and concepts. Recognise social and ethical implications of marketing actions on consumer behaviour. Use most appropriate techniques to apply market solutions.

Unit	Content
I	Concept of consumer personality & brand personality as related to STP, buying influences on consumers and organizational buyers, consumer motivation, perception, learning & attitudes
II	Reference groups, buying process, factors influencing buying decisions, models of buying behaviour, post purchase behaviour.
III	Marketing research, methods of research and research process, data collection techniques, sources of secondary data for marketing decisions, relevance of secondary data, marketing metrics.
IV	IMC definition, scope, elements, role, etc., models of IMC, media and media planning, IMC strategy and process, new media
V	IMC and brand communication process, role of advertising in branding process BTL, OOH, etc., promotions in IMC – consumer, trade, sales, co-branding, in-branding, etc.
VI	Creativity and innovation in IMC, packaging and labelling in IMC, PR and ethics in PR, corporate communications, International communications, cross cultural issues in IMC.

Books Recommended:

1. **Consumer Behaviour**, Schiffman, Kanuk & Kumar
2. **Consumer Behaviour & Branding**, Kumar
3. **Integrated Advertising, Promotion & Marketing Communications**, Clow & Baack
4. **Advertising**, Jafkins

SEMESTER IV

(Group-I) (Core)

Financial Management

(MBCE 4.2.1) Paper III - Investment Environment & Wealth Management

Teaching Hours: 4	Total Credits: 4	Total Marks: 80	Group: Specialization
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Course Objective:

1. To Understand the concepts involved in wealth management.
2. To provide knowledge about Financial System.
3. To understand the significance and analysis of portfolio analysis.
4. To give knowledge of Insurance service in India.
5. To provide insights of Mutual Funds in India.
6. To provide knowledge about Wealth Management.

Learning Outcomes:

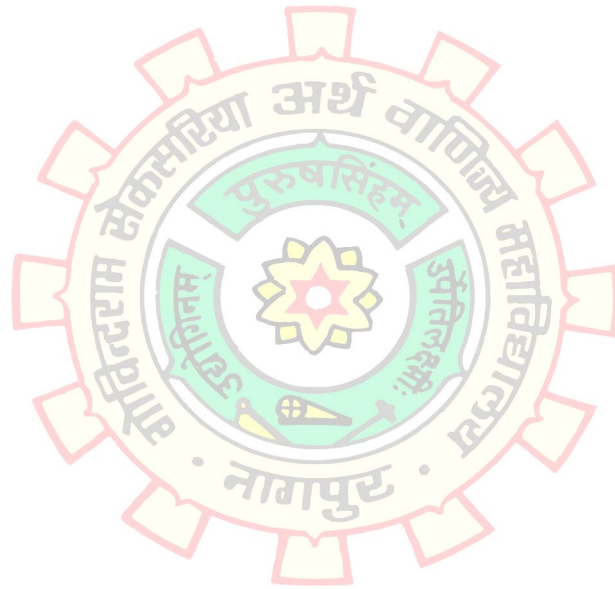
1. Understand the financial and investment environment.
2. Remember the financial objectives; evaluate the factors affecting investment decisions.
3. Identify alternative sources of finance and consider their suitability.
4. Gain knowledge about Insurance Services.
5. Apply the knowledge of Mutual fund Services.
6. Evaluate the concept of Wealth Management.

Unit	Content
I	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.
II	Financial System- Financial markets [Money, Debt and Equity Markets]- structure, regulatory bodies- Role and functions– (RBI, IRDA, PFRDA and SEBI); 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.)
III	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.

Books 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.
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. **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

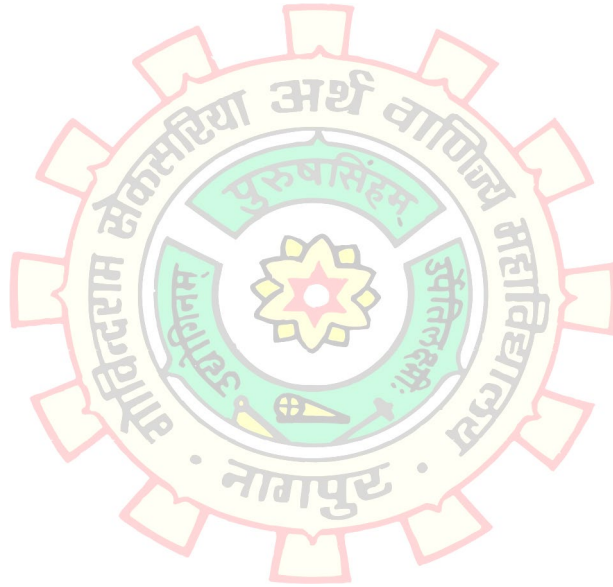


SEMESTER IV

Group-I			
Human Resource Management			
(MBCE 4.3.1) Paper III - Industrial relations and Labour Laws			
Teaching Hours: 4	Total Credits: 4	Total Marks: 80	Group: Specialisation
Course Objective:			
1. To understand the concepts, legislations relating to Social Security Measures, Wages and Industrial Relations, Trade Unions and Employment Conditions.			
2. To understand Industrial Relations and Grievance Redressal Procedures.			
Learning Outcomes:			
Students will be able to elaborate the concept of Industrial Relations. The students will be able to illustrate the role of trade union in the industrial setup. Students will be able to outline the important causes & impact of industrial disputes. Students will be able to elaborate Industrial Dispute settlement procedures.			
Unit	Content		
I	Industrial Relations & Democracy - Definition and concept of industrial relation, scope, objectives, factors affecting industrial relations, approaches to industrial relations, importance of industrial relations (A) Collective Bargaining: definition, importance, types, prerequisites of effective collective Bargaining and Collective Bargaining in India; (B) Workers Participation: Concept, aims and objectives, importance, forms of participation, conditions essential for working of the scheme.		
II	Grievances & Disputes - meaning and causes, grievance redressal procedure, Industrial Disputes- causes of industrial disputes, concept of strike and lockout, authorities for settlement of industrial dispute namely works committee, Conciliation Officer, Conciliation Board, court of Enquiry, Labor Court, Industrial Tribunal, National Tribunal, grievance settlement authority as per Industrial Disputes Act-1974 Industrial peace-measures and significance of peace and harmony to industrial productivity and progress		
III	Code on wages 2019- Minimum wages: Concept, fixation of minimum wages, Procedure for fixing and revising minimum wages; Payment of wages: concept, mode of payment of wages, deductions which can be made from wages Payment of Bonus: eligibility for bonus, disqualification for bonus, minimum and maximum bonus, available surplus, allocable surplus, set on and set off of allocable surplus, Time limit for payment of bonus.		
IV	Laws relating to working hours and work conditions- Factories Act 1948- important definitions, provisions regarding workers health, safety and welfare, provisions relating to working hours of adult, rules relating to employment of women, provisions of employment of young persons Child Labors (Prohibition and Regulation) Act, 1986 :- Scope and application of the act, objectives, provisions regarding hours and periods of work for children, provisions regarding health and safety for working children, prohibition of employment of children in certain occupations and processes		
V	Labour Welfare and Social Security Meaning and objectives of labour welfare, theories of labour welfare, welfare officer in Indian industry, qualification and role of welfare officers Workmen’s Compensation Act: Object, definition of employer and employee, partial disablement and total disablement, employer’s liability for compensation Payment of Gratuity act: Concept, Scope and application of the act, Provisions relating to payment of gratuity, nomination, Employers duty to pay gratuity		
VI	Labour Legislations & ILO –Need of labour legislation, principles of labour legislation, labour legislation and the Constitution of India, Conventions and recommendations of ILO ILO: structure, main bodies of ILO, objectives and functions of ILO, importance, impact of ILO on labour legislations in India, Ministry of Labour: Offices attached to Ministry of Labour		

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)

Group- II
Operations Management
(MBCMPE 4.1.1) Paper III - Total Quality Management

Teaching Hours: 4	Total Credits: 4	Total Marks: 80	Group: Specialization
Course Objectives:			
<ol style="list-style-type: none"> 1. To understand the concept of quality management and utilize various quality philosophies. 2. To develop an understanding regarding the various TQM principles for quality improvement. 3. To summarize various SPC tools to improve process quality. 4. To understand and apply various TQM tools to extend quality in business. 5. To apply Japanese set of quality improvement systems. 6. To understand the concept of business process reengineering in modern business world. 			
Learning Outcomes: After learning this subject, student will be able to:			
<ol style="list-style-type: none"> 1. Understand the concept of Quality & its importance in today's competitive environment. 2. Develop the meaning and Principles of the TQM. 3. Apply the tools of TQM in business processes. 4. Analyze the Techniques of Quality Management required for quality improvements. 5. Evaluate appropriate SPC tools to improve process quality. 6. Discover the concepts of Business Process Re-engineering. 			
Unit	Content		
I	Understanding Quality and Quality Philosophies - Definition of Quality, Dimensions of Quality, Quality Planning, Quality costs, Quality Philosophy of Deming, Joseph Juran, Philip Crosby, Genich Taguchi		
II	TQM Principles – Concept, Advantages, Disadvantages and Guiding Principles of TQM, Managerial Perspective to TQM, Role of Leadership in TQM, Case Studies of Successful TQM applications		
III	Statistical Process Control (SPC) and Other Quality Improvement Techniques – Process Control Charts, Control Charts for variables and attributes, Pareto Diagrams, Scatter Diagrams, Run Charts, Cause and Effect Diagrams, Histogram & Flowchart		
IV	TQM Tools - Benchmarking – Reasons to Benchmark, Benchmarking Process, Quality Function Deployment (QFD), QFD Process, Benefits, Taguchi's Quality Loss Function, Total Productive Maintenance (TPM) – Concept, Improvement Needs, FMEA – Stages of FMEA		
V	Quality Improvement Systems - Kaizen, Lean, Poka-Yoke, 5S, 3M, zero defect, KANBAN, Quality Circles, Value Analysis and Value Engineering, Concept of six sigma		
VI	Business Process Reengineering – Concept, Need, Importance and Principles of BPR, Role of BPR in the Modern business world, TQM and BPR relationship, BPR in USA, Europe, India		
Books Recommended:			
<ol style="list-style-type: none"> 1. Total Quality Management, Dale H. Besterfield, et al., Pearson Education Asia, 1999. Indian reprint 2002 2. The Management and Control of Quality, James R. Evans & William M. Lidsay, 5th Edition, South-Western Thomson Learning, 2002 ISBN 0-324-06680-5. 3. Total Quality Management, Feigenbaum, McGraw-Hill, 1991 4. Total Quality Management, Poornima M. Charantimath, 2nd Edition, Pearson 			

SEMESTER IV

Group- II
Service Sector Management
(MBCMPE 4.2.1) Paper III - Health Care Management

Teaching Hours: 4

Total Credits: 4

Total Marks: 80

Group: Specialization

Course Objectives:

1. To understand the conceptual framework of Social Welfare, Social policy, Family welfare services Health Policy formulation and different sectorial issues.
2. To apply the various concepts involved in the issues relating to Healthcare and social development.
3. To analyze to create an awareness of social welfare and factors relating to health policy formulations.
4. To analyze the concept of Health Care Planning and Health care system.
5. To examine and impart the basic knowledge to the students about Environmental Health Care Management and Safety Management.
6. To evaluate the concept of Hazardous Waste Management.

Learning Outcomes:

1. **Understand** and **recall** the conceptual framework of Social and Family Welfare, Health Policy formulation and different sectorial issues.
2. **Apply** the implications of issues relating to Healthcare and social development.
3. **Analyze** the various factors relating to health policy formulations.
4. **Analyze** and examine the concept of Health Care Planning and Health care system.
5. **Examine** the concepts of Environmental Health Care Management and Safety Management.
6. **Evaluate** the concept of Hazardous Waste Management.

Unit	Content
I	UNIT I: Social Welfare, Social policy, Factors in Social Policy: Situational, Structural, Ideological and Environmental, Health Policy formulation: Factors, Determinants and other sectorial issues. Health & Family welfare services.
II	UNIT II: Health care and social development Concept. Relationship between health care and Social development. Components of healthcare. Health care system issues and challenges. Indicators of health. Health service indicator. Mortality indicators, Morbidity indicators, Demographic Indicator, Immunization Indicator, Fundamentals of Healthcare Administration.
III	UNIT III: National health policy: Review of different committees. Objectives of National health policy Health policy: Input, Output and Performance; Role of Private and Voluntary groups, Role of national and International agencies. Health and Social Policy: International Perspective.
IV	UNIT IV: Concept of Health Care Planning, Health Expenditures, Hospitals as a Health Care Delivery System, Micro and macro-Environment of Health care system. Dimensions of Health Care Management. Scope of Healthcare Management, Management and healthcare system in India.
V	UNIT V: Environmental Health Care Management: Concept and its objectives, Importance and Scope of Environmental Health Care Management, Microbiological considerations; Laundries, CSSD, Insect, Rodent Control, Emergency and Disaster Planning; Safety Management, Patients and Personnel Safety, Fire Safety, General Sanitation.
VI	UNIT VI: Hazardous Waste Management; Solid Waste Handling & Disposal; Liquid Waste Handling, Collection & Disposal; Water Treatment and Distribution, Legal and Social Aspects of Waste Management; Trends and Practices. Pollution Prevention and Waste Minimization.

Books Recommended:

1. **Healthcare Management** by 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

