



Re-Accredited by NAAC with 'A' Grade

**VEER NARMAD SOUTH GUJARAT UNIVERSITY**

University Campus, Udhna-Magdalla Road, SURAT - 395 007, Gujarat, India.

**વીર નર્મદ દક્ષિણ ગુજરાત યુનિવર્સિટી**

યુનિવર્સિટી કેમ્પસ, ઉધના-મગદલા રોડ, સુરત - ૩૯૫ ૦૦૭, ગુજરાત, ભારત.

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ક્રમાંક : એકે./૫૮૪૫/૨૦૨૦

તા. ૧૬/૦૭/૨૦૨૦

પ્રતિ,  
વડાશ્રી,  
ડિપાર્ટમેન્ટ ઓફ બિઝનેસ એન્ડ  
ઈન્ડસ્ટ્રીયલ મેનેજમેન્ટ,  
વીર નર્મદ દક્ષિણ ગુજરાત યુનિવર્સિટી,  
સુરત.

**વિષય :-** એમ.બી.એ. (ફુલ ટાઈમ) અને એમ.બી.એ. (ઈવનીંગ) પ્રોગ્રામનાં અભ્યાસક્રમ બાબત.

સુજાશ્રી,

સવિનય જણાવવાનું કે, શૈક્ષણિક વર્ષ ૨૦૨૦-૨૧ થી અમલમાં આવનાર "જ્ઞાન સંગમ" ન્યૂ સીલેબસ ફોર ન્યૂ ઈન્ડિયા અંતર્ગત બિઝનેસ ઈન્ડસ્ટ્રીયલ એન્ડ મેનેજમેન્ટ વિષયની અભ્યાસસમિતિની, તા.૨૪/૦૧/૨૦૨૦ ના ઠરાવ ક્રમાંક:૧ અન્વયે તૈયાર કરેલ એમ.બી.એ. (ફુલ ટાઈમ) અને એમ.બી.એ. (ઈવનીંગ) પ્રોગ્રામનાં અભ્યાસક્રમમાં બિઝનેસ ઈન્ડસ્ટ્રીયલ એન્ડ મેનેજમેન્ટ વિષયની અભ્યાસસમિતિની, તા.૩૦/૦૬/૨૦૨૦ ના ઠરાવ ક્રમાંક:૨ અન્વયે જરૂરી સુધારા વધારા સાથે મંજૂર કરી ફેકલ્ટીને ભલામણ કરવામાં આવે છે જે ભલામણ મેનેજમેન્ટ વિદ્યાશાખાનાં અધ્યક્ષશ્રીએ મેનેજમેન્ટ વિદ્યાશાખાવતી મંજૂર કરી એકેડેમિક કાઉન્સિલને કરેલ ભલામણ એકેડેમિક કાઉન્સિલે તેની તા.૩૦/૦૬/૨૦૨૦ની સભાનાં ઠરાવ ક્રમાંક:૧૩૪ અન્વયે મંજૂર કરેલ છે. તેની જાણ સંબંધકર્તા શિક્ષકો અને વિદ્યાર્થીઓને કરવી, તદ્દુપરાંત તેનો અમલ કરવો.

**એકેડેમિક કાઉન્સિલની તા.૩૦/૦૬/૨૦૨૦ની સભાનાં ઠરાવ ક્રમાંક:૧૩૪**

:: આથી ઠરાવવામાં આવે છે કે, "જ્ઞાન સંગમ" ન્યૂ સીલેબસ ફોર ન્યૂ ઈન્ડિયા અંતર્ગત બિઝનેસ ઈન્ડસ્ટ્રીયલ એન્ડ મેનેજમેન્ટ વિષયની અભ્યાસસમિતિની, તા.૨૪/૦૧/૨૦૨૦ ના ઠરાવ ક્રમાંક:૧ અન્વયે તૈયાર કરેલ એમ.બી.એ. (ફુલ ટાઈમ) અને એમ.બી.એ. (ઈવનીંગ) પ્રોગ્રામનાં અભ્યાસક્રમમાં બિઝનેસ ઈન્ડસ્ટ્રીયલ એન્ડ મેનેજમેન્ટ વિષયની અભ્યાસસમિતિની, તા.૩૦/૦૬/૨૦૨૦ ની સભાના ઠરાવ ક્રમાંક:૨ અન્વયે જરૂરી સુધારા વધારા સાથે મંજૂર કરી ફેકલ્ટીને કરેલ ભલામણ મેનેજમેન્ટ વિદ્યાશાખાનાં અધ્યક્ષશ્રીએ મેનેજમેન્ટ વિદ્યાશાખાવતી સ્વીકારેલ તે મંજૂર કરવામાં આવે છે.

(બિડાણ: ઉપર મુજબ)

R-B R

ઈ.ચા.કુલસચિવ

પ્રતિ,

- ૧) અધ્યક્ષશ્રી, મેનેજમેન્ટ વિદ્યાશાખા
- ૨) પરીક્ષા નિયામકશ્રી, પરીક્ષા વિભાગ, વીર નર્મદ દ. ગુ. યુનિવર્સિટી, સુરત.
- ૩) અનુસ્નાતક વિભાગ, વીર નર્મદ દ. ગુ. યુનિવર્સિટી, સુરત.

...તરફ જાણ તેમજ ઘટતી કાર્યવાહી સારૂ.



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યુનિવર્સિટી કેમ્પસ, ઉધના-મગદલા રોડ, સુરત - ૩૯૫ ૦૦૭, ગુજરાત, ભારત.

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To  
The Head of the Department  
Department of Business and Industrial Management  
Veer Narmad South Gujarat University,  
Surat.

No: Aca./5845/2020

Date: 16/07/2020

Translated from Gujarati to English

Sub: Regarding MBA (FT) and MBA (Eve) Programmes.

Dear Madam,

This is for your kind information that with regard to "Gyan Sangam"- New syllabus for new India, coming into effect from the academic year 2020-21; the resolution (vide Point No.1) passed in the meeting of the Board of Studies of the Faculty of Management held on 24/01/2020 regarding the proposed introduction of the new syllabus for the MBA Full time and MBA Evening programmes of the Department of Business and Industrial Management and according to the resolution (vide Point No. 2) passed in the meeting of the Board of Studies of the Faculty of Management on 30/06/2020, for the **changes** in proposed new syllabus for the MBA -Full Time and the MBA – Evening Programmes of the Department of Business and Industrial Management had been accepted and passed with minor changes and corrections. These changes had been approved and recommended by the Head of Department to the Academic Council. The academic council had accepted the recommended changes vide its resolution (Point No. 134) passed in its meeting held on 30/06/2020. The concerned faculty members and students should be duly informed regarding the same and the changes should be implemented.

ACADEMIC COUNCIL'S RESOLUTION – Item No. 134, PASSED ON 30/06/2020

It is resolved that in accordance with the requirements of "Gyan Sangam"- New Syllabus for New India, and vide the resolution (No. 1) passed in the meeting of Board of Studies of the Management Faculty held on 24/01/2020 for the introduction of new syllabus for the Department of Industrial Management for their MBA-Full Time and MBA-Evening programmes, and vide the resolution (No.2) of the meeting of the Board of Studies held on 30/06/2020 of the Faculty of Management for minor changes to the proposed new syllabus for the MBA-Full Time and MBA-Evening programmes, the new syllabus with minor changes, that had been accepted by the Head of Department and recommended for approval to the Academic council has been approved and accepted in the meeting of the Academic Council held on 30/06/2020 vide item No. 134.

(Attachment: as above)



Head  
Department of Business  
& Industrial Management  
Veer Narmad South Gujarat University  
SURAT-395007.

(I/c Registrar)

**VEER NARMAD SOUTH GUJARAT UNIVERSITY, SURAT**  
**Choice Based Credit System (CBCS)**  
**The Scheme of Courses in Different Semesters of**  
**Two-Year MBA (Full Time) Programme**

**SEMESTER-I**

CP-101	Organizational Behaviour
CP-102	Managerial Accounting
CP-103	Principles of Management
CP-104	Business Communication and Soft Skills
CP-105	Business Information Systems
CP-106	Quantitative Methods
CP-107	Managerial Economics

**SEMESTER-II**

CP-201	Marketing Management
CP-202	Financial Management
CP-203	Human Resource Management
CP-204	Production and Operations Management
CP-205	Business Environment
CP-206	Research Methodology in Business
CP-207	Entrepreneurship and New Venture Management

**SEMESTER-III**

**COMPULSORY COURSES**

CP-301	Business Policy and Strategic Management
CP-302	Global Business Management
CP-303	Business Laws

**OPTIONAL COURSES**

**1. FINANCE & ACCOUNTING GROUP**

OF&A-301	Investment Management
OF&A-302	Foreign Exchange Management
OF&A-303	Financial Derivatives
OF&A-304	Corporate Taxation & Financial Planning

**2. MARKETING GROUP**

OMK-301	Consumer Behaviour and Marketing Research
OMK-302	Integrated Marketing Communication
OMK-303	Marketing of Services
OMK-304	Digital Marketing

**3. HUMAN RESOURCE MANAGEMENT**

OHR-301	Human Resource Development and Talent Management
OHR-302	Labour Management and Industrial Relations
OHR-303	Organizational Development & Change Management
OHR-304	Strategic & Global Human Resource Management

**4. PRODUCTION AND OPERATION MANAGEMENT**

OP&O-301	Applied Operation Research
OP&O-302	Logistics and Supply Chain Management
OP&O-303	Production Planning and Control
OP&O-304	Total Quality Management

## **SEMESTER-IV**

### **COMPULSORY COURSES**

- CP-401        Management Control Systems
- CP-402        Management of Financial Institutions & Services
- CP-403&404   Project Study (Equivalent to Two Courses)

### **OPTIONAL COURSES**

#### **1. FINANCE & ACCOUNTING GROUP**

- OF&A-401    International Financial Management
- OF&A-402    Corporate Restructuring and Strategic Finance

#### **2. MARKETING GROUP**

- OMK-401    Sales & Supply Chain Management
- OMK-402    Management of Retail Business

#### **3. HUMAN RESOURCE MANAGEMENT**

- OHR-401    Contemporary Developments in HRM
- OHR-402    Labour Laws

#### **4. PRODUCTION & OPERATION MANAGEMENT**

- OP&O -401   Purchasing and Materials Management
- OP&O -402   Service Operation Management

## **REGULATIONS FOR MBA (FULL TIME) PROGRAMME**

Regulations for MBA (Full Time) Programme pertaining to Internal Assessment, University Examinations, Promotion to next higher Semesters and award of Degree and Class.

### **R.M.B.A.-1**

The candidate for Semester-1 Examinations of M.B.A. will be examined in the following papers:

<b>Paper No.</b>	<b>Subjects</b>	<b>No. of Credits</b>	<b>Contact Hours per Week (CPW)</b>	<b>Maximum Marks</b>		<b>Total Marks</b>
				<b>External Exam</b>	<b>Internal Assessment</b>	
CP101	Organizational Behaviour	4	4	70	30	100
CP102	Managerial Accounting	4	4	70	30	100
CP103	Principles of Management	4	4	70	30	100
CP104	Business Communication and Soft Skills	4	4	70	30	100
CP105	Business Information Systems	4	4	70	30	100
CP106	Quantitative Methods	4	4	70	30	100
CP107	Managerial Economics	4	4	70	30	100
	<b>TOTAL</b>	<b>28</b>	<b>28</b>	<b>490</b>	<b>210</b>	<b>700</b>

### **R.M.B.A. –2**

The candidates for Semester-II Examination for M.B.A. (Full-Time) will be examined in the following Papers:

<b>Paper No.</b>	<b>Subjects</b>	<b>No. of Credits</b>	<b>Contact Hours per Week (CPW)</b>	<b>Maximum Marks</b>		<b>Total Marks</b>
				<b>External Exam</b>	<b>Internal Assessment</b>	
CP201	Marketing Management	4	4	70	30	100
CP202	Financial Management	4	4	70	30	100
CP203	Human Resource Management	4	4	70	30	100



CP204	Production and Operations Management	4	4	70	30	100
CP205	Business Environment	4	4	70	30	100
CP206	Research Methodology in Business	4	4	70	30	100
CP207	Entrepreneurship and New Venture Management	4	4	70	30	100
	<b>TOTAL</b>	28	28	490	210	700

R.M.B.A. –3

The candidates for Semester-III Examination for M.B.A. (Full-Time) will be examined in the following Papers:

#### **COMPULSORY COURSES**

Paper No.	Subjects	No. of Credits	CPW	Maximum Marks		Total Marks
				Written Exam	Internal Assessment	
CP301	Business Policy and Strategic Management	4	4	70	30	100
CP302	Global Business Management	4	4	70	30	100
CP303	Business Laws	4	4	70	30	100
	<b>TOTAL</b>	12	12	210	90	300
*	Summer Training			Grades to be awarded as satisfactory or dissatisfactory		

\* Summer Training will be of 8 weeks duration and will begin after the Second Semester Examination. Under this training, each student will be placed with an industrial, business or Service organization. Each student will be required to submit a project report to the Department for the work undertaken during the training. A presentation before the faculty of the Department will be held during the third semester. This Summer Training will be evaluated as ‘satisfactory’ or ‘dissatisfactory’. If the Summer Training of any student is evaluated as ‘dissatisfactory’, he / she will be given additional work and will be evaluated again.

#### **Optional Courses**

\* A Candidate has to choose any one of FOUR Optional Groups of specialization in which the Department offers courses in a given year depending upon the discretion of the Department and has to undergo 4 courses in Semester-III and 2 courses in Semester-IV.

#### **FINANCE & ACCOUNTING GROUP**

Paper No.	Subjects	No. of Credits	CPW	Maximum Marks		Total Marks
				Written Exam	Internal Assessment	
OF&A-301	Investment Management	4	4	70	30	100
OF&A-302	Foreign Exchange Management	4	4	70	30	100
OF&A-303	Financial Derivatives	4	4	70	30	100
OF&A-304	Corporate Taxation & Financial Planning	4	4	70	30	100
	Total	16	16	280	120	400

### MARKETING GROUP

Paper No.	Subjects	No. of Credits	CPW	Maximum Marks		Total Marks
				Written Exam	Internal Assessment	
OMK-301	Consumer Behaviour and Marketing Research	4	4	70	30	100
OMK-302	Integrated Marketing Communication	4	4	70	30	100
OMK-303	Marketing of Services	4	4	70	30	100
OMK-304	Digital Marketing	4	4	70	30	100
	Total	16	16	280	120	400

### HUMAN RESOURCE MANAGEMENT GROUP

Paper No.	Subjects	No. of Credits	CPW	Maximum Marks		Total Marks
				Written Exam	Internal Assessment	
OHR-301	Human Resource Development and Talent Management	4	4	70	30	100
OHR-302	Labour Management and Industrial Relations	4	4	70	30	100
OHR-303	Organizational Development & Change Management	4	4	70	30	100
OHR-304	Strategic & Global Human Resource Management	4	4	70	30	100
	Total	16	16	280	120	400

## PRODUCTION AND OPERATION MANAGEMENT GROUP

Paper No.	Subjects	No. of Credits	CPW	Maximum Marks		Total Marks
				Written Exam	Internal Assessment	
OP&O-301	Applied Operation Research	4	4	70	30	100
OP&O-302	Logistics and Supply Chain Management	4	4	70	30	100
OP&O-303	Production Planning and Control	4	4	70	30	100
OP&O-304	Total Quality Management	4	4	70	30	100
	Total	16	16	280	120	400

R.M.B.A. –4

Candidate for Semester IV examination for the MBA (Full Time) will be examined in following courses.

### SEMESTER-IV COMPULSORY COURSES

Paper No.	Subjects	No. of Credits	CPW	Maximum Marks		Total Marks
				Written Exam	Internal Assessment	
CP-401	Management Control Systems	4	4	70	30	100
CP-402	Management of Financial Institutions & Services	4	4	70	30	100
				<b>Project Report</b>	<b>Viva-Voce</b>	
CP-403 & 404	*Project Study (Equivalent to Two Courses)	8	8	140	60	200
	Total	16	16	280	120	400

\* Project study will start in the beginning of the Third Semester while the Report will be submitted and examined at the end of Fourth Semester

\* The Project Report will be evaluated jointly by a board consisting of the internal guide and external examiner to be appointed by the University. The viva-voice examination will also be conducted by the same board.

### OPTIONAL COURSES FINANCE & ACCOUNTING GROUP

Paper	Subjects	No. of	CPW	Maximum Marks	Total
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No.		Credits		Written Exam	Internal Assessment	Marks
OF&A-401	International Financial Management	4	4	70	30	100
OF&A-402	Corporate Restructuring and Strategic Finance	4	4	70	30	100
	Total	8	8	140	60	200

#### MARKETING GROUP

Paper No.	Subjects	No. of Credits	CPW	Maximum Marks		Total Marks
				Written Exam	Internal Assessment	
OMK-401	Sales & Supply Chain Management	4	4	70	30	100
OMK-402	Management of Retail Business	4	4	70	30	100
	Total	8	8	140	60	200

#### HUMAN RESOURCE MANAGEMENT GROUP

Paper No.	Subjects	No. of Credits	CPW	Maximum Marks		Total Marks
				Written Exam	Internal Assessment	
OHR-401	Contemporary Developments in HRM	4	4	70	30	100
OHR-402	Labour Laws	4	4	70	30	100
	Total	8	8	140	60	200

#### PRODUCTION & OPERATION MANAGEMENT GROUP

Paper No.	Subjects	No. of Credits	CPW	Maximum Marks		Total Marks
				Written Exam	Internal Assessment	
OP&O 401	Purchasing and Materials Management	4	4	70	30	100
OP&O 402	Service Operation Management	4	4	70	30	100
	Total	8	8	140	60	200

#### R.M.B.A. (5)

There will be Continuous Evaluation of the student in Internal Assessment. Internal Assessment in each subject will be of 30 marks and will be divided in to periodical tests (15 marks), Term Papers /Case Analysis / Home Assignments / Field Work / Presentations / Project Work (10 Marks), and Class Participation and Attendance (5 Marks).

#### R.M.B.A. (6)

##### CRITERIA for PASSING, ATKT and AWARD OF CLASS

As per “Examination Regulations for Undergraduate, Post Graduate and Diploma Programmes” of Veer Narmad South Gujarat University, Surat circular No. Exam/A/7028/2013 dated 8/8/2013.

#### R. M.B.A. (7)

A candidate having completed the MBA Programme from the Veer Narmad South Gujarat University can be admitted to MBA Third Semester for broad basing his/her specialization skills. He/She will be required to study Four (4) courses in the Semester III and Two (2) courses in Semester-IV from among the optional group of specialization offered by the Department on the following conditions.

- 1) He/She shall complete the attendance requirements in these courses as per the attendance requirements of regular candidates in each of the two semesters.
- 2) He/She shall be examined in the same manner as regular candidates.
- 3) He/She shall be declared to have passed semester – III and semester IV examination as per the requirements contained in R. M. B. A. (6).
- 4) He/She shall have to pay the same category of fees (currently in force) each semester as a regular candidate.
- 5) On completion of additional six optional courses during the Third and Fourth Semesters, he/she shall not be awarded another Degree but will be awarded a certificate of passing the course of additional optional group by the Veer Narmad South Gujarat University.

**VEER NARMAD SOUTH GUJARAT UNIVERSITY, SURAT**  
**TWO-YEAR MBA (FULL TIME) PROGRAMME**  
**Syllabus Scheme**

**SEMESTER-I**

CP-101	Organizational Behaviour
CP-102	Managerial Accounting
CP-103	Principles of Management
CP-104	Business Communication and Soft Skills
CP-105	Business Information Systems
CP-106	Quantitative Methods
CP-107	Managerial Economics

**SEMESTER-II**

CP-201	Marketing Management
CP-202	Financial Management
CP-203	Human Resource Management
CP-204	Production and Operations Management
CP-205	Business Environment
CP-206	Research Methodology in Business
CP-207	Entrepreneurship and New Venture Management

**SEMESTER-III**

**COMPULSORY COURSES**

CP-301	Business Policy and Strategic Management
CP-302	Global Business Management
CP-303	Business Laws

**OPTIONAL COURSES**

**1. FINANCE & ACCOUNTING GROUP**

OF&A-301	Investment Management
OF&A-302	Foreign Exchange Management
OF&A-303	Financial Derivatives
OF&A-304	Corporate Taxation & Financial Planning

**2. MARKETING GROUP**

OMK-301	Consumer Behaviour and Marketing Research
OMK-302	Integrated Marketing Communication
OMK-303	Marketing of Services
OMK-304	Digital Marketing

**3. HUMAN RESOURCE MANAGEMENT**

OHR-301	Human Resource Development and Talent Management
OHR-302	Labour Management and Industrial Relations
OHR-303	Organizational Development & Change Management
OHR-304	Strategic & Global Human Resource Management

#### **4. PRODUCTION AND OPERATION MANAGEMENT**

OP&O-301	Applied Operation Research
OP&O-302	Logistics and Supply Chain Management
OP&O-303	Production Planning and Control
OP&O-304	Total Quality Management

#### **SEMESTER-IV**

#### **COMPULSORY COURSES**

CP-401	Management Control Systems
CP-402	Management of Financial Institutions & Services
CP-403&404	Project Study (Equivalent to Two Courses)

#### **OPTIONAL COURSES**

##### **1. FINANCE & ACCOUNTING GROUP**

OF&A-401	International Financial Management
OF&A-402	Corporate Restructuring and Strategic Finance

##### **2. MARKETING GROUP**

OMK-401	Sales & Supply Chain Management
OMK-402	Management of Retail Business

##### **3. HUMAN RESOURCE MANAGEMENT**

OHR-401	Contemporary Developments in HRM
OHR-402	Labour Laws

#### **4. PRODUCTION & OPERATION MANAGEMENT**

OP&O -401	Purchasing and Materials Management
OP&O -402	Service Operation Management

## **PROGRAM OUTCOMES**

**PO1:** The program will equip the learners with skills such as leadership, teamwork, problem solving and analytical abilities to face the challenges of the constantly changing business environment.

**PO2:** The program will train and develop the learners for effective communication, interpersonal skills and networking in the highly competitive business environment.

**PO3:** The program enhances the skills necessary for strategic thinking, planning abilities and global orientation.

**PO4:** The program will train the learners to identify contemporary business problems, exploring the opportunities for entrepreneurship, and designing business solutions.

**PO5:** The program will impart learnings on how to practice and demonstrate ethics in organizational decision making.

**PO6:** The program will familiarize the learners with emerging technology and its effective use for the solution of business problems.

## **PROGRAM SPECIFIC OUTCOMES**

**PSO1:** The program develops the necessary skills required for problem-solving and decision-making.

**PSO2:** The program equips the learners with the necessary interpersonal skills to enhance their employability.

**PSO3:** The program provides adequate knowledge and skills necessary to orient the learners towards Entrepreneurship, innovation and start-ups.

**PSO4:** The program inculcates a spirit of ethics and social commitment in the personal and professional life of management graduates.

**PSO5:** The program orients the learners towards taking up research activities towards enhancement of the existing body of knowledge.

**PSO6:** The program will prepare the learners to identify the business opportunities existing in the business environment at national and international levels.

**PSO07:** The program will enhance the knowledge about the functional areas of management and prepare them to apply in the real life situation.

	PO1	PO2	PO3	PO4	PO5	PO6
PSO1						
PSO2						
PSO3						
PSO4						
PSO5						
PSO6						

**MBA Semester-I**  
**Course : CP 101 Organizational Behaviour**

Course Code	<b>CP 101</b>
Course Title	<b>Organizational Behaviour</b>
Credit	4
Teaching per Week	4 Hrs
Minimum weeks per Semester	15 (Including Classwork, examination, preparation, holidays etc.)
Effective From	June 2020
Purpose of Course	The purpose of the course is to sensitise the learners about the human behaviour in the organizational context.
Course Objective	Organizational behaviour is the study of Human behaviour in the context of organization. It includes the behaviour of individuals, group behaviour and the interface with the organizational structure and the organization itself. The subject deals with the complex interaction dealing with the changed parameters of technological and cultural changes. The objective of the study is to introduce the students with the basic concepts of the subject. The focus of the subject is to understand the most important resource of the organization. Special emphasis is given to Indian context. Indian ethos and the values will be highlighted in each of the topics. References and case studies in the Indian context are discussed in the class. Examples and anecdotes from Indian scriptures are given as demanded by the topic. Indian leaders from History are discussed in the class. Indian term papers are given of Indian organizations specially the SMEs.
Course Outcomes	<p>CO1 After the studying the subject the student will be able to understand the need of understanding human behaviour in the context of organization.</p> <p>CO2. The student will have better grasp of the underlying motives of individual behaviour.</p> <p>CO.3. The student will be able to understand and apply the group dynamics and team work.</p> <p>CO4. The student will have better insight into nuances of leadership styles.</p> <p>CO5. The student will have the skill of understanding the dynamic changes of the organization</p> <p>CO6. The student will be able to cope up with the stress of the work in organization.</p> <p>CO7. The student will understand the complexity of emotional intelligence, stress management .</p>



Mapping between COs with PSOs		PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7
	CO1							
	CO2							
	CO3							
	CO4							
	CO5							
	CO6							
Pre-requisite	The students must be conversant with necessary analytical ability to apply their observation of human behaviour.							

MODULE	TOPIC	CLASSES
MODULE 1	Introduction to Organizational Behaviour	
	Nature of Organizational Behaviour, Definition, meaning, importance	
	Indian Perspectives on OB, Emerging challenges.	4
MODULE 2	FOUNDATIONS OF INDIVIDUAL BEHAVIOUR	
	Perception: Meaning, definitions, influencing factors, Perceptual Process, Attribution theory, organizational context of perception.	4
	Attitudes and Values: Importance of value system, types of values, sources of values, Values across culture, Values in Indian culture, sources of Indian Values  Attitudes: definition, types, theories of attitude formation, job satisfaction.	4
	Personality: Meaning, definition, importance, theories of Personality, Traits of personality, classification of personality according to Indian scriptures like Vedas and Gita	4
	Motivation: Definition, meaning, importance, theories of motivation, application of motivation in organizations, Indian concept of motivation	4

	from Indian folklore.	
	Emotional Intelligence: Meaning, components of Emotional Intelligence, importance, applications. Concept of Emotional intelligence as per Indian Scriptures. Example of Emotional intelligence in Ramayana and Mahabharata	4
	Stress Management: Definition, meaning, types of stress and coping strategies-individual and organizational, Indian Methods of stress management. Role of meditation and yoga in stress management.	4
<b>MODULE THREE</b>	<b>GROUP BEHAVIOUR</b>	
	Foundations of group behaviour, classification of groups, stages of group development, group-member resources, group structure.	2
	Group dynamics and its implications for managers, case studies from Indian Perspective	2
	Leadership theories: definition, meaning, Leadership theories, behavioural and contingency. Recent approaches, contemporary issues. Leadership in Indian History, case studies from Indian History.	4
	Work teams- importance, implications for the organization, types of team	2
<b>MODULE FOUR</b>	<b>Understanding Organizations</b>	
	Organizational change-forces of change, resistance to change, approaches to managing change, Indian examples of change management.	2
	Organizational Development_ Introduction, meaning, definition, need, process	2
	Organizational effectiveness-efficiency, approaches to effectiveness. Indian case studies	2

## MBA 1<sup>st</sup> Semester Full Time & Evening

### Course: CP – 102 Managerial Accounting

Course Code	CP – 102
Course Title	Managerial Accounting
Credit	4
Teaching per Week	4 Hrs
Minimum weeks per Semester	15 (Including Classwork, examination, preparation, holidays etc.)
Effective From	June 2020
Purpose of Course	The main purpose is to assist the students in developing skills in problem solving and decision making in the financial area. Emphasis is laid on analysis and utilization of financial and accounting data for planning and control.
Course Objective	The objective of the course is to acquaint the students with the language of Accounting and to develop in them the ability to evaluate and use accounting data and apply cost concepts as an aid to managerial decision making.
Course Outcomes	<p>CO1 : The subject will acquaint the students with the language of accounting and help to develop the ability to evaluate and use accounting data.</p> <p>CO2: The students will be able to apply cost concepts and will aid in managerial decision making.</p> <p>CO3: The students will be able to prepare, analyse and interpret financial statements.</p> <p>CO4: It will assist the students in developing skills in problem solving and decision making in the financial area.</p> <p>CO5: The students will be able to utilize financial and accounting data for planning and control.</p> <p>CO6: The student will be able to use cost information in pricing decision.</p> <p>CO7: The student will be able to understand, analyze and interpret the basic concepts of financial statement and interpret financial ratios and their significance.</p> <p>CO8: The students will be able get an insight into the ethical</p>

	practices and contemporary issues in managerial accounting							
Mapping between COs with PSOs		PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7
	CO1							
	CO2							
	CO3							
	CO4							
	CO5							
	CO6							
	CO7							
	CO8							
Pre-requisite	Basic knowledge of book keeping							

Course Content	<p><b>Unit 1:</b></p> <p><b>Fundamentals of Accounting</b></p> <p>Basic accounting concepts, Types of accounting, Conceptual framework of financial statements Business transactions to trial balance, Trial balance to Balance Sheet, profit &amp; loss account, Concepts, Importance.</p> <p><b>Unit 2:</b></p> <p><b>Preparation of Financial Statement and Its Analysis</b></p> <p>Structure of Balance Sheet (including structure of a company Balance Sheet as per Company's Act 2013) (excluding Adjustment) (using Tally)</p> <p>Preparation of Financial Statements with special reference to analysis of a Balance Sheet, Financial Statement Analysis (rationale and types), Fund Flow Statement</p> <p><b>Unit 3:</b></p> <p><b>Cost Management and Cost Estimation</b></p> <p>Cost and management accounting overview, elements of costing, and Estimation of Cost (Cost Sheet)</p> <p><b>Unit 4:</b></p> <p><b>Cost Accounting and Management Applications</b></p> <p>Marginal costing – CVP Analysis, Absorption Costing, Inventory Valuation</p> <p><b>Unit 5:</b></p> <p><b>Control and Decision Making</b></p> <p>Short Term Decision Making, Budgeting and Budgetary Control System, Zero Base Budgeting, Performance Budgeting.</p> <p><b>Unit 6:</b></p> <p><b>Contemporary issues in Accounting</b></p> <p>Inflation Accounting, Human Resource Accounting, Responsibility Accounting, Corporate Governance and Reporting, Corporate Social Responsibility</p>
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Reference Books	<ol style="list-style-type: none"> <li>1. M. Y. Khan &amp; P. K. Jain – Management Accounting, TMH, Latest Edition</li> <li>2. J. Made Gowada – Accounting for Managers, HPH, Latest Edition</li> <li>3. M. N. Arora – Cost And Management Accounting, HPH, Latest Edition</li> <li>4. M.E. Thukaram Rao - Management Accounting, New Age International (p) Limited. 2003 Edition</li> <li>5. S.N. Maheshwari, S .K Maheshwari - A text Book of Accounting for Management, Vikas Publishing, New Delhi. 2009 Edition</li> <li>6. Paresh Shah - Management Accounting, Oxford University Press, 2009</li> <li>7. Charles T. Horngren, Srikant M. Datar &amp; Madhav V. Rajan - Cost Accounting – A Managerial Emphasis, Pearson, Fourteenth Edition</li> <li>8. Sanjay Dhamija - Financial Accounting for Managers, Pearson , Latest edition</li> <li>9. S. K. Bhattacharya &amp; John Dearden - Accounting for Management Text and Cases, Vikas Publishing House Pvt. Ltd. Third Edition</li> <li>10. Jawahar Lal – Cost and Financial Analysis, HPH, First Edition 2007</li> </ol>
Teaching Methodology	Classwork, Discussion, Numerical examples, Self-Study, Guest Lectures, Seminars Assignment, Case Study.
Evaluation Method	30% Internal assessment based on class attendance, participation, class test, quiz, assignment, internal examination, etc. 70% External based on semester end University examination

**MBA 1<sup>st</sup> Semester**

**Course: CP-103: PRINCIPLES OF MANAGEMENT**

Course Code	<b>CP-103</b>							
Course Title	<b>PRINCIPLES OF MANAGEMENT</b>							
Credit	4							
Teaching per Week	4 Hrs							
Minimum weeks per Semester	15 (Including Classwork, examination, preparation, holidays etc.)							
Effective From	June 2020							
Purpose of Course	The purpose of the course is to make the learner understand the business organisation and various function which are important to managers							
Course Objective	To familiarize the students with the general principles of management and its theories. The course covers the fundamental aspects of Indian management principles and its relevant significance in the current scenario.							
Course Outcomes	CO1 : Understand the meaning and theory of management CO2: Understand various principles derived by well-known industrialist / academicians CO3: Get insight into the real business and administration CO4: Understand various features and nature of management CO5: Compare the principles taught in the classroom and the practice adopted by the industry							
Mapping between COs with PSOs		PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7
	CO1							
	CO2							
	CO3							
	CO4							
	CO5							
Pre-requisite	Basic knowhow of the markets and businesses							



Course Content	<b>Module</b>	<b>CONTENTS</b>		
	1	Concept of management, Management & Professionals, Evolution of modern management thoughts, Approaches to Managerial Analysis		
	2	Process of management, Concept of a System, Functions of chief executive, Coordination as essence of management, Need and importance of co-ordination, techniques of effective coordination.		
	3	Planning -steps, Long term & short term planning, Objective setting, management by objectives, decision making, rationality in decision making, effective decisions, creativity policy – sources and formulation, elements of planning – programming, policy, strategy		
	4	Organizing – organizing theory – classical, neoclassical and modern theories, organization structure		
	5	Designing of basic structure, departmentation, span of management		
	6	Delegation of authority, centralization and decentralization of authority relationships, line and staff authority, conflict and cooperation committees in organizations, modern organizational designs, projects, matrix and free form structures		
	7	Directing and control: elements of directing, communication process, media, dimension marries in communication, effective communication, human aspects in control, management by exception, process of control, importance of control, essentials of effective controls system, reporting system for control, elementary discussion on modern control aids – human resources act, management audit, social audit.		
	8	Management in Indian family business, management philosophy from Ancient India, Indian models of management.		
Reference Books	<b>SR.</b>	<b>AUTHOR/S</b>	<b>TITLE OF THE BOOK</b>	<b>PUBLISHER</b>
	1	Prasad L.M.	Principles and practice of management	Sultan Chand
	2	Stoner & freeman	management (5th edition)	PHI, New Delhi
	3	Heynes & Masse	management Analysis, Concepts and cases	PHI, New Delhi
	4	Kontz H. & O'Donnell	Essentials of management	TMcH
	5	Kontz H., O'Donnell & Leihrich	Management	Mc Graw Hill, Tokyo
	6	P. Kanagasabapathi	Indian models of economy, business and management	PHI
	7	V. Srinivasan	New age management philosophy from ancient Indian wisdom	Lotus
Teaching Methodology	Classwork, Discussion, Self-Study, Seminars and/or Assignment			
Evaluation Method	30% Internal assessment based on class attendance, participation, class test, quiz, assignment, seminar, internal examination, etc. 70% External based on			

	semester end University examination
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## MBA 1<sup>st</sup> Semester (Full time & Evening)

### Course: CP104: Business Communication

Course Code	<b>CP104</b>							
Course Title	<b>Busines Communication</b>							
Credit	4							
Teaching per Week	4 Hrs							
Minimum weeks per Semester	15 (Including Classwork, examination, preparation, holidays etc.)							
Effective From	June 2020							
Purpose of Course	The purpose of the course is to make students learn oral and written business communication and soft skills.							
Course Objective	The objective is to make the students acquainted with the basic concepts and techniques of oral and written communication that are useful in developing skills of communicating effectively in the corporate world. Further objective is to impart soft skills that are essential in business world.							
Course Outcomes	<p>CO1: After studying the subject students will learn, understand and will be able to apply oral and written business communication effectively.</p> <p>CO2: They will be able to sharpen their verbal &amp; non-verbal oral communication for meeting, telephonic communication skills and presentation skills.</p> <p>CO3: Written communications skills for letters, reports and emails will be enhanced.</p> <p>CO4: They will get insight for Resume writing, Group discussion and Personnel interview.</p> <p>CO5: Soft skills, which are essential in the corporate world such as stress and time management, negotiation and problem solving skills, will be learnt.</p>							
Mapping between COs with PSOs		PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7
CO1								
CO2								
CO3								
CO4								
CO5								

Pre-requisite	Basic knowledge of english language																							
Course Content	<p>Unit 1: Business Communication (An Introduction) - The process of communication and the roadblocks, Role of verbal and non-verbal symbols in communication, Barriers that make communication less effective and ways to bring them down, forms of communication</p> <p>Unit 2: Oral communication- listening-anatomy of poor listening, features of good listener.Spoken communication over phone – challenges and etiquette</p> <p>Unit 3: Oral presentations-how to plan presentations, how to deliver them, how to develop and display visual aids, how to handle questions from audience.Meetings – ways to make meetings work, what makes meetings wasteful</p> <p>Unit 4: Written communication - Forms of communication in the written mode, Body language of writing letters, memos, tone of writing, Writing resume. Reports - how to write reports, proposals.Email-how to make the email smart.</p> <p>Unit 5: Developing soft skills- Polishing Interview skills : group Discussion and Interview Skills; Creativity and Problem Solving; Time Management and Stress Management;Managing your own emotions through Vedas ; Decision making and Negotiation skills</p>																							
Reference Books	<table><tr><th>Book Title</th><th>Authors</th><th>Publisher</th></tr><tr><td>Business Communication Strategies</td><td>Mathukutty M. Monipally</td><td>Mc-Graw Hill Publishing Company Ltd.</td></tr><tr><td>Business Communication</td><td>Chaturvedi and Chaturvedi</td><td>Pearson India</td></tr><tr><td>Business Communcation</td><td>R C Bhatia</td><td>Ane Books Pvt. Ltd.</td></tr><tr><td>Business Communication Essentials</td><td>Bovee and Thill</td><td>Pearson Education Asia</td></tr><tr><td>Essence of Business Communication</td><td>Murphy</td><td>Tata McGraw-Hill</td></tr><tr><td>Critical Reasoing, Academic Writing and Presentation Skills</td><td>Anderson</td><td>Pearson Education</td></tr></table>			Book Title	Authors	Publisher	Business Communication Strategies	Mathukutty M. Monipally	Mc-Graw Hill Publishing Company Ltd.	Business Communication	Chaturvedi and Chaturvedi	Pearson India	Business Communcation	R C Bhatia	Ane Books Pvt. Ltd.	Business Communication Essentials	Bovee and Thill	Pearson Education Asia	Essence of Business Communication	Murphy	Tata McGraw-Hill	Critical Reasoing, Academic Writing and Presentation Skills	Anderson	Pearson Education
Book Title	Authors	Publisher																						
Business Communication Strategies	Mathukutty M. Monipally	Mc-Graw Hill Publishing Company Ltd.																						
Business Communication	Chaturvedi and Chaturvedi	Pearson India																						
Business Communcation	R C Bhatia	Ane Books Pvt. Ltd.																						
Business Communication Essentials	Bovee and Thill	Pearson Education Asia																						
Essence of Business Communication	Murphy	Tata McGraw-Hill																						
Critical Reasoing, Academic Writing and Presentation Skills	Anderson	Pearson Education																						

	Emotional Intelligence: Vedic and Modern Perspectives	<b>Hemanth Goparaj &amp; Radha Sharma</b>	Excel Books
Teaching Methodology	Lectures, Presentations, Case discussion, Management games & Activities, Role plays		
Evaluation Method	30% Internal assessment based on class attendance, participation, assignment, internal examination & presentations  70% External based on semester end University examination		

**MBA 1<sup>st</sup> Semester**  
**Course: CP-105: Business Information Systems**

Course Code	CP-105							
Course Title	Business Information Systems							
Credit	4							
Teaching per Week	4 Hrs							
Minimum weeks per Semester	15 (Including Classwork, examination, preparation, holidays etc.)							
Effective From	June 2020							
Purpose of Course	The purpose of the course is to understand the importance of Information Technology information systems (IS) functions in an organization and to study the use of Information Technology in various Business Applications. The course will help learners to become aware about the recent developments in Information Technology. The course is designed to help students develop an insight in to how information systems influence business strategy							
Course Objective	To understand the importance of Information technology and Information Systems for businesses and to be able to meaningfully integrate new technology and systems into an organisation							
Course Outcomes	CO1: The learners will understand the role and importance of Information technology in the current business environment. CO2: The learners will be able to appreciate the impact of information technology on individuals, society, Businesses and firms. CO3: The students will become adept as using the tools of Information technology for decision making in a dynamic business environment. CO4: The learners will become well versed with the concepts of programming and uses of computer networks such as LAN, MAN, WAN, Extranet, Intranet, Internet. CO5: The learners will be able to understand and apply the nuances of E-commerce, M-commerce, Data warehousing Data Mining and Enterprise Resource Planning. CO6: The learners will be able to discern between ethical and unethical practices related to IT. They will get clarity with respect to issues of Cyber crime and e-governance.							
Mapping between COs with PSOs		PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7
	CO1							
	CO2							
	CO3							
	CO4							
	CO5							
	CO6							
Pre-requisite	Basics of technology, information systems							

**Units:**

- Role and Importance of Information Technology in current Business Environment.** Introductory Concepts: Hardware & Software, Numbering Systems, Input-Output Devices, Operating Systems, Use of Information Technology in Businesses, **Impact of Information Technology on Individual, Society, Business & Environment.** Programming Concepts and Languages
- Computer Network, Advantages of Network, Components of a Computer Network, Types and topologies of networks, LAN, MAN, WAN, **Extranet**, Intranet, Internet, **Network Security**
- Introduction to Computer Based Information System, Types and Characteristics of MIS, TPS, DSS, EIS, OAS, Expert System, Approaches for Designing Information Systems
- E-commerce, M-Commerce**, Data warehousing, Data Mining, **Enterprise Resources Planning (ERP)**
- MS-Excel for Business Decisions**

6. Indian IT Act, Cyber Crime, E-Governance, Ethical and Social Issues of IT, Recent Development in IT		
References:		
Author	Title of the Book	Publisher
Efraim Turban, Dorothy Leidner, Ephraim McLean, James Wetherbe	Information Technology for Management: Transforming Organizations in the Digital Economy	Wiley Publication, New Delhi
Gert De Laet	Network Security Fundamentals	Pearson Education
John Barlow	Excel Models for Business & Operations Management	Wiley India, New Delhi
Laudon, Kenneth C. and Laudon, Jane P	Management Information Systems: Managing the Digital Firm	Pearson Education
Murthy CVS	e-Commerce	Himalaya Publishing House
O'Brien James	Management Information Systems – Managing Information Technology in the Business Enterprise	Tata McGraw Hill, New Delhi
Prabhu C.S. R	E-Governance : Concept & Case Studies	PHI Learning Pvt. Limited, New Delhi
Sharma Pankaj	Information Security and Cyber Laws	S. K. Kataria & Sons
Sharma Vakul	Information Technology – Law and Practice	Universal Law Publishing

Teaching Methodology	Lectures, Case Discussions, Audio-visual Material (Using CDs/ Clippings), Assignments and Presentations, Movies
Evaluation Method	30% Internal assessment based on class attendance, participation, class tests, quizzes, assignments, seminars, internal examination, etc. 70% External marks based on semester end University examination



**MBA 1<sup>st</sup> Semester**

## CP 106: Quantitative Methods

Course Code	<b>CP 106</b>							
Course Title	<b>Quantitative Methods</b>							
Credit	4							
Teaching per Week	4 Hrs							
Minimum weeks per Semester	15 (Including Classwork, examination, preparation, holidays etc.)							
Effective From	June 2021							
Purpose of Course	The purpose of this course is to acquaint students with those techniques which provide the decision maker with a systematic and powerful means of analysis and help, based on quantitative, in exploring policies for achieving pre-determined goals.							
Course Objective	To make students acquainted with concepts of Quantitative Management and its applications.							
Course Outcomes	<p>CO1: Describe and discuss the key terminology, concepts tools and techniques used in business statistical analysis</p> <p>CO2: Produce appropriate graphical and numerical descriptive statistics for different types of data.</p> <p>CO3: Understand and critically discuss the issues surrounding sampling and significance</p> <p>CO4: Conduct and interpret a variety of hypothesis tests to aid decision making in a business context.</p> <p>CO5: Use simple/multiple regression models to analyse the underlying relationships between the variables</p>							
Mapping between COs with PSOs		PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7
	CO1							
	CO2							
	CO3							
	CO4							
	CO5							
Pre-requisite	Basics of Statistics, Mathematics							

Course Content	<p><b>Unit 1:</b></p> <p><b>Aims and Objectives of Quantitative Techniques</b></p> <p>Definition of Statistics, Importance of Statistics in Business, Limitations of Statistics, Misuses of Statistics</p> <p><b>Graphical Representation of Data</b></p> <p>Types of Charts, Importance of Graphic and Diagrammatic representation, Limitations of Graphs and Diagrams</p> <p><b>Unit 2:</b></p> <p><b>Measures of Central Tendency</b></p> <p>Mean, Median, Mode</p> <p><b>Measures of Dispersion</b></p> <p>Range, Mean Deviation, Standard Deviation, Coefficient of Variation</p> <p><b>Unit 3:</b></p> <p><b>Probability</b></p> <p>Basic terminology in probability, Three Types of Probability, Probability Rules, Bayes Theorem</p> <p><b>Probability Distributions</b></p> <p>Random Variables, Binomial Distribution, Poisson Distribution, Normal distribution</p> <p><b>Unit 4:</b></p> <p><b>Hypothesis Testing</b></p> <p>Procedure in hypothesis testing, Two Types of Errors in hypothesis testing, Hypothesis test about a population mean for large samples and small samples, Hypothesis test concerning proportion, Hypothesis test concerning differences between two population means, Hypothesis test of differences between two proportions</p> <p><b>Chi-Square Distribution</b></p> <p>Goodness of fit test, Chi-square as a test of independence or homogeneity, Precautions about using Chi-square test</p> <p><b>Unit 5:</b></p> <p><b>Analysis of Variance</b></p> <p>F-Distribution, One Way Classification, Two Way Classification, Assumption of Analysis of Variance</p> <p><b>Correlation Analysis</b></p> <p>Correlation and Causation, Types of correlation, Coefficient of Determination, Rank Correlation, Limitation of Correlation Analysis</p> <p><b>Regression Analysis</b></p> <p>Estimation using regression line, Method of least square, Use of deviations from Means of X and Y, Use of Deviations from the Assumed Mean, Regression</p>
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Coefficients.

Technical session on SPSS and R Software

Reference Books	<ol style="list-style-type: none"> <li>1. Statistics for Management, G.C. Beri, Tata McGraw Hill</li> <li>2. Quantitative Methods, C. Satyadevi, S. C. Chand</li> <li>3. Business Statistics, Ken Black, Wiley</li> </ol>
Teaching Methodology	Classwork, Discussion, Self-Study, Seminars and/or Assignment
Evaluation Method	30% Internal assessment based on class attendance, participation, class test, quiz, assignment, seminar, internal examination, etc. 70% External based on semester end University examination

## MBA 1<sup>st</sup> Semester

### Course: CP-107: Managerial Economics

Course Code	CP-107							
Course Title	Managerial Economics							
Credit	4							
Teaching per Week	4 Hrs							
Minimum weeks per Semester	15 (Including Classwork, examination, preparation, holidays etc.)							
Effective From	June 2020							
Purpose of Course	The purpose of this course is to acquaint the semester I students with the basic concepts of Micro Economics. It will deal with firm level theoretical concepts and the management perspective of economic problems. The course will mainly aim to acquaint students with the applications of Economics in real world. The course will have an application focus.							
Course Objective	The course objective is to impart the concept of constraint optimisation and effective decision making with respect to managerial economics.							
Course Outcomes	CO1: The students will be adept with the economic concept of constraint optimisation for managerial decision making. CO2: The students will have an in-depth understanding of the concepts of demand, supply and their elasticities. CO3: The students will be able to use different forecasting methods for predicting demand for various products and services. CO4: The students will be able to assess the functional relationship between Production, factors of production and the various costs associated with production. They will also be able to understand and apply break-even analysis. CO5: The students will be well versed with different market structures such as Monopoly, Duopoly, Oligopoly. They will have a basic and preliminary understanding of Game theory models such as Nash Equilibrium, Prisoners’ Dilemma, Cartel Cheating and Strategic Moves. CO6: The students will be able to apply the concepts of economics in managerial and business decisions. CO7: They will be able to appreciate and understand policy decisions of businesses as well as governments. CO8: They will be able to understand the complexities and constraints under which operational, tactical, strategic and policy decisions are taken. They will also be able to decipher the relationship between economics, businesses and government.							
Mapping between COs with PSOs		PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7
	CO1							
	CO2							
	CO3							
	CO4							
	CO5							
	CO6							
	CO7							
	CO8							
Pre-requisite	Basics of Mathematics, Statistics and Economics							

Unit No.	Module / Sub-Modules
<b>I</b>	<ol style="list-style-type: none"> <li>Indian Economic History</li> <li>India's historical position in world economics</li> <li>Nature and Scope of Managerial Economics</li> <li>Theory of the Firm</li> <li>Nature and function of Profits</li> </ol>

	6. Basics of Demand, Supply and Equilibrium 7. Total, Average and Marginal Relationships 8. Optimization Analysis 9. Total Revenue, Total Cost approach 10. Marginal Analysis approach 11. With calculus
<b>II</b>	1. Demand Analysis 2. Using Elasticities in Managerial Decision Making 3. Ethics in Economics
<b>III</b>	1. Demand Estimation 2. Market Research Approach 3. Regression – Simple Linear Regression Analysis (Ordinary Least Square Method) 4. Demand Forecasting 5. Qualitative Forecasts 6. Time Series Analysis 7. Simple Econometric Models 8. Input-Output Forecasting
<b>IV</b>	1. Production and Cost Analysis (along with empirical production functions) 2. Cost Theory and Cost Estimation
<b>V</b>	1. Market Structures and Pricing Practices 2. Kurnot's model, Bertrand's model, Kinked Demand Curve 3. Game Theory Dilemma, Nash Equilibrium, Cartel Cheating 4. Strategic Moves: Threats, Commitments, Credibility and Entry Deterrence

**Text Books:**

Sr. No.	Author/s	Title of the Book	Publisher	Edition and Year of Publication
T1	Salvatore Dominck, Shrivastava R.	Managerial Economics,	Oxford University Publication	Latest Edition
T2	Amiya Kumar Baghchi	Money and Credit in Indian History- From Early Medieval Times	Columbia University Press	Latest Edition
T2	Salvatore Dominck	Managerial Economics	Thomson (Cengage) Publication	Latest Edition
T3	Salvatore Dominck	Microeconomics	Oxford University Publication	Latest Edition
T4	Mankiw Gregory N.	Principles of Microeconomics	Cengage Learning	6 <sup>th</sup> Edition (latest)

**Reference Books:**

Sr. No.	Author/s	Title of the Book	Publisher	Edition and Year of Publication
R0	Subhash Sharma	New Earth Shastra- Towards Holitic Development and Management	IBA publications	Latest Edition
R1	Pindyck,	Microeconomics	Pearson	Latest Edition

	Rubinfeld, Mehta			
R2	Gupta G.S	Managerial Economics	McGraw Hill	Latest Edition
Teaching Methodology	Lectures, Case Discussions, Audio-visual Material (Using CDs/ Clippings), Assignments and Presentations			
Evaluation Method	30% Internal assessment based on class attendance, participation, class tests, quizzes, assignments, seminars, internal examination, etc. 70% External marks based on semester end University examination			



MBA 2<sup>nd</sup> Semester

## Course 202: Financial Management

Course Code	<b>CP-202</b>							
Course Title	<b>Financial Management</b>							
Credit	4							
Teaching per Week	4 Hrs							
Minimum weeks per Semester	15 (Including Classwork, examination, preparation, holidays etc.)							
Effective From	June 2021							
Purpose of Course	The purpose of this course is to acquaint students with the broad framework of financial decision making and to develop skills in using the techniques of financial analysis of business problems acquiring necessary finance at the minimum cost.							
Course Objective	To make students acquainted with concepts of Financial Management and its applications.							
Course Outcomes	<p>CO1: This course helps student to have a solid foundation in financial principles (agency problems, time value of money, risk/return tradeoff, valuation, capital budgeting, cost of capital, capital structure, dividend policy, etc.)</p> <p>CO2: This course will help students to develop analytical and problem solving skills.</p> <p>CO3: This course will make students capable to evaluate the financial condition and performance of a corporation and make strategic decisions to correct any problem areas.</p> <p>CO4: This course will give better understanding of financial markets and the environment within which companies must compete, obtain resources, and make investment decisions to students.</p> <p>CO5: This course will make students capable to use financial concepts for overall assessment/analysis of the strength of a corporation and weave that into a prediction for the future success of the company.</p>							
Mapping between COs with PSOs		PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7
	CO1							
	CO2							
	CO3							
	CO4							
	CO5							
Pre-requisite	Basics of Accounting, Mathematics							

Course Content	<p><b>Unit 1:</b></p> <p><b>Aims and objectives of Financial Management</b></p> <p>Scope of Finance, Finance Functions, Finance Manager's Role, Financial Goal: Profit v/s Wealth</p> <p><b>Concepts of Value and Return</b></p> <p>Time Preference for Money, Compound Value, Present Value, Value of an Annuity Due, Compound Value of an Annuity, Present Value of an Annuity</p> <p><b>Unit 2:</b></p> <p><b>Valuation of Bonds and Shares</b></p> <p>Present Value of Bonds, Present Value of Preference Shares, Present Value of Equity Shares</p> <p><b>Capital Budgeting</b></p> <p>Investment Evaluation Criteria, Net Present Value Method, Internal Rate of Return Method, Profitability Index, Payback, Discounted Payback Period, Accounting Rate of Return Method, NPV v/s IRR</p> <p><b>Unit 3:</b></p> <p><b>The Cost of Capital</b></p> <p>The concept of cost of capital, cost of equity, cost of preference share, cost of debenture, Weighted Average Cost of Capital</p> <p><b>Financial and Operating Leverage</b></p> <p>Measures of Financial Leverage, Degree of Financial Leverage, Degree of Operating Leverage and Degree of Combined Leverage</p> <p><b>Unit 4:</b></p> <p><b>Working Capital Management</b></p> <p>Principles of working capital, Working Capital Cycle, Determinants of working capital, Cash Management, Inventory Management, Accounts Receivable Management</p> <p><b>Unit 5:</b></p> <p><b>Theories of Capital Structure and Dividend Policy</b></p> <p>Theories of Dividend Policy: Walter's Model, Gordon Model, MM Model, Practical Consideration in Dividend Policy, Capital Structure Theories: Net Income approach, Net Operating Income approach, Sources of raising long term and short term finance</p>
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Reference Books	<ol style="list-style-type: none"> <li>1. Financial Management, I. M. Pandey, Vikas Publishing House</li> <li>2. Financial Management, Van Horne, Pearson Co.</li> <li>3. Financial Management, Khan and Jain, I.M. Pandey</li> </ol>
Teaching Methodology	Classwork, Discussion, Self-Study, Seminars and/or Assignment
Evaluation Method	30% Internal assessment based on class attendance, participation, class test, quiz, assignment, seminar, internal examination, etc. 70% External based on semester end University examination

**MBA 2<sup>nd</sup> Semester (Full Time) (Evening)**

**Course: CP203: Human Resource Management**

Course Code	<b>CP203</b>							
Course Title	<b>Human Resource Management</b>							
Credit	4							
Teaching per Week	4 Hrs							
Minimum weeks per Semester	15 (Including Classwork, examination, preparation, holidays etc.)							
Effective From	June 2020							
Purpose of Course	The purpose of the course is to impart theoretical and practical knowledge in the field of human resource management.							
Course Objective	The Objectives, of this course is to sensitize students to the various facets of managing people and to create an understanding of the various policies and practices of human resource management. The basic objective of the course is to reflect the latest thoughts, concepts and practices, in the area of HRM.							
Course Outcomes	<p>CO1: After studying the subject students will be sensitized to the various facets of managing people in the organizational set up</p> <p>CO2: It will create an understanding of the various concepts, policies and practices of human resource management.</p> <p>CO3: Students will be able to understand various concepts of industrial relations.</p> <p>CO4: Students will learn about contemporary HR practices such as empowerment, ethics, career development and employee welfare.</p>							
Mapping between COs with PSOs		PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7
	CO1							
	CO2							
	CO3							
	CO4							
Pre-requisite	Basic knowledge of organization behaviour							

Course Content	<p><b>Unit 1:</b> Introduction to Human Resource Management. Human Resource Management Environment – <b>Indian Perspective</b></p> <p><b>Unit 2:</b> Human Resource Planning - an overview</p> <p>Job Analysis and Job design</p> <p>Recruitment and Selection- an overview</p> <p><b>Unit 3:</b> Training and Development</p> <p>Performance Appraisal -an overview</p> <p><b>Compensation Management – an overview</b></p> <p><b>Unit 4:</b> Managing ethical issues in Human Resource Management</p> <p>Employee Welfare</p> <p>Employee Empowerment</p> <p>Career and Succession Planning</p> <p><b>Unit 5:</b> Industrial Relations &amp; Trade Unions - an overview</p> <p>Dispute Resolution &amp; Grievance Management</p>		
Reference Books	Book title	Author	Publisher
	Human Resource and Personnel Management	Aswathappa, K.	Tata McGraw Hill
	Human Resource Management: Strategic Analysis Text and Cases	Raj Kumar	I. K. International Pvt Ltd.
	Human Resource Management	De Ceuzo, D A & Robbins S P.	John Wiley
	Industrial Relations, Trade Unions, and Labour Legislation	Sinha	Pearson India
	Human Resource Management	V S P Rao	Vikas Publishing
	Human Resource Management	Dessler and Varkkey	Pearson
Teaching Methodology	Lectures, Presentations, Case discussion, Management Activities, Role plays		
Evaluation Method	30% Internal assessment based on class attendance, participation, assignment, internal examination & presentations		

	70% External based on semester end University examination
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MBA 2<sup>nd</sup> Semester

## CP 204: Production and Operations Management

Course Code	<b>CP 204</b>							
Course Title	<b>Production and Operations Management</b>							
Credit	4							
Teaching per Week	4 Hrs							
Minimum weeks per Semester	15 (Including Classwork, examination, preparation, holidays etc.)							
Effective From	June 2021							
Purpose of Course	The purpose of this course is aimed at educating students for planning, creation and management of resource capabilities used by a business to make services or products							
Course Objective	To make students acquainted with concepts of Production Management and its applications.							
Course Outcomes	<p>CO1: To understand the basic concepts and theories of the production management.</p> <p>CO2: To comprehend the operations management situations with greater confidence anticipate issues in production and operations processes they may face during their careers</p> <p>CO3: To expand individual knowledge of operations management principles and an practices.</p> <p>CO4: To apply operations management concepts and their influence on business decisions.</p>							
Mapping between COs with PSOs		PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7
	CO1							
	CO2							
	CO3							
	CO4							
Pre-requisite	Basics of Mathematics							

Course Content	<p><b>Unit 1:</b></p> <p><b>Introduction to Production and Operations Management</b></p> <p>Introduction, Historical Background, Scope of Operations Research , Features of Operations Research, Phases of Operations Research, Types of Operations Research Models, Operations Research Methodology, Operations Research Techniques and Tools , Structure of the Mathematical Model, Limitations of Operations Research</p> <p><b>Unit 2:</b></p> <p><b>Linear Programming</b></p> <p>Introduction, Linear Programming Problem, Requirements of LPP, Mathematical Formulation of LPP, Case Studies of LPP, Graphical Methods to Solve Linear Programming Problems, Applications, Advantages, Limitations</p> <p><b>Unit 3:</b></p> <p><b>Transportation Problem</b></p> <p>Introduction, Formulation of Transportation Problem (TP), Transportation Algorithm (MODI Method), the Initial Basic Feasible Solution, Moving Towards Optimality</p> <p><b>Unit 4:</b></p> <p><b>Assignment Problem</b></p> <p>Introduction, Mathematical Formulation of the Problem, Hungarian Method Algorithm, Routing Problem, Travelling Salesman Problem</p> <p><b>Unit 5:</b></p> <p><b>Aggregate Planning and Master Scheduling</b></p> <p>Strategies of Aggregate Planning, Graphic &amp; and Charting methods, Application of LP, Master Scheduling, Job Shop Scheduling an Sequencing Algorithms Gantt Chart, Line Balancing, LOB, Case Studies.</p>
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Reference Books	<ol style="list-style-type: none"> <li>1. Production Management, S.N. Chary, Tata McGraw Hill</li> <li>2. Production and Operations Management, Bedi Kanishka, Oxford Publication</li> <li>3. Production and Operations Management, Chase Aquilino, Tata McGraw Hill</li> </ol>
Teaching Methodology	Classwork, Discussion, Self-Study, Seminars and/or Assignment
Evaluation Method	30% Internal assessment based on class attendance, participation, class test, quiz, assignment, seminar, internal examination, etc. 70% External based on semester end University examination

MBA 2<sup>nd</sup> Semester

**Course: CP-205: BUSINESS ENVIRONMENT**

Course Code	<b>CP-205</b>							
Course Title	<b>BUSINESS ENVIRONMENT</b>							
Credit	4							
Teaching per Week	4 Hrs							
Minimum weeks per Semester	15 (Including Classwork, examination, preparation, holidays etc.)							
Effective From	June 2020							
Purpose of Course	The purpose of the course is to make the student capable of assessing and analysing the various business environmental factors that has a bearing on the functioning of the business.							
Course Objective	The objective of this course is to provide an understanding of various external business environments affecting the business in India and to develop the ability to systematically analyze the environmental factors affecting the business enterprise.							
Course Outcomes	<p>CO1 : Understand the various business environmental factors that affect the businesses</p> <p>CO2 : Analyze the risks and challenges in the environment and take informed decisions</p> <p>CO3 : Explore the various macro economic factors and study their impact on the overall economy</p> <p>CO4: Get insights into the regulatory bodies in the country which governs the overall markets.</p> <p>CO5: Understand the various social / cultural factors which have a bearing on the businesses.</p> <p>CO6 : explore the SME sector in the country and help to identify the opportunities in rural sector</p> <p>CO7: analyze the role technology and innovation plays in the performance of a business</p> <p>CO8: Understand nature of international business environment factors, its trends and challenges</p> <p>CO9: Evaluate various trade theories and understand the concept of global competitiveness</p>							
Mapping between COs with PSOs		PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7
	CO1							
	CO2							
	CO3							
	CO4							
	CO5							
	CO6							
	CO7							
	CO8							
	CO9							
Pre-requisite	Basic knowledge of economy and current affairs.							

Course Content	<p>MODULE 1: ECONOMIC ENVIRONMENT Concepts and significance of economic environment. Economic system in India. Recent Economic and Financial Environment in India, emerging sectors of Indian economy. Reforms in Indian economy. Liberalization, Privatization and Disinvestments, Special Economic Zone (SEZ) and their role and impact in Indian Business Environment. National income. Monetary and fiscal policy. Philosophy and strategy of planning in India, NITI AAYOG</p> <p>MODULE 2: SOCIAL ENVIRONMENT Concept and significance of social environment, interdependence of business and society, culture and organization. Significance of small and cottage industries in Indian society. Environment for the SME sector, business opportunities in the rural sector. Policies for promotion of SSI sector in India. Social responsibility of business and trusteeship management, business ethics.</p> <p>MODULE 3: TECHNOLOGICAL ENVIRONMENT Impact of technology on organization. Process of technological adaption and development, intellectual property regime and the R&amp;D environment, government guidelines for IPR. E-commerce &amp; SSI. ISO standards and Bureau of Indian standards. Implications of technology on business environment. Development of business entrepreneurship in India</p> <p>MODULE 4: INTERNATIONAL BUSINESS ENVIRONMENT Overview of international business, types of internal business, Globalization trends and challenges. Balance of payment of India and macroeconomic management. Environment for foreign trade and Investment. FDI &amp; FII. Tariff and non-tariff barriers. India's competitiveness in the world economy.</p>			
Reference Books	SR.NO	AUTHOR/S	TITLE OF THE BOOK	PUBLISHER
	1	Francis Cherunilam	Business environment	Himalaya
	2	Francis Cherunilam	International Business environment	Himalaya
	3	Saleem, Shaikh	Business environment	Pearson
	4	Ashwathappa	Business environment	Himalaya
	5	Mithani D.M.	International economics	Tata Mcgraw Hill
	6	Mishra S K & Puri V K	Economic Environment of Business	Himalaya
	7	V. Neelamegam	Business Environment	Vrinda Publications
	Business newspapers / magazines (print / online)			
Teaching Methodology	Classwork, Discussion, Case Studies, Self-Study, Seminars and/or Assignment			
Evaluation Method	30% Internal assessment based on class attendance, participation, class test, quiz, assignment, seminar, internal examination, etc. 70% External based on semester end University examination			

**MBA 2<sup>nd</sup> Semester**  
**Course: CP -206: Research Methodology in Business**

Course Code	<b>CP-206</b>							
Course Title	<b>Research methodology In Business</b>							
Credit	4							
Teaching per Week	4 Hrs							
Minimum weeks per Semester	15 (Including Classwork, examination, preparation, holidays etc.)							
Effective From	June 2020							
Purpose of Course	The purpose of the course is to teach the learners the tools and techniques of research which aids in effective decision making.							
Course Objective	<p>Research is a fundamental tool to decision making. To make rational decision making it should be supported by research. The technological changes make it imperative for the students for the students to be acquainted with the tools of research techniques .The aim of the subject is to introduce the students with the basic concepts o the subject. To prepare the students for conducting research. Indian perspectives of research, Indian case studies. Developing a scientific temperament for rational decision making. Indian methods of scientific rational thinking as mentioned in Indian scriptures.</p>							
Course Outcomes	<p>CO1The student will understand the need for conducting a scientific research</p> <p>CO2.The student will be able to identify the business problems</p> <p>CO3The student will have scientific attitude in decision making</p> <p>CO4.The student will be able to conduct the research.</p> <p>CO5.The student will have the tools for data analysis</p> <p>CO6.The student will be able to apply these skills to make a report .</p>							
Mapping between COs with PSOs		PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7
	CO1							
	CO2							
	CO3							

	CO4							
	CO5							
	CO6							
Pre-requisite	Basic of subject knowledge o functional areas. Basic statistical knowledge							

MODULE	MODULE/ SUB MODULE
Module 1	Nature of Business research- Rational of the subject, introduction, definitions, Importance and examples of business decision making. Scientific attitude. Examples of Indian organizations and case studies.
Module 2	Research design-  Types of research:  Exploratory, descriptive, experimental design. Qualitative research  Types of data collection method: survey method and observation method
Module 3.	Measurement and Scale development techniques  Sample design and  Instrument design,
Module 4	Data Analysis  Field work management  Introduction to software for data analysis
Module 5	Report writing  Format for report writing. Language of report, importance.
Module 6	Case studies and term Paper based on Indian organizations.

Sr No	Authors	Name of the book	Publishers
1	Cooper and schindler	Business research methods	The Mc Graw-Hill companies

2	Zikmund, Babin, Carr	Business research Methods	Cengage learning
3	NareshMalhotra & Satya Bhushan,Dash	Marketing research	Pearson
4	Ranjit Kumar	Research Mehodology	Pearson publications
5.	C.Murthy	Research Methodology	Vrinda Publications (P) limited
6.	D.K. Bhattacharya	Research Methodology	Excel Books

MBA 2<sup>nd</sup> Semester

**Course: CP-207: Entrepreneurship and New Venture Management**

Course Code	<b>CP-207</b>							
Course Title	<b>Entrepreneurship and New Venture Management</b>							
Credit	4							
Teaching per Week	4 Hrs							
Minimum weeks per Semester	15 (Including Classwork, examination, preparation, holidays etc.)							
Effective From	June 2020							
Purpose of Course	The purpose of the course is to make the learner capable of implementing the concepts and methods useful for setting up an entrepreneurial unit and facilitate in managing the new venture.							
Course Objective	The objective of this course is to explain the role and importance of entrepreneurs in economic development. The major emphasis of the course will be on creating a learning system through which students can acquaint themselves with the special challenges of starting new ventures and introducing new product and service idea. The course will help student to gain necessary knowledge, skills, attitude and competence to start and manage a new venture.							
Course Outcomes	CO1 : Understand the role and contribution of entrepreneurs in the economy CO2 : Analyze the need in the society and build a product or services for it CO3: Explore the challenges faced by the entrepreneurs and develop a possible solution for it. CO4 : Understand the process of setting up a new venture and find a solution to overcome the problems in the process CO5 : Prepare a project report for the new businesses along with the feasibility report CO6 : Understand the legal aspects involved in setting up of new businesses. CO7: Analyze the prospects in the MSME sector for a new venture							
Mapping between COs with PSOs		PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7
	CO1							
	CO2							
	CO3							
	CO4							
	CO5							
	CO6							
	CO7							
Pre-requisite	Basic awareness of the economy and current affairs in the area of entrepreneurship							

Course Content	Module	Topics		
	I	<p>Entrepreneurs, Small Businesses and Economic Development,  <b>Role and Importance of Entrepreneurship in Economic Growth;</b>  <b>Entrepreneurial Motivation – Need for Achievement (n-Ach);</b>  Definitions and Characteristics of an Entrepreneur.  Study of environmental factors in making of an entrepreneur,  Entrepreneurship, Analysis of Entrepreneurship,  <b>Innovation and Entrepreneurship,</b>  Innovation Management  Women Entrepreneurship in India  Classification of Industries,  <b>Problems and Prospects of MSME Sector</b></p>		
	II	<p>Activities involved in starting new venture,  <b>Generating new Business Ideas,</b>  Facets of Project Analysis  Techniques of Project Evaluation  Preparation of Project Feasibility Report  <b>Elements and Preparation of Business Plan</b></p>		
	III	<p><b>Legal Aspects of new Businesses</b>  <b>New Business and IPR</b>  Regulatory requirements and Procedures for registration of a new industrial Unit  Regulatory requirements and procedures for availing of assistance from Government and other institutions</p>		
	IV	<p><b>Agencies involved in providing assistance for starting a new venture</b>  <b>Entrepreneurship Development Programmes</b>  <b>Incubation Centers</b>  Government Aid to industries in the areas of finance, raw material, marketing and technical know-how and machinery procurement.  Project Financing – Role of commercial banks and state and central level Financial Institutions.  <b>Venture Capital</b>  <b>Small Business Management</b> which includes Financial Management, human Resources Management, Marketing Management, Production and Operations Management.</p>		
	V	Indian Entrepreneurs / Business Organisations Case Studies		
Reference Books	Sr. No.	Author/s	Title of the Book	Publisher
	1	Baporikar, Neeta,	Entrepreneurship Development & Project Management,	Himalaya Publishing House
	2	Bedi, Kanishka	Management and Entrepreneurship,	Oxford University Press, New Delhi
	3	Chandra , Prasanna	Projects – Planning , Analysis , Selection , Implementation and Review’	Tata McGraw Hill Publishing Company Ltd.,New Delhi
	4	Charantimath Poornima	Entrepreneurship Development and Small Business Enterprise	Pearson Education Asia, New Delhi
	5	Desai Vasant	Dynamics of Entrepreneurial Development and Management	Himalaya Publishing House, Mumbai
	6	Desai Vasant	Fundamentals of Entrepreneurship and Small Business Management	Himalaya Publishing House, Mumbai
	7	Donald Kuratko, Jeffrey Hornsby	New Venture Management – The Entrepreneur’s Roadmap	Pearson Education, New Delhi
	8	Paul Trott	Innovation Management and New Product Development	Pearson, New Delhi, India



	9	Raichaudhuri Anjan	Managing New Venture: Concepts and Cases on Entrepreneurship	PHI Learning Private Limited, New Delhi
	10	Devdutt Pattanaik	Business Sutra : A Very Indian Approach to Management	Rupa Publications
	11	Sobha Bondre Nikhil Inamdar, Maya Bathija	The Indian Business: Stories of How Gujaratis, Baniyas and Sindhi Do Business	Penguin Publications
	12	Gokul Upadhyay	Gita for Business Management, Leadership and Performance	Createspace Independent Pub.
Teaching Methodology	Classwork, Discussion, Case studies, Self-Study, Seminars and/or Assignment			
Evaluation Method	30% Internal assessment based on class attendance, participation, class test, quiz, assignment, seminar, internal examination, etc. 70% External based on semester end University examination			

MBA 3<sup>rd</sup> Semester

**Course: 301: Business Policy and Strategic Management**

Course Code	<b>301</b>								
Course Title	<b>Business Policy and Strategic Management</b>								
Credit	4								
Teaching per Week	4 Hrs								
Minimum weeks per Semester	15 (Including Classwork, examination, preparation, holidays etc.)								
Effective From	June 2021								
Purpose of Course	The objective of this course is to make student understand the importance of Strategic Management in a dynamic environment of business and industry. This course will help students of understand the entire process of Strategic Management, which includes Environment Evaluation, different strategy options, appropriate selection and effective implementation and control.								
Course Objective	To make students acquainted with concepts of Business Policy and Strategic Management.								
Course Outcomes	<p>CO1: Students will be able to describe major theories, background work, concepts and research output in the field of strategic management.</p> <p>CO2: Students will demonstrate a clear understanding of the concepts, tools &amp; techniques used by executives in developing and executing strategies and will appreciate its integrative and interdisciplinary nature.</p> <p>CO3. Students will be able to demonstrate effective application of concepts, tools &amp; techniques to practical situations for diagnosing and solving organisational problems.</p> <p>CO4. Students will be able to demonstrate capability of making their own decisions in dynamic business landscape.</p> <p>CO5. Students will be able to develop their capacity to think and execute strategically.</p>								
Mapping between COs with PSOs		PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	PSO8
	CO1								
	CO2								
	CO3								
	CO4								
	CO5								
Pre-requisite	Basics of Management Principles								

Course Content	<p><b>Unit 1:</b></p> <p>Strategic Management - An Introduction; Stakeholders in Business; Vision, Mission and Purpose; Business Model and Strategy, Environmental Analysis – External and Industry</p> <p><b>Unit 2:</b></p> <p>Environmental Analysis using PEST and Porter’s Five-Force Model, Understanding concepts such as Key Success Factors; Driving Forces, Strategic Group Mapping III Internal Analysis – Concept of Value Chain, SWOT Analysis; Competence, Distinctive Competence and Core Competence;</p> <p><b>Unit 3:</b></p> <p>Competitive Advantage and Sustainable Competitive Advantage IV Strategy formulation at Business and Corporate levels, Generic Strategies, Diversification, Strategic Alliance and Joint Ventures; Mergers &amp; Acquisitions; International Business Strategies. V Nuances of Strategy Implementation: Operationalising the strategy, Functional Strategies and Policies,</p> <p><b>Unit 4:</b></p> <p>Institutionalising the Strategy, Matching Structure and Strategy, Strategic Leadership and Organization Culture; Management of Change. VI Strategic control: Operations Control and Strategic Control; Measurement of Performance; Balanced Score Card.</p> <p><b>Unit 5:</b></p> <p>Ethics, Corporate Governance and Social Responsibilities, Case Studies of Indian Business Organizations</p>
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Reference Books	<p>1. Ansoff, H. Igor Implementing Strategic Management Engelwood Cliffs, Prentice Hall, Inc.</p> <p>2. Azhar Kazmi Business Policy Tata McGraw Hill Publishing Company Limited, New Delhi</p> <p>3. Chatterjee Debashis Timeless Leadership:18 Leadership Sutra from the Bhagvad Gita Wiley</p>
Teaching Methodology	Classwork, Discussion, Self-Study, Seminars and/or Assignment
Evaluation Method	30% Internal assessment based on class attendance, participation, class test, quiz, assignment, seminar, internal examination, etc. 70% External based on semester end University examination

**Course: CP-302 Global Business Management (Full – Time & Evening)**

	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7
CO1							
CO2							
CO3							
CO4							

Course Content	<p><b>Unit 1:</b></p> <p>Fundamentals of International Marketing, Definitions, concepts and setting, India and World Trade, Direction and Quantum of India's Export and Import, India's Export – Import Policy.</p> <p><b>Unit 2:</b></p> <p>Institutional Infrastructure for Export Promotion, Export Promotion Councils, Commodity Boards, Public Sector Agencies, Export Credit and Guarantee Corporation of India (ECGC), India Trade Promotion Organisation (ITPO), Export Import Bank of India (EXIM), Indian Institute of Packaging (IIP), APEDA, MEPDA</p> <p><b>Unit 3:</b></p> <p>Export Procedure &amp; Documentation, Registration of Exporters, Export Quotations, Producing and Clearance of Goods for Exports, Shipping and Transportation, Insurance, Negotiation of Documents,</p> <p>Export Finance: Instruments of Payments, Open A/C, Bill of Exchange, Letter of Credit, Factoring and Forfeiting</p> <p><b>Unit 4:</b></p> <p>Foreign Exchange Markets, Spot rate, Forward Rate, Hedging, Export Pricing, Project Exports, Pricing Methods, Inco-Terms, Export Tendering, Long and Medium Term Export Projects, India's Performance, Export Packaging and Labelling, Problem of Indian Export and Import</p> <p><b>Unit 5:</b></p> <p>International Marketing: Various Forms of International Business, International Marketing Mix: Identification of Markets, Product Policy, International Product Life Cycle, Promotional Strategy, Pricing and Distribution Strategy, Strategic Marketing Plan, Sources of information for International data, International Marketing Intelligence, Legal Dimensions of International Marketing</p> <p><b>Unit 6:</b></p> <p>Contemporary Issues in Global Business Environment, Restrictive Trade Practices, Counter Trade and Global Sourcing, Risk in Foreign Trade and management</p>
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Reference Books	Sr. No.	Author/s	Title of the Book	Publisher	Edition and Year of Publication
	1	Shapiro A.C.,	Multinational Financial Management	Wiley	10 <sup>th</sup> Edition 2016
	2	Apte. P.G.,	International Financial Management.	Tata-Mcgraw Hill	Latest Edition
	3	Madura Jeff	International Corporate Finance.	Cengage Learning	10 <sup>th</sup> Edition
	4.	Luca Comelius,	Trading in the Global Currency Market	Prentice Hall,	Latest
	5.	Hull John C.	Option, Futures Other Derivatives	Pearson Education Inc. Delhi,	Latest
	6.	Sutton, W.H., ,	Trading in currency Options	New York Institute of Finance	Latest
Teaching Methodology	Classwork, Discussion, Numerical examples, Self-Study, Guest Lectures, Seminars Assignment, Case Study.				
Evaluation Method	30% Internal assessment based on class attendance, participation, class test, quiz, assignment, internal examination, etc. 70% External based on semester end University examination				

MBA 3<sup>rd</sup> Semester

**Course: CP-303: BUSINESS LAWS**

Course Code	<b>CP-303</b>							
Course Title	<b>BUSINESS LAWS</b>							
Credit	4							
Teaching per Week	4 Hrs							
Minimum weeks per Semester	15 (Including Classwork, examination, preparation, holidays etc.)							
Effective From	June 2020							
Purpose of Course	The purpose of the course is to make the learner capable of assessing and analysing the various laws governing the business operations in India. It also allows the learners to understand the legality of various business activities							
Course Objective	The course is aimed at providing an understanding of laws affecting the operations and management of business enterprises in India.							
Course Outcomes	CO1 : Understand the various laws applicable to the businesses in India CO2: Explore the aspects of Indian contract act, and understand its relevance in business CO3: Explore the laws concerning the sale of goods act and understand its relevance in business CO4: Understand the negotiable instrument act and its relevance in business CO5: Understand various sections of companies act and competition act CO6: Explore the laws covered under the consumer protection act in current scenario CO7: Understand the various aspects of information technology act and its importance in recent times							
Mapping between COs with PSOs		PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7
	CO1							
	CO2							
	CO3							
	CO4							
	CO5							
	CO6							
	CO7							
Pre-requisite	Basic fundamental laws governing the society							



Course Content	<p>MODULE 1: INDIAN CONTRACT ACT 1872 Definitions, classification of contracts, essentials of a valid contract. Offer and acceptance, capacity to contract, free consent, legality of object, void agreements. Performance of contract, discharge of contract, remedies for breach of contract. Quasi Contracts</p> <p>MODULE 2: SALE OF GOODS ACT 1930 Introduction, formation of a contract of sale, essentials of a contract of sale. Sale and agreement to sell, sale vs. hire purchase, sale and barter, exchange, bailment, contract for work and materials. Condition and warranties, transfer of property. Performance of a contract, rights of an unpaid seller.</p> <p>MODULE 3: THE NEGOTIABLE INSTRUMENTS ACT 1881 Definition, nature and types of negotiable instruments. Notes, bills and cheques. Parties to a negotiable instrument, holder and holder in due course. Negotiation and association, presentation of negotiable instrument, dishonour and discharge of negotiable instrument. Offences by companies, penalties in case of dishonour of certain cheques for insufficient of funds</p> <p>MODULE 4: THE COMPANIES ACT 1956 &amp; THE COMPETITION ACT 2002 The companies act 1956: Nature and types of companies, Formation of Companies, Memorandum of association. Articles of association, prospectus, Membership in a company, shares and share capital. Borrowing powers, meeting, auditing, Prevention of oppression and mismanagement, winding up The competition act 2002: Definitions, anti competitive agreements, Competition commission of India (CCI). Penalties, appellate tribunal MODULE</p> <p>5: THE CONSUMER PROTECTION ACT 1986 &amp; THE INFORMATION TECHNOLOGY ACT 2000 THE CONSUMER PROTECTION ACT 1986: Definitions, consumer protection councils, dispute redressing agencies and forums &amp; its enforcement. State and national commission, Penalties. THE INFORMATION TECHNOLOGY ACT 2000: definition, electronic governance, attribution, acknowledgement and dispatch of electronic records, certifying authority to issue digital signature certificates. Pending for damage to Computer, computer system and penalties, the cyber regulation appellate tribunal, cyber laws</p>			
Reference Books	Sr. No	Author	Title	Publisher
	1	N.D. KAPOOR	Elements of Mercantile Law	Sultan Chand
	2	M.C. & Vivek Kuchhal	Elements of Business Laws	Vikas Publication
	3	Avatar Singh	Company Law	Eastern Book Company
	4	Tuteja S.K	Business Law for Managers	Sultan Chand
	5	Sachdeva Editorial unit	Information technology act, 2000	Sachdeva law publishers
	6	Lawmann's Consumer Protection act	Consumer Protection act	Kamal Publishers
	7	Tulisian P.C.	Business Law	TMH.
Teaching Methodology	Classwork, Discussion, Case Studies, Self-Study, Seminars and/or Assignment			
Evaluation Method	30% Internal assessment based on class attendance, participation, class test, quiz, assignment, seminar, internal examination, etc. 70% External based on semester end University examination			

## MBA 3<sup>rd</sup> Semester

### Course: OF&A-301: Investment Management

Course Code	OF&A-301
Course Title	<b>Investment Management</b>
Credit	4
Teaching per Week	4 Hrs
Minimum weeks per Semester	15 (Including Classwork, examination, preparation, holidays etc.)
Effective From	June 2020
Purpose of Course	<p><b>The broad objective of this subject is to get the students acquainted with the different investment avenues and management of investments. It will basically deal with the operations of the capital and money markets, an in-depth understanding of the instruments of investments and flow of money in these markets. The subject also addresses the Modern Portfolio Management Theory and its applications by investors and Investment Companies. A brief introduction to behavioural finance has been included in the course.</b></p> <p><b>The whole subject is taught keeping in context the Indian Stock Markets</b></p>
Course Objective	To make students acquainted with concepts of Investment management and portfolio construction with respect to the Indian and international stock markets.
Course Outcomes	<p>CO1: The Finance specialisation students take this course wherein they will get acquainted with the different investment avenues such as shares, bonds, debentures, mutual funds, Insurance, Money market instruments, non-security forms of investments etc. and the risk and return associated with each avenue.</p> <p>CO2: They will become conversant with the operations of the capital market and the money market of India.</p> <p>CO3: They will have a thorough understanding of the equity and debt instruments and markets.</p> <p>CO4: They will have a reasonable understanding about the flow of money in the economy and the role of the financial markets with respect to the same.</p> <p>CO5: The students will have a comprehensive training on using the modern portfolio theory including Markowitz, CAPM, Sharpe and APT Models.</p> <p>CO6: They will be able to evaluate portfolios using 3 models (Treynor, Sharpe and Jensen). They will also have reasonable understanding of portfolio revision techniques.</p>

	CO7: They will be able to understand the role of regulatory and statutory bodies in the financial markets.								
Mapping between COs with PSOs		PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	PSO8
	CO1								
	CO2								
	CO3								
	CO4								
	CO5								
	CO6								
	CO7								
Pre-requisite	Basics of Financial Management, Managerial Economics and Managerial Accounts								

Unit No.	Module / Sub-Modules
I	<b>Investments: Risk and Return:</b> Definition and types of Risks and Returns, Different Investment Alternatives and their risk return profile, Investment Decision making process, Government securities, Non Security forms of Investment, Real Estate Investments, Introduction to Behavioural Finance and its applications in Investment Decision making.
II	<b>Operations of the Indian Stock Markets:</b> History of Stock Markets in India and the Stock Market Movement. New issue market (Primary Market), Listing of Securities, Secondary Markets: Operations, Types of brokers, Mechanics of Investing, Objectives of Investments, SEBI, Market Indices.
III	<b>Stock Market Analysis:</b> a) Fundamental Approach b) Technical Approach c) Efficient Market Theory Security Credit Rating, Valuation of Shares and Bonds
IV	<b>Portfolio Management:</b> Introduction to Portfolio management, 1. Markowitz Model. 2, 3 and N security Model 2. Capital Asset Pricing Model 3. Arbitrage Pricing Theory 4. Sharpe Single Index model

	5. Portfolio Revision and Evaluation Process. 6. International Diversification 7. Current Investment Scenario in India
<b>V</b>	<b>Regulatory Bodies &amp; Corporate Governance</b>  SEBI and Stock Markets,  Mutual Funds and AMFI,  Insurance and IRDA  <b>Coporate governance</b> and transparency, fair accounting practices and reporting to investors.

Text Books:

Sr. No.	Author/s/Editors	Title of the Book	Publisher	Edition and Year of Publication
T0	Dharma Kumar; Meghnad Desai	Cambridge Economic History of India	Cambridge University Press	Latest Edition
T1	Fischer Donald E. and Jordan Ronald J.,	Security Analysis and Portfolio Management	Prentice Hall	Latest Edition
T2	Sharpe William F., Alexander Gordon J., Bailey Jeffery V.	Investments	Prentice Hall	Latest Edition
T3	Kevin S.	Security Analysis and Portfolio Management	PHI India Ltd.	Latest Edition

Reference Books:

Sr. No.	Author/s	Title of the Book	Publisher	Edition and Year of Publication
R1	Zvi Bodie, Alex Kane, Alan J. Marcus	Investments	McGraw-Hill Publishing Company Limited	10 <sup>th</sup> Edition, 2013
R2	V. A. Avadhani	Security Analysis and Portfolio Management	Himalaya Publishing House	Revised 10 <sup>th</sup> Edition , 2013
R3	Laurence Gitman; Michael Joehnk	Fundamentals of Investing	Pearson	12 th Edition, 2012
R4	Russel J. Fuller, James L. Farrell	Modern Investment and Security Analysis	McGraw Hill	Latest Edition
R5	Nalini Prava Tripathi	Mutual Funds in India: Emerging Issues	Excel Books	1 <sup>st</sup> Edition, 2007

R6	Lucy Ackhert, Richard Deaves	Understanding Behavioural Finance	Cengage Publishing India	1st
Teaching Methodology	Classwork, Discussion, Self-Study, Seminars and/or Assignment			
Evaluation Method	30% Internal assessment based on class attendance, participation, class test, quizzes, assignments, seminar, internal examination, etc.70% External based on semester end University examination			

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Reference Books	<ol style="list-style-type: none"> <li>1. Artificial intelligence, 3<sup>rd</sup> Edition, Kevin Knight, Elaine Rich, B. Shivashankar Nair, McGraw Hill</li> <li>2. Russell Stuart Jonathan and Norvig Peter, Artificial Intelligence: A Modern Approach, 3rd Edition, Prentice-Hall, 2010</li> <li>3. A First Course in Artificial Intelligence, Deepak Khemani, McGraw Hill</li> <li>4. Introduction to artificial intelligence, <u>Akerkar, Rajendra</u>, PHI Learning</li> <li>5. Foundation of Artificial Intelligence and Expert Systems by V.S. Janakiraman, K. Sarukesi, P. Gopalakrishnan, Mc Millan</li> <li>6. Expert Systems Principles and Programming (3rd Edition) by Giarratano &amp; Riley, Thomson (Vikas Publishing House)</li> </ol>
Teaching Methodology	Classwork, Discussion, Self-Study, Seminars and/or Assignment
Evaluation Method	30% Internal assessment based on class attendance, participation, class test, quiz, assignment, seminar, internal examination, etc. 70% External based on semester end University examination

**MBA**  
**OF&A-302 Foreign Exchange Management (Full – Time)**  
**OF&A-502 Foreign Exchange Management (Evening)**

**Course: OF & A – 302 Foreign Exchange Management (Full Time)**  
**OF & A – 502 Foreign Exchange Management (Evening)**

Course Code	OF & A – 302 OF & A – 502							
Course Title	Foreign Exchange Management							
Credit	4							
Teaching per Week	4 Hrs							
Minimum weeks per Semester	15 (Including Classwork, examination, preparation, holidays etc.)							
Effective From	June 2020							
Purpose of Course	The main purpose of the course is to acquaint the students with the mechanism of the Foreign Exchange Market and Derivatives.; their functions and needs.							
Course Objective	The objective of the course is to provide students understanding on measurement of foreign exchange exposure and management of exposures and understanding determination of exchange rates.							
Course Outcomes	CO1 : Understand mechanism and operation of foreign exchange market and its operational intricacies  CO2: Extrapolate the macro-economic factors affecting the exchange rates.  CO3: Will be able to use hedging strategies and its applicability in decision making  CO4: Able to understand foreign direct investment relating to mode of entry.							
Mapping between COs with PSOs		PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7
	CO1							
	CO2							
	CO3							
	CO4							



Pre-requisite	Basic knowledge of finance, international business, macro and international economics								

Course Content	<p><b>Unit 1:</b></p> <p>Introduction to Foreign Exchange Markets and Transactions:</p> <p>Spot-forward rates, Cross Rates</p> <p>Quoting Foreign Exchange Rates</p> <p>Bid-Ask Spread</p> <p>Official and Free Market Rates</p> <p><b>Unit 2:</b></p> <p>Derivatives:</p> <p>Currency Futures</p> <p>Currency Options</p> <p>Swaps: Currency and interest rate</p> <p><b>Unit 3:</b></p> <p>Theory and Practice of forecasting exchange rates</p> <p>Financial and Socio-Political Factors</p> <p>Technical Analysis</p> <p>(BOP/PPP/IFE/IRP/charting and other technique)</p> <p><b>Unit 4:</b></p> <p>Corporate Exposure Measurement and Management:</p> <p>Translation</p> <p>Transaction</p> <p>Economic</p> <p><b>Unit 5:</b></p> <p>Exposure Management:</p> <p>Alternative Strategies for Exposure Management</p> <p>Exposure Management Techniques</p> <p>Parameter and constraint of exposure management</p>
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Reference Books	Sr. No.	Author/s	Title of the Book	Publisher	Edition and Year of Publication
	1	Shapiro A.C.,	Multinational Financial Management	Wiley	10 <sup>th</sup> Edition 2016
	2	Apte. P.G.,	International Financial Management.	Tata-Mcgraw Hill	Latest Edition
	3	Madura Jeff	International Corporate Finance.	Cengage Learning	10 <sup>th</sup> Edition
	4.	Luca Comelius,	Trading in the Global Currency Market	Prentice Hall,	Latest
	5.	Hull John C.	Option, Futures Other Derivatives	Pearson Education Inc. Delhi,	Latest
	6.	Sutton, W.H., ,	Trading in currency Options	New York Institute of Finance	Latest
Teaching Methodology	Classwork, Discussion, Numerical examples, Self-Study, Guest Lectures, Seminars Assignment, Case Study.				
Evaluation Method	30% Internal assessment based on class attendance, participation, class test, quiz, assignment, internal examination, etc. 70% External based on semester end University examination				

MBA 3<sup>rd</sup> Semester

## OF & A 303: Financial Derivatives

Course Code	<b>OF &amp; A 303</b>							
Course Title	<b>Financial Derivatives</b>							
Credit	4							
Teaching per Week	4 Hrs							
Minimum weeks per Semester	15 (Including Classwork, examination, preparation, holidays etc.)							
Effective From	June 2021							
Purpose of Course	The objective of this course is to give an in depth knowledge of the functioning of the derivatives securities market.							
Course Objective	To make students acquainted with concepts of Financial Management and its applications.							
Course Outcomes	<p>CO1: This course will make students capable to utilize knowledge of all aspects of derivative market theory and the roles they play in the financial markets</p> <p>CO2: This course will make students capable to identify how derivative instruments can be used to change or hedge risk and evaluate risks and pay-offs associated with trading such instruments and their implications</p> <p>CO3: This course will help students to understand the basic risk management and trading strategies using futures and options</p> <p>CO4: This course will help students to critically evaluate the techniques used for valuation of options and the factors that determine valuation.</p>							
Mapping between COs with PSOs		PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7
	CO1							
	CO2							
	CO3							
	CO4							
Pre-requisite	Basics of Stock Market, Mathematics							

Course Content	<p><b>Unit 1:</b></p> <p><b>Introduction to Derivatives</b></p> <p>Derivatives, Forwards and Futures Contract, Options, Traders in Futures and Options Market, Functions Performed by derivative markets</p> <p><b>Unit 2:</b></p> <p><b>Forward and Futures Contract</b></p> <p>Trading in Futures Contract, Market Participants in a Future Market: Hedgers, Speculators and Arbitrageurs, Hedging using Futures Contract, Valuation of Forward and Future Contracts, <b>Badla Trading</b></p> <p><b>Unit 3:</b></p> <p><b>Options Contract and Trading Strategies</b></p> <p>Characteristics of Options Contract, Option Pricing, Option Trading Strategies</p> <p><b>Unit 4:</b></p> <p><b>Valuation of Options</b></p> <p>Models of Valuation of Options: Binomial Model and Black-Scholes Model, Limitations of Black and Scholes Model</p> <p>Hedging Using Options</p> <p><b>Unit 5:</b></p> <p><b>Indian Securities Market</b></p> <p>Swaps, Formation of SEBI and aftermath, Introduction of Future and Options in India, <b>L.C. Gupta Committee Recommendations on introducing derivatives in India.</b></p>
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Reference Books	<ol style="list-style-type: none"> <li>1. Financial Derivatives, Vohra and Bagri, Tata McGraw Hill</li> <li>2. Financial Derivatives, John Hull, Pearson Co.</li> <li>3. Financial Derivatives, Keith Redhead, Prentice Hall</li> </ol>
Teaching Methodology	Classwork, Discussion, Self-Study, Seminars and/or Assignment
Evaluation Method	30% Internal assessment based on class attendance, participation, class test, quiz, assignment, seminar, internal examination, etc. 70% External based on semester end University examination

MCA 3<sup>rd</sup> Semester

**Course: OF&A-304: CORPORATE TAXATION AND FINANCIAL PLANNING**

Course Code	<b>OF&amp;A-304</b>							
Course Title	<b>CORPORATE TAXATION AND FINANCIAL PLANNING</b>							
Credit	4							
Teaching per Week	4 Hrs							
Minimum weeks per Semester	15 (Including Classwork, examination, preparation, holidays etc.)							
Effective From	June 2020							
Purpose of Course	To make the learners aware of the various tax guidelines as applicable to the individual and businesses, and further to apply the knowledge to plan their taxes effectively.							
Course Objective	To create an understanding of the Direct and Indirect tax structure in India, as applicable to an individual, Business entities, and corporate bodies and to provide an opportunity to carry out tax planning and management in Indian Business.							
Course Outcomes	<p>CO1: Understand of the tax structure as applicable to an individual and help them to do tax planning for themselves.</p> <p>CO2: understand of the tax structure as applicable to corporate bodies and to provide opportunity to corporate tax planning and management in Indian Business</p> <p>CO3: explore the various aspects of calculating and taxing of salaries as received by an employee</p> <p>CO4: understand the norms and guidelines related to the determination of residential status of an assessee</p> <p>CO5: understand the chargeability and norms of charging tax on the income from house property</p> <p>CO6: understand the concept of capital gains and calculate the tax on income from capital gains</p> <p>CO7: Understand various concepts like, setoff and carry forward of loss, TDS, income expected from tax.</p> <p>CO8: Explore the norms for taxing agricultural income in India</p> <p>CO9: Understand the various aspects of tax planning of new business in India and corporate taxation.</p>							
Mapping between COs with PSOs		PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7
	CO1							
	CO2							
	CO3							
	CO4							
	CO5							
	CO6							
	CO7							
	CO8							
	CO9							
Pre-requisite	Basics of tax system in India.							

Course Content	<p>MODULE: 1 INTRODUCTION (overview of the subject), brief discussions on the topics covered in syllabus. BASIC CONCEPTS gross and net total income, calculation of taxable income. Available tax planning options for individuals, <b>INCOME EXEMPT FROM TAX AGRICUTURAL INCOME: definition, income which is partially agriculture and partly business, computation of net agricultural income. INCOME TAX AUTHORITIES: tax authorities, CBDT.</b></p> <p>MODULE: 2 RESIDENTIAL STATUS: general norms and its relevance, residential status of an individual, HUF and company. <b>Tax incidence and tax planning in regards to residential status.</b> SALARY: Meaning and characteristics, chargeability of salary, basis of charge, <b>Accrual of salary, Leave encashment, Gratuity, Pension, Allowance, Retrenchment Compensation, VRS, Perquisites</b></p> <p>MODULE: 3 INCOME FROM HOUSE PROPERTY: Chargeability, applicability of sec. 22, Principal of Mutuality, <b>Computation of income from a let out house property, computation of income from a self occupied property, tax planning</b> CAPITAL GAINS: Concept and basic types of capital assets, tax liability of capital gains, computation of capital gain, tax free capital gains, Transfer, exemptions under capital gains</p> <p>MODULE: 4 SET OFF AND CARRY FORWARD OF LOSSES: mode of setoff and carry forward of losses, inter source and head adjustments, carry forward of loss. TAX DEDUCTED AND COLLECTED AT SOURCE Schemes of TDS, deduction of tax from salary, tax collection at source. Fundamentals of GST, <b>Dual GST model, GSTN &amp; GST Council, Registration under GST Law, Levy &amp; Collection of tax, Input Tax Credit</b></p> <p>MODULE: 5 CORPORATE TAXATION: Basic concept and importance, tax planning of new business, Tax Planning and Financial structure of a company, tax planning while converting sole proprietary or firm into company, Tax Planning of business expenditure, tax planning of depreciation: block of assets, written down value, DDT, MAT., Tax Treatment of losses of corporate sector, Tax planning aspect of ownership vs. leasing: <b>purchase of asset, sale of assets used for scientific research,</b> Tax Planning regarding foreign collaboration, holding and subsidiary company, Tax Planning regarding income tax survey, tackling income tax searches and seizures &amp; tax planning to avoid penal interest and penalties.</p>			
Reference Books	Sr. No	Author	Title	Publisher
	1	Dr. Vinod K. Singhania, Dr. Kapil Singhania	Direct taxes, law and practice	Taxmann
	2	Vinod K. Singhania, Dr. Monica Singhania	Corporate Tax Planning and Business tax procedures with case studies	Taxmann
	3	R.G. Saha, Usha Devi N	Income tax (Direct Tax)	Himalaya Publishing house
	4	V.P.Gaur, D.B.Narang, Rajeev Puri	Corporate Tax Planning and Management	Kalyani Publishers
	5	Dr. Vinod K. Singhania, Dr. Monica Singhania	Students guide to income tax, Problems and solutions	Taxmann
	6	Lakhotia R.N.	Corporate Tax Planning	Orient Paperbacks, India
	7	Bhagwatiprasad	Direct taxes	S. Chand
Teaching Methodology	Classwork, Discussion, Case Studies, Self-Study, Seminars and/or Assignment			
Evaluation Method	30% Internal assessment based on class attendance, participation, class test, quiz, assignment, seminar, internal examination, etc. 70% External based on semester end University examination			



**MBA (Full-time) Semester-III & MBA (Evening) Semester-V**

## OMK-301 and OMK-501 Consumer Behaviour and Marketing Research

Course Code	<b>OMK-301 and OMK-501</b>							
Course Title	<b>Consumer Behaviour and Marketing Research</b>							
Credit	04							
Teaching per Week	4 Hrs							
Minimum weeks per Semester	15 (Including Classroom teaching, Examination, Preparation, Holidays etc.)							
Effective From	June 2020							
Purpose of Course	The purpose of the course is to provide an understanding of the theory and concepts of consumer behaviour. It is also intended to acquaint the students apply their understanding in making decision related to marketing strategies in real life situation.							
Course Objective	The basic objective of this course is to develop an understanding about the consumer decision making process and its applications in marketing function of firms.							
Course Outcomes	<p>CO1 : Explain students the core concepts and theories related to consumer behaviour</p> <p>CO2 : Impart students the skills necessary to apply their knowledge in understanding consumer behaviour in real life situation</p> <p>CO3 : Train students to apply their knowledge in problem solving and decision-making related to consumer behaviour</p> <p>CO4 : Expose the students to various techniques of consumer research, marketing research and Big Data Analysis</p> <p>CO5 : Explain the students the importance of culture and its influence on consumer behaviour</p> <p>CO6 : Explain the students the techniques of measurement of various concepts of consumer behaviour</p>							
Mapping between COs with PSOs		PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7
	CO1							
	CO2							
	CO3							
	CO4							
	CO5							
	CO6							
Pre-requisite	Basic knowledge of Marketing Management							

Course Content		
	<b>Module</b>	<b>Contents</b>
	<b>1</b>	<b>Introduction to Consumer Behavior</b> <ul style="list-style-type: none"> <li>Defining Consumer Behaviour and Neuro-marketing; Models of Consumer Behavior</li> <li>Consumer Behaviour and Role of Technology; Market Segmentation, Targeting</li> <li>Positioning, Segmentation Research</li> </ul>
	<b>2</b>	<b>Consumer As Individual</b> <ul style="list-style-type: none"> <li>Personality, Theories of Personality and Self-Concept; Influence of Personality and concept on Buying Behaviour</li> <li>Consumer Motivation; Qualitative and Quantitative Measurement of Motives</li> </ul>
	<b>3</b>	<b>Consumer As Individual</b> <ul style="list-style-type: none"> <li>Consumer Perception; Consumer Imagery; Perceived Quality and Perceived Risk</li> <li>Consumer Learning; Theories of Learning; Consumer Memory, Retention and Retrieval; Reinforcement and Schedules of reinforcement; Measurement of Learning</li> <li>Involvement</li> <li>Consumer Attitude Formation and Change; Models of Attitude; Fishbein's Model</li> <li>Attitude Measurement; Strategies for Attitude Change, Measurement of Consumer Attitude</li> </ul>
	<b>4</b>	<b>Environmental Influences, Communication and Consumer Behaviour</b> <ul style="list-style-type: none"> <li>Persuading Consumers</li> <li>Social and Mobile Media</li> <li>Reference Group and Word-of-Mouth; Measurement of Opinion Leadership</li> <li>The Family and Social Class; Measurement of Social Class</li> <li>Culture and its influence on Consumer Behaviour; Measurement of Culture</li> </ul>
	<b>5</b>	<b>Consumer Decision Making and Marketing Research</b> <ul style="list-style-type: none"> <li>Consumer Decision Making Process</li> <li>Diffusion and Adoption of Innovations</li> <li>Consumer Data Capturing, Warehousing and Big Data Analysis</li> </ul>

Reference Books	<ol style="list-style-type: none"> <li>1. Schiffman, Leon G., Joseph Wisenbilt and S. Ramesh Kumar: <i>Consumer Behavior</i>, Pearson India Education Services Pvt. Ltd., Noida, India, Latest Edition</li> <li>2. Loudon, David L. and Albert J. Bittel: <i>Consumer Behavior: Concepts and Applications</i>, McGraw-Hill Education, New Delhi, India, Latest Edition</li> <li>3. Kardes, Frank R., Thomas W. Cline and Maria L. Cronley: <i>Consumer Behavior: Science and Practice</i>, South-Western, a part of Cengage Learning, India, Latest Edition</li> <li>4. Mukherjee, Srabanti: <i>Consumer Behavior</i>, Cengage Learning, India, Latest Edition</li> <li>5. Hoyer, W. D., D. J. MacInnis, and Pinaki Dasgupta : <i>Consumer Behavior</i>, Biztantra, New Delhi, Latest Edition</li> <li>6. Kumar, Ramesh S.: <i>Consumer Behavior and Branding</i>, Pearson Education India, New Delhi, Latest Edition</li> </ol>
Teaching Methodology	Lecture, Talk, Case Study, Group Discussion, Analysis of Advertisement, Video Clippings, and Assignment based on field-work
Evaluation Method	<p>Internal Assessment (Internal Test, Class Participation, Assignment, etc.) 30%</p> <p>University examination (End of Semester) 70%</p>

**MBA 3<sup>rd</sup> Semester**  
**Course: OMK-302 Integrated marketing Communicaions**

Course Code	<b>OMK-302</b>
Course Title	<b>Integrated marketing Communicaions</b>
Credit	4
Teaching per Week	4 Hrs
Minimum weeks per Semester	15 (Including Class work, examination, preparation, holidays etc.)
Effective From	June 2020
Purpose of Course	The purpose of the course is to make the learners aware about the various tools used by the marketers for their products and services in their promotional strategies. The dynamic of various medias, the creativity of advertisements.
Course Objective	The marketing world is changing. The students needs to be equipped with the tools and techniques of the marketing communications. Digital marketing is one of the factor affecting the completion scenario. The goal of the subject is to introduce the students with the basic concepts of the subject. To teach them the applications of these concepts in developing marketing strategies. Indian perspectives and case studies are discussed as required by the topic.
Course Outcomes	<p>CO1 The student will be equipped with tools to understand the marketing communications</p> <p>CO2The student will be able to apply the tools for the different medias used by the marketer.</p> <p>CO3 The student will be able to understand the creativity used in advertising and other promotional tool.</p> <p>CO4 The student will be able to understand the social and ethical aspects of Marketing communications</p> <p>CO5 The student will skilled in developing a IMC plan for a product/service/social idea</p> <p>CO6</p> <p>The student will be able to use various media plans and</p>

	develop promotional programs.							
Mapping between COs with PSOs		PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7
	CO1							
	CO2							
	CO3							
	CO4							
	CO5							
	CO6							
Pre-requisite	Basic understanding of marketing management.							

SR NO	MODULE	MODULE/SUB MODULE
1.	MODULE 1	<p>An introduction to Integrated marketing Communications</p> <p>Enhancing brand equity through IMC.</p> <p>Tools Of IMC: Direct marketing, Public relations, Internet, social media, mobile marketing, sales promotion.</p> <p>Indian marketing scenario. Examples of Indian Brands.</p>
2.	MODILE 2.	<p>IMC SITUATION ANALYSIS</p> <p>Marketing Segmenting, Targeting, Positioning</p> <p>Consumer Behaviour.</p> <p>Social marketing communications.</p> <p>Indian examples and case studies.</p> <p>Case study of Kumbh-Mela and use of IMC.</p>
3	MODULE	COMMUNICATION PROCESS

	3.	<p>Models of communications</p> <p>Source, message and channel factors. Examples from Indian advertisements. Indian Social issues using IMC.</p>
4	MODULE 4.	<p>CREATIVE STRATEGIES- creativity in advertising. Types of creativity. models of creativity.</p> <p>Appeals and executions, formats of creativity, production process of Copy writing.</p> <p>Indian creativity and representation of India in Canns festival. Indian creative copy writers.</p>
5	MODULE 5	<p>MEDIA PLANNING-</p> <p>Concepts of media planning, format, types of media. Advantages and disadvantages of media.</p> <p>Traditional media. Broadcast, print. Support media.</p> <p>Modern media. Digital media, social media. Internet- interactive media</p>
6.	MODULE 6	<p>MEASURING EFFECTIVENESS – methods to measure effectiveness, importance. Copy testing.</p>
7	MODULE 7	<p>Macro aspects of Advertising</p> <p>Social and economic aspects In Indian context.</p> <p>Ethical aspects . Role of ASCI. Case studies from Indian organizations</p>

Sr No	Authors	Title of the book	Publisher
1.	Belch & Belch	Advertising and Promotion –An IMC approach	Mc Graw Hill Education
2	Clow, Baack	Integrated Advertising, promotion, and marketing Communications	Pearson education
3	Kruti Shah & Alan D’Souza	Advertising & Promotions an IMC perspective	Tata McGraw-Hill Publishing Company Limited
4.	S. Neelamegham	Marketing in India	Vikas publications
5	Sidharth Balakrishnan	Case Studies in Marketing	Pearson publications

**MBA (Full-time) Semester-III & MBA (Evening) Semester-V**

## OMK-303 and OMK-5030 Marketing of Services

Course Code	<b>OMK-303 and OMK-503</b>							
Course Title	<b>Marketing of Services</b>							
Credit	04							
Teaching per Week	04 Hrs							
Minimum weeks per Semester	15 (Including Classroom teaching, Examination, Preparation, Holidays etc.)							
Effective From	June 2020							
Purpose of Course	Services are a dominant economic driver in the Indian economy. The course is designed to develop insights into emerging trends in the service sector in a developing economy and tackle issues involved in the management of services.							
Course Objective	The course intends to supplement basic marketing and marketing strategy courses by focusing on problems and strategies specific to marketing of services. It deals with the challenges commonly encountered in marketing services -- such as intangibility, difficulty in synchronizing demand and supply, difficulty in controlling quality and retaining customers.							
Course Outcomes	<p>CO1 : Explain students the core concepts and theories related to marketing of services</p> <p>CO2 : Impart students the skills necessary to apply their knowledge in understanding of services marketing to solve real life problems</p> <p>CO3 : Train students to apply their knowledge in problem solving and decision-making related to marketing of services and service business</p> <p>CO4 : Expose the students to various Strategies used by successful services marketers to overcome these challenges faces by the services marketers in the VUCA environment at national and international levels</p> <p>CO5 : Explain the students the unique marketing mix elements of services and apply their knowledge in decision making related to services marketing</p> <p>CO6 : Acquaint the learners with the contemporary issues in services marketing</p>							
Mapping between COs with PSOs		PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7
	CO1							
	CO2							
	CO3							
	CO4							
	CO5							
	CO6							

Pre-requisite	Basic knowledge of Marketing Management
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Course Content	Module No.	Module / Sub-Module
	I	<p>*Basics of Services Marketing: What are Services? ; Why Study Services? ; Role of services in the economy; Services and Technology - technology in service encounter, self service, automation in services, Internet services; Distinctions between Services and Goods; Services Marketing Mix; Positioning of services Case Study: <b>The Annapoorna Dabbawalla Company Ltd.*</b> T3- Nargundkar Rajendra, pp26-32 *Customer Behaviour in Service Encounter: Four Categories of Services – People-Processing, Mental-Stimulus Processing, Possession- Processing, and Information-Processing;; Customer Decision Making – Pre-purchase Stage, Service-Encounter Stage and Post-Encounter Stage; ; Customer Expectations and Perceptions of Services – Zone of Tolerance; Case study: <b>Shoppers Stop: Targeting the Young*</b> R11- Kumar Ramesh S. pp 96-115</p>
	II	<p>Services Marketing Mix: *Product – Core and Supplementary Elements, Branding Service Products Case Study: <b>Infosys: The Challenge of global branding*</b> R11- Kumar Ramesh S. pp.303-321 *Price – Role of Non-monetary Costs, Pricing Strategy Pricing and Revenue Management, Yield Management, Dynamic Pricing Case Study: <b>Why Differential Pricing Helps the Poor?</b> *F5- Jauhari Vinnie and Dutta Kirti, pp 356-359 *Place – Service Distribution, Role of Customers in Service Delivery, Delivery through Intermediaries, Franchising, Electronic Channels, Self-Service Technologies Case Study: <b>E-Chaupal Initiative of ITC*</b> T3- Nargundkar Rajendra, pp88-90 *Promotion – Role of Marketing Communication, Marketing Communication Mix, Integrated Services Marketing Communication, Social media marketing; Location based mobile communication Case study: <b>Celebrating Life through Kushboo Gujarat Ki*</b> case developed by Renuka Garg, M.V. Sidhpuria and Priti Garg</p>
	III	<p>Expanded Marketing Mix: *People – Employees’ Role in Service Delivery, Service Leadership and Culture, Service Profit Chain; Emotional labour Reading: Sharma Subhash (2013) Wisdom &amp; Consciousness from the East: Life, Living &amp; Leadership, IBA Publication, Bangalore, pp127-132 *Process – Service Blueprinting, Service Process Redesign *Physical Evidence - Servicescape, Service Environments, *Managing Capacity and Demand: Understanding Capacity, Demand Patterns, Strategies for Matching Capacity and Demands Case Study: <b>City bus Services*</b> R7, Apte Govind pp 285-286</p>
	IV	<p>Service Quality and Relationship Management: Services Quality: Gaps Model; Measuring and Improving Service Quality; Case Study: <b>Balanced Scorecards in Managing Higher Education Institutions: An Indian</b></p>
		<p><b>Perspective,</b> *F5- Jauhari Vinnie and Dutta Kirti, pp 449-461 Relationship Marketing: Defining Customer Relationships; The Basics; Customer Retention; Customer Loyalty; Strategies for reducing Customer Defections; and Customer Relationship Management (CRM), complaints handling and service recovery Case Study: <b>Cineplex Entertainment: The Loyalty Program*</b> R11- Kumar Ramesh S. pp 54-66 Case Study: <b>Service Failure and Recovery Strategies in Restaurant Sector: An Indo-US Comparative Study*</b>F5- Jauhari Vinnie and Dutta Kirti, pp279-286</p>

V

Contemporary issues in services marketing and some major services  
Case Study: **MTV India: Cocreation using MTV Music Meter\***, Ahuja V.  
*Digital Marketing*,  
Oxford University Press, New Delhi, pp 381-385  
Case Study: **Shoppers Stop: Facebook and Apps for Marketing\***, Ahuja V.  
*Digital Marketing*,  
Oxford University Press, New Delhi, pp 404-405  
Case Study: **Domino's India: Building Traffic through Content  
Propagation\***, Ahuja V. *Digital Marketing*, Oxford University Press, New  
Delhi, pp 219-223

Major Services:

Healthcare-Aravind EyeCare,  
SkyHealth Telehealth Centres Airlines-  
Jet Airways

Insurance: LIC ousing Finance Sector-HDFC Banking-SBI

Reference Books	<ol style="list-style-type: none"> <li>1. Lovelock Christopher, Wirtz Jochen and Chatterjee Jayanta, Services Marketing: People, Technology, Strategy, Pearson Prentice Hall, Latest Edition</li> <li>2. Zeithaml V. A., Bitner M.J., Gremler D.D., and Pandit A., Services Marketing: Integrating Customer Focus Across the Firm, Tata-McGraw Hill, Latest Edition</li> <li>3. Nargundkar, Rajendra, Services Marketing: Text and Cases, McGraw Hill, Latest Edition</li> <li>4. R. Srinivasan, Services Marketing, Prentice Hall of India, Latest Edition</li> <li>5. Fitzsimmons J. A. and Fitzsimmons M. J., Service Management: Operations, Strategy, Information Technology, Tata McGraw Hill, Latest Edition</li> <li>6. Clow K. E. and Kurtz D. L., Services Marketing: Operations, Management and Strategy, Biztantra, Latest Edition</li> <li>7. Gronroos Christian, Service Management and Marketing: Customer Management in Service Competition, Wiley India, Latest Edition</li> <li>8. Jauhari Vinnie and Dutta Kirti, Services: Marketing, Operations and Management, Oxford University Press, Latest Edition</li> <li>9. Metters R. D., Metters K. H., Pullman M., and Walton S., Successful Service Operations Management, Thomson Learning, Latest Edition</li> <li>10. Apte Govind, Services Marketing, Oxford University Press, Latest Edition</li> <li>11. Godson Mark, Relationship Marketing, Oxford University Press, Latest Edition</li> <li>12. Baran, R. J., Galka R. J. and Strunk D. P., Customer Relationship Marketing, South-Western Cengage Learning, Latest Edition</li> <li>13. Howdhary N. and Chowdhary M., Textbook of Marketing of Services: The Indian Experience, MacMillan Publishers India Ltd., Latest Edition</li> <li>14. S. Ramesh Kumar, Case Studies in Marketing Management, Pearson India, Latest Edition</li> </ol>
Teaching Methodology	Lecture, Talk, Case Study, Group Discussion, Analysis of Advertisement, Video Clippings, and Assignment based on field-work
Evaluation Method	<p>Internal Assessment (Internal Test, Class Participation, Assignment, etc.) 30%</p> <p>University examination (End of Semester) 70%</p>

**MBA (Full Time) Semester- III and MBA (Evening) Semester- V**

## OMK-304 and OMK- Digital Marketing

Course Code	<b>OMK-304</b>							
Course Title	<b>Digital Marketing</b>							
Credit	04							
Teaching per Week	04 Hrs							
Minimum weeks per Semester	15 (Including Classroom teaching, examination, preparation, holidays etc.)							
Effective From	June 2020							
Purpose of Course	The purpose of the course is to acquaint the learners to carry out marketing activities using digital technology and to leverage the advantage of technology in enhancing the reach of marketing.							
Course Objective	The digital revolution taking place in India has changed the way firms carry out its marketing activities. The course aims to develop necessary skills to perform marketing activities and programmes using digital platform. The course contents are expected to help the students in planning and implementing an effective digital marketing strategy for the firms they work with.							
Course Outcomes	<p>CO1 : Provide the students with skills necessary for carrying out marketing activities</p> <p>CO2 : Explain the students to carry out marketing using various digital platforms</p> <p>CO3 : Explain the students analyze and monitor digital marketing activities using various tools</p> <p>CO4 : Train the students design and develop website and blogging site</p> <p>CO5 : Acquaint the students with various social media and leverage them for marketing activities</p> <p>CO6 : Train the students to develop proficiency to design and manage a digital marketing campaign</p>							
Mapping between COs with PSOs		PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7
	CO1							
	CO2							
	CO3							
	CO4							
	CO5							
	CO6							
Pre-requisite	Knowledge o Marketing Management (CP-201)							

Course Content

Module	Contents
1	<p><b>Introduction to Digital Marketing</b> – Models of Digital Marketing</p> <p><b>Search Engine Optimization (SEO)</b> – Understanding the nuances of search engine, Optimizing Search Process to get website listed among top search engine results, <b>Google AdWords</b></p> <p><b>Search Engine Marketing (SEM)</b> – The role of pay per click in website listing, Placing and running advertisements on Search Engines.</p>
2	<p><b>Web Analytics</b> – Measure, monitor and evaluate the web-metrics such as website traffic and campaign statistics, Making business decisions from the metrics available in Digital Media</p>
3	<p><b>Email Marketing</b> – Designing email marketing campaign, Developing users / potential users list, Delivering the marketing communication to the targeted audience, Creating a bridge between offline and online database / contents, <b>Google Analytics</b></p>
4	<p><b>Social Media Marketing (SMM)</b> – Introduction to social media, integrating social media in marketing activities and programs, Product Promotion using social media</p>
5	<p><b>Mobile Marketing (MM)</b> – Strategizing marketing through smart devices, Planning and executing marketing activities / programs using mobile Apps, QR codes, location and SMS.</p>
6	<p><b>Content and Blog Marketing (CBM)</b> – Planning and executing effective blogs for increased audience engagement, Using white paper, brochure, and case studies for unique interaction with the target audience.</p>
7	<p><b>Digital Marketing Tools</b> – Tools for developing new product, for persuading customers, for distribution, and for setting price; Applications and Tools of Digital Marketing – Drop Shipping, Print on Demand, Blogging, and Affiliate Marketing; Building E-commerce website using WordPress</p>

Reference Books	<ol style="list-style-type: none"> <li>1. Kotler P., Kartajay H., and Setiawan I. (2016). <i>Marketing 4.0: Moving from Traditional to Digital</i>, ISBN: 978-1-119-34120-8, Wiley, USA.</li> <li>2. Kaushik, Avinsh (2009). <i>Web Analytics 2.0: The Art of Online Accountability and Science of Customer Centricity</i>, ISBN: 978-0-470-52939-3, SYBEX, A Wiley Brand, USA.</li> <li>3. Holmes, S. (2017). <i>Social Media Marketing 2018: How to boost your Company's Success With Facebook, Twitter, Instagram &amp; Co.</i>, Open Web Learning Institute, Germany.</li> <li>4. Clarke, A. (2017). <i>SEO 2017: Learn Serach Engine Optimization with Smart Internet Marketing Strategies</i>, Simple Effectiveness Publishing, USA.</li> <li>5. Brodie, Ian. (2013). <i>Email Persuasion: Captivate and Engage your Audience, Build Authority and Generate More Sales with Email Marketing</i>, Rainmaker Publishing, USA.</li> <li>6. Reardon, Joe and Reardon Dale (2015). <i>Bloggng: Practical Guide to Plan your Blog: Start your Profitable Home-Based Business with a Successful Blog</i>, Copyrighted Material, Amazon.com</li> <li>7. Rabazinski, C. (2015). <i>Google AdWords for Beginners: A Do-It-yourself Guide to PPC Advertising</i>, E-Book distributed by Smashwords.</li> </ol>
Teaching Methodology	Lectures, Case Discussion, Hands-on Exercise, Presentation, and Assignment
Evaluation Method	<p>Internal Assessment (Internal Test, Assignment, Class Participation) 30%</p> <p>University Examination (End of Semester) 70%</p>

**MBA FULL TIME SEMESTER 3 & EVENING SEMESTER 5**

Human Resource Development and talent management  
OHR-301 & OHR-501

Course Code	OHR-301 & OHR-501							
Course Title	Human Resource Development and talent management							
Credit	4							
Teaching per Week	4 Hrs							
Minimum weeks per Semester	15 (Including Classwork, examination, preparation, holidays etc.)							
Effective From	June 2020							
Purpose of Course	The purpose of the course is to impart theoretical and practical knowledge for human resource development and train the students to be the trainers.							
Course Objective	The purpose of this paper is to provide an in-depth understanding of the role of Human Resource Development as an HR manager and to enable the course participants to manage the Training systems and process.							
Course Outcomes	CO1: After studying this paper students will get an in-depth understanding of the role of Human Resource Development as an HR manager. CO2: They will learn skills to manage and conduct on the job and off the job Training programs. CO3: They will learn a detailed concept of Talent management.							
Mapping between COs with PSOs		PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7
	CO1							
	CO2							
	CO3							
Pre-requisite	Basic knowledge of Business communication and human resource management							

Course Content	<p><b>Unit 1:</b> Human resource development – an overview</p> <p>T&amp;D overview, Training process</p> <p><b>Unit 2:</b> Learning process</p> <p>Training needs assessment</p> <p><b>Unit 3:</b> Instruction objectives and lesson plan</p> <p>Training climate and pedagogy</p> <p>Designing training program -Developing training modules</p> <p><b>Unit 4:</b> Training method and techniques,</p> <p>Coaching and mentoring,</p> <p>Methods of Managerial development used in Indian Organizations</p> <p>Facilities planning and training aid</p> <p>Training evaluation</p> <p>T&amp;D and trainer's role</p> <p><b>Unit 5:</b> Learning Organizations</p> <p>Career management and development</p> <p>Potential appraisal</p> <p>Human Resource Development in India</p> <p>PCMM (People Capability Maturity Model)</p>		
Reference Books	Book title	Author	Publisher
	Human Resource Development: A	<b>R. Krishnaveni</b>	Excel books
	Researcher's Perspective Human resource development: challenges and opportunities	<b>Neelu Rohmetra</b>	Anmol Publications
	Training & Development: Indian Text Edition	<b>Dr. B. Jankiraman</b>	Dreamtech Press



	Human Resource Development	Werner & Desimone	Cengage Learning
	Training and Developement	<b>Dr. R K Sahu</b>	Excel books
	Improving Training Effectiveness	Beunet, Roger ed.	Aldershot, Gower
	The Theory & Practice of Training	Bucklely R & Caple, Jim	Kogan & Page
Teaching Methodology	Lectures, Presentations, Case dscussion, Management Activities, Role plays		
Evaluation Method	30% Internal assessment based on class attendance, participation, assignment, internal examination & presentations  70% External based on semester end University examination		

**MBA FULL TIME SEMESTER 3 & EVENING SEMESTER 5**MBA 3<sup>nd</sup> Semester

**Course: OHR-302 & OHR-502: Labour management and industrial relations**

Course Code	<b>OHR-302 &amp; OHR-502</b>							
Course Title	Organizational Development and Change Management							
Credit	4							
Teaching per Week	4 Hrs							
Minimum weeks per Semester	15 (Including Classwork, examination, preparation, holidays etc.)							
Effective From	June 2020							
Purpose of Course	The purpose of the course is to impart theoretical and practical knowledge in the field of Labour management and industrial relations							
Course Objective	The objective of this course is to introduce the students to major industrial and labour laws applicable to Indian industries and to make them capable to understand legal aspects related with employment.							
Course Outcomes	<p>CO1: students will get understanding of the evolution of industrial relations, trade union movement in India</p> <p>CO2: learners will gain deeper knowledge about Labour Policy and development of various Labour Legislations in India</p> <p>CO3: They will develop skills in interpreting the terminology and provisions used in various labour legislations, implementing it at workplace and observing legal compliance at workplace.</p> <p>CO4: Students will recognize various mechanisms available for redressing or resolving industrial disputes</p>							
Mapping between COs with PSOs		PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7
	CO1							
	CO2							
	CO3							
	CO4							
Pre-requisite	Basic knowledge of Business environment and human resource management							

Course Content	<p><b>Unit 1:</b> Growth of Industrial Labour in India</p> <p>Characteristic of Industrial Labour</p> <p>Industrial Jurisprudence</p> <p>Industrial Revolution in India</p> <p><b>Unit 2:</b>Labour Policy in India, Growth of Labour Legislations in India</p> <p>Principles of Labour Legislation – Social Justice, Social Equity</p> <p>Trade Union movement in India</p> <p>Industrial Relations–Definition, Contents, Objectives, Participants, Aspects and Programs</p> <p><b>Unit 3:</b>Industrial Disputes – Forms/Types, Causes, Preventive Measures of Industrial Disputes</p> <p>Institution of Labour Welfare Officer</p> <p>Tripartite and Bipartite Bodies</p> <p>Worker’s Participation in Management</p> <p>Collective Bargaining</p> <p>Dispute Settlement Machineries – Conciliation, Arbitration, Adjudication, Industrial Peace and Industrial Harmony, Social Security.</p> <p><b>Unit 4:</b>The Industrial Disputes Act, 1947, The Industrial Employment (Standing Orders) Act, 1946,</p> <p><b>Unit 5:</b>The Trade Union Act, 1926, The Factories Act, 1948</p>		
Reference Books	<b>Book Title</b>	<b>Author</b>	<b>Publisher</b>
	Dynamics of Industrial Relations	<b>C. B. Mamoria, Satish Mamoria and S.V. Gar</b>	Himalaya Publishing Ho
	Hand Book of Industrial Law	<b>N. D. Kapoor</b>	Sultanchand Sons
	Industrial Law	<b>P.L. Malik</b>	Eastern Book Company
	Industrial Law	<b>S.N.Mishra</b>	Allah bad Law Agency
Teaching Methodology	Lectures, Presentations, Case dscussion, Discussions		
Evaluation Method	30% Internal assessment based on class attendance, participation, assignment, internal examination & presentations		
	70% External based on semester end University examination		



## MBA FULL TIME SEMESTER 3 & EVENING SEMESTER 5

### OHR-304 & OHR 504

Strategic and global human resource management

Course Code	<b>OHR-304 &amp; OHR 504</b>							
Course Title	Strategic and global human resource management							
Credit	4							
Teaching per Week	4 Hrs							
Minimum weeks per Semester	15 (Including Classwork, examination, preparation, holidays etc.)							
Effective From	June 2020							
Purpose of Course	The purpose of the course is to impart theoretical and practical knowledge in the field of strategic human resource management and international human resource management							
Course Objective	Distinguish the strategic approach to human resources from the traditional functional approach. Understand the relationship of HR strategy with overall corporate strategy. Look at HRM in a broader, comparative and international perspective to deal with complex issues and manifold risks. To be more sensitive to cross-cultural issues and understanding of international approaches in dealing with people in organizations.							
Course Outcomes	<p>CO1: After studying the subject students will be able to distinguish the strategic approach to human resources from the traditional functional approach.</p> <p>CO2: They will gain the knowledge of HR policies and practices with strategic perspective.</p> <p>CO3: Subject will give a clear insight for International HR policies and practices.</p> <p>CO4: Student will be more sensitive to cross-cultural issues and understanding of international approaches in dealing with people in organizations.</p>							
Mapping between COs with PSOs		PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7
	CO1							
	CO2							
	CO3							
	CO4							

Pre-requisite	Basic knowledge of strategic management and human resource management		
Course Content	<p><b>Unit 1:</b> Business Strategy and Organizational Capability</p> <p>SHRM: Aligning HR with Corporate Strategy</p> <p>SHRM: Universalistic, Contingency and Configurational Approaches</p> <p><b>Unit 2:</b> Strategic HR Planning Acquisition and Development</p> <p>Change, Restructuring and SHRM</p> <p>Valuating the Effectiveness of SHRM</p> <p><b>Unit 3:</b> Concept of global HRM</p> <p>Global Environment of HR</p> <p>HR challenges faced by MNCs in India</p> <p><b>Unit 4:</b> International Recruitment and Selection</p> <p>Indian expatriates-overview</p> <p>Cultural Factors/Issues in Performance Management</p> <p>Developing International Staff and Multinational Teams.</p> <p><b>Unit 5:</b> Managing Global, Diverse Workforce</p> <p>HR/IR issues in MNCs and Corporate Social Responsibility.</p>		
Reference Books	Book Title	Author	Publisher
	Strategic Human Resource Management	Tanuja Agarwal	Oxford University Press
	Strategic Human Resource Management – An Indian Perspective	Anuradha Sharma Aradhana Khandekar	Response books
	Strategic Management Concepts and Cases	Peter Wright et al	Prentice Hall
	Strategic Human Resource Management	Jeffrey A. Mello	Thomson
	International Human Resource Management	Peter J. Dowling	South Western

	International Human Resource Management	P L Rao	Excel Books
	International HRM	K Aswathappa	Tata Mcgrow Hill
Teaching Methodology	Lectures, Presentations, Case discussion, Management Activities.		
Evaluation Method	30% Internal assessment based on class attendance, participation, assignment, internal examination & presentations  70% External based on semester end University examination		

MBA 3<sup>rd</sup> Semester

## OP & O 301: Applied Operation Research

Course Code	<b>OP &amp; A 301</b>							
Course Title	<b>Applied Operation Research</b>							
Credit	4							
Teaching per Week	4 Hrs							
Minimum weeks per Semester	15 (Including Classwork, examination, preparation, holidays etc.)							
Effective From	June 2021							
Purpose of Course	The course is designed to present the scope of various quantitative methods with enough specification so that the manager understands the reasoning behind the methods and is able to interpret their results.							
Course Objective	To make students acquainted with concepts of Applied Operation Research							
Course Outcomes	<p>CO1: Ability to understand and analyze managerial problems in industry so that they are able to use resources (capitals, materials, staffing, and machines) more effectively.</p> <p>CO2: Knowledge of formulating mathematical models for quantitative analysis of managerial problems in industry.</p> <p>CO3. Skills in the use of Operations Research approaches and computer tools in solving real problems in industry.</p> <p>CO4. Mathematical models for analysis of real problems in Operations Research.</p>							
Mapping between COs with PSOs		PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7
	CO1							
	CO2							
	CO3							
	CO4							
Pre-requisite	Basics of Mathematics							



Course Content	<p><b>Unit 1:</b></p> <p>Linear programming, Formulation of linear optimization Models, Simplex and Transportation models, Sensitivity testing and duality.</p> <p><b>Unit 2:</b></p> <p>Dynamic programming and its applications, Integer programming and combination models, Network analysis, Shortest route and other network models.</p> <p><b>Unit 3:</b></p> <p>Waiting lines and its applications, simulation and its applications, goal programming and its application to business. Growth of urbanization and problems of transportation; Transport challenges and limitations.</p> <p><b>Unit 4:</b></p> <p>Government activities in transportation, Transportation systems-Planning, Operation; Transportation Modes and their selection, sequential Travel demand forecasting models.</p> <p><b>Unit 5:</b></p> <p>Future developments in transportation; Motor vehicle Act 1988 and its impact on urban transport system ; Emission norms.</p>
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Reference Books	<ol style="list-style-type: none"> <li>1. Gupta M P ,and Sharma J K , Operations research for management . New Delhi , latest edition</li> <li>2. Sharma J K , Operations research : Theory and Applications , New Delhi , Macmillan India , latest edition</li> <li>3. Kapoor V K , Operations research , new Delhi , sultan chand publications , latest edition</li> <li>4. Gupta M P .Metropolitan Transportation system , New Delhi , national 1983</li> <li>5. Dickey J.W Metropolitan Transportation Planning New Delhi , Tata McGraw Hill , Latest edition .</li> </ol>
Teaching Methodology	Classwork, Discussion, Self-Study, Seminars and/or Assignment
Evaluation Method	30% Internal assessment based on class attendance, participation, class test, quiz, assignment, seminar, internal examination, etc. 70% External based on semester end University examination

MBA 3<sup>rd</sup> Semester

## OP & O 302: Logistics and Supply Chain Management

Course Code	<b>OP &amp; A 302</b>							
Course Title	<b>Logistics and Supply Chain Management</b>							
Credit	4							
Teaching per Week	4 Hrs							
Minimum weeks per Semester	15 (Including Classwork, examination, preparation, holidays etc.)							
Effective From	June 2021							
Purpose of Course	Developing an understanding of the significance of logistics and supply chain management to achieve effective supply and distribution management.							
Course Objective	To make students acquainted with concepts of Logistics and Supply Chain Management.							
Course Outcomes	<p>CO1. Understand the fundamentals of elements and functions of supply chain, role of drivers and demand forecasting.</p> <p>CO2. To apply various techniques of inventory management and their practical situations.</p> <p>CO3. Analyze how supply chain decisions related to facility location can be applied to various industries and designing the supply chain.</p> <p>CO4: Develop analytical skills using advancements in information technology to implement the concepts of logistics and supply chain system to aid decision making.</p>							
Mapping between COs with PSOs		PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7
	CO1							
	CO2							
	CO3							
	CO4							
Pre-requisite	Basics of Mathematics							

Course Content	<p><b>Unit 1:</b></p> <p>Introduction to supply chain management (SCM), (Evolution of SCM, Functional integration of logistics and operations, Coordination of material, financial and information flows)/</p> <p><b>Unit 2:</b></p> <p>Performance Measures for SCM, Issues in marketing and customer service (Efficient customer response, Planning for Uncertainty, Product Costing for Uncertainty, Forecasting Issues in Supply Chain Management.</p> <p><b>Unit 3:</b></p> <p>Network Modeling &amp; Strategic Lead Time Management, Product and Process Design for SCM, Order Processing and Inventory Control for SCM, Transportation and Third Party Logistics.</p> <p><b>Unit 4:</b></p> <p>From Vertical Integration to Virtual Integration, SCM and Information Technology - Transiting from Made-To-Stock to Build-To-Order.</p> <p><b>Unit 5:</b></p> <p>Inter-firm Integration: Implementation Issues, Supply Chain Management in the Indian Environment.</p>
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Reference Books	<ol style="list-style-type: none"> <li>1. Bhatt Sridhar , Essentials of logistics and supply chain management, Himalaya publishing House.</li> <li>2. D Simchi-Levi, P Kaminsky and E Simchi-Levi; Designing &amp; Managing the Supply Chain; McGrawHill/Irwin, 2002.</li> <li>3. Chopra, S. and Meindl, P, Supply Chain Management: Strategy, Planning and Operation, Pearson Education Asia, 2001.</li> <li>4. Shapiro, J. S., Modeling the Supply Chain, Duxbury Press, 2001.</li> <li>5. Magee, J.F., Copacino, W.C. and Rosenfield, D.B., Modern Logistics Management, Wiley, New York, 1995.</li> <li>6. Dornier, P., Ernst, R., Fender M. and Kouvelis, P., Global Operations and Logistics: Text and Cases, Wiley, New York, 1998.</li> </ol>
Teaching Methodology	Classwork, Discussion, Self-Study, Seminars and/or Assignment
Evaluation Method	30% Internal assessment based on class attendance, participation, class test, quiz, assignment, seminar, internal examination, etc. 70% External based on semester end University examination

MBA 3<sup>rd</sup> Semester

## OP & O 303: Production Planning and Control

Course Code	<b>OP &amp; A 303</b>							
Course Title	<b>Production Planning and Control</b>							
Credit	4							
Teaching per Week	4 Hrs							
Minimum weeks per Semester	15 (Including Classwork, examination, preparation, holidays etc.)							
Effective From	June 2021							
Purpose of Course	This course is meant to familiarize the students with various techniques useful for production planning and control.							
Course Objective	To make students acquainted with concepts of Production Planning and Control and its applications.							
Course Outcomes	<p>CO1: Understand the requirement of production planning and control for manufacturing organizations.</p> <p>CO2: Develop skills to estimate and use appropriate planning and control techniques.</p> <p>CO3: Ability to evaluate, analyze and make decisions for short term as well as long term organizational growth</p> <p>CO4: Develop skills to perform production planning and control operations for any manufacturing organization.</p>							
Mapping between COs with PSOs		PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7
	CO1							
	CO2							
	CO3							
	CO4							
Pre-requisite	Basics of Mathematics							

Course Content	<p><b>Unit 1:</b></p> <p>Introduction to PPC, Basic Approaches to aggregate production scheduling, quantitative approaches to Aggregate Planning.</p> <p><b>Unit 2:</b></p> <p>Evaluation of Decision system and Rules for aggregate planning, Aggregate Production Inventory Policies.</p> <p><b>Unit 3:</b></p> <p>Materials Requirement Planning, Batch planning and shop Loading, Safety stock policies, Mass production Flow line design system, Order delivery and Production control, Job scheduling – Flow Shop, Job shop scheduling.</p> <p><b>Unit 4:</b></p> <p>World Class Manufacturing environment, Imperatives for success in Technology, System approach in change in mind set.</p> <p><b>Unit 5:</b></p> <p>Strategic decisions in manufacturing management, Technology principles advocated by Eliyahn Goldtfratt.</p>
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Reference Books	<ol style="list-style-type: none"> <li>1. Principles of Production Control, Burbidge, John L. London , Donald and Evans.</li> <li>2. Readings on Production Planning and Control, Caubang Ted C,. Geneva ILO.</li> <li>3. Production and Inventory control Handbook, Greene, James H , McGraw Hill.</li> </ol>
Teaching Methodology	Classwork, Discussion, Self-Study, Seminars and/or Assignment
Evaluation Method	30% Internal assessment based on class attendance, participation, class test, quiz, assignment, seminar, internal examination, etc. 70% External based on semester end University examination



MBA 3<sup>rd</sup> Semester

## OP & O 304: Total Quality Management

Course Code	<b>OP &amp; O 304</b>							
Course Title	<b>Total Quality Management</b>							
Credit	4							
Teaching per Week	4 Hrs							
Minimum weeks per Semester	15 (Including Classwork, examination, preparation, holidays etc.)							
Effective From	June 2021							
Purpose of Course	The objective of this course is to acquaint the students with to make clear to candidates the basic concept of Total Quality (TQ ) From design assurance to service assurance ; to give emphasis on international quality certification systems – ISO 9000 and other standards and their applicability in design , manufacturing ,quality control and services , to closely interlink management of quality , reliability and maintainability for total product assurance to focus on quality of services in contemporary environment .							
Course Objective	To make students acquainted with concepts of Total Quality Management and its applications.							
Course Outcomes	<p>CO1: The overall purpose of the course is to provide an understanding of the process of managing quality and managing services.</p> <p>CO2: The principles of Quality, Quality Assurance, and Total Quality Management will provide an insight into the concepts of Excellence and Best Value and the contribution of quality to strategic management.</p> <p>CO3: This course aims to show how all the fundamental disciplines of business are intrinsically linked with the concepts of service excellence and quality. Because these concepts are so interrelated they can be shown to have a strategic importance to the culture and success of any organization.</p> <p>CO4: There are many tools and doctrines that can be used for assessing product/service quality and selection of these tools can help in the pursuit of excellence. This course is designed to provide a valuable perspective for future business managers.</p>							
Mapping between COs with PSOs		PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7
	CO1							
	CO2							
	CO3							
	CO4							
Pre-requisite	Basics of Mathematics							

Course Content	<p><b>Unit 1:</b></p> <p>Basic concept of Total quality (TQ) , Evolution of Total quality management ; Components of TQ loop, Conceptual approach to S.Q.C ,</p> <p><b>Unit 2:</b></p> <p>Acceptance sampling and inspection plans , statistical process control ,Process capability studies ,Humanistic aspects of TQM, Management of QC and Z.D .Programmers ,Quality Improvement teams ; Q-7 tools ; Fault Tree Analysis ,Quality costs ,Taguchi loss Function ,</p> <p><b>Unit 3:</b></p> <p>Functional linkages of quality with Reliability and maintainability analysis ;( FTA/FMEA)and optimum maintenance decisions ;</p> <p><b>Unit 4:</b></p> <p>Total Productive maintenance ( TPM) ; Quality audits ,Lead assessment and ISO – 9000 standards ; Marketing aspects of T.Q ;</p> <p><b>Unit 5:</b></p> <p>Total quality of services ; Total quality and safety ;Six Sigma .</p>
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Reference Books	<ol style="list-style-type: none"> <li>1. Statistical Quality Control, Grant Eu-gene L and Leavenworth, Richards, Tata McGraw Hill</li> <li>2. Handbook of Reliability Engineering and Management, Ireson W. G. And Coombas, McGraw Hill</li> </ol>
Teaching Methodology	Classwork, Discussion, Self-Study, Seminars and/or Assignment
Evaluation Method	30% Internal assessment based on class attendance, participation, class test, quiz, assignment, seminar, internal examination, etc. 70% External based on semester end University examination

## MBA 4<sup>th</sup> Semester

### Course: CP – 401 (Full Time) & CP – 403(Evening) Management Control Systems

Course Code	CP – 401 (Full Time) & CP – 403 (Evening)							
Course Title	Management Control Systems							
Credit	4							
Teaching per Week	4 Hrs							
Minimum weeks per Semester	15 (Including Classwork, examination, preparation, holidays etc.)							
Effective From	June 2020							
Purpose of Course	The main purpose the course is to impart knowledge to students to implement the strategies successfully, process of implementation of the strategies and the dilemma faced by managers are the main focus of this course.							
Course Objective	The main objective of this course is to equip the students with skills for effective implementation of strategies and resolving the attendant problems.							
Course Outcomes	<p>CO1 : The students will be able to understand the basic components of management control system.</p> <p>CO2: The students will be able to understand and implement the strategies.</p> <p>CO3: The students will be able to resolve the problems.</p> <p>CO4: The students will be able to critically evaluate the costs of control.</p> <p>CO5: The students will be able to identify and evaluate organizational challenges associated with the implementation of control system.</p> <p>CO6: The students will be able to apply methods of management control in different areas.</p> <p>CO7: It will enable the students to develop the ability to use relevant concepts in discussions of control and control system.</p>							
Mapping between COs with PSOs		PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7

	CO1							
	CO2							
	CO3							
	CO4							
	CO5							
	CO6							
	CO7							
Pre-requisite								

Course Content	<p><b>Unit 1: Introduction to Management Control System and the Environment of Management Control:</b></p> <p>Introduction to Management Control Systems and Management Control Environment, Strategies and Strategic Planning Control, Goals-Strategies – Structures and Control, Key variables / Strategic Success Factors and Control Indicators.</p> <p><b>Unit 2: The Structure of Management Control System:</b></p> <p>Responsibility Centers and Management Control: Investment Centre, Expense and Revenue Centre and Profit Centre</p> <p><b>Unit 3: Tools and Management Control System:</b></p> <p>Information System as Support to Management Control, Management Information System – Goals, Inputs and Outputs of MIS, Management Information Value chain – Decision Support Systems, Decision Making System, Expert System, Executive Information System Performance Measurement, Controls for Differentiated Strategies, Modern Control Methods</p> <p><b>Unit 4: Budget as an Instrument of Control:</b></p> <p>Process of budgeting, Performance Budgeting, Zero Based Budgeting, Analysis of Budget Variance for Control</p> <p><b>Unit 5: Management Control Systems for Different Organization:</b></p> <p>Management Control in non-profit organization, Development of Programmes and Producer's Organizations, MNCs, Service Organizations and Projects.</p>
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Reference Books	<b>Sr. No.</b>	<b>Author/s</b>	<b>Title of the Book</b>	<b>Publisher</b>	<b>Edition and Year of Publication</b>
	1	Robert Anthony and Vijay Govindarajan	Management Control System	TMH	Latest Edition
	2	Pradip Kumar Sinha	Management Control System	Excel	Latest Edition
	3	N. Ghosh	Management Control System	PHI	Latest Edition
	4.	Ravi Kishor	Cost Management	Taxman	Latest Edition
	5.	Kenneth A. Merchant	Modern Management Control Systems	Pearson	Latest Edition
	6.	Joseph A. Maciariello and Calvi J. Kirby	Management Control Systems	PHI	Latest Edition
	7.	Saravanel	Management Control Systems	Himalaya	Latest Edition
	8.	Ravindhra Vadapalii	Management Control Systems	Excel	Latest Edition
	9.	R.S. Aurora & S. R. Kale	Management Control Systems	Jaico	Latest Edition
	10.	Subhash Sharma	Management Control Systems	Tata McGraw Hill	Latest Edition
Teaching Methodology	Class work, Discussion, Self-Study, Seminars, Quiz, Case Studies, and Assignment				
Evaluation Method	30% Internal assessment based on class attendance, participation, class test, quiz, assignment, seminar, internal examination, etc. 70% External based on semester end University examination				

## MBA Semester IV (Full Time) & Semester VI (Evening)

### Course: CP 401 (Full Time) & CP 604 (Evening) – Management of Financial Institutions & Services

Course Code	CP – 401 (Full Time) & CP – 604 (evening)							
Course Title	Management of Financial Institutions & Services							
Credit	4							
Teaching per Week	4 Hrs							
Minimum weeks per Semester	15 (Including Classwork, examination, preparation, holidays etc.)							
Effective From	June 2020							
Purpose of Course	The purpose of the course is to provide basic understanding of the working of Indian Financial systems and provide insight into the banking financial services							
Course Objective	The objective of the course to familiarise the students with Indian financial systems and impart the students with the theoretical and practical knowledge of different banking financial services.							
Course Outcomes	<p>CO1 : The subject will familiarise the students with Indian Financial System</p> <p>CO2: The students will be equip with the theoretical and practical knowledge of different banking financial services.</p> <p>CO3: The students will get the knowledge about various functions associated with banking and insurance activities.</p> <p>CO4: The students will get practice and procedures relating to various banking business.</p> <p>CO5: The students will be able to understand the intricacies of the macro aspects of Indian Financial Systems.</p>							
Mapping between COs with PSOs		PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7
	CO1							
	CO2							
	CO3							
	CO4							
	CO5							



Pre-requisite	Basic knowledge of all Functional area – Marketing, Finance, and Information Technology.
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Course Content	<p><b>Unit 1: Introduction to Indian Financial System:</b></p> <p>Current Scenario of financial sector in Indian Economy, Introduction to different markets: Money and capital markets, Network of financial institution in India, Financial Products in money market – Commercial Paper, Certificate of Deposits and T-bills, Anti-Money Laundering (AML) and Know Your Customer (KYC) Norms – International Best Practices and Guidelines for Indian Banks.</p> <p><b>Unit 2: Banking Financial Institutions &amp; Regulatory Authorities:</b></p> <p>Commercial Banks, Co-operative Banks, Universal Banking, Export Oriented Financial Institutions – EXIM Bank, Agriculture Oriented Financial Institutions - NABARD, Insurance Sector Financial Institutions, Bancassurance, Housing Finance Institutions and Non-banking Financial Institutions, Reserve Bank of India</p> <p><b>Unit 3: Banks Financial Statements:</b></p> <p>Basic Concept – Bank Liabilities, Banks Assets, Loan and Advances, Contingent Liabilities , the Income Statement.</p> <p>Financial Statements of Banks Operating in India</p> <p>Analysing Bank’s Financial Statements</p> <p>Key Performance Indicators for banks</p> <p><b>Unit 4: Financial Services:</b></p> <p>Factoring, Forfeiting, Securitization, Mutual Funds in India, Merchant Banking Services, Credit Rating and Credit cards, Crowd Funding</p> <p><b>Unit 5: High Tech Banking:</b></p> <p>E- Payment Systems and Electronic Banking, Electronic Clearing System, Electronic Fund Transfer, Digital Banking</p>
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Reference Books	Sr. No.	Author/s	Title of the Book	Publisher	Edition and Year of Publication
	1	E. Gordon & Dr. K. Natarajan	Financial Markets and Services	Himalaya Publishing House	Latest Edition
	2	Bharati V. Pathak	The Indian Financial System – Markets, Institutions and Services	Pearson	Latest Edition
	3	V . A. Avdhani	Financial Services in India	Himalaya	Latest Edition
	4.	Nalini Prava Tripathy	Financial Services	Prentice Hall of India Private Limited	Latest Edition
	5.	Justin Paul & Padmalatha Suresh	Management of Banking and Financial Services	Pearson	Latest Edition
	6.	Dr. K. Ravichandran	Merchant Banking and Financial Services	Himalaya Publishing House	First Edition 2008
	7.	R. M. Sirvastava & Divya Nigam	Management of Indian Financial Institutions	Himalaya Publishing House	Latest edition
	8.	Dr. S. Gurusamy	Merchant Banking & Financial Services	Thomson	Latest Edition
	9.	Vasant Desai	Financial Markets and Financial Services	Himalaya Publishing House	Latest Edition
	10.	Clifford Gomez	Financial markets Institutions and Financial Services	PHI	Latest Edition
	11.	Anil Agashe	Financial Services, Markets and Regulations Financial Services	Himalaya Publishing House	Latest Edition
	12.	Dr. R.	Financial Services	Wiley	Latest Edition

		Shanmugham			
	13.	H R Machiraju	Indian Financial System	Vikas	Latest Edition
Teaching Methodology	Classwork, Discussion, Self-Study, Seminars and Assignment, Guest Lectures, Case Studies.				
Evaluation Method	30% Internal assessment based on class attendance, participation, class test, quiz, assignment, seminar, internal examination, etc. 70% External based on semester end University examination				

## MBA

**Course: OF & A – 401 International Financial Management (Full Time)**

**OF & A – 601 International Financial Management (Evening)**

Course Code	OF & A – 401 OF & A – 602							
Course Title	International Financial Management							
Credit	4							
Teaching per Week	4 Hrs							
Minimum weeks per Semester	15 (Including Classwork, examination, preparation, holidays etc.)							
Effective From	June 2020							
Purpose of Course	The purpose of the course is to acquaint the Students with an overview of International Financial System, currency market and management of International Tax							
Course Objective	The main objective of the course is to impart understanding of Short and Long Term Capital Requirements of Multinational Corporations and to provide Perspective on Political Risk and country Risk							
Course Outcomes	CO1 : Comprehend the international financial system and its transactions. CO2: Understanding the cost of borrowing long term or short term in foreign currencies CO3: To deal with international tax policies of countries and bilateral tax agreements. CO4: Understanding investments from political and country risk perspective							
Mapping between COs with PSOs		PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7
	CO1							
	CO2							
	CO3							
	CO4							

Pre-requisite	Basic knowledge of finance, taxation, international business operations and transactions.
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Course Content	<p><b>Unit 1:</b></p> <p>Multinational Financial Management-An Overview</p> <p>Evolution the international Management and Financial System</p> <p>The Crash of 1994-96 and Beyond</p> <p>International Capital Market movement and Trend</p> <p><b>Unit 2:</b></p> <p>Managing short term assets and liabilities - Short term financing</p> <p>Financing foreign trade</p> <p>Current Assets Management</p> <p>Managing Multinational Financial System</p> <p>Long Term Investment Decision</p> <p>Foreign Direct Investment</p> <p>Multinational Capital Budgeting Application and Interpretation</p> <p><b>Unit 3:</b></p> <p>Cost of Capital and Capital Structure of the Multinational Firm</p> <p>Dividend policy of the multinational firm</p> <p><b>Unit 4:</b></p> <p>Introduction and Features of International Bond Markets,</p> <p>New Instruments in International Capital Markets</p> <p>Syndicated Euro-credits</p> <p>New Issue Procedures in the Eurobond Markets</p> <p><b>GDR – ADR</b></p> <p><b>Unit 5:</b></p> <p>Taxation of the Multinational Firm</p> <p><b>Accounting Standard - AS - 21 and AS - 110</b></p> <p><b>Unit 6:</b></p> <p>Political and Country Risk</p> <p>International Banking and Country Risk</p>
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Reference Books	<b>Sr. No.</b>	<b>Author/s</b>	<b>Title of the Book</b>	<b>Publisher</b>	<b>Edition and Year of Publication</b>
	1	Shapiro A.C.,	Multinational Financial Management	Wiley	10 <sup>th</sup> Edition
	2	Apte. P.G.,	International Financial Management.	Tata-Mcgraw Hill	Latest Edition
	3	Madura Jeff	International Financial Management.	Cengage Learning	10 <sup>th</sup> Edition
	4.	Buckley Adrian,	Multinational Finance,	Prentice hall of India, New Delhi,	Latest Edition
	5.	Abdullah, F.A.	Financial Management of the Multinational Firms,	Englewood Cliffs, New Jersey,	Latest Edition
	6	Levi, Maurice D.	International Finance	Tata McGraw-Hill publication company Ltd, New Delhi	Latest Edition
	7	Butler Kirt C.	Multinational Finance,	Vikas publication house, New Delhi	Latest Edition
Teaching Methodology	Classwork, Discussion, Numerical examples, Self-Study, Guest Lectures, Seminars Assignment, Case Study.				
Evaluation Method	30% Internal assessment based on class attendance, participation, class test, quiz, assignment, internal examination, etc. 70% External based on semester end University examination				



**MBA 4<sup>th</sup> Semester**

**Course:OF&A-402: Corporate Restructuring and Strategic Finance**

Course Code	OF&A - 402							
Course Title	<b>Corporate Restructuring and Strategic Finance</b>							
Credit	4							
Teaching per Week	4 Hrs							
Minimum weeks per Semester	15 (Including Classwork, examination, preparation, holidays etc.)							
Effective From	June 2020							
Purpose of Course	The main purpose of the course is to acquaint Sem 4 students with the concepts of advanced strategic finance. The course strives to enable the learners to acquire multidimensional skills so as to equip them to comprehend the process of strategy formulation and thereby helping them to take financial and investment decisions.							
Course Objective	The course objective is to impart the concepts of Strategic Financial Management and Corporate Restructuring to the learners.							
Course Outcomes	<p>CO1: The students will become familiar with the concepts of corporate strategy.</p> <p>CO2: They will be able to picture the real-world business scenario and the role of strategy in making business decisions.</p> <p>CO3: The students will be well versed with the concepts of Mergers and Acquisitions, Corporate sell-offs and Divestitures, Buybacks, ESOPS, Share Repurchases, LBOs, MBOs etc.</p> <p>CO4: They will undergo training in strategic thinking and be able to relate to the need of strategic decisions in the face of environmental and structural changes in the economy.</p> <p>CO5: They will have an in-depth understanding of Financial and Dividend decisions as strategic planning tools.</p> <p>CO6: They will have an exhaustive understanding of Firm Valuation models and will be conversant with the use of MS-Excel for Financial Modelling and Valuation.</p> <p>CO7: Students will be able to understand the nuances of corporate governance and its implications in investment and capital budgeting decisions.</p> <p>CO8: Students will be able to appreciate the role of financial engineering in Business and Finance.</p>							
Mapping between COs with PSOs		PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7
	CO1							
	CO2							
	CO3							
	CO4							
	CO5							
	CO6							
	CO7							
	CO8							
Pre-requisite	Advanced finance tools and techniques, Basics of Strategic Finance							

No.	Module Contents
1	<p>Business Challenges for the liberalized Indian economy</p> <ul style="list-style-type: none"> <li>-Structural Analysis of Industries</li> <li>-Fundamentals of Strategic Management</li> <li>-Strategic Management in India- a Historical approach</li> <li>-Generic Competitive Strategy</li> </ul>
2	<p>Introduction To Corporate Restructuring.</p> <ul style="list-style-type: none"> <li>- Forms of restructuring business firms.</li> <li>- Types of Mergers and their characteristics.</li> </ul>

	<ul style="list-style-type: none"> <li>- Theories of Mergers and Tender offers</li> <li>- Sell- Offs and Divestitures</li> <li>- Going private and Leveraged Buyouts as a financial strategy. (Including MBOs)</li> <li>- Share repurchases and Exchanges as a financial strategy</li> </ul>
3	Financing & Dividend Decisions as Strategic planning tools 1. Theory of Capital Structure, Making Capital Structure Decisions 2. Dividends as a Financial Policy (Including Models).
4	Investment and Valuation 1. Capital Budgeting Decisions under conditions of certainty 2. Valuation of Companies
5	1. ESOPs as a financial strategy for increasing shareholders wealth 2. Shareholders' Value and Corporate Governance 3. Financial Engineering as a tool to develop financial strategy Indian Case Studies

#### Reference Books:

- 1) Sharma Subhash (2006), Management in New Age: Western Windows, Eastern Doors, New Age International Publishers.
- 2) Boeh, K. K., & Beamish, P. W. (2008). *Mergers And Acquisition-Text and Cases*. New Delhi: Sage Publications India Pvt. Ltd.
- 3) Carney, W. J. (2009). *Essentials of Mergers and Acquisitions*. New York: Aspen Publishers.
- 4) H.R.Machiraju. (2008). *Mergers, Acquisitions and Takeovers*. Delhi: New Age International (P) Ltd. Publishers.
- 5) Humphrey, J., Kaplinsky, R., & Saraph, P. V. (1998). *Corporate Restructuring*. New Delhi: Response Books.
- 6) **Pandey, I. (2006). *Financial Management* (9th ed.). New Delhi: Vikas Publishing House Pvt. Ltd.**
- 7) Porter, M. E. (1985). *Competitive Advantage-Creating and Sustaining Superior Performance*. New York: The Free Press.
- 8) Rajinder Aurora, K. S. (2011). *Mergers and Acquisitions*. Oxford University Press.
- 9) Ray, K. G. (2011). *Mergers and Acquisitions- Strategy, Valuation and Integration*. PHI Learning Pvt. Ltd.
- 10) **Weston, J. F., Chung, K. S., & Hoag, S. E. (2007). *Mergers, Restructuring, And Corporate Control* (2007 ed.). New Delhi: Prentice Hall of India Private Ltd.**
- 11) Weston, J. F., Mitchell, M. L., & Mulherin, J. H. (2009). *Takeovers, Restructuring and Corporate Governance*. New Delhi: Dorling Kindersley (India) Pvt. Ltd.
- 12) Strategic Planning for Formulation of Corporate Strategy – V. S. Ramaswamy & S. Namakumari (Macmillan India Ltd, Delhi)
- 13) Financial Management and Policy- V.K. Bhalla (Anmol Publication)
- 14) Financial Engineering – Marshal & Bansal (PHI)

Teaching Methodology	Lectures, Case Discussions, Audio-visual Material (Using CDs/ Clippings), Assignments and Presentations, Movies
Evaluation Method	30% Internal assessment based on class attendance, participation, class tests, quizzes, assignments, seminars, internal examination, etc. 70% External marks based on semester end University examination



MBA 4<sup>th</sup> Semester

**Course: OMK-401: SALES AND SUPPLY CHAIN MANAGEMENT**

Course Code	<b>OMK-401</b>							
Course Title	<b>SALES AND SUPPLY CHAIN MANAGEMENT</b>							
Credit	4							
Teaching per Week	4 Hrs							
Minimum weeks per Semester	15 (Including Classwork, examination, preparation, holidays etc.)							
Effective From	June 2020							
Purpose of Course	The purpose of the course is to make the learner able to face the challenges in the department of sales and customer satisfaction							
Course Objective	To make students acquainted with concepts of selling and supply chain management.							
Course Outcomes	CO1 : Understand the role of sales people CO2: Understand the concepts of supply chain management CO3: To get insight about the selling process CO4: To understand the practice of supply chain management adopted by organization CO5: To get insight about sales forecasting by sales people							
Mapping between COs with PSOs		PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7
	CO1							
	CO2							
	CO3							
	CO4							
	CO5							
Pre-requisite	Basics knowledge of markets and concept of sales							

Course Content	<p><b>MODULE 1</b></p> <p>Nature and Scope of Sales Management; Setting and Formulating Personal Selling Objectives; Personal selling process—negotiation, customer relationship management; Recruiting and Selecting Sales Personnel; Developing and Conducting Sales Training Programmes;</p> <p><b>MODULE 2</b></p> <p>Designing and Administering Compensation Plans; Supervision of Sales men; Motivating Sales Personnel; Sales Meeting and Contests; Designing Territories and Allocating Sales Efforts; Objectives and Quotas for Sales Personnel; Developing and Managing Sales Evaluation Programme; Sales cost and Cost Analysis.</p> <p><b>MODULE 3</b></p> <p>Distribution, Logistics, supply Chain Management-their role in Marketing. Physical Distribution &amp;. Sales Transportation &amp; Physical Distribution Elementary aspects of transportation, modes of transportation, transportation costing in relation to Marketing Transportation pricing &amp; carrier liability.</p> <p><b>MODULE 4</b></p> <p>Marketing Channels &amp; Distribution Management. Significance of marketing channels in Physical Distribution, factors influencing selection of channels, channels for new products, evaluating channel performance, Physical distribution information centre packaging testing; Costs in physical distribution. Distribution Audit Organizational patterns in marketing channels</p> <p><b>MODULE 5</b></p> <p>Vertical marketing systems, Conventional-marketing channels, Voluntary &amp; Co-operative group, franchise systems. Channels management by channel participants Channel management by manufacturers, wholesalers, retailers, Joint channels management through partnership</p>
Reference Books	<ol style="list-style-type: none"> <li>1. Still, Cundiff and Govoni, Sandeep Puri; Sales Management of —Decisions, Strategies and cases. New Delhi — Prentice Hall.</li> <li>2. Taff C.A.: Management of Physical Distribution and Transportation: Homewood-Richard D. Irwin.1978.</li> <li>3. Janak Shah; Supply Chain Management. Text and cases; Pearson</li> </ol>
Teaching Methodology	Classwork, Discussion, Self-Study, Seminars and/or Assignment
Evaluation Method	30% Internal assessment based on class attendance, participation, class test, quiz, assignment, seminar, internal examination, etc. 70% External based on semester end University examination

**MBA (Full-time) Semester-III & MBA (Evening) Semester-V**

## OMK-402 and OMK-602 Management of Retail Business

Course Code	<b>OMK-402 and OMK-602</b>							
Course Title	<b>Management of Retail Business</b>							
Credit	04							
Teaching per Week	04 Hrs							
Minimum weeks per Semester	15 (Including Classroom teaching, Examination, Preparation, Holidays etc.)							
Effective From	June 2020							
Purpose of Course	The retail sector is undergoing a transformation. In the wake of the various challenges it faces like changing consumer behaviour, increased pace of e-commerce, and multichannel shopping; new business models are evolving.							
Course Objective	To provide basic understanding of the concepts and principles involved in retail business management and to help develop analytical skills towards resolution of problems in the retail sector.							
Course Outcomes	<p>CO1 : Explain students the concepts of retailing and the retailing environment</p> <p>CO2 : Acquaint the students with the existing and emerging retail formats</p> <p>CO3 : Train students to apply their knowledge in problem solving and decision-making related to marketing of retail business</p> <p>CO4 : Expose the students to retail strategies and apply them in designing appropriate retail format considering the type of merchandise and need of the target audience</p> <p>CO5 : Explain the students the concepts of planning and managing merchandise and category</p> <p>CO6 : Explain the learners with the importance of human resources in managing retail business</p>							
Mapping between COs with PSOs		PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7
	CO1							
	CO2							
	CO3							
	CO4							
	CO5							
	CO6							
Pre-requisite	Basic knowledge of Marketing Management and Marketing of Services							

Module No.	Module / Sub-Modules
I	<p><b>Understanding Retailing and the retailing environment</b></p> <ul style="list-style-type: none"> <li>What is retailing? Concept of Organized Retailing, unorganized retailing in India, Vertical Marketing System, <b>Virtual stores, AI and customer engagement</b><sup>1</sup></li> </ul> <p><b>Retail Store Formats</b></p> <ul style="list-style-type: none"> <li>Classification based on types of Ownership, Merchandise stored, Pricing Strategy, Multi channel Retailing, Destination Stores and Parasite Stores</li> <li><b>E-tailing</b><sup>1</sup></li> </ul> <p><b>Readings: Flipkart: Heralding Indian E-Commerce- Bhatia P.S. <i>Fundamentals of Digital Marketing</i>, Pearson, Noida, pp1-3</b></p> <p><b>Retail Buying Behaviour</b></p> <ul style="list-style-type: none"> <li>Buying behaviour in retailing context, Social and Cultural Group Influence, Types of Buying Decisions</li> </ul> <p><b>Readings: Google India: From Keyboard to Alphabet- Bhatia P.S. <i>Fundamentals of Digital Marketing</i>, Pearson, Noida, pp81-83</b></p>
II	<p><b>Retail Strategy</b></p> <ul style="list-style-type: none"> <li>Segmenting, Targeting, Positioning, Retail Mix, Sustainable Competitive Advantage, Growth Strategy</li> </ul> <p>Reading: Sharma Subhash (2016) <b>New Ideas in Strategic Thinking &amp; Management: A Knowledge Tree of New Age Mantras</b>, New Delhi, New Age International (P) Ltd., pp 85-96</p> <p><b>Merchandise Planning and Management</b></p> <ul style="list-style-type: none"> <li>Decisions pertaining to Variety &amp; Assortment, Category Management, <b>Category captains</b>, National Brand, Local Brands, Private Labels</li> </ul> <p><b>Pricing Strategies for Retail Business</b></p> <ul style="list-style-type: none"> <li>Elements of Retail Price, Determining the Price, Retail Pricing Policies / Strategies, <b>Dynamic Pricing</b></li> </ul> <p><b>Readings: Twitter India: Monetizing Communication- Bhatia P.S. <i>Fundamentals of Digital Marketing</i>, Pearson, Noida, pp155-157</b></p>
III	<p><b>Retail Store Location</b></p> <ul style="list-style-type: none"> <li>Retail Store Locations, Traffic Flow Analysis/ Techniques for Demand Analysis</li> </ul> <p><b>Retail Marketing and Communication</b></p> <ul style="list-style-type: none"> <li>The Retail Communication Mix, Integrated Marketing Communication (IMC)</li> </ul> <p><b>Readings: Times Internet The Voice of News- Bhatia P.S. <i>Fundamentals of Digital Marketing</i>, Pearson, Noida, pp 200-202</b></p>
V	<p><b>Supply Chain Management and Human Resource Management</b></p> <p>Reading-Kannabiran and Bhaumik, <i>Corporate Turnaround through effective supply chain management: the case of leading jewellery manufacturer in India</i>, Supply Chain Management: An International Journal, 10/5 (2005) pp 340-348</p>

		<b>Loyalty and Relationship Marketing:</b> <ul style="list-style-type: none"><li>• Retail Store Image, and Store Loyalty</li><li>• CRM and Customer Loyalty</li></ul>	
	V	<b>Franchising</b> <ul style="list-style-type: none"><li>• Concept of Franchising, Basics of Franchising, Franchising in India</li></ul> <b>Recent Trends in Retailing</b>	



Case Study/ Readings	<ol style="list-style-type: none"> <li><b>Shopper's Stop: Building a Retail Brand</b>- Pradhan, Swapna, <i>Retailing Management: Text &amp; Cases</i>, Tata-McGraw Hill, New Delhi pp 549-562</li> <li><b>Big Bazaar: The Route to the Indian Mass Market</b>- Pradhan, Swapna, <i>Retailing Management: Text &amp; Cases</i>, Tata-McGraw Hill, New Delhi pp593-602</li> <li><b>Shiny Provision Store: Retailing Challenges in the Indian Context</b>- Kumar Ramesh S., <i>Case Studies in Marketing Management</i>, Pearson</li> <li><b>Louis Vuitton in India</b>- Kumar Ramesh S., <i>Case Studies in Marketing Management</i>, Pearson</li> <li><b>Gili: The making of a Super Brand</b>- Pradhan, Swapna, <i>Retailing Management: Text &amp; Cases</i>, Tata- McGraw Hill, New Delhi pp 585-592</li> <li><b>Indian Beauty Business: A Focus on Shahnaz Husain</b>, Jauhari V. And Dutta K. <i>Services: Marketing, Operations, and Management</i>, Oxford University Press, Gurgaon, pp198-206</li> <li><b>Filpkart.com-Shopping ka Naya Address</b>, Ahuja V. <i>Digital Marketing</i>, Oxford University Press, New Delhi, pp269-270</li> <li><b>Starbucks and Social Media-Striking a Chord with the Indian Consumer</b>, Ahuja V. <i>Digital Marketing</i>, Oxford University Press, New Delhi, pp 161-162</li> <li><b>Shopping Malls in India: Survival of the Fittest</b>- Pradhan, Swapna, <i>Retailing Management: Text &amp; Cases</i>, Tata-McGraw Hill, New Delhi pp581-584</li> <li><b>Fast Food Retailing in India: Raising the Quality Bar</b>, Pradhan, Swapna, <i>Retailing Management: Text &amp; Cases</i>, Tata-McGraw Hill, New Delhi pp522-534</li> </ol>
Reference Books	<ol style="list-style-type: none"> <li>Pradhan, Swapna, <i>Retailing Management: Text &amp; Cases</i>, Tata-McGraw Hill, New Delhi.</li> <li>Levy, Michael and Barton A. Weitz, <i>Retailing Management</i>, Tata McGraw-Hill Publishing Company Limited, New Delhi.</li> <li>Berman, Berry and Evans, 9<sup>th</sup> edition, <i>Retail Management: A Strategic Approach</i>, Pearson Education</li> <li>Nair, Suja, R., <i>Retail Management</i>, Himalaya Publishing House, Mumbai.</li> <li>Sinha, P. K. and D. P. Uniyal, <i>Managing Retailing</i>, Oxford University Press</li> <li>Stern – El- Ansary <i>Channel Management</i>, Prentice-Hall ltd.</li> <li>Sidhpuria M.V. <i>Retail Franchising</i>, Tata McGraw Hill, New Delhi</li> <li>Gibson G. Vedamani <i>Retail Management</i>, Jaico Publishing House</li> <li>Bajaj C., Tuli R., and Srivastava N.V. <i>Retail Management</i>, Oxford University Press</li> </ol>
Teaching Methodology	Lecture, Talk, Case Study, Group Discussion, Video Clippings, and Assignment based on field-work
Evaluation Method	<p>Internal Assessment (Internal Test, Class Participation, Assignment, etc.) 30%</p> <p>University examination (End of Semester) 70%</p>

**Course: OHR-401 & OHR-601: Contemporary developments in human resource management**

Course Code	<b>OHR 401 &amp; OHR 601</b>							
Course Title	Contemporary developments in human resource management							
Credit	4							
Teaching per Week	4 Hrs							
Minimum weeks per Semester	15 (Including Classwork, examination, preparation, holidays etc.)							
Effective From	June 2020							
Purpose of Course	The purpose of the course is to impart theoretical and practical knowledge about contemporary developments in the field of human resource management							
Course Objective	The subject will provide students insight of current developments in the stream of Human Resource Management. It will also enhance student's knowledge regarding recurrent issues related to HRM.							
Course Outcomes	<p>CO1: Students will get insight of current developments in the stream of Human Resource Management.</p> <p>CO2: Students will learn about HR issues related to MSME, service sector and virtual organizations</p> <p>CO3: Students will learn the concepts of HRIS and HR analytics</p> <p>CO4: They will get knowledge about other contemporary developments in the field of HR that are necessary to know in the today's world.</p>							
Mapping between COs with PSOs		PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7
	CO1							
	CO2							
	CO3							
	CO4							
Pre-requisite	Basic knowledge of human resource management							

Course Content	<b>Unit 1: HR issues in Mergers &amp; Acquisitions</b>  HRM in service sector  HRM in MSME sectors of India  <b>Unit 2:Virtual organizations and HR Issues</b>  Human resource information systems  HR matrix and analytics  <b>Unit 3:Work life balance with Indian Perspective</b>  Quality of work life and productivity  Executive Compensation  <b>Unit 4:Managing Diversity at workplace</b>  HR outsourcing  <b>Occupational health hazards in Indian industries and HRM</b>  <b>Unit 5:Counseling skills for managers</b>  Organizational Justice  Emotional Intelligence		
Reference Books	Book title	Authors	Publisher
	Human Resource and Personnel Management	Aswathappa, K.	Tata McGraw Hill
	Hrm Aspects in the Context of Mergers and Acquisitions (M&A)	Sven Brueninghaus, Kai Karsten, and Bodo Schaefer	Grin Verlag
	Counseling for Managers	Sing Kavita	PHI Learning Pvt. Ltd.
	Managing Diversity at Workplace	Radha Kanwal Sharma	Arcler Education Inc
	Gaining Competitive Advantage Through Hrm Practices in Service Sector	Vinod Singh, Tarun Singhal	LAP Lambert Academic Publishing
	Emotional Intelligence	Daniel Goleman	Bloomsbury Publishing India Private Limited

	Occupational Health Hazards and Remedies	R. Mohapatra	JPB
Teaching Methodology	Lectures, Presentations, Case dscussion, Discussions , role plays		
Evaluation Method	30% Internal assessment based on class attendance, participation, assignment, internal examination & presentations  70% External based on semester end University examination		

## MBA FT 4<sup>th</sup> Semester MBA Evening 6<sup>th</sup> Semester

**Course: OHR-402 & OHR-602 Labour Laws**

Course Code	<b>OHR-402 &amp; OHR-602</b>							
Course Title	Labour laws							
Credit	4							
Teaching per Week	4 Hrs							
Minimum weeks per Semester	15 (Including Classwork, examination, preparation, holidays etc.)							
Effective From	June 2020							
Purpose of Course	The purpose of the course is to impart theoretical and practical knowledge about Labour laws							
Course Objective	The objective of this course is to develop an understanding of various labour laws necessary for effective management of labour force.							
Course Outcomes	<p>CO1The students will learn how labour law works in the organisation and also how it helps the employees work in the workplace.</p> <p>CO2The students will have an insight of laws relating to industrial relations, social security and working conditions as also about welfare and wage conditions.</p> <p>CO3 The students will understand the framework within which employers, workers and their representatives interact with work related issues for achieving harmonious industrial relations based on workplace democracy leading to increased productivity.</p> <p>CO4 The students will gain knowledge about the legal system that facilitates productive individual and collective employment relationships and therefore a productive economy.</p> <p>CO5 Focus on studying the subject correctly will enhance the chances of students getting hired in organisations.</p>							
Mapping between COs with PSOs		PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7
CO1								
CO2								
CO3								
CO4								

Pre-requisite	Basic knowledge of human resource management		
Course Content	<p><b>Unit 1:</b> The Employees' Compensation Act, 1923  The Payment of Gratuity Act, 1972  The Equal Remuneration Act, 1976</p> <p><b>Unit 2:</b> The Minimum Wages Act, 1948  The Payment of Wages Act, 1936  The Payment of Bonus Act, 1965</p> <p><b>Unit 3:</b> The Employees' Provident Funds and Miscellaneous Provisions Act, 1952  The Employees' State Insurance Act, 1948  The Maternity Benefit Act, 1961</p> <p><b>Unit 4:</b> The Contract Labour (Regulation and Abolition) Act, 1970.  The Child Labour (Prohibition and Regulation) Act, 1986</p> <p><b>Unit 5:</b> The Employment Exchange (Compulsory Notification of Vacancies) Act, 1959  Shops and Commercial Establishments Act (Gujarat State)</p>		
Reference Books	Book Title	Author	Publisher
	A text Book of Industries	R.C. Chawla & K.C. Gar	Kalyani Publishers
	Industrial Law	S.N.Mishra	Allah bad Law Agen
	Industrial Law	P.L. Malik	Eastern Book Compa
	Text Book of Labor and Industrial Laws	V.N. Pandey	Eastern Book Compa
	Dynamics of Industrial Relations	C. B. Mamoria, Satish Mamoria and S.V. Ganka	Himalaya Publishing House
	Labour & Industrial Law	S. N. Misra	Central Law Publication
Teaching Methodology	Lectures, Presentations, Case dscussion, Discussions , role plays		
Evaluation Method	30% Internal assessment based on class attendance, participation, assignment, internal examination & presentations  70% External based on semester end University examination		



MBA 4<sup>th</sup> Semester

## OP & O 401: Purchasing and Materials Management

Course Code	<b>OP &amp; O 401</b>							
Course Title	<b>Purchasing and Materials Management</b>							
Credit	4							
Teaching per Week	4 Hrs							
Minimum weeks per Semester	15 (Including Classwork, examination, preparation, holidays etc.)							
Effective From	June 2021							
Purpose of Course	The key objective of this course is to acquaint the students with decision – making for effective and efficient purchase, storage and flow of materials in manufacturing and service organizations. Cost reduction techniques in pre-purchase, purchase and post purchase systems; Modern material planning and delivery systems like MRP and JIT and material handling and logistics and systems.							
Course Objective	To make students acquainted with concepts of Purchasing and Materials Management							
Course Outcomes	<p>CO1: Identifying the scope for integrating materials management function over the logistics and supply chain operations.</p> <p>CO2: Integrate the organization wide materials requirement to develop an overall plan (MRP).</p> <p>CO3: Apply various purchasing method and inventory controlling techniques into practice.</p> <p>CO4: Analyzing the materials in storage, handling, packaging, shipping distributing and standardizing.</p> <p>CO5: Integrate important materials functions to both products and services &amp; use MRP,ERP,&amp; PLM managing materials</p>							
Mapping between COs with PSOs		PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7
	CO1							
	CO2							
	CO3							
	CO4							
	CO5							
Pre-requisite	Basics of Mathematics							



Course Content	<p><b>Unit 1:</b></p> <p>Role of purchasing and materials management – Objectives , Organization and interrelationships, determination and description Of material quality, Material planning in Push and Pull system, MRP and JIT.</p> <p><b>Unit 2:</b></p> <p>Determination and description of material quality – Receiving and Incoming quality inspection, Acceptance sampling plans, Vendor process capability ,Cost reduction techniques, Standardization, simplification &amp; variety reduction ; value analysis and engineering,</p> <p><b>Unit 3:</b></p> <p>Make or buy decisions, Purchasing research, Source of supply, Price determination and Negotiation, Vendor rating, selection and Development, Legal aspects of purchasing , public purchasing and Tendering.</p> <p><b>Unit 4:</b></p> <p>International purchasing – procedures and Documentation, Purchasing of capital equipment – Appraisal methods, evaluating suppliers efficiency, stores layout, classification and codification; material logistics, warehousing management.</p> <p><b>Unit 5:</b></p> <p>Material Handling, Traffic and Transportation, Disposal of scraps, surplus and obsolete materials, Inventory control of spare parts, Materials Information system .</p>
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Reference Books	<ol style="list-style-type: none"> <li>1. Ansari A. and Modarress B. JIT Purchasing, new York, Free Press, 1990.</li> <li>2. Baily P. etc. Purchasing Principles and Management, London, Pitmann, 1994.</li> <li>3. Burt, David N. Proactive Procurement. Englewood Cliffs, New Jersey, Prentice Hall Inc.1994.</li> <li>4. Dobler, D.W. etc. Purchasing and Material Management, New York, McGraw Hill, 1990.</li> </ol>
Teaching Methodology	Classwork, Discussion, Self-Study, Seminars and/or Assignment
Evaluation Method	30% Internal assessment based on class attendance, participation, class test, quiz, assignment, seminar, internal examination, etc. 70% External based on semester end University examination

MBA 4<sup>th</sup> Semester

## OP & O 402: Service Operation Management

Course Code	<b>OP &amp; A 402</b>							
Course Title	<b>Service Operation Management</b>							
Credit	4							
Teaching per Week	4 Hrs							
Minimum weeks per Semester	15 (Including Classwork, examination, preparation, holidays etc.)							
Effective From	June 2021							
Purpose of Course	The key objective of this course is to acquaint the students with decision making in planning, design, delivery, quality and scheduling of service operations. The candidates are also expected to appreciate the role of service quality and operations in emerging services economy in India.							
Course Objective	To make students acquainted with concepts of Service Operation Management							
Course Outcomes	<p>CO1: Critically analyze the types of service operations and operational parameters that are imperative for organisational success.</p> <p>CO2: Evaluate and compare strategies leading to improvement of service operations quality.</p> <p>CO3: Analyze the important aspects of service systems that control the provision of capacity to meet customer requirements effectively.</p> <p>CO4: Implement statistical methods and management techniques to monitor, control and improve service processes of an organization.</p> <p>CO5: Propose solutions with which a service organization can improve its operations and achieve sustainable competitive advantage.</p>							
Mapping between COs with PSOs		PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7
CO1								
CO2								
CO3								
CO4								
CO5								
Pre-requisite	Basics of Mathematics							

Course Content	<p><b>Unit 1:</b></p> <p>Matrix of service characteristics, Challenges in operations management of services, Aggregate capacity planning for service.</p> <p><b>Unit 2:</b></p> <p>Facility location and layout for service, Job design – Safety and physical environment, effect of automation, Operations standards and work measurement.</p> <p><b>Unit 3:</b></p> <p>Measurement and control of quality of services, Dynamics of service delivery system, Scheduling of services personnel and vehicles.</p> <p><b>Unit 4:</b></p> <p>Waiting line analysis, Distribution of services, product support services, Maintenance of services.</p> <p><b>Unit 5:</b></p> <p>Inventory control for services, Case studies on professional services.</p>
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Reference Books	<ol style="list-style-type: none"> <li>1. Collier david A , Service management :Operating decisions .Englewood cliffs, new jersey, Prentice Hall Inc , latest edition</li> <li>2. Fitzsimmons ,James A ,and Sullivan ,Robert S. Service operations management ,New York, McGraw Hill</li> <li>3. Heskett ,James L,Service breakthroughs-changing the rules of the Game .New York , Free press, latest edition</li> <li>4. Murdiek ,R G .Service operations management .Boston Allyn and bacon , latest edition</li> </ol>
Teaching Methodology	Classwork, Discussion, Self-Study, Seminars and/or Assignment
Evaluation Method	30% Internal assessment based on class attendance, participation, class test, quiz, assignment, seminar, internal examination, etc. 70% External based on semester end University examination