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ORDINANCE FOR PROGRAM
OF
MASTER OF BUSINESS ADMINISTRATION
(MBA)
Year- 2026-27

SIDDHARTH UNIVERSITY, KAPILVASTU
UTTAR PRADESH, INDIA

ORDINANCE FOR COURSE OF MASTER OF BUSINESS ADMINISTRATION (MBA)

(Structure for Two-Year Master Degree Program)

Programme Objectives

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

Programme Outcomes

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

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

Specific Programme Outcomes

- Develop knowledge of various economic and management theories and their application in decision making.

- Advancing of strategic, innovative thinking, and analytical skills to identify business opportunities, and for problem solving, and decision-making in business and management.
- Enhancing students' life skills and professionalism.
- Create employability for working as management professionals in various industries.
- Become an entrepreneur and initiate sustainable start-ups under Skill India, Digital India, Start-up India and Make in India schemes.
- Join Govt. and public sector undertakings and help in economic, environmental, and social well beings of the Nation
- Pursue research in different areas of management such as marketing, human resource, finance, strategy and general management and allied disciplines.

MBA Course Structure and Syllabus

The Programme

The MBA Programme is a regular full time post graduate program for the duration of 2 years (four semesters). This programme is designed under the Regulations on Choice Based Credit System and based on common minimum syllabus for U.P. State universities and colleges under New Education Policy-2020, Department of Higher Education U.P. Government Lucknow. The programme requirements include 86 credits (42 credits from core courses, 24 credits from elective courses under specialization, 3 credits Minor Open Elective, 6 credits for generic electives, 8 credits for Dissertation, 8 Credit for Industry Training/Summer Training, 12 Credits for Mini Project and Viva-Voce).

The details of the Programme along with Programme structure and syllabus evaluation scheme is as follows-

(1) This degree shall be under the Faculty of Commerce, Siddharth University,Kapilvastu, Siddharth Nagar, Uttar Pradesh and it shall be known as Master of Business Administration (M.B.A).

(2) The MBA program will be conducted on full time basis. The duration of full-time program shall extend over two years/four semesters.

(3) The M. B. A program shall be in two parts viz. Year-1, and Year-II spread over in four semesters in two academic years.

(4) The Degree of M.B.A of Siddharth University, Kapilvastu, Siddharth Nagar shall be conferred on the candidates who have pursued the prescribed course of study for not less than four semesters extending over two academic years and have passed

examinations as prescribed under the relevant scheme.

(5) The candidates for admission to the M.B.A course shall be selected through the admission process consisting of merit based on the score in the graduation/ admission test followed by Group Discussion and Personal Interview.The graduation score/ admission test score shall carry a weightage of 70% while group discussion and personal interview score shall be of 15 mark each. The final merit shall be based upon the total score of graduation score/admission test and GD and PI that is out of 100 marks.

(6) The Admission Test for selecting candidates for admission to M.B.A courseshall be conducted by the admission committee constituted as per the Siddharth University, Kapilvastu, Siddharth Nagar. The admission committee shall have the right to choose an appropriate method of selection based upon the number of applications and other conditions (natural calamities such as flood, pandemic, earthquakes etc.) or as per the University Policy.

(7) Total number of students to the M.B.A course shall be 60. The reservation of seats as per the government norms will be followed. The University may offer 5 seats extra as per the University Norms under the management dispensation.

(8) English shall be the medium of instruction as well as in the University examination.

(9) Ordinarily 50% paper setters/ examiners may be internal and 50% external.

(10) For admission in M.B.A. program, the eligibility shall be graduation with 50% or equivalent CGPA in any discipline or its equivalent examination conducted by the institution or university incorporated by law and recognized by this University shall constitute the minimum requirement for admission.

(11) The method of teaching adopted shall be a combination of lectures, seminas by faculty and guest speakers, case discussion, student presentation etc.

(12) The classes of M.B.A course shall be run in the Faculty of Commerce under the concerned Head of the Department.

(13) There shall be examination in each semester as per the scheme of examination and the student shall be required to appear in every subject as specified in the course structure of each semester.

(14) Each compulsory/ elective paper shall be of three hours duration. The maximum marks allotted for each paper shall be following:

I. End Semester Examination	75 marks
II. Internal Assessment	25 marks

(15) The permission to appear in semester examination shall be granted to such candidates only who have fulfilled the attendance requirement of 75% in each subject as per University rules.

a. Regarding Attendance requirements students will have to fulfill the condition of 75% attendance.

b. The following guidelines for internal assessment in each subject shall be followed:

(a) All assignments/ term papers will be submitted in his/her own handwriting/typed as per the instructions of concerned subject faculty members.

The University has strict policy against plagiarism and any such case shall attract disciplinary action.

(b) The distribution of marks for internal evaluation shall be as follows:

I. Written Test	10 Marks
II. One Term Paper/ Assignment/Quiz	10 Marks
III. Class Participation	5 Marks

I whenever the score in the internal assessment is either more than 90% or less than 35% the head of department may constitute a committee including himself/herself to review the marks. The said committee will be empowered to revise the marks under the orders of the Head of the Department if it is required.

(d) The passing marks for internal evaluation shall be equal to or more than 40%.

(16) The semester and written examination in each subject shall be of three hours duration.

(17) There shall be viva-voce examination in M.B.A Year-I (First and Second Semester).

(18) In the MBA Year-II third semester a seminar/presentation on the industrial training (industrial/summer) project shall be made by the students.

(19) Each student has to undergo an industrial project/summer training for the duration of six to eight weeks after the completion of MBA second semester i.e. MBA first year. The students shall have to submit a project report after the completion of the summer training. This shall be mandatory requirement of successful completion of MBA Program.

(20) A summer internship program/internship manual shall be provided by the department.

(21) In the MBA 2nd year the students shall have to submit a dissertation report which shall be evaluated by a panel of examiners in fourth semester. The students shall have to give a presentation in front of a panel of examiners that may consist of external /internal experts.

(22) The students shall be allotted the supervisors from the department of management in the MBA in the first month of MBA third semester. They shall be provided guidance for dissertation by a faculty supervisor to prepare dissertation thesis in the area which may consist of exploring business ideas, business plan, exploring local or global management issues and other research areas.

(23) If required a co-supervisor from industry/ technical institute/ research institute etc. may be assigned to the students for supervising their research dissertation.

(24) The student is expected to give four hours per week towards the dissertation research work.

(25) The students shall have to submit dissertation report (hard bound copy) as prescribed by the department on a due date as instructed by the department towards the end of the end of second year i.e. IV SEM.

(26) The students are expected to make a seminar/conference presentation or publish a

paper in reputed journal out of the dissertation.

(27) If a student publishes a paper in peer reviewed listed journal/as notified by the regulatory body time to time, out of their research dissertation work, they can be awarded 10 marks in addition to the score that they would obtain out of 100 marks. However, the maximum marks obtained cannot be more than 100.

(28) The marks obtained in the dissertation/project evaluation shall be converted into equivalent grade and shall be included in the calculation of the CGPA.

(29) A candidate shall be declared to have passed a semester examination if he/she secures not less than 35% marks in each individual subject (end semester examination and internal assessment combined) and 40% in the aggregate.

(30) Candidates shall be awarded division at the end of the fourth semester as follows:

First Division - 60% or more of the total marks obtained in the University examination and continuous/internal assessment together.

Second Division - 40% or more but less than 60% of the total marks obtained in the University examination and continuous/ internal assessment together.

Pass or third division- 35% or more but less than 40% of the total marks in the University examination.

In the first three semesters the candidates will be declared only as "Pass" or "Fail". Division will be awarded only on the basis of the combined result of all the semesters of M.B.A. Year -I, and Year-II.

(31) Grades and Grade point for absolute scale:

MARKS LIMIT	>90-100	>80-90	>70-80	>60-70	>50--60	>40-50	≥35-40	<35	Absent	-	-
LETTER GRADE	O	A^+	A	B^+	B	C	P	F	AB	Q	NQ
GRADE POINT	10	9	8	7	6	5	4	0	0	-	-
DESCRIPTION	Outstanding	Excellent	Very Good	Good	Above Average	Average	Pass	Fail	Absent	Qualified	Not Qualified

SCGPA will be calculated according to the following formula:

SCGP (Si) = $\sum$ (Ci x Gi)/$\sum$Ci

Ci = The number of credits of the i^{th} course in a semester
Gi = The grade point score by the student in the i^{th} course

(32) The following categories of MBA students shall be eligible for backpaper facility:

a) Candidates who pass in individual subject but fail in the aggregate. These candidates shall be promoted to the next semester/ higher class of continuing course but shall be required to re- appear in up to 1/3 of the number of subject/ papers of their choice to cover their aggregate.

b) Candidates who pass in 2/3 of the number of subjects/ papers prescribed for the semester examination (any fraction exceeding half will becounted as one. Half or less than half shall be ignored).
These candidates shall be promoted to the next semester/ higher class of the continuing course but will be required to appear in the subject inwhich they have failed and have been allowed to reappear papers concerned shall be retained and added with the marks obtained in subsequent semester examination.

c) The students shall appear in the backlog courses for which the external examination shall be held in the corresponding semester of the succeeding academic year. The marks scored by the candidates in the continuous /internal assessment shall be carried forward, provided the student has successfully qualified in the internal assessment.

d) In case the student fails in thesis/project, the student must complete thesis/project and appear in the corresponding semester of the succeeding academic year.

(33) No person shall be admitted as a candidate for the examination for any of the year after lapse of four years after admission to the first year of M.B.A. For example, if a student takes admission in academic session 2026-2027 then he/she has to complete the course formalities by the end of academic session 2028-2029.

(34) The student in his/her II Year of M.B.A shall be offered Dual Specialization. Out of the specializations offered by the department in the field of Human Resource, Finance, and Marketing, the student is required to opt for either combination- Marketing & HR, Marketing & Finance, and Finance & HR. Within the specializations, the student shall have to choose to select any two elective subjects within each specialization in the Semester III and IV.

(35) Students who have graduated in four year BBA program from Siddharth University shall be promoted to first year MBA Programme of Siddharth University, after their completion of three year degree in BBA, as per the National Education Policy (**NEP**) **2020** framework.

COURSE STRUCTURE- MBA (2026-27)

Year	Sem	Subject	Course Code	Core Compulsory/Elective	Course Title	Credit
1	I	Course 1	MBA-0108	Core Compulsory	Management Concepts & Organizational Behaviour	3
		Course 2	MBA-0102	Core Compulsory	Accounting for Managers	3
		Course 3	MBA-0110	Core Compulsory	Managerial Economics & Business Environment	3
		Course 4	MBA-0112	Core Compulsory	Business Statistics for Managerial Decision Making	3
		Course 5	MBA-E007	Minor Open Elective for Others Department/Faculty or Value Added MOOC Courses from NPTEL/ SWAYAM/ NIELET	Professional Communication	3
		Course 6	MBA-TP01	Core Compulsory	Mini Project & Viva-Voce Based on Rural or Community Development or Innovative Exploration/ feasibility study of innovative idea based Projects	4
					Total Credit	**19**
	II	Course 9	MBA-0201	Core Compulsory	Financial Management	3
		Course 10	MBA-0202	Core Compulsory	Marketing Management	3
		Course 11	MBA-0203	Core Compulsory	Human Resource Management	3
		Course 12	MBA-0209	Core Compulsory	Logistics & Supply Chain Management	3
		Course 13	MBA-0205	Core Compulsory	Business Research Methods	4
		Course 14	MBA-TP02	Core Compulsory	Survey Project &Viva Voce	6
					Total Credit	**22**
2	III	Course 15	MBA-0305	Core Compulsory	Entrepreneurship, Innovation and Venture Creation	3
		Course 16	MBA-0304	Core Compulsory	Corporate Citizenship	3
		Course 17	MBA-FM01	Specialization Finance (Elective-1)	Corporate Financial Decisions	3
		Course 18	MBA-FM02	Specialization Finance (Elective-2)	Security Analysis and Portfolio Management	3
		Course 19	MBA-FM03	Specialization Finance (Elective-3)	Working Capital Management	3
		Course 20	MBA-MK08	Specialization (Marketing-1)	Sales and Distribution Management	3
		Course 21	MBA-MK09	Specialization Marketing (Elective-2)	Consumer Behaviour and Advertising	3
		Course 22	MBA-MK10	Specialization (Marketing-3)	Digital and Social Media Marketing	3
		Course 23	MBA-HR01	Specialization Human Resource (Elective-1)	Leadership, Teamwork and Change Management	3
		Course 24	MBA-HR02	Specialization Human Resource (Elective-2)	Talent Management and HR Audit	3

		Course 25	MBA-HR03	Specialization Human Resource (Elective-3)	Industrial Relations Management	3
		Course 26	MBA-TP03	Core Compulsory	Industrial/Summer Training Report & Viva-Voce	6
					Total Credit	**24**
	IV	Course 27	MBA- 0401	Core Compulsory	Strategic Management	3
		Course 28	MBA-FM04	Specialization Finance (Elective-4)	Corporate Restructuring and Valuation	3
		Course 29	MBA-FM05	Specialization Finance (Elective-5)	Banking and Financial Services	3
		Course 30	MBA-FM06	Specialization Finance (Elective-6)	Corporate Tax Planning	3
		Course 31	MBA-FM07	Specialization Finance (Elective-7)	International Financial Management	3
		Course 32	MBA-FM08	Specialization Finance (Elective-8)	Financial Derivatives	3
		Course 33	MBA-MK05	Specialization Marketing (Elective-4)	Rural Marketing	3
		Course 34	MBA-MK06	Specialization (Marketing-5)	Customer Relationship Management	3
		Course 35	MBA-MK07	Specialization (Marketing-6)	International Marketing	3
		Course 36	MBA-MK11	Specialization (Marketing-7)	Green Marketing	3
		Course 37	MBA-MK12	Specialization (Marketing-8)	Services Marketing	3
		Course 38	MBA-HR04	Specialization Human Resource (Elective-4)	Strategic HRM and International HRM	3
		Course 39	MBA-HR05	Specialization Human Resource (Elective-5)	HR and Technology	3
		Course 40	MBA-HR06	Specialization Human Resource (Elective-6)	Social Security and Compensation Laws	3
		Course 41	MBA-HR07	Specialization Human Resource (Elective-7)	Negotiation and Counselling	3
		Course 42	MBA-HR08	Specialization Human Resource (Elective-8)	Manpower policy and planning	3
		Course 43	MBA-TP04	Core Compulsory	Dissertation	6
		Course 44	MBA-E002	Minor/ Open Elective for Other Faculty/Department	Start-up and Entrepreneurship	3
					Total Credit	**21**

Syllabus-MBA Program

Year	Sem	Subject	Course Code	Core Compulsory/Elective	Course Title	Credit
(MBA 1)	I (MBA-I)	Course 1	MBA-0108	Core Compulsory	Management Concepts & Organizational Behaviour	3
		Course 2	MBA-0102	Core Compulsory	Accounting for Managers	3
		Course 3	MBA-0103	Core Compulsory	Managerial Economics & Business Environment	3
		Course 4	MBA-0112	Core Compulsory	Business Statistics for Managerial Decision Making	3
		Course 5	MBA-E007	Minor Open Elective for Others Department/Faculty	Professional Communication	3
		Course 6	MBA-0106	Core Compulsory	Mini Project & Viva-Voce Based on Rural or Community or Innovative Experimentation Projects	3
		Course 7				3

Programme/Class: MBA	Year: 1	Semester: I
Subject: MBA		
Course Code: MBA-0108	Course Title: **Management Concepts & Organizational Behaviour**	

Course outcomes: On completion of the course, the learner will be able to:
CO1: Understand and explain the roles and skills of a manager and functions of management
CO2: Develop insight on the thoughts and principles of eminent management thinkers
CO3: Analyze organization structure and situations for implementation of managerial concepts
CO4: Develop an understanding of the fundamental concepts of Organizational Behaviour and their application in the workplace.
CO5: Analyze the individual and group behavior dynamics in an organization.

Credits: 3	Core Compulsory / Elective: Core Compulsory
Max. Marks: 25+75	Min. Passing Marks: 10+25

Total No. of Lectures-Tutorials-Practical (in hours per week): L-4 T-0 P-0

Unit	Topics	No. of Lectures
	Part I	**45**
I	Management: Concept, Nature & Significance; Managerial Roles & Skill; Levels of Management; Evolution of Management Thoughts- Classical, Neo-Classical, System; Contemporary Management Practices.	12
II	Planning: Concept, Nature, Scope, Objectives and Significance; Types of Planning; Organizing: Concept, Nature; Organizational Structure and Design: Authority and Responsibility; Directing: Concept, Nature; Managerial Control-	10
III	Organizational Behaviour: Concept and Nature; Multidisciplinary Approach of OB; Significance of OB for Managers; Challenges and Opportunities for OB. Perception: Meaning, Significance & Factors Influencing Perception; Attitude: Meaning, Concept, Significance, Attitude formation, Learning and Learning Theories; Values and Personality.	12
IV	Motivation- Meaning, Nature, Scope, Motivation Theories- Group Dynamics; Cooperation, and Conflict in organizations; Influence, Power and Politics. Leadership, Leadership Approaches, Organizational Change- Process and Resistance; Organizational Culture; Stress Management and wellbeing.	11

Suggested Readings:

1. Robbins, Stephen P., Timothy A. Judge, and Neharika Vohra, "Organizational Behaviour", Pearson Education, India,2018, 18th Edition.
2. L.M. PRASAD. "Principles & Practice of Management" Paperback – 1 January 2021. Sultan Chand (1 January 2021); Sultan Chand.
3. S.S. Khanka "Organizational Behaviour", S. Chand, Latest Edition.
4. Koontz, H. & Weihrich, H., "Essentials of Management: An International, Innovation, and Leadership Perspective", Mc-Graw Hill, New-Delhi, 2015.
5. Megha Bhatia, & Aarti Garg, Management Concepts and Organizational Behaviour, Book Rivers (February 2024).
6. S.C. Saksena & Gaurav Sankalp, Management and Organizational Behaviour. Sahitya Bhawan Publications; 2019th edition (1 January 2018).

Suggested Continuous Evaluation Methods: In addition to the theoretical inputs the course will be delivered through Assignments, Presentation, Group Discussions, Simulation exercises, and Case Studies. This will instill in student a sense of problem identification, generating solution, decision making and practical learning. Student learning will be evaluated through Written Tests, Projects and Field Assignments, Quizzes.

Programme/Class: MBA	Year: 1	Semester: I
Subject: MBA		
Course Code: MBA-0102	Course Title: **Accounting for Managers**	

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

Credits 3	Core Compulsory / Elective: **Core Compulsory**
Max. Marks: 25+75	Min. Passing Marks: 10+25

Total No. of Lectures-Tutorials-Practical (in hours per week): L-3 T-1 P-0

Unit	**Topics**	**No. of Lectures**
	Part I	**45**
I	Introduction to Accounting – Types of Accounting, Objectives, Scope, Advantages & Limitations of Accounting, Accounting Concepts, Principles and Conventions, Generally Accepted Accounting Principles (GAAP), Accounting Standards in India International Financial Reporting Standards (IFRS)	12
II	Double Entry System and Preparation of Final Accounts –Trading, Profit and Loss Account and Balance Sheet with Adjustment Entries.	12
III	Depreciation – Causes, Methods of Calculating Depreciation – Straight Line Method, Diminishing Balance Method, Ratio Analysis – Classification of Ratios – Liquidity, Profitability, Financial and Turnover Ratios, Preparation of Cash Flow Statement	11
IV	Cost Accounting – Elements of Cost, Types of Costs, Preparation of Cost Sheet, Standard costing.	10

Suggested Readings:

1. S.M. Shukla, Financial Accounting, Sahitya Bhawan Publication, 52nd Revised and enlarged edition: 2023
2. Dhamija - Financial Accounting for Managers: (Prentice Hall, 2nd Edition), 2015
3. Narayanswami - Financial Accounting: A Managerial Perspective (PHI,5th Ed), 2022
4. R.L. Gupta & V.K. Gupta, Financial Accounting, Sultan Chand & Sons, 2021
5. Jawahar Lal, Accounting for Management, Himalaya Publication, 2009
6. D.K.Goel & Shelly Goel, Financial Accounting, Arya Publication, 5th Edition, 2021
7. PC Tulsian- Financial Accounting, Pearson, 2002

Suggested Continuous Evaluation Methods:

In addition to the theoretical inputs the course will be delivered through Assignments, Presentation, Group Discussions and Case Studies. This will instil in student a sense of decision making and practical learning. Student learning will be evaluated through Written Tests, Projects and Field Assignments, Quizzes.

Programme/Class: **MBA**	Year: 1	Semester: I
Subject: **MBA**		
Course Code: MBA-0110	Course Title: **Managerial Economics and Business Environment**	

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

- **CO1: Explain** the fundamental principles of managerial economics and **apply** economic theories to support managerial decision-making in diverse business situations.
- **CO2: Analyse** the nature of market competition and **evaluate** the impact of globalization on business strategies and organizational performance.
- **CO3: Assess** the influence of local, regional, national, and global business environments on organizational decision-making and business operations.
- **CO4: Apply** fundamental economic tools and concepts to **evaluate** alternative solutions for efficient resource allocation and sustainable business decision-making under conditions of scarcity.
- **CO5: Analyse** business decisions by **evaluating** trade-offs, opportunity costs, and external environmental factors to recommend appropriate managerial actions.
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Credits: 3	Core Compulsory / Elective: **Core Compulsory**
Max. Marks: 25+75	Min. Passing Marks: 10+25

Total No. of Lectures-Tutorials-Practical (in hours per week): L-3-T-0 P-0

Unit	Topics	No. of Lectures
	Part I	**45**
I	Managerial Economics: Nature & Scope of Managerial Economics, Utility Theory, Indifference Curve, Demand-Supply Framework, Price Elasticity of Demand and Supply	12
II	Production: Theory and Laws of Production: Production Function, Law of Variable Proportions, Laws of Returns to Scale, Economies of Scale Market Structure: Perfect Competition, Monopoly, Monopolistic Competition, and Oligopoly.	11
III	Business Environment, Factors Influencing Business Decisions (PESTLE Analysis), National Income Analysis, Theories of Inflation, Deflation, and Business Cycles, Overview of Monetary and Fiscal Policy, Foreign Investment: FDI and FII, WTO and India — An Overview	12
IV	Equitable use of resources for sustainable production systems, Environment Impact Assessment (EIA), Sustainable Development Goals (SDGs) of United Nations	10

Suggested Readings:

1. Thomas and Maurice, (2017) Managerial Economics, 10th edition McGraw Hill Education;
2. Rastogi, S. K. (2016). Managerial Economics: Principles and Worldwide Applications. 8th Edn. Oxford University Press.
3. Dewett, K. K. (2010). Modern Economic Theory. India: S. Chand Limited.
4. G S Gupta, (2017). Managerial Economics", Mc-Graw Hill Education; 2nd edition
5. Muthukrishnan Subhashini, "Economics of Environment", PHI Learning Pvt Ltd; 2nd edition (2015)
6. Varshney. R and Maheshwari, Managerial Economics-Sultan Chand & Co.

7. Pailvar, V. K. (2011). Economic Environment of Business. India: PHI Learning
8. Fernando, A. C. (2011). Business Environment: India: Pearson Education India.

Suggested Continuous Evaluation Methods: In addition to the theoretical inputs the course will be delivered through Assignments, Presentation, and Group Discussions. This will instill in student a sense of decision making and practical learning. Student learning will be evaluated through Written Tests, Projects and Field Assignments, Quizzes.

Programme/Class: MBA	Year: 1	Semester: I
Subject: MBA		
Course Code: MBA-0112	Course Title: **Business Statistics for Managerial Decision Making**	

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

- **CO1:** Explain the role of statistics in business and managerial decision-making.
- **CO2:** Organize, summarize and present business data using appropriate statistical tools.
- **CO3:** Apply descriptive statistics and relationship analysis for solving simple business problems.
- **CO4:** Interpret statistical outputs for forecasting and managerial decision-making.
- **CO5:** Use spreadsheets and AI-assisted tools responsibly for analysing business data and supporting managerial decisions.
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Credits: 4	Core Compulsory / Elective: Core Compulsory
Max. Marks: 25+75	Min. Passing Marks: 10+25

Total No. of Lectures-Tutorials-Practical (in hours per week): L-4 T-0 P-0

Unit	Topics	No. of Lectures
	Part I	**45**
I	Business Data and Statistical Thinking: Role of Statistics in Business and Management; Types and Sources of Business Data; Variables and Measurement Scales; Classification and Tabulation of Data; Frequency Distribution; Data Visualization: Bar Diagram, Pie Chart, Histogram, Line Graph; Introduction to Spreadsheet-based Data Presentation	11
II	Descriptive Statistics for Business Decisions: Measures of Central Tendency: Mean, Median and Mode; **Measures of Dispersions**- Range, Quartiles, Mean Deviation (variation), and Standard Deviation- Skewness and Kurtosis, Coefficient of Variation; Percentiles, Interpretation of Statistical Results; Selecting Appropriate Statistical Measures	12
III	Relationship Analysis and Business Forecasting: Scatter Diagram; Correlation: Concept, Pearson Correlation, Interpretation; Simple Linear Regression; Introduction to Business Forecasting; Time Series; Moving Average Method	11
IV	Business Decision Making using Statistics and Artificial Intelligence Probability for Business Decisions: Introduction to Probability, Business Applications of Probability, Expected Value, Decision Making under Risk and Uncertainty. Artificial Intelligence as a Decision Support Tool: Introduction to AI in Business, AI-assisted Data Analysis, AI-assisted Business Forecasting, AI Tools for Business Decision Making, Human Judgment versus AI Recommendations, Ethical and Responsible Use of AI	11

Suggested Readings:

1. Anderson, D. R., Sweeney, D. J., Williams, T. A., Camm, J. D., & Cochran, J. J., "Statistics for business & economics", Cengage Learning, 2016.
2. N D Vohra, "Quantitative Techniques in Management", McGraw Hill Education; Fifth edition (5 July 2017).
3. S.C. Gupta., Fundamentals of statistics - Sultan Chand & Sons, Delhi., 2017
4. Richard I. Levin, Masood H. Siddiqui, David S. Rubin, & Sanjay Rastogi, "Statistics for Management"

Pearson Education; Eighth edition. 2017
Suggested Continuous Evaluation Methods: In addition to the theoretical inputs the course will be delivered through Assignments and Problem-solving exercise. The pedagogy shall include: Business Cases, Classroom Discussions, Spreadsheet Demonstrations, AI Demonstrations, Data Interpretation Exercises, Mini Business Projects, Group Presentations etc. This will instill in student a sense of problem identification, generating solution, decision making and practical learning. Student learning will be evaluated through Written Tests and Quizzes.

Minor Open Elective

Programme/Class: MBA	Year: 2	Semester: I
Subject: MBA **Minor Open Elective**		
Course Code: MBA-E007	Course Title: **Professional Communication**	

Course outcomes: On completion of this course, a learner will be able to
CO1: Apply the knowledge by speaking confidently and communicating effectively.
CO2: Creates and design different letter formats effectively in a realistic way.
CO3: Utilize computer systems and business application software to enhance communication, documentation, data management, and decision-making.
CO4: Apply the learning in drafting letters, formatting in MS word, use MS Excel

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Credits: 3	Core Compulsory / Elective: **Open Elective**
Max. Marks: 25+75	Min. Passing Marks: 10+25

Total No. of Lectures-Tutorials-Practical (in hours per week): L-3 T-0 P-2

Unit	Topics	No. of Lectures
		45
I	Introduction to Communication, Role, Purpose, Importance & Process of Communication, Characteristics of successful communication. Barriers to Communication.	10
II	Written Communication- Meaning, Purpose, & Principles of Effective Writing, Letters & Reports Writing, Objectives and Purpose, and Resume/CV writing tips.	12
III	**Introduction to Computer Systems-** Characteristics, Components of Computer Systems (I/O Devices); Operating System: Functions of OS MS Office- MS Word, MS Excel, MS PowerPoint.	11
IV	**MS PowerPoint-** Creating, Opening and Saving Presentations. Professional Look of the Presentation.	12

Suggested Readings:

1. Payal Mehra, "Business Communication for Managers", Pearson, Second Edition.
2. Meenakshi Raman and Prakash Singh, "Business Communication" Oxford Publication, Second Edition.
3. Blundel Richard, Effective Organisational Communication, Pearson Education Limited
4. Kaul, A. "Effective Business Communication", Prentice Hall India Learning Private Limited; Second Edition (2015).
5. Herta Murphy, Herbert Hildebrandt, Jane Thomas, "Effective Business Communication" McGraw Hill Education; 7th edition.
6. Kumkum Bhardwaj, "Fundamental of Business Communication", Dreamtech Press, Wiley (1 January 2019).
7. Fundamentals of Computers by Rajaraman, Publisher: Prentice Hall of India, New Delhi
8. Computer Fundamentals by P.K Sinha, Priti Sinha, Publisher Kalyani Publishers, 2nd Edition.
9. Pradeep K Sinha & Priti Sinha. Computer Fundamentals: Concepts, Systems & Applications - 8th Edition & Updated Edition 1 January 2022

Suggested Continuous Evaluation Methods: In addition to the theoretical inputs the course will be delivered through Assignments, Presentation, GroupDiscussions. This will instill in student a sense of decision making and practical learning.

Year	Sem	Subject	Course Code	Core Compulsory/Elective	Course Title	Credit
(MBA 1)	II (MBA-II)	Course 9	MBA-0201	Core Compulsory	Financial Management	3
		Course 10	MBA-0202	Core Compulsory	Marketing Management	3
		Course 11	MBA-0203	Core Compulsory	Human Resource Management	3
		Course 12	MBA-0209	Core Compulsory	Logistics & Supply Chain Management	3
		Course 13	MBA-0205	Core Compulsory	Business Research Methods	4
		Course 14	MBA-TP02	Core Compulsory	Survey Project &Viva Voce	6

Programme/Class: MBA	Year: 1	Semester: II
Subject: MBA		
Course Code: MBA-0201	Course Title: **Financial Management**	

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

CO1: Explain the principles, objectives, and scope of financial management, including the time value of money, in corporate financial decision-making.

CO2: Apply capital budgeting techniques and risk analysis to evaluate investment proposals and support investment decisions.

CO3: Analyse financing and dividend decisions by evaluating the cost of capital, capital structure, leverage, and dividend policies for maximizing shareholder value.

CO4: Apply the principles of working capital management to manage cash, receivables, inventory, and short-term financing requirements for efficient business operations.

Credits: 3	Core Compulsory / Elective: **Core Compulsory**
Max. Marks: 25+75	Min. Passing Marks: 10+25

Total No. of Lectures-Tutorials-Practical (in hours per week): L-4 P-0

Unit	Topics	No. of Lectures
		45
I	Nature of Corporate Finance: Scope and objectives of finance function, Shareholders' wealth maximization, Agency problem, Time Value of money- simple numerical problems	10
II	Investment Decisions: Capital Budgeting Concept & Process, Techniques of capital budgeting: discounted and non-discounted methods, Risk Analysis in Investment Decisions, Project Selection & Capital Rationing.	12
III	Financing & Dividend Decisions: Cost of Capital, Components of Capital: equity, preference shares, debt instruments, Leverage, Capital Structure Theories, Dividend Policy and its Model (Walter's Model and Gordon's Model)	12
IV	Working Capital Management: Principles of working capital management, Factors determining Working Capital Needs, Sources of Working Capital; Management of Cash, Receivable, and Inventory	11

Suggested Readings:

1. Brealey and Myers (2018), Principles of Corporate Finance, McGraw Hill
2. Van Horne, J. C. (2011). Financial Management and Policy. Pearson India:
3. Rastogi R.P. (2018), Fundamentals of Financial Management, Taxman
4. Khan M Y and Jain P K, (2018), Financial Management-Text Problems and Cases, 8th Edn, Mc Graw Hill, India
5. Pandey I.M. (2021) Financial Management, 12th Edition Pearson India.

Suggested Continuous Evaluation Methods:

In addition to the theoretical inputs the course will be delivered through Assignments, Presentation, Group Discussions and Case Studies. This will instill in student a sense of decision making and practical learning. Student learning will be evaluated through Written Tests, Projects and Field Assignments, Quizzes.

Programme/Class: MBA	Year: 1	Semester: II
Subject: MBA		
Course Code: MBA-0202	Course Title: **Marketing Management**	

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

- **CO1:** Explain the fundamental concepts, principles, and functions of marketing and their role in creating customer value and achieving organizational objectives.
- **CO2:** Apply marketing concepts, tools, and analytical frameworks to support managerial decision-making in diverse business situations.
- **CO3:** Analyse marketing decisions related to the marketing mix (Product, Price, Place, and Promotion) and evaluate their impact on customer satisfaction and organizational performance.
-

Credits: 3	Core Compulsory / Elective: Core Compulsory
Max. Marks: 25+75	Min. Passing Marks: 10+25

Total No. of Lectures-Tutorials-Practical (in hours per week): L-4 T-0 P-0

Unit	Topics	No. of Lectures
	Part I	**45**
I		12
II	Understanding Consumers: Consumer Buying Behavior, Consumer Decision Making; Market Segmentation, Targeting and Positioning; New Product Development; Product Life Cycle – stages and strategies, Product Differentiation; Branding, Brand equity.	12
III	Developing Pricing Strategies and Programs- Understanding Pricing, Setting the Price methods, Adapting the Price; Marketing Channels- Role, Functions and Flows of Marketing channels, Channel levels, Channel-Design Decisions, Managing Channel Conflicts.	11
IV	Marketing Communications- Characteristics of Marketing Communication Mix, Integrated Marketing Communications; The Communications Process Models; The emerging Trends in Marketing- Green Marketing, Social Marketing, Mobile Marketing, Digital and AI based Marketing.	10

Suggested Readings:

1. Ramaswamy, V.S. & Namakumari, S, (2018) "Marketing Management Global Perspective Indian Context", 6th Edn. Sage Publications, India.
2. Philip Kotler, Kevin lane Keller, Alexander Chernev, Jagdish N. Sheth, G.Shainesh, (2022). "Marketing Management" | Indian Case Studies Included| 16th Edn., Pearson Education India.
3. Gupta Prachi, Aggarwal Ashita, Majra Hufrish, Jacob Isaac, Jain Varsha, Krishna G.Radha (Author), Narang Ritu, Venkatesh Shanthi, Paul A Suresh, Goswami Susobhan. "Marketing Management: Indian Cases" Paperback – Pearson Education; First Edition (31 July 2017).
4. Philip Kotler, Gary Armstrong, Sridhar Balasubramanian, Prafulla Y. Agnihotri, Principles of Marketing, 19th Edition - Pearson Paperback – 12 July 2023.

Suggested Continuous Evaluation Methods:

In addition to the theoretical inputs the course will be delivered through Assignments, Presentation, Group Discussions. This will instill in student a sense of decision making and practical learning.

Programme/Class: MBA	Year: 1	Semester: II
Subject: MBA		
Course Code: MBA-0203	Course Title: **Human Resource Management**	

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

- **CO1: Explain** the strategic role of human resources in creating and sustaining competitive advantage for organizations.
- **CO2: Analyse** the relationship between organizational strategy and human resource practices to **evaluate** their impact on organizational effectiveness and performance.
- **CO3: Apply** the principles and techniques of key human resource functions to support employee motivation, performance management, and talent retention.

Credits: 3	Core Compulsory / Elective: Core Compulsory
Max. Marks: 25+75	Min. Passing Marks: 10+25

Total No. of Lectures-Tutorials-Practical (in hours per week): L-3 T-0 P-0

Unit	Topics	No. of Lectures
	Part I	**45**
I	Human Resources Management - Concept HRM HR Structure and Strategy. Workforce Diversity, Human Resource Information System (HRIS); ESG and Sustainable HRM.	12
II	Manpower Planning; Job Analysis- Job Description, Job Specification; Job Evaluation; Recruitment- Purpose, Importance, Types; Selection- Need, Importance, Method; Placement, Induction & Orientation, Transfer, Promotion, Demotion, Discharge.	11
III	Training & Development-, Assessment of Training Needs for Managerial, Methods and Techniques of Training; Performance Appraisal; Compensation Management, Career Planning and Succession Planning, AI based Performance Management.	12
IV	Wage Structure, Fringe, Benefits, Financial and Non-Financial Benefits; Collective Bargaining; Grievance Handling.	

Suggested Readings:

1) Aswathappa, K., Human Resource Management: Text & Cases, McGraw-Hill Education, 10th Edition, 2023.
2) Human Resource Management, Macmillan, 1st Edition 2023
3) Dessler, G. & Varkkey, B, Human Resource Management, Pearson, 17th Edition, 2023
4) L.M. Prasad, Human Resource Management, Sultan Chand & Sons, 2007
5) T.V. Rao, Readings in Human Resource Management, Oxford & IBH Publishing Co Pvt.Ltd, 201
6) Armstrong, Michael, and Stephen Taylor, "Armstrong's handbook of human resource management practice." Kogan Page, 2020.

Suggested Continuous Evaluation Methods: In addition to the theoretical inputs the course will be delivered through Assignments, Presentation, Group Discussions and Case Studies. This will instill in student a sense of problem identification, generating solution, decision making and practical learning.
Student learning will be evaluated through Written Tests, Projects and Field Assignments, Quizzes.

Programme/Class: MBA	Year: 1	Semester: II
Subject: MBA		
Course Code: MBA-0209	Course Title **Logistics & Supply Chain Management**	

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

CO1: Explain the fundamental concepts of logistics, supply chain management, and the Indian logistics ecosystem, and examine their role in business competitiveness.

CO2: Analyse transportation modes, warehousing operations, and distribution strategies to support efficient logistics and supply chain decisions.

CO3: Apply quality management principles and inventory control techniques to improve operational efficiency and optimize supply chain performance.

CO4: Evaluate supply chain linkages and sustainable logistics practices, including green supply chain initiatives, for effective and responsible supply chain management.

Credits: 3	Core Compulsory / Elective: **Core Compulsory**
Max. Marks: 25+75	Min. Passing Marks: 10+25

Total No. of Lectures-Tutorials-Practical (in hours per week): L-3 T-0 P-0

Unit	Topics	No. of Lectures
	Part I	**45**
I	Introduction to Supply Chain Management (SCM) and Logistics; Difference between Supply Chain, Logistics, and Procurement; Key drivers of SCM (facilities, inventory, transportation, information, sourcing, pricing); Overview of Indian logistics infrastructure, PM Gati Shakti, and National Logistics Policy (NLP).	10
II	Logistics Functions-Inbound and outbound logistics; Role of warehousing, material handling, and packaging; Modes of transportation-Road, Rail, Air, Water, Pipeline, Multimodal; Facility location decisions, and distribution network strategies.	12
III	Managing Inventory - Concepts, Objectives, Inventory costs, Inventory control techniques- ABC, VED, FSN and EOQ, JIT; Basic concepts of quality, Total Quality Management, Six Sigma; the Bullwhip Effect.	11
IV	Forward vs. Reverse supply chains; E-waste and returns management; Sustainable/Green logistics and SCM; Information technology in supply chains.	12

Suggested Readings:

1. Chopra, S., Meindl, P., & Kalra, D. V. — Supply Chain Management: Strategy, Planning, and Operation, Pearson Education.
2. Bowersox, D. J., Closs, D. J., & Cooper, M. B. — Supply Chain Logistics Management, McGraw-Hill Education.
3. Altekar, R. V. — Supply Chain Management: Concepts and Cases, PHI Learning.
4. Raghuram, G., & Rangaraj, N. — Logistics and Supply Chain Management: Cases and Concepts, Macmillan Business Books.
5.

Suggested Continuous Evaluation Methods: In addition to the theoretical inputs the course will be delivered through Assignments, Presentation, Group Discussions and Case Studies. This will instill in student a sense of decision making and practical learning. Student learning will be evaluated through Written Tests, Projects and Field Assignments, Quizzes.

Programme/Class: MBA	Year: 1	Semester: II
Subject: MBA		
Course Code: MBA-0205	Course Title **Business Research Methods**	

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

CO1: Explain the research process and formulate business research problems by selecting appropriate research designs and methodologies.

CO2: Apply qualitative and quantitative research techniques to collect, organize, and analyse data for business decision-making.

CO3: Interpret research findings and prepare professional business research reports by drawing appropriate conclusions and managerial recommendations.

Credits: 4	Core Compulsory / Elective: Core Compulsory
Max. Marks: 25+75	Min. Passing Marks: 10+25

Total No. of Lectures-Tutorials-Practical (in hours per week): L-4 T-0 P-0*

Unit	Topics	No. of Lectures
	Part I	**60**
I	The nature of business and management research, Research process, Literature Review, Research approaches, Research problem, Research Design, Research Ethics, Fundamental and Overview of Qualitative Research.	15
II	Collecting Secondary data, primary data- observation, interviews, questionnaires, schedule, Measurement and Scaling, Questionnaire Design, Reliability and Validity of scale, Samples- probability and non-probability sampling, Sample design.	15
III	Quantitative Research - Data Collection, Data Preparation, Frequency Distribution, Cross-Tabulation Hypothesis testing- t-test, ANOVA, Regression; Introduction to Structural Equation Modelling (SEM).	15
IV	Importance of Report and Presentation in Management, Report Writing, Report Preparation and Presentation, ; Introduction to Statistical Software for Qualitative and Quantitative Data Analysis and AI research tools.	15

Suggested Readings:

1. Saunders, M. N.,Lewis, P., & Thornhill, A., "Research Methods for Business Students", Pearson, 2019. Eighth Edition.
2. Malhotra, N.K. and Dash, S. (2011), Marketing Research: An Applied Approach, Dorling Kindersley, New Delhi.
3. Cooper, D. R. et al., Business Research Methods (SIE) | McGraw Hill Education 2018,12th Edition.
4. Creswell, J. W., & Creswell, J. D., "Research design: Qualitative, quantitative, and mixed methods approaches", Sage publications, 2017.
5. Julie Pallant. "SPSS Survival Manual: A step by step guide to data analysis using IBM SPSS. Routledge; 7th edition (3 March 2020).
6. C.R. Kothari "Research Methodology", New Age Publication. 1 September 2019.
7. Nicholas H. Woolf, Christina Silver, Qualitative Analysis Using Nvivo: The Five-Level QDA Method Paperback – Illustrated, 7 October 2017.
8. Pat Bazeley, Kristi Jackson, Qualitative Data Analysis with NVivo Paperback- SAGE Publications Ltd.; Second edition (25 April 2013).

Suggested Continuous Evaluation Methods: In addition to the theoretical inputs the course will be delivered through Assignments, Presentation, Group Discussions and Case Studies. This will instill in student a sense of decision making and practical learning. Student learning will be evaluated through Written Tests, Projects and Field Assignments, Quizzes.

Year	Sem	Subject	Course Code	Core Compulsory/Elective	Course Title	Credit
2 (MBA 2)	(MBA-III)	Course 15	MBA-0305	Core Compulsory	Entrepreneurship, Innovation and Venture Creation	3
		Course 16	MBA-0304	Core Compulsory	Corporate Citizenship	3
		Course 17	MBA-FM01	Specialization Finance (Elective-1)	Corporate Financial Decisions	3
		Course 18	MBA-FM02	Specialization Finance (Elective-2)	Security Analysis and Portfolio Management	3
		Course 19	MBA-FM03	Specialization Finance (Elective-3)	Working Capital Management	3
		Course 20	MBA-MK08	Specialization (Marketing-1)	Sales and Distribution Management	3
		Course 21	MBA-MK09	Specialization Marketing (Elective-2)	Consumer Behaviour and Advertising	3
		Course 22	MBA-MK10	Specialization (Marketing-3)	Digital and Social Media Marketing	3
		Course 23	MBA-HR01	Specialization Human Resource (Elective-1)	Leadership, Teamwork and Change Management	3
		Course 24	MBA-HR02	Specialization Human Resource (Elective-2)	Talent Management and HR Audit	3
		Course 25	MBA-HR03	Specialization Human Resource (Elective-3)	Industrial Relations Management	3
		Course 26	MBA-TP03	Core Compulsory	Industrial/Summer Training Report & Viva-Voce	6

Programme /Class: MBA	Year: 2	Semester: III
Course Code: MBA-0305	Course Title: **Entrepreneurship, Innovation and Venture Creation**	

Course outcomes:

Course Outcomes:

After successful completion of the course, students will be able to:

CO1. Explain entrepreneurial concepts and identify entrepreneurial opportunities.

CO2. Apply creativity and design thinking to develop innovative business solutions.

CO3. Develop and evaluate business models using market validation techniques.

CO4. Assess various entrepreneurial financing alternatives.

CO5. Demonstrate understanding of intellectual property, sustainable entrepreneurship and social innovation.

Credits: 3	Core Compulsory / Elective: Core Compulsory
Max. Marks: 25+75	Min. Passing Marks: 10+27

Total No. of Lectures-Tutorials-Practical (in hours per week): L-3 T-0 P-0

Unit	Topics	No. of Lectures
	Part I	**45**
I	Entrepreneurial Mindset and Opportunity Recognition: Entrepreneurship: Meaning, Scope and Importance; Entrepreneurial Mindset and Entrepreneurial Competencies, Entrepreneur vs Manager, Entrepreneurship and Small Business; Opportunity Recognition and Opportunity Screening (3M Analysis), Entrepreneurial Process Model; Enterprise Formation Process; Entrepreneurship Ecosystem in India, Startup India, MSME, Udyam Registration and Government Support for Entrepreneurs	11
II	Creativity, Design Thinking and Innovation: Creativity and Creative Problem Solving; Creativity Techniques; Design Thinking Process; Innovation: Meaning and Importance; types of innovation; Innovation Life Cycle; Sources of Innovation; Innovation Culture in Organisations; Emerging Technologies and Digital Innovation including Artificial Intelligence	11
III	Venture Creation and Entrepreneurial Finance: Innovation in SMEs and Large Organisations; Open Innovation; Open Innovation; Disruptive Innovation ; Business Model Canvas Customer Discovery; Customer Value Proposition; Market Research and Opportunity Validation; Entrepreneurial Marketing; Sources of Entrepreneurial Finance; Debt Financing; Equity Financing; Venture Capital, Angel Investment and Government Funding Schemes; Exit Strategy innovations, and	11
IV	Responsible and Sustainable Entrepreneurship: **Intellectual Property :** Nature of Intellectual Property; Copyright; Trademark; Patent; Trade Secrets; Licensing and Commercialisation **Social and Sustainable Entrepreneurship:** Social Entrepreneurship; Social Innovation; Cooperative Business Models; Sustainable Entrepreneurship; SDGs and Entrepreneurship; Ethical Entrepreneurship	11

Suggested Readings:

1. Robert Hisrich, Michael Peters and Dean Shepherd, (2023) "Entrepreneurship" 12th Edition McGrawhill.
2. Hisrich, Robert D. & Kearney, Claudine, (2014) "Managing Innovation and Entrepreneurship", Sage Publications Ltd.,.
3. Malcolm Harper and Nadiya Parekh (2021), "Social Enterprise: Cases and Analysis for Understanding Social Business" 1st Edition, Routledge India
4. Mazzarol, Tim and Reboud, Sophie, (2020), "Entrepreneurship and Innovation: Theory, Practice and Context", 4th Edition, Springer,.
5. Drucker, P., (2014) "Innovation and Entrepreneurship", Routledge,.
6. Shukla, M., (2019) "Social Entrepreneurship in India: Quarter Idealism and a Pound of Pragmatism", Sage Publications Pvt. Limited,.
7. Kumar, A., (2012) "Entrepreneurship: Creating and leading an entrepreneurial organization", Pearson Education,.

Suggested Continuous Evaluation Methods: In addition to the theoretical inputs the course will be delivered through Case Studies and Discussions and Group Presentations in each and every Unit as well as Business Simulation, Entrepreneur Interaction, Field Visit/ Exposure Visit to MSME/ Startup, Market Surve, Business Model Canvas Workshop and Startup Pitch Competition at the end of the semester. These methods shall instill in student a sense of problem identification, generating solution, decision making and practical learning. Student learning will be evaluated through Written Tests, Class Involvement, Projects and Field Assignments, Quizzes.

Programme/Class: MBA	Year: 2	Semester: III
Subject: MBA		
Course Code: MBA-0304	Course Title: **Corporate Citizenship**	

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

CO1: Analyse ethical issues in business and corporate citizenship, and evaluate the factors influencing ethical decision-making in organizations.

CO2: Apply the principles of business ethics and interpret the statutory and regulatory provisions governing ethical business practices and corporate compliance in India.

CO3: Explain the concepts, principles, and frameworks of Corporate Social Responsibility (CSR) and evaluate their role in promoting responsible business practices and sustainable development.

CO4: Evaluate corporate sustainability initiatives and recommend appropriate sustainability practices and reporting frameworks for responsible and sustainable business organizations.

Credits: 3	Core Compulsory / Elective: Core Compulsory
Max. Marks: 25+75	Min. Passing Marks: 10+25

Total No. of Lectures-Tutorials-Practical (in hours per week): L-3 T-0 P-0

Unit	Topics	No. of Lectures
	Part I	**45**
I	Concept, Nature and Importance of Business Ethics, Evolution and development of Business Ethics; Ethics and Law, Relationship between Business and Ethics; Ethical Decision Making in organisations; Emerging Ethical Issues and Dilemmas in Business- Lying, Bullying, Discrimination, Sexual Harassment, Fraud, Corporate Espionage, Insider Trading, Environmental Issues, Sexual Harassment, Misuse of Organizational resources, Privacy Concerns, Employee Theft, Conflict of Interest etc., Ethical Issues in Digital Economy.	11
II	Regulatory Framework for Ethical Business in India: Environmental Responsibility, Consumer Protection , Intellectual Property Rights, Workplace Safety and Equity, Prevention of Corruption Laws, Ethical Decision Making Models- Utility, Rights, Justice and Caring (URJC) Model, Janus Headed Model; Organizational Ethics; Ethical Culture : Whistleblowing in Organizations; Leadership and Ethics; Ethics Audit; Compliance Management.	11

III	Definition of CSR, Importance and Limitations of CSR, Trusteeship Theory of Mahatma Gandhi, Types of CSR: Carroll's Pyramid, National Guideline on Responsible Business Conduct; CSR under the Companies Act, 2013, Corporate Citizenship and Sustainable Development Goals – Global Principles and Guidelines, CSR Planning and Impact Assessment, CSR and SDGs; Profit maximization v/s social responsibility.	11
IV	Sustainability: Its meaning and scope; Corporate Sustainability Introduction to Business Responsibility and Sustainability Reporting, Sustainable Development Goals, Triple Bottom Line and Environmental Sustainability, Sustainability Reporting Framework; Global Reporting Initiative; Sustainability related Regulatory Framework (BSIR) and Environment in India, Indian cases on Sustainable Business Practices.	12

Suggested Readings:

1. Kumar, Shailendra and Rai, Alok Kumar, "Business Ethics", Cengage Publishing House, 2019, 1st edition
2. Linda K. Trevino, Katherine A. Nelson (2017); Managing Business Ethics: Straight Talk about How to Do It Right, Wiley Publishing House, 6th Edition.
3. Bhanumurthy K V (2009): Politics, Ethics and Social Responsibility of Business, Pearson Education India.
4. Kamlesh Pritwani (2016); Sustainability of Business in the Context of Environmental Management; TERI
5. Rosenberg Mike (2015), Strategy and Sustainability: A Hardnosed and Clear-Eyed Approach to Environmental Sustainability for Business, Palgrave Macmillan

Suggested Continuous Evaluation Methods: In addition to the theoretical inputs the course will be delivered through Assignments, Presentation, Group Discussions and Case Studies. This will instill in student a sense of decision making and practical learning. Student learning will be evaluated through Written Tests, Projects and Field Assignments, Quizzes.

Programme/Class: MBA	Year: 2	Semester: III
Subject: MBA		
Course Code: MBA-FM01	Course Title: **Corporate Financial Decisions**	

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

- **CO1:** Analyse the principles of corporate finance and apply valuation techniques to determine business and security values for managerial decision-making.
- **CO2:** Apply capital budgeting techniques, cash flow estimation methods, and risk analysis tools to evaluate corporate investment decisions.
- **CO3:** Evaluate alternative financing sources and recommend appropriate financing strategies consistent with corporate objectives and value creation.
- **CO4:** Assess the financial implications of corporate actions and interpret financial information to support effective corporate financial decision-making.
-

Credits: 3	Core Compulsory / Elective: **Elective Finance**
Max. Marks: 25+75	Min. Passing Marks: 10+25
Total No. of Lectures-Tutorials-Practical (in hours per week): L-3 T-0 P-0	

Unit	Topics	No. of Lectures
	Part I	**45**
I	Corporate Finance and Value Creation, Concepts of Valuation, Approaches to Valuation – Discounted Cash Flow, Relative Valuation (P/E and EV/EBITDA Multiples) Contingent Claim Valuation, Valuation of Securities - Bonds and Shares, Asset Pricing using CAPM; Free cash flow to Firm (FCFF) and Free Cash Flow to Equity (FCFE); Enterprise Value and Equity Value. Valuation of Bonds and Shares; Asset Pricing using CAPM; Free Cash Flow to Firm (FCFF) and Free Cash Flow to Equity (FCFE); Enterprise Value and Equity Value.	13
II	Principles of Capital Investment; Capital Budgeting Techniques (Payback Period, Net Present Value, Internal Rate of Return, Profitability Index); Investment in Assets; Cash Flow Estimation; Capital Allocation and Value Creation; Risk Analysis in Capital Budgeting – Sensitivity Analysis	12
III	Capital Structure Decisions; Factors Affecting Capital Structure; Long-term Financing; Lease Financing; Hybrid Financing; Private Equity, Venture Capital and Start-up Financing; Managerial Incentives and Corporate Governance in Financing Decisions; Financing Decisions in Digital Businesses and MSMEs; Capital Structure and Corporate Strategy.	10
IV	Corporate actions-Dividend, Share Buyback, Stock Splits, Rights issue, Spin offs IPO; Capital market financing Use of Information for making financial decisions.	10

Suggested Readings:

1. Financial Management Theory and Practice, Prasanna Chandra, 2026, (12th Edition), McGraw Hill
2. Financial Management, Khan, M.Y, Jain, P.K, 2018, (8th Edition), McGraw Hill
3. Financial Management, I M Pandey, 2021, (12th Edition) Pearson
4. Financial Management and Policy, Horne, Van and Dhamija, 2012, Pearson
5. Strategic Financial Management, Kishore, Ram, 2013, Taxman
6. Business Valuation, Mohanty, P, 2015, Taxman
7. Principles of Corporate Finance, Brealey, Myers and Allen, 2023, (14th Edition), McGraw Hill
8. Investment Valuation, Aswath Damodaran, 2025, (4th Edition), Wiley

Suggested Pedagogy and Continuous Evaluation Methods:

In addition to the theoretical inputs the course will be delivered through **interactive lectures, problem-solving sessions, numerical illustrations, case studies, spreadsheet-based exercises, group discussions, presentations, and analysis of real corporate financial decisions**. This will instill in student a sense of decision making and practical learning. Student learning will be evaluated through Written Tests, Assignments, Projects and Field Assignments, Quizzes, A**nalysis of corporate financial statements or investment decisions**.

Programme/Class: MBA	Year: 2	Semester: III
Subject: MBA		
Course Code: MBA-FM02	Course Title: **Security Analysis and Portfolio Management**	

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

- **CO1: Analyse** the investment environment and compare various investment avenues to support informed financial investment decisions.
- **CO2: Apply** fundamental and technical approaches to evaluate securities and formulate appropriate investment strategies.
- **CO3: Construct** diversified investment portfolios by applying the principles of portfolio management and risk–return analysis.
- **CO4: Evaluate** portfolio performance using appropriate performance measures and **recommend** suitable portfolio revision strategies in response to changing market conditions
-

Credits: 3	Core Compulsory / Elective: **Elective Finance**
Max. Marks: 25+75	Min. Passing Marks: 10+25

Total No. of Lectures-Tutorials-Practical (in hours per week): L-3 T-0 P-0

Unit	Topics	No. of Lectures
	Part I	**45**
I	Concept & Objectives of Investment, Types of Securities and Avenues for Investment, Investment Management Process, Risk and Its Measurement, Relationship between Risk and Return, Valuation of Securities, Equity Shares, Preference Shares and Bonds, Mutual Funds.-	12
II	Efficient Market Hypothesis, Testing for Market Efficiency, Fundamental and Technical Analysis, Volatility and Its Measurement. Portfolio Theory – Diversification and Optimal Portfolios, International Portfolios	13
III	Capital Asset Pricing Models, Factors Models, Arbitrage Pricing Theory. Measuring Portfolio Performance. Bond Portfolio Management, Prospect Theory, Market Anomalies,	10

	High Frequency Trading.	
IV	Derivatives- Instruments, markets and regulation, Management of Portfolio of derivative securities, Hedging using options and futures contracts. Pricing models – Binomial model, Black-Scholes model; Option Trading Strategies, Application of swaps. Financial Modelling	10

Suggested Readings:

1. Robert A Haugen, Modern Investment Theory,5th Edition, Pearson
2. Sharpe, Alexender and Bailey, Investments, Wiley press
3. Sudhindra Bhat, Security Analysis and Portfolio Management, Excel book India, 2009
4. Bodie,, Kane and Marcus, Investments, 10th edition, McGrawHill
5. Grinblatt and Titman, Financial Markets and Corporate Strategy,2nd Edition,Tata McGraw Hill
6. Options, Futures and Other Derivatives, John C Hull and Sankarshan Basu, Pearson
7. Ajit Kumar, Security Analysis and Portfolio Management, Sahitya Bhawan Publication, 2022
8. S. Kevin, Security Analysis and Portfolio Management, PHI Learning, 3rd Edition, 2022
9. M. Ranganatham & R. Madhumati, Security Analysis and Portfolio Management, Pearson Education India, 2011

Suggested Continuous Evaluation Methods: In addition to the theoretical inputs the course will be delivered through Assignments, Presentation, Group Discussions and Case Studies. This will instill in student a sense of decision making and practical learning. Student learning will be evaluated through Written Tests, Projects and Field Assignments, Quizzes.

Programme/Class: MBA	Year: 2	Semester: III
Subject: MBA		
Course Code: MBA-FM03	Course Title: **Working Capital Management**	

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

- **CO1: Explain** the concepts, objectives, and significance of working capital management in ensuring organizational liquidity, profitability, and operational efficiency.
- **CO2: Apply** appropriate tools and techniques for the effective management of cash, receivables, inventory, and other components of working capital.
- **CO3: Analyse** various approaches to working capital financing and determine the optimum level of investment in current assets and current liabilities.
- **CO4: Evaluate** working capital requirements and **recommend** appropriate working capital management strategies for effective financial decision-making.
-

Credits: 3	Core Compulsory / Elective: **Elective Finance**
Max. Marks: 25+75	Min. Passing Marks: 10+25

Total No. of Lectures-Tutorials-Practical (in hours per week): L-3 T-0 P-0

Unit	Topics	No. of Lectures
		45
I	Concepts of Working Capital Management; Components of working capital (Gross working capital, Net working capital), Objectives of working capital, Types, Functions, Determinants of working capital, Significance of working capital, working capital cycle, Factors Affecting Composition of Working Capital.	12
II	Working Capital Policies- Estimation of Firm's Working Capital Needs, Operating Cycle Approach, Working Capital Ratios, Behaviors of Current Assets and Pattern of Financing, Quick Sources of Finance, Commercial Papers, Factoring, Bank Credit.	13
III	Management of Cash- Concept of Cash Management, Motives for Holding Cash, Significance of cash Management, Cash Planning and Budgeting, Management of Cash Collection, Disbursement of Cash, Cash Management Models.	10
IV	Receivables Management- Concept of Receivable Management, Nature, Significance, Credit Standards, Evaluating the Credit Worthiness of a Customer. Inventory Management- Concept of Inventory Management, Nature, Significance, Benefits of Holding Inventory, and Techniques of Inventory Management (ABC, JIT and VMI).	10

Suggested Readings:

1. ~~Smith, K V. "Guide to Working Capital Management", McGraw Hill~~
2. Rustagi, R.P. "Working Capital Management" Taxmann Publication, 2021
3. Gupta, S.P. "Management of Working Capital" Sahitya Bhawan Publication.
4. Gupta, R.K. & Gupta, H. **"**Working Capital Management & Finance: A Hand Book for Bankers and Finance", Notion Press; 1st edition (2021)
5. Parvinder Singh, Managing working Capital, Notion Press, 2021
6. Bhattacharya & Hrishikes, PHI Learning Pvt. Ltd, 2021

Suggested Continuous Evaluation Methods:

In addition to the theoretical inputs the course will be delivered through Assignments, Presentation, and Group Discussions. This will instill in student a sense of decision making and practical learning.

Programme/Class: MBA	Year: 2	Semester: III
Subject: MBA		
Course Code: MBA-MK09	Course Title: **Consumer Behaviour and Advertising**	

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

- **CO1**: Explain the fundamental concepts, theories, and principles of consumer behaviour and advertising in the context of marketing management.
- **CO2:** Analyse the psychological, social, cultural, and personal factors influencing consumer buying behaviour and their implications for marketing decisions.
- **CO3:** Apply consumer behaviour concepts and market insights to formulate effective marketing strategies and managerial decisions.
- **CO4:** Evaluate the role of advertising in integrated marketing communication and **design** effective advertising strategies and communication messages for diverse stakeholders.
-

Credits: 3	Core Compulsory / Elective**: Elective Marketing**
Max. Marks: 25+75	Min. Passing Marks: 10+25

Total No. of Lectures-Tutorials-Practical (in hours per week): L-3 T-0 P-0

Unit	Topics	No. of Lectures
	Part I	**45**
I	Consumer Behaviour (CB)- Concept, Nature and Scope, Interdisciplinary nature of CB; Consumer Decision Making – Factors influencing CB, Consumer Behaviour Models- Traditional Models, and Contemporary Models (Howarth Sheth Model, Nicosia Model).	13
II	Consumer Attitude – Attitude formation; Cognitive Dissonance; Attitude-Behaviour Models; Consumer Perception, Customer Satisfaction, Customer Loyalty, Customer Retention, Emerging Trends of Consumer Research.	12
III	Introduction to Advertising – Meaning, Types and Importance of Advertising, Role, Functions, Advertising Agencies; Advertising Process Models- Macro Model; Micro Model- Response Hierarchy Models-AIDA, Hierarchy- of-Effects Model, Innovation-Adoption Model, Communications Model.	10
IV	The 5M of Advertising; Developing and Managing an Advertising Program- Setting Advertising objectives, Deciding on the Advertising Budget, Developing the Advertising Campaign & Strategy, Deciding on Media and Measuring Effectiveness, Evaluating Advertising Effectiveness- Communication-Effect Research, Sales-Effect Research.	10

Suggested Readings:

1. L. G. Schiffman, L. L. Kanuk, & S. R. Kumar, "Consumer Behavior", Pearson Education Inc.
2. Barry J. Babin, Eric G. Harris & Mohan, A 'Consumer Behavior: A South Asian Perspective', 4 LTR PRESS, Cengage Learning USA, 2016.
3. Kumar, S. Ramesh, "Consumer Behaviour- The Indian Context (Text and Cases)", Pearson, 2017.
4. Varsha Jain, Jagdish Sheth, & E. Schultz, "Consumer Behavior - A Digital Native", Pearson Education; First edition (2019).
5. Belch, G.E. and Belch, M.A., "Advertising and Promotion: An Integrated Marketing Communication

Perspective" McGraw Hill, New York, 13th ed. (2023).
6. Kruti Shah. "Advertising and Integrated Marketing Communications". McGraw Hill Education; First Edition (1 July 2017); McGraw Hill Education (India).

Suggested Continuous Evaluation Methods:
In addition to the theoretical inputs the course will be delivered through Assignments, Presentation, Group Discussions. This will instill in student a sense of decision making and practical learning.

Programme/Class: MBA	Year: 2	Semester: III
Subject: MBA		
Course Code: MBA-MK08	Course Title: **Sales and Distribution Management**	

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

- **CO1: Explain** the concepts, functions, and significance of sales management and the role of salespersons in achieving organizational objectives.
- **CO2: Develop** sales strategies and **apply** appropriate sales planning and forecasting techniques to improve sales performance.
- **CO3: Evaluate** the processes of recruitment, training, motivation, compensation, and performance management of the sales force to enhance sales effectiveness.
- **CO4: Analyse** distribution channel structures and **recommend** appropriate channel management strategies for efficient product distribution and customer service.
-

Credits: 3	Core Compulsory / Elective: **Elective Marketing**
Max. Marks: 25+75	Min. Passing Marks: 10+25

Total No. of Lectures-Tutorials-Practical (in hours per week): L-3 T-0 P-0

Unit	Topics	No. of Lectures
	Part I	**45**
I	Meaning, Role and Importance of Sales Management; Types of Personal Selling; The Sales Management Process; Selling Skills; Stages in the Selling Process- The Process & Methods of Prospecting, Pre- Approach & Approach Process, Methods of Sales Presentation, Handling Customer Objections, Closing the Sale and Follow Up.	13
II	Forecasting Market Demand, The Forecasting Process, Sales Forecasting Methods, Sales Organization, Concept of Sales Territory, Designing and Allocation of Sales Territory, Methods of Setting Sales Quota.	12
III	Sales Force Recruitment and Selection, Sources for Sales Force Recruitment, Planning for Sales Force Recruitment, Procedure of Sales Force Selection, Objectives Sales Training Program, Methods and Types of Sales Training, Sales Training Evaluation, Sales Force Compensation Plan, Sales Audit, Evaluating Sales Performance.	10
IV	Distribution Management: - Concept, Role of Distribution Channel, Distribution Channel Strategy, Channel Design Process, Omni Channel, Classification Schemes of Channel Flows, Company Channel Design. Channel Conflict, Conflict Resolution Mechanism.	10

Suggested Readings:

1. Panda, T and Sahadev Sunil., "Sales and Distribution Management", Oxford, 2019
2. Jobber, D., Lancaster, G., "Selling and Sales Management", Pearson Education, 2015.
3. Johnston, M. W., Marshal, G. W., "Sales Force Management", Tata McGraw-Hill Education, New Delhi, 2013.
4. Still, Cundiff and Govoni, "Sales Management", Pearson Edition. 2007
5. Venugopal, P. (2008). Sales and Distribution Management: An Indian Perspective. India: SAGE Publications.
6. K. Krishna, Havaldar, Sales and Distribution Management, Tata McGraw Hill Education, 3rd Edition (207).

7. S. Ramchandra, Sales and Distribution Management- A Practice Based Approach, Vikas Publishing (2016)

Suggested Continuous Evaluation Methods: In addition to the theoretical inputs the course will be delivered through Assignments, Presentation, Group Discussions and Case Studies. This will instill in student a sense of decision making and practical learning. Student learning will be evaluated through Written Tests, Projects and Field Assignments, Quizzes.

Programme/Class: MBA	Year: 2	Semester: IV
Subject: MBA		
Course Code: MBA-MK10	Course Title: **Digital and Social Media Marketing**	

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

- **CO1:** Develop appropriate digital marketing strategies to achieve organizational marketing objectives in a dynamic digital business environment.
- **CO2:** Apply digital and social media marketing tools and platforms to design and implement effective online marketing campaigns.
- **CO3:** Analyse consumer engagement and digital marketing performance using web analytics and social media metrics.
- **CO4:** Evaluate digital marketing campaigns and recommend suitable strategies to enhance customer engagement, brand visibility, and marketing effectiveness.
-

Credits: 3	Core Compulsory / Elective: **Elective Marketing**
Max. Marks: 25+75	Min. Passing Marks: 10+25

Total No. of Lectures-Tutorials-Practical (in hours per week): L-3 T-0 P-0

Units	Topics	No. of Lectures
	Part I	**45**
I	Digital Marketing Overview- Evolution of Digital Marketing, The Emergence of Digital Marketing; Digital Marketing Environment; Internet marketing v/s traditional marketing; Digital Marketing Mix;; Introduction to AI tools in marketing; Digital and AI based Marketing in India.	13
II	Creating Customer Value Online; New Product Strategies for Digital Marketing; Pricing Strategies for Digital Marketing; Revenue Models of Digital Platforms- Search engine optimization; paid advertising, search advertising, display advertising, content marketing.	12
III	Distribution Channel Overview; Functions of a Distribution Channel; Overview of Digital Marketing Communication Issues; Integrated Digital Marketing Communication; Web based Advertising.	10
IV	Social Media Marketing and Analytics: data type and collection, structured and semi-structured data, social media metrics, Emerging Digital Marketing- Social media marketing; Email marketing, Mobile Marketing, AI-driven marketing ecosystems. .	10

Suggested Readings:

1. Bly, R.W., "The Digital Marketing Handbook", Entrepreneur Press, 2018.
2. Giovannoni, E., "The Digital Marketing Planning", Chasefive.com, Brisbane, 2018.
3. Maity, M., "Internet Marketing", Oxford University Press, New Delhi, 2017.
4. Puneet Bhatia, Fundamentals of Digital Marketing | Second Edition, 2019 | Pearson
5. Dave Chaffey & Fiona Ellis-Chadwick, "Digital Marketing: Strategy, Implementation & Practice" Pearson; 7th edition (2019).

Suggested Continuous Evaluation Methods: In addition to the theoretical inputs the course will be delivered through Assignments, Presentation, Group Discussions and Case Studies. This will instill in student a sense of decision making and practical learning. Student learning will be evaluated through Written Tests, Projects and Field Assignments, Quizzes.

Programme/Class: MBA	Year: 2	Semester: III
Subject: MBA		
Course Code: MBA-HR01	Course Title: **Leadership, Teamwork and Change Management**	

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

- **CO1: Explain** the concepts, theories, and styles of leadership and their role in enhancing individual and organizational effectiveness.
- **CO2: Apply** the principles of teamwork, collaboration, and interpersonal effectiveness to improve team performance and organizational outcomes.
- **CO3: Analyse** the need for organizational change and **evaluate** change management approaches for successful implementation.
- **CO4: Apply** Organization Development (OD) interventions and **recommend** appropriate strategies to facilitate planned change and organizational development.
-

Credits: 3	Core Compulsory / Elective: **Elective HR**
Max. Marks: 25+75	Min. Passing Marks: 10+25

Total No. of Lectures-Tutorials-Practical (in hours per week): L-3 T-0 P-0

Unit	Topics	No. of Lectures
	Part I	**45**
I	Introduction to Leadership – Leadership, role and functions of a Leader, Leadership motives, Characteristics of an Effective Leader Effective leadership behaviors and attitudes, Leadership vs Management, Leadership and power, Leadership theories and styles, Emerging trends in leadership.	13
II	Leadership Development-; Leadership and Creativity, Developing Creative thinking; Motivation theories of Leadership; Leadership in Business in India (few examples). Organizational Culture-Meaning & significance, Managing Organizational Culture.	12
III	Leadership & Team Building, Principles of Team Building, Individual versus Group versus Team; Team Leadership, Collaboration in the workplace, Trust building in business teams, Team Creativity, Team Conflict.	10
IV	Organizational Change – Concept & Nature of organizational change, Sources of change, Organizational responses to change, Impact of change on organizations, Resistance to change. Types of change; Models of Change, digital Transformation and Change Management.	10

Suggested Readings:

1. Moid Siddiqui, R.H. Khwaja, Change Management: Concepts, Techniques, Strategies & Execution (Second Edition), Atlantic Publishers and Distributors (P) Ltd, 2024.
2. Northouse, Peter G., "Leadership Theory and Practice", Sage Publication, Eighth Edition, 2018
3. Bhattacharyya, Som Sekhar and Jha, Sumi, "Strategic Leadership Models and Theories – Indian Perspective", Emerald Publishing, 2018.
4. Robbins, Stephen P., Judge, Timothy A., Vohra, Neharika, "Organizational Behaviour", Pearson, 18th Edition, 2018
5. Anderson, D. L, "Organization Development: The Process of Leading Organizational Change", Sage Publications, 2019.

Suggested Continuous Evaluation Methods: In addition to the theoretical inputs the course will be delivered through Assignments, Presentation, Group Discussions and Case Studies. This will instill in student a sense of problem identification, generating solution, decision making and practical learning. Student learning will be evaluated through Written Tests, Projects and Field Assignments, Quizzes.

Programme/Class: MBA	Year: 2	Programme/Class: MBA
Subject: MBA		
Course Code: MBA-HR02	Course Title: **Talent Management and HR Audit**	

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

- **CO1:** Analyse talent management strategies and evaluate their alignment with organizational goals and business strategy.
- **CO2:** Apply performance management and compensation practices to support talent acquisition, development, retention, and organizational performance.
- **CO3:** Evaluate the effectiveness of Human Resource Audit in assessing HR policies, practices, and organizational performance.
- **CO4:** Develop a Balanced Scorecard framework and recommend strategic HR initiatives to enhance organizational effectiveness and customer satisfaction.

Credits: 3	Core Compulsory / Elective: **Elective HR**
Max. Marks: 25+75	Min. Passing Marks: 10+25

Total No. of Lectures-Tutorials-Practical (in hours per week): L-3 T-0 P-0

Unit	Topics	No. of Lectures
		45
I	Concepts of Talent Management- Need of Talent Management, Key Processes of Talent Management, Talent vs knowledge people, Source of Talent Management, Consequences of Failure in Managing Talent, Tools for Managing Talent.	12
II	Talent Acquisition: Recruitment and Selection Process, Attracting Candidates, Application forms, Selection methods, Assessment Centers, Psychological Tests- Purpose, Use of tests in Selection process. Approaches to Talent Management: Talent Management Approaches, Developing a Talent Management Strategy.	13
III	Talent Assessment: Conceptual Framework of Performance Management, Performance management process, Objectives of performance management system, Performance management vs performance appraisal, Methods of performance appraisal, Conducting Performance Reviews, Improving Performance, 360-degree feedback.	10
IV	HR Audit: Identifying the HR Audit Goal, Approaches to HR Audit, Role of HRD Audit in Companies, Methods and its limitations, HRD Score card, Balance Scorecard as a Measurement system, Development of Balanced Scorecard. Creating a Talent Management Culture.	10

Suggested Readings:

1. Berger, Lance A. and Berger, Dorothy R., "The Talent Management Handbook", McGraw-Hill, 2017.
2. Armstrong, Michael, "A Handbook of Performance Management", Kogan Page, Sixth Edition, 2017
3. J. Gowri, V. Veena, Talent Management, Cengage Publication
4. M. Mamta, D. Swati, Talent Management- A Contemporary Perspective, Sage Publication, 2021

Suggested Continuous Evaluation Methods: In addition to the theoretical inputs the course will be delivered through Assignments, Presentation, Group Discussions and Case Studies. This will instill in student a sense of problem identification, generating solution, decision making and practical learning. Student learning will be evaluated through Written Tests, Projects and Field Assignments, Quizzes.

Programme/Class: MBA	Year: 2	Semester: III
Subject: MBA		
Course Code: MBA-HR03	Course Title: **Industrial Relations Management**	

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

- **CO1: Explain** the concepts, objectives, and significance of industrial relations and analyse employer–employee relationships in organizational settings.
- **CO2: Analyse** the role of trade unions, collective bargaining, and grievance handling mechanisms in promoting harmonious industrial relations.
- **CO3: Apply** the principles and procedures for managing industrial disputes and maintaining effective employee relations in organizations.
- **CO4: Evaluate** labour laws and statutory provisions governing industrial relations to ensure legal compliance and ethical employment practices.

Credits: 3	Core Compulsory / Elective: **Elective HR**
Max. Marks: 25+75	Min. Passing Marks: 10+25

Total No. of Lectures-Tutorials-Practical (in hours per week): L-3 T-0 P-0

Unit	Topics	No. of Lectures
	Part I	**40**
I	Industrial Relations – Concept, Objectives and Applications. Industrial Conflicts & Disputes – Concept, Objectives and Applications. Industrial Dispute Act,1947 – Concept, Objectives and Applications. Grievance Redressal – Concept, , Objectives and Applications.	13
II	Factories Act 1948- Concepts, Objectives and Applications Maternity Benefit Act, 1961- Concepts, Objectives and Applications Minimum Wages Act, 1948- Concepts, Objectives and Applications Child Labour (Prohibition & Regulation) Act, 1986- Concepts, Objectives and Applications.	12
II	Trade Union Act, 1926 - Concept, Nature, Objectives and Applications. Collective Bargaining – Meaning, objective, functions, types of bargaining, bargaining process, Essentials of successful collective bargaining, Worker's Participation in Management – Concept, Nature, Objectives and Applications. U.P. Shops & Establishments Act, 1962 - Main provisions related to the act.	10
IV	Code of Discipline, Concept, Nature, Objectives and Applications. Disciplinary proceedings: Misconduct, Domestic Enquiry, implications of preliminary enquiry, Charge-sheet, nature, scope and criticality of charge sheet, contents of charge sheet, show-cause notice, role of Enquiry Officer, Report of the Enquiry Officer.	10

Suggested Readings:

1. Sharma, R.C., "Industrial Relations and Labour Legislation", PHI Learning Private Limited, Delhi, 2016.
2. Srivastava, S.C., "Industrial Relations and Labour Laws", Vikas Publishing House, New Delhi, 2012, Sixth Revised Edition.
3. Katju, Markandey, "Domestic Enquiry", Lexis Nexis, India, 1999, Sixth Edition.
4. Taxmann's New Labour & Industrial Laws, 2020
5. Labour Laws 2021, Commercial, Commercial Laws Publishers India Pvt. Ltd., 2020.

Suggested Continuous Evaluation Methods: In addition to the theoretical inputs the course will be delivered through Assignments, Presentation, Group Discussions and Case Studies. This will instill in student a sense of problem identification, generating solution, decision making, and practical learning. Student learning will be evaluated through Written Tests, Projects, Quizzes and Cases.

Year	Sem	Subject	Course Code	Core Compulsory/Elective	Course Title	Credit
	IV	Course 27	MBA- 0401	Core Compulsory	Strategic Management	3
		Course 28	MBA-FM04	Specialization Finance (Elective-4)	Corporate Restructuring and Valuation	3
		Course 29	MBA-FM05	Specialization Finance (Elective-5)	Banking and Financial Services	3
		Course 30	MBA-FM06	Specialization Finance (Elective-6)	Corporate Tax Planning	3
		Course 31	MBA-FM07	Specialization Finance (Elective-7)	International Financial Management	3
		Course 32	MBA-FM08	Specialization Finance (Elective-8)	Financial Derivatives	3
		Course 33	MBA-MK05	Specialization Marketing (Elective-4)	Rural Marketing	3
		Course 34	MBA-MK06	Specialization (Marketing-5)	Customer Relationship Management	3
		Course 35	MBA-MK07	Specialization (Marketing-6)	International Marketing	3
		Course 36	MBA-MK11	Specialization (Marketing-7)	Green Marketing	3
		Course 37	MBA-MK12	Specialization (Marketing-8)	Services Marketing	3
		Course 38	MBA-HR04	Specialization Human Resource (Elective-4)	Strategic HRM and International HRM	3
		Course 39	MBA-HR05	Specialization Human Resource (Elective-5)	HR and Technology	3
		Course 40	MBA-HR06	Specialization Human Resource (Elective-6)	Social Security and Compensation Laws	3
		Course 41	MBA-HR07	Specialization Human Resource (Elective-7)	Negotiation and Counselling	3
		Course 42	MBA-HR08	Specialization Human Resource (Elective-8)	Manpower policy and planning	3
		Course 43	MBA-TP04	Core Compulsory	Dissertation	8
		Course 44	MBA-E002	Minor/ Open Elective for Other Faculty/Department	Start-up and Entrepreneurship	3

Programme/Class: MBA	Year: 2	Semester: IV
Subject: MBA		
Course Code: MBA-0401	Course Title: **Strategic Management**	

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

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CO1: Explain the concepts and importance of strategic management in achieving organizational success.
CO2: Analyse the internal and external business environment using essential strategic tools.
CO3: Formulate suitable business strategies to gain and sustain competitive advantage.
CO4: Understand the process of strategy implementation, evaluation, and strategic control.

Credits: 3	Core Compulsory / Elective: Core Compulsory
Max. Marks: 25+75	Min. Passing Marks: 10+25

Total No. of Lectures-Tutorials-Practical (in hours per week): L-3 T-1 P-0

Unit	Topics	No. of Lectures
	Part I	**45**
I	Introduction to Strategic management and concepts Strategic Management Process, Strategic thinking, Classification and levels of Strategy, Strategic intent: Vision, Mission, and Strategic Goals, , Competitive advantage and Value Creation; Strategy in the Digital Business Environment	10
II	Strategy Analysis and Formulation- External Environment Analysis: PESTAL; Industry Analysis: Porter's five forces model, Internal Analysis: , Value Chain Analysis, SWOT and TOWS, Generic Competitive Strategies; Strategic Analysis and Choice; BCG, , SPACE Matrix; Blue Ocean Strategy	12
III	Strategy Implementation Process; Strategy and Organisation Structure; Strategic Leadership; Change Management; Digital Transformation; Organisation Culture; Strategy Execution.	11
IV	Strategic Evaluation and Control; Balance Scorecard Approach; Benchmarking; Enterprise Risk Management; Strategic KPIs, Sustainability and ESG in Strategy; Contemporary Strategic Challenges.	12

Suggested Readings:

1. Wheelen, T. L., Hunger, J. D., Hoffman, A. N., & Bamford, C. E. (2024). *Strategic Management and Business Policy: Globalization, Innovation and Sustainability* (16th Global Edition). Pearson
2. Hill, C. W. L., & Schilling, M. A. (2024). *Strategic Management: Theory & Cases – An Integrated Approach* (14th Edition)
3. Besanko, D., Dranove, D., Shanley, M., & Schaefer, S. "Economics of strategy", John Wiley, 2016, 6thEdition.
4. Mauborgne A. Renee, Kim W. Chan (2015) Blue Ocean Strategy, Harvard Business Review Press, 1st Edition
5. Hill, Charles W.L., Jones and Gareth R., (2024). "Essentials of Strategic Management", Cengage Learning, 3rdEdition.
6. A Kazmi, and Adela Kazmi, (2024) "Strategic Management and Business Policy", McGraw Hill, 5th Edition
7. Abidi, S., Joshi, M. (2015). The VUCA Company. India: Jaico Publishing House.

Suggested Continuous Evaluation Methods: In addition to the theoretical inputs the course will be delivered through Assignments, Presentation, Group Discussions Business News Analysis, Company Strategy Analysis, Problem-Based Learning, Case Studies Video-Based Learning, Industry Interactions, and Reflective Assignments to Facilitate Experiential Learning And Strategic Decision-Making Skills. This will instill in student a sense of problem identification, generating solution, decision making and practical learning. Student learning will be evaluated through Written Tests, Projects, Seminar presentations, Case analysis, Class participation and Field Assignments, Quizzes.

Programme/Class: MBA	Year: 2	Semester: IV
Subject: MBA		
Course Code: MBA-FM04	Course Title: **Corporate Restructuring and Valuation**	

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

- **CO1: Explain** the concepts, objectives, and forms of corporate restructuring and **analyse** their role in improving organizational performance and competitiveness.
- **CO2: Apply** appropriate business valuation techniques to determine the value of firms and support strategic corporate decisions.
- **CO3: Evaluate** restructuring strategies, including mergers, acquisitions, demergers, and other corporate restructuring initiatives, for enhancing organizational growth and efficiency.
- **CO4: Recommend** value-creating corporate restructuring strategies that maximize shareholder value and support long-term organizational objectives.

Credits: 3	Core Compulsory / Elective: **Elective Finance**
Max. Marks: 25+75	Min. Passing Marks: 10+25

Total No. of Lectures-Tutorials-Practical (in hours per week): L-3 T-0 P-0

Unit	Topics	No. of Lectures
	Part II	**45**
I	Introduction to Mergers and Acquisition- Environment, corporate restructuring activities – operational and financial restructuring, Consolidations, Acquisitions, Divestitures, Corporate Restructuring Process. SEBI guidelines on Mergers and Acquisition, Participants in Mergers and Acquisition Process.	12
II	Corporate Takeover Market, Common Takeover Tactics, Antitakeover defenses, Merger and Acquisition Process: Strategic and acquisition plans, Search and Screening Phase, Negotiation and deal structuring, Integration and Evaluation, Hedge and Venture Capital funds, Management and Leveraged Buyouts.	13
III	Valuing an Acquisition: valuing the target firm, status quo valuation (Free cash flow and adjusted present value approaches), Value of corporate control, valuing operating and financing synergies, Valuing Equity in Distressed firms, Valuing start-up firms.	10
IV	Post-merger Reorganization: Integration of businesses and operations; human and cultural aspects; assessing accomplishment of post-merger objectives; measuring post-merger efficiency. Reorganization of share capital.	10

Suggested Readings:

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

Suggested Continuous Evaluation Methods:

In addition to the theoretical inputs the course will be delivered through Assignments, Presentation, Group Discussions and Case Studies. This will instill in student a sense of decision making and practical learning. Student learning will be evaluated through Written Tests, Projects and Field Assignments, Quizzes.

Programme/Class: MBA	Year: 2	Semester: IV
Subject: MBA		
Course Code: MBA-FM05	Course Title: **Banking and Financial Services**	

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

- **CO1: Explain** the structure, functions, and components of the Indian financial system and their role in economic development.
- **CO2: Analyse** the operations of commercial banks and the range of banking and financial services offered to individuals and business organizations.
- **CO3: Evaluate** the role of financial institutions, financial intermediaries, and the regulatory framework in promoting a stable and efficient financial system.
- **CO4: Apply** banking and financial service concepts to support informed financial decision-making and address contemporary business requirements.

Credits: 3	Core Compulsory / Elective: **Elective Finance**
Max. Marks: 25+75	Min. Passing Marks: 10+25

Total No. of Lectures-Tutorials-Practical (in hours per week): L-3 T-0 P-0

Unit	Topics	No. of Lectures 45
	Banking & Financial Services – Role of banks in financial system. Sources	
I	and application of bank funds. Legal aspects of lending - Secured and unsecured loans. Negotiable Instruments, Retail and Corporate banking, Trade Finance – Letters of credit, E-payment systems and electronic banking.	13
II	Merchant Banking: Meaning, Features, Services by Merchant Bankers, code of conduct and general obligations of merchant bankers, SEBI guidelines for merchant bankers, Issue management and underwriting – Process of issue management, role of merchant banker in underwriting of an issue, buyback of equity shares, role of merchant bankers in mergers & acquisitions, ESOPs and disinvestment.	12
III	Hire Purchase: Features of hire purchase agreement, rights of hirer, hire purchase and credit sale, hire purchase and instalment system, Leasing - Concept, importance, process of leasing, types of lease agreements, hire purchase vs leasing, contents of lease agreements, rights and obligation of leasing parties, limitations of lease financing.	10
IV	Venture Capital: meaning, features, scope, significance, method of valuation, stages of venture capital financing, analyzing venture capital proposals. Factoring – Meaning, definitions, parties to factoring, types of factoring, legal aspects of factoring, factoring cost, factoring vs bill discounting. Forfeiting –Introduction, Credit Rating agencies and scope of their functions.	10

Suggested Readings:

1. Peter Rose, Sylvia Hudgins, Bank Management And Financial Services, McGraw Hill, 8th Edition, 2013
2. R. Shanmugham Financial Services, Wiley Publication, 2009
3. C Rama Gopal, Management of Financial services, Vikas Publication, 2014
4. M Y Khan, Financial Services, , Tata McGraw Hill
5. J.C Verma, Handbook of Merchant banking and Financial Services, Bharat Law House
6. Gordon & Natarajan, Financial Markets and Services, Himalaya Publication
7. Suresh Padmalatha, Paul Justin, Management of Banking and Financial Services, Pearson Education India, 2017

Suggested Continuous Evaluation Methods:

In addition to the theoretical inputs the course will be delivered through Assignments, Presentation, Group Discussions and Case Studies. This will instill in student a sense of decision making and practical learning. Student learning will be evaluated through Written Tests, Projects and Field Assignments, Quizzes.

Programme/Class: MBA	Year: 2	Semester: IV
Subject: MBA		
Course Code: MBA-FM06	Course Title: **Corporate Tax Planning**	

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

- **CO1: Explain** the fundamental concepts, principles, and legal provisions governing corporate taxation under the Income Tax Act.
- **CO2: Apply** the principles and techniques of corporate tax planning to optimize tax liability within the prescribed legal framework.
- **CO3: Analyse** the tax implications of corporate financial and business decisions and evaluate alternative tax planning strategies.
- **CO4: Evaluate** corporate tax planning practices and **recommend** appropriate tax management strategies to ensure statutory compliance and enhance organizational financial efficiency.

Credits: 3	Core Compulsory / Elective: **Elective Finance**
Max. Marks: 25+75	Min. Passing Marks: 10+25

Total No. of Lectures-Tutorials-Practical (in hours per week): L-3 T-0 P-0

Unit	Topics	No. of Lectures
	Part I	**45**
I	Key Aspects of Taxation -Concept of Tax Planning, Tax Avoidance and Tax Management, Corporate Taxation, Concept of Minimum Alternative Tax (MAT), Residential Status of Companies & related concepts, Computation of Profits and Gain of Business & Profession.	13
II	Key Deduction Allowed under Business & Profession -Deduction u/s 30-35, Calculation for Depreciation, Set off and Carry forward of unabsorbed Depreciation, Set-off and Carry forward of unabsorbed losses, Detailed aspects and deduction u/s Sec 36 and 37	12
III	Indirect Tax Aspects & Applicability Introduction to GST Concepts – Advantages and Limitations of VAT – GST as the preferred Tax Structure. Model of GST. Need for Tax Reforms, GST Principles – Single GST, Dual GST; Transactions covered under GST; Impact of GST. Registration and Filing: – Rates of Tax, Assessment and Administration of GST	10
IV	Contemporary Aspects of Corporate Taxation Tax Planning related with Capital Structure decision, Dividend Distribution Tax, Tax planning related with FTZ/SEZ, backward region, Double Taxation Avoidance Agreements, Tax Planning for Amalgamation, Merger and Demerger of Companies, Tax Provisions for Venture Capital Funds and New businesses- tax holiday, relief and rebates	10

Suggested Readings:

1. Corporate Tax Planning and Management by Girish Ahuja and Ravi Gupta, Bharat Law House.
2. Corporate tax Planning and Business tax procedures by Vinod K. Singhania, Taxman
3. Income Tax by B.B. Lal, Pearson
4. Students Guide to Income Tax by Singhania & Singhania, Taxman

Suggested Continuous Evaluation Methods:

In addition to the theoretical inputs the course will be delivered through Assignments, Presentation, Group Discussions and Case Studies. This will instil in student a sense of decision making and practical learning. Student learning will be evaluated through Written Tests, Projects and Field Assignments, Quizzes.

Programme/Class: MBA	Year: 2	Semester: IV
Subject: MBA		
Course Code: MBA-FM07	Course Title: **International Financial Management**	

Course outcomes: On completion of the course, the learner will be able to
CO1: Explain the principles of international financial management and **analyse** the opportunities and challenges arising from global financial markets and international business operations.
CO2: Apply international financial concepts to evaluate foreign investment, financing, and capital budgeting decisions in multinational business environments.
CO3: Analyse the impact of exchange rate fluctuations, international financial markets, and government policies on multinational financial decision-making.
CO4: Evaluate international financial risks and **recommend** appropriate hedging and risk management strategies to support effective global financial management.

Credits: 3	Core Compulsory / Elective: **Elective Finance**
Max. Marks: 25+75	Min. Passing Marks: 10+25

Total No. of Lectures-Tutorials-Practical (in hours per week): L-3 T-0 P-0

Unit	Topics	No. of Lectures
	Part II	**45**
I	International Financial Management- Importance, Nature, Scope, Finance function, emerging challenges in International Financial Management- recent changes in global financial markets, Domestic Finance vs International Finance, Balance of Payments, Balance of Trade, Sustainable finance and ESG in Global Business.	13
II	International Financial Markets and Institutions, International Banking & Money Market; International Bond Market; International Equity Markets; Futures and Options on foreign exchange; currency and Interest Rate Swaps; International Portfolio Investment.	12
III	Foreign Exchange Market- Major Participants of Foreign Exchange Market; Spot Market and its Features, Currency Arbitrage in Spot Market, Speculation in Spot Market; Forward Market and its Features, Arbitrage in Forward Market, Forward Market Hedging, Speculation in Forward Market.	10
IV	Financial Management by Multinational Firms: Foreign Direct Investment and Cross-Border Acquisitions, International Capital Structure and the Cost of Capital; International Capital Budgeting.	10

Suggested Readings:

1. Mihir A Desai, International Finance: A Casebook, Wiley India Edition
2. Bekaert, G. and R.J. Hodrick, International Financial Management, Prentice Hall.
3. Eun, C. and Resnick, B., International Financial Management, McGraw-Hill/Irwin.
4. Shapiro, A.C., Multinational Financial Management, John Wiley & Sons.
5. Rajwade and Desai, Foreign Exchange, International Finance, Risk Management, SPD Publications

Suggested Continuous Evaluation Methods:

In addition to the theoretical inputs the course will be delivered through Assignments, Presentation, Group Discussions and Case Studies. This will instill in student a sense of decision making and practical learning. Student learning will be evaluated through Written Tests, Projects and Field Assignments, Quizzes.

Programme/Class: MBA	Year: 2	Semester: IV
Subject: MBA		
Course Code: MBA-FM08	Course Title: **Financial Derivatives**	

Course outcomes: On completion of the course, the learner will be able to
CO1: Explain the concepts, characteristics, and types of financial derivatives and their role in modern financial markets.
CO2: Apply the principles of futures and options in managing financial risk and supporting investment decisions.
CO3: Analyse derivative trading strategies and evaluate their effectiveness in hedging and risk management.
CO4: Evaluate the role of financial derivatives in portfolio management and **recommend** appropriate derivative strategies under different market conditions.

Credits: 3	Core Compulsory / Elective: **Elective Finance**
Max. Marks: 25+75	Min. Passing Marks: 10+25

Total No. of Lectures-Tutorials-Practical (in hours per week): L-3 T-0 P-0

Unit	Topics	No. of Lectures
	Part II	**45**
I	Financial Derivatives- Types of financial derivatives - Features of derivatives market- Factors contributing to the growth of derivatives - functions of derivative markets- Exchange traded versus OTC derivatives -traders in derivatives markets - Derivatives market in India.	13
II	Futures and forwards valuation of futures, valuation of long and short forward contract. Mechanics of buying & selling futures, specification of futures, Pricing of Futures, Commodity futures, Index futures, interest rate futures, arbitrage opportunities.	12
III	Options: Types of options, option pricing, factors affecting option pricing, call and put options on dividend and non-dividend paying stocks put-call parity. Hedging & Trading strategies involving options, valuation of option: basic model, one step binomial model, Black and Scholes Model, Arbitrage profits in options.	10
IV	Financial Swaps - features and uses of swaps - Mechanics of interest rate swaps – valuation of interest rate swaps – currency swaps – valuation of currency swaps.	10

Suggested Readings:

1. Hull, J., Options: Futures and other Derivatives, Prentice Hall, New Delhi.
2. Kolb, Robert W: Understanding Futures Markets, Prentice Hall Inc., New Delhi.
3. Kolb, Robert: Financial Derivatives, New York Institute of Finance, New York.
4. Rajeev P.V & Mathur H.P.: Fundamental of derivatives & Commodities Derivatives, Vijay Prakashan Mandir.
5. P Vijay Bhasker & B. Mahapatra: Derivatives Simplified, Sage Publications

Suggested Continuous Evaluation Methods:

In addition to the theoretical inputs the course will be delivered through Assignments, Presentation, Group Discussions and Case Studies. This will instil in student a sense of decision making and practical learning. Student learning will be evaluated through Written Tests, Projects and Field Assignments, Quizzes.

Programme/Class: MBA	Year: 2	Semester: IV
Subject: MBA		
Course Code: MBA-MK05	Course Title: **Rural Marketing**	

Course outcomes: On completion of the course, the learner will be able to:
CO1: Explain the characteristics, structure, and dynamics of rural markets and their significance in the Indian economy.
CO2: Analyse the socio-economic, cultural, and behavioural factors influencing rural consumer behaviour and marketing decisions.
CO3: Apply rural marketing concepts and strategies to address the challenges of product distribution, pricing, promotion, and market development in rural areas.
CO4: Evaluate rural marketing opportunities and recommend appropriate marketing strategies for sustainable business growth and customer value creation.

Credits: 3	Core Compulsory / Elective: **Elective Marketing**
Max. Marks: 25+75	Min. Passing Marks: 10+25

Total No. of Lectures-Tutorials-Practical (in hours per week): L-3 T-0 P-0

Unit	Topics	No. of Lectures
	Part I	**45**
I	Rural Marketing: Nature, Definition, Scope & Importance in India; Rural Marketing Mix, classification of rural markets, rural vs. urban markets, Characteristics of Rural consumer. Factors influencing rural marketing; Rural Marketing Environment; 4As of Rural Marketing; Problems in rural marketing; Rural Demand.	13
II	Consumer education & consumer movement in rural India, Role of government & NGOs in rural marketing. Digitalizing the Indian rural markets; Rural Consumer and Consumer Behaviour; Segmenting, Targeting and Positioning, Product Strategy, Branding in Rural India, Communication Strategy and Various Media Channels.	10
III	Distribution Strategy: Accessing Rural Markets, Coverage Status in Rural Markets, Channels of Distribution, Public Distribution System, Co-operative Societies, Prevalent Rural Distribution Models – Distribution Models of select FMCG Companies; Innovative Practices in Rural Areas: ~~Project Shakti~~ Direct Distribution outreach reach to Rural India; Pricing strategies in rural marketing.	12
IV	Implementation Approach; The emergence of Organized retailing in Rural India; Problems in Marketing of agricultural inputs in Rural India; Future of Rural Marketing in India; Rural marts, Social and Agricultural Marketing~~,~~ E-Rural marketing; Marketing of Rural Industrial Products,	10

Suggested Readings:

1. Krishna M Acharyulu C. S. G., Rama Krishnan Lalitha, Rural Marketing: Text and Cases, Pearson Education.
2. Kashyap, P., Raut, S. (2005). The Rural Marketing Book (Text & Practice) (With Cd). India: Dreamtech Press.
3. Gopalaswamy, T. P. (2010). Rural Marketing, Environment, Problems and Strategies. India: Vikas Publishing House Pvt. Limited.

Suggested Continuous Evaluation Methods: In addition to the theoretical inputs the course will be delivered through Assignments, Presentation, Group Discussions and Case Studies. This will instill in student a sense of decision making and practical learning. Student learning will be evaluated through Written Tests, Projects and Field Assignments, Quizzes.

Programme/Class: MBA	Year: 2	Semester: IV
Subject: MBA		
Course Code: MBA-MK06	Course Title: **Customer Relationship Management**	

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

CO1: Develop appropriate digital marketing strategies to achieve organizational marketing objectives in a dynamic digital business environment.

CO2: Apply digital and social media marketing tools and platforms to design and manage effective online marketing campaigns.

CO3: Analyse digital marketing performance using web analytics and social media metrics to support marketing decision-making.

CO4: Evaluate digital marketing campaigns and **recommend** appropriate strategies to enhance customer engagement, brand visibility, and marketing effectiveness.

Credits: 3	Core Compulsory / Elective: **Elective Marketing**
Max. Marks: 25+75	Min. Passing Marks: 10+25

Total No. of Lectures-Tutorials-Practical (in hours per week): L-3 T-0 P-0

Unit	Topics	No. of Lectures
	Part I	**45**
I	Introduction to Customer Relationship Management – Relational approach to Marketing, Evolution of relationship marketing,. Defining CRM, Types of CRM, CRM cycle, Stakeholders in CRM, Significance of CRM. CRM Implementation.	13
II	Customer Satisfaction- Concept, Measuring Customer Satisfaction; Customer Loyalty - Concept, significance, Factors affecting Loyalty; Customer acquisition and retention; Customer profitability analysis. Measuring Customer life time value.	12
III	e-CRM in Business – Features and Advantages of e-CRM., Technologies of e-CRM, Virtual, Customer Representative, Customer Relationship Portals, Functional, Components of CRM.	10
IV	Database Management: Data Mining. Characteristics, Data Mining tools and techniques, Developing, managing and using customer-related databases; Important CRM software; Emerging Contemporary issues in Customer Relationship Management.	10

Suggested Readings:

1. Jagdish N Sheth, Atul Parvatiyar & G Shainesh, "Customer Relationship Management: Emerging Concepts, Tools and Applications", McGraw Hill Education (2017)
2. Rai, A.K., "Customer Relationship Management: Concepts and Cases", Prentice Hall India (PHI). January 2012
3. Rai, A.K. & Srivastava, M., "Customer Loyalty: Concepts, Context and Character", McGraw-Hill Education.
4. Kumar, V., & Reinartz, W., "Customer relationship management", Springer-Verlag GmbH Germany, 2018.
5. Francis Buttle and Stan Maklan. "Customer Relationship Management: Concepts and Technologies". Routledge; 3rd edition (2 February 2015).

Suggested Continuous Evaluation Methods: In addition to the theoretical inputs the course will be delivered through Assignments, Presentation, Group Discussions. This will instill in student a sense of decision making and practical learning. Student learning will be evaluated through Written Tests, Projects and Field Assignments, Quizzes.

Programme/Class: MBA	Year: 2	Semester: IV
Subject: MBA		
Course Code: MBA-MK07	Course Title: **International Marketing**	

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

CO1: Explain the concepts, scope, and environmental factors influencing international marketing and global business operations.

CO2: Analyse international market opportunities, consumer behaviour, and the challenges associated with marketing across diverse global markets.

CO3: Develop appropriate international marketing strategies, including market entry, product, pricing, promotion, and distribution decisions for global markets.

CO4: Evaluate international marketing practices and recommend suitable marketing plans to enhance organizational competitiveness in international markets.

Credits: 3	Core Compulsory / Elective: **Elective Marketing**
Max. Marks: 25+75	Min. Passing Marks: 10+25

Total No. of Lectures-Tutorials-Practical (in hours per week): L-3 T-0 P-0

Unit	Topics	No. of Lectures
	Part I	**45**
I	Concept of International Marketing and Management Orientations, Significance, Multinational corporations; Analysis of International Marketing Environment, Opportunities & Challenges, Drivers of globalization, Cultural dynamics & management, Cross Cultural Behavior, Political, Legal & Regulatory Environments, Technological Factors.	13
II	Understanding Global Customers; International Marketing Intelligence; Segmentation, Targeting & Positioning in International Markets; Competitive Analysis & Strategy; Various Modes of Entry in International Markets; Factors affecting selection of Entry Modes. Export Documentation	12
III	Product mix for International markets, Standardization Vs Adaptation in International Markets, Product design & packaging for International Markets, Pricing decisions for International markets, Global pricing objectives and strategies, Gray market goods, transfer pricing, dumping and counter trade.	10
IV	International Logistics Channels of International Distribution, Market Intermediaries; Process of International Marketing communication; International Promotion Campaigns and Tools, Contemporary Issues-Emerging issues: Ethical issues, global outsourcing, emerging new marketing barriers, Alternative E-Marketing strategies Benefits and risks in global e marketing.	10

Suggested Readings:

1. Keegan, "Global Marketing", Pearson. years
2. Sak Onkvisit and John Shaw, "International Marketing-Analysis and Strategy", Taylor & Francis.
3. Varshney & Bhattacharya, "International Marketing Management", Sultan Chand & Sons.
4. Kotler, Keller, Koshy, Jha, Marketing Management, 14th edition, Pearson Education, India
5. Joshi Rakesh Mohan, 2nd Edition, International Marketing, Oxford Higher Education, India

Suggested Continuous Evaluation Methods: In addition to the theoretical inputs the course will be delivered through Assignments, Presentation, GroupDiscussions. This will instill in student a sense of decision making and practical learning.

Programme/Class: MBA	Year: 2	Semester: IV
Subject: MBA		
Course Code: MBA-MK11	Course Title: **Green Marketing**	

Course outcomes: On completion of the course, the learner will be able to:
CO1: Explain the concepts, principles, and significance of green marketing in promoting sustainable business practices.
CO2: Analyse the environmental, social, and consumer factors influencing green marketing decisions from business and customer perspectives.
CO3: Apply green marketing strategies to develop environmentally responsible products, services, and marketing programmes.
CO4: Evaluate the opportunities and challenges of green marketing and recommend sustainable marketing strategies for achieving competitive advantage.

Credits: 3	Core Compulsory / Elective: **Elective Marketing**
Max. Marks: 25+75	Min. Passing Marks: 10+25

Total No. of Lectures-Tutorials-Practical (in hours per week): L-3 T-0 P-0

Unit	Topics	No. of Lectures
	Part I	**45**
I	Green Marketing- Meaning, Concept & Evolution of Green Marketing, Importance of green marketing; Classification of Green Products and Offerings; Green Washing and Skepticism; Green Marketing Mix and Tools- Strategies to Green Marketing.	13
II	The Consumption - Environment Interface: The Environment and Consumption, The Environment and Business, Competitive advantage and the environment-Eco-Costs Advantage, Green Differentiation.	12
III	Pro-environmental Behaviour- Environmental Concern, Green consumer motives and buying behaviour, Green Marketing Strategy- Green Segmentation, Green Positioning and Advertisements, Eco-Branding, Eco-Labelling; Green Pricing.	10
IV	Emerging Practices in Green Marketing: Green Marketing & Sustainability Reporting, Organic Foods, Green Energy Consumption, Green Transportation and Services.	10

Suggested Readings:

1. Dahlstrom, Robert (2011). Green Marketing Management, South Western Cengage Learning, Mason, USA.
2. Ottman, Jacquelyn A. (1998). Green Marketing: Opportunity for Innovation (2nd edition); NTS Business Books, Illinois.
3. Esty, C. Daniel and Winston, Andrew S. C. (2006). Green to Gold: How smart companies use environmental strategy to innovate, create value and building competitive Advantage, Yale University Press.
4. Belz, Frank-Martin & Peattie, Ken (2012). Sustainability Marketing: A Global Perspective (2nd Edition). Wiley.
5. Ottman, Jacquelyn A. (1998). The New Rules of Green Marketing: Strategies, Tools, and Inspiration for Sustainable Branding, Berrett-Koehler Publishers.

Suggested Continuous Evaluation Methods: In addition to the theoretical inputs the course will be delivered through Assignments, Presentation, Group Discussions and Case Studies. This will instill in student a sense of decision making and practical learning. Student learning will be evaluated through Written Tests, Projects and Field Assignments, Quizzes.

Programme/Class: MBA	Year: 2	Semester: IV
Subject: MBA		
Course Code: MBA-MK12	Course Title: **Services Marketing**	

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

CO1: Explain the concepts, characteristics, and significance of services marketing, including the extended marketing mix (7Ps), in contemporary business organizations.
CO2: Analyse customer expectations, customer perceptions, and service quality gaps to improve service delivery and customer satisfaction.
CO3: Apply service process design, service blueprinting, pricing, communication, and distribution strategies for effective service delivery.
CO4: Evaluate the marketing practices and challenges of various service sectors and recommend appropriate marketing strategies for enhancing service performance and customer value.

Credits: 3	Core Compulsory / Elective: **Elective Marketing**
Max. Marks: 25+75	Min. Passing Marks: 10+25

Total No. of Lectures-Tutorials-Practical (in hours per week): L-3 T-0 P-0

Unit	Topics	No. of Lectures
	Part I	**45**
I	Introduction to Services Marketing, Understanding Service Characteristics, Product versus Services, Classification of Services, Services Marketing Environment; 7Ps of Services Marketing;	13
II	Delivering Services- Customer Expectations and Perceptions of Services, Understanding Employees and Customers Role in Service Delivery; Service Quality Gaps, The Service Performance Gap, and Models on Service Quality, Key Factors and Strategies for Closing the Gap.	12
III	Designing Service Processes- Designing Service scapes; Developing Service Blueprint; Service Pricing and Revenue Management; Service Marketing Communications; Distributing Services Through Physical and Electronic Channels.	10
IV	Marketing of Services with special reference to Financial Services - Health Services; Hospitality Services including Travel, Hotels and Tourism - Professional Services – Public Utility Services - Communication Services - Educational Services.	10

Suggested Readings:

1. Christopher H. Lovelock, Services Marketing: People, Technology, Strategy, Pearson Education Asia.
2. Jochen Wirtz and Christopher Lovelock (2022). Services Marketing: People, Technology, Strategy, World Scientific Publishing.
3. Zeithaml, Bitner, Gremler & Pandit (2018) Services Marketing - Integrating Customer Focus Across the Firm, McGraw Hill Education; 8th edition.

Suggested Continuous Evaluation Methods: In addition to the theoretical inputs the course will be delivered through Assignments, Presentation, Group Discussions and Case Studies. This will instill in student a sense of decision making and practical learning. Student learning will be evaluated through Written Tests, Projects and Field Assignments, Quizzes.

Programme/Class: MBA	Year: 2	Semester: IV
Subject: MBA		
Course Code: MBA-HR04	Course Title: **Strategic HRM & International HRM**	

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

CO1: Explain the concepts, models, and strategic role of Human Resource Management in aligning HR strategies with organizational objectives.

CO2: Analyse strategic HR practices and formulate appropriate HR strategies to enhance organizational performance and competitive advantage.

CO3: Analyse cross-cultural issues and apply appropriate managerial approaches to manage diversity, communication, negotiation, and multicultural work environments.

CO4: Evaluate international human resource management practices and recommend appropriate strategies for managing global workforce challenges, including expatriation, repatriation, and international employee relations.

Credits: 3	Core Compulsory / Elective: **Elective HR**
Max. Marks: 25+75	Min. Passing Marks: 10+25

Total No. of Lectures-Tutorials-Practical (in hours per week): L-3 T-0 P-0

Unit	Topics	No. of Lectures
	Part I	**45**
I	Concepts and principles of Strategic HRM, Strategic HRM models**,** Developing and Implementation of HR strategy, Strategic Role of HR, Impact of Strategic HRM on organization performance. Formulation of Strategic HRM, Strategic HRM tools- Strategic Map, HR Scorecard.	12
II	HR Strategies: Human Capital Management strategy, High Performance strategy, Corporate Social Responsibility strategy, Organization Development strategy, Employee engagement strategy, Knowledge management strategy, Employee engagement strategy, Talent management strategy, Learning & Development strategy, Reward strategy, Employee relations strategy.	13
III	Cross Cultural concept and issues in Organizations, Cross Cultural Differences, Cross Cultural Analysis, Culture and Strategy**,** Cross cultural influence and Technology, Culture and styles of Management, Cross Cultural Communication and Negotiation, Conflicts and cultural differences.	10
IV	International HR: Key HR Challenges facing organizations working internationally, Core functions of IHRM and Managing Diversity-Recruitment, Selection Process, Expatriates (International Adjustment), Expatriation & Repatriation Management, International Industrial Relations.	10

Suggested Readings:

1. Armstrong, Michael, "Strategic Human Resource Management", Kogan Page, New York / New Delhi, 2021, Seventh Edition.
2. Azmi, Feza Tabassum, "Strategic Human Resource Management", Cambridge University Press, United Kingdom, 2019, First Edition.
3. Storey, John, Patrick M. Wright, and Dave Ulrich, "Strategic human resource management: Aresearch overview", Routledge, 2019.
4. Kandula, Srinivas R., 'International Human Resource Management", Sage, 2018.
5. Aswathappa,K. and Dash, Sadhana, "International Human Resource Management", Mc-GrawHill, India, 2020, Third Edition

Suggested Continuous Evaluation Methods: In addition to the theoretical inputs the course will be delivered through Assignments, Presentation, Group Discussions and Case Studies. This will instill in student a sense of problem identification, generating solution, decision making and practical learning. Student learning will be evaluated through Written Tests, Projects and Field Assignments, Quizzes.

Programme/Class: MBA	Year: 2	Semester: IV
Subject: MBA		
Course Code: MBA-HR05	Course Title: **HR and Technology**	

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

CO1: Explain the concepts, processes, and technologies of Knowledge Management and their role in organizational learning and knowledge sharing.

CO2: Apply Human Resource Information Systems (HRIS) and digital HR technologies to support recruitment, talent management, training, and other HR functions.

CO3: Analyse Human Capital Metrics and HR Analytics to support evidence-based HR decision-making and organizational performance.

CO4: Evaluate emerging HR technologies and recommend appropriate digital solutions for managing the future workforce, data security, and sustainable HR practices.

Credits: 3	Core Compulsory / Elective: **Elective HR**
Max. Marks: 25+75	Min. Passing Marks: 10+25

Total No. of Lectures-Tutorials-Practical (in hours per week): L-3 T-0 P-0

Unit	Topics	No. of Lectures
	Part I	**45**
I	Concept of Knowledge Management, Knowledge transfer, Technologies for Knowledge Management, Organizational Learning Systems and Knowledge Management, Knowledge Management Tools.	13
II	Human Resource Information System (HRIS), Managing HRIS Implementation, HRIS Applications in HR Administration, Talent Management, Recruitment & selection, Training & Development, Future trends in HRIS.	12
III	Concept and Evolution of Human Capital Metrics and Analytics, Analytics and Prediction. Importance of HR Analytics. Steps of Analytics, Descriptive, Prescriptive analysis, and Causal analysis, HCM Models.	10
IV	Emerging Technologies and Future of Work, Blockchain in HR, Learning Management System (LMS), Virtual Recruitment, Hybrid Workforce Management, Remote Workforce Management, Cybersecurity in HR, Data Privacy in HR, Green HR Technology, Digital Leadership.	10

Suggested Readings:

1. Kandula, Srinivas R., "Human Resource Management in Practice: with 300 models, techniques, and tools", PHI Learning Pvt. Ltd., 2003.
2. Kavanagh, Michael J., and Richard David Johnson, eds., "Human Resource Information Systems.", Sage Publications, 2020, Second Edition.
3. Bagdi, Satish K. "Practical Human Resource Information Systems", PHI Learning Pvt. Ltd., 2012.
4. Jac Fitz-enz, "The New HR Analytics", AMACOM, NY., 2010.

Suggested Continuous Evaluation Methods: In addition to the theoretical inputs the course will be delivered through Assignments, Presentation, Group Discussions and Case Studies. This will instill in student a sense of problem identification, generating solution, decision making and practical learning. Student learning will be evaluated through Written Tests, Projects and Field Assignments, Quizzes.

Programme/Class: MBA	Year: 1	Semester: IV
Subject: MBA		
Course Code: MBA-HR06	**Course Title: Social Security and Compensation Laws**	

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

CO1: Explain the concepts, objectives, scope, and application of social security legislation and workplace safety provisions in India.

CO2: Analyse the statutory provisions governing employee social security benefits, including Employees' State Insurance, Employees' Provident Fund, and Maternity Benefit.

CO3: Apply the legal provisions relating to employee compensation and wage administration in organizational contexts.

- **CO4:** Evaluate the statutory provisions relating to minimum wages, bonus, and equal remuneration, and recommend measures for ensuring legal compliance and fair compensation practices.

Credits: 3	Core Compulsory / Elective: **Elective HR**
Max. Marks: 25+75	Min. Passing Marks: 10+25

Total No. of Lectures-Tutorials-Practical (in hours per week): L-3 T-0 P-0

Unit	Topics	No. of Lectures
	Part I	**45**
I	Social security – Concept, Scope, Objectives and Application. Factories Act, 1948 – Concept, Scope, Objectives and Application.	12
II	Employees State Insurance Act,1948 – Concept, Scope, Objectives and Application. Employees Provident Fund and Miscellaneous Act, 1952 – Concept, Scope, Objectives and Application. Maternity Benefit Act, 1961 – Concept, Scope, Objectives and Application	13
III	Workmen Compensation Act,1923 – Concept, Scope, Objectives and Application. Payment of Wages Act,1936 – Concept, Scope, Objectives and Application.	10
IV	Minimum Wages Act, 1948: Concept, Scope, Objectives and Application. Payment of Bonus Act, 1965: Concept, Scope, Objectives and Application. Equal Remuneration Act, 1976: Concept, Scope, Objectives and Application.	10

Suggested Readings:

1. "Taxmann's New Labour & Industrial Laws", 2020
2. "Labour Laws 2021", Commercial, commercial Laws Publishers India Pvt. Ltd., 2020.
3. Mishra, S.N., "Labour & Industial Laws, Central Law Publications, India, 29th Edition.

Suggested Continuous Evaluation Methods: In addition to the theoretical inputs the course will be delivered through Assignments, Presentation, Group Discussions and Case Studies. This will instill in student a sense of problem identification, generating solution, decision making and practical learning. Student learning will be evaluated through Written Tests, Projects and Field Assignments, Cases, and Quizzes

Programme/Class: MBA	Year: 2	Semester: IV
Subject: MBA		
Course Code: MBA-HR07	Course Title: **Negotiation and Counselling**	

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

CO1: Explain the concepts, principles, processes, and techniques of negotiation and their significance in organizational and managerial contexts.

CO2: Apply negotiation strategies, tactics, ethical practices, and sources of negotiation power to achieve effective negotiation outcomes.

CO3: Apply counselling principles, approaches, and techniques to address individual and workplace behavioural issues and facilitate employee development.

CO4: Analyse organizational conflicts and recommend appropriate conflict management and resolution strategies to enhance individual, team, and organizational effectiveness.

Credits: 3	Core Compulsory / Elective: **Elective HR**
Max. Marks: 25+75	Min. Passing Marks: 10+25

Total No. of Lectures-Tutorials-Practical (in hours per week): L-3 T-0 P-0

Unit	Topics	No. of Lectures
	Part I	**45**
I	Concepts of Negotiations- Negotiation process, types and factors for successful negotiations, essential skills for negotiation, tricks used in negotiation process, psychological advantage of negotiations, Techniques of negotiation, issues in negotiations.	12
II	Negotiation strategies: Strategies and tactics for negotiation strategy and negotiation planning. Negotiation power, sources of power, Ethics in negotiation.	10
III	Introduction to Counseling; Historical evolution of counseling, Approaches to Counseling: Psychoanalysis; Behaviorism and Humanism. Goals and Process of Counseling; Counseling Procedures and Skills, Changing Behaviors through Counseling; Specific Techniques of Counseling;	13
IV	Introduction to Conflict Management: components, perspectives of conflict, types of conflict, models of conflict – Process and Structural Models, functional & dysfunctional conflict, relationship between conflict and performance in team, levels of conflict – intrapersonal, interpersonal, group & organizational conflicts.	10

Suggested Readings:

1. Brett, J. M. (2001) Negotiating Globally: How to negotiate deals, resolve disputes, and make decisions across cultural boundaries, San Francisco: Jossey Bass.
2. Korobkin, R. (2009). Negotiation theory and strategy. Aspen Publisher.
3. Raiffa, H. (1982). The art & science of negotiation US: Harvard College.
4. Singh, K. (2009). Counseling skills for managers. New Delhi: Prentice Hall of India.
5. Premvir Kapoor, Counselling and Negotiation Skills for Managers, Wiley India Pvt. Limited, 2011
6. B. D. Singh, Negotiation and Counselling text and Cases, Excel Books, 2010.
7. Kavita Singh, Counselling Skills for Managers, Prentice Hall India Pvt., Limited, 2015

Suggested Continuous Evaluation Methods: In addition to the theoretical inputs the course will be delivered through Assignments, Presentation, GroupDiscussions. This will instill in student a sense of decision making and practical learning.

Programme/Class: MBA	Year: 2	Semester: IV
Subject: MBA		
Course Code: MBA-HR08	Course Title: **Manpower Policy and Planning**	

Course outcomes: : On completion of the course, the learner will be able to:
CO1: Explain the concepts, objectives, and significance of HR policies, HR strategies, and manpower planning in achieving organizational goals.
CO2: Apply human resource forecasting techniques to estimate workforce demand and supply and support effective manpower planning.
CO3: Analyse talent management, staffing, career planning, succession planning, and employee development practices for effective human resource planning.
CO4: Evaluate human resource planning practices using HR audit and recommend measures to improve the effectiveness of manpower planning and HR policies.

Credits: 3	Core Compulsory / Elective: **Elective HR**
Max. Marks: 25+75	Min. Passing Marks: 10+25

Total No. of Lectures-Tutorials-Practical (in hours per week): L-3 T-0 P-0

Unit	Topics	No. of Lectures
	Part I	**45**
I	Concepts of HR Policy- HR Strategy objectives, policy, and mechanism, Types of HR Policy and responsibilities. Need for HR Planning, Steps in HR Planning, Importance, Obstacles in HR Planning, Effective decision making, Linking of HR Planning with other HR Functions.	13
II	HR Forecasting- Introduction, Needs for Forecasting, Steps in Forecasting, Demand and Supply Forecasting, Demand Forecasting techniques, Benefits of forecasting, Issues of shortage and surplus.	12
III	Action Plans- Retention, Talent Management, Practice and Process, Training, Redeployment staffing, HR Inventory, Career Planning and Succession Planning, Career Development, Recent trends and HR Planning.	10
IV	Measurement of HR Planning- HR Audit, Introduction, definition, Process of HRA, Need and Significance, Objectives for HRA, Advantages, Methods of HRA.	10

Suggested Readings:

1. Mamoria, C.B.(et.al.), Dynamics of Industrial Relations, (H.P.H)
2. Patten, Thomas H,Manpower planning and Development of Human Resource, Wiley
3. Daniel H Gray Manpower Planning- An Approach to the problem, Institute of Personal management, 80 Fetter, London- EC-4.

Suggested Continuous Evaluation Methods: In addition to the theoretical inputs the course will be delivered through Assignments, Presentation, GroupDiscussions. This will instill in student a sense of decision making and practical learning.

Minor Open Elective for all the students of Siddharth University, Except 1st year of UG

Programme/Class: UG 2nd and 3rd Year /PG 1st and 2nd Year	Year: All Years in PG except 1st Year of UG	Semester: UG III/IV/V/VI and PG all Sesmester
Subject: Subject: Any Stream Faculty of Arts/ Commerce/ Science/ Law		
Course Code: MBA-E005	Course Title: **Start-Up and Entrepreneurship**	

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

CO1: Explain the concepts, characteristics, and importance of entrepreneurship and startups in promoting innovation, self-employment, and economic development.

CO2: Identify entrepreneurial opportunities and apply basic tools for developing a viable business idea and business model.

CO3: Explain the basic functional requirements for starting a new venture, including legal forms of business, funding options, and government support schemes.

CO4: Develop and present a simple business plan and effectively pitch a startup idea.

Credits: 3	Core Compulsory / Elective: **Open Elective (Can be offered to other Departments also)**
Max. Marks: 25+75	Min. Passing Marks: 10+25

Total No. of Lectures-Tutorials-Practical (in hours per week): L-2 T-0 P-0

Unit	Topics	No. of Lectures
		45
I	Entrepreneurship: Concept, Characteristics and Importance; Entrepreneurial Mindset; Role of Entrepreneurship in Economic Development; Startup Ecosystem in India; Entrepreneurial Opportunities in Agriculture, Science, Commerce, Arts and Services; Forms of Business Organization—Sole Proprietorship, Partnership, LLP and Company**.**	10
II	Idea Generation and Opportunity Identification; Understanding Customer Needs; Basics of Market Research; Business Model Canvas (Introduction); Value Proposition; Customer Segments; Basics of Digital Marketing and Social Media Promotion.	10
III	Basic Financial Planning for Startups; Estimating Costs and Pricing; Sources of Startup Finance; Government Support for Entrepreneurs—Startup India, Stand-Up India, MSME, PMEGP, SIDBI and Incubation Centres; an introduction to Intellectual Property Rights.	12
IV	Business Plan: Components and Preparation; Identifying Target Customers; Value Proposition; Marketing and Revenue Plan; Basic Risk Assessment; Preparing and Presenting an Elevator Pitch; Pitching Business Ideas before Investors and Incubation Centres.	13

Suggested Readings:

1. Robert D. Hisrich et al (2020) Entrepreneurship | 11th Edition Paperback McGraw Hill; Eleventh edition.
2. Holt (2016) Entrepreneurship: New Venture Creation Paperback – Pearson Education India; First edition (10 March 2016)
3. Pankaj Goyal (2017) Before You Start Up: How to Prepare to Make Your Startup Dream a Reality Fingerprint! Publishing
4. Kuratko, D, Hornsby J.S. (2017) New Venture Management: Entrepreneur's roadmap
5. Hisrich, R.D., Manimala, Entrepreneurship, M.J., Peters, M.P., Shepherd, Tata McGraw Hill D.A.:

Suggested Continuous Evaluation Methods: In addition to the theoretical inputs the course will be delivered through interactive lectures, inspirational talks by entrepreneurs, case studies, idea-generation workshops, group discussions, business model canvas exercises, startup simulations, field visits to startups/incubation centres (where feasible), and business idea pitching sessions. Students shall be encouraged to identify local entrepreneurial opportunities and develop simple venture ideas relevant to their discipline. This will instill in student a sense of decision making and practical learning.