

**M.B.A.**  
**GENERAL**

**SYLLABUS**

**FROM THE ACADEMIC YEAR**  
**2023 - 2024**

**TAMILNADU STATE COUNCIL FOR HIGHER EDUCATION,**  
**CHENNAI – 600 005**

## M.B.A. - GENERAL

### Choice Based Credit System

#### Program Educational Outcomes;

**PEO 1 – Employability:** To develop students with industry specific knowledge & skills to meet the industry requirements and also join Public sector undertaking through competitive examinations.

**PEO 2 - Entrepreneur:** To create effective business service owners, with a growth mindset by enhancing their critical thinking, problem solving and decision-making skills.

**PEO3 – Research and Development:** To instill and grow a mindset that focusses efforts towards inculcating and encouraging the students in the field research and development.

**PEO 4 – Contribution to Business World:** To produce ethical and innovative business professionals to enhance growth of the business world.

**PEO 5 – Contribution to the Society:** To work and contribute towards holistic development of society by producing competent MBA professionals.

#### Program Outcomes:

**PO1: Problem Solving Skill:** Application of tools & techniques relevant to management theories and practices in analyzing & solving business problems.

**PO2: Decision Making Skill:** Fostering analytical and critical thinking abilities for data-based decision making.

**PO3: Ethical Value:** Ability to develop value based leadership attributes.

**PO4: Communication Skill:** Ability to understand, analyze and effectively communicate global, economic, legal and ethical aspects of business.

**PO5: Individual and Team Leadership Skill:** Ability to be self-motivated in leading & driving a team towards achievement of organizational goals and contributing effectively to establish industrial harmony.

**PO6: Employability Skill:** Foster and enhance employability skills through relevant industry subject knowledge.

**PO7: Entrepreneurial Skill:** Equipped with skills and competencies to become a global entrepreneur.

**PO8: Contribution to Society:** Strive towards becoming a global influencer and motivating future generation towards building a legacy that contributes to overall growth of humankind.

**PEO – PO MAPPING**

	PO 1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
PEO 1	Y	Y	Y	Y	Y	Y	Y	Y
PEO 2	Y	Y	Y	Y	Y		Y	Y
PEO3	Y	Y	Y	Y	Y	Y		y
PEO 4	Y	Y	Y	Y	Y	Y	Y	Y
PEO 5	Y	Y	Y	Y	Y	Y	Y	Y

**Y - Yes**

**M.B.A. GENERAL**

<b>FIRST SEMESTER</b>									
Part	Subject Code	Courses	Subject Name	T/P	Cr.	Inst. Hours	Marks		
							CIA	Ext.	Total
I	23MBA1C1	Core I	Management Principles and Business Ethics	T	3	5	25	75	100
	23MBA1C2	Core II	Quantitative Techniques and Research Methods in Business	T	3	5	25	75	100
	23MBA1C3	Core III	Managing Organizational Behaviour	T	3	4	25	75	100
	23MBA1C4	Core IV	Accounting for Managers	T	3	4	25	75	100
	23MBA1C5	Core V	Managerial Economics	T	3	4	25	75	100
	23MBA1C6	Core VI	Legal Systems in Business	T	3	4	25	75	100
	23MBA1S1	Extra Disciplinary	Entrepreneurship Development	T	2	2	25	75	100
	23MBA1S2	Soft Skills	Soft Skills I – Executive Communication	T	2	2	25	75	100
			<b>Total</b>		<b>22</b>	<b>30</b>	<b>200</b>	<b>600</b>	<b>800</b>
<b>SEMESTER II</b>									
	23MBA2C1	Core VII	Human Resource Management	T	4	6	25	75	100
	23MBA2C2	Core VIII	Marketing Management	T	4	6	25	75	100
	23MBA2C3	Core XI	Financial Management	T	4	6	25	75	100
	23MBA2E1/ 23MBA2E2/ 23MBA2E3	DSE-2	<b>HRM 1/MM 1/ FM 1:</b> Career Management/Advertising Management and Sales Promotion/ Merchant Banking and Financial Services	T	3	4	25	75	100
	23MBA2E4/ 23MBA2E5/ 23MBA2E6	DSE-3	<b>HRM 2/MM 2/ FM 2:</b> Human Resource Development /Retail Marketing/Banking and Insurance	T	3	4	25	75	100
	23MBA2A1	AEC-2	Computing Skills	T	2	2	25	75	100
	23MBA2S1	SEC-1	Business Etiquette	T	2	2	25	75	100
			<b>Total</b>		<b>22</b>	<b>30</b>	<b>175</b>	<b>525</b>	<b>700</b>
Industrial visit during the summer vacation after I year									

SEMESTER III									
	23MBA3C1	Core X	Applied Operations Research	T	4	6	25	75	100
	23MBA3C2	Core XI	Operations Management	T	4	6	25	75	100
	23MBA3C3	Core XII	Strategic Management	T	4	5	25	75	100
	23MBA3C4	Core XIII	Information Systems For Business	T	4	4	25	75	100
	23MBA3E1/ 23MBA3E2/ 23MBA3E3	DSE-4	HRM3/MM3/FM3 : Strategic HRM/Sales and Distribution Management/ Security Analysis and Portfolio Management	T	3	3	25	75	100
	23MBA3A1	AEC -4	Leadership and Team Building Skills	T	2	2	25	75	100
	23MBA3S1	SEC - 2	Employability Skills	T	2	2	25	75	100
	23MBA3IV		Industrial Visit Report	T	2	2	25	75	100
			<b>Total</b>		<b>25</b>	<b>30</b>	<b>200</b>	<b>600</b>	<b>800</b>
SEMESTER IV									
	23MBA4C1	Core XIV	International Business	T	4	6	25	75	100
	23MBA4C2	Core XV	Advanced Marketing Research and Consumer Behaviour	T	4	6	25	75	100
	23MBA4PR	Core VI	Project and Viva-Voce		6	10	25	75	100
	23MBA4E1/ 23MBA4E2/ 23MBA4E3	DSE-5	HRM4/MM4/FM4: Industrial and Labour Relations/Services Marketing/Corporate Finance	T	3	4	25	75	100
	23MBA4A1	AEC-4	Stress Management	T	2	2	25	75	100
	23MBA4S1	SEC-3	Advanced Selling and Negotiation Skills	T	2	2	25	75	100
	--		Extension Activity		1				
			<b>Total</b>		<b>22</b>	<b>30</b>	<b>150</b>	<b>450</b>	<b>600</b>
					<b>91</b>		<b>725</b>	<b>2175</b>	<b>2900</b>

CC-Core Courses

DSE – Discipline Specific Elective

SEC- Skill Enhancement Course; AEC-Ability Enhancement Course

Project and Viva-voce Marks: Viva-voce (50) + Project Report (100) + internal (50) = 200

Industrial Visit Report Report (75) + internal (25) = 100

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Chairperson details: Dr.S.Dinesh Babu, Assistant Professor & Head, Department of Business Administration, Govt. Arts College, Paramakudi. Mobile No: 9443684308

# SYLLABUS

## SEMESTER I

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
23MBA1C1	Management Principles and Business Ethics	Core	4	-	-	-	3	5	25	75	100
<b>Course Objectives</b>											
C1	To familiarize the students to the basic concepts of management in order to aid in understanding how an organization functions.										
C2	To provide insights on Planning & Decision Making										
C3	To throw light on Organizing, Managing Change and Innovation										
C4	To elucidate on Leadership, Communication and Controlling.										
C5	To create awareness and importance of Business Ethics and Social Responsibility.										
<b>SYLLABUS</b>											
	<b>Details</b>							<b>No. of Hours</b>	<b>Course Objectives</b>		
<b>UNIT I</b>	<b>Introduction:</b> Nature of Management – Concepts and Foundations of Management- Managerial Functions- Management Skills - The Evolution of Management Thought – Tasks of a Professional Manager – Organizational Culture - Environment – Systems Approach to Management – Levels in Management – Disaster Management							12	C1		
<b>UNIT II</b>	<b>Planning &amp; Decision Making:</b> Steps in Planning Process – Scope and Limitations – Short Term and Long Term Planning – Flexibility in Planning – Characteristics of a Sound Plan – Management By Objectives (MBO). Strategic Management Process Decision Making Process and Techniques. Business Models							12	C2		
<b>UNIT III</b>	<b>Nature of Organizing:</b> Organization Structure and Design - Authority Relationships – Delegation of Authority and Decentralization – Interdepartmental Coordinator – emerging Trends in corporate Structure, Strategy and Culture – Impact of Technology on Organizational design – Mechanistic vs. Adoptive Structures – Formal and Informal Organization. Span of control – Pros and Cons of Narrow and Wide Spans of Control – Optimum Span - Managing Change and Innovation.							12	C3		

<b>UNIT IV</b>	<b>Leadership and Control:</b> Leadership: Approaches to Leadership and Communication. Control: Concept of Control – Application of the Process of Control at Different Levels of Management (top, middle and first line). Performance Standards – Measurements of Performance – Remedial Action - An Integrated Control system in an Organization – Management by Exception (MBE) –	12	C4
<b>UNIT V</b>	<b>Business Ethics:</b> Importance of Business Ethics – Ethical Issues and Dilemmas in Business - Ethical Decision Making and Ethical Leadership – Ethics Audit - Business Ethics and - CSR Models.	12	C5
<b>Total</b>		<b>60</b>	
<b>Course Outcomes</b>			
<b>Course Outcomes</b>	On completion of this course, students will;	<b>Program Outcomes</b>	
<b>CO1</b>	Possess the knowledge on the basic concepts of management and understand how an organization functions.	PO4, PO6, PO8	
<b>CO2</b>	Possess knowledge on planning & decision making.	PO1, PO2	
<b>CO3</b>	Have insights on organizing, managing change and Innovation	PO5, PO6, PO7	
<b>CO4</b>	Learn leadership, communication and controlling skills.	PO4, PO5	
<b>CO5</b>	Have better understanding on business ethics and social responsibility.	PO3, PO8	
<b>Reading List</b>			
1.	<a href="https://deb.ugc.ac.in">https://deb.ugc.ac. In</a>		
2.	<a href="http://www.managementconcepts.com">http://www.managementconcepts. Com</a>		
3.	International journal of Management Concepts and Philosophy		
4.	Journal of Management, Sage Publications		
<b>References Books</b>			
1.	Mukherjee, K., Principles of Management, 2 <sup>nd</sup> Edition, Tata McGraw Hill Education Pvt. Ltd., 2009		
2.	S. K. Mandal., Management Principles and practice, 3 <sup>rd</sup> Edition, Jaico Publishing House, Jan.2011.		
3.	Griffin, R. W., Management, 11 <sup>th</sup> Edition, South-Western College Publication, January 2018.		
4.	Koontz, H. and Weihrich, H., Essentials of Management: An International Perspective, 11 <sup>th</sup> Edition, Tata McGraw Hill Education Private Ltd., July 2020		
5.	Certo, S C. and Certo, T, Modern Management, 13 <sup>th</sup> Edition, Prentice Hall, January 2014.		
6.	Robbins, S and Coulter, M, 11 <sup>th</sup> Edition, Management, Prentice Hall, 11 <sup>th</sup> edition, January 2012		
7.	Shaikh Ubaid, Disaster Management, Technical publications, 1 <sup>st</sup> edition, 2020		

	<b>PO 1</b>	<b>PO 2</b>	<b>PO 3</b>	<b>PO 4</b>	<b>PO 5</b>	<b>PO 6</b>	<b>PO 7</b>	<b>PO 8</b>
<b>CO 1</b>				2		2		2
<b>CO 2</b>	2	3						
<b>CO 3</b>					2	2	2	
<b>CO 4</b>				3	3			
<b>CO 5</b>			3					3

**3-Strong**

**2-Medium**

**1-Low**



Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
23MBA1C2	<b>Quantitative Techniques and Research Methods in Business</b>	Core	3	1	-	-	3	5	25	75	100
<b>Course Objectives</b>											
<b>C1</b>	To provide the students with an introduction to probability theory and discuss how probability calculations may facilitate their decision making.										
<b>C2</b>	To construct a coherent research proposal that includes an abstract, literature review, research questions, ethical considerations and methodology.										
<b>C3</b>	To understand the basic statistical tools for analysis & interpretation of qualitative and quantitative data.										
<b>C4</b>	To recognize the principles and characteristics of the multivariate data analysis techniques.										
<b>C5</b>	To become familiar with the process of drafting a report that poses a significant problem										
<b>SYLLABUS</b>											
	<b>Details</b>							<b>No. of Hours</b>	<b>Course Objectives</b>		
<b>UNIT I</b>	<b>Introduction:</b> Probability - Rules of probability- Probability distribution; Binomial, Poisson and Normal Distributions, their applications in Business and Industrial Problem- Baye's Theorem and its applications - Decision Making under risk and uncertainty; Maximax, Maximin, Regret Hurwitz and Laplace Criteria in Business and Decision Making - Decision tree.							17	C1		
<b>UNIT II</b>	<b>Research Methods:</b> Research - Definition - Research Process - Research Design – Definition- Types Of Research Design - Role of Theory in Research - Variables in Research – Objectives - Hypothesis -Types of Data; Preliminary Vs Secondary- Methods of Primary Data Collection; Survey, Observation, Experiments - Construction Of Questionnaire - Questionnaire Schedule- Validity and Reliability of Instruments - Types of Scales; Nominal, Ordinal, Interval - Types of Attitude Measurement Scales – Sampling Techniques; Probability And Non probability Techniques- Optimal Sample Size determination.							10	C2		
<b>UNIT III</b>	<b>Data Preparation and Analysis:</b> Data Preparation - Editing –Coding- Data Entry- Data Analysis- Testing Of Hypothesis Univariate and Bivariate Analysis -Parametric And Nonparametric Tests and Interpretation of Test							15	C3		

	Results- Chi-Square Test- Correlation; Karl Pearson's Vs Correlation Coefficient and Spearman's Rank Correlation- Regression Analysis - One Way and Two Way Analysis of Variance.		
<b>UNIT IV</b>	<b>Multivariate Statistical Analysis:</b> Exploratory and Confirmatory Factor Analysis -Discriminant Analysis-Cluster Analysis -Conjoint Analysis -Multiple Regression- Multidimensional Scaling- Their Application In Marketing Problems -Application of Statistical Software For Data Analysis- SEM Analysis	09	C4
<b>UNIT V</b>	<b>Report Writing and Ethics in Business Research:</b> Research Reports- Different Types -Report Writing Format- Content of Report- Need For Executive Summary- Chapterization -Framing the Title of the Report- Different Styles Of Referencing -Academic Vs Business Research Reports - Ethics In Research.	09	C5
<b>Total</b>		60	
<b>Course Outcomes</b>			
<b>Course Outcomes</b>	On completion of this course, students will;	<b>Program Outcomes</b>	
<b>CO1</b>	Be able to develop problem-solving techniques needed to accurately calculate probabilities.	PO1, PO2, PO6, PO7	
<b>CO2</b>	Be able to devise research methods, techniques and strategies in the appropriate manner for managerial decision making and conduct research for the industry.	PO4, PO6	
<b>CO3</b>	Be able to apply and interpret the different types of quantitative and qualitative methods of data analysis.	PO4, PO6	
<b>CO4</b>	Be able to use multivariate techniques appropriately, undertake multivariate hypothesis tests, and draw appropriate conclusions.	PO4, PO6	
<b>CO5</b>	Be able to present orally their research or a summary of another's research in an organized, coherent, and compelling fashion.	PO4, PO6	
<b>Reading List</b>			
1.	<a href="https://www.dartmouth.edu/~chance/teaching_aids/books_articles/probability_book/amsbook.mac.pdf">https://www.dartmouth.edu/~chance/teaching_aids/books_articles/probability_book/amsbook.mac.pdf</a>		
2.	<a href="https://study.com/academy/topic/probability.html">https://study.com/academy/topic/probability.html</a>		
3.	<a href="https://onlinecourses.nptel.ac.in/noc18_ma07/preview">https://onlinecourses.nptel.ac.in/noc18_ma07/preview</a>		
4.	<a href="https://hbr.org/1964/07/decision-trees-for-decision-making">https://hbr.org/1964/07/decision-trees-for-decision-making</a>		
<b>References Books</b>			
1.	Kumar, R., Research Methodology: A Step-by-Step guide for Beginners, Sage, South Asia, 4th Edition, 2014.		
2.	Srivastava, T.N. and Rego, S., Statistics for Management, 2nd Edition, Tata McGraw Hill, 3rd Edition, 2016.		
3.	Cooper, D.R., Schindler, P. And Business Research Methods, Tata- McGraw		

	Hill,12th Edition, 2012.
4.	Cooper, D.R., Schindler, P. and Sharma, J.K., Business Research Methods,11th Edition, Tata-McGraw Hill, 12 th Edition, 2018.
5.	Johnson, R.A., and Wichern, D.W., Applied Multivariate Statistical Analysis, PHI Learning Pvt. Ltd., 6 th Edition, 2012.
6.	Anderson, Sweeny, Williams, Camm and Cochran, Statistics for business and Economics, Cengage Learning, New Delhi, 13th Edition, 2017

	<b>PO 1</b>	<b>PO 2</b>	<b>PO 3</b>	<b>PO 4</b>	<b>PO 5</b>	<b>PO 6</b>	<b>PO 7</b>	<b>PO 8</b>
<b>CO 1</b>	3	3				3	3	
<b>CO 2</b>				3		3		
<b>CO 3</b>				2		2		
<b>CO 4</b>				2		2		
<b>CO 5</b>				2		3		

**3-Strong      2-Medium      1-Low**

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
23MBA1C3	Managing Organizational Behaviour	Core	4	-	-	-	3	4	25	75	100
<b>Course Objectives</b>											
<b>C1</b>	To familiarize the students to the basic concepts of managing Organizational Behaviour in order to aid in understanding how an men behave in an organization.										
<b>C2</b>	To provide insights on Individual Differences, perception, learning, Attitudes values and motivation										
<b>C3</b>	To throw light on Group Dynamics and Interpersonal Communication										
<b>C4</b>	To elucidate on Leadership, Politics, Conflicts and Negotiation.										
<b>C5</b>	To create awareness and importance of work stress and Emotional Intelligence and its influence on employees in an organization.										
<b>SYLLABUS</b>											
	<b>Details</b>							<b>No. of Hours</b>	<b>Course Objectives</b>		
<b>UNIT I</b>	<b>Introduction to Organizational Behaviour:</b> Historical background of OB - Concept Relevance of OB – Contributing disciplines - to the field of OB, challenges and opportunities for OB, foundations of Individual Behaviour. Theory – social theory- Organizational Citizenship Behaviour							12	C1		
<b>UNIT II</b>	<b>Individual Difference</b> - Personality – concept and determinants of personality – theories of personality – type of theories – trait theory – psycho analytic theory - social learning theory – Erikson’s stages of Personality Development Chris Argyris Immaturity to Maturity Continuum. Personality – Job fit. <b>Perception:</b> Meaning Process – Factors influencing perception – Attribution theory <b>Learning:</b> Classical, Operant and Social Cognitive Approaches – Managerial implications. <b>Attitudes and Values:</b> – Components, Attitude – Behaviour relationship, formation, values. <b>Motivation:</b> Early Theories of Motivation – Hierarchy of needs theory, Theory X and Theory Y, Two factor theory, McClelland’s theory of needs and Contemporary theories of motivation – Self – Determination theory, Job Engagement, Goal Setting theory, Self– efficacy theory, Re – inforcement theory, Equity theory, Expectancy theory.							12	C2		
<b>UNIT III</b>	<b>Group Dynamics</b> – Foundations of Group Behaviour –							12	C3		

	Group and Team - Stages of Group Development–Factors affecting Group and Team Performance - Group Decision making. <b>Interpersonal Communication</b> – Communication Process – Barriers to Communication– Guidelines for Effective Communication		
<b>UNIT IV</b>	<b>Leadership</b> – Trait, Behavioural and Contingency theories, Leaders vs Managers Power and <b>Politics:</b> Sources of Power – Political Behaviour in Organizations – Managing Politics. <b>Conflict and Negotiation:</b> Sources and Types of Conflict –Negotiation Strategies– Negotiation Process.	12	C4
<b>UNIT V</b>	<b>Work Stress:</b> Stressors in the Workplace – Individual Differences on Experiencing Stress - Managing Workplace Stress. Organizational Culture and Climate: Concept and Importance – Creating and Sustaining Culture. <b>Emotional Intelligence,</b> Work Life Integration Practices. Knowledge based enterprise- systems and Processes; Networked and virtual organizations.	12	C5
	<b>Total</b>	<b>60</b>	
<b>Course Outcomes</b>			
<b>Course Outcomes</b>	On completion of this course, students will;	<b>Program Outcomes</b>	
<b>CO1</b>	Possess the knowledge on the basic concepts of managing Organizational Behaviour in order to aid in understanding how an men behave in an organization	PO4	
<b>CO2</b>	Possess knowledge on Individual Differences, perception, learning, Attitudes values and motivation	PO3, PO6	
<b>CO3</b>	Have insights on Group Dynamics and Interpersonal Communication	PO2, PO4, PO5	
<b>CO4</b>	Learn Leadership, Politics, Conflicts and Negotiation.	PO5	
<b>CO5</b>	Have better understanding on work stress and Emotional Intelligence and its influence on employees in an organization.	PO6, PO8	
<b>Reading List</b>			
1.	<a href="http://www.himpub.com">www.himpub.com</a>		
2.	<a href="https://iedunote.com/organisational-behaviour">https://iedunote.com/organisational-behaviour</a>		
3.	<a href="http://www.yourarticlelibrary.com/organisation/">www.yourarticlelibrary.com/organisation/</a>		
4.	Journal of Organizational Behaviour – wiley Online Library		
<b>References Books</b>			
1.	Prasad .L.M., Organisational Behaviour ,Sultan Chand and Sons, 2019		
2.	C.B.Guptha, A Textbook Of Organisational Behaviours ,S.Chand & Company,2019		
3.	K. Aswattappa, Organisational Behaviour, Himalaya Publishing House, 12th Edition, 2016.		
4.	Luthans, F. Organizational Behaviour, 12th Edition, Tata McGraw Hill Education, 2017.		

5.	McShane, S.L., Von Glinow, M.A., and Sharma, R.R., Organizational Behaviour, 5th Edition, Tata McGraw-Hill Education Pvt. Ltd., 2011.
6.	Stephen P. Robins, Timothy A. Judge and Neharika Vohra, Essentials of Organisational Behaviour, 18th Edition, Pearson Education, 2019.

	<b>PO 1</b>	<b>PO 2</b>	<b>PO 3</b>	<b>PO 4</b>	<b>PO 5</b>	<b>PO 6</b>	<b>PO 7</b>	<b>PO 8</b>
<b>CO 1</b>				2				
<b>CO 2</b>			3			3		
<b>CO 3</b>		3		3	3			
<b>CO 4</b>					3			
<b>CO 5</b>						3		2

**3-Strong      2-Medium      1-Low**

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
<b>23MBA1C4</b>	<b>Accounting For Managers</b>	Core	3	1	-	-	3	4	25	75	100
<b>Course Objectives</b>											
C1	To acquaint the students with the fundamentals of principles of financial, cost and management accounting										
C2	To enable the students to prepare, analyses and interpret financial statements										
C3	To acquaint the students with the tools and techniques of financial analysis										
C4	To enable the students to take decisions using management accounting tools.										
C5	To enable the students to prepare the reports with the accounting tools and facilitate managerial decision making.										
<b>SYLLABUS</b>											
	<b>Details</b>								<b>No. of Hours</b>	<b>Course Objectives</b>	
<b>UNIT I</b>	Financial Accounting – Meaning - Objectives - functions. Branches of Accounting: Financial, Cost and Management Accounting - Accounting Concepts and conventions. Journal – Ledger – Trial Balance – Preparation of Final Accounts: Trading, Profit and Loss Account and Balance Sheet (problems); International Accounting Standards - IFRS								12	C1	
<b>UNIT II</b>	Financial Statement Analysis - Objectives - Techniques of Financial Statement Analysis: Common Size and Comparative Financial Statements, Trend analysis, Ratio Analysis. Fund Flow Statement - Statement of Changes in Working Capital - Preparation of Fund Flow Statement - Cash Flow Statement Analysis-Distinction between Fund Flow and Cash Flow Statement – problem.								12	C2	
<b>UNIT III</b>	Marginal Costing - Definition - distinction between marginal costing and absorption costing - Break even point Analysis - Contribution, p/v Ratio, margin of safety - Decision making under marginal costing system-key factor analysis, make or buy decisions, export decision, sales mix decision- Problems.								12	C3	
<b>UNIT IV</b>	Budget, Budgeting, and Budgeting Control - Types of Budgets - Preparation of Flexible and fixed Budgets, master budget and Cash Budget - Problems - Zero Base Budgeting.								12	C4	
<b>UNIT V</b>	Cost Accounting : meaning – Objectives - Elements of Cost – Cost Sheet(Problems) – classification of cost – Cost Unit and Cost Centre – Methods of Costing – Techniques of Costing. Standard costing and variance analysis Reporting to Management – Uses of Accounting information in Managerial decision-making. Reporting-Accounting Standards and Accounting Disclosure practices in India; Exposure to								12	C5	

	Practical Knowledge of using Accounting software- Open Source.		
	<b>Total</b>	<b>60</b>	
<b>Course Outcomes</b>			
<b>Course Outcomes</b>	On completion of this course, students will;	<b>Program Outcomes</b>	
<b>CO1</b>	Be able to understand the fundamentals of principles of financial, cost and management accounting	PO6	
<b>CO2</b>	Be able to prepare, analyze and interpret financial statements	PO1, PO2, PO4, PO6, PO7	
<b>CO3</b>	Be able to use the tools and techniques of financial analysis.	PO1, PO2, PO3, PO6, PO7	
<b>CO4</b>	Be able to take decisions using management accounting tools.	PO1, PO2, PO6, PO7	
<b>CO5</b>	Be able to prepare the reports with the accounting tools and facilitate and take managerial decisions.	PO2, PO3, PO4, PO6, PO7, PO8	
<b>Reading List</b>			
1.	<a href="http://files.rajeshindukuristudyplace.webnode.com/200000014-9621c971b8/accounting%20for%20managers.pdf">http://files.rajeshindukuristudyplace.webnode.com/200000014-9621c971b8/accounting%20for%20managers.pdf</a>		
2.	<a href="http://shodhganga.inflibnet.ac.in/bitstream/10603/70588/9/09_chapter%201.pdf">http://shodhganga.inflibnet.ac.in/bitstream/10603/70588/9/09_chapter%201.pdf</a>		
3.	<a href="http://educ.jmu.edu/~drakepp/principles/module6/capbudtech.pdf">http://educ.jmu.edu/~drakepp/principles/module6/capbudtech.pdf</a>		
4.	<a href="https://www.researchgate.net/publication/313477460_concept_of_working_capital_management">https://www.researchgate.net/publication/313477460_concept_of_working_capital_management</a>		
<b>References Books</b>			
1.	Gupta, A., Financial Accounting for Management: An Analytical Perspective, 5th Edition, Pearson, 2016.		
2.	Khan, M.Y. and Jain, P.K., Management Accounting: Text, Problems and Cases, 8th Edition, Tata McGraw Hill Education Pvt. Ltd., 2021.		
3.	Nalayiram Subramanian, Contemporary Financial Accounting and reporting for Management – a holistic perspective- Edn. 1, 2014 published by S. N. Corporate Management Consultants Private Limited		
4.	Horngren, C.T., Sundem, G.L., Stratton, W.O., Burgstahler, D. and Schatzberg, J., 16th Edition, Pearson, 2013		
5.	Noreen, E., Brewer, P. and Garrison, R., Managerial Accounting for Managers, 13th Edition, Tata McGraw-Hill Education Pvt. Ltd., 2009.		
6.	Rustagi, R. P., Management Accounting, 2nd Edition, Taxmann Allied Services Pvt. Ltd, 2011		

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
<b>CO 1</b>						2		2
<b>CO 2</b>	3	3		3		3	2	
<b>CO 3</b>	3	3	3			3	2	
<b>CO 4</b>	3	3				3	3	
<b>CO 5</b>		3	3	3		3	2	2

**3-Strong      2-Medium      1-Low**



Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
23MBA1C 5	Managerial Economics	Core	4	-	-	-	3	4	25	75	100
<b>Course Objectives</b>											
C1	To familiarize the students about managerial economics and to know the fundamental concepts affecting business decisions.										
C2	To understand the concept of utility and demand analysis and demand forecasting										
C3	To know about production function and market structure										
C4	To have an idea and understanding about Macroeconomics like National Income, savings and investment, Indian economic policy and Planning.										
C5	To Provide insights on Money Market, Inflation and Deflation, Monetary and Fiscal policies, FDI and cashless economy.										
<b>SYLLABUS</b>											
	<b>Details</b>								<b>No. of Hours</b>	<b>Course Objectives</b>	
<b>UNIT I</b>	Introduction: Definition of Managerial Economics. Decision Making and the Fundamental Concepts Affecting Business Decisions – the Incremental Concept, Marginalism, Equi-marginal Concept, the Time Perspective, Discounting Principle, Opportunity Cost Principle- Micro and Macro Economics.								12	C1	
<b>UNIT II</b>	Utility Analysis and the Demand Curve: Elasticity of Demand - Demand Analysis: Basic Concepts, and tools of analysis for demand forecasting. Use of Business Indicators: Demand forecasting for consumer, Consumer Durable and Capital Goods. Input-Output Analysis – Consumer Behavior-Consumer Equilibrium								12	C2	
<b>UNIT III</b>	The Production Function: Production with One Variable Input – Law of Variable Proportions – Production with Two Variable Inputs – Production Isoquants – Isocost Lines Estimating Production Functions- Returns to Scale– Economies Vs Diseconomies of Scale – Cost Concepts – Analysis of cost – Short and long run costs. Market Structure: Perfect and Imperfect Competition – Monopoly, Duopoly, Monopolistic Competition – Pricing Methods.								12	C3	
<b>UNIT IV</b>	Macro Economic Variables – National Income- Concepts – Gross Domestic Product, Gross National Product, Net National Product – Measurement of National Income, Savings, Investment - Business Cycles and Contracyclical Policies – Role of Economic Policy –								12	C4	

	Indian Economic Planning		
<b>UNIT V</b>	Commodity and Money Market: Demand and Supply of Money – Money Market Equilibrium – Monetary Policy – Inflation – Deflation – Stagflation-Role of Fiscal Policies- Indian Fiscal Policies - Government Policy towards Foreign Capital and Foreign Collaborations – Globalization and its Impact. Cashless economy and digitalized cash transfers; Economic models and its steps; FEMA-GST-Industrial Policy in India and its effects on growth.	12	C5
	<b>Total</b>	<b>60</b>	
<b>Course Outcomes</b>			
<b>Course Outcomes</b>	On completion of this course, students will;	<b>Program Outcomes</b>	
<b>CO1</b>	Be able to understand the basic concepts of managerial economics that helps the firm in decision making process.	PO2, PO4	
<b>CO2</b>	Be familiar about the Basic concepts of Demand, Supply and Equilibrium and their determinants	PO4, PO6, PO7	
<b>CO3</b>	Have better idea and understanding about production function and market structure	PO6, PO7	
<b>CO4</b>	Have better insights about macroeconomics concepts like National income, Savings and Investment, Indian Economic Policy and planning	PO8	
<b>CO5</b>	Possess better knowledge about Money market, Monetary and Fiscal policy, inflation and deflation, FDI and globalization and Cashless economy and digitalized cash transfers.	PO7	
<b>Reading List</b>			
1.	<a href="http://pearsoned.co.in/prc/book/paul-g-keat-managerial-economics-economic-tools-todays-decision-makers6e-6/9788131733530">http://pearsoned.co.in/prc/book/paul-g-keat-managerial-economics-economic-tools-todays-decision-makers6e-6/9788131733530</a>		
2.	<a href="http://www.onlinevideolecture.com/mba-programs/kmpetrov/managerial-economics/?courseid=4207">http://www.onlinevideolecture.com/mba-programs/kmpetrov/managerial-economics/?courseid=4207</a>		
3.	<a href="https://www.slideshare.net/dvy92010/nature-and-scope-of-managerial-economics-76225857">https://www.slideshare.net/dvy92010/nature-and-scope-of-managerial-economics-76225857</a>		
4.	The Indian Economic Journal - SAGE Journals		
<b>References Books</b>			
1.	1. Damodaran, S., Managerial Economics, 2nd Edition, Oxford University Press, 2011.		
2.	Dwivedi, D.N., Managerial Economics, Vikas Publishing House, 2011.		
3.	R. L. Varshney , K.L. Maheshwari., Managerial Economics, Sultan Chand & Sons, 2014.		
4.	William F. Samuelson, Stephen G. Marks, Jay L., Zagorsky., Managerial Economics, Wiley Publishers, 9 <sup>th</sup> Edition (2021)		
5.	H. L. Ahuja., Managerial Economics., Atlantic Publishers and distributors(P) Ltd., 2017.		
6.	Dominick Salvatore, Managerial Economics: Principles and worldwide		

applications, 9E Adaptation, Oxford university press, 9<sup>th</sup> Edition, 2020.

	<b>PO 1</b>	<b>PO 2</b>	<b>PO 3</b>	<b>PO 4</b>	<b>PO 5</b>	<b>PO 6</b>	<b>PO 7</b>	<b>PO 8</b>
<b>CO 1</b>		2		3				
<b>CO 2</b>				3		2	2	
<b>CO 3</b>						3	3	
<b>CO 4</b>								2
<b>CO 5</b>							2	

**3-Strong 2-Medium 1-Low**

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
23MBA1 C6	Legal Systems in Business	Core	4	-	-	-	3	4	25	75	100
<b>Course Objectives</b>											
C1	To create knowledge and understanding on law of contracts										
C2	To describe about sale of goods and Negotiable instrument act										
C3	To have an overall understanding about partnership act and company law.										
C4	To familiarize various labor laws for effective administration of Human Resource of an organization.										
C5	To provide insights and awareness about consumer protection act, Cyber-crimes, Intellectual property Rights.										
<b>SYLLABUS</b>											
	<b>Details</b>							<b>No. of Hours</b>	<b>Course Objectives</b>		
<b>UNIT I</b>	<b>The Law of Contracts:</b> Definition of Contract Offer and Acceptance – Essential Elements of a Valid Contract: Free Consent – Competency of Parties – Lawful Consideration – Legality of Object. Void, Voidable, Unenforceable and Illegal Contracts – Performance of Contracts – Privity of Contracts – Assignment of Contracts – By Whom Contract must be Performed – Time and Place of Performance – Performance of Reciprocal Promises – Contracts which need not be performed, Discharge of Contracts : By Performance, By Agreement, By Impossibility, By Lapse of Time, By Operation of Law and By Breach of Contracts – Remedies for Breach of Contracts.							12	C1		
<b>UNIT II</b>	<b>Sale of Goods Act:</b> Definition of a Sale and a Contract of Sale – Difference between (1) Sale and an Agreement to Sell (2) Sale and a Contract Form (3) Sale and Bailment (4) Sale and Mortgage of Goods (5) Sale and Time Purchase Conditions and Warranties – Passing of Property of Goods – Rights of an Unpaid Seller. <b>Negotiable Instruments Act:</b> Negotiable Instruments in General: Cheques, Bills of Exchange and Promissory Notes – Definition and Characteristics							12	C2		
<b>UNIT III</b>	<b>Partnership Act:</b> Evolution – Definition of Partnership – Difference between Partnership and Joint Family Business – Kinds of Partnerships – Registration – Rights and Liabilities of Partners – Dissolution. <b>Company Law:</b> Evolution of Company Form of Organisation – Companies Separate Legal Entity – Comparison of Company with Partnership and Joint Hindu Family Business – Kinds of Companies							12	C3		

	– Comparison of Private and Public Companies – Formation of Companies – General Idea About Memorandum and Articles of Association, Prospectus, Statement in lieu of Prospectus – Management of Companies – General Idea of Management of Companies – Officers, Meetings – Resolutions – Account and Audit – Winding up of Companies – General Idea of the Different Modes of Winding Up.		
<b>UNIT IV</b>	<b>Labour Law:</b> Factories Act, Minimum Wages Act, Industrial Disputes Act, Employees Compensation Act, Payment of Bonus Act 1965. Payment of Gratuity Act 1972. ESI Act, Employees Provident Fund and Miscellaneous Provisions Act 1952, Maternity Benefits Act, Child labour Abolition & Regulation Act, 1986- Inter-state Migrant Workmen (Regulation of Employment & Conditions of services) Act 1979- Bonded Labour system (Abolition) Act 1976- Sexual Harassment of women at Workplace (Prevention, Prohibition & Redressal) Act 2013- Contract Labour (Regulation and Abolition) Act- Four Labour Codes and Rules- RTI Act 2005.	12	C4
<b>UNIT V</b>	Consumer Protection Act, Competition Act 2002, Cyber Crimes, IT Act 2008 – Intellectual Property Rights: Types of Intellectual Property – Trademarks Act 1999 – The Copyright Act 1957 – International Copyright Order, 1999 – Design Act, 2000; UNICITRAL – United Nations Commission on International Trade Law.	12	C5
<b>Total</b>		<b>60</b>	
<b>Course Outcomes</b>			
<b>Course Outcomes</b>	On completion of this course, students will;	<b>Program Outcomes</b>	
<b>CO1</b>	Have knowledge on understandings on law of contract.	PO4, PO6, PO7	
<b>CO2</b>	Know the sale of Goods & Negotiable instrument act.	PO6	
<b>CO3</b>	Have understandings on partnership and company law	PO6, PO7	
<b>CO4</b>	Have familiarize with various labour laws.	PO5, PO6, PO7	
<b>CO5</b>	Possess insights & awareness about consumer protection Act Cyber Crimes, Intellectual Property Rights.	PO8	
<b>Reading List</b>			
1.	<a href="http://www.legalserviceindia.com/article/">http://www.legalserviceindia.com/article/</a>		
2.	<a href="http://www.freebookcentre.net/Law/Law-Books.html">http://www.freebookcentre.net/Law/Law-Books.html</a> 2		
3.	<a href="https://www.mooc-list.com/course/business-law-wma">https://www.mooc-list.com/course/business-law-wma</a>		
4.	<a href="https://ilj.law.indiana.edu/">https://ilj.law.indiana.edu/</a>		
<b>References Books</b>			
1.	Kapoor ND., Legal Systems in Business, Edition 2 (2021), Sultan Chand & Sons.		
2.	Rao, P.M., Mercantile Law, PHI Learning, 2011.		
3.	Majumdar, A. K. and Kapoor, G.K., Company Law, 15 <sup>th</sup> Edition, Taxmann Publications Pvt. Ltd., 2012.		
4.	Majumdar, A. K. and Kapoor, G.K., Company Law and Practice, 17 <sup>th</sup> Edition, Taxmann Publications Pvt. Ltd., 2012.		

5.	Intellectual Property Laws, Universal Law Publishing, 2012.
6.	Daniel Albuquerque , Legal systems in Business, Oxford University Press India, 2 <sup>nd</sup> Edition, 2015.

	<b>PO 1</b>	<b>PO 2</b>	<b>PO 3</b>	<b>PO 4</b>	<b>PO 5</b>	<b>PO 6</b>	<b>PO 7</b>	<b>PO 8</b>
<b>CO 1</b>				2		2	2	
<b>CO 2</b>						2		
<b>CO 3</b>						2	2	
<b>CO 4</b>					2	2	2	
<b>CO 5</b>								2

**3-Strong      2-Medium      1-Low**

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
23MB A1S1	Entrepreneurship Development	Extra Disciplinary	3	-	-	-	2	2	25	75	100
<b>Course Objectives</b>											
C1	To introduce students to entrepreneurship and its growth in India.										
C2	To impart knowledge on innovation, its types, role of technology in innovation, patents and licensing.										
C3	To orient the students on new venture creation										
C4	To enable students to prepare a feasible business plan										
C5	To give inputs on various types of financing available for new ventures.										
<b>SYLLABUS</b>											
	<b>Details</b>							<b>No. of Hours</b>	<b>Course Objectives</b>		
<b>UNIT I</b>	Introduction: The Entrepreneur – Definition – Characteristics of Successful entrepreneur. Entrepreneurial scene in India; MSME; Analysis of entrepreneurial growth in different communities – Case histories of successful entrepreneurs. Similarities and Distinguish between Entrepreneur and Intrapreneur.							9	C1		
<b>UNIT II</b>	Innovation in Business: Types of Innovation – Creating and Identifying Opportunities for Innovation – Design Thinking- The Technological Innovation Process – Creating New Technological Innovation and Intrapreneurship – Licensing – Patent Rights – Innovation in Indian Firms							9	C2		
<b>UNIT III</b>	New Venture Creation: Identifying Opportunities for New Venture Creation: Environment Scanning – Generation of New Ideas for Products and Services. Creating, Shaping, Recognition, Seizing and Screening of Opportunities. Feasibility Analysis: Technical Feasibility of Products and Services – Marketing Feasibility: Marketing Methods – Pricing Policy and Distribution Channels							9	C3		
<b>UNIT IV</b>	Business Plan Preparation: Benefits of a Business Plan – Elements of the Business Plan – Developing a Business Plan – Guidelines for preparing a Business Plan – Format and Presentation; Start-ups and e-commerce Start-ups. Business Model Canvas							9	C4		
<b>UNIT V</b>	Financing the New Venture: Capital structure and working capital Management: Financial appraisal of new project, Role of Banks – Credit appraisal by banks. Institutional Finance to Small Industries – Incentives – Institutional Arrangement and Encouragement of Entrepreneurship.							9	C5		
	<b>Total</b>							<b>45</b>			

<b>Course Outcomes</b>		
<b>Course Outcomes</b>	On completion of this course, students will;	<b>Program Outcomes</b>
<b>CO1</b>	Be able to know about growth of entrepreneurship in India	PO4, PO7
<b>CO2</b>	Gain knowledge on innovation, its types, role of technology in innovation, patents and licensing	PO7, PO8
<b>CO3</b>	Obtain knowledge on new venture creation	PO6, PO7
<b>CO4</b>	Be able to prepare a business plan	PO7, PO8
<b>CO5</b>	Gain knowledge on various types of financing available for new ventures.	PO7, PO8
<b>Reading List</b>		
1.	<a href="http://www.jimssouthdelhi.com/sm/BBA6/ED.pdf">http://www.jimssouthdelhi.com/sm/BBA6/ED.pdf</a>	
2.	<a href="https://www.cengage.com/highered">https://www.cengage.com/highered</a>	
3.	<a href="https://roadmapresearch.com/entrepreneurship-beyond-curriculum">https://roadmapresearch.com/entrepreneurship-beyond-curriculum</a>	
4.	The International Journal of Entrepreneurship and Innovation	
<b>References Books</b>		
1.	Reddy, N., Entrepreneurship: Text and Cases, Cengage Learning, 2010.	
2.	Roy, R., Entrepreneurship, 2nd Edition, Oxford University Press, 2011.	
3.	Barringer, B., Entrepreneurship: Successfully Launching New Ventures, 3rd Edition, Pearson, 2011.	
4.	Bessant, J., and Tidd, J., Innovation and Entrepreneurship, 2nd Edition, John Wiley & Sons, 2011.	
5.	Desai, V., Small Scale Industries and Entrepreneurship, Himalaya Publishing House, 2011.	
6.	Entrepreneurship: Successfully Launching New Ventures, Global Edition, 6th Edition Bruce R. Barringer, Texas A & M University, R. Duane Ireland, ©2018   Pearson	

	<b>PO 1</b>	<b>PO 2</b>	<b>PO 3</b>	<b>PO 4</b>	<b>PO 5</b>	<b>PO 6</b>	<b>PO 7</b>	<b>PO 8</b>
<b>CO 1</b>				3			3	
<b>CO 2</b>							3	2
<b>CO 3</b>						2	3	
<b>CO 4</b>							3	2
<b>CO 5</b>							3	3

**3-Strong      2-Medium      1-Low**



Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
23MBA1S2	<b>Soft Skills I – Executive Communication</b>	Soft Skills	2	-	-	-	2	2	25	75	100
<b>Course Objectives</b>											
C1	To acquire communication awareness they are going to get for the industry.										
C2	To make the customer realize that you can provide them with information and other essential things										
C3	To explore the skill of writing business proposals										
C4	To <b>develop</b> a plan for the meetings and interviews										
C5	To analyze the skills required for non-verbal communication										
<b>SYLLABUS</b>											
	<b>Details</b>							<b>No. of Hours</b>	<b>Course Objectives</b>		
<b>UNIT I</b>	<b>Communication:</b> Meaning and Significance of Communication for Management- Types of Communication Factors Affecting Effectiveness of Communication- Barriers to Communication- Principles of Effective Communication Dyadic Communication- Face-to-face Communication. Other Modes of Communication.							6	C1		
<b>UNIT II</b>	<b>Business Correspondence:</b> Planning Business Messages: Analyzing the Task, Anticipating the Audience. Adapting the Message Organizing and Writing Business Messages: Patterns of organization, Use of Tools such as Mind Maps, Composing the Message- Norms for Business Letters Letters for Different Kinds of Situation: Personalized Standard Letters, Enquiries, Inviting Quotations, Sending Quotations, Placing Orders, Inviting tenders, Claim letters, Customers Complaints, Collection Letters, Sales Promotion Letters- Revising Business Messages: Revising for Clarity. Conciseness and Readability, Proof reading and Evaluating- Letters of application and resume.							6	C2		
<b>UNIT III</b>	<b>Business Reports and Proposals:</b> Structure of Reports- Long and Short Reports: Formal and Informal Reports- Writing Research Reports- Technical Reports- Norms for Including Exhibits and Appendices- Writing Business Proposals.							6	C3		
<b>UNIT IV</b>	<b>Conducting Meetings and Interviews:</b> Procedure for Conducting Meetings- Preparing Agenda, Minutes and Resolutions- Conducting Seminars and Conferences-							6	C4		

	Procedure of Regulating Speech- Evaluating Oral Presentations Drafting Speech- Participating in Debates and Group Discussions- Presentation Skills- Fluency Development Strategies- Attending and Conducting Interviews- Listening.		
<b>UNIT V</b>	<b>Non-verbal Communication:</b> Personal Appearance- Posture- Body Language- Reading Nonverbal Messages- Use of Charts. Diagrams and Tables- Visual and Audio-visual Aids for Communication.	6	C5
<b>Total</b>		<b>30</b>	
<b>Course Outcomes</b>			
<b>Course Outcomes</b>	On completion of this course, students will;	<b>Program Outcomes</b>	
<b>CO1</b>	Understanding of theories and concepts, types and various modes of communication in organizations	PO4, PO6	
<b>CO2</b>	Development of skills on developing Business Correspondence	PO4, PO6	
<b>CO3</b>	Development of skills on preparing Business Reports and Proposals	PO4, PO6	
<b>CO4</b>	To draft effective business correspondence with brevity, and clarity in designing and developing clean and lucid organizing skills.	PO4, PO6	
<b>CO5</b>	To demonstrate his/her verbal and non-verbal communication ability through presentations.	PO4, PO6	
<b>Reading List</b>			
1.	<a href="https://www.skillsyouneed.com/ips/communication-skills.html">https://www.skillsyouneed.com/ips/communication-skills.html</a>		
2.	<a href="https://mtbt.fpg.unc.edu/more-baby-talk/10-ways-promote-language-and-communication-skills-infants-and-toddlers">https://mtbt.fpg.unc.edu/more-baby-talk/10-ways-promote-language-and-communication-skills-infants-and-toddlers</a>		
3.	<a href="http://skillopedia.com">http://skillopedia.com</a>		
4.	<a href="https://www.habitsforwellbeing.com/9-effective-communication-skills">https://www.habitsforwellbeing.com/9-effective-communication-skills</a>		
<b>References Books</b>			
1.	Chaney, L. and Martin, J., Intercultural Business Communication. Person, 4 ed., 2008.		
2.	Chaturvedi, Business Communication, Person, 2 edition, 2011		
3.	Bovec L. Courtland and John V. Thill, Business Communication Today, 10 ed., Pearson Education, New Delhi, 2011.		
4.	American Management Association, The AMA Handbook of Business Writing: The Ultimate Guide to Style, Usage, Punctuation, Construction and Formatting, 2010.		
5.	Gerson, Sharan J., and Steven M Gerson, Technical Writing: Process and Product, Person Education, New Delhi, 2008		

	<b>PO 1</b>	<b>PO 2</b>	<b>PO 3</b>	<b>PO 4</b>	<b>PO 5</b>	<b>PO 6</b>	<b>PO 7</b>	<b>PO 8</b>
<b>CO 1</b>				3		3		
<b>CO 2</b>				3		3		
<b>CO 3</b>				3		3		
<b>CO 4</b>				3		3		
<b>CO 5</b>				3		3		

**3-Strong**

**2-Medium**

**1-Low**

## Core VII

II SEMESTER												
Subject Code	Subject Name	Category	L	T	P	O	Credits	Hours	Marks			
									CIA	External	Total	
23MBA2C1	Human Resource Management	Core	4	-	-	-	4	6	25	75	100	
Course Objectives												
C1	To embark importance of HRM role, functions and need											
C2	To assimilate theoretical and practical implications of HRP											
C3	To critically use appropriate training tools											
C4	To analyze and implement an effective performance management											
C5	To extrapolate and design compensation management techniques											
SYLLABUS												
UNIT	Details							No. of Hours	Course Objectives			
I	<p><b>Introduction:</b> Introduction of Human Resource Management: Importance of Human Resources, Definition and Objectives of Human Resources Management, Qualities of a good HR manager – Evolution and growth of Human Resource Management in India. Functions of Human Resource Management. Strategic Human Resource Management (SHRM). Human Resource Policies: Need, type and scope, Human Resource Accounting and Audit- Gig Economy.</p>							12	C1			
II	<p><b>Human Resource Planning (HRP):</b> Human Resources Planning: Long and Short term planning, Job Analysis, Skills inventory, Job Description, Job Specification and Succession Planning, Strategic Human Resource Planning.</p> <p>Recruitment and selection: Purposes, types and methods of recruitment and selection, Relative merits and demerits of the different methods, Recruitment and Social Media.</p> <p>Placement, Induction, Transfers, Promotions, Dismissal, Resignation, Exit Interviews, Reduction of attrition rate- Attrition and retention management</p>							12	C2			
III	<p><b>Training, Development &amp; Career Management:</b> Importance and benefits of Training and Development, Types of Training Methods, Executive Development Programs, Concept and process of Career Management; Competency mapping, Knowledge Management &amp; Talent Management.</p>							12	C3			

IV	<b>Performance Management:</b> Importance, process and Methods: Ranking, rating scales, critical incident method, Removing subjectivity from evaluation, MBO as a method of appraisal, Performance Feedback, Online PMS. Human Resource Information System; International Human Resource Management; Cross cultural diversity management; Hybrid work culture; work-life balance; Quality of work-life; HR Analytics.	12	C4
V	<b>Compensation Management:</b> Wage and Salary Administration: Job Evaluation, Calculation of Wage, Salary, Prerequisites, Compensation Packages, Cost of Living Index and Calculation of Dearness Allowance, Rewards and Incentives; ESOP-Financial and non-financial incentives, Productivity – linked Bonus, Compensation Criteria, Rewards and Recognition.	12	C5
<b>Total</b>		<b>60</b>	
<b>Course Outcomes</b>			
<b>Course Outcomes</b>	On completion of this course, students will;	<b>Program Outcomes</b>	
<b>CO1</b>	Gain an understanding of HRM policies and importance.	PO4, PO6	
<b>CO2</b>	Implement appropriate HRP in workplace.	PO6	
<b>CO3</b>	Apply feasible Training method and manage career progressions.	PO5, PO6, PO7	
<b>CO4</b>	Demonstrate managing performance of human resources.	PO6, PO7	
<b>CO5</b>	Design and justify compensation framework.	PO4, PO6, PO7	
<b>Reading List</b>			
1.	<a href="https://businessjargons.com/performance-management.html">https://businessjargons.com/performance-management.html</a>		
2.	<a href="https://www.hr-guide.com/data/G400.htm">https://www.hr-guide.com/data/G400.htm</a>		
3.	<a href="https://www.managementstudyguide.com/training-development-hr-function.htm">https://www.managementstudyguide.com/training-development-hr-function.htm</a>		
4.	<a href="https://www.tandfonline.com/toc/rjih20/current">https://www.tandfonline.com/toc/rjih20/current</a>		
<b>References Books</b>			
1.	Ashwathappa, K., Human Resource Management, 9 <sup>th</sup> Edition, Tata McGraw-Hill Education Pvt. Ltd., 2021.		
2.	Ivanecovich, J.M., Human Resource Management, 12 <sup>th</sup> Edition, Tata McGraw-Hill Education Pvt. Ltd., 2020.		
3.	Gary Dessler & Biju Varrkey, Human Resource Management, 16 <sup>th</sup> Edition, Pearson India Pvt. Ltd., 2020.		
4.	DeCenzo, D.A., Robbins S.P., Susan L Verhulst, Human Resource Management, 11 <sup>th</sup> Edition, Wiley India Pvt. Ltd., 2015.		
5.	Leigh Thompson, Making the team, A guide for Managers, Pearson, 6 <sup>th</sup> Edition 2019.		
6.	Gary Dessler, Fundamentals of Human Resource Management, Pearson, 4 <sup>th</sup> Edition 2017.		

**Core VII**

Subject Code	Subject Name	Category	L	T	P	O	Credits	Hours	Marks		
									CIA	External	Total
<b>23MBA2C2</b>	<b>Marketing Management</b>	Core	4	-	-	-	4	6	25	75	100
<b>Course Objectives</b>											
C1	To develop an understanding and enhance the knowledge about marketing theories, principles, strategies and concepts and how they are applied.										
C2	To provide with opportunities to analyze marketing activities within the firm.										
C3	To analyze and explore the buyer behavior pattern in marketing situations.										
C4	To understand the branding, pricing and strategies in marketing a product.										
C5	To upgrade the knowledge and awareness of Consumer Rights in the Market.										
<b>SYLLABUS</b>											
UNIT	Details							No. of Hours	Course Objectives		
I	Introduction: Marketing Management Philosophies – What is marketing- The concepts of marketing- Marketing and Services – Digital Marketing – Social Media Marketing – Current marketing challenges; Rural Marketing – E-Rural Marketing – International Marketing – Industrial Marketing.							12	C1		
II	Strategic Marketing– Marketing Management Process – Analysis of Marketing opportunities, Selecting Target Consumers, developing Marketing Mix Analysis of Macro and Micro environment Marketing Research as an Aid to Marketing, Marketing Research Process – Sales Forecasting –Techniques. Marketing Tactics, The Mix Service and Retail Marketing.							12	C2		
III	MIS: Marketing Information Systems- Customer Relationship Management (CRM) Customer Engagement Marketing – Sales force Automation- Marketing Analytics							12	C3		
IV	Buyer Behaviour: Factors Influencing Consumer Behaviour – Buying situation– Buying Decision Process – Industrial Buyer Behaviour. Market Segmentation : Targeting and Positioning – Competitive Marketing Strategies. Customer Life Cycle – Customer Life time Value, Product Portfolio Management.							12	C4		
V	Product Policies: Consumer and Industrial Product Decisions, Branding, Packaging and Labelling – New Product Development and Product Life Cycle Strategies, Pricing – Pricing Strategies and							12	C5		

	approaches, Promotion Decisions: Promotion Mix – Integrated Marketing Communication – Advertising and Sales Promotion - Sales Force Decisions, Selection, Training, Compensation and Control – Publicity and Personal Selling – Distribution Management – Channel Management: Selection, Cooperation and Conflict Management – Vertical, Horizontal and Multi-channel Systems Consumer Protection – Awareness of Consumer Rights in the Market Place.		
<b>Total</b>		<b>60</b>	
<b>Course Outcomes</b>			
<b>Course Outcomes</b>	On completion of this course, students will;	<b>Program Outcomes</b>	
<b>CO1</b>	Understand the fundamental principles of marketing, marketing concepts and ideas.	PO4, PO6, PO7	
<b>CO2</b>	Understand the organization’s marketing strategy and marketing environment. Familiar with marketing research with forecasting techniques.	PO4, PO6	
<b>CO3</b>	Understand the buyer behavior and market segmentation and competitive marketing strategies.	PO4, PO6, PO7	
<b>CO4</b>	Think strategically about branding, pricing and marketing issues.	PO3, PO4, PO6, PO7	
<b>CO5</b>	Familiar with Promotion decisions along with awareness on Consumer Rights in the Market Place.	PO6, PO8	
<b>Reading List</b>			
1.	<a href="https://ocw.mit.edu/courses/sloan-school-of-management/15-810-marketing-management-fall-2010/lecture-notes/">https://ocw.mit.edu/courses/sloan-school-of-management/15-810-marketing-management-fall-2010/lecture-notes/</a>		
2.	<a href="https://cpbucket.fiu.edu/mar3023vd1131/syllabus.html">https://cpbucket.fiu.edu/mar3023vd1131/syllabus.html</a>		
3.	<a href="https://www.ama.org/ama-academic-journals/">https://www.ama.org/ama-academic-journals/</a>		
4.	<a href="https://www.emerald.com/insight/publication/issn/0736-3761">https://www.emerald.com/insight/publication/issn/0736-3761</a>		
<b>References Books</b>			
1.	Pillai & Baghawathy, Marketing Management, S.Chand , 2010.		
2.	Gupta Prachi, Aggarwal Ashita , et al., Marketing Management: Indian Cases, 1 <sup>st</sup> Edition, 2017		
3.	G.Shainesh Philip Kotler, et..al., Marketing Management; Indian Case Studies included, 16 <sup>th</sup> Edition, Pearson, 2022		
4.	Warren J. Keegan, Global Marketing Management, 8thEdition, Pearson, 2017.		
5.	Mullins, Marketing Management: A Strategic Decision Making Approach, 7 <sup>th</sup> Edition, McGraw-Hill, 2010.		
6.	Philip Kotler and <u>Keven Lane Keller</u> , Marketing Management, 15 <sup>th</sup> Edition, Pearson, 2015		

## Core XI

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
<b>23MBA2C3</b>	<b>Financial Management</b>	Core	3	1	-	-	4	6	25	75	100
<b>Course Objectives</b>											
C1	To create an understanding and familiarize the students to the fundamentals of financial management and create awareness on the various sources of finance.										
C2	To create awareness on the various investment techniques on the investment decision making.										
C3	To throw light on the concept of cost of capital and familiarize on the technique of identifying the right source of capital.										
C4	To educate on the concept of capital structure and the create understanding on the concept of dividend.										
C5	To create an understanding on the concept of working capital, its need, importance, factors and forecasting technique										
<b>SYLLABUS</b>											
UNIT	Details							No. of Hours	Course Objectives		
I	Introduction: Financial management: Definition and scope – objectives of Financial Management – Profit Maximization - wealth maximization - functions and role of finance manager. Sources of finance – short term – Bank Sources – Long term – Shares – Debentures – Preferred stock – Debt: Hire purchase, Leasing, Venture Capital – Private equity- International Financial Management- Financial Planning- Behavioural Finance- Capital Market- Money Market- Micro Finance- Financial Information System.							12	C1		
II	Investing Decision - Capital Budgeting Process – Techniques of Investment Appraisal: Pay Back Period; Accounting Rate of Return, Time Value of Money- DCF Techniques –Net Present Value, Profitability Index and Internal Rate of Return- Problems - Risk analysis in Capital Budgeting- Introduction to Fintech – Digital Currency - Cryptocurrency – Financial Modeling; Hurdle Rate.							12	C2		
III	Cost of Capital - Cost of specific sources of capital –							12	C3		



	Cost of equity capital – Cost of debt – Cost of preference – Cost of retained earnings - weighted average cost of capital. EBIT -EPS Analysis - Operating Leverage - Financial Leverage-problems.		
IV	Capital structure - Factors influencing capital structure – optimal capital structure - capital structure theories – Net Income Approach – Net Operating Income (NOI) Approach – Modigliani - Miller(MM) Approach – Traditional Approach – Practical Problems. Dividend and Dividend policy: Meaning, classification - sources available for dividends -Dividend policy general, determinants of dividend policy.	12	C4
V	Working Capital Management - Definition and Objectives - Working Capital Policies - Factors affecting Working Capital requirements - Forecasting Working Capital requirements (problems) - Cash Management - Receivables Management and - Inventory Management - Working Capital Financing - Sources of Working Capital and Implications of various Committee Reports- Financial Analytics.	12	C5
	<b>Total</b>	<b>60</b>	
<b>Course Outcomes</b>			
<b>Course Outcomes</b>	On completion of this course, students will;	<b>Program Outcomes</b>	
<b>CO1</b>	Be aware of the basic concepts of financial management and understand the various sources of finance.	PO4, PO6, PO7	
<b>CO2</b>	Possess knowledge on investment decision making.	PO1, PO2, PO6, PO7	
<b>CO3</b>	Have insights on the cost of capital and would have familiarized themselves with the technique of calculating the cost of capital.	PO2, PO7	
<b>CO4</b>	Have learnt the concept of capital structure and dividend	PO6, PO7	
<b>CO5</b>	Have good understanding on the concept of working capital, its need, importance, factors and the methods of forecasting it.	PO1,PO2, PO4, PO7	
<b>Reading List</b>			
1.	<a href="https://accountingexplained.com/managerial/capital-budgeting/">https://accountingexplained.com/managerial/capital-budgeting/</a>		
2.	<a href="http://www.studyfinance.com/lessons/workcap/">http://www.studyfinance.com/lessons/workcap/</a>		
3.	Journal of International Financial Management & Accounting		
4.	The Management Accountant Journal - icmai-rnj.in		
<b>References Books</b>			
1.	S.N.Maheswari, Finanacial Management, Sulthan Chand & Sons, 15th Edition, 2019		
2.	I.M. Pandey Financial Management, Vikas Publishing House Pvt. Ltd., 11th edition, 2018.		

3.	Van Horne, J.C., Financial Management and Policy, 13th Edition, Pearson, 2015.
4.	Prasanna Chandra, Financial Management, 10th edition, Tata McGraw Hill, 2019
5.	Periasamy, P., Financial Management, 4th Edition, Tata McGraw-Hill Education Pvt. Ltd., 2017.
6.	Brigham, E.F. and Ehrhardt, M.C., Financial Management: Theory and Practice, 14th Edition, 2015.

DSE-2

Subject Code	Subject Name	Category	L	T	P	O	Credits	Hours	Marks			
									CIA	External	Total	
23MBA2E1	<b>HRM1- Management</b>	<b>Career</b>	DSE	3	-	-	1	3	4	25	75	100
<b>Course Objectives</b>												
C1	To comprehend the dimensions of career planning and career development, career management.											
C2	To demonstrate techniques of self-assessment and changing landscapes of career management.											
C3	To discuss and debate on contemporary issues in career management, Career Anchors, and solutions for working families.											
C4	To introspect and design Process of Career planning and career development, predict and construct Career Road Maps.											
C5	To summarize and select appropriate Learning and Development for Career & Organizational growth											
UNIT	Details								No. of Hours	Course Objectives		
I	<b>Introduction to Career Management:</b> Meaning and overview of career, career planning, career development and career management – Differences between Career Management, Career Development and Career Planning. Objectives and importance of career management.								9	C1		
II	<b>Self-Assessment and Career Management:</b> Self-Assessment and Career Management - Understanding the new career - Changing landscape of careers, Protean career, Career and identity, Understanding lifestyle and personal vision. Managing your career: Skills assessment and peer coaching.								9	C2		
III	<b>Contemporary Issues in Career Management:</b> Contemporary issues in Career Management - Developing Career and Work-life implications- Work, gender and dual career couples. Lifespan career development, Career Anchors, Fast track Careers Vs Slow track careers, Mid Life career blues. Career challenges and solutions for working families.								9	C3		
IV	<b>Career Management System in Organization:</b> Career Management from Organizational Point of View - Career Planning Vs Succession Planning, Process of								9	C4		

	Career planning and career development. Career management strategies. Career Management Systems. Career guidance and counseling. Managers Role in Career Management. Career Road Maps.		
V	<b>Role of Learning in Career Growth:</b> Learning and Development for Career & Organizational growth; Strategies of getting organizations into learning mode; Expanding your Horizons. Learning Culture - Learning Management Systems.	9	C5
	<b>Total</b>	<b>45</b>	
<b>Course Outcomes</b>			
<b>Course Outcomes</b>	On completion of this course, students will;	<b>Program Outcomes</b>	
<b>CO1</b>	Comprehend fairly the dimensions of career planning and career development, career management.	PO4, PO6	
<b>CO2</b>	Demonstrate techniques of self-assessment and changing landscapes of career management.	PO2, PO8	
<b>CO3</b>	Debate and conclude the contemporary issues in career management, Career Anchors, and solutions for working families.	PO3, PO6	
<b>CO4</b>	Introspect and design Process of Career planning and career development, predict and construct Career Road Maps.	PO1, PO8	
<b>CO5</b>	Summarize and select appropriate Learning and Development for Career & Organizational growth	PO1, PO3, PO6	
<b>Reading List</b>			
1.	Ben Horowitz, <i>'The Hard Thing About Hard Things: Building A Business When There Are No Easy Answers'</i> .		
2.	Angela Duckworth, <i>'Grit: The Power Of Passion and Perseverance'</i> .		
3.	Elaine Welteroth, <i>'More Than Enough: Claiming Space For Who You Are (No Matter What They Say)'</i> .		
4.	Amy Cuddy, <i>'Presence: Bringing Your Boldest Self To Your Biggest Challenges'</i> .		
<b>References Books</b>			
1.	Bill Burnett, Dave Evans, Designing Your Life: How to Build a Well-Lived, Joyful Life, Knopf Publisher, 1st edition 2016.		
2.	John Lees, Career Road Map, Acorn Books Ltd, 1st edition 2016.		
3.	Greenhaus, J.H., Callanan, G. A., and Godshalk, V.M. 2009, Career Management 3rd Edition, The Dryden Press, Harcourt College Publishers		
4.	Harrington, Brad and Hall, Douglas T. (2008). Career management and work / life integration: Using Self-Assessment to Navigate Contemporary Careers, 1st edition Sage Pub.		
5.	Dr. Gandham Sri Rama Krishna, Dr. N.G.S. Prasad, Miss Ch. Maheswari Rambai, Encyclopedia of Personality Development and Career Management, 1st Edition 2016 Himalaya publishing house Pvt. Ltd.		
6.	Jonothan P West, Career Planning, Development, and Management: An		

	Annotated Bibliography Routledge, 1st edition 2017.	
<b>Methods of Evaluation</b>		
<b>Internal Evaluation</b>	Continuous Internal Assessment Test	40 Marks
	Assignments/mini project/practical demonstrations	
	Seminars	
	Attendance and Class Participation	
<b>External Evaluation</b>	End Semester Examination	60 Marks
	Total	100 Marks
<b>Methods of Assessment</b>		
<b>Recall (K1)</b>	Simple definitions, MCQ, Recall steps, Concept definitions	
<b>Understand/ Comprehend (K2)</b>	MCQ, True/False, Short essays, Concept explanations, Short summary or overview	
<b>Application (K3)</b>	Suggest idea/concept with examples, Suggest formulae, Solve problems, Observe, Explain	
<b>Analyze (K4)</b>	Problem-solving questions, Finish a procedure in many steps, Differentiate between various ideas, Map knowledge	
<b>Evaluate (K5)</b>	Longer essay/ Evaluation essay, Critique or justify with pros and cons	
<b>Create (K6)</b>	Check knowledge in specific or offbeat situations, Discussion, Debating or Presentations	

DSE - 2

Subject Code	Subject Name	Category	L	T	P	O	Credits	Hours	Marks			
									CIA	External	Total	
23MBA2E2	MM1- Advertising Management and Sales Promotion	DSE	3	-	-	-	3	4	25	75	100	
<b>Course Objectives</b>												
C1	To introduce students to advertising fundamentals											
C2	To impart knowledge on advertising media and budget.											
C3	To orient students on advertising agencies and its operations.											
C4	To make students understand sales promotion campaigns.											
C5	To enable students understand the relevance of sales promotion											
<b>SYLLABUS</b>												
UNIT	Details							No. of Hours	Course Objectives			
I	Advertising: Advertising, objectives, task and process, market segmentation and target audience – Message and copy development.							7	C1			
II	Media: Mass Media - Selection, Planning and Scheduling – Social Media Advertising - Web Advertising – Integrated programme and budget planning.							10	C2			
III	Implementation: Implementing the programme coordination and control – Advertising agencies – Organization and operation.							10	C3			
IV	Sales Promotion: Why and When Sales promotion activities, Consumer and sales channel oriented – planning, budgeting and implementing and controlling campaigns.							10	C4			
V	Control: Measurement of effectiveness – Ethics, Economics and Social Relevance.							8	C5			
<b>Total</b>							<b>45</b>					
<b>Course Outcomes</b>												
Course Outcomes	On completion of this course, students will;							Program Outcomes				
CO1	Possess knowledge and good understanding on the fundamentals of advertising							PO4, PO7				
CO2	Have good understanding and knowledge on							PO2, PO4, PO7				

	advertising media and budget	
<b>CO3</b>	Have good orientation on advertising agencies and its operations.	PO5, PO7
<b>CO4</b>	Understand sales promotion campaigns.	PO4, PO5, PO6
<b>CO5</b>	Understand the relevance of sales promotion	PO4, PO6, PO7
<b>Reading List</b>		
1.	S A Chunawalla, Advertising Management and Sales Promotion, Himalaya Publishing, 2015	
2.	Vv Rathna & S L Guptha, Advertising and Sales Promotion Management, Sultan Chand, 2011	
3.	S H H Kazmi & Satish Batra, Advertising and Sales Promotion Management, Excel Books, 2008	
4.	Mishra M N, Sales Promotion and Advertising Management, Mishra M N, Himalaya Publishing 2015	
<b>References Books</b>		
1.	Advertising and Promotion: An Integrated Marketing Communications Perspective (SIE) by George E Belch, Michael A Belch, Keyoor Purani, 12 th edition, McGraw Hill Education, 2021	
2.	Advertising, Promotion, and other aspects of Integrated Marketing Communications (Mindtap Course List) by Terence Shimp and J. Craig Andrews, South-Western College Publishing, 2017.	
3.	Percy, L. and Rosenbaum-Elliott, R., Strategic Advertising Management, 4 th Edition, Oxford University Press, 2012.	
4.	Shrimp, T.A., Integrated Marketing Communications in Advertising and Promotion, 8 th Edition, Cengage Learning India, 2012.	
5.	Belch, G.E., Belch, M. and Purani, K., Advertising and Promotion, 7 th Edition, Tata McGraw-Hill Education, 2009.	
6.	Marshall, P., Ultimate Guide to Facebook Advertising, Tata McGraw-Hill Education, 2011.	

DSE - 2

Subject Code	Subject Name	Category	L	T	P	O	Credits	Hours	Marks		
									CIA	External	Total
23MBA2E3	FM1-Merchant Banking and Financial Services	DSE	3	-	-	1	3	4	25	75	100
<b>Course Objectives</b>											
C1	To enable a better understanding of the financial structure in India and various regulations in the Merchant Banking domain and also throw light on the rules and regulations governing the Indian securities market.										
C2	To familiarize the students with public issue management mechanism, role of issue manager, SEBI guidelines and marketing of securities.										
C3	To create an understanding on the trends in financial services, merger and acquisition, portfolio management services and credit rating.										
C4	Provide exposure to fund based financial services such as leasing and hire purchasing, financial evaluation.										
C5	Students can understand other fund based financial services such as consumer credit, real estate financing, bill discounting, factoring and venture capital.										
<b>SYLLABUS</b>											
UNIT	Details							No. of Hours	Course Objectives		
I	Merchant Banking: Introduction–An Overview of Indian Financial System–Merchant Banking in India–Recent Developments and Challenges ahead – Institutional Structure – Functions of Merchant Bank - Legal and Regulatory Framework –Relevant Provisions of Companies Act- SERA- SEBI Guidelines - FEMA, etc. –Relation with Stock Exchanges and OTCEI.							9	C1		
II	Issue management: Role of Merchant Banker in Appraisal of Projects, Designing Capital Structure and Instruments –Issue Pricing – Book Building – Preparation of Prospectus – Selection of Bankers – Advertising Consultants etc.- Role of Registrars – Bankers to the Issue, Underwriters, and Brokers. – Offer for Sale – Green Shoe Option–E-IPO, Private Placement–Bought out Deals–Placement with FIs, MFs, FIIs, etc. Off-Shore Issues.–Issue Marketing– Advertising Strategies – NRI Marketing–Post Issue Activities.							9	C2		
III	Fee based financial services: Mergers and Acquisitions-Portfolio Management							9	C3		



	Services – Credit Syndication –Credit Rating – Business Valuation.		
IV	Fund based financial services: Leasing and Hire Purchasing Basics of Leasing and Hire purchasing– Financial Evaluation.	9	C4
V	Other fund based financial services: Consumer Credit – Credit Cards – Real Estate Financing–Bills Discounting – factoring and Forfeiting–Venture Capital.	9	C5
<b>Total</b>		<b>45</b>	
<b>Course Outcomes</b>			
<b>Course Outcomes</b>	On completion of this course, students will;		
<b>CO1</b>	Recognize the financial structure in India and various regulations in the Merchant Banking Domain. Recall the rules and regulations governing the Indian securities market.	PO4, PO6	
<b>CO2</b>	Identify the public issue management mechanism, various forms of issues, role of issue manager, SEBI guidelines and marketing of securities.	PO2, PO6	
<b>CO3</b>	Appraise the recent trends in financial services, merger and acquisition, portfolio management services and credit rating.	PO2, PO4, PO6	
<b>CO4</b>	Estimate on the fund based financial services such as leasing and hire purchasing, financial evaluation.	PO2, PO6	
<b>CO5</b>	Plan on other fund based financial services such as consumer credit, real estate financing, bill discounting, factoring and venture capital.	PO4, PO6	
<b>Reading List</b>			
1.	Swati Dawan, Merchant Banking and Financial Services, Mcgraw Hill Education, 2011		
2.	Pathak Barthi, Indian Financial System, 5 <sup>th</sup> Edition, Pearson Education, 2018		
3.	Indian Journal of Finance, ISSN: 0973-8711, Researchgate		
4.	Journal of Corporate Finance, Elsevier		
<b>References Books</b>			
1.	M. Y. Khan, Financial Services, Tata McGraw-Hill, 12th Edition, 2012		
2.	Nalini Prava Tripathy, Financial Services, PHI Learning, 2011.		
3.	Machiraju, Indian Financial System, Vikas Publishing House, 2 <sup>nd</sup> Edition, 2010.		
4.	J.C. Verma, A Manual of Merchant Banking, Bharath Publishing House, New Delhi,		
5.	Varshney P.N. & Mittal D.K., Indian Financial System, Sultan Chand & Sons, New Delhi.		
6.	Sasidharan, Financial Services and System, Tata McGraw Hill, New Delhi.		

DSE-3

Subject Code	Subject Name	Category	L	T	P	O	Credits	Hours	Marks		
									CIA	External	Total
23MBA2E4	<b>HRM2- Human Resource Development</b>	DSE	3	-	-	1	3	4	25	75	100
<b>Course Objectives</b>											
C1	To understand the requirements of HRD Professional in the present content with the developmental perspective of HRD.										
C2	To analyse and explore the models and factors influencing employee behavior and Learning.										
C3	To explore the developing needs of Human capacity and its impact of HRD initiatives.										
C4	To understand the training need & explore the technique for development.										
C5	To explore the recent trends in career planning & development.										
UNIT	Details							No. of Hours	Course Objectives		
I	<b>Introduction:</b> Definition, Scope and objectives - Evolution of HRD - Developmental Perspective of HRD - HRD at macro and micro levels: Outcomes of HRD in the National and Organizational contexts. Qualities and Competencies required in a HRD professional. Importance of HRD in the Present Context. Development of HRD Movement in India. Difference between HRM and HRD Organisation of HRD Function.							9	C1		
II	<b>Human Resource Development System:</b> HRD Mechanisms – Climate and Culture – Influences of Employee Behaviour – Model of Employee Behaviour – External and Internal Factors Influencing Employee Behaviour. <b>Learning and HRD:</b> Learning Principles – Maximizing Learning – Individual Differences in the Learning Process – Learning Strategies and Styles – Recent Developments in Instructional and Cognitive Psychology.							9	C2		
III	<b>Developing Human Capacity:</b> Aptitude - Knowledge - Values - Skills of Human Relations - Responsiveness - Loyalty and Commitment - Transparency - Leadership Development. <b>Evaluating HRD:</b> Human Resource Accounting - HR Audit and Benchmarking - Impact Assessment of HRD							9	C3		

	initiatives on the bottom-line of an organization.		
IV	<b>Training and Development:</b> Meaning and Scope of training - education and development; Training need analysis - Types of training Internal and external – On - job Training & Job shadowing, SGTA- Outbound Training - Attitudinal training - Principles Involved in Selection of Training Method – Techniques of Training Different Levels - Training effectiveness.	9	C4
V	<b>Career Planning and Development:</b> Definition - objectives – importance – career development –Career path defining- principles of theories career planning – steps involved – succession planning. Recent Trends in HRD: Training for trainers and HRD professionals – Goal-directed work system behavior- Dynamics of HR & Employee Engagement- Sustainable Human Development- Promoting Research in HRD.	9	C5
<b>Total</b>		<b>45</b>	
<b>Course Outcomes</b>			
<b>Course Outcomes</b>	On completion of this course, students will;	<b>Program Outcomes</b>	
<b>CO1</b>	Understand the need of the HRD professionals.	PO1, PO8	
<b>CO2</b>	Integrate the concept and practical implication of learning & behavior.	PO3, PO5	
<b>CO3</b>	Understand the developing need of Human capacity.	PO3, PO5	
<b>CO4</b>	Understand Training need & its development.	PO1, PO2, PO4	
<b>CO5</b>	Have a better understanding of career planning & development.	PO6, PO7, PO8	
<b>Reading List</b>			
1.	Brian Becker, Mark Huselid, Dave Ulrich, ‘The HR Scorecard’, Harvard Business School Press.		
2.	Kirsten & Martin Edwards, ‘Predictive HR Analytics: Mastering the HR Metric’, Kogan Page.		
3.	KirsWayne Cascio, John Boudreau, ‘Investing in people. Financial Impact of Human Resource Initiatives’.		
4.	Tomas Chamorro-Premuzic, ‘The Talent Delusion’.		
<b>References Books</b>			
1.	Gibb, S., Human Resource Development: Foundations, Process, Context, 3 <sup>rd</sup> Edition, Palgrave Macmillan, 2011.		
2.	McGuire, D. and Jorgensen, K., Human Resource Development, Sage South Asia, 2011.		
3.	Noe, R. and Deo, A., Employee Training and Development, 5 <sup>th</sup> Edition, Tata McGraw-Hill Education, 2012.		
4.	Rishipal, Training and Development Methods, S.Chand, 2011.		
5.	Saks, A., Performance Management through Training and Development, Cengage Learning, 2010.		

6.	Werner, J.M. and DeSimone, R.L., Human Resource Development, 5 <sup>th</sup> Edition, Cengage Learning, 2012.	
<b>Methods of Evaluation</b>		
<b>Internal Evaluation</b>	Continuous Internal Assessment Test	40 Marks
	Assignments/mini project/practical demonstrations	
	Seminars	
	Attendance and Class Participation	
<b>External Evaluation</b>	End Semester Examination	60 Marks
	Total	100 Marks
<b>Methods of Assessment</b>		
<b>Recall (K1)</b>	Simple definitions, MCQ, Recall steps, Concept definitions	
<b>Understand/Comprehend (K2)</b>	MCQ, True/False, Short essays, Concept explanations, Short summary or overview	
<b>Application (K3)</b>	Suggest idea/concept with examples, Suggest formulae, Solve problems, Observe, Explain	
<b>Analyze (K4)</b>	Problem-solving questions, Finish a procedure in many steps, Differentiate between various ideas, Map knowledge	
<b>Evaluate (K5)</b>	Longer essay/ Evaluation essay, Critique or justify with pros and cons	
<b>Create (K6)</b>	Check knowledge in specific or offbeat situations, Discussion, Debating or Presentations	

**DSE-3**

Subject Code	Subject Name	Category	L	T	P	O	Credits	Hours	Marks		
									CIA	External	Total
<b>23MBA2E5</b>	<b>MM2-Retail Marketing</b>	DSE	3	-	-	-	3	4	25	75	100
<b>Course Objectives</b>											
C1	To educate students and enable to understand and analyze current retailing trends and strategies.										
C2	To develop the students towards managing the retail stores and organizations.										
C3	To identify the nuances of visual merchandising and its elements.										
C4	To know the consumer purchase decision process in the context of organized retailing.										
C5	To emphasis on global retailing strategies.										
<b>SYLLABUS</b>											
<b>UNIT</b>	<b>Details</b>							<b>No. of Hours</b>	<b>Course Objectives</b>		
I	Retailing – Definition, scope and importance in the globalized era, organized and unorganized retailing, emerging trends in retailing – e-tailing, mega shopping malls, the modern retail store. Major types of Retail Organizations, corporate chains, voluntary chains, retail cooperatives, franchise organizations and merchandizing conglomerates / retail store types / retail classification of stores, restaurants and service providing offices.							9	C1		
II	The Retail Store - Retail stores management / Roles and responsibilities of retail store managers / Human resource management – recruiting, hiring, training and development, performance management, payroll, work place scheduling / Store business operations – materials management, coordination with purchase department / finance and accounts / Problem solving / Safety and security. Store Essentials – Classification of grocery items / Store Essentials – Location / Store designs / Display accessories / Store atmospherics / Developing own brands / The power of mega retailers over manufacturers / Dimension attributes and its components that affect retail outlet selection.							9	C2		
III	Visual merchandizing components – merchandize as focal point, choice of colours, display themes, display to complement store strategy, spotless cleanliness, frequent change of displays and essentials of good							9	C3		

	display, lighting / special display kinds – window, marquee, freestanding or island, counter, brand corner, end cap cascade or waterfall displays / Store Exterior – façade, details, texture. Store Aids – Gadgets that aid retailing – barcode readers, credit card swipe machines, money counters, counterfeit detectors, cash register, coin counter, bill strapping machine, money vacuum sealing machine. Graphics and Signage / Props / POP's / Planogram.		
IV	Retail strategies – Supply chain management - managing material, information and financial flows / critical success factors /drivers, elements and goals / basic retail strategies – low price high turnover, discounted prices across all categories, lifestyle goods value price / exclusive goods premium price strategy / retail formatting / retail mix / building customer loyalty / customer relationship management. Retail Consumer Behavior – Difference between consumer and shopper / Frugal, impulsive, compulsive and tightwad buyers / Sub classification of shopping orientation / Catering to service consumers – gaps model for improving retail service quality / retail research.	9	C4
V	Retail Strategies for Global Growth – Building sustainable global competitive advantage, adapting to local customs and culture, adopting global culture and practices / Different entry strategies – direct investment, joint venture, forming strategic alliances and franchising. Online shopping – different formats, retail convergence.	9	C5
<b>Total</b>		<b>45</b>	
<b>Course Outcomes</b>			
<b>Course Outcomes</b>	On completion of this course, students will;	<b>Program Outcomes</b>	
<b>CO1</b>	Be able to enhance knowledge about current retailing trends and strategies.	PO6,PO7	
<b>CO2</b>	The students would be able to develop insights towards managing the retail stores and organizations.	PO1,PO2, PO7	
<b>CO3</b>	Know the significance of visual merchandising strategies.	PO4, PO6,PO7	
<b>CO4</b>	Develop knowledge and Understanding on consumer buying behaviour	PO4, PO6	
<b>CO5</b>	Be able to understand the importance of global retailing strategies.	PO4,PO6	
<b>Reading List</b>			
1.	The Open University, Retail Marketing, Kindle		

2.	Barry Berman, Retail Management, Kindle Edition
3.	Journal of retailing ,Elsevier
4.	International Journal of Sales, Retailing and Marketing, Circle International
<b>References Books</b>	
1.	Berman, B., Evans, J. and Mathur, M., Retail Management: A Strategic Approach, 11 <sup>th</sup> Edition, Pearson, 2011.
2.	Dunne, P. and Lusch, R., Retail Management, South-Western, 2009.
3.	Gilbert, D., Retail Marketing Management, 2 <sup>nd</sup> Edition, Pearson, 2006.
4.	Goldrick, P., Retail Marketing, 2 <sup>nd</sup> Edition, McGraw-Hill Education, 2002.
5.	Miller, D., Retail Marketing, Tilde University Press, 2011.

## DSE-3

Subject Code	Subject Name	Category	L	T	P	O	Credits	Hours	Marks		
									CIA	External	Total
23MBA2E6	FM2-Banking and Insurance	DSE	2	-	1	-	3	4	25	75	100
<b>Course Objectives</b>											
C1	To provide a basic understanding of the insurance mechanism and principle of insurance.										
C2	To provide an overview of Indian insurance industry.										
C3	To understand the basics of Banking and the emergence of Banking in India.										
C4	To get acquainted with the functionality of the Banks.										
C5	To know the meaning and use of commonly used technologies in Banking.										
<b>SYLLABUS</b>											
UNIT	Details							No. of Hours	Course Objectives		
I	<b>Indian Financial System:</b> Introduction to Financial System – Business of Banking - Organizational Structure of Indian Financial System - Role of Government & Reserve Bank of India As Regulators of Banks - Role & Functions of Banks – Regulatory Provisions/Enactments Governing Banks - Various Committees on Banking & Their Impact - Recent Developments in Indian Financial System - Aadhaar Seeding- -Self Help Groups, Financial Inclusion- Jan Dhan Yojana Accounts- NBFCs - Micro Finance Institutions, Small finance banks and payment banks.							9	C1		
II	<b>Basics of Banking:</b> Basic Concepts in Banking - Banker-Customer Relationships – Know Your Customer, Anti Money Laundering -Guidelines - Negotiable instruments – Bankers’ Duties and Responsibilities - DICGC - Types of Customers & Various Types of Accounts - Deposit Products – Services Rendered by Banks - Principles of Lending - Approach to Lending & Steps in Lending - Credit Management & Credit Monitoring - Priority Sector Lending in Banks- Lending to Agriculture, Micro, Small & Medium Enterprises - Recovery & Modes of Recovery and Management of Non-Performing Assets - Basics of Risk Management in Banks.							9	C2		
III	<b>Electronic Banking:</b> Current Trends and Role of information & Communication Technology in Banking - Core Banking Solutions vis-a-vis Traditional Banking - Banking Technology – Alternate Delivery							9	C3		



	Channels – ATMs, Credit/Debit Cards/Mobile Banking / Internet Banking etc. - Cheque Truncation System of cheque clearance, E-Lounges, UPI, BHIM (Bharath Interface for money), Products and Impact - Electronic Funds Transfers – Real Time Gross Settlements (RTGS) & National Electronic Funds Transfer (NEFT) – <b>NACH</b> Global Trends in Banking Technology - IT Security in Banks & Disaster Management - Marketing of Banking Services; Marketing of Banking Services – Meaning, Importance and Functions - Market Research & Product Development - Factors influencing Marketing of Banking Products Third Party Products in Banking, One stop shop Financial solutions in Banks - Financial Advisory Services (FAS).		
IV	<b>Insurance:</b> Meaning – Nature and Importance – Risk Management; Identification – Measurement – Diversification – Strategies Theories – Sum of Large Numbers Theory of Probability Insurance Regulation; IRDA Regulations – Insurance Contract – Agent Norms – Generic Norms of Insurance Advisors.	9	C4
V	<b>General Insurance:</b> Marine Insurance – Fire Insurance – Automobile Insurance – Home Insurance - House +Articles insurance- Overseas Travel Insurance– Medical Insurance – Group Medi claim- Jewellery Insurance, Social Security Insurance .Life Insurance; Principles – Uberima fides Insurable Interest – Indemnity – Subrogation – Contribution Products; Death and Survival Classifications – Traditional Salary Savings Scheme – Employees Deposit Linked Insurance – ULIPs – Premium Fixation Cases.	9	C5
	<b>Total</b>	<b>45</b>	
<b>Course Outcomes</b>			
<b>Course Outcomes</b>	On completion of this course, students will;		
<b>CO1</b>	Understand, analyze and communicate on the Indian Financial System	PO4, PO6, PO7	
<b>CO2</b>	Explain the basics of Banking and the emergence of Banking in India and its lending practices	PO4, PO6, PO7	
<b>CO3</b>	Analyze the Digital Banking and the current trend in banking and new banking products and services	PO4, PO6, PO7	
<b>CO4</b>	Summarize the basics of the insurance mechanism and principle of insurance and acquire knowledge on Indian insurance industry.	PO4, PO6, PO7	
<b>CO5</b>	Categorize the knowledge and understanding on	PO4, PO6, PO7	

	Marine, fire, home and medical insurances	
<b>Reading List</b>		
1.	Jyotsna Sethi and Nishwan Bhatia, Elements of Banking and Insurance, PHI Learning, 2012	
2.	Natarjan. S, and Parameshwaran. R, Indian Banking, S.Chand& Company	
3.	Journal of Banking and Finance, Elsevier	
4.	Indian Journal of Banking, Risk and Insurance, Pubishing India	
<b>References Books</b>		
1.	Bhattacharya,H.,BankingStrategy, CreditAppraisalandLendingDecisions,OxfordUniversityPress,2nd Edition,2011.	
2.	IndianInstituteofBankingandFinance,PrinciplesandPracticesofBanking, MacmillanIndiaLtd, Fifth Edition,2015.	
3.	Maheshwari,S.N.andMaheshwari,S.K.,BankingLawandPractice,Kalyani Publishers,11 <sup>th</sup> Edition, 2014.	
4.	Muraleedharan,ModernBanking:TheoryandPractice,PHILearning, Second Edition, 2014.	
5.	Varshney,P.N.,BankingLawandPractice,SultanChandandSons, Edition, 2015.	fist
6.	Gopinath. M. N. -BankingPrinciples&Operations, Snow White Publications, 7 <sup>th</sup> Edition, 2021	

AEC - 2

Subject Code	Subject Name	Category	L	T	P	O	Credits	Hours	Marks			
									CIA	External	Total	
<b>23MBA2A1</b>	<b>Computing Skills</b>	AEC	-	-	2	-	2	2	25	75	100	
<b>Course Objectives</b>												
C1	To create awareness and understanding on the basic functions of MS Excel											
C2	To elucidate the students on the various advanced functions of MS Excel											
C3	To educate the students on MS Access and its application in database management											
C4	To enable the students to understand the functions and usage of various cloud based apps like Google Drive, Google Sheets and Google Docs											
C5	To enable the students learn the functions and usage of Cloud based apps like Google Forms, Google Slides and Google Cloud Printing.											
<b>SYLLABUS</b>												
UNIT	Details							No. of Hours	Course Objectives			
I	MS Excel – Basic Functions - Workbook – Building – modifying - navigating; Worksheet – Auto fill copying and moving cells, inserting and deleting rows, printing; Formulas and functions-Troubleshooting formulas, Functions and its forms like database, reference, Databases – creating, sorting filtering and linking.							6	C1			
II	MS Excel Advanced Functions – Vlookup – Hlookup – Charts – Count - Countif – Sum - Sumif – Product – Sumproduct. Functions: Mathematical - Financial - logic – Text - Statistical							6	C2			
III	MS Access – Components, creating a database and project, import and exporting, customizing; Tables – creating and setting fields; Queries – types, creating, wizards – Reports – creating and layout.							6	C3			
IV	Cloud based apps – Google Drive, Google Sheets, Google Docs,							6	C4			
V	Cloud based apps - Google Forms, Google Slides – Google Cloud Print							6	C5			
<b>Total</b>							<b>30</b>					
<b>Course Outcomes</b>												
Course Outcomes	On completion of this course, students will;							Program Outcomes				
<b>CO1</b>	Have awareness and understanding on the basic functions of MS Excel							PO4, PO6, PO7				

<b>CO2</b>	Know the advanced functions of MS Excel	PO4, PO6, PO7
<b>CO3</b>	Possess knowledge on MS Access and its application in database management	PO2, PO4, PO6, PO7
<b>CO4</b>	Understand and possess knowledge on the functions and usage of various cloud based apps like Google Drive, Google Sheets and Google Docs	PO4, PO5, PO6, PO7
<b>CO5</b>	Understand and be aware of the functions and usage of Cloud based apps like Google Forms, Google Slides and Google Cloud Printing.	PO4, PO6, PO7

#### **Reading List**

1.	Humphrey M.L., Excel For Beginners, Kindle Edition, 2017
2.	Richard Rost, Learning MS Access Kindle Edition, 2013
3.	Sachin Srivastava, Google Cloud Platform, Kindle Edition, 2021
4.	Valarie Lestourgeon, A Beginner's Guide to GCP, Kindle Edition, 2021

#### **References Books**

1.	Gonda, C. M. (2016) Master of Business Etiquette: The Ultimate Guide to Corporate Etiquette and Soft Skills Embassy Books, First Edition.
2.	Mehra, S. K. (2012) Business Etiquette A Guide For The Indian Professional. Noola: HarperCollins
3.	Pachter, B. (2013). The Essentials of Business Etiquette: How to Greet, Eat, and Tweet Your Way to Success (1) edition New York: McGraw-Hill Education.
4.	Past, K. (2008). Indian Business Etiquette: 1 (First edition). Ahmedabad Jaico Publishing House.
5.	Travis, R. (2013). Tech Etiquette: OMG, 2 Edition, RLT Publishing.

SEC - 1

Subject Code	Subject Name	Category	L	T	P	O	Credits	Hours	Marks		
									CIA	External	Total
23MBA2S1	Business Etiquette	SEC	2	-	-	-	2	2	25	75	100
<b>Course Objectives</b>											
C1	To analyze the Business etiquette at workplace										
C2	To determine the Principles of exceptional work behavior										
C3	To explore Tech etiquette in using various telecommunication devices and channels										
C4	To successfully handle Multi-cultural challenges										
C5	To ascertain sensitivity to new and emerging issues in etiquette										
<b>SYLLABUS</b>											
UNIT	Details							No. of Hours	Course Objectives		
I	Introduction to business etiquette: The ABCs of etiquette Meeting and greeting scenarios-Developing a culture of excellence The principles of exceptional work behaviour - What is the role of Good Manners in Business?-Enduring Words Greetings and Introductions: Guideline for receptionists - Making introductions and greeting people- Greeting Components- The protocol of shaking hands- Introductions - Introductory scenarios - Addressing individuals.							6	C1		
II	Meeting and Boardroom Protocol: Guidelines for planning a meeting - Before the meeting - On the day of the Meeting - Guidelines for Attending the meeting - For the Chairperson- For attendees - For Presenters - Planning a power point presentation-Dealing with customer complaints. Entertaining Etiquette: Planning a meal- Issuing invitations -Business meals basics - Basics of table etiquette - Holding and resting utensils - Business dining etiquette - Multi-cultural Highlight: Japanese Dinning-Specific food Etiquette guidelines.							6	C2		
III	Telephone Etiquette: Cell phone etiquette-Social Media Usage etiquette- Telephone etiquette guidelines - Mastering the telephone courtesy - Active listening - Putting callers on hold -Transferring a call - Screening calls - Taking at message - Voice Mail-Closing the call - When Making calls - Closing the call-Handling							6	C3		

	rude or impatient clients Internet & email etiquette: Internet usage in the workplace Email- Netiquette - Online chat - Online chat etiquette - Online chat etiquette guidelines		
IV	Business Attire & Professionalism: Business style and professional image - Dress code - Guidelines for appropriate business attire - Grooming for success - Guidelines for appropriate business attire - Grooming for success - Multicultural dressing Diversity Management- Gender Sensitivity- Social Media and Communication with colleagues- Preventing sexual harassment-Disability Etiquette: Basic disability Etiquette practices - Courtesies for wheelchair users Courtesies for blind or visually impaired - Courtesies for the deaf- People with speech impairments.	6	C4
V	Business Ethics: Ethics in the workplace - The challenge of business ethics - Creating an ethical compass - Business ethics and advantages - Ethical Issues - Conflict Management- Conflict resolution strategies - Choosing the appropriate gift in the business environment Multi-cultural challenges: Multi-cultural etiquette - Example of cultural sensitivity - Cultural differences and their effect on business etiquette- onsite projects- Cultural Highlight: China-Cultural Highlight: India.	6	C5
<b>Total</b>		<b>30</b>	
<b>Course Outcomes</b>			
<b>Course Outcomes</b>	On completion of this course, students will;	<b>Program Outcomes</b>	
<b>CO1</b>	Learn using business etiquette at work place	PO4, PO6, PO7	
<b>CO2</b>	Be able to acquire knowledge about the Principles of exceptional work behaviour	PO4, PO6, PO7	
<b>CO3</b>	Be able to enhance their knowledge of latest Tech etiquette in using various telecommunication devices and channels.	PO4, PO6, PO7	
<b>CO4</b>	Get familiarized with the Successful handling of Multi-cultural challenge	PO4, PO6, PO7	
<b>CO5</b>	Become sensitive to new and emerging issues in etiquette	PO4, PO6, PO7	
<b>Reading List</b>			
1.	<a href="https://accountingexplained.com/managerial/capital-budgeting/">https://accountingexplained.com/managerial/capital-budgeting/</a>		
2.	<a href="http://www.studyfinance.com/lessons/workcap/">http://www.studyfinance.com/lessons/workcap/</a>		
3.	Journal of International Financial Management & Accounting		
4.	The Management Accountant Journal - icmai-rnj.in		
<b>References Books</b>			
1.	Gonda, C. M. (2016) Master of Business Etiquette: The Ultimate Guide to		

	Corporate Etiquette and Soft Skills Embassy Books, First Edition.
2.	Mehra, S. K. (2012) Business Etiquette A Guide For The Indian Professional. Noola: HarperCollins
3.	Pachter, B. (2013). The Essentials of Business Etiquette: How to Greet, Eat, and Tweet Your Way to Success (1) edition New York: McGraw-Hill Education.
4.	Past, K. (2008). Indian Business Etiquette: 1 (First edition). Ahmedabad Jaico Publishing House.
5.	Travis, R. (2013). Tech Etiquette: OMG, 2 Edition, RLT Publishing.
6.	Gonda, C. M. (2016) Master of Business Etiquette: The Ultimate Guide to Corporate Etiquette and Soft Skills Embassy Books, First Edition.

### III SEMESTER

#### Core -X

Subject Code	Subject Name	Category	L	T	P	O	Credits	Hours	Marks		
									CIA	External	Total
<b>23MBA3C1</b>	<b>Applied Operations Research</b>	Core	3	1	-	-	4	6	25	75	100
<b>Course Objectives</b>											
C1	To provide the students with introduction on OR and its models to aid in understanding its applicability in the various functional areas of management.										
C2	To understand the concept of linear programming models in determining profit maximization and cost minimization										
C3	To learn about various methods adopted in transportation and Assignments models.										
C4	To determine about inventory models, replacement models, job sequencing, networking model and Queuing model										
C5	To throw light on dynamic model and game models and the application of pure and mixed strategies in competitive environment.										
<b>SYLLABUS</b>											
UNIT	Details							No. of Hours	Course Objectives		
I	Introduction: Overview of operations research – Origin – Nature, scope & characteristics of OR – Models in OR – Application of operations research in functional areas of management							08	C1		
II	Linear Programming Problem: Linear programming problem model – Formulation – Maximization & Minimization problem – Graphical method – Simplex method – Artificial variable -- Primal & Dual.							12	C2		
III	Transportation problem: Basic Solution – North / West corner Solution, LCM, VAM, Matrices method – Optimal Solution – Stepping stone method – Vogel's approximation method – Modi method – Degeneracy – Imbalance matrix. Assignment model: Hungarian method – Traveling salesmen problem.							12	C3		
IV	Project Scheduling and Resource Management: Deterministic Inventory models – Purchasing & Manufacturing models – Probabilistic inventory models – Replacement model – Sequencing – Brief Introduction to Queuing models. Networking – Programme Evaluation and Review Technique (PERT) and Critical Path Method (CPM) for Project							18	C4		



	Scheduling- Crashing – Resource allocation and Resource Scheduling.		
V	Game Theory and Strategies: Games theory – two player zero sum game theory – Saddle Point –Mixed Strategies for games without saddle points – Dominance method – Graphical and L.P Solutions- Goal Programming; Simulation; Integer programming and Dynamic programming.	10	C5
	<b>Total</b>	<b>60</b>	
<b>Course Outcomes</b>			
<b>Course Outcomes</b>	On completion of this course, students will;	<b>Program Outcomes</b>	
<b>CO1</b>	Obtain insight on the origin and nature of OR and also the application of various models of OR.	PO4, PO6	
<b>CO2</b>	Learn about the graphical, Simplex, Big M and dual methods of Linear programming problem.	PO1, PO2, PO6, PO7	
<b>CO3</b>	Be well versed with the concept of transportation and Assignments models	PO1, PO2, PO6, PO7	
<b>CO4</b>	Have better understanding on inventory models, replacement models, job sequencing, networking model and Queuing model	PO1, PO2, PO6, PO7	
<b>CO5</b>	Be imparted knowledge on the various methods of game model	PO2, PO7	
<b>Reading List</b>			
1.	<a href="http://www.cbom.atozmath.com">www.cbom.atozmath.com</a>		
2.	<a href="http://www.pondiuni.edu.in/storage/dde/downloads/mbaii qt.pdf">http://www.pondiuni.edu.in/storage/dde/downloads/mbaii qt.pdf</a>		
3.	<a href="http://164.100.133.129:81/econtent/Uploads/Operations_Research.pdf">http://164.100.133.129:81/econtent/Uploads/Operations_Research.pdf</a>		
4.	<a href="https://www.journals.elsevier.com/operations-research-perspectives">https://www.journals.elsevier.com/operations-research-perspectives</a>		
<b>References Books</b>			
1.	Anderson, D.R., Sweeney, D.J., Williams, T.A. and Martin, K., An Introduction to Management Science: Quantitative Approach to Decision Making, 14 <sup>th</sup> Edition Paperback – 1, Cengage Learning India Pvt. Ltd., 2019		
2.	Gupta, P.K., and Comboj, Introduction to Operations Research, S. Chand, 2014		
3.	Hiller, F., Liebermann, Nag and Basu, Introduction to Operations Research, 11 <sup>th</sup> Edition Paperback, Tata McGraw-Hill Publishing Co. Ltd., 2021		
4.	Khanna, R.B., Quantitative Techniques for Managerial Decision Making, 3 <sup>rd</sup> Edition – Paperback, New Age International Publishers, 2018		
5.	Taha, H.A., Operations Research: An Introduction, 10 <sup>th</sup> Edition, Pearson, 2019		
6.	Vohra,N.D., Quantitative Techniques in Management, 5 <sup>th</sup> Edition, Tata McGraw Hill Education Pvt. Ltd., 2017.		

**Core - XI**

Subject Code	Subject Name	Category	L	T	P	O	Credits	Hours	Marks		
									CIA	External	Total
<b>23MBA3C2</b>	<b>Operations Management</b>	Core	3	1	-	-	4	6	25	75	100
<b>Course Objectives</b>											
C1	To understand the production function, production design & capacity planning,										
C2	Exploring the Make or Buy decision, and thus understanding the role of inventory management										
C3	To determine multiple plant location decisions and effective utilization of plant layout. To explain the models, concepts, and techniques adopted in the areas of inventory control and maintenance.										
C4	To elucidate the importance and usefulness of work-study and quality control tools										
C5	To provide insights on service operations management and waiting line analysis.										
<b>SYLLABUS</b>											
UNIT	Details							No. of Hours	Course Objectives		
I	INTRODUCTION: Operations Management- Nature, Scope, Historical Development, Functions- Long term Vs Short term issues- A Systems Perspective- Challenges- Manufacturing Trends in India- Production Design and Process Planning- Types of Production Processes- Plant Capacity-Capacity Planning- Make or Buy Decisions- Use of Crossover Chart for Selection Processes-Types of Charts used in Operations Management.							12	C1		
II	FACILITY DESIGN: Plant Location: Factors to be considered in Plant Location- Location Analysis Techniques- Choice of General Region, Particular community and Site- Multiple Plant Location Decision- Plant Location Trends. Layout of Manufacturing Facilities: Principles of a Good Layout- Layout Factors- Basic Types of Layout- Principles of Materials Handling- Materials Handling Equipment - Role of Ergonomics in Job Design.							12	C2		
III	INVENTORY CONTROL AND MAINTENANCE: Basic Inventory Models- Economic Order Quantity- Economic Batch Quantity- Reorder Point-Safety Stock- Inventory Costs-Classification and Codification of Stock- ABC Classification-Materials Requirement Planning (MRP)- JIT- Implications of Supply Chain							12	C3		

	Management. Maintenance: Preventive Vs Breakdown Maintenance- Group Replacement Vs Individual Replacement- Breakdown Time Distribution- Maintenance of Cost Balance- Procedure for Maintenance.		
IV	DESIGN OF WORK SYSTEMS AND QUALITY CONTROL: Work Study- Objectives- Procedure- Method Study and Motion Study- Work Measurement-Time Study-Performance Rating-Allowance Factors- Standard Time- Work Sampling Techniques- Job Sequencing and Scheduling. Quality Control: Purpose of Inspection and Quality Control-Different Types of Inspection- Acceptance Sampling-The Operating Characteristic Curve- Control Charts for Variables and Attributes; Quality Circles; TQM – Six Sigma, Kaizen	14	C4
V	SERVICE OPERATIONS MANAGEMENT: Introduction to Services Management- Nature of Services- Types of Services- Service Encounter- Designing Service Organizations- Service Facility Location and Layout- Service Blueprinting-Waiting Line Analysis for Service Improvement- Service Processes and Service Delivery.	10	C5
<b>Total</b>		<b>60</b>	
<b>Course Outcomes</b>			
<b>Course Outcomes</b>	On completion of this course, students will;	<b>Program Outcomes</b>	
<b>CO1</b>	Understand the concepts of production and its design, capacity planning and make or buy decisions.	PO2, PO4	
<b>CO2</b>	Be cognizant of the complexity involved in plant location decisions and utilization of plant layout.	PO2, PO7	
<b>CO3</b>	Understand the Inventory models and the importance of maintenance techniques.	PO6, PO7	
<b>CO4</b>	Be aware of work-study procedures and the importance on quality control tools	PO1, PO2, PO6, PO7	
<b>CO5</b>	Have insight on service operations, service delivery and waiting line analysis.	PO2, PO6, PO7	
<b>Reading List</b>			
1.	<a href="http://www.shsu.edu/~mgt ves/mgt560/ServiceManagement.ppt">www.shsu.edu/~mgt ves/mgt560/ServiceManagement.ppt</a>		
2.	<a href="http://zums.ac.ir/files/research/site/ebooks/strategy/operations-strategy.pdf">zums.ac.ir/files/research/site/ebooks/strategy/operations-strategy.pdf</a>		
3.	<a href="https://www.emerald.com/insight/publication/issn/0144-3577">https://www.emerald.com/insight/publication/issn/0144-3577</a>		
4.	<a href="https://www.inderscience.com/jhome.php?jcode=ijaom">https://www.inderscience.com/jhome.php?jcode=ijaom</a>		
<b>References Books</b>			
1.	Aswathappa K and Shridhara Bhat K, Production and Operations Management, 2nd Edition, Himalaya Publishing House, 2021.		
2.	Mahadevan B, Operations Management Theory and Practice, 3rd Edition,		

	Pearson Education, 2015.
3.	Russel and Taylor, Operations and Supply Chain Management, 8th Edition, Wiley, 2021.
4.	William J Stevenson, Operations Management, 14th Edition, McGraw Hill, 2021.
5.	Gerard Cachon and Christian Terwiesch, Operations Management, 3 <sup>rd</sup> Edition, McGraw Hill, 2022.
6.	Prof. K C Jain, Production and Operations Management, 1 <sup>st</sup> Edition, Wiley, 2022.

**Core - XII**

Subject Code	Subject Name	Category	L	T	P	O	Credits	Hours	Marks		
									CIA	External	Total
<b>23MBA3C3</b>	<b>Strategic Management</b>	Core	4	-	-	-	4	5	25	75	100
<b>Course Objectives</b>											
C1	To enable the students understand the importance of vision and mission in framing corporate strategy.										
C2	To provide insights on how business is responsible socially and ethically.										
C3	To highlight on the environmental analysis framework.										
C4	To throw light on strategic formulation and strategic choice.										
C5	To understand strategic implementation and strategic control.										
<b>SYLLABUS</b>											
UNIT	Details						No. of Hours	Course Objectives			
I	Introduction: Strategy – Strategic Management Process – Developing a Strategic Vision –Mission-Setting Objectives– Strategies and Tactics – Importance of Corporate Strategy – the 7-S Framework- Corporate Governance– Board of Directors: Role and Functions – Board Functioning – Top Management: Role and Skills.						12	C1			
II	Corporate Policy and Planning in India: Importance – Characteristics – Objectives - Policy Formulation and Development – Types of Business Policies- Implementation of Policies. Society and Business: Social Responsibility of Business –Corporate Governance and Ethical Responsibility.						12	C2			
III	Environmental Analysis: Environmental Scanning – Industry Analysis - The Synthesis of External Factors - Internal Scanning – Value Chain Analysis – SWOT Audit –Scenario planning- Creating an Industry Matrix.						12	C3			
IV	Strategy Formulation and Analysis: Strategy Formulation – Strategic Factors Analysis Summary Matrix (SFAS) Portfolio Analysis – Business Strategy- TOWS Matrix– Corporate Strategy – Functional Strategy – Strategic Choice – Generic, Competitive Strategies; ETOP, TOWS						12	C4			
V	Strategy Implementation: Strategy Implementation - Corporate Culture – Matching Organisation						12	C5			

	Structure to Strategy – Mergers and Acquisitions and Diversifications – Strategic Leadership Strategic Control: Measurement in Performance-Problems in Measurement of Performance-Strategy Audit-Strategic Control Process – Du Pont’s Control Model – Balanced Score Card – Michael Porter’s Framework for Strategic Management – Future of Strategic Management – Strategic Information System.		
	<b>Total</b>	<b>60</b>	
<b>Course Outcomes</b>			
<b>Course Outcomes</b>	On completion of this course, students will;	<b>Program Outcomes</b>	
<b>CO1</b>	Be able to frame vision and mission statements.	PO3, PO4, PO7	
<b>CO2</b>	Be social and ethically responsible.	PO3, PO8	
<b>CO3</b>	Possess insights on making environmental analysis.	PO3, PO8	
<b>CO4</b>	Possess knowledge on learning strategic formulation & strategy choice.	PO2, PO5, PO7	
<b>CO5</b>	Understanding strategic implementation and control.	PO4, PO5, PO7	
<b>Reading List</b>			
1.	Strategic Management Journal – Wiley online Library		
2.	Journal of strategy and Management – Emerald Insight		
3.	Mastering Strategic Management – <a href="http://www.opentextbooks.org.hk">www.opentextbooks.org.hk</a>		
4.	Mastering Strategic Management – <a href="http://www.saylor.org">www.saylor.org</a> .		
<b>References Books</b>			
1.	V S P Rao, Strategic Management Text and Cases, 2nd edition 2013.		
2.	Kazmi, A., Strategic Management and Business Policy, 15th Edition, Tata McGraw-Hill Education, 2018.		
3.	Dess, G., Lumpkin, G.T. and Eisner, A., Strategic Management, 8th Edition, Tata McGraw-Hill, 2018.		
4.	Hill, C.W.L. and Jones, G.R., Strategic Management: An Integrated Approach, 9th Edition, Cengage Learning, 2012.		
5.	Pearce II, J., Robinson, R.B. and Mittal, A., Strategic Management: Formulation, Implementation and Control, 12th Edition, McGraw-Hill, 2017.		
6.	Wheelen, T.L. and Hunger, D., Strategic Management and Business Policy, 13th Edition, Pearson, 2012.		

**Core - IV**

Subject Code	Subject Name	Category	L	T	P	D	Credits	Hours	CIA	External	Total
23MBA3C4	Information Systems for Business	Core	4	-	-	-	4	4	25	75	100
<b>Course Objectives</b>											
C1	To enable students to understand the fundamentals of information system and its role of information in managerial decision making										
C2	To throw light on fundamentals of information systems like TPS, DSS, and EIS.										
C3	To manage system applications and data to best support functional areas of business										
C4	To provide insights in securely managing database and information using the process of										
C5	To elucidate the need and importance of ERP, its selection and implementation in workplace										
<b>SYLLABUS</b>											
UNIT	Details						No. of Hours	Course Objectives			
I	Introduction to information system-The management, structure and activities- Information needs and sources- Types of management decisions and information need. System classification Elements of system, input, output, process and feedback.						12	C1			
II	Transaction Processing information system, Office Automation System (OAS) - Knowledge workers System(KWS); MIS; Information system for managers, Intelligence information system –Decision support system-Executive information systems.						12	C2			
III	Functional Management Information System: Production / Operations Information system, Marketing Information Systems, Accounting Information system, Financial Information system, Human resource Information system.						12	C3			
IV	System Analysis and Design: The work of a system analyst- SDLC-System design – AGILE Model – Waterfall Model – Spiral Model – Iterative and Incremental Model - RAD Model - Requirement analysis-Data flow diagram, relationship diagram, design- Implementation-Evaluation and maintenance of MIS, Database System: Overview of Database-Components-advantages and disadvantages of database; Data Warehousing and Data Mining; Business Intelligence; Artificial Intelligence; Expert						12	C4			

	System; Big Data; Cyber Safety and Security-Cryptography; RSA Model of Encryption; Data Science - Block Chain Technology; E-commerce and E-Business models; IOT - RFID.		
V	Enterprise Resource Planning (ERP) System, Benefits of the ERP, ERP how different from conventional packages , Need for ERP , ERP components , Selection of ERP Package, ERP implementation, Customer Relationship management. Organisation & Types, Decision Making, Data & information, Characteristics & Classification of information, Cost & value of information, various channels of information and MIS; Information system audit and control – E-Governance.	12	C5
<b>Total</b>		<b>60</b>	
<b>Course Outcomes</b>			
<b>Course Outcomes</b>	On completion of this course, students will;	<b>Program Outcomes</b>	
<b>CO1</b>	Learn the importance of data and information in managerial decision making.	PO1, PO2, PO6	
<b>CO2</b>	Possess on the various IS and the its relevance to Organizational environment	PO3, PO5, PO8,	
<b>CO3</b>	Understand the application of IS on the various functions like Accounting, Finance, Marketing, Operations and HR	PO1, PO3, PO5, PO8	
<b>CO4</b>	To study the various models and new technologies	PO1, PO2, PO6, PO7	
<b>CO5</b>	Be exposed on the importance of selecting the appropriate ERP and its implementation	PO1, PO2, PO5, PO8	
<b>Reading List</b>			
1.	Information Systems for Business and Beyond – opentextbooks.site.		
2.	Management Information Systems: Managing the Digital firm – www.textbooks.com		
3.	Information systems Journal – Wiley Online Library.		
4.	Information Systems management in Business and development organisations – Harekrishna Misra – PHI Learning.		
<b>References Books</b>			
1.	Azam, M., Management Information System, McGrawHill Education, 2012		
2.	Laudon, K., Laudon, J. and Dass, R., Management Information Systems – Managing the Digital Firm, 11 <sup>th</sup> Edition, Pearson, 2010.		
3.	Murdick, R.G., Ross, J.E. and Claggett, J.R., Information Systems for Modern Management, 3 <sup>rd</sup> Edition, PHI, 2011.		
4.	O’Brien, J.A., Morakas, G.M. and Behl, R., Management Information Systems, 9 <sup>th</sup> Edition, Tata McGraw-Hill Education, 2009.		
5.	Saunders, C.S. and Pearson, K.E., Managing and Using Information Systems, 3 <sup>rd</sup> Edition, Wiley India Pvt. Ltd., 2009.		
6.	Stair, R. and Reynolds, G., Information Systems, 10 <sup>th</sup> Edition, Cengage Learning, 2012.		



DSE - 4

Subject Code	Subject Name	Category	L	T	P	O	Credits	Hours	Marks		
									CIA	External	Total
23MBA3E1	<b>HRM 3 - Strategic HRM</b>	DSE	3	-	-	-	3	3	25	75	100
<b>Course Objectives</b>											
C1	To familiarize the students with the basic concepts of Strategic Management										
C2	To provide insights into Environmental Forecasting										
C3	To throw light on Human Resource Strategy										
C4	To elucidate on Strategic Human Resource Processes										
C5	To create awareness and importance of New Economic Policy and HRM Strategy										
UNIT	Details							No. of Hours	Course Objectives		
I	<b>Strategic Management:</b> Nature and Significance; Dimensions of Strategic Decisions; Strategic Management Model and components; Strategy Formulation: Formulating a Company Mission; Forces Influencing the Strategy Formulation; Porter's Model;							9	C1		
II	<b>Environment Forecasting:</b> Analyzing the Company Profiles; Formulating Long-Term Objectives and Grand Strategies; Strategy Implementation; Institutionalizing the Strategy; Structure, Leadership and Culture, Evaluating the Strategy; Corporate Strategy and Global Strategy.							9	C2		
III	<b>Human Resource Strategy (HRS):</b> Concept, Approaches, HRS and Business Strategy; Change Management Strategies, Training and Development Strategies; Organizational Performance and HRS: HRM Strategy and Difficulties in its implantation							9	C3		
IV	<b>Strategic Human Resource Processes:</b> Workforce Utilization and Employment Practices; Efficient Utilization of Human Resources; Dealing with employee shortages; selection of employees; Dealing with employee surpluses and special implementation challenges. Reward and development systems; Strategically Oriented Performance Management Systems; oriented compensation systems and employee development.							9	C4		
V	<b>New Economic Policy and HRM Strategy:</b> Role of Human Resources in Strategy Formulation: Integrating Human Resources in Strategic Decisions;							9	C5		

	HRS and HRIS; Human Resource Strategy: Some Key Issues, HRM Strategy for Future.		
	<b>Total</b>	<b>45</b>	
<b>Course Outcomes</b>			
<b>Course Outcomes</b>	On completion of this course, students will;	<b>Program Outcomes</b>	
<b>CO1</b>	Comprehend the application of Strategic Management	PO1, PO2, PO6, PO7	
<b>CO2</b>	Evaluate Corporate Strategy & aid in Environment Forecasting	PO1, PO6, PO7	
<b>CO3</b>	Develop strategies, approaches for higher Organisational Performance	PO1, PO2, PO6	
<b>CO4</b>	Elucidate on Strategic Human Resource Processes and resource utilization	PO1, PO6, PO7	
<b>CO5</b>	Analyse and formulate New Economic Policy and HRM Strategy	PO2, PO6, PO7	
<b>Reading List</b>			
1.	J.C. Spender, 'Business Strategy: Managing Uncertainty, Opportunity, and Enterprise'.		
2.	Mark Schaefer, 'Return On Influence: The Revolutionary Power of Klout, Social Scoring, and Influence Marketing'.		
3.	Niraj Dawar, 'Tilt: Shifting Your Strategy from Products to Customers'.		
4.	W. Chan Kim, 'Blue Ocean Strategy, Expanded Edition: How to Create Uncontested Market Space and Make the Competition Irrelevant'.		
<b>References Books</b>			
1.	Ananda Das Gupta, Strategic Human Resource Management Formulating and Implementing HR Strategies for a Competitive Advantage, Productivity Press New York-Rouledge, 1 <sup>st</sup> Edition 2020.		
2.	Tanuja Agarwala, Strategic Human Resource Management, Oxford University Press, 1 <sup>st</sup> Edition 2007.		
3.	Gary Rees & Paul Smith, Strategic Human Resource Management An International Perspective, Sage, 3 <sup>rd</sup> Edition, 2021.		
4.	Marielle G. Heijltjes, Strategic Human Resource Management, Sage Publications Ltd. (UK), 1 <sup>st</sup> Edition 2000.		
5.	Rajib Lochan Dhar : Strategic Human Resource Management, Excel Books New Delhi, 1 <sup>st</sup> Edition 2010.		
6.	David Ulrich, Jon Younger, Wayne Brocbank, 'HR from the Outside In: Six Competencies for the Future of Human Resources (BUSINESS BOOKS)', McGraw Hill. 1st Edition, 2012.		
<b>Methods of Evaluation</b>			
<b>Internal Evaluation</b>	Continuous Internal Assessment Test		25 Marks
	Assignments/mini project/ demonstration sessions		
	Seminars		
	Attendance and Class Participation		
<b>External</b>	End Semester Examination		75 Marks

<b>Evaluation</b>		
	Total	100 Marks
<b>Methods of Assessment</b>		
<b>Recall (K1)</b>	Simple definitions, MCQ, Recall steps, Concept definitions	
<b>Understand/ Comprehend (K2)</b>	MCQ, True/False, Short essays, Concept explanations, Short summary or overview	
<b>Application (K3)</b>	Suggest idea/concept with examples, Suggest formulae, Solve problems, Observe, Explain	
<b>Analyze (K4)</b>	Problem-solving questions, Finish a procedure in many steps, Differentiate between various ideas, Map knowledge	
<b>Evaluate (K5)</b>	Longer essay/ Evaluation essay, Critique or justify with pros and cons	
<b>Create (K6)</b>	Check knowledge in specific or offbeat situations, Discussion, Debating or Presentations	

**DSE - 4**

Subject Code	Subject Name	Category	L	T	P	O	Credits	Hours	Marks		
									CIA	External	Total
<b>23MBA3E2</b>	<b>MM 3 - Sales and Distribution Management</b>	DSE	3	-	-	-	3	3	25	75	100
<b>Course Objectives</b>											
C1	To introduce students to sales management and its related software										
C2	To impart knowledge on sales performance strategies and tactics.										
C3	To acquaint students with sales forecasting techniques, sales quotas and sales force planning										
C4	To provide inputs on sales force staffing, training and sales audit.										
C5	To orient students on role of distribution in sales management										
<b>SYLLABUS</b>											
<b>UNIT</b>	<b>Details</b>							<b>No. of Hours</b>	<b>Course Objectives</b>		
I	Introduction, Nature, Concepts and Scope - Organization Framework of The Field Sales Force - Sales force Automation - Types of Field Sales Organizations – Career in Field Sales Management. Field – Emerging trend in Sales Management - Sales Manager – His Tasks and Responsibilities – Relation with Salesman and Relationships with top Management – Coordinating and Controlling the Marketing Mix. Operating Environment for Field Sales Force. Software application in Sales management. Sales Management Process.							9	C1		
II	Information and Planning: Qualities and Role-Hierarchy of Objectives and Goals, Concept of Strategies and Tactics. Development of Sales Performance Standards –Relationship of Performance Standards to Sales Development Function, its Purpose and Types, Review of Training and Staffing Programmes.							9	C2		
III	Sales Forecasting – Methods and Procedural Steps in Forecasting - Sales Budgeting - Allocation of Field Sales Resources. Design Sales Territories, Procedure for Designing – Determining Manpower Requirements, Recruiting, Methods and The Selection System. Sales Quotas, Types of Sales Quotas, its Purpose and Managerial Evaluation. Man Power Planning – Tasks, Skill, Qualification.							9	C3		

IV	Staffing – Responsibilities, tools and Methods of Selection. Motivational and Compensation Procedures for Sales Force – Method of Financial Incentives and its Purpose – Designing A Compensation Plan. Evaluation of Performance and Control. Salesmanship – Sales Positions – Theories of Selling – Understanding Consumer Behavior- Training and Development of Sales force. Sales Training Process, Designing Training Content- Training for Different sales personnel, Training Feedback- Sales Audit and Analysis – Control of Sales Efforts and Costs.	9	C4
V	Distribution: Role of Distribution in the Marketing Mix Distribution center network, suppliers milk run, supply tracking, network configuration, quality control monitoring; Role and Functions. Transport and Handling: Economics of Transportation, Determining Optimum Mode of Transport. Organization, Machines, Procedures and Documentation- Policies; Role of Transport; Transport in emergencies; safety and security of goods- Dealer Network: Role of Middlemen/Dealer in Marketing and Distribution- Channel Information System- Designing a Channel information system. Dealer Functions at Wholesale and Retail Level – National and International Channel of Distribution- Strategic Plan of Network – Location, Selection - Appointment and Termination of Dealers - Morale and Motivation.	9	C5
<b>Total</b>		<b>45</b>	
<b>Course Outcomes</b>			
<b>Course Outcomes</b>	On completion of this course, students will;	<b>Program Outcomes</b>	
<b>CO1</b>	Be able to understand sales management and its related software	PO4, PO6	
<b>CO2</b>	Know sales performance strategies and tactics.	PO1,PO2, PO6	
<b>CO3</b>	Understand sales forecasting techniques, sales quotas and sales force planning	PO4, PO6,PO7	
<b>CO4</b>	Know the concepts of sales force staffing, training and sales audit.	PO5, PO6	
<b>CO5</b>	Have knowledge on the role of distribution in sales management	PO6,PO7	
<b>Reading List</b>			
1.	Dr.S.S.Guptha, Sales and Distribution Management – Text and Cases an Indian Perspective,Laxmi Publications Pvt Ltd; 2018		

2.	Pingali Venugopal ,Sales and Distribution Management: An Indian Perspective, Sage, 2008
3.	Ramendra Singh , Sales And Distribution Management,Vikas Publishing , 2016
4.	Tapan K. Panda , Sales and Distribution Management ,Oxford University Press,2011
<b>References Books</b>	
1.	Still, R.R., Sales Management: Decision Strategy and Cases, 5th Edition, Pearson, 2011.
2.	Tapan K Panda, Sunil Sahadev, Sales Management, Sales and Distribution Management ISBN: 9780199499045, Oxford University Press, 2019.
3.	Pingali Venugopal Sales and Distribution Management: An Indian Perspective, SAGE Publications, 2008.
4.	Cron, W.L. and DeCarlo, T.E., Sales Management: Concepts and Cases, 10 th Edition, Wiley India Pvt. Ltd., 2011.
5.	Havalder, K. and Cavale, V., Sales and Distribution Management, 2nd Edition, Tata McGraw-Hill Education, 2011.

DSE - 4

Subject Code	Subject Name	Category	L	T	P	O	Credits	Hours	Marks		
									CIA	External	Total
23MBA3E3	FM 3 - Security Analysis and Portfolio Management	DSE	3	-	-	-	3	3	25	75	100
<b>Course Objectives</b>											
C1	To provide insight about the relationship of the risk and return and how risk should be measured to bring about a return according to the expectations of the investors in investment avenues and securities market.										
C2	To provide an overview of the operation of the securities markets and the mechanics of trading securities in stock exchanges.										
C3	To ensure acquaintance of in-depth understanding of fundamental analysis tools to make optimum investment decision.										
C4	To analyze stock price behavior in market, that is affected by various factors by calculating various technical indicators using Technical Analysis.										
C5	To enable the students with a basic introduction to portfolio theory and study various methods of modeling the risk associated with stock investment.										
<b>Syllabus</b>											
UNIT	Details							No. of Hours	Course Objectives		
I	<b>Investment</b> - Concept of investment-importance-alternate forms of investment-LIC schemes-bank deposits-government securities-mutual fund schemes-post office schemes-provident fund-company deposits-real estate- Gold and Silver- Growth adjusted value investing strategy; G-Secs; P-note investments. Concepts of risk and return, measurement of risk is measured in terms of standard deviation and variance, the relationship between risk and return.							9	C1		
II	<b>Securities Market</b> - Investment Environment; Financial Market - Segments – Types - Participants in financial Market – Regulatory Environment, Primary Market – Methods of floating new issues, Book building – Role of primary market – Regulation of primary market, Stock exchanges in India – BSE, OTCEI, NSE, ISE, and Regulations of stock exchanges – Trading system in stock exchanges – SEBI.ESG, Stop loss, Fat finger trades, circuit breaker, T+1 and T+2 settlement, Funding of Social Sector; open interest volume and prices; free float in listed companies; Algo trading; Block Chain Technology.							9	C2		

III	<b>Fundamental Analysis</b> - Economic Analysis – Forecasting techniques. Industry Analysis; Industry classification, Industry life cycle – Company Analysis. Measuring Earnings – Forecasting Earnings – Applied Valuation Techniques – Graham and Dodds investor ratios.	9	C3
IV	<b>Technical Analysis</b> - Fundamental Analysis Vs Technical Analysis – Charting methods – Market Indicators. Trend –Trend reversals – Patterns - Moving Average – Exponential moving Average – Oscillators – Market Indicators – Efficient Market theory.	9	C4
V	<b>Portfolio Management</b> -Portfolio analysis –Portfolio Selection –Capital Asset Pricing model – Portfolio Revision –Portfolio Evaluation	9	C5
<b>Total</b>		<b>45</b>	
<b>Course Outcomes</b>			
<b>Course Outcomes</b>	On completion of this course, students will;	<b>Program Outcomes</b>	
<b>CO1</b>	Understand the role of Risk Return propositions in securities analysis such as fixed income securities, preference shares and ordinary shares.	PO2, PO6, PO7	
<b>CO2</b>	Explain the apprehend role, functions and key players in the securities market and the trading system of the stock market	PO2, PO4, PO6, PO7	
<b>CO3</b>	Analyze the investment decisions with the help of fundamental analysis techniques.	PO2, PO4, PO7, PO8	
<b>CO4</b>	Appraise the stock price movements and its behavior with the help of technical analysis techniques.	PO4, PO6 PO7	
<b>CO5</b>	Write the benefit of diversification of holding a portfolio of assets, and the importance played by the market portfolio.	PO6, PO7	
<b>Reading List</b>			
1.	Falguni, H. Pandya, Security Analysis and Portfolio Management, PHI Learning, 2015		
2.	Ambika Prasad Dash, Security Analysis and Portfolio Management, I.K. International, 2009		
3.	The Journal of Portfolio Management, Springer		
4.	Financial Markets and Portfolio Management, Scimago Journal and Country Rank		
<b>References Books</b>			
1.	Kevin, S., Security Analysis and Portfolio Management, PHI Learning, Second Edition, 2015.		
2.	Prasanna Chandra, P., Investment Analysis and Portfolio Management, Tata McGraw-Hill Education, 5th Edition, 2017.		
3.	Donald E. Fischer & Ronald J. Jordan, Security Analysis & Portfolio Management, PHI Learning., New Delhi, 8th edition, 2018.		
4.	Khatri, D.K., Security Analysis and Portfolio Management, Macmillan		



	Publishers India, First Edition, 2014.
5.	Ranganathan, M. and Madhumathi, R., Security Analysis and Portfolio Management, 2ndEdition, Pearson, 2015.
6.	Reilly, F. and Brown, K. C., Analysis of Investments and Portfolio Management, Cengage Learning, 11th Edition, 2019.

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
23MBA3A1	Leadership and Team Building Skills	AEC	2	-	-	-	2	2	25	75	100
<b>Course Objectives</b>											
C1	To understand the characteristics, style, traits of leaders, and theories of leadership.										
C2	To learn more about self-leadership and developing team-building skills through case studies and examples.										
C3	To understand how to form, manage and lead the team.										
C4	To understand the measures of conflict in a team										
C5	To explore team roles & processes in developing and managing a team										
<b>SYLLABUS</b>											
UNIT	Details							No. of Hours	Course Objectives		
I	<b>Leadership Theories:</b> Nature of leadership theories & models of leadership - attributes of effective leaders - traits of leadership - interpersonal competence & leadership							6	C1		
II	<b>Leadership Styles:</b> Leadership qualities -styles of leadership -attitudes-role models & new leadership - cultural differences and diversity in leadership - leader behaviour leadership in different countries- leadership ethics & social responsibility.							6	C2		
III	<b>Leadership Skills:</b> Leadership skills - Leadership & management - transactional & transformational in leadership -Strength based leadership in practice - Tasks & Relationship approach in leadership - influence tactics of leaders- motivation and coaching skills. Establishing constructive climate- listening to out group members-communication and conflict resolution skills.							6	C3		
IV	<b>Team Work:</b> Working in group & teams - characteristics of effective team- types- team development: Tuckman's team development stages- Belbin team roles - Ginnett - team effectiveness leadership model.							6	C4		
V	<b>Exploring team roles &amp; processes:</b> mapping the stages of group development -Building: and developing teams-overcoming resistance coping and conflict and Ego-leading a team managing meetings.							6	C5		
<b>Total</b>							<b>30</b>				
<b>Course Outcomes</b>											

<b>Course Outcomes</b>	<b>On completion of this course, students will;</b>	<b>Program Outcomes</b>
<b>CO1</b>	Critical understanding of theories and concepts of leadership and teamwork in organizations	PO4, PO5, PO6, PO7
<b>CO2</b>	Critical awareness of the importance of teamwork and development of the skills for building effective teams	PO4, PO5, PO6, PO7
<b>CO3</b>	Understanding of the techniques and practical understanding of how to apply theories and concepts to improve leadership skills.	PO2, PO4, PO5, PO6, PO7
<b>CO4</b>	Development of skills in effective leadership and professional communication	PO4, PO5, PO6, PO7
<b>CO5</b>	Demonstrate effective written communication skills for plans, strategies and outcomes.	PO4, PO6, PO7
<b>Reading List</b>		
1.	Uday Kumar Haldar, Leadership and Team Building,	
2.	D.K. Tripathy, Team Building and Leadership with Texts and Cases, Himalaya Publishing House, 2014	
3.	International Journal on Leadership, Publishing India Group	
4.	International Journal of Organizational Leadership, CIKD	
<b>References Books</b>		
1.	Gonda, C. M. (2016) Master of Business Etiquette: The Ultimate Guide to Corporate Etiquette and Soft Skills Embassy Books, First Edition.	
2.	Mehra, S. K. (2012) Business Etiquette A Guide For The Indian Professional. Noola: HarperCollins	
3.	Pachter, B. (2013). The Essentials of Business Etiquette: How to Greet, Eat, and Tweet Your Way to Success (1) edition New York: McGraw-Hill Education.	
4.	Past, K. (2008). Indian Business Etiquette: 1 (First edition). Ahmedabad Jaico Publishing House.	
5.	Travis, R. (2013). Tech Etiquette: OMG, 2 Edition, RLT Publishing.	
6.	Gonda, C. M. (2016) Master of Business Etiquette: The Ultimate Guide to Corporate Etiquette and Soft Skills Embassy Books, First Edition.	

Subject Code	Subject Name	Category	L	T	P	O	Credits	Hours	Marks			
									CIA	External	Total	
23MBA3S1	EMPLOYABILITY SKILLS	SEC	2	-	-	-	2	2	25	75	100	
<b>Course Objectives</b>												
C1	To learn about the employability skills											
C2	To understand dimensions of task oriented skills											
C3	To study on critical problem-solving techniques											
C4	To develop employability skills											
C5	To understand the logical and reasoning skills											
<b>SYLLABUS</b>												
UNIT	Details							No. of Hours	Course Objectives			
I	<b>INTRODUCTION TO EMPLOYABILITY SKILLS</b> Meaning – Definition – Hard skills and soft skills –Employability skills and vocational skills – Employability and employment – Employability attributes.							9	C1			
II	<b>UNPACKING EMPLOYABILITY SKILLS</b> Embedded employability skills – Dimensions of competency – Task skills –Task Management skills – Contingency Management skills –Job/Role Environment skills.							9	C2			
III	<b>INTER – RELATIONSHIPS OF EMPLOYABILITY SKILLS</b> Communication – Team work –Problem solving – Initiative and Enterprise – Planning and Organizing – Self management – Learning – Technology.							9	C3			
IV	<b>RESUME WRITING</b> Meaning – Features of good resume – Model (Exercise). Etiquettes – Dress, Cleanliness, Etiquettes to be followed inside the employment seeking process.							9	C4			
V	<b>Arithmetic and Logical Reasoning Skills – Exercise.</b>							9	C5			
<b>Total</b>							<b>45</b>					
<b>Course Outcomes</b>												
<b>Course Outcomes</b>	On completion of this course, students will;											
<b>CO1</b>	Acquire employability skills							PO4, PO6, PO7				
<b>CO2</b>	understand dimensions of task oriented skills							PO4, PO6, PO7				
<b>CO3</b>	study on critical problem-solving techniques							PO4, PO6, PO7				
<b>CO4</b>	develop employability skills							PO4, PO6, PO7				

<b>CO5</b>	understand the logical and reasoning skills	PO4, PO6, PO7
<b>Reading List</b>		
1.	<a href="https://www.jobjumpstart.gov.au/article/what-are-employability-skills">https://www.jobjumpstart.gov.au/article/what-are-employability-skills</a>	
2.	<a href="https://www.simplilearn.com/why-are-employability-skills-important-article">https://www.simplilearn.com/why-are-employability-skills-important-article</a>	
3.	<a href="https://blog.hubspot.com/marketing/employability-skills">https://blog.hubspot.com/marketing/employability-skills</a>	
4.	<a href="https://www.indeed.com/career-advice/finding-a-job/employability-skills">https://www.indeed.com/career-advice/finding-a-job/employability-skills</a>	
<b>References Books</b>		
1.	Soft Skills, Dr. K. Alex	
2.	Winning Interview Skills, Compiled & Edited by J.K. Chopra.	
3.	A Modern Approach to Verbal and Non- Verbal Reasoning, R. S. Aggarwal.	
4.	Fafinski, S., Finch, E. (2014). Employability Skills for Law Students. United Kingdom: OUP Oxford.	
5.	Trought, F. (2017). Brilliant Employability Skills: How to Stand Out from the Crowd in the Graduate Job Market. United Kingdom: Pearson Education Limited.	
6.	Chaita, M. V. (2016). Developing Graduate Employability Skills: Your Pathway to Employment. United States: Universal Publishers.	

**SEMESTER IV**

**Core XIV**

Subject Code	Subject Name	Category	L	T	P	O	Credits	Hours	Marks		
									CIA	External	Total
<b>23MBA4C1</b>	<b>International Business</b>	Core	3	-	-	1	4	6	25	75	100
<b>Course Objectives</b>											
C1	To understand and analyze international situations and evaluate international collaborative arrangements and strategic alliances.										
C2	To apply knowledge of political, legal, economic and cultural country differences to develop competitive strategies in foreign, regional and global markets.										
C3	To throw light on international trade theories and the management of business functional operations in an international context.										
C4	To analyze and evaluate barriers, opportunities, market entry modes and the process of internationalization.										
C5	To know about regional economic integration and contemporary issues in international business.										
<b>SYLLABUS</b>											
UNIT	Details							No. of Hours	Course Objectives		
I	Introduction: Introduction to International Business: Importance, nature and scope of International business- International Business Vs. Domestic Business; Tariff and non-tariff barriers- transition from Domestic to International Business; Advantages and disadvantages of International business; Balance of Payments; Balance of Trade; Balance of Current Account . Modes of entry into International Business- Internationalization process and managerial implications- Multinational Corporations and their involvement in International Business- Issues in foreign investments, technology transfer, pricing and regulations- International collaborative arrangements and strategic alliances- Counter Trade; Import-Export Process and Documentation.							12	C1		
II	International Business Environment and Cultural Differences: International Business Environment: Economic, Political, Cultural and Legal environments in International Business. Framework for analyzing International Business environment. Differences in Culture: Introduction — Social Structure — Religion — Language — Education — Culture and the Workplace — Cultural Change — Cross-cultural Literacy — Culture and Competitive Advantage.							12	C2		

III	International Trade Theory: Introduction — Mercantilism, Neo-Mercantilism — Theory of Absolute Advantage — Theory of Comparative Advantage — Heckscher-Ohlin Theory — The New Trade Theory — National Competitive Advantage — Porter's Diamond — General Agreement on Tariff and Trade (GATT)- World Trade Organization (WTO)-GATS-UNCTAD- Trade Blocks; Customs Union-EU- PTA- European Free Trade Area (EFTA)-Central American Common Market(CACM)-Latin American Free Trade Association(LAFTA)- North American Free Trade Agreement(NAFTA)- Association of South East Asian Nations(ASEAN)- CARICOM- GSTP-GSP-SAPTA- Indian Ocean RIM Initiative- BIMSTEC- Bretton Woods Twins- World Bank & IMF, International Finance Corporation- Multilateral Investment Guarantee Agency (MIGA).	12	C3
IV	Global Trading and Investment Environment: Recent Trends in India's Foreign Trade- India's Commercial Relations and Trade Agreements with other countries- Institutional Infrastructure for export promotion in India- Export Assistance- Export Finance- Export Processing Zones (EPZs) - Special Economic Zones (SEZs)- Exports by Air, Post and Sea- Small Scale Industries (SSI) and Exports- Role of ECGC- Role of EXIM Bank of India- Role of Commodity Boards- Role of State Trading Agencies in Foreign Trade- STC, MMTC, etc. Foreign Exchange Market- Functions of Foreign Exchange Market- Foreign Direct Investments (FDI); forms of FDI — Horizontal and Vertical Foreign Direct Investment — Advantages of FDI to Host and Home Countries.	12	C4
V	Contemporary Issues: Contemporary Issues in International Business- International Sales Contract- Major Laws- INCO terms- Standard Clauses of International Sales Contract- Role of Indian Council of Arbitration / International Chamber of Commerce in solving Trade disputes. Export Regulations: Procedure for export of goods- Quality Control and Pre- shipment Inspection- Customs Clearance- Port formalities- Exchange regulations for Export- Role of Clearing and Forwarding Agents.	12	C5
<b>Total</b>		<b>60</b>	
<b>Course Outcomes</b>			
<b>Course Outcomes</b>	On completion of this course, students will;	<b>Program Outcomes</b>	
<b>CO1</b>	Be aware of the international situations and evaluate	PO2, PO4, PO7	

	international collaborative arrangements and strategic alliances.	
<b>CO2</b>	Possessed knowledge of political, legal, economic and cultural country differences to develop competitive strategies in foreign, regional and global markets.	PO4, PO7
<b>CO3</b>	Know the various international trade theories and the management of business functional operations in an international context.	PO4, PO6, PO7
<b>CO4</b>	Be able to evaluate barriers, opportunities, market entry modes and the process of internationalization.	PO2, PO4, PO7
<b>CO5</b>	Have better understanding on regional economic integration and contemporary issues in international business.	PO6, PO7, PO8

#### **Reading List**

1.	<a href="http://www.internationalbusinesscorporation.com">www.internationalbusinesscorporation.com</a>
2.	<a href="http://www.business-ethics.org">www.business-ethics.org</a>
3.	<a href="https://www.jstor.org/journal/jintebusistud">https://www.jstor.org/journal/jintebusistud</a>
4.	Journal of International Business and Management (JIBM)

#### **References Books**

1.	International Business: Competing in the Global Marketplace (SIE)   11th Edition – 14 August 2018 by Charles W. L. Hill (Author), G. Tomas M. Hult (Author), Rohit Mehtani (Author)
2.	International Business   Fourth Edition   By Pearson – 30 November 2017 by S. Tamer Cavusgil (Author), Gary Knight (Author), John Riesenberger (Author)
3.	Cherunilam, F., International Business: Text and Cases, 5th Edition, PHI Learning, 2010.
4.	Paul, J., International Business, 5th Edition, PHI Learning, 2010.
5.	Deresky, H., International Management: Managing Across Borders and Cultures, 6th Edition, Pearson, 2011.
6.	Griffin, R., International Business, 7th Edition, Pearson Education, 2012.



Core - XV

Subject Code	Subject Name	Category	L	T	P	O	Credits	Hours	Marks		
									CIA	External	Total
23MBA4C2	Advanced Marketing Research and Consumer Behaviour	Core	3	-	-	1	4	6	25	75	100
<b>Course Objectives</b>											
C1	To create an understanding of market research concepts.										
C2	To create awareness of sampling techniques and its implications on market research.										
C3	To throw light on models of consumer behavior.										
C4	To foster knowledge on determinants of consumer behavior.										
C5	To create awareness on the consumer decision-making process.										
<b>SYLLABUS</b>											
UNIT	Details							No. of Hours	Course Objectives		
I	Introduction: Nature and scope of Marketing Research – Marketing Research as an aid to marketing decision making – Scientific method – Research designs – Exploratory, descriptive and conclusive – Secondary and Primary Data Collection Methods – Questionnaire Construction Procedure.							10	C1		
II	Sampling: Sampling Techniques – Sample Size Determination per survey Application of Marketing Research: Motivation Research – Advertising Research – Product Research.							12	C2		
III	Models of Consumer Behaviour: Nicosia Model - Howard-Sheth Model – Engel- Blackwell-Miniard Model, Environment influences on Consumer: Culture – Social Class – Social Groups – Family– Personal Influence and Opinion Leadership.							12	C3		
IV	Individual Determinants of Consumer Behaviour: Motivation and Involvement – Information Processing – Learning – Personality and Self Concept – Attitude Theories and Change. Consumer Decision Processes: Problem Recognition – Search and Evaluation – Purchasing – Post-purchase Behaviour.							12	C4		
V	<u>Multivariate analysis: Discriminant analysis, Factor analysis, Conjoint analysis, Cluster analysis - Multidimensional scaling and Multiple Regression - Model Building, Data Visualization Tools – Usage of</u>							14	C5		

	forecasting techniques - Time Series Analysis, <u>ARIMA.</u>		
	<b>Total</b>	<b>60</b>	
<b>Course Outcomes</b>			
<b>Course Outcomes</b>	On completion of this course, students will;	<b>Program Outcomes</b>	
<b>CO1</b>	Understand the basic concepts of marketing research.	PO4,PO7	
<b>CO2</b>	Understand the complexity of sampling techniques and its implications on market research.	PO4, PO6	
<b>CO3</b>	Have insights on models of consumer behavior and helps them to develop models.	PO6,PO7	
<b>CO4</b>	Possess knowledge on determinants of consumer behavior.	PO6	
<b>CO5</b>	Have insights on consumer decision process.	PO2, PO6,PO7	
<b>Reading List</b>			
1.	Suja R. Nair , Consumer Behaviour & Marketing Research, Himalaya Publishing, 2015		
2.	S. Sumathi, P. Saravanel,Consumer Behaviour & Marketing Research , S.Chand,2003		
3.	Rajendra Nargundkar ,Marketing Research: Text and Cases .Tata Mc Graw Hill , 2017		
4.	G.C.Beri, Marketing Research ,Tata Mc Graw Hill,2013		
<b>References Books</b>			
1.	Leon Schiffman, and Joseph L. Wisenblit., Consumer Behavior, 11 <sup>th</sup> Edition, Pearson, 2015.		
2.	Naresh K.Malhotra and Satyabhusan., Marketing Research, 7 <sup>th</sup> Edition, Pearson, 2019.		
3.	Barbara G Tabachnick and Linda S Fidell, Using Multivariate Statistics, 7 <sup>th</sup> Edition, Pearson. 2020.		
4.	Majumdar, Ramanuj, Consumer Behaviour: Insights from Indian Market, PHI Learning, 2020.		
5.	S. Ramesh Kumar., Consumer Behaviour: The Indian Context (Concepts and Cases), Pearson Education, 2 <sup>rd</sup> Edition, 2021.		

Subject Code	Subject Name	Category	L	T	P	O	Credits	Hours	Marks		
									CIA	External	Total
23MBA4PR	Project and Viva - Voce	Core	-	-	-	-	6	10	25	75	100

**# The Project Work will be evaluated jointly by TWO Examiners (i.e. one Internal and the other External) for a Maximum of 225 Marks (9 Credits).**

**# The Viva- Voce will be conducted with Two Examiners (i.e. one Internal and the other External) for a Maximum of 75 Marks (3 Credits).**

DSE - 5

Subject Code	Subject Name	Category	L	T	P	O	Credits	Hours	Marks		
									CIA	External	Total
23MBA4E1	<b>HRM 4 - Industrial and Labour Relations</b>	DSE	3	-	-	-	3	4	25	75	100
<b>Course Objectives</b>											
C1	To familiarize the students to the basic concepts of Industrial Relations in order to aid in understanding how an industry functions.										
C2	To provide insights on Industrial Harmony and Conflicts										
C3	To throw light on Labour Relations, Joint consultation										
C4	To explicate on Trade Union, Problems and role of Indian Trade Unions.										
C5	To elucidate on Collective Bargaining, Tripartite Machinery										
UNIT	Details							No. of Hours	Course Objectives		
I	<b>Industrial Relations:</b> The changing concepts of Industrial relations- Factors affecting employee stability. Application on Psychology to Industrial Relations. Codes of Conduct.							9	C1		
II	<b>Industrial Harmony and Conflict:</b> Harmonious relations in industry- importance and means; cause of industrial disputes- Machinery for settling of disputes- Negotiation- Conciliation- Mediation- Arbitration and Adjudication- Strikes- Lock-outs- Lay-off and Retrenchment- Code of Discipline- Grievance procedure- Labour management co- operation; Worker's participation in management.							9	C2		
III	<b>Labour Relations:</b> Changing concept of management labour relations- Statute laws- Tripartite conventions- development of the idea of social justice- limitation of management prerogatives increasing labour responsibility in productivity. Joint Consultation: Principal types- Attitude of trade unions and management- Joint consultation in India.							9	C3		
IV	<b>Trade Unions:</b> Trade Unions and their growth-economic- social and political conditions leading to the development of trade unionism- Theories of trade unionism- Aim and objectives of trade unions- Structure and governing of trade unions. <b>Problems and Role of Indian Trade Unions:</b> Recognition and leadership- Finances and Membership- Compulsory versus free membership- Political activities- Welfare- Legislation- Majority and Minority unions-							9	C4		

	Social responsibilities- positive role in economic and social development.		
V	<p><b>Collective Bargaining:</b> Meaning- Scope- Subject matter and parties- Methods and tactics- Administrations of collective bargaining agreements- Charter of Demands &amp; Counter Demands- Fair and unfair labour practice.</p> <p><b>Tripartite Machinery:</b> At the center and in the states- I.L.O. – Its functions and role in labour movement – Industrial health and safety- Industrial legislations.</p>	9	C5
<b>Total</b>		<b>45</b>	
<b>Course Outcomes</b>			
<b>Course Outcomes</b>	On completion of this course, students will;	<b>Program Outcomes</b>	
<b>CO1</b>	Generalize with the basic concepts of Industrial Relations.	PO2, PO6	
<b>CO2</b>	Enumerate insights on Industrial Harmony and Conflicts.	PO4, PO8	
<b>CO3</b>	Have insights on Labor Relations, Joint Consultation	PO8	
<b>CO4</b>	Summarize best practices of Trade Union, Problems and role of Indian Trade Unions	PO1, PO5	
<b>CO5</b>	Demonstrate policies for Collective Bargaining, Tripartite Machinery.	PO1, PO3, PO5	
<b>Reading List</b>			
1.	Campbell Balfour, 'Industrial Relations in the common market'		
2.	Michael Poole, 'Theories of Trade unionism'		
3.	Srikanth Goparaju, 'Industrial Relations in Modern India'		
4.	Glenn Diesen, 'Great Power Politics in the fourth Industrial Revolution'		
<b>References Books</b>			
1.	Tripathi PC, Gupta C B & Kapoor N D., Industrial Relations and Labour Laws., 6 <sup>th</sup> Edition 2020.		
2.	Sen, R., Industrial Relations: Text and Cases, 2 <sup>nd</sup> Edition, Macmillan PublishersIndia, 2009.		
3.	Monappa, Nambudri and Selvaraj, Industrial Relations and Labour Laws, 2 <sup>nd</sup> Edition, Tata McGraw-Hill, 2012.		
4.	PRN Sinha, and Sinha Indu Bala, Industrial Relations, Trade Unions and Labour Legislation, Pearson, 3 <sup>rd</sup> Edition, 2017.		
5.	Sivarethnamohan R, Industrial Relations and Labour Welfare, PHI Learning, 1 <sup>st</sup> Edition 2010.		
6.	VenkataRatnam, C. S., Industrial Relations, Oxford University Press, 2 <sup>nd</sup> Edition, 2017.		
<b>Methods of Evaluation</b>			
<b>Internal Evaluation</b>	Continuous Internal Assessment Test		25 Marks
	Assignments/mini project/practical demonstrations		
	Seminars		
	Attendance and Class Participation		

<b>External Evaluation</b>	End Semester Examination	75 Marks
	Total	100 Marks
<b>Methods of Assessment</b>		
<b>Recall (K1)</b>	Simple definitions, MCQ, Recall steps, Concept definitions	
<b>Understand/ Comprehend (K2)</b>	MCQ, True/False, Short essays, Concept explanations, Short summary or overview	
<b>Application (K3)</b>	Suggest idea/concept with examples, Suggest formulae, Solve problems, Observe, Explain	
<b>Analyze (K4)</b>	Problem-solving questions, Finish a procedure in many steps, Differentiate between various ideas, Map knowledge	
<b>Evaluate (K5)</b>	Longer essay/ Evaluation essay, Critique or justify with pros and cons	
<b>Create (K6)</b>	Check knowledge in specific or offbeat situations, Discussion, Debating or Presentations	

DSE - 5

Subject Code	Subject Name	Category	L	T	P	O	Credits	Hours	Marks		
									CIA	External	Total
<b>23MBA4E2</b>	<b>MM4 - Services Marketing</b>	DSE	3	-	-	-	3	4	25	75	100
<b>Course Objectives</b>											
C1	To familiarize the students to the basic concepts of Services marketing and Service Sector										
C2	To provide insights on Marketing Mix In Service Marketing										
C3	To throw light on Effective Management Of Service Marketing										
C4	To elucidate on Quality of Services ,GAPS and factors influencing Services Marketing										
C5	To create awareness and importance of various service sectors like Health, Hospitality, travel, hotels and Tourism ,Professional Service, Public Utility Services & Educational Services										
<b>SYLLABUS</b>											
<b>UNIT</b>	<b>Details</b>							<b>No. of Hours</b>	<b>Course Objectives</b>		
I	Marketing Services: Introduction - Growth of the service sector - The Concept of Service - Characteristics of Service – Classification of Service – Designing of the Service, Blueprinting, Using Technology, Developing Human Resources, Building Service Aspirations.							9	C1		
II	Marketing Mix In Service Marketing: The Seven Ps: Product Decision, Pricing, Strategies And Tactics, Promotion Of Service And Placing Of Distribution Methods For Services. Additional Dimension In Services Marketing – People, Physical Evidence And Process.							9	C2		
III	Effective Management Of Service Marketing: Marketing Demand And Supply through Capacity Planning and Segmentation – Internal Marketing of Services – External versus Internal Orientation of Service Strategy.							9	C3		
IV	Delivering Quality Service: Causes Of Service – Quality Gaps. The Customer Expectations Versus Perceived Service Gap. Factors And Techniques To Resolve This Gap Customer Relationship Management. Gaps in Services – Quality Standards, Factors and Solutions – The Service Performance Gap – Key Factors and Strategies for Closing the Gap. External Communication to the Customers – The Promise versus Delivery Gap – Developing Appropriate and Effective							9	C4		

	Communication about Service Quality		
V	Marketing Of Service With Special Reference: Financial Services – Health Service - Hospitality Services including travel, hotels and tourism - Professional Service - Public Utility Services - Educational Services.	9	C5
	<b>Total</b>	<b>45</b>	
<b>Course Outcomes</b>			
<b>Course Outcomes</b>	On completion of this course, students will;	<b>Program Outcomes</b>	
<b>CO1</b>	Possess knowledge and understanding on the basic concepts of managing Services marketing and Service Sector	PO4,PO7	
<b>CO2</b>	Possess knowledge on Marketing Mix in Service Marketing	PO6	
<b>CO3</b>	Have insights on Effective Management of Service Marketing	PO6,PO7	
<b>CO4</b>	Learn Quality of Services,GAPS and factors influencing Services Marketing	PO6	
<b>CO5</b>	Have better understanding on various service sectors like Health, Hospitality, travel, hotels and Tourism,Professional Service, Public Utility Services & Educational Services	PO4, PO5, PO6, PO7	
<b>Reading List</b>			
1.	R. Srinivasan, Services Marketing: The Indian Context 4th Edition, PHI, Edition, 2014		
2.	Jayantha Chatterjee Christopher Lovelock, Pearson, 2017, Kindle		
3.	Journal of services marketing, Emerald Insight		
4.	Journal of service management, Emerald Group Publishing Ltd		
<b>References Books</b>			
1.	Bateman, J.E. and Hoffman, D., Services Marketing, 4th Edition, Cengage Learning, 2011.		
2.	Gronoos, C., Service Management and Marketing: Customer Management in Service Competition, 3rd Edition, Wiley India, 2011.		
3.	Jauhari, V. and Dutta, K., Services: Marketing, Operations and Management, Oxford University press, 2009.		
4.	Lovelock, C., Wirtz, J. and Chatterjee, J., Services Marketing, 7th Edition, Pearson, 2019.		
5.	Srinivasan, R., Services Marketing: Indian Context, PHI Learning, 2012.		
6.	Zeithaml, V., Bitner, M.J., Gremler, D. and Pandit, A., Services Marketing, 5th Edition, Tata McGraw-Hill, 2017		



## DSE - 5

Subject Code	Subject Name	Category	L	T	P	O	Credits	Hours	Marks			
									CIA	External	Total	
23MBA4E3	FM 4- Corporate Finance	DSE	3	-	-	-	3	4	25	75	100	
<b>Course Objectives</b>												
C1	To familiarize the students with the fundamental understanding of corporate finance.											
C2	To create awareness and understanding on the Indian capital market, the various sources of capital and role of SEBI.											
C3	To throw light on the investment techniques on the investment decision making											
C4	To educate the students on the various sources of international finance available to the Indian companies.											
C5	To elucidate on the various modes through which corporate can go international and multinational collaboration can be made.											
<b>SYLLABUS</b>												
UNIT	Details							No. of Hours	Course Objectives			
I	<b>Introduction to Corporate Finance:</b> Corporate – Nature and Scope – Role of Financial Institution – Valuation of the Firm – Time value of money concepts.							09	C1			
II	<b>Indian Capital Market</b> – Basic problem of Industrial Finance in India. Fiscal Policies, Government Regulations affecting Capital Market – Role of SEBI –Stock Markets - Equity– Debenturefinancing–Guidelines from SEBI, advantages and disadvantages							09	C2			
III	<b>Investment Decision:</b> Investment Analysis – Risk Analysis - Probability Approach. Business Failures, Mergers, Consolidations and liquidation.							09	C3			
IV	<b>Finance from international sources,</b> – role of EXIM bank and commercial banks – Finance for rehabilitation of sick units. Inflation and Financial Decisions.							09	C4			
V	<b>Foreign Collaboration</b> – FDI and FIIS Business Ventures Abroad. International Financial Institutions & Multinational Corporations; Global Minimum Tax							09	C5			
	<b>Total</b>							<b>45</b>				
<b>Course Outcomes</b>												
<b>Course</b>	On completion of this course, students will;							<b>Program Outcomes</b>				

<b>Outcomes</b>		
<b>CO1</b>	Understand the fundamentals of corporate finance.	PO4, PO6
<b>CO2</b>	Summarize the role of SEBI and the structure of Indian capital market.	PO4, PO6, PO7
<b>CO3</b>	Analyze the various investment techniques and the investment decision making.	PO2, PO7
<b>CO4</b>	Appraise the various sources of finance that are available to the Indian companies.	PO6, PO7
<b>CO5</b>	Categorize the various modes through which corporate can go international and multinational.	PO6, PO7
<b>Reading List</b>		
1.	Jeffery Haas, Corporate Finance in a Nutshell, Kindle Edition, 2021	
2.	Mike Piper, Corporate Finance made simple, Kindle Edition, 2020	
3.	Journal of Corporate Finance, Elsevier	
4.	The Review of Corporate Finance, Oxford Academic	
<b>References Books</b>		
1.	Brealey, R.A., Myers, S.C., Allen, F. and Mohanty, P., Principles of Corporate Finance, 12 <sup>th</sup> Edition, Paperback, Tata McGraw- Hill Publishers, 2018.	
2.	Damodaran, A., Applied Corporate Finance, 4 <sup>th</sup> Edition, Wiley, 2015.	
3.	Damodaran, A., Corporate Finance: Theory and Practice, 2 <sup>nd</sup> Edition Paperback, Wiley India Pvt Ltd., 2007.	
4.	Kidwell, D. and Parrino, R., Fundamentals of Corporate Finance, Wiley India Pvt. Ltd., 2011.	
5.	Madura, J., International Corporate Finance, 10 <sup>th</sup> Edition, Cengage Learning, 2012.	
6.	Viswanath, S., Cases in Corporate Finance, McGraw-Hill Education, 2009.	

## AEC - 4

Subject Code	Subject Name	Category	L	T	P	O	Credits	Hours	Marks			
									CIA	External	Total	
23MBA4A1	Stress Management	AEC	2	-	-	-	2	2	25	75	100	
<b>Course Objectives</b>												
C1	To understand the concept of stress management											
C2	To understand the impact of stress											
C3	To analyse the stress reduction techniques											
C4	To study the strategies to cope up with stress											
C5	To develop resilience to stress											
UNIT	Details							No. of Hours	Course Objectives			
I	<b>Introduction to Stress Management:</b> Introduction to stress: Meaning, Definition, Eustress, Distress, Stressor-emotional, intellectual, environmental, occupational/educational performance, social, physical, and spiritual stressors- Types of stress: Acute stress, Episodic Acute stress and chronic stress, Sources of stress, signs and Symptoms,							9	C1			
II	<b>Impact of Stress:</b> Physiological Impact of stress, Psychological Impact of stress, Social Impact of stress, Types of intervention, The General Adaptation Syndrome - Fight or flight response, Stress warning signal							9	C2			
III	<b>Stress Reduction Techniques:</b> Challenging Stressful Thinking, Problem Solving and Time Management, Psychological and Spiritual Relaxation Methods, Physical Methods of Stress Reduction, Preparing for the Future: College and Occupational Stress							9	C3			
IV	<b>Coping Strategies:</b> Coping Mechanisms: Appraisal focused, Emotional focused and Problem focused - Stress problem solving Sequence - ABCDE problem solving Model							9	C4			
V	<b>Developing Resilience to Stress:</b> Understanding stress level, Role of Personality Pattern, Self Esteem, Locus of Control, Role of Thoughts Beliefs and Emotions, Life Situation Intrapersonal: Assertiveness, Time Management							9	C5			
<b>Total</b>							<b>45</b>					
<b>Course Outcomes</b>												
Course Outcomes	On completion of this course, students will;							Program Outcomes				
CO1	Have a clear understanding on the concept of stress management							PO3				
CO2	Illustrate the impact of stress and predict Stress warning signals							PO2				
CO3	Develop ability to analyse the stress reduction techniques							PO1, PO4				

<b>CO4</b>	Acquire the ability to identify the strategies to cope up with stress	PO5,PO6
<b>CO5</b>	Develop resilience strategies to stress	PO7,PO8
<b>Reading List</b>		
1.	Family stress management: A contextual approach, P Boss, CM Bryant, JA Mancini	
2.	Preventive Stress Management in Organizations, Thomas A. Wright, PhD, Joyce A. Adkins, PhD, Debra L. Nelson	
3.	Stress Management, Richard Pettinger	
4.	Stress and stress management, Crampton, Suzanne M; Hodge, John W; Mishra, Jitendra M; Price, Steve.	
<b>References Books</b>		
1.	Kajal A. Sharma, Cary L. Cooper, D.M. Pestonjee, Organizational Stress Around the World Research and Practice, Routledge, 1 <sup>st</sup> Edition, 2022.	
2.	Rachel Lewis, Joanna Yarker, Emma Donaldson-Feilder, Preventing Stress in Organizations: How to Develop Positive Managers, Wiley Blackwell, 1 <sup>st</sup> Edition, 2011.	
3.	Joe Martin - Managing Stress in the Workplace How to Get Rid of Stress at Work and Live a Longer Life, 1 <sup>st</sup> Edition, 2014.	
4.	Emily Nagoski , Amelia Nagoski , Burnout: The Secret to Unlocking the Stress Cycle, Ballantine Books, 1 <sup>st</sup> Edition, 2019.	
5.	Kelly McGonigal, The Upside of Stress: Why Stress Is Good for You, and How to Get Good at It, Avery Publishers, 1 <sup>st</sup> Edition 2016.	
6.	Ashley Weinberg, Valerie Sutherland, Organizational Stress Management: A Strategic Approach, Palgrave Macmillan, 5 <sup>th</sup> Edition 2010.	
<b>Methods of Evaluation</b>		
<b>Internal Evaluation</b>	Continuous Internal Assessment Test	40 Marks
	Assignments/mini project/ demonstration sessions	
	Seminars	
	Attendance and Class Participation	
<b>External Evaluation</b>	End Semester Examination	60 Marks
	Total	100 Marks
<b>Methods of Assessment</b>		
<b>Recall (K1)</b>	Simple definitions, MCQ, Recall steps, Concept definitions	
<b>Understand/ Comprehend (K2)</b>	MCQ, True/False, Short essays, Concept explanations, Short summary or overview	
<b>Application (K3)</b>	Suggest idea/concept with examples, Suggest formulae, Solve problems, Observe, Explain	
<b>Analyze (K4)</b>	Problem-solving questions, Finish a procedure in many steps, Differentiate between various ideas, Map knowledge	
<b>Evaluate (K5)</b>	Longer essay/ Evaluation essay, Critique or justify with pros and cons	
<b>Create (K6)</b>	Check knowledge in specific or offbeat situations, Discussion, Debating or Presentations	

SEC - 3

Subject Code	Subject Name	Category	L	T	P	O	Credits	Hours	Marks		
									CIA	External	Total
23MBA4S1	Advanced Selling and Negotiation Skills	SEC	2	-	-	-	2	2	25	75	100
<b>Course Objectives</b>											
C1	To familiarize the students to the basic concepts of selling and sales organizations										
C2	Understand the theories of personal selling and selling strategies										
C3	To learn the negotiation skills										
C4	The importance of negotiation intelligence and its usefulness										
C5	Understand the development of salesforce organization										
<b>SYLLABUS</b>											
UNIT	Details							No. of Hours	Course Objectives		
I	<b>Concepts of Selling and Sales Organization:</b> Sales Management - Evolution of sales function - Objectives of sales management positions - Functions of Sales executives - Relation with other executives. Sales Organization and Relationship: - Purpose of sales organization - Types of sales organization structures - Sales department external relations - Distributive network relations.							9	C1		
II	<b>Theories of personal selling and selling strategies:</b> Theories of personal selling - Types of Sales executives - Qualities of sales executives - Prospecting, pre-approach and post-approach - Organizing display, showroom & exhibition -Sales Presentations.							9	C2		
III	<b>Negotiation strategies and Stages:</b> Negotiation strategies – Distributive Negotiations- Integrative Negotiations - Conflict and Dispute Resolution - Reasons for negotiations breakdowns - Legal aspects in Sales & Negotiation - Negotiation stages - The Preparation Stage - Preparing a range of objectives - Constants and variables - Researching the other party - The Discussion Stage - Rapport building - Opening the negotiation - Questioning techniques - Listening skills - Controlling emotions - Art of persuasion and emotions – ethics in sales.							9	C3		
IV	<b>Negotiating Intelligence, Bargaining &amp; Closing:</b> Negotiating Intelligence - Influencing and assertiveness							9	C4		

	skills - Spotting the signs - non-verbal communication and voice clues - The Proposing Stage - Stating your opening position - Responding to offers – Adjournments - Administering Contracts and Role of Negotiations - The Bargaining and Closing Stage - Making concessions - Closing techniques - Confirming agreement.		
V	<b>Sales force Administration &amp; Management:</b> Sales Analysis - Sales quotas - sales budget - sales territory allocation - sales audit - Sales Force Management - Recruitment and Selection - Sales Training - Sales Compensation -Contemporary Issues.	9	C5
<b>Total</b>		<b>45</b>	
<b>Course Outcomes</b>			
<b>Course Outcomes</b>	On completion of this course, students will;	<b>Program Outcomes</b>	
<b>CO1</b>	Possess the knowledge on the basic concepts of the sales organization.	P01, PO3, PO7	
<b>CO2</b>	Possess knowledge about theories of selling	PO1, PO2, PO7, PO8	
<b>CO3</b>	Have insights negotiation strategies	PO1, PO3, PO6	
<b>CO4</b>	Have understanding about negotiation skills	PO2, PO5, PO7	
<b>CO5</b>	Develop knowledge about salesforce administration and management	PO1, PO3, PO8	
<b>Reading List</b>			
1.	Selling and Negotiation Skills - A Pragmatic Approach - Prashant Chaudhary – Sage publishing		
2.	Advanced negotiation techniques, A McCarthy, S Hay - Springer		
3.	Negotiation Skills, AF Galal - books.google.com		
4.	Commercial negotiation skills, S Ashcroft - Industrial and Commercial Training, - emerald.com		
<b>References Books</b>			
1.	Naresh K. Malhotra (2019) Marketing Research: An Applied Orientation, 7th Edition Pearson Education,ISBN-13: 978-0134734842.		
2.	Dawn Iacobucci (2014), Marketing Models: Multivariate Statistics and Marketing Analytics, Createspace Independent Publishing Platform, ISBN 13: 9781502901873.		
3.	V. Kumar, Robert P. Leone, David A. Aaker, George S. Day and Gopal Das (2018), Marketing Research, 13th Edition, Wiley Publication, ISBN: 9788126577125		
4.	Hair, J.F., Jr., Black, W.C., Babin, B.J. & Anderson, R.E. (2014). Multivariate data analysis: Pearson new international edition (7th ed.). Upper Saddle River, N.J.: Pearson Education. ISBN: 9781292021904.		
5.	Sarstedt, M.; Mooi, E. (2019), A Concise Guide to Market Research: The Process, Data, and Methods Using IBM SPSS Statistics. Third Edition, Berlin: Springer Berlin.		
6.	Naresh K. Malhotra (2019) Marketing Research: An Applied Orientation, 7th Edition Pearson Education,ISBN-13: 978-0134734842.		