

**Master of
Business
Administration
(MBA)**

**Program
Project
Report (PPR)**
2024-25



**Centre for Distance &
Online Education (CDOE)**

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1. Program Mission and Objectives

Suresh Gyan Vihar University, Jaipur, established in 2008, is a leading private University of Rajasthan. SGVU, Jaipur is accredited with Grade A⁺ by National Assessment and Accreditation Council (NAAC), offers courses like Engineering, Management, hotel Management, Pharmacy, Arts, Humanities, Law, Agriculture, etc. in conventional mode. SGVU is renowned for its innovative academic practices, brilliance in technical education and consultancy to high profile industries. The program's mission is to impart, train and transform a student completely for high caliber competence through latest concepts and technology and equip the students as per the demands of the industry.

The program aims to achieve the following objectives:

- i. To provide an opportunity to get a MBA (Master of Business Administration) degree to those who find it difficult or even impossible to pursue regular MBA course at a university either due to their job commitments or certain other circumstances.
- ii. To help the learners, study at their own pace, from their own chosen place.
- iii. To provide adequate basic understanding about business and commerce among the students.
- iv. To develop skills in matters related to commerce and management.
- v. To create an additional avenue of self-employment and also to benefit various financial/commercial/business institutions by providing them with suitable qualified persons.
- vi. To develop Information Technology skills in the students, which now a days is essential in business and commerce.

2. Program Relevance with the University Mission & Goals

Suresh Gyan Vihar University (SGVU) was established with a vision to become a University with commitment to excellence in education, research and innovation aimed towards human advancement. The proposed program is highly relevant to the SGVU's mission i.e.

- Facilitate holistic education through knowledge sharing, skilling, research and entrepreneurial development.

- Integrate academic and industrial collaborations towards nation's development.
- Mentor students' physical, mental, emotional, secular and spiritual attributes to become a valued human resource as it aims to provide quality education to those aspiring candidates who are deprived of higher education due to the limited number of intakes in the conventional mode of education in the Universities.

Moreover, to keep the quality intact the curriculum and syllabus has been designed at par with the conventional mode keeping in mind the specific needs and acceptability of the learners' ODL mode and in keeping with the aims and objectives of the University also ensuring the industry and future skills relevance.

3. Nature of Prospective Target Group of Learners

The curriculum of MBA is designed in such a way that it helps the students to become not only more employable but also encourage them to become entrepreneurs. Primarily the target group of learners will be:

- Those deprived of admission in the regular mode due to limited intake capacity.
- Those employed in various organizations who desire to pursue higher education as a passion or as a means for movement up the promotional ladder.
- Drop outs primarily due to social, financial and economic compulsions as well as demographic reasons.
- Population of any age and those living in remote areas where higher education institutes are not easily accessible.

4. Program Appropriateness for conduction in ODL mode

The degree would be of most value to students for employment as a professional in industry, business house, finance or the civil service, but it is also valued by employers for other occupations where a demonstrated ability for logical and quantitative reasoning is desired (e.g. accountancy, banking or general managerial post). The curriculum is designed by experts in the field of management and have taken into account to include relevant topics that are contemporary and create environmental awareness. It is approved by the BoS (Board of Studies), the CIQA (Centre for Internal Quality Assurance), and the AC (Academic Council) of university.

PROGRAMME OUTCOMES (PO)

- PO 1: New Skills & Competencies desired due to dynamic business environment: The contents and structure of syllabus revolves around the Knowledge, Skills and Attitude (KSA) dimensions, which calls

for dynamic job requirements of today.

- PO 2: Concerns expressed by the industry: The industry has expressed concerns about the need for improvement in the communication skills, inter-personal skills, domain knowledge basics, business environment awareness, technology proficiency, and attitude of the MBA graduates. The curriculum imbibes methods necessary to address these concerns of the industry.
- PO 3: Application Orientation: The course focuses on methodology that will apply management theories, principles and concepts in routine requirement of the industry. This can be achieved through group activity, field work, experiential learning, etc.
- PO 4: Entrepreneurial aspirations and preparedness for the same: The curriculum will allow students to a confidence level where they can become masters of their own and wish to start up their new ventures and create further growth opportunities

PROGRAMME SPECIFIC OUTCOMES (PSO)

- PSO 1: To imbibe the students with requisite domain knowledge, skills & right attitude necessary to provide effective leadership in a global environment.
- PSO 2: To develop competent management professionals with strong ethical values, capable of assuming a pivotal role in various sectors of the Indian Economy & Society.
- PSO 3: To inculcate proactive thinking to ensure effective performance in the dynamic socio- economic and business ecosystem.
- PSO 4: To harness entrepreneurial approach and skill sets aligned with the national priorities.
- PSO 5: To identify opportunities, foster innovation, and develop entrepreneurial solutions for business growth and problem-solving in a competitive market.

Instructional Design

Curriculum Design

The curriculum is designed by experts in the field of Management and Commerce and has taken into account to include relevant topics that are contemporary and create environmental awareness. It is approved by the BoS (Board of Studies), the CIQA (Centre for Internal Quality Assurance), and the AC (Academic Council) of the university.

Faculty

The University has identified the dedicated requisite faculty and support staff as mandated by the UGC and they are allocated the positions exclusively for ODL mode. The course material prepared by the CDOE faculty.

List of faculty associated with MBA program is as follows:

S.No.	Name of Faculty	Designation	Nature of Appointment	Qualification	Subject
1.	Dr. Deep Kr Mathur	Professor	Full time	PhD	Management
2.	Dr. Swati Mishra	Associate Professor	Full time	PhD	Management

Instructional Delivery:

- Interacting with learning materials (Hard Copy Textbooks)
- Delivery of Learning Materials through SLM
- Personal Mentor Available
- Personal Contact Programme (PCP) conducted at campus on Saturday and Sunday

Master of Business Administration

Year: I

Semester: I

S. No.	Course Code	Course Name	Credits	Contact Hrs/Wk.			Exam Hrs.	Weight age (in %)	
				L	T	P		CE	ESE
A. Program Core									
1	BM(G) 501	Modern Business Organization and Management	4	4	-	-	3	30	70
2	BM(G) 502	Global Business Environment and Economics	4	4	-	-	3	30	70
3	BM(G) 503	Accounting and Financial Management	4	4	-	-	3	30	70
4	BM(G) 504	Human Resources and Organizational Behavior	4	4	-	-	3	30	70
5	BM(G) 505	Business & Corporate Law	4	4	-	-	3	30	70
B. Skill Enhancement Course									
7	UC- 501	Cyber Security (Advanced)	3	2	-	1	3	30	70
8	EM 501	Group Discussion, Aptitude & Reasoning-III	1	-	2	-	-	100	-
9	BM 515	Computer Applications For Business	2	1	-	1	-	30	70
C. Ability Enhancement Course									
10	BM 511	Business News Analysis	0	6	-	-	-	-	-
11	SM 501	Seminar in Contemporary Issues	2	-	-	4	-	30	70
D. Value Added Course									
12	BM 519	Search Engine Optimization	-	2	-	-	-	-	-
D. Discipline									
13	PC- 501	Proficiency in Co-curricular Activities I	2	-	-	-	-	100	-
Total			30						

**NOTE: 1. The University Electives are apart from minimum credits required for award of degree.
2. For Distance Education, only program core courses will be offered.**

Master of Business Administration

Year: I

Semester: II

S. No.	Course Code	Course Name	Credits	Contact Hrs/Wk.			Exam Hrs.	Weight age (in %)	
				L	T/S	P		CE	ESE
A. Program Core									
1	BM(G) 506	Business Research Methodology	4	4	-	-	3	30	70
2	BM(G) 507	Modern Marketing Management	4	4	-	-	3	30	70
3	BM(G) 508	Production, Operations and Supply chain Management	4	4	-	-	3	30	70
4	BM(G) 509	Business Communication Skills	4	4	-	-	3	30	70
5	BM(G) 510	Information Technology for Business	4	4	-	-	3	30	70
B. Skill Enhancement Course									
6	EM 502	Group Discussion, Aptitude & Reasoning-IV	1	-	2	-	3	100	-
7	BM 510	Minor Research Project	3	-	3	-	3	30	70
C. Ability Enhancement Course									
8	BM 515	Business News Analysis	0	6	-	-	-	-	-
D. Value Added Course									
9	BM 520	E-Governance	0	2	-	-	-	-	-
E. Discipline									
10	PC- 502	Proficiency in Co-curricular Activities II	2	-	-	-	-	100	-
Total			26						

NOTE: 1. The University Electives are apart from minimum credits required for award of degree.

2. For Distance Education, only program core courses will be offered.

Master of Business Administration

YEAR: 2

Semester: III

S. No.	Course Code	Course Name	Credits	Contact Hrs/Wk.			E`xam Hrs.	Weight age (in %)	
				L	T/S	P		CE	ESE
		A. Program Core							
1	BM(G) 701	Business Policies & Strategic Management	4	4	-	-	3	30	70
2	BM(G) 703	Entrepreneurship & Innovation Management	4	4	-	-	3	30	70
		B. Discipline Specific Elective							
3		Elective Group Paper 1	4	4	-	-	3	30	70
4		Elective Group Paper 2	4	4	-	-	3	30	70
5		Elective Group Paper 3	4	4	-	-	3	30	70
		C. Ability Enhancement Course							
6	SI 601	Summer Internship Project (SIP)	3	-	-	4	-	60	40
7	BM 607	Research Paper Dissertation -I	1	-	-	-	-	100	-
		D. Discipline							
8	PC- 601	Proficiency in Co-curricular Activities III	2	-	-	-	-	100	-
		Total	26						

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ELECTIVE SPECIALISATION (Semester III)					
BA-713	Elective (Marketing Management)	Fundamentals of Advertising	30	70	4
MC-785		Consumer Behavior	30	70	4
BL-725		Team Building and Leadership	30	70	4
FP-749	Elective (Finance Management)	Essentials of Business Finance	30	70	4
FM-827		Financial Planning & Analysis	30	70	4
BL-725		Team Building and Leadership	30	70	4
OP-793	Elective (operation and Production Management)	Inventory & Purchase Management	30	70	4
OP-795		World Class Manufacturing	30	70	4
OP-797		Operations Planning & Control	30	70	4
HR-831	Elective (Human Resource Management)	Human Resource Management	30	70	4
HR-833		Human Resource Development & Industrial Relations	30	70	4
BL-725		Team Building and Leadership	30	70	4
BI-717	Elective (Information technology)	Management Systems Intelligence and formation Business	30	70	4
IT -839		Database Management System	30	70	4
IT-841		System Analysis and Design	30	70	4

Master of Business Administration

Year: 2 Semester: IV

S. No.	Course Code	Course Name	Credits	Contact Hrs/Wk.			Exam Hrs.	Weightage (in %)	
				L	T	P		CE	ESE
A. Programme Core									
1	BM(G)834	Operation & Production Management	4	4			3	30	70
2	BM(G) 800	Project Management	4	4			3	30	70
B. Program Elective									
3		Elective Group Paper 1	4	4			3	30	70
4		Elective Group Paper 2	4	4			3	30	70
5		Elective Group Paper 3	4	4			3	30	70
C. Ability Enhancement Course									
6	BM 216	Research Paper Dissertation – II	1					100	
7	DE 302	Major Research Report	2					100	
D. Discipline									
8	PC 602	Proficiency in Co-curricular Activities IV	2					100	
		Total	25						

L- Lecture	T – Tutorial	CE – Continuous Evaluation
S – Seminar	P – Practical	ESE – End Semester Evaluation

**NOTE: 1. The University Electives are apart from minimum credits required for award of degree.
2. For Distance Education, only program core courses will be offered.**

Master of Business Administration

ELECTIVE SPECIALISATION (Semester IV)					
BA - 711	Elective (Marketing Management)	Strategic Marketing Management	30	70	4
FT - 759		International Marketing Strategy	30	70	4
FT - 755		Fundamentals of Global Business Management	30	70	4
FP - 751	Elective (Finance Management)	Analysis of Financial Statements	30	70	4
FP - 753		Cost Accounting & Control	30	70	4
FT - 761		International Finance	30	70	4
OP - 792	Elective (operation and Production Management)	Global Logistics and Supply Chain Management	30	70	4
OP - 794		Supply Chain Management	30	70	4
EP - 743		Project Management	30	70	4
SM - 815	Elective (Human Resource Management)	Strategic HRM	30	70	4
HR - 838		Training & Development	30	70	4
HR - 840		Leadership and Global Business Management	30	70	4
IT - 844	Elective (Information Technology)	Networking Concepts	30	70	4
IT - 842		Enterprise Resource Planning	30	70	4
EC - 740		E-Commerce	30	70	4

SYLLABUS

1st SEMESTER

Program: MBA I Semester

Course Code: BM(G)-501	Modern Business Organization and Management
Prerequisite	All students are expected to have a general knowledge of economics, management principles.
Learning Objectives	<ol style="list-style-type: none"> 1. Learn the different types of organizational structures and their impact on business operations. 2. Develop skills in making informed and strategic decisions for business growth. 3. Gain knowledge of effective leadership and management practices in modern businesses. 4. Understand the importance of ethics and corporate social responsibility in business management. 5. Learn how to navigate and manage businesses in a globalized economy.
Salient Features	Regularly updated curriculum as per the international standards, Latest methods and techniques are being adopted, As per the requirement of the industry, Case-based teaching methodology is used, More scope for presentations, seminars and workshops is introduced to make the students aware of the latest terminology.
Utility	An MBA prepares individuals for many types of careers. Some of the more common jobs an MBA prepares one for include Business Analyst or Strategist, Business Development Analyst, Associate, or Manager, Entrepreneur / Founder, Financial Analyst, Management Consultant, Marketing Associate, Analyst, or Manager, Portfolio Manager, Project, Product, or Program Manager, Operations Analyst, Associate, or Manager
Course Outcomes	Upon successful completion of the course, students would be able to:
CO1	Understand the basic concepts, significance, and interrelationships within business and industry, including key organizational principles and types.
CO2	Learn the different forms of business organization and grasp the fundamental concepts and roles of management, including leadership qualities.
CO3	Trace the historical development of management theories, from scientific and administrative management to modern approaches and future trends.
CO4	Understand the nature, characteristics, and process of planning and decision making, including modern methods and limitations.
CO5	Learn the principles and processes of delegation and decentralization, and understand the key qualities and functions of an entrepreneur.
BLOCK – I	Concepts of Business:
	Unit 1: Concepts of Business, Industry and Interrelationship, Significance of Business Characteristics & features of business,
	Unit 2: Nature and Scope -Setting up a business, Concept of Organization - Nature and Characteristics
	Unit 3: Principles of Organization, Types of Organization, Organization Chart
BLOCK – II	Forms of Business:
	Unit 1: Forms of Business Organization Sole Trading Concern, Partnership Firm, Joint Hindu Business, Joint Stock Company

Unit 2: Concept and definition of Management - Functional Areas of Management, Introduction to management, Characteristics of Management	
Unit 3: Management Roles - Definition of Leadership and qualities of a successful leader – Leader versus Manager	
BLOCK– III	Evolution of Management:
Unit 1: Introduction- Evolution of Management Thought, Scientific Management of F.W. Taylor	
Unit 2: Administrative Management by Henry Fayol, Modern Management Approaches	
Unit 3: Future of Leadership and Management	
BLOCK – IV	Concept of Planning:
Unit 1: Concept of Planning - Nature and Characteristics of Planning, Types of Planning, Limitations of Planning	
Unit 2: Steps in Planning Process, Decision Making Process, Process of Decision making,	
Unit 3: Modern method of planning and decision-making	
BLOCK – V	Delegation of Authority:
Unit 1: Definition of Delegation of Authority, Process of Delegation, Principles of Delegation, Barriers to Effective Delegation, Measures to Make Delegation effective.	
Unit 2: Decentralization - Meaning and nature ,Advantages of Decentralization- Delegation versus Decentralization,	
Unit 3: Introduction -Meaning of Entrepreneur, Qualities of Entrepreneur, Types of Entrepreneur, Functions of Entrepreneur, Entrepreneurship	
Text Book	<ul style="list-style-type: none"> • Bhushan, Y. K. (2012). Business Organization and Management. Sultan Chand. • Sharma, R. K., & Gupta, S. K. (2014). Industrial Organisation and Management. Kalyani Publications. • Sherlekar, S. A. (2010). Business Organisation and Management. Himalaya Publishers. • Gupta, C. B. (2013). Industrial Organisation and Management. Sultan Chand.
Reference Books	<ul style="list-style-type: none"> • Koontz, H., Weihrich, H., & Aryasri, A. R. (2009). Principles of Management. McGraw-Hill. • Gupta, C. B. (2011). Management Theory and Practice. Sultan Chand. • Prasad, L. M. (2014). Principles & Practice of Management. Sultan Chand. • Robbins, S. P. (2013). Management. Pearson Education. • Rao, V. S. P. (2010). Management. Excel Books India.

Program: MBA I Semester

Course Code BM(G)-502	Global Business Environment and Economics
Prerequisite	All students are expected to have a general knowledge of economics, finance, accounting, statistics, calculus, and management principles.
Learning Objectives	<ol style="list-style-type: none"> 1. Learn the key factors influencing global market trends and international trade. 2. Develop the ability to apply economic theories to real-world global business scenarios. 3. Gain insights into the risks and challenges of operating in diverse global environments. 4. Understand the impact of economic policies and regulations on global business operations. 5. Learn to navigate cultural differences and their influence on global business practices.
Salient Features	Regularly updated curriculum as per the international standards, Latest methods and techniques are being adopted, As per the requirement of the industry, Case-based teaching methodology is used, More scope for presentations, seminars and workshops is introduced to make the students aware of the latest terminology.
Utility	An MBA prepares individuals for many types of careers. Some of the more common jobs an MBA prepares one for include Business Analyst or Strategist, Business Development Analyst, Associate, or Manager, Entrepreneur / Founder, Financial Analyst, Management Consultant, Marketing Associate, Analyst, or Manager, Portfolio Manager, Project, Product, or Program Manager, Operations Analyst, Associate, or Manager
Course Outcomes	Upon successful completion of the course, students would be able to:
CO1	Define the roles of managers in firms and how the internal and external decisions are to be made by managers
CO2	Analyse the demand and utility function across industries.
CO3	Apply the tools of economic theory to explain optimal production and cost decision by the firm.
CO4	Design the competitive strategies according to the nature of products & the structure of the markets.
CO5	Analyze real -world business problem with a systematic theoretical framework and
BLOCK– I	Introduction of Managerial Economics:
	Unit 1: Introduction - Definition of Managerial Economics - Nature of Managerial Economics – Business Problem - Objectives of Business Economics - Scope of Business Economics
	Unit 2: Process of Business Decision Making - Importance of Business Economics - Definition of Demand - Types of Demand -Laws of Demand - Demand Schedule - Demand Curve - Exceptions to Laws of Demand
	Unit 3: Elasticity of Demand - Types of Elasticity of Demand
BLOCK – II	Theory of Production
	Unit 1: Introduction – Theory of Production - Production Functions - Factors of Production - Law of Variable Proportions,

Unit 2: Meaning and Definition of Cost - Types of Costs - Determinants of Cost	
Unit 3: Meaning of Revenue - Concept of Revenue - Relation between AR and MR Curves - Importance of Revenue Costs	
BLOCK – III	Concept of Supply
Unit 1: Introduction to Concept of Supply - Definition of supply - Factors affecting Supply	
Unit 2: Supply Curve - Market Structure and the Supply Curve Introduction	
Unit 3: Introduction - Definition of Market - Characteristics of market - Market structure - Forms of Market Structure	
BLOCK – IV	Business Cycle
Unit 1: Introduction and Definition of Business Cycle - Features of Business Cycles - Phases of Business Cycles - Causes of business cycle - Role of the Business Cycle in Economics - Economic advantages of a boom-bust cycle	
Unit 2: , Introduction and Definition of Inflation - Types of Inflation - Causes of inflation Effects of inflation Advantages of inflation - Disadvantages of inflation Introduction and definition of deflation, Causes of deflation	
Unit 3: Effects of deflation Ways to fix deflation - Advantages of Deflation - Disadvantages of Deflation - Things You Should and Should Not Do During Deflation	
BLOCK – V	Market Structure and Pricing Decision
Unit 1: Introduction - Creation of Credit - Monetary Policy - Fiscal Policy Introduction to foreign trade	
Unit 2: Need for Foreign Trade - Objectives of Foreign Trade	
Unit 3: Nature of Foreign Trade - Advantages and Disadvantages of Foreign Trade – Globalization	
Text Book	<ul style="list-style-type: none"> • Dwivedi, D. N. (2015). Managerial Economics (6th ed.). Vikas Publication. • Mithani, D. M. (2010). Managerial Economics: Theory and Applications. Himalaya Publications. • Ahuja, H. L. (2011). Managerial Economics. S. Chand Publishing. • Sundharam, K. P. M., & Dutt, R. (2013). Indian Economy (64th ed.). S. Chand Publishing.
Reference Books	<ul style="list-style-type: none"> • Salvatore, D. (2010). Managerial Economics: Principles and Worldwide Applications (6th ed.). Oxford University Press. • Singh, J. (2013). Managerial Economics. Dreamtech Publications. • Maheswari, Y. (2013). Managerial Economics. PHI Learning. • Dewett, K. K., & Navalur, M. H. (2013). Modern Economic Theory. S. Chand Publishing.

Program: MBA I Semester

Course Code: BM(G)-503	Accounting and Financial Management
Prerequisite	All students are expected to have a general knowledge of economics, finance, accounting, statistics, calculus, and management principles.
Learning Objectives	To explain the basic functions and responsibilities of a financial department in a business/ firm; 1. To elaborate the key decision areas in financial management-investment, financing, dividend and working capital management 2. To explain the various techniques of evaluation of investment proposals 3. To discuss the various factors to be considered in designing the target capital structure.
Salient Features	Regularly updated curriculum as per the international standards, Latest methods and techniques are being adopted, As per the requirement of the industry, Case-based teaching methodology is used, More scope for presentations, seminars and workshops is introduced to make the students aware of the latest terminology.
Utility	An MBA prepares individuals for many types of careers. Some of the more common jobs an MBA prepares one for include Business Analyst or Strategist, Business Development Analyst, Associate, or Manager, Entrepreneur / Founder, Financial Analyst, Management Consultant, Marketing Associate, Analyst, or Manager, Portfolio Manager, Project, Product, or Program Manager, Operations Analyst, Associate, or Manager
	Course Outcomes
CO-1	Understand the fundamental concepts and principals of financial accounting and apply in business activities.
CO 2	Analyze and compare the financial statements of an organization and interpret the contents.
CO 3	Gain a clear understanding of various cost concepts, classifications, and behaviors, including fixed, variable, and mixed costs.
CO 4	Develop skills in preparing budgets and using standard costing techniques to control costs and analyze variances between actual and budgeted performance.
CO 5	Learn to evaluate investment opportunities using techniques such as Net Present Value (NPV), Internal Rate of Return (IRR), and Payback Period to make informed capital budgeting decisions.
BLOCK– I	Fundamental of accounting
	Unit 1: Introduction and process of accounting - Definition and meaning of Accounting , Importance and scope of Accounting , Methods of Accounting, Glossary of important Accounting Terms, Branches of Accounting , Accounting Concepts , Accounting Conventions
	Unit 2: Capital and Revenue Receipts and Payments , Forms of Business Organisations , Groups Interested In Accounting Information
	Unit 3: The Profession Of Accounting .Process of Accounting Introduction - Types of Accounts , Golden Rules of Accounting , Journalizing , Ledger Posting , Subsidiary books , Trial Balance , Exercises on Accounting

BLOCK– II	Preparation of final accounts with Adjustments:
	Unit 1: Closing Adjustment Entries -Introduction , Depreciation Accounting ,Methods of Depreciation , Exercises on Depreciation Accounting , Adjustment entries, Exercises on Adjustment entries
	Unit 2: Rectification of Errors , Exercises on Rectification of errors , Bank Reconciliation Statement , Causes for difference in balances , Exercises on Bank Reconciliation Statement
	Unit 3: Preparation of financial statements - Introduction, Profitability Statement, Balance Sheet, Profit and Loss Appropriation Account, Guidelines for Preparation of financial statements, Preparation of financial statements, Exercises on financial statements
BLOCK– III	Introduction of Cost Accounting
	Unit 1: Cost Accounting - Introduction, Types of cost, Cost Centre, Material Cost, Labour Cost, Overhead Expenses, Preparation of Cost Sheet
	Unit 2: Cost, Volume and Profit Relationship - Introduction , Formulas for various cost calculations, Cost, Volume and Profit Relationship
	Unit 3: Economy of Scale , Marginal Costing , Break Even Analysis , Formulas for Break Even Analysis , Exercises on Break Even Analysis
BLOCK – IV	Introduction to financial Management
	Unit 1: Introduction to Financial Management - Introduction , Meaning and Importance of Financial Management
	Unit 2: Duties and Responsibilities of Finance Officer , Theories of Capitalisation, Sources of finance , Share Capital , Debt Capital
	Unit 3: Capital Structure, Cost of Capital & Leverages - Introduction , Capital Structure , Theories of Capital Structure , Cost of Capital , Cost of Equity , Cost of Preference Shares , Cost of Debt , Weighted Average Cost of Capital , Concept of Leverages , Exercises on Leverages
BLOCK– V	Working Capital Management
	Unit 1: Working Capital Management - Introduction , Meaning and Importance of Working Capital Management , Cash Management , Exercises on Cash Management , Receivables Management , Exercises on Receivables Management
	Unit 2: Material Management , Exercises on Material Management .Profit and Dividend Management - Introduction, Meaning and Importance of Profit Management
	Unit 3: Profitability Ratios, Dividend Policy, Types of Dividend, Dividend Theories.
Text Book	<ul style="list-style-type: none"> • Narayanaswamy, R. (2014). Financial Accounting: A Managerial Perspective (5th ed.). PHI Learning. • Maheswari, S. N., & Maheswari, S. (2012). A Textbook of Accounting for Management (2nd ed.). Vikas Publishing House. • Tulsian, P. C. (2011). Financial Accounting (1st ed.). Pearson Education.
Reference Books	<ul style="list-style-type: none"> • Gupta, A. (2013). Financial Accounting for Management: An Analytical Perspective (4th ed.). Pearson Education. • Bhattacharya, A. K. (2010). Introduction to Financial Statement Analysis. Elsevier India. • Raman, B. S. (2009). Financial Accounting (Vol. I & II, 1st ed.). United Publishers. • Porter, G. A., & Norton, C. L. (2013). Financial Accounting (IFRS Update) (6th ed.). Cengage Learning.

Program: MBA I Semester

Course Code: BM(G)-504	Human Resource & Organizational Behavior
Prerequisite	All students are expected to have a general knowledge of economics, finance, accounting, statistics, calculus, and management principles.
Learning Objectives	The Learning Objectives of the course are: <ol style="list-style-type: none"> 1. To create an understanding regarding the Management, 2. To gain knowledge about Motivation and Behavior, 3. To have understanding about Structural Dimensions and Design, 4. To be able to analyze different Interactive dimensions of OB
Salient Features	The students will be able to conceptualize about Management, to get organizational Change & Development, can involve in Interactive Dimensions of OB
Utility	An MBA prepares individuals for many types of careers. Some of the more common jobs an MBA prepares one for include Business Analyst or Strategist, Business Development Analyst, Associate, or Manager, Entrepreneur / Founder, Financial Analyst, Management Consultant, Marketing Associate, Analyst, or Manager, Portfolio Manager, Project, Product, or Program Manager, Operations Analyst, Associate, or Manager
	Course Outcomes
CO 1	Understand different types of organizational structure and learn to deal with change and stress.
CO 2	To understand the human behavior as an individual.
CO 3	Understand the development of OB and its importance in manage people at the workplace.
CO 4	Define the basic concept, functions and processes of human resource management
CO 5	Understand the role of recruitment and selection in relation to the organization business and HRM objective
BLOCK 1	Introduction to HRM
	Unit 1: Introduction, Meaning of Human Resources -Meaning & Definition of Human Resource Management Importance of Human Resource Management, Objectives of Human Resource Management - Functions of Human Resource Management
	Unit 2: Role of a Human Resource Manager, Qualifications and qualities of Human Resource Manager, Duties and Responsibilities of Human Resource Manager
	Unit 3: Evolution & Development of Human Resource Management, Recent Developments in Human Resource Management
BLOCK – II	Human Resources Planning
	Unit 1: Meaning and Objectives of Human Resources Planning - Importance of Human Resource Planning -Benefits of Human Resource Planning - Process of Human Resource Planning
	Unit 2: Problems in Human Resources Planning - Recruitment - Selection - Selection Methods - Job Description – Job Specification - Tests used for selection of candidates – Placement Introduction, Induction Programmed, Objectives of Induction, Training

Unit 3: Importance and benefits of Training, Training Need Identification, Methods of Training, Advantages of Training , Training Evaluation , Recent Trends in Training.	
BLOCK– III	Performance Appraisal
Unit 1: Introduction, Meaning, Need and Objectives of Performance Appraisal, Methods of Performance Appraisal, Uses of Performance Appraisal, Limitations and Challenges of Performance Management	
Unit 2: Compensation , Definitions and Concepts, Objectives of Compensation Management - Principles and Techniques of Wage Fixation	
Unit 3: Meaning/Definitions of Job Evaluation, JobEvaluation Methods/ Techniques, Problems of Job Evaluation , Merit Rating , Wage Incentives , Bonus	
BLOCK – IV	Organizational Behaviour
Unit 1: Introduction and Definitions of Organizational Behaviour , Significance of Organizational Behaviour	
Unit 2: Evolution of OB Attitudes, Personality and Values,	
Unit 3: Perception, Motivation ,Foundation of Group Behaviour	
BLOCK – V	Group and Team
. Unit 1: Group vs. Teams - Team Building, Managing Teams	
Unit 2: Leader VS Manager, Leadership styles, Leadership skills	
Unit 3: Definitions and Approaches to Organizational Culture, Organizational Change, Implementing Organizational Change	
Text Book	<ul style="list-style-type: none"> • Robbins, S. P., Judge, T. A., & Vohra, N. (2012). Organizational Behaviour (14th ed.). Pearson. • Butler, M. (2010). Introduction to Organisational Behaviour. Jaico Publishing House. • Aswathappa, K. (2011). Organizational Behaviour. Himalaya Publishing House. • Nelson, D. L., Quick, J. C., & Khandelwal, P. (2012). ORGB (2nd ed.). Cengage Learning. • Rao, V. S. P. (2010). Human Resource Management. Excel Books. • Fisher, C. D. (2008). Human Resource Management (3rd ed.). AIPD, Chennai. • Snell, S., Bohlander, G., & Vohra, N. (2012). Human Resources Management: A South Asian Perspective (16th ed.). Cengage Learning.
Reference Books	<ul style="list-style-type: none"> • Luthans, F. (2011). Organizational Behaviour (12th ed.). McGraw-Hill International. • Mullins, L. J. (2010). Management and Organizational Behaviour. Pearson Education. • Slocum, J. W., & Hellriegel, D. (2011). Fundamentals of Organizational Behaviour. Cengage Learning. • Aquinas, P. G. (2009). Organizational Behaviour. Excel Books. • Ivancevich, J. M. (2009). Human Resource Management (10th ed.). McGraw-Hill.

Program: MBA I Semester

Course Code: BM(G)-505	Business & Corporate Law
Prerequisite	All students are expected to have a general knowledge of economics, finance, accounting, statistics, calculus, and management principles.
Learning Objectives	The Learning Objectives of the course are: <ol style="list-style-type: none"> 1. To create an understanding regarding the topic 2. To gain knowledge about Business Law, 3. To have understanding about business contracts, 4. To be able to analyze different types of contract
Salient Features	Regularly updated curriculum as per the international standards, Latest methods and techniques are being adopted, as per the requirement of the industry, Case-based teaching methodology is used, More scope for presentations, seminars and workshops is introduced to make the students aware of the latest terminology.
Utility	An MBA prepares individuals for many types of careers. Some of the more common jobs an MBA prepares one for include Business Analyst or Strategist, Business Development Analyst, Associate, or Manager, Entrepreneur / Founder, Financial Analyst, Management Consultant, Marketing Associate, Analyst, or Manager, Portfolio Manager, Project, Product, or Program Manager, Operations Analyst, Associate, or Manager
	Course outcomes
CO 1	Understand the legal and fiscal structure of different forms of business organizations and their responsibilities as an employer.
CO 2	Student will be Differentiate between an Agreement and Contract and explain Obligations and Rights & Duties of parties involved in Contract.
CO 3	Identify the fundamental legal principles behind contractual agreements.
CO 4	Provide insights into company proceeding under companies act 2013 and their inferences thereof.
CO 5	Acquire problem solving techniques and to be able to present coherent, concise legal Argument.
BLOCK – I	Indian Contract Act, 1872
	Unit 1: Introduction, Essentials of Valid Contract, Offer (or Proposal) and Acceptance, Role of communication in a contract, Consideration, Competence to Contract, Free Consent
	Unit 2: , Unlawful consideration or object, Types of Contracts, discharge of a contract, Performance of a Contract, breach of Contracts
	Unit 3: , Special types of Contracts, Contract of Indemnity , Contract of Guarantee, Contract of Bailment, Contract of Pledge, Contract of Agency
BLOCK – II	The Sale of Goods Act 1930 & The Negotiable Instruments Act 1881
	Unit 1: Introduction, Contract of Sale - Contract of Sale Vs Agreement to Sell, Goods, Price - Transfer of Ownership, Rights of an Unpaid Seller, Conditions and Warranties
	Unit 2: Doctrine of “Caveat Emptor” Sale by Auction, Introduction of Negotiable Instrument, Negotiation, Promissory note, Bill of exchange, Cheque, Classification of Instruments

Unit 3: Parties to a Negotiable Instrument, Crossing, Endorsement, Paying Banker, Collecting Banker, Bouncing of a Cheque	
BLOCK – III	The Companies Act 1956
.	
Unit 1: Introduction, Important Definitions, Meaning and features of a company Classification of companies, Formation of a Company, Memorandum of Association, Articles of Association, Prospectus, Share capital	
Unit 2: Shareholder democracy, Management and administration, Meetings, Board of Directors, Independent directors, Financial Report, Audit, Dividend, Compromises, arrangements and amalgamations	
Unit 3: Revival and rehabilitation of sick companies, Corporate social responsibility, Acceptance of deposits, Winding Up of a company	
BLOCK – IV	Consumer Protection Act, 1986
.	
Unit 1: Introduction, Rights of a consumer, Important Definitions, Consumer Protection Councils, Consumer Disputes	
Unit 2: Redressal Agencies, Penalties, Introduction, Important Definitions, Electronic Commerce	
Unit 3: Digital Signatures, The licensing process, Civil Wrongs under IT Act, Cyber Crimes, Overview of other relevant provisions	
BLOCK – V	The Trade Marks Act, 1999
Unit 1: Introduction, The Trade Marks Act, 1999, Infringement of trademarks, Passing off of the Intellectual Property,	
Unit 2: Copyright Act, 1957, Term of copyright, Registration of Copyrights, Infringement of Copyrights, Introduction, Important Definitions, What are not inventions, Application for Patent	
Unit 3: Exclusive Marketing rights, Grant and sealing of patent, Patent office, Working of patented inventions, Infringement of a patent, Penalties, Patent agents	
Text Book	<ul style="list-style-type: none"> • Maheshwari, S. N., & Maheshwari, S. K. (2004). A Manual of Business Law (2nd ed.). Himalaya Publishing House. • Basu, D. D. (2011). Constitution of India. Prentice Hall of India. • Relevant Acts (2010). • Kuchhal, M. C. (2009). Business Law (4th ed.). Vikas Publishing House.
Reference Books	<ul style="list-style-type: none"> • Gulshan, S. S. (2011). Business Law Including Company Law. Excel Books. • Singh, A. (2010). Principles of Mercantile Law (7th ed.). Eastern Book Company. • Kapoor, N. D., & Abbi, R. (2012). General Laws & Procedures. Sultan Chand & Sons.

2nd SEMESTER

Program: MBA II Semester

Course Code: BM(G)-506	Business Research Methodology			
Prerequisite	All students are expected to have a general knowledge of economics, finance, accounting, statistics, calculus, and management principles.			
Learning Objectives	<ol style="list-style-type: none"> 1. To provide an understanding on the basic concepts of research methods, 2. To expose the students to the role that statistics plays in business decisions 3. Learn the principles and processes of conducting effective business research. 4. Develop skills in identifying and framing research questions relevant to business contexts. 5. Gain knowledge of various research designs and methodologies applicable to business studies. 			
Salient Features	Regularly updated curriculum as per the international standards, Latest methods and techniques are being adopted, As per the requirement of the industry, Case-based teaching methodology is used, More scope for presentations, seminars and workshops is introduced to make the students aware of the latest terminology.			
Utility	An MBA prepares individuals for many types of careers. Some of the more common jobs an MBA prepares one for include Business Analyst or Strategist, Business Development Analyst, Associate, or Manager, Entrepreneur / Founder, Financial Analyst, Management Consultant, Marketing Associate, Analyst, or Manager, Portfolio Manager, Project, Product, or Program Manager, Operations Analyst, Associate, or Manager			
	Course Outcomes			
CO 1	Get an overview of research scope and approach.			
CO 2	Formulate the research problem and understand the major research design.			
CO 3	Determine data collection sources and learn the descriptive statistic.			
CO 4	Acquire with various data analysis tools and techniques.			
CO 5	Understand the good research report writing.			
BLOCK – I	Business Research Method:			
	<table border="1"> <tr> <td>Unit 1: Business Research Methods:- Introduction - Importance of Research, Process of Research, Characteristics of Research , Qualities of Good Researcher , Characteristics of Researcher</td> </tr> <tr> <td>Unit 2:, Types of Research , Variables - Hypothesis , Parameters of Good Hypothesis Defining Research Problem -: Introduction, Types of research problem , Sources of problems for investigation, Features of good research statement, Asking analytical questions about the research problem</td> </tr> <tr> <td>Unit 3: Precaution in formulating research problem , The question hierarchy: how ambiguous questions become actionable research, Literature Review , Research Proposal , Format of Research Proposal</td> </tr> </table>	Unit 1: Business Research Methods:- Introduction - Importance of Research, Process of Research, Characteristics of Research , Qualities of Good Researcher , Characteristics of Researcher	Unit 2:, Types of Research , Variables - Hypothesis , Parameters of Good Hypothesis Defining Research Problem -: Introduction, Types of research problem , Sources of problems for investigation, Features of good research statement, Asking analytical questions about the research problem	Unit 3: Precaution in formulating research problem , The question hierarchy: how ambiguous questions become actionable research, Literature Review , Research Proposal , Format of Research Proposal
Unit 1: Business Research Methods:- Introduction - Importance of Research, Process of Research, Characteristics of Research , Qualities of Good Researcher , Characteristics of Researcher				
Unit 2:, Types of Research , Variables - Hypothesis , Parameters of Good Hypothesis Defining Research Problem -: Introduction, Types of research problem , Sources of problems for investigation, Features of good research statement, Asking analytical questions about the research problem				
Unit 3: Precaution in formulating research problem , The question hierarchy: how ambiguous questions become actionable research, Literature Review , Research Proposal , Format of Research Proposal				
BLOCK – II	Generalization in Research:			
	<table border="1"> <tr> <td>Unit 1: Generalization in Research -: Introduction, Validity and Reliability in Quantitative Studies , Validity, Reliability</td> </tr> <tr> <td>Unit 2:, Difference between Validity And Reliability. Research Plan -: Introduction , Need for Research Design</td> </tr> <tr> <td>Unit 3:, Major Types of Research Designs, Features of Good Research Design , Nine Essential Research Design Parameters</td> </tr> </table>	Unit 1: Generalization in Research -: Introduction, Validity and Reliability in Quantitative Studies , Validity, Reliability	Unit 2:, Difference between Validity And Reliability. Research Plan -: Introduction , Need for Research Design	Unit 3:, Major Types of Research Designs, Features of Good Research Design , Nine Essential Research Design Parameters
Unit 1: Generalization in Research -: Introduction, Validity and Reliability in Quantitative Studies , Validity, Reliability				
Unit 2:, Difference between Validity And Reliability. Research Plan -: Introduction , Need for Research Design				
Unit 3:, Major Types of Research Designs, Features of Good Research Design , Nine Essential Research Design Parameters				

BLOCK – III	Data Collection:
<p>Unit 1: Data Collection -: Sources of Data, Primary Data , Sources of PrimaryData , Advantages and Disadvantages of Primary Data , Secondary Data, The problems of Secondary Sources , Sources of Secondary Data</p> <p>Unit 2: Advantages and Disadvantages of Secondary Data . Sampling Techniques: Introduction , Reason for Sampling Instead of Census</p> <p>Unit 3:, Sampling Process, Type of Sampling , Sampling Size Determination , Sampling Error</p>	
BLOCK – IV	Qualitative and Quantitative Research:
<p>Unit 1: Qualitative Research-: Introduction , Qualitative Research, Techniques for Qualitative Research , Quantitative Research , Techniques for Quantitative Research , Difference between Quantitative and Qualitative Research</p> <p>Unit 2: Approach Quantitative Research -: Definition of Quantitative Methods , Testing of Hypothesis , Type I and Type II Error , Techniques for Quantitative Data Analysis: Mean , Standard Deviation , Testing for Significant</p> <p>Unit 3:Differences between Two Means Using the t-Test - (Independent Groups) , Testing for Significant Differences between Two Means Using the t-test - (Dependent groups) , Testing for Differences between Means Using One-Way Analysis of Variance - (ANOVA), Correlation Coefficient</p>	
BLOCK– V	Report writing
<p>Unit 1: Report Writing -: Introduction, Guideline for different parts of a thesis or a dissertation. Use Of Computer Software In Data Analysis -: Introduction , Frequency distributions</p> <p>Unit 2: Data Analysis , Analyzing Frequencies: Chi square, Comparing two groups using t-tests , Paired t-tests , Non-parametric - Two independent groups: Mann-Whitney U</p> <p>Unit 3: Paired groups: Wilcoxon Signed Rank Test Nonparametric: Spearman’s rho , Comparing Multiple Groups – Parametric</p>	
Text Book	<ul style="list-style-type: none"> • Kothari, C. R. (2002). Research Methodology. Vishwa Prakashan. • Cooper, D. R., & Schindler, P. S. (2007). Business Research Methods (9th ed.). McGraw-Hill. • Chawla, D., & Sondhi, N. (2014). Research Methodology: Concepts and Cases. Vikas Publication. • Sekaran, U., & Bougie, R. (2013). Research Methods for Business (6th ed.). Wiley. • Trochim, W. M. K. (2007). Research Methods (2nd ed.). Biztantra.
Reference Books	<ul style="list-style-type: none"> • Krishnaswami, O. R., & Ranganatham, M. (2007). Methodology of Research in Social Sciences. Himalaya Publishing House. • Murthy, C. (2011). Research Methodology. Vrinda Publications. • Gupta, S. L., & Gupta, H. (2012). Business Research Methods. McGraw-Hill.

Program: MBA II Semester

Course Code: BM(G)-507	MODERN MARKETING MANAGEMENT
Prerequisite	All students are expected to have a general knowledge of economics, finance, accounting, statistics, calculus, and management principles.
Learning Objectives	The Learning Objectives of the course are , <ol style="list-style-type: none"> 1. To provide students an insight to basic concepts of marketing management, 2. To help students understand various marketing tools/models for solving marketing 3. Understand the factors that influence consumer behavior and how to apply them in marketing decisions. 4. Learn the latest digital marketing tools and techniques to engage with target audiences. 5. Develop the ability to measure and analyze the effectiveness of marketing campaigns and initiatives.
Salient Features	Regularly updated curriculum as per the international standards, Latest methods and techniques are being adopted, As per the requirement of the industry, Case-based teaching methodology is used, More scope for presentations, seminars and workshops is introduced to make the students aware of the latest terminology.
Utility	An MBA prepares individuals for many types of careers. Some of the more common jobs an MBA prepares one for include Business Analyst or Strategist, Business Development Analyst, Associate, or Manager, Entrepreneur / Founder, Financial Analyst, Management Consultant, Marketing Associate, Analyst, or Manager, Portfolio Manager, Project, Product, or Program Manager, Operations Analyst, Associate, or Manager
	Course Outcomes
CO 1	Identify the scope and significance of Marketing in Domain Industry
CO 2	Examine marketing concepts and phenomenon to current business events In the Industry.
CO 3	Practice marketing communication skills relevant to the corporate world..
CO 4	Coordinate the various marketing environment variables and interpret them for designing marketing strategy for business firms
CO 5	Illustrate market research skills for designing innovative marketing strategies for business firms
BLOCK – I	Introduction to Marketing
	Unit 1: Introduction to Marketing-: Introduction , Nature, Scope and Importance, Definition of Marketing , Evolution of Marketing , Core Marketing Concepts, Marketing as a Function , Marketing Management , Marketing Orientations or Concepts , Customer Relationship Managemen
	Unit 2: , The marketing process, Developing the marketing mix , The role of marketing mix , Value creation and value delivery , Marketing Interface with other Functional Areas , Ethics in Marketing
	Unit 3: Understanding the Marketing Environment, Scanning the Environment , Meaning and Concepts , Micro Environment , Macro Environment , Environmental Analysis , Responding to the Environment.

BLOCK – II	Market Segmentation:
.	
Unit 1: Market Segmentation, Targeting and Positioning, What is Market Segmentation? Need for segmentation, Benefits of Market Segmentation, The target market selection process , Criteria for successful segmentation	
Unit 2: Bases for segmentation, Segmenting Business Markets , Target Marketing , Profiling each selected segment , Evaluating potential profitability of each segment , Positioning strategy , The VALS segmentation system . Buying Behaviour	
Unit 3: Preview case - What is consumer Behaviour? Buyer behaviour model, Buying characteristics influencing consumer behaviour , Buying Motives , Buying decision making process , Types of Buyer behaviour, Stages in the buying Decision Process , Business Markets and buying behaviour , Characteristics of Business Markets , Buying decision of Organizational buyers , Factors Influencing Organizational Buyers , Organizational buying process , Glimpses of Advanced concepts/Practice	
BLOCK – III	Marketing Research:
.	
Unit 1: Marketing Research -: Introduction to Marketing Research, Objectives and importance of marketing research, Scope of marketing research, Characteristics of a good research, Classifications of marketing research , Marketing research tasks	
Unit 2: The role of Marketing planning , The marketing research process , Emerging Issues or Problems , Applications of marketing research , Limitations of marketing research , Ethical issues in marketing research , Mystery shopping	
Unit 3: Demand measurement and sales forecasting, Meaning and Importance, Measures of Market Demand, Major Concepts in Demand Measurement, Steps in Forecasting, Methods of Sales Forecasting , Limitations of Sales Forecasting	
.	
BLOCK – IV	Product Decision:
.	
Unit 1: Product Decisions -: Concepts of Products, Classification of products , Consumer Products , Industrial products , Product decisions , Brand Concepts , Co- branding strategy	
Unit 2: Product differentiation , Examples of Brand positioning	
Unit 3: Case study . The Concept of Product Life Cycle (PLC) , The Product Life Cycle , Stages in PLC and Marketing Strategies	
BLOCK– V	Pricing Decision and Strategies:
Unit 1: Pricing Decision and Strategies , Importance of Pricing	
Unit 2: Factors Influencing Pricing Decisions , The 5 C's Framework of Pricing Decision	
Unit 3: Pricing Strategies , Steps in Pricing Procedure , Special Pricing Strategies	
.	
Text Book	<ul style="list-style-type: none"> • Kotler, P., Keller, K. L., Koshy, A., & Jha, M. (2012). Marketing Management: A South Asian Perspective (13th ed.). Pearson Education. • Ramaswamy, V. S., & Namakumari, S. (2014). Marketing Management (4th ed.). McGraw-Hill Education.

	<ul style="list-style-type: none"> • Etzel, M. J., Walker, B. J., & Stanton, W. J. (2012). Fundamentals of Marketing Management (14th ed.). McGraw-Hill Education. • Sherlekar, S. A. (2011). Marketing Management: Concepts & Cases. Himalaya Publishing House.
Reference Books	<ul style="list-style-type: none"> • Singh, S., & Shekhar, S. (2014). Marketing Management. Wiley. • Kumar, A., & Meenakshi, N. (2012). Marketing Management (2nd ed.). Vikas Publishing House. • Shajahan, S. (2011). Applied Case Studies in Marketing. Primus Books. • Karunakaran, M. (2011). Marketing Management. Himalaya Publishing House. • Neelamegham, S. (2012). Marketing in India: Text and Cases (4th ed.). Vikas Publishing House.

Program: MBA II Semester

Course Code: BM(G)-508	Production, Operations and SCM
Prerequisite	All students are expected to have a general knowledge of economics, finance, accounting, statistics, calculus, and management principles.
Learning Objectives	This paper deals with a broad conceptual focus on the problems - related documentation in export and import and scenario of logistics in world place. The objective of this course is <ol style="list-style-type: none"> 1. To enable the student to understand the basic concepts, processes and key elements of a supply chain and how they interact in supply chains. 2. This subject provides information regarding the strategies for establishing efficient, effective, and sustainable supply chains. 3. This subject is designed to explain the critical roles of technology in supply chain planning, visibility, and execution.
Salient Features	Regularly updated curriculum as per the international standards, Latest methods and techniques are being adopted, As per the requirement of the industry, Case-based teaching methodology is used, More scope for presentations, seminars and workshops is introduced to make the students aware of the latest terminology.
Utility	An MBA prepares individuals for many types of careers .Some of the more common jobs an MBA prepares one for include Business Analyst or Strategist, Business Development Analyst, Associate, or Manager, Entrepreneur / Founder, Financial Analyst, Management Consultant, Marketing Associate, Analyst, or Manager, Portfolio Manager, Project, Product, or Program Manager, Operations Analyst, Associate, or Manager
	Course Outcomes:
CO 1	Understand the core features of the operations and production management function at the operational and strategic levels
CO 2	Develop the ability to identify operational methodologies to assess and improve an organizations performance.
CO 3	To plan and carry out work independently and to be self-disciplined and self-directed.
CO 4	Develop an integrated framework for strategic thinking and decision making to analyze the enterprise as a whole with a specific focus on the wealth creation processes.
CO 5	Explain the various parts of the operations and production management processes and their interaction with other business functions
BLOCK– I	Introduction to Production and Operations Management
<div style="border: 1px solid black; padding: 5px;"> <p>Unit 1: Introduction, Meaning and Importance of Production and Operations Management, Nature of production/operation , Functions of production/operations Manager , Operations in Services sector , Historical Development of Operations Management, Productivity , Designing an Operating/production system , Operations Strategy , Production Budget , Current Issues in Operations Management</p> </div>	

Unit 2: Product Planning and development -: Introduction to a product, Importance of Product Planning and Development , Difference between Goods and Services , Objectives of product planning and development ,Successful product development	
Unit 3: Challenges of product development , New product development strategy , New product development process , Product life Cycle , Factors to be considered in new product planning	
BLOCK – II	Facility Planning:
Unit 1: Introduction, Importance of Facility Planning, Factors affecting location Decisions, Merits and Demerits of different locations, Location Rating Models , Facility Layout , Objectives of Good Plant Layout , Principles of Plant Layout	
Unit 2: Types of Layout . Product planning and control (PPC) -: Introduction , Importance of Product Planning and Control (PPC) , Functions of PPC Department , Phases in Production Planning and Control , Production Planning	
Unit 3: Factors determining Production Planning , Production Planning System ,Production Control , Production Control System , Benefits of PPC , Limitations of PPC	
.	
BLOCK – III	Vendor Relations and Purchase Management
Unit-1: Introduction, Importance of Vendor Relations and Purchase Management, Functions of Purchase Department , Determining Purchasing Needs , Preparation of Purchase Budget	
Unit-2: Vendor Relation Management , Vendor Rating and Comparison , Negotiations with a Suppliers , Issue of Purchase Orders , Receiving goods and Inspection , Payment to supplier as per terms, Follow up and evaluation , Make or Buy Decisions, Procurement Presentation, Do's and don'ts in Procurement Strategy Decisions , Collaborative Procurement, Supply Risk , Procurement Reports , Procurement & Finance Collaboration , Strategic Sourcing ,Procurement Ethics .	
Unit-3: Management Of Inventory -: Introduction ,Importance of Inventory Management ,Classification of Inventory ,Inventory Costs ,Inventory Levels, Methods of Inventory Valuation and Issues , Economic Order Quantity (EOQ), EOQ and Discount offers , Inventory Turnover analysis , Selective Inventory Control , ABC analysis .	
BLOCK – IV	Introduction To Logistics Management
Unit 1: Introduction, Importance of Logistics Management, Objectives of Logistics Management, Activities Included in Logistics, Logistics Value proposition, Integrated Logistics, Logistics Costing, Logistics Performance Measurement	
Unit 2: Designing Distribution Networks, E-Business Models Warehouse And Stores Management -: Introduction, Warehouse Management, Storehouse Operations, Material Handling, Packaging, Scrap/Waste Disposal, Transportation Management, Transportation documentation . Introduction To Supply Chain Management	
Unit 3: Introduction - Importance of Supply Chain Management , Evolution of Supply Chain Management , SCM practices , Designing Supply Chain , Supply Chain and Competitive Performance	
BLOCK – V	Managing Global Logistics and Global Supply Chains
Unit 1: Introduction -Globalisation of Business ,Global Logistics ,Global Logistics Strategies ,Global Logistics Management Process ,Global Supply Chain Management ,Process of Global SCM ,Global Sourcing ,Global Distribution ,Free Trade Zones Information Technology In Production And Supply Chain Management	

Unit 2: Introduction ,Role of IT in Logistics Management ,Computer Aided Design (CAD) ,Computer Aided Manufacturing (CAM), Flexible Manufacturing System (FMS) ,Computer Integrated Manufacturing (CIM), Just In Time (JIT)	
Unit 3: Layout Design Procedure ,Procurement Software ,Logistics Information Systems , Enterprise Resource Planning (ERP) ,Material Resource Planning(MRP)	
Text Book	<ul style="list-style-type: none"> • Johnson, J., & Wood, D. (2011). Contemporary Logistics. Pearson Education. • Ismail, R. (2010). Logistics Management. Excel Books. • Dornier, P., & Kumar, V. (2009). Global Operations & Logistics Management. John Wiley & Sons. • Khanna, K. K. (2007). Physical Distribution Management: A Logistical Approach. Himalaya Publishing House. • Anand, N. (2012). Supply Chain Management. • Raghuram, G., & Rangaraj, N. (2010). Logistics & Supply Chain Management. McMillan.
Reference Books	<ul style="list-style-type: none"> • Chopra, S., & Meindl, P. (2016). Supply Chain Management: Strategy, Planning, and Operation (6th ed.). Pearson Education. • Ballou, R. H. (2007). Business Logistics/Supply Chain Management (5th ed.). Pearson Education. • Christopher, M. (2016). Logistics & Supply Chain Management (5th ed.). Pearson Education. • Lambert, D. M., & Cooper, M. C. (2000). Issues in Supply Chain Management. Industrial Marketing Management, 29(1), 65–83. • Heskett, J. L., Glaskowsky, N. A., & Ivie, R. M. (1994). Business Logistics Management (2nd ed.). Pearson Education.

Program: MBA II Semester

Course Code: BM(G)-509	Business Communication Skills
Prerequisite	All students are expected to have a general knowledge of economics, finance, accounting, statistics, calculus, and management principles.
Learning Objectives	<ol style="list-style-type: none"> 1. Learn to craft clear, concise, and professional business documents. 2. Develop skills for delivering persuasive and impactful presentations and speeches. 3. Understand the importance of active listening and giving constructive feedback in business interactions. 4. Learn to navigate and communicate effectively in diverse, multicultural business environments. 5. Gain insights into the role of body language, gestures, and other non-verbal cues in business communication.
Salient Features	Regularly updated curriculum as per the international standards, Latest methods and techniques are being adopted, As per the requirement of the industry, Case-based teaching methodology is used, More scope for presentations, seminars and workshops is introduced to make the students aware of the latest terminology.
Utility	An MBA prepares individuals for many types of careers. Some of the more common jobs an MBA prepares one for include Business Analyst or Strategist, Business Development Analyst, Associate, or Manager, Entrepreneur / Founder, Financial Analyst, Management Consultant, Marketing Associate, Analyst, or Manager, Portfolio Manager, Project, Product, or Program Manager, Operations Analyst, Associate, or Manager
	Course outcomes
CO 1	To participate in an ODL learning environment successfully by developing the implication-based understanding of Paraphrasing, deciphering instructions, interpreting guidelines, discussion boards & Referencing Styles.
CO 2	To stimulate their Critical thinking by designing and developing clean and lucid writing skills.
CO 3	To demonstrate his verbal and non-verbal communication ability through presentations.
CO 4	Develop professional business writing skills.
CO 5	Develop interpersonal skills that contribute to effective and satisfying personal, social
BLOCK – I	Attitudes
	Unit 1: : Introduction ,Attitude and Behaviour ,Structure of Attitude ,The function of attitude ,Formation of attitude ,Strength of Attitude ,Importance of attitude ,Steps in Developing Positive Attitude ,Measuring Attitude
	Unit 2: Introduction ,Concept of goals, objectives and aims ,Timeline for Goals ,Characteristics of goals ,Importance of goals
	Unit 3: Significance of goals ,Activity in goal setting ,Common obstacles of goals achievement ,Techniques to achieve goals
BLOCK– II	Time Management
	Unit 1: Introduction ,Importance of effective Time management techniques ,Significance of effective time management techniques

Unit 2: What is Time management? Barriers to effective time Management , Time management tools and techniques	
Unit 3: Introduction ,Why is Stress created? Definition of Stress ,Types of stress ,Stress Management Techniques ,Why to manage stress effectively? Sources of stress ,Stress coping ability ,Measures to manage stress ,Principles of stress management	
BLOCK– III	Communication Skills
Unit 1: Communication Skills:-Introduction, Definition of Communication, Significance of Business Communication,	
Unit 2: Proper Selection of Means of Communication, Communication Gap, Communication Skills	
Unit 3: Process of Communication:-Introduction, Process of Communication, Feedback is a key for effective communication, Guidelines to effective communication, Forms of Communication	
BLOCK – IV	Body Languages
Unit 1: :-Introduction ,Concept of Body Language ,Types of Body Language ,Uses of Body Language	
Unit 2: Effects of Positive Body Language at Workplace ,Body Language – Postures and Interpretation ,How your body language alters your state of mind?	
Unit 3: Emotional Intelligence :- Introduction ,Concept and Definitions ,Elements of Emotional Intelligence ,Organizational Application ,Conflict Management	
BLOCK– V	Interpersonal Communication
Unit 1: Interpersonal Communication :-Introduction, interpersonal communication - ,Communication and Emotion ,Definition of Interpersonal Communication	
Unit 2: Significance of Interpersonal Relationships and communication ,Enhance your interpersonal communication and relationships	
Unit 3: Listening Skills :-Introduction ,Concept of Listening ,Significance of listening, Types of listening ,Listening skills ,Benefits of listening	
Text Book	<ul style="list-style-type: none"> • Adair, J. (2003). Effective Communication. Pan Macmillan Ltd. • Ajmani, J. C. (2012). Good English: Getting it Right. Rupa Publications. • Amos, J.-A. (2004). Handling Tough Job Interviews. Jaico Publishing. • Bonet, D. (2004). The Business of Listening (3rd ed.). Viva Books.
Reference Books	<ul style="list-style-type: none"> • Bovee, C. L., Thill, J. V., & Schatzman, B. E. (2010). Business Communication Today (10th ed.). Prentice Hall. • Brown, M., & Brandreth, G. (1994). How to Interview and be Interviewed. Sheldon Press. • Carnegie, D. (1977). The Quick and Easy Way to Effective Speaking. Pocket Books.

Program: MBA II Semester

Course Code: BM(G)-510	Information Technology for Business
Prerequisite	All students are expected to have a general knowledge of economics, finance, accounting, statistics, calculus, and management principles.
Learning Objectives	The Learning Objectives of the course are: 1. Learn the basic concepts and components of information technology in a business context. 2. Develop skills to use IT tools and systems for informed business decision-making. 3. Gain knowledge of data management, storage, and security practices essential for business operations. 4. Learn to identify and implement appropriate IT solutions to improve business processes. 5. Understand the impact of emerging technologies and trends on modern business environments.
Salient Features	Regularly updated curriculum as per the international standards, Latest methods and techniques are being adopted, As per the requirement of the industry, Case-based teaching methodology is used, More scope for presentations, seminars and workshops is introduced to make the students aware of the latest terminology.
Utility	An MBA prepares individuals for many types of careers. Some of the more common jobs an MBA prepares one for include Business Analyst or Strategist, Business Development Analyst, Associate, or Manager, Entrepreneur / Founder, Financial Analyst, Management Consultant, Marketing Associate, Analyst, or Manager, Portfolio Manager, Project, Product, or Program Manager, Operations Analyst, Associate, or Manager
	Course outcomes
CO 1	Expertise in a key area of information technology
CO 2	Analytical skills and competencies in problem solving
CO 3	A sound fundamental understanding of the principles and methods of information technology
CO 4	Demonstrable competencies in the educational and professional standards of the professional institutions and boards with which the course is accredited
CO 5	A broad knowledge base of information technology so as to facilitate effective communication with those involved in the IT industry.
BLOCK – I	Introduction ,Evolution of MIS
	Unit 1: Introduction ,Evolution of MIS ,Characteristics of MIS ,Subsystems of MIS ,Executive Information Systems (EIS) ,Information Resource Management (IRM)
	Unit 2: Role of Management Information System ,Enterprise Information System ,Systems ,Types of Systems ,System concepts applied to MIS
	Unit 3: Information Concepts :-Introduction ,Business data processing ,Features of Information ,Types of Information ,Data reduction , Quality of Information, Value of Information , Management Information

BLOCK – II	Structure of MIS and Role of Computers in MIS
	Unit 1: Structure of MIS and Role of Computers in MIS :-Introduction ,Multiple approaches to structure of MIS ,Synthesis of MIS structure ,Extent of integration of information system ,Information Network ,Role of computers in MIS subsystems
	Unit 2: Production Information System, Marketing Information System ,Finance Information System ,Personnel Information System Transaction Processing System and Decision Support System :-Introduction, Types of DSS ,Characteristics of DSS ,Components of DSS ,DSS tools for different levels of Management ,DSS capabilities
	Unit 3: Group Decision Support System ,Transaction Processing Cycle ,Features of TPS ,Transaction Documents ,Transaction Processing Modes ,Functional TPS
BLOCK – III	Expert Systems & ERP
	Unit 1: Expert Systems:- Introduction ,Components and Structure of Expert System, Characteristics and objectives of Expert system ,Advantages of Expert System ,Disadvantages of Expert System ,Applications of Expert System
	Unit 2: Enterprise Resource Planning :-Introduction ,Evolution of ERP ,Activities of MRPII ,Popular ERP packages
	Unit 3: Functions of SAPR/3 ,Baan ERP BLOCK Information integration through ERP ,Implementation of ERP ,Configuration and customization of ERP ,Advantages of ERP ,Disadvantages of ERP
BLOCK – IV	Customer Relationship Management
	Unit 1: Customer Relationship Management and Supply Chain Management :-Introduction ,Role of CRM ,Advantages of CRM ,CRM Software ,CRM Packages, Types of CRM
	Unit 2: Supply Chain ,Supply Chain Drivers ,Supply Chain Processes - ,Supply Chain Decisions ,Supply Chain Management ,SCM solutions
	Unit 3: Electronic Commerce :-Introduction ,E-Commerce and E-Business ,Electronic Data Interchange (EDI) ,Business opportunities opened up by the internet ,Threats from Internet-based electronic commerce ,E Commerce Activities Mobile Commerce
BLOCK – V	Social and Legal Aspects of Computerization
	Unit 1: Social and Legal Aspects of Computerization, Introduction ,Moral dimension to use of Information Technology
	Unit 2: Social Issues ,Cyber Crimes ,Impact of computers on individuals, organizations and society
	Unit 3: Major Security Threats, Security Measures ,Worms and Viruses
Text Book	<ul style="list-style-type: none"> • Bergeron, P. (1996). Information resources management. Annual Review of Information Science and Technology, 31, 263–300. • Boud, D., & Feletti, G. (Eds.). (1991). The challenge of problem based learning. Kogan Page Limited. • Brooks, F. P. (1975). The mythical man-month: Essays on software engineering. Addison-Wesley Publishing Company. • Canzer, B. (2005). E-business and commerce: Strategic thinking and practice (Indian adaptation). Biztantra (originally published by Houghton Mifflin Co., USA).

Reference Books	<ul style="list-style-type: none">• Joseph, P. T. (2005). E-commerce: An Indian perspective (2nd ed.). Prentice-Hall of India.• O'Brien, J. A., & Marakas, G. M. (2011). Management information systems (10th ed.). McGraw-Hill.• Porter, M. E. (1985). Competitive advantage: Creating and sustaining superior performance. Free Press.• Turban, E., & Volonino, L. (2011). Information technology for management: Transforming organizations in the digital economy (7th ed.). Wiley.
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3rd SEMESTER

Program: MBA III Semester

Course Code: BM(G) 701	Business Policies & Strategic Management
Prerequisite	All students are expected to have a general knowledge of economics, finance, accounting, statistics, calculus, and management principles.
Learning Objectives	<ol style="list-style-type: none"> 1. Understand the fundamentals of business policies and strategic management. 2. Analyze the internal and external environments affecting business strategies. Develop skills to formulate and implement effective business strategies. 3. Evaluate the impact of strategic decisions on organizational performance. 4. Enhance critical thinking and decision-making abilities in strategic contexts.
Salient Features	Regularly updated curriculum as per the international standards, Latest methods and techniques are being adopted, As per the requirement of the industry, Case-based teaching methodology is used, More scope for presentations, seminars and workshops is introduced to make the students aware of the latest terminology.
Utility	An MBA prepares individuals for many types of careers. Some of the more common jobs an MBA prepares one for include Business Analyst or Strategist, Business Development Analyst, Associate, or Manager, Entrepreneur / Founder, Financial Analyst, Management Consultant, Marketing Associate, Analyst, or Manager, Portfolio Manager, Project, Product, or Program Manager, Operations Analyst, Associate, or Manager
	Course Outcomes
CO 1	Demonstrate a comprehensive understanding of business policies and strategic management principles.
CO 2	Apply strategic analysis tools to assess business environments and formulate strategies.
CO 3	Design and implement strategic plans to achieve organizational goals.
CO 4	Critically evaluate the effectiveness of business strategies and policies in real-world scenarios.
CO 5	Exhibit enhanced problem-solving and leadership skills in managing strategic challenges.
BLOCK – I	Introduction :
	Unit-1: Definition, Concept, Objective and Significance
	Unit-2: ,The levels at which strategy operates, Characteristic of Strategic Management ,
	Unit-3: An Overview: Strategic Management Process , Concept of Strategic Decision Making
BLOCK – II	Environmental Scanning:
	Unit-1: Appraisal of external environment,
	Unit-2: Dynamics of internal environment,
	Unit-3: Organizational capabilities and Appraisal.
BLOCK – III	Strategy Formulation:
	Unit-1: Business level strategy,
	Unit-2: Corporate Level Strategy,
	Unit-3: Functional Strategies.
BLOCK – IV	Strategy Implementation:
	Unit-1: Aspects of Strategy Implementation, Project Implementation,
	Unit-2: Procedural Implementation, Resource Allocation
	Unit-3: Organizational design and change, Corporate Culture.

BLOCK– V	Strategy Evaluation and Control:
Unit-1: An Overview of Strategic Evaluation and Control ,Strategic Control and Operational Control ,	
Unit-2: Techniques for Strategic Evaluation and Control ,Role of Organizational Systems in Evaluation	
Unit-3: Mc Kinsey’s 7s Framework.	
Text Book	<ul style="list-style-type: none"> • Kazmi, A. (2002). Business Policy & Strategic Management. • Johnson, G., & Scholes, K. (2008). Exploring Corporate Strategies. Pearson Education. • Wheelen, T. L., & Hunger, J. D. (2012). Strategic Management and Business Policy: Globalization, Innovation, and Sustainability (13th ed.). Pearson Education. • Ramaswamy, V. S., & Namakumari, S. (2010). Strategic Planning: Formulation of Corporate Strategy. McGraw-Hill Education.
Reference Books	<ul style="list-style-type: none"> • Bowman, C. (2002). Business Policy and Strategy. Prentice Hall of India. • McCarthy, D. J., Minichiello, R. J., & Curran, J. R. (2004). Business Policy and Strategy. AITBS. • Jauch, L. R., & Glueck, W. F. (2004). Business Policy and Strategic Management. Frank Brothers. • Pearce, J. A. II, Robinson, R. B., & Richard, B. (2009). Strategic Management: Formulation, Implementation, and Control. AITBS.

Program: MBA III Semester

Course Code: BM(G) 703	Entrepreneurship & Innovation Management
Prerequisite	All students are expected to have a general knowledge of economics, finance, accounting, statistics, calculus, and management principles.
Learning Objectives	To develop and strengthen entrepreneurial quality and motivation in students, To impart basic entrepreneurial skills and understandings to run a business efficiently and effectively, To provide insights to students on entrepreneurship opportunities Understand the principles of entrepreneurship and innovation management. Identify and evaluate opportunities for entrepreneurial ventures.
Salient Features	Regularly updated curriculum as per the international standards, Latest methods and techniques are being adopted, As per the requirement of the industry, Case-based teaching methodology is used, More scope for presentations, seminars and workshops is introduced to make the students aware of the latest terminology.
Utility	An MBA prepares individuals for many types of careers. Some of the more common jobs an MBA prepares one for include Business Analyst or Strategist, Business Development Analyst, Associate, or Manager, Entrepreneur / Founder, Financial Analyst, Management Consultant, Marketing Associate, Analyst, or Manager, Portfolio Manager, Project, Product, or Program Manager, Operations Analyst, Associate, or Manager
	Course Outcomes
CO 1	Demonstrate a thorough understanding of entrepreneurial and innovation management concepts.
CO 2	Create and assess viable business plans and innovative business models.
CO 3	Apply strategies to identify and capitalize on entrepreneurial opportunities.
CO 4	Evaluate the impact of innovation on business growth and sustainability.
CO 5	Develop leadership and management skills to drive successful entrepreneurial ventures and innovation projects.
BLOCK-I	Introduction
	Unit-1: Definition, meaning, importance and relevance of Entrepreneurship,
	Unit-2: Types & characteristics of entrepreneurship, identification and classification of business opportunities, barriers to entrepreneurship.
	Unit-3: Environmental scanning through 7 Domains of market attractiveness & porter's 5-forces model
BLOCK-II	Tools and techniques
	Unit-1: Needs, Tools and techniques for market assessment & survey
	Unit-2: Entrepreneurial motivations
	Unit-3: Environmental innovations & creativity.
BLOCK-III	Business plan writing & Entrepreneurship development program
	Unit-1: Scope, types, sources and process of identifying target market, Survey industry & competition analysis
	Unit-2: Learning Objectives , Programs of EDP, Entrepreneurial development cycle, Relevance & Accruements of EDP,
	Unit-3: Role of Government in organizing EDPs, E-business & Networking
BLOCK-IV	Introduction to Innovation
	Unit-1: Definition and types of innovation, Importance of innovation in business, Innovation vs. Invention.
	Unit-2: Innovation Process and Model: Stages of the innovation process, Linear vs. non-linear innovation models, Open innovation and closed innovation, Innovation Strategies: Types of innovation strategies (incremental, radical, disruptive), Aligning innovation strategies with business goals, Case studies of successful and failed innovations.

Unit-3: Managing the Innovation Lifecycle: Idea generation and screening, Development and commercialization, Post-launch evaluation and scaling.	
BLOCK-V	Implementing and Sustaining Innovation:
Unit-1: Organizational Culture and Innovation: Creating a culture that fosters innovation, Leadership and management's role in innovation, Overcoming barriers to innovation. Innovation Metrics and Performance Measurement: Key performance indicators (KPIs) for innovation, Tools and techniques for measuring innovation success, Using feedback to drive continuous improvement.	
Unit-2: Innovation Management in Practice: Case studies of innovative organizations, Best practices and lessons learned from industry leaders, Emerging trends and future directions in innovation management.	
Unit-3: Legal and Ethical Considerations: Intellectual property and patent management, Ethical issues in innovation, Regulatory and compliance aspects.	
Text Book	<ul style="list-style-type: none"> • Charantimath, P. (2007). Entrepreneurship Development: Small Business Enterprise. Pearson Education. • Hisrich, R. D., Peters, M. P., & Shepherd, D. A. (2007). Entrepreneurship (6th ed.). The McGraw-Hill Companies. • Khanka, S. S. (2008). Entrepreneurship Development. S. Chand Publications. • Janakiram, B. (). Entrepreneurship Development.
Reference Books	<ul style="list-style-type: none"> • Manimala, M. J. (2007). Entrepreneurship Theory at Crossroads (2nd ed.). Biztantra. • Desai, V. (2007). Entrepreneurship Development and Management. Himalaya Publishing House. • Shankar, R., & Vijay, N. (2006). Entrepreneurship: Theory and Practice. Nicole Imprints Pvt. Ltd. • Roy, R. (2011). Entrepreneurship (2nd ed.). Oxford University Press.

3rd SEMESTER

Discipline Specific Elective

Elective: Marketing

Management

Program: MBA III Semester (Discipline Specific Elective: Marketing Management)

Course Code: BA-713	Fundamentals of Advertising
Prerequisite	All students are expected to have a general knowledge of economics, finance, accounting, statistics, calculus, and management principles.
Learning Objectives	The Learning Objectives of the course are , To provide students an insight to basic concepts of marketing management, To help students understand various marketing tools/models for solving marketing Understand the factors that influence consumer behavior and how to apply them in marketing decisions. Learn the latest digital marketing tools and techniques to engage with target audiences. Develop the ability to measure and analyze the effectiveness of marketing campaigns and initiatives.
Salient Features	Regularly updated curriculum as per the international standards, Latest methods and techniques are being adopted, As per the requirement of the industry, Case-based teaching methodology is used, More scope for presentations, seminars and workshops is introduced to make the students aware of the latest terminology.
Utility	An MBA prepares individuals for many types of careers. Some of the more common jobs an MBA prepares one for include Business Analyst or Strategist, Business Development Analyst, Associate, or Manager, Entrepreneur / Founder, Financial Analyst, Management Consultant, Marketing Associate, Analyst, or Manager, Portfolio Manager, Project, Product, or Program Manager, Operations Analyst, Associate, or Manager
	Course Outcomes
CO 1	Understand Advertising Evolution
CO 2	Explore the significance of packaging in sales promotion, its multifunctional role in marketing, and the process, objectives, and benefits of market segmentation.
CO 3	Develop skills in setting advertising objectives, planning frameworks, strategies, budgeting methods, and media scheduling for effective advertisement campaigns.
CO 4	Integration of Advertising and Marketing
CO 5	Understand Consumer Behavior
BLOCK-I	Evolution of Advertising
Unit-1: Structure: Concept of Advertising - Definition - History of Advertising - Evolution of Indian Advertising Industry -	
Unit-2: Indian Advertisement Scenario - Growth of Indian Advertising Industry - Future of Indian Advertising Market - Structure: Advertising and Advertising Management -	
Unit-3: Advertising as a Tool of Communication - The Communication Process - Marketing Communication - Marketing Communication Process - Communication Mix - Message Design and Development Models - Dagmar Approach – Media	
BLOCK-II	Advertising and Marketing Structure

Unit-1: Advertising and Marketing Structure: Marketing process and planning - Marketing Mix - Product Levels: The Customer-Value Hierarchy - Product Hierarchy -	
Unit-2: Product Management - Product Life Cycle - Product Lifecycle Management (PLM) - PLM Metrics Development Process - LM Business Value - PLC and promotion	
Unit-3: Brand Management Structure: What is brand - Branding process - Brand strategy document - Strategic brand management process - Branding decisions - Brand equity - Sources of brand equity - Brand equity as a bridge	
BLOCK-III	Packaging Structure
Unit-1: Packaging Structure: Packaging - Packaging and sales promotion - Packaging – a multifunctional marketing,	
Unit-2: Marketing Segmentation Structure: Market segmentation defined - Objectives - Segmentation process	
Unit-3: Benefits of marketing segmentation - Segmenting variables - Family life-cycle	
BLOCK-IV	Buying Behaviour Structure
Unit-1: Fundamentals of Buying Behaviour Structure: Consumer behavior - Buying decision process - Howard-Sheth model of buyer-behaviour.	
Unit-2: Classification and Types of Advertising Structure: Product related advertising - Public service advertising	
Unit-3: Functional classification - Advertising based on product life cycle - Trade advertising - Advertising based on area of operations - Advertising according to medium.	
BLOCK-V	Advertisement Planning
Unit-1: Advertisement Planning, Strategy and Budgeting Structure: Advertising objectives -	
Unit-2: Advertisement planning - Advertisement planning framework - The advertising strategy - Advertising budget - Budgeting methods.	
Unit-3: Advertisement Scheduling Structure: Advertisement or media scheduling - Selecting media	
Text Book	<ul style="list-style-type: none"> • Belch, G. E., & Belch, M. A. (n.d.). Advertising and Promotion: An Integrated Marketing Communications Perspective. • Felton, G. (n.d.). Advertising: Concept and Copy. • Sullivan, L. (n.d.). Hey, Whipple, Squeeze This: The Classic Guide to Creating Great Ads. • Sherlekar, S. A., & Singh, S. (2014). Marketing Management: Concepts & Cases. Wiley. • Mohan, M. (n.d.). Advertising Management: Concepts and Causes. TMH. • Kazmi, S. H. H., & Batra, S. (n.d.). Advertising Sales Promotion. Excel Books.
Reference Books	<ul style="list-style-type: none"> • Kumar, A., & Meenakshi, N. (2012). Marketing Management (2nd ed.). Vikas Publishing House. • Shajahan, S. (2011). Applied Case Studies in Marketing. Primus Books. • Karunakaran, R. (n.d.). Marketing Management. Himalaya Publishing House. • Neelamegham, S. (n.d.). Marketing in India: Text and Cases (4th ed.). Vikas Publishing House.

Program: MBA III Semester (Discipline Specific Elective: Marketing Management)

Course Code: MC-785	CONSUMER BEHAVIOUR
Prerequisite	All students are expected to have a general knowledge of economics, finance, accounting, statistics, calculus, and management principles
Learning Objectives	The Objectives of the course are : To understand consumer behaviour in an informed and systematic way. To analyse personal, socio-cultural, and environmental dimensions that influence consumer decisions making. To enable students in designing and evaluating the marketing strategies based on fundamentals
Salient features	Regularly updated curriculum as per the international standards, Latest methods and techniques are being adopted, As per the requirement of the industry, Case-based teaching methodology is used, More scope for presentations, seminars and workshops is introduced to make the students aware of the latest terminology.
Utility	An MBA prepares individuals for many types of careers. Some of the more common jobs an MBA prepares one for include Business Analyst or Strategist, Business Development Analyst, Associate, or Manager, Entrepreneur / Founder, Financial Analyst, Management Consultant, Marketing Associate, Analyst, or Manager, Portfolio Manager, Project, Product, or Program Manager, Operations Analyst, Associate, or Manager
	Course Outcomes
CO-1	Understand Consumer Behavior Fundamentals
CO-2	Learning Theories and their marketing applications
CO 3	Analyze motivation theories, types, processes, and their implications for consumer behavior and marketing strategies.
CO 4	Understand the stages and types of consumer decision-making processes, post-purchase behavior, and various consumer behavior models.
CO 5	Grasp the meaning, significance, determinants, benefits, and limitations of market segmentation, alongside target marketing strategies.
BLOCK-I	Consumer Behavior
	Unit-1: Consumer behavior: Concept and Implications;
	Unit-2: Integration of consumer behavior in the marketing concept;
	Unit-3: Consumer Decision Making Process; Levels of consumer decision making; Types of Consumer Decision Making
BLOCK-II	Consumer Motivation and Attitude
	Unit-1: Consumer Motivation; Dynamics of Motivation, type and systems of needs;
	Unit-2: Personality and theories of personality (relevant to marketing); Consumer diversity; Self and self-image; Consumer Perception; Dynamics of perception and consumer imagery;
	Unit-3: Consumer Learning; Behavioral and cognitive learning theories; Consumer Attitude; Attitude formation and behavior; Communication and consumer behavior.
BLOCK-III	Determinants of Consumer Behaviour
	Unit-1: Key Determinants of Consumer Behaviour and Marketing Strategy; Providing Customer Value and Retention;
	Unit-2: Market segmentation: Concept, Bases and Significance; How market segmentation operates;
	Unit-3: Criteria for effective targeting of market segments; Target Marketing strategies

BLOCK-IV	Consumer Attitudes
Unit-1: Family: Concept, Roles and influences; Reference groups and their influence;	
Unit-2: Social class and consumer behavior; Influence of culture on consumer behavior;	
Unit-3: Culture and core values; Influence of sub culture & cross culture on consumer behavior.	
BLOCK-V	Consumer Influence and the Diffusion of Innovations
Unit-1: Consumer Influence and the Diffusion of Innovations; Opinion Leadership,	
Unit-2: WOM, e-WOM. New times, new consumers; Managing Consumer Dynamics; Consumer decision making and beyond,	
Unit-3: Consumer Satisfaction and Dissatisfaction: Mechanism; Managing Post-purchase behavior.	
Text Book	<ul style="list-style-type: none"> • Schiffman, L. G., & Kanuk, L. L. (2011). Consumer Behavior (9th ed.). Prentice Hall. ISBN: 9780131869608. • Batra, S. K., & Kazmi, S. H. H. (2009). Consumer Behavior: Text and Cases (2nd ed.). Books. ISBN: 978-8174466440. • Howard, J. A. (2003). Consumer Behaviour in Marketing. Englewood Cliffs, NJ: Prentice Hall Inc.
Reference Books	<ul style="list-style-type: none"> • Hawkins, D. I. (2001). Consumer Behaviour: Implications for Marketing Strategy. Texas: Business. • Mowen, J. C. (2004.). Consumer Behaviour. New York: Macmillan. • Schiffman, L. G., & Kanuk, L. L. (2003). Consumer Behaviour. New Delhi: Prentice Hall of India.

Program: MBA III Semester (Discipline Specific Elective: Marketing Management)

Course Code: BL-725	Team Building and Leadership
Prerequisite	All students are expected to have a general knowledge of economics, finance, accounting, statistics, calculus, and management principles
Learning Objectives	The Objectives of the course are : Have increased knowledge to understand and evaluate organizational, management and leadership problems and possibilities. Have increased awareness of his/her personal leadership style. Have increased knowledge and skills to design and change work organization, to contribute to working environments in which everyone is able to contribute to organizational learning and success.
Salient features	Regularly updated curriculum as per the international standards, Latest methods and techniques are being adopted, As per the requirement of the industry, Case-based teaching methodology is used, More scope for presentations, seminars and workshops is introduced to make the students aware of the latest terminology.
Utility	An MBA prepares individuals for many types of careers. Some of the more common jobs an MBA prepares one for include Business Analyst or Strategist, Business Development Analyst, Associate, or Manager, Entrepreneur / Founder, Financial Analyst, Management Consultant, Marketing Associate, Analyst, or Manager, Portfolio Manager, Project, Product, or Program Manager, Operations Analyst, Associate, or Manager
	Course Outcomes
CO 1	Students will be able to demonstrate an understanding of how to build cohesive teams by applying principles of group dynamics and conflict resolution strategies.
CO 2	Students will learn to identify and apply different leadership styles and approaches suitable for various team contexts, promoting collaboration and achieving common goals.
CO 3	Students will improve their communication skills, essential for providing clear direction, giving feedback, and fostering open dialogue within teams.
CO 4	Students will be able to lead teams in effective decision-making by employing problem-solving and critical thinking techniques, ensuring collective input and strategic action.
CO 5	Students will learn to motivate and inspire teams by understanding and applying motivational theories to enhance team performance and morale.
BLOCK-I	Group Structure:
	Unit-1: Concept of Group Structure: Concept of Group - Characteristics of Group - Types of Groups -
	Unit-2: Group Structure - Group dynamics - Techniques for Managing Group Dynamics Group Development - Group functions,
	Unit-3: Team Building Structure: Why team - Teamwork - Types Of Teams - Stages Of Team Development Team Buildingprocess - Characteristics of an effective team - Team Cohesion - Factors needed to develop Team Cohesion
BLOCK-II	Leadership Structure:
	Unit-1: Understanding Leadership Structure: Introduction to Leadership - Leadership defined - Characteristics of Leadership - Importanceof Leadership

Unit-2: Role of a Leader - Qualities of a Leader	
Unit-3: Leadership and Management – Relationship - Leader versus Manager - Authority vs Leadership - Leadership and Motivation - Organizational Leadership	
BLOCK-III	Theories of Effective Leadership Structure:
Unit-1: Theories of Effective Leadership Structure: Introduction - Blake and Mouton’s Managerial Grid - House’s Path Goal Theory - Great Man Theory - Trait Theory - Leadership-Member Exchange (LMX) Theory	
Unit-2: Transformational Leadership - Transactional Leadership - Continuum of Leadership Behavior - Likert’s Management System - Hersey Blanchard Model - Fiedler’s Contingency Leadership Styles Structure: Leadership Styles - Autocratic Leadership - Democratic Leadership - Laissez-Faire Leadership Transformational leaders - Transactional leader Organic leadership	
Unit-3: Contemporary leaders - Ethical leaders - Situational Leadership Style - Successful Leadership and Teamwork - Best Practices in Balancing Leadership and Teamwork - Developing Your Own Leadership Style	
BLOCK-IV	Leadership Skills and Traits Structure:
Unit-1: Leadership Skills and Traits Structure: Leadership skills - A to Z of leadership Skills - How to become a successful Leader. - Leadership Traits of an ethical leader	
Unit-2: Leadership in the Contemporary World Structure: Leadership in the Contemporary World - Challenges to Leadership in the Contemporary World Tips to Overcome Challenges in Leadership - Role of Communication in Overcoming Leadership Challenges - Role of Management in Overcoming	
Unit-3: Leadership Challenges - Leadership in Times of Crisis in Contemporary world - Managing in Chaos: A Necessary Skill for Managers and Leaders - Women and Leadership in Contemporary World	
BLOCK-V	Leadership Assessment Structure:
Unit-1: Leadership Assessment Structure: Self-Assessment for Leadership	
Unit-2: Advantages of Self-Assessment of Leadership Competencies Techniques of Self-Assessment for Leadership Skills	
Unit-3: Assessing the Strengths and Vulnerabilities for Improving Leadership Effectiveness	
Text Book	<ul style="list-style-type: none"> • Yukl, G. (2010). Leadership in Organizations (7th ed.). Prentice Hall. • Lall, M., & Sharma, R. (n.d.). Personal Growth, Training & Development. Excel Books. • Janakiraman, B. (n.d.). Training & Development. Biztantra. • Yukl, G. (2006). Leadership in Organizations (6th ed.). Pearson.
Reference Books	<ul style="list-style-type: none"> • DuBrin, A. J. (2009). Leadership: Research Findings, Practice, and Skills (2nd ed.). All India Publisher & Distributors. • Hurlock, E. B. (1974). Personality Development (1st ed.). Tata McGraw-Hill. • Pareek, U. (2010). Understanding Organizational Behaviour (2nd ed.). Oxford University Press. • Sahu, R. K. (2009). Training for Development (1st ed.). Excel Books.

Elective:

Finance Management

Program: MBA III Semester (Discipline Specific Elective: Finance Management)

Course Code: FP-749	Essentials of Business Finance
Prerequisite	All students are expected to have a general knowledge of economics, finance, accounting, statistics, calculus, and management principles.
Learning Objectives	To explain the basic functions and responsibilities of a financial department in a business/ firm; <ul style="list-style-type: none"> • To elaborate the key decision areas in financial management-investment, financing, dividend and working capital management • To explain the various techniques of evaluation of investment proposals • To discuss the various factors to be considered in designing the target capital structure.
Salient Features	Regularly updated curriculum as per the international standards, Latest methods and techniques are being adopted, As per the requirement of the industry, Case-based teaching methodology is used, More scope for presentations, seminars and workshops is introduced to make the students aware of the latest terminology.
Utility	An MBA prepares individuals for many types of careers. Some of the more common jobs an MBA prepares one for include Business Analyst or Strategist, Business Development Analyst, Associate, or Manager, Entrepreneur / Founder, Financial Analyst, Management Consultant, Marketing Associate, Analyst, or Manager, Portfolio Manager, Project, Product, or Program Manager, Operations Analyst, Associate, or Manager
	Course Outcomes
CO-1	Gain knowledge of the concept, evolution, objectives, scope, and goals of business finance
CO 2	Understand the organization of the finance function
CO 3	Gain an understanding of the importance and different types of financial techniques, which can be applied in personal financial planning or investment decision-making.
CO 4	Financial ratios as tools for analysis, providing skills applicable in assessing personal financial health or evaluating investment opportunities.
CO 5	Grasp the nature, significance, limitations, and preparation of fund flow statements, offering insights applicable in personal financial tracking or analyzing cash flow in personal or small business finances.
BLOCK-I	Introduction of Business Finance
	Unit-1: Nature, Scope and Significance of Business Finance,
	Unit-2: Structure: Introduction - Concept of Business Finance - Evolution of Business Finance
	Unit-3: Objectives of Business Finance - Scope of Business Finance - Goals of Business Finance
BLOCK-II	Finance Functions:
	Unit-1: Finance functions - Contents of Modern finance function - Fundamental Principles of Business Finance
	Unit-2: Organization of Finance Function - Relation of Finance with other Functional Areas of Business -
	Unit-3: Significance of Finance in Business World - Expanding Role of Finance Manager
BLOCK-III	Financial Techniques:

Financial Techniques : Structure: Concept of Financial Techniques	
Unit-2: Importance of Financial Techniques	
Unit-3: Different types of Financial Techniques	
BLOCK-IV	Ratio Analysis
Unit-1: Ratio Analysis Structure: Nature of Ratios - Significance of Ratios as Tools of Financial analysis	
Unit-2: Limitations of ratios	
Unit-3: Classification of Ratios	
BLOCK-V	Fund Flow Statements
Unit-1: Fund Flow Statements - Structure - Nature of fund flow statement - Significance of Funds flow statements	
Unit-2: Limitation of Funds flow statements - Preparation of Fund Flow Statement.	
Unit-3: Incorporation of Additional information	
Text Book	<ul style="list-style-type: none"> • Narayanaswamy, R. (2014). Financial Accounting: A Managerial Perspective (5th ed.). PHI. • Maheswari, S. N., & Maheswari, S. (2006). A Textbook of Accounting for Management (2nd ed.). Vikas Publishing House. • Maheswari, S. N. (2006). Financial Accounting (2nd ed.). Vikas Publishing House. • Tulsian, P. C. (2008). Financial Accounting (1st ed.). Pearson Education. • Ross, S. A., Westerfield, R. W., & Jordan, B. D. (2013). Essentials of Corporate Finance (9th ed.). McGraw-Hill Education.
Reference Books	<ul style="list-style-type: none"> • Brigham, E. F., & Houston, J. F. (2012). Fundamentals of Financial Management (13th ed.). Cengage Learning. • Bodie, Z., Kane, A., & Marcus, A. J. (2014). Essentials of Investments (10th ed.). McGraw-Hill Education. • Brigham, E. F., & Ehrhardt, M. C. (2016). Financial Management: Theory & Practice (15th ed.). Cengage Learning. • Besley, S., & Brigham, E. F. (2013). Essentials of Managerial Finance (14th ed.). Cengage Learning.

Program: MBA III Semester (Discipline Specific Elective: Finance Management)

Course Code: FM-827	Financial Planning & Analysis
Prerequisite	All students are expected to have a general knowledge of economics, finance, accounting, statistics, calculus, and management principles
Learning Objectives	The Objectives of the course are : Recognize opportunities inherent with good personal financial planning. Examine the risks associated with poor personal financial planning. Analyze basic economic information. Able to analyze different aspects of the course
Salient features	The course covers the basic principles needed for effective personal finance management, including the practical applications of money management, budgeting, taxes, credit, Insurance, housing, investments, and retirement planning.
Utility	Financial literacy is essential in meeting the financial challenge of the 21st Century. The competencies, which form the basis for this semester course, enable students to analyze their personal financial decisions, evaluate the costs and benefits of their decisions, recognize their rights and responsibilities as consumers, and apply the knowledge learned in school to financial situations encountered later in life
	Course Outcomes
CO 1	Understanding Banking Company Final Accounts
CO 2	Mastering Corporate Final Accounts for Insurance Companies
CO 3	Proficiency in Company Final Accounts Preparation
CO 4	Understanding Accounting Policy
CO 5	Analysis and Interpretation of Annual Reports
BLOCK-I	Understanding the financial planning process:-
	Unit-1: The rewards of sound financial planning-planning for a life time-the planning environment-determinants of personal income financial statements and plans mapping the financial future-time value of money
	Unit-2: Preparing personal income statement and balance sheet-making cash budgets Managing Tax:- Principles of income taxes computation of salary, rental income & capital gains, other income
	Unit-3: Filling return tax planning-other income-filling returns tax planning-other forms of personal taxes provisos of wealth tax act & computation of net wealth & wealth tax.
BLOCK-II	Making decisions regarding purchase of automobiles and houses:-
	Unit-1: Deciding whether to lease or buy-finding an affordable house
	Unit-2: The house- buying process-housing finance.
	Unit-3: Managing credit-opening an overdraft account using credit carefully consumer loans.
BLOCK-III	Managing insurance needs:-
	Unit-1: Basic insurance concepts-deciding on the amount of life insurance required-key features of life insurance policies- buying life insurance types and sources of health insurance plans- principles of property insurance-automobile insurance other types of insurance.
	Unit-2: Managing investments:- Investment planning securities markets-transaction in the securities markets-online investing-mutual funds –financial planner’s Advice, stock brokers research and advice, portfolio tracking,
	Unit-3: Private banking options of different banks and discretionary portfolio management services-sharp’s ratio, treynor’s ratio, Jensen’s measure, information ratio.
BLOCK-IV	Alternate Investment Options-

Unit-1: Art, Gold, antiques, commodities, real estate	
Unit-2: REITS, real e related mutual funds, charity, investments outside India.	
Unit-3: Retirement planning-estimating needs at retirement-social security –pension plans and retirement plans-annuities, reverse mortgage	
BLOCK-V	E planning
Unit-1: Wills-trusts-gift taxes-e taxes and tax planning.	
Unit-2: Marketing of Financial Products:-Relationship marketing-selling in a competitive environment	
Unit-3: Steps in the relationship management process-segment, profile, expose, strategize, execute, monitor and review-personal selling skills.	
Text Book	<ul style="list-style-type: none"> • Alexander, J. (2014). Financial Planning & Analysis and Performance Management. Wiley. • McLaughlin, D. A. (2012). Financial Planning & Analysis and Performance Management: Case Study Reference. Wiley. • Bragg, S. M. (2015). Financial Planning and Analysis and Business Performance Management. Wiley.
Reference Books	<ul style="list-style-type: none"> • Bordo, M., & others. (2019). Financial Planning and Analysis: Concepts and Tools for the Agile Enterprise. Wiley. • Sengupta, C. (2013). Financial Analysis and Modeling Using Excel and VBA. Wiley.

Program: MBA III Semester (Discipline Specific Elective: Finance Management)

Course Code: BL-725	Team Building and Leadership
Prerequisite	All students are expected to have a general knowledge of economics, finance, accounting, statistics, calculus, and management principles
Learning Objectives	The Objectives of the course are : Have increased knowledge to understand and evaluate organizational, management and leadership problems and possibilities. Have increased awareness of his/her personal leadership style. Have increased knowledge and skills to design and change work organization, to contribute to working environments in which everyone is able to contribute to organizational learning and success.
Salient features	Regularly updated curriculum as per the international standards, Latest methods and techniques are being adopted, As per the requirement of the industry, Case-based teaching methodology is used, More scope for presentations, seminars and workshops is introduced to make the students aware of the latest terminology.
Utility	An MBA prepares individuals for many types of careers. Some of the more common jobs an MBA prepares one for include Business Analyst or Strategist, Business Development Analyst, Associate, or Manager, Entrepreneur / Founder, Financial Analyst, Management Consultant, Marketing Associate, Analyst, or Manager, Portfolio Manager, Project, Product, or Program Manager, Operations Analyst, Associate, or Manager
	Course Outcomes
CO 1	Students will be able to demonstrate an understanding of how to build cohesive teams by applying principles of group dynamics and conflict resolution strategies.
CO 2	Students will learn to identify and apply different leadership styles and approaches suitable for various team contexts, promoting collaboration and achieving common goals.
CO 3	Students will improve their communication skills, essential for providing clear direction, giving feedback, and fostering open dialogue within teams.
CO 4	Students will be able to lead teams in effective decision-making by employing problem-solving and critical thinking techniques, ensuring collective input and strategic action.
CO 5	Students will learn to motivate and inspire teams by understanding and applying motivational theories to enhance team performance and morale.
BLOCK-I	Group Structure:
	Unit-1: Concept of Group Structure: Concept of Group - Characteristics of Group - Types of Groups -
	Unit-2: Group Structure - Group dynamics - Techniques for Managing Group Dynamics Group Development - Group functions,
	Unit-3: Team Building Structure: Why team - Teamwork - Types Of Teams - Stages Of Team Development Team Buildingprocess - Characteristics of an effective team - Team Cohesion - Factors needed to develop Team Cohesion
BLOCK-II	Leadership Structure:
	Understanding Leadership Structure: Introduction to Leadership - Leadership defined - Characteristics of Leadership - Importanceof Leadership
	Unit-2: Role of a Leader - Qualities of a Leader

Unit-3: Leadership and Management – Relationship - Leader versus Manager - Authority vs Leadership - Leadership and Motivation - Organizational Leadership	
BLOCK-III	Theories of Effective Leadership Structure:
Unit-1: Theories of Effective Leadership Structure: Introduction - Blake and Mouton’s Managerial Grid - House’s Path Goal Theory - Great Man Theory - Trait Theory - Leadership-Member Exchange (LMX) Theory	
Unit-2: Transformational Leadership - Transactional Leadership - Continuum of Leadership Behavior - Likert’s Management System - Hersey Blanchard Model - Fiedler’s Contingency Leadership Styles Structure: Leadership Styles - Autocratic Leadership - Democratic Leadership - Laissez-Faire Leadership Transformational leaders - Transactional leader Organic leadership	
Unit-3: Contemporary leaders - Ethical leaders - Situational Leadership Style - Successful Leadership and Teamwork - Best Practices in Balancing Leadership and Teamwork - Developing Your Own Leadership Style	
BLOCK-IV	Leadership Skills and Traits Structure:
Unit-1: Leadership Skills and Traits Structure: Leadership skills - A to Z of leadership Skills - How to become a successful Leader. - Leadership Traits of an ethical leader –	
Unit-2: Leadership in the Contemporary World Structure: Leadership in the Contemporary World - Challenges to Leadership in the Contemporary World Tips to Overcome Challenges in Leadership - Role of Communication in Overcoming Leadership Challenges - Role of Management in Overcoming	
Unit-3: Leadership Challenges - Leadership in Times of Crisis in Contemporary world - Managing in Chaos: A Necessary Skill for Managers and Leaders - Women and Leadership in Contemporary World	
BLOCK-V	Leadership Assessment Structure:
Unit-1: Leadership Assessment Structure: Self-Assessment for Leadership	
Unit-2: Advantages of Self-Assessment of Leadership Competencies Techniques of Self-Assessment for Leadership Skills	
Unit-3: Assessing the Strengths and Vulnerabilities for Improving Leadership Effectiveness	
Text Book	<ul style="list-style-type: none"> • Yukl, G. (2013). Leadership in Organisations (7th ed.). Prentice Hall. • Lall, R., & Sharma, P. (2012). Personal Growth Training & Development. Excel Books. • Janakiraman, B. (2011). Training & Development. Biztantra. • Yukl, G. (2010). Leadership in Organisations (6th ed.). Pearson. • DuBrin, A. J. (2012). Leadership: Research Findings, Practice, and Skills (2nd ed.). All India Publishers & Distributors.
Reference Books	<ul style="list-style-type: none"> • Hurlock, E. B. (2005). Personality Development (1st ed.). Tata McGraw-Hill. • Pareek, U. (2012). Understanding Organizational Behaviour (2nd ed.). Oxford University Press • Sahu, R. K. (2011). Training for Development (1st ed.). Excel Books. • Robbins, S. P., & Judge, T. A. (2019). Organizational Behaviour (18th ed.). Pearson Education. • Goleman, D. (2006). Emotional Intelligence: Why It Can Matter More Than IQ. Bantam Books. • Armstrong, M. (2014). Armstrong's Handbook of Human Resource Management Practice (13th ed.). Kogan Page.

Elective: Operation and Production Management

Program: MBA III Semester (Discipline Specific Elective: Operation and Production Management)

Course Code: OP – 793	Inventory & Purchase Management
Prerequisite	All students are expected to have a general knowledge of economics, finance, accounting, statistics, calculus, and management principles.
Learning Objectives	Learn about capacity planning and resource allocation. Analyze cost control methods in production processes. Understand the importance of sustainability in operations. Study different production layouts and their efficiency. Explore the relationship between operations and other business functions.
Salient Features	Regularly updated curriculum as per the international standards, Latest methods and techniques are being adopted, As per the requirement of the industry, Case-based teaching methodology is used, More scope for presentations, seminars and workshops is introduced to make the students aware of the latest terminology.
Utility	An MBA prepares individuals for many types of careers. Some of the more common jobs an MBA prepares one for include Business Analyst or Strategist, Business Development Analyst, Associate, or Manager, Entrepreneur / Founder, Financial Analyst, Management Consultant, Marketing Associate, Analyst, or Manager, Portfolio Manager, Project, Product, or Program Manager, Operations Analyst, Associate, or Manager
	Course Outcomes
CO-1	Understand the role of international purchasing in the supply chain
CO 2	Understand organizational variations within materials management, its scope, and limitations.
CO 3	Understand the concept of materials control, its organization, establishing the base for control, and recordkeeping procedures for effective materials control.
CO 4	Explore materials management concepts, the system approach to materials management, and modern trends shaping the field.
CO 5	Understand the role of integrated management information systems in materials management.
BLOCK-I	Introduction of Materials Management
	Unit-1: Structure: - Introduction of Materials in Manufacturing Organization - Importance of Materials Management - Definition of Materials Management - Objectives of Materials Management
	Unit-2: Functions of Materials Management - Scope of Materials Management - Challenges of Materials Management - Materials Management Organization
	Unit-3: Materials Management Concepts - System Approach to Materials Management - Modern Trends in Materials Management
BLOCK-II	Materials Planning and Control:
	Unit-1: Materials Planning and Control : Structure: What is Material Planning? - Significance of Materials Planning - Benefits of Materials Planning - Factors Influencing Materials Planning - Problems Encountered in Materials Planning - Guideline to be Used for Effective and Reliable Materials Planning
	Unit-2: Relationship of Materials Planning with Production Programs and Sales Forecast - Materials Budgeting - Benefits of Materials Budgets - Materials Control - Organizing for Materials Control -

Establishing the Base for Materials Control - Record and Procedures for Materials Control	
Unit-3: Spare Part Management Structure: - Need for Scientific Management of Spare Parts - Major Factors Influencing Spare Part Inventories - Classification of Spare Parts - Salient Features of Spare Parts - Spare Parts Planning and Control - Methods of Planning Spare Parts Inventory - Planning for Spares Required for Overhauling - Obsolete Spares - Summary - Self Assessments Questions	
BLOCK-III	Organizing for Materials Management Structure
Unit-1: Organizing for Materials Management Structure: - Organizational Variation within Materials Management - Scope of Materials Management Organization - Limitations of Materials Management	
Unit-2: Purchasing Management Structure: - Functions of Purchasing Department - Importance of Purchasing - Objectives of Purchasing - Purchasing Parameters - Purchasing Management - The Transition to Supply Management - Major Development in Supply Management - Supply Chain - Supplier Partnership - Importance of Supply Management in Business -	
Unit-3: Classification of Purchasing Goods - Purchasing Cycle - Purchasing Methods and Techniques - Purchasing Methods - Purchasing Organizations - Forms of Purchasing Organization - Centralized - Decentralized Purchasing - Personal Duties of Purchasing Manager - Purchasing Policy and Procedure - Purchasing Policies - Basis for Purchasing Policies - Purchasing Procedure - Purchasing Management Process - Make or Buy Decisions - Factors Influencing Make or Buy Decision - The Volatile Nature of the Make or Buy Situations - Summary - Self Assessment Questions	
BLOCK-IV	Vendor Development Structure
Unit-1: Vendor Development Structure: - Need for Vendor Development - Levels of Vendor Assessment - Vendor Evaluation and Selection Process - Key Supplier Evaluation and Selection Process - Choosing the Supplier	
Unit-2: Vendor Evaluation and Vendor Rating - Vendor Evaluation - Vendor Rating (or Supplier - Evaluation) Plan - Problems in Developing Supplier Relationship - Vendor Motivation - Solved Problems	
Unit-3: International Purchasing Structure: The Role of International Purchasing in the Supply Chain - Documents used in International Purchasing	
BLOCK-V	Value Analysis Structure
Unit-1: Value Analysis Structure: - Meaning of Term Value - Characteristics of Value - What Value is Not - Value and Value Equation - Importance of Value Equation - Approach to Value - driven Competition - Dynamic Nature of Value - Kinds of Value - Value Analysis (or Value Engineering) - Objectives of Value Analysis - Who are Involved in Value Analysis - Test for Determining Value in a Product or Services - Barriers or Road Block for Value Analysis - Selecting Items for Value Analysis - Difference between Value Analysis and Value Engineering - Areas of Application of Value Analysis - Considerations in Value Analysis - Steps in Carrying out a Value Analysis Exercise - Value Test - Value Analysis Process (or Value Engineering Process) - Benefits to be achieved by Value Analysis - Guiding Principles for Value Analysis - Techniques of Value Analysis –	
Unit-2: Stores Management Structure: - Objectives of Stores Management - Functions of Store Keeping - Planning for Store Keeping -Location of Stores - Stores Organizing - Layout of Stores - Storage System - Store Management Functions	
Unit-3: Computer Applications in Materials Management Structure: Integrated Management Information Systems for Materials Management - Integrated Management Information System	
Text Book	<ul style="list-style-type: none"> • Pilbeam, A. M. (2010). Inventory Management: Principles, Concepts and Techniques. Springer.

	<ul style="list-style-type: none"> • Jacobs, F. R., & Chase, R. B. (2014). Operations and Supply Chain Management (14th ed.). McGraw-Hill Education. • Monczka, R. M., Handfield, R. B., Giunipero, L. C., & Patterson, J. L. (2015). Purchasing and Supply Chain Management (6th ed.). Cengage Learning.
Reference Books	<ul style="list-style-type: none"> • Silver, E. A., Pyke, D. F., & Peterson, R. (1998). Inventory Management and Production Planning and Scheduling (3rd ed.). Wiley. • Chopra, S., & Meindl, P. (2019). Supply Chain Management: Strategy, Planning, and Operation (7th ed.). Pearson.

Program: MBA III Semester (Discipline Specific Elective: Operation and Production Management)

Course Code: OP – 795	World Class Manufacturing
Prerequisite	All students are expected to have a general knowledge of economics, finance, accounting, statistics, calculus, and management principles.
Learning Objectives	Understand the key concepts of operations and production management. Analyze production processes and identify areas for improvement. Learn about inventory management techniques and their applications. Explore methods for optimizing production scheduling. Gain knowledge of quality management systems and tools..
Salient Features	Regularly updated curriculum as per the international standards, Latest methods and techniques are being adopted, As per the requirement of the industry, Case-based teaching methodology is used, More scope for presentations, seminars and workshops is introduced to make the students aware of the latest terminology.
Utility	An MBA prepares individuals for many types of careers. Some of the more common jobs an MBA prepares one for include Business Analyst or Strategist, Business Development Analyst, Associate, or Manager, Entrepreneur / Founder, Financial Analyst, Management Consultant, Marketing Associate, Analyst, or Manager, Portfolio Manager, Project, Product, or Program Manager, Operations Analyst, Associate, or Manager
	Course Outcomes
CO-1	Learn about the strategic planning methodology for world-class manufacturing
CO 2	Explore the relationship between quality management and global competitiveness
CO 3	Explore various tools for process improvement
CO 4	Grasp the challenges faced in the traditional batch manufacturing environment and the need for fundamental changes in manufacturing to meet global competitiveness.
CO 5	Learn about the definition, levels, history, types, approaches, process steps, and advantages/disadvantages of benchmarking
BLOCK-I	World Class Manufacturing
Unit-1: Structure: Introduction - The traditional batch manufacturing environment. - New Manufacturing Era - Business Challenges of The New Manufacturing Era - Why We Need Fundamental Changes in Manufacturing - And Service	
Unit-2: Business Strategy and Global Competitiveness - Competitive Priorities - Competing in New Manufacturing Era - Operating Environment of The New Manufacturing Era	
Unit-3: Business Generic Manufacturing Strategies for New Manufacturing Era - Strategic Planning Methodology for World-Class Manufacturing - Implementing the World-Class Manufacturing Plan	
BLOCK-II	Quality and Global Competitiveness:
Unit-1: Structure: Introduction - Quality Management - Competitiveness - Quality and Global Competitiveness - Global Quality Improvement Methods - Global Economic Integration - Continuous Improvement	
Unit-2: Structure: Introduction - Getting Started with Continuous Improvement - Application Of 7Qc Tools - What Is Six Sigma?	

Unit-3: 7Qc Tools in Lean Six Sigma - Implementing Continuous Improvement in The Team Kaizen	
BLOCK-III	Elements of Lean Production
Unit-1: Structure: Introduction to Lean Manufacturing - Laying out a Lean Production Facility - Setup reduction - Controlling a Lean Production Facility - The Five Steps of Lean Implementation - Case Study FORD Motors	
Unit-2: Just in Time: Structure: Introduction - Jit As an Environment - Jit As A Control Technique	
Unit-3: Major Tools and Techniques of Jit - Benefits of Jit - Toyota Production System	
BLOCK-IV	Bench Marking Structure
Unit-1: Bench Marking Structure: Introduction - Defining Bench marking - Levels of Bench marking -	
Unit-2: Bench marking History - Understanding the Tool - Bench marking Types - Approaches to Bench marking	
Unit-3: Bench marking Process Steps - A Case Study of Competitive Bench marking Cycle - Xerox Process - Classification of Bench marking - Advantages& Disadvantages	
BLOCK-V	Tools for Process Improvement
Unit-1: Structure: Introduction - Who Owns Processes - What Is Process Improvement? - How Does Process Improvement Benefit the Organization? - How Does an Organization Get Started on Process Improvement?	
Unit-2: Business Process Improvement Examples - What Is in The Basic Process Improvement Model? - Approaches to Bench marking - Need for Performance Measurement -	
Unit-3: A Case Study of Competitive Bench marking Cycle - Pareto Analysis and Examples - Classification of Bench marking - Advantages& Disadvantages	
Text Book	<ul style="list-style-type: none"> • Collins, J. (2001). Good to Great: Why Some Companies Make the Leap... and Others Don't. HarperBusiness. • Christensen, C. M. (1997). The Innovator's Dilemma: When New Technologies Cause Great Firms to Fail. Harvard Business Review Press. • Collins, J., & Porras, J. I. (1994). Built to Last: Successful Habits of Visionary Companies. HarperBusiness.
Reference Books	<ul style="list-style-type: none"> • Bossidy, L., & Charan, R. (2002). Execution: The Discipline of Getting Things Done. Crown Business. • Liker, J. K. (2004). The Toyota Way: 14 Management Principles from the World's Greatest Manufacturer. McGraw-Hill Education.

Program: MBA III Semester (Discipline Specific Elective: Operation and Production Management)

Course Code: OP – 797	Operations Planning & Control
Prerequisite	All students are expected to have a general knowledge of economics, finance, accounting, statistics, calculus, and management principles.
Learning Objectives	Study the role of technology in modern production systems. Learn about supply chain management and logistics. Understand the principles of lean manufacturing. Explore the impact of global operations strategies. Develop skills in project management within operations.
Salient Features	Regularly updated curriculum as per the international standards, Latest methods and techniques are being adopted, As per the requirement of the industry, Case-based teaching methodology is used, More scope for presentations, seminars and workshops is introduced to make the students aware of the latest terminology.
Utility	An MBA prepares individuals for many types of careers. Some of the more common jobs an MBA prepares one for include Business Analyst or Strategist, Business Development Analyst, Associate, or Manager, Entrepreneur / Founder, Financial Analyst, Management Consultant, Marketing Associate, Analyst, or Manager, Portfolio Manager, Project, Product, or Program Manager, Operations Analyst, Associate, or Manager
	Course Outcomes
CO-1	Gain knowledge of different production processes, including manufacturing and service operations, and the selection criteria for processes.
CO 2	Learn about the characteristics of modern manufacturing, surface treatment of metals, and the operations in the service sector.
CO 3	Gain insights into aggregate planning, capacity planning, rough-cut capacity planning, and master production scheduling.
CO 4	Understand the concepts of production planning and control
CO 5	Understand the differences between manufacturing and service operations
BLOCK-I	Fundamental of accounting
Unit-1: Production Processes, Manufacturing and Service Operations Structure: Production Processes - Manufacturing Operations and Service Operations	
Unit-2: Selection of a Process – Non manufacturing or Service Operations - Differences between Manufacturing and Service Operations - Classification of Manufacturing Processes - Surface Treatment of Metals	
Unit-3: Manufacturing Operations as Conversion Processes - Characteristics of Modern Manufacturing - Operations in the Service Sector - Production of Goods (Manufacturing) versus Service Operations - The Challenges facing Operations Managers	
BLOCK-II	Design of Production System
Unit-1: Structure: Factors Influencing Product Design - Approaches to Product Design - Legal - Ethical and Environmental Issues of Product Design - Process Planning and Process Design What is a Process - Process Planning - Process Selection - Process Strategy - Process Management - Major Process Decisions	
Unit-2: Production / Operations Planning and Control	

Structure: Production Planning / Operations Planning - Job Shop Production Process - Factors Determining Production Planning Procedures - Production Planning System - Production Control - Production Control System - Factors Determining Production Control Procedures	
Unit-3: Role of Production Planning and Control in Operations Management - Scope of Production Planning and Control - Main Functions of Production Planning and Control Department - Levels of Production Planning - Production Planning Functions - Production Control Functions - Benefits of Production Planning and Control Functions - Production Planning and Control in Different Production Systems - Make-or-Buy Analysis - Organization of PPC Department	
BLOCK-III	Aggregate Planning and Master Production Scheduling
Unit-1: Structure: Aggregate Planning - Aggregate Planning or Aggregate Capacity Planning - Costs associated with Aggregate Planning	
Unit-2: Approaches to Aggregate Planning - Rough-cut Capacity Planning (RCCP)	
Unit-3: Capacity Planning - Capacity Requirement Planning - Master Production Scheduling	
BLOCK-IV	Shop Floor Planning and Control Structure
Unit-1: Shop Floor Planning and Control Structure: The Production Environment - Production Activity Control or Shop Floor Activity Control - Scheduling Product Focused System	
Unit-2: Economic Batch Quantity (EBQ) or Economic Run Length (ERL) - Scheduling and Controlling Production for Delivery Schedules	
Unit-3: Line of balance (LOB) Method - Scheduling for High Volume Continuous Production System - Line Balancing - Line Balancing Method	
BLOCK-V	Service Operations
Unit-1: Service Operations: Planning and Scheduling Structure: Operations Strategies for Services Service - Types of Service Operations - Scheduling for Services - Scheduling Strategies for Services -	
Unit-2: Other possible Strategies - Scheduling Quasi- Manufacturing Operations - Scheduling “Customer-As-Participant” Service Operations - Scheduling “Customer-As-Product” Service Operations - Scheduling Multiple Resources - Cyclical Schedule or Rotating Schedule.	
Unit-3: Maintenance Management Structure: What is Maintenance? - Areas of Maintenance - Types of Maintenance - Planning and Scheduling of Maintenance - Control of Maintenance - Total Productive Maintenance - Structure: Introduction - Organizational Culture - Motivation at Workplace	
Text Book	<ul style="list-style-type: none"> • Stevenson, W. J. (2018). Operations Management (13th ed.). McGraw-Hill Education. • Heizer, J., Render, B., & Munson, C. (2020). Operations Management: Sustainability and Supply Chain Management (13th ed.). Pearson. • Nahmias, S. (2013). Production and Operations Analysis (7th ed.). Waveland Press.
Reference Books	<ul style="list-style-type: none"> • Bozarth, C. B., & Handfield, R. B. (2016). Introduction to Operations and Supply Chain Management (4th ed.). Pearson. • Slack, N., & Lewis, M. (2011). Operations Strategy (3rd ed.). Pearson.

Elective: Human Resource Management

Program: MBA III Semester (Discipline Specific Elective: Human Resource Management)

Course Code: HR – 831	HUMAN RESOURCE MANAGEMENT
Prerequisite	All students are expected to have a general knowledge of economics, finance, accounting, statistics, calculus, and management principles.
Learning Objectives	To develop a meaningful understanding of HRM theory, functions and practices. To apply HRM concepts and skills across various types of organizations.
Salient Features	Regularly updated curriculum as per the international standards, Latest methods and techniques are being adopted , As per the requirement of the industry, Case-based teaching methodology is used, More scope for presentations, seminars and workshops is introduced to make the students aware of the latest terminology.
Utility	An MBA prepares individuals for many types of careers. Some of the more common jobs an MBA prepares one for include Business Analyst or Strategist, Business Development Analyst, Associate, or Manager, Entrepreneur / Founder, Financial Analyst, Management Consultant, Marketing Associate, Analyst, or Manager, Portfolio Manager, Project, Product, or Program Manager, Operations Analyst, Associate, or Manager
	Course Outcomes
CO1	Understand the nature, significance, and functions of HRM, differentiate it from personnel management, and learn about job analysis, job design, job descriptions, and job specifications.
CO2	Learn the processes and strategic importance of human resource planning at various levels, and understand different recruitment sources, techniques, and program assessments.
CO3	Gain insights into the selection process, its role in providing competitive advantage, and the procedures for effective placement and induction of new employees.
CO4	Understand the significance, concept, scope, and objectives of HRD, including the roles and attributes of HRD managers and the need for continuous development.
CO5	Learn the purposes and methods of performance appraisal and development, the challenges associated with appraisals, and the stages and evaluation of effective employee training programs
BLOCK-I	Introduction:
	Unit-1: Human resource management - introduction, objective and scope/dimensions
	Unit-2: Personnel management – nature.
	Unit-3: Scope of personnel functions
BLOCK-II	Human Resource Planning:
	Unit-1: Human resource planning - concept, Learning Objectives , process, techniques.
	Unit-2: Job Analysis & design – concept, approaches,
	Unit-3: Job description, job specification, process
BLOCK-III	Recruitment, Selection and Training:
	Unit-1: Human resource procurement – sources, recruitment & their methods, selection & their procedure and induction.
	Unit-2: Training, training phases, need assessment, training methods - lecture, case method, role playing, in-basket t- group, incident, syndicate,

Unit-3: Evaluation of a training program, career planning and development	
BLOCK-IV	Performance Appraisal & Employee Motivation:
Unit-1: Performance measurement and reward systems - introduction, performance drivers,	
Unit-2: MBO as appraisal tool.	
Unit-3: Grievance handling procedure.	
BLOCK-V	Employee Compensation:
Unit-1: Employee compensation-purpose and importance, components.	
Unit-2: Non monetary rewards, workers participation in management employee.	
Unit-3: Employee empowerment	
Text Book	<ul style="list-style-type: none"> • Rao, V. S. P. (2010). Human Resource Management. Excel Books. • Fisher, C. D. (2010). Human Resource Management (3rd ed.). AIPD, Chennai. • Snell, S., Bohlander, G., & Vohra, N. (2012). Human Resources Management: A South Asian Perspective (16th Rep.). Cengage Learning. • Ivancevich, J. M. (2010). Human Resource Management (10th ed.). McGraw-Hill.
Reference Books	<ul style="list-style-type: none"> • Kandula, S. R. (2009). Human Resource Management in Practice. PHI. • Gomez-Mejia, L. R., Balkin, D. B., & Cardy, R. L. (2010). Managing Human Resources (6th ed.). PHI. • Rao, P. S. (2009). Human Resource Management & Industrial Relations. Himalaya Publishing House.

Program: MBA III Semester (Discipline Specific Elective: Human Resource Management)

Course Code: HR – 833	Human Resource Development & Industrial Relations
Prerequisite	All students are expected to have a general knowledge of economics, finance, accounting, statistics, calculus, and management principles.
Learning Objectives	To develop a meaningful understanding of HRD theory, functions and practices. To apply HRD concepts and skills across various types of organizations. To develop industrial relations between employees.
Salient Features	Regularly updated curriculum as per the international standards, Latest methods and techniques are being adopted, As per the requirement of the industry, Case-based teaching methodology is used, More scope for presentations, seminars and workshops is introduced to make the students aware of the latest terminology.
Utility	An MBA prepares individuals for many types of careers. Some of the more common jobs an MBA prepares one for include Business Analyst or Strategist, Business Development Analyst, Associate, or Manager, Entrepreneur / Founder, Financial Analyst, Management Consultant, Marketing Associate, Analyst, or Manager, Portfolio Manager, Project, Product, or Program Manager, Operations Analyst, Associate, or Manager
	Course Outcomes
CO-1	Understand the concepts of promotions, transfers, demotions, absenteeism, and employee separations, and their impact on organizations.
CO 2	Understand the procedures for handling grievances and discipline within organizations.
CO 3	Gain knowledge of human resource accounting, records, audits, research, and information systems
CO 4	Learn the causes, types, prevention, and settlement of industrial conflicts.
CO 5	Gain knowledge of job evaluation techniques
BLOCK-I	Management Development Overview Structure:
	Unit-1: Management Development Overview Structure: Introduction - Essential ingredients of the management development programmer - Needs of Manager and techniques of management development - Selection of techniques - Training and development for international assignments - Electronic MDP - Evaluation of management development programmers
	Unit-2: Career Planning and Development Structure: Introduction - Career Planning - Development and Management - Succession Planning - Career Choices – Traits
	Unit-3: Career Management Model and Career Anchor - Elements of Career Development Programme - Steps in Career Development System - Career development and diversitymanagement - Advantages - Limitations and Suggestions - Counselling
BLOCK-II	Internal Mobility and Absenteeism Structure:
	Unit-1: Internal Mobility and Absenteeism Structure: Introduction - Internal Mobility - Promotions - Transfer - Demotions - Absenteeism -Employee Separations
	Unit-2: Organization Development and Change Management Structure: Introduction - Organizational Change - Technology and change - Resistance to change vs. Inviting change - Approaches to organizational change
	Unit-3: Organizational Development - The OD processes OD Interventions/Techniques
BLOCK-III	Job Evaluation:

Unit-1: Job Evaluation Structure: Introduction - Job Evaluation Methods/Techniques - Advantages of job evaluation - Problems of job evaluation	
Unit-2: Employee Remuneration Structure: Introduction - Functions of remuneration	
Unit-3: Role of Reward System - Allowances - Incentive Payments - Fringe Benefits - Social Security	
BLOCK-IV	Grievance & Discipline Structure:
Unit-1: Grievance & Discipline Structure: Introduction - Grievance Procedure - Disciplinary Procedure Industrial Relations: Conceptual Analysis Structure: Introduction - Meaning of Industrial Relations - Dunlop model of industrial relations	
Unit-2: Importance of harmonious industrial relation - Objectives of industrial relations - Conditions for congenial industrial relations	
Unit-3: Approaches to industrial relations - Indian industrial workers - Impact of globalization on industrial relations	
BLOCK-V	Trade Unions and Employers' Association Structure
Unit-1: Trade Unions and Employers' Association Structure: Introduction - Meaning of Trade Unions - Functions of Trade Unions - Objectives of important Indian Trade Unions - Union Structure - Trade Union Formation	
Unit-2: Trade Union as an Organization - The Trade Union Act, 1926 - The Trade Union (Amendments) Act, 2001 - Problems of Trade Unions - Why decline in trade unions after globalization? - Measures to strengthen trade union movement in India - Employers' Organizations Industrial Conflicts Structure: Introduction - Causes of industrial conflicts - Types of industrial conflicts - Prevention of industrial conflicts - Settlement of Conflicts -	
Unit-3: Essentials of Human Resource Management and Industrial Relations Structure: Introduction - Human Resource Accounting - Human Resource Records - Human Resource Audit - Human Resource Research - Human Resource Information System	
Text Book	<ul style="list-style-type: none"> • Rao, V. S. P. (2010). Human Resource Management. Excel Books. • Fisher, C. D. (2010). Human Resource Management (3rd ed.). AIPD, Chennai. • Snell, S., Bohlander, G., & Vohra, N. (2012). Human Resource Management: A South Asian Perspective (16th Rep.). Cengage Learning. • Bratton, J., & Gold, J. (2007). Human Resource Management: Theory and Practice (4th ed.). Palgrave Macmillan. • Hogler, R. L., Blanpain, R., & Hendrickx, F. (2003). Employment Relations in the United States. Sage Publications.
Reference Books	<ul style="list-style-type: none"> • Salamon, M. (2000). Industrial Relations: Theory and Practice. Pearson Education. • Price, A. (2007). Human Resource Management in Context: Strategy, Insights, and Solutions. Thomson Learning. • Dibben, P., Wood, G., & Brewster, C. (2008). The Dynamics of Employee Relations. McGraw-Hill.

Program: MBA III Semester (Discipline Specific Elective: Human Resource Management)

Course Code: BL-725	Team Building and Leadership
Prerequisite	All students are expected to have a general knowledge of economics, finance, accounting, statistics, calculus, and management principles
Learning Objectives	The Objectives of the course are : Have increased knowledge to understand and evaluate organizational, management and leadership problems and possibilities. Have increased awareness of his/her personal leadership style. Have increased knowledge and skills to design and change work organization, to contribute to working environments in which everyone is able to contribute to organizational learning and success.
Salient features	Regularly updated curriculum as per the international standards, Latest methods and techniques are being adopted, As per the requirement of the industry, Case-based teaching methodology is used, More scope for presentations, seminars and workshops is introduced to make the students aware of the latest terminology.
Utility	An MBA prepares individuals for many types of careers. Some of the more common jobs an MBA prepares one for include Business Analyst or Strategist, Business Development Analyst, Associate, or Manager, Entrepreneur / Founder, Financial Analyst, Management Consultant, Marketing Associate, Analyst, or Manager, Portfolio Manager, Project, Product, or Program Manager, Operations Analyst, Associate, or Manager
	Course Outcomes
CO 1	Students will be able to demonstrate an understanding of how to build cohesive teams by applying principles of group dynamics and conflict resolution strategies.
CO 2	Students will learn to identify and apply different leadership styles and approaches suitable for various team contexts, promoting collaboration and achieving common goals.
CO 3	Students will improve their communication skills, essential for providing clear direction, giving feedback, and fostering open dialogue within teams.
CO 4	Students will be able to lead teams in effective decision-making by employing problem-solving and critical thinking techniques, ensuring collective input and strategic action.
CO 5	Students will learn to motivate and inspire teams by understanding and applying motivational theories to enhance team performance and morale.
BLOCK-I	Group Structure:
	Unit-1: Concept of Group Structure: Concept of Group - Characteristics of Group - Types of Groups - Group Structure – Group dynamics
	Unit-2: Techniques for Managing Group Dynamics Group Development - Group functions, Team Building Structure: Why team - Teamwork - Types Of Teams - Stages Of Team Development Team Buildingprocess
	Unit-3: Characteristics of an effective team - Team Cohesion - Factors needed to develop Team Cohesion
BLOCK-II	Leadership Structure:
	Unit-1: Understanding Leadership Structure: Introduction to Leadership - Leadership defined -

Characteristics of Leadership - Importance of Leadership	
Unit-2: Role of a Leader - Qualities of a Leader	
Unit-3: Leadership and Management – Relationship - Leader versus Manager - Authority vs Leadership - Leadership and Motivation - Organizational Leadership	
BLOCK-III	Theories of Effective Leadership Structure:
Unit-1: Theories of Effective Leadership Structure: Introduction - Blake and Mouton's Managerial Grid - House's Path Goal Theory - Great Man Theory - Trait Theory - Leadership-Member Exchange (LMX) Theory	
Unit-2: Transformational Leadership - Transactional Leadership - Continuum of Leadership Behavior - Likert's Management System - Hersey Blanchard Model - Fiedler's Contingency Leadership Styles Structure: Leadership Styles - Autocratic Leadership - Democratic Leadership - Laissez-Faire Leadership Transformational leaders - Transactional leader Organic leadership	
Unit-3: Contemporary leaders - Ethical leaders - Situational Leadership Style - Successful Leadership and Teamwork - Best Practices in Balancing Leadership and Teamwork - Developing Your Own Leadership Style	
BLOCK-IV	Leadership Skills and Traits Structure:
Unit-1: Leadership Skills and Traits Structure: Leadership skills - A to Z of leadership Skills - How to become a successful Leader. - Leadership Traits of an ethical leader –	
Unit-2: Leadership in the Contemporary World Structure: Leadership in the Contemporary World - Challenges to Leadership in the Contemporary World Tips to Overcome Challenges in Leadership - Role of Communication in Overcoming Leadership Challenges - Role of Management in Overcoming	
Unit-3: Leadership Challenges - Leadership in Times of Crisis in Contemporary world - Managing in Chaos: A Necessary Skill for Managers and Leaders - Women and Leadership in Contemporary World	
BLOCK-V	Leadership Assessment Structure:
Unit-1: Leadership Assessment Structure: Self-Assessment for Leadership	
Unit-2: Advantages of Self-Assessment of Leadership Competencies Techniques of Self-Assessment for Leadership Skills	
Unit-3: Assessing the Strengths and Vulnerabilities for Improving Leadership Effectiveness	
Text Book	<ul style="list-style-type: none"> • Yukl, G. (2010). Leadership in Organisations (7th ed.). Prentice Hall. • Lall, S., & Sharma, V. (2006). Personal Growth Training & Development. Excel Books. • Janakiraman, B. (2008). Training & Development. Biztantra. • Yukl, G. (2005). Leadership in Organisations (6th ed.). Pearson Education. • DuBrin, A. J. (2004). Leadership: Research Findings, Practice, and Skills (2nd ed.). All India Publishers & Distributors.
Reference Books	<ul style="list-style-type: none"> • Hurlock, E. B. (1981). Personality Development (1st ed.). Tata McGraw Hill. • Pareek, U. (2007). Understanding Organizational Behaviour (2nd ed.). Oxford University Press. • Sahu, R. K. (2009). Training for Development (1st ed.). Excel Books.

Elective: Information Technology

Program: MBA III Semester (Discipline Specific Elective: Information Technology)

Course Code: BI-717	Management Information Systems and Business Intelligence
Prerequisite	All students are expected to have a general knowledge of economics, finance, accounting, statistics, calculus, and management principles.
Learning Objectives	This course emphasizes effective ways of building a model of the real world and optimizing it through normalization algorithms. The study of MIS is now of fundamental importance in the field of computer science and management information system.
Salient Features	Regularly updated curriculum as per the international standards, Latest methods and techniques are being adopted, As per the requirement of the industry, Case-based teaching methodology is used, More scope for presentations, seminars and workshops is introduced to make the students aware of the latest terminology.
Utility	An MBA prepares individuals for many types of careers. Some of the more common jobs an MBA prepares one for include Business Analyst or Strategist, Business Development Analyst, Associate, or Manager, Entrepreneur / Founder, Financial Analyst, Management Consultant, Marketing Associate, Analyst, or Manager, Portfolio Manager, Project, Product, or Program Manager, Operations Analyst, Associate, or Manager
	Course Outcomes
CO-1	Learn about the role, structure, and systems concept of MIS
CO 2	Explore the decision-making process, modeling techniques, including static and dynamic models, and sensitivity analysis used in decision support systems.
CO 3	Understand the definition, characteristics, capabilities, and applications of DSS through real-world case studies
CO 4	Learn about the challenges faced by corporations, data warehousing, mining, visualization techniques, BI architecture, and applications across various domains, supported by case studies and analytical tools like XL-Miner.
CO 5	Delve into the concepts, characteristics, and implementation of enterprise and executive information systems (EIS), their integration with decision support systems, and real-world applications.
BLOCK-I	Information & System:
	Unit-1: Information - concepts, classification of information, methods of data & information collection, value of information,
	Unit-2: Information system - definition. Types of systems, elements of a system,
	Unit-3: human as an information processing system. International business and IT.
BLOCK-II	Management Information System:
	Unit-1: Management Information System (MIS) - definition, nature & scope,
	Unit-2: MIS characteristics, functions, structure of MIS, role of MIS
	Unit-3: MIS as a control system, application of MIS, ERP & It's benefits
BLOCK-III	Internet:
	Unit-1: Internet - introduction to internet, why we need internet,

Unit-2: Internet tools & services, www, internet in India, security, web browser, future of internet.	
Unit-3: E-commerce - introduction, e- business fundamentals.	
BLOCK-IV	New Information Technology:
Unit-1: New information technology: interconnection and networking,	
Unit-2: Multimedia, neural networks,	
Unit-3: Artificial intelligence	
BLOCK-V	Issues for senior management -
Unit-1: Management issues,	
Unit-2: Security issues - viruses, worms and other creatures ,	
Unit-3: Changing world of information.	
Text Book	<ul style="list-style-type: none"> • Leon, A., & Leon, M. (2010). Database Management System. Pearson Education. • Korth, H. F. (2005). Database Management Concepts. McGraw-Hill Education. • Date, C. J. (2004). Database Management System. O'Reilly Media. • Occardi, V. (2000). Relational Database: Theory & Practicals. BPB Publications. • Luca, H. (2010). Management Information Technology.
Reference Books	<ul style="list-style-type: none"> • Laudon, K. C., & Laudon, J. P. (2009). Information Technology. • Jawedker, A. (2007). Management Information System. • O'Brien, J. A. (2007). Management Information Technology.

Program: MBA III Semester (Discipline Specific Elective: Information Technology)

Course Code: IT-839	Database Management System
Prerequisite	All students are expected to have a general knowledge of economics, finance, accounting, statistics, calculus, and management principles.
Learning Objectives	This course emphasizes effective ways of building a model of the real world and optimizing it through normalization algorithms. The study of MIS is now of fundamental importance in the field of computer science and management information system.
Salient Features	Regularly updated curriculum as per the international standards, Latest methods and techniques are being adopted, As per the requirement of the industry, Case-based teaching methodology is used, More scope for presentations, seminars and workshops is introduced to make the students aware of the latest terminology.
Utility	An MBA prepares individuals for many types of careers. Some of the more common jobs an MBA prepares one for include Business Analyst or Strategist, Business Development Analyst, Associate, or Manager, Entrepreneur / Founder, Financial Analyst, Management Consultant, Marketing Associate, Analyst, or Manager, Portfolio Manager, Project, Product, or Program Manager, Operations Analyst, Associate, or Manager
	Course Outcomes
CO-1	Learn about data models, the Entity-Relationship (ER) model for conceptual design, relationships, mapping cardinalities, types of keys, and designing ER diagrams.
CO 2	Explore the relational data model, relational algebra, SQL language, indexing, views, security features.
CO 3	Grasp the concept of transactions, their properties, states, implementation of atomicity and durability, concurrent execution, and concurrency control techniques.
CO 4	Explore access control methods, encryption techniques, and statistical database security to ensure data security and privacy
CO 5	Learn about the emergence of NoSQL databases, their purpose, and how they differ from relational database management systems..
BLOCK-I	Database and Database Users:
	Unit-1: Structure: Database and Database Users - Database Designer - Application Programmer - End users - Conventional File system vs DBMS - Characteristics of DBMS - DBMS Utilities - Limitations of DBMS
	Unit-2: Database schemas and instances: - DBMS Architecture - Query Processor Components - Storage Manager Components - Data Structures - Data Independence
	Unit-3: Database Design Using ER Model Structure: Data Models - ER model for conceptual Design - Relationships, Relationship sets - Mapping Cardinalities - Types of keys - ER -Diagram
BLOCK-II	Relational Model :
	Unit-1: Relational Model Structure: Relational Data Model - Relational Algebra - SQL- A Relational Database Language - Indexing - Views - Security in SQL

Unit-2: Triggers Conventional Database Design Structure: Network Data Models and IDMS Systems - Hierarchical Data model - Summary - Self- Assessment Questions	
Unit-3: Relational Database Design Structure: Introduction - Functional Dependency - Undesirable Properties of a Bad Database Design - E.F.Codd's rules - Steps followed by Application Developer - Normalization process - Denormalization - Lossless Joins – Decompositions	
BLOCK-III	Storage and File Structure
Unit-1: Storage and File Structure Structure: Introduction - Overview of physical storage media Magnetic Disks - RAID - Tertiary Storage - Storage Access	
Unit-2: - File Organization - Organization of records in Files - Data Dictionary Storage - Factors Used for Evaluation of the Above Techniques.	
Unit-3: Transaction and Concurrency Control Structure: Concept of transaction - Properties of transaction - State of transaction - Implementation of atomicity and durability - Concurrent execution - Concurrency control technique - Concurrency control	
BLOCK-IV	Crash Recovery and Backup :
Unit-1: Crash Recovery and Backup Structure: Why recovery is needed	
Unit-2: Storage structure - Recovery and atomicity - Failure with loss of non-volatile storage	
Unit-3: Recovery from catastrophic failure - Remote backup system	
BLOCK-V	Security and Privacy -
Unit-1: Security and Privacy Structure: Introduction - Discretionary access control method - Mandatory access control method	
Unit-2: Uses of views in security enforcement - Overview of encryption technique for database - Statistical database security.	
Unit-3: No-SQL Databases Structure: A relational Database Management System - NoSQL Emerged from a need - What is NoSQL	
Text Book	<ul style="list-style-type: none"> • Leon, A., & Leon, M. (2010). Database Management System. Pearson Education. • Korth, H. F. (2005). Database Management Concepts. McGraw-Hill Education. • Date, C. J. (2004). Database Management System. O'Reilly Media. • Occardi, V. (2000). Relational Database: Theory & Practicals. BPB Publications. • Silberschatz, A., Korth, H. F., & Sudarshan, S. (2010). Database System Concepts. McGraw-Hill Education. • Ramakrishnan, R., & Gehrke, J. (2003). Database Management Systems. McGraw-Hill Education.
Reference Books	<ul style="list-style-type: none"> • Elmasri, R., & Navathe, S. B. (2015). Fundamentals of Database Systems (7th ed.). Pearson. • Forta, B. (2012). SQL in 10 Minutes, Sams Teach Yourself. Sams Publishing. • Hernandez, M. J. (2013). Database Design for Mere Mortals: A Hands-On Guide to Relational Database Design (3rd ed.). Addison-Wesley.

Program: MBA III Semester (Discipline Specific Elective: Information Technology)

Course Code: IT- 841	System Analysis and Design
Prerequisite	All students are expected to have a general knowledge of economics, finance, accounting, statistics, calculus, and management principles.
Learning Objectives	This course emphasizes effective ways of building a model of the real world and optimizing it through normalization algorithms. The study of MIS is now of fundamental importance in the field of computer science and management information system.
Salient Features	Regularly updated curriculum as per the international standards, Latest methods and techniques are being adopted, As per the requirement of the industry, Case-based teaching methodology is used, More scope for presentations, seminars and workshops is introduced to make the students aware of the latest terminology.
Utility	An MBA prepares individuals for many types of careers. Some of the more common jobs an MBA prepares one for include Business Analyst or Strategist, Business Development Analyst, Associate, or Manager, Entrepreneur / Founder, Financial Analyst, Management Consultant, Marketing Associate, Analyst, or Manager, Portfolio Manager, Project, Product, or Program Manager, Operations Analyst, Associate, or Manager
Course Outcomes	
CO-1	Grasp the fundamentals of system analysis, design, types, models, and categories of information systems
CO 2	Explore data flow diagrams, decision trees, tables, structured English, and guidelines for selecting appropriate tools in structured analysis..
CO 3	Understand system design types, file organization, modularization, documentation control, design strategies, and forms and report design including input and output design.
CO 4	Learn about CASE tools, their components, scope, types, and their role in system development.
CO 5	Understand system audit, security measures, and management information systems (MIS) including their objectives, characteristics, and the nature and scope of computer MIS.
BLOCK-I	System Concepts and Information Systems:
Unit-1: System Concepts and Information Systems Environment Structure: Introduction - System analysis - System design - System - Delineating Systems - Products and Tools - Analytical Representation of a System - Types of Systems - Characteristics of system - System models - Categories of information - Transaction processing system - Management information system - Decision support systems - Systems that require Engineering - System Engineering	
Unit-2: System Development Life Cycle Structure: Introduction - Phases of SDLC - Life cycle of System analysis and design - Determination of System's Requirements - System/Software Design Phase In SDLC	

Unit-3: Development of Software: Coding Stage/Phase In SDLC: - System testing - SDLC: Implementation and Maintenance in Software Life Cycle - Error Distribution with Phases in Software Development Life Cycles - System analyst - Different types of SDLC	
BLOCK-II	System Planning and Initial Investigation
Unit-1: System Planning and Initial Investigation Structure: Requirements determination - Structured analysis - Structured analysis tools.	
Unit-2: Information Gathering Techniques Structure: Introduction - Interviewing - Questionnaires	
Unit-3: Review of Records - Procedures and Forms - Observation - Joint Application Development - Secondary research or background reading.	
BLOCK-III	Tools of Structured Analysis:
Unit-1: Tools of Structured Analysis Structure: Data flow diagrams - Context diagram - Data Dictionary Decision Trees - Decision Tables - Structured English - Pseudo code - Guidelines for selecting appropriate tools.	
Unit-2: Structure: System Design - Types of system Design - File organization - File access - Types of files used in an Organizational system - Documentation control - Types of documentation - Design strategies - Structured design - Modularization - Structured charts - Factors affecting system complexity.	
Unit-3: Forms and Report Design Structure: Input Design - Output design - Forms design - Testing and quality assurance - Quality assurance.	
BLOCK-IV	System Implementation and Maintenance:
Unit-1: System Implementation and Maintenance Structure: Introduction Training - Training methods - Conversation	
Unit-2: Post Implementation Evaluation Review - System Maintenance / Enhancement CASE Tools for System Development Structure: Introduction - CASE Tools	
Unit-3: Components of CASE tool - Scope of CASE tools - CASE Tool Types	
BLOCK-V	Audit and Security of Computer System -
Unit-1: Audit and Security of Computer System Structure: System audit - Security - Computer security,	
Unit-2: Management Information System Structure: Introduction - Objectives of MIS - Characteristics of MIS - Characteristics of Computer MIS - Nature and scope of MIS	
Unit-3: Transaction processing system - Management Information system - Decision support system	
Text Book	<ul style="list-style-type: none"> • Dennis, A., Wixom, B. H., & Roth, R. M. (2018). Systems Analysis and Design. Pearson. • Hoffer, J. A., George, J. F., & Valacich, J. S. (2013). Modern Systems Analysis and Design (7th ed.). Pearson. • Whitten, J. L., Bentley, L. D., & Dittman, K. C. (2004). Systems Analysis and Design Methods (7th ed.). McGraw-Hill Education. • Bennett, S., Farmer, R., & McRobb, S. (2010). Object-Oriented Systems Analysis and Design Using UML (4th ed.). McGraw-Hill Education.
Reference Books	<ul style="list-style-type: none"> • Tilley, S., & Rosenblatt, H. J. (2017). Systems Analysis and Design. Cengage Learning. • Jawedker, M. (2005). Management Information Systems. [Publisher not specified]. • O'Brien, J. A. (2009). Management Information Technology. McGraw-Hill Education.

4th SEMESTER

Program: MBA IV Semester

Course Code: BM(G)-834	Operation and Production Management
Prerequisite	All students are expected to have a general knowledge of economics, finance, accounting, statistics, calculus, and management principles.
Learning Objectives	This paper deals with a broad conceptual focus on the problems - related documentation in export and import and scenario of logistics in world place. The objective of this course is <ol style="list-style-type: none"> 1. To enable the student to understand the basic concepts, processes and key elements of a supply chain and how they interact in supply chains. 2. This subject provides information regarding the strategies for establishing efficient, effective, and sustainable supply chains. 3. This subject is designed to explain the critical roles of technology in supply chain planning, visibility, and execution.
Salient Features	Regularly updated curriculum as per the international standards, Latest methods and techniques are being adopted, As per the requirement of the industry, Case-based teaching methodology is used, More scope for presentations, seminars and workshops is introduced to make the students aware of the latest terminology.
Utility	An MBA prepares individuals for many types of careers .Some of the more common jobs an MBA prepares one for include Business Analyst or Strategist, Business Development Analyst, Associate, or Manager, Entrepreneur / Founder, Financial Analyst, Management Consultant, Marketing Associate, Analyst, or Manager, Portfolio Manager, Project, Product, or Program Manager, Operations Analyst, Associate, or Manager
	Course Outcomes:
CO 1	Understand the core features of the operations and production management function at the operational and strategic levels
CO 2	Develop the ability to identify operational methodologies to assess and improve an organizations performance.
CO 3	To plan and carry out work independently and to be self-disciplined and self-directed.
CO 4	Develop an integrated framework for strategic thinking and decision making to analyze the enterprise as a whole with a specific focus on the wealth creation processes.
CO 5	Explain the various parts of the operations and production management processes and their interaction with other business functions
BLOCK 1	Introduction to Production Management
	UNIT 1 Introduction, Production Management, Scope of Production Management,
	UNIT 2 Production System, Types of Production, Benefits of Production Management
	UNIT 3 Responsibility of a Production Manager, Decisions of Production Management
BLOCK – II	Production Planning and Control
	UNIT 1 Meaning, Characteristics of Production Planning and Control, Objectives of Production Planning and Control, Stages of Production Planning and Control
	UNIT 2 Functions/scope of production planning & Control, Challenges in Production Planning and Control, Factors Affecting Production Planning and Control, Production Planning System

UNIT 3 Making the Production Plan, Process Planning, Manufacturing Planning and Control System, Role of Production Planning and Control in Manufacturing Industry	
BLOCK – III	Project Management
UNIT 1 Introduction, Meaning of Project Management, Approaches, Project Controlling and Project Control Systems, Types of Project Management, Role Technique, Brief History of CPM/PERT, PERT vs CPM	
UNIT 2 Planning, Scheduling & Control, The Framework for PERT and CPM, Drawing the CPM/PERT Network ,The Backward Pass – Latest Finish Time Rule, Tabulation & Analysis of Activities, The PERT (Probabilistic) Approach, PERT Calculations for the Social Project, Estimating Risk, Expected Length of a Project, Probability of Project Completion by Due Date	
UNIT 3 , Innovation Management, Function and Intention of Innovation Management, Classifications in Innovation Management, The 8 Phases of an Innovation Management Process, Uses of Innovation Management	
BLOCK – IV	Supply Chain Management
UNIT 1 Introduction, Basics of MRP, MRP vs. ERP, Objectives of Material Requirements Planning, JIT - Background and History, Objectives and Benefits, Definition of Supply Chain Management, Information Technology and SCM, Logistics - An Integral Component of Supply Chain Management,	
UNIT 2 Logistics Operations in Supply Chain Network, Logistics Service Providers keeps Supply Chain Moving, International Logistics, Finished Goods Supply Chain, Spare Parts Supply Chain, Reverse Logistics, 3PL Contract Logistics Operations, Warehouse Management System, Documentation in Supply Chain Management	
UNIT 3 Aggregate Product Planning, Factors Affecting Aggregate Planning, Aggregate Planning as an Operational Tool, Importance of Aggregate Planning, Aggregate Planning Strategies	
BLOCK – V	Inventory Management
UNIT 1 Introduction, Defining Inventory, Different Types of Inventory, Need for Inventory Management, Finished Goods Inventory	
UNIT 2 Independent and Dependent Demand Inventories, Inventory Costs, Inventory Classification - ABC Classification, Advantages & Disadvantages, Factors affecting Inventory Operations	
UNIT 3 Inventory Turnover as Indicator of Health Inventory and Business, Inventory Planning ,Good Inventory Management Practices, Inventory Management Techniques	
Text Book	<ul style="list-style-type: none"> • Mahadevan, B. (2010). Operations Management: Theory & Practice (3rd ed.). Pearson Education. • Jacobs, F. R., Chase, R. B., & Shankar, R. (2020). Operations and Supply Chain Management (14th ed.). McGraw Hill. • Russell, R. S., & Taylor, B. W. (2019). Operations & Supply Chain Management (8th ed.). Wiley. • Johnson, J., & Wood, D. (2011). Contemporary Logistics. Pearson Education. • Ismail, R. (2009). Logistics Management. Excel Books. • Dornier, P. (2008). Global Operation & Logistic Management. John Wiley.
Reference Books	<ul style="list-style-type: none"> • Khanna, K. K. (2007). Physical Distribution Management: Logistical Approach. Himalaya Publishing House. • Anand, N. (2011). Supply Chain Management. McGraw Hill. • Raghuram, G., & Rangaraj, N. (2012). Logistics & Supply Chain Management. McMillan.

Program: MBA IV Semester

Course Code: BM(G) -800	Project Management
Prerequisite	All students are expected to have a general knowledge of economics, finance, accounting, statistics, calculus, and management principles.
Learning Objectives	The course is intended to develop the knowledge of the students in the management of projects, special emphasis will be provided on project formulation as also on various tools and techniques for project appraisal and control so that they are able to draft the project proposal in any area of management and evaluate the worth of projects.
Salient Features	Regularly updated curriculum as per the international standards, Latest methods and techniques are being adopted, As per the requirement of the industry, Case-based teaching methodology is used, More scope for presentations, seminars and workshops is introduced to make the students aware of the latest terminology.
Utility	An MBA prepares individuals for many types of careers. Some of the more common jobs an MBA prepares one for include Business Analyst or Strategist, Business Development Analyst, Associate, or Manager, Entrepreneur / Founder, Financial Analyst, Management Consultant, Marketing Associate, Analyst, or Manager, Portfolio Manager, Project, Product, or Program Manager, Operations Analyst, Associate, or Manager
	Course Outcomes
CO-1	Understand the fundamental principles, processes, and methodologies of project management, including initiating, planning, executing, monitoring and controlling, and closing projects.
CO 2	Apply project management tools and techniques to effectively define project scope, schedule tasks, allocate resources, and manage project budgets.
CO 3	Develop skills in stakeholder management, communication, and team leadership to ensure project success and stakeholder satisfaction.
CO 4	Utilize risk management strategies to identify, assess, and mitigate project risks, thereby increasing the likelihood of project delivery within scope, schedule, and budget constraints.
CO 5	Demonstrate proficiency in project monitoring and control
BLOCK 1	Introduction :
	UNIT 1 Planning - overview, concepts of project
	UNIT 2 Types of Projects, formulation
	UNIT 3 project life cycle, project
BLOCK – II	Project Analysis:
	UNIT 1 Project feasibility, analysis - market, technical and financial
	UNIT 2 Project appraisal criteria - NPV, IRR. Pay back period, ARR, sensitivity analysis
	UNIT 3 LOB (Line of Balance). Network analysis, PERT, CPM, compression on critical path.
BLOCK – III	Cost Benefit Analysis:
	UNIT 1 projects procurement process
	UNIT 2 life cycle costing, project cost reduction methods
	UNIT 3 project stores.
BLOCK – IV	Project Cost:

UNIT 1 Dynamics of project cost, estimation of capital cost	
UNIT 2 operating costs, forecasting income, financial sources, role of development	
UNIT 3 financial institutions. Social cost benefit analysis	
BLOCK – V	Project Management:
UNIT 1 Project Management System (PMS),	
UNIT 2 Forms of Project Organization	
UNIT 3 project audit, ex-post evaluation	
Text Book	<ul style="list-style-type: none"> • Marwah, P. (2007). Project Management (Wiley Dreamtech). • Chaturvedi, R., & Jauhari, V. (2010). Project Management (Himalaya Publishing). • Chandra, P. (2017). Project: Preparation, Appraisal, Budgeting, and Implementation (5th ed.). Tata McGraw Hill. • Mishra, S. (2010). Project Management (Excel Books). • Goyal, B. B. (2009). Project Management: A Development Perspective. Deep & Deep Publications.
Reference Books	<ul style="list-style-type: none"> • Kerzner, H. (2013). Project Management: A Systems Approach to Planning, Scheduling, and Controlling (11th ed.). Wiley. • Snyder, L. (2010). The Art of Project Management (2nd ed.). O'Reilly Media. • Pinto, J. K. (2016). Project Management: Achieving Competitive Advantage (4th ed.). Pearson. • Meredith, J. R., & Mantel, S. J. (2017). Project Management: A Managerial Approach (9th ed.). Wiley. • Lock, D. (2013). Project Management (10th ed.). Gower Publishing. • Gray, C. F., & Larson, E. W. (2014). Project Management: The Managerial Process (6th ed.). McGraw-Hill.

4th SEMESTER

Discipline Specific Elective

Elective: Marketing

Management

Program: MBA IV Semester (Discipline Specific Elective: Marketing Management)

Course Code: BA-711	StrategicMarketing Management
Prerequisite	All students are expected to have a general knowledge of economics, finance, accounting, statistics, calculus, and management principles.
Learning Objectives	<ol style="list-style-type: none"> To help the students appreciate the relationship between corporate strategy and Brand Management. To explore the various issues related to Brand Management and to enhance the understanding and appreciation of this important intangible strategic asset including brand association, brand identity, brand architecture, leveraging brand assets, brand portfolio management. To develop familiarity and competence with the strategies and tactics involved in building, leveraging and defending strong brands in different sectors.
Salient Features	Regularly updated curriculum as per the international standards, Latest methods and techniques are being adopted, As per the requirement of the industry, Case-based teaching methodology is used, More scope for presentations, seminars and workshops is introduced to make the students aware of the latest terminology.
Utility	An MBA prepares individuals for many types of careers. Some of the more common jobs an MBA prepares one for include Business Analyst or Strategist, Business Development Analyst, Associate, or Manager, Entrepreneur / Founder, Financial Analyst, Management Consultant, Marketing Associate, Analyst, or Manager, Portfolio Manager, Project, Product, or Program Manager, Operations Analyst, Associate, or Manager
	Course Outcomes
CO-1	Understand how to conduct comprehensive market analysis to identify opportunities and threats.
CO 2	Mastering the process of developing strategic marketing plans to achieve organizational objectives.
CO 3	Understand how to segment markets effectively and target specific customer segments with tailored marketing strategies.
CO 4	Develop the ability to measure marketing performance using key metrics and performance indicators.
CO 5	Gaining expertise in building, maintaining, and enhancing brand equity through strategic branding initiatives.
BLOCK – I	Fundamental Of Strategic Marketing
	UNIT 1 Definition of strategic marketing, Difference between marketing management and strategic marketing management, Nature and Principles of Strategic Marketing,
	UNIT 2 Definition of strategic marketing planning, Strategic Planning Process in Marketing, Scope & Importance of Strategic Planning, Corporate & Divisional Strategic Planning, Establishing & Resource Allocation to SBU, BCG & GE Matrix Marketing Control & Marketing Audit.
	UNIT 3 Identification of attractive markets, Industry/ business analysis and sustaining competitive advantage Introduction to Marketing Strategies: Concept of Competitive Advantage, Strategies for

Market Leaders, Market Challenger, Market Follower and Market Nicher, Porters Five Forces Model.	
BLOCK – II	Customers , Markets, And Competition
UNIT 1 Analyzing consumer Behavior: Black Box Model, Buying process, the dimensions of consumer Decision –making, buying roles, factors influencing consumer behavior	
UNIT 2 Competitor Analysis and Competitive Position: Market Concept of Competition, Competitor analysis, competitors future strategies, the competitive intelligence process, CID, organization for competitive intelligence, competitive benchmarking	
UNIT3Competing through Superior Service and Customer: Nature of customer service, customer service triangle, 4Cs in customer Service Strategy, Nature and significance of relationship Marketing, determinant of relationship , relationship marketing process, cooperation and feedback, measures to promote relationship marketing	
BLOCK – III	Marketing Decision Making
.	
UNIT 1 Strategies for Product and New Product Strategies, Pricing policies and strategies,	
UNIT 2 Communication strategies, distribution strategy and channel Management	
UNIT 3, marketing Strategies for Retailing, Internet Marketing	
BLOCK – IV	Introduction to Internet Marketing
UNIT 1Mapping fundamental concepts of Marketing (7Ps, STP), Strategy and Planning for Internet Marketing, The Website, Analysis of websites., Search Engine Optimization 6. Online Advertising: Display Advertising Case: EDB and Friends	
UNIT 2Reviving a Mature Brand through Interactive Online Marketing, Pay-Per-Click Marketing Case: Google Advertising, Email Marketing Case: YesMail.com , Blogging, Podcasting, RSS Case: Blogging at BzzAgent	
UNIT 3 Social and Business Networking. Product Opinion Sites. Forums Case: LinkedIn Corp., 2008 Case: Facebook, Affiliate Marketing and Syndication on the Internet Case: How to Acquire Customers on the Web (CDNow)	
BLOCK – V	Traditional Offline Businesses in the Online World
UNIT 1Case: Netflix (or) Borders Group, Inc (or) Amazon.com, Case 2: Indian Context Case: Gramophone Company of India: The Digital Distribution Challenge, The technology behind Internet Marketing Common Snares in Online Marketing, Running an Internet Marketing Services Business Case: PacificLink I	
UNIT 2 Media: Designing an Internet business (or) Eyeblaster: Enabling the Next Generation of Online Advtg. (or) Interactive Marketing: New Channel, New Challenge, Global Internet Marketing	
UNIT3 Localization and Customization Case: Asia Pacific Branding for Online Hotel Reservations: Expedia, Inc., Measuring Internet Marketing Effectiveness: Metrics and Website Analytics, Trust in Internet Marketing. Ethical and Legal Issues, Internet of the future: “Customerization”.	
Text Book	<ul style="list-style-type: none"> • Keller, K. L. (2013). Strategic Brand Management: Building, Measuring, and Managing Brand Equity (4th ed.). Pearson Education. • Aaker, D. A. (1996). Building Strong Brands. Free Press. • Chaudhuri, A., & Holbrook, M. B. (2001). The Chain of Effects from Brand Trust and Brand Affect to Brand Performance: The Role of Brand Loyalty. Journal of Marketing, 65(2), 81-93. • Keller, K. L., & Lehmann, D. R. (2006). Brands and Branding: Research Findings and Future Priorities. Marketing Science, 25(6), 740-759.

	<ul style="list-style-type: none"> • Grewal, D., & Levy, M. (2014). Marketing (4th ed.). McGraw-Hill Education.
Reference Books	<ul style="list-style-type: none"> • Kotler, P., & Keller, K. L. (2015). Marketing Management (15th ed.). Pearson. • Pride, W. M., & Ferrell, O. C. (2016). Marketing: Concepts and Strategies (17th ed.). Cengage Learning. • Blythe, J. (2013). Principles and Practice of Marketing (7th ed.). Pearson Education. • Kotler, P., & Armstrong, G. (2013). Principles of Marketing (15th ed.). Pearson Education. • McDonald, M., & Dunbar, I. (2012). Market Segmentation: How to Do It, How to Profit from It (3rd ed.). Wiley.

Program: MBA IV Semester (Discipline Specific Elective: Marketing Management)

Course Code: FT-759	International Marketing Strategy
Prerequisite	All students are expected to have a general knowledge of economics, finance, accounting, statistics, calculus, and management principles.
Learning Objectives	This paper deals with a broad conceptual focus on the marketing management problems, techniques and strategies necessary to incorporate the marketing concept into the framework of the world market place. The present course explores those aspects of marketing which are unique to international business
Salient Features	Regularly updated curriculum as per the international standards, Latest methods and techniques are being adopted, As per the requirement of the industry, Case-based teaching methodology is used, More scope for presentations, seminars and workshops is introduced to make the students aware of the latest terminology.
Utility	An MBA prepares individuals for many types of careers. Some of the more common jobs an MBA prepares one for include Business Analyst or Strategist, Business Development Analyst, Associate, or Manager, Entrepreneur / Founder, Financial Analyst, Management Consultant, Marketing Associate, Analyst, or Manager, Portfolio Manager, Project, Product, or Program Manager, Operations Analyst, Associate, or Manager
	Course Outcomes
CO 1	Demonstrate proficiency in devising global marketing strategies to effectively penetrate diverse international markets.
CO 2	Develop skills in market analysis, segmentation, targeting, positioning, and formulating comprehensive international marketing strategies
CO 3	Proficient in conducting global market research, identifying target segments, crafting competitive positioning, devising market entry strategies, and implementing effective international marketing campaigns.
CO 4	Evaluate and mitigate risks associated with international market entry and expansion.
CO 5	Utilize appropriate marketing channels and tools to reach target audiences across different
BLOCK – I	International marketing:
	UNIT 1 Nature, definition and scope
	UNIT2 Domestic Market v/s International market
	UNIT3 International marketing Environment- and Internal and external
BLOCK – II	Identifying and selecting foreign market:
	UNIT 1 Meaning, definition and importance of segmentation
	UNIT 2, targeting & positioning in the international market
	UNIT 3 Foreign market entry mode decisions
BLOCK – III	Product planning for International Market:
	UNIT 1 Product designing, Standardization v/s adaptation
	UNIT 2 Branding and Packaging

UNIT 3 Labeling and after sales services	
BLOCK – IV	International Pricing
UNIT 1 Factors influencing international Price	
UNIT 2 Pricing Process and Methods	
UNIT 3 International Price quotation and Payment items	
BLOCK – V	Promotion and distribution of Product / Services Abroad:
UNIT 1 Methods of International promotion: Direct Mail and Sales literature, advertising	
UNIT 2 Personal selling, trade Fair and exhibitions	
UNIT 3 International Distribution: Distribution Channels and logistic decision, Selection and appointment of foreign sales agent.	
Text Book	<ul style="list-style-type: none"> • Albaum, G., Strandskov, J., & Duerr, E. (2016). International Marketing and Export Management (9th ed.). Pearson Education. • Onkvisit, S., & Shaw, J. J. (2014). International Marketing: Analysis and Strategy (9th ed.). Pearson. • Keegan, W. J., & Green, M. C. (2017). Global Marketing (9th ed.). Pearson Education.
Reference Books	<ul style="list-style-type: none"> • Krugman, P., Obstfeld, M., & Melitz, M. J. (2018). International Economics: Theory and Policy (10th ed.). Pearson Education. • Salvatore, D. (2016). International Economics (12th ed.). Wiley. • Hill, C. W. L. (2014). International Business: Competing in the Global Marketplace (9th ed.). McGraw-Hill Education. • Chandra, P. (2008). International Trade and Export Management. McGraw-Hill Education.

Program: MBA IV Semester (Discipline Specific Elective: Marketing Management)

Course Code: FT-755	Fundamentals of Global Business Management
Prerequisite	All students are expected to have a general knowledge of economics, finance, accounting, statistics, calculus, and management principles.
Learning Objectives	To acquaint the students to the uniqueness of the international characteristics and its marketing implications. To discuss measure and analyze several facets in the area of international marketing essential for the success of a international firm.
Salient Features	Regularly updated curriculum as per the international standards, Latest methods and techniques are being adopted, As per the requirement of the industry, Case-based teaching methodology is used, More scope for presentations, seminars and workshops is introduced to make the students aware of the latest terminology.
Utility	An MBA prepares individuals for many types of careers. Some of the more common jobs an MBA prepares one for include Business Analyst or Strategist, Business Development Analyst, Associate, or Manager, Entrepreneur / Founder, Financial Analyst, Management Consultant, Marketing Associate, Analyst, or Manager, Portfolio Manager, Project, Product, or Program Manager, Operations Analyst, Associate, or Manager
	Course Outcomes
CO-1	Understand the basic principles and theories underlying global business operations and management.
CO-2	Analyze the impact of globalization on various aspects of business, including trade, investment, and cultural exchange.
CO 3	Develop skills in cross-cultural communication and negotiation essential for managing global teams and partnerships.
CO 4	Apply strategic management frameworks to address challenges and opportunities in the global business environment.
CO 5	Evaluate ethical, social, and environmental implications of global business decisions and practices.
BLOCK – I	Introduction:
	UNIT 1 An overview to international business and trade theories -
	UNIT 2 introduction to marketing communication,
	UNIT 3 free trade v/s protection, classical, modern theories, gain and terms of trade.
BLOCK – II	International Business Management
	UNIT 1 International business management
	UNIT 2 the economic environment, social & cultural, political legal and regulatory environment
	UNIT3 competitive advantage in global environment, market entry expansion and partnership.
BLOCK – III	International Finance & Institutional Systems
	UNIT 1 International finance & institutional systems
	UNIT 2 foreign exchange, balance of payments, importing and exporting
	UNIT 3 trade blocks, international monetary fund & world bank, the triad and other manner.
BLOCK – IV	International Marketing Mix Elements

UNIT 1 International marketing mix elements	
UNIT 2 product decisions, pricing decisions	
UNIT 3 marketing channel & place decision promotion decisions, organizing & controlling.	
UNIT – V	Strategic Issue for International Marketing
UNIT 1 Strategic issue for international marketing	
UNIT 2 marketing information system & research	
UNIT 3 segmentation, targeting & positioning, planning process	
Text Book	<ul style="list-style-type: none"> • Sarathy, R. (2015). International marketing. Pearson Education. • Cateora, P. R., & Graham, J. (2016). International marketing (16th ed.). McGraw-Hill/Irwin.
Reference Books	<ul style="list-style-type: none"> • Hill, W. L. C. (2017). International business: Competing in the global marketplace (11th ed.). McGraw-Hill Education. • Jain, S. C. (2012). International marketing management (2nd ed.). Cengage Learning.

Elective: Finance Management

Program: MBA IV Semester (Discipline Specific Elective: Finance Management)

Course Code: FP-751	Analysis of Financial Statements
Prerequisite	All students are expected to have a general knowledge of economics, finance, accounting, statistics, calculus, and management principles.
Learning Objectives	<ol style="list-style-type: none"> 1.To help the students appreciate the relationship between corporate strategy and Brand Management. 2.To explore the various issues related to Brand Management and to enhance the understanding and appreciation of this important intangible strategic asset including brand association, brand identity, brand architecture, leveraging brand assets, brand portfolio management. 3.To develop familiarity and competence with the strategies and tactics involved in building, leveraging and defending strong brands in different sectors.
Salient Features	Regularly updated curriculum as per the international standards, Latest methods and techniques are being adopted, As per the requirement of the industry, Case-based teaching methodology is used, More scope for presentations, seminars and workshops is introduced to make the students aware of the latest terminology.
Utility	An MBA prepares individuals for many types of careers. Some of the more common jobs an MBA prepares one for include Business Analyst or Strategist, Business Development Analyst, Associate, or Manager, Entrepreneur / Founder, Financial Analyst, Management Consultant, Marketing Associate, Analyst, or Manager, Portfolio Manager, Project, Product, or Program Manager, Operations Analyst, Associate, or Manager
	Course Outcomes
CO-1	Interpret financial statements including balance sheets, income statements, and cash flow statements to assess the financial health and performance of a company.
CO 2	Apply ratio analysis techniques to evaluate liquidity, profitability, solvency, and efficiency of a company.
CO 3	Identify and analyze key financial trends and patterns to make informed investment or lending decisions.
CO 4	Assess the effectiveness of financial management strategies employed by companies based on their financial statements.
CO 5	Communicate financial analysis findings effectively to stakeholders through written reports and presentations.
BLOCK – I	Preparation of Financial Statements
	UNIT 1 Preparation of Financial Statements: Profit and Loss Account Structure: Meaning and Definition of Profit and Loss Account
	UNIT 2 Preparing Profit and Loss Account- Closing Entries Relating to Profit & Loss Account - Proforma of a General Profit & Loss Account - Contents of Profit and Loss Account
	UNIT3 Adjustment Entries - Summary of Adjustment Entries - Profit and Loss Account in Case of Limited Companies
BLOCK – II	Balance Sheet

UNIT 1 Balance Sheet :Structure: Meaning and Definition of Balance Sheet - Importance of Balance Sheet - Arrangement of Assets and Liabilities items on the Balance Sheet	
UNIT 2- Proforma of Balance Sheet - Meaning of Balance Sheet Items - Balance Sheet of Limited Companies	
UNIT 3 Profit and Loss Appropriation Account - Adjusting Items - Limitations of Balance Sheet	
BLOCK – III Statement of Changes in Financial Positions (Funds Flow Statement)	
UNIT 1 Structure: Meaning and Definition of Fund Flow Statement - Needs of Fund Flow Statement	
UNIT 2 Significance of Fund Flow Statement - Preparation and Interpretation of Funds Flow Statement - Funds from Operations	
UNIT 3 Adjustment of Typical Items - Treatment of Adjustments Given	
BLOCK – IV Cash Flow Statement	
UNIT 1 Cash Flow Statement Structure: Concept, Definition in AS 3 - Classification of Cash Inflows and Outflows - Cash Flow Statement and Cash Receipts and Disbursements	
UNIT 2 Cash Flow and Income Statement - Cash Profit / Cash Net Income - Procedure of Preparing Cash - Flow Statement - Provision of AS: 3 On Treatment of Some Special Items: - Adjustment of Typical Items. - Presentation of Cash Flow Statement	
UNIT 3 Calculation of Cash Flow from Operating Activities - Significance or Uses of Cash Flow Statement - Statement of Changes in Total Financial Resources	
BLOCK – V Financial Statement Analysis	
UNIT 1 Structure: Meaning of Financial Statement Analysis - Objectives or Purpose of Financial Statement Analysis	
UNIT 2 Types or Methods of Financial Statement Analysis - Techniques / Tools for Financial Statement Analysis	
UNIT 3 Common Size Statements - Uses of Financial Statement Analysis - Significance or Importance of Financial Analysis - Limitations of Financial Statement Analysis	
Text Book	<ul style="list-style-type: none"> • Penman, S. (2012). Financial statement analysis and security valuation (5th ed.). Pearson Education. • Graham, B. (2009). Interpretation of financial statements. Harper Business. • Schilit, H. M. (2002). Financial shenanigans: How to detect accounting gimmicks & fraud in financial reports. McGraw-Hill.
Reference Books	<ul style="list-style-type: none"> • Bernstein, L. A., & Wild, J. J. (2000). Analysis of financial statements (8th ed.). McGraw-Hill Education. • Fridson, M. S., & Alvarez, F. (2011). Financial statement analysis: A practitioner's guide (3rd ed.). Wiley.

Program: MBA IV Semester (Discipline Specific Elective: Finance Management)

Course Code: FP-753	Cost Accounting and Control
Prerequisite	All students are expected to have a general knowledge of economics, finance, accounting, statistics, calculus, and management principles.
Learning Objectives	<ol style="list-style-type: none"> To help the students appreciate the relationship between corporate strategy and Brand Management. To explore the various issues related to Brand Management and to enhance the understanding and appreciation of this important intangible strategic asset including brand association, brand identity, brand architecture, leveraging brand assets, brand portfolio management. To develop familiarity and competence with the strategies and tactics involved in building, leveraging and defending strong brands in different sectors.
Salient Features	Regularly updated curriculum as per the international standards, Latest methods and techniques are being adopted, As per the requirement of the industry, Case-based teaching methodology is used, More scope for presentations, seminars and workshops is introduced to make the students aware of the latest terminology.
Utility	An MBA prepares individuals for many types of careers. Some of the more common jobs an MBA prepares one for include Business Analyst or Strategist, Business Development Analyst, Associate, or Manager, Entrepreneur / Founder, Financial Analyst, Management Consultant, Marketing Associate, Analyst, or Manager, Portfolio Manager, Project, Product, or Program Manager, Operations Analyst, Associate, or Manager
	Course Outcomes
CO-1	Understand fundamental principles and concepts of cost accounting including costing methods, cost behavior, and cost-volume-profit analysis.
CO 2	Apply cost accounting techniques to accurately calculate product costs and determine profitability at various levels of production and sales.
CO 3	Implement cost control measures to optimize resource utilization and minimize wastage within an organization.
CO 4	Utilize variance analysis to identify discrepancies between budgeted and actual costs and recommend corrective actions.
CO 5	Evaluate the effectiveness of cost management strategies in achieving organizational goals and improving financial performance.
BLOCK- I	Cost Concepts and Classification
UNIT 1 Cost Concepts and Classification :Structure: Concept of Cost - Expenses - Loss - Classification of Cost	
UNIT 2 Natural Classification of Cost - Cost Behavior(In relation to change in output or activity or volume) – Degree of trace-ability to the product, association with the product - Association with the product	
UNIT 3Functional classification of costs – Relationship with accounting period – Decision making and planning, cost for control - Cost for control - Other costs - Cost control – Cost reduction - Cost statement/cost sheet	

UNIT – II	Decision making under Costing
	UNIT 1 Alternative Choices Decisions : Structure: Decision making
	UNIT 2 Differential analysis – Types of choices decision
	UNIT 3 Limitations of differential analysis
UNIT – III	Budgeting Structure
	UNIT 1 Budgeting Structure: Concept of Budgeting – Budgeting and Forecasting – Concept of Budgetary control – Objectives and functions of budgeting - Advantages of budgeting - Limitations of budgeting
	UNIT 2 Budgeting process – Organization of budgeting (budget committee) – Budget manual – Budget period – Elements of successful Budgeting plan - Budget centers – limiting or principal budget factors – Budget and standard costs
	UNIT 3-- Fixed and flexible budgeting - Types of budget - Revision of budgets – Zero base budgeting (ZBB) – Performances budgeting
BLOCK – IV	Responsibility Accounting
	UNIT 1 Responsibility Accounting Structure: Decentralization - Advantages of Divisionalization - Disadvantages of Divisionalization
	UNIT 2 Responsibility Centre – Types of responsibility centers - Responsibility accounting – Responsibility performance reporting – Measuring divisional performance
	UNIT 3 Non-financial measures of performance –Transfer pricing – Methods of transfer pricing
BLOCK – V	Labour Costs Accounting and Control Structure
UNIT 1	Labour Costs Accounting and Control Structure: Organization for Labour control – Wage system – Incentive wage plan – Profit sharing and copartnership
UNIT 2	Work study – Job evaluation and merit rating – Merit rating – Time and motion study
UNIT 3	Labour turnover – Treatment of labor cost-related items
Text Book	<ul style="list-style-type: none"> • Jain, S. P., & Narang, K. L. (2015). Cost accounting: Principles and practice (16th ed.). Kalyani Publishers. • Bhattacharyya, A. K. (2013). Principles and practice of cost accounting. Pearson Education. • Gupta, S. P. (2014). Advanced cost accounting (12th ed.). Sultan Chand & Sons. • Tulsian, P. C. (2017). Cost accounting: Theory and practice (6th ed.). S. Chand & Co. • Singla, M. (2017). Cost accounting: Principles and practice. R. Chand & Co.
Reference Books	<ul style="list-style-type: none"> • Horngren, C. T., Datar, S. M., & Rajan, M. V. (2014). Cost accounting: A managerial emphasis (15th ed.). Pearson Education. • Kinney, M. R., & Raiborn, C. A. (2013). Cost accounting: Foundations and evolutions (9th ed.). Cengage Learning. • Drury, C. (2013). Management and cost accounting (9th ed.). Cengage Learning. • Boyd, K. W. (2010). Cost accounting for dummies. Wiley. • Weil, R. L., & Maher, M. W. (2005). Handbook of cost management. Wiley.

Program: MBA IV Semester (Discipline Specific Elective: Finance Management)

Course Code: FT-761	INTERNATIONAL FINANCE
Prerequisite	All students are expected to have a general knowledge of economics, finance, accounting, statistics, calculus, and management principles.
Learning Objectives	To understand Foreign exchange market ,international financial market ,domestic capital markets, MNC and its financial environment
Salient Features	Regularly updated curriculum as per the international standards, Latest methods and techniques are being adopted, As per the requirement of the industry, Case-based teaching methodology is used, More scope for presentations, seminars and workshops is introduced to make the students aware of the latest terminology.
Utility	An MBA prepares individuals for many types of careers. Some of the more common jobs an MBA prepares one for include Business Analyst or Strategist, Business Development Analyst, Associate, or Manager, Entrepreneur / Founder, Financial Analyst, Management Consultant, Marketing Associate, Analyst, or Manager, Portfolio Manager, Project, Product, or Program Manager, Operations Analyst, Associate, or Manager
	Course Outcomes
CO-1	Analyze the impact of global economic factors, exchange rate fluctuations, and geopolitical events on international financial markets and multinational corporations.
CO 2	Apply international financial management principles to assess and manage risks associated with currency exchange, interest rates, and political instability.
CO 3	Evaluate various methods of international capital budgeting and financing decisions considering factors such as foreign exchange risk and country-specific regulations.
CO 4	Understand the role of international financial institutions and regulatory frameworks in facilitating global trade and investment.
CO 5	Develop strategies for multinational corporations to optimize capital structure, manage working capital, and enhance shareholder value in a global business environment.
BLOCK – I	International financial management
	UNIT 1 Foreign exchange market ,international financial market ,domestic capital markets
	UNIT 2 MNC and its financial environment –importance of international finance –environment-challenges and opportunities before an MNC –functions of global manager
	UNIT 3 Market for foreign exchange, activities in the foreign exchange markets
BLOCK – II	Global Financial System
	UNIT 1 Gold standard , -world war I to world war II –bretton woods and afterwards
	UNIT 2 International multilateral institutions ,special drawing rights –optimum currency area
	UNIT 3 Alternative exchange rate systems ,Introduction –Export finance –balance of payment account
BLOCK – III	Exchange rate determination

UNIT 1 Introduction-long run theories of exchange rate determination –short run exchange rate determination forward exchange rate determination –determinants of exchange rate	
UNIT 2 Forecasting exchange rate, Introduction :reasons for making forecasts –forecasting exchange rates-technical forecasting fundamental forecasting –market based forecasts –mixed forecasting –long term forecasting with forward rates,	
UNIT 3 Derivative market – introduction –currency futures –interest rate futures –currency, options contracts –pricing –swap and swap market	
BLOCK – IV	International trade financing
UNIT 1 Introduction –credit risk –offshore financing –I	
UNIT 2 the euro money market ,Offshore financing –II	
UNIT 3 sourcing debt internationally –offshore financing –III euro equity market ,Foreign exchange exposure and risk -Transaction and translation exposure	
BLOCK – V	Risk management –introduction :
UNIT 1 currency and interest rate risk –interest rate risk and its management –multinational capital budgeting	
UNIT 2 portfolio considerations of financial management –cost of capital and multinational financial environment	
UNIT 3-country risk –short term financing decisions –multinational tax environment	
Text Book	<ul style="list-style-type: none"> • Bhatia, B. S. (2011). International financial management. Pearson Education India. • Verma, J. C., & Shukla, P. (2017). International financial management: A strategic approach. Atlantic Publishers & Distributors. • Khan, M. Y., & Jain, P. K. (2018). Financial management: Text, problems, and cases (9th ed.). Tata McGraw-Hill Education.
Reference Books	<ul style="list-style-type: none"> • Pundir, R. K., & Sharma, K. L. (2013). International financial management: Concepts and applications. Global India Publications. • Gupta, S. (2015). International financial management. Sahitya Bhawan Publications.

Elective: Operation and Production Management

Program: MBA IV Semester (Discipline Specific Elective: Operation and Production Management)

Course Code: OP-792	Global Logistics and Supply Chain Management
Prerequisite	All students are expected to have a general knowledge of economics, finance, accounting, statistics, calculus, and management principles.
Learning Objectives	This paper deals with a broad conceptual focus on the problems - related documentation in export and import and scenario of logistics in world place. <ul style="list-style-type: none"> The objective of this course is to enable the student to understand the basic concepts, processes and key elements of a supply chain and how they interact in supply chains. This subject provides information regarding the strategies for establishing efficient, effective, and sustainable supply chains. This subject is designed to explain the critical roles of technology in supply chain planning, visibility, and execution.
Salient Features	Regularly updated curriculum as per the international standards, Latest methods and techniques are being adopted, As per the requirement of the industry, Case-based teaching methodology is used, More scope for presentations, seminars and workshops is introduced to make the students aware of the latest terminology.
Utility	An MBA prepares individuals for many types of careers. Some of the more common jobs an MBA prepares one for include Business Analyst or Strategist, Business Development Analyst, Associate, or Manager, Entrepreneur / Founder, Financial Analyst, Management Consultant, Marketing Associate, Analyst, or Manager, Portfolio Manager, Project, Product, or Program Manager, Operations Analyst, Associate, or Manager
	Course Outcomes
CO-1	Understand the key concepts, principles, and components of global logistics and supply chain management, including procurement, production, distribution, and reverse logistics.
CO 2	Analyze global supply chain networks to identify inefficiencies, bottlenecks, and opportunities for improvement in terms of cost, speed, and reliability.
CO 3	Apply inventory management techniques and demand forecasting models to optimize inventory levels
CO 4	Evaluate the role of information technology and digital tools such as ERP systems, IoT, and blockchain in enhancing visibility, coordination, and collaboration across global supply chains.
CO 5	Develop strategies for mitigating supply chain risks
BLOCK – I	Logistic Management
	UNIT 1 An Overview, Evaluation –
	UNIT 2 Supply Chain Management Components & Functions
	UNIT 3, Integrated Logistics Management
BLOCK – II	Inventory Management
	UNIT 1 Introduction, Concept & Types
	UNIT 2 Elements of Inventory Costs
	UNIT 3 Inventory Management under certainty

BLOCK – III	Purchasing Function
UNIT 1 Learning Objectives , Scope & Importance	
UNIT 2 Centralization vs. Decentralization	
UNIT 3, Purchase Policies & Procedures.	
BLOCK – IV	Import Policy and Procedures and Project Buying
UNIT 1 Capital Goods & Project Imports	
UNIT 2 Spares, Consumables and Components	
UNIT 3 Project Buying and Related Aspects, Vendor Rating and Source Location, Outsourcing Management	
BLOCK – V	Stores Procedures and Organization
UNIT 1 Stores Function – Relevance and Importance	
UNIT 2, Stores Identification System and Codification, Inspection and Handling	
UNIT 3 Storage Procedures, Stores Issues and Receipts	
Text Book	<ul style="list-style-type: none"> • Johnson, J., & Wood, D. (2007). Contemporary logistics (9th ed.). Pearson Prentice Hall. • Ismail, R. (2010). Logistics management. Excel Books. • Dornier, P. P., & Larkin, R. (2000). Global operations and logistics management. John Wiley & Sons. • Khanna, K. K. (2007). Physical distribution management: Logistical approach. Himalaya Publishing House.
Reference Books	<ul style="list-style-type: none"> • Anand, N. (2014). Supply chain management: Concepts and cases. Pearson Education India. • Raghuram, G., & Rangaraj, N. (2010). Logistics and supply chain management (2nd ed.). McMillan India.

Program: MBA IV Semester (Discipline Specific Elective: Operation and Production Management)

Course Code: OP-794	SUPPLY CHAIN MANAGEMENT
Prerequisite	All students are expected to have a general knowledge of economics, finance, accounting, statistics, calculus, and management principles.
Learning Objectives	<p>This paper deals with a broad conceptual focus on the problems - related documentation in export and import and scenario of logistics in world place.</p> <ul style="list-style-type: none"> • The objective of this course is to enable the student to understand the basic concepts, processes and key elements of a supply chain and how they interact in supply chains. This subject provides information regarding the strategies for establishing efficient, effective, and sustainable supply chains. This subject is designed to explain the critical roles of technology in supply chain planning, visibility, and execution.
Salient Features	Regularly updated curriculum as per the international standards, Latest methods and techniques are being adopted, As per the requirement of the industry, Case-based teaching methodology is used, More scope for presentations, seminars and workshops is introduced to make the students aware of the latest terminology.
Utility	An MBA prepares individuals for many types of careers. Some of the more common jobs an MBA prepares one for include Business Analyst or Strategist, Business Development Analyst, Associate, or Manager, Entrepreneur / Founder, Financial Analyst, Management Consultant, Marketing Associate, Analyst, or Manager, Portfolio Manager, Project, Product, or Program Manager, Operations Analyst, Associate, or Manager
	Course Outcomes
CO-1	Understand the fundamental concepts and principles of supply chain management, including sourcing, procurement, production, distribution, and logistics.
CO 2	Analyze supply chain networks to identify inefficiencies, bottlenecks, and opportunities for improvement in terms of cost reduction, lead time reduction, and service level enhancement.
CO 3	Apply inventory management techniques and demand forecasting models to optimize inventory levels, minimize stockouts, and improve customer satisfaction.
CO 4	Utilize supply chain analytics and performance metrics to measure and evaluate the effectiveness and efficiency of supply chain operations.
CO 5	Develop strategies for enhancing supply chain collaboration, visibility, and resilience to mitigate risks and adapt to changing market conditions.
BLOCK – I	Introduction to Supply Chain Management

UNIT 1 Structure: Introduction - Logistics and SCM - Development of Logistics - The Role of Logistics in the Economy - Logistics and Competitive Performance - Physical Distribution Management (PDM) - Components of PDM - The Systems or “Total” Approach to PDM, Principles Of Supply Chain Management, Structure: Introduction - How does SCM Work?	
UNIT 2 The Logistics-Marketing Interface - Logistics and Product LifeCycle - Areas of Logistics and Marketing Interaction - The Logistics-Manufacturing Interface - Customer Service Issues at the Logistics-Manufacturing Interface ,Customer Focus in Supply Chain Management, Structure: Introduction - Customer Service	
UNIT 3Functional vs. Innovative Products: SCM Issues - Efficient Consumer Response - Quick Response and Accurate Response - Chain Relationship within and Beyond the Organization - SCM as a Core Strategic Competency	
BLOCK – II	Logistics - Inbound and Outbound
UNIT 1 Logistics - Inbound and Outbound - Structure: - Introduction - Logistics: Definition - What is Supply Chain Management (SCM)? - Design and Management of SCM - Logistics: Inbound and Outbound Suppliers to Manufacturers - Manufacturers to Consumers - Logistics Management - Integrating Logistics - Perspectives in Logistics	
UNIT 2 Models for SCM Integration Structure: Introduction - Integrated Supply Chain/ Value Chain - Supply Chain Strategies - Demand Management - Internet and SCM - Physical Goods Flow, Virtual Flow and Cash Flow - Bullwhip Effect - A New Perspective to Counter Bullwhip Effect - Drivers of SCM	
UNIT 3 Strategic Supply Chain Management Structure: Introduction - Supply Chain: Growth - Supply Alliances - Supplier Quality Management - Supply Chain Re-engineering	
BLOCK– III	Organizing for Global Markets
UNIT 1 Structure: Introduction - Strategies for WCSCM - Globalization - International Logistics - Integrating Logistics - World Class Logistics Management (WCLM)	
UNIT 2 Information Technology: A Key Enabler of SCM Structure: Introduction - Information and Technology in the Integrated Supply Chain - Importance of Information in Integrated Business	
UNIT 3- Inter Organizational Information Systems (IOIS) - Information Requirements Determination for a Supply Chain - Information and Technology Applications for SCM	
BLOCK – IV	Intelligence Information System
UNIT 1 Structure: - Introduction - Changing Paradigm of Manufacturing - Materials Requirement Planning (MRP)-	
UNIT 2 Manufacturing Resource Planning (MRP-II) - Enterprise Resource Planning (ERP) - Distribution Requirement Planning (DRP)	
UNIT 3 Distribution Resource Planning (DRP-II) - ERP vs. SCP (Supply Chain Planning)	
BLOCK – V	Design for Supply Chain Management
UNIT 1 Design for Supply Chain Management and Greening the Supply Chain Structure: Introduction - Factors Influencing Supply Chain Design Decisions - Sustaining Competitive Advantage - Good Business Model / Strategy - Demand Driven Supply Networks - Secret to Supply Chain Excellence is Balance	

UNIT 2 Supply Chain Design - Supply Chain Strategies - Hau Lee's Uncertainty Framework, Aligning Strategies, Efficiency and Cost Savings in Supply Chain - Product and Process Design for SupplyChain Management - Design for Manufacturing - Design for Logistics - SCM –Trade off Curves - Greening the Supply Chain, Supply Chain Management in Service Organizations / Non Manufacturing Sector

UNIT 3Structure: Introduction - Supply Chain Management of Products vs. Services - Financial Services Sector - Hospitality - Transportation - Software - Communication - Healthcare - Consultancy - Education - Government – Retailing

Text Book	<ul style="list-style-type: none"> • Johnson, J., & Wood, D. (2007). Contemporary logistics (9th ed.). Pearson Prentice Hall. • Ismail, R. (2010). Logistics management. Excel Books. • Dornier, P. P., & Larkin, R. (2000). Global operations and logistics management. John Wiley & Sons. • Khanna, K. K. (2007). Physical distribution management: Logistical approach. Himalaya Publishing House. (Himalaya, 2007)
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Reference Books	<ul style="list-style-type: none"> • Anand, N. (2014). Supply chain management: Concepts and cases. Pearson Education India. • Raghuram, G., & Rangaraj, N. (2010). Logistics and supply chain management (2nd ed.). McMillan India.
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Elective: Human Resource Management

Program: MBA IV Semester (Discipline Specific Elective: Human Resource Management)

Course Code: SM –815	Strategic HRM
Prerequisite	All students are expected to have a general knowledge of economics, finance, accounting, statistics, calculus, and management principles.
Learning Objectives	The objective of the course is to enhance the ability to think strategically the matters of human resources in an organization and some of the issues which are relevant across also.
Salient Features	Regularly updated curriculum as per the international standards, Latest methods and techniques are being adopted, As per the requirement of the industry, Case-based teaching methodology is used, More scope for presentations, seminars and workshops is introduced to make the students aware of the latest terminology.
Utility	An MBA prepares individuals for many types of careers. Some of the more common jobs an MBA prepares one for include Business Analyst or Strategist, Business Development Analyst, Associate, or Manager, Entrepreneur / Founder, Financial Analyst, Management Consultant, Marketing Associate, Analyst, or Manager, Portfolio Manager, Project, Product, or Program Manager, Operations Analyst, Associate, or Manager
	Course Outcomes
CO-1	Understand the strategic role of human resource management (HRM) in achieving organizational objectives and gaining competitive advantage.
CO 2	Analyze internal and external factors influencing HRM strategies and practices, including organizational culture, labor market trends, and regulatory requirements.
CO 3	Apply strategic HRM frameworks to align HR practices with organizational goals, such as talent acquisition, development, retention, and performance management.
CO 4	Evaluate the impact of HRM strategies on employee motivation, engagement, and productivity, as well as on organizational culture and effectiveness.
CO 5	Develop skills in change management and HR leadership to effectively implement strategic HR initiatives and drive organizational transformation
BLOCK– I	Strategic and HRM:
	UNIT 1 Overview, scope and importance
	UNIT 2, Aligning human resource to strategy
	UNIT 3 HRM and organization strategies
BLOCK – II	Strategic implication:
	UNIT 1 Changing work environment & Strategic responses
	UNIT 2 Performance management and evaluation
	UNIT 3 Compensation and grievance handling.
BLOCK– III	Strategic maintenance of HR
	UNIT 1 Safety health and labour relation

UNIT 2 Career growth and planning	
UNIT 3 Employee downsizing and Retention Strategies	
BLOCK – IV	Emerging Trends & Challenge:
, ,	
UNIT 1 Organization Learning Organization Company as a University	
UNIT 2 SHRM - mergers and acquisitions, SHRM – Balanced Score Card	
UNIT 3 SHRM – Outsourcing , Ethical Issues	
BLOCK – V	HR & IT :
UNIT 1 HR information System	
UNIT 2 Online Recruitment & dotcom Companies	
UNIT 3 HRMS , Impact of Technology on HR Products	
Text Book	<ul style="list-style-type: none"> • Armstrong, M., & Angela, B. (2007). Strategic industrial relations and human resource management. Blackwell Publishing. • Schuler, R. S., & Jackson, S. E. (2005). Strategic human resource management. Blackwell Publishing. • Agrawal, T. (2012). Strategic human resource management. Oxford University Press.
Reference Books	<ul style="list-style-type: none"> • Dhar, R. L. (2010). Strategic human resource management. Excel Books. • Mead, R. (2005). International management (7th ed.). Blackwell Publishing.

Program: MBA IV Semester (Discipline Specific Elective: Human Resource Management)

Course Code: HR-838	TRAINING & DEVELOPMENT
Prerequisite	All students are expected to have a general knowledge of economics, finance, accounting, statistics, calculus, and management principles.
Learning Objectives	<ol style="list-style-type: none"> 1. To make students learn how to design a training environment to maximize learning at workplace. 2. To enable students to be aware of the field of learning and development and its role in optimizing performance. 3. To make students understand how assessment, relationships, courses, and job experiences can be used for development.
Salient Features	Regularly updated curriculum as per the international standards, Latest methods and techniques are being adopted, As per the requirement of the industry, Case-based teaching methodology is used, More scope for presentations, seminars and workshops is introduced to make the students aware of the latest terminology.
Utility	An MBA prepares individuals for many types of careers. Some of the more common jobs an MBA prepares one for include Business Analyst or Strategist, Business Development Analyst, Associate, or Manager, Entrepreneur / Founder, Financial Analyst, Management Consultant, Marketing Associate, Analyst, or Manager, Portfolio Manager, Project, Product, or Program Manager, Operations Analyst, Associate, or Manager
	Course Outcomes
CO-1	Understand the principles and theories of adult learning and development to design effective training programs that cater to diverse learning styles and preferences.
CO 2	Analyze organizational training needs through methods such as training needs assessments, performance evaluations, and gap analyses to identify skill gaps and areas for improvement.
CO 3	Develop competency-based training programs aligned with organizational goals and objectives, focusing on skills enhancement, knowledge transfer, and behavior change.
CO 4	Apply instructional design principles and training delivery techniques to create engaging and interactive learning experiences, utilizing various mediums such as classroom training, e-learning, simulations, and on-the-job training.
CO 5	Evaluate the effectiveness of training initiatives through methods such as training evaluations, ROI analysis, and post-training assessments
BLOCK – I	Introduction to Training & Development :
	UNIT 1 Training and Training needs Assessment
	UNIT 2 Training Design and Administration
	UNIT 3 Training methods, Technique & Aids, Training Strategy
BLOCK – II	Performance Appraisal & Training :
	UNIT 1 Learning through training
	UNIT 2 Adult Learning (Andragogy),

UNIT 3 Learning theories and learning Curve, Learning Styles	
BLOCK – III	Trainer & Training Institutions:
UNIT 1	Trainers profile
UNIT 2	Types of Training, institutions
UNIT 3	Trainer as a change Agent, MDP and EDPs.
BLOCK – IV	Evaluation of Training:
UNIT 1 Training Evaluation & ROI	
UNIT 2 Trainer of Training	
UNIT 3, Measurement Tools & Technique, Feedback Mechanism	
BLOCK – V	Payment of wages Act 1936:-
UNIT 1 Effectiveness of Training & Development	
UNIT 2 Meaning Program ,effectiveness	
UNIT3 Cost of Training , Training & Employee Relation	
Text Book	<ul style="list-style-type: none"> • Nick, P., & Blanchard, P. (2005). Effective training (2nd ed.). Pearson Education/PHI. • Janakiraman, B. (2005). Training & development. Biztantra/Wiley Dreamtech. • Noe, A. R. (2011). Employee training & development (2nd ed.). McGraw-Hill. • Gupta, B. L. (2011). Management training and development (1st ed.). Vrinda Publications. • Reddy, B. R. (2005). Effective HR training and development strategy. Himalaya Publishing House
Reference Books	<ul style="list-style-type: none"> • Pareek, U. (2007). Training and development. Oxford University Press. • Lynton, R. P., & Pareek, U. (2007). Training for development (2nd ed.). Vistaar Publications. • Bhatnagar, O. P. (2006). Evaluation methodology for training. Oxford University Press and IBM.

Program: MBA IV Semester (Discipline Specific Elective: Human Resource Management)

Course Code: HR-840	Leadership and Global Business Management
Prerequisite	All students are expected to have a general knowledge of economics, finance, accounting, statistics, calculus, and management principles.
Learning Objectives	This course defines sequential process, role and dynamics to organizational change. It further highlights ways of dealing with it. It focuses on need, phases and conditions for successful organizational development. Different organizational development interventions are also incorporated.
Salient Features	Regularly updated curriculum as per the international standards, Latest methods and techniques are being adopted, As per the requirement of the industry, Case-based teaching methodology is used, More scope for presentations, seminars and workshops is introduced to make the students aware of the latest terminology.
Utility	An MBA prepares individuals for many types of careers. Some of the more common jobs an MBA prepares one for include Business Analyst or Strategist, Business Development Analyst, Associate, or Manager, Entrepreneur / Founder, Financial Analyst, Management Consultant, Marketing Associate, Analyst, or Manager, Portfolio Manager, Project, Product, or Program Manager, Operations Analyst, Associate, or Manager
	Course Outcomes
CO-1	Develop an understanding of various leadership theories and models, enabling them to apply strategic leadership principles in diverse global business contexts.
CO 2	Acquire cross-cultural competence, including cultural intelligence and sensitivity, to effectively lead and manage diverse teams across different cultural backgrounds and geographical locations.
CO 3	Gain a comprehensive understanding of global business environments, including international trade regulations, global market trends, and geopolitical factors, to make informed strategic decisions in a globalized economy.
CO 4	Enhance their decision-making and problem-solving skills, learning to analyze complex business scenarios, evaluate risks, and implement solutions that align with organizational goals and values in a global context.
CO 5	Explore principles related to Ethical Leadership and Corporate Governance
BLOCK – I	Change Management:
UNIT 1 Glimpse of Global Management Structure: Introduction - Glimpses of Global Business Management - Evolution of Global Business Management	
UNIT 2 Global Management Philosophies and Strategies - Global Business Traits - Summary - Self-Assessment Questions - Successful Leader Stories Leadership of Global Management	

UNIT 3 Structure: Theories of Leadership - The Essentials of Management Leadership - Managerial Leadership Styles - Summary - Self-Assessment Questions - Successful Leader Stories	
BLOCK – II	Philosophy of Global Management
UNIT 1 Philosophy of Global Management Structure: What is Philosophy of Management - GM's Operating Philosophy - Exxon Mobil Philosophy	
UNIT 2 Wal-Mart –A Few A bidding Principles of Walton - Matsushita Philosophy of Management - Shell Philosophy - Managing Diverse People and Culture. Structure: The Challenging Issues of Diverse People and Cultures	
UNIT 3Defining Multiculturalism - Managing Multicultural Organization - Managing Diversity - Management: The Personal Touch - Education at the Heart - Summary - Self-Assessment Questions - Successful Leader Stories	
BLOCK – III	Global Human Growth Model
UNIT 1 Global Human Growth Model Structure: The Human Condition - Unemployment - Definition of Human Growth - Philosophy of Global Human Growth - Global Commitment - Global Human Resource	
UNIT 2 Inventory - Education for All - Employment for All - Energizing All the Self-actualization	
UNIT 3 Empowerment of People - Global Cooperative Advantage - Global Human Vision and Future	
BLOCK – IV	Developing Future Management Structure
UNIT 1 Developing Future Management Structure: Introduction - The Need and Problem of Executive Development - A Set of Objectives - Growth - Some Attitudinal Blocks - Some Essential Prerequisites - Executive Development Policy	
UNIT 2 Executive Resources Planning - Perception of Individual Needs - Executive Performance Appraisal - Inter- industry Out-company Programs - Utilisation of Trained Executives - Executive Development Research - Pursuit of Excellence – Challenges and Response	
UNIT 3- Executive Development Organisation - Communicating Executive Development Effort	
BLOCK – V	Motivation Structure:
UNIT 1 Motivation Structure: The Meaning and Definition of Motivation - The Theory and Practice of Motivation	
UNIT 2 Wal- Mart: A Model in Motivation - Motivation Efforts by a Managers - The Adrian Story - OGAWA's Philosophy and Practice of Motivating People	
UNIT 3 Dynamic of Global Management Structure: Challenges in the Future - Matsushita Talks How Industrialization Brings out Prosperity - The Information Superhighway under Construction	
Text Book	<ul style="list-style-type: none"> • Yukl, G. (2005). Leadership in organisations (7th ed.). Prentice Hall. • Lall, M., & Sharma, S. (2009). Personal growth training & development. Excel Books. • Janakiraman, B. (2005). Training & development. Biztantra. • Yukl, G. (2002). Leadership in organisations (6th ed.). Pearson. • DuBrin, A. J. (2005). Leadership: Research findings, practice, and skills (2nd ed.). All India Publishers & Distributors.
Reference Books	<ul style="list-style-type: none"> • Hurlock, E. B. (2006). Personality development (1st ed.). Tata McGraw-Hill. • Pareek, U. (2007). Understanding organizational behaviour (2nd ed.). Oxford University Press. • Sahu, R. K. (2006). Training for development (1st ed.). Excel Books.

Elective: Information Technology

Program: MBA IV Semester (Discipline Specific Elective: Information Technology)

Course Code: IT-844	Networking Concepts
Prerequisite	All students are expected to have a general knowledge of Digital Marketing, Online Advertising, E-commerce, Networks, Websites
Learning Objectives	<ol style="list-style-type: none"> To develop a meaningful understanding of networking concepts theory, functions and practices. To apply Digital Marketing concepts and skills across various types of organizations.
Salient Features	Regularly updated curriculum as per the international standards, Latest methods and techniques are being adopted , As per the requirement of the industry, Case-based teaching methodology is used, More scope for presentations, seminars and workshops is introduced to make the students aware of the latest terminology.
Utility	An MBA prepares individuals for many types of careers. Some of the more common jobs an MBA prepares one for include Business Analyst or Strategist, Business Development Analyst, Associate, or Manager, Entrepreneur / Founder, Financial Analyst, Management Consultant, Marketing Associate, Analyst, or Manager, Portfolio Manager, Project, Product, or Program Manager, Operations Analyst, Associate, or Manager
	Course Outcomes
CO-1	Understand how to conduct comprehensive market analysis to identify opportunities and threats.
CO 2	Mastering the process of developing strategic marketing plans to achieve organizational objectives.
CO 3	Understand how to segment markets effectively and target specific customer segments with tailored marketing strategies.
CO 4	Develop the ability to measure marketing performance using key metrics and performance indicators.
CO 5	Gaining expertise in building, maintaining, and enhancing brand equity through strategic branding initiatives.
BLOCK – I	Basic Concepts
	UNIT 1 Basic Concepts Structure: Introduction - Data Processing - Data Communication - Computer Network Architecture - Network Application - Internetwork - Protocol Standard - Network - Distributed Processing Network Criteria
	UNIT 2 Performance - Reliability - Security - Properties of Good Network - Physical Structure Type of Connection - Topology - Bus Topology - Ring Topology - Star Topology - Tree Topology - Mesh Topology - Hybrid Topology
	UNIT 3 Transmission Modes - Simplex Mode - Half Duplex Mode - Full Duplex Mode - Computer Network Types - Personal Area Network (PAN) - Local Area Network (LAN) - Metropolitan Area Network (MAN) - Wide Area Network (WAN)
BLOCK – II	The OSI Reference Model
	UNIT 1 The OSI Reference Model Structure: Introduction - Layered Tasks - OSI Reference Model - Functions of Each Layer - Devices used at different levels - Features of OSI Model - Merits and Demerits of OSI

UNIT 2 Reference Model - ISO/OSI Model in Communication Networks - TCP/ IP Reference Model	
UNIT 3 Similarities between OSI Reference and TCP/IP Reference Model - Comparison of OSI Reference Model and TCP/IP Reference Model	
BLOCK – III	Networking and Internet Working Devices
UNIT 1 Networking and Internet Working Devices Structure: Network Repeater - Bridge - Network Router - Brouter - Gateway - Routing	
UNIT 2 Transport Layer Structure: Introduction - Functions - Services - End to End Communication - Transmission Control Protocol - User Datagram Protocol	
UNIT 3 Requirements of UDP - Features - UDP Header - UDP Application Upper OSI Layer Structure: Session Layer - Presentation Layer - Application Layer	
BLOCK – IV	Transmission Control Protocol / Internet Protocol (TCP / IP)
UNIT 1 Structure: Introduction - How does TCP/IP work? - Development of TCP/IP - Why TCP/IP? - TCP/IP as an Open Standard	
UNIT 2 Request for Comment (RFC) - Internet Network Information Center	
UNIT 3- IP Address - IPv4 vs IPv6 - IP Address Classes and Their Formats - Relationship of the IP Address to the Physical Address - Domain Name - The TCP/IP Protocol Suite - Network Interface	
BLOCK – V	Emerging Technologies
UNIT 1 Emerging Technologies Structure: Internet Telephony	
UNIT 2 IP Telephony - Computer Telephony Integration (CTI)	
UNIT 3 Call Center - Virtual Call Center - Call Logging – Chatting	
Text Book	<ul style="list-style-type: none"> • Kurose, J. F., & Ross, K. W. (2017). Computer networking: A top-down approach (7th ed.). Pearson Education. • Stevens, W. R. (1994). TCP/IP illustrated, volume 1: The protocols. Addison-Wesley. • Bonaventure, O. (2011). Computer networking: Principles, protocols and practice. Synthesis Lectures on Communication Networks. • Stallings, W. (2013). Data and computer communications (10th ed.). Pearson Education.
Reference Books	<ul style="list-style-type: none"> • Donahue, G. A. (2007). Network warrior. O'Reilly Media. • Stallings, W. (2011). Network security essentials: Applications and standards (4th ed.). Pearson Education. • Tanenbaum, A. S., & Wetherall, D. J. (2013). Computer networks (5th ed.). Pearson Education.

Program: MBA IV Semester (Discipline Specific Elective: Information Technology)

Course Code: IT-842	Enterprise Resource Planning
Prerequisite	All students are expected to have a general knowledge of Digital Marketing, Online Advertising, E-commerce, Networks, Websites
Learning Objectives	To develop a meaningful understanding of ERP theory, functions and practices. To apply Digital Marketing concepts and skills across various types of organizations.
Salient Features	Regularly updated curriculum as per the international standards, Latest methods and techniques are being adopted , As per the requirement of the industry, Case-based teaching methodology is used, More scope for presentations, seminars and workshops is introduced to make the students aware of the latest terminology.
Utility	Student will understand Concept and importance of ERP. He will be able to build business models and infrastructure
	Course Outcomes
CO-1	Understand the architecture, components, and functionalities of ERP systems.
CO 2	Develop skills in ERP implementation, including project management and system configuration.
CO 3	Analyze and map organizational business processes across functional areas.
CO 4	Proficiently manage and analyze data within ERP systems for decision-making.
CO 5	Implement ERP governance frameworks and internal controls for data security and integrity.
BLOCK – I	Fundamental Of Strategic Marketing
	UNIT 1 Overview of ERP Structure: Introduction - Evolution of ERP - Various Modules Of ERP - Definition of ERP
	UNIT 2 ERP Characteristics - Need of ERP - Advantages of ERP - Disadvantages of ERP
	UNIT 3 Benefit of ERP - ERP Architecture
BLOCK – II	ERP and Related Technologies
	UNIT 1 ERP and Related Technologies Structure: Introduction - Business Process Re-Engineering (BPR) - Management Information System (MIS)
	UNIT 2 Decision Support System (DSS) - Executive Support System (ESS) - Data Warehouse - Data Mining On-Line Analytical Processing (OLAP)
	UNIT 3 Supply Chain Management (SCM) Customer Relationship Management (CRM) - Extended ERP (ERP-II) - BI and ERP
BLOCK – III	ERP Modules and Vendors
	UNIT 1 ERP Modules and Vendors Structure: ERP Modules - Operating Systems for ERP - ERP Financial Module - ERP Module for Production Planning, Control and Management
	UNIT 2 ERP Module for Sales and Distribution. - ERP Module for Human Resource Management. - ERP Module for Inventory Control System. - ERP Modules for Materials Management - ERP-Quality Management
	UNIT 3 ERP Market - SAP AG - BAAN COMPANY - oracle corporation - peoplesoft - j.d. Edwards - world solutions company - system software associates, inc. (ssa) - qad - a comparative assessment and

selection of erp packages and MODULES. - VENDOR APPROACHES TO OWNERSHIP EXPERIENCE - Comparison of current ERP Vendors - Comparison of current ERP Packages. - Disadvantages of Non-ERP system	
BLOCK – IV	ERP Implementation Life Cycle
UNIT 1 ERP Implementation Life Cycle Structure: Introduction to ERP Implementation Life Cycle - Successful Project Implementation factors - The Project Life Cycle - ERP Implementation Life Cycle	
UNIT 2 Issues in Implementing ERP Packages - Implementation is not satisfactory reasons - Pre-Evaluation Screening - Package Evaluation - The selection criteria - Finally selection - Project Planning Phase - Software Selection Process - GAP ANALYSIS	
UNIT 3 CONFIGURATION - Significance of ERP Implementation - Team Training - TESTING - Fitting - Tooling - END-USER TRAINING - In-House Implementation - Pros and Cons - Risk / Failure factors in ERP Implementation - Performing a Security Risk Assessment - Pitfalls/Lessons Learned	
BLOCK – V	Contemporary Trends in ERP
UNIT 1 Contemporary Trends in ERP Structure: Salient Features of ERP - E-Procurement - E-Logistics	
UNIT 2 Internet Auctions - Web Enabling - E- Commerce - Wireless ERP - Cloud ERP - Service-Oriented Architecture (SOA)	
UNIT 3 Case Studies in ERP Structure: ERP Post-Implementation Activities - Case Studies of ERP - ERP customization	
Text Book	<ul style="list-style-type: none"> • Leon, A. (2008). Enterprise resource planning (3rd ed.). Tata McGraw-Hill. • Monk, E., & Wagner, B. (2012). Concepts in enterprise resource planning (4th ed.). Course Technology. • Leon, A. (2008). ERP demystified (2nd ed.). Tata McGraw-Hill. • Mooney, J. G. (2001). Enterprise resource planning: Fundamentals of design and implementation. Pearson Education. • Rajagopal, D. (2002). Enterprise resource planning: A managerial perspective. Prentice Hall. • O'Leary, D. E. (2000). Enterprise resource planning systems: Systems, life cycle, electronic commerce, and risk. Cambridge University Press.
Reference Books	<ul style="list-style-type: none"> • Information Resources Management Association (IRMA). (2005). Enterprise resource planning: Concepts, methodologies, tools, and applications. Idea Group Inc. • Shtub, A. (2012). ERP: The dynamics of supply chain and process management. Springer. • Bradford, M. (2015). Modern ERP: Select, implement, and use today's advanced business systems. Elsevier. • IGI Global. (2005). ERP systems: Concepts, methodologies, tools, and applications. IGI Global.

Course Code: EC-740	E-commerce
Prerequisite	All students are expected to have a general knowledge of Digital Marketing, Online Advertising, E-commerce, Networks, Websites
Learning Objectives	To develop a meaningful understanding of E-commerce theory, functions and practices. To apply Digital Marketing concepts and skills across various types of organizations.
Salient Features	Regularly updated curriculum as per the international standards, Latest methods and techniques are being adopted , As per the requirement of the industry, Case-based teaching methodology is used, More scope for presentations, seminars and workshops is introduced to make the students aware of the latest terminology.
Utility	Student will understand Concept and importance of E commerce. He will be able to build business models and infrastructure
	Course Outcomes
CO-1	Analyze the key components and functionalities of e-commerce platforms.
CO 2	Evaluate different business models and strategies for e-commerce ventures.
CO 3	Understand the technological infrastructure and security considerations in e-commerce.
CO 4	Develop skills in digital marketing, customer engagement, and user experience design for e-commerce.
CO 5	Explore regulatory and ethical issues in e-commerce, including privacy, data protection, and consumer rights.
BLOCK – I	Introduction to E-Commerce
	UNIT 1 What is ecommerce
	UNIT 2 Top ecommerce websites around the world & it's scenario in India
	UNIT 3 A Brief History, Understanding E-commerce: organizing Themes' for same.
BLOCK – II	E-commerce business models and concepts, The internet and World Wide Web: Ecommerce infrastructure.
	UNIT 1 E-commerce Business Models, Major Business to Consumer (B2C) business models, Major Business to Business (B2B) business models
	UNIT 2 Business models in emerging E-commerce areas, How the Internet and the web change business: strategy, structure and process
	UNIT 3 The Internet: Technology Background, The Internet Today, Internet II- The Future Infrastructure, The World Wide Web, The Internet and the Web : Features

BLOCK – III	Building an ecommerce web site, Security and payment
UNIT 1 Building an E-commerce Web Site: A systematic Approach	
UNIT 2 The e-commerce security environment, Security threats in the e-commerce environment, Technology solution, Management policies, Business procedures, and public laws, Payment system,	
UNIT 3 E-commerce payment system, Electronic billing presentment and payment	
BLOCK – IV	E-commerce marketing concepts, Online retailing and services
UNIT 1 Consumer online: The Internet Audience and Consumer Behaviour, Basic Marketing Concepts, Internet Marketing Technologies, B2C and B2B E-commerce marketing and business strategies	
UNIT 2 The Retail sector, Analyzing the viability of online firms, E-commerce in action: E-tailing Business Models, Common Themes in online retailing	
UNIT 3 The service sector: offline and online, Online financial services, Online Travel Services, Online career services	
BLOCK – V	Social networks, auctions, and portals
UNIT 1 Social networks and online communities,	
UNIT 2 Online auctions,.	
UNIT 3 E-commerce portals	
Text Book	<ul style="list-style-type: none"> • Laudon, K. C., & Traver, C. G. (2019). E-commerce: business, technology, society (15th ed.). Pearson Education. • Turban, E., King, D., Lee, J. K., & Liang, T. P. (2018). Electronic commerce: A managerial and social networks perspective (9th ed.). Springer. • Chaffey, D. (2015). Digital business and e-commerce management (6th ed.). Pearson Education. • Bhatnagar, A. (2000). E-commerce: The cutting edge of business. McGraw-Hill. • Joseph, S. J. (2003). E-commerce: An Indian perspective (2nd ed.). PHI Learning.
Reference Books	<ul style="list-style-type: none"> • Laudon, K. C., & Laudon, J. P. (2018). E-commerce 2018: business, technology, society (13th ed.). Pearson. • Mongal, R. (2015). E-commerce: Concepts and applications. PHI Learning. • Rayport, J. F., & Jaworski, B. J. (2009). Introduction to e-commerce (3rd ed.). McGraw-Hill.

6. Procedure for Admission, Curriculum Transaction and Evaluation

The proposed program in ODL mode will be conducted by CDOE-SGVU with the support of various departments of the University. Eligibility criteria, course structure, detailed curriculum, duration of program and evaluation criteria shall be approved by Board of Studies and Academic Council, SGVU, Jaipur which are based on UGC guidelines for the program which comes under the purview of ODL and mode for award of Degree. Details of Procedure for admission in which eligibility criteria for admission and fee structure of the course, Curriculum includes Program delivery, norms for delivery of courses in ODL mode, use of IT services to academic support services, course design academic calendar and Evaluation which includes Distribution of Marks in Continuous internal assessments, Minimum Passing criteria and system of Grading formats are given in detail as under.

6.1 Procedure for Admission

Students who will seek admission in MBA program to apply through its website www.sgvu.edu.in and also can contact to admission desk at the SGVU, Campus.

6.2 Minimum Eligibility Criteria for Admission

The minimum eligibility criteria for admission in ODL MBA program is a pass in Bachelor's from any recognized University

6.3 Program Fee and Financial Assistance Policy

Program fees for students for proposed MBA in various streams offered by CDOE-SGVU Jaipur is Rs. 26000 Per year tuition fees and 3000 per year examination fees.

6.4 Program Delivery

The curriculum will be delivered through the Self Learning Materials (SLMs) supported by various learning resources including audio-video aids.

6.5 Academic Calendar

S. No.	Name of the Activity	Tentative months schedule during year			
		From (Month)	To (Month)	From (Month)	To (Month)
1	Admission	Jul	Sep	Jan	Feb
2	Assignment Submission (if any)	Oct	Nov	April	May
3	Evaluation of Assignment	Nov	Dec	May	June
4	Examination	Dec	Jan	June	Jul
5	Declaration of Result	Feb	Mar	Aug	Sep
6	Re-registration	Jan	Feb	Jul	Sep
7	Distribution of SLM	Jul	Sep	Jan	Feb
8	Contact Program, Counselling, Practical, etc.)	Nov	Dec	May	June

6.6 Evaluation

The evaluation shall include two types of assessments-

1. Continuous Assessment in the form of assignments (30% Weightage).
2. End Semester Examination, which will be held at the SGVU campus (70% Weightage).

6.7 Minimum Passing percentage

The marks of both the components (continuous assessment & end semester exam evaluation) of a course shall be added to get total marks out of 100. Minimum passing marks in end semester examinations/overall in each course shall be as follows:

- For UG program:

End semester examination: 30%, Total Marks: 37%

- For PG program:

End semester examination: 40%, Total Marks: 46%

6.8 Marks and Grades

Grades & Grade Points

- a. At the end of the Semester / Year every student is assigned a 'Letter Grade' based on his/her performance over the semester in all courses for which he/she

had registered.

- b. The letter grade and grade point indicate the results of quantitative and qualitative assessment of the student's performance in a course.
- c. There are seven letter grades: S, A+, A, B+, B, C, D, F that have grade points with values distributed on a 10-point scale.

7. Requirement of the Laboratory Support and Library Resources

The university is having the state-of-the-art computer labs and the associated peripherals to support any number of students at a given point of time, the students can learn and carry out in length research activities at the computer labs in the SGVU, Campus as far as the course of MBA is concerned.

Library Resources

CDOE-SGVU has excellent library with all the books required for the course learning and reference books for the course of MBA, Adequate online learning links and e-learning materials will also be provided to students which will be support students in their learning cycle.

8. Cost Estimate of the Program and the Provisions

The Estimate of approximate Cost & Budget could be as follows (all figures on Annual basis):

1. Salaries: Rs. 60,00,000/- (Approx).
2. Travel: Rs. 30,000/- (Approx).
3. Seminars: Rs. 2,00,000/- (Approx).
4. SLM Preparation, Printing, Distribution: Rs. 3,00,000/- (Approx).
5. Library & e-resources (including membership like DELNET): 3,50,000/- (Approx).
6. Courier/Transportation: Rs. 50,000/- (Approx).
7. Infrastructure: Rs. 5,00,000/- (Approx)
8. Computer Labs & Leased Line: Rs. 1,00,000/- (Approx)
9. E-contents development: 8,00,000 (Approx)

10. LMS & its Maintenance (including server): 2,00,000 (Approx.)

9. Quality Assurance Mechanism and Expected Program Outcomes

- The quality of the program depends on the course curriculum and syllabus which meets the requirement of the industry and creates the skillful learning in the students. The ultimate aim of MBA program in ODL Mode is to enhance skill soft he learners as managers, entrepreneurs and seeing them excel in their profession and meeting global standards too by upgrading their career opportunities.
- The CDOE, SGVU, Jaipur has constituted Centre for Internal Quality Assurance (CIQA). The CIQA will do periodic assessment of the online learning course material and audio video tutorials to ensure quality of learning and time to time changes are made as per the course requirement.
- The CIQA will also access the quality of assignments, quizzes and end term assessment time to time and required changes will be assured. CIQA will assure that the learning is made a truly global experience for the learner along with inculcation of required skills in the learner as expected program outcome with CDOE, SGVU, Jaipur.
- The university will work continuously for the betterment of processes, assessments, teaching methodology, e-learning material improvisation as per four quadrant approach and implementation of the same as per New Education Policy. The University is committed to deliver the best education in all the learning modes with adherence to NEP, UGC and other regulatory guidelines in truly global sense.