



**Centre for Distance and Online Education
Central University of Himachal Pradesh
Dharamshala (H.P.)- INDIA**



Programme Structure and Detailed Syllabus

MASTER OF BUSINESS ADMINISTRATION (MBA)

TWO YEAR ONLINE PROGRAMME



**Centre for Distance and Online Education (CDOE)
Central University of Himachal Pradesh
Dharamshala, Distt. Kangra (HP) – INDIA**

**Programme Structure of Two Year Online
Master of Business Administration (MBA) Programme**

Semester I

Sl. No.	Course Code	Course Name	Credits	Course Coordinator
Disciplinary/ Interdisciplinary: Major Courses (Required Credits: 10)				
1	MGT 115A	Marketing Management	4	Prof. Surya Rashmi Rawat
2	MGT 116A	Organizational Behaviour	4	Dr Bhawana Bhardwaj
3	MGT 528	Business Communication Skills	2	Dr . Aditi Sharma
Disciplinary/ Interdisciplinary: Minor Courses (Required Credits: 04)				
4	MCO101	Accounting for Managerial Decisions	4	Dr. Manpreet Arora
Vocational/ Skill Courses: Interdisciplinary Courses (Required Credits: 04)				
5	MGT 130	Managerial Economics	4	Dr. Devesh Kumar
Indian Knowledge System (IKS) Courses (Required Credits: 02)				
6	MGT 584	Indian Knowledge System	2	Prof. Bhag Singh Chauhan

Semester II

Sl. No	Course Code	Course Name	Credits	Course Coordinator
Disciplinary/ Interdisciplinary: Major Courses (Required Credits: 12)				
1	MGT 221	Consumer Behaviour	4	Dr Sarvesh Kumar
2	MGT 223	Human Resource Management	4	Dr Rita Devi

3	MGT213	Financial Management	4	Dr Manpreet Arora
Disciplinary/ Interdisciplinary: Major Courses (Required Credits: 04)				
4	MGT 343	Retail Management	4	Dr Ruchi Sharma
5	MGT 323	Indian financial System	4	Dr Manpreet Arora
6	MGT 457	Conflict Management & Negotiation Skills	4	Dr Bhawana Bhardwaj
Vocational/ Skill Courses (Required Credits: 02*)				
7	MGT 450	Business Research Methods	2	Dr Devesh Kumar
Indian Knowledge System (Required Credits: 02)				
8	MGT 593	Indian Ethos and Business Ethics	2	Prof. Surya Rashmi Rawat

Semester III

	Course Code	Course Name	Credits	Course Coordinator
Disciplinary/ Interdisciplinary: Major Courses (Required Credits: 4)				
1	MGT 309	Mergers and Acquisition	4	Dr Manpreet Arora
	MGT 377	International HRM	4	Dr Alka Lalhall
	MGT 443	Service Marketing	4	Dr Sarvesh Kumar
Disciplinary/ Interdisciplinary: Major Courses (Required Credits: 04)				
2	MGT 498	On the Job Training/ Project Report regarding On the Job Training	4	Dr Ruchi Sharma
Vocational/ Skill Courses (Required Credits: 12*)				
3	MGT 304	Strategic Management	4	Dr Manpreet

			Arora
4	MGT 103	Business Statistics	4
			Prof Sanjeev Gupta
5	MGT 394	Entrepreneurship Development	4
			Dr. Sarvesh Kumar

Semester IV

	Course Code	Course Name	Credits	Course Coordinator
Disciplinary/ Interdisciplinary: Major Courses (Required Credits: 4)				
1	MGT 328	Corporate Governance and Social Responsibility	4	Dr Manpreet Arora
	MGT 368	Human Resource Development	4	Dr Rita Devi
	MGT 555	Advertising and Sales Management	4	Dr Ruchi Sharma
Disciplinary/ Interdisciplinary: Major Courses (Required Credits: 04)				
2	MGT 501	Sustainable Development Management	4	Dr. Sarvesh Kumar
Vocational/ Skill Courses (Required Credits: 04*)				
3	MGT 201	Business Analytics	4	Dr Devesh Kumar
Dissertation and Viva Voce (08)				
4	MGT 409 A	Comprehensive Viva Voce	4	Dr Bhawana Bharadwaj
	MGT 410	Dissertation (PG)	4	Dr. Anil Kashyap

The course-wise detailed syllabus is provided as follows:

SEMESTER I

Detailed Syllabi of the Courses for All Four Semesters of
Two Year Online MBA Programme

MBA Semester: I
Course Name: Marketing Management
Course Code: MGT 115A
Credits: 04

Course Objectives:

- Enable the students to understand the conceptual framework of marketing and its application in decision making under various environmental constraints.
- Offer learners an alternative approach to understand marketing by providing students with historical, critical, and analytical skills and improve familiarity of the students with current issues and emerging trends in marketing.
- Enable the students to design effective marketing programs by selecting appropriate strategies for product, pricing, place and promotion.

Course Outcomes:

1. **(Understand – Comprehension & Knowledge):** Explain and analyze the complexities of business markets, including key concepts, frameworks, and environmental influences.
2. **(Apply – Decision Making & Strategy):** Develop and implement effective business marketing strategies by integrating market research, consumer insights, and competitive analysis.
3. **(Analyze – Practical Application & Execution):** Demonstrate the ability to apply business marketing concepts in real-world scenarios, solving challenges through data-driven decision-making.
4. **(Evaluate – Critical Thinking & Strategic Decision-Making):** Assess the external and internal forces that influence business marketing decisions and formulate strategic responses to dynamic market conditions.

Evaluation Criteria:

1. Continuous Internal Assessment (CIA): 30%
2. External End Semester Examination (ESE): 70%

Unit-I: Understanding the Marketing Function

Module/ Chapter 1: Foundation of Marketing

Meaning and definition of Marketing, understanding the Marketplace, Designing a Customer value-driven Marketing Strategy and plan

Module/ Chapter 2: Marketing Management Process

Meaning & Nature of Marketing Management, Steps involved in marketing management process, Effective Marketer and Customer-Oriented Marketer

Module/ Chapter 3: Marketing Mix

Concept and Elements of Marketing mix, Ingredients of Each Element, Effective Marketing Mix (4Ps and 7Ps)

Unit-II: Analysing Marketing Environment and Consumer Behaviour

Module/ Chapter 4: Marketing Environment

Definition, Nature, and Relevance of Marketing Environment, Components of Marketing Environment and Techniques of Environment Scanning

Module/ Chapter 5: Consumer Behaviour Analysis

Consumer Roles, Concept of Purchase Behaviour, Consumer Roles, Purchase Decision Making Process and Factors Affecting Consumer Behaviour

Module/ Chapter 6: Segmentation, Targeting, and Positioning

Meaning of Segmentation, Bases of market segmentation, Requisite of good segmentation, Concept of targeting, targeting strategies, Positioning and positioning elements, Positioning strategies, Positioning errors, and Repositioning

Unit-III: Marketing Mix-I: Product and Price Decisions

Module/ Chapter 7: Product Decisions

Concept of Product, Product Classifications, Product Mix, Product

Strategies, Services marketing, Branding, Packaging, Labeling, Warrantee and Guarantee

Module/ Chapter 8: Product Life Cycle (PLC)

Concept of PLC, Stages of PLC, Strategies for each stage of PLC, and New Product Development (NPD)

Module/ Chapter 9: Pricing Strategies

Meaning of Price, Relevance of Pricing, Process of Pricing, Factors Affecting Pricing Decisions, and Pricing Strategies

Unit-IV: Marketing Mix-II: Place and Promotion Decisions

Module/ Chapter 10: Marketing Channels

Meaning of Marketing Channels, Role and Classifications of marketing channel, Factor affecting channel choice

Module/ Chapter 11: Integrated Marketing Communications (IMC) and Promotional Tools

Meaning and Concept of Communication, Concept of Promotion, Process of Promotion, Concept of IMC, Advertising, Sales Promotion, Personal Selling, Public Relations, Publicity, Direct Marketing

Module/ Chapter 12: Strategic Promotional Decisions

Factors Affecting the Choice of Promotional Tools, Ethical and Legal Considerations in Promotion, Emerging Trends in Promotion

Unit-V: Contemporary Marketing Practices

Module/ Chapter 13: Marketing in 21st Century

Dynamics of modern marketing, Social Marketing, Green Marketing, Rural Marketing, Influential Marketing, Moment Marketing

Module/ Chapter 14: Emerging Trends of Marketing

Impact of Technology and Marketing, Digital Marketing, Social

media marketing, AI in Marketing & Virtual Reality, Ethics in marketing

Suggested Reading:

1. Philip Kotler, Kevin Lane Keller, Alexander Chernev, Jagdish N. Sheth, G. Shamesh (2022). *Marketing Management*, 16 e.; Pearson Education, New Delhi.
2. Kotler, Philip; Kevin Lane Keller (2016). *Marketing Management*, 15 e.; Pearson Education, New Delhi.
3. Kotler Philip; Armstrong Gary; Agnihotri Prafulla (2018). *Principles of Marketing*, 17 e.; Pearson Education, New Delhi.
4. Gupta Prachi , Aggarwal Ashita , Majra Hufrih , Jacob Isaac , Jain Varsha (2017). *Marketing Management: Indian Cases Paperback*. First Edition Publisher Pearson Education
5. Clow, Kenneth E. and Donald Baack (2012). *Case Studies in Marketing Management*, Sage South Asia ed.; SAGE Publications India Pvt Ltd., New Delhi.
6. Kumar, S. Ramesh; ed. (2012). *Case Studies in Marketing Management*; Pearson, New Delhi.
7. Anderson, Carl R., and Carl P. Zeithaml. "Stage of the product life cycle, business strategy, and business performance." *Academy of Management journal* 27.1 (1984): 5-24.
8. Kotler, Philip, and Sidney J. Levy. "Broadening the Concept of Marketing." *Journal of Marketing*, vol. 33, no. 1, Jan. 1969, pp. 10–15, doi:10.1177/002224296903300103.
9. Shaw, Eric H and D. G Brian Jones (2005). *A history of schools of marketing thought, Marketing Theory*, Vol.5 No.3, pg: 239 - 281.
10. Webster Jr, Frederick E. "The changing role of marketing in the corporation." *Journal of marketing* 56.4 (1992): 1-17.
11. Ellis, Nick; James Fitchett, Matthew Higgins, Gavin Jack, Ming Lim, Michael Saren and Mark Tadajewski (2012). *MARKETING: A Critical Textbook*, Sage South Asia ed.; SAGE Publications India Pvt Ltd., New Delhi.

12. Kumar, Nirmalya. Marketing as Strategy: Understanding the CEO's Agenda for driving Growth and Innovation. Harvard Business Press, 2004.
13. Maclaran, Pauline; Michael Saren, Barbara Stern and Mark Tadajewski; ed. (2010). The Sage Handbook of MARKETING THEORY; SAGE Publications India Pvt Ltd., New Delhi.
14. McClay, Renie. Fortify Your Sales Force: Leading and Training Exceptional Teams. John Wiley & Sons, 2010.
15. Ramaswamy; V.S. and S. Namakumari (2013). Marketing Management: Global Perspective –Indian Context, 5e; McGraw Hill Education (India) Pvt. Ltd., New Delhi.
16. Wilkie, William L. and Elizabeth S Moore (2006). Macromarketing as a Pillar of Marketing Thought, Journal of Macromarketing, Vol.26 No.2, December 2006, pg: 224-232.

MBA Semester: I

Course Name: Organizational Behaviour

Course Code: MGT116A

Credits: 04

Course Objectives: The course is designed to familiarize students to the field of Organizational Behaviour and provide a clear understanding of Concepts, processes and practices of Organizational Behaviour. The course depicts how concepts and theories can and have been put into practice in a variety of organizations. It aims to train students to apply the Knowledge of Organizational Behaviour for bringing out organizational effectiveness.

Course Outcomes:

- ❖ The students will be able to apply the knowledge into real time corporate world. Development of Strategic, Innovative Thinking, and Analysis Skills to identify business opportunities, and for Problem Solving, and Decision-Making. (SIT&AS)
- ❖ Sharpening students' life skills (SLS). The students will be able to comprehend and translate the concepts of OB in their career.
- ❖ Develop students into global business leaders (DSGL).
- ❖ The students will be able to make superior organizational decision making.

Evaluation Criteria:

1. Continuous Internal Assessment (CIA): 30%
2. External End Semester Examination (ESE): 70%

Unit-I: Understanding Organizational Behaviour and Perception

Module/ Chapter 1: Foundation and Concept of OB: Evolution, Concept and Introduction of OB, Multidisciplinary Nature of OB, Contributory disciplines of OB, Contemporary Challenges and Opportunities for OB Managers.

Module/ Chapter 2: **Understanding Perception and its process:** Meaning and Process of Perception, Factors affecting Perception-Individual Factors, Factors related to Objects, Situational Factors.

Module/ Chapter 3: **Attribution Theory-** Concept and Various types of Attribution, Perceptual Errors : Stereotypes, Bias, Projection Error, Halo Effect, Selective Perception, Managing Perceptual Errors.

Unit-II: Attitude and Job Satisfaction

Module/ Chapter 4: Attitude: Definition, Importance of Attitude, Components of Attitude -Cognitive, Affect, Behaviour, Role of attitude in the Success of an organization, factors affecting attitude-Personal and Organizational Factors

Module/ Chapter 5: **Types of Job Attitude** Job Engagement-Definition, Importance and Components, Organizational Citizenship Behaviour- Definition, Importance and Components, Organizational Commitment-Definition, Importance and Components, Job Satisfaction-Definition, Importance and Components, Job Satisfaction: Definition and Factors affecting job satisfaction-Personal and Job-related Factors, Improving Job Satisfaction of employees in Indian Industry.

Unit-III: Leadership and Theories of Leadership

Module/ Chapter 6: **Leadership:** Concept, Definition, Importance and Role of Leadership, Transformational and Transactional Leadership, Skills and Roles of a Leader, Leadership Effectiveness.

Module/ Chapter 7: **Leadership Theories and Situational Leadership**
Leadership Theories: Leadership Theories: Trait Theory-Concept, Evolution, Importance, Merits and Demerits, Behaviour Theories-Concept, Evolution, Importance, Merits and Demerit, Blake and Mouton's Model-Managerial Grid, Different types of Managerial styles, Their Characteristics and Importance, Situation Leadership:

Fred Fiedler's Model and Its Application, Hersey and Blanchard's leadership styles, Key Elements of Situational Theory, Application and Critics

Unit-IV: Motivation and Its theories

Module/ Chapter 8: Motivation: Background, concept, Components of Motivation Importance of motivation, Application and Need of Motivation in Contemporary Business World, Motivation's Content Theories: Maslow's Theory of Motivation- Application and Criticism, McClelland's Theory, Alderfer's ERG Model, Herzberg's Two Factor Theory of Motivation-Hygiene and Motivating Factors, Theory X and Theory Y- Application and criticism, Application at Workplace and its criticism

Module/ Chapter 9: Process Theories of Motivation
Motivation Theories II(Process Theory): Expectancy Theory-Effort Expectance, Performance-Reward expectance, Application of the theory and its Criticism Equity Theory, Goals Setting Theory

Unit-V: Personality and Group Dynamics

Module/ Chapter 10: Personality and Its Dimensions: Definition and Concept, Importance and Role in organizations, Big Five Personality Model- Components and Application, Type A and Type B Personality- Managing Type A, Type B Personality, MBTI(Myer's Brigg Type Indicator).

Module/ Chapter 11: Groups and Team: Definition, Types of Group, Examples of each, Characteristics of a group, Roles of Groups, Team- Definition, Characteristics of a Team, Importance of Team, Team Vs Group, Team Effectiveness.

Module/ Chapter 12: Group Formation and Dynamics: Five Stages model of group formation, Group Think, Group Shift, Social Loafing, Group decision Making Methods-Nominal Group Technique, Brainstorming, Delphi

Techniques and Modern Techniques, Challenges of team work.

Suggested Readings:

1. Robbins, S. P., Judge, T. A., & Vohra, N. (2019). *Organizational Behaviour* by Pearson 18e. Pearson Education India.
2. Luthan, F.(2017).*Organizational Behaviour*, 12 e, McGraw Hills.
3. Ashwathapa, K.(2023).*Organizational Behaviour*, 14 e , Himalyan Publishing House.
4. Pareek, U and Khanna, S(2024).*Understanding Organizational Behaviour*, 4e, Orford University Press.
5. Bhardwaj, B., & Sharma, D. (2024). *Managing and Negotiating Disagreements: A Contemporary Approach for Conflict Resolution*. Emerald Publishing Limited(First Edition).

MBA Semester: I

Course Name: Business Communication Skills

Course Code: MGT 528

Credits: 02

Course Objectives: The course is designed to give learners the practical skills of business communication, stressing communication and non-communication communication along with overcoming workplace communication barriers. It stresses on significance of grooming, presentation and interview skills, body language and professional email etiquettes, while promoting effective interpersonal skills through tools such as the Johari Window and transactional analysis.

Course Outcomes:

- ❖ The course will assist the learners in the acquisition of verbal and non-verbal communication skills in public speaking, group discussion, and interviewing.
- ❖ The course will enhance learners' understanding and use of non-verbal communication like body language, gestures, and postures, which will increase the capacity to communicate more than words in the workplace.
- ❖ The course will help learners appreciate the importance of personal grooming and business etiquette, including the proper use of mobile devices, emails, and telephone manners in the workplace.
- ❖ The course will enable the learners to comprehend the utilization of social networking and other internet-based platforms for business communication in personal and organizational communication strategies.
- ❖ learners will be able to recognize and use transactional analysis to enhance communication effectiveness, especially in business and interpersonal contexts.

Evaluation Criteria:

1. Continuous Internal Assessment (CIA): 30%
2. External End Semester Examination (ESE): 70%

Unit-I: Introduction to Business Communication

Module/ Chapter 1: Communication and its Importance in Business- Introduction, Meaning and Definition of Communication, Nature of Communication, Objectives of Communication, Importance of Communication, Factors affecting Communication, Communication

Process, Barriers in the Communication Process, Strategies to Overcome Communication Barriers, Types of Communication, Importance of Verbal and Non-Verbal Communication in Business, Differences between Verbal and Non-Verbal Communication

Module/ Chapter 2: Use of Social Networks for Business Communication- Introduction, The Social Communication Model, The Emergence of Mobile as a Platform for Business Communication, Role of Social Media in Business Communication, Popular Social Media Platforms for Business, Advantages and Challenges of Using Social Networks, Best Practices for Effective Communication via Social Media

Unit-II: Verbal Communication Skills

Module/Chapter 3: Public Speaking- Introduction, Nature of Public Speaking, Importance of Public Speaking in Business, Key Principles of Effective Public Speaking, Common Mistakes in Public Speaking, Do's and Don'ts of Public Speaking, Techniques to Improve Public Speaking Skills

Module/Chapter 4: Presentation skills- Introduction, Essentials of an Effective Presentation, Structure of a Business Presentation, Designing Presentation Slides, Common Presentation Mistakes, Tips for Delivering an Engaging Presentation

Unit-III: Non-verbal Communication Skills

Module/Chapter 5: Body language, Gestures and Postures- Introduction, Meaning and Importance of Non-Verbal Communication, Types of Non-Verbal Communication, Importance of Non-Verbal Communication, Body Language and Its Role in Communication, Gestures and Postures in Business Communication, Proxemics

Module/Chapter 6: Grooming and Grooming Tips- Introduction, Importance of Personal Grooming in Professional Life, Elements of Professional Grooming.

Grooming Tips for Workplace Success, Etiquettes: Meaning and Importance of Business Etiquette, Types of Business Etiquette, Workplace Etiquette and Social Etiquette, Email and Telephone Etiquette, Etiquette for Mobile Device Use, Business Etiquette in Social Context

Unit-IV: Written Communication Skills

Module/Chapter 7: Writing Effective E-mails- Introduction, Importance of Email Communication, Structure of a Professional Email, Common Mistakes in Email Writing, Best Practices for Effective Email Writing, Managing Email Overload and Enhancing Inbox Efficiency, Ensuring Confidentiality and Privacy in Email Exchanges, Approaches for Effective Communication in a Remote Work Setting

Module/Chapter 8: Resume Writing- Introduction, Importance of a Well-Written Resume, Types of Resumes - Chronological, Functional, and Combination, Essential Components of a Resume- Structure, Length, and Content, Format and Design, Integrity, The Role of Keywords in ATS (Applicant Tracking Systems), Common Resume Mistakes and How to Avoid Them

Unit-V: Interpersonal and Interview skills

Module/Chapter 9: Transactional Analysis and Effective Communication- Introduction, Meaning and Importance of Transactional Analysis, Components of Transactional Analysis, Role of Transactional Analysis in Effective Communication, Application of Transactional Analysis in the Workplace

Module/Chapter 10: Interviews skills- Introduction, Importance of Interview Skills in Career Growth, Types of Interviews - Personal, Telephonic, Virtual, Common Interview Questions and How to Answer Them, Do's and Don'ts in an Interview, Post-Interview Etiquette

Suggested Readings:

1. Newman, A. (2022). Business Communication and Character. United States: Cengage South-Western.
2. Bovée, C. L., & Thill, J. V. (2020). Business communication essentials., 8th Edition, Pearson Education Ltd., UK
3. Kaul, A. (2009). *Business Communication*. PHI Learning Pvt. Ltd..
4. Raman, Meenakshi. Prakash Singh (2013), *Business Communication*, Oxford University Press, New Delhi, Second Edition.
5. Mukerjee, Hory Sankar (2013). *Business Communication*, Oxford University Press, New Delhi.
6. Sengupta, Sailesh. (2011) Business and Managerial Communication. PHI Learning Pvt. Ltd.
7. Koneru, Aruna. (2008) Professional Communication. Mcgraw Hill Education. 1st Edition.
8. Davis Kenneth W. (2008) Business Writing and Communication. The Mcgraw Hill Education. 1st Edition.
9. Guffey, Mary Ellen. Richard Almonte. (2013). Essentials of Business Communication, Nelson, Sixth Canadian.
10. Raina, Roshan Lal. Iftikhar Alam. Faizia Siddiqui. (2010). Communication for Management. Word Press, New Delhi
11. Indrajit Bhattacharya, An Approach to Communication Skills, Delhi: Dhanpat Rai, 2008.

MBA Semester: I

Course Name: Accounting for Managerial Decisions

Course Code: MCO 101

Credits: 04

Course Objectives: The course is designed to:

- Develop an understanding of fundamental accounting concepts and their application in managerial decision-making.
- Equip students with the ability to analyze financial statements for strategic business decisions.
- Enhance knowledge of cost analysis, budgeting, and performance evaluation for effective financial planning.
- Foster critical thinking in interpreting financial data to support managerial policies and organizational goals.

Course Outcomes:

By the end of this course, students will be able to:

- Apply accounting principles to analyze financial statements and assess organizational performance.
- Utilize cost analysis and budgeting techniques for effective financial planning and control.
- Implement accounting tools in decision-making for pricing, investment, and resource allocation.
- Evaluate financial data to support strategic business decisions and enhance managerial effectiveness.
- Integrate accounting insights with corporate policies to improve overall organizational efficiency and profitability.

Evaluation Criteria:

1. Continuous Internal Assessment (CIA): 30%
2. External End Semester Examination (ESE): 70%

Unit-I: Introduction to Accounting and Management Accounting

- Module/ Chapter 1: Introduction to Accounting**
Introduction to Accounting, Need and Types of Accounting, Role of Accounting in decision making; Financial, Cost and Managerial Accounting, Users of Accounting
- Module/ Chapter 2: Basic Concepts and Conventions of Accounting**
Concepts of Accounting, Conventions of Accounting
- Module/ Chapter 3: Management Accounting**
Meaning and emergence of Management Accounting, Definition and Features/nature of Management Accounting, Scope of Management Accounting, Objectives of Management Accounting. Tools and techniques of Management Accounting
- Unit-II: Financial Statements**
- Module/ Chapter 4: Financial Statements**
Meaning and Types of Financial Statements: Introduction, Nature of Financial Statements, Objectives of Financial Statements, Anatomy/Types of Financial Statements
- Module/ Chapter 5: Proformas of Profit and Loss account and Balance sheet**
Form and Contents of Balance Sheet; Horizontal form of Balance Sheet, Vertical form of Balance Sheet, Explanation of Balance Sheet items, Form and Contents of Income Statement; Manufacturing Account, Trading And Profit and Loss Account, Profit and Loss Appropriation Account, Uses and Importance of Financial Statements
- Module/ Chapter 6: Methods of Financial Statement Analysis**
Meaning and concept of Financial Analysis, Types of Financial Analysis, Procedure of Financial Statement Analysis, Methods of Financial Analysis, Comparative statements, Trend Analysis, Common -size statements, Funds flow analysis, Cash flow analysis, Ratio Analysis, CVP Analysis
- Unit-III: Ratio Analysis**
- Module/ Chapter 7: Meaning and Nature of Ratio Analysis**
Introduction to Ratio, Nature of ratio analysis, Uses and Significance of Ratio Analysis, Limitations of Ratio Analysis, Classification of Ratios
- Module/ Chapter 8: Analysis of Short-term Financial Position**
Liquidity Ratios; Current Ratio Quick or Acid Test or Liquid Ratio,

Absolute Liquid Ratio, Current Assets Movement Or Efficiency or Activity Ratios, Inventory Ratio, Debtors Turnover Ratio , Creditors Turnover Ratio, Working Capital Turnover Ratio

Module/ Chapter 9:

Analysis of Long-term Financial Position

Analysis of Long term Financial, Position or Test of Solvency, Ratios under Test of Solvency; Debt-Equity Ratio, Funded debt to total capitalization ratio, Proprietary ratio or equity ratio, Ratio of total liabilities to total assets, Fixed Assets to Net Worth Ratio, Fixed Assets to Total Long term funds, Ratio of Current Assets to Proprietors Funds

Module/ Chapter 10:

Analysis of Profitability

General Profitability Ratios; Gross Profit Ratio, Operating ratio, Operating Profit ratio, Expenses Ratio, Net Profit Ratio, Overall Profitability Ratios: Net Worth Ratio, Return on Equity, Earning Per Share, Return on Capital Employed, Dividend Yield Ratio, Price Earnings Ratio

Unit-IV: Marginal Costing and Break-Even Analysis

Module/ Chapter 11:

Marginal Costing and Cost -Volume -Profit Analysis

Marginal Costing, Characteristics of Marginal Costing, Assumptions of Marginal Costing, Contribution, Advantages of Contribution, Marginal Cost Equation, Profit Volume Ratio, Cost Volume Profit Analysis

Module/ Chapter 12:

Break Even Analysis and Managerial Applications of Marginal Costing Break Even Analysis

Assumptions of Break-Even Analysis, Break Even Point, Cash Break Even Point, Margin of Safety, Angle of Incidence, Managerial Applications of Marginal Costing

Unit-V: Budgetary Control and Contemporary Issues in Accounting

Module/ Chapter 13:

Budgetary Control

Meaning of Budget, Meaning and Nature of Budgetary Control, Objectives of Budgetary Control, Requisites for a successful Budgetary Control System, Advantages of Budgetary Control, Limitations of Budgetary Control, Classification and Types of Budgets

- Module/ Chapter 14: Contemporary Issues in Accounting -1**
IFRS, ESG Reporting, Sustainability reporting, Circular Economy, Corporate Social Responsibility Disclosures
- Module/ Chapter 15: Contemporary issues in Accounting- 2**
Impacts of technological changes such as AI, big data, blockchain, and data protection, Technology Challenges in Accounting and Finance, Concept of Sustainability Finance

Suggested Readings:

- Maheswari S.N. and Maheswari, S., (2018). A Textbook of Accounting for Management. Vikas Publication, New Delhi.
- Gauba.S Lal., Jawahar (2018) Financial Reporting And Analysis, Himalayan Publishing House
- C A Parveen Sharma, Ca Kapileshwar Bhalla (2019), Taxmann's Financial Reporting, Taxman
- Charles Gibson (2012) Financial Reporting and Analysis, 3rd Edition), Cengage ISBN 978-1-133-18876-6
- Eugene E. Comiskey And Charles W. Mulford, (2000), Guide To Financial Reporting And Analysis, Wiley
- Mathur Satish B. (2011). Accounting For Management. Tata McGraw Hill Education Pvt. Limited, India.
- Gupta Ambrish, (2012). Financial Accounting for Management: An Analytical Perspective. Pearson India.
- Khan, Jain, (2010). Management Accounting: Text, Problems and Cases. Tata McGraw Hill Education Pvt. Limited, India.
- Hugh Coombs, Ellis Jenkins and David Hobbs, (2007).Management accounting: Principles and Applications. Sage South Asia Edition.
- Anthony A. Atkinson, G. Arunkumar, Robert S. Kaplan, Ella Mae Matsumura, S. Mark Young, (2009). Management Accounting. Pearson Education.
- Jiambalvo, (2011). Managerial Accounting. Wiley India.
- Subramanyam K. R, (2020). Financial Statement Analysis, 11th Edition, Mcgraw Hill, India
- Thomas R. Robinson, Elaine Henry, Et Al. (2016), International Financial Statement Analysis, Wiley

MBA Semester: I

Course Name: Managerial Economics

Course Code: MGT 130

Credits: 04

Course Objectives: Managerial Economics is a vital field that bridges economic theory with business decision-making. This course equips students with analytical tools and economic principles necessary for effective decision-making in business environments. The curriculum covers foundational economic concepts, demand and supply analysis, production and cost functions, market structures, pricing strategies, national income, economic policies, and the macroeconomic environment. Students will gain insights into how firms operate, compete, and strategize in different market conditions. They will learn to apply economic reasoning to optimize business decisions under conditions of scarcity, uncertainty, and competition. The course also explores macroeconomic indicators, business cycles, and policy interventions that shape the business environment.

Course Outcomes: After completing this course students will be able to:

- ❖ Understand Fundamental Economic Concepts
- ❖ Apply Economic Principles to Business Decision-Making
- ❖ Evaluate Market Demand and Pricing Strategies
- ❖ Analyze Production and Cost Functions
- ❖ Interpret Macroeconomic Indicators and Policies
- ❖ Examine the Role of Government and Economic Reforms
- ❖ Develop Strategic Insights for Competitive Markets

Evaluation Criteria:

1. Continuous Internal Assessment (CIA): 30%
2. External End Semester Examination (ESE): 70%

Unit-I: Foundation Concepts in Managerial Economics

Module/ Chapter 1: Foundations of Managerial Economics

Meaning and Scope of Economics, Microeconomics vs. Macroeconomics, Role of Managerial Economics in Decision-

Learning Outcomes, Making, Opportunity Cost and Marginal Analysis, Trade-offs and Optimization in Business Decisions, Concept and Importance of Circular Flow, Two-Sector Model (Households and Firms), Three-Sector Model (Including Government), Four-Sector Model (Including Foreign Sector), Role of Money and Financial Institutions in Circular Flow

Module/ Chapter 2:

Understanding Firms and Market Demand

Nature of the Firm, Objectives of Firms, Demand Analysis and Estimation - Learning Outcomes, Individual, Market, and Firm Demand, Determinants of Demand - Nature of Firms, Objectives of Firm, Concept of Demand, Demand Schedule, Demand Curve, Law of Demand, Movement along the Demand Curve, Shift in the Demand Curve, Determinants of Demand

Module/ Chapter 3:

Demand Sensitivity and Forecasting for Decision Making

Elasticity Measures and Business Decision Making, Demand Forecasting- Learning Outcomes, The Economic Concept of Elasticity, The Price Elasticity of Demand, The Cross-Elasticity of Demand, Income Elasticity, Other Elasticity Measures, Demand Forecasting, Types of Demand Forecasting Techniques, Qualitative Methods of Demand Forecasting, Quantitative Methods of Demand Forecasting', Challenges in Demand Forecasting, Improving Accuracy in Demand Forecasting

Unit-II: Production and Cost Functions

Module/ Chapter 4:

Production and Productivity

Law of Variable Proportions, Production Functions in the Short and Long Run- Learning Outcomes, Basics of Production, Production Function, Factors of Production, Concept of Product-Total Product, Average Product and Marginal Product, Short Run and Long Run

Production Function, Law of Variable Proportion, Three Stages of the Law of Variable Proportion, Implications of Law of Variable Proportion

Module/ Chapter 5: Cost Analysis and Firm Behaviour

Theory of the Firm, Cost Functions, Types of Costs, Determinants of Costs- Learning Outcomes, Theory of Firms, Concept of Cost and Cost Function, Explicit and Implicit Cost, Fixed Cost, Variable Cost, Total Cost, Average Cost, Marginal Cost, Cost Curves, Cost in Short run and long run, The Concept of Economies of Scale

Module/ Chapter 6: Decision-Making Under Uncertainty

Analysis of Risk and Uncertainty-Economic Approach, Circular Flow of Activity- Learning Outcomes, The Economic Concept of Elasticity, The Price Elasticity of Demand, The Cross-Elasticity of Demand, Income Elasticity, Other Elasticity Measures, Demand Forecasting, Types of Demand Forecasting Techniques, Qualitative Methods of Demand Forecasting, Quantitative Methods of Demand Forecasting', Challenges in Demand Forecasting, Improving Accuracy in Demand Forecasting

Unit-III: Market Structure and Pricing Strategies

Module/ Chapter 7: Understanding Market Structures

Market Structure, Perfect Competition, Monopoly- Learning Outcomes, Concept and Importance of Market Structure, Key Characteristics of Market Structures, Perfect Competition: Features and Assumptions, Price and Output Determination in Perfect Competition, Efficiency in Perfect Competition, Monopoly: Characteristics and Causes, Price and Output Determination in

Monopoly, Monopoly and Market Inefficiency, Government Policies and Monopoly Regulation

Module/ Chapter 8: Competitive and Non-Competitive Markets

Monopolistic Competition, Duopoly, Oligopoly- Learning Outcomes, Introduction to Market Competition, Characteristics of Competitive Markets, Perfect Competition and Its Implications, Monopolistic Competition: Features and Market Behaviour, Oligopoly: Strategic Interdependence and Market Power, Monopoly and Market Control, Comparison of Competitive vs. Non-Competitive Markets, Role of Government in Regulating Markets, Real-World Examples of Competitive and Non-Competitive Markets

Module/ Chapter 9: Pricing Strategies and Market Outcomes

Pricing and Employment of Inputs Under Different Market Structures, Price Discrimination- Learning Outcomes, Introduction to Pricing Strategies, Pricing in Perfect Competition, Pricing in Monopoly, Pricing in Monopolistic Competition, Pricing in Oligopoly, Employment of Inputs Under Different Market Structures, Concept and Types of Price Discrimination, Market Outcomes of Price Discrimination, Regulation and Ethical Considerations in Pricing

Unit-IV: Introduction to National Income

Module/ Chapter 10: Understanding National Income and Economic Indicators

National Income Concepts, Models of National Income Determination, Economic Indicators- Learning Outcomes, Introduction to National Income, Methods of Measuring National Income, Components of National Income, Nominal vs. Real National Income, Limitations of National Income as an Indicator of Economic Welfare', Classical and Keynesian Models of National Income Determination, Aggregate Demand and Aggregate Supply

(AD-AS) Model, The Multiplier Effect and National Income, Economic Indicators, Leading, Lagging, and Coincident Indicators, Key Economic Indicators and Their Impact

Module/ Chapter 11:

Economic Fluctuations and Employment Dynamics

Technology and Employment – Issues and Challenges, Business Cycles, Management of Cyclical Fluctuations- Learning Outcomes, Introduction to Economic Fluctuations, Phases of the Business Cycle, Causes of Business Cycles, Indicators of Business Cycles, Impact of Technology on Employment, Automation, AI, and the Future of Work, Skill Gaps and Workforce Adaptation, Technological Unemployment and Policy Responses, Monetary Policy and Business Cycles, Fiscal Policy and Countercyclical Measures, Corporate Strategies for Managing Economic Fluctuations

Module/ Chapter 12:

Policy Interventions for Economic Stability

Fiscal and Monetary Policies- Learning Outcomes, Concept of Economic Stability, Role of Government and Central Banks in Economic Stability, Definition and Objectives of Fiscal Policy, Types of Fiscal Policy, Instruments of Fiscal Policy Fiscal Deficit and Public Debt, Effectiveness and Limitations of Fiscal Policy, Definition and Objectives of Monetary Policy, Instruments of Monetary Policy, Types of Monetary Policy Coordination of Fiscal and Monetary Policies

Unit-V: Macro-Economic Environment

Module/ Chapter 13:

Economic Reforms and Business Environment

Economic Transition in India – A Review (Liberalization, Privatization, and Globalization), Business and Government- Learning Outcomes, Introduction to Economic Reforms in India, Liberalization: Features and Impact Privatization: Role and

Challenges, Globalization: Integration with the World Economy, Impact of Economic Reforms on Growth and Development, Criticism and Challenges of Economic Reforms, Role of Government in Business Regulation, Industrial Policy and Business Environment, Ease of Doing Business in India, Future of Economic Reforms in India

Module/ Chapter 14: Collaborative Growth Strategies

Public-Private Participation (PPP), Industrial Finance- Introduction to Collaborative Growth Strategies, Concept and Models of Public-Private Partnership (PPP), Rationale for PPP in Economic Development, Key Sectors for PPP in India, Challenges and Risks in PPP Projects, Successful PPP Case Studies, Introduction to Industrial Finance, Sources of Industrial Finance, Role of Financial Institutions in Industrial Growth, Government Schemes and Policies for Industrial Finance Future Trends in Industrial Finance and PPP

Module/ Chapter 15: Global Investments and Economic Development

Foreign Direct Investment (FDIs)- Learning outcomes, Concept and Importance of Global Investments, Types of Foreign Investments, Definition and Characteristics of FDI , Modes of FDI Entry, Determinants of FDI, FDI Trends and Global Patterns , FDI in India: Policy and Reforms, Impact of FDI on Economic Development , Challenges and Risks Associated with FDI, FDI vs. Domestic Investment: A Comparative Analysis, Future Outlook of FDI in India and the Global Economy

Suggestive Readings

- Paul G. Keat, Philip K. Y. Young, and Stephen E. Erfle – Managerial Economics: Economic Tools for Today’s Decision Makers, Pearson Education.

- Christopher R. Thomas and S. Charles Maurice – Managerial Economics: Foundations of Business Analysis and Strategy, McGraw-Hill.
- Dominick Salvatore – Managerial Economics in a Global Economy, Oxford University Press.
- D.N. Dwivedi – Managerial Economics, Vikas Publishing House.

MBA Semester: I

Course Name: Indian Knowledge System

Credits: 02

Course Code: MGT 584

Paper: IKS

Credits Equivalent: 2 Credits is equivalent to 60 hours of total study (based on 30 hours per credit).

Course Objectives: To introduce the students to the Bhartiya knowledge system which encapsulates the ancient/traditional education system and various schools of philosophy and to acquaint them with various technological and scientific endeavours in the Bhartiya *parampara*.

Course Outcomes:

- ❖ The course will delve into the antiquity of the Bhartiya civilization.
- ❖ It will make learners help build a deeper appreciation of knowledge attainments of India since earliest times.
- ❖ How the Bhartiya Knowledge System encompassed varied dimensions of human life will be learned.
- ❖ The course will develop an interdisciplinary acumen in the learners as it will deal with Bhartiya sciences, art and architecture.
- ❖ The course will develop the feeling of pride vis a vis the nation as the knowledge provider of the world.

Evaluation Criteria:

1. Continuous Internal Assessment (CIA): 30%
2. External End Semester Examination (ESE): 70%

Unit-I: Development of Indian Knowledge Systems

Module/Chapter 1:	History and Foundation of IKS Definition, Concept, and Scope of IKS, Genesis of the land, Discovery of the Saraswatī River, Rakhigarhi Site
Module/Chapter 2:	Learning Centers and Knowledge Proliferation Ancient Education Institutes e.g. Takṣaśilā, Nālandā, Vikramśilā, and Vallabhi, Alumni, Trade Routes and Networks for Knowledge Export from Bhārata.
Unit-II:	Creation of Art and Literature
Module/Chapter 3:	Art Forms and Literature Forms of Arts, Naṭarāja– A Masterpiece of Bhāratīya Art, the Vedas, Up-Vedas, Vedangas, Schools of Philosophy, Vedanta
Module/Chapter 4:	Scholars and Their Works Works of Vālmīki, Yājñavalkya-Gārgī Debate, Bodhāyana, Kaṇāda, Patañjali, Āryabhaṭa, Brahm̐gupta, Bhāskarācārya, and Neelkantha.
Unit-III:	Matter and Astronomy
Module/Chapter 5:	Nature of Matter Kanada Theory of Matter and Concept Gravity, Sage Agastya’s Model of Battery, Types of Motion
Module/Chapter 6:	Mathematics and Astronomy Decimal System, Vedic Mathematics, Kerala School for Mathematics and Astronomy, History and Culture of Astronomy, Archaeoastronomy, and Calendars.
Unit-IV:	Materials and Technology
Module/Chapter 7:	Materials and Products Juices, Dyes, and Paints, Glass and Pottery, references from the Vedic Age and Post-Vedic Records
Module/Chapter 8:	Stone and Metal Marvels Classical Stone Marvels, Metallurgy, Marine Technology, Water Reservoirs.

Unit-V: Plants, Health and Natural Healing

Module/Chapter 9: Plants and Environment

Life Science in Plants, Agriculture-Archaeological Evidences and Vedic Period, Practices of Ecology and Environment

Module/Chapter 10: Health and Healing

Āyurveda, Types of Surgery, and Ashtanga Yoga

Suggested Readings

- D.M. Bose, S.N. Sen and B.V. Subbarayappa (Eds.) 1971. *A Concise History of Science in India*. Indian National Science Academy: New Delhi.
- Debiprasad Chattopadhyaya (Ed.) 1982. *Studies in the History of Science in India (2 Vols.)*. Editorial Enterprises: New Delhi.
- D. Frawley. 1994. "Planets in the Vedic literature", *Indian Journal of History of Science*. 29, 495-506.
- D.P. Agrawal. 2000. *Ancient Metal Technology and Archaeology of South Asia (A Pan-Asian Perspective)*, Aryan Books International: New Delhi.
- H.C. Bhardwaj. 1979. *Aspects of Ancient Indian Technology*, Munshiram Manoharlal: New Delhi.
- Kumar Biswas. 1996. *Minerals and Metals in Ancient India*, D.K. Printworld: New Delhi.
- R. Shrivastava. 2006. *Mining and Metallurgy in Ancient India*, Munshiram Manoharlal: New Delhi.
- O.P. Jaggi. 1977. *Science and Technology in Medieval India*. Atma Ram & Sons: Delhi.
- A.Y. Al-Hasan. 2001. *Science & Technology in Islam*. UNESCO.
- Ranabir Chakravarti. 2008. "Agricultural Technology in Medieval India", *The Medieval History Journal*, Vol. 11, No. 2, July-December.
- D. Kumar. "Patterns of colonial science in India". *Indian Journal of History of Science*, 15 (1), 105-113.
- Deepak Kumar. 1995. *Science & the Raj*, OUP: Delhi.
- S.B. Dikshit. 1931. *Bharatiya Jyotish Shastra*, Poona.

- A.F.R. Hoernle. 1907. *Studies in Medicine of Ancient India*, Oxford.
- Ian Inkstem. 1991. *Science & Technology in History*, London.
- V.V. Krishna and S.S. Bhatnagar. 1993. *Science, Technology and Development*, Delhi.
- A.K. Bisvas and K.L. Mukhopadhyaya. 1969. *Science in India*, Kolkata.
- Dhruv Raina. 2003. *Image and Context: Historiography of Science in India*, OUP: Delhi.
- B. C. Chauhan. 2023. *IKS: The Knowledge System of Bharat*, Garuda Prakashan, New Delhi

SEMESTER II

MBA Semester: II**Course Name: Consumer Behaviour****Course Code: MGT221****Credits: 04****Course Objectives:**

This course explores the intricate decision-making processes and behaviours of consumers in the marketplace. It delves into the psychological, social, and cultural factors that influence individual and collective consumer choices. Students will gain a deep understanding of consumer motivations, perceptions, attitudes, learning, and decision-making processes, enabling them to develop effective marketing strategies and build strong customer relationships. Emphasis is placed on applying consumer behaviour theories to design effective marketing strategies in a globalized economy.

Upon successful completion of this course, students will be able to:

1. Understand the foundations of consumer behaviour and to introduce and familiarize students with important aspects of consumer behaviour
2. Analyze consumer decision-making processes and develop the capability to analyze the role consumer behavior plays in the marketing process.
3. Explore consumer attitudes and persuasion.
4. Examine the influence of culture and social factors.
5. Apply consumer behavior insights to marketing strategies.

Evaluation Criteria:

1. Continuous Internal Assessment (CIA): 30%
2. External End Semester Examination (ESE): 70%

Unit-I Introduction to Consumer Behaviour

- Module/Chapter 1:** Introduction to consumer behaviour; Definitions and scope of consumer behaviour, The Changing patterns of consumer behaviour
- Module/Chapter 2:** The consumer decision journey (pre-purchase, purchase, post-purchase), Customer Decision Making Process and Theories of Motivation
- Module/Chapter 3:** School of Consumer Behaviour and thinkers:

Economic Perspective: Rational consumer, utility maximization, Psychological Perspective: Perception, learning, attitudes, and personality. Sociological Perspective: Social influence, culture, and group dynamics. Key Thinkers: John A. Howard, Jagdish N. Sheth, Alfred Marshall, J.R. Hicks, R.G.D. Allen, Daniel Kahneman, Richard Thaler, Robert Cialdini, and Ernest Dichter

Unit-II: Buying behaviour & Models of Consumer Behaviour

Module/Chapter 4: Consumer vs. organizational buying behaviour Key Differences: Decision-making process, purchase criteria, and relationships. Consumer Buying: Individual needs, emotional factors, and limited budget. Organizational Buying: Rational decisions, formal processes, and multiple stakeholders.

□ **Module/Chapter 5:** Contemporary models: Shiffman and Kanuk Model, Howard Sheth Model of Buying Behaviour, Nicosia Model, Engel-Kollat-Blackwell Model,

Module/Chapter 6: Organizational buying behaviour: The Sheth Models of Industrial Buying.

Unit-III: Psychological and Social Influences

Module/Chapter 7: Consumer Perception: Sensation, attention, interpretation, and perceptual mapping. Personality Theories: Trait theory, psychoanalytic theory, and self-concept. Learning Theories: Classical conditioning, operant conditioning, and cognitive learning. Attitude Formation and Change: Components of attitudes, attitude change strategies, and cognitive dissonance.

Module/Chapter 8: AIO classification of Lifestyle, VALSTM Typology, Application of Lifestyle in Marketing/AIO Classification: Activities, interests, and

opinions. VALS Typology: Values, attitudes, and lifestyles. Lifestyle Segmentation: Identifying and targeting consumer segments based on lifestyle. Marketing Applications: Product development, advertising, and promotion.

Module/Chapter 9:

Culture and subculture :

Subculture: Age, ethnicity, religion, and geographic location. Cultural Influences on Consumer Behaviour: Impact on product preferences, communication, and purchasing patterns. Cross cultural consumer behaviour.

Unit-IV: Concept of Family and Opinion Leadership

Module/Chapter 10:

Concept of family and family life-cycle, Definition of Family: Nuclear, extended, and blended families. Family Life Cycle: Stages and their impact on consumption. Roles of family members.

Module/Chapter 11:

Family Buying Decisions, The Family and its Social Standing Family Decision-Making: Roles and influence of family members. Social Class and Consumer Behaviour: Impact of social standing on purchasing patterns. Reference groups effects on families.

Module/Chapter 12:

Opinion Leadership and Reference group Opinion Leadership: Characteristics and influence of opinion leaders. Reference Groups: Types and influence on consumer behaviour. Social media influencers.

Unit-V: Emerging Trends Consumer Behaviour

Module/Chapter 13:

Consumerism and Consumer Protection Act Consumerism: Consumer rights and advocacy. Consumer Protection Act of India, 1986: Provisions and

enforcement. Consumer rights

Module/Chapter 14: Consumer Ethics: Ethics and Persons, Ethics and Public, Ethical Consumer Behaviour: Responsible consumption and ethical decision-making.

Ethical Issues: Product safety, and fair trade.

Module/Chapter 15: Sustainable Consumption: Introduction, Definitions, Principles of sustainable consumption, environmental impact, Disposable and recycling

Prescribed Text Books:

1. Babin, B.J. and Harris, E.G., 2021. CB, 9e. Cengage Learning, New Delhi.
2. Schiffman, Leon G; Leslie Lazar Kanuk and S. Ramesh Kumar.2019.
3. Consumer Behavior, 12/e, Pearson Education, New Delhi.

Suggested Additional Readings:

1. Mukherjee, Srabanti (2012). Consumer Behavior, Cengage Learning India Pvt. Ltd., Delhi
2. Robert East; Malcolm Wright and Marc Vanhuele (2009). Consumer Behavior: Application in Marketing, Sage Publications, New Delhi.
3. Solomon Michael R. (2011). Consumer Behavior: Buying, Having, and Being, 9/e, PHI Learning Pvt. Ltd.: New Delhi
4. Sharma, Dheeraj , Jagdish N. Sheth and Banwari Mittal. (2015). Consumer behavior: A managerial perspective. Cengage Learning

:

MBA Semester: 2nd

Course Name: Human Resource Management

Course Code: MGT 223

Credits: 04

Course Objectives: The course is designed to help learners understand the essence of human resource management and what roles and functions a human resource manager performs in an organization. The course will also help the learners to comprehend that in contemporary business scenarios human resource management has acquired a strategic role in the functioning of any business organization.

Course Outcomes:

- ❖ The course is designed to help the learners understand and apply Human Resource Management practices for employee integration and handle various employee issues.
- ❖ The course focuses on developing the ability to recruit, train, and appraise the performance of employees in organizational context.
- ❖ The course emphasizes on the importance to understand various performance appraisal and training methods and their significance in the organization.
- ❖ The course will help the learners to Analyze and understanding current/contemporary issues in Human resource management.
- ❖ To equip the learners with the application of the HRM tools in real world business situations.
- ❖ To understand and appreciate the importance of the human resources vis-a-vis other resources of the organisation

Evaluation Criteria:

1. Continuous Internal Assessment (CIA): 30%
2. External End Semester Examination (ESE): 70%

Unit-I:

Introduction to HRM

Module/ Chapter 1:

Nature, Scope and Significance of HRM

Introduction, Understanding HRM: Definitions of HRM, Nature of HRM, Objectives of HRM, Scope of HRM, Functions of HRM, Importance of HRM, Role of the HR Manager, Future Challenges to HRM

Module/ Chapter 2:

Evolution- Genesis, and Growth of HRM

Introduction, Evolution of HRM, Stages of development of HRM: commodity concept, factors of production concept, paternalistic concept, humanitarian concept, behavioural HR concept, emerging concepts, HRM and Its evolution in India, Jobs and Career in HR

Unit-II:

Human Resource Planning

Module/ Chapter 3:

Nature, Importance and Process of Human Resource Planning

Nature , Objectives, benefits and Need of Human Resource Planning, Determinants of Human Resource Planning, Level of Human Resource Planning, Importance and Factors affecting Human resource planning, Human Resource Planning Process, Barriers to Human Resource Planning

Module/ Chapter 4:

Human Resource Demand and Supply Forecasting Techniques

Human Resource Demand Forecasting, Qualitative Forecasting Techniques: Managerial Judgement, Delphi Technique, Nominal Group Technique, Quantitative Forecasting Techniques: Trend Analysis, ratio analysis, Regression, Determining HR Supply, Supply Forecasting techniques: Skill and Management Inventories, Succession Planning, Replacement Charts, Markov Model, Movement Analysis

Module/ Chapter 5:

Job Analysis

Meaning, Nature and Process of Job Analysis, Importance of Job analysis, Methods for Collecting Job Analysis Information: Observation, Interviews, Surveys, Job diaries/logbook, Task Inventory/Analysis, Critical Incident Method, Benefits of Job Analysis, Job Rotation, Job Enlargement and Job Enrichment

Unit-III:

Recruitment, Selection and Induction

Module/ Chapter 6:

Process and Sources of Recruitment

Introduction, Meaning and Importance, Nature and Factors governing Recruitment, Recruitment Process, Sources of Internal Recruitment, Merits and demerits and Sources of External Recruitment, merits and demerits, Recruitment Policy, Evaluation and Control

Module/ Chapter 7:

Selection

Introduction, Selection Process, Selection Tests: Performance tests, Intelligence tests, Aptitude tests, Personality tests, Situational

tests, Validity & reliability of selection tests, Interview: Types of Interviews, Do's and Don'ts of Interview, Reference and Background Checks, medical examination, Barriers to effective Selection

Module/ Chapter 8: Induction and Placement

Importance of Induction, Induction Process, Induction Programme, Induction as Integrated part of Training, Requisites of an effective programme, Placement

Unit-IV: Training & Development and Performance Appraisal

Module/ Chapter 9: Training and Development- Meaning and Importance

Training and Development- Meaning and Importance, Training process: Assessment of Training Needs, Establishing Objectives, Selecting Training methods, Conduct and deliver training, Evaluate performance, Impediments to effective Training, Advantages of Training & Development

Module/ Chapter 10: Training methods: On the Job methods and Off the job methods

Training methods: On the Job methods; Coaching, Mentoring, Job rotation, Job instruction technology, Apprenticeship, understudy, Off the job methods; Vestibule training, Lectures and Conferences, Simulation exercises, Sensitivity training, Transactional training, Management Development Programmes, Selection of a Technique and Evaluation of programme

Module/ Chapter 11: Performance Appraisal

Performance Appraisal: meaning and Objectives, Need for performance Appraisal, Challenges of Performance appraisal, Process of Performance Appraisal: Establishing performance standards, Measurement of actual performance, Communicate Performance expectations, Comparison of Actual performance with performance standards, Initiate correcting actions, Benefits of performance appraisal

Module/ Chapter 12: Techniques of Performance Appraisal

Techniques of Performance Appraisal: Traditional Techniques, Modern techniques, Critical Incident method, Checklists, Graphic

rating scale, Forced choice method, Behaviorally anchored rating scale, Ranking methods, Management by Objectives, 360 Degree Appraisal, Assessment Centers, Problems faced in Performance appraisal, Potential Appraisal

Unit-V:	Industrial Relations and Contemporary issues in HRM
Module/ Chapter 13:	Nature, Importance and Approaches of Industrial Relations Nature, Concept, Scope and Objectives of Industrial relations, Importance and Approaches of Industrial Relations, Principal parties in Industrial relations in India
Module/ Chapter 14:	Contemporary issues in HRM Contemporary issues in HRM: Diversity and Inclusion, Workplace flexibility, Employee Well Being, HR Analytics

Suggested Readings:

1. Rao, S.P, 2008, Essentials of Human Resource Management and Industrial Relations; Text, Cases and Games, 3rd Revised Edition, Himalaya Publishing House, New Delhi
2. Saiyadain, 2009, Human Resource Management, 4th Edition, Tata McGraw Hill Publishing Ltd., New Delhi
3. Biswajeet, P., 2005, Human Resource Management, Prentice Hall India, New Delhi
4. Rao, T.V., 1995, Human Resources Development: Experiences, Interventions, Strategies, Sage Publications Pvt. Ltd., New Delhi
5. Nair, M. and Rao, T.V. 2007, Excellence through HRD, Tata McGraw Hill Publishing Ltd., New Delhi
6. Venkata Ratnam C. S. & Srivatsava B. K., PERSONNEL MANAGEMENT AND HUMAN RESOURCES, *Tata Mc-Graw Hill, NewDelhi,,*
7. Aswathappa, HUMAN RESOURCE MANGEMENT, *Tata McGraw Hill, NewDelhi, 2010*
8. Garry Dessler & Varkkey, HUMAN RESOURCE MANAGEMENT, *Pearson, New Delhi, 2009*
9. Alan Price, HUMAN RESOURCE MANAGEMENT, *Cengage Learning, NewDelhi, 2007*
10. Pravin Durai, HUMAN RESOURCE MANGEMENT, *Pearson, New Delhi, 2010*
11. Snell, Bohlander & Vohra, HUMAN RESOURCES MANAGEMENT, *Cengage, NewDelhi, 2010*

MBA Semester: II

Course Name: Financial Management

Course Code: MGT 213

Credits: 04

Course Objectives: The course is designed to:

- Provide students with a comprehensive understanding of financial management concepts and their role in business decision-making.
- Develop knowledge of capital budgeting techniques and their application in evaluating investment opportunities.
- Enable students to understand the cost of capital, risk-return trade-offs, and their impact on financial planning.
- Foster analytical and strategic thinking to optimize financial resources and maximize shareholder value.

Course Outcomes:

By the end of this course, students will be able to:

- Demonstrate a strong understanding of financial management concepts and their application in business decision-making.
- Apply capital budgeting techniques to evaluate and select viable investment opportunities.
- Analyze the cost of capital and risk-return trade-offs to support effective financial planning.
- Develop strategic financial plans to optimize resource allocation and enhance shareholder value.
- Utilize financial analysis tools to make informed managerial and investment decisions.

Evaluation Criteria:

1. Continuous Internal Assessment (CIA): 30%
2. External End Semester Examination (ESE): 70%

Unit-I: Introduction to Financial Management

Module/ Chapter 1: Introduction to Financial Management

Introduction to Financial Management, Meaning and Scope of Financial Management, Objectives and Financial Goals, Finance Functions and Financial Decisions, Sources of Finance, Interrelationship with Other Functional Areas, Role of Finance Manager, Risk-Return Trade-off

Module/ Chapter 2:

Objectives and Scope of Financial Management

Objectives, Scope of Financial Management, Financial Goals and Strategic Decision-Making, Trade-offs in Financial Decision Making, Role of Finance in Corporate Strategy

Module/ Chapter 3:

Role of Financial Manager

Introduction to Financial Managers' Roles, Key Functions of a Financial Manager, Risk-Return Trade-off in Financial Decisions, understanding financial risks, measuring returns and evaluating risk, Financial Strategies for Risk Management, Diversification, hedging, and leverage.

Unit-II: Financial Planning and Capitalization

Module/ Chapter 4:

Meaning, Objectives, and Characteristics of Financial Planning

Financial Planning, Meaning and Objectives of Financial Planning, Characteristics of an Effective Financial Plan, Financial Planning Process, Importance in Business Decision-Making

Module/ Chapter 5:

Steps in Financial Planning and Estimating Financial Needs (Long-term & Short term):

Introduction to Financial Needs, Steps in Financial Planning, Estimating Long-term Financial Needs, Estimating Short-term Financial Needs

Module/ Chapter 6:

Capitalization – Concept, Overcapitalization, and Undercapitalization

Capitalization, Theories of Capitalization, Overcapitalization – Causes, Effects, and Remedies, Undercapitalization – Causes, Effects, and Remedies

Unit-III: Investment Decisions

Module/ Chapter 7:

Meaning, Importance, and Process of Capital Budgeting

Introduction to Capital Budgeting, Meaning and Objectives of Capital Budgeting, Importance of Capital Budgeting, Process of

Module/ Chapter 8: Capital Budgeting, Limitations of Capital Budgeting
Investment Evaluation Criteria – Traditional Techniques (Payback Period, ARR, Post Payback)

Introduction to Investment Evaluation, Payback Period (PBP), Accounting Rate of Return (ARR), Post Payback Period, Comparative Analysis of Traditional Techniques
Module/ Chapter 9: Investment Evaluation Criteria – Modern Techniques (NPV, IRR, and PI)

Introduction to Modern Investment Evaluation Techniques, Net Present Value (NPV), Internal Rate of Return (IRR), Profitability Index (PI), Comparative Analysis of NPV, IRR, and PI

Unit-IV: Financing Decisions and Cost of Capital

Module/ Chapter 10: Cost of Capital – Meaning, Concept, and Significance
Introduction to Cost of Capital, Components of Cost of Capital, Significance of Cost of Capital, Factors Affecting the Cost of Capital, Computation of Specific Costs of Capital

Module/ Chapter 11: Classification and Computation of Cost of Capital
Introduction to Classification and Computation of Cost of Capital, Classification of Cost of Capital, Computation of Specific Costs of Capital

Module/ Chapter 12: Weighted Average Cost of Capital (WACC) and Marginal Cost of Capital
Introduction to WACC and Marginal Cost of Capital, Weighted Average Cost of Capital (WACC), Marginal Cost of Capital (MCC)

Module/ Chapter 13: Leverages – Financial, Operating, and Composite Leverage
Introduction to Leverage, Operating Leverage, Financial Leverage, Composite (Combined) Leverage

Unit-V: Capital Structure Theories and Applications Capital Structure Theories and Applications

Module/ Chapter 14: Capital Structure – Meaning, Forms, and Importance
Introduction to Capital Structure, Meaning and Concept of Capital Structure, Forms of Capital Structure, Importance of Capital Structure, Factors Affecting Capital Structure Decisions

Module/ Chapter 15: Theories of Capital Structure

Net Income (NI) Approach, Net Operating Income Approach, Traditional Approach, Pecking Order Theory, Modigliani-Miller Approach, Practical Applications of Capital Structure Theories

Suggested Readings:

- Pandey IM (2019) Financial Management, Tenth Edition, Vikas Publishing House, New Delhi.
- Horne & Dhamija (2014) Financial Management, Twelfth Edition, Pearson, New Delhi.
- Prasanna Chandra (2014) Financial Management, Eighth Edition, Tata McGraw Hill, New Delhi.
- Horne and Wachowich (2012) Financial Management, 13th Edition, PHI Learning, New Delhi.
- Brigham & Houston (2011) Fundamentals of Financial Management, Tenth Edition, Cengage Learning, Delhi.
- Rustagi (2011) Financial Management, Fifth Edition, Taxmann's, New Delhi.
- Kapil (2011) Financial Management, First Edition, Pearson, New Delhi.
- Parrino & Kidwell (2011) Fundamentals of corporate finance, First Edition, Wiley India Pvt. Ltd., New Delhi.
- Khan and Jain (2011) Financial Management (Text Problems and Cases), Fifth Edition, Tata McGraw Hill, New Delhi.
- Ross, Westerfield & Jordan (2012) Fundamentals of Corporate Finance, Ninth Edition, Tata McGraw Hill, New Delhi.

MBA Semester: II
Course Name: Retail Management
Course Code: MGT 343
Credits: 04

Course Objectives:

The course is designed to provide students with a comprehensive understanding of the theoretical and practical aspects of retail management. It explores the functioning of retailing by analyzing key activities and relationships within the industry. Additionally, the course develops students' knowledge of contemporary retail management issues at a strategic level, equipping them with the skills needed to navigate the evolving retail landscape effectively.

Course Outcomes :

- Understand the issues of retail operations and management
- Develop the skills to manage the retail brand in a competitive environment
- Application of retailing concepts in real time situations
- Design the retail market and loyalty strategies

Evaluation Criteria:

1. Continuous Internal Assessment (CIA): 30%
2. External End Semester Examination (ESE): 70%

Unit-I: Framework of Retailing

Module/ Chapter 1: Framework of Retailing

Reasons for Studying Retailing, Evolution of Indian Retail, Special Characteristics of Retailing, Difference between Organized and un-organized retailing. Examples from Urban and Rural Markets

Module/ Chapter 2: Strategic Planning in Retailing

Definition and Importance of Strategic Planning in Retailing, Retail Value Chain and Retail Life Cycle.

Module/ Chapter 3: Retail Marketing

Retail Marketing and Retail Marketing Mix, Retail Marketing Strategies

Unit-II: Retail Formats, institutions and Information Flow in Retailing

Module/ Chapter 4: Retail Formats

Different types of Retail Formats in India: Store Based Retail Format (By Ownership, on the basis of Merchandise offered) and Non store based and other forms of Non-Traditional Retailing

Module/ Chapter 5: Retail Information System

Information flows in a retail distribution channel, The Retail Information System,

Unit-III: Retailing Strategies

Module/ Chapter 6: Site Selection, Design & Layout

Site Selection: Importance of Location to retailer, Retail Location decision and Store, Types of locations (Isolated store, unplanned business district and planned shopping centre), Store Design and Layout: External Store, Internal Store, Store Image, Display, Visual Merchandising, Atmospherics

Module/ Chapter 7: Retail Marketing Segmentation

Concept of Segmentation, Understanding Target Market, Market demand Potential, Market Supply Factors, Key Retail Segments.

Module/ Chapter 8: Communicating with Customers in Retail

Concept of Retail Communication, Significance of Retail Image, Promotional Strategy, Retail sales Promotion, Elements of Retail Promotional Mix, planning a Retail Promotional Mix, Integrating Social Media Promotions in Retail

Unit-IV: Managing Retail Business

Module/ Chapter 9: Retail Organization and Human Resource Management

HRM in Retailing, The Human Resource Skills needed in Indian Retail, The human resource challenges in Indian Retail Sector.

Module/ Chapter 10: Financial Dimensions in Retailing

Financial Dimensions in Retailing: Profit Planning, Asset Management, Budgeting, Resource Allocation.

Module/ Chapter 11: Operations Dimensions in Retailing

Operations Dimensions in Retailing: Operating a retail business, Operations blueprint, store format, size and space allocation, store management, energy management and renovations, inventory management, store security, insurance, outsourcing, crisis management

Unit-V: Contemporary Issues in Retailing

Module/ Chapter 12: Future of Retailing

Future of Retailing: Trends in Retailing, The Shift Towards Omni-Channel, Mobile Shopping, and AI in Retail, The Role of Sustainability in Retail Strategy

Module/ Chapter 13: Challenges and Opportunities in Retail Competition

Challenges and Opportunities in Retail Competition: Challenges and opportunities in Retailing, Developing Competitive Strategies for Retailers., Handling Retailer-Consumer Relationships

Suggested Extra Readings:

1. Levy M., Weitz B.A and Pandit A. (2008), Retailing Management, 6th Edition, Tata McGraw Hill, New Delhi.
2. Berman B., Evans J. R. and Mathur, Mini (2011), Retail Management, 11th Edition, Pearson Education, New Delhi.
3. Sharma, D.P. (2009), e-Retailing, 1st Edition, Himalaya Publishing House, New Delhi.
4. Cox Roger, Brittain Paul (2011), Retailing, 5th Edition, Pearson Education, New Delhi.
5. Srinivasan R. Srinivasan K. R. (2009), Cases in Retail Management, Bizantra.
6. Varley Rosemary, Retail Product Management, 2nd Edition, Routledge.
7. Singh Harjit (2011), Retail Management, S. Chand & Company Ltd., New Delhi.
8. Sheikh I. Arif, Fatima Kaneez (2011), Retail Management, Himalaya Publishing House, New Delhi.

MBA Semester: II

Course Name: Indian Financial System

Course Code: MGT 323

Credits: 04

Course Objectives: The course is designed to:

- Provide students with a comprehensive understanding of the structure, components, and functions of the Indian financial system.
- Equip students with knowledge of financial markets, including money markets, capital markets, and mutual funds, and their role in economic development.
- Develop an understanding of regulatory and promotional institutions such as RBI and SEBI, along with their functions in financial market regulation.
- Enhance knowledge of development financial institutions like EXIM Bank, NABARD, and SIDBI, and their impact on financial inclusion and economic growth.
- Introduce students to emerging financial concepts, including fintech, microfinance, bancassurance, credit rating, stock exchanges, and commercial banking, to analyze their significance in the modern financial landscape.

Course Outcomes:

By the end of this course, students will be able to:

- Demonstrate an understanding of the structure, functions, and evolution of the Indian financial system and its role in economic development.
- Analyze the functioning of financial markets, including money markets, capital markets, and mutual funds, and assess their impact on financial decision-making.
- Evaluate the roles and functions of regulatory institutions like RBI and SEBI in maintaining financial stability and market regulation.
- Assess the significance of development financial institutions such as EXIM Bank, NABARD, and SIDBI in promoting financial inclusion and economic growth.
- Apply knowledge of emerging financial concepts, including fintech, microfinance, bancassurance, credit rating, stock exchanges, and commercial banking, to real-world financial scenarios.

Evaluation Criteria:

1. Continuous Internal Assessment (CIA): 30%
2. External End Semester Examination (ESE): 70%

Unit-I: Introduction to Financial System**Module/ Chapter 1: Introduction Overview of the Financial System**

Nature and Evolution of Financial System; Structure of the Financial System; Role of the Financial System in Economic Development; Components of the Formal Financial System

Module/ Chapter 2: Functions of a Financial System and Financial Markets

Functions of a Financial System; Classification of Financial Markets; Primary Market – Meaning, Features, and Role; Secondary Market – Meaning, Features, and Role

Unit-II: Financial Markets- Money Market and Capital Market**Module/ Chapter 3: Money Market and Capital Market**

Introduction to Meaning and Components of Financial Markets, The Money Market – Features, Instruments, and Role; The Capital Market – Features, Instruments, and Role Differences Between Money Market and Capital Market

Module/ Chapter 4: Mutual Funds – Structure, Types, and Advantages

Financial Planning, Introduction to Mutual Funds; Structure of Mutual Funds; Types of Mutual Funds – Open-ended, Closed-ended, Hybrid, and Sector-Specific; Advantages of Investing in Mutual Funds
; Role of Mutual Funds in Financial Markets

Module/ Chapter 5: Role of Big Data and AI in Financial Markets

Introduction to Big Data and AI in Finance; Applications of Big Data in Financial Decision-Making; Role of AI in Trading and Investment

Strategies; Risk Management and Fraud Detection using AI; Future Trends in Financial Technology

Unit-III: Regulatory and Promotional Institutions in Financial Markets

Module/ Chapter 6: The Reserve Bank of India (RBI) – Role and Functions

Introduction to the Reserve Bank of India
Organizational Structure of RBI,
Roles and Functions of RBI
Monetary Policy Implementation by RBI

Module/ Chapter 7: Monetary Control Techniques of RBI

Introduction Overview of Monetary Policy Instruments
Cash Reserve Ratio (CRR) – Concept and Impact
Statutory Liquidity Ratio (SLR) – Concept and Impact
Bank Rate – Meaning and Effect on Economy
Open Market Operations (OMO) – Role and Impact

Module/ Chapter 8: Securities and Exchange Board of India (SEBI) – Genesis, Organization, and Functions

Introduction to SEBI; Genesis and Evolution of SEBI;
Organizational Structure of SEBI; Objectives and Regulatory Role
of SEBI
Functions and Powers of SEBI

Unit-IV: Development and Other Financial Institutions

Module/ Chapter 9: Development Financial Institutions in India

Introduction to Development Financial Institutions (DFIs)
Role and Significance of Development Banks
Small Industries Development Bank of India (SIDBI) – Functions
and Importance; Need for Development Financial Institutions in
India

Module/ Chapter 10: EXIM Bank and NABARD

Introduction to EXIM Bank – Functions and Objectives,
Role of EXIM Bank in Export-Import Financing;
Introduction to NABARD – Functions and Objectives;
NABARD's Role in Rural Development

Unit-V: Emerging Concepts in Financial Markets

Module/ Chapter 11: Financial Inclusion and Retail Banking

Meaning and Importance of Financial Inclusion
Initiatives for Financial Inclusion in India
Concept of Retail Banking
; Role and Benefits of Retail Banking in Financial Inclusion

Module/ Chapter 12: Microfinance and Bancassurance

Introduction to Concept and Importance of Microfinance;
Microfinance Institutions and their Role in Poverty Alleviation;
Concept of Bancassurance – Meaning and Scope;
Models of Bancassurance and Benefits

Module/ Chapter 13: Credit Rating – Concepts and Agencies in India

Meaning and Basis of Credit Rating
Importance of Credit Rating in Financial Markets; Types of Credit
Ratings – Sovereign, Corporate, Individual; Credit Rating Agencies
in India (CRISIL, ICRA, CARE)

Module/ Chapter 14: Stock Exchanges – Meaning, Functions, and Organization in India

Introduction to Stock Exchanges
; Meaning and Functions of Stock Exchanges;
Benefits of Stock Exchanges in Economic Development;
Organization and Regulation of Stock Exchanges in India

Module/ Chapter 15: Commercial Banking – Meaning, Role, and Functions

Meaning and Evolution of Commercial Banking; Functions of Commercial Banks; Role of Commercial Banks in Economic Development; Recent Trends in Commercial Banking in India

Suggested Readings:

- Khan M.Y. (2009) Indian Financial System, 6th Edition, Tata McGraw Hill, New Delhi.
- Pathak (2007) India Financial System, 2nd edition, Pearson, New Delhi.
- Pathak Bharti. V (2011). The Indian Financial System.3rd Edition. Pearson India. New Delhi.
- Indian Institute of Banking & Finance (2010). Principles and Practices of Banking. Macmillian
- Siddaiah T. (2011), Financial Services. First Edition, Pearson, New Delhi.
- Batra & Bhatia, (2001). Management of Financial Services. Deep & Deep Publication, New Delhi.
- Bhole L.M, (2011). Financial Institutions and Markets, Fifth Edition, Tata McGraw Hill, New Delhi.
- Gordon & Natarajan,(2010), Financial Markets and Services. Sixth Edition, Himalaya Publishing House, New Delhi.
- Gupta, Aggrawal & Neeti, (2007). Financial Institutes & Markets. Kalyani Publication, New Delhi.
- Gurusamy (2009) Financial Markets and Institutions, 3rd Edition, Tata McGraw Hill, New Delhi.
- Khan M.Y. (2009), Financial Services, Fifth Edition, Tata McGraw Hill, New Delhi.
- Machiraju H.R. (2010) Merchant Banking Principles and Practice, 4th Edition, New Age International New Delhi.
- Pathak (2011). The Indian Financial System. Third Edition. Pearson, New Delhi.

- Peter S. Rose (2010) Bank Management and Financial Services, 8th Edition, Tata McGraw Hill, New Delhi.
- Ravichandran K. (2011). Merchant Banking and Financial Services. First Edition. Himalaya Publishing House, New Delhi.
- Rose & Hudgins, (2010). Bank Management and Financial Services. Seventh Edition. Tata McGraw Hill, New Delhi.
- Sasidharan & Mathews (2011), Security Analysis and Portfolio Management, Tata McGraw Hill, New Delhi.
- Tripathy (2010). Financial Services. Fourth Edition, PHI Learning, New Delhi.

MBA Semester: II

Course Name: Conflict Management and Negotiation Skills

Course Code: MGT 457

Credits: 04

Course Objectives: The course is designed to help students understand the concept of conflict and Negotiation skills. To equip students with the skills and knowledge to manage individual and organizational skills. The course aims to give an exposure to the students for process, stages and styles of negotiation. The course also intends to train students for developing effective negotiation skills.

Course Outcomes:

- ❖ To equip students with various conflict management styles.
- ❖ To let students learn about the conflicts and its types.
- ❖ Developing skills to manage conflict at workplace.
- ❖ Application of knowledge to manage negotiations at workplace.

Evaluation Criteria:

1. Continuous Internal Assessment (CIA): 30%
2. External End Semester Examination (ESE): 70%

Unit-I: Introduction to conflict Management

Module/ Chapter 1: Understanding nature of Conflict: Meaning and nature of conflict, Conflict Life Cycle- Is Conflict Positive or Negative?
Conflict Life Cycle- Contradiction Stage, Attitude Stage, Behaviour Stage

Module/ Chapter 2: Levels of Conflict: Intrapersonal-Role Conflict and Its Types, Goal Conflict and its types, Interpersonal, Intragroup and Intergroup Conflict

Module/Chapter 3: Various Schools of Thought on Conflict Management: Traditional, HR and Interactionist School of Thoughts-Proposition

and Contribution, Functional and Dysfunctional Conflict

Unit-II: Diagnosis and Styles of Management

Module/ Chapter 4: **Diagnosis of Conflict:** Process of Conflict and Sources of Conflict- Individual and Organizational Sources

Module/ Chapter 5: **Conflict Management Styles:** Competing, Avoiding, Accommodating, Compromising and Collaborating, Application and Assessment of these Styles

Module/ Chapter 6: **Strategies for Conflict Management:** Strategies for Conflict Management: Individual, Group and Organizational Strategies, Preventive and Corrective strategies for conflict management

Unit-III: Negotiation and Its Components

Module/ Chapter 7: **Negotiation:** Definition and Concept of Negotiation and its components, Negotiation vs Bargaining

Module/ Chapter 8: **Negotiation Process:** Stages of Negotiation and Essentials of each Stage

Module/ Chapter 9: **Negotiation Temperament:** Harmonizer, Controller, Pragmatist, Action Seeker, Their Characteristics and roles

Unit-IV:BATNA and Effective Negotiation

Module/ Chapter 10: BATNA: Definition and Deciding effective BATNA

Module/Chapter 11: Effective Negotiation: Do's and Don'ts of effective negotiation

Module/Chapter 12: Negotiation Mistakes: Common Mistakes in Negotiation

Unit-V: Team Negotiation and Mediation

Module/Chapter 13: **Team Negotiation:** Definition, Roles in a Team Negotiation, Negotiation: Meaning and Definition, Importance of Negotiation, Example of Negotiations, Cases on Negotiation and Its Effectiveness

Module/Chapter 14: Process of Team Negotiation: Process and Challenges of effective team negotiation, Do's and Don'ts of Team Negotiation, Factors affecting Team Negotiation, Managing Inter Team Conflicts

Module/Chapter 15: Mediation: Definition and Process of Mediation, Merits and Demerits of Mediation, Objectives of Mediation, Roles of a Mediators

Suggested Readings:

- Bhardwaj, Bhawana and Sharma, Dipankar(2024). Managing and Negotiating Disagreements: A Contemporary Approach for Conflict Resolution. Emerald Publishing, First Edition
- Corvette, B.A.B(2015). Conflict Management: A practical Guide to Develop Negotiation Skills. Pearson, New Delhi.
- Stephen Prokash(2016). Conflict Management, Springer.
- Collins (2012).Managing Conflict and Workplace Relationships, Cengage Publication.
- K. , Ashwathappa(2012) ,Organizational Behaviour, Himalayan Publishing House
- Abigail, R.A.(2010). Managing Conflict through Communication. Pearson. New Delhi.
- Pammer, W.J. and Kilian, J.(2003). Handbook of Conflict Management, CRC Press, USA

MBA Semester: II

Course Name: Business Research Methods

Course Code: MGT 450

Credits: 02

Course Objectives: This course provides a comprehensive understanding of the principles and techniques of business research. It covers key aspects such as research design, data collection methods, measurement and scaling techniques, data processing and analysis, and qualitative and quantitative research approaches. Students will explore ethical considerations, research report writing, and emerging trends in business research, including digital and AI-driven methodologies. By the end of the course, students will develop essential skills to conduct rigorous and ethical business research, supporting data-driven decision-making in corporate and academic settings.

Course Outcomes: After completing this course students will be able to:

- ❖ Understand the Fundamentals of Business Research
- ❖ Develop Research Designs and Sampling Techniques
- ❖ Apply Data Collection and Measurement Techniques
- ❖ Analyze and Interpret Business Data
- ❖ Implement Qualitative and Quantitative Research Methods
- ❖ Enhance Research Reporting and Ethical Compliance

Evaluation Criteria:

1. Continuous Internal Assessment (CIA): 30%
2. External End Semester Examination (ESE): 70%

Unit-I: Introduction to Business Research

Module/Chapter 1: Introduction to Business Research

Meaning and Importance of Research, Types of Business Research, Research Process Overview, Ethical Issues in Business Research, Business Research Applications and Case Studies,

Emerging Trends in Business Research, Identifying and Defining the Research Problem, Literature Review and Gap Identification, Formulation of Research Objectives

Module/Chapter 2: Research Design & Sampling Techniques

Types of Research Design: Exploratory, Descriptive, and Causal - Conceptual Framework and Hypothesis Development, Types of Research Design: An Overview, Exploratory Research Design, Descriptive Research Design, Causal Research Design, Selecting the Appropriate Research Design, Concept of Sampling and Sample Design, Probability vs. Non-Probability Sampling, Determination of Sample Size, Sampling Errors and Bias - Introduction to Sampling in Business Research

Unit-II: Data Collection Methods

Module/Chapter 3: Primary & Secondary Data Collection

Survey Method and Questionnaire Design, Interviews and Focus Groups, Observation Techniques, Experimentation in Business Research, Comparing Primary Data Collection Methods, Ethical Considerations in Primary Data Collection, Applications of Primary Data Collection in Business Research, Sources of Secondary Data, Evaluating Reliability and Validity of Secondary Data, Big Data and Business Research, Data Collection from Online and Digital Sources, Comparing Secondary Data with Primary Data, Applications of Secondary Data in Business Research, Future Trends in Secondary Data Collection

Module/Chapter 4: Measurement and Scaling Techniques

Types of Measurement Scales (Nominal, Ordinal, Interval, Ratio), Attitude Measurement and Rating Scales, Reliability and Validity of

Measurement Instruments, Common Errors in Measurement - Introduction to Measurement in Business Research, Types of Measurement Scales: An Overview, Nominal Scale, Ordinal Scale, Interval Scale, Ratio Scale, Attitude Measurement and Rating Scales, Reliability and Validity of Measurement Instruments, Common Errors in Measurement, Applications of Measurement and Scaling in Business Research

Unit-III: Data Processing and Analysis

Module/Chapter 5: Data Preparation & Data Analysis

Data Editing and Coding, Data Cleaning and Handling Missing Values, Data Entry and Transformation, Introduction to Software for Data Analysis, Data Validation and Consistency Checks, Outlier Detection and Management, Ethical Considerations in Data Handling, Applications of Data Preparation in Business Research, Measures of Central Tendency and Dispersion, Hypothesis Testing and Confidence Intervals, Correlation and Regression Analysis, Parametric vs. Non-Parametric Tests

Module/Chapter 6: Multivariate Data Analysis

Factor Analysis and Principal Component Analysis, Cluster Analysis and Discriminant Analysis, Structural Equation Modeling (SEM), Time Series Analysis and Forecasting - Introduction to Multivariate Data Analysis, Factor Analysis: Concept and Applications, Principal Component Analysis (PCA), Cluster Analysis: Segmentation and Classification, Discriminant Analysis: Classification and Prediction, Structural Equation Modeling (SEM), Time Series Analysis: Understanding Trends and Patterns, Forecasting Techniques in

Business Research, Comparison of Multivariate Techniques, Applications of Multivariate Analysis in Business Research

Unit-IV: Qualitative and Quantitative Research Methods

Module/Chapter 7: Qualitative & Quantitative Research Techniques

Case Study Research, Content Analysis and Thematic Analysis, Ethnographic Research, Grounded Theory Approach, Data Collection Techniques in Qualitative Research, Ensuring Rigor and Validity in Qualitative Research, Comparing Qualitative Research Techniques, Applications of Qualitative Research in Business, Introduction to Quantitative Research, Experimental and Quasi-Experimental Research, Survey Research and Longitudinal Studies, Data Analytics and Machine Learning Applications, Business Intelligence and Predictive Modeling, Comparing Quantitative Research Techniques

Module/Chapter 8: Mixed-Methods Research

Concept and Importance of Mixed-Methods, Integrating Qualitative and Quantitative Data, Triangulation Techniques, Challenges in Mixed-Methods Research - Introduction to Mixed-Methods Research, Concept and Philosophical Foundations of Mixed-Methods, Types of Mixed-Methods Research Designs, Integrating Qualitative and Quantitative Data, Triangulation Techniques in Mixed-Methods Research, Data Collection in Mixed-Methods Research, Data Analysis and Interpretation, Challenges in Mixed-Methods Research, Ethical Considerations in Mixed-Methods Research, Applications of Mixed-Methods in Business Research

Unit-V: Report Writing and Research Ethics

Module/Chapter 9: Research Report Writing

Components of a Research Report, Structuring and Formatting Research Papers, Writing Executive Summaries, Effective Presentation of Research Findings - Introduction to Research Report Writing, Components of a Research Report, Structuring and Formatting Research Papers, Writing an Effective Executive Summary, Presentation of Research Findings, Citation and Referencing in Research Reports, Editing and Proofreading Research Reports, Ethical Considerations in Research Report Writing, Research to Different Audiences, Presenting Research Reports Effectively

Module/Chapter 10: Ethical and Legal Aspects in Research

Research Integrity and Ethical Guidelines, Intellectual Property Rights and Copyright Issues, Data Privacy and Confidentiality, Ethical Issues in Digital and AI-driven research - Introduction to Research Ethics and Legal Considerations, Research Integrity and Ethical Guidelines, Intellectual Property Rights (IPR) in Research, Copyright Issues in Business Research, Data Privacy and Confidentiality in Research, Ethical Considerations in Human Subject Research, Ethical Issues in Digital and AI-Driven Research, Misconduct in Research and Its Consequences, Ethical Publishing and Responsible Authorship, Global and Industry-Specific Ethical Standards

Suggestive Readings

- Joe Hair Jr., Michael Page, Niek Brunsveld, Adam Merkle, and Natalie Cleton(2023)Essentials of Business Research Methods, 5th Edition, published by Routledge.

- William G. Zikmund, Barry J. Babin, Jon C. Carr, and Mitch Griffin (2012) Business Research Methods, 9th Edition, published by Cengage Learning.
- Alan Bryman and Emma Bell (2015) Business Research Methods, 4th Edition, 2015, published by Oxford University Press.
- Deepak Chawla and Neena Sondhi (2016) Research Methodology: Concepts and Cases, 2nd Edition, published by Vikas Publishing House.

MBA Semester: II

Course Name: Indian Ethos and Business Ethics

Course Code: MGT 593

Credits: 02

Course Objectives:

- To equip students with the basic knowledge of Indian work ethos and business ethics.
- To facilitate the students with the concepts of the educational system in ancient India and to make them understand the importance of the roots of the Indian Knowledge System.

Course Outcomes:

- **(Understand & Analyze):** Explain the significance of Indian ethos and philosophical principles in shaping ethical leadership, decision-making, and business practices. (Cognitive Level: Understand, Analyze)
- **(Evaluate & Compare):** Assess the role of Dharma, Karma, and Seva in ethical leadership and corporate governance, comparing them with global ethical frameworks. (Cognitive Level: Evaluate, Analyze)
- **(Apply & Integrate):** Apply ethical insights from Bharatiya scriptures like the Bhagavad Gita, Ramayana, and Arthashastra to contemporary business and management challenges. (Cognitive Level: Apply, Create)
- **(Apply & Demonstrate):** Utilize Yoga, mindfulness, and Pranayama techniques for stress management and ethical decision-making in professional environments. (Cognitive Level: Apply, Evaluate)

Evaluation Criteria:

1. Continuous Internal Assessment (CIA): 30%
2. External End Semester Examination (ESE): 70%

Unit-I: Understanding Indian Ethos

Module/ Chapter 1: Indian Ethos

Meaning and Relevance of Indian Ethos, Indian Ethos in Management

- Module/ Chapter 2: Constituents and Elements of Indian Ethos**
Dharma (righteousness), Karma (action & consequences), Seva (selfless service), Yoga (discipline & self-control), and Vasudhaiva Kutumbakam (universal brotherhood).
- Unit-II: Human Values and Ethical Foundations**
- Module/ Chapter 3: Foundations of Human Values**
Concept, Origin and Relevance of Values in Global Context, Formation of Values, Types of Values
- Module/ Chapter 4: Indian Philosophy as the Source of Human Values**
Core Indian Philosophical Concepts, Karma and its Kinds
- Unit-III: Management Lessons from Bharatiya Scriptures and Applied Ethics**
- Module/ Chapter 5: Bharatiya Scriptures and Leadership Insights**
Ramayana & Mahabharata, Bhagavad Gita's Lessons for Managers
- Module/ Chapter 6: Business Ethics and Social Responsibility**
Corporate Governance & Ethical Leadership, Application of Spiritual Principles in Decision-Making
- Unit-IV: Dharma, Leadership and Ethics in Management**
- Module/ Chapter 7: Dharma and Leadership**
Understanding Dharma in the context of leadership, Chanakya Neeti – Practical Lessons of Ethics
- Module/ Chapter 8: Ethics in Management and Sustainability**
Application of Arthashastra in Modern Business Strategy, Sustainability and Business Ethics, Case Studies from Indian Epics, Real-world examples of Ethical Business Leadership in India
- Unit-V: Stress & Lifestyle Management for Business Professionals**
- Module/ Chapter 9: Holistic Well-being in Business**
Yoga and Its Relevance in Stress Management, Mindfulness and

Its Application in the Business Context

Module/ Chapter 10: Practical Techniques for Stress Reduction

Pranayama (Breath Control Techniques), Yoga Asanas for Business Leaders, Meditation Techniques

Suggested Reading:

1. Sankar , A. and R. Nandagopal, R N (2010), Indian Ethos And Values In Management, Tata McGraw-Hill Education Pvt. Ltd., Noida, U.P
2. Bhawuk, D.P. S. (2011). Spirituality and Indian Psychology: Lessons from Bhagwad Gita, Springer, New York
3. Chatterjee, D. (2015): Globalizing Indian Thought. IIM Kozhikode Society & Management Review, 4(1), 48–50. doi:10.1177/2277975215587810
4. Krishnakumar, S &Neck, Christopher P. (2002). The “what”, “why” and “how” of spirituality in the workplace. Journal of Managerial Psychology, 17(3), 153– 164. doi:10.1108/02683940210423060
5. Kumar, S. K. K (2002).An Indian conception of well being, In Henry, J. (Ed) European Positive Psychology Proceedings 2002, Leicester, UK: British Psychological Society, 2003.
6. Muniapan , B. &Satpathy , B. (2010). Ancient Indian wisdom for managers: the relevance of Valmiki Ramayana in developing managerial effectiveness, Int. J. Indian Culture and Business Management, Vol. 3 (6), 645-668.
7. Swami Yatiswarananda (2001). Meditation and Spiritual Life, Trio Process, Kolkata <https://archive.org/details/in.ernet.dli.2015.553406>

SEMESTER III

MBA Semester: III

Course Name: Mergers and Acquisitions

Course Code: MGT 309

Credits: 04

Course Objectives: The course is designed to:

- Acquaint students with historic overview as well as recent trends in merger waves.
- Enable students to understand a framework for examining the rationale for different types of mergers and acquisitions driven by different corporate strategies.
- Enable the students to know about strategies as well as valuation techniques followed by corporate houses in Mergers and Acquisitions.

Course Outcomes:

By the end of this course, students will be able to:

1. Analyze the impact of mergers and acquisitions on key stakeholders, including shareholders, employees, and customers, while assessing financial and non-financial performance post-transaction.
2. Develop a comprehensive understanding of the strategic motives behind mergers and acquisitions (M&A), including market expansion, synergy realization, diversification, and competitive advantage.
3. Understand the challenges in post-merger integration, including cultural alignment, leadership transition, operational synergy realization, and organizational restructuring.

Evaluation Criteria:

1. Continuous Internal Assessment (CIA): 30%
2. External End Semester Examination (ESE): 70%

Unit-I: Introduction to Mergers and Acquisitions

Module/Chapter 1: Fundamentals of Mergers and Acquisitions – What are Mergers and Acquisitions; Motives for Mergers and Acquisitions; Forms/Types of Mergers and Acquisitions

Module/Chapter 2: Historical Perspective and Merger Waves – History of Mergers; Merger Waves; What Causes Merger Waves?

Module/Chapter 3: Synergies and Types of Mergers – Synergies in Mergers; Vertical and Horizontal Mergers; Reverse Mergers

Unit-II: Strategic Aspects of Mergers and Acquisitions

Module/Chapter 4: Strategic Rationale for Mergers and Acquisitions

Strategic Objectives of Mergers and Acquisitions; Market Expansion and Competitive Advantage; Role of M&A in Corporate Strategy, Strategic approaches –BCG Matrix Analysis, Ansoff Matrix Analysis, Product Life Cycle Analysis

Module/Chapter 5: Corporate Valuation: Concepts and Principles-The basics of valuation, Various Expressions of Value, Purpose of valuations

Module/Chapter 6: Approaches of Corporate Valuation– Cost Approach, Market Approach, Income Approach, General Methodologies applied for valuation

Unit-III: Theories and Due Diligence in Mergers and Acquisitions

Module/Chapter 7: Theories of Mergers and Acquisitions – Theories of Mergers; Synergy Theory; Undervaluation Theory; Agency Theory; Theory of Corporate Control; Pure Diversification; Distress Sales Theory;

Module/Chapter 8: Due Diligence in Mergers and Acquisitions –

Due Diligence in M&A; Challenges of due diligence; Process of due diligence

Unit-IV: Valuing the Intangibles in Mergers and Acquisitions

Module/Chapter 9: Understanding Intangible Assets –

Types of Intangible Assets; Importance of Intangible Assets in Mergers and Acquisitions

Module/Chapter 10: Valuation of Brands and Goodwill –

Theoretical Aspects of Valuation of Brands; Theoretical Aspects of Valuation of Goodwill

Module/Chapter 11: Human and Customer-Centric Intangibles –

Role of Human Resources in M&A Valuation; Customer Relationships as an Intangible Asset

Unit-V: Corporate Restructuring

Module/Chapter 13: Fundamentals of Corporate Restructuring:

Introduction to Corporate Restructuring, Various Types of Restructuring (Financial, Organizational, Portfolio, and Operational)

Module/Chapter 14: Divestitures and Spin-offs

Divestitures: Concept, Rationale, and Strategic Importance
Equity Carve-Outs and Spin-offs: Process, Benefits

Module 3: Défense Mechanisms and Buyouts

Leveraged Buyouts (LBOs): Impact
Defensive Strategies in M&A: Poison Pills, Golden Parachutes, Greenmail, and Standstill Agreements

Suggested Readings

- Sudarsanam Sudi., (1985). Creating Values from Mergers and Acquisitions: The Challenges. Pearson Education, Delhi.
- Boeh, Beamish, (2009). Mergers and Acquisitions: Text and Cases. Sage South Asia Edition. New Delhi.
- Sofat, Hiro, (2011). Strategic Financial Management. PHI Private Limited, New Delhi.
- Weston, Chung, Hoag, (1990). Mergers, Restructuring and Corporate Control. PHI Private Limited, New Delhi.
- Kamal Ghosh Ray (2010). Mergers and Acquisitions : Strategy, Valuation and Integration

MBA Semester: III

Course Name: International Human Resource Management

Course Code: MGT 377

Credits: 04

Course Objectives: This course aims to provide students with a foundational understanding of International Human Resource Management (IHRM) and its role in Multinational Corporations (MNCs). It covers key concepts, the challenges of expatriation, and emerging HR practices influenced by Artificial Intelligence (AI). The course also explores post-COVID trends in IHRM and includes case studies to help students critically engage with real-world scenarios and apply theoretical insights to practical situations.

Course Outcomes:

- ☐ Understand the key functions and concepts of International Human Resource Management.
- ☐ Recognize cultural differences and their impact on managing international teams.
- ☐ Analyze staffing strategies and expatriate management in global organizations.
- ☐ Develop skills for designing effective international training and development programs.
- ☐ Address challenges related to repatriation and performance management in MNCs.
- ☐ Understand international compensation practices and their strategic implications.
- ☐ Apply knowledge to manage real-world IHRM challenges through case studies.
- ☐ Enhance decision-making skills in international HR contexts using contemporary tools and trends.

Evaluation Criteria:

1. Continuous Internal Assessment (CIA): 30%
2. External End Semester Examination (ESE): 70%

Unit-I Introduction to IHRM

Module/Chapter 1: Defining to International Human Resource Management (IHRM); Difference between domestic and IHRM, Variable that moderate difference between domestic and international HRM.

Module/Chapter 2: Models of IHRM- Hofstede's Model of Cultural Dimension, Edward T Hall's Model of High Context Low Context Cultures

Module/Chapter 3: Case: Cross-cultural management by William H Picney, CEO Amway India

Unit-II: Staffing in IHRM

Module/Chapter 4: Approaches to staffing- ethnocentric, polycentric, regiocentric, and geocentric approaches

Module/Chapter 5: Expatriate: Definition, roles of an expatriate; Types of expatriate assignment; SIE-Self Initiated Expatriates

Module/Chapter 6: Hybrid workforce in IHRM; Skilled Migration and Brain Drain

Unit-III: International Training and Development

Module/Chapter 7: Cultural intelligence and its dimensions (CQ)- metacognitive, cognitive, motivational, and behavioral

Module/Chapter 8: Expatriate training- Process of designing an effective Cross Cultural Training (CCT); Contingency Approach to Cross-Cultural Training (Mendenhall, Dunbar & Oddou, 1987); Cross Cultural Training Methods.

Module/Chapter 9: Role of AI and VR in expatriate training; Case study. Wolfgang's Balancing Act: Rewarding Healthcare Executives in a dispersed yet integrated Firm

Unit-IV: Repatriation and Re-entry Issues

Module/Chapter 10: Repatriation process; Re-entry and career issues in repatriation; Designing a repatriation program.

Module/Chapter 11: Performance management- Multinational performance management, Performance management of international employees

Module/Chapter 12: Case Study: Jaguar or BlueBird? Mark Chan's decision to stay overseas or Return Home after expatriate assignment (part A & B)

Unit-V: International Compensation

Module/Chapter 13: International Compensation; Objective of International Compensation; Key components of international compensation program

Module/Chapter 14: Approaches to expatriate compensation-Home-based policy, Host-based policy, Local Plus approach

Suggested Readings

- Dowling, P.J., Festing, M., & Engle, A.D. (5th Edition). *International Human Resource Management*. Cengage Learning.
- Aswathappa, K. *International Human Resource Management*. Tata McGraw-Hill, New Delhi.
- Edward, T. *International Human Resource Management*. Pearson, New Delhi.
- Subba Rao, P. *International Human Resource Management*. New Delhi.
- Briscoe, D., Schuler, R., & Claus, L. (5th Edition). *International Human Resource Management*. Routledge.

MBA Semester: III

Course Name: Services Marketing

Course Code: MGT443

Credits: 04

Course Objectives:

This course provides an in-depth exploration of service marketing principles and practices, emphasizing strategic planning, service innovation, and the creation of exceptional customer experiences. Students will learn to analyze service environments, develop effective service marketing strategies, and enhance service delivery.

Upon successful completion of this course, students will be able to:

1. Review and understand the past and ongoing trends in service industry.
2. Understand the importance of Services mix and map moment of Truth and services encounter to reduce services failure yielding profitability to the corporation.
3. Upgrading skills of students to craft, design and device services.
4. Skilling students to take business and managerial decisions in ever changing environment of services industry.

Evaluation Criteria:

1. Continuous Internal Assessment (CIA): 30%
2. External End Semester Examination (ESE): 70%

Unit-I Introduction to Services and Services Environment

Module/Chapter 1: Introduction to Services: Definition & Concepts

Module/Chapter 2: Nature of Services & Service Environment

Module/Chapter 3: Contribution of Services to the Indian Economy & Emergence of Service Economy, Prominent Industries: Tourism, Healthcare, Education, etc.

Unit-II: Designing Service

Module/Chapter 4: Designing and Managing Services Processes

□ **Module/Chapter 5:** Moments of Truth service encounter, Physical Evidence and Servicescape

Module/Chapter 6: New Service Development, Service Marketing Mix, Service Standards

Unit-III: Pricing & Distribution of Services

Module/Chapter 7: Demand Capacity Management

Module/Chapter 8: Pricing the Services

Module/Chapter 9: Distribution of Services

Unit-IV: Service Promotion

Module/Chapter 10: Positioning of Services

Module/Chapter 11: Customer Expectation of Services .

Module/Chapter 12: Customer Perception of Services

Unit-V: Managing Service Failure

Module/Chapter 13: Service Quality Model

Module/Chapter 14: Employees and Service Delivery & Customers and Service Delivery

Module/Chapter 15: Service Failure and Recovery

Prescribed Text Books:

Lovelock, Christopher; Jochen Wirtz, and Jayanta Chatterjee (2017). Service Marketing – People, Technology, Strategy, 8 e.; Pearson, New Delhi.

Suggested Extra Readings

1. Jha, S.M. (2010). *Services Marketing*; Himalaya Publishing House, New Delhi.
2. Kumar, S. Ramesh; ed. (2012). *Case Studies in Marketing Management*; Pearson, New Delhi.
3. Sheth, Jagdish N, Atul Parvatiyar and Can Uslay (2022). *Marketing Theory : Evolution and Evaluation of Schools of Marketing Thought, (expanded edition)*, Wiley India Pvt Ltd. New Delhi
4. Sundararaman, S. (2014). *Challenges In Marketing Tourism Destination Affected By Terrorism*; *International Journal of Research in Management & Social Science*; Volume 2 , Issue 1(II) : January - March 2014, pg27 – 35.
5. Zeithaml, Valarie A.; Mary Jo Bitner, Dwayne D. Gremler and Ajay Pandit (2019). *Service Marketing: Integrating Customer Focus across firm, 7e*; McGraw Hill Education (India) Pvt. Ltd., New Delhi.

MBA Semester: III
Course Name: On the Job Training / Internship Training
Course Code: MGT 498
Credits: 04

Course Objectives:

The purpose of the On the Job Training / Internship training course is to give students meaningful exposure to real work environments and to create a close linkage between classroom education and industry standards. It seeks to instill an orientation to managerial decision-making, which allows students to make decisions in different states of uncertainty and risk. The course stimulates students to approach real-life issues using models such as SWOT, PESTEL, and ETOP. It makes students proactive, self-assured, and agile to cope with sophisticated business problems.

Course Outcomes :

- The students will be able to translate theoretical knowledge into practice, comprehend the expectations of industries, and evaluate organizational internal operations.
- Gain confidence, self-awareness, and a professional attitude.
- Develop a professional attitude, self-awareness, and confidence.
- Exhibit enhanced communication, leadership, teamwork, and decision-making abilities.

Evaluation Criteria:

The evaluation of the student learning during the OJT / internship training program would be done by an external expert on the basis of detailed OJT Project Report / Internship Training Report submitted by the learner. This report shall carry a total of 200 marks and the marks shall be awarded only on the basis of evaluation of report submitted by the learner. There shall be no viva-voce examination for this purpose.

The detailed Report will be sent for an external examiner to gauge how well students have performed during the OJT / internship. The report should reflect the student's understanding of the company, application of management concepts, analysis of organizational processes, and

any specific problems identified along with suggestions and recommendations.

Guidelines for Undergoing On The Job Training / Internship

- ❖ In accordance with the National Education Policy (NEP) guidelines, it is compulsory for all the students to complete internship / on the job training of 2-3 weeks duration equating to total of one hundred twenty hours duration.
- ❖ This will be undertaken by the learners after completion of one year (two semesters) of MBA online degree programme.
- ❖ Learners shall be responsible for arranging at their own level for internships/OJT; however, programme coordinator/course coordinator/facult member may assist them in identifying suitable organizations for intership training /OJT.
- ❖ The learners will be assessed in view of accomplishment of the the tasks assigned by the organization head/supervisor/controlling authority where the learner is undergoing internship/on the job training.
- ❖ The student must maintain high standards of professionalism, ethics, and communication during intership / OJT.
- ❖ A certificate to the effect mentioning the comments of organization head/supervisor/controlling authority on work and conduct and performance of learner during internship/on the job training shall be issued by the concerned organization with signature of organization head/supervisor.
- ❖ Upon completion of internship/ on the job training, the student is required to submit detailed internship report / OJT project report along with successful completion of the training / internship completion certificate.
- ❖ This report is to be submitted by the learner within the stipulated time period prescribed by the university.
- ❖ This report will be evaluated by the external examiner(s).

Guidelines for Preparing On The Job Training Report / Internship Training Report

The report should be original, well-organized, and reflect the student's actual learning and observations. The following structure is recommended:

1. **Title Page:** Include course title, student details, organization name, and internship duration.
2. **Introduction**
3. **Company Overview**
4. **Objectives of Training**
5. **Work Description & Learning Experience**
6. **SWOT / PEST / ETOP Analysis**
7. **Organizational Structure**
8. **Skills Gained and Contributions Made**
9. **Challenges Faced & Solutions Found**
10. **Conclusions & Suggestions**
11. **Annexures:** Attendance Sheet, Supervisor Certificate, Photographs, etc.

The above structure is suggestive only. The learner may make changes in it depending upon the nature of organization where OJT / intersnhsip was undertaken. However, the above elements should be there in the detailed report. All reports should be typewritten, properly formatted, and submitted as per instructions given by the course coordinator.

Evaluation Parameters for On The Job Training / Internship Training Report

The intership report / on the job training report shall be evaluated on the basis of following parameters:

- ❖ The report should present information that is accurate, meaningful, and directly related to the internship experience and management concepts studied.
- ❖ The content of the report must accurately reflect the actual practices, processes, and challenges observed within the host organization.
- ❖ The report should be logically structured, well-organized, and professionally presented, following the prescribed format and academic standards.
- ❖ In the report, the student should show that they can critically evaluate their experience and make insightful conclusions, reflecting their personal and professional growth on the basis of self-evaluation of personal working in the concerned organization.

The overall assessment will take into account the report's content quality, the student's performance during OJT / internship as indicated in the certificate, compliance with report guidelines, and the student's capacity to critically reflect on their experiences as mentioned in the report.

Formatting Guidelines for Preparing On The Job Training / Internship Training Report

- **Font:** Arial
- **Font Size:**
 - Main Heading: 14 pt, Bold
 - Subheadings: 13 pt, Bold,
 - Body Text: 12 pt
- **Line Spacing:** 1.5
- **Alignment:** Justified
- **Heading:** Bold and Numbered (if required)

MBA Semester: III

Course Name: Strategic Management

Course Code: MGT 304

Credits: 04

Course Objectives: This course aims to equip students with the ability to apply strategic management theories and concepts to real-world managerial decision-making. It focuses on developing skills for designing effective strategic plans by selecting appropriate strategies while enhancing their understanding of current issues and emerging trends in the dynamic business environment.

Course Outcomes:

By the end of this course, students will be able to:

1. **Apply Strategic Concepts** – Analyze and apply strategic management theories and frameworks to real-world business scenarios.
2. **Develop Strategic Plans** – Formulate and evaluate effective strategic plans by selecting appropriate strategies for competitive advantage.
3. **Adapt to Business Dynamics** – Assess and respond to emerging trends and challenges in the dynamic business environment.
4. **Enhance Decision-Making Skills** – Integrate strategic thinking into managerial decision-making for sustainable business growth.

Evaluation Criteria:

1. Continuous Internal Assessment (CIA): 30%
2. External End Semester Examination (ESE): 70%

Unit-I: Introduction to Strategic Management

Module/Chapter 1: Fundamentals of Strategic Management – Defining Strategic Management; Basic Concepts in Strategic Management

Module/Chapter 2: Evolution and Historical Perspective – Evolution of Strategic Management; Historical Perspective of Strategic Management

Module/Chapter 3: Strategic Intent and Vision – Understanding Strategic Intent; Concept and Importance of Vision

Module/Chapter 4: Mission, Goals, and Business Frameworks – Defining Mission, Goals, and Objectives; Business Model and Business Definition

Unit-II: Environmental Analysis

Module/Chapter 5: Introduction to Environmental Analysis – Environmental Analysis and Appraisal; Concept of Environment

Module/Chapter 6: Components of Business Environment – Environment Sectors; Environmental Scanning

Module/Chapter 7: Assessing External Factors – Appraising the Environment; Organizational Appraisal

Module/Chapter 8: Understanding Internal Environment – Dynamics of Internal Environment

Module/Chapter 9: Organizational Strategy and Competitive Advantage – Organizational Analysis and Competitive Advantage

Unit-III: Strategy Formulation

Module/Chapter 10: Corporate Level Strategies – Understanding Corporate Level Strategies and Their Importance

Module/Chapter 11: Business Level Strategy – Formulating and Implementing Business Level Strategies

Unit-IV: Functional Strategies, Strategic Analysis, and Choice

Module/Chapter 12: Functional Strategies – Understanding and Implementing Functional Strategies

Module/Chapter 13: Strategic Decision-Making – Strategic Analysis and Strategic Choice

Unit-V: Strategic Management in the Ancient Period

Module/Chapter 14: Kautilya's Arthashastra Relevance of Kautilya's Arthashastra in Today's Business

Module/Chapter 15: Strategic Lessons from Indian Epics – Lessons of Strategy from Mahabharata

Suggested Readings

- Kazmi, Azhar (2012). *Strategic Management: A Competitive Advantage Approach*. Tata McGraw Hill Private Limited, New Delhi.

- David, Fred R. (2014). *Strategic Management: A Competitive Advantage Approach, 14e*. Eastern Economy Edition, PHI Learning Private Limited, Delhi.
- Pitt, Martyn R. and Dimitrios Koufopoulos (2012). *Essentials of Strategic Management*. Sage South Asia ed., SAGE Publications India Pvt Ltd., New Delhi.
- Saptarshi, Dileep and Jairaj Kochavara (2015). *Case Studies in Corporate Strategy*. Pearson, Delhi.
- Wheelen, Thomas L., J. David Hunger, Alan N. Hoffman, and Charles E. Bamford (2018). *Concepts in Strategic Management and Business Policy: Globalization, Innovation, and Sustainability, 15e*. Pearson India Education Services Pvt. Ltd., New Delhi.

MBA Semester: III

Course Name: Business Statistics

Course Code: MGT 103

Credits: 04

Course Objectives: This course aims to equip students with skills in data categorization, graphical representation, and statistical measures. They will learn to apply correlation and regression analysis, understand key probability concepts, and analyze time series data for trend evaluation and quality control.

Course Outcomes:

- ❖ Students will master data categorization and representation using various measurement scales and graphical methods, including bar charts, histograms, and scatter plots.
- ❖ They will effectively apply measures of central tendency (mean, median, mode) and variability (standard deviation, coefficient of variation), and analyze data shape using skewness and kurtosis.
- ❖ Learners will understand and apply correlation (Karl Pearson's, Spearman's Rank) and regression analysis, distinguishing between them and using them to solve practical problems.
- ❖ They will also grasp key probability concepts and distributions and analyze time series data and indices for trend evaluation and quality control.

Evaluation Criteria:

1. Continuous Internal Assessment (CIA): 30%
2. External End Semester Examination (ESE): 70%

Course Contents

Unit I: Descriptive Statistics

Module/Chapter 1: Data and Level of Measurement: Nominal, Ordinal, Interval, and Ratio Scale.

Module/Chapter 2:	Different Types of Graphs: Bar Chart, Histogram, Pie Chart, Line Chart, Scatter Plots, Frequency Polygon.
Module/Chapter 3:	Measures of central tendency: Mathematical Averages: Arithmetic Mean; Positional Averages: Mode and Median.
Unit-II:	Statistical Measures: Analyzing Variability, Shape, and Dispersion
Module/Chapter 4:	Measures of Variability: Dispersion, Standard Deviation, and Coefficient of Variation.
Module/Chapter 5:	Measures of Shape: Skewness and Kurtosis
Unit-III:	Analysis based on Correlation and Regression
Module/Chapter 6:	Meaning, Definition, interpretation, and Uses of Correlation, Scatter diagram, Types of Correlation - Karl Pearson's correlation coefficient, Spearman's Rank correlation.
Module/Chapter 7:	Regression- Meaning and utility of Regression analysis, Linear and nonlinear regressions, Comparison between Correlation and Regression, regression lines –X on Y, Y on X, Regression Equations and Regression Co-efficients and their interpretation.
Unit-IV:	Probability and Theoretical Distribution
Module/Chapter 9:	Probability: Introduction, addition theorem, multiplication theorem, conditional probability, Bayes Theorem.
Module/Chapter 10:	Theoretical probability distributions: Binomial, Poisson, Normal Distribution; their characteristics and applications.
Unit-V:	Time Series and Index Numbers
Module/Chapter 12:	Components of a time series and their measurements and uses.
Module/Chapter 13:	Meaning, Types, and Methods for measuring indices

Module/Chapter 14: Adequacy of indices

Module/Chapter 15: Statistical Quality Control, Control Charts

Suggested Readings

1. Gupta, S.P., Statistical Methods (2012), Sultan Chand & Sons.
2. Bajpai, N. (2009). *Business statistics*. Pearson Education India.
3. Lind, D. A., Marchal, W. G., & Wathen, S. A. (2006). Basic statistics for business & economics (5th ed.). McGraw-Hill/Irwin.
4. Anderson, D. R., Sweeney, D. J., & Williams, T. A. (2011). Statistics for business and economics (11th ed.). South-Western Cengage Learning.
5. Berenson, M. L., Levine, D. M., & Krehbiel, T. C. (2012). Basic business statistics: Concepts and applications (12th ed.). Prentice Hall.

MBA Semester: III

Course Name: Entrepreneurship Development

Course Code: MGT 394

Credits: 04

Course Objectives:

Entrepreneurship Development, in process, aspire to take a leap of faith promoting greater entrepreneurial orientation. The larger aim is to introduce the concept of entrepreneurship, array of process that underlie in creation of new venture and motivating students to explore it in their own way. The focus of the learning is to try out and analyze the entrepreneurial concepts and practices should encourage students to see it logic that is emerging in our ecosystem. Number of unicorns testify evolution of ecosystem that should prompt participants to understand the ab-initio value creation process even if they choose alternative career trajectories.

Upon successful completion of this course, students will be able to:

5. Prepare business plan, successfully launch and subsequently manage their enterprises.
6. To develop entrepreneurial mindset and entrepreneurial skills among students to take up the role of an entrepreneur.
7. To equip students with the knowledge and tools to identify, evaluate, and launch successful ventures in the Indian business landscape.
8. To foster innovation and creativity in business.
9. Familiarize with different policy initiatives of the government and financial institutions which support entrepreneurship development.

Evaluation Criteria:

1. Continuous Internal Assessment (CIA): 30%
2. External End Semester Examination (ESE): 70%

Unit-I Foundations of Entrepreneurship

Module/Chapter 1: Introduction to Entrepreneurship: Defining entrepreneurship and its significance in the Indian economy. Entrepreneurial ecosystem in India. The role of entrepreneurship in economic development

Module/Chapter 2: Concept of Entrepreneur and Entrepreneurship, The

Entrepreneurial Mind-set. Types of Entrepreneurs; Characteristics and types of entrepreneurs.

Module/Chapter 3: Characteristics of successful entrepreneurs, Entrepreneurship process, Managerial v/s Entrepreneurial approach

Unit-II: Entrepreneurial Development

Module/Chapter 4: Entrepreneurship Theories: Theory of High Achievement by McClelland, Leibenstein's X-Efficiency Theory, Risk bearing theory of Knight, Max Weber's theory of entrepreneurial growth, Hagen's theory of entrepreneurship, Economic theory of Entrepreneurship, Innovation Theory by Schumpeter

□ **Module/Chapter 5:** Entrepreneurial Mindset and Skills: Developing an entrepreneurial mindset: risk-taking, resilience, and adaptability. Factors Impacting Emergence of Entrepreneurship, Essential skills for entrepreneurs: communication, leadership, and problem-solving. Creativity and innovation in entrepreneurship. Self-assessment and entrepreneurial aptitude

Module/Chapter 6: Entrepreneurial Training; Entrepreneurship Development Programmes (EDPs), Market research and analysis Feasibility analysis: technical, economic, and financial, SWOT and PESTLE analysis for opportunity evaluation.

Unit-III: Entrepreneurial Development and Leadership

Module/Chapter 7: Defining Entrepreneurial leadership Characteristics of Entrepreneurial Leadership : Visionary and Opportunity-Oriented, Innovation and Creativity, Fostering a Culture of Innovation, Driving Continuous Improvement, Embracing Disruption

Module/Chapter 8: Source of Innovative ideas; Entrepreneurship and Creativity,

Techniques for generating ideas, Impediments to Creativity, Creativity and Business Idea Development Entrepreneurial Challenges

Module/Chapter 9: Opportunity Identification and Evaluation: Sources of entrepreneurial opportunities, Feasibility Analysis of Business Ideas

Unit-IV: New Venture Planning

Module/Chapter 10: Business Plan: Benefits of drivers, perspectives in business plan preparation

Module/Chapter 11: Business Plan: Concept and Components: Significance and purpose of a business plan, Key components of a business plan: executive summary, company description, market analysis, etc., Writing a compelling business plan.

Module/Chapter 12: Selection of types of ownership, Types of business entities: sole proprietorship, partnership, private limited, etc

Unit-V: Entrepreneurship Management & GOI Initiative

Module/Chapter 13: Sources of Funding for Startups: Bootstrapping, angel investors, and venture capital. Government schemes and funding options. Crowdfunding and other alternative financing methods, Loan and equity financing.

Module/Chapter 14: Valuation of startup companies. Intellectual property rights: patents, trademarks, and copyrights Strategies for the Growth of entrepreneurship, Entrepreneurial Sickness & Rehabilitation

Module/Chapter 15: GOI: PMRY. Start up India, Indian Start-ups Ecosystem, Indian Unicorns, government schemes to promote entrepreneurship

Prescribed Text Books:

1. Hisrich, R.D., Peters, M.P.; Shepherd, D.A., & Sabysachi Sinha (2020), Entrepreneurship, 11th edition, Tata McGraw-Hill, New Delhi.

Suggested Extra Readings

1. Zimmerer, W., Thomas, Scarborough, M., Norman, (2009), Essentials of Entrepreneurship and Small Business Management, Fifth Edition, PHI Learning Private Ltd, New Delhi.
2. Barringer, R., Bruce, Ireland, Duane, R., (2011), Entrepreneurship: Successfully Launching New Ventures, Third Edition, Pearson Education, New Delhi.
3. Timmons, A., Jeffry, Spinelli, Stephen, (2009), New Venture Creation: Entrepreneurship for the 21st Century, Seventh Edition, Tata McGraw-Hill, New Delhi.
4. Morse, A., Eric, Mitchell, K., Ronald, (2009), Cases in Entrepreneurship: The Venture Creation Process, Fourth Printing, SAGE Publications Inc., New Delhi.
5. Desai, Vasant, (2012), Entrepreneurial Development and Management of Small and Medium Enterprises, Second Edition Edition, Himalaya Publishing House, Mumbai.
6. Sinha, S K (2010), Small Business Management, Centrum Press, New Delhi.
7. Desai, Vasant, (2011), Entrepreneurial Development, Sixth Edition, Himalaya Publishing House, Mumbai.

Useful Government of India Website :

1. <https://www.skillindiadigital.gov.in>
2. <https://www.startupindia.gov.in>
3. <https://dcmsme.gov.in>

SEMESTER IV

MBA Semester: IV

Course Name: Corporate Governance & Social Responsibility

Course Code: MGT 328

Credits: 04

Course Objectives: The course is designed to:

- Acquaint students with the understanding of Corporate Governance
- To know about concepts of Corporate Governance
- Enable the students to know about the issues of Stakeholders in relation to Corporate Governance
- To understand the importance of Corporate Social Responsibility

Course Outcomes:

By the end of this course, students will be able to:

- Develop a thorough understanding of corporate governance principles, frameworks, and their significance in modern business environments.
- Analyze key concepts of corporate governance, including transparency, accountability, ethical decision-making, and board responsibilities.
- Evaluate the role and concerns of various stakeholders in corporate governance, including shareholders, employees, regulators, and society.
- Assess the impact of corporate social responsibility (CSR) on business sustainability, ethical leadership, and stakeholder engagement.
- Apply corporate governance and CSR principles to real-world scenarios, enabling critical thinking and ethical decision-making in business practices.

Evaluation Criteria:

1. Continuous Internal Assessment (CIA): 30%
2. External End Semester Examination (ESE): 70%

Unit-I: Corporate Governance: An Overview

Module/ Chapter 1: Fundamentals of Corporate Governance

Definition of Corporate Governance; Need for Corporate Governance; Evolution and Historical Background of Corporate Governance; Corporate Governance vs. Corporate Management

Module/Chapter 2: Framework and Scope of Corporate Governance

Scope of Corporate Governance in Modern Business; Participants in Corporate Governance (Board of Directors, Shareholders, Regulators, Management); Corporate Governance in Different Economic Systems; Key Governance Models

Module/Chapter 3: Significance and Role of Corporate Governance

Importance and Benefits of Corporate Governance (Transparency, Accountability, Investor Confidence); Role of Corporate Governance in Business Sustainability; Corporate Governance and Ethical Business Practices; Challenges and Barriers to Effective Corporate Governance.

Unit-II: Theories of Corporate Governance

Module/ Chapter 4: Fundamentals of Corporate Governance

Basic Concept of Corporate Governance; Theory and Practices of Corporate Governance; Shareholders Theory vs. Stakeholders Theory; Importance of Corporate Governance in Modern Business; Corporate Governance in Emerging Markets

Module/ Chapter 5: Theoretical Frameworks and Governance Models

Stewardship Theory; Property Rights Theory; Agency Theory and its Impact on Governance; Role of Institutional Investors in Corporate Governance; Corporate Governance and Risk Management.

Module/ Chapter 6: Corporate Governance Mechanisms and Evolution

Corporate Governance Mechanisms and Overview; Internal and External Corporate Governance Mechanisms; Role of Regulators and Government in Corporate Governance; Landmarks in Emergence of Corporate Governance

Unit-III: Corporate Governance and Stakeholders

Module/ Chapter 7: Understanding Stakeholders in Corporate Governance

Stakeholders: Rights and Privileges; Rights of Shareholders; Privileges of

Shareholders; Role of Stakeholders in Corporate Governance.

Module/ Chapter 8: Shareholders' Protection and Equitable Treatment

Problems and Protection; Equitable Treatment of Shareholders; Legal Framework for Shareholder Protection; Role of Regulatory Bodies in Safeguarding Shareholders' Interests.

Module/ Chapter 9: Corporate Governance and Stakeholder Relations

Nature of Complaints by Shareholders; Corporate Governance and Other Stakeholders; Role of Employees, Customers, and Society in Corporate Governance; Ethical Considerations in Stakeholder Management.

Unit-IV: Board of Directors

Module/Chapter 10: Fundamentals of Directors and Their Roles

Meaning of Directors; Types of Directors; Role of Board of Directors; Importance of an Effective Board in Corporate Governance.

Module/Chapter 11: Powers, Liabilities, and Duties of Directors

Power and Liabilities of Directors; Duties of Directors; Statutory Duties; General Duties; Legal and Ethical Responsibilities of Directors.

Module/Chapter 12: Board Structure and Governance Mechanisms

Board's Committees; Functions and Importance of Board Committees; Best Practices for Board Effectiveness; Role of Independent Directors in Corporate Governance.

Unit-V: Corporate Social Responsibility

Module/Chapter 13: Fundamentals of Corporate Social Responsibility (CSR)

Meaning, Definitions, Need, Factors; Evolution of CSR; CSR vs. Philanthropy; Role of CSR in Sustainable Development.

Module/Chapter 14: Principles and Strategic Integration of CSR

Meaning, Definitions, Need, Factors; Evolution of CSR; CSR vs. Philanthropy; Role of CSR in Sustainable Development.

Module 15: CSR, Corporate Governance, and Environmental Concerns

Environmental Concerns and Corporate Governance; CSR and Climate Change; Ethical Business Practices and CSR; Examples of Successful

CSR Initiatives.

Suggested Readings:

- Corporate Governance, Principles, Policies and Practices – A.C. Fernando, Pearson Education.
- Mallin, C. A. (2004). *Corporate Governance*. Oxford University Press.
- Business Ethics: Concepts and Cases – Manuel G. Velasquez.
- Corporate Governance – IICA, Taxman.
- Corporate Governance 1st Edition (English, Paperback, T. N. Satheesh Kumar).
- Mandal, S.K. (2012). *Ethics in Business and Corporate Governance*. Tata McGraw-Hill Education, Private Limited.
- OECD (2004). *Revised OECD Principles of Corporate Governance, April 2004*. [Online] Available at: <http://www.oecd.org/dataoecd/32/18/31557724.pdf>
- Benn, S. and Bolton, D. (2011). *Corporate Social Responsibility*. SAGE Publications, Inc.
- The Art of Corporate Governance – Dr. Joffy George.

Journals:

- a. ICSI – Chartered Secretary
- b. ICSI – Student Company Secretary – E-bulletin

MBA Semester: 4th

Course Name: Human Resource Development

Course Code: MGT 368

Credits: 04

Course Objectives: The course is designed to help students understand the emerging need and functions of Human Resource Development in context to organizational goals, development and strategies. The course focuses on identifying outcomes and processes of HRD applications, understanding contemporary issues in HRD with their implications on the organization.

Course Outcomes:

- ❖ To build an understanding and perspective of Human Resource Development as discipline appreciating learning.
- ❖ To learn the skills of developing a detailed plan for need and implementation of HRD program in the organization.
- ❖ To learn role of learning in action as an individual, group and an organization in order to develop creative strategies to organizational problems.
- ❖ To develop a perspective of HRD beyond organizational realities including national HRD.
- ❖ To understand contemporary realities of HRD and its interface with technology.

Evaluation Criteria:

1. Continuous Internal Assessment (CIA): 30%
2. External End Semester Examination (ESE): 70%

Unit-I:	The Fundamentals of Human Resource Development
Module/Chapter 1:	Meaning, Concept, Need and Objectives of HRD, HRD Functions, Roles and Competencies of an HRD Professional
Module/Chapter 2:	Historical perspective, contemporary realities and future of HRD; Andragogy and life-long learning; Integrating learning with work. Challenges to organization and HRD professionals
Unit-II:	Framework of HRD/HRD Process
Module/Chapter 3:	A framework for the HRD Process (HRD Process model), How to access HRD Needs: Strategic/Organizational analysis, task analysis, Person analysis, Prioritizing HRD needs

Module/Chapter 4: How to Design Effective HRD Programs: methods and techniques, Implementation of HRD programs, Evaluation of HRD programs: Methods and process of Evaluation, evaluating effectiveness of HRD programs

Unit-III: HRD Applications and Competency Mapping

Module/Chapter 5: Employee Coaching: coaching analysis, coaching discussion and coaching skills, Employee Counseling for HRD: Overview of counseling programs, Employee assistance program

Module/Chapter 6: Competency framework of HRD: Understanding the Competency mapping framework

Module/Chapter 7: Action learning, Assessment and development centres

Unit-IV: Human Resource Development Systems

Module/Chapter 8: Career Planning, management, and development: Career development stages and activities, role of individual and organization in career planning, Issues in career management

Module/Chapter 9: HRD interventions: Mentoring for employee development: Role of mentoring in development, understanding the role and responsibilities of mentor and mentee

Module/Chapter 10: Strategic HRD, Talent management and leadership development.

Unit-V: Contemporary Issues in HRD

Module/Chapter 11: HRD Programs focusing on Diversity, equity and inclusion (DEI)

Module/Chapter 12: HRD and Global Workforce Management

Module/Chapter 13: Employee wellness, Role of HRD in developing Ethical attitude and behavior

Module/Chapter 14: HRD, Organizational Learning, and learning organizations

Suggested Readings:

- Werner M. John and DeSimone L. Randy (2011). Human Resource Development. Sixth edition. Cengage Learning, Inc. Florence, KY.

- Mankind David (2010). Human Resource Development and Management. Oxford Printing Press. New Delhi.
- Bhattacharyya, D.R. (2009). Human Resource Development. Himalaya Publishing House.
- Pareek, V. and Rao, T.V. (2010). Designing and Managing Human Resources System. Oxford and IBH Publishing Co. New Delhi.
- Mikami, S. & Furukawa, M. (2018). The conditions for successful knowledge transfer in development-aid training programs. International Journal of Training and Development, 22 (2), 107-125

MBA Semester: IV
Course Name: Advertising and Sales Management
Course Code: MGT 555
Credits: 04

Course Objectives:

This course is designed to provide students with a comprehensive understanding of advertising, sales, and distribution management, covering both theoretical concepts and practical applications. It equips students with the skills to create and manage advertising campaigns and sales strategies using traditional and digital platforms. Emphasis is placed on analyzing consumer behavior, leveraging modern technologies like AI, CRM, and neuromarketing, and understanding ethical considerations in marketing. Additionally, the course explores emerging trends such as omnichannel distribution, AI-driven sales automation, and the societal impact of modern advertising and sales techniques.

Course Outcomes :

- Understand the fundamentals of advertising and sales management, including their strategic roles in brand development, customer engagement, and revenue generation.
- Apply consumer behavior theories, segmentation strategies, and sales techniques to design effective advertising campaigns and sales strategies.
- Evaluate advertising and sales effectiveness using models such as AIDA, Hierarchy of Effects, SPIN Selling, and Prescriptive Selling.
- Analyze the role of advertising and sales personnel management, including recruitment, training, motivation, and performance evaluation.
- Examine the impact of distribution channel structures, logistics, and supply chain management on market expansion and operational efficiency.
- Develop an understanding of emerging trends such as AI-driven CRM, omnichannel distribution, social commerce, and neuromarketing to enhance marketing and sales strategies.

Evaluation Criteria:

1. **Continuous Internal Assessment (CIA): 30%**
2. **External End Semester Examination (ESE): 70%**

Unit 1: Fundamentals of Advertising and Decision-Making

Module/ Chapter 1: Introduction to Advertising Management

Meaning and Scope of Advertising Management, Objectives of Advertising Management Major Institutions in Advertising

Management , Role of Facilitating Institutions in Advertising

Module/ Chapter 2:

Advertising Planning and Decision-Making

Marketing Strategy and Situation Analysis, The Marketing Plan and Advertising Plan, The Communication and Persuasion Process

Module/ Chapter 3:

Integrated Marketing Communications (IMC)

Advertising within the Marketing Program, Role of Advertising in the Communication Mix, Direct Marketing, Sales Promotions, Public Relations

Unit-II: Advertising Effectiveness and Consumer Behavior

**Module/ Chapter 4:
Effectiveness**

Setting Advertising Objectives and Theories of Advertising

SMART Goals and Campaign KPIs, DAGMAR Approach in Advertising, Theories of Advertising Effectiveness (AIDA, Hierarchy of Effects, Elaboration Likelihood Model)

Module/ Chapter 5:

Consumer Behavior and Psychology in Advertising

Segmentation, Targeting, and Positioning (STP) in Advertising, Psychographics and Digital Targeting Strategies, Role of Perception, Emotional Appeals, and Cognitive Processing, Associating Feelings with the Brand

Module/ Chapter 6:

Message Strategy and Persuasion in Advertising

Copy Testing in Advertising, Attention and Comprehension Techniques (Storytelling, Visuals, Humor, Sound, Social Proof, Urgency), Persuasion Techniques (Scarcity, Reciprocity, Social Proof, Copy Testing), Media Strategy: Setting Media Budgets and ROI Tracking for Digital Campaigns

Unit-III: Advertising Channels, Digital Advertising & Ethical Considerations

Module/ Chapter 7: Advertising Channels and Their Effects

TV, Print, and Digital Ads, Native and Interactive Advertising

Module/ Chapter 8: Modern Digital Advertising Trends

Personalization, Influencer Marketing, Programmatic Ads, Short-Form Video Content (Instagram Reels, TikTok, YouTube Shorts), Voice Search Optimization (Alexa, Siri, Google Assistant), Omnichannel Advertising and Shoppable Ads

Module/ Chapter 9: Emerging Trends in Modern Advertising

Data Privacy and Ethical Concerns in Advertising, Sustainability & Ethical Advertising, Role of influencers in Advertising, AI and Automation in Advertising, Green Marketing and Eco-Conscious Campaigns, Native Advertising, Connected TV (CTV) Advertising, Shoppable Ads, Augmented Reality (AR) Ads, Voice Search Advertising, Metaverse Advertising

Unit-IV: Personal Selling, Sales Organization, and Sales Management

Module/ Chapter 10: Overview of Sales Management

Definition, Scope, and Objectives of Sales Management, Sales Executive as a Coordinator, Sales Objectives and Planning Sales Activities, Sales Meetings, Sales Contests, and Designing Sales Quotas, Sales Budget Procedures and Sales Targets

Module/ Chapter 11: Personal Selling and Salesmanship and Theories Of Selling

Difference Between Personal Selling and Salesmanship, Theories of Selling (Spin Selling, Prescriptive Selling Approach), Sales Resistance and Closing Sales

Module/ Chapter 12: Sales Force Management

Sales Force Recruitment and Selection Process, Sales Training Programs: Need and Objectives, Motivating Sales Personnel (Financial and Non-Financial Rewards)

Unit-V: Sales Forecasting, Territory Management and Modern Trends in Sales Management

Module/ Chapter 13: Sales Forecasting Techniques

Meaning of Sales Forecasting, Objectives of Sales Forecasting, Methods of Sales Forecasting, Jury of Executive Opinion, Poll of Sales Force Opinion, Projection of Past Sales, Customer Buying Plans Survey, Regression Analysis, Econometric Modeling

Module/ Chapter 14: Sales Territory Design and Management

Concept of Sales Territories, Objectives of Sales Territories, Reasons for Revising Territories, Procedures for Establishing and Managing Sales Territories

Module/ Chapter 14: Trends in Sales Management

Sustainability and Ethical Selling, Global Advertising in Sales Management, Rise of Social Commerce: Social Media as a Sales Channel, Direct sales through platforms like Instagram and Facebook, Influencer Marketing, Omnichannel Selling, Personalization, Subscription-Based Sales Models, Social Selling.

Suggested Extra Readings:

1. Still, R. R., Cundiff, E. W., & Govoni, N. A. P. Sales Management: Decision, Strategy, and Cases.
2. Sahadev, S., & Panda, T. K. (2011). Sales and distribution management (2nd ed.). Oxford University Press.

3. Batra, R; Aaker, D; Myers; & Swaminathan, F.(2024). Advertising Mangement (5th ed.). Pearson India Education Services Pvt. Ltd.
4. Moriarity, S; Mitchell, N; Wells, W; & Wood, C. (6th ed.) Pearson India Education Services Pvt. Ltd.
5. Shimp, T. A. (2020). Advertising and promotion: An integrated marketing communications perspective (11th ed.). Cengage Learning.
6. O'Guinn, T., Allen, C., & Semenik, R. J. (2018). Advertising and integrated brand promotion (7th ed.) Cengage Learning.
7. Percy, L., & Elliott, R. (2021). Strategic advertising management (6th ed.). Oxford University Press.
8. Jethwaney, J., & Jain, S. (2012). Advertising management (2nd ed.). Oxford University Press.

MBA Semester: IV**Course Name:** Sustainable Development Management**Course Code:** MGT501**Credits:** 04**Course Objectives:**

This course explores the intricate business decision-making processes in the light of managing sustainability which is one of the most challenging and rapidly growing areas in both the public and private sectors. Sustainable development encourages us to conserve and enhance our resource base, by gradually changing the ways in which we develop and make use of sound and sustainable technologies. This course is thus designed to fill up these gaps by imparting the knowledge in the field of Sustainable Development and Environment Management Business-as-usual seems no longer a viable proposition at the intersection of resource scarcity, varying regulative demands in light of energy crisis and global climatic change. This course will introduce participants about the nuances in developing and implementing strategies as we strive towards a low carbon and sustainable economies in future through organizational actions. The aim of the course is to enable participants to engage with conceptual tools for addressing the complex sustainability issues surrounding the formulation and implementation of organizational strategies.

Upon successful completion of this course, students will be able to:

1. Understanding the nature of sustainability and challenge it poses for 'routine business'
2. Comprehend the emergent and entrenched logic of linkage between sustainability and business
3. Conceptualizing sustainability issues as business challenges that poses a threat and bring new opportunities in sustaining the competitive advantage
4. Comprehending the paradigmatic shift from routine business to achieve sustainability goals.
5. Understanding the challenges of sustainability in emerging economies context.

Evaluation Criteria:

1. Continuous Internal Assessment (CIA): 30%
2. External End Semester Examination (ESE): 70%

Unit-I Basics of Sustainability, Introduction to Sustainable Development & Sustainability Reporting

Module/Chapter 1: Introduction to Sustainable Development: Glimpse into History and Current practices Broad introduction to SD - its importance, need,

impact and implications; definition coined, Roots to understand development, Sustainability-A New Direction for development, Dimensions to Sustainable Development - society, environment, culture and economy

Module/Chapter 2: Challenges to sustainable development, Evolution of SD perspectives (MDGs and SDGs) over the years; 1987 Brundtland Commission and outcome; later UN summits (Rio summit, etc.) and outcome.

Module/Chapter 3: The state we are in and how does it matter? A general description of state of affairs of our planet and review of the trends, possibilities, threats that has linkages with business. Understanding the nature of sustainability challenges and exploring its organization level implication in current scenario, Triple bottom Line Approach (People, profit and planet)

Unit-II: Paris Agreement 2015 and Sustainable Development Goals

Module/Chapter 4: Paris Agreement 2023, Brief introduction of SDGs: No Poverty, Zero Hunger , Good Health and Well-being Quality Education Gender Equality

Module/Chapter 5: Decent Work and Economic Responsible Consumption and Production Peace, Justice, and Strong Institutions, Partnerships for the Goals

Module/Chapter 6: Industry, Innovation, and Infrastructure, Reduced Inequalities Sustainable Cities and Communities,

Unit-III: Ecosystem & Sustainability

Module/Chapter 7: Climate Action. Life Below Water, Life on Land Clean Water and Affordable and Clean Energy, renewable energy alternatives: hydro, solar, wind tidal.

Module/Chapter 8: Pollution, Carbon Foot Print, Green products: hybrid vehicle, EV vehicle, biofuels as alternative energy product: its production, limitation and challenges.

Module/Chapter 9: Fundamentals of ecology - types of ecosystems & interrelationships, Factors influencing sustainability of ecosystems, Ecosystem restoration and its challenges Sustainability conflicts

Unit-IV: ESG (Environmental, Social, and Governance) Reporting:

Module/Chapter 10: Introduction to Sustainability ESG (Environmental, Social, and Governance) Reporting, Benefits of sustainability reporting

Module/Chapter 11: Environmental, Social, and Economic Performance Sustainability Reporting Standards

Module/Chapter 12: Indian and global cases and examples of sustainable reporting by business entities.

Unit-V: Sustainability and Emerging economy

Module/Chapter 13: Circular Economy, definition, challenges and limitations. Does circular economy is new normal?

Module/Chapter 14: Green Economy in the context of Sustainable Development, Cases in sustainable development and contemporary issues, Sustainability and big business

Module/Chapter 15: Sustainability and Business Strategy, Emerging economy and business in the light of SDGs, Competing with Sustainability,

Prescribed Text Books & Research Paper:

1. Ossewaarde, Martin J. (2018). Introduction to Sustainable Development; Sage Publications India Pvt. Ltd., New Delhi.
2. Sarvesh Kumar, Arvind Darshana Deepak Kumar, (2023), 'A review of literature on the integration of green energy and circular economy', Helion, Online Journal, Elsevier Ltd. ISSN: 2405-8440, [<https://doi.org/10.1016/j.heliyon.2023.e21091>]
3. THE 17 GOALS | Sustainable Development (un.org)

Suggested Additional Readings:

1. Hart, Stuart L. (2010). Capitalism at the Crossroads: Aligning Business, Earth and Humanity, 3rd edition. Prentice Hall.
2. Matson, P., Clark, W. C., & Andersson, K. (2016). Pursuing sustainability: A guide to the science and practice. Princeton University Press.
3. Keohane, Nathaniel O. and Sheila M. Olmstead (2007). Markets and The Environment, Island Press, Washington.
4. Meadows, Donella H.; Dennis L. Meadows. Jorgen Randers and William W. Behrens III (1974). The Limits to Growth – A Report for the Club of Rome's Project on the Predicament of Mankind; PAN Books Ltd., London.
5. UNEP, Towards a Green Economy: Pathways to Sustainable Development and Poverty Eradication, www.unep.org/greeneconomy, ISBN: 978-92-807-3143-9, 2011
6. World Bank "Inclusive Green Growth—The pathway to Sustainable development, World Bank- Washington DC, 2012

E Resources

1. <https://www.unep.org/>
2. <https://sdgs.un.org/goals>

3. <https://www.who.int/health-topics/sustainable-development>

MBA Semester: IV

Course Name: Business Analytics

Course Code: MGT 201

Credits: 04

Course Objectives: This course provides an in-depth understanding of business analytics and its applications in decision-making. It covers the fundamental concepts, techniques, and tools used in data-driven decision-making. The course integrates descriptive, predictive, and prescriptive analytics, using real-world business scenarios and case studies.

Course Outcomes: After completing this course students will be able to:

- ❖ Understand the Fundamentals of Business Analytics
- ❖ Analyze and Interpret Business Data
- ❖ Apply Data Visualization Techniques
- ❖ Use Predictive Analytics for Business Forecasting
- ❖ Make Data-Driven Business Decisions
- ❖ Explore Emerging Trends in Business Analytics

Evaluation Criteria:

1. Continuous Internal Assessment (CIA): 30%
2. External End Semester Examination (ESE): 70%

Unit-I: Foundations of Business Analytics

Module/ Chapter 1: Introduction to Business Analytics

Definition and Scope of Business Analytics, Importance in Managerial Decision-Making, Types of Analytics: Descriptive, Predictive, and Prescriptive, Business Intelligence vs. Business Analytics, Role of Data in Business Analytics

Module/ Chapter 2: Data and Business Decision-Making

Data Types: Structured vs. Unstructured, Sources of Business Data, Data Collection Methods, Data Quality and Preprocessing,

Ethical and Privacy Issues in Business Analytics

Module/ Chapter 3: Tools and Technologies for Business Analytics

Overview of Analytical Tools (Excel, SQL, Python, R), Data Visualization Tools (Tableau, Power BI), Cloud and Big Data Technologies, Introduction to AI and Machine Learning in Analytics

Unit-II: Descriptive Analytics and Data Visualization

Module/ Chapter 4: Descriptive Analytics Fundamentals

Measures of Central Tendency and Dispersion, Data Summarization and Aggregation, Correlation, Exploratory Data Analysis (EDA), Business Applications of Descriptive Analytics

Module/ Chapter 5: Data Visualization Techniques

Principles of Data Visualization, Types of Charts and Graphs, Dashboard Design and Storytelling with Data, Advanced Visualization Techniques

Module/ Chapter 6: Data-Driven Decision Making

Decision-Making Frameworks, Data-Driven vs. Intuitive Decision-Making, Business Metrics and Key Performance Indicators (KPIs), Data-Driven Strategy Implementation

Unit-III: Predictive Analytics and Forecasting

Module/ Chapter 7: Fundamentals of Predictive Analytics

Introduction to Predictive Analytics, Regression Techniques in Prediction, Classification and Clustering Techniques, Case Study on Predictive Analytics

Module/ Chapter 8: Forecasting Techniques

Time Series Analysis, Moving Averages and Exponential Smoothing, ARIMA and Machine Learning-Based Forecasting, Business Applications of Forecasting Models

Module/ Chapter 9: Machine Learning for Business Analytics

Introduction to Machine Learning, Supervised vs. Unsupervised Learning, Decision Trees and Random Forest, Neural Networks and Deep Learning, Real-World Applications of Machine Learning in Business

Unit-IV: Prescriptive Analytics and Optimization

Module/ Chapter 10: Fundamentals of Prescriptive Analytics

Definition and Importance of Prescriptive Analytics, Decision Support Systems, Optimization Techniques for Decision-Making, Risk Analysis and Simulation

Module/ Chapter 11: Optimization Models in Business

Linear Programming and Its Applications, Goal Programming and Sensitivity Analysis, Monte Carlo Simulation, Real-World Applications in Business

Module/ Chapter 12: Business Process Improvement with Analytics

Process Mapping and Bottleneck Analysis, Lean and Six Sigma Analytics, Performance Metrics and Process Efficiency, Data-Driven Business Process Reengineering

Unit-V: Business Applications and Emerging Trends

Module/ Chapter 13: Analytics in Marketing and Customer Insights

Customer Segmentation and Targeting, Sentiment Analysis and Social Media Analytics, Customer Churn Prediction, Marketing Mix and ROI Optimization

Module/ Chapter 14: Financial and HR Analytics

Financial Risk and Fraud Detection Analytics, Credit Scoring and Loan Prediction, Workforce Analytics and Talent Management, Employee Retention and Performance Analytics

Module/ Chapter 15: Future Trends in Business Analytics

AI and Advanced Machine Learning in Business, Internet of Things (IoT) and Analytics, Blockchain for Data Security and Transparency, Ethical and Legal Considerations in Analytics

Suggesting Readings

- Evans, J. R. (2022). *Business Analytics: Methods, Models, and Decisions* (3rd ed.). Pearson.
- Camm, J. D., Cochran, J. J., Fry, M. J., Ohlmann, J. W., & Anderson, D. R. (2020). *Essentials of Business Analytics* (3rd ed.). Cengage Learning.
- Sharda, R., Delen, D., & Turban, E. (2020). *Business Intelligence, Analytics, and Data Science: A Managerial Perspective* (5th ed.). Pearson.

MBA Semester: IV**Course Name: Comprehensive Viva-Voce****Course Code: MGT 409A****Credits: 04**

Credits Equivalent: 4 Credits is equivalent to 120 hours of total study (based on 30 hours per credit).

Course Objectives: Course aims to demonstrate a student's ability to comprehend their learning and understanding for the various courses they have studied in MBA Program in the field management. The objective of this course is to ensure the basic knowledge of each student in the most fundamental core courses in the curriculum. The viva voce shall be conducted based on the core subjects studied from first to fourth semester.

Course Outcomes:

- ❖ To enable the students to present their knowledge and skills in the most efficient way.
- ❖ To equip students to acquire and demonstrate the basic understanding from the curriculum of MBA Program
- ❖ To evaluate the conceptual understanding of the students during MBA Course.
- ❖ To acquire knowledge and skills to face the interview panel.
- ❖ To equip the students with analytical and evaluation abilities to respond to impromptu questions by the panel members.
- ❖ To help the learner to become competent in placement tests and other competitive examinations.

Evaluation Criteria:

1. Comprehensive Viva Voce Examination by External Expert: 100% (200 Marks)

Guidelines for Comprehensive Viva-Voce Examination:

1. External experts would be appointed by Competent Authority of the University to conduct Viva Voce Examination.
2. The students will be assessed for their basic knowledge for fundamental and specialization courses in the curriculum of two year online MBA programme.
3. The viva voce shall be conducted based on the core subjects studied from first to fourth semester and various other activities undertaken during the programme.

4. Learners would be evaluated on the parameters such as; domain knowledge, contemporary business practices, industry trends etc.

MBA Semester: IV

Course Name: Dissertation

Course Code: MGT 410

Credits: 04

Course Objectives: This course aims to demonstrate a student's ability to conduct independent research, analyze data, and contribute original knowledge to the field management more specifically marketing, human resource management and financial management, culminating in a comprehensive and in-depth written work.

Course Outcomes:

- ❖ Developing idea and find out the gap to conduct viable research
- ❖ Conduct a literature review
- ❖ Apply the research methodology tools for data collection and analysis.
- ❖ Perform the analysis with the useful software
- ❖ Interpret the research outcomes through various statistical tools and validate them.
- ❖ Deduce the relevant/ substantial technical content from the compiled data and compose research publications
- ❖ Communicate the research outcomes through an effective report.

Evaluation Criteria:

- Dissertation will be evaluated by external examiner and learner shall be awarded marks out of total 200 marks earmarked for dissertation only. No viva-voce examination shall be conducted in this course.

Note - This course is a self-learning kind of course where course coordinator(s)/ and dedicated faculty members will assist learners as an advisor/supervisor/mentor.

Dissertation Guidelines

- The project/dissertation will be based on themes from the programme syllabus/ discipline/ specialization.

- The student will identify/select the topic in consultation/intimation with the concerned course coordinator.
- The concerned course coordinator will accord approval to the selected topic through email/online mode.
- The student will carry out the research work at his/her own level for completion of the Dissertation/Project work.
- The concerned student may seek the advice of the concerned course coordinator or of other faculty members on need basis.
- The project/dissertation must be completed within the department's specified timeline.
- The research work should involve primary, secondary, and tertiary sources of data.
- It should be thematic, interpretative, and of fundamental nature.
- No financial support will be provided by the department; students can seek external funding.
- An External Examiner will evaluate the dissertation on the basis of following parameters:
 - i. Topic Selection and Relevance
 - ii. Research Methodology
 - iii. Structure and Organization
 - iv. Analysis and Interpretation
 - v. Use of Sources and Citations
 - vi. Contribution to Knowledge
 - vii. Contribution to existing practices
- The standard format for writing the dissertation/ project may include the following segments. However, there may be variations in it depending on the nature of the research work embodied in the dissertation/project.
 - i. Title Page
 - ii. Undertaking by the Student

- iii. Certificate from the Supervisor
- iv. Acknowledgment
- v. Abstract
- vi. Content/Index
- vii. List of Tables, Figures, Abbreviations
- viii. **Chapters 1 to 5:** Introduction, Review of Literature, Data Collection and Methodology, Results and Discussion, Summary and Conclusion
- ix. References
- x. Annexure (including the first three pages of the similarity report)

UGC Plagiarism Guidelines

As per UGC (Promotion of Academic Integrity and Prevention of Plagiarism in Higher Educational Institutions) Regulations, 2018, plagiarism is strictly prohibited.

Plagiarism Levels & Penalties

Similarity Percentage	Consequences
Up to 10%	No penalty
10% – 40%	Revision required within a stipulated time
40% – 60%	Resubmission after a 6-month cooling period
Above 60%	Cancellation of dissertation and disciplinary action

Formatting Guidelines

- **Font:** Times New Roman
- **Font Size:**
 - **Main Headings** – 16 pt, Bold
 - **Subheadings** – 14 pt, Bold

- **Body Text** – 12 pt
- **Line Spacing:** 1.5
- **Alignment:** Justified
- **Headings:** Bold and Numbered (if required)
- **Citation Style:** APA/ MLA format should be used for all references, following the guidelines set by the Modern Language Association (MLA).
- **Footnotes:** Should follow proper citation format

Note: There may be certain variations in above mentioned format of dissertation depending on nature of dissertation research work.