



PRESTIGE INSTITUTE OF MANAGEMENT & RESEARCH, GWALIOR

MBA(I) -2024-2029



PRESTIGE

INSTITUTE OF MANAGEMENT & RESEARCH, GWALIOR

AN AUTONOMOUS INSTITUTE ACCREDITED WITH UGC NAAC GRADE 'A' AND NBA (AICTE)

COURSE CURRICULUM

(NEP & CBCS SEMESTER WISE)

For

Bachelor of Business Administration (MBA(I))

(Academic Year 2024-29)



**Prestige Institute of Management & Research, Gwalior
Airport Road, Opposite DD Nagar, Gwalior
(Madhya Pradesh) INDIA**

Prestige Institute of Management & Research, Gwalior



Prestige Institute of Management & Research, Gwalior												
Examination Scheme												
MBA(I) I Semester AY 2024-29												
S.No	Paper Code	C/E/S	Course	Theory		Sessional		Practical		Total	Credit	IA+EA
				Max	Min	Max	Min	Max.	Min.			
1	MBA(I) - 101	CC	Principles and Practices of Management	60	21	40	14	-	-	100	4	40 + 60
2	MBA(I) - 102	AEC	English & Communication Skills	60	21	40	14	-	-	100	4	40 + 60
3	MBA(I) - 103	CC	Financial accounting	60	21	40	14	-	-	100	4	40 + 60
4	MBA(I) - 104	CC	Business Statistics	60	21	40	14	-	-	100	4	40 + 60
5	MBA(I) - 105	MDE	Indian Knowledge System	30	11	20	7	-	-	50	2	20+30
6	MBA(I) - 106	VAC	Environmental Science and sustainability	30	11	20	7	-	-	50	2	20+30
7	MBA(I) - 107	AEC	Comprehensive Viva-Voce	-	-	-	-	100	35	100	4	0+100
8	MBA(I) - 108	AEC	MS Office					-	-		0	Non-credit
		Total								600	24	



Prestige Institute of Management & Research, Gwalior												
Examination Scheme												
MBA(I) II Semester AY 2024-29												
S.No	Paper Code	C/E/S	Course	Theory		Sessional		Practical		Total	Credit	IA+EA
				Max	Min	Max	Min	Max.	Min.			
1	MBA(I) - 201	CC	Human Behaviour and Organization	60	21	40	14	-	-	100	4	40 + 60
2	MBA(I) - 202	CC	Marketing Management	60	21	40	14	-	-	100	4	40 + 60
3	MBA(I) - 203	CC	Business Economics	60	21	40	14	-	-	100	4	40 + 60
4	MBA(I) - 204	SEC	Quantitative Techniques	60	21	40	14	-	-	100	4	40 + 60
5	MBA(I) - 205	MDE	Media Literacy and Critical Thinking	30	11	20	7	-	-	50	2	20+30
6	MBA(I) - 206	VAC	Indian Constitution	30	11	20	7	-	-	50	2	20+30
7	MBA(I) - 207	AEC	Cost Accounting	60	21	40	14	-	-	100	4	0+100
8	MBA(I) - 208	AEC	Personality Development - 1					-	-		0	Non-credit
		Total								600	24	



Prestige Institute of Management & Research, Gwalior												
Examination Scheme												
MBA(I) III Semester AY 2024-29												
S.No	Paper Code	C/E/S	Course	Theory		Sessional		Practical		Total	Credit	IA+EA
				Max	Min	Max	Min	Max.	Min.			
1	MBA(I) - 301	CC	Management Accounting	60	21	40	14	-	-	100	4	40 + 60
2	MBA(I) - 302	CC	Legal and Ethical issues in business	60	21	40	14	-	-	100	4	40 + 60
3	MBA(I) - 303	CC	Human Resource Management	60	21	40	14	-	-	100	4	40 + 60
4	MBA(I) - 304	MDE	Health and Well-ness	30	11	20	7	-	-	50	2	20+30
5	MBA(I) - 305	SEC	Introduction to RDBMS	60	21	40	14	-	-	100	4	40 + 60
6	MBA(I) - 306	VAC	Yoga/Sports/NCC/NSS			50	18	-	-	50	2	50+0
7	MBA(I) - 307	CC	Operations Research	60	21	40	14	-	-	100	4	40 + 60
8	MBA(I) - 308	AEC	French					-	-		0	Non-credit
		Total								600	24	



Prestige Institute of Management & Research, Gwalior												
Examination Scheme												
MBA(I) IV Semester AY 2024-29												
S.No	Paper Code	C/E/S	Course	Theory		Sessional		Practical		Total	Credit	IA+EA
				Max	Min	Max	Min	Max.	Min.			
1	MBA(I) – 401	CC	Entrepreneurship and Startup Ecosystem	60	21	40	14	-	-	100	4	40 + 60
2	MBA(I) – 402	CC	Production & Operations Management	60	21	40	14	-	-	100	4	40 + 60
3	MBA(I) – 403	CC	Financial Institutions & Market	60	21	40	14	-	-	100	4	40 + 60
4	MBA(I) – 404	CC	Business Research methodology	60	21	40	14	-	-	100	4	40 + 0
5	MBA(I) – 405	VAC	International Business environment	60	21	40	14	-	-	100	4	40 + 60
6	MBA(I) – 406	SEC	Advance Excel for Business Applications	30	11	20	7	-	-	50	2	20+30
7	MBA(I) – 407	SEC	Design Thinking	30	11	20	7	-	-	50	2	20+30
8	MBA(I) – 408	SEC	Personality Development - II					-	-		0	Non-credit
		Total								600	24	

Prestige Institute of Management & Research, Gwalior												
Examination Scheme												
MBA (I) V Semester												
S. No	Paper Code	C/E/S	Course	External Exam		Internal/Sessional at Exam		Practical		Total	Credit	IA+EA
				Max	Min	Max	Min	Max.	Min.			
1	MBA (I) 501	Core Course (CC)	Strategic Management	60	21	40	14	-	-	100	4	40 + 60
2	MBA (I) 502	Core Course (CC)	Logistics and Supply Chain Management	60	21	40	14	-	-	100	4	40 + 60
3	MBA (I) 503	Discipline Specific Elective (DSE)	Specialization Group – 1*Elective (MK01-Consumer Behavior/HR01- Social Security & Welfare / FIN01 – Investment Analysis & Portfolio Management	60	21	40	14	-	-	100	4	40 + 60
4	MBA (I) 504	Discipline Specific Elective (DSE)	Specialization Group – 2*Elective (MK02- Sales & Distribution /HR02- HRD System and Strategies / FIN02 – Financial Management	60	21	40	14	-	-	100	4	40 + 60
5	MBA (I) 505	Discipline Specific Elective (DSE)	Specialization Group – 1*Elective (MK01-Consumer Behavior/HR01- Social Security & Welfare / FIN01 – Investment Analysis & Portfolio Management	60	21	40	14	-	-	100	4	40 + 60
6	MBA (I)506	Discipline Specific Elective (DSE)	Specialization Group – 2*Elective (MK02- Sales & Distribution /HR02- HRD System and Strategies/ FIN02 – Financial Management	60	21	40	14	-	-	100	4	40 + 60
7	MBA (I) 507	Skill Enhancement Courses (SEC)	Export Management and Documentation			50	18	-	-	50	2	50 + 0
8	MBA (I) 508 HRM	Ability Enhancement Compulsory Course AECC	Comprehensive Viva Voce (Virtual Credit)					50	18	50	2	0 +50



		Total								700	24	
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Prestige Institute of Management & Research, Gwalior												
Examination Scheme												
MBA (I) VI Semester												
S. No	Paper Code	C/E/S	Course	External Exam		Internal/Sessional at Exam		Practical		Total	Credit	IA+EA
				Max	Min	Max	Min	Max.	Min.			
1	MBA (I) 601	Core Course (CC)	Project Management	60	21	40	14	-	-	100	4	40 + 60
2	MBA (I) 602	Core Course (CC)	Business Taxation	60	21	40	14	-	-	100	4	40 + 60
3	MBA (I) 603	Discipline Specific Elective (DSE)	Specialization Group – 1*Elective (MK03- Services Marketing/HR03- Performance & Compensation Management/ FIN03–International Finance Management	60	21	40	14	-	-	100	4	40 + 60
4	MBA (I) 604	Discipline Specific Elective (DSE)	Specialization Group – 2*Elective (MK04-Retail Management/HR04- Talent Management/ FIN04–Financial Modeling & Derivatives	60	21	40	14	-	-	100	4	40 + 60
5	MBA (I) 605	Discipline Specific Elective (DSE)	Specialization Group – 1*Elective (MK03- Services Marketing/HR03- Performance & Compensation Management / FIN03 – International Finance Management	60	21	40	14	-	-	100	4	40 + 60
6	MBA (I) 606	Discipline Specific Elective (DSE)	Specialization Group – 2*Elective (MK04-Retail Management/HR04- Talent Management/ FIN04 –Financial Modeling & Derivatives	60	21	40	14	-	-	100	4	40 + 60
7	MBA (I) 607	Ability Enhancement Course	French Language Part II			50	18	-	-	50	2	50 + 0



8	MBA (I) 608 HRM	Ability Enhancement Compulsory Course AECC	Comprehensive Viva Voce (Virtual Credit)					50	18	50	2	0 +50
Total										700	24	

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Examination Scheme

MBA (I) VII Semester

S. No	Paper Code	C/E/S	Course	External Exam		Internal/Sessional at Exam		Practical		Total	Credit	IA+EA
				Max	Min	Max	Min	Max.	Min.			
1	MBA (I) 701	Core Course (CC)	Business Analytics	60	21	40	14	-	-	100	4	40 + 60
2	MBA (I) 702	Core Course (CC)	TQM	60	21	40	14	-	-	100	4	40 + 60
3	MBA (I) 703	Discipline Specific Elective (DSE)	Specialization Group – 1*Elective (MK05- Marketing Analytics /HR05- Strategic & Global HRM / FIN01 – Business Analysis & Valuation	60	21	40	14	-	-	100	4	40 + 60
4	MBA (I) 704	Discipline Specific Elective (DSE)	Specialization Group – 2*Elective (MK02-Rural & Agricultural Finance/HR02- Industrial Laws / FIN02 - StrategicCorporate Finance	60	21	40	14	-	-	100	4	40 + 60
5	MBA (I) 705	Discipline Specific Elective (DSE)	Specialization Group – 1*Elective (MK05- Marketing Analytics /HR05- Strategic & Global HRM / FIN01 – Business Analysis & Valuation	60	21	40	14	-	-	100	4	40 + 60
6	MBA (I) 706	Discipline Specific Elective (DSE)	Specialization Group – 2*Elective (MK02- Rural & Agricultural Finance/ HR02- Industrial Laws / FIN02 - StrategicCorporate Finance	60	21	40	14	-	-	100	4	40 + 60
7	MBA (I) 707	Ability Enhancement Course (AEC)	Major Research Project			50	18	-	-	50	2	50 + 0



8	MBA (I) 708 HRM	Ability Enhancement Compulsory Course AECC	Comprehensive Viva Voce (Virtual Credit)					50	18	50	2	0 +50
		Total						50	18	700	24	

Prestige Institute of Management & Research, Gwalior												
Examination Scheme												
MBA (I) VIII Semester												
S. No	Paper Code	C/E/S	Course	External Exam		Internal/Sessional at Exam		Practical		Total	Credit	IA+EA
				Max	Min	Max	Min	Max.	Min.			
1	MBA (I) 801	Core Course (CC)	Business ethics, corporate social responsibility & governance	60	21	40	14	-	-	100	4	40 + 60
2	MBA (I) 802	Core Course (CC)	Business Laws	60	21	40	14	-	-	100	4	40 + 60
3	MBA (I) 803	Discipline Specific Elective (DSE)	Specialization Group – 1*Elective (MK07International Marketing/HR07- Human Resource Analytics / FIN07 – Financial Risk Management	60	21	40	14	-	-	100	4	40 + 60
4	MBA (I) 804	Discipline Specific Elective (DSE)	Specialization Group – 2*Elective (MK08-B2B/HR08- Managing Diversity in Workplace/ FIN08–Behavioral Finance	60	21	40	14	-	-	100	4	40 + 60
5	MBA (I) 805	Discipline Specific Elective (DSE)	Specialization Group – 1*Elective (MK07 International Marketing /HR07- Human Resource Analytics / FIN07 – Financial Risk Management	60	21	40	14	-	-	100	4	40 + 60
6	MBA (I) 806	Discipline Specific Elective (DSE)	Specialization Group – 2*Elective (MK08-B2B/HR08- Managing Diversity in Workplace / FIN08 –Behavioral Finance	60	21	40	14	-	-	100	4	40 + 60



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7	MBA (I) 807	Ability Enhancement Course (AEC)	Major Research Project Phase Two			50	18	-	-	50	2	50 + 0
8	MBA (I) 808 HRM	Ability Enhancement Compulsory Course (AECC)	Comprehensive Viva Voce (Virtual Credit)					50	18	50	2	0 +50
Total										700	24	

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Examination Scheme												
MBA (I) IX Semester												
S. No	Paper Code	C/E/S	Course	External Exam		Internal/Sessional at Exam		Practical		Total	Credit	IA+EA
				Max	Min	Max	Min	Max	Min.			
1	MBA (I) 901	Core Course (CC)	Industrial Project Report	350	140	350	140	-	-	700	12	350 + 350
			Total	350	140	350	140	-	-	700	12	350+350

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Examination Scheme												
MBA (I)X Semester												
S. No	Paper Code	C/E/S	Course	External Exam	Internal/Sessional at Exam	Practical	Total	Credit	IA+EA			



				Max	Min	Max	Min	Max	Min.			
1	MBA (I) 901	Core Course (CC)	Industrial Project Report	350	140	350	140	-	-	700	12	350 + 350
			Total	350	140	350	140	-	-	700	12	350+350

ELECTIVES *

Specialization Group	Marketing (MK)	SEMESTER
MK-01	Consumer Behaviour	V
MK-02	Sales & Distribution Management	V
MK -03	Service Marketing	VI
MK -04	Retail Management	VI
MK -05	Marketing Analytics	VII



MK -06	Rural & Agriculture Marketing	VII
MK – 07	International Marketing	VIII
MK -08	B2B	VIII

Specialization Group	HRM	SEMESTER
HRM-01	Social Security & Welfare	V
HRM-02	HRD System & Strategies	V
HRM -03	Performance & Compensation Management	VI
HRM -04	Talent Management	VI
HRM -05	Strategies & Global HRM	VII



HRM-06	Industrial Laws	VII
HRM -07	Human Resource Analytics	VIII
HRM -08	Managing Diversity in Workplace	VIII

Specialization Group	Finance (FM)	SEMESTER
FM -01	Investment Analysis and Portfolio Management	V
FM -02	Financial Management	V
FM -03	International Finance Management	VI
FM -04	Financial Modelling & Derivatives	VI
FM -05	Behavioral Analysis & Valuation	VII



FM -06	Strategic Corporate Finance	VII
FM -07	Financial Risk Management	VIII
FM -08	Behavioral Finance	VIII

COURSE OUTLINE

PRINCIPLES AND PRACTICES OF MANAGEMENT PAPER CODE: MBA(I) 101	Max. Marks: 100 Min. Marks: 35 External 60 Internal: 40
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Credits: 04

Course Objectives: After the completion of this subject the students will be able to

CO1a	Understand the concepts and functions of Management.
CO1b	To articulate management agenda using tools and techniques of planning
CO2	Devise the organization structure and distill the organization function.
CO3	Developing skills in directing individuals and groups.
CO4	Analyze various control systems and their effectiveness in achieving organization goals.

COPO Matrix:

CO/PO Matrix					
Course Outcome	PO1	PO2	PO3	PO4	PO5
CO1a	2	2	1	1	3
CO1b	3	3	1	3	3
CO2	3	3	2	1	2
CO3	3	3	3	1	2
CO4	3	3	1	3	3

Course Mapping:

Local	Regional	National	Global
Y	Y	Y	N

Professional Ethics	Gender	Human Values	Environment & Sustainability
Y	Y	Y	N

Employability	Entrepreneurship	Skill Development
Y	N	Y



Course Pedagogy:

Lecture, Case study, hands on analysis

Course Content:

UNIT 1: Introduction to Management

Concept, Nature & Functions of Management, Evolution of Management: Early Contributors; Management vs. Administration, Management Skills, Levels of Management, Responsibility of Managers.

UNIT 2: Planning

Planning: Nature, Significance of Planning, Types of Planning, Process of Planning, Objectives and Management By Objective (MBO), setting objectives, policies, Planning premises, Planning Tools and Techniques, Decision making steps and process.

UNIT 3: Organizing

Nature and purpose, Definition and Importance of Organizing: Concept, Forms of Organizational Structure, Formal and informal organization, organization chart, organization structure, departmentalization, delegation of authority, centralization and Decentralization, Span of Management.

UNIT 4: Directing

Foundations of individual and group behavior – motivation – motivational techniques – job enlargement – job enrichment – leadership – types and theories of leadership – communication – process of communication – barrier in communication – effective communication.

UNIT V: Controlling and Coordinating-

Elements of Managerial Control, Control Systems, Management Control Techniques, Effective Control Systems. Coordination Concept, Importance, Principles and Techniques of Coordination, Concept of Managerial Effectiveness.

Suggested Readings:

- *Koontz Harold & Wehrich Heinz (2008). Essentials of management (5th ed.). New Delhi; TataMcGrawHill.*
- *Robbins S.P. and Decenzo David A. (2009). Fundamentals of Management Essential Concepts and Applications 6th ed.). Delhi: Pearson Education*
- *Wehrich Heinz and Koontz Harold (2008). Management: A Global and Entrepreneurial Perspective (12th ed.). New Delhi: McGraw Hill*

Course Evaluation Criteria:

Instruments	Marks
Mid Term Exam	20
Assignment 1	5
Assignment 2	5
Assignment 3	5
Class Participation (Skill Development)	5



Total Marks- Internal Examination	40
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Marks Distribution Scheme for final exams: (For 4 Credit Course)*

**will vary as per credits*

Unit	Marks
1	10
2	10
3	10
4	10
5	10
Case Study	10
Total Marks- End Examination	60

Total (Internal Assessment + External	100
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COURSE OUTLINE

MBA(I)Ist Sem.

ENGLISH AND COMMUNICATION SKILLS PAPER CODE: MBA(I) 102	Max. Marks: 100 Min. Marks: 35 External 60 Internal: 40
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Credits: 04

Course Outcomes:

CO1a	Students will be able to acquire a wide vocabulary and understanding of basic functional grammar and knowledge for reading, writing and spoken language.
CO1b	Students will be able to develop creative and critical writing skills along with developing an interest and appreciation of literary texts.
CO2	To enable the learners to communicate effectively and appropriately in real life situations.
CO3	Students will be able to demonstrate the use of basic and advanced business writing skills and to produce clear and concise written business documents.
CO4	Students will be able to summarize and synthesize information into a coherent text and develop language competence, presentation and public speaking skills.

CO PO Matrix:

CO/PO Matrix					
Course Outcomes	PO1	PO2	PO3	PO4	PO5
CO1a	3	-	3	1	2
CO1b	2	-	3	-	1
CO2	3	3	3	3	2
CO3	2	3	3	3	3
CO4	3	2	3	3	3

Course Mapping:

Local	Regional	National	Global
Y	Y	Y	Y

Professional Ethics	Gender	Human Values	Environment & Sustainability
Y	Y	Y	Y



Employability	Entrepreneurship	Skill Development
Y	Y	Y

Course Pedagogy:

Lecture, PPT's , Role plays, Mock Group Discussions, Extempore, JAM etc.

Course Content:

UNIT 1: Review of English Grammar, Vocabulary Building (Synonyms, Antonyms, Homonyms, Idioms, Proverbs, One word substitution), Paragraph Writing, Precis Writing, Report Writing

UNIT 2: Where the Mind is without fear by R.N. Tagore, Life by Sarojini Naidu, Our Trees Still grow in Dehra by Ruskin Bond, The Bird with the Golden Wings by Sudha Murthy

UNIT 3: Communication,- Definition and Process of Communication, Essentials of Effective Communication, Barriers to Communication & Role of Communication in Organizational Effectiveness, Non-Verbal Communication: Meaning, Types and Importance, Listening, Difference between Listening and Hearing

UNIT 4: Business Correspondence, Essentials of Effective Business Correspondence, Structure of Business Letter, Types of Business Letter: Enquiry, Reply, Orders, Complaints, and Circular Letter, Writing Emails, Drafting of Notices, Agendas, Minutes, Job Application Letters, Preparation of a Curriculum Vitae(CV) and Resume, their difference and usage.

UNIT 5: Public Speech – Composition Principles, Speech Delivering Skills, Group Discussion: Do's and Don'ts of Group Discussions, Communication in Committees, Seminars and Conferences

Suggested Readings:

- Chaturvedi, P.D, Mukesh. *The Art and Science of Business Communication. 4th ed. 2017, Pearson, India*
- Higgins, Jessica. *10 Skills for Effective Business Communication. Foreword by Ben Way 2021. Embassy Books, India.*
- Kumar, Sanjay & PushpLata. *Communication Skills. 2nd ed. 2015. Oxford University Press, India*
- Swan, Michael. *Practical English Usage 4th Ed, 2016. Oxford University Press, India.*
- Wren and Martin. *High School English Grammar & Composition. Revised by NDV Prasada Rao. Regular Edition, S. Chand Publishing. India.*



Course Evaluation Criteria:

Instruments	Marks
Mid Term Exam	20
Assignment 1	5
Assignment 2	5
Assignment 3	5
Class Participation (Skill Development)	5
Total Marks- Internal Examination	40

Marks Distribution Scheme for final exams: (For 4 Credit Course)*

**will vary as per credits*

Unit	Marks
1	10
2	10
3	10
4	10
5	10
Case Study	10
Total Marks- End Examination	60

Total (Internal Assessment + External)	100
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COURSE OUTLINE

MBA(I)IstSem

Financial Accounting PAPER CODE:MBA(I) 103	Max. Marks: 100 Min. Marks: 35 External 60 Internal: 40
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Credits: 04

Course Outcomes:

CO1a	Develop an understanding to key terminology, concept of double entry system and principles of accounting.
CO1b	Demonstrate the concept of recording and classifying the business transactions.
CO2	Evaluate the problems relating to depreciation of assets.
CO3	Apply the knowledge for preparation of final accounts of sole trader.
CO4	Illustration and analysis of various methods of accounting for branches and department.

COPO Matrix:

CO/PO Matrix					
Course Outcomes	PO1	PO2	PO3	PO4	PO5
CO1a	3	3	1	-	1
CO1b	3	3	1	-	1
CO2	3	2	1	-	2
CO3	2	3	3	-	3
CO4	-	-	3	-	3

Course Mapping:

Local	Regional	National	Global
Y	Y	Y	Y

Professional Ethics	Gender	Human Values	Environment & Sustainability
Y	N	N	Y



Employability	Entrepreneurship	Skill Development
Y	Y	Y

Course Pedagogy:

Lecture, Case study, hands on analysis

Course Content:

Unit 1: Introduction to Accounting and Accounting Principles

Accounting - Meaning, Importance, Need, objectives, advantages and limitations. Accounting as an information system, user of accounting information, sources of accounting information. Some Basic Accounting Terms –Transactions, Accounts, Assets, Liabilities, Capital, Drawings, Expenditure and Expense, Income, Revenue, Gain, Profit, Surplus, Loss, Deficit. Accounting Principles and Concept, Basis of Accounting – Cash, Accrual and Hybrid.

Unit 2: Recording of transactions

Identification of transactions and events for recording, Classifications of accounts (Traditional): Personal Account, Real Account and Nominal Account, Classifications of accounts (Modern): Assets, Liabilities, Capital, Income and expenses. Accounting Equation, Rules of debit and credit. Basis of recording – vouchers., Journalizing the transactions. Preparation of Ledger and Subsidiary books, Cash Book including bank transactions.

Unit 3: Depreciation Accounting

Depreciation accounting: Concept, features, causes, methods (SLM and WDV), charging to assets account. Introduction of Indian Accounting Standard and IFRS.

Unit 4: Preparation of Financial Statement

Trial Balance; Concept of Revenue and Capital expenditure; Preparation of Trading and Profit & Loss Account and Balance Sheet for a sole proprietor with adjustments (Closing stock, Outstanding expenses, Prepaid expenses, Accrued income, Unaccrued income, Provision for doubtful debts, Interest on capital and drawing, managers' commission).

Unit 5: Accounting for Special Transactions

Branches Accounting: Meaning and Definition of Branch Accounting, Types of Branch, Accounting as per Debtors System, Stock and Debtors' System. Accounting for Departments (excluding mark-up accounts).

Suggested Readings:

- *Lal. Jawahar and Seema Srivastava (2014). Financial Accounting, Delhi: S Chand publishing.*
- *Monga J.R. (2017). Financial Accounting: Concepts and Applications New Delhi: Mayo Paper Backs.*
- *Maheshwari S.N. (2018). Financial Accounting Delhi: Vikas Publication.*
- *Shukla, M.C., T.S. Grewal and Gupta S.C. (2006). Advanced Accounts (16th Vol. 1.). New Delhi: S. Chand & Co.*
- *Tulsian, P.C. (2007). Financial Accounting. Tata McGraw Hill, New Delhi.*
- *Goyal B.K. and Tiwari, HN, (2018). Financial Accounting New Delhi: Vikas Publishing House.*
- *Jain, S.P. and Narang, K.L. (2014). Financial Accounting Kalyani Publishers, New Delhi*

Course Evaluation Criteria:

Instruments	Marks
Mid Term Exam	20
Assignment 1	5
Assignment 2	5
Assignment 3	5
Class Participation (Skill Development)	5
Total Marks- Internal Examination	40

Marks Distribution Scheme for final exams: (For 4 Credit Course)*

**will vary as per credits*

Unit	Marks
1	10
2	10
3	10
4	10



5	10
Case Study	10
Total Marks- End Examination	60

Total (Internal Assessment + External)	100
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**COURSE OUTLINE
MBA(I)1stSem**

BUSINESS STATISTICS PAPER CODE: MBA(I) 104	Max. Marks: 100 Min. Marks: 35 External 60 Internal: 40
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Credits: 04

Course Objectives:

CO1a	To Understand the concept of statistics and analyze statistical data graphically using frequency distributions.
CO1b	To Analyze statistical data using measures of central tendency
CO2	To Analyze statistical data using measures of dispersion and skewness.
CO3	Calculate correlation to analyze the underlying relationships between the variables.
CO4	Understand the concept of Index numbers and its uses in business context.

COPO Matrix:

CO/PO Matrix					
Course Outcomes	PO1	PO2	PO3	PO4	PO5
CO1a	3	3	1	2	3
CO1b	2	1	2	2	3
CO2	2	1	2	2	3
CO3	2	2	2	2	3
CO4	3	2	1	2	3

Course Mapping:

Local	Regional	National	Global
Y	Y	Y	Y



Professional Ethics	Gender	Human Values	Environment & Sustainability
Y	N	N	N

Employability	Entrepreneurship	Skill Development
Y	N	Y

Course Pedagogy:

Lecture, Class Assignment, hands on analysis

Course Content:

UNIT 1: Introduction of statistics: Concept, Scope, Importance and limitations of Statistics. **Frequency Distribution:** Discrete and continuous frequency distribution. **Graphical and Diagrammatic Representation:** Construction of Histogram, Ogive Curves, Pie Chart, Bar diagram.

UNIT 2: Measures of central tendency: Mean, Median, Mode, Weighted Average, Relative merits of Mean median and mode in a distribution. Combined Mean.

UNIT 3: Measures of Dispersion: Concept of dispersion methods of measuring dispersion- Range, Inter Quartile range, Mean deviation, Standard Deviation and Coefficient of variation.

Measures of Skewness: Concept and Types of skewness and its coefficient.

UNIT-4: Correlation: Concept and Importance of Correlation, Types of Correlation, Karl Pearson's correlation coefficient, Spearman's Rank correlation coefficient.

UNIT-5: Index Numbers: Meaning of Index number and its uses, Methods of constructing Index numbers- Simple aggregative method, weighted aggregative methods, Fisher's ideal method.

Suggested Readings:

- *Gupta, S. C. (2017). Fundamentals of Statistics. New Delhi: Himalaya Publishing House.*
- *Beri, G.C. (2009). Business Statistics, 2e. Tata Mc Gra'wHill.*
- *Sharma, J. K.. Business Statistics, 2e. Pearson Education.*
- *Gupta, S.P. Statistical Methods. S. Chand & Sons, Newdelhi.*



Reference Reading:

- *Black, K. Business Statistics for Contemporary Decision Making. Wiley Student Edition.*
- *Richard Levin and David Rubin, Statistics for Management, Prentice Hall Of India, New Delhi, 2011, 7th Edition*
- *Sharma J K., Fundamentals of Business Statistics, Second Edition, Vikas Publishing House Private Limited, 2013*
- *Render, and Stair J.R. Quantitative Analysis for Management, 7e. PHI.*

Course Evaluation Criteria:

Instruments	Marks
Mid Term Exam	20
Assignment 1	5
Assignment 2	5
Assignment 3	5
Class Participation (Skill Development)	5
Total Marks- Internal Examination	40

Marks Distribution Scheme for final exams: (For 4 Credit Course)*

**will vary as per credits*

Unit	Marks
1	10
2	10
3	10
4	10
5	10
Case Study/ Assertion & Reasoning	10
Total Marks- End Examination	60

Total (Internal Assessment + External)	100
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**COURSE OUTLINE
MBA(I)IstSem**

INDIAN KNOWLEDGE SYSTEM PAPER CODE: MBA(I) 105	Max. Marks: 50 Min. Marks: 18 External: 30 Internal: 20
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Credits: 02

Course Outcomes:

CO1a	Define and explore the scope of Indian knowledge systems.
CO1b	Examine the contributions of Indian scholars and literature to various fields.
CO2	Analyze the knowledge and practices of Indian traditional communities.
CO3	Evaluate the application of traditional knowledge in contemporary business.
CO4	Discuss strategies for preserving and promoting Indian knowledge systems.

COPO Matrix:

CO/PO Matrix					
Course Outcomes	PO1	PO2	PO3	PO4	PO5
CO1a	1	3	3	1	2
CO1b	3	3	3	3	3
CO2	3	3	3	3	3
CO3	3	3	3	3	3
CO4	3	3	3	3	3

Course Mapping:

Local	Regional	National	Global
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Y	Y	Y	Y
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Professional Ethics	Gender	Human Values	Environment & Sustainability
Y	Y	Y	Y

Employability	Entrepreneurship	Skill Development
Y	Y	Y

Course Pedagogy:

Lecture, Case study, hands on analysis

Course Content:

UNIT 1: Introduction to Indian Knowledge Systems

Introduction- Definition, Concept and Scope of IKS, IKS in ancient India and in modern India, Bhartiya education system – ancient to modern era, domains of education such as gurukul, pathshala, vidyalay, vishvavidyalayChaturdasVidya – importance and classification, Traditional Knowledge System (The Vedas, Ancient schools of Philosophy and Gurukuls, Takshishla University, Nalanda University and Knowledge Export from Bharat).

UNIT II:Science, Art and Culture

Contribution of IKS to arts, architecture and tradition: Indigenous tools & technologies for town planning & Temple Architecture-Science of Architecture Lothal Mohan Jo Daro, DholaviraAngkorvat, Lepakshi Temple, JagannathPuri Temple, Thanjavur Temple, Modhera and Konark Sun Temple, Hampi Temple Etc. History and Origin of art &Traditions,Science behind our traditions and rituals. Ancient Indian Texts, Popular Artists of India (Ancient to Modern time).

UNIT III: 3 E's (Ethics, Economy, Environment) and Future of IKS

Indian Society, Customs and Religious Practices,Belief System, Agriculture and Other Major Occupation, Employment, Innovation and Sustainable Business Practices used by Indigenous Communities Ecology and Environment, Challenges and Threats faced by IKS in the Modern World, Preservation and Revival of IKS.

Suggested Readings:

1. *Pride of India: A Glimpse into India's Scientific Heritage* by Samskrita Bharati (Focuses on scientific contributions)
2. *Arthashastra* by Kautilya (English translation) (Classical text on statecraft and economics)
3. *The Bhagavad Gita* (English translation) (Philosophical text with lessons on leadership and ethics)
4. *Vandana Shiva* (Examines traditional knowledge systems of various communities)
5. **India's Indigenous Systems of Knowledge** edited by Ashish Kothari et al. (Collection of essays on diverse knowledge systems)
6. **Ayurveda: Life, Health, and Longevity** by Deepak Chopra (Introduction to Ayurvedic principles and their potential in business wellness programs)
7. **Case studies:** Research articles or online resources showcasing businesses using IKS principles (e.g., organic farming, sustainable product design)
8. *Traditional Knowledge and Intellectual Property* by Madhav Gadgil et al. (Discusses challenges and strategies for protecting IKS)
9. *The Mahabharat*
10. *The Ramayan*

Course Evaluation Criteria:

Instruments	Marks
Mid Term Exam	10
Assignment 1	2.5
Assignment 2	2.5
Class Participation (Skill Development)	5
Total Marks- Internal Examination	20

Unit	Marks
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1	10
2	10
3	10
Total Marks- External Examination	30
Total Marks- Internal +External Examination	50

COURSE OUTLINE

MBA(I)IstSem

Environmental science & Sustainability PAPER CODE: MBA(I) 106	Max. Marks: 50 Min. Marks: 18 External: 30 Internal: 20
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Credits: 02

Course Outcomes:

CO1a	Comprehend the Fundamentals of Ecology and Environmental Science
CO1b	Understand and Appreciate Biodiversity and Its Protection
CO2	Apply Principles of Sustainable Development
CO3	Conduct Environmental Experiments and Analysis
CO4	Develop and Disseminate Environmental Conservation Messages

COPO Matrix:

CO/PO Matrix					
Course Outcomes	PO1	PO2	PO3	PO4	PO5
CO1a	3	3	2	1	1
CO1b	1	1	2	3	1
CO2	2	3	3	2	3
CO3	2	3	1	2	3
CO4	3	1	1	2	3

Course Mapping:

Local	Regional	National	Global
Y	Y	Y	Y

Professional Ethics	Gender	Human Values	Environment & Sustainability
Y	Y	Y	Y

Employability	Entrepreneurship	Skill Development
Y	N	Y

Course Pedagogy:

Lecture, Case study, hands on analysis

Course Content:

Unit 1 : Study of Environment and Ecology

Defining Environment and Ecology. Ecosystem - Components, structure and function, energy flow, food, chain, food web Ecological pyramids and types.

Unit 2 : Sustainable Development

- **Principles of Sustainability:**
 - Sustainable development goals (SDGs)
- **Sustainable Agriculture and Food Systems:**
 - Organic farming, permaculture, and agroforestry
 - Food security and sustainable diets
- **Sustainable Urban Development:**
 - Green buildings and sustainable cities

Unit 3: Student need to shoot Short films or animations about environmental conservation and sustainability.

Suggested Readings:

- Benny Joseph, "Environmental Science and Engineering", Tata McGraw-Hill, New Delhi, 2016.
- Environment Impact Assessment Guidelines, Notification of Government of India, 2006.

- ErachBharucha “Textbook of Environmental Studies for Undergraduate Courses” Orient Blackswan Pvt. Ltd. 2013. Andy Jones, Michel Pimbert and Janice Jiggins, 2011. *Virtuous Circles: Values, Systems, Sustainability. IIED and IUCN CEESP, London.*
- Cunningham, W.P. Cooper, T.H. Gorhani, ‘Environmental Encyclopedia’, Jaico Publ., House, Mumbai, 2001.
- *Essentials of Entrepreneur ship and Small Business Management (Sled): Thomas W. Zimmerer, and Norman M. Scarborough. PHI*
- *Entrepreneurship: Strategies and Resources, 3/E: Marc Dollinger: Prentice Hall*
- *Bringing New Technology to Market- Kathleen R. Allen, Prentice Hall Entrepreneurship in Action, 2/E - Mary Coulter; Prentice Hall*

Course Evaluation Criteria:

Instruments	Marks
Mid Term Exam	10
Assignment 1	2.5
Assignment 2	2.5
Class Participation (Skill Development)	5
Total Marks- Internal Examination	20

Unit	Marks
1	10
2	10
3	10
Total Marks- External Examination	30
Total Marks- Internal +External Examination	50



**COMPREHENSIVE VIVA-VOCE
COURSE OUTLINE**

COMPREHENSIVE VIVA-VOCE PAPER CODE: MBA(I) 107	Max. Marks: 100 Min. Marks: 50 External 100
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Credits: 04

Course Objectives: After the completion of this examination the students will be able to

CO1	Demonstrate a thorough understanding of various concepts thought in the syllabus.
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COPO Matrix:

CO/PO Matrix					
Course Outcomes	PO1	PO2	PO3	PO4	PO5
CO1	2	2	1	1	

Course Mapping:

Local	Regional	National	Global
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Y	Y	Y	N
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Professional Ethics	Gender	Human Values	Environment & Sustainability
Y	N	Y	N

Employability	Entrepreneurship	Skill Development
Y	N	Y

Course Evaluation Criteria

Marks Distribution Scheme for final exams: (For 4 Credit Course)*

**will vary as per credits*

Total (External Assessment)	100
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COURSE OUTLINE

MBA(I) IstSem

MS Office PAPER CODE: MBA(I) 108	Non-Credit
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Credits: 0

Course outcomes

CO1a:	Understand computer basics fundamentals to familiar with computer and its parts.
CO1b:	Working with MS word , various menus and formatting structures along with special features.
CO2:	Hands on MS excel spread sheet including various formatting techniques.
CO3:	Working with MS excels functions and formulas and statistical functions.
CO4:	Hands on MS power point presentation slide with its features.

CO/PO Matrix

CO/PO Matrix

Course Outcomes	PO1	PO2	PO3	PO4	PO5
CO1a	2	3	3	3	3
CO1b	3	2	2	3	2
CO2	3	3	3	3	3
CO3	3	3	3	3	3
CO4	3	3	2	3	2

Course Mapping:

Local	Regional	National	Global
Y	N	Y	Y

Professional Ethics	Gender	Human Values	Environment & Sustainability
Y	N	Y	Y

Employability	Entrepreneurship	Skill Development
Y	Y	Y

Course Pedagogy:

Lecture, Case study, hands on analysis

Course Content:

UNIT 1: Introduction to MS office and MS Word

Computer Basic, Creating Folder, Paint Directories, input units, Output unit, Central Processing Units, hardware, Type of Software & Operating System, Windows short cut keys.

New, Open, Close, Save, Save As Formatting Text: Font Size, Font Style, Font Color, Use the Bold, Italic, and Underline, Change the Text Case, Line spacing, Paragraph spacing, Shading text and paragraph, Working with Tabs and Indents. Header and Footer: Inserting custom Header and Footer, Inserting objects in the header and footer, Add section break to a document. : Working with bullets and numbered lists. Tables and Mail merge.

UNIT 2: Basic MS Excel and Advanced Excel

Introduction to Excel interface, Understanding rows and columns, Naming Cells, Working with excel workbook and sheets, Formatting excel work book: New, Open, Close, Save, Save As Formatting Text: Font Size, Font Style, Font Color, Use the Bold, Italic, and Underline, Wrap text, Merge and Centre, Currency, Accounting and other formats, Modifying Columns, Rows & Cells. Sort and Filter Data with Excel: Sort and filtering data Using number filter, Text filter, Custom filtering, Removing filters from columns, Conditional formatting.

Look up and reference functions-VLookup, HLookup, Index, Match, Address, Offset.



Logical Functions- If/Else, True, False, AND, OR, NOT.

Date and Time functions- Date, Day, Day360, Seconds, Minutes, Hours, Now, Today, Month, Year.

Math and Trig functions- Round, Rand, Int, LCM, Mod, Even, Sum, Sumif, Sumifs.

Statistical functions- Average, Averagea, Averageif, Count, CountA, Countblank, Countif, Forecast, Max, MaxA, Min, MinA, Avedev.

UNIT 3: MS Power Point

Inserting new slide, changing layout of slides, Duplicating slides, Copying and pasting slide, Applying themes to the slide layout, changing theme color, Slide background, Formatting slide background, and Using slide views. Master slide and its usages, Shapes, Clipart and Picture, word Art, Smart Art Change the Order of Objects, Inserting slide header and footer, Inserting Text boxes, Inserting shapes, using quick styles, Inserting Word art, Inserting symbols, Inserting Chart.

Suggested Readings:

1. *Microsoft Office 2003: The Complete Reference*, Jennifer, Guy Hart-Davis, Curt Simmons, Jennifer Ackerman Kettel, McGraw-Hill Osborne Media.
2. *Analyzing Business Data With Excel, Forecasting, Statistics, and Data Management*, Shroff/O'Reilly.
3. *MICROSOFT OFFICE 365 ALL-IN-ONE FOR BEGINNERS & POWER USERS: The Concise Microsoft Office 365*, by Tech Demystified.
4. *Mastering Financial Mathematics In Microsoft Excel: A Practical Guide for Business Calculations*, Alastair L. Day, PHI.

Course Evaluation Criteria:

Non-Credit

Evaluation will be based on Lab Classes attended by students and performance will be evaluated based on Final report/viva



COURSE OUTLINE

MBA(I) SEMESTER II

Human Behaviour and Organization PAPER CODE: 201	Max. Marks: 100 Min. Marks: 40 External 60 Internal: 40
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Credits: 04

Course outcomes

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

CO1a: Comprehend the role of human behavior in organizations.
CO1b: Understand prevalence of personality, perception, attitude and values in organization.
CO2: Analysing the concepts of motivation and morale in organization.
CO3: Describe the formation of groups and significance of teams at work.
CO4: Explain the relevance of organizational culture and change in organizational settings.

COPO Matrix:

CO/PO Matrix					
Course Outcomes	PO1	PO2	PO3	PO4	PO5
CO1a	3	2	3	-	2
CO1b	3	2	3	-	2
CO2	3	-	-	-	-
CO3	3	2	1	-	2
CO4	2	1	1	3	2

Course Mapping:

Local	Regional	National	Global
Y	Y	Y	Y

Professional Ethics	Gender	Human Values	Environment & Sustainability
Y	Y	Y	N

Employability	Entrepreneurship	Skill Development
Y	N	Y

Course Pedagogy:

Lecture, Case study, Role plays

Course Content:

UNIT 1: Introduction to Human behavior and Organizations

Definition and Scope of Human behavior, Significance of human behavior in organization, Types of Organizations, Organizational structure, Historical evolution and development of organizational behavior as a field, Theoretical perspectives of Organizational behavior.

UNIT 2: Individual dispositions at work

Personality: Meaning, Trait Theory (Big-5 personality traits, MBTI) and Psychoanalytic theories of personality; Perception: Concept, Process, Factors influencing perception; Attitude and Values: Concept, Types and formation of attitude, Attitudinal change, Concept and Types of values, Significance of values in organizational settings.

UNIT 3: Motivation and Morale

Concept of Motivation, Types and Factors influencing Motivation, Theories of Motivation (Maslow' Need Hierarchy theory, ERG Theory, Herzberg's two-factor theory, McClelland's need theory), Morale: Concept, Types, Factors influencing morale, Organizational measures to improve employee morale.

UNIT 4: Group Dynamics and Team Building

Groups and Types of Groups in Organization, Group development process, Meaning of Team, Types of Teams, Factors influencing teams.

UNIT 5: Organizational culture and Change

Meaning of Organizational culture, Types of organizational culture, Factors influencing organizational culture, Hofstede's cultural dimensions, Change: Concept and process of organizational change.

Suggested Readings:

- Greenberg, J. (2015). Behavior in Organizations (10th ed.). New Delhi, India: Pearson Education India.
- Hersey, P. K., Blanchard, D., & Johnson, D. (2013). Management of Organizational Behavior: Leading Human Resources (10th ed.). Upper Saddle River, NJ: Pearson.
- Luthans, F. (2017). Organizational Behavior: An Evidence-Based Approach (12th ed.). New York, NY: McGraw-Hill Education.
- Pareek, U. (2014). Understanding Organizational Behaviour. New Delhi, India: Oxford University Press.
- Robbins, S. P., & Judge, T. A. (2019). Essentials of Organizational Behavior (15th ed.). Boston, MA: Pearson.
- Singh, A. K., & Singh, B. P. (2007). Organizational Behavior (1st ed.). New Delhi, India: Excel Books Pvt. Ltd.
- Singh, K. (2015). Organizational Behavior: Texts & Cases (3rd ed.). New Delhi, India: Pearson.

Course Evaluation Criteria:

Instruments	Marks
Mid Term Exam	20
Assignment 1	5
Assignment 2	5
Assignment 3	5
Class Participation (Skill Development)	5
Total Marks- Internal Examination	40

Marks Distribution Scheme for final exams: (For 4 Credit Course)*

**will vary as per credits*

Unit	Marks
1	10



2	10
3	10
4	10
5	10
Case Study	10
Total Marks- End Examination	60

Total (Internal Assessment + External)	100
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COURSE OUTLINE

MBA(I) SEMESTER II

MARKETING MANAGEMENT PAPER CODE: 202	Max. Marks: 100 Min. Marks: 40 External 60 Internal: 40
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Credits: 04

No.	Program Outcomes
PO1	Upon completion of the MBA(I) program, the individual must demonstrate maturity, professionalism and team working skills.
PO2	Upon completion of the MBA(I) program the students will have general idea of operations in business.

PO3	Upon completion of the MBA(I) program, the individual will have specialized skills to deal with area specific issues of concern.
PO4	Upon completion of the MBA(I) program, the individual will be able to apply technological knowhow for business advancements.
PO5	Upon completion of the MBA(I) program, the individual will be capable of analyzing, investigating and solving critical business issues.

Course Objectives:

CO1a	Understand the concepts of Marketing, Marketing Research and Marketing Environment
CO1b	Learn concepts related to consumer Behavior and various type of mix
CO2	Memorizing the concept of segmentation, targeting and positioning
CO3	Learn about the distribution decisions, marketing channels and promotion mix
CO4	Identify concepts related to pricing decisions and various types of marketing

COPO Matrix:

CO/PO Matrix					
Course Outcomes	PO1	PO2	PO3	PO4	PO5
CO1a	3	0	0	3	2
CO1b	2	0	0	2	3
CO2	3	0	0	1	3
CO3	3	0	2	2	3
CO4	3	2	2	2	3

Course Mapping:

Local	Regional	National	Global
Y	Y	Y	Y

Professional Ethics	Gender	Human Values	Environment & Sustainability
Y	Y	Y	Y



Employability	Entrepreneurship	Skill Development
Y	N	Y

Course Pedagogy:

Lecture, Case study, hands on analysis

- UNIT 1:** Introduction to Marketing: Importance and scope of Marketing, Core Marketing Concepts, Marketing Philosophies, Marketing Environment, Functions of Marketing Manager, Difference between Marketing and Selling. Essential elements of Marketing. Overview of Marketing Mix.
- UNIT 2:** Consumer Behavior – Cultural, Social & Personal Factors, products & brands — product levels; classifying products, product range, product line & product mix, Product Life Cycle, New Product Development.
- UNIT 3:** STP Process - Segmentation of Consumer Market, Business Market, Requirement for Effective Segmentation, Market Targeting – Evaluating Market Segmentation, Selecting Target Market Segmentation, Positioning and Repositioning, Major Positioning errors.
- UNIT 4:** **Promotion Mix:** Advertising, Public Relations, Publicity, Sales Promotion, Personal Selling, Direct Marketing, Factors affecting Promotion Mix.
Pricing: Pricing Decisions, Importance of Pricing, Methods of Pricing, Pricing Strategies.
- UNIT 5:** Marketing Channels: Channel intermediaries and functions, channel structure, channel for consumer products, business and industrial products, alternative channel, channel strategy decisions.

Suggested Readings:

1. Kotler, P., & Armstrong, G. (2016). Principles of Marketing. 15thed, Pearson education, London.
2. Lamb, C. W., Hair, J. F., & McDaniel, C. D. (2016). Principles of Marketing. A South Asian Perspective Cengage **Learning**.
3. Grewal, D. and Levy, M. Marketing Management, 5th edition, McGraw Hill, New York.
4. Ramaswamy, V. S., & Namakumari, S. (2009). Marketing management: Global perspective, Indian context. Macmillan

Course Evaluation Criteria:



Instruments	Marks
Mid Term Exam	20
Assignment 1	5
Assignment 2	5
Assignment 3	5
Class Participation (Skill Development)	5
Total Marks- Internal Examination	40

Marks Distribution Scheme for final exams: (For 4 Credit Course)*

**will vary as per credits*

Unit	Marks
1	10
2	10
3	10
4	10
5	10
Case Study	10
Total Marks- End Examination	60

Total (Internal Assessment + External)	100
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COURSE OUTLINE

MBA(I) SEMESTER II

Business Economics PAPER CODE: 203	Max. Marks: 100 Min. Marks: 40 External 60 Internal: 40
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Credits: 04

Course outcomes

CO1: Describe Market Forces and their impact on Business Decisions
CO2 Interpret demand and supply analysis for better understanding of business markets
CO3: Evaluate Different Market Structures
CO4: Understand Macroeconomic Concepts for enhancing the knowledge about the economy, in which business works
CO5: Student should be able to understand the concepts of money, unemployment and inflation

CO/PO Matrix					
Course Outcomes	PO1	PO2	PO3	PO4	PO5
CO1	2	3	3	2	3
CO2	1	2	3	3	1
CO3	1	3	3	1	1
CO4	2	3	3	1	3
CO5	3	1	1	2	1

Course Mapping:

Local	Regional	National	Global
Y	N	Y	Y

Professional Ethics	Gender	Human Values	Environment & Sustainability
N	N	N	N

Course Pedagogy:

Lecture, Case study, hands on analysis

UNIT 1: Introduction to Business Economics

Business Economics; Meaning & Scope, Objectives of Business Firm (Profit Maximization theories; Baumol's sales revenue maximization theory, Marris Growth Rate Theory, Cyert and March Behavioral Theory), Principles of Economics



(Opportunity Cost, Discounting concept, Equi-Marginal- concept, incremental principle, Time Perspective Concept)

UNIT 2: How Markets Work?

Demand Analysis; Determinants, Law of Demand, Price, Income & Cross Elasticity of Demand

Supply Analysis; Determinants, Law of Supply, Price, Income & Cross Elasticity of Supply

Utility Analysis: Law of Diminishing Marginal Utility, Buyers and Sellers Surplus

UNIT 3: Understanding Markets (8 Hrs.)

Introduction to Market Structures, Perfect Competition: Features and Price & Output Determination, Monopoly: Price & Output Determination, Oligopoly: Features and Kinked Demand Curve

UNIT 4: Introduction to Macro Economics

Basic Problems in the Economy, Circular Flow of Money (4 Sector Model), National Income Aggregates, Methods of Measuring National Income; Value Added Method, Income Method and Expenditure Method

UNIT 5: Money

Definition of Money, Evolution of Money, Measures of Money

Unemployment: Definition, Causes of Unemployment, Consequences of Unemployment, Cures of Unemployment

Inflation: Definition, Causes of Inflation, Consequences of Inflation, Cures of Inflation

Suggested Readings:

- *Principles of Economics by N.Gregory Mankiw (8TH Edition)*
- *Microeconomics by Robert S. Pindyck and Daniel L. Rubinfeld (9th Edition)*
- *Cost Analysis by Steven C. Bryant*
- *Industrial Organization by Jeffrey R. Irons and David M. Kreps*
- *Naked Economics: Undressing the Dismal Science by Charles Wheelan*

Course Evaluation Criteria:

Instruments	Marks
Mid Term Exam	20



Assignment 1	5
Assignment 2	5
Assignment 3	5
Class Participation (Skill Development)	5
Total Marks- Internal Examination	40

Marks Distribution Scheme for final exams: (For 4 Credit Course)*

**will vary as per credits*

Unit	Marks
1	10
2	10
3	10
4	10
5	10
Case Study	10
Total Marks- End Examination	60

Total (Internal Assessment + External)	100
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COURSE OUTLINE

MBA(I) SEMESTER II



QUANTITATIVE TECHNIQUES	Max. Marks: 100
PAPER CODE: 204	Min. Marks: 40
	External 60
	Internal: 40

Credits: 04

Course Outcomes:

CO1a	Understand the concept of simple linear regression in real world
CO1b	Apply various methods of time series for measuring trend.
CO2	Understand the concept of basic terminology of probability and its uses in
CO3	To compute various methods of association of attributes.
CO4	Analyze statistical inference techniques (including statistical estimation and hypothesis testing) in business situations.

COPO Matrix:

CO/PO Matrix					
Course Outcomes	PO1	PO2	PO3	PO4	PO5
CO1a	2	2	1	2	3
CO1b	2	1	1	2	3
CO2	2	1	1	2	2
CO3	2	1	1	2	2
CO4	3	2	2	3	3

Course Mapping:

Local	Regional	National	Global
Y	Y	Y	Y

Professional Ethics	Gender	Human Values	Environment & Sustainability
N	N	N	N

Employability	Entrepreneurship	Skill Development
Y	N	Y

Course Pedagogy:



Lecture, Case study, hands on analysis:

Course Content:

UNIT 1: Regression Analysis:

Meaning and Uses of regression analysis, Regression lines, Regression co-efficient, Regression equations (a) By using mean, SD and coefficient of correlation and (b) by using method of least square.

UNIT 2: Analysis of Time Series:

Meaning and Uses of time series analysis, Components of time series, Measurement of trend by using moving average method and method of least square, Measurement of seasonal variation by using simple average method (quarterly).

UNIT 3: Probability Theory:

Concept and Importance of the probability, Basic terminology, Calculation of probability, Addition theorem, Multiplication theorem, Conditional probability & Baye's Theorem. **Theoretical Probability Distribution:** Normal distribution and its application (Area under the normal curve).

UNIT 4: Association of Attributes (Two attributes):

Introduction, Meaning, Types of association, Class frequencies, Nine square table, methods of measurement of Association of attributes by Comparison method, Proportion method and Yule's coefficient of association.

UNIT 5: Tests and Hypothesis:

(A) Concept of standard error, Test of significance, Large samples – Problems relating to test of significance of means, Test of significance of proportions. (B) Test of significance of small samples 't' test for significance of means only.

Suggested Readings:

- Gupta, S. C. (2017). Fundamentals of Statistics. New Delhi: Himalaya Publishing House.
- Beri, G.C. (2009). Business Statistics, 2e. Tata McGraw Hill.
- Sharma, J. K., *Business Statistics, 2e. Pearson Education.*
- Gupta, S.P. *Statistical Methods. S. Chand & Sons, New Delhi.*

Reference Reading:

- Black, K. *Business Statistics for Contemporary Decision Making. Wiley Student Edition.*
- Richard Levin and David Rubin, *Statistics for Management, Prentice Hall Of India, New Delhi, 2011, 7th Edition*
- Sharma J K., *Fundamentals of Business Statistics, Second Edition, Vikas Publishing House Private Limited, 2013*
- Render, and Stair J.R. *Quantitative Analysis for Management, 7e. PHI.*

Course Evaluation Criteria:



Instruments	Marks
Mid Term Exam	20
Assignment 1	5
Assignment 2	5
Assignment 3	5
Class Participation (Skill Development)	5
Total Marks- Internal Examination	40

Marks Distribution Scheme for final exams: (For 4 Credit Course)*

**will vary as per credits*

Unit	Marks
1	10
2	10
3	10
4	10
5	10
Case Study	10
Total Marks- End Examination	60

Total (Internal Assessment + External)	100
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COURSE OUTLINE

MBA(I) SEMESTER II

Media Literacy and Critical Thinking PAPER CODE-205	Max. Marks: 50 Min. Marks: 20 External :30 Internal: 20
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Credits: 02.

Course Outcome:

On successful completion of the course, the students will:

CO1a: Understand the fundamental principles of Media Literacy.
CO1b: Develop critical thinking skills to analyze and evaluate media messages.
CO2: Recognize media biases and misinformation
CO3: Learn to create media content ethically and responsibly.
CO4: Explore the role of media in shaping public opinion and behavior.

CO/PO Matrix					
Course Outcomes	PO1	PO2	PO3	PO4	PO5
CO1a	-	3	-	-	-
CO1b	-	-	2	-	3
CO2	-	-	3	-	3
CO3	-	2	-	-	2
CO4	2	2	1	-	2

Course Mapping:

Local	Regional	National	Global
Y	Y	Y	Y

Professional Ethics	Gender	Human Values	Environment & Sustainability
Y	Y	Y	N

Employability	Entrepreneurship	Skill Development
N	N	Y



Course Pedagogy:

Lecture, Case study, Newspapers, Social media content.

Course Content:

UNIT 1: Introduction to Media Literacy and Critical Thinking

Definition and Importance , Types of Media-Traditional media vs. new media, social media, news media, entertainment media.Critical Thinking-Concept, Skills-Observation, analysis, interpretation, evaluation, inference, explanation, and self-regulation, Common logical fallacies, Cognitive biases and their recognition.

UNIT 2: Analyzing Media Messages and Evaluating Media Sources

Techniques for analyzing media content, Semiotics and symbolism in media, Stereotypes and media portrayal, Gender, race, and cultural representation, Theories of media effects- Agenda-setting, framing, and cultivation theory, Assessing the credibility of sources, Recognizing fake news and propaganda, Techniques to verify information.

UNIT 3: Creating Responsible Media Content

Basics of media production (writing, video, audio), Tools and technologies for media creation(Hands on exercise). Legal and ethical issues in media production, The role of individuals in the digital media landscape, Role of media in society

Suggested Readings:

- Potter, W. J. (2013). Media Literacy. SAGE Publications.
- Browne, M. N., & Keeley, S. M. (2018). Asking the Right Questions: A Guide to Critical Thinking
- Berger, A. A. (2017). Media Analysis Techniques.
- Wardle, C., & Derakhshan, H. (2017). Information Disorder: Toward an Interdisciplinary Framework for Research and Policy Making.
- Silverblatt, A., Smith, A., Miller, D., & Brown, N. (2014). Media Literacy: Keys to Interpreting Media Messages.



Course Evaluation Criteria:

Instruments	Marks
Mid Term Exam	10
Assignment 1	2.5
Assignment 2	2.5
Class Participation (Skill Development)	5
Total Marks- Internal Examination	20

Unit	Marks
1	10
2	10
3	10
Total Marks- External Examination	30
Total Marks- Internal +External Examination	50

COURSE OUTLINE

MBA(I) SEMESTER II

Indian Constitution PAPER CODE: 206	Max. Marks: 50 Min. Marks: 20 External: 30 Internal: 20
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Credits: 2

Course outcomes

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

CO1a: Understand the true nature of Indian Federal Structure and Salient features of Indian Constitution.
CO1b: Comprehend the structure of fundamental rights guaranteed under Indian Constitution
CO2: Critically appraise the categories of fundamental rights and reasonable restrictions
CO3: Appraise the nature of directive principles of state policy and Fundamental Duties
CO4: Compare the three organs of governance of the State

CO/PO Matrix					
Course Outcomes	PO1	PO2	PO3	PO4	PO5
CO1a	3	2	3	-	2
CO1b	3	2	3	-	2
CO2	3	2	3	-	2
CO3	3	2	3	-	2
CO4	3	1	3	-	2

UNIT 1: Constitution of India: An Introduction to Fundamental Rights

Definition of Constitution and its Classification, Sources and Framing of the Indian Constitution, Salient features of Indian Constitution, Nature of Indian Federalism, Definition of "State" for Enforcement of Fundamental Rights: Justifiability of Fundamental Rights, Right to Equality (Articles 14-18), Fundamental Freedom (Article 19), Right to Life and Personal Liberty (Articles 20-22), Right to Education (Article 21A), Right against Exploitation (Articles 23-24), Freedom of Religion and Cultural and Educational Rights of Minorities (Articles 25-30), Right to Constitutional Remedies (Article 32)

UNIT 2: Directive Principles of State Policy and Fundamental Duties

Nature and Justiciability of the Directive Principles, Detailed Analysis of Directive Principles (Articles 37-51), Inter-Relationship between Fundamental Rights and Directive Principles, Fundamental Duties (Article 51A)

UNIT 3: Constitutional Organs of Governance



Parliament: Composition, Parliamentary Sovereignty, Parliamentary Privileges
Executive Power: Power of President and Governor
Judiciary: Jurisdiction of Supreme Court and High Courts, Independence of
Judiciary

Suggested Readings:

1. V.N. Shukla, Constitution of India, Eastern Book Agency,2014
2. M.P. Jain, Indian Constitutional Law, Lexis Nexis,2013
3. D.D. Basu, Introduction to the Indian Constitution of India, Prentice Hall of India Private Ltd., New Delhi,1994
4. H. M. Seervai, Constitutional Law of India, Universal Law Publishing Co., Reprint, 2013
5. Glanville Austin, Indian Constitution-Cornerstone of the Nation, Oxford University Press,1999
6. P.M. Bakshi, The Constitution of India, Universal Law Publishing Co.,2014

Course Evaluation Criteria:

Instruments	Marks
Mid Term Exam	10
Assignment 1	2.5
Assignment 2	2.5
Class Participation (Skill Development)	5
Total Marks- Internal Examination	20

Unit	Marks
1	10
2	10
3	10
Total Marks- External Examination	30
Total Marks- Internal +External Examination	50

COURSE OUTLINE

MBA(I) SEMESTER II

COST ACCOUNTING PAPER CODE:-207	Max. Marks: 100 Min. Marks: 40 External 60 Internal: 40
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Credits: 02

Course Outcomes:

CO1a	Understand and analyze the different cost concepts
CO1b	Analyze various components of cost of production
CO2	Compute employee cost, employee productivity and employee turnover.
CO3	Compute unit cost and total cost by preparing a cost statement
CO4	Determine cost for industries using process costing

COPO Matrix:

CO/PO Matrix					
Course Outcomes	PO1	PO2	PO3	PO4	PO5
CO1a	2	3	3	3	3
CO1b	3	3	3	3	3
CO2	3	3	2	3	3
CO3	3	2	3	2	3
CO4	2	3	3	2	3

Course Mapping:

Local	Regional	National	Global
Y	Y	Y	Y

Professional Ethics	Gender	Human Values	Environment & Sustainability
Y	N	Y	Y



Employability	Entrepreneurship	Skill Development
Y	Y	Y

Course Pedagogy:

Lecture, Case study, hands on analysis

Course Content:

Unit 1: Introduction

Meaning, scope, objectives and advantages of cost accounting; Difference between financial and cost accounting. Cost concepts and classifications (On the basis of Nature, Variability, Function, Time and Management Decision Making), Overview of elements of cost. Role of a cost accountant in an organization.

Unit 2: Material Cost

Concept and Technique; Method of pricing of material issue: LIFO, FIFO, and Weighted Average Price Method.

Inventory Control Technique: EOQ and ABC Analysis.

Unit 3: Employee (Labour) Cost

Meaning and Classification; Employee turnover: meaning, methods of measurement. Methods of wage payment (Time and Piece Wages System) and Incentive schemes- Halsey, Rowan, Taylor's differential Piece Rate System.

Unit 4: Overheads

Classification, allocation, apportionment of overheads (Repeated Distribution Method, Trial and Error Method & Simultaneous Equation Method), Preparation of cost sheet for manufacturing sector.

Unit 5: Process Costing

Process Costing Meaning, Nature, Scope, Accounting Treatment of Normal and abnormal losses, abnormal gain.

Suggested Readings:

- *Arora, M.N. (2021). Cost Accounting-principles and practice. Delhi, India: Vikas Publishing House.*



- *Goel, R. K., &Goel, I. (2019). Concept Building Approach to Cost Accounting for B. Com (Hons.)/B.Com.Cengage Publications.*
- *Gupta, S., Reeta, &Prabhakar, R. R. (2021). Cost Accounting for B. Com, India: Sultan Chand.*
- *Maheshwari, S. N., & Mittal, S. N. (2020). Cost Accounting. Theory and Problems India: Shri Mahaveer Book Depot.*
- *Maheshwari, S. N., Mittal S. K. & Mittal, S.N. (2021). Cost Accounting: Principles & Practice: Shree Mahaveer Book.*
- *Mitra, J. K. (2021). Cost and Management Accounting. Delhi, India: Oxford University Press.*
- *Nigam, B. M. L. & Jain, I. C. (2023). Cost Accounting: Principles and Practice. Delhi, India: PHI Learning.*
- *Singh, S. (2019). Fundamentals of Cost Accounting. Allahabad, India: Kitab Mahal.*
- *Tulsian, P.C. (2020). Cost Accounting. Delhi, India: S.Chand*

Course Evaluation Criteria:

Instruments	Marks
Mid Term Exam	10
Assignment 1	2.5
Assignment 2	2.5
Class Participation (Skill Development)	5
Total Marks- Internal Examination	20

Unit	Marks
1	10
2	10
3	10
Total Marks- External Examination	30
Total Marks- Internal +External Examination	50

MBA(I) SEMESTER II PERSONALITY DEVELOPMENT PAPER CODE: 208	Non-Credit
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Credits: 0

Course Outcomes:

CO1a	To develop talent, facilitate employability enabling the incumbent to excel and sustain in a highly competitive world of business.
CO1b	To bring about personality development with regard to the different behavioural dimensions that has far reaching significance in the direction of organizational
CO2	To make students know about self-awareness, life skills, soft skills, need for personal development etc. The student will be able to understand, analyze develop and exhibit
CO3	Think critically and demonstrate knowledge of personal beliefs and values and a commitment to continuing personal reflection and reassessment.
CO4	Learn to balance confidence with humility and overcome problems associated with personality.

CO PO Matrix:

CO/PO Matrix					
Course Outcomes	PO1	PO2	PO3	PO4	PO5
CO1a	-	3	3	-	3
CO1b	-	3	3	3	3
CO2	-	3	3	2	3
CO3	-	3	2	3	3
CO4	-	3	3	3	3

Course Mapping:

Local	Regional	National	Global
Y	Y	Y	Y

Professional Ethics	Gender	Human Values	Environment & Sustainability
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Y	Y	Y	Y
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Employability	Entrepreneurship	Skill Development
Y	Y	Y

Course Pedagogy:

Lecture, PPT's , Mock Group Discussions, Extempore, JAM etc.

Course Content:

1. Functional English through Newspaper reading.
2. Know Yourself- SWOT Analysis, Self Introduction.
3. P's and Q's
4. Goal setting
5. Time & Stress Management.
6. Power of Listening
7. Body Language
8. Art of persuasive speaking- JAM, Extempore, Mock GD's
9. Story-telling, narration.
10. Grooming, Self Presentation, Gender sensitivity.

Suggested Readings:

1. *Time Management by John Adair*
2. *Communication Skills*
3. *Body Language by Allan Pease*
4. *Correct manners & Etiquettes by Eric Watson*
5. *Personality Development by Wallace & Masters*

Course Evaluation Criteria:

Non-Credit



MBA(I) III SEMESTER



COURSE OUTLINE

MBA(I) SEMESTER III

MANAGEMENT ACCOUNTING PAPER CODE: MBA(I)301 (CORE)	Max. Marks: 100 Min. Marks: 40 External:60 Internal: 40
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Course Outcomes: Credit:6

After completing the course, the student shall be able to:

CO1 a	Understanding the Basics of Management Accounting.
CO1 b	Analyzing the Concepts of Financial Statements and Ratio Analysis.
CO2	Illustrating the Concept of Fund Flow and Cash Flow Statement.
CO3	Examining the concept of Marginal Costing.
CO 4	Appraising the concept of Budgetary Control and Types of Budget.

CO/PO Matrix					
Course Outcomes	PO1	PO2	PO3	PO4	PO5
CO1 a	3	2	1	1	1
CO1 b	3	3	2	2	3
CO2	3	3	3	2	3
CO3	3	3	2	2	
CO 4	3	3	3	2	3

Course Mapping:

Local	Regional	National	Global
Y	Y	Y	Y

Professional Ethics	Gender	Human Values	Environment & Sustainability
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Y	N	Y	Y
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Employability	Entrepreneurship	Skill Development
Y	Y	Y

Course Pedagogy:

Lecture, Case study, hands on analysis. Numerical Based.

Course Content:

UNIT 1:Management Accounting: Meaning, Nature, Scope, Functions and Role of Management Accounting in Decision Making, Management Accounting vs. financial Accounting and Cost Accounting. Tools and techniques of Management Accounting., Need, Importance, Limitations of Management Accounting,

UNIT 2:Financial Statement: Meaning Importance and Limitations, Objectives and methods of Financial Statements Analysis e.g. Common Size, Comparative and Trend Analysis

Ratio Analysis: Profitability Ratios, Turnover Ratios and Financial Ratios, Advantages of Ratio Analysis, Limitations of Accounting Ratios.

UNIT 3:Fund Flow Statement: Meaning, Nature, Scope, Functions and Role of Fund Flow Statement, Cash Flow Statement: Meaning, Nature, Scope, Functions and Role of Cash Flow Statement, Difference between Fund Flow Statement & Cash Flow Statement,Preparation of Cash Flow Statement (As per Indian Accounting Standard-3)

UNIT 4:Absorption and Marginal Costing — Marginal and Differential Costing as a Tool for Decision Making, difference between absorption and marginal costing, Cost- Volume- Profit Analysis: Break-even analysis. Contribution / sales ratio, Margin of safety Make or Buy, Shut down Decisions.

Unit 5:Budgetary Control, Meaning of Budget and Budgetary Control: Concept of budget, budgeting and budgetary control, Objectives, Merits and Limitations.Budgeting Process, Functional budgets. Types of Budget: Cash Budget, fixed and Flexible Budget, zero base budgets.

Suggested Readings:



1. Surendra Singh Management Accounting- PHI
2. Jain S. P. Naraga K.L. Management Accounting, Kalyani Publisher New Delhi
3. Shashi Gupta Management Accounting, Kalyani Publisher New Delhi
4. S. P. Gupta Management Accounting, ShahityaBhawan, Agra
5. Trivedi, Sharma and Mehta Management Accounting, Devi Ahilya V. V. Publication
6. Khan, M.Y. and P.K. Jain, Management Accounting, Tata McGraw Hill, Publishing Co., New Delhi.
7. Garrison, R. H. (2023). Managerial Accounting (17th Ed.). 17th ed. Boston: Irwin/McGraw Hill. Griffin, Ricky.
8. Gupta, A. (2022). Financial Accounting for Management. Delhi:
9. Pearson. Kuppapally, J. J. (2023.). Accounting for Managers. PHI.
10. R, N. (2011.). Financial Accounting. Delhi: PHI.
11. Shah, P. (2023.). Basic Accounting for Managers. Delhi: Oxford
12. Gupta, K.L. (2019). Management Accounting (16th Ed.). SahityaBhawan Publication, Agra

Course Evaluation Criteria:

Instruments	Marks
Mid Term Exam	20
Assignment 1	5
Assignment 2	5
Assignment 3	5
Class Participation (Skill Development)	5
Total Marks- Internal Examination	40

Marks Distribution Scheme for final exams: (For 4 Credit Course)*

**will vary as per credits*

Unit	Marks
1	10
2	10
3	10
4	10
5	10
Case Study	10
Total Marks- End Examination	60

Total (Internal Assessment + External)	100
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COURSE OUTLINE

MBA(I) SEMESTER III

LEGAL AND ETHICAL ISSUES IN BUSINESS PAPER CODE: 302	Max. Marks: 100 Min. Marks: 40 External 60 Internal: 40
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Credits: 04

Course Outcomes:

CO1a	Understand the definition and importance of business ethics and analyze the relationship between law and ethics.
CO1b	Understand Contract Law and consumer rights and responsibilities, evaluate redressal mechanisms for consumer grievances under the Consumer Protection Act, 2019.
CO2	Identify and differentiate types of intellectual property and understand the legal issues related to cyber law and e-commerce with ethical workplace practices
CO3	Evaluate CSR practices in different industries, understand insider trading and market manipulation, and promote ethical leadership and accountability.
CO4	Identify and analyze legal challenges in digital business and e-commerce, and understand data protection and privacy laws.

COPO Matrix:

CO/PO Matrix					
Course Outcomes	PO1	PO2	PO3	PO4	PO5
CO1a	3	1	-	1	-
CO1b	1	2	1	-	3
CO2	1	-	3	-	-
CO3	1	-	1	3	1



CO4	-	3	1	-	1
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Course Mapping:

Local	Regional	National	Global
Y	Y	Y	Y

Professional Ethics	Gender	Human Values	Environment & Sustainability
Y	N	Y	Y

Course Pedagogy:

Lecture, Case study, Bare Acts, hands on analysis

Course Content:

UNIT 1: Introduction to Business Law and Ethics

Definition and scope of business law, Sources of business law, Importance of business law in corporate governance, Definition and importance of business ethics, Relationship between law and ethics, Legal vs. ethical responsibilities

UNIT 2: Contract Law and Consumer Protection

Definition and types of contracts, Essential elements of a valid contract, Breach of contract and remedies, Consumer rights and responsibilities, Redressal mechanisms for consumer grievances, penal provisions under Consumer Protection Act, 2019

UNIT 3: IPR, IT Law and Ethical Workplace Practices

Employee rights and employer responsibilities under the Labour Act Workplace discrimination and harassment law, promoting ethical behaviour in the workplace, Ensuring employee welfare, Ethical considerations in health and safety management, Types of intellectual property: Patents, trademarks, copyrights, and trade secrets, Cyber law and internet regulations, Legal issues in e-commerce

UNIT 4: Corporate Governance and Corporate Social Responsibility (CSR)

Principles of good corporate governance, Role and responsibilities of the board of directors, Corporate governance frameworks and standards, Definition and importance of CSR, CSR practices in different industries, Insider trading and market manipulation, Ethical leadership and accountability



UNIT V: Emerging Legal and Ethical Issues in Business

Legal challenges in digital business and e-commerce, Data protection and privacy laws, Cybersecurity regulations and ethical issues, Environmental regulations and compliance, International business ethics, International legal frameworks for business

Suggested Readings:

- Business Law" by M.C. Kuchhal and VivekKuchhal*
- Ethics in Business and Corporate Governance" by S.K. Mandal*
- Business Ethics: Concepts and Cases" by Manuel G. Velasquez*

Course Evaluation Criteria:

Instruments	Marks
Mid Term Exam	20
Assignment 1	5
Assignment 2	5
Assignment 3	5
Class Participation (Skill Development)	5
Total Marks- Internal Examination	40

Marks Distribution Scheme for final exams: (For 4 Credit Course)*

****will vary as per credits***

Unit	Marks
1	10
2	10
3	10
4	10
5	10
Case Study	10
Total Marks- End Examination	60

Total (Internal Assessment + External)	100
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COURSE OUTLINE

MBA(I) SEMESTER III

HUMAN RESOURCE MANAGEMENT PAPER CODE: 303	Max. Marks: 100 Min. Marks: 40 External 60 Internal: 40
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Credits: 04

Course Outcomes:

CO1a	Understand the basic concepts, and functions of human resource management.
CO1b	Describe HRP, Recruitment and Selection process.
CO2	Develop an understanding of training and development programs.
CO3	Evaluate and apply the methods of performance appraisal and compensation
CO4	Comprehend the contemporary HR issues.

COPO Matrix:

CO/PO Matrix					
Course Outcomes	PO1	PO2	PO3	PO4	PO5
CO1a	1	2	-	-	-
CO1b	2	3	2	1	2
CO2	2	3	2	2	3
CO3	2	3	3	2	3
CO4	2	3	3	-	3

Course Mapping:

Local	Regional	National	Global
Y	Y	Y	Y

Professional Ethics	Gender	Human Values	Environment & Sustainability
Y	Y	Y	Y

Employability	Entrepreneurship	Skill Development
Y	N	Y

Course Pedagogy:

Lecture, Case study, hands on analysis

Course Content:

UNIT 1: Introduction to HRM

HRM: Concept, Objectives, Significance & Scope, Differences between Human Resource Management and Personnel Management, HRM Functions, Role of HR Manager, Trends influencing HR practices

UNIT 2: Acquiring Human Resources

Human Resource Planning: Meaning and Importance, HRP Process HR Demand & Supply Forecasting Techniques Job Analysis: Meaning, Process of Job Analysis – Job Description, Job Specification, Job Design Recruitment: Meaning, Sources of Recruitment, Methods of Recruitment Selection – Meaning, Steps in Selection Process, Barriers to Selection, Making Selection effective.

UNIT 3: Training & Development

Training: Training Need Analysis, Benefits of training, Methods of Training and Development; Kirkpatrick Model; Career Development.

UNIT 4: Performance Appraisal & Compensation

Performance appraisal: Meaning and Definition, Objectives and Methods of Performance Appraisal, Limitations of Performance Appraisal
Job Evaluation-Concept, Compensation Structure.

UNIT 5: Promotion, Transfers & other Contemporary Issues

Promotion: Concept & Types of Promotion, Basis of Promotions. Transfer: Meaning & objective, Types of Transfer, Contemporary Issues: Right Sizing of Work Force, Flexible Work Schedule; Workforce Diversity; Sustainable HRM

Activities:

1. Preparation of Job Descriptions and Job specifications
2. Prepare training program for a job profile
3. Develop a format for performance appraisal of an employee.
5. Analysis of pay structure components based on the CTC of any company

Suggested Readings:

1. Aswathappa, *Human Resource Management*, McGraw Hill
2. Dessler G (2006). *Human Resource Management*, Pearson Education, India
3. Mathis R L and Jackson J H (2006). *Human Resource Management*, (10th Edn.) Cengage Learning, IndianPrint.
4. SuMBA(I) Rao, *Personnel and Human Resources Management*, HPH
5. Snell S and Bohlander G (2007). *Human Resource Management*, Cengage Learning (Thomson Learning), Indian Edition
6. *Reinventing Human Resources Management: Challenges and New Directions* by Ronald J. Burke; CaryL. Cooper
7. S.Sadri & Others: *Geometry of HR*, HPH
8. Snell S and Bohlander G (2007). *Human Resource Management*, Cengage Learning (Thomson Learning), Indian Edition
9. Michael Porter, *HRM and Human Relations*, Juta & Co.Ltd.
10. *Human Resources for the Non-HR Manager* by Carol T, Kulik. Lawrence Erlbaum Associates, 2004

Note: Latest edition of textbooks may be used.

Course Evaluation Criteria:

Instruments	Marks
Mid Term Exam	20
Assignment 1	5
Assignment 2	5
Assignment 3	5
Class Participation (Skill Development)	5
Total Marks- Internal Examination	40

Marks Distribution Scheme for final exams: (For 4 Credit Course)*

**will vary as per credits*

Unit	Marks
1	10
2	10
3	10
4	10
5	10
Case Study	10



Total Marks- End Examination	60
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Total (Internal Assessment + External	100
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COURSE OUTLINE

MBA(I) SEMESTER III

Health & Wellness PAPER CODE: MBA(I) -304	Max. Marks: 50 Min. Marks: 20 External 30 Internal: 20
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Credits: 02

Course Outcomes:

CO1a	To create awareness about importance of Health and Wellness
CO1b	To analyze the basic elements regarding the Diet requirements and nutrition for an individual
CO2	To understand the importance of physical fitness
CO3	To understand fundamentals related to lifestyle diseases and management
CO4	To create the awareness about mindfulness and digital well being

COPO Matrix:

CO/PO Matrix					
Course Outcomes	PO1	PO2	PO3	PO4	PO5
CO1a	-	-	-	-	-
CO1b	-	-	-	-	-
CO2	1	-	-	-	-
CO3	1	-	-	-	-

CO4	1	-	1	-	-
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Course Mapping:

Local	Regional	National	Global
Y	Y	Y	Y

Professional Ethics	Gender	Human Values	Environment & Sustainability
N	Y	Y	N

Employability	Entrepreneurship	Skill Development
N	N	N

Course Pedagogy:

Lecture, Case study, activity based learning

Course Content:

UNIT 1: Introduction to Health and Wellness

Definition of Health, Fitness and Wellness. Difference between Health and Wellness. Factors affecting health and wellness.

UNIT 2: Diet, Nutrition & Managing Life style

Essential components of balanced diet for healthy living. Body systems and common diseases. Factors affecting mental health, Stress, anxiety, depression and its management. Lifestyle Diseases (Diabetes - Hypertension - Obesity), Sedentary lifestyle and its risk,

UNIT 3: Happiness & Well-being

Digital and Psychological Well-being through Mindfulness. State Management, Spiritual Well being (Activity Based learning)

Suggested Readings:

1. Uppal A K & Gautam G P (2008) *Health and Physical Education*. Friends Publication New Delhi..
2. Ajmer Singh et al, *Modern Textbook of Physical Education, Health and Sports* (2022), Kalyani publishers, Ludhiana Datta and A. N. Singh, *History of Hindu Mathematics: Parts I and II*, Asia Publishing House, Bombay, 1962.



3. *Lifestyle Diseases: Lifestyle Disease Management. by C. Nyambichu & Jell Lumiri. 2018.*
4. *Physical Activity and Mental Health by Angela Clow & Sarah Edmunds, 2013.*
5. *Mental Health Workbook by Emily Attached & Marzia Fernandez, 2021.*

Course Evaluation Criteria:

Instruments	Marks
Mid Term Exam	10
Assignment 1	2.5
Assignment 2	2.5
Class Participation (Skill Development)	5
Total Marks- Internal Examination	20

Unit	Marks
1	10
2	10
3	10
Total Marks- External Examination	30
Total Marks- Internal +External Examination	50



COURSE OUTLINE

MBA(I) SEMESTER III

Introduction To RDBMS PAPER CODE: MBA(I) 305	Max. Marks: 100 Min. Marks: 40 External 60 Internal: 40
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Credits: 04

Course Outcomes:

CO1a	Explain the fundamental concepts of databases and RDBMS, their role in business operations, and the importance of data management for informed decision-making.
CO1b	Apply the Entity-Relationship Model (ER Model) to analyze and design database structures that effectively represent real-world business entities and relationships.
CO2	Develop and execute SQL queries to retrieve, manipulate, and analyze business data, contributing to problem-solving and critical thinking.
CO3	Evaluate and improve database design using basic normalization techniques to ensure data integrity and efficient data retrieval for business processes.
CO4	Discuss the importance of data security and data integrity in business databases, emphasizing user access control and data backup strategies to maintain data

COPO Matrix:

CO/PO Matrix



Course Outcomes	PO1	PO2	PO3	PO4	PO5
CO1a	-	1	-	1	-
CO1b	-	2	-	2	-
CO2	-	-	3	-	3
CO3	-	1	2	3	2
CO4	-	1	2	2	-

Course Mapping:

Local	Regional	National	Global
No	No	Yes	Yes

Professional Ethics	Gender	Human Values	Environment & Sustainability
Yes	No	Yes	No

Employability	Entrepreneurship	Skill Development
Yes	No	Yes

Course Pedagogy:

Lecture, Case study, hands on Practical

Course Content:

UNIT 1: Introduction to Databases:

Define databases, RDBMS and their role in business, data models (hierarchical, network, relational), Advantages and disadvantages of RDBMS, Database Administrator (DBA) Functions & Role, Data Dictionary.

UNIT 2: Entity-Relationship Modeling:

Entity Relationship Model as a tool of conceptual design: Entities & Entity set, Relationship & Relationship set, Attributes, Mapping Constraints, Keys, Entity-Relationship diagram (E-R diagram): Notations used in ER Diagram, Strong & weak entities, Generalization, Specialization, Aggregation.

UNIT 3: Introduction to SQL:

Basic SQL queries to retrieve and manipulate data, Data Definition Language (DDL) commands, Data Manipulation Language (DML) commands, Data Control Language (DCL) Commands, Transaction Control Language (TCL) Commands.



UNIT 4:Advanced SQL & JOIN Operations:

Complex SQL queries to retrieve and manipulate data, Introduction to functions and expressions, GROUP BY, ORDER BY, and HAVING clauses, Introduction to JOIN operations (INNER JOIN, LEFT JOIN, and RIGHT JOIN)

UNIT V: Data Security & Integrity:

Basic of Normalization(1NF,2NF,3NF), Discuss the importance of data security and integrity in business databases ,User access control and permissions, Data backup and recovery techniques, Introduction to database security threats.

Suggested Readings:

1. *Ullman. Principles of Database Systems, 2e. Galgotia Publications.*
2. *Silberschatz, Korth, & Sudershan. Database System Concepts, 5e. McGraw Hill.*
3. *Desai, Bipin C. An Introduction to Database System. Galgotia Publications.*

Course Evaluation Criteria:

Instruments	Marks
Mid Term Exam	20
Assignment 1	5
Assignment 2	5
Assignment 3	5
Class Participation (Skill Development)	5
Total Marks- Internal Examination	40

Marks Distribution Scheme for final exams: (For 4 Credit Course)*

****will vary as per credits***

Unit	Marks
1	10
2	10
3	10
4	10
5	10



Case Study	10
Total Marks- End Examination	60

Total (Internal Assessment + External)	100
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COURSE OUTLINE

MBA(I) SEMESTER III

Yoga/Sports/NCC/NSS PAPER CODE: MBA(I) 306	Max. Marks: 50 External 50
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Credits: 02

Note: Student will have to provide the proof of participation during the semester in any one of the following: Yoga/ Sports/ NCC/ NSS or similar course.



COURSE OUTLINE

MBA(I) SEMESTER III

OPERATIONS RESEARCH PAPER CODE: 307	Max. Marks: 100 Min. Marks: 40 External 60 Internal: 40
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Credits: 04

Course Outcomes:

CO1a	Understand the concept, tools and techniques of operation research.
CO1b	Apply techniques of LPP to formulate a real-world problem in linear mathematical function.
CO2	Evaluate transportation problems using various method.
CO3	Know and understand the various techniques of decision-making environments.

CO4	Apply statistical quality control methods to quantify and sketch variations in variables and attributes.
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COPO Matrix:

CO/PO Matrix					
Course Outcomes	PO1	PO2	PO3	PO4	PO5
CO1a	2	3	3	1	3
CO1b	2	3	3	2	3
CO2	2	2	2	2	3
CO3	2	2	2	2	3
CO4	2	2	2	2	3

Course Mapping:

Local	Regional	National	Global
Y	Y	Y	Y

Professional Ethics	Gender	Human Values	Environment & Sustainability
N	N	N	Y

Employability	Entrepreneurship	Skill Development
Y	N	Y

Course Pedagogy:

Lecture, Case study, hands on analysis

Course Content:

UNIT 1: Introduction:

Nature, Scope and Role of Operations research, Models in operations research, Phases of operations research, Techniques of operations research, Application of operations research techniques, Significance and Limitations of operations research.

UNIT 2: Linear Programming:

Meaning of linear programming, Advantages and Limitations of linear programming, Application areas of linear programming, Formulation of linear programming problems, Graphical method of linear programming.



UNIT 3: Transportation Problem:

Introduction, Balanced or Unbalanced Transportation Problems, Various methods of finding initial basic feasible solution: North-west corner method, Least cost method and Vogel's approximation method, Test of optimality by Modi method.

UNIT 4: Decision Theory:

Introduction and Structure of decision-making problems, Types of decision-making criteria, Decision-making under certainty, Decision-making under risk- Expected monetary value, Expected opportunity loss, Decision-making under uncertainty- Maximin, Maximax , Minimax regret, Hurwitz and Laplace criterion.

UNIT V: Statistical Quality Control:

Meaning of quality control, Statistical quality controls Basics of statistical quality control, Chance causes and assignable causes, Objectives of statistical quality control. Benefits of statistical quality control. Control chart for variable: mean chart, R- chart, Control chart for attributes: c chart, np - chart and p - chart.

Suggested Readings:

1. *Swarup, Kanti & Gupta, P.K. (2019). Operation Research. S. Chand & Sons Publication.*
2. *Hamdy A Taha, (2019). IOperations Research, Tenth Edition, Pearson Publication.*
3. *Kapoor, V.K., (2017). Operation Research. S. Chand & Sons Publication.*
4. *Sharma, S.D. (2014). Operation Research (Theory Methods & Applications). KedarNath Ram Nath Publications.*
5. *Gupta P.K, Hira D.S, (2015). Problem in Operations Research, S.Chand*

Course Evaluation Criteria:

Instruments	Marks
Mid Term Exam	20
Assignment 1	5
Assignment 2	5
Assignment 3	5
Class Participation (Skill Development)	5
Total Marks- Internal Examination	40

Marks Distribution Scheme for final exams: (For 4 Credit Course)*

****will vary as per credits***

Unit	Marks
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1	10
2	10
3	10
4	10
5	10
Case Study	10
Total Marks- End Examination	60

Total (Internal Assessment + External)	100
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COURSE OUTLINE

MBA(I) SEMESTER III

FRENCH PAPER CODE: 308	Non Credit
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Credits: 00

Course Outcomes:

CO1a	Apply and analyze fundamental grammar concepts including, nouns, subject pronouns, articles, verb conjugations, and sentence structures.
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CO1b	Remember and understand basic reading skills in French, including understanding alphabets, cardinal numbers, and time expressions.
CO2	Understand and remember the days of the week, months of the year, weather expressions, and notable figures in France.
CO3	Analyze and evaluate translation skills and comprehension through reading exercises based on prescribed textbook lessons.
CO4	Improve French writing and dialogue skills for self-introduction, city description, interactions with French speakers, shopping discussions, and restaurant orders in Paris.

COPO Matrix:

CO/PO Matrix					
Course Outcomes	PO1	PO2	PO3	PO4	PO5
CO1a	1	-	-	-	-
CO1b	-	-	-	-	-
CO2	-	-	-	-	-
CO3	-	-	-	-	-
CO4	1	-	-	-	-

Course Mapping:

Local	Regional	National	Global
Y	Y	Y	Y

Professional Ethics	Gender	Human Values	Environment & Sustainability
Y	N	N	N

Employability	Entrepreneurship	Skill Development
N	N	Y

Course Pedagogy:

Lecture, Video modules, hands on analysis,

Course Content:

UNIT 1: Grammar

Les sign orthographiques, Les Nouns (nationalité, loisirs, chose dans votre sac, vêtements, légumes, fruits, vente, dans le menu), Les pronomssujet, Les articles indéfini et défini,



Singulier et pluriel , Les verbes réguliers et irréguliers (1st,2nd,3rd) , Aime et n'aime pas, Les phrases de forme affirmative, les phrases de forme négative, les phrases de forme interrogative (avec inversion et sans inversion)

UNIT 2 :Reading

Les alphabets, Les nombres cardinaux, L'heure, Vocabulaire, Formules de politesse rencontre, Les jours de la semaine, les mois de l'année, Les temps, célèbres en France, Traduisez les phrases suivantes en anglais, Questions et réponses basées sur la leçon de l'unité 1 du livre prescrit, Questions et réponses basées sur la leçon de l'unité du livre prescrit (poisson-quenton Sylvie, s. a. l. a. (1999)

UNIT 3: Writing

Presentez-vous et Présentez-les,

Rédaction de dialogues simples sur sujet donné:

- Un journaliste interviewe vous. Écrivez un dialogue.
- Vous rencontrez un (e) ami (e) francophone

Suggested Readings

- *POISSON-QUINTON Sylvie, S. A. L. A. (1999). Marina. Inwala, New Delhi: CLE international.*
- *Price, W. L. (2008). 'There Is a Saviour'. In Bonne Route. Delhi: Route Publishing.*
- *Jones, A. (1995). Larousse dictionary of world folklore. Edinburgh: Larousse.*

Course Evaluation Criteria:

Non Credit



MBA(I) IV SEMESTER

COURSE OUTLINE

MBA(I) SEMESTER IV

ENTREPRENEURSHIP AND STARTUP ECOSYSTEM PAPER CODE: 401	Max. Marks: 100 Min. Marks: 40 External 60 Internal: 40
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Credits: 04

Course Outcomes:

CO1a	Analyze the distinctions between entrepreneurs, intrapreneurs, and managers and their roles in entrepreneurship development
CO1b	Evaluate the necessity and objectives of EDPs and their impact on the Indian economy.

CO2	Create a funding strategy for a startup, incorporating various sources and government incentives.
CO3	Evaluate the roles of various institutions in supporting small business enterprises in India.
CO4	Develop a comprehensive business plan that leverages emerging technologies and professional networks.

COPO Matrix:

CO/PO Matrix					
Course Outcomes	PO1	PO2	PO3	PO4	PO5
CO1a	2	3	2	1	3
CO1b	1	3	2	1	3
CO2	2	3	3	2	3
CO3	2	3	2	1	3
CO4	3	3	3	3	3

Course Mapping:

Local	Regional	National	Global
Y	Y	Y	Y

Professional Ethics	Gender	Human Values	Environment &Sustainability
Y	Y	Y	Y

Employability	Entrepreneurship	Skill Development
Y	N	Y

Course Pedagogy:

Lecture, Case study, hands on analysis

Course Content:

Unit 1 Fundamentals of Entrepreneurship:

Meaning and Definitions of Entrepreneur, Entrepreneurial Competencies.



Evolution of Entrepreneurship in India

Concept of Intrapreneur, Difference between Entrepreneur and Intrapreneur, Difference between Entrepreneur and Manager.

Unit 2 -Theories of Entrepreneurship

EDP: Its Meaning, Objectives; Mechanics of setting of new enterprises – size and location. Search for business idea, sources of ideas, idea processing, input requirements.

Unit 3-Preparing for the new venture launch

Startup financing: Sources of funding (bootstrapping, angel investors, venture capital, etc. Sources of Investment - Role of Central Government and State Government in promoting Entrepreneurship

Unit 4-Institutional Financial Support

Institutions supporting the Business enterprises: District Industries Centers (DICs) ,Industrial Development Corporation (IDC) ,Small Scale Industries Development Corporations (SSIDCs) Small Industries Service Institute (SISI) ,Industries Development Bank of India (SIDBI) in India.

Unit 5 :Business Planning and Emerging Trends in Entrepreneurship

- Writing and presenting a business plan and its components
- Emerging technologies and opportunities
- Analysis of successful and failed startups
- Understanding the importance of Building a professional network

Reference Books:

1. Norman M. Scarborough & Jeffery R. Cornwall, *Essentials of Entrepreneurship and Small Business Management*, 9th Edition, Prentice Hall, 2018.
2. Howard Frederick, Allan O'Connor, & Donald F. Kuratko, *Entrepreneurship: Theory, Process and Practice*, 4th Edition, Cengage Learning, 2016
3. Steven Fisher, Ja-nae' Duane, *The Startup Equation -A Visual Guidebook for Building Your Startup*, Indian Edition, Mc Graw Hill Education India Pvt. Ltd, 2016.
4. Barringer, Bruce R. (2015) *Preparing Effective Business Plans : An Entrepreneurial Approach*. Second edition, Pearson Education.
5. Baron, R. A. (2014). *Essentials of Entrepreneurship: Evidence and Practice*. Edward Elgar Publishing
6. Kathleen R Allen, *Launching New Ventures, An Entrepreneurial Approach*, Cengage Learning, 2016.
7. Anjan Raichaudhuri, *Managing New Ventures Concepts and Cases*, Prentice Hall International, 2010.



8. R. Bhowmik & M. Bhowmik, *Entrepreneurship*, New Age International, 2007.
9. Donald F Kuratko, Jeffrey S. Hornsby, *New Venture Management: The Entrepreneur's Road Map*, 2e, Routledge, 2017.
10. Vijay Sathe, *Corporate Entrepreneurship*, 1e, Cambridge, 2009

Course Evaluation Criteria:

Instruments	Marks
Mid Term Exam	20
Assignment 1	5
Assignment 2	5
Assignment 3	5
Class Participation (Skill Development)	5
Total Marks- Internal Examination	40

Marks Distribution Scheme for final exams: (For 4 Credit Course)*

**will vary as per credits*

Unit	Marks
1	10
2	10
3	10
4	10
5	10
Case Study	10
Total Marks- End Examination	60

Total (Internal Assessment + External)	100
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COURSE OUTLINE

MBA(I) SEMESTER IV



PRODUCTION AND OPERATIONS MANAGEMENT PAPER CODE: 402(GM)	Max. Marks: 100 Min. Marks: 40 External:60 Internal: 40
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Credit: 4

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

CO1 a: Understand the general concepts of operations, product design, plant location, and Layout planning.
CO1b: Understand and analyze forecasting, work design and measurements.
CO2: Comprehend capacity planning and scheduling.
CO3: Discuss aggregate planning and master scheduling techniques
CO4: Understand the various inventory management techniques and Just in Time production.

CO/PO Matrix					
Course Outcomes	PO1	PO2	PO3	PO4	PO5
CO1 a	3	3	3	2	1
CO1b	3	2	3	2	1
CO2	3		3	2	1
CO3	3		3	2	1
CO4	3		3	2	1

Course Mapping:

Local	Regional	National	Global
Yes	Yes	Ye	Yes

Professional Ethics	Gender	Human Values	Environment & Sustainability
Yes	No	No	No

Employability	Entrepreneurship	Skill Development
Yes	Yes	Yes

Course Pedagogy:

Lecture, Case study, hands on analysis

Course Content:

- Unit 1 Introduction:** An overview, Definition of Production and operation management, Production Cycle Responsibilities of Operation Manager, Scope of Production and Operations Management: Product Design, Plant Location, and Layout Planning.
- Unit 2** Forecasting: Forecasting as a planning tool, Forecasting types and methods (Qualitative and Quantitative), Measurement of Errors,
- Unit 3 Capacity Planning:** Production Planning techniques, Capacity management, Lean Production, scheduling types and principles.
- Unit 4 Aggregate Planning and Master Scheduling:** Introduction of Aggregate Planning, Techniques for Aggregate Planning, Master Scheduling, The Master Scheduling Process.
- Unit 5** Inventory Management and JIT: Inventory Management- Objective, Nature and Importance of Inventories, Inventory Ordering Policies, Inventory control techniques- ABC, VED, EOQ, SED, FSN Analysis, Just in Time Production.

Suggested Readings:

- Stevenson, W. J. (2018). *Operations Management, 12th Ed. McGraw Hill Education.*
- Krajewski, L. J., Ritzman, L. P., Malhotra, M. K. and Srivastava, S. K. (2011). *Operations Management: Processes and Supply Chains, 9th Ed. Pearson.*
- Chase, R. B., Jacobs, F. R., Aquilano, N. J. (2003). *Operations Management for Competitive Advantage, 10th Ed. Tata McGraw Hill.*
- Mahadevan, B. (2010). *Operations Management: Theory and Practice, 2nd Ed. Pearson.*
- Chary, S. N. (2009). *Production & Operations Management, 4th Ed., Tata McGraw Hill.*

Course Evaluation Criteria:

Instruments	Marks
Mid Term Exam	20
Assignment 1	5
Assignment 2	5
Assignment 3	5
Class Participation (Skill Development)	5
Total Marks- Internal Examination	40

Marks Distribution Scheme for final exams: (For 4 Credit Course)*

***will vary as per credits**



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Unit	Marks
1	10
2	10
3	10
4	10
5	10
Case Study	10
Total Marks- End Examination	60

Total (Internal Assessment + External)	100
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COURSE OUTLINE

MBA(I) SEMESTER IV

FINANCIAL INSTITUTIONS AND MARKETS PAPER CODE: 403	Max. Marks: 100 Min. Marks: 40 External 60 Internal: 40
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Credits: 04

Course Outcomes:

CO1a	To understand the Financial System and major institutions.
CO1b	To analyze the capital market and its instruments.
CO2	To understand the functions and importance of the money market.
CO3	To recognize the concept of Mutual Funds and Credit Rating Agencies
CO4	To discuss International Market and Derivatives

COPO Matrix:

CO/PO Matrix					
Course Outcomes	PO1	PO2	PO3	PO4	PO5
CO1a	2	2	1	1	1
CO1b	2	3	3	2	2
CO2	2	3	3	2	2
CO3	2	3	3	3	3
CO4	2	3	3	3	3

Course Mapping:

Local	Regional	National	Global
Yes	Yes	Yes	Yes

Professional Ethics	Gender	Human Values	Environment & Sustainability
Yes	No	No	Yes

Employability	Entrepreneurship	Skill Development



Yes	Yes	Yes
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Course Pedagogy:

Lecture, Presentations & Case study

Course Content:

UNIT 1: Indian Financial System and major Institutions

Indian Financial System: An overview, Types of Market, major reforms in the last decade: Payment banks, monetary policy; Regulatory Institutions in India: RBI, SEBI, IRDA.

UNIT 2: Capital Market in India

Introduction to Stock Markets, Primary and Secondary market, Regional and Modern Stock Exchanges, International Stock Exchanges.

Comparison between NSE and BSE, Major Instruments traded in stock markets: IPO, FPO, Shares, Debentures, Bonds and its types, Settlement mechanism at NSE & BSE

UNIT 3: Money Markets in India

Money Market: Meaning, role and participants in money markets, Segments of money markets, Call Money Markets, CRR, SLR, Bank Rate, Repos and reverse Repo concepts, Treasury Bill Markets, Commercial Bills and Certificate of Deposit.

UNIT 4: Mutual Funds- Significance, Types of Organization, Association of Mutual Funds in India, UTI, Credit Rating- Need, Rating Methodology, Rating Symbols, Credit Rating Agencies in India- CRISIL, CARE, MOODY, and Standard & Poor's Fifth Rating.

UNIT 5: International Market and Derivatives: International financial market, Raising of funds in International Markets: IDRs, ADRs, EDRs and GDRs; Derivatives and its types.

Suggested Readings:

- Bhole, L.M., Financial Markets and Institutions. Tata McGraw Hill Publishing Company.
- Mishkin F., Eakins S., Financial Markets and Institutions, 8th Edition, Pearson Education.
- Madura J., Financial Institutions & Markets, 10th edition Cengage.
- Kumar, V., Gupta, K., Kaur, M., Financial Markets, Institutions and Financial Services, Taxmann's Publications.
- Khan M.Y. and Jain, P.K Financial Services, Tata McGraw Hill.

Additional Resources:

- Annual Reports of Major Financial Institutions in India
- Khan, M.Y., Indian Financial System –Theory and Practice, Vikas Publishing House.
- Sharma, G.L., & Singh, Y.P., Contemporary Issues in Finance and Taxation, Academic Foundation, Delhi.



Course Evaluation Criteria:

Instruments	Marks
Mid Term Exam	20
Assignment 1	5
Assignment 2	5
Assignment 3	5
Class Participation (Skill Development)	5
Total Marks- Internal Examination	40

Marks Distribution Scheme for final exams: (For 4 Credit Course)*

**will vary as per credits*

Unit	Marks
1	10
2	10
3	10
4	10
5	10
Case Study	10
Total Marks- End Examination	60

Total (Internal Assessment + External)	100
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COURSE OUTLINE

MBA(I) SEMESTER IV

Business Research Methodology PAPER CODE: 404	Max. Marks: 100 Min. Marks: 40 External 60 Internal: 40
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Credits: 4

Course outcomes

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

CO1a: Understand the concept, types & process of Research.
CO1b: Develop Review of literature and hypothesis.
CO2: Design the blueprint of research.
CO3: Derive sample and analyse research data
CO4: Develop research reports

CO/PO Matrix					
Course Outcomes	PO1	PO2	PO3	PO4	PO5
CO1a	2	1	2	3	3
CO1b	-	2	2	2	2
CO2	2	-	2	1	2
CO3	-	1	2	3	3
CO4	3	2	-	2	2

Course Mapping:

Local	Regional	National	Global
Y	Y	Y	Y

Professional Ethics	Gender	Human Values	Environment & Sustainability
Y	N	N	N

Employability	Entrepreneurship	Skill Development
Y	N	Y



Course Pedagogy:

Lecture, Case study, hands on analysis, Demonstration

Course Content:

UNIT 1: Introduction to Research

Meaning of Research, Objectives of Research, Types of Research, Research Process, Problem Identification & Formulation, Research Ethics and Integrity.

UNIT 2: Review of Literature

Meaning of Review of literature, Objectives of Review of literature, Process of Review of literature, Literature Review Matrix, Hypothesis and types of hypothesis, Referencing and its formats.

UNIT 3: Research Design and Measurement

Research Design: Concept and Classification of Research design; Measurement: Concept of measurement: Problems in measurement in research – Validity and Reliability, Levels of measurement – Nominal, Ordinal, Interval, Ratio.

UNIT 4: Sampling and Analysis of data (Descriptive)

Population vs Sample, Concept of Sampling, Sampling Techniques- Probability & Non-probability Sampling, Coding, Editing and Tabulation of Data, Concept: Measures of central tendency, frequency tables, bar charts, pie charts, percentages.

UNIT 5: Analysis of data (Inferential) and Research reports

Correlation and Regression Analysis, T- test and Anova, Report Writing, Types and Layout of Research Report, Precautions in preparing the Research Report, Bibliography, Footnotes and Annexure in the Report. Plagiarism Issues.

Note: The course has to be taught with the help of MS Excel and IBM SPSS wherever needed.

Suggested Readings:

- Chapman, C. (2015). R for marketing research and analytics. New York, NY: Springer Science Business Media, LLC.
- Cooper, R., & Schindler, P.S. (2014). Business research methods (Twelfth edition). New York, NY: McGraw-Hill/Irwin.
- Malhotra, N.K., & Birks, D.F. (2007). Marketing Research: An Applied Approach (3ed). Harlow: Financial Times Prentice Hall.
- Poynter, R. (2010). The handbook of online and social media research: tools and techniques for market researchers. New York: Wiley.
- Zikmund, W. G., Babin, B. J., Carr, J. C., & Griffin, M. (2013). Business research methods. Cengage Learning.



Course Evaluation Criteria:

Instruments	Marks
Mid Term Exam	20
Assignment 1	5
Assignment 2	5
Assignment 3	5
Class Participation (Skill Development)	5
Total Marks- Internal Examination	40

Marks Distribution Scheme for final exams: (For 4 Credit Course)*

**will vary as per credits*

Unit	Marks
1	10
2	10
3	10
4	10
5	10
Case Study	10
Total Marks- End Examination	60

Total (Internal Assessment + External)	100
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COURSE OUTLINE

MBA(I) SEMESTER IV

International Business Environment PAPER CODE: 405	Max. Marks: 100 Min. Marks: 35 External 60 Internal: 40
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Credits: 04

Course Outcomes:

CO1a	Identify the concepts of International Business Environment
CO1b	Evaluate the concepts of Political and legal factors that influence International Business Environment
CO2	Appraise the Social and Cultural Environment of Business
CO3	Evaluate the reasons for fluctuations in exchange rates and analyze the various theories of Foreign Exchange Rate
CO4	Develop Sustainability Strategies for Conservation of Natural Environment

COPO Matrix:

CO/PO Matrix					
Course Outcomes	PO1	PO2	PO3	PO4	PO5
CO1a	3	3	3	3	2
CO1b	3	2	2	3	2
CO2	2	2	3	2	2
CO3	2	2	2	1	3
CO4	3	2	3	2	3

Course Mapping:

Local	Regional	National	Global
N	N	Y	Y

Professional Ethics	Gender	Human Values	Environment & Sustainability
Y	N	Y	Y

Employability	Entrepreneurship	Skill Development
Y	Y	Y

Course Pedagogy:

Lecture, Case study, hands on analysis

Course Content:

UNIT 1: Introduction to International Business Environment

International Business Environment- Definition-Importance-Scope of International Business Environment- Nature of Business Environment- Micro and Macro Environment-Strategic Management-Meaning, Phases-Environmental Analysis (SWOT Analysis, PESTLE Analysis in detail)-Scanning-Globalization-ripple effects of globalization.

UNIT 2: POLITICAL ENVIRONMENT & LEGAL ENVIRONMENT

Political environment-Meaning, Features Political Risk-Sources of political risk-Types of political risk – Remedial Measures to be undertaken by MNC to tackle political risk- Legal environment-Systems of law-International disputes-Meaning of International disputes- Dispute settlement mechanisms.

UNIT 3: SOCIO CULTURAL ENVIRONMENT

Social Environment- -Impact of Social Environment on International Trade- Culture-Meaning-features-elements of culture-language-religion-education aesthetics-attitudes. Impact of global culture on Indian Culture-cross cultural communication- Hofstede's theory of cross-cultural communication

UNIT 4: FINANCIAL ENVIRONMENT & ECONOMIC ENVIRONMENT

Economic policies -Discretionary policy and policy rules-Macro economic factors affecting Investment decisions. Foreign investments - sources of foreign investments- Foreign Direct Investment(FDI)-Factors influencing FDI-inbound FDI-outbound FDI Foreign portfolio Investment(FPI) - FPI vs. FDI-Advantages and disadvantages of inflow and outflow of capital

UNIT V: NATURAL ENVIRONMENT

Natural Environment-Meaning-Importance- Natural Resource Accounting(NRA) Concept – Evaluation of Interaction between Foreign trade and Environment, Green Business-Meaning, Sustainability Strategies-Essential Characteristics - Green Business Practices.

Suggested Readings:

- 1. Janet Morrison – The Global Business Environment-Palgrave Mcmillan Publishers*
- 2. Debra Johnson, Colin Turner – International Business – Routledge Publishers*
- 3. Aswathappa - International Business- Tata McGraw Hill*
- 4. Justin Paul - International Business - PHI Publishers*
- 5. John.D.Daniel -International Business - Pearson Education*



Course Evaluation Criteria:

Instruments	Marks
Mid Term Exam	20
Assignment 1	5
Assignment 2	5
Assignment 3	5
Class Participation (Skill Development)	5
Total Marks- Internal Examination	40

Marks Distribution Scheme for final exams: (For 4 Credit Course)*

**will vary as per credits*

Unit	Marks
1	10
2	10
3	10
4	10
5	10
Case Study	10
Total Marks- End Examination	60

Total (Internal Assessment + External)	100
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COURSE OUTLINE

MBA(I) SEMESTER IV

Advance excel for Business Applications PAPER CODE: -406	Max. Marks: 50 Min. Marks: 18 External 30 Internal: 20
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Credits: 02

Course Outcomes:

CO1a	Master the Excel interface and navigate workbooks efficiently.
CO1b	Build and manipulate spreadsheets using formulas and formatting.
CO2	Analyze and summarize data with charts and pivot tables.
CO3	Summarize data with security and validations.
CO4	Enhance data quality and presentation with conditional formatting, sorting, filtering, and data validation.

COPO Matrix:

CO/PO Matrix					
Course Outcomes	PO1	PO2	PO3	PO4	PO5
CO1a	2	1	1	1	2
CO1b	2	3	1	2	2
CO2	2	2	3	3	3
CO3	3	1	3	2	2
CO4	3	2	1	1	2

Course Mapping:

Local	Regional	National	Global
No	No	Yes	Yes

Professional Ethics	Gender	Human Values	Environment & Sustainability
Yes	No	Yes	No

Employability	Entrepreneurship	Skill Development
Yes	No	Yes

Course Pedagogy:

Lecture, Case study, hands on Practical

Course Content:

Unit 1:

An overview of the screen, various selection Techniques and Shortcut keys. Customizing the Ribbon ;Workbook and worksheets- Navigation with keyboard, Tabs and ribbons, file menu, quick access toolbar, create print and save workbook, worksheet basics, protecting excel workbook and worksheet, importing and exporting data, co-authoring; Data and Formatting-Adding Data ,Cut Copy Paste and Paste Special , Data fill.

Unit 2:

Functions - summarizing, lookup, reference, data and time, error handling, formula auditing. Mathematics Functions: Sumif, Sumifs, countif, Countifs, Averageif, Averageifs, If, Nested if, If errorStatement, AND, OR NOT. Text functions: Upper, Lower, Proper, Left, Mid, Right, Trim, Len, exact, Concatenate, Find, Substitute. Statistics functions, Information functions: CELL, ISBLANK, ISERR, ISERROR, ISEVEN, ISLOGICAL, ISNA, ISNONTEXT, ISNUMBER, ISREF, ISTEXT, TYPE etc.

Unit 3:

Conditional Formatting: Using Conditional formatting, Using Conditional formatting with multiple cell rules, Using Color Scales and Icon sets in conditional formatting, creating new rules and managing existing rules. Sorting and Filtering, Macros in Excel, Data Validation: Number, Date & Time Validation, Text and List Validation, Custom validations based on formula for a cell. Various Types of Charts.

Suggested Readings:

Main Text Books

1. *Excel 2019/365 All-in-One for Dummies* by Greg Harvey (Wiley)
2. *The Art of Data Analysis in Excel* by Michael Alexander & Colin Wilcox (Wiley)

Reference Books:

1. *Data Analysis with Microsoft Excel* by Kenneth N. Hyatt (Excel Easy)



Course Evaluation Criteria:

Instruments	Marks
Mid Term Exam	10
Assignment 1	2.5
Assignment 2	2.5
Class Participation (Skill Development)	5
Total Marks- Internal Examination	20

Unit	Marks
1	10
2	10
3	10
Total Marks- External Examination	30
Total Marks- Internal +External Examination	50

COURSE OUTLINE

MBA(I) SEMESTER IV

Design Thinking PAPER CODE: 407	Max. Marks: 50 1Min. Marks: 18 External: 30 Internal : 20
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Credits: 02

Course outcomes

1. To Understand the concept of design thinking and its application in Business Operations.
2. To interpret the usefulness of Design Thinking Frameworks in the practical world of business.
3. To Analyze the Potential of the idea by prototyping.

CO/PO Matrix					
Course Outcomes	PO1	PO2	PO3	PO4	PO5
CO1	1	3	2	1	2
CO2	2	3	2	2	2
CO3	1	2	3	3	2

Course Mapping:

Local	Regional	National	Global
N	N	Y	Y

Professional Ethics	Gender	Human Values	Environment & Sustainability
Y	N	N	N



Course Pedagogy:

Lecture, Case study, hands on analysis

UNIT 1: Introduction

Design Thinking: Meaning & Importance, Design Thinking Process, Design Thinking Skills and Mindset, building a design Thinking Team, Applying Design Thinking to Business Operations

UNIT 2: Design Thinking Frameworks

The Google Design Sprint Model by Jake Knapp, The Deep Design Thinking Model by Mary Cantwell, SAP Design Thinking Model, Designing for Growth Model by Jeanne Liedtka, Collective Action Toolkit (CAT)- Frog Design

UNIT 3: Design Thinking: Prototyping & Techniques

Prototyping: Meaning, Importance, Benefits, Types of Prototyping: Paper Interface. Storyboards, Role Playing, Wizard of Oz Prototypes,

Techniques: Immersion, Visualization, Mind Mapping, **Rapid Iteration, Learning Launch, Collaborative Creation,**

Suggested Readings & References:

1. *Brown, T. (2009). Change by Design: How Design Thinking Transforms Organizations and Inspires Innovation. Harper Business.*
2. *Martin, R. (2009). The Design of Business: Why Design Thinking is the Next Competitive Advantage. Harvard Business Review Press.*
3. *Kelley, T., & Kelley, D. (2013). Creative Confidence: Unleashing the Creative Potential Within Us All. Crown Business.*
4. *Liedtka, J., & Ogilvie, T. (2011). Designing for Growth: A Design Thinking Tool Kit for Managers. Columbia University Press.*
5. *Curedale, R. (2016). Design Thinking: Process and Methods Manual. Design Community College Inc.*
6. *Lockwood, T. (2010). Design Thinking: Integrating Innovation, Customer Experience, and Brand Value. Allworth Press.*



Course Evaluation Criteria:

Instruments	Marks
Mid Term Exam	10
Assignment 1	2.5
Assignment 2	2.5
Class Participation (Skill Development)	5
Total Marks- Internal Examination	20

Unit	Marks
1	10
2	10
3	10
Total Marks- External Examination	30
Total Marks- Internal +External Examination	50

COURSE OUTLINE

MBA(I) SEMESTER IV

PERSONALITY DEVELOPMENT PAPER CODE: 408	STATUS- PASS/FAIL Credits: 00
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Course Outcomes:

CO1a	To develop talent, facilitate employability enabling the incumbent to excel and sustain in a highly competitive world of business.
CO1b	To bring about personality development with regard to the different behavioural dimensions that has far reaching significance in the direction of organizational effectiveness.
CO2	To assist students in organizing and evaluating their thinking skills, listening abilities and to communicate their thoughts clearly and concisely with others.
CO3	Think critically and demonstrate knowledge of personal beliefs and values and a commitment to continuing personal reflection and reassessment.
CO4	To enable the students to develop interview strategies, enhance communication skills, answering challenging questions which ease the nerves before an actual job interview.

CO PO Matrix:

CO/PO Matrix					
Course Outcomes	PO1	PO2	PO3	PO4	PO5
CO1a	3	3	3	-	3
CO1b	3	3	3	3	3
CO2	3	3	3	2	3
CO3	3	3	2	3	3
CO4	3	3	3	3	3

Course Mapping:

Local	Regional	National	Global
Y	Y	Y	Y

Professional Ethics	Gender	Human Values	Environment &Sustainability
Y	Y	Y	Y



Employability	Entrepreneurship	Skill Development
Y	Y	Y

Course Pedagogy: *Lecture, PPT's, Mock Group Discussion, Mock Personal Interviews etc.*

Course Content:

1. Transactional Analysis
2. Critical Thinking
3. Mock Interviews
4. Mock GD's
5. Debate, Role plays
6. Resume Writing
7. Corporate Etiquette

Suggested Readings:

6. *Critical Thinking by Tom Chatfield*
7. *Communication Skills by Dr. Shalini Verma*
8. *Business Etiquette by Barbara Patcher*
9. *Correct manners & Etiquettes by Eric Watson*
10. *Personality Development by Wallace & Masters*

Course Evaluation Criteria:

Non-Credit



MBA(I) V SEMESTER

COURSE OUTLINE

STRATRGIC MANAGEMENT PAPER CODE: 501	Max. Marks: 100 Min. Marks: 40 External 60 Internal: 40
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Credits: 04

Course Outcomes:

CO1a	Understand the concept & process of strategic management
CO1b	Implement tools and techniques for strategic analysis and decision-making.
CO2	Discuss various aspects of Strategic Implementation.
CO3	Understand and analyze the various Corporate & Global Strategies
CO4	Integrate strategic assessment and control to measure performance.

COPO Matrix:

CO/PO Matrix					
Course Outcomes	PO1	PO2	PO3	PO4	PO5
CO1a	2	2	1	3	3
CO1b	3	3	3	3	3
CO2	3	3	3	3	3
CO3	3	3	2	3	2
CO4	3	3	2	2	3

Course Mapping:

Local	Regional	National	Global
Y	Y	Y	Y

Professional Ethics	Gender	Human Values	Environment & Sustainability



Y	N	N	Y
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Employability	Entrepreneurship	Skill Development
Y	Y	Y

Course Pedagogy:

Lecture, Case study.

Course Content:

UNIT 1: Introduction to Strategic Management

Concepts in Strategic Management, Strategic Management Process, developing a strategic vision, Mission, Objectives, Environmental Scanning: Industry and Competitive Analysis – Methods, SWOT Analysis.

UNIT 2: Strategy Formulation

Tools and Techniques for Strategic Analysis - Porter's Five Force Model, BCG Matrix, GE Model, TOWS Matrix, IE Matrix, Types of Strategies – offensive strategy, defensive strategy, Exit and entry barriers.

UNIT 3: Strategy Implementation

Strategy Implementation: Strategy and Structure, Strategy and Leadership, Structural Implementation: Structural Consideration, Organizational Design & change, Strategies for competing in Globalizing markets and Internet economy - Organizational Values and Their Impact on Strategy.

UNIT 4: Corporate & Global Strategies

Turnaround and Diversification Strategies: Turnaround strategy - Management of Strategic Change, strategies for Mergers, Acquisitions, Takeovers and Joint Ventures - Diversification Strategy: Why firms diversify, different types of diversification strategies, the concept of core competence.

UNIT V: Strategy Evaluation & Control

Strategic Control – Basic types of control, Operational Control – Process of evaluation. Techniques of evaluation and control, Role of Organization system.

Suggested Readings:

- V.S.P.Rao, V.HariKrishna; Strategic Management, 1e, Excel Books, 2012
- Thompson, & Strickland. Strategic management, concepts and cases. TMH 2009.



- Wheelen,&Hunger.Strategicmanagement,2009
- Hitt,Irelandetal.(2013).Strategicmanagement:ASouthAsianperspective.CengageLearning, 9e, 2013
- GregoryDessandG.T.Lumpkin:StrategicManagement-CreatingCompetitiveAdvantage,TMH.2009.

Course Evaluation Criteria:

Instruments	Marks
Mid Term Exam	20
Assignment 1	5
Assignment 2	5
Assignment 3	5
Class Participation (Skill Development)	5
Total Marks- Internal Examination	40

Marks Distribution Scheme for final exams: (For 4 Credit Course)*

**will vary as per credits*

Unit	Marks
1	10
2	10
3	10
4	10
5	10
Case Study	10
Total Marks- End Examination	60

Total (Internal Assessment + External)	100
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COURSE OUTLINE

LOGISTICS AND SUPPLY CHAIN MANAGEMENT PAPER CODE: 502	Max. Marks: 100 Min. Marks: 40 External 60 Internal: 40
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Credits: 04

Course Outcomes:

CO1a	Understand the fundamental concepts and importance of logistics and supply chain management.
CO1b	Develop strategic planning skills for logistics network design and optimization.
CO2	Analyze the role of technology and information systems in enhancing supply chain integration and coordination.
CO3	Evaluate the complexities and strategies involved in global logistics and supply chain management.
CO4	Identify and assess emerging trends and technologies impacting logistics and supply chain management.

COPO Matrix:

CO/PO Matrix					
Course Outcomes	PO1	PO2	PO3	PO4	PO5
CO1a	1	3	3	3	3
CO1b	3	1	1	2	2
CO2	2	3	3	3	3
CO3	1	3	3	3	3
CO4	1	2	2	2	2

Course Mapping:



Local	Regional	National	Global
Yes	Yes	Yes	Yes

Professional Ethics	Gender	Human Values	Environment & Sustainability
Yes	No	Yes	Yes

Employability	Entrepreneurship	Skill Development
Yes	Yes	Yes

Course Pedagogy:

Lecture, Presentations & Case study

Course Content:

UNIT 1: Introduction to Logistics and Supply Chain Management- Definitions and Concepts of Logistics and Supply Chain Management, Importance and Objectives of Logistics Management, Components of Logistics and Supply Chain Management, Role of Logistics in the Supply Chain, Overview of Supply Chain Drivers and Metrics

UNIT 2: Logistics Planning and Strategy - Strategic Logistics Planning, Logistics Network Design and Optimization, Demand Forecasting and Inventory Planning, Transportation Management and Strategies, Warehousing and Distribution Strategies

UNIT 3: Supply Chain Integration and Coordination -Supply Chain Integration: Importance and Challenges, Coordination in Supply Chains, Information Technology in Supply Chain Management, Supply Chain Relationships and Performance Measurement, Collaborative Planning, Forecasting, and Replenishment (CPFR)

UNIT 4: Global Logistics and Supply Chain Management -Global Supply Chain: Concept and Challenges, International Trade Logistics, Global Sourcing and Procurement, Risk Management in Global Supply Chains, Legal and Ethical Issues in Global Supply Chain Management

UNIT 5: Emerging Trends and Technologies in Logistics and Supply Chain Management - Impact of E-commerce on Supply Chain Management, Role of Technology in SCM, Sustainable Supply Chain Management, Reverse Logistics, Trends and Innovations in Supply Chain Management

Suggested Readings:

- Rushton, A., Croucher, P. and Peter Baker: Handbook of Logistics and Distribution Management, Kogan Page Pub , 4th edition, (Chapter 4, 32)



- Christopher Martin: Logistics and Supply Chain Management, Creating Value-adding Networks, Pearson Education , 4th edition, (Chapter 1, 9,11)
- Chopra Sunil and Meindl Peter: Supply Chain Management, Pearson Education, (Chapter 1, 2, 3,4,5)
- Reghuram G. (I.I.M.A), Logistics and Supply Chain Management, 1st Edition
- Hugos, M. H.: Essentials of Supply Chain Management, Wiley, 4th edition (2018).
- **Mangan, J., Lalwani, C., Butcher, T., &Javadpour, R.: Global Logistics and Supply Chain Management, Wiley, 3rd edition (2020).**
- **Bowersox, D. J., Closs, D. J., & Cooper, M. B.: Supply Chain Logistics Management, McGraw-Hill Education, 4th edition (2012).**

Course Evaluation Criteria:

Instruments	Marks
Mid Term Exam	20
Assignment 1	5
Assignment 2	5
Assignment 3	5
Class Participation (Skill Development)	5
Total Marks- Internal Examination	40

Marks Distribution Scheme for final exams: (For 4 Credit Course)*

**will vary as per credits*

Unit	Marks
1	10
2	10
3	10
4	10
5	10
Case Study	10
Total Marks- End Examination	60

Total (Internal Assessment + External)	100
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COURSE OUTLINE

CONSUMER BEHAVIOUR PAPER CODE: 503 (DSE)	Max. Marks: 100 Min. Marks: 40 External 60 Internal: 40
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Credits: 04

Course Objectives:

CO1a	Understand and evaluate consumer Behavior.
CO1b	Acquire the knowledge of individual determinants of consumer Behavior
CO2	Explore the facets of group dynamics with reference to consumer behavior
CO3	Comprehend the communication and consumer decision-making process.
CO4	Evaluate the various model of Consumer Behavior considering each internal and external stimuli

COPO Matrix:

CO/PO Matrix					
Course Outcomes	PO1	PO2	PO3	PO4	PO5
CO1a	3	3	3	0	2
CO1b	3	2	2	3	2
CO2	3	2	3	3	2
CO3	3	0	0	2	2
CO4	3	0	3	2	2

Course Mapping:

Local	Regional	National	Global
N	N	Y	Y

Professional Ethics	Gender	Human Values	Environment & Sustainability
N	Y	N	N

Employability	Entrepreneurship	Skill Development
Y	N	N

Course Pedagogy:

Lecture, Case study, hands on analysis

Course Content:

UNIT 1: Introduction to Consumer Behavior: Nature and Importance of CB, Application of CB in Marketing Consumer Research Process: Various Methods and techniques of consumer' research, Consumer Research Process

UNIT 2: Individual Determinants of CB: Motivation, Perception, Consumer Imagery, Learning, Personality: Theories, Consumer Diversity, Brand Personality, self and Self Image, Attitude: Structural model of attitude, attitude formation & change

UNIT 3: Group Determinants of CB, Group influence: types of consumer relevant groups, factors affecting group influence, application of group concept. Family: Functions of family, family life cycle (FLQ, Opinion Leadership and Personal influence, Diffusion of Innovation: Adoption process. Diffusion process

UNIT 4: Consumer Decision making Process, Communication and Persuasion: Components of Communication, the Communication Process, Designing Persuasive Communication

UNIT 5: Models of CB: Traditional Models of Consumer Behavior: Economic, Social and Psychological Contemporary Models of Consumer Behavior, Industrial Market & Factors affecting industrial buying, Participants in Industrial Buying, Industrial buying process.

Suggested Readings:

1. Schiffman, L. G., &LasarKanuk, L. (2002). Consumer Behavior. India: Pearson Education.
2. Peter, P. et al. (2005). Consumer behavior and marketing Strategy, Tata McGraw hill, Indian edition (7th ed).
3. Kardes, F. R. Consumer Be
4. havior and managerial decision making (2nd ed).
5. Assel (2008). Consumer behavior—A strategic approach, Biztranza.
6. Mittal, S. Consumer behavior- A managerial perspective, Thomson Asia (P) Ltd. (2003).
7. Abbael. Consumer behavior: A strategic approach (Indian edition 2005) Wiley 2012.
8. Hed, H. (2008) edition Wiley 2012. Consumer behavior.
9. Gupta, D. (2008) edition. Consumer behavior p. 2012. Chichester: Wiley.
10. Prakash, S. (2012). Theory of Consumer behavior (1st ed). Vikas.
11. Mukherjee, A., &Dube, L. (2012). Mixing emotions: The use of humor in fear advertising. Journal of Consumer Behavior. Cengage Learning, 11(2), 147-161. doi: [10.1002/6.389](https://doi.org/10.1002/6.389)

Course Evaluation Criteria:

Instruments	Marks
Mid Term Exam	20
Assignment 1	5
Assignment 2	5
Assignment 3	5
Class Participation (Skill Development)	5
Total Marks- Internal Examination	40

Marks Distribution Scheme for final exams: (For 4 Credit Course)*

**will vary as per credits*

Unit	Marks
1	10
2	10
3	10
4	10
5	10
Case Study	10
Total Marks- End Examination	60



Total (Internal Assessment + External)	100
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COURSE OUTLINE

SOCIAL SECURITY AND WELFARE PAPER CODE: HRM 503	Max. Marks: 100 Min. Marks: 40 External 60 Internal: 40
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Credits: 04

Course Outcomes: After the completion of this course the students will be able to,

CO1a	Acquire knowledge and idea of Social Security.
CO1b	Understand the idea and objective of ILO.
CO2	Assess the concept and need of Labour Welfare.
CO3	Demonstrate the process of collective bargaining to resolve conflicts.
CO4	Devise the meaning and applicability of workers participation in Management

COPO Matrix:

CO/PO Matrix					
Course Outcomes	PO1	PO2	PO3	PO4	PO5
CO1a	2	2	-	-	1
CO1b	1	2	-	-	1
CO2	2	2	1	-	1
CO3	3	2	2	2	2



CO4	3	3	3	3	3
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Course Mapping:

Local	Regional	National	Global
Y	Y	Y	Y

Professional Ethics	Gender	Human Values	Environment & Sustainability
Y	N	Y	N

Employability	Entrepreneurship	Skill Development
Y	N	Y

Course Pedagogy:

Lecture, Case study, hands on analysis

Course Content:

UNIT 1: Social Security; Introduction, evolution, definition and scope, Types of Social security, social security measures in India,

UNIT 2: ILO and National Commission on Labour- ILO and National commission on Labour: Concept, objectives and structure of ILO – main recommendations of the First and Second National Commission on Labour.

UNIT 3: Labour Welfare; Concept, Classification and Significance of labour welfare, Labour welfare measures in India, Labourwelfare schemes and Constitutional provisions regarding labour welfare.

UNIT 4: Collective Bargaining; Concept, Evolution. Nature. Scope and Types of collective bargaining, Process of collective bargaining, Benefits of collective bargaining, Conditions essential for successful collective bargaining.

UNIT V: Workers Participation; Meaning. Origin / Growth and Objectives of worker participation, Factors influencing participation, Schemes of workers participation and Worker participation in management in India with special reference to Indian industries.

Suggested Readings:

- *Dr. C.B. Matroria and Dr. Satish Mamoria. (2018) Dynamics of Industrial Relations, Himalaya Publications*
- *Anil Kumar.(2003) Social Security and Labour Welfare, Deep and Deep Publications*
- *T.N. Chabbra and R.l(. Suri. (2004) Industrial Relations -Concepts & Issues, DhanpatRai & Company' .*
- *ArurnMonappa(1985). Industrial Relations, Tata McGraw Hill*
- *S C Srivastava (2012) Industrial Relations and Labor Laws, Vikas Publishing House.*

Course Evaluation Criteria:

Instruments	Marks
Mid Term Exam	20
Assignment 1	5
Assignment 2	5
Assignment 3	5
Class Participation (Skill Development)	5
Total Marks- Internal Examination	40

Marks Distribution Scheme for final exams: (For 4 Credit Course)*

**will vary as per credits*

Unit	Marks
1	10
2	10
3	10
4	10
5	10
Case Study	10
Total Marks- End Examination	60



Total (Internal Assessment + External)	100
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COURSE OUTLINE

INVESTMENT ANALYSIS & PORTFOLIO MANAGEMENT PAPER CODE: DSE (F&A) 503	Max. Marks: 100 Min. Marks: 40 External 60 Internal: 40
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Credits: 04

Course Outcomes:

CO1a	Understand the concept of Investments and risk and return thereof.
CO1b	Measure the value of financial assets such as stocks and bonds.
CO2	Comprehend with investment analysis and behavior of stock market prices.
CO3	Diversify and manage investment portfolios.
CO4	Acquaint with portfolio performance evaluation and portfolio revision.

COPO Matrix:

CO/PO Matrix

Course Outcomes	PO1	PO2	PO3	PO4	PO5
CO1a	-	1	2	3	2
CO1b	-	3	3	3	2
CO2	2	2	3	3	3
CO3	3	3	3	3	2
CO4	2	2	3	3	3

Course Mapping:

Local	Regional	National	Global
Yes	Yes	Yes	Yes

Professional Ethics	Gender	Human Values	Environment & Sustainability
Yes	No	No	Yes

Employability	Entrepreneurship	Skill Development
Yes	Yes	Yes

Course Pedagogy:

Lecture, Presentations & Case study

Course Content:

UNIT 1: Introduction and Risk & Return-Concepts of Investment- Financial and non-financial forms of investment, Objectives of financial investment, types of instruments, Risk & return: meaning, types of risk, types of return, measurement of risk.

UNIT 2: Valuation-Valuation - bond and fixed income instruments, equity shares & preference shares, term structure of interest rate, determination of yield curves, Capital allocation between risky & riskfree assets-Utility analysis.

UNIT 3: Investment Analysis-Fundamental & Technical Analysis of equity stock, Concept of intrinsic value, Economy industry-Company framework, Economic analysis and forecasting, Theory of Technical analysis, Charting tools(an outline only)- points and figures chart, bar chart, candlestick chart.

UNIT 4: Portfolio Management-Asset pricing theories- CAPM, Random walk theory & Arbitrage pricing theories, Modern portfolio theory, efficient portfolio diversification, Markowitz diversification model, selecting an optimal portfolio.



UNIT 5: Portfolio performance evaluation-Sharpe, Treynor& Jensen's measure, Portfolio revision Active and passive strategies & formula plans in portfolio revision. Mutual funds-types, Functions of Asset Management Companies.

Suggested Readings:

- Reilly, F. K., & Brown, K. C. (2011). Investment analysis and portfolio management (10thed). South-Western College Publishing
- Fisher, D. E., & Jordan, R. J. (1995). Security analysis and portfolio management —, 6/ePearson. Physique I.
- Barua, S., Venna, J. R., &Raghunathan, V. (2003). Portfolio management (TMH). In 1/e.
- Luenberger, D. G. (2013). Investment science (2nd ed). Oxford: Oxford University Pr.
- Kevin, S. (2006). Portfolio management. Englewood Cliffs, India: Prentice Hall

Course Evaluation Criteria:

Instruments	Marks
Mid Term Exam	20
Quiz	5
Class Presentation	5
Case Study	5
Class Participation (Skill Development)	5
Total Marks- Internal Examination	40

Marks Distribution Scheme for final exams: (For 4 Credit Course)*

***will vary as per credits**



Unit	Marks
1	10
2	10
3	10
4	10
5	10
Case Study	10
Total Marks- End Examination	60

Total (Internal Assessment + External Assessment)	100
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COURSE OUTLINE

FINANCIAL MANAGEMENT PAPER CODE: 504 FM	Max. Marks: 100 Min. Marks: 40 External 60 Internal: 40
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Credits: 04

Course Outcomes:

After completing the course, the student shall be able to:

CO1a	Understanding the Basics of Financial Management
CO1b	Illustrating the concept of Capital Structure and Interpret types of Leverage
CO2	Appraising the Projects by Capital Budgeting Techniques

CO3	Demonstrating the Understanding of Working Capital
CO4	Demonstrating the understanding of Dividend Theories.

COPO Matrix:

CO/PO Matrix					
Course Outcomes	PO1	PO2	PO3	PO4	PO5
CO1a	2	3	3	2	3
CO1b	3	4	3	2	3
CO2	2	4	3	3	3
CO3	3	4	2	2	3
CO4	3	4	4	2	3

Course Mapping:

Local	Regional	National	Global
Y	Y	Y	N

Professional Ethics	Gender	Human Values	Environment & Sustainability
Y	N	N	N

Employability	Entrepreneurship	Skill Development
Y	N	Y

Course Pedagogy:

Lecture, Case study, hands on analysis

Course Content:

UNIT 1: Concept, Nature, Importance and Objectives of financial management, Types of financial decisions. Short-term, Medium-term, and Long-term sources of finance, Introduction to types of securities,

UNIT 2: Concept Capital structure, Objectives and Determinants of optimum capital structure, Cost of capital, leverage, Financial Leverage, Operating Leverage, and Combined Leverage

UNIT 3: Time Value of Money. Nature, Importance, and Principles of capital budgeting, Discounted and Non-discounted Techniques of capital budgeting.

UNIT 4: Concepts of working capital, Determinants of working capital, Management of cash, inventory, and account receivables.

Unit 5: Concept of Long-Term and Short-Term Gains, Dividend, Dividend theories, Dividend Policy: Traditional Position - Walter Model - Gordon Model - Miller-Modigliani Position

Suggested Readings:

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- *M.Y. Khan & P.K. Jain. (2013). Financial Management. New Delhi: Tata McGraw Hill.*
- *I.M. Pandey (2010). Financial Management, New Delhi: Vikas Publications.*
- *R.K. Sharma & Shashi K. Gupta (2014). Financial Management. Ludhiana: Kalyani Publications.*
- *Banking Law, Theory and Practice - Sundaram and Varshney - Sultan Chand Co. 24th edition (2013)*
- *Banking and Financial Systems - B. Santhanam (Margham Publishers) 5 edition (2012)*
- *Banking Law, Theory and Practice - S.N. Maheswari - Kalyani Publication. 11th edition (2014)*
- *Indian Banking - Parameswaran - S. Chand and Co. (2013)*

Course Evaluation Criteria:

Instruments	Marks
Mid Term Exam	20
Assignment 1	5
Assignment 2	5
Assignment 3	5
Class Participation (Skill Development)	5
Total Marks- Internal Examination	40

Marks Distribution Scheme for final exams: (For 4 Credit Course)*



**will vary as per credits*

Unit	Marks
1	10
2	10
3	10
4	10
5	10
Case Study	10
Total Marks- End Examination	60

Total (Internal Assessment + External)	100
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COURSE OUTLINE

SALES AND DISTRIBUTION MANAGEMENT PAPER CODE: 504 MM	Max. Marks: 100 Min. Marks: 40 External 60 Internal: 40
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Credits: 04

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

CO1(A): Understand the concepts of sales management.

CO1(B): Understand the various functions of sales force management

CO2: Analyse sales efforts and learn sales promotion strategies.

CO3: Describe the aspects and importance of channel management.

CO4: Discuss the approaches and practical aspects of distribution channel management.

COPO Matrix:

CO/PO Matrix					
Course Outcomes	PO1	PO2	PO3	PO4	PO5
CO1a	3	2	3	3	1
CO1b	3	3	-	3	3
CO2	2	2	2	-	2
CO3	3	1	1	2	2
CO4	3	2	1	3	3

Course Mapping:

Local	Regional	National	Global
Y	Y	Y	Y

Professional Ethics	Gender	Human Values	Environment & Sustainability
Y	N	Y	Y

Employability	Entrepreneurship	Skill Development
Y	Y	Y

COPO Matrix:

CO-PO Matrix					
CO/PO	PO1	PO2	PO3	PO4	PO5
CO1	3	2	3	3	3
CO2	3	3	-	-	3
CO3	3	3	1	3	2



CO4	3	3	-	3	3
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Unit 1

Sales Management and the business Enterprise, personal selling process, and salesmanship, setting personal selling objectives, determining sales-related marketing policies, formulating personal selling strategy, Techniques of sales forecasting.

Unit II

Training sales force, recruiting and selecting sales people, Directing Sales Force Operations: Motivating sales personnel, Sales force compensation; Performance appraisal, sales meetings and contests, sales quotas and sales territories.

Unit III

Evaluating and Controlling the Sales Effort: The sales budget, analysis of sales volume and profitability and evaluating salesperson's performance, Supervisory Styles. Sales Promotion: Designing Sales Promotion Strategies, Techniques of Sales Promotion.

Unit IV

Introduction and importance of Marketing Channels, Types of channels, Designing Channels, Selection and Recruitment of Channel Partners, Channel Motivation, Channel Relationships Management, Channel Evaluation, Information Systems for Channels.

Unit V

Channels for distribution of services: Introduction, Indian Distribution Scenario at Present, Vertical Marketing System, Horizontal and Multi-Channel Marketing Systems, Understanding Distribution of services.

Text Books

- Anderson, J. C., Narus, J. A., & Narayandas, D. (2008). *Business Market Management: Understanding, Creating, and Delivering Value*. 3rd ed. Pearson Prentice Hall.
- Cavale, K. K. H. V. M. (2006). *Sales and distribution management: text and cases*. Tata McGraw-Hill Education.
- Cavale, K., Havaladar V M. (2006) *Sales and distribution management: text and cases*. Tata McGraw-Hill Education.
- Hutt, M. D., & Speh, T. W. (2012). *Business marketing management: B2B*. Cengage Learning. Gupta, S. L. (2009). *Sales and distribution management*. Excel Books India.



- Venugopal, P. (2008). *Sales and distribution management: An Indian perspective*. SAGE Publications India.

Course Evaluation Criteria:

Instruments	Marks
Mid Term Exam	20
Assignment 1	5
Assignment 2	5
Assignment 3	5
Class Participation (Skill Development)	5
Total Marks- Internal Examination	40

Marks Distribution Scheme for final exams: (For 4 Credit Course)*

**will vary as per credits*

Unit	Marks
1	10
2	10
3	10
4	10
5	10
Case Study	10
Total Marks- End Examination	60

Total (Internal Assessment + External)	100
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COURSE OUTLINE

HRD Systems and Strategies PAPER CODE: HRM 504	Max. Marks: 100 Min. Marks: 40 External 60 Internal: 40
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Credits: 04

Course Outcomes: After the completion of this course the students will be able to



CO1a	Understand the HRD concepts, evolution and its activity areas.
CO1b	Analyze and design HRD process.
CO2	Understand the concept of HRD interventions
CO3	Apply HRD interventions in organizational context
CO4	Measure competency and interpret high performance work systems.

COPO Matrix:

CO/PO Matrix					
Course Outcomes	PO1	PO2	PO3	PO4	PO5
CO1a	2	1	-	-	-
CO1b	3	3	3	2	3
CO2	2	2	-	2	2
CO3	3	3	3	3	3
CO4	3	3	3	3	3

Course Mapping:

Local	Regional	National	Global
Y	Y	Y	Y

Professional Ethics	Gender	Human Values	Environment & Sustainability
Y	Y	Y	Y

Employability	Entrepreneurship	Skill Development
Y	N	Y

Course Pedagogy:

Lecture, Case study, hands on analysis

Course Content:

Unit I: Human Resource Development (HRD): Concept, Origin and Need, Relationship between human resource management and human resource

development; HRD as a Total System, Activity Areas of HRD: Training, Education and Development, Roles and competencies of HRD professionals.

Unit II: HRD Process: Assessing need for HRD, Designing and developing effective HRD programs, Implementing HRD programs; Evaluating HRD programs.

Unit III: HRD Tools & Interventions: Goal Setting, HRD Climate, Workforce Diversity Management, HRD Audit, Learning: Model & Principles.

Unit IV: HRD Applications: Coaching and Mentoring, Career management and development, Employee Counseling; Balance Score Card, Appreciative inquiry. Integrating HRD with technology.

Unit V: Competency Mapping, High Performance Work Systems, HRD in Organizations, Future Sustainable HRD strategies and practices.

Suggested Readings:

- *Nadler, Leonard: Corporate human Resource Development, Van Nostrand Reinhold / ASTD, New York.*
- *Rao T.V. and Pareek, Udai: Designing and Managing Human Resource Systems, Oxford and IBH Publication Ltd.*
- *Rao T.V.: Reading in human Resource Development, Oxford IBH Publication .Ltd.*
- *Viramani B.R. and Seth, Pramila: Evaluating Management Training and Development, Vision Books.*
- *Rao T.V.: Human Resource Development, Sage publication.*
- *Kapur, Sashi: Human resource Development and Training in Practice, Beacon Books.*
- *Lynton, Rolf P. and Pareek, Udai: Training for Development, Vistaar publication.*
- *Werner J. M., DeSimone, R.L.: Human resource development, South Western.*
- *Mankin, D.: Human resource development, Oxford University Press India.*
- *Haldar, U. K.: Human resource development, Oxford University Press India.*
- *Rao, T.V.: Future of HRD, Macmillan Publishers India.*

Course Evaluation Criteria:

Instruments	Marks
Mid Term Exam	20
Assignment 1	5



Assignment 2	5
Assignment 3	5
Class Participation (Skill Development)	5
Total Marks- Internal Examination	40

Marks Distribution Scheme for final exams: (For 4 Credit Course)*

**will vary as per credits*

Unit	Marks
1	10
2	10
3	10
4	10
5	10
Case Study	10
Total Marks- End Examination	60

Total (Internal Assessment + External)	100
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MBA(I) VI SEMESTER



COURSE OUTLINE

PROJECT MANAGEMENT PAPER CODE: 601	Max. Marks: 100 Min. Marks: 40 External 60 Internal: 40
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Credits: 04

Course Outcomes:

CO1a	To understand phases of project life cycle, types and feasibility studies, generate innovative project ideas, and grasp the fundamental concepts of entrepreneurship
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CO1b	To analyzing themarket for projects, utilizing techniques such as demand and supply analysis, data collection, and forecasting methods.
CO2	To demonstrate variety of financial analysis techniques, including discounted cash flow (DCF) and non-DCF methods, sensitivity analysis, and the components of financial analysis.
CO3	To evaluate the value-added concepts and social surplus impacts of projects, applying techniques such as Social Cost-Benefit Analysis (SCBA) on International projects
CO4	To understand the probabilistic cash flow approaches and PERT/CPM for project monitoring, implementing effective mechanisms and evaluating outcomes.

COPO Matrix:

CO/PO Matrix					
Course Outcomes	PO1	PO2	PO3	PO4	PO5
CO1a	3	2	3	1	2
CO1b	2	2	2	1	2
CO2	2	1	1	2	2
CO3	2	2	2	2	2
CO4	2	2	2	2	2

Course Mapping:

Local	Regional	National	Global
NA	Y	Y	Y

Professional Ethics	Gender	Human Values	Environment & Sustainability
Y	N	Y	Y

Employability	Entrepreneurship	Skill Development
Y	N	Y

Course Pedagogy:

Lecture, Case study, hands on analysis

Course Content:

UNIT 1: Project Management

An introduction, The project environment and ecosystem, project management cycle, Private and Public sector Projects/commercial/National, Waterfall and Agile projects (predictive and adaptive) probability; Identification of investment opportunities – industry analysis review of project profiles, – feasibility studies



UNIT 2: Market Analysis

Market analysis of a project, Need for market analysis, Demand and supply analysis, Data Collection, Forecasting techniques, Technical appraisal of a project, Business and Technology Acquisition and management of technology.

UNIT 3: Investment Appraisal

Introduction and techniques, DCF and non DCF methods, Sensitivity Analysis, components of Financial analysis, Financial needs of a Project, Investment criteria, Project Appraisal parameters of select Financial Institutions,

UNIT 4: Social Cost Benefit Analysis

Value added concept, social surplus indirect impact of projects, rationale of SCBA, Efficiency ,Equity , and Ethics in Project Appraisal, UNIDO approach, Little Mirlees Approach, Project Appraisal of Indian Plans

UNIT 5: Project Risk Assessment

Taxonomy of Risks, probabilistic cash flow approaches – application of simulation techniques; Monitoring and Evaluation of a Project - PERT/CPM, Monitoring mechanism, Evaluation and Lessons, Preparation of project report - Case Analysis

Suggested Readings:

1. Chandra, P. (2019). Project planning, analysis, selection, implementation, and review. Tata McGraw Hill Publishing Co. Ltd.
2. Pahwa, H. P. S. (2004). Project reports and appraisals. Bharat Law House.
3. Desai, V. (2018). Project management. Himalaya Publishing House.
4. Patel, B. M. (2010). Project management. Vikas Publishing House.
5. Sharma, K. R. (2011). Project management. National Publishing House.
6. Goel, G. B. (2008). Project management: Principles and techniques. Deep and Deep Publications.

Course Evaluation Criteria:

Instruments	Marks
Mid Term Exam	20
Assignment 1	5
Assignment 2	5
Assignment 3	5
Class Participation (Skill Development)	5



Total Marks- Internal Examination	40
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Marks Distribution Scheme for final exams: (For 4 Credit Course)*

**will vary as per credits*

Unit	Marks
1	10
2	10
3	10
4	10
5	10
Case Study	10
Total Marks- End Examination	60

Total (Internal Assessment + External)	100
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COURSE OUTLINE

BUSINESS TAXATION PAPER CODE: 602	Max. Marks: 50 Min. Marks: 18 External 30 Internal: 20
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Credits: 02

Course Outcomes:

CO1a	Demonstrate a good understanding of basic concepts of income tax and tax calculation
CO1b	Understand the practice to of calculating individuals income and its tax liability.
CO2	Acquire the basic knowledge of Firms & HUF
CO3	Demonstrate the practice of calculating Firms income & HUF Income.
CO4	Acquire knowledge of assessment of companies

COPO Matrix:

CO/PO Matrix					
Course Outcomes	PO1	PO2	PO3	PO4	PO5
CO1a	3	2	0	0	2
CO1b	3	3	2	0	1
CO2	2	2	0	0	3
CO3	3	3	2	0	1
CO4	2	2	0	0	3

Course Mapping:

Local	Regional	National	Global
Y/N	Y/N	Y/N	Y/N

Professional Ethics	Gender	Human Values	Environment & Sustainability
Y/N	Y/N	Y/N	Y/N

Employability	Entrepreneurship	Skill Development
Y/N	Y/N	Y/N

Course Pedagogy:

Lecture, Case study, hands on analysis

Course Content:

UNIT 1: Assessment of Individual: Basic of Income tax, Five heads income, Deductions, Computation of Tax liability. Assessment of Individuals.



UNIT 2: Assessment of Firms: Computation of income of the firm, Computation of tax
Assessment of HUF: Concept of Hindu coparcenary.

UNIT 3: Assessment of Companies: Types of companies, Amalgamation of companies and its
tax implications. Minimum Alternative Tax (MAT) on certain companies.

Suggested Readings:

1. Mehrotra, H. C. (2019). Income tax laws and practices. In SahityaBhawan Publication house.
2. Singhanian, V. K. (2018). Income tax act-as amended by finance act (62nd ed), Taxman
3. Abuja, G., & Gupta, R. (2017). Systematic approach to taxation: Containing income tax and GST. Wolters Kluwer India Private Limited; 38th edition

Course Evaluation Criteria:

Instruments	Marks
Mid Term Exam	10
Assignment 1	2.5
Assignment 2	2.5
Class Participation (Skill Development)	5
Total Marks- Internal Examination	20

Unit	Marks
1	10
2	10
3	10
Total Marks- External Examination	30
Total Marks- Internal +External Examination	50

COURSE OUTLINE



International Financial Management PAPER CODE: 603 FM	Max. Marks: 100 Min. Marks: 40 External 60 Internal: 40
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Credits: 04

Course Outcomes:

CO1a: To familiarize students with concepts and theories of international trade, International finance & Balance of Payment for India.

CO1b: To demonstrate the knowledge of International Monetary system and BoP Accounting.

CO2: To identify the functions of foreign exchange market, and demonstrate the understanding of concepts and risk associated with exchange rates & evaluate the theories of exchange rates.

CO3: To explain the concepts of Offshore financing and Foreign Direct Investment & methods of Trade Financing.

CO4: To appraise the International Portfolio Investment and Multinational Financial system for decision making.

COPO Matrix:

CO-PO Matrix					
CO/PO	PO1	PO 2	PO 3	PO 4	PO5
CO1 A	3	2	2	1	2
CO1 B					
CO2	2	2	1	1	2
CO3	2	2	1	2	2
CO4	1	3	3	1	1

Course Mapping:

Local	Regional	National	Global
N	N	Y	Y

Professional Ethics	Gender	Human Values	Environment & Sustainability
Y	N	N	N

Employability	Entrepreneurship	Skill Development
Y	N	Y

Course Pedagogy:

Lecture, Case study, hands on analysis

Course Content:

Unit -1	Introduction: concept of International trade, International Business vs. International Finance. International Financing: Meaning, Sources of international funds,
Unit 2	Exchange Rates: Barter and Commodity Money, The Gold Standard, The Bretton Woods System, Floating Exchange rate system, Real Effective Exchange Rate (REER) Exchange Rate Changes: Devaluation, Revaluation, Depreciation, Appreciation, Factors affecting exchange Rates, Impact of Exchange Rate changes on the Exports of a country (J curve theory)
Unit 3	FOREX Market: Meaning, Features, Types, Pros & Cons, Participants, Factors affecting FOREX Market, FOREX Market's impact on Economy, Role of SEBI in FOREX Market, Segments of FOREX Market (Spot, Forward, Future & Options)
Unit 4	International Financial Instruments- Debt Instruments: Sovereign Bonds, Corporate Bonds, Eurobonds, Foreign Currency Convertible Bonds (FCCBs). Equity Instruments: American Depository Receipts (ADRs), Global Depository Receipts (GDRs), Indian Depository Receipts (IDRs), Foreign Exchange Instruments: Spot Transactions, Forward Contracts, Futures Contracts, Currency Options. Other Instruments: Letter of Credit, Swap Agreements
Unit 5	Balance of Payments (BOP): Definition, Features, Components, Factors Affecting BOP International Financial Institutions: World Bank, International Monetary Fund, Asian Development Bank, World Trade Organization, Bank for International Settlements (BIS)

.Suggested Readings:

1. International Financial Management by P.G. Apte, TMH Publication, 4th Ed..
2. Shapiro, A. C. (2010). Multinational financial management. New York: Wiley
3. Multinational Business Finance by David K Eiteman, Arthur Stonehill, Michael H Moffett, Alok Pandey, Pearson Publication, 10th Ed.
4. Pilbeam, K., International Finance, Palgrave Macmillan. Latest Edition
5. Madura, J., International Financial Management, Cengage Learning. Latest Edition
6. Eun, C.S., and Resnic, B.G., International Financial Management, McGraw Hill. Latest Edition
7. Feenstra, R.C., and Taylor, A.M., International Macroeconomics, Worth Publishers. Latest Edition
8. Desai, M. A., International Finance: A Case Book, Wiley, Latest Edition.
9. Levi, M., International Finance, Routledge. Latest Edition.
10. Grabbe, O., International Financial Markets, Prentice Hall. Latest Edition.
11. Apte, P.G., International Financial Management, Tata McGraw Hill. Latest Edition.
12. Salvatore, Dominick, International Economics, Wiley India, New Delhi



Note: Latest edition of text book may be used.

Course Evaluation Criteria:

Instruments	Marks
Mid Term Exam	20
Assignment 1	5
Assignment 2	5
Assignment 3	5
Class Participation (Skill Development)	5
Total Marks- Internal Examination	40

Marks Distribution Scheme for final exams: (For 4 Credit Course)*

**will vary as per credits*

Unit	Marks
1	10
2	10
3	10
4	10
5	10
Case Study	10
Total Marks- End Examination	60

Total (Internal Assessment + External)	100
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COURSE OUTLINE



SERVICE MARKETING PAPER CODE: 603 MM	Max. Marks: 100 Min. Marks: 40 External 60 Internal: 40
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Credits: 04

Course Outcomes: To understand the meaning of services and the significance of marketing the services.

CO1a	Understand the basics of service marketing and its environment.
CO1b	Know the concept of service marketing mix.
CO2	Identify the various aspects of consumer behavior & organization behavior in services.
CO3	Comprehend the various service quality models and demand management.
CO4	Discuss the issues related to customer satisfaction. Complaints and recovery.

COPO Matrix:

CO/PO Matrix					
Course Outcomes	PO1	PO2	PO3	PO4	PO5
CO1a	3	2	2	3	3
CO1b	3	2	2	2	1
CO2	3	0	0	0	2
CO3	3	1	1	1	1
CO4	3	2	0	2	3

Course Mapping:

Local	Regional	National	Global
Y	Y	Y	Y

Professional Ethics	Gender	Human Values	Environment & Sustainability
Y	N	N	Y

Employability	Entrepreneurship	Skill Development
Y	N	Y



Course Pedagogy:

Lecture, Case study, hands on analysis

Course Content:

UNIT I

Basics of Services: Service Concept, Characteristics and Classification, Challenges & Strategic Issues in Service Marketing, Good-Services Continuum, Segmentation, Targeting and Positioning of Services

UNIT II

Service Concepts: Industrial Services, Marketing Mix in Services Marketing: Product, Price, Place, Promotion, People, Physical Evidences and Process Decisions.

UNIT III

Building the Service Model; Customer Expectations of Service, Zone of Factors that Influence Customer Expectations of Service, Customer Perceptions of Service: Customer Perceptions, Customer Satisfaction, Service Quality, SERVQUAL Model, E-Service Quality.

UNIT IV

Concept, Dimensions and process: Service quality models (Gronnos, Lovelock and Parsuraman) Application and Limitations, Productivity in Services. Demand Management in Services: Managing Service quality and Productivity

UNIT V

Customer Focus: Creating the Right Service Philosophy, Fundamental of Customer Satisfaction, Understanding Customer Service, Monitoring and Measuring Customer Satisfaction, Handling Complaints Effectively, Service Recovery

Suggested Readings:

1. Rampal, M. K., & Gupta, S. L. (2006). Service marketing concepts, applications and cases
2. Zeithmal, & Bitner (2010). Service Marketing (SIE), 4E Tata Mcgraw Hill
3. Hoffman. (2008). Marketing of service 1st. Cengage Learning.
4. Lovelock, W. (2001). Principles of Service marketing and Management. Prentice Hall
5. Chowdhary, N. (2005). Journal of Services Marketing. India: Macmillan
6. Verma, H. V. (2011). Services marketing: Test and cases. Pearson Education



Course Evaluation Criteria:

Instruments	Marks
Mid Term Exam	20
Assignment 1	5
Assignment 2	5
Assignment 3	5
Class Participation (Skill Development)	5
Total Marks- Internal Examination	40

Marks Distribution Scheme for final exams: (For 4 Credit Course)*

**will vary as per credits*

Unit	Marks
1	10
2	10
3	10
4	10
5	10
Case Study	10
Total Marks- End Examination	60

Total (Internal Assessment + External)	100
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COURSE OUTLINE

Performance & Compensation Management PAPER CODE: 603 HRM	Max. Marks: 100 Min. Marks: 40 External 60 Internal: 40
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Credits: 3+1

Course outcomes

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

CO1a: Comprehend the concepts of Performance Management.
CO1b: Design evaluation system for employee performance in organization
CO2: Contrast how compensation is managed and its role in employee attraction and retention.
CO3: Evaluate the job worth
CO4: Design salary and wages in organization

CO/PO Matrix					
Course Outcomes	PO1		PO3	PO4	PO5
CO1a	1	3	1	2	2
CO1b	1	3	3	3	3
CO2	2	3	3	3	2
CO3	1	3	3	3	3
CO4	1	3	3	3	3

Course Mapping:

Local	Regional	National	Global
Y	Y	Y	Y

Professional Ethics	Gender	Human Values	Environment & Sustainability
Y	Y	N	N

Employability	Entrepreneurship	Skill Development
Y	N	Y



Course Pedagogy:

Lecture, Case study, Team activities

Course Content:

UNIT 1: Introduction to Performance Management

Introduction: Concept, Performance appraisal Vs Performance Management, Objectives of Performance Management System, Aligning Performance Management with organizational strategy, values and goals, Process of Performance Management.

UNIT 2: Performance Evaluation

Analyzing and assessing performance, Use of 360-degree feedback as performance management, Performance Feedback; Use of technology and e-PMS; Performance management and reward systems; Performance Coaching, Mentoring and Counseling, Ethical perspectives in performance appraisal.

UNIT 3: Introduction to Compensation Management

Compensation: Concept, Types of Compensation, Classification of Compensation (CTC), Compensation Management: Meaning, Compensation and Non-Compensation Dimensions, 3-P Concept in Compensation Management, Compensation as employee attraction and Retention Strategy, Factors affecting compensation, Compensation policies.

UNIT 4: Job Evaluation

Definition of Job Evaluation, Major Decisions in Job Evaluation, Job Evaluation Methods: Point Factor Method of Job Evaluation: Point factor and Factor Comparison Methods.

UNIT 5: Wages and Salary Administration

Wages & Salary Administration, Basis for Compensation Fixation, Components of Wages, Basis for calculation: Time Rate Wages and Efficiency Based Wages, Incentive Schemes, Individual Bonus Schemes, Group Bonus Schemes, Preparation of Pay Roll.

Suggested Readings:

- Michael Armstrong, Armstrong's Handbook of Performance Management: An Evidence- Based Guide to Delivering High Performance, 6th ed., KoganPage .



- Gary Dessler, Human Resource Management, 12th ed., Prentice Hall.
- Bhattacharyya, D.K.: Performance Management systems and strategies, Pearson Education.
- Gary Dessler, Human Resource Management, 12th ed., Prentice Hall.
- Malkovich & Newman, Compensation, 12 ed. McGraw Hill.

Course Evaluation Criteria:

Instruments	Marks
Mid Term Exam	20
Assignment 1	5
Assignment 2	5
Assignment 3	5
Class Participation (Skill Development)	5
Total Marks- Internal Examination	40

Marks Distribution Scheme for final exams: (For 4 Credit Course)*

**will vary as per credits*

Unit	Marks
1	10
2	10
3	10
4	10
5	10
Case Study	10
Total Marks- End Examination	60

Total (Internal Assessment + External)	100
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COURSE OUTLINE

Financial Modelling & Derivatives PAPER CODE: 604 FM	Max. Marks: 100 Min. Marks: 40 External 60 Internal: 40
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Credits: 04

Course outcomes

CO1: Develop an understanding about Financial modelling
CO2: To analyse financial health of companies
CO3: To interpret various techniques of valuation
CO4: Understand the basics of derivative
CO5: Student should be able to identify the risk associated with the derivative market

CO/PO Matrix

Course Outcomes	PO1	PO2	PO3	PO4	PO5
CO1	1	2	3	1	1
CO2	2	1	1	2	3
CO3	2	1	3	1	2
CO4	1	2	1	2	1
CO5	2	3	2	1	3

Course Mapping:

Local	Regional	National	Global
N	N	Y	Y

Professional Ethics	Gender	Human Values	Environment & Sustainability
N	N	N	N



Employability	Entrepreneurship	Skill Development
Y	N	Y

Course Pedagogy:

Lecture, Case study, hands on analysis

Course Content:

UNIT 1: Introduction to Financial Modelling

Meaning and Purpose of Financial Modelling, Uses of Financial Modelling, Sources of Financial Information
Understanding Financial Statements: Income Statement, Cash Flow Statements and Balance Sheets.

UNIT 2: Financial Statement Analysis

Ratio Analysis: Financial ratio, activity ratio, liquidity ratio, solvency ratio, cash flow ratio
Sensitivity Analysis: Meaning, Components of Sensitivity Analysis and its Application in Finance

UNIT 3: Methods of Valuation

Valuation in Financial Modelling, Significance of Valuation, Techniques of Valuation: Discounted Cash Flow Model and Asset Based valuation method, Assessing Factors to determine the appropriate valuation technique

UNIT 4: Introduction to Derivatives

Meaning of Derivatives, Types of Derivatives, Features of Forward contract, Future contract, Option contract & Swaps

UNIT 5: Derivative Market

Meaning of Derivative Market, Market Participants in Derivative Market, Types of Risk in Derivative Market: Market risk, leverage, credit risk, liquidity risk, operational risk. Buying and Selling Derivatives

Suggested Readings:

1. *Financial Modeling and Valuation by Paul Pignataro*
2. *Financial Analysis and Modeling using Excel and VBA by ChandanSengupta:*
3. *Financial Accounting and Reporting by Libby, Libby & Hodge*
4. *Valuation: Measuring and Managing the Value of Companies by McKinsey & Company:*



5. *Options, Futures, and Other Derivatives by John Hull*
6. *Derivatives Markets by Robert Merton*

Course Evaluation Criteria:

Instruments	Marks
Mid Term Exam	20
Assignment 1	5
Assignment 2	5
Assignment 3	5
Class Participation (Skill Development)	5
Total Marks- Internal Examination	40

Marks Distribution Scheme for final exams: (For 4 Credit Course)*

**will vary as per credits*

Unit	Marks
1	10
2	10
3	10
4	10
5	10
Case Study	10
Total Marks- End Examination	60

Total (Internal Assessment + External)	100
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COURSE OUTLINE

RETAIL MANAGEMENT PAPER CODE: 604 MM	Max. Marks: 100 Min. Marks: 35 External: 60 Internal: 40
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Course Objective:

The main objective is to provide insights on retail operations. This will enable the students to become good retail planners and decision makers and help focus on change and adaption to change. The subject intends to provide the learner with an overview of the retail industry, concepts and processes and an opportunity to understand the areas of accountability for a Retail Manager.

Course Outcome (CO) and CO-PO Matrix:

	The subject will enable/help student to/in-	PO1	PO2	PO3	PO4	PO5
CO1A	Understand the fundamentals of retailing and retail environment	3	2	2	1	1
CO1B	Comprehend the concept of retail intuitions and a customer-view of retail business.	2	2	3	2	1
CO2	Analyze to role store locations and atmospherics on retail consumer behavior	2	2	3	1	2
CO3	Understand retail designs	1	2	2	0	0
CO4	Know retail operations, pricing and Internalization in Retailing	2	2	1	1	3

Course Mapping:

Local	Regional	National	Global
Y	Y	Y	Y



Professional Ethics	Gender	Human Values	Environment & Sustainability
N	N	Y	N

Employability	Entrepreneurship	Skill Development
Y	N	Y

Course Pedagogy:

Lecture, Case study, hands on analysis

Course Content:

UNIT I

Introduction to Retailing: Meaning, Characteristics and Features of Retailing, Reasons for retail growth, Emerging retail trends in India. Retailing principles, Retail Sales Goals, The changing Urban Consumers.

UNIT II

Retail Formats: Organized and Unorganized Retail outlets, Reasons for organized retail growth, Retail Store Formats: On the basis of ownership, On the basis of merchandise offered and Non-store retailing.

UNIT III

Choosing a Store Location: Location Decision, Importance of Location, Selection of Location. Site Analysis: Trading Area Analysis, Site Selection.

UNIT IV

Store Design and Layout: The Store and its Image, The External SCORE, Internal Store, Display. Visual Merchandising and Atmospherics. Targeting Customers' end Gathering Information. Presenting Merchandise.

UNIT V

Retail Operations: Pricing in Retail, People in Retailing- Managing Store Employees. Retail Store Operations. Retail loss prevention. International Retailing: Internationalization and Globalization, Shopping at World Stores. Career Opportunity in Retail.

Suggested Readings:

1. Pradhan, S. (2011). *Retailing management: Text and cases*. Tata McGraw-Hill Education.



2. Levy, M., Weitz, B. A., & Grewal, D. (1998). *Retailing management*. New York, NY: Irwin/McGraw-Hill.
3. Giri, A.V., (2017). *Retailing management*. Blue Diamond Publication.
4. Bhatia, S. C. (2008). *Retail management*. Atlantic Publishers & Dist.
5. Newman, A. J., & Cullen, P. *Retailing: Environment and operations (1st ed)*. Vikas
6. Berman, B., & Evans, J. R. *Retail management (9th ed)*. Pearson Education
7. Micheal Levi, M., & Weitz, B. W. *Retailing management (5th ed)*. Tata McGraw Hill
8. Dunne Patrick, M., Lusch Robert, F., & Griffith Davind, A. *Retailing (4th ed)*. Cengage Learning
9. Roger, C., & Paul, B. *Retailing: An introduction (5th ed)*. Pearson Education
10. Newman, & Cullen. *Retailing (1st ed)*. Cengage Learning
11. Gidson, V. G. *Retail Management—Functional principles and practice (Jaico Publication, 1st Ed*

Course Evaluation Criteria:

Instruments	Marks
Mid Term Exam	20
Assignment 1	5
Assignment 2	5
Assignment 3	5
Class Participation (Skill Development)	5
Total Marks- Internal Examination	40

Marks Distribution Scheme for final exams: (For 4 Credit Course)*

**will vary as per credits*

Unit	Marks
1	10
2	10
3	10
4	10
5	10
Case Study	10
Total Marks- End Examination	60



Total (Internal Assessment + External)	100
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COURSE OUTLINE

TALENT MANAGEMENT PAPER CODE: 604 HRM	Max. Marks: 100 Min. Marks: 40 External 60 Internal: 40
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Credits: 04

Course Outcomes:

CO1a	Understand the concept of Talent management and its relevance in organizations.
CO1b	Develop the necessary skill set for the application of various Talent issues
CO2	Understand planning for acquiring and strategic trends in talent acquisition
CO3	Develop the skills related to competency mapping
CO4	Understand the strategies of engagement and retention of talent and global trends

COPO Matrix:

CO/PO Matrix					
Course Outcomes	PO1	PO2	PO3	PO4	PO5
CO1a	2	3	3	3	3
CO1b	2	3	3	3	3
CO2	3	3	3	3	3
CO3	3	3	3	3	3
CO4	3	3	3	3	3

Course Mapping:

Local	Regional	National	Global
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Y	Y	Y	Y
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Professional Ethics	Gender	Human Values	Environment & Sustainability
Y	Y	Y	Y

Employability	Entrepreneurship	Skill Development
Y	N	Y

Course Pedagogy:

Lecture, Case study, hands on analysis

Course Contents

- UNIT 1:** Talent Management- Concept, Need, Objective; Six principles of Talent Management, Challenges in talent management.
- UNIT 2:** Integrated Talent Management Process; Talent Gap; Talent Identification.
- UNIT 3:** Introduction to Talent Acquisition, Recruiting Process, Strategic Trends in Talent Acquisition
- UNIT 4:** Competency mapping, Role of leaders in talent management, Talent management and competitive advantage.
- UNIT 5:** Talent Engagement: Zinger Model; Talent Retention; Talent Development; Talent Mobility; Reward Strategy for Talent Management; Global talent management Drivers.

Readings:

- *Lance A. Berger, Dorothy Berger: Talent management handbook, McGraw Hill New York.*
- *Cappeli Peter: Talent on Demand –Managing Talent in an age of uncertainty, Harvard Business press.*
- *Awad. E. M and Ghaziri. H. M: Knowledge management, Pearson education International.*
- *Stuart Barnes: Knowledge management system theory and practice, Thomson learning.*
- *Donald Hislop: Knowledge management in organisations, Oxford University press.*



Course Evaluation Criteria:

Instruments	Marks
Mid Term Exam	20
Assignment 1	5
Assignment 2	5
Assignment 3	5
Class Participation (Skill Development)	5
Total Marks- Internal Examination	40

Marks Distribution Scheme for final exams: (For 4 Credit Course)*

**will vary as per credits*

Unit	Marks
1	10
2	10
3	10
4	10
5	10
Case Study	10
Total Marks- End Examination	60

Total (Internal Assessment + External)	100
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**PRESTIGE INSTITUTE OF MANAGEMENT & RESEARCH,
GWALIOR**

MBA(I) -2024-2029



MBA(I) VII SEMESTER

COURSE OUTLINE

Business Analytics PAPER CODE: 701	Max. Marks: 100 Min. Marks: 40 External 60 Internal: 40
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Credits: 4

Course Outcomes

CO1a:	Understand Business Analytics, History, Role and career and Data Science
CO1b:	Working with Data Collection, Management, Big Data, Data Quality, Data Visualization
CO2:	Understand Project Life Cycle, Data Preparation, Hypothesis, Interaction, Development, Analysis
CO3:	Working with Visualisation of data, Variou techniques of data summarization
CO4:	Hands on R Programming, R Packages, Functions, etc.

CO/PO Matrix

CO/PO Matrix



Course Outcomes	PO1	PO2	PO3	PO4	PO5
CO1a	3	3	3	3	3
CO1b	3	2	2	3	2
CO2	3	3	3	3	3
CO3	3	3	3	3	3
CO4	3	3	2	3	2

Course Mapping:

Local	Regional	National	Global
N	N	Y	N

Professional Ethics	Gender	Human Values	Environment &Sustainability
Y	N	Y	N

Employability	Entrepreneurship	Skill Development
Y	Y	Y

Course Pedagogy:

Lecture, Case study, hands on analysis

Course Content:

BUSINESS ANALYTICS

UNIT 1: Introduction:

Business Analytics: Historical overview of data analysis, Role of Business Analyst, Career in Business Analytics

Data Science: Scope and Application of Data Science, Role and Responsibilities of Scientist.



UNIT 2: Data: Data Collection, Data Management, Big Data Management, Organization/sources of data, Importance of data quality, Dealing with missing or incomplete data, Data Visualization, Data Classification

UNIT 3: Project Life Cycle: Business Requirement, Data Acquisition, Data Preparation, Hypothesis and Modelling, Evaluation and Interpretation, Deployment, Operations, Optimization. Application of Business Analysis: Retail Analytics, Marketing Analytics, Financial Analytics

Unit 4: Visualization of Data: Introduction, Data summarization methods; Tables, Graphs, Charts, Histograms, Frequency distributions, Relative Frequency Measures of Central Tendency and Dispersion; Box Plot; Basic probability concepts, conditional probability, Probability distributions, Continuous and discrete distributions, sequential decision making.

Unit 5: PROGRAMMING USING R: R Environment, R packages, Reading and Writing data in R, R functions, Control Statements, Frames and Subsets, Managing and Manipulating data in R.

Suggested Readings:

Text Books: 1. Microsoft Excel Data Analysis and Business Modeling, By Wayne Winston, Microsoft Press Reference Book: 1. Business Modeling with Spreadsheets, 3E, By Thin-Yin Leong, Michelle Cheong, McGraw Hill

Course Evaluation Criteria:

Instruments	Marks
Mid Term Exam	20
Assignment 1	5
Assignment 2	5
Assignment 3	5
Class Participation (Skill Development)	5
Total Marks- Internal Examination	40

Marks Distribution Scheme for final exams: (For 4 Credit Course)*

**will vary as per credits*



Unit	Marks
1	10
2	10
3	10
4	10
5	10
Case Study	10
Total Marks- End Examination	60

Total (Internal Assessment + External)	100
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COURSE OUTLINE

Total Quality Management PAPER CODE: 702	Max. Marks: 100 Min. Marks: 40 External 60 Internal: 40
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Credits: 3+1

Course outcomes

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

CO1a: Understand basic concepts of quality management
CO1b: Comprehend different Quality philosophies
CO2: Develop an understanding of basic tools for solving quality problems.
CO3: Implement six sigma for resolving quality issues.

CO4: Develop an understanding of Quality certifications and Awards

CO/PO Matrix					
Course Outcomes	PO1	PO2	PO3	PO4	PO5
CO1a	2	2	3	2	2
CO1b	2	-	3	3	1
CO2	3	3	3	3	3
CO3	2	3	3	3	3
CO4	3	2	2	2	3

Course Mapping:

Local	Regional	National	Global
Y	Y	Y	Y

Professional Ethics	Gender	Human Values	Environment & Sustainability
Y	N	N	Y

Employability	Entrepreneurship	Skill Development
Y	N	Y

Course Pedagogy:

Lecture,

Case study, Team activities

Course Content:

UNIT 1: Introduction to Total Quality Management

Concept, Evolution, Features of TQM, Building blocks of TQM

UNIT 2: TQM Thinkers and Thoughts

Philosophies of Juran, Deming and Crosby, PDCA cycle, 5S, Kaizen.



UNIT 3: TQM Tools

Benchmarking: Concept, Elements, Benefits and Process; Quality function deployment: House of Quality, QFD process; Total Productive Maintenance: Concept and Need.

UNIT 4: Six Sigma

Concept, Features, Goals of Six sigma, DMAIC, Implementation of Six sigma.

UNIT 5: Quality Systems and Awards

Quality Systems- ISO 9000, ISO 9000:2000, ISO 14000; Quality Awards: Quality Performance Excellence Award, Deming Application Award, Malcolm Baldrige National Quality Award.

Suggested Readings:

- Dale H. Besterfield, Carol Besterfield-Michna, Glen H. Besterfield and Mary Besterfield-Sacre, Total Quality Management, Pearson Education.
- Joseph M. Juran and A. Blanton Grodrey, Juran's Quality Handbook, McGraw Hill.
- D.D. Sharma, Total Quality Management: Principles, Practice and Cases, Sultan Chand. Peter S.
- Pande, Robert P. Neuman, Roland R. Cavanagh, *The Six Sigma Way*, McGraw Hill

Course Evaluation Criteria:

Instruments	Marks
Mid Term Exam	20
Assignment 1	5
Assignment 2	5
Assignment 3	5
Class Participation (Skill Development)	5
Total Marks- Internal Examination	40

Marks Distribution Scheme for final exams: (For 4 Credit Course)*

**will vary as per credits*

Unit	Marks
1	10
2	10
3	10
4	10
5	10



Case Study	10
Total Marks- End Examination	60

Total (Internal Assessment + External)	100
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COURSE OUTLINE

BUSINESS ANALYSIS AND VALUATION PAPER CODE: BBA 703 - FM (DSE)	Max. Marks: 100 Min. Marks: 40 External:60 Internal: 40
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Credit: 4

Course Outcomes: On completion of this course student will be able to-

CO1 A: Understand the fundamental concepts and interpret financial reporting and the quality of financial statements

CO1 B: Conduct detailed financial analysis of corporate financial statements.

CO2: Understand the need, principles, and standards of valuation and apply different valuation techniques and models.

CO3: Assess the valuation of tangible and intangible assets

CO4: Conduct valuations for specific types of businesses and situations and integrate non-financial factors into valuation processes.

CO/PO Matrix					
Course Outcomes	PO1	PO2	PO3	P04	PO5
CO1 a	1	3	2	-	-
CO1 b	-	-	3	-	2
CO2	-	-	3	3	1
CO3			3	1	3
CO4	-	-	2	1	2

Course Mapping:

Local	Regional	National	Global
Y	Y	Y	N

Professional Ethics	Gender	Human Values	Environment & Sustainability
Y	N	N	N

Employability	Entrepreneurship	Skill Development
Y	Y	Y

Course Pedagogy:

Lecture, Case study, hands on analysis

Course Content:

Unit -1	<p>Overview of Business Analysis-Definition and importance, Key concepts and frameworks, Components of financial statements, Analysis techniques (vertical, horizontal, ratio analysis)</p> <p>Understanding Financial Reporting-Accounting principles and standards, Quality of financial reporting</p>
Unit 2	<p>Analysis of Corporate Financial Statements: Income statements and Balance sheets through ratio analysis and analyzing the Chairman’s statement, Directors’ report, management discussion & analysis, report on corporate governance, auditor’s report to evaluate the financial soundness of the company. Financial statements analysis of manufacturing, service organisations and Bank & NBFC’s (Using Excel).</p>
Unit 3	<p>Introduction to valuation:</p> <p>Need for valuation, issues and problems in valuation, various types of values and relationship between them, principles of valuation, purpose of valuation. Indian and international standards on valuation.</p> <p>Techniques of valuation:</p> <p>Different approaches and models of valuation, discounted cash flow analysis, comparable transaction method, comparable market multiple method, market valuation, economic value added, free cash flow to equity, dividend discount model, net asset valuation, relative valuation, Factors affecting the choice of valuation techniques.</p>
Unit 4	<p>Valuation of tangibles and intangibles as per Indian Accounting Standards</p> <p>(a) Valuation of tangibles – valuation of property, plant and equipment.</p> <p>(b) Valuation of intangibles: Goodwill, brand, patents, trademarks, copyrights, process, franchises, licenses, internet domains, software, databases, advertising agreements.</p>
Unit 5	<p>Valuation in specific cases as per Indian Accounting Standards</p> <p>Valuation of large enterprises, Valuation of micro, small and medium enterprises, valuation of start-ups, valuation during mergers & acquisitions, valuation during distress sales. Valuation of forward contracts, Valuation of futures and options pricing.</p>

Suggested Readings:

- Koller T, Goedhart M &Wessels D. “Valuation: Measuring and managing the value of companies” Mckinsey& Company.



- Palepu K.G & Healey P.M. “Business analysis and valuation: Using financial statements” Cengage Publications.
- Parker D. “International valuation standards: A guide to the valuation of real property assets” Wiley blackwell.
- Parks J.A & Banerjee D.N. “Principles & practice of valuation” Eastern law house.
- "Business Analysis and Valuation: Using Financial Statements" by Krishna G. Palepu and Paul M. Healy
- "Investment Valuation: Tools and Techniques for Determining the Value of Any Asset" by AswathDamodaran

Course Evaluation Criteria:

Instruments	Marks
Mid Term Exam	20
Assignment 1	5
Assignment 2	5
Assignment 3	5
Class Participation (Skill Development)	5
Total Marks- Internal Examination	40

Marks Distribution Scheme for final exams: (For 4 Credit Course)*

**will vary as per credits*

Unit	Marks
1	10
2	10
3	10
4	10
5	10
Case Study	10
Total Marks- End Examination	60

Total (Internal Assessment + External)	100
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COURSE OUTLINE



MARKETING ANALYTICS PAPER CODE: BBA 703 (MM)	Max. Marks: 100 Min. Marks: 40 External 60 Internal: 40
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Credits: 04

Course Objectives:

CO1a	Understand Marketing Analytics and data-driven decision making in marketing
CO1b	Proficiency in Data Collection and Descriptive Analysis:
CO2	Identify and assess multiple advanced Analytical Techniques:
CO3	Understand various methods of Predictive Analytics
CO4	Develop specialized skills in various segments of Marketing Analytics,

COPO Matrix:

CO/PO Matrix					
Course Outcomes	PO1	PO2	PO3	PO4	PO5
CO1a	2	2	2	2	3
CO1b	1	3	2	2	2
CO2	1	3	3	3	3
CO3	1	3	3	2	3
CO4	3	2	3	3	2

Course Mapping:

Local	Regional	National	Global
Yes	Yes	Yes	Yes

Professional Ethics	Gender	Human Values	Environment & Sustainability
Yes	No	No	No

Employability	Entrepreneurship	Skill Development
Yes	Yes	Yes



Course Pedagogy:

Lecture, Case study, hands on analysis

Course Content:

UNIT 1: Overview of Marketing Analytics, Importance of Data Driven Decision Making, Key Concepts of relevant terminology, Introduction to R, How to install it for Data Analysis

UNIT 2: Data Collection, Descriptive Analysis and Visualisation, Types of Data: Quantitative and Qualitative, Primary and Secondary Sources, Data Collection Methods, Data Quality and Ethics, Data Summarisation and Visualisation Techniques, Descriptive Statistics: Mean, Median, Mode, Variance, Standard Deviation, Data Visualisation: Histogram, Barcharts, Piecharts, Heatmaps using R Programming

UNIT 3: Factor Analysis, Cluster Analysis, Multi-Dimensional Scaling for Competitive Positioning

UNIT 4: Predictive Analytics: Conjoint Analysis, Regression Analysis, Logistic-Regression

UNIT 5: Pricing Analytics: Pricing Techniques, Profitable Pricing, Distribution Analytics: Distribution Channel Characteristics, Channel Selection, Promotion Analytics: Promotion Budget Estimation and Allocation, Sales Analytics: E-Commerce Sales Model, Sales Forecasting Methods

Suggested Readings:

- *"Marketing Analytics: Strategic Models and Metrics" by Stephan Sorger.*
- *Introduction to Data Mining, Pang-Ning Tan, Michael Steinbach, Vipin Kumar, Pearson Education India*
- *An Introduction to Business Analytics, GerKoole, Lulu.com, 2019*
- *"R for Data Science: Import, Tidy, Transform, Visualize, and Model Data" by Hadley Wickham and Garrett Grolemund*
- *Introduction to Data Science, Laura Igual Santi Seguí, Springer*
- *"Data Visualization: A Practical Introduction" by Kieran Healy*
- *"Applied Regression Analysis and Other Multivariable Methods" by David G. Kleinbaum and Lawrence L. Kupper*
- *"Pricing Analytics: Models and Advanced Quantitative Techniques for Product Pricing" by Walter R. Paczkowski*

Course Evaluation Criteria:



Instruments	Marks
Mid Term Exam	20
Assignment 1	5
Assignment 2	5
Assignment 3	5
Class Participation (Skill Development)	5
Total Marks- Internal Examination	40

Marks Distribution Scheme for final exams: (For 4 Credit Course)*

**will vary as per credits*

Unit	Marks
1	10
2	10
3	10
4	10
5	10
Case Study	10
Total Marks- End Examination	60

Total (Internal Assessment + External)	100
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COURSE OUTLINE

Strategic and Global HRM PAPER CODE: BBA HRM 703	Max. Marks: 100 Min. Marks: 40 External 60 Internal: 40
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Credits: 04

Course Outcomes:

CO1a	Understand the fundamentals of SHRM
CO1b	Analyze the planning and implementation strategies of SHRM
CO2	Understand alignment of HR systems with Business Strategies
CO3	Understand global scenario of HRM
CO4	Understanding of global SHRM

COPO Matrix:

CO/PO Matrix					
Course Outcomes	PO1	PO2	PO3	PO4	PO5
CO1a	2	2	3	3	3
CO1b	2	3	3	3	3
CO2	3	3	3	3	3
CO3	3	2	3	3	3
CO4	3	2	3	3	3

Course Mapping:

Local	Regional	National	Global
Y	Y	Y	Y

Professional Ethics	Gender	Human Values	Environment & Sustainability
Y/	Y	N	N

Employability	Entrepreneurship	Skill Development
Y	N	Y



Course Pedagogy:

Lecture, Case study, hands on analysis

Course Content:

UNIT 1: Understanding Strategic HRM ;Introduction to Strategic HRM, Nature of Strategy, concept and formulation, Evolution of strategy , Traditional Vs. strategic HR, Implications of SHRM.

UNIT 2: Planning and Implementing Strategic HR;SHRM, Components of strategic HRM, Importance , Objectives and Need of SHRM, Typology of HR activities, ‘Best fit’ approach Vs ‘Best practice’ approach.

UNIT 3: Aligning HR Systems with business strategy; Approaches to SHRM, Theory of SHRM-Universalistic, contingency, configurational, Competitive, Integrated Systems Model, and Designing HR Systems for sustained competitive advantages.

UNIT 4 : HRM and the Global Scenario; HRM in International Context, Domestic vs IHRM, SIHRM, Trends and Issues in Global HRM, Formulation of Global HR Strategies, Understanding diversity, responding to diversity, the challenges of localization.

UNIT 5: Developing Global Mindset: Global Leadership; Cross cultural context, Current scenario in international training and development, training & development of international staff, developing international staff and multinational teams, Use of HRIS in IHRM.

Suggested Readings:

- *Gary Dessler, Human Resource Management, PHI, New Delhi, 2003.*
- *Charles R. Greer, Strategic Human Resource Management, Pearson Education, 2003.*
- *Luis R. Gomez-Mejia, David B. Balkin, Robert L. Cardy, Managing Human Resources, PHI, 2001.*
- *4. Peter J. Dowling, Denice E. Welch, Randall S. Schuler, International Human Resource Management, Thomson South-Western, 2002.*
- *International Human Resource Management, Peter Dowling and Denice Welch, Cengage Learning*
- *2. International Human Resource Management, Tony Edwards, Pearson Education*
- *3. Global Human Growth Model, M.N Rudrabasavaraj, Himalaya*
- *International Human Resource Management – Text and Cases P. L. Rao, Excel Books (Latest Edition)*



Course Evaluation Criteria:

Instruments	Marks
Mid Term Exam	20
Assignment 1	5
Assignment 2	5
Assignment 3	5
Class Participation (Skill Development)	5
Total Marks- Internal Examination	40

Marks Distribution Scheme for final exams: (For 4 Credit Course)*

**will vary as per credits*

Unit	Marks
1	10
2	10
3	10
4	10
5	10
Case Study	10
Total Marks- End Examination	60

Total (Internal Assessment + External)	100
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COURSE OUTLINE

STRATEGIC CORPORATE FINANCE PAPER CODE: 704	Max. Marks: 100 Min. Marks: 40 External 60 Internal: 40
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Credits: 04

Course Outcomes:

CO1 a	Understanding the Basics of Strategic Corporate Finance.
CO1b	Illustrating the concept of Strategic Cost Management.
CO2	Analyzing the feasibility of Management buy-outs.
CO3	Linking the concept of Financial Distress and restructuring.
CO 4	Assessing the Corporate Finance and company valuation

COPO Matrix:

CO/PO Matrix					
Course Outcomes	PO1	PO2	PO3	PO4	PO5
CO1a	2	2	1	1	2
CO1b	2	2	1	3	2
CO2	2	2	2	1	3
CO3	2	2	2	3	3
CO4	2	3	3	1	3

Course Mapping:

Local	Regional	National	Global
Y	Y	Y	Y

Professional Ethics	Gender	Human Values	Environment & Sustainability
Y	N	Y	Y

Employability	Entrepreneurship	Skill Development
Y	N	N



Course Pedagogy:

Lecture, Case study, hands on analysis

Course Content:

UNIT I:

Introduction to strategic corporate finance:

Introduction to strategic corporate finance: Strategy vs. planning, significance of strategy in financial decisions, Different types of financial strategy for Shareholder's Wealth Maximization, overall corporate value addition and Economic Value Addition.

UNIT II:

Strategic Cost Management:

Strategic Cost Management:, Different types of strategic costing and their relevance- Target Costing, Activity-based Costing, Life Cycle Costing, Quality Costing, Zero Based Budgeting, Sustainable Cost Management, Strategic cost reduction techniques and value chain analysis. Alternative sources of financing - Different approach to infrastructure projects financing- Public Private Partnership (PPP) and its relevance.

UNIT III:

Management Buy-outs:

Management Buy-outs: Establishing the feasibility of the buy-out, Negotiating the main terms of the transaction with the vendor including price and structure, Developing the business plan and financial forecasts and negotiations. Management Buy-ins: Management Buy-in/Buy-outs ("BIMBOs"), Vendor-initiated buy-outs/buy-ins., Global Management Buyout Examples/ Case Studies.

UNIT IV:

Financial Distress and restructuring:

Meaning, Factors, symptoms and predictions of bankruptcy, reorganization of distressed firms, liquidation of firms. Company disposals: retirement sale, planned exit, forceful retirement and other disposals.



Exit strategy- most appropriate exit route, valuation, timing of sale and tax planning opportunities.

Fundraising: identification of different sources of development capital, determinants and factors affecting the capital structure, cost of capital and cost saving strategy.

UNIT V:

Company Valuation

Overview of valuation, principles and practices of valuation, key financial and commercial factors. Value enhancement tools & techniques, valuation vs. corporate finance. Other strategic issues: risk management, excess cash and other issues, the substitutability of capital structure and risk management choices, value-based management.

Suggested Readings:

1. AswathDamodaran: Corporate finance theory and practice; John Willey & Sons, Inc
2. Jakhota: Strategic Financial Management (Vikas Publication)
3. Khan, M.Y. and P.K. Jain, Management Accounting, Tata McGraw Hill, Publishing Co., New Delhi.
4. Shashi Gupta Management Accounting, Kalyani Publisher New Delhi
5. Garrison, R. H. (2017). Managerial Accounting (15th Ed.). 15th ed. Boston: Irwin/McGraw Hill. Griffin, Ricky.
6. Justin Pettit: Strategic Corporate Finance Applications in Valuation and Capital Structure; John Wiley & Sons, Inc
7. Referred Caselet <https://www.idfcfirstbank.com/content/dam/idfcfirstbank/pdf/news-media/in-the-news/The-management-buyout-of-NBFC-Capital-First-is-the-largest-in-India..pdf>



Course Evaluation Criteria:

Instruments	Marks
Mid Term Exam	20
Assignment 1	5
Assignment 2	5
Assignment 3	5
Class Participation (Skill Development)	5
Total Marks- Internal Examination	40

Marks Distribution Scheme for final exams: (For 4 Credit Course)*

**will vary as per credits*

Unit	Marks
1	10
2	10
3	10
4	10
5	10
Case Study	10
Total Marks- End Examination	60

Total (Internal Assessment + External)	100
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Course Outline

BBA SEMESTER VII RURAL AND AGRICULTURAL MARKETING PAPER CODE: 704 DSE	Max. Marks: 100 Min. Marks: 40 External 60 Internal: 40
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Credits: 04

Course Objectives:

CO1a	Understand the rural market and marketing along with consumer behavior in rural and urban market
CO1b	Know the factors influencing rural consumers and application of rural business research
CO2	Learn the rural marketing mix, product life cycle and rural retail channel management
CO3	Identify the marketing of agricultural inputs and classification of agricultural products
CO4	Relate the role of commission, governments and institutions in agricultural marketing

COPO Matrix:

CO/PO Matrix					
Course Outcomes	PO1	PO2	PO3	PO4	PO5
CO1a	2	0	0	1	2
CO1b	3	2	3	2	2
CO2	3	0	2	2	3
CO3	2	0	0	2	0
CO4	3	0	0	3	0

Course Mapping:

Local	Regional	National	Global
Y	Y	Y	Y

Professional Ethics	Gender	Human Values	Environment & Sustainability
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Y	Y	Y	Y
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Employability	Entrepreneurship	Skill Development
Y	N	N

Course Pedagogy:

Lecture, Case study, hands on analysis

Course Content:

UNIT I

Introduction: Meaning - Evolution — Nature and Characteristics of Rural Market — Understanding the Indian Rural Economy — Rural Marketing Models — Rural Marketing Vs Urban Marketing — Parameters differentiating Urban & Rural Market - Differences in consumer behavior in Rural and Urban market

UNIT II

Sources of Information- Factors influencing rural consumers during purchase of products — Rural consumer Life style — Approaches and Tools of Marketing Research - Rural Business Research- Evolution of Rural Marketing Research — Sources and methods of data collection , data collection approaches in rural areas, data collection tools for rural market. Limitation and challenges in rural marketing research, role of rural marketing consulting agencies.

UNIT III

Rural Marketing Mix — Additional Ps in Rural Marketing 4As of Rural Marketing Mix — New Product Development for Rural Market — Rural Market Product Life Cycle — Objectives behind new product launch — New Product development process. Brand Loyalty in Rural Market — Regional Brands Vs National Brands — Channel Management — Indian Rural Retail Market — Rural Retail Channel Management — Strategies of Rural Retail Channel Management

UNIT IV

Marketing of agricultural inputs with special reference to fertilizers, seeds and tractors, Organisation and functions of agricultural marketing in India, Classification of agricultural products with particular reference to seasonality and perishability

UNIT V

Role of warehousing, Determination of agricultural prices and marketing margins, Role of Agricultural Price Commission, Role of Central and State governments , Institutions and organisations in agricultural marketing, Unique features of commodity markets in India,

Problems of agricultural marketing, Nature, scope and role of cooperative marketing in India.

Suggested Readings:

1. Kashyap, P. (2016). Rural Marketing, 3e Pearson Education.
2. Dogra, B., & Ghuman, K. (2009). Rural marketing, TMH.
3. Kumar Velayudhan, S. (2012). Rural Marketing, 2eme Sage publications.
4. Gopaldaswamy, T. P. (2016). Rural Marketing, Environment, problems, and strategies, 3e Vikas Publications
5. Acharya, S. S. (2004). Agricultural marketing in India, 4. In E. Oxford and IBH publishing.
6. Gopaldaswamy, T. P. (2016). Rural Marketing, Environment, problems, and strategies, 3e Vikas Publications.
7. Acharya, S. S. (2004). Agricultural marketing in India, 4. In E. Oxford and IBH publishing.

Course Evaluation Criteria:

Instruments	Marks
Mid Term Exam	20
Assignment 1	5
Assignment 2	5
Assignment 3	5
Class Participation (Skill Development)	5
Total Marks- Internal Examination	40

Marks Distribution Scheme for final exams: (For 4 Credit Course)*

**will vary as per credits*

Unit	Marks
1	10
2	10
3	10
4	10
5	10
Case Study	10
Total Marks- End Examination	60

Total (Internal Assessment + External)	100
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COURSE OUTLINE

INDUSTRIAL LAWS PAPER CODE: BBA HRM 704	Max. Marks: 100 Min. Marks: 40 External 60 Internal: 40
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Credits: 04

Course Outcomes: After the completion of this course the students will be able to

CO1a	Understand the applicability and provisions of Factories Act 1948.
CO1b	Demonstrate the process to resolve industrial disputes.
CO2	Illustrate the need of minimum wages and its provisions.
CO3	Evaluate the need and provisions of different labour codes.
CO4	Assessing the rights and benefits of the women employees.

COPO Matrix:

CO/PO Matrix					
Course Outcomes	PO1	PO2	PO3	PO4	PO5
CO1a	1	2	-	-	1
CO1b	2	3	2	2	2
CO2	1	2	-	1	1
CO3	2	2	-	-	2
CO4	1	2	-	-	1

Course Mapping:

Local	Regional	National	Global
Y	Y	Y	N

Professional Ethics	Gender	Human Values	Environment & Sustainability
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Y	Y	N	N
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Employability	Entrepreneurship	Skill Development
Y	N	Y

Course Pedagogy:

Lecture, Case study, hands on analysis

Course Content:

Unit I- Factories Act 1948: Definitions, Provisions relating to Health, Safety, Welfare, Women, Children and Hazardous Process. Penalties and procedure.

Unit II- The Industrial Dispute Act. 1947: Concept of Industrial disputes, settlement of Industrial dispute. procedure. power and duties of authorities, Strikes and Lockouts, Retrenchment and lay off.

Unit III -The Minimum Wages Act. 1948: Objectives of the act, Definitions, Eligibility, Fixing of minimum rate of wages. wages in kind, payment of minimum rate of wages, Normal Working hours, Overtime wages. Claims. Penalties.

Unit IV- Labour Codes: Labour Code on Wages; Labour Code on Industrial Relations; Labour Code on Social Security & Welfare; Labour Code on Safety & Working Conditions.

Unit V- The Maternity Benefit Act, 1961: Objective and Application of the Act, Major provisions of Maternity Benefit Act and Penalties Provisions.

Suggested Readings:

- *Surya Narayan Misra (1978) An Introduction to Labour and Industrial Law, Allahabad Law Agency*
- *S.C. Srivastava,(2012). industrial Relations and Labour Law, Vikas Publishing House, New Delhi*
- *N. D. Kapoor (2018). Elements of Industrial Law, Sultan Chand Educational Publishers, NewDelhi*
- *Indian Law Institute. Cases and Materiqls on Labour Law and Labour Relations*
- *P.L. Malik. Inclu.striolLaw,Eastern Book Company,2013*
- *Dr. Goswarni, Labour and Industrial Law, Central Law Agency,2011*
- *Chaturvedi, LubourqncI Industrial La\,a,,2004*
- *ZMS Siddiqi and M.AfialWani, Labour Adjudication in India,ILL, 200*



Course Evaluation Criteria:

Instruments	Marks
Mid Term Exam	20
Assignment 1	5
Assignment 2	5
Assignment 3	5
Class Participation (Skill Development)	5
Total Marks- Internal Examination	40

- **Marks Distribution Scheme for final exams: (For 4 Credit Course)***
- **will vary as per credits*

Unit	Marks
1	10
2	10
3	10
4	10
5	10
Case Study	10
Total Marks- End Examination	60

Total (Internal Assessment + External)	100
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MBA(I) VIII SEMESTER

COURSE OUTLINE

BBA MM -801 BUSINESS ETHICS, CORPORATE SOCIAL RESPONSIBILITY & GOVERNANCE (CC) CREDIT: 4	Max. Marks: 100 Min. Marks: 35 External: 60 Internal: 40
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Course Objectives:

CO1a	
CO1b	
CO2	
CO3	
CO4	

COPO Matrix:

	The subject will enable/help student to/in-	PO1	PO2	PO3	PO4	PO5
CO1A	Understand concept and theories pertaining to ethics	3	1	2	2	2
CO1B	Identify the concepts related to Work ethics and code of conduct	3	1	2	2	2
CO2	Evaluate the role of corporate ethics and theories of ethics	2	3	3	2	2
CO3	Incorporate environmental ethics and applying the laws related to ethics	3	3	2	3	3
CO4	Apply corporate social responsibility and governance	3	3	3	2	2

Course Mapping:

Local	Regional	National	Global
Y	Y	Y	Y



Professional Ethics	Gender	Human Values	Environment & Sustainability
Y	Y	Y	Y

Employability	Entrepreneurship	Skill Development
Y	N	Y

Course Pedagogy:

Lecture, PPT., Case study, hands-on analysis.

Course Content:

UNIT I

Introduction

Definition & nature Business ethics, Characteristics, Ethical theories; Causes of unethical behavior; Ethical abuses; Work ethics; Code of conduct; Public good.

UNIT II

Ethics Theory And Beyond

Management of Ethics - Ethics analysis [Hosmer model]; Ethical dilemma; Ethics in practice - ethics for managers; Role and function of ethical managers- Comparative ethical Behavior of managers; Code of ethics; Competitiveness, organizational size, profitability and ethics; Cost of ethics in Corporate ethics evaluation.

UNIT III

Legal Aspects Of Ethics

Political – legal environment; Provisions of the Indian constitution pertaining to Business; Political setup – major characteristics and their implications for business; Prominent features of MRTP & FERA. Social – cultural environment and their impact on business operations, Salient features of Indian culture and values.

UNIT IV

Environmental Ethics

Economic Environment; Philosophy of economic grow and its implications for business, Main features of Economic Planning with respect to business; Industrial policy and framework of government contract over Business; Role of chamber of commerce and confederation of Indian Industries.

UNIT V

Corporate Social Responsibility And Governance



Definition- Evolution- Need for CSR; Theoretical perspectives; Corporate citizenship; Business practices; Strategies for CSR; Challenges and implementation; Evolution of corporate governance; Governance practices and regulation; Structure and development of boards; Role of capital market and government; Governance ratings; Future of governance- innovative practices; Case studies with lessons learnt.

Suggested Readings:

1. S. A Sherlekar, Ethics in management, Himalaya publishing house. 2009
2. William B. Werther and David B. Chandler, Strategic corporate social responsibility, Sage Publications Inc., 2011
3. Robert A.G. Monks, and Nell Minow. Corporate Governance. Hoboken: John Wiley and Sons, 2011
4. W. H. Shaw, Business Ethics. Cengage Learning, 2007.
5. Beeslory, Michel and Evens, Corporate social responsibility. Taylor & Francis. 1978
6. Philip Kotler, and Nancy Lee, Corporate social responsibility: doing the most good for company and your cause, Wiley, 2005 Bobby Banerjee, Corporate social responsibility: the good, the bad and the ugly. Edward Elgar Publishing. 2007
7. Satheeshkumar, Corporate Governance. Oxford University, Press, 2010.
8. Bob Tricker, Corporate governance- Principles, policies and practices. Oxford University Press, 2009
9. Larue Tone Hosme and Richard D., The ethics of management. Irwin, Inc. 1995
10. Joseph A. Petrick, and John F. Quimn, Management Ethics—Integrity at work, Sage, 1997.

Course Evaluation Criteria:

Instruments	Marks
Mid Term Exam	20
Assignment 1	5
Assignment 2	5
Assignment 3	5
Class Participation (Skill Development)	5
Total Marks- Internal Examination	40

Marks Distribution Scheme for final exams: (For 4 Credit Course)*

**will vary as per credits*

Unit	Marks
1	10
2	10
3	10



4	10
5	10
Case Study	10
Total Marks- End Examination	60

Total (Internal Assessment + External)	100
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COURSE OUTLINE

BBA MM -801 BUSINESS LAWS (CC) CREDIT: 4	Max. Marks: 100 Min. Marks: 35 External: 60 Internal: 40
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Course Objectives:

CO1a	
CO1b	
CO2	
CO3	
CO4	

COPO Matrix:

	The subject will enable/help student to/in-	PO1	PO2	PO3	PO4	PO5
CO1A	Understand concept and theories pertaining to ethics	3	1	2	2	2
CO1B	Identify the concepts related to Work ethics and code of conduct	3	1	2	2	2
CO2	Evaluate the role of corporate ethics and theories of ethics	2	3	3	2	2
CO3	Incorporate environmental ethics and applying the laws related to ethics	3	3	2	3	3
CO4	Apply corporate social responsibility and governance	3	3	3	2	2

Course Mapping:



Local	Regional	National	Global
Y	Y	Y	Y

Professional Ethics	Gender	Human Values	Environment & Sustainability
Y	Y	Y	Y

Employability	Entrepreneurship	Skill Development
Y	N	Y

Course Pedagogy:

Lecture, PPT., Case study, hands-on analysis.

Course Content:

UNIT I

Contract Act, 1872: Part A: Definition of a Contract and its essentials, Formation of valid Contract- Offer and Acceptance, Consideration, Capacity to Contract, Free Consent, Legality of object, Discharge of a Contract by performance, Breach, Damages for breach of a contract, Quasi contracts, Part B: Contract of Indemnity and Guarantee, Bailment and Pledge, Agency,

UNIT II

Partnership Act, 1932: Definition of Partnership and its essentials, Rights and Duties of Partners; Types of Partners, Minor as a partner, Doctrine of Implied Authority, Registration of Firm, Dissolution of firms.

UNIT III

Negotiable Instrument Act, 1881: Definition and characteristics, Kinds of negotiable instruments, Promissory Note, Bill of Exchange and Cheques, Holder and Holder in due course. Negotiation, Presentment, Discharge from Liability, Noting and Protest, Presumption, Crossing of Cheques, Bouncing of Cheques.

UNIT IV

Consumer Protection Act, 1956: Aims and Objects of the Act, Redressal Machinery under the act, Procedure for complaints under the act, Remedies, Appeals, Enforcement of orders and penalties.

UNIT V

The Information Technology Act, 2000: Definitions, Digital signature, Electronic governance, Secure electronic records and secure Digital signatures, Regulating and certifying authorities. Penalties and adjudication, offences.



Suggested Readings:

1. Singh. A. (2013). Law of contract and specific relief (11th ed). Eastern Book, Company
2. Pollock, & Mulla (2013). The Indian contract and specific relief Act (14th ed). LexisNexis
3. Cheshire. & Fifoot (2010). Law of contract (10th ed). LexisNexis
4. N.D. Kapoor (2018). An introduction to Mercantile Law, Delhi: Sultan Chand And Sons
5. Singh, A. (2011). Sale of goods (7th ed). Eastern Book, Company
6. Anson (2010). Law of contract (29th ed). Oxford: Oxford University Press
7. Bridge M. G.(Ed.) (2013). Benjamin's Sale of Goods (8th ed). Sweet & Maxwell.
8. Atiyah, P.S. (2010). Sale of goods (12th ed). Pearson Education
9. M.C Kuchal, (2016). Business Law, Vikas publication New Delhi
10. Gulshan Kapoor (2018), Business Laws, New Age International Private Limited

Course Evaluation Criteria:

Instruments	Marks
Mid Term Exam	20
Assignment 1	5
Assignment 2	5
Assignment 3	5
Class Participation (Skill Development)	5
Total Marks- Internal Examination	40

Marks Distribution Scheme for final exams: (For 4 Credit Course)*

**will vary as per credits*

Unit	Marks
1	10
2	10
3	10
4	10
5	10
Case Study	10
Total Marks- End Examination	60

Total (Internal Assessment + External)	100
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COURSE OUTLINE

BBA MM -801 INTERNATIONAL MARKETING (DSE) CREDIT: 4	Max. Marks: 100 Min. Marks: 35 External: 60 Internal: 40
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Course Objectives:

CO1a	Understand the concept of International Marketing.
CO1b	Demonstrate an awareness and knowledge of the impact of environmental factors on international marketing activities.
CO2	Discuss the global and regional influences on products and services for consumers and describe various international market entry strategies
CO3	Develop an analytical and critical understanding of the Global Marketing Mix.
CO4	Implement Global Marketing Strategies.

COPO Matrix:

CO/PO Matrix					
Course Outcomes	PO1	PO2	PO3	PO4	PO5
CO1a	3	2	2	1	1
CO1b	2	2	3	2	1
CO2	2	2	3	1	2
CO3	1	2	2	0	0
CO4	2	2	1	1	3

Course Mapping:



Local	Regional	National	Global
Y	Y	Y	Y

Professional Ethics	Gender	Human Values	Environment & Sustainability
Y	Y	Y	Y

Employability	Entrepreneurship	Skill Development
Y	N	Y

Course Pedagogy:

Lecture, PPT., Case study, hands-on analysis.

Course Content:

UNIT I

Introduction to International Marketing: Environment and Sustainability, Scope, Importance of World Trade, Features, Opportunities and Challenges in International Marketing, Comparison of Domestic with International Marketing, Stages of International Marketing, Motivating Factors of International Marketing, Internationalization —Reasons and Strategies.

UNIT II

Global Environmental Drivers: WTO and Globalization — Issues, Types - Political, Economic, Social, Legal and Technological Environments, International Trade and its barriers, Function of WTO, Regional Economic groups (EEU, NAFTA, etc.), World Bank.

UNIT III

Global Customers: Drivers of Global Consumers, Influences of the Global Consumer -Role of Culture - elements, Social Factors, Situational Factors, Industrial Buyer, Government Buyer, International Global Market Entry Modes — Strategies, Problems and Challenges.

UNIT IV

Global Marketing: Globalization Drivers —International Marketing Mix, Segmentation of product & services, Marketing channels and Distribution Promotion Strategies, Pricing strategies — Factors influencing Pricing Decisions, Concept of International Product Life Cycle.



UNIT V

Implementing Global marketing strategies and Promotion: Negotiation with customers and selection method — Cultural and International Negotiations, E-Marketing channels organization & controlling of the global marketing programme, Gray market, Media advertising, PR, Trade Fairs.

Suggested Readings:

1. Paul, J. (2008). International marketing: text and cases. Tata McGraw-Hill Education.
2. Onkvisit, S., & Shaw, J. (2009). International marketing: strategy and theory. Routledge.
3. Czinkota, M. R., & Ronkainen, I. A. (2013). International marketing. Cengage Learning.
4. Cateora, P. R., Graham, J. L., Salwan, P. (2011). International Marketing. 13th edition, TMH.

Course Evaluation Criteria:

Instruments	Marks
Mid Term Exam	20
Assignment 1	5
Assignment 2	5
Assignment 3	5
Class Participation (Skill Development)	5
Total Marks- Internal Examination	40

Marks Distribution Scheme for final exams: (For 4 Credit Course)*

**will vary as per credits*

Unit	Marks
1	10
2	10
3	10
4	10
5	10
Case Study	10
Total Marks- End Examination	60

Total (Internal Assessment + External)	100
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COURSE OUTLINE

BBA HR -801 HR Analytics PAPER CODE: 801	Max. Marks: 100 Min. Marks: 40 External 60 Internal: 40
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Credits: 04

Course Outcomes:

CO1a	Understand the role and significance of analytics in Human Resources
CO1b	Analyze current HR framework for measuring HR contributions
CO2	Application of key HR metrics and their significance in decision-making.
CO3	Understanding HR scorecards for analyzing the HR initiatives
CO4	Create HR Dashboards using MS Excel for data visualization and analysis

COPO Matrix:

CO/PO Matrix					
Course Outcomes	PO1	PO2	PO3	PO4	PO5
CO1a		3	1	3	1
CO1b	1	3	1	3	2
CO2	1	3	3	3	2



CO3		3	2	3	2
CO4		3	3	3	3

Course Mapping:

Local	Regional	National	Global
Y	N	Y	Y

Professional Ethics	Gender	Human Values	Environment & Sustainability
Y	N	N	N

Employability	Entrepreneurship	Skill Development
Y	Y	Y

Course Pedagogy:

Lecture, Case study, hands on analysis

Course Content:

UNIT 1 : Introduction to HR Analytics:

Role of Analytics, Defining HR Analytics, Evolution of HR Analytics, HR Information Systems and Data Sources

UNIT 2 : HR Framework

Current approaches to measuring HR and reporting value from HR contributions, HR Analytics Frameworks : LAMP Framework; HCM:21

UNIT 3 :HR Metrics

Defining metrics, Demographics, data sources and requirements, Types of data, tying data sets together, Difficulties in obtaining data, ethics of measurement and evaluation. Human capital analytics continuum.

UNIT 4 : HR Scorecard

Understanding the concept of HR Scorecards & Workforce Scorecards , Differentiate it with HR Analytics. Assessing HR Program .Creating HIR Scorecard, develop an HIR measurement system, guidelines for implementing a HR Scorecard.

UNIT 5 :HR Dashboards:

HR Dashboards : Concept ,process and uses of HR dashboard. Creating HR dashboard with the help of MS-Excel.

Reference Books:

- Rama Shankar Yadav & Sunil Maheshwari, HR Analytics, Wiley, 2021.
- Pratyush Banerjee, Jatin Pandey & Manish Gupta, HR Analytics: Practical Applications of HRAnalytics, Sage, 2019.
- Dipak Kumar Bhattacharya, HR Analytics, Sage, 2017.
- Ramesh Soundrarajan&Kuldeep Singh, Winning on HR Analytics, Sage, 2017.
- Predictive analytics for Human Resources, Jac Fitz- enz, John R. Mattox, II, Wiley, 2014.
- Human Capital Analytics: Gene Pease Boyce Byerly, Jac Fitz-enz, Wiley, 2013.
- The HR Scorecard: Linking People, Strategy, and Performance, by Brian E. Becker, Mark A.
- Huselid, Mark A Huselid, David Ulrich, 2001.

Course Evaluation Criteria:

Instruments	Marks
Mid Term Exam	20
Assignment 1	5
Assignment 2	5
Assignment 3	5
Class Participation (Skill Development)	5
Total Marks- Internal Examination	40

Marks Distribution Scheme for final exams: (For 4 Credit Course)*

**will vary as per credits*

Unit	Marks
1	10
2	10
3	10
4	10
5	10
Case Study	10



Total Marks- End Examination	60
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Total (Internal Assessment + External	100
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COURSE OUTLINE

BEHAVIOURAL FINANCE PAPER CODE: BBA FM-801	Max. Marks: 100 Min. Marks: 40 External 60 Internal: 40
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Credits: 04

Course Outcomes:

CO1a	Understand the foundational concepts and history of behavioral finance.
CO1b	Analyze the impact of cognitive biases on investor behavior and financial decision-making.
CO2	Assess the role of emotions in investment decisions
CO3	Understand the role of heuristics in market inefficiencies.
CO4	Apply behavioral finance principles to portfolio management and ethical considerations.

COPO Matrix:

CO/PO Matrix					
Course Outcomes	PO1	PO2	PO3	PO4	PO5



CO1a	-	1	1	2	3
CO1b	3	-	3	2	3
CO2	3	-	3	3	3
CO3	2	-	3	3	3
CO4	3	2	3	3	3

Course Mapping:

Local	Regional	National	Global
Yes	Yes	Yes	Yes

Professional Ethics	Gender	Human Values	Environment & Sustainability
Yes	No	No	Yes

Employability	Entrepreneurship	Skill Development
Yes	Yes	Yes

Course Pedagogy:

Lecture, PPT., Case study, hands-on analysis.

Course Content:

UNIT 1: INTRODUCTION TO BEHAVIORAL FINANCE:

Introduction to Behavioral Finance-Overview, History of Behavioral Finance; Standard finance to behavioral finance-efficiency of financial markets, concept of arbitrage, Limits to arbitrage- Fundamental Risk, Noise Trader Risk, Implementation cost.

UNIT 2: COGNITIVE BIASES IN FINANCIAL MARKETS:

Anchoring and Adjustment Bias, Availability Bias and Overconfidence, Confirmation Bias and Framing Effects, Herding Behaviour and Representativeness Heuristic, Mental Accounting and Loss Aversion

UNIT 3: EMOTIONAL INFLUENCES ON INVESTMENT DECISIONS:

The Role of Emotions in Investing, Fear and Greed in Market Cycles, The Disposition Effect and Regret Aversion, Emotional Intelligence and Investor Behavior

UNIT 4: HEURISTICS AND MARKET ANOMALIES

Heuristics and Market Inefficiencies; Behavioural Explanations for Market; Bubbles and Crashes; Technical Analysis and Investor Sentiment; Momentum Investing and Herding Behaviour.

UNIT 5: APPLICATIONS OF BEHAVIORAL FINANCE:

Behavioural Portfolio Management and Asset Allocation, Investor Nudges and Framing Techniques, Behavioural Biases in Corporate Finance Decisions, Ethical Considerations in Behavioural Finance, Overcoming Biases and Improving Financial Literacy

Suggested Readings:

1. Forbes, William, “Behavioural Finance”, Student ed, Wiley Publication
2. Chandra, P. (2017), Behavioural Finance, Tata Mc Graw Hill Education, Chennai (India).
3. Ackert, Lucy, Richard Deaves (2010), Behavioural Finance; Psychology, Decision Making and Markets, Cengage Learning.
4. Kahneman, D. and Tversky, A. (2000). Choices, values and frames. New York : Cambridge Univ. Press.
5. Shefrin, H. (2002), Beyond Greed and Fear; Understanding Behavioural Finance and Psychology of investing. New York; Oxford University Press.
6. Shleifer, A. (2000). Inefficient markets; An introduction to Behavioural Finance. Oxford Univ. Press.
7. Thaler, R. (2005). Advances in Behavioural Finance. Vol. II. New York; Princeton University Press

Course Evaluation Criteria:

Instruments	Marks
Mid Term Exam	20
Assignment 1	5
Assignment 2	5
Assignment 3	5



Class Participation (Skill Development)	5
Total Marks- Internal Examination	40

Marks Distribution Scheme for final exams: (For 4 Credit Course)*

**will vary as per credits*

Unit	Marks
1	10
2	10
3	10
4	10
5	10
Case Study	10
Total Marks- End Examination	60

Total (Internal Assessment + External)	100
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COURSE OUTLINE

B2B MARKETING PAPER CODE: BBA MM 802	Max. Marks: 100 Min. Marks: 40 External 60 Internal: 40
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Credits: 04

Course Outcomes:

CO1a	Understand the concept and nature of industrial marketing.
CO1b	Analyze the characteristics of industrial customers Sand the organizational buying process.
CO2	Develop strategic planning skills in industrial marketing and conduct industrial marketing research.
CO3	Evaluate pricing strategies and policies for industrial products.

CO4	Apply effective advertising, sales promotion, and distribution strategies in industrial markets.
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COPO Matrix:

CO/PO Matrix					
Course Outcomes	PO1	PO2	PO3	PO4	PO5
CO1a	2	1	2		
CO1b	2		1		
CO2	3	3	3	3	2
CO3	3	2	3	3	2
CO4	3	2	3	3	2

Course Mapping:

Local	Regional	National	Global
Y	Y	Y	N

Professional Ethics	Gender	Human Values	Environment & Sustainability
Y	N	N	Y

Employability	Entrepreneurship	Skill Development
Y	Y	N

Course Pedagogy:

Lecture, Case study, hands on analysis

Course Content:

UNIT-I: Nature of Industrial Marketing

Concept of industrial marketing, Nature of industrial marketing, Industrial v/s Consumer marketing, Levels of industrial marketing environment, Government influence on industrial marketing environment, The Reseller's market.

UNIT-II: Organizational Buying Behavior



Industrial customer and its characteristics. Classification of industrial product. Organizational buying activities and buying process, Industrial market segmentation, Basis for segmentation, Macro and Micro variables, Target marketing and product positioning.

UNIT–III: Strategic Planning and Marketing Research

Strategic planning in industrial marketing, The strategic planning process of industrial marketing, Role of marketing research and Difference between industrial marketing research and consumer research, Process of industrial marketing research.

UNIT–IV: Product and Price Management

Industrial product & Services, Industrial Product Lines, Industrial product life cycle and new product development process. Pricing of Industrial Products: Pricing strategy and Pricing policy, Factors influencing pricing strategy.

UNIT–V: Promotion and Distribution Management

Advertising in industrial market, Industrial advertising media, Sales promotion and publicity in industrial market, Industrial sales force –selecting, recruiting, training, development, motivating and directing, Need of distributor and choosing the right distributor.

Suggested Readings:

- Hawaldar, K. Krishna (2008), Industrial Marketing, TATA McGraw-Hill Publishing Company Limited, New Delhi.
- Milind T. Phadtare (2008), Industrial Marketing, Prentice Hall of India Pvt. Ltd, New delhi
- Michael D Haultt and Thomas W Speh (2008), Industrial Marketing Management, The Dyden Press.

Course Evaluation Criteria:

Instruments	Marks
Mid Term Exam	20
Assignment 1	5
Assignment 2	5
Assignment 3	5
Class Participation (Skill Development)	5
Total Marks- Internal Examination	40



Marks Distribution Scheme for final exams: (For 4 Credit Course)*

**will vary as per credits*

Unit	Marks
1	10
2	10
3	10
4	10
5	10
Case Study	10
Total Marks- End Examination	60

Total (Internal Assessment + External)	100
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COURSE OUTLINE

Managing Diversity in Workplace PAPER CODE: BBA HRM 802	Max. Marks: 100 Min. Marks: 40 External 60 Internal: 40
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Credits: 04

Course Outcomes: After the completion of this course the students will be able to

CO1a	To understand the nature of workforce diversity
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CO1b	To be able to interlink workforce diversity and HRM functions
CO2	To understand the impact of technology in managing workforce diversity
CO3	To familiarize the learners with the strategies to deal with work force diversity
CO4	Analyze the issues related to workforce diversity management.

COPO Matrix:

CO/PO Matrix					
Course Outcomes	PO1	PO2	PO3	PO4	PO5
CO1a	1	1	-	-	1
CO1b	2	2	1	-	2
CO2	2	2	1	1	1
CO3	2	2	2	-	1
CO4	2	2	1	-	3

Course Mapping:

Local	Regional	National	Global
Y	Y	Y	Y

Professional Ethics	Gender	Human Values	Environment & Sustainability
Y	Y	Y	Y

Employability	Entrepreneurship	Skill Development
Y	N	Y

Course Pedagogy:

Lecture, Case study, hands on analysis

Course Content:

UNIT 1: Workforce Diversity - An Overview of Workforce Diversity, Features and Significance, Dimensions of Workforce Diversity, Advantages and Limitations of diverse workforce, Positive and Negative effects of workforce diversity in workplace.

UNIT 2: Workforce Diversity Management: Steps to Recruiting and Retaining a Diverse Workforce, Diversity and Recruitment, Diversity and Supervision, Diversity and Training, Diversity and Compensation, Diversity and Performance Management, Diversity and Work life Balance

UNIT 3: Workforce Diversity – Key to Organizational Performance, Workforce Diversity as a Determinant of Sustainable Competitive Advantage. Diverse leadership styles; Role of Technology in Handling Workforce Diversity, Workforce Diversity Management for Creativity and Innovation,

UNIT 4: Strategies to Manage Diversity :Organizational Strategies for Managing Workforce Diversity, Diversity Management Programmes – Concept, Corporate Culture and workplace inclusion, Approaches to Diversity Management System.

UNIT 5: Issues in Managing Diversity and Recent Trends: Learning from Best Practices and Avoiding Pitfalls Diversity Scorecard, Diversity and Multi-culturalism, Global workforce diversity management, Recent Trends of Diversity, Ethical and Legal Issues in Managing Diversity.

Suggested Readings:

- *Dessler Gary, A Framework for Human Resource Management, Pearson Publication, 7th Edition.*
- *Handbook of Research on Workforce Diversity in a Global Society, edited by Scott, Chaunda L.*
- *Diversity in the Workforce: Current Issues and Emerging Trends edited by Marilyn Y. Byrd, Chaunda L. Scott*
- *Managing Diversity: Human Resource Strategies for Transforming the Workplace Ellen Ernst Kossek, Sharon A. Lobel*

Course Evaluation Criteria:

Instruments	Marks
Mid Term Exam	20
Assignment 1	5
Assignment 2	5
Assignment 3	5



Class Participation (Skill Development)	5
Total Marks- Internal Examination	40

Marks Distribution Scheme for final exams: (For 4 Credit Course)*

**will vary as per credits*

Unit	Marks
1	10
2	10
3	10
4	10
5	10
Case Study	10
Total Marks- End Examination	60

Total (Internal Assessment + External	100
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COURSE OUTLINE

Virtual Share Trading PAPER CODE: BBA FM 803	Max. Marks: 100 Min. Marks: 40 External 60
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	Internal: 40
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Credits: 04

Course Outcomes:

Course Outcomes: After completing the course, the student shall be able to:

After completion of the course, student will be able to:

CO 1: Understand the terminology related to the stock market investment

CO 2: Analyze the different news and charts for the investing purpose

CO 3: Develop a better understanding towards various portfolio

CO 4: Be abler to take decision regarding stock market investing decision.

CO 5: Working Knowledge about Trading in Stock Markets

COPO Matrix:

CO/PO Matrix					
Course Outcomes	PO1	PO2	PO3	PO4	PO5
CO1	1	2	3	1	1
CO2	1	2	1	2	3
CO3	2	1	3	2	1
CO4	2	2	3	1	2
CO5	1	1	3	3	1

Course Mapping:

Local	Regional	National	Global
Y	Y	Y	Y

Professional Ethics	Gender	Human Values	Environment & Sustainability
Y	N	N	N

Course Pedagogy:

Lecture, Case study, hands on analysis

Course Content:

Unit -1	<p>Investing Fundamentals: Types of Investment – Equity Shares, IPO/ FPO, Bonds, Commodities. Indian Securities Market: market participants, trading of securities</p> <p>Newspaper Reading and Analysis : Enhancing the usefulness of newspaper reading and analyzing the articles effectively for various purposes</p>
Unit 2	<p>Stock exchanges in India: BSE, NSE, MSEI, MCX. Security Market Indices: Nifty & Sensex, Sources of financial information.</p> <p>Trading in securities: types of orders, using brokerage and analyst recommendations.</p>
Unit 3	<p>Fundamental Analysis Top down and bottom up approaches, Analysis of international & domestic economic scenario, Industry analysis, Company analysis (Quality of management, financial analysis :Both Annual and Quarterly, Income statement analysis, position statement analysis including key financial ratios, Cash flow statement analysis, Industry market ratios: PE, PEG, Price over sales, Price over book value, EVA), Understanding Shareholding pattern of the company.</p>
Unit 4	<p>Technical Analysis Trading rules (credit balance theory, confidence index, filter rules, market breath, advances vs declines and charting (use of historic prices, simple moving average and MACD) basic and advanced interactive charts. Do's & Don'ts of investing in markets.</p>
Unit 5	<p>Understanding Derivatives: Futures, Options, trading in futures and options. Understanding stock market quotes on futures and options. Option Greeks, Hands on Virtual trading practice</p>

Suggested Readings:

1. *"The Intelligent Investor"* by Benjamin Graham (Classic investment philosophy)
2. Chandra, Prasanna. *Investment Analysis and Portfolio Management*. Tata McGraw Hill.
3. Damodaran, Aswath. *Investment Valuation: Tool and Techniques for Determining the Value of Any Asset*. Wiley Finance.
4. Gitman and Joehnk. *Fundamentals of Investing*. Pearson.
5. Hirt and Block. *Fundamentals of Investment Management*. McGraw Hill Publishing Co.
6. Pandiyani, Punithavathy. *Security Analysis and Portfolio Management*. Vikas Publications
7. **Textbook:** *"Understanding Technical Analysis"* by Martin Pring (Introduction to technical analysis)
8. **Textbook:** *"Financial Analysis and Valuation"* by Benjamin Graham and Rodney Clark (In-depth guide to financial statement analysis)

Course Evaluation Criteria:



Instruments	Marks
Mid Term Exam	20
Assignment 1	5
Assignment 2	5
Assignment 3	5
Class Participation (Skill Development)	5
Total Marks- Internal Examination	40

Marks Distribution Scheme for final exams: (For 4 Credit Course)*

**will vary as per credits*

Unit	Marks
1	10
2	10
3	10
4	10
5	10
Case Study	10
Total Marks- End Examination	60

Total (Internal Assessment + External)	100
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