



LOYOLA ACADEMY

DEGREE & PG COLLEGE

OLD ALWAL, SECUNDERABAD - 500 010, TELANGANA, INDIA
(An Autonomous Institution Affiliated to Osmania University)

Re-accredited with 'A' Grade (III Cycle) by NAAC
A Catholic Christian Minority Institution (Co-Education)
A "College with Potential for Excellence" by UGC

www.loyolaacademy.edu.in email: info@loyolaacademy.edu.in Ph: 040-27862363/27860077

SYLLABUS

of

MASTER OF BUSINESS ADMINISTRATION

For the Academic Year

2025-2026



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SYLLABUS

of

MASTER OF BUSINESS ADMINISTRATION (MBA)

Principal

Dean

Chairman, Board of Studies

For the Academic Year 2025-2026 for the Batch 2025-27



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SCHOOL OF MANAGEMENT

PROGRAMME OUTCOMES

PO-1 Managerial Skills: To apply knowledge of management theories and practices to solve business problems.

PO-2 Decision making Skills: To foster analytical and critical thinking abilities for data-based decision making.

PO-3 Ethics: To inculcate in students value based leadership.

PO-4 Communication Skills: Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.

PO-5 Leadership Skills: Ability to lead themselves and others for the achievement of organizational goals, contributing effectively to a team environment.

PO6 Entrepreneurial Skills: Ability to demonstrate the skills and appraise affairs related to entrepreneurship and develop as entrepreneurs.

PO-7 Strategic analysis: To conduct strategic analysis using theoretical and practical applications.

PO-8 Cogent Skills: To manage intra and inter organizational negotiations effectively in a cross-cultural business environment.



DEPARTMENT OF MBA-MASTER OF BUSINESS ADMINISTRATION

PROGRAMME SPECIFIC OUTCOMES

PSO1 Professional Skills: Able to utilize the knowledge of management practices in innovative, dynamic and challenging environment in the organizations.

PSO2 Creativity: Create value through identifying customer needs and implementing integrated production and distribution of goods, services.

PSO3 Problem-Solving Skills: Ability to develop adaptability skills. Innovative to solve problems, to cope with unforeseen events and to manage in unpredictable environments.

PSO4 Successful Career and Entrepreneurship: An understanding of social awareness and environmental wisdom along with ethical responsibility to have a successful career and to sustain passion and zeal for real world applications using optimal resources as an entrepreneur.



Loyola Academy Degree & PG College MBA (2023-25) (Choice-Based Credit System)

Yr	Sem	Course-1	Course-2	Course-3	Course-4	Course-5	Course-6	Course-7	Course-8	Hours	Remedial/skill	Credits		
I	I	*Communicative Competence(2) (AECC-1)	#Interdisciplinary IT applications for management & IT lab(3+1)	Management and Organization Behavior(4) (Core-1)	Managerial Economics (4) (Core-2)	Financial Accounting and Analysis (4) (Core-3)	Statistics for Management (4) (Core-4)	Principles of Marketing (4) (Core-5)	Business Law and Ethics (4) (Core-6)	31	5	28	AECC-1 GE-1 CORE-6	
I	II	*Value Education and Personality Development (2) (AECC-2)	Human Resource Management (4) (Core-7)	Economic Environment and Policy (4) (Core-8)	Financial Management (4) (Core-9)	Quantitative methods for Decision Making (4) (Core-10)	Marketing Research(4) (Core-11)	Operations Management (4) (Core-12)	International Business (4) (Core-13)	C.viva Voce(2) SEC-1	30	6	30	AECC-1 CORE=7 SEC-1 MOOC S-1
II	III	*Soft Skills (2) AECC-3	Entrepreneurship Development (2) SEC-2	Cost & Management Accounting (4) Core-14	Total Quality Management (4) (CORE-15)	Supply Chain Management (4) Core-16	Strategic Management (4) (CORE-17)	Financial Risk Management/ Compensation Management/ Product and Brand Management (4) (DSE-1)	Investment Management/ Organisation Development/ Integrated Marketing Communication (4) (DSE-2)	IM /OD/ IMC (4) (DSE-3)	32	4	30	AECC-1 SEC=1 CORE=4 DCE=3 SELF-STUDY
II	IV	Business Analytics (4) (Core-18)	International Finance/ Performance and Knowledge Management/ Consumer Behaviour (4) (DSE-4)	Financial Services / Leadership and Change Management/ Services and Retail Marketing (4) (DSE-5)	Financial Services / Leadership and Change Management/ Services and Retail Marketing (4) (DSE-6)	Add on Startup management (2)	Internship/Project (6)			36	4	2	CORE=1 DSE=3	
Legend: 1. Ability Enhancement Compulsory Course (AECC) : 03 2. Interdisciplinary : 01 3. Skill Enhancement Course (SEC) : 02 4. Core : 18 5. Discipline-Specific Elective (DSE) : 06										Total		129	11	

Interdisciplinary - Information Technology for Management for MBA students by MCA department, MEFA is Offered by MBA to other departments.*AECC marks are not included in CGPA main certificate but Is compulsory for passing . Non CGPA- Bridge course in Accounting and statistics (I sem); MOOCS in II sem; Add-on course in Startup management(IVsem); Self-study course in CRT(IIIsem)-

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BOS IN BUSINESS MANAGEMENT
OSMANIA UNIVERSITY,
Hyderabad-500 007, T.S., India.



YEAR-WISE AND SEMESTER-WISE DISTRIBUTION OF SUBJECTS
 MASTER OF BUSINESS MANAGEMENT
 FIRST SEMESTER
 ACADEMIC YEAR-2025-26 of 2025-2027 BATCH (CBCS)

Sl. No	Subject	Subject Code	Title of the Subject	Hours/ week	Duration of Exam (hrs.)	Marks			Credits
						Internal	External	Total	
1	AECC 1	MB24101	Communicative Competence*	2	2	20	30	50	2
2	Inter disciplinary	MCA25101	I.T. Applications for Management	3	3	40	60	100	3
		MCA25102	IT LAB	2	3	20	30	50	1
3	Core 1	MB25103	Management & Organization Behaviour	4	3	40	60	100	4
4	Core 2	MB25104	Managerial Economics	4	3	40	60	100	4
5	Core 3	MB25105	Accounting for Managers	5	3	40	60	100	4
6	Core 4	MB25106	Statistics for Management	5	3	40	60	100	4
7	Core 5	MB25107	Principles of Marketing	4	3	40	60	100	4
8	Core 6	MB25108	Business Law and Economic Environment	4	3	40	60	100	4
Total				33		320	480	800	28
PL18001			Planet programme		-	-	-	-	1

Inter disciplinary paper is offered to other departments.
 AECC (Ability Enhancement Compulsory Course.) Is excluded for SGPA and CGPA calculations but it is compulsory to pass in the examination.
 CIA components for internal marks of theory paper (GD/Case study/MCQ's-5M; Mid Sem I - 12.5M ; Mid Sem II - 12.5M; Assignment-3M; Seminar/viva- 3M; attendance-4M)
 Practical Internal marks 20M Bridge course in accounting and statistics (I Sem); -Non CGPA


 Dr. Y. Jahangir
 Professor
 Department of Business Management
 Osmania University



COMMUNICATIVE COMPETENCE

Credits: 2

Course Code: MB24101

Semester: I

No of Lecture Hours: 30

Course Objective:

To understand the components of effective managerial communication.

Course Outcome:

CO1: : Understand the role of communication in personal area.

CO2: Understand the role of communication in professional area.

CO3: Develop awareness of communication strategies

CO4: Prepare and present messages

CO5: Analyze communication act

Course Content	Hours Allotted	Pedagogy
Module I: The role of and process of communication <ul style="list-style-type: none"> Types of communication, Barriers to communication Surmounting barriers to Communication. Listening process, Listening competence, Elements of improve listening, Importance of feedback, Principles of feedback. 	(06) 2 2 2	Power point presentations / Lectures
Module II: Characteristics of nonverbal communication <ul style="list-style-type: none"> Types and functions of non verbal communication, Interpreting nonverbal communication, Negotiations-Approaches to negotiations, Preparing for and conducting negotiations 	(06) 3 3	Case Studies / Review of research articles
Module III: Making Presentations <ul style="list-style-type: none"> Choosing a method of speaking, Analyzing the audience, Effective presentation strategies ,Nonverbal dimensions of presentations. Speeches for commemorative occasions, Persuasive speaking. Report writing, Evaluation Report. 	(06) 3 2 1	Assignments
Module IV: Business letters. <ul style="list-style-type: none"> Letters relating to Enquiries replies; and orders Complaints and claims. Effective business correspondence. Drafting a resume. 	(06) 2 2 2	Lectures
Module V: Corporate Communication <ul style="list-style-type: none"> Corporate communication Dos and dont's Modes of corporate communication Business language and professional etiquette 	(06) 2 2 2	Assignments / Lectures

Learning Resources	
1.	Textbook: <ul style="list-style-type: none"> “Introduction to Information Technology”Turban, Rainer and Potter. ,7th Edition. US:John & Wiley Sons. “Computer Fundamentals” Anita Goel,. (2010) 2nd Edition. New Delhi: Pearson



	Education. <ul style="list-style-type: none">• “Fintech in a Flash Agustin Rubini,: Financial Technology Made Easy”, Zaccheus,2018 3rd Edition.
2.	Reference books: <ul style="list-style-type: none">• “Fundamentals of Information Technologies”, Alex Leon & Mathew Leon., 2017, Leon, 2ndEdition.New Delhi: Vikas Publication.• “The FINTECH Book: The Financial Technology Handbook for Investors, Entrepreneurs and Visionaries”Susanne Chishti and Janos Barberis, 2016, John Wiley, 1st Edition.
3.	Journals & Periodicals: https://www.mbajournals.in/journals/RRJoOBM/Journal-Of-Organizational-Behavior-And-Management.html



INFORMATION TECHNOLOGY APPLICATIONS FOR MANAGEMENT

Credits: 3
Course Code: MCA25101

Semester: I
No of Lecture Hours: 45

Course Objective:

- To understand the concept of Information system, its infrastructure, planning, development and security aspects from Business perspective.

Course Outcome:

- CO1:** Apply IT concepts from business perspective and describe different information systems used in management
CO2: Define different devices, software and networks used in management.
CO3: Understand IS planning and development.
CO4: Use IT Applications for Management
CO5: Enhance knowledge on emerging trends in IT.

Course Content	Hours Allotted	Pedagogy
<p>Module I: Information Systems for Business</p> <ul style="list-style-type: none"> Business in the Information age, Opportunities and challenges of, Need for Information Systems Information systems Concepts. Computer Based Information Systems Categories of Information Systems: Operational Support Systems Tactical Support Systems- Strategic Information Systems. Functional Information Systems Accounting & Finance Marketing & Sales, Production & Logistics and Human Resources Management Systems. 	<p>(10) 2 2 2 2 2</p>	<p>Power point presentations / Lectures</p>
<p>Module II: Information Technology Infrastructure:</p> <ul style="list-style-type: none"> Components of computers: Computer Hardware- Software – Application & Systems Software. Multimedia– Definition, characteristics, Elements of Multimedia, Multimedia applications. Data Communication & Computer Network: LAN/WAN - Wireless Networking, Extranets, the Internet, Intranet, Emerging Trends in Computing. Definition, Types –Network Topologies- Network Devices. 	<p>(12) 2 2 2 3 3</p>	<p>Case Studies / Review of research articles</p>
<p>Module III: Information Systems Planning and Development</p> <ul style="list-style-type: none"> Systems Planning, Traditional system development lifecycle (SDLC), alternate methods for system development. Introduction to Fintech- Brief History of Financial Innovation; Applications of Fintech in Business environment. Fin Tech Technologies- Digital payment system – What it is, how it works, trends opportunities and challenges. 	<p>(15) 3 3 3</p>	<p>Assignments</p>



<p>Module IV: Information Systems Application</p> <ul style="list-style-type: none"> • Inter organizational Global information system. Electronic Data Interchange (EDI) Electronic Funds Transfer (EFT) • E-Commerce Overview-E-commerce Applications, M-Commerce Services & Applications, E-Governance. 	<p>(10)</p> <p>3</p> <p>3</p>	<p>Lectures</p>
<p>Module V: Emerging Trends in IT in Business Scenario</p> <ul style="list-style-type: none"> • Data Warehouse and Data Mining, Artificial Intelligence, Big Data, Data Analytics, Mobile Applications Digital and social media. • Computer Security: Need For Security, Security Threat & Attack-Malicious Software. • Hacking Security Mechanisms Cryptography, Digital Signature • Firewall- Types of Firewall Identification & Authentication • Biometric Techniques, Other Security Measures-Security Policy. 	<p>(13)</p> <p>3</p> <p>3</p> <p>3</p> <p>2</p> <p>2</p>	<p>Assignments / Lectures</p>

Learning Resources

1.	<p>Textbook:</p> <ul style="list-style-type: none"> • “Introduction to Information Technology”Turban, Rainer and Potter. ,7th Edition. US:John & Wiley Sons. • “Computer Fundamentals” Anita Goel,. (2010) 2nd Edition. New Delhi: Pearson Education. • “Fintech in a Flash Agustin Rubini,: Financial Technology Made Easy”, Zaccheus,2018 3rd Edition.
2.	<p>Reference books:</p> <ul style="list-style-type: none"> • “Fundamentals of Information Technologies”, Alex Leon & Mathew Leon., 2017, Leon, 2ndEdition.New Delhi: Vikas Publication. • “The FINTECH Book: The Financial Technology Handbook for Investors, Entrepreneurs and Visionaries”Susanne Chishti and Janos Barberis, 2016, John Wiley, 1st Edition.
3.	<p>Journals & Periodicals:</p> <p>https://www.mbajournals.in/journals/RRJoOBM/Journal-Of-Organizational-Behavior-And-Management.html</p>
4.	<p>Other Electronic resources:</p> <p>https://www.studocu.com/in/document/madurai-kamaraj-university/bba/full-notes/2774417</p>



INFORMATION TECHNOLOGY APPLICATIONS FOR MANAGEMENT LAB

Credits: 1

Course Code: MCA25102

Semester: I

No of Lecture Hours: 30

Course Objective:

To equip students with comprehensive proficiency in MS Office applications, including MS Word, Excel, and PowerPoint, enabling them to create, manage, analyze, and present professional documents, spreadsheets, and presentations effectively

Course Outcome:

CO1. Students will be proficient in using MS Office and MS Word and can create and manage professional documents.

CO2. Students will be proficient in using Microsoft Excel and can efficiently create and manage spreadsheets.

CO3. Students will be proficient in advanced Excel functionalities and can analyse and present data effectively.

CO4. Students will be proficient in using PowerPoint to create, customize, and present professional presentations.

Course Content	Hours Allotted	Pedagogy
<p>Module I: MS WORD</p> <p>Document Creation and Formatting</p> <ul style="list-style-type: none"> • Creating a Resume with Design Elements - Designing a Timetable with Watermark. • Using Find and Replace for Text Editing - Creating Hyperlinks within the Document. • Inserting Headers, Footers, Clip arts, and Tables Advanced Document Design Creating a Visiting Card with Custom Layouts. • Designing a Newprint with Drop Cap - Inserting and Formatting Charts in Word. Employee Payroll Report Design. • Automation and Efficiency-Mail Merge - Creating and Using Macros for Automation. • Document Management Page Setup and Document Layout Customization - Applying Bullets and Numbering for Lists - Spelling and Grammar Check 	<p>(12)</p> <p>2</p> <p>2</p> <p>2</p> <p>2</p> <p>2</p> <p>2</p>	<p>Power point presentations / Lectures</p>
<p>Module II: MS EXCEL:Basic Excel Operations :</p> <ul style="list-style-type: none"> • Creating and Formatting a Student Report - Designing an Employee Payroll s Spread sheet. • Generating a Multiplication Table - Customer Bill Preparation - Using Auto Filters and Advanced Filters. • Fill Series and Data Conversion Techniques. • Data Analysis and Visualization.Designing and Customizing Charts (Bar, Pie, Line, etc.) • Using SUMIF, Subtotals, and Conditional Formatting - Creating One Input and Two Input Data Tables. • Using Goal Seek and Scenario Manager for What If Analysis. 	<p>(12)</p> <p>2</p> <p>2</p> <p>2</p> <p>2</p> <p>2</p>	<p>Case Studies / Review of research articles</p>



	2	
<p>Module III: MS EXCEL Advanced</p> <p>Functions and Advanced Tools</p> <ul style="list-style-type: none"> • Logical Functions (IF, AND, OR, NOT) - Text Functions (LEFT, RIGHT, MID, CONCATENATE). 2 • Mathematical Functions (SUM, AVERAGE, ROUND) - Statistical Functions (COUNT, MAX, MIN). 2 • Date Functions (TODAY, NOW, DATE, TIME) - Information Functions (ISERROR, ISNUMBER, ISTEXT) 2 • Spreadsheet Management Workbook and Worksheet Management (Open, Close, Save, Rename). 2 • Cell Referencing (Absolute, Relative, and Mixed) - Editing, Copying, and Moving Cells. 2 • Using Excel Tables and Sorting Data - Defining and Managing Names in Excel 2 • Advanced Features Pivot Tables and Pivot Charts for Data Summarization - Combo Charts for Data Representation. 2 • Adding Comments, Using Proofing Tools, and Page Layout Options 2 	(12)	Assignments
<p>Module IV: MSPOWERPOINT</p> <p>Basics of Presentation Design</p> <ul style="list-style-type: none"> • Introduction to PowerPoint and its User Interface - Ways to Create Presentations (Blank, Templates, Themes). 2 • Slide Design and Customization (Title Slide, Content Slide, etc.) - Inserting Multimedia (Images, Videos, and Audio). 2 • Adding Hyperlinks in Slides. 2 • Enhancing Visual Appeal Creating and Customizing Presentations on College Projects. 2 • Applying Slide Transitions and Animations - Using Custom Slide Shows and Navigation Controls. 2 • Grouping and Ungrouping Objects in Slides. 2 • Presentation Tools and Delivery • Rehearse Timings for Slide Show Delivery - Exporting Presentations to Various Formats (PDF, Video, etc.). 2 • Using Slide Show View and Print Preview Options - Printing Options (Handouts, Notes, and Full Slide Print). 2 • Working with Text and Graphics Working with Text Boxes, Fonts, and Text Effects. 2 • Using Graphic Tools (Shapes, Smart Art, WordArt) - Customizing Slide Layouts and Themes. 2 • Creating and Modifying Graphs and Tables 	(14)	Lectures



Learning Resources	
1.	Textbook: • “Business Data Analysis Using Excel” , “David Whigham., Indian Edition. Oxford University Press.
2.	Reference books: • “Statistical Tools for Managers – using MS Excel” Apte.D.P. 2009. New Delhi: Excel Books.
3.	Journals & Periodicals: International Journal of Research Methodology
4.	Other Electronic resources: https://www.intechopen.com/online-first/research-design-and-methodology



MANAGEMENT & ORGANIZATIONAL BEHAVIOUR

Credits: 4

Course Code: MB25103

Semester: I

No of Lecture Hours: 60

Course Objective:

To provide a foundational understanding of management principles, roles, and theories of Management and equip students with the knowledge and skills necessary to understand, analyze, and influence the behavior of individuals and groups within organizations. By studying organizational behaviour, students can effectively manage people, foster a positive work environment, and enhance organizational performance.

Course Outcome:

CO1. Explain the core concepts and roles of management, along with classical and contemporary management theories.

CO2. Analyze planning processes, organizational designs, and decision-making in various contexts.

CO3. Assess individual and group behaviour within organizations using relevant behavioral theories.

CO4. Apply motivation and leadership theories to enhance team effectiveness and cohesion.

CO5. Address organizational challenges related to power dynamics, politics, communication barriers, and change resistance

Course Content	Hours Allotted	Pedagogy
Module I: Management– <ul style="list-style-type: none"> • Meaning, Nature of Management. Role of managers. Processes of management. • Levels in Management– Managerial Skills. Manager and Environment. Classical theories - scientific, administrative, • Behavioral theories-Hawthorne’s Experiment. • Contemporary Theories – System Theory, Contingency Theory. • Social Responsibilities of Business 	(11) 3 2 2 2 2	Power point presentations / Lectures
Module II: Foundations of planning <ul style="list-style-type: none"> • Types of plans, planning in dynamic environment. Organizational designs and structures. • Traditional and contemporary organizational designs. • Decision making types-Bounded Rationality, Certainty, Uncertainty, • Risk & conflict and process of Decision making. 	(13) 4 3 4 2	Case Studies / Review of research articles
Module III: Organizational behaviour <ul style="list-style-type: none"> • Nature and levels. Individuals in organization Individual differences 	(12) 3	Assignments



<ul style="list-style-type: none"> • Personality, organizationally relevant personality & traits, Determinants of Personality, • Big 5 Model of personality, MBTI; Perception - The process of perception. • Perceptual problems. Learning, Theories of learning- Classical, Operant and Reinforcement 	3 3 3	
<p>Module IV: Motivation</p> <ul style="list-style-type: none"> • Early and Contemporary theories of motivation-Need Hierarchy theory. • two factor theory, Mclelland’s Need Theory, • Vroom’s expectancy theory, Porter & Lawler Theory, Equity Theory. • Leadership – Approaches to leadership. • Group Behaviour- Types of Groups, Formation of Group, Group Cohesiveness 	(14) 3 2 3 3 3	Lectures
<p>Module V: Power</p> <ul style="list-style-type: none"> • Sources of Individual .Politics-Organizational politics. • Conflict and Negotiations. • Communication- Process and barriers of communication. • Change Management- Resistance to management, • Process of change, Organizational Culture & climate. 	(10) 2 2 2 2 2	Assignments / Lectures

Learning Resources	
1.	<p>Textbook:</p> <ul style="list-style-type: none"> • “Organizational Behavior,Neharika Vohra, Stephen P. Robbins, Timothy A. Judge 18th Edition” Pearson Education Limited. • “Organizational behavior” Aswathappa.K., 12thedition,Himalaya Publishing House, New Delhi. • “Organizational Behaviour“John Schermerhorn, Jr. James G. Hunt and Richard N. Osborn., 13th edition, Wiley India Edition, New Delhi. • Principles of Management-text and cases, Deepak Kumar Bhattacharyya, Pearson • Organizational Behavior, Stephen Robbins, Timothy Judge, “19th Global Edition” Pearson Education Limited. • “ Organizational Behavior: An Evidence-Based Approach”Fred Luthans, Brett C. Luthans, Kyle W. Luthans, 14th Edition, IAP Publishers
2.	<p>Reference books:</p> <ul style="list-style-type: none"> • Management Text and Cases, Excel, V.S.P.Rao, Second Edition. • Principles of Management, Unit K.Anbuvelan, versity Science Press. • Case Method – Cases in Management ,Neeta Baporikar,Himalaya Publishing House. • “Organizational Behavior” Steven L McShane, Mary Ann Von Glinow, Radha R Sharma:, Tata McGraw Hill Education, 2008New Delhi. • “Behavior in Organizations”, Jerald Greenberg and Robert A Baron: 2009 PHI Learning Private Limited, New Delhi. • “Culture and Organizational Behavior”, Jai B.P. Sinha: Sage Publication India Private



	Limited, 2008, New Delhi.
3.	Journals & Periodicals: https://www.mbajournals.in/journals/RRJoOBM/Journal-Of-Organizational-Behavior-And-Management.html
4.	Other Electronic resources: https://www.studocu.com/in/document/madurai-kamaraj-university/bba/full-notes/2774417



MANAGERIAL ECONOMICS

Credits: 4

Course Code: MB25104

Semester: I

No of Lecture Hours: 60

Course Objective:

To understand the relative importance of managerial economics and how the application of its principles can aid in the achievement of business objectives.

Course Outcome:

CO1. Understand the Demand and supply concepts

CO2. Concepts of Macro economics

CO3. Analyze Production and cost concepts

CO4. Market structures and the price determination

CO5. Formulate them into a managerial model to which decision-making tools can be applied

Course Content	Hours Allotted	Pedagogy
<p>Module I: Introduction to ME and Concepts</p> <ul style="list-style-type: none"> • Definition, nature and scope of Managerial Economics; Managerial Economics and Micro-economics, • Managerial Economics and Macro-economics; Applications of Economics in Managerial decisions making • Role & responsibility of managerial economist; Fundamental concepts of ME - Opportunity cost. • Time value of money, Discounting principle, Equi-marginal and Incremental principle; Risk and uncertainty and profit 	<p>(10)</p> <p>2</p> <p>3</p> <p>2</p> <p>3</p>	<p>Power point presentations / Lectures</p>
<p>Module II: Demand and Supply Analysis</p> <ul style="list-style-type: none"> • Demand Concepts and Analysis: Individual Demand, Market Demand, Kinds of Demand. • Determinants of Demand; Demand Functions, Demand Schedule and Law of Demand; • Theory of Consumer Behavior: Cardinal and Ordinal Utility (Indifference Curves) Approach, • Indifference curve analysis; Elasticity of Demand – Price, Income, cross elasticity and Uses of elasticity concept in business decision making. • Supply Analysis – Supply function, Law of Supply, Elasticity of Supply. 	<p>(13)</p> <p>2</p> <p>2</p> <p>3</p> <p>3</p> <p>3</p> <p>2</p>	<p>Case Studies / Review of research articles</p>
<p>Module III: Production and Cost Analysis</p> <ul style="list-style-type: none"> • Concept of production functions with one-variable and two-variable inputs. • Returns to Factor and Returns to Scale; Isoquants, isocost curves, expansion path and ridgelines, optimal input combination. • Economies and diseconomies of scale-economies of scope, learning curve. 	<p>(12)</p> <p>2</p> <p>3</p> <p>2</p>	<p>Assignments</p>



<ul style="list-style-type: none"> • Cost concepts and Analysis: Types of Cost, Short run & Long-run Cost Curves. • Cost control, Cost reduction and Break-even Analysis. 	<p>3</p> <p>2</p>	
<p>Module IV: Market Structures and Pricing Decision</p> <ul style="list-style-type: none"> • Pricing decisions under 1. Perfect Competition and 2. Monopoly market: Characteristics, Equilibrium Price. • Profit Maximizing output in Short Run & Long Run; Pricing decisions under Imperfect Competition: • 3. Monopolistic and 4. Oligopolistic: Characteristics, Equilibrium Price, Profit Maximizing output in Short Run and Long Run. • Strategic behavior & game theory-Nash equilibrium, prisoner's dilemma, enforcing a cartel and Barriers to Entry. • Price & non price competition-limit pricing, price retaliation, capacity expansion & market saturation. 	<p>(13)</p> <p>3</p> <p>3</p> <p>3</p> <p>2</p> <p>2</p>	Lectures
<p>Module V: Macro Economics</p> <ul style="list-style-type: none"> • Macro-Economic Aggregates and concepts; National Income –nature, concept and measurements. • determination of national income; Inflation- Types of Inflation; Philips curve, stagflation. • Money supply; Concepts of economic growth and development. • Role of technical progress in economic development. Union Budget and Economic Survey 	<p>(12)</p> <p>3</p> <p>3</p> <p>3</p> <p>3</p>	Lectures

Learning Resources	
1.	Textbook: <ul style="list-style-type: none"> • “Managerial Economics” Dwivedi, D.N., 8th Edition New Delhi: Tata McGraw Hill
2.	Reference books: <ul style="list-style-type: none"> • “Managerial Economics” Mithani, D.N, (2009) 3rd Edition. New Delhi: Himalaya Publishing House. • “Managerial Economics” Craig Peterson, H, Lewis, W.C, Jain, S.K., (2006) 1st Edition New Delhi: Pearson Education.
3.	Journals & Periodicals: International Journal of Research Methodology
4.	Other Electronic resources: https://www.intechopen.com/online-first/research-design-and-methodology



ACCOUNTING FOR MANAGERS

Credits: 4

Course Code: MB25105

Course Objective:

This course aims to help students understand the fundamental concepts and process of accounting. Significant tools and techniques of financial analysis which are used in the interpretation of financial statements.

Course Outcome:

CO1. To understand the Fundamental accounting concepts and rules of double entry system.

CO2. To interpret the financial position of an affirm through preparation of final accounts.

CO3. To make use of different ratios to interpret financial statements of different organizations.

CO4. To analyse the working capital requirement and cash position of a firm.

CO5. To apply Cost volume profit analysis and marginal costing for decision making.

Semester: I

No of Lecture Hours: 60

Course Content	Hours Allotted	Pedagogy
<p>Module I: Introduction to financial accounting.</p> <ul style="list-style-type: none"> • Meaning and Definitions of Financial Accounting, Scope of accounting, • Accounting Concepts and Conventions Double Entry System- recording business transactions – • Classification of accounts – accounting process – accounting cycle . • accounting equation, primary entry (Journal Entries; Ledger postings; Preparation of Trail Balance (Problems) 	<p>(10)</p> <p>2</p> <p>3</p> <p>2</p> <p>3</p>	<p>Power point presentations / Lectures</p>
<p>Module II: Final accounts</p> <ul style="list-style-type: none"> • Preparation and presentation of financial statements • Distinction between Capital and Revenue Expenditure. • Measurement of Business Income, profit and loss account – Preparation of balance sheet with adjustments (Problems) • Depreciation: Concepts – Methods of depreciation. • Straight line method and Reducing balance method (Numerical Problems) 	<p>(13)</p> <p>2</p> <p>2</p> <p>3</p> <p>3</p> <p>3</p> <p>2</p>	<p>Case Studies / Review of research articles</p>
<ul style="list-style-type: none"> • Module III: Financial Statement Analysis • Common size statement analysis, • Comparative statement analysis & Trend analysis • Ratio Analysis – Classification of Ratios – • Liquidity Ratios, Activity Ratios / Turnover Ratios, • Profitability Ratios, Leverage Ratios. (Problems) 	<p>(12)</p> <p>2</p> <p>3</p> <p>2</p> <p>3</p> <p>2</p>	<p>Assignments</p>



<p>Module IV: Funds flow Analysis & cash flow Analysis</p> <ul style="list-style-type: none"> • Concept of funds flow –Statement of changes in working capital. • Funds from operations business operations • Statement of sources and uses of funds (Problems) • Advantages of funds flow analysis. • Preparation of Cash flow statement (Problems) • Accounting standard 3 (AS3). 	<p>(13)</p> <p>3</p> <p>3</p> <p>3</p> <p>2</p> <p>2</p>	<p>Lectures</p>
<p>Module V: Marginal Costing and Break-even analysis:</p> <ul style="list-style-type: none"> • Introduction, Concept of Marginal Costing. • Difference between Marginal Costing & Absorption Costing. • Contribution, Cost volume profit analysis (CVP) analysis, Break Even point. • Profit volume ratio, Margin of safety (Problems). Standard Costing • Variance Analysis – Material Variances – Labour Variances (Simple Problems Related to Material and Labour Variances Only). 	<p>(12)</p> <p>3</p> <p>3</p> <p>3</p> <p>3</p>	<p>Lectures</p>

Learning Resources

<p>1.</p>	<p>Textbook:</p> <ul style="list-style-type: none"> • Management Accounting Principals Shashi K. Gupta & R.K Sharma, • Financial Accounting for Management Ramchandran, Ramkumar Kakani, Tata McGraw, Hill Publishing, Pvt Ltd. • Jawaharlal and Seema Srivastava, “Financial Accounting: Principles and Practice,”, S.Chand. • “Cost Accounting, Principles and Methods”S.P. Jain and K. L. Narang, , Kalyani Publishers, Ludhiana. • Basic Accounting ,Maheshwari, , S. Chand Publication, New Delhi.
<p>2.</p>	<p>Reference books:</p> <ol style="list-style-type: none"> 1. “Managerial Economics”Mithani.D.N, (2009)3rd Edition. New Delhi: Himalaya Publishing House. 2. “Managerial Economics” Craig Peterson.H, Lewis.W.C, Jain.S.K., (2006) 1st Edition New Delhi: Pearson Education.
<p>3.</p>	<p>Journals & Periodicals: International Journal of Research Methodology</p>
<p>4.</p>	<p>Other Electronic resources: https://www.intechopen.com/online-first/research-design-and-methodology</p>



STATISTICS FOR MANAGEMENT

Credits: 4

Course Code: MB25106

Course Objective:

To learn about various statistical tools that aid decision making and understand its application.

Course Outcome:

CO1:Students Gain a clear understanding of fundamental statistical concepts and various theories of probability.

CO2:Students will be able to gain knowledge about probability distribution and apply it in various business scenarios.

CO3:Students will be able to understand the sampling methods and hypothesis testing and apply Z-Test in real-world scenarios

CO4:Students will be able to learn and apply various small and large sample tests.

CO5:Students will be able to Analyse and interpret correlation coefficient, and use predictive tools like regression and time-series analysis.

Semester: I

No of Lecture Hours: 60

Course Content	Hours Allotted	Pedagogy
<p>Module I: Introduction to Statistics</p> <ul style="list-style-type: none"> • Introduction to Statistics – Overview, origin and development and Managerial Applications of statistics. • Measures of Central Tendency, Dispersion, Skewness and Kurtosis. • Introduction to Probability Concepts and Definition of Probability. • Classical Approach, Relative frequency Approach, Subjective Approach and Axiomatic Approach. • Addition and Multiplication theorems; Statistical Independence. • Marginal, Conditional and Joint Probabilities; Baye's Theorem and its applications. 	<p>(13)</p> <p>3</p> <p>4</p> <p>2</p> <p>2</p> <p>2</p>	<p>Power point presentations / Lectures</p>
<p>Module II: Probability Distributions:</p> <ul style="list-style-type: none"> • Random variable-Expectation and Variance of Random Variable; Probability Function. • Continuous and Discrete Probability functions; Discrete Probability distributions -Binomial Distribution • Properties and applications, Poisson Distribution • Properties and applications; Continuous Probability Distributions • Normal Distribution, Standard Normal Distribution • Properties, applications and Importance of Normal Distribution. 	<p>(13)</p> <p>2</p> <p>2</p> <p>3</p> <p>2</p> <p>2</p> <p>2</p>	<p>Case Studies / Review of research articles</p>



<p>Module III: Sampling Theory</p> <ul style="list-style-type: none"> • Sampling Procedures -Random and Non-Random methods • Sample size determination-Sampling distribution, • Standard Error, Central Limit Theorem. • Hypothesis Testing; Statistical Estimation, Point and Interval Estimation. • Properties of a good estimator; Large Sample Tests • Test for one and two proportions • Test for one and two means • Test for two Standard Deviations. 	<p>(13) 2 2 1 2 2 1 1 1 1</p>	<p>Assignments</p>
<p>Module IV: Small Sample Tests- t- Distribution-Properties and applications, Test for one and two means, paired t-test. Analysis of Variance: One Way and Two Way ANOVA (With and without interaction). Chi-Square distribution: Test for a specified population variance, Test for Goodness of Fit, Test for Independence of Attributes.</p>	<p>(6) 2 2 2</p>	<p>Lectures</p>
<p>Module V: Correlation Analysis</p> <ul style="list-style-type: none"> • Concept-Positive and Negative Correlation. • Multiple and partial correlation • Methods of Computing Correlation • Scatter Diagram,Pearson's coefficient of correlation, Spearman'sRank Correlation, • Regression Analysis Concept, Two lines of regression, properties of regression coefficients. Least square fit of a linear regression. • Timeseries Analysis: Components, Models of Time Series-Additive, Multiplicative and Mixed Models. • Methods of trend Analysis Freeh and Curve,Semi averages, Moving averages, LeastSquare Method. 	<p>(15) 3 2 1 2 2 3 2</p>	<p>Lectures</p>

Learning Resources	
1.	Textbook: • “Gupta S.C., 2018 “ Fundamentals of Statistics ”, 7 th Edition, New Delhi: Himalaya Publishing House.
2.	Reference books: • “.Levin R.I., Rubin S. David., 2017, “ Statistics for Management “,8th Edition, New Delhi: Pearson/PHI. • Sharma. J.K., 2020, “ Business Statistics ”,5 th Edition, New Delhi: Pearson.
3.	Journals & Periodicals: International Journal of Research Methodology
4.	Other Electronic resources: https://www.intechopen.com/online-first/research-design-and-methodology



PRINCIPLES OF MARKETING

Credits: 4

Course Code: MB25107

Semester: I

No of Lecture Hours: 60

Course Objective:

To understand the characteristics of the market, consumers and how to offer the product with needed marketing mix to gain sustainable profit.

Course Outcome:

CO1. Understand various facets of the market, and its behaviour.

CO2. Apply the various tools for making strategies in the markets

CO3. Create a marketing mix to bring sustainable profits

CO4. Construct the promotional tools for marketing a product.

CO5. Analyze the various situations and stages in the buying process.

Course Content	Hours Allotted	Pedagogy
<p>Module I: Introduction to marketing management</p> <ul style="list-style-type: none"> • Concepts- definition of customer needs- wants, demand, Market, • value & satisfaction, Marketing process and marketing mix. • Marketing Myopia, Philosophies of marketing, Designing Global marketing. • Marketing Environment - Micro and macro environment. 	<p>(12)</p> <p>3</p> <p>3</p> <p>3</p> <p>3</p>	<p>Power point presentations / Lectures</p>
<p>Module II: Marketing strategy and plan</p> <ul style="list-style-type: none"> • Situation analysis, product portfolio management, Segmentation – levels and bases. • Evaluating and selecting market segments, Differentiation and product positioning –strategies • Demand measurement, estimating current and future demand-Creating brand equity, • Marketing Information systems and Research-CRM 	<p>(12)</p> <p>3</p> <p>3</p> <p>3</p> <p>3</p>	<p>Case Studies / Review of research articles</p>
<p>Module III: Marketing program - marketing mix</p> <ul style="list-style-type: none"> • Product – product decisions, product line, product mix, new product development • Product life cycle, Pricing price setting and methods. • Network and channels– functions channel management, conflict management, • Retailing and wholesaling, basic concepts, social media and Advertising, Sales Promotion. • Public Relations, Personal Selling, Online Marketing. 	<p>(12)</p> <p>2</p> <p>2</p> <p>3</p> <p>3</p> <p>2</p>	<p>Assignments</p>



<p>Module IV: Marketing communications</p> <ul style="list-style-type: none"> • Promotions mix the latest trends in marketing. The concept of IMC. • Introduction on Advertising personal selling, sales promotion, direct marketing and public relations. • Emergence of Online Services. Use of I C T in Service Marketing. • Latest Trends in Marketing 	<p>(12)</p> <p>3</p> <p>3</p> <p>3</p> <p>3</p>	<p>Lectures</p>
<p>Module V: Consumer markets</p> <ul style="list-style-type: none"> • Model of consumer behaviour, Factors affecting consumer behaviour, Business markets- • characteristics and buyer behaviour, Stages in Adoption process, Services marketing, • AIDA Model, Consumerism, Consumer rights and Consumer forums. • Practical Component: Assignments in Domestic and International Brands; Industry Profile. 	<p>(12)</p> <p>3</p> <p>3</p> <p>3</p> <p>3</p>	<p>Lectures</p>

Learning Resources	
1.	<p>Textbook:</p> <ul style="list-style-type: none"> • “Marketing Management” Kotler Philip, Keller, Koshy and Jha. (2006). 12 the edition, New Delhi: Pearson education/Prentice Hall.
2.	<p>Reference books:</p> <ul style="list-style-type: none"> • “Marketing Management” Ramaswamy, Namakumari.V.S.(2017). The Indian Context, New Delhi:Macmillan.
3.	<p>Journals & Periodicals:</p> <p>International Journal of Research Methodology</p>
4.	<p>Other Electronic resources:</p> <p>https://www.intechopen.com/online-first/research-design-and-methodology</p>



BUSINESS LAW AND ECONOMIC ENVIRONMENT

Credits: 4

Course Code: MB25108

Semester: I

No of Lecture Hours: 60

Course Objective:

To get acquainted with the laws that impacts the working of Business .

Course Outcome:

CO1.Students will be able to understand the fundamentals of contracts

CO2.Students will be able to identify the fundamental legal principles behind special contracts.

CO3. Students will be able to understand the legal rules of the formation of a company and the structure of different forms of business organisations and their responsibilities as an employer.

CO4.Get awareness of consumer behaviour and law storelated with consumer protection

CO5. Understand and integrate the ethics and business

Course Content	Hours Allotted	Pedagogy
<p>Module I: Law of Contracts</p> <ul style="list-style-type: none"> • Definition of Contract and Agreement-Classification of Contract • Essential elements of a valid Contract –Offer–Acceptance–Consideration–Capacity to Contract. • Free consent–void contract–Legality of Object-Performance of Contract– Remedies for breach of Contract –Quasi Contracts. 	<p>(12)</p> <p>3</p> <p>5</p> <p>4</p>	<p>Power point presentations / Lectures</p>
<p>Module II: Law relating to Special Contracts</p> <ul style="list-style-type: none"> • Salient features of Contract of Agency - Bailment and Pledge-Indemnity and Guarantee. • Sale of Goods Act -Distinction between Sale and agreement to sell-Conditions and Warranties • Negotiable Instruments Act-Definition and Characteristics–Definitions. • Essential elements and distinctions between Promissory Note, Bill of Exchange, and Cheques - Types of crossing. 	<p>(12)</p> <p>3</p> <p>3</p> <p>3</p> <p>3</p>	<p>Case Studies / Review of research articles</p>
<p>Module III: Companies Act</p> <ul style="list-style-type: none"> • Definition of company - Characteristics -Classification of Companies. • Formation of Company Memorandum and Articles of Association. • Prospectus- Shareholders meetings- Board meetings, Law relating to meetings and proceedings. • Company Management Qualifications, Appointment, Powers and legal position of – Directors. • Board - M.D and Chairman - Their powers. 	<p>(12)</p> <p>2</p> <p>2</p> <p>3</p> <p>3</p> <p>2</p>	<p>Assignments</p>



<p>Module IV: Consumer Protection Law</p> <ul style="list-style-type: none"> • Introduction to consumer protection law in India • Consumer Council-Redressal machinery Rights of consumers • Consumer Awareness • Role of public awareness-Laws relating to Intellectual Property Rights • Competition Law – Arbitration and conciliation. 	<p>(12)</p> <p>2</p> <p>3</p> <p>3</p> <p>2</p> <p>2</p>	<p>Lectures</p>
<p>Module V: Economic Environment</p> <p>Concept and Definition of Economic Environment, Economic Systems in India- Relative Merits and Demerits of each system, Economic Policies- Monetary policy and Fiscal policy</p>	<p>(12)</p> <p>3</p> <p>4</p> <p>3</p> <p>2</p>	<p>Lectures</p>

Learning Resources	
1.	Textbook: • Kapoor.N.D.,2014., Elements of Mercantile Law ”, New Delhi: Sultan Chand &Co.
2.	Reference books: • S.K.Pandab“ Law and Ethics ”, Law point Publication
3.	Journals & Periodicals: International Journal of Research Methodology
4.	Other Electronic resources: https://www.intechopen.com/online-first/research-design-and-methodology



YEAR-WISE AND SEMESTER-WISE DISTRIBUTION OF SUBJECTS
 MASTER OF BUSINESS MANAGEMENT
 SECOND SEMESTER
 ACADEMIC YEAR 2025-26 of 2025-2027 BATCH (CBCS)

Sl. No	Subject	Subject Code	Title of the Subject	Hours / week	Duration of Exam (hrs.)	Marks			Credits
						Internal	External	Total	
1	AECC 2*	MB 24201	Human Values and Professional Ethics	2	2	20	30	50	2
2	Core 7	MB 24202	Human Resource Management	5	3	40	60	100	4
4	Core 8	MB 25203	Financial Management	5	3	40	60	100	4
5	Core 9	MB 25204	Operations Research	5	3	40	60	100	4
6	Core 10	MB 25205	Business Research Methods	5	3	40	60	100	4
7	Core 11	MB 24206	Operations Management	5	3	40	60	100	4
8	Core 12	MB 24207	International Business	5	3	40	60	100	4
9	SEC-1	MB 25208	Internship	4		50	--	50	2
Total				36		280	420	700	26

* AECC is excluded for SGPA and CGPA calculations but it is compulsory to pass in the examination.
 CIA components for internal marks of theory paper (GD/Case study/MCQ's-5M; Mid Sem I - 12.5M Mid Sem II - 12.5M; Assignment-3M; Seminar/viva- 3M; Attendance-4M)
 Non CGPA- MOOCs in II Sem

Dr. Y. Jahangir
 Professor
 Department of Business Management
 Osmania University



HUMAN VALUES AND PROFESSIONAL ETHICS

Credits: 02

Semester: II

Course Code: MB24201

No of Lecture Hours: 30

Course Objective:

- Develop a deep understanding of human and inter personal values.
- Cultivate critical thinking skills to analyze situations, make informed decisions, and solve problems creatively.
- Analyze Ethical Theories and develop Ethical Decision-Making Skills.
- Develop organizational skills to maintain order and efficiency in both personal and professional life.
- Foster resilience to overcome challenges and setbacks, building a positive mindset in the face of adversity and promote a sense of global citizenship by understanding interconnectedness and global issues.

Course Outcome:

CO1:Students will be able to understand the concept of Universal Human Values

CO2:Students will be able to analyze Ethical Theories and develop Ethical Decision-Making Skills

CO3:Students will be able to cultivate Interpersonal Skills and Communication

CO4:Students will be able to examine Ethical Issues in Various Professions

CO5: Students will be able to promote Social Responsibility and reflect on Personal and Professional Values

Course Content	Hours Allotted	Pedagogy
Module I: Human Values <ul style="list-style-type: none">• Positive affirmations, Assertiveness, Constructive Criticism• Human Relationship –formal and informal• Boundaries in relationships• Guilt and grudges• Forgiveness–accepting self& others.	(6)	Lecture, Role Play, Group Discussions
Module II: Professional Values <ul style="list-style-type: none">• Dealing with changes, adaptability skills• Transition from College to career• Work-life balance• Leader and manager• Integrity, Accountability, sustainability and Social responsibility	(6)	Case Study, Scenario-Based Learning



<p>Module III: Ethical Theories</p> <ul style="list-style-type: none"> • Distinction between ethics and morality • Common Ethical Dilemmas in the Profession • Ethical theories: Utilitarianism, Deontology, Virtue Ethics, Ethical Relativism, Consequentialism and Rights-based Ethics • Application of ethical theories in real-life dilemmas. 	<p>(6)</p>	<p>Assignments, Compare & Contrast, Presentations</p>
<p>Module IV: Ethical Decision-making</p> <ul style="list-style-type: none"> • Steps involved in Ethical decision-making • Case studies to analyze and resolve ethical dilemmas • Problem-solving skills–Process, approaches, and their components • Lateral thinking, Tools and techniques, application of SMART analysis 	<p>(6)</p>	<p>Case Analysis, SMART Method</p>
<p>Module V: Ethics in Profession</p> <ul style="list-style-type: none"> • Interpersonal skills for ethical collaboration in a diverse workplace • Ethical issues and challenges in business, health care, technology, and academia • Case studies to understand the ethical dimensions of professional practices • Addressing biases and promoting inclusivity in Professional interactions 	<p>(6)</p>	<p>– Panel Discussion, Guest Talks, Reflection Tasks</p>

<p>Learning Resources</p>	
<p>1.</p>	<p>Textbook: Handout on Human Values and Professional Ethics –Loyola</p>



HUMAN RESOURCE MANAEMENT

Credits: 4

Course Code: MB24202

Semester: II

No of Lecture Hours: 60

Course Objective:

To teach the basic principles of human resource management—how an organization acquires, rewards, motivates, uses, and generally manages its people effectively and also highlighting current Human Resource practices.

Course Outcome:

CO 1: Understand HRM in the global perspective and as a strategic business partner

CO 2: Know more about how to acquire manpower, the selection process and the training process

CO 3: Understand career in the holistic perspective

CO 4: Understand the difference in mentoring and coaching

CO 5: Contemporary issues in talent management, the competence levels of employees

Course Content	Hours Allotted	Pedagogy
<p>Module I: Human Resource Management</p> <ul style="list-style-type: none"> • Definition - need & importance of HRM, Implication of Globalization to HRM. • Roles and responsibilities of HR manager, The role of HR in providing competitive advantage. • Changing nature of HRM function, Meeting competitive challenges through HRM Practices. • HRM and change management-HR as a strategic business partner 	<p>(12)</p> <p>3</p> <p>3</p> <p>3</p> <p>3</p>	<p>Power point presentations / Lectures</p>
<p>Module II: Human Resource Process</p> <ul style="list-style-type: none"> • Objectives and process of HRM- Acquisition and preparation of HR Job analysis and Job Evaluation • Job characteristics model. Selection and placement process • Types of interviews and Effectiveness of Interviews. • Employee Training-determining Training needs- Training approaches. • Employee Development- Methods-Evaluating Training and Development Effectiveness 	<p>(12)</p> <p>3</p> <p>2</p> <p>2</p> <p>2</p> <p>3</p>	<p>Case Studies / Review of research articles</p>
<p>Module III: Managing Careers</p> <ul style="list-style-type: none"> • Career Development and Employee development concepts. • Career planning-factors influencing career development. • Career stages-Career choices and preferences-Holland Vocational Preference. 	<p>(12)</p> <p>3</p> <p>2</p> <p>3</p>	<p>Assignments</p>



<ul style="list-style-type: none"> • Model-The Scheins career anchors. Definition of mentoring and coaching. • Need and importance of mentoring and coaching 	<p>2</p> <p>2</p>	
<p>Module IV: Performance Management</p> <ul style="list-style-type: none"> • An organizational model of performance Management. • Purpose and criteria of Performance Management systems. • Approaches to measuring performance (Traditional & Modern). • Concept of performance appraisal-need & purpose of performance appraisals. • Errors in performance appraisal systems 	<p>(12)</p> <p>2</p> <p>2</p> <p>3</p> <p>3</p> <p>2</p>	Lectures
<p>Module V: Contemporary Issues in HRM</p> <ul style="list-style-type: none"> • Concept and process of Talent Management; HR Scorecard. • Employee life cycle-process of employee life cycle. • Quality of work life-meaning-nature and purpose. • Concept competency mapping and competency building. • Industrial Relations Dynamics-Whistle blowing policy. • HR Issues in mergers and Acquisitions 	<p>(12)</p> <p>2</p> <p>2</p> <p>2</p> <p>2</p> <p>2</p>	Lectures

Learning Resources	
1.	<p>Textbook:</p> <ul style="list-style-type: none"> • “Human Resource Management” Dessler Gary., 2006., ,15th Edition, Pearson or Prentice Hall • “Human Resource Management” K Aswathappa., 2017., Text & Cases, 8th Edition, Mac Graw Hill Education (India) Private Ltd • “Human Resource Management” Biswajeet Patnayak., 2014., “Human Resource Management”, 4th Edition,
2.	<p>Reference books:</p> <ol style="list-style-type: none"> 1. “Human Resource Management”, Bolhlander., 2006., 10th Edition, Thomson. 2. “International Human Resource Management”Subba Rao.P., 8th Edition Himalaya Publishing House.
3.	<p>Journals & Periodicals:</p> <p>International Journal of Research Methodology</p>
4.	<p>Other Electronic resources:</p> <p>https://www.intechopen.com/online-first/research-design-and-methodology</p>



FINANCIAL MANAEMENT

Credits: 4

Course Code: MB25203

Semester: II

No of Lecture Hours: 60

Course Objective:

To know the various sources of finance and to understand the various uses for finance and to familiarize oneself with the techniques used in financial management.

Course Outcome:

CO 1: Define financial functions and goals.

CO 2: Use project evaluation techniques and approaches.

CO 3: Analyze capital structure.

CO 4: Apply dividend policies and decisions and explain working capital financing.

CO 5: Gain an understanding of corporate mergers and acquisition, its rationale and financial evaluation

Course Content	Hours Allotted	Pedagogy
<p>Module I: The Finance Function</p> <ul style="list-style-type: none"> • Nature and Scope; Evolution of finance function. Its new role in the contemporary scenario. • Goals of finance function – maximizing vs. satisfying. Profit vs. Wealth vs. Welfare. • The Agency relationship and costs. Risk-Return trade off. • Concept of Time Value of Money, Future Value and Present value 	<p>(10)</p> <p>2</p> <p>3</p> <p>2</p> <p>3</p>	<p>Power point presentation s / Lectures</p>
<p>Module II: The Investment Decision</p> <ul style="list-style-type: none"> • Investment decision process. Project generation, project evaluation, project selection and project implementation. • Developing Cash Flow. Data for New Projects. • Using Evaluation Techniques –Traditional and DCF methods. • The NPV vs. IRR Debate; Approaches for reconciliation. • Capital budgeting decision under conditions of risk and uncertainty. • Capital Rationing, Measurement of Risk, Risk adjusted Discount Rate. • Certainty Equivalent & Beta Coefficient, Probability tree approach, Sensitivity analysis. 	<p>(14)</p> <p>2</p> <p>2</p> <p>2</p> <p>2</p> <p>2</p> <p>2</p> <p>2</p>	<p>Case Studies / Review of research articles</p>
<p>Module III: The Financing Decision</p> <ul style="list-style-type: none"> • Sources of finance – a brief survey of financial instruments. • Cost of Capital: The concept -Average vs. Marginal Cost of Capital. Measurement of Cost of Capital–Component Costs and Weighted Average Cost of Capital. • Capital structure decisions–capital structure & market value of a firm. • Theories of capital structure – NI approach, NOI approach. 	<p>(13)</p> <p>2</p> <p>2</p> <p>2</p> <p>3</p>	<p>Assignment s</p>



<p>Modigliani Miller approach, Traditional approach.</p> <ul style="list-style-type: none"> • Arbitrage process in capital structure. Planning the capital structure: EBIT and EPS analysis. • ROI& ROE analysis. Capital structure policy. 	<p>2</p> <p>2</p>	
<p>Module IV: Current Assets Management and Dividend Decision</p> <ul style="list-style-type: none"> • Concept of current assets, characteristics of working capital. Factors determining working capital. • Estimating working capital requirements. Working capital policy. • Management of current assets: Cash Management, Receivables Management and Inventory Management. • Bank norms for working capital financing. • The Dividend Decision: Major forms of dividends – Cash and Bonus shares. • The theoretical backdrop – Dividends and valuation. • Major theories centered on the works of Gordon, Walter, and Lintner. A brief discussion on dividend policies of Indian companies. 	<p>(13)</p> <p>2</p> <p>2</p> <p>2</p> <p>2</p> <p>2</p> <p>2</p> <p>3</p>	Lectures
<p>Module V: Corporate Restructuring and Corporate valuation:</p> <ul style="list-style-type: none"> • Corporate Mergers, acquisitions and takeovers: Types of mergers. • Economic rationale of Mergers, motives for mergers; financial evaluation of mergers; • Approaches for valuation: DCF approach and Comparable Company approach (No practical exercises). • Corporate Value based management systems. Approaches: Marakon approach and McKinsey approach. 	<p>(10)</p> <p>3</p> <p>2</p> <p>3</p> <p>2</p>	Lectures

Learning Resources

1.	<p>Textbook:</p> <ul style="list-style-type: none"> • “Financial Management”, “Jonathan Berk, Peter DeMarzo, Ashok Thampy, 2010, New Delhi: Pearson Education. • Financial Management Principles and Practice , 2018-, Third Edition, HPH • Analysis of Financial Management, Robert Higgins , 2018,12th Edition • Financial Management ,Rajiv Srivatsava, Anil Mishra, , 2nd Edition, 2011, Oxford University Press India • Corporate Finance Management ,Aswath Damodaran, John Wiley & Sons, 2013 5th Ed,
2.	<p>Reference books:</p> <ul style="list-style-type: none"> • Financial Management Prasanna Chandra, Tata McGraw Hill, 2019, 10th edition. • Financial Management I.M. Pandey, 2014,11th Ed., Vikas Publishing House Pvt. Ltd.
3.	<p>Journals & Periodicals:</p> <p>International Journal of Research Methodology</p>
4.	<p>Other Electronic resources:</p> <p>https://www.intechopen.com/online-first/research-design-and-methodology</p>



OPERATIONS RESEARCH

Credits: 4
Course Code: MB25204

Semester: II
No of Lecture Hours: 60

Course Objective:

To understand various quantitative techniques and tools that help in decision making in different functional areas in industries.

Course Outcome:

- CO1:** Students understand various quantitative techniques and tools that help in decision making in different functional areas in industries.
- CO2:** Students understand concepts of linear and nonlinear Programming problems using different methods.
- CO3:** Students can solve linear programming problems using Simplex method.
- CO4:** Students understand the concepts of Transportation problems and assignment problems.
- CO5:** Students understand the concepts of CPM and PERT.

Course Content	Hours Allotted	Pedagogy
Module I: Introduction to operational research <ul style="list-style-type: none"> • Origin, Definition, Characteristics, Managerial applications and limitations of OR • Concepts of: Linear and Non-Linear, Integer, Goal [Multi-Objective] and Dynamic Programming Problems • Linear Programming Problems: Mathematical model, Formulation of LPP, assumptions underlying LPP. • Solution by Graphical Method, Exceptional cases - Multiple Optimal Solution, Infeasible Solution and Unbound solution. 	(13) 3 3 4 3	Power point presentations / Lectures
Module II: Solution to LPP using Simplex Method <ul style="list-style-type: none"> • Maximization and Minimization Cases, Big M Method • Identification of special cases: Multiple Optimal Solution, Infeasible Solution, Unbound solution and Degeneracy. • Dual: Dual formulation, Solution of dual, Economic interpretation of dual, and Sensitivity analysis. 	(12) 4 4 4	Case Studies / Review of research articles
Module III: Transportation Problem (TP) <ul style="list-style-type: none"> • IBFS using Northwest Corner Rule, Matrix minimum method (LCM). • Vogel's approximation method: Unbalanced TP, Degeneracy, Optimality Test using Steppingstone method. • MODI method and Managerial applications. • Assignment Problem (AP): Hungarian method of solving assignment problem: Balanced and Unbalanced AP. • Restricted assignment problem: Travelling salesman problem, Managerial applications of AP and TSP. 	(12) 4 2 3 3	Assignments



<p>Module IV: Network Analysis:</p> <ul style="list-style-type: none"> • Network fundamentals-scheduling the activities-Fulkerson’s Rule. • CPM-earliest and latest times Determination of ES and EF in the Forward Pass, LS and LF in backward pass. • Determination of Critical Path, Crashing, time cost trade off. • PERT-Beta Distribution, probabilistic models, Calculation of CP, resource analysis and allocation. • Network flow problems, Maximum Flow-Minimum cut theorem. Ford and Fulkerson’s Algorithm for obtaining Maximum flow. 	<p>(12)</p> <p>3</p> <p>3</p> <p>4</p> <p>2</p>	<p>Lectures</p>
<p>Module V: Queuing Theory</p> <ul style="list-style-type: none"> • Concepts of Queue/Waiting Line-General structure of a Queuing system. • Operating characteristics of Queues, • Deterministic Queuing models-Probabilistic Queuing Model Cost analysis, Problems on Single Channel queuing model • Poisson arrival and exponential service times with infinite population. • Game Theory:-Zero-sum game, two, three and more persons games, graphical solution for (m x 2) and (2 x n) games. • Simulation: Process of simulation. • Applications of simulation to different management problems. 	<p>(11)</p> <p>3</p> <p>3</p> <p>3</p> <p>2</p>	<p>Lectures</p>

Learning Resources	
1.	<p>Textbook:</p> <ul style="list-style-type: none"> • “Operations Research Techniques for Management”, Kapoor.V.K., 2005 New Delhi: Sultan Chand & Sons. • “Operations Research Theory & Applications”,J.K. Sharma., 2017 Lakshmi Publications Pvt Ltd.
2.	<p>Reference books:</p> <ul style="list-style-type: none"> • “Quantitative Techniques in Management” Vohra.N.D., 2010., ,4th edition, Tata Mc Graw Hill. • “Problems in Operations Research (principles & solutions)”, Prem Kumar Gupta &Dr.D.S.Hira 2015., S. Chand & Company Pvt Ltd.
3.	<p>Journals & Periodicals:</p> <p>International Journal of Research Methodology</p>
4.	<p>Other Electronic resources:</p> <p>https://www.intechopen.com/online-first/research-design-and-methodology</p>



BUSINESS RESEARCH METHODS

Credits: 4

Course Code: MB25205

Semester: II

No of Lecture Hours: 60

Course Objective:

Develop a thorough understanding of business research principles, processes, methodologies, measurement and scaling techniques, data analysis, and ethical report writing to conduct effective, reliable, and insightful research.

Course Outcome:

CO 1: Students will be able to understand the foundational principles and methodologies of business research, and the importance of literature review, enabling them to conduct effective and insightful research.

CO 2: Students will be able to understand and apply various research processes, data collection methods, and sampling techniques to design effective research studies.

CO 3: Students will be able to apply various measurement and scaling techniques, construct instruments, and analyze data to ensure validity and reliability in research.

CO 4: Students will be able to apply various statistical techniques and hypothesis testing methods to analyze and interpret complex data sets.

CO 5: Students will be able to design, write, and ethically evaluate business research reports, ensuring clarity, readability, and proper referencing.

Course Content	Hours Allotted	Pedagogy
<p>Module I: Introduction to research:</p> <ul style="list-style-type: none"> • Business Research: Definition, Significance, Nature & Importance. • Criteria of Business Research – Marketing Information System, paradigm shift in Research. • Research Design, Types of Research Designs – Descriptive, Exploratory, Diagnostic, and Causal Research. • Theoretical and Empirical Research – Cross-sectional and Time-series Research. • Research Objectives – Research Hypotheses – Characteristics. • Research from an Evolutionary Perspective – the Role of Literature Review in Research. 	<p>(10)</p> <p>2</p> <p>2</p> <p>2</p> <p>2</p> <p>1</p> <p>2</p>	<p>Power point presentations / Lectures</p>
<p>Module II: Research process & data collection:</p> <ul style="list-style-type: none"> • Research Process – Data Sources- Primary Data – Secondary Data - Data Collection Methods. • Types of Data Collection - Questionnaire Design. • Questionnaire Layout – Question Content – Wording. • Target Population Identification – Sampling Process. • Sampling Design – Sampling techniques . • Sampling Procedure – Sampling Types – Pilot Study – Pre Test. 	<p>(14)</p> <p>3</p> <p>3</p> <p>2</p> <p>2</p> <p>2</p> <p>2</p>	<p>Case Studies / Review of research articles</p>



<p>Module III: Scaling and measurement:</p> <ul style="list-style-type: none"> • Measurement and Scaling Techniques – Different types of Scales – Nominal, Ordinal, Interval and Ratio Scales . • Purpose and Benefits of Scaling – Construction of Instrument Attitudinal Scales. • Number of Dimensions in Scaling - Construction and Application. • Data Analysis - Editing – Tabulation – Cross Tabulation. • Data Content Validity, Construct Validity and Reliability. 	<p>(12) 3 2 2 2 2 1</p>	<p>Assignments</p>
<p>Module IV: Data analysis and statistical techniques:</p> <ul style="list-style-type: none"> • Test of Hypothesis – Type-I, Type - II Errors • Small Samples and Large Samples –Non-Parametric Tests • Mc Nemar Test – Bivariate and Multivariate Statistical Techniques. • Factor Analysis – Discriminant Analysis – Cluster Analysis. • Correlation and Multiple Regression Analysis– Multidimensional Scaling. 	<p>(12) 2 2 3 3 2</p>	<p>Lectures</p>
<p>Module V: Report design, writing, and ethics in business research</p> <ul style="list-style-type: none"> • Report Preparation - Different Types of Reports – Contents of Report • Need for Executive Summary – Chapterization – Contents of Chapter – Report Writing . • The Role of Audience– Readability – Comprehension – Tone – Final Proof – Report Format – Title of the Report . • Ethics in Research – Ethical Behaviour of Research – Plagiarism. • Essentials of Referencing - Subjectivity and Objectivity in Research. 	<p>(12) 2 2 3 3 2</p>	<p>Lectures</p>

Learning Resources	
1.	<p>Textbook:</p> <ul style="list-style-type: none"> • “Research Methodology Methods and Techniques”C.R. Kothari& Gaurav Garg., 2019., Multi colour Edition, New Age International Publishers. • Business Research Methods ,Donald R. Cooper, Pamela S. Schindler and J K Sharma, , Tata Mc Graw Hill, New Delhi.
2.	<p>Reference books:</p> <ul style="list-style-type: none"> • Business Research Methods Alan Bryman and Emma Bell, , Oxford University Press, New Delhi. • Research Methods for Business Uma Sekaran and Roger Bougie, , Wiley India, New Delhi. • Business Research methods, William G Zikmund, Barry J Babin, Jon C. Carr, Atanu Adhikari Mitch Griffin, A South Asian Perspective, Cengage Learning, New Delhi. • B. B., Research Design and Methods Bordens, K. S. and Abbott, - A Process



	<p>Approach, New York, McGraw-Hill.</p> <ul style="list-style-type: none">• Research for Marketing Decisions, Green & Tull, , Tata Mc Graw Hill, New Delhi.• Qualitative Inquiry & Research Design: Choosing Among Five Approaches,Creswell, J. W., California, Sage Publications, Inc.• Charmaz, K., Constructing Grounded Theory: A Practical Guide through Qualitative Analysis, London, SAGE Publications Ltd.• G. C. Beri, Marketing Research, Pearson Education, New Delhi.
3.	<p>Journals & Periodicals: International Journal of Research Methodology</p>
4.	<p>Other Electronic resources: https://www.intechopen.com/online-first/research-design-and-methodology</p>



OPERATIONS MANAGEMENT

Credits: 4
Course Code: MB24206

Semester: II
No of Lecture Hours: 60

Course Objective:

To give students an understanding about operations management. Introduce quality aspects, inventory management, stores management.

Course Outcome:

- CO 1:** Students understand about introduction to Operation Management.
- CO 2:** Students get to know about the role of operation management.
- CO 3:** Students get to know about scheduling and control of production operations.
- CO 4:** Students get to know about quality control methods.
- CO 5:** Students get to know about materials management.

Course Content	Hours Allotted	Pedagogy
<p>Module I: Introduction to operations management</p> <ul style="list-style-type: none"> • Role of Operations Management in total management system. • Interface between the operation systems and systems of other functional areas. • Process planning and process design. • Production Planning and Control: Basic functions of Production Planning and Control. • Production Cycle characteristics of process technologies. Project, Job Shop, Assembly, batch and Continuous. • Inter Relationship between product life cycle and process life cycle. 	<p>(15)</p> <p>2 2 2 2 3 2 2</p>	<p>Power point presentations / Lectures</p>
<p>Module II: Scheduling and control of production operations</p> <ul style="list-style-type: none"> • Aggregate planning Master production scheduling . • Operations scheduling, Product sequencing: Sequencing of products in multi- product multi-stage situations. • Plant Capacity and Line Balancing Plant layout –different types of layouts. • Location and the factors influencing location. • Maintenance Management: Objectives – Failure Concept, Reliability, Preventive and Breakdown maintenance, Replacement policies 	<p>(11)</p> <p>2 2 2 2 1 2</p>	<p>Case Studies / Review of research articles</p>
<p>Module III: Quality control</p> <ul style="list-style-type: none"> • Standards and specification Quality Assurance. • Quality Circles, Statistical Quality Control Charts for Variables. • Average, Range and S.D. Control charts for Attributes- fraction defective and number of defects Acceptance Sampling Plans. • OC Curve, Work Study, various techniques in the Methods Study for identifying the most appropriate method. 	<p>(11)</p> <p>2 2 2 3</p>	<p>Assignments</p>



<ul style="list-style-type: none"> • Work measurement -its uses and different methods. • computation of allowance and allowed time 	2	
Module IV: Materials Management <ul style="list-style-type: none"> • Need and importance of Materials management. • Materials Requirement Planning, Materials Budgeting Techniques for prioritization of materials. • Sources of Supply of Materials -selection, evaluation and Performance of suppliers Make or buy decisions and its implications under various circumstances. • Vendor rating - determinants of vendor rating concept of waste management. 	(11) 2 2 3 2	Lectures
Module V: Stores Management <ul style="list-style-type: none"> • Objectives of Stores Management Objectives of Stores Management. • Requirements for efficient. Management of Stores Safety stock. • Inventory Control - Different Systems of Inventory Control. • Types of Inventory. Systems of inventory control – ABC, VED and FNSD analyses. • Value Analysis – Importance in cost reduction – concepts and procedures 	(12) 3 2 2 3	Lectures

Learning Resources	
1.	Textbook: <ul style="list-style-type: none"> • “Production and Operations Management”, Aswathappa K. and SridharaBhat, 2010, New Delhi: Himalaya Publishing House. • “Operations Management”, Stevenson J. William, 2018, 12th Edition. New Delhi: Tata McGraw-Hill. • “Operations Management: Theory and Practice”, Krajewski/Srivastava, 2015 11th Edition Pearson Education. • “Production And Operations Management”, S.N. Chary., 2019 6th Edition, Mac Graw Hill Education Private Limited.
2.	Reference books: <ul style="list-style-type: none"> • “Operations Management: Theory and Practice”, B. Mahadevan., 2015 3rd Edition, Pearson Education.
3.	Journals & Periodicals: International Journal of Research Methodology
4.	Other Electronic resources: https://www.intechopen.com/online-first/research-design-and-methodology



INTERNATIONAL BUSINESS

Credits: 4

Course Code: MB24207

Semester: II

No of Lecture Hours: 60

Course Objective:

To give students introduction of international business, strategies and Business environment and communication.

Course Outcome:

CO 1: Able to understand and appreciate the international business environment.

CO 2: Know the importance, emergence and drivers of globalization.

CO 3: Understand the various stages and approaches in international business.

CO 4: Examine the different levels, benefits of economic integration.

CO 5: Know the structure and functions of WTO.

Course Content	Hours Allotted	Pedagogy
<p>Module I: Global Imperative</p> <ul style="list-style-type: none"> • An overview–International Business: A global perspective–Emergence of Globalization. • Drivers of Globalization. Internationalization Process–Stages in International Business Approaches to International Business. • The World of International Business: Regional and Global Strategy. • The Multinational Enterprise Triad and International Business. • International Trade Theories, Environment of International Business-Cultural Environment and Political Environment. 	<p>(12)</p> <p>2</p> <p>3</p> <p>2</p> <p>2</p> <p>3</p>	<p>Power point presentations / Lectures</p>
<p>Module II: Global Business & National Regulation:</p> <ul style="list-style-type: none"> • Rationale for Government Intervention, Forms of Trade Regulation at National Level-Tariff and Non- Tariff Barriers. • Regional Economic Integration: Levels of Economic Integration–Benefits & Costs of Economic Integration. • Major Trading Blocks: EU, NAFTA, ASEAN and SAARC, Multilateral Regulation of Trade and Investment. • Basic Principles of Multilateral Trade Negotiations–GATT and its early Rounds. • World Trade Organization–Structure and functions–TRIPs & TRIMs-WTO & India–UNCTAD. 	<p>(15)</p> <p>3</p> <p>3</p> <p>3</p> <p>3</p> <p>3</p>	<p>Case Studies / Review of research articles</p>
<p>Module III: Global Business and Entry Strategies</p> <ul style="list-style-type: none"> • Global Market Entry Strategies–Exporting, Licensing, Franchising. • Contract Manufacturing, Assembly and Integrated Local manufacturing. • Global Ownership Strategies: Strategic Alliance–Types of Strategic Alliances–Selection of Strategic Alliance Partner. • Managing and sustaining Strategic Alliance–Cost and Benefit 	<p>(12)</p> <p>3</p> <p>3</p> <p>3</p>	<p>Assignments</p>



Analysis of Entry Strategies: Entry Analysis and Entry strategy configuration.	3	
Module IV: Global E-Business <ul style="list-style-type: none"> • Conceptual Framework of E-business–Prerequisites for Effective E-business Transactions. • E-enabled Business Process Transformation and Challenges. • E-business Technology and Environment, E-Business Applications–E- Business Models. • Alternative E-business Strategies Global E- Marketing, Electronic Processing of International Trade Documents • Policy Framework for Global E-business 	(13) 3 2 3 3 2	Lectures
Module V: Managing Global Business <ul style="list-style-type: none"> • Strategy and Global Organization-Global Strategic Planning, Going Global and Implementing Strategies. • Intercultural Communications–Intercultural Human Resources Management in Global Context. 	(8) 4 4	Lectures

Learning Resources	
1.	Textbook: <ul style="list-style-type: none"> • “International Business - Competing in the Global Market Place” Charles W.K Hill, and Arun K. K. Jain, 2010, ,6th Edition. New Delhi: Tata McGraw Hill. • “Fundamentals of International Business”, Sumati Varma., 2019 4thEdition, Pearson Education • “International Business: Text and Cases”, Cherunilam.F., 2010, 5th Edition, PHI Learning Pvt Ltd.
2.	Reference books: <ul style="list-style-type: none"> • “International Business: Text and Cases”, Dr.K. Aswathappa., 2015 6th Edition, Mac Graw Hill Education India Private Limited.
3.	Journals & Periodicals: International Journal of Research Methodology
4.	Other Electronic resources: https://www.intechopen.com/online-first/research-design-and-methodology



INTERNSHIP

Credits: 02

Semester: II

Course Code: MB25208

No of Lecture Hours: 60

Internship:

In order to provide hands on experience to the students, Internship is introduced in the course of the study during the II Semester. The student has an option of choosing their own area of interest which should be related to the course work. It is expected to create a platform for a job or further research in the chosen area.

Evaluation of Internship:

- i. During the internship period, the candidates should work on a specific problem. The evaluation of the internship shall be done in the First-year semester-II.
- ii. A detailed internship report, duly authorized by the industry supervisor / guide, shall be submitted at First-year, semester-II and the Internship report is evaluated for 50 marks in total by the internal guides and it is evaluated for 2 credits.
- iii. The student should submit an internship certificate obtained from the organization along with the internship report.
- iv. The internship report evaluated for a total of 50 marks, of which assessment by the supervisor/guide for 20 marks is done based on the work of internship report and the remaining 30 marks are sub-divided for presentation/viva-voce. The viva-voce is done internally by a committee comprising with the project supervisor and two faculty members nominated by the Head of the Department.
- v. Internship will be graded.



**YEAR-WISE AND SEMESTER-WISE DISTRIBUTION OF SUBJECTS
MASTER OF BUSINESS MANAGEMENT
THIRD SEMESTER
ACADEMIC YEAR-2025-26 of 2024-2026 BATCH (CBCS)**

S.No	Subject Code		Title of the Subject	Hour s/ week	Durat ion of Exam (hrs.)	Marks			Credit s	
						Interna l	Extern al	Tota l		
1	*AECC -3	MB24300	Soft Skills*	2	-	-	-	-	2	
2	SEC-2	MB24311	Entrepreneurship Development *	2	2	20	30	50	2	
4	CORE1 4	MB24301	Cost and Management Accounting	4	3	40	60	100	4	
5	CORE1 5	MB24302	Total Quality Management	4	3	40	60	100	4	
6	CORE1 6	MB24303	Supply Chain Management	4	3	40	60	100	4	
7	CORE1 7	MB24304	Strategic Management	4	3	40	60	100	4	
8	Discipline Specific Elective:1 (Compulsory)		MB24 305	Financial Risk Management	4	3	40	60	100	4
			MB24 306	Compensation & Benefits Management						
			MB24 307	Product and Brand Management						
9	Discipline Specific Elective:2 (Compulsory)		MB 24 308	Investment Management	4	3	40	60	100	4
			MB 24 309	Organizational Development						
			MB 24 310	Integrated Marketing Communication s						
10	DSC-3 Open:		MB 24 308	Investment Management	4	3	40	60	100	4
			MB24 309	Organizational Development						
			MB24 310	Integrated Marketing Communication s						
Total				32		300	450	750	30	



SOFT SKILLS

Credits: 2

Course Code: MB24300

Semester: III

No of Lecture Hours: 30

Course Objective:

To equip the student with the adequate soft skills required for any organization. And also skills required enhancing his/her career.

Course Outcome:

CO1: Understand the importance of goal setting and set goals

CO2: Plan the time for a given schedule and life.

CO3: Apply the etiquette to impress and give good impression

CO4: Develop group discussion skills

CO5: Prepare for interviews

Course Content	Hours Allotted	Pedagogy
Module I: Goal Setting <ul style="list-style-type: none"> • Meaning of goal and goal setting • short, medium and long term goal setting, • Importance of goal setting. • Choices/Selection of setting goals • Steps for goal setting-SMART goals 	(12) 4 4 4	Power point presentations / Lectures
Module II: Time Management <ul style="list-style-type: none"> • What and why of time management • Necessity and benefits of time management • tools of time management • How to manage time wisely 	(12) 4 4 4	Case Studies / Review of research articles
Module III: Etiquettes: <ul style="list-style-type: none"> • Get the first impression well. • Greet others & introduce yourself. • Body language- speak well. • Dressing sense- appeals to others . 	(12) 3 3 3 3	Assignments
Module IV: Group Discussion Skills: <ul style="list-style-type: none"> • Leadership Skills, Interpersonal Skills. • Persuasive Skills, Problem Solving Skills. • Conceptualization Skills. • initiating the discussion, • listening to others point of view. 	(12) 3 3 2 2 2	Lectures
Module V: Interview Skills <ul style="list-style-type: none"> • Creating first impression in an interview, • walkup to interview room, 	(12) 3 3	Lectures



• How to approach the interview members,	3	
• Sitting posture in the interview room, body language.	3	

Learning Resources

1.	Textbook: <ul style="list-style-type: none">• Get More Out of Your Day Atkinson Frank. 2009.. Surrey: Crimson Publishing.• Soft Skills for Everyone Butterfield Jeff. 2014. New Delhi: Cengage Learning.
2.	Reference books: <ul style="list-style-type: none">• Training in Interpersonal Skills-Tips for managing people at work.Robbins Stephen, P and Hunsaker Philips, R. 2015 6th Edition. India: Pearson.• A to Z of Interview Padhy Kishore C and madhuchhanda. 2008. . New Delhi : Himalaya Publishing House
3.	Journals & Periodicals: International Journal of Research Methodology
4.	Other Electronic resources: https://www.intechopen.com/online-first/research-design-and-methodology



ENTREPRENEURSHIP DEVELOPMENT

Credits: 2
Course Code: MB24311

Semester: III
No of Lecture Hours: 30

Course Objective:

To study the concept and recent trends and developments in entrepreneurship.

Course Outcome:

- CO1:** Explain the concepts and trends of development in entrepreneurship
- CO2:** Define about the concept of evolution of entrepreneur.
- CO3:** Explain various factors affecting entrepreneurial growth.
- CO4:** Describe how to prepare a business plan.
- CO5:** Identify the concept of venture capital financing and angel investors

Course Content	Hours Allotted	Pedagogy
Module I: Entrepreneur and Entrepreneurship <ul style="list-style-type: none"> • Characteristics of an Entrepreneur. Distinction between an Entrepreneur and a Manager • Functions of an Entrepreneur.Types of Entrepreneur – Entrepreneur. • Concept of Entrepreneurship – Growth of Entrepreneurship in India. • Role of -Entrepreneurship in Economic Development. 	(10) 3 3 2 2	Power point presentations / Lectures
Module II: Entrepreneurial Development Programs <ul style="list-style-type: none"> • Functions, growth, Problems, Development, • Recent Trends of Women Entrepreneurship Development Programs (EDPs) • Need and Objective, course contents and curriculum of EDPs. Phases, evaluation of EDPs. 	(9) 3 3 3	Case Studies / Review of research articles
Module III: Small, Micro, Medium Scale Enterprises: <ul style="list-style-type: none"> • Definition of Small Industry .Characteristics of Small-Scale Industry . • Latest amendments in Small scale Industry Act . Objectives. • Scope of Small & Micro Industries .Opportunities for entrepreneurial growth in MSMEs • Role of MSMEs in Economic development . • MSMEs problems and challenges – Opportunities – Future growth . • Project Identification-Project Formulation – Project Appraisal – Financing and Ownership Structures. 	(16) 3 2 3 2 3 3	Assignments
Module IV: Institutional Finance to Entrepreneurs: <ul style="list-style-type: none"> • Commercial Banks .Other Financial Institutions such as IDBI, IFCI, ICICI, IRBI, LIC,UTI, SFCs, SIDCs, SIDBI, and EXIM Bank. • Need for Institutional support to Entrepreneurs. Role of NSIC, 	(10) 4 4	Lectures



SIDO, SSIB, SSICs, SISI, DICs, Industrial Estates, <ul style="list-style-type: none"> Specialized Institutions and TCOs.VCF-concept, features. 	2	
Module V: Enterprise Promotion: <ul style="list-style-type: none"> Creating Entrepreneurial Venture . Entrepreneurship Development Cycle . Business Planning Process, the business plan as an entrepreneurial tool . Elements of Business Plan, Objectives, Market Analysis, Development of product / idea .Resources, Capabilities, and strategies, identifying attributes of strategic resources, Opportunity Analysis, innovator or imitator, SWOT analysis, Internal and External Environment Analysis. 	(15) 3 3 3 3 3	Assignments

Learning Resources	
1.	Textbook: <ul style="list-style-type: none"> “Entrepreneurial Development ,Khanka.S.S, 2013,” , S. Chand & Co. Ltd.
2.	Reference books: <ul style="list-style-type: none"> “Dynamics of Entrepreneurial Development and Management”, Vasant Desai, 2007, Himalaya Publishing House, Millenium Ed.
3.	Journals & Periodicals: International Journal of Research Methodology
4.	Other Electronic resources: https://www.intechopen.com/online-first/research-design-and-methodology



COST AND MANAGEMENT ACCOUNTING

Credits: 4

Course Code: MB24301

Semester: III

No of Lecture Hours: 60

Course Objective:

To understand the cost concepts and to formulate the various objectives of cost control techniques.

Course Outcome:

CO1: Formulate the various objectives of cost control techniques

CO2: Use control techniques and management

CO3: Analyse standard costing and variance

CO4: Evaluate strategic phrases.

CO5: Explain activity-based costing methods

Course Content	Hours Allotted	Pedagogy
Module I: Meaning and Advantages of cost and Management accounting. <ul style="list-style-type: none"> • Techniques of Cost and Management. • Joint and By Product costing, Job costing, Batch costing • Problems & Preparation of cost sheet and Process costing. 	(13) 4 4 5	Power point presentations / Lectures
Module II: Strategic Management Accounting. <ul style="list-style-type: none"> • Nature and Characteristics of Management. • Control System Fixed And variable Costing. • Concept of Break Even Analysis. • Optimization of Product Mix Make or Buy Decisions . • Plant Shutdown Key factor analysis. 	(12) 2 3 2 3 2	Case Studies / Review of research articles
Module III: Standard Costing Problems. <ul style="list-style-type: none"> • Types of Standard costing. • Variance Analysis Problems. • Budgetary Control. • Zero based Budgeting. • Flexible budget. 	(13) 3 2 3 3 2	Assignments
Module IV: Need For Responsibility Accounting <ul style="list-style-type: none"> • Types of Responsibility centers. • Cost planning and product life cycle costing Problems. • Segmented performance evaluation. • Strategic phrases for sales life cycle Problems 	(14) 3 5 3 3	Lectures
Module V: Activity Based Costing <ul style="list-style-type: none"> • Activity based Management Problems. • Traditional costing. Activity Vs Traditional costing 	(08) 4 4	Lectures



Learning Resources	
1.	Textbook: <ul style="list-style-type: none">• “cost accounting” Charles ThomosHongren, 1962 .• “COST MANAGEMENT RonalodHilton ,2011
2.	Reference books: <ul style="list-style-type: none">• “Managerial Accounting” “Bamber, Baraun&Harrision,• “Management Control System”, Anthony &Deardon, Tata McGrawhill• “Cost and Management Accounting”, M.N. Arora, HPH• “Cost and Management Accounting” S.P Jain &K.L.Narag, ,Kalyani publications.• “Cost Accounting-Test and Problems M.C. Shukla, T.C Grewal and M.P Gupta,
3.	Journals & Periodicals: International Journal of Research Methodology
4.	Other Electronic resources: https://www.intechopen.com/online-first/research-design-and-methodology



TOTAL QUALITY MANAGEMENT

Credits: 4

Course Code: MB24302

Semester: III

No of Lecture Hours: 60

Course Objective: To give an introduction to TQM to students. Give them insights about the tool and techniques of TQM to students and also give an introduction to Six sigma and implementation of TQM in service sector

Course Outcome:

CO1: Know the importance of quality, concept of total quality management.

CO2: Able to understand the different techniques used to ensure quality in an organization.

CO3: Understand the various measurements, analytical and control tools to check the quality.

CO4: Analyse the quantitative techniques and qualitative techniques of TQM.

CO5: Examine the importance of six sigma in an organization.

Course Content	Hours Allotted	Pedagogy
Module I: TQM- History and Evolution <ul style="list-style-type: none"> • Connotations of Quality, Quality Dimensions – Product and Service. • The concept of TQM, Evolution of TQM – Inspection, SQC, QA and TQM. • Conventional quality management versus TQM. Customer supplier focus in TQM. Benefits and Costs of TQM. • Quality System Awards and Guidelines – ISO, Malcolm Baldrige National Quality. • Award (MBNQA), European Foundation for Quality Management (EFQM). 	(12) 2 2 2 3 3	Power point presentations / Lectures
Module II: Tools of TQM <ul style="list-style-type: none"> • Measurement Tools: Check Sheets, Histograms, Run Charts, Scatter Diagrams, Cause and Effect Diagrams, Pareto’s Chart, Process Capability Measurement. • Analytical Tools (definition): Process Mapping, Regression Analysis, Resource Utilization and Customer Service Analysis, The Five Why’s, Overall Equipment Effectiveness. • Improvement Tools and techniques: Kaizen, JIT, Quality Circles, Forced field Analysis, Five S’s. • Control Tools(definition) The PDCA cycle(steps), Gantt Chart, Network Diagram, Radar Chart. • Milestone Tracker Diagram and Earned Value Management. 	(14) 4 2 2 2 2 2	Case Studies / Review of research articles
Module III: Techniques of TQM: <ul style="list-style-type: none"> • Quantitative techniques (definition, steps): Failure Mode Effect Analysis (FMEA). • Statistical Process Control (SPC), Quality Function Deployment (QFD), Design of Experiments (DOE), Quality by Design and Monte Carlo Technique (MCT). • Qualitative techniques (definition, steps): Benchmarking, The Balanced Scorecard, Sales and Operations Planning. 	(14) 3 3 3 3 3	Assignments



• Kanban and Activity Based Costing (ABC).	2	
Module IV: Six Sigma: <ul style="list-style-type: none"> • The concept of Six Sigma, Objectives of Six Sigma, The framework of Six Sigma program. • Six Sigma Organization: roles and responsibilities, Six Sigma problem solving approach: The DMAIC model, • Six Sigma Metrics: Cost of poor quality, Defects per million opportunities and First pass yield. • Benefits and costs of Six Sigma 	(11) 3 3 3 2	Lectures
Module V:TQM in the Service Sectors: <ul style="list-style-type: none"> • Implementation of TQM in service organization: Framework for improving service quality, • Model to measure service quality programs.TQM in Health-care services Hotel. • financial services Banks,Investment Company and Mutual Funds 	(9) 3 3 3	Lectures

Learning Resources

1.	Textbook: <ul style="list-style-type: none"> • “Quality: A Critical Introduction”,John L. W. Beckford, 3rd Ed. Routledge – Taylor and Frances Group, NewYork and London.2009 • “Total Quality Management” H. Besterfield, Carol Besterfield - Michna, Glen H Besterfield and Mary Besterfield-sacre, 2008, ,3rd Ed. PHI.
2.	Reference books: <ul style="list-style-type: none"> • “Implementing Quality: A Practical Guide to Tools and Techniques” Ron Basu, 2006, , THOMPSON. • “Six Sigma for Managers” Greg Brue, 2002, ,TMH. • “TQM in the Service Sector” Mohanty.R.P. &Lakhe.R.R.,” ,Jaico Books.2013 • “Quality Management” Kanishka Bedi, ,Oxford University Press.2006 • “Quality Management” Howard S Gitlow, Alan J Oppenheim, Rosa Oppenheim and David M Levine, ,Tata McGraw-Hill,3rd Ed.2008 • “Total Engineering Quality Management” Sunil Sharma, 2003, ,Macmillan India Ltd. • “Total Quality Management”Poornima M Charantimath, 2003, ,Pearson. • “Total Quality Management” Mukherjee.P.N, 2007, ,PHI.
3.	Journals & Periodicals: International Journal of Research Methodology
4.	Other Electronic resources: https://www.intechopen.com/online-first/research-design-and-methodology



SUPPLY CHAIN MANAGEMENT

Credits: 4

Course Code: MB24303

Semester: III

No of Lecture Hours: 60

Course Objective: To make students aware how a well-managed supply chain has emerged as the new key to productivity and competitiveness of manufacturing and service enterprises.

Course Outcome:

- CO1:Students get in conceptual framework of SCM
- CO2:Students can able to work in supply chain operation with conceptual knowledge
- CO3:Students will understand the modes of Transportation In Supply Chain
- CO4:Students will analyse the Lean Manufacturing techniques
- CO5:Students can be identify the Supply Chain Network

Course Content	Hours Allotted	Pedagogy
<p>Module I: Introduction To Supply Chain Management</p> <ul style="list-style-type: none"> • Supply Chain Management-Concept, Objectives and function of SCM .conceptual framework of SCM. • supply chain strategy- collaboration, demand flow, Customer Service, Technology integration, • Problems of complexity confronting SCs.Global Supply Chain Management, Reverse Supply Chain, Value chain and value • delivery systems for SCM, The role of Modelling, • SCOR Model and optimization in SC, • Demand Planning, Forecasting, Aggregate planning, Managing Predictable Variability. • Bull-whip effect. E-Supply chain Management 	<p>(14)</p> <p>2</p> <p>2</p> <p>2</p> <p>1</p> <p>1</p> <p>2</p> <p>2</p>	<p>Power point presentations / Lectures</p>
<p>Module II: Role Of Logistics and Inventory Management</p> <ul style="list-style-type: none"> • Logistics Management, Inbound, Internal and Outbound Logistics in SCM. • Developing the Logistics organization for effective Supply Chain Management, development of integrated. • logistics strategy, Logistics in Maximizing profitability and cash flow, 3PL, 4PL, International Logistics, Reverse Logistics. • Sourcing of material, Global sourcing–issues and Problems. • E-Procurement, Group Purchasing, Reverse Auctions, Creating and managing Supplier Relations, Supplier Partnerships and Multi-tier Supplier partnerships. • Inventory Management in Supply chain-Role and importance of inventory in SC, Inventory . • policies, inventory as an element of customer service, JIT, VMI, Outsourcing, Factors influencing the decision making process of outsourcer.(Please note: Emphasis will be on conceptual framework-no numerical framework) 	<p>(12)</p> <p>2</p> <p>2</p> <p>2</p> <p>2</p> <p>2</p> <p>2</p> <p>2</p>	<p>Case Studies / Review of research articles</p>
<p>Module III: Transportation In Supply Chain</p>	<p>(12)</p>	<p>Assignments</p>



<ul style="list-style-type: none"> • Transportation formats, Modes of Transportation, factors affecting transportation performance. • Factors influencing the selection of transporter, modes of transport, Fleet Management, multi model transport, Containerization, Vehicle Scheduling and routing, Milk run and cross docking. • Warehousing- types of warehouses, warehousing operations, Warehouse automation, Warehouse management systems. • Third party and value added warehousing, Role and importance of Handling systems, Selection of Handling systems. • Pricing, Revenue Management and role of IT in SCM. 	<p>2 2 2 2 2 2</p>	
<p>Module IV: Strategic Issues In Supply Chains</p> <ul style="list-style-type: none"> • Strategic Partnerships, Alliances and Collaborative advantage, Strategic relationships in–logistics, Handling systems. • Equipment Warehousing, PPP environment, SC restructuring-issues, problems and benefits. • Bench marking - Issues and problems in Bench Marking, types of bench marking, methods of BM, Process of BM. • Lean Manufacturing, Agile Manufacturing, elements of lean manufacturing, Integration of lean manufacturing and SCM. 	<p>(10) 2 2 2 2 2</p>	<p>Lectures</p>
<p>Module V:Supply Chain Network Design</p> <ul style="list-style-type: none"> • Distribution network in SC, Channel design, factors influence design. • options in distribution network, Role and importance of Distributors in SCM, SC integration-Internal and external. • Role and importance and selection of Handling systems in SC integration.Role of Human Resources in SCM. • Issues in Workforce Management and Relationship Management with suppliers and Customers and employees • Retail SCM- Problems and issues in Transportation, inventory, Packaging and Repackaging. • Customer led business, Customer focus in SC, Complaint Handling, Developing customer service strategy, RFID, bar coding. 	<p>(12) 2 2 2 2 2 2</p>	<p>Lectures</p>

Learning Resources	
1.	<p>Textbook:</p> <ul style="list-style-type: none"> • Supply Chain Management Shah, J. 2009. 1st Edition. India: Pearson Education. • Supply Chain Management- in the 21st Century Sahay, BS. 2010. . 1st Edition. UK: Macmillan.
2.	<p>Reference books:</p> <ul style="list-style-type: none"> • Principles of Supply Chain Management. Crandall Richard, E& others. 2010. US: CRC press.



	<ul style="list-style-type: none">• Essentials of Supply Chain Management. Mohanty, RP and Deshmukh, SG. 2009. 1st Edition. Mumbai: Jaico Publishing House.• Purchasing and Supply Chain Management Leenders Michiel R and others. 2010. . New Delhi:TMH.• A Logistics Approach to Supply Chain Management Coyle, JJ, Bardi, EJ. Etc. 2009. . 1st Edition. New Delhi: Cengage Publication.• The Benchmarking Book: A how-to-guide to best practice for Managers and Practitioners. Stapenhrust, T. 2009. Amsterdam: Elsevier publishers.• Supply Chain Management process, system and practice Chandrasekaran, N. 2010. 1st Edition. UK: Oxford University Press.• Supply Chain Management, Altekar Rahul, V. 2005. 1st Edition. India: Prentice-Hall of India Pvt. Ltd.
3.	Journals & Periodicals: International Journal of Research Methodology
4.	Other Electronic resources: https://www.intechopen.com/online-first/research-design-and-methodology



STRATEGIC MANAGEMENT

Credits: 4

Course Code: MB24304

Semester: III

No of Lecture Hours: 60

Course Objective:

To understand the steps involved in strategic management process

Course Outcome:

CO1: Able to understand the steps involved in strategic management process.

CO2: Know the significance and framework for industry analysis.

CO3: Analyse the importance of balance score card and different types of strategies used at corporate and business level.

CO4: Understand the various activities, benefits, growth and drivers of outsourcing.

CO5: Examine the Strategic Implementation and Control.

Course Content	Hours Allotted	Pedagogy
<p>Module I: Strategic Management</p> <ul style="list-style-type: none"> • Strategic Management - Introduction, Definition Strategic Management Process. • strategic Intent, Hierarchy of Strategic intent. • Developing a strategic Vision, Mission Statement, Establishing objectives, Crafting Strategies. • Corporate social responsibility, advantages and disadvantages. 	<p>(12)</p> <p>3</p> <p>3</p> <p>3</p> <p>3</p>	<p>Power point presentations / Lectures</p>
<p>Module II: Environmental Analysis – Components of external and internal environment:</p> <ul style="list-style-type: none"> • Industry Analysis – Significance and framework for Industry Analysis, Michael Porter's five force model. • Competitive Analysis . Forces shaping competition in an Industry, Competitor Analysis Strategic groups. • Framework for competitor analysis, Resource Based View 	<p>(12)</p> <p>4</p> <p>4</p> <p>4</p>	<p>Case Studies / Review of research articles</p>
<p>Module III: Strategy Formulation</p> <ul style="list-style-type: none"> • Corporate level strategy - Balanced Score card, Growth/Expansion Strategies. • Strategic Growth options .Ansoff's Growth Vector, Diversification Strategies, Related and unrelated diversification. • Vertical Integration strategies, Stability Strategy, Retrenchment Strategies Combination Strategies. • Portfolio Analysis – BCG Matrix and GE nine cell matrix. Business Level Strategy :Strategic Alliances, Unbundling and Outsourcing. • Benefits of outsourcing, growth and drivers of outsourcing. Offensive and Defensive strategies. 	<p>(14)</p> <p>3</p> <p>3</p> <p>3</p> <p>4</p> <p>4</p>	<p>Assignments</p>



<p>Module IV: Tailoring strategy</p> <ul style="list-style-type: none"> • Tailoring strategy to fit specific industry and company situations. • Industry Life Cycle Stages: Strategies for competing in Emerging industries. • Turbulent and high velocity markets, Maturing Industries, Stagnant industries, and Fragmented industries. • Strategies for Industry leaders Runner-up firms, weak and crisis ridden Business. 	<p>(12)</p> <p>3</p> <p>3</p> <p>3</p> <p>3</p>	<p>Lectures</p>
<p>Module V: Strategic Implementation and Control</p> <ul style="list-style-type: none"> • Structural issue-Matching structure with strategy; Managing political behavior. • Strategic Leadership and Competitive advantage, Creating a strategy • supportive culture and Strategic Control. 	<p>(10)</p> <p>3</p> <p>4</p> <p>3</p>	<p>Lectures</p>

Learning Resources	
1.	<p>Textbook:</p> <ol style="list-style-type: none"> 1. "Exploring Corporate Strategy", Johnson, Gerry, Scholes, Kevan and Whittington, Richard (2009) Pearson Ed Ltd. United Kingdom, 2nd Ed. 2. "Crafting and Executing Strategy". Arthur A Thompson Jr, Strickland A.J., 2019 3. "The Quest for Competitive Advantage - Concepts and Cases" Gamble, John E. and Jain, Arun K., Tata McGraw Hill Education Private Limited: New Delhi. 2014
2.	<p>Reference books:</p> <ul style="list-style-type: none"> • "Strategic Management" Hitt, Michael, Ireland, Hoskisson, 2010, Cengage Learning, New Delhi – 45. • "Strategic Management – Concepts and Cases", David Fred R, 2017. PHI Learning, New Delhi 45 • "Business Policy and Strategic Management(Text and Cases)" Rao, Subba. P, 2012, Himalaya Publishing House, Hyderabad. • "Understanding Strategic Management" Henry, Anthony 2011, Oxford University Press: New York. • "Strategic Management" Rao, V.S.P. and V., Hari Krishna, 2016, Text and Cases, Excel Books: New Delhi.
3.	<p>Journals & Periodicals:</p> <p>International Journal of Research Methodology</p>
4.	<p>Other Electronic resources:</p> <p>https://www.intechopen.com/online-first/research-design-and-methodology</p>



FINANCIAL RISK MANAGEMENT

Credits: 4

Course Code: MB24305

Semester: III

No of Lecture Hours: 60

Course Objective:

To understand the meaning and concept of risk. Measurement of risk and to know the tools and techniques of risk management. Hedging strategies using derivatives.

Course Outcome:

CO1: Students understand about risk and know about tools and techniques of risk management.

CO2: Students get to know about introduction to risk management.

CO3: Students understand measurement and management of risk.

CO4: Students are able to know techniques and tools of risk management.

CO5: Students get to know about types of SWAPS

Course Content	Hours Allotted	Pedagogy
<p>Module I: Introduction To Risk Management</p> <ul style="list-style-type: none"> • The concept of risk, Nature and scope of risk, degree of risk , types of risk. • Product market risk and capital market risk,risk management tools, need for risk management. • Risk Management Process. An integrated approach to corporate risk management. • Risk management approaches and methods. 	<p>(12)</p> <p>3</p> <p>3</p> <p>3</p> <p>3</p>	<p>Power point presentations / Lectures</p>
<p>Module II: Measurement And Management Of Risk</p> <ul style="list-style-type: none"> • Value at risk (VaR): The concept, computation, stress testing, back testing. • Cash flow at risk (CaR): VaR and CaR to make investment decisions Managing risk when risk is measured by VaR or CaR. • Asset-Liability Management (ALM): evolution & concept, RBI guidelines. • Management of interest rate risk, liquidity risk, credit risk and exchange risk. 	<p>(10)</p> <p>3</p> <p>2</p> <p>2</p> <p>3</p>	<p>Case Studies / Review of research articles</p>
<p>Module III: Techniques And Tools Of Risk Management</p> <ul style="list-style-type: none"> • The concept and major types of Derivatives. • The role of Derivative securities to manage risk and to exploits opportunities to enhance returns. • Individuals, speculators, hedgers, arbitrageurs and other participants in derivatives market. • Forward contracts Definition: features and pays-off profile of forward contracts. • Valuation of forward contracts. • Forward Contracts to manage Commodity price risk, Interest rate risk and exchange rate risk. • Limitations of forward contracts Futures contracts. Definition: 	<p>(16)</p> <p>2</p> <p>2</p> <p>2</p> <p>2</p> <p>1</p> <p>1</p> <p>2</p>	<p>Assignments</p>



<p>Clearing house, margin requirements, marking to the market.</p> <ul style="list-style-type: none"> • Basis and convergence in futures contracts. • Differences between forward contracts and futures contracts. • Risk management with Futures contracts – the hedge ratio and the portfolio approach to a risk – minimizing hedge. 	<p>1 1 2</p>	
<p>Module IV: Swaps</p> <ul style="list-style-type: none"> • Definition, types of swaps- interest rate swaps, currency swaps. <p>Interest rate swaps Mechanics of interest rate swaps.</p> <ul style="list-style-type: none"> • Using Interest rate Swaps to lower borrowing costs, hedge against risk of rising interest rates, hedge against risk of falling interest rates. • Pricing of Interest rate swaps at origination and valuing of Interest rate swaps after origination. • Currency SwapsTypes of currency swaps. Valuation of currency swaps. • Using Currency Swaps to lower borrowing costs in foreign country, to hedge against risk of a decline in Revenue, To hedge against risk of an increase in Cost, To hedge against risk of a decline in the value of an asset To hedge against risk of a rise in the value of a liability. • Pricing of currency swap at origination and valuing of currency swap after origination. 	<p>(12) 2 2 2 2 2 2</p>	Lectures
<p>Module V: Options</p> <ul style="list-style-type: none"> • Definition of an option. Types of options: call option, put option. American option and European options. • Options in the money, at the money and out of the money. • Option premium, intrinsic value and time value of options. • Pricing of call and put options at expiration and before expiration. • An overview of Index options, Foreign exchange options, Futures options and Swaptions. • The Binominal option pricing model (BOPM) assumptions, single and two period models. • The Black & Scholes option pricing model (BSOPM): assumptions. 	<p>(10) 2 2 2 2 1 1</p>	Lectures

Learning Resources	
1.	<p>Textbook:</p> <ul style="list-style-type: none"> • Options, Futures and Other Derivatives, John C. Hull. 2018. 6th Edition. India: Pearson Education /Prentice Hall of India. • The Professionals Handbook of Financial Risk Management Lore Marc and BorodovskyLev. 2001. .1st Edition. UK: Butterworth-Heinemann.
2.	<p>Reference books:</p> <ul style="list-style-type: none"> • Financial Risk Management Dun and Bradstreet. 2007. . 1st Edition. New Delhi: TMH. • Risk Management & Derivatives Rene. M. Stulz, Thomson, 2003. 1st Edition. Nashville: Southwestern Publishing.



	<ul style="list-style-type: none">• Risk Management Problems & Solutions BeaverWilliam, H &Georse Parker. 1996. . New Delhi: TMH.• Risk management and Insurance.Harrington and Niehaus. 2006. 1st Edition. New Delhi: TMH.• Rejde, GE. 2001.• Principles of Risk Management and Insurance. 7th Edition. India: Pearson Education
3.	Journals & Periodicals: International Journal of Research Methodology
4.	Other Electronic resources: https://www.intechopen.com/online-first/research-design-and-methodology



COMPENSATION AND BENEFITS MANAGEMENT

Credits: 4
Course Code: MB24306

Semester: III
No of Lecture Hours: 60

Course Objective:

To give an introduction to students about the compensation system, Building compensation systems, Benefits Management and international perspective of building compensation systems

Course Outcome:

- CO1:** Understand the compensation context and the system to design packages
- CO2:** Differentiate the traditional and modern pay packages
- CO3:** Establish pay plans with HR strategy and business strategy
- CO4:** Design competitive systems with internal and external equity
- CO5:** Labour legislations in designing the application of the compensation systems

Course Content	Hours Allotted	Pedagogy
Module I: Introduction to Compensation Management: <ul style="list-style-type: none"> • Compensation: Definition, meaning, objectives, nature of compensation, need and importance of compensation. • Types of Compensation – Base pay, Variable Pay, Benefits, Incentives. • components of compensation program, compensation dimensions, factors influencing employee compensation. • stake holders and Role of compensation in Organization; New trends in compensation management • The 3-P compensation concept. 	(6) 2 2 2 2 2	Power point presentations / Lectures
Module II: Employee Compensation Management: <ul style="list-style-type: none"> • Financial & Non-financial compensation system; Concept of total reward system. • Aligning Compensation Strategy with HR Strategy and Business Strategy, Strategic pay structures • how to construct a pay structure; Traditional & modern pay systems - Seniority and Longevity pay • Merit Pay-Linking Merit Pay with Competitive Strategy; Person focused Pay • Team Based Pay (individual Vs team rewards), performance based pay. • <i>Compensation strategy at company level:</i> Concept of Internal equity • Job analysis and Job Evaluation - procedure and methods. • External parity–Salary surveys, pricing of job • Compensation as a retention strategy 	(14) 2 2 2 2 2 2 1 1	Case Studies / Review of research articles
Module III: Compensation regulations: <ul style="list-style-type: none"> • <i>Wage Legislation and administration:</i> Wage - definition, Theories of Wages, Legal framework of wage • Payment of Wages Act'1936; The Minimum Wages Act'1948. • The Payment of Bonus Act'1965; Equal Remuneration 	(14) 2 2	Assignments



<p>Act'1976.</p> <ul style="list-style-type: none"> • Mechanism/process for wage determination; Wage administration in India. 2 • <i>Social security legislations: The Workmen's Compensation Act'1923.</i> 2 • The ESI Act'1948; Employee Provident Funds and Miscellaneous Provisions Act'1952 2 • The Maternity Benefit Act'1961; The Payment of Gratuity Act'1972. 2 1 • Wage Structure in different Sectors – in Central Government, in State Government, in PSEs and in Nationalised Banks. 1 • Wage Boards - structure, scope and functions • Pay Commissions – Compensation Committees; 		
<p>Module IV: Employee Benefits & Incentive Systems</p> <ul style="list-style-type: none"> • <i>Benefits:</i> Definition, Meaning, Nature and Types of benefits. (12) • Legally required Benefits and Components of Discretionary Core Fringe Compensation. 2 • Employee Benefits and Employee Services - VEBA and Funding Benefits through VEBA. 2 • Voluntary welfare amenities in India; <i>Incentive systems:</i> Reasons for incentive plan, administering incentive plans, Individual incentive plans 2 • Piecework, Standard hour plan, Bonuses; Group incentive plans . 2 • Team compensation, Gain sharing incentive Plans; Companywide incentive plans. 2 • Profit Sharing plans, ESOPs; Flexible compensation (Cafeteria style of Compensation); 2 		Lectures
<p>Module V: Executive and International Competitive:</p> <ul style="list-style-type: none"> • <i>International Compensation and Competitive Strategies:</i> Executive Compensation Packages. (14) • Executive Compensation theories – Agency theory, tournament theory and Social comparison theory. International Compensation 2 • Design and Approaches to International remuneration with special reference to expatriates and the remuneration of third country nationals. 2 • Challenges of international compensation. Compensating contingent employees. 2 • Compensating the Flexible Workforce - Contingent Employees and Flexible Work Schedules. 2 • Compensation for Expatriates and Repatriates; Strategic Issues and Choices in Using Contingent and Flexible Workers. 2 • Assignment: Wage Structures in different Sectors – in Central, State Government, PSEs and Nationalised Banks 2 		Lectures



Learning Resources	
1.	<p>Textbook:</p> <ul style="list-style-type: none">• Joseph J. Martocchio, "Strategic Compensation", 2006, Pearson Education 3rd Ed.• Dr. Pradeep Kumar Das, Dr. Madan Chettri and Ms. Roshni Tamang., Compensation Management, Lulu Publication, 2021, 1st Edition. 3• Joseph J. Mortocchio, "Employee Benefits", 2010, Tata McGraw Hill, New Delh• Milkovich & Newman, "Compensation", 2005, Tata McGraw –Hill, New Delhi.• S. K. Bhatia, New Compensation Management in Changing Environment – Managerial Remuneration and Wage & Salary Administration, A Professional Manual, Deep and Deep Publications Pvt. Ltd., 2009, 3rd Ed.
2.	<p>Reference books:</p> <ol style="list-style-type: none">1. Tapomoy Deb, "Compensation Management", 2009, Excel Books, New Delhi. R.C. Sharma and Sulabh Sharma, Compensation Management, Sage Publications, 2019,2. Dr.Kanchan Bhatia," Compensation Management", HPH3. Peter T. Chingos, "Paying for Performance: A guide to Compensation Management, 2 Ed, Wiley Publications4. Dipak Kumar Bhattacharyya, "Compensation Management", 2009, Oxford University Press.5. Compensation & Reward Management, BD Singh, Excel Books6. Compensation Management, Er Soni Shyam Singh, Excel Books.7. P. K. Padhi, "Labour and Industrial Laws", 2009, PHI Learning Pvt. Ltd.8. S.C. Srivatsava, "Industrial Relations and Labour Laws", 2008, Vikas Publishing House, New Delhi.9. 5. C.S. Venkat Rathnam, "Industrial Relations", 2009, Oxford University Press – New Delhi.
3.	<p>Journals & Periodicals: International Journal of Research Methodology</p>
4.	<p>Other Electronic resources: https://www.intechopen.com/online-first/research-design-and-methodology</p>



PRODUCT AND BRAND MANAGEMENT

Credits: 4

Course Code: MB24307

Semester: III

No of Lecture Hours: 60

Course Objective: To understand the product –Policies, Product mix, Product Line in New product development and brand management And to do strategic brand management.

Course Outcome:

CO1: Develop a product and Brand policy

CO2: Understand various theories on product lifecycle

CO3: Apply the theories to develop a new product, and Brands

CO4: Organize the products in various perception maps for segmentation and new product creation

CO5: Developing a launching of product and Brand management

Course Content	Hours Allotted	Pedagogy
Module I: Product Decisions <ul style="list-style-type: none"> • Product, Policy, objectives, Product Mix, • Product line, Packaging, Product Modification and Deletion. • Product Market Evolution: Innovation and New Product Development (NPD), Idea- Screening. • Product Concept generation, concept selection, and Concept Testing, 	(12) 3 3 3 3	Power point presentations / Lectures
Module II: <ul style="list-style-type: none"> • Product Maps, Market Maps and Joint Space Maps. • Perceptual mapping, Market Structure Analysis. • Innovation diffusion and adoption. Process • Product Development and Testing Product Launching. • Six guiding principles of product launching. • Pre-testing, Test marketing, Marketing Mix allocations 	(12) 2 2 2 2 2 2	Case Studies / Review of research articles
Module III: Developing a Brand Strategy <ul style="list-style-type: none"> • Customer-Based Brand Equity and Brand Positioning; Designing and Implementing Brand Marketing Programs. • Choosing Brand Elements to Build Brand Equity. • Designing Marketing Programs to Build Brand Equity • Integrating Marketing Communications to Build Brand Equity. 	(12) 3 3 3 3	Assignments
Module IV: Branding in the Digital Era <ul style="list-style-type: none"> • Key Issues for Branding in the Digital Era; Changes in the Consumer Decision Journey • Growth of Online Retailing; Leveraging Secondary Brand Associations to Build Brand Equity. • Advertising and Promotions Using Digital Channels 	(9) 3 3 3	Lectures
Module V: Designing and Implementing Brand Architecture Strategies	(15)	Assignments



<ul style="list-style-type: none"> Developing a Brand Architecture Strategy; Brand Portfolios; Brand Hierarchies. 	3	
<ul style="list-style-type: none"> Levels of a Brand Hierarchy; Designing a Brand Hierarchy 	3	
<ul style="list-style-type: none"> Corporate Branding ; Corporate Image Dimensions 	3	
<ul style="list-style-type: none"> Managing the Corporate Brand 	3	
<ul style="list-style-type: none"> Brand Architecture Guidelines 	3	

Learning Resources	
1.	Textbook: <ul style="list-style-type: none"> Product Design and Development Ulrich, K T. and Goyal Anitha. 2010. 3rd Edition. India: McGraw Hill.
2.	Reference books: <ul style="list-style-type: none"> Strategic Brand, Management, Building, Measuring, and Managing Brand Equity, - Kevin Lane Keller, Vanitha Swaminathan, 5th edition, pearson publishers. ISBN 13: 978-0-13-489249-8.
3.	Journals & Periodicals: International Journal of Research Methodology
4.	Other Electronic resources: https://www.intechopen.com/online-first/research-design-and-methodology



INVESTMENT MANAGEMENT

Credits: 4
Course Code: MB24308

Semester: III
No of Lecture Hours: 60

Course Objective:

To learn and understand the fundamentals and valuation of stocks, bonds, securities and portfolio management.

Course Outcome:

- CO1:** Define fundamentals of fundamental management
- CO2:** Explain bond valuation techniques
- CO3:** Construct portfolio risk and return
- CO4:** Identify over-priced and under priced securities
- CO5:** Analyze fixed income securities

Course Content	Hours Allotted	Pedagogy
Module I: Investments <ul style="list-style-type: none"> • Concept; Real vs. Financial assets; Investment decision process. • Sources of investment information; Investment vs. Speculation. • Factors to be considered in investment decision-Liquidity, Return, Risk, Maturity, Safety, Tax and Inflation. • The concept and measurement of return-realized and expected return. Ex-ante and ex-post returns. • The concept of risk. Sources and types of risk. Measurement of risk-Range, Standard Deviation and Co-Efficient of Variation • Risk-return trade-off. Risk premium and risk aversion. Approaches to investment analysis. • Fundamental Analysis; Technical Analysis; Efficient Market Hypothesis, Behavioral Finance and heuristic driven biases. 	(14) 2 2 2 2 2 2	Power point presentations / Lectures
Module II: Fixed Income Securities - Analysis, Valuation and Management <ul style="list-style-type: none"> • Features and types of debt instruments, Bond indenture, factors affecting bond yield. • Bond yield measurement-Current yield, holding period return. YTM, AYTM and YTC. • Bond valuation: Capitalization of income method, Bond-price theorems. • Valuation of compulsorily / optionally convertible bonds, Valuation of deep discount bonds. • Bond duration, Macaulay’s duration, and modified Macaulay’s duration. • Bond convexity, Considerations in managing a bond portfolio, term structure of interest rates, risk structure of interest rates. • Managing Bond Portfolio: Bond immunization, active and passive bond portfolio management strategies. 	(14) 2 2 2 2 2 2	Case Studies / Review of research articles
Module III: Common Stocks - Analysis and Valuation	(10)	Assignments



<ul style="list-style-type: none"> • Basic Features of Common Stock, Approaches to valuation • Balance sheet model, dividend capitalization models; earnings capitalization models. • Price-Earnings multiplier approach and capital asset pricing model, Free Cash flow model. • Relative valuation using comparable-P/E,P/BV,P/S; Security Market Indexes, their uses. • computational procedure of Sensex and Nifty. 	<p>2 2 2 2</p>	
<p>Module IV: Portfolio Theory</p> <ul style="list-style-type: none"> • Concept of portfolio. Portfolio return and risk. • Harry Markowitz’s Portfolio theory. • Construction of minimum risk portfolio, the single-index model. • Capital market theory: Introduction of risk-free asset. Capital Market Line, Separation theorem. • Capital asset pricing model (CAPM): Security Market Line. Identifying over-priced and underpriced securities. • Arbitrage pricing theory (APT): The Law of one price, two factor arbitrage pricing, Equilibrium risk-return relations. • A synthesis of CAPM and APT. 	<p>(11) 1 1 2 2 2 2 2 2 1</p>	<p>Lectures</p>
<p>Module V: Portfolio Evaluation</p> <ul style="list-style-type: none"> • Performance measures- Sharpe’s reward to variability index, Treynor’s reward to volatility index. • Jensen’s differential index, Fama’s decomposition of returns. Mutual funds: genesis, features, types and schemes. • NAVs, costs, loads and return of mutual funds, Problems and prospects in India. • Regulation of mutual funds and investor’s protection in India. 	<p>(11) 3 2 3 3</p>	<p>Lectures</p>

Learning Resources	
1.	<p>Textbook:</p> <ul style="list-style-type: none"> • Fundamentals of Investments Alexander, G.J, Sharpe, W.F and Bailey, J.V. 2007. . 3rd Edition. India: PHI. • Investment Analysis and Portfolio Management Chandra Prasanna. 2017. 3rd Edition. New Delhi:TMH.
2.	<p>Reference books:</p> <ol style="list-style-type: none"> 1. Investments: Analysis and Management Jones Charles,P. 2007. , 9th Edition. Canada: John Wiley & Sons, Inc. 2. Theory and Problems of Investments Francis, JC & Taylor, RW. 2000. . 2nd Edition. Schaum’s Outline Series,US: McGraw Hill. 3. Security Analysis and Portfolio Management Dhanesh Khatri. 2010..1st Edition. UK: Macmillan Publishers. 4. Security Analysis and Portfolio Management. Sudhindra Bhat. 2009.



	1 st Edition.New Delhi: Excel Books. 5. Investment Management Preeti Singh. 2010. . 17 th Revised Edition. New Delhi : HPH. 6. Investments Zvi Bodie, Alex Kane, Marcus.A.J, Pitabas Mohanty,. 8 th Edition. New Delhi:TMH.
3.	Journals & Periodicals: International Journal of Research Methodology
4.	Other Electronic resources: https://www.intechopen.com/online-first/research-design-and-methodology



ORGANIZATIONAL DEVELOPMENT

Credits: 4
Course Code: MB24309

Semester: III
No of Lecture Hours: 60

Course Objective:

To understand OD - basically a problem-solving approach. This will enable how planned change efforts are carried out at the organizational level.

Course Outcome:

- CO1:** Understand the problem solving approach at the organization level
- CO2:** Will know the importance of values and beliefs systems of the organization
- CO3:** Different theories of change and models
- CO4:** Develop interventions to evaluate OD programs
- CO5:** Concept of Team and the organizational confrontation approaches

Course Content	Hours Allotted	Pedagogy
<p>Module I: General Introduction To OD</p> <ul style="list-style-type: none"> • Overview of the field of OD; Definitions of OD-A short history of OD and its evolution. • Characteristics and importance of OD ;Values,assumptions and beliefs in OD. • Corporate examples on OD practices with short cases 	<p>(11) 4 4 3</p>	<p>Power point presentations / Lectures</p>
<p>Module II: Foundations Of OD</p> <ul style="list-style-type: none"> • Models and Theories of Planned Change-Systems theory; (a) Lewin’s Change Model • (b) Burke–Litwin Model; Participation and Empowerment-Parallel learning structures; • A ‘normative-reductive’ strategy of changing; Action Research as a process and as an approach 	<p>(12) 4 4 4</p>	<p>Case Studies / Review of research articles</p>
<p>Module III: Managing The OD Process</p> <ul style="list-style-type: none"> • Diagnosis - The six-box Model; The action component-concept of OD interventions . • An overview of classification of OD interventions. Planning choosing and implementing of an intervention • strategy; Evaluating OD intervention. • The program management component; Conditions for optimal success of OD. 	<p>(12) 4 4 2 2</p>	<p>Assignments</p>
<p>Module IV: Human Process Interventions</p> <ul style="list-style-type: none"> • Human Process approaches: concept of Team interventions; Techniques and exercises used in Team interventions. • Role Analysis Technique; Role Negotiation Technique; Responsibility Charting. • Force Field Analysis-Broad Team Building interventions. • Organizational process approaches: Organization Confrontation; Inter-group Relations interventions-Grid OD. 	<p>(12) 3 3 3 3</p>	<p>Lectures</p>



Module V: Techno-Structural and Strategic Interventions		
• Techno-structural interventions; (i) Downsizing-Reengineering ;(ii)	(13)	Lectures
• Employee involvement: Quality Circles-Total Quality Management;	4	
• (iii) Work Design: Engineering Approach-System Approach;	3	
2 Strategic Interventions: Organizational Transformation and its Characteristics.	4	
• Issues in Consultant–Client Relationship.	2	

Learning Resources	
1.	<p>Textbook:</p> <ul style="list-style-type: none"> • Organization Development French Wendell, BellCicil, H. Jr, Veena Vohra. 2017. , 1st Edition. Boston: Pearson Education. • Organization Development and Change Cummings Thomas, G. Worley Christopher, G. 2013. . 8thEdition. USA. Thomson.
2.	<p>Reference books:</p> <ul style="list-style-type: none"> • Organization Development. French Wendell, BellCicil, H. Jr. 1995. 6th Edition. New Jersey: Prentice Hall. • Organization & Development — Strategies, Structures, and Process Dale Reider. 2006. . 1st Edition. New Delhi. Sage Publications. • Organization Change & Development. Singh Kavitha. 2005. 2ndEdition.New Delhi: Excel Books.
3.	<p>Journals & Periodicals:</p> <p>International Journal of Research Methodology</p>
4.	<p>Other Electronic resources:</p> <p>https://www.intechopen.com/online-first/research-design-and-methodology</p>



INTEGRATED MARKETING COMMUNICATIONS

Credits: 4
Course Code: MB24310

Semester: III
No of Lecture Hours: 60

Course Objective:

To understand the promotion mix. And to study the efficient use of the communication process in an integrated manner through IMC

Course Outcome:

Course Content	Hours Allotted	Pedagogy
<p>Module I: Introduction To IMC</p> <ul style="list-style-type: none"> • Evolution of IMC, reasons for growth, IMC in branding. • Promotional mix IMC planning process, Marketing plan. • Situational analysis. Integrated marketing communication planning process. • Role of IMC in marketing process 	<p>(12)</p> <p>3 3 3 3</p>	<p>Power point presentations / Lectures</p>
<p>Module II: Analyzing The Communication Process</p> <ul style="list-style-type: none"> • The nature of communication process, Basic model of communication. • The response process-traditional, Alternative hierarchy models and their implications. • Understanding involvement FCB planning model. 	<p>(9)</p> <p>3 3 3</p>	<p>Case Studies / Review of research articles</p>
<p>Module III: Creative Strategy Planning and Development</p> <ul style="list-style-type: none"> • Creative strategy Process of execution of creative strategy: Appeals, execution styles and creative tactics. • Media planning & Strategy: Developing Media Plans & Strategies and Implementation with IMC perspective. 	<p>(12)</p> <p>4 4 4</p>	<p>Assignments</p>
<p>Module IV: Personal Selling and Sales Promotion</p> <ul style="list-style-type: none"> • Role of personal selling in IMC program. Personal selling process and approaches. • Evaluating, motivating and controlling sales force effort. Sales Promotion - objectives, Consumer and trade oriented sales promotion. • Developing and operating sales promotion for consumers & Trade: Sales promotion tools: off - shelf offers. • price promotions, premium promotions, prize promotions. • Coordinating Sales promotions, and advertisement. 	<p>(13)</p> <p>3 3 3 2 2</p>	<p>Lectures</p>
<p>Module V: Introduction to Digital Marketing and social media</p> <ul style="list-style-type: none"> • Digital Marketing Importance of digital marketing. Difference between Traditional marketing and digital marketing. • Trends and scenario of the industry Search Engine Optimization (SEO), History & Growth of SEO, Campaign Creation. 	<p>(14)</p> <p>2 2</p>	<p>Lectures</p>



<ul style="list-style-type: none"> • Google AdWords, Ad Creation, Approval & Extensions. Site Targeting. Keyword Targeting, Demographic Targeting/ Bidding. 	2	
<ul style="list-style-type: none"> • Social Media Marketing & social media. Blogging. 	2	
<ul style="list-style-type: none"> • Social Networking. Video Creation & Sharing. Use of Different Social Media Platforms. 	2	
<ul style="list-style-type: none"> • C Content Creation, Web Analytics Campaign Tagging & Reporting. 	2	
<ul style="list-style-type: none"> • Email Marketing. Introduction to Audience Reports. 	2	

Learning Resources		
1.	Textbook: <ul style="list-style-type: none"> • O'Guinn Thomas, C. Chris Allen, T and Richard Semenik, J. 2015. 4th Edition. Ohio: Thomson. • Belch George, E. and Belch Michael, A. 2013. Advertising and Promotion: An Integrated Marketing Communications Perspective. 6th Edition. New Delhi: Tata McGraw-Hill. 	
2.	Reference books: <ol style="list-style-type: none"> 1. Baack Clow. 2007. Integrated Advertising. Promotion and Marketing Communications. 3rd Edition. New Jersey: Pearson Education. 2. Aaker David, A, Batra Rajeev and Myers John, G. 1992. Advertising Management. 4th Edition. Englewood Cliffs. New Jersey: Prentice Hall. 	
3.	Journals & Periodicals: International Journal of Research Methodology	
4.	Other Electronic resources: https://www.intechopen.com/online-first/research-design-and-methodology	



**YEAR-WISE AND SEMESTER-WISE DISTRIBUTION OF SUBJECTS
MASTER OF BUSINESS MANAGEMENT
FOURTH SEMESTER
ACADEMIC YEAR-2025-26 of 2024-2026 BATCH (CBCS)**

S.No	Electives	Subject Code	Title of the Subject	Hours/week	Duration of Exam (hrs.)	Marks			Credits
						Internal	External	Total	
1	Core 18	MDS2 3402	Business Analytics	4	3	40	60	100	4
2	Discipline Specific Elective:4 (Compulsory)	MB 24402	International Finance	4	3	40	60	100	4
		MB 24403	Performance & Knowledge Management						
		MB 24404	Consumer Behavior						
3	Discipline Specific Elective:5 (Compulsory)	MB 24405	Financial Services	4	3	40	60	100	4
		MB 24406	Leadership & Change Management						
		MB 24407	Services & Retail Marketing						
4	DSE Open :6 (Choose anyone)	MB 24405	Financial Services	4	3	40	60	100	4
		MB 24406	Leadership & Change Management						
		MB 24407	Services & Retail Marketing						
5		MB 24408	Internship (Grade) Seminar	18	-----	50	50	100	6
6	Add-on		Start Up Management	2					
Total				36		230	290	500	22

CIA components for internal marks of theory paper (GD/Case study/MCQ's-5M; Mid-sem I - 12.5M ; Mid-sem II - 12.5M; Assignment-3M; Seminar/viva- 3M; Attendance-4M). Non CGPA- Add-on course in Startup Management (IVsem)



BUSINESS ANALYTICS

Credits: 4

Course Code: MDS23402

Semester: IV

No of Lecture Hours: 60

Course Objective:

To understand Basic concepts of Business Analytics like Descriptive, Predictive and Prescriptive Analytics and an overview of Programming using R.

Course Outcome:

- CO1:**Understanding about Business Analytics and Data
- CO2:**Explore Descriptive statistics and Data Visualization Techniques
- CO3:**Analyse Data Mining Techniques
- CO4:**Getting to know about Optimisation and Decision Analysis
- CO5:**Acquire knowledge in using R programming.

Course Content	Hours Allotted	Pedagogy
Module I: Introduction to Business Analytics <ul style="list-style-type: none"> • Definition of Business Analytics, Categories of Business Analytical methods and models • Business Analytics in practice, Big Data - Overview of using Data. • Types of Data 	(11) 3 3 5	Power point presentations / Lectures
Module II: Descriptive Analytics <ul style="list-style-type: none"> • Overview of Description Statistics (Central Tendency, Variability), • Data Visualization-Definition • Visualization Techniques – Tables, Cross Tabulations, charts, Data Dashboards using Ms-Excel or SPSS 	(10) 3 3 4	Case Studies / Review of research articles
Module III: Predictive Analytics <ul style="list-style-type: none"> • Trend Lines, Regression Analysis –Linear & Multiple, Forecasting Techniques, • Data Mining Definition • Approaches in Data Mining- Data Exploration & Reduction • Classification, Association, Cause Effect Modelling 	(15) 3 3 3 4 2	Assignments
Module IV: Prescriptive Analytics <ul style="list-style-type: none"> • Overview of Linear Optimization • Non-Linear Programming Integer • Optimization Cutting Plane algorithm and other methods • Decision Analysis – Risk and uncertainty methods 	(13) 3 4 3 3	Lectures
Module V: Programming Using R. <ul style="list-style-type: none"> • R Environment, R packages, Reading and Writing data in R • R functions, Control Statements, Frames, Subsets 	(11) 3 4	Lectures



• Managing and Manipulating data in R

4

Learning Resources

1.	Textbook: <ul style="list-style-type: none">• Essentials of Business Analytics Camm, Cochran, Fry, Ohlmann, Anderson, Sweeney Williams-, Cengage Learning.• Business Analytics- Data Analysis-Data Analysis and Decision Making James Evans, Business Analytics, Pearson, Second Edition, 2017.• Data Mining: Concepts and Techniques,Albright Winston, Cengage Learning, Reprint 2016.Jiawei Han, Micheline Kamber, Jian Pei (2012), 3rd Edition, Elsevier, United States of America.• India.R for everyone, Jared Lander, Pearson, 1st Edition, 2014
2.	Reference books: <ul style="list-style-type: none">• Business Analytics,Sahil Raj, Cengage Learning.• Hands-on programming with R, Garrett Golemund, O'Reilley, 1st Edition, 2014
3.	Journals & Periodicals: International Journal of Research Methodology
4.	Other Electronic resources: https://www.intechopen.com/online-first/research-design-and-methodology



INTERNATIONAL FINANCE

Credits: 4

Course Code: MB24402

Semester: III

No of Lecture Hours: 60

Course Objective:

- To Understand the need to study International Finance meaning and Implications of Globalization
- To understand the integration of financial markets – Reasons, Benefits and Costs

Course Outcome:

- CO1.** Define international financial system
- CO2.** Analyse foreign exchange market
- CO3.** Identify risk management in multinational corporations
- CO4.** Determine international money markets
- CO5.** Explain risk management in multinational corporations.

Course Content	Hours Allotted	Pedagogy
<p>Module I: International Financial System</p> <ul style="list-style-type: none"> • Evolution of International Financial System–gold standard, Breton woods standard. • Floating exchange rate Currency board. Sterilized and unsterilized intervention. • International Financial Markets-Eurocurrency market, International Bond Market. • International Equity Market, International Money Market. • Global Financial Institutions–IMF, Bank for International Settlements; International Banking-Euro Bank. • Types of Banking Offices–correspondent Bank, Representative Office, Foreign Branch, Subsidiary Bank, Offshore Bank. • International Financial Instruments–euro CP, Eurobonds, Foreign bonds, Global bonds, Euro equity, ADR, GDRs. 	<p>(12)</p> <p>2</p> <p>2</p> <p>2</p> <p>2</p> <p>2</p> <p>2</p>	<p>Power point presentations / Lectures</p>
<p>Module II: Foreign Exchange Market and International Parity Relationships:</p> <ul style="list-style-type: none"> • Participants in foreign exchange market, structure of foreign exchange market in India; quotes in spot market and forward market triangular arbitrage. • Nominal effective exchange rate (NEER). Real effective exchange rate (REER). • Currency derivatives–forwards, futures, Forward Rate Agreement, options, swaps. Foreign Exchange Management Act. • BOP, BOP trends in India, current account convertibility, capital account convertibility. • Tara pore Committee Report. Parity Conditions- Purchasing 	<p>(12)</p> <p>2</p> <p>2</p> <p>2</p> <p>2</p> <p>2</p>	<p>Case Studies / Review of research articles</p>



<p>Power Parity, Interest Rate Parity. International Fisher Effect, Unbiased Forward Rate Theory.</p> <ul style="list-style-type: none"> International debt crises and currency crises-Asian currency crisis, Greek debt crisis. 	2	
<p>Module III:</p> <ul style="list-style-type: none"> Multinational Corporate Decisions in Global Markets. Foreign Investment Decision-Foreign direct Investment (FDI)-motives. FDI theories theory of comparative advantage, OLI paradigm of FDI in India modes of foreign Multinational Corporate Decisions in Global Markets. Foreign Investment Decision-Foreign direct Investment (FDI)-motives. FDI theories theory of comparative advantage, OLI paradigm of FDI in India modes of foreign investment-licensing, management contracts, joint venture, Greenfield investment, acquisition, strategic alliance evaluation of overseas investment proposal using APV. Financial goals of MNC. financial performance measurement, International Cash Management. Multinational capital structure decision, cost of capital. International Portfolio Diversification- rationale, barriers. Home country bias, project financing. 	<p>(12)</p> <p>2</p> <p>2</p> <p>2</p> <p>2</p> <p>2</p> <p>2</p> <p>2</p>	Assignments
<p>Module IV:Risk Management in Multinational Corporations:</p> <ul style="list-style-type: none"> Types of risk-currency risk. transaction exposure, translation exposure, accounting standard for translation exposure in India. economic exposure and assessment; interest rate risk, country risk assessment-political risk, financial risk. Risk management through hedging-natural hedges. hedges with currency derivatives-forward market hedge, options market hedge, money market hedge. hedging recurrent exposure through swaps hedging contingent exposure. hedging through invoice currency. 	<p>(12)</p> <p>2</p> <p>2</p> <p>2</p> <p>2</p> <p>2</p> <p>2</p>	Lectures
<p>Module V: International Tax Environment:</p> <ul style="list-style-type: none"> Types of tax-income tax, withholding tax, value added tax, Tobin tax. taxation methods-worldwide approach, territorial approach. Tax havens, offshore financial centres, reinvoicing centre. Tax treaties-Double taxation Avoidance agreement, multilateral tax treaties. foreign tax credit, tax neutrality tax equity. taxes and the location of foreign operations tax implications of dividend remittance by overseas affiliate. Taxes and organizational form-controlled foreign corporation. Taxation of foreign source income in India. 	<p>(12)</p> <p>2</p> <p>2</p> <p>2</p> <p>2</p> <p>2</p> <p>2</p>	



<ul style="list-style-type: none">• Transfer pricing (TP) and tax planning–TP methods.• TP rules in India.		
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Learning Resources	
1.	Textbook: <ul style="list-style-type: none">• International Financial Management Eun C.S., Resnick B.G. 2010. . 4th Edition. Special Indian Edition. India: Tata McGraw Hill Education Pvt. Ltd.• Multinational Financial Management. Shapiro Alan, C. 2009. 1st Edition. UK: John Wiley & Sons.
2.	Reference books: <ol style="list-style-type: none">1. International Finance. Levi, M. 2009. 5th Edition. London: Routledge, Taylor & Francis Group.2. International Finance Shailaja, G. 2010. . 2nd Edition. Telangana: Orient Blackswan.3. International Finance and Open Economy Macro Economics. Hendrik Van den Berg. 2009. 1st Edition. UK: Cambridge press.4. International Financial Management Sharan, V. 2009. 5th Edition. India: PHI.5. International Financial Management Madura, J. 2010. . 4th Edition. New Delhi: Cengage Learning.6. International Finance Apte, PG. 2008. . 2nd Edition. New Delhi: McGraw Hill.
3.	Journals & Periodicals: International Journal of Research Methodology
4.	Other Electronic resources: https://www.intechopen.com/online-first/research-design-and-methodology



PERFORMANCE AND KNOWLEDGE MANAGEMENT

Credits: 4

Course Code: MB24403

Semester: IV

No of Lecture Hours: 60

Course Objective:

To make students acquainted with performance systems and knowledge management systems.

Course Outcome:

- CO1.** Understand the performance management systems in the organization
- CO2.** Different appraisals methods prevalent in the industry
- CO3.** Know more about performance reviews and improvement strategies
- CO4.** Benchmarking and how competitors have their performance management systems
- CO5.** Competency assessment of individuals

Course Content	Hours Allotted	Pedagogy
Module I: Introduction <ul style="list-style-type: none"> • Definition, concerns and scope of PM Performance Appraisals. Determinants of job performance. • Mapping, process, sequence and cycle of PM Performance planning and Role clarity. • KPAs- Performance Targets. Trait, Behavior and Results approaches to measuring performance. • The impact of HRM practices on performance 	(9) 3 3 3	Power point presentations / Lectures
Module II: Performance Appraisal <ul style="list-style-type: none"> • Assessment center-psychometric tests. • Role Play–Self-appraisal-360 Degree appraisals- Rating-less appraisals for the future of PMS. • Critical incidents worksheet Combining behavior and outcomes Attribution theory. • Causal matrix Diagnosis and Performance improvement. • Performance review, Performance analysis 	(14) 3 3 3 3 2	Case Studies / Review of research articles
Module III: Performance Bench Marking <ul style="list-style-type: none"> • Human information processing and performance loop. Performance shaping factors–Yerkes– Dodson’s Law. • Corporate performance management. EFQM Excellence model Diagnostic and Process bench marking. • PM Audit, PM pathway analysis. The impact of Performance Management on Line managers and Employees. • Competency mapping, Competency gap. • Competency assessment. Potential appraisal. 	(14) 3 3 3 3 2	Assignments
Module IV: Knowledge Management <ul style="list-style-type: none"> • The nature of knowledge management–Alternative views of 	(12) 3	Lectures



<p>knowledge.</p> <ul style="list-style-type: none"> • Types of knowledge Location of knowledge. Rise of the knowledge worker. Knowledge conversion and progression. • Knowledge management Definition and driving forces. Organisational KM approaches. • Knowledge management solutions -process, systems, mechanisms and infrastructure. 	3	
<p>• Knowledge management solutions -process, systems, mechanisms and infrastructure.</p>	3	
<p>• Knowledge management solutions -process, systems, mechanisms and infrastructure.</p>	3	
<p>Module V: Knowledge management framework.</p> <ul style="list-style-type: none"> • Hansen–Earl’s seven schools of knowledge management. Alvesson and Karreman’s knowledge management approaches. • Organizational impacts of knowledge management-on people, processes, products and organizational performance. • Knowledge management assessment of an organization– importance, types and timing. • Knowledge discovery systems. 	(11)	Lectures
<ul style="list-style-type: none"> • Hansen–Earl’s seven schools of knowledge management. Alvesson and Karreman’s knowledge management approaches. 	3	
<ul style="list-style-type: none"> • Organizational impacts of knowledge management-on people, processes, products and organizational performance. 	3	
<ul style="list-style-type: none"> • Knowledge management assessment of an organization– importance, types and timing. • Knowledge discovery systems. 	3	
<ul style="list-style-type: none"> • Knowledge discovery systems. 	2	

Learning Resources	
1.	<p>Textbook:</p> <ul style="list-style-type: none"> • Performance Management systems Singh.B.D. 2010. 1st Edition.New Delhi: Excel books. • Knowledge Management Fernandez Irma Becerra, Gonzalez Avelino and Sabherwal Rajiv. 2009. . 1st Edition.Boston: Pearson Education Inc.
2.	<p>Reference books:</p> <ul style="list-style-type: none"> • Performance Management Cardy Robert L. 2008. . 1st Edition.New York: PHI • Performance Management systems Sarma.A.M. 2010. . 1st Edition.New Delhi: HPH • Knowledge management in Organizations Hislop Donald. 2009. 2nd Edition. New Delhi: Oxford University Press. • Knowledge Management. Warier Sudhir,E. 2003. 1st Edition.New Delhi: Vikas Publishing House Pvt. Ltd.
3.	<p>Journals & Periodicals: International Journal of Research Methodology</p>
4.	<p>Other Electronic resources: https://www.intechopen.com/online-first/research-design-and-methodology</p>



CONSUMER BEHAVIOUR

Credits: 4

Course Code: MB24404

Semester: IV

No of Lecture Hours: 60

Course Objective: To understand dimensions and models of consumer behavior and the process of consumer decision making.

Course Outcome:

CO1: Analyze the impact of consumer personality and motivation on purchase behavior.

CO2: Analyze learning principles in marketing

CO3: Understand the lifecycle influence on purchase behavior.

CO4: To distinguish the consumer decision making process.

CO5: To classify the behavior of consumers based on constructs.

Course Content	Hours Allotted	Pedagogy
<p>Module I: Contemporary Dimensions of Consumer Behavior.</p> <ul style="list-style-type: none"> • CB research process. Concepts and theories of motivation, And Marketing implications. • Concepts and theories of personality, And their Marketing implications. • The concept of perception, And its Impact on Marketing Strategies. 	<p>(9)</p> <p>3</p> <p>3</p> <p>3</p>	<p>Power point presentations / Lectures</p>
<p>Module II: Learning principles and their marketing implications.</p> <ul style="list-style-type: none"> • Concepts of conditioning. • important aspects of information processing theory. • Encoding and information Retention. • Retrieval of information. Split brain Theory. 	<p>(12)</p> <p>3</p> <p>3</p> <p>3</p> <p>3</p>	<p>Case Studies / Review of research articles</p>
<p>Module III: Social and cultural settings.</p> <ul style="list-style-type: none"> • Culture, Sub-culture and Cross culture. • Cross cultural marketing practices. • Family Life Cycle - 1, 2, 3 and reference groups. • Personality, Lifestyle Influences. 	<p>(12)</p> <p>3</p> <p>3</p> <p>3</p> <p>3</p>	<p>Assignments</p>
<p>Module IV: Consumer decision making.</p> <ul style="list-style-type: none"> • Information Search. • evaluation of alternatives. • Steps between evaluation of alternatives and purchase decision. 	<p>(12)</p> <p>3</p> <p>3</p> <p>2</p>	<p>Lectures</p>



<ul style="list-style-type: none"> • Post-purchase behavior. • Customer action and disposal of products. 	2 2	
Module V: Models of Consumer Behavior. <ul style="list-style-type: none"> • Modeling Behavior Traditional Models. • Contemporary Models. • Generic Model of Consumer Behavior, Howard Sheth Model. • Engel, Blackwell and Rao -Lilien model. • Consumerism 	(15) 3 3 3 3 3	Lectures

Learning Resources		
1.	Textbook:	<ul style="list-style-type: none"> • Consumer Behavior: Concepts and Applications. Loudon David, L and Della Bitta Albert, J. 2000. 4th Edition. New York: TMB. • Consumer Behavior. Schiffman Leon, G and Kanich Leslie Lazar. 2004. 8th Edition. New Jersey: Pearson Education / PHI.
2.	Reference books:	<ul style="list-style-type: none"> • Marketing Models Gary Lilien. 2000. 1st Edition. New York: PHI. • Consumer Behavior in Indian perspective. Nair Suja, R. 2010. 1st Edition. New Delhi : HPH.
3.	Journals & Periodicals:	International Journal of Research Methodology
4.	Other Electronic resources:	https://www.intechopen.com/online-first/research-design-and-methodology



FINANCIAL SERVICES

Credits: 4

Course Code: MB24405

Semester: IV

No of Lecture Hours: 60

Course Objective:

To know the innovative financial products and services and their scope in Global financial market

Course Outcome:

- CO1:** Students get to know about innovative financial products and services.
- CO2:** Students get to know about merchant banking.
- CO3:** Students get to know about hire purchase and leasing.
- CO4:** Students get to know about discounting, types of factoring and forfeiting.
- CO5:** Students know about credit rating.

Course Content	Hours Allotted	Pedagogy
<p>Module I: Financial Services:</p> <ul style="list-style-type: none"> • Meaning –Features of Financial Services. • scope. Classification–Fund based activities Non–Fund based activities. • Modern Activities. • Sources of Revenue. • Causes for Financial Innovation. • Innovative Financial Instruments. • Challenges Facing the Financial Service Sector. 	<p>(12)</p> <p>2</p> <p>2</p> <p>2</p> <p>2</p> <p>2</p> <p>2</p>	<p>Power point presentations / Lectures</p>
<p>Module II: Merchant Banking:</p> <ul style="list-style-type: none"> • Definition – Origin – Merchant Banking in India. • Merchant Banks and Commercial Banks. • Services of Merchant Bankers. • Merchant Bankers as Lead Managers, Merchant Bankers Commission. • Merchant Bankers in the Market Making Process. • Progress of Merchant Banking in India. • Problems – Scope of Merchant Banking in India. 	<p>(10)</p> <p>2</p> <p>2</p> <p>2</p> <p>2</p> <p>2</p> <p>2</p>	<p>Case Studies / Review of research articles</p>
<p>Module III: Hire Purchase:</p> <ul style="list-style-type: none"> • Features – Legal Position – Origin and Development. • Hire Purchase and Credit Sale ,Hire Purchase and Installment Sale, Hire Purchase and Leasing. • Banks and Hire Purchase Business. • Bank Credit for Hire Purchase. <p>Leasing:</p> <ul style="list-style-type: none"> • Definition – Steps in Leasing Transactions. • Types of Lease (Financial lease, Operating Lease, Leverage 	<p>(15)</p> <p>2</p> <p>2</p> <p>2</p> <p>1</p>	<p>Assignments</p>



Lease, Sale and Lease Back, cross Border Lease) Installment Buying.	1	
• Hire purchase and Leasing Advantages and Disadvantages of Leasing.	1	
• History and Development Legal Aspects.	1	
• Content of lease Agreement Sales Tax Provisions.	2	
• Accounting Treatment of Lease Methods of Ascertaining Lease Value Structure of Leasing Industry Problems and Prospects.	2	
Module IV: Discounting and Factoring:	(10)	
• Introduction – Discounting – Factoring – Meaning.	2	
• Modus Operandi – Terms and Conditions – Functions.	1	
• Types of Factoring. Factoring vs. Discounting.	1	
• Cost of Factoring. Benefits of Factoring.	1	
• Forfeiting: Definition – Factoring vs. Forfeiting.	1	
• Working of Forfeiting, Cost of Forfeiting.	1	
• Pricing of Forfeiting Service.	1	
• Benefits and Drawbacks of Forfeiting, Forfeiting in India.	1	Lectures
Module V: Credit Rating:	(13)	
• Definition and Meaning – Functions of Credit Rating.	1	
• Origin – Credit Rating in India, Benefits of Credit Rating.	2	
• Credit Rating Agencies in India – CRISIL – IICRA – CARE, DCR – ONICRA.	2	
• SEBI Guidelines – Limitation of Rating. Future of Credit Rating in India.	2	
• Credit Cards: Meaning – Types of Credit Cards	1	
• New Types of Credit Cards. Procedure at the time of Purchase – Parties to a Credit Card.	2	
• Procedure for Reimbursement, Facilities offered to Card Holders. Benefits- Demerits – Credit Card Business in India.	2	
• RBI Guidelines on Credit Cards – Future Prospects.	2	Lectures

Learning Resources	
1.	Textbook: <ul style="list-style-type: none"> • “Financial Services”, Khan. M.Y., 2019, 10th Ed. Tata McGraw- Hill, Pvt. Ltd., New Delhi. • “Financial Markets and Services”, Gordon E and Natarajan K, 2018, 11th Ed. Himalaya Publishing House: Mumbai.
2.	Reference books: <ol style="list-style-type: none"> 1. Financial Institutions and Markets”, Meir Kohn, 2009, “2nd Ed. Oxford University Press. 2. “Indian Financial System”, Bharti Pathak, 2010, 3rd Ed. Pearson Education. 3. “Financial Services in India”, Avadhani.V.A., 2009, 1st Ed. HPH.



	<p>4. “Financial Services” , Dr. Gurusamy. S., 2nd Ed., Tata McGraw-Hill.</p> <p>5. “Financial Markets and Financial Services”, Vasant Desai, 2009, 1st Ed, HPH.</p> <p>6. “Financial Services and Markets”, Punithavathy Pandian, 2009, Vikas Publishing House.</p> <p>7. “Financial Markets and Institutions” Mishkin. F.S. and Eakins. S.G., 2006, , 5th Ed. Pearson Education.</p>
3.	Journals & Periodicals: International Journal of Research Methodology
4.	Other Electronic resources: https://www.intechopen.com/online-first/research-design-and-methodology



LEADERSHIP AND CHANGE MANAGEMENT

Credits: 4
Course Code: MB24406

Semester: IV
No of Lecture Hours: 60

Course Objective:

To examines the purpose of leadership development – what it seeks to achieve and for what reasons, whilst change management presents the practice of change initiatives that manage the overall organization change phase.

Course Outcome:

- CO1:** Examine the purpose of leadership development
- CO2:** Leadership development through company run programs
- CO3:** Understand the empowerment programs and mentoring programs
- CO4:** Change concepts and the perspectives of change
- CO5:** Contemporary models of change management

Course Content	Hours Allotted	Pedagogy
Module I: Introduction To Leadership: <ul style="list-style-type: none"> • Concept of leadership- Nature and importance of leadership. • Leadership roles- leadership as a process. • Theories of leadership – effective leadership behaviors and styles. • Contributions of Jim Collins and John Adair to leadership theory. • Current issues in leadership. Contemporary leadership styles 	(10) 2 2 2 2 2	Power point presentations / Lectures
Module II: Leadership Development Programs: <ul style="list-style-type: none"> • Leadership through self-awareness and self discipline. • Leadership development programs-characteristics of leadership programs. • Types of leadership development programs. • Traditional approach to evaluation of leadership development efforts. • Domains of impact of a leadership program. Leadership succession. 	(12) 2 2 2 2 2	Case Studies / Review of research articles
Module III: Empowering Mangers To Leaders: <ul style="list-style-type: none"> • Concept of Leader empowerment, Role of empowering manger; employees and organization. • Overcoming resistance to empowerment. • Tactics for becoming an empowering leader. • Mentoring as a building block of empowerment. • Benefits of mentoring. Roadblocks to mentoring. 	(13) 2 2 3 3 3	Assignments
Module IV: Organization Change Process: <ul style="list-style-type: none"> • Concept of change- the need for change. • Process of change –types of change. • Perspectives on change: Contingency, Resource dependence, 	(12) 2 3 2	Lectures



<p>population ecology, and institution.</p> <ul style="list-style-type: none"> • Five stages of planned Change. • Enablers and Barriers to change. Methods for dealing with resistance to change. 	<p>3 2</p>	
<p>Module V: Methods And Diagnostic Models For Change Management:</p> <ul style="list-style-type: none"> • Model of cognitive, effective, and behavioral responses to change. • Warfield 6-3-5 method-Rosemary Stewart’s model. • Tony Buzan’s mind maps-Edward de Bono’s six thinking hats. • Johari window - Nadler and Tushman’s congruence model. • Scenario analysis-power- interest matrix. • Kotter’s 8-step change model. • Pendlebury, Nadler, Kanter and Taffinder’s planned change models. • Dunphy Contingency Model of Change. 	<p>(13) 2 2 2 1 1 1 1 1 1</p>	<p>Lectures</p>

Learning Resources	
1.	<p>Textbook:</p> <ul style="list-style-type: none"> • Leadership Dubrin A, J. 2010. 1st Edition. UK: Wiley. • Leadership Richard Daft, L. 2005. 1st Edition. Ohio: Thomson. • Inspiring Leadership. Adair John. 2008. New Delhi: Viva Books
2.	<p>Reference books:</p> <ol style="list-style-type: none"> 1. Organization Change & Development. Singh Kavitha. 2005. 1st Edition . New Delhi: Excel Books. 2. Effective Leadership. Lusseir Robert. 2009. 1st Edition. New Delhi: Cengage. 3. Leadership in organizations Yukl Gary. 2006. . 1st Edition. Boston: Pearson.
3.	<p>Journals & Periodicals: International Journal of Research Methodology</p>
4.	<p>Other Electronic resources: https://www.intechopen.com/online-first/research-design-and-methodology</p>



SERVICES AND RETAIL MARKETING

Credits: 4

Course Code: MB24407

Semester: IV

No of Lecture Hours: 60

Course Objective: To enable the students evolve marketing strategies to meet the unique challenges and opportunities of the services sector

Course Outcome:

CO1: Understand the service sector, its customers

CO2: Distinguish the service marketing mix

CO3: Create strategies to overcome 4Is of services

CO4: Understand the factors influencing retail

CO5: Formulate strategies for a successful retail outlet.

Course Content	Hours Allotted	Pedagogy
Module I: Concepts, Scope of Service <ul style="list-style-type: none"> • Goods-Services continuum, 4Is of Services. • Goods and Services Categorization. • Segmentation target Marketing and positioning. • Customer expectations and perceptions of services. 	(12) 3 3 3 3	Power point presentations / Lectures
Module II: Service marketing Mix: <ul style="list-style-type: none"> • 7Ps- Product, Pricing, Place, Promotion, People, Physical evidence and process. • Service Quality- Dimensions of quality. • Understanding Quality Management. Measuring service Quality 	(12) 4 4 4	Case Studies / Review of research articles
Module III: Strategies For Marketing <ul style="list-style-type: none"> • Overview, strategies for dealing with intangibility, inventory, inconsistency and inseparability. • Building customer Relationship through Segmentation and retention strategies. • Service Marketing Triangle. • External Marketing. Internal Marketing. • Relationship Marketing. Interactive Marketing. 	(13) 3 2 3 2 3	Assignments
Module IV: Introduction To Retailing <ul style="list-style-type: none"> • Types of Retailing. Franchising in retail. • Technology in retail. Factors affecting retail. • Retailing process. • Retailing in India and emerging trends and Policy imperatives. 	(11) 3 2 3 3	Lectures
Module V: Merchandise Management <ul style="list-style-type: none"> • Sources of merchandise. • Logistic Management. Category Management. • Store Layout, Design. • Visual Merchandising, Retailing Strategy and Customer Service. 	(12) 3 3 3 3	Lectures



Learning Resources	
1.	Textbook: <ul style="list-style-type: none">• Services Marketing. Zeithaml Valorie,A. and Bitner Mary. 2012. 6thEdition. New Delhi: TMH.• Service Marketing, Concepts, application and cases. Rampal,M.K. and Gupta, S. 2000. 3rd Edition.New Delhi: Galgotia Publishing Company.• The Art of Retailing Lamba,A.J. 2006. . 1st Edition.New Delhi: Tata Mcgraw Hill.
2.	Reference books: <ol style="list-style-type: none">1. Services Marketing Hoffman. 2007. .4th Edition. Ohio:Thomson.2. Services Marketing People and Technology Strategy LovelockChatterjee. 200. 5th Edition. New Delhi: Pearson Education.3. Retail Marketing Management David Gilbert. 2003,. 2nd edition. New Delhi: Pearson Edu.
3.	Journals & Periodicals: International Journal of Research Methodology
4.	Other Electronic resources: https://www.intechopen.com/online-first/research-design-and-methodology



PROJECT/ INTERNSHIP

Credits: 4

Semester: IV

Course Code: MB24408

Course Objective:

For the development of advanced knowledge and specific skills required for industrial development. Student may choose Industrial problem as Dissertation topic.

Course Outcome:

1. The candidate should submit a synopsis of the proposed work to be done during Internship program/Industrial Project/ Dissertation/ Industrial Dissertation.
2. Intimation of commencement of internship shall be submitted to the HOD concerned before the commencement of the ongoing semester.
4. Two guides will supervise the internship project work, one from the department and another one from industry.
5. Industry/Educational Organization must submit the month-wise satisfactory attendance of the students to the department.
6. Candidate should regularly visit the institute and present his/her project progress report to their respective guide(s).
7. The final project presentation is evaluated on the basis of the recommendation given by outside supervisor, and further can be evaluated by institute guide.
8. If the internship project is not found to be of high quality, then the student will have to reappear in the next semester
9. The candidate is required to publish internship work in conferences and journals with due permission/consent from the organization/industry where he has undergone the internship.
10. If the student feels that the internship work is not of high quality/not-related to their field of interest, then he/ she should submit the application to the department within three weeks and can re-join the institute.
11. Industry/ Institute should allow producing results obtained during project/ internship period in the project report. The written certificate to this effect from the industry/ institute is mandatory before consideration of the proposed project/ internship.



STARTUP MANAGEMENT

Credits: -

Course Code: -

Semester: IV

No of Lecture Hours: 25

Course Objective: The objective of the course is to introduce students to the basic steps required to plan, start and run a business that are part of a startup.

Course Outcome

CO1: knowledge of Entity Structure

CO2: knowledge of Patents, Copyright, Trademarks

CO3: knowledge of setting a Budget, Defining the Audience

CO4: knowledge of The Life Stages of a Start-up

CO5: knowledge

Course Content	Hours Allotted	Pedagogy
Module I: Ideation <ul style="list-style-type: none"> Clarity, The Model Is Key, Fine-tuning, Entity Creation, Entity Structure, Where to Register Holding Company and Regional Entities 	(03) 1 1 1	Power point presentations / Lectures
Module II: Early-stage Compliance <ul style="list-style-type: none"> Key Aspects to Consider, Well-Defined Scope. Determining Feasibility, Intellectual Property Rights, Introduction, Patents, Copyright, Trademarks, Industrial Designs, Trade Secrets 	(03) 1 1 1	Case Studies / Review of research articles
Module III: Marketing <ul style="list-style-type: none"> Defining Success for the Start-up, setting a Budget, Defining the Audience Go-To Market Strategy 	(13) 1 1 1	Assignments
Module IV: Funding <ul style="list-style-type: none"> Seed Funding, Angel Funding, People Systems. Design and Production Process Models Financial Models, Site Operations 	(03) 1 1 1	Lectures
<ul style="list-style-type: none"> Module V: The Life Stages of a Start-up and Key Activities at Each Stage Early-stage Compliance, Key Aspects to Consider. Well-Defined Scope, Determining Feasibility. Sample List of Incubators in India, Workshops 	(03) 1 1 1	Lectures

Learning Resources	
1.	Textbook: <ul style="list-style-type: none"> New The Manual for Indian Start-ups: Tools to Start and Scale-up Your New Venture Vijaya Kumar Ivaturi, Meena Ganesh. Penguin Random House India, 2017
3.	Journals & Periodicals: International Journal of Research Methodology
4.	Other Electronic resources: https://www.intechopen.com/online-first/research-design-and-methodology



Bridge course-Statistics for management

Credits: Non CGPA

Semester: I

No. of lecture hrs: 15

Course Objective- The main objective of the course is to bridge the gap between subjects studied and subjects they would be studying in Statistics course.

Course Outcome

CO1: Prerequisite knowledge before starting the core concepts

CO2: Confidently take up classes

CO3: Understand the Probability theories concepts

CO4: Understand the Sampling techniques concepts

CO5: Understand the Hypothesis testing

Course Content	Hours Allotted	Pedagogy
Module I: Basic mathematical calculations <ul style="list-style-type: none">• Mean• mode• Median• Definitions of probability	(04) 1 1 1 1	Power point presentations / Lectures
Module II: Probability theories <ul style="list-style-type: none">• Additional theorem• multiplication theorem• Probability distributions	(03) 1 1 1	Case Studies / Review of research articles
Module III: Sampling techniques <ul style="list-style-type: none">• Types of sampling techniques• Terminology in hypothesis Go-To Market Strategy	(02) 1 1	Assignments
Module IV: Hypothesis testing <ul style="list-style-type: none">• Steps involved in testing hypothesis	(02) 2	Lectures
Module V: Correlation & regression <ul style="list-style-type: none">• Formulas• equation solving• using of square roots	(04) 1 1 2	Lectures



Bridge course- Financial Accounting and Analysis

Credits: Non CGPA

Semester: I

No. of lecture hrs: 15

Course Objective- The main objective of the course is to bridge the gap between subjects studied and subjects they would be studying in accounting course.

Course Outcome

CO1: Prerequisite knowledge before starting the core concepts

CO2: : Confidently take up classes

CO3: Understand the accounting concepts

CO4: : Understand the Journal, Ledger concepts

CO5: Understand the Balance sheet.

Course Content	Hours Allotted	Pedagogy
Module I: Basics of accounting <ul style="list-style-type: none">• Meaning of Financial Accounting• Definitions of Financial Accounting.• Concept and conventions	(04) 1 1 1 1	Power point presentations / Lectures
Module II: Journal <ul style="list-style-type: none">• Ledger—basics• Journal Entries• Ledger postings	(03) 1 1 1	Case Studies / Review of research articles
Module III: Trial balance—elements <ul style="list-style-type: none">• Preparation of Trail Balance	(02) 2	Assignments
Module IV: Balance sheet-- Elements <ul style="list-style-type: none">• Balance sheet Preparation	(02) 2	Lectures
Module V: Balance sheet <ul style="list-style-type: none">• Analysis of balance sheet• Interpretation of balance sheet	(04) 2 2	Lectures

Reference: - S. P. Jain- Financial Accounting – Kalyani Publishers



Self-Study Course -Campus Recruitment Training

Non CGPA

Semester: III Hrs.15hrs.

Course Objective: To understand the components of various recruitment drives.

Course Outcome

Co1: Prerequisite knowledge Resume making

Co2: Confidently take up Interview skills

Co3: Understand the Team skills

Co4: Understand the Analytical skills concepts

Co5: Understand the Abstract Reasoning

1. Resume making

- Resume writing,
 - the important elements in resume writing,
 - The dos and don'ts of resume filling.
- Creating first impression with resume

2. Interview skills

- HR interview,
- how to answer the questions rightly
- CV take-off questions
- Subject Related questions (technical interview)
- HR questions
 - Current Affairs
 - Company related questions

3. Group Discussion Skills Training on to improve GD skills

- Communication Skills
- Team skills – how you manage and engage people
- Analytical skills
- General knowledge Self Confidence

4. Technical skills Concepts and questions to help the technical round in various campus drives

- Verbal
- Quantitative
- Abstract Reasoning