

**FACULTY OF MANAGEMENT STUDIES
MOHANLAL SUKHADIA UNIVERSITY**



**CURRICULUM FOR MBA- (CMAT)
(As Per NEP 2020)**

2023-24

THEPROGRAMME

The Master of Business Administration MBA (CMAT) is a two-year full-time program. The course structure and program administration are as follows:

COURSESTRUCTURE

The programme has been organized in two years-First Year and Second Year, each year comprising two semesters. The list of papers offered during First Year and Second Year of the programme shall be as follows:

PROGRAMMEADMINISTRATION(*SUGGESTEDGUIDELINES*)

Evaluation

- (i) Each paper will carry 100 marks of which minimum of 20% of marks should be for internal assessment and remaining percentage of marks is for written examination. The duration of written examination for each paper shall be three hours.
- (ii) The internal assessment marks shall be based on factors such as: Participation in seminars, case discussions and group work activities
 - * Class tests, quizzes, individual and group or presentations
 - * Submission of written assignments, term papers and viva-voce
 - * Class-room participation and attendance

There will be one mid-term class test which will carry 10 marks. If any candidate does not appear in any of the mid-term tests on medical or other valid grounds, he may appear in the defaulter test by depositing a fee of Rs. 150/-per course.

The course for the midterm test will be first three units but the defaulter test coverage will be entire course.

Home Assignment will carry 05 marks while individual and group presentation and attendance will carry 05 marks.

- (iii) The scheme of evaluation of project studies shall be as follows:
 - (a) Paper MBA9129S, final Project Study for Finance study shall commence in the beginning of fourth semester and it may be Industry oriented internship which must be of 45 days duration completed after second semester in summer break period. Candidates will be required to submit internship report in the beginning of fourth semester. This project study may be in form of Major Research Project study allocated shall commence in the beginning of fourth semester and will have two papers weight. This research project study students have to complete under the supervision of faculty supervisor. The type of project study to be allocated will be announced by Director/Course Director towards the end of second semester.
 - (b) Paper MBA9149S, final Project Study for Marketing study shall commence in the beginning of fourth semester and it may be Industry oriented internship which must be of 45 days duration completed after second semester in summer break period. Candidates will be required to submit internship report in the beginning of fourth semester. This project study may be in form of Major Research Project study allocated shall commence in the beginning of fourth semester and will have two papers weight. This research project study students have to complete under the supervision of faculty supervisor. The type of project study to be allocated will be announced by Director/Course Director towards the end of second semester.

- (c) Paper MBA9168S, final Project Study for Human Resource study shall commence in the beginning of fourth semester and it may be Industry oriented internship which must be of 45 days duration completed after second semester in summer break period. Candidates will be required to submit internship report in the beginning of fourth semester. This project study may be in form of Major Research Project study allocated shall commence in the beginning of fourth semester and will have two papers weight. This research project study students have to complete under the supervision of faculty supervisor. The type of project study to be allocated will be announced by Director/Course Director towards the end of second semester.

Promotion and Span Period

- (i) The span period of the programme is four years from the date of registration in the programme.
- (ii) The minimum marks for passing the examination for each semester shall be 40% in each paper and 50% in aggregate for all the courses of the semester.
- (iii) To be eligible for promotion to the second year of the programme, a student must clear successfully at least 8 papers out of the 12 papers offered during first year of the programme.
- (iv) The degree shall be awarded to successful students on the basis of the combined results of first year and second year examinations as follows:
 - Securing 60% and above : Ist Division-
 - All other : IInd Division
- (v) A student to be eligible for award of degree has to clear all the papers offered during two-year programme within the span period.

The Institute/ University may evolve their own Grading System for evaluation.

Re-examination

A candidate who has secured minimum marks to pass in each paper but has not secured the minimum marks required to pass in aggregate for the semester concerned may take re-examination in not more than two papers to obtain the aggregate percentage required to pass the semester.

A regular student will be allowed to re-appear in any paper in any semester. However, the total number of attempts for a paper shall not exceed four during the span period of the programme. As regards the ex-students, they will be allowed to re-appear in papers only in the semester examination when held, subject to total number of attempts for a paper not exceeding four years during the span period of the programme.

Attendance

No candidate shall be considered to have pursued a regular course of study unless he/she is certified by the Head/Dean of the Department/Faculty to have attended the three-fourths of the total number of classroom sessions conducted in each semester during his/her course of study. Any student not complying with this requirement will not be allowed to appear in the semester examination. However, the Head/Dean may condone the required percentage of attendance by not more than 10 per cent during a semester.

A student not allowed to appear in the preceding semester examination due to shortage of attendance, may appear in the papers of the preceding semester along with the papers of current semester after making up the attendance shortfall. Remedial classes, however, will not be arranged by the Department/ Faculty for the purpose.

Course Structure MBA - (CMAT) Finance

Level	Sem	Course Type	Course Code	Course Title	Delivery Type			Total Hours	Credit	Internal Assessment	EoS Exam	M.M.	Remarks
					L	T	P						
8	I	DCC	MBA8000T	Management Process & Organizational Behavior	L	T	-	60	4	20	80	100	
			MBA8001T	Managerial Economics	L	T	-	60	4	20	80	100	
			MBA8002T	Marketing Management	L	T	-	60	4	20	80	100	
			MBA8003T	Research Methodology	L	T	-	60	4	20	80	100	
			MBA8004T	Accounting for Managers	L	T	-	60	4	20	80	100	
	II	DCC	MBA8005T	Statistical Methods	L	T	-	60	4	20	80	100	
			MBA8006T	Human Resource Management	L	T	-	60	4	20	80	100	
			MBA8007T	Managerial Skill Development	L	T	-	60	4	20	80	100	
			MBA8008T	Production and Operation Management	L	T	-	60	4	20	80	100	
			MBA8009T	Financial Management	L	T	-	60	4	20	80	100	
		GEC-I	MBA8010T	Quantitative Methods	L	T	-	60	4	20	80	100	
			MBA8100T	Environment Management	L	T	-	60	4	20	80	100	
			MBA8101T	Indian Ethos									
			MBA8102T	Basics of Securities Market									
9	DCC	MBA9011T	IT & MIS	L	T	-	60	4	20	80	100		
		MBA9012T	Business Policy & Strategic Management	L	T		60	4	20	80	100		
	DSE Courses of Finance in III Semester												
	III	DSE-I	MBA9115T	Security Analysis & Investment Management	L	T	-	60	4	20	80	100	
			MBA9116T	Financial Analysis									
	DSE-II	MBA9117T	Risk Management	L	T	-	60	4	20	80	100		
		MBA9118T	Depository Operations										

	DSE-III	MBA9119T	Portfolio Management	L	T	-	60	4	20	80	100	
		MBA9120T	Merchant Banking									
	GEC-II	MBA9105T	Wealth Management	L	T	-	60	4	20	80	100	
		MBA9106T	Personality Development									
		MBA9107T	Entrepreneurship Development									
		MBA9108T	Project Management									
DCC	MBA9013T	Business Legislation	L	T	-	60	4	20	80	100		
DSE Courses of Finance in IV Semester												
IV	DSE-IV	MBA9121T	Management of Financial Services	L	T	-	60	4	20	80	100	
		MBA9122T	Credit Rating									
	DSE-V	MBA9123T	Project Management	L	T	-	60	4	20	80	100	
		MBA9124T	Basics of Fintech									
	DSE-VI	MBA9125T	Corporate Restructuring	L	T	-	60	4	20	80	100	
		MBA9126T	Advance Algorithmic Trading									
		MBA9127T	Commercial Bank Management									
	DSE-VII	MBA9128T	Insurance Management	L	T	-	60	4	20	80	100	
DSE-VIII	MBA9129S	Project Study for Finance	-									

MBA - (CMAT) Marketing

Level	Sem	Course Type	Course Code	Course Title	Delivery Type			Total Hours	Credit	Internal Assessment	EoS Exam	M.M.	Remarks
					L	T	P						
8	I	DCC	MBA8000T	Management Process & Organizational Behavior	L	T	-	60	4	20	80	100	
			MBA8001T	Managerial Economics	L	T	-	60	4	20	80	100	
			MBA8002T	Marketing Management	L	T	-	60	4	20	80	100	
			MBA8003T	Research Methodology	L	T	-	60	4	20	80	100	
			MBA8004T	Accounting for Managers	L	T	-	60	4	20	80	100	
			MBA8005T	Statistical Methods	L	T	-	60	4	20	80	100	
	II	DCC	MBA8006T	Human Resource Management	L	T	-	60	4	20	80	100	
			MBA8007T	Managerial Skill Development	L	T	-	60	4	20	80	100	
			MBA8008T	Production and Operation Management	L	T	-	60	4	20	80	100	
			MBA8009T	Financial Management	L	T	-	60	4	20	80	100	
			MBA8010T	Quantitative Methods	L	T	-	60	4	20	80	100	
		GEC-I	MBA8100T	Environment Management	L	T	-	60	4	20	80	100	
			MBA8101T	Indian Ethos									
			MBA8102T	Basics of Securities Market									
		MBA8103T	Fundamental of E-Commerce										
9	III	DCC	MBA9011T	IT & MIS	L	T	-	60	4	20	80	100	
			MBA9012T	Business Policy & Strategic Management	L	T		60	4	20	80	100	

DSE Courses of Marketing in III Semester													
III	DSE – I	MBA9135T	Consumer Behavior	L	T	-	60	4	20	80	100		
		MBA9136T	Strategic Marketing										
	DSE – II	MBA9137T	Advertising & Sales Promotion Management	L	T	-	60	4	20	80	100		
		MBA9138T	B2B Marketing										
	DSE – III	MBA9139T	Brand Management	L	T	-	60	4	20	80	100		
		MBA9140T	Rural Marketing										
	GEC - II	MBA9105T	Wealth Management	L	T	-	60	4	20	80	100		
		MBA9106T	Personality Development										
		MBA9107T	Entrepreneurship Development										
		MBA9108T	Project Management										
DSE Courses of Marketing in IV Semester													
IV	DCC	MBA9013T	Business Legislation	L	T	-	60	4	20	80	100		
	DSE – IV	MBA9141T	Logistics Supply Chain Management	L	T	-	60	4	20	80	100		
		MBA9142T	Industrial Marketing										
	DSE – V	MBA9143T	Digital Marketing	L	T	-	60	4	20	80	100		
		MBA9144T	Corporate Social Responsibility										
	DSE – VI	MBA9145T	Planning & Managing Retail Business	L	T	-	60	4	20	80	100		
		MBA9146T	International Marketing										
	DSE – VII	MBA9147T	Marketing Research	L	T	-	60	4	20	80	100		
		MBA9148T	Customer Relationship Management										
DSM - VIII	MBA9129P	Project Study for Marketing	-	-	S	60	4	20	80	100			

MBA (CMAT) – Human Resource

Level	Sem	Course Type	Course Code	Course Title	Delivery Type			Total Hours	Credit	Internal Assessment	EoS Exam	M.M.
					L	T	P					
8	I	DCC	MBA8000T	Management Process & Organizational Behavior	L	T	-	60	4	20	80	100
			MBA8001T	Managerial Economics	L	T	-	60	4	20	80	100
			MBA8002T	Marketing Management	L	T	-	60	4	20	80	100
			MBA8003T	Research Methodology	L	T	-	60	4	20	80	100
			MBA8004T	Accounting for Managers	L	T	-	60	4	20	80	100
			MBA8005T	Statistical Methods	L	T	-	60	4	20	80	100
	II	DCC	MBA8006T	Human Resource Management	L	T	-	60	4	20	80	100
			MBA8007T	Managerial Skill Development	L	T	-	60	4	20	80	100
			MBA8008T	Production and Operation Management	L	T	-	60	4	20	80	100
			MBA8009T	Financial Management	L	T	-	60	4	20	80	100
			MBA8010T	Quantitative Methods	L	T	-	60	4	20	80	100
		GEC-I	MBA8100T	Environment Management	L	T	-	60	4	20	80	100
			MBA8101T	Indian Ethos								
MBA8102T	Basics of Securities Market											
MBA8103T	Fundamental of E-Commerce											
9	III	DCC	MBA9011T	IT & MIS	L	T	-	60	4	20	80	100
			MBA9012T	Business Policy & Strategic Management	L	T		60	4	20	80	100

DSE Courses of Human Resource in III Semester											
III	DSE – I	MBA9154T	Management of Industrial Relations	L	T	-	60	4	20	80	100
		MBA9155T	Compensation Management								
	DSE – II	MBA9156T	Management Training & Development	L	T	-	60	4	20	80	100
		MBA9157T	Human Resource Information System								
	DSE – III	MBA9158T	Organizational Change & Intervention Strategies	L	T	-	60	4	20	80	100
		MBA9159T	HR Analytics								
DSE Courses of Human Resource in IV Semester											
	DSE – IV	MBA9160T	Human Resource Planning & Development	L	T	-	60	4	20	80	100
		MBA9161T	Labor Law								
	DSE – V	MBA9162T	Legal framework Governing Human Relations	L	T	-	60	4	20	80	100
		MBA9163T	Competency Mapping and Performance Management								
	DSE – VI	MBA9164T	Human Resource Development : Strategies Systems	L	T	-	60	4	20	80	100
		MBA9165T	HR Accounting								
	DSE -VII	MBA9166T	Global HR Practices	L	T	-	60	4	20	80	100
		MBA9167T	Knowledge Management								
	DSE- VIII	MBA9129S	Project Study for Human Resource	-	-	S	120	4	20	80	100

SEMESTER – I

Level	Sem	Course Type	Course Code	Course Title	Delivery Type			Total Hours	Credit	Internal Assessment	EoS Exam	M.M.
					L	T	-					
8	I	DCC	MBA8000T	Management Process & Organizational Behavior	L	T	-	60	4	20	80	100
			MBA8001T	Managerial Economics	L	T	-	60	4	20	80	100
			MBA8002T	Marketing Management	L	T	-	60	4	20	80	100
			MBA8003T	Research Methodology	L	T	-	60	4	20	80	100
			MBA8004T	Accounting for Managers	L	T	-	60	4	20	80	100
			MBA8005T	Statistical Methods	L	T	-	60	4	20	80	100

DCC: MBA8000T Management Process & Organizational Behavior	
First Semester	
Subject: Management Process & Organizational Behavior	
Code of the Course	MBA8000T
Title of the Course	Management Process & Organizational Behavior
Qualification level of the Course	Level 8
Credit of the Course	4
Type of the Course	Discipline Centric Compulsory (DCC) Course for MBA(CMAT)
Delivery type of the Course	60 Hours
Prerequisites	Graduation in any stream
Co-requisites	None
Objectives of the Course	The objectives of this paper are to familiarize the student with basic management concepts and behavioural processes in the organization.
Learning Outcomes	The students will be able to: <ol style="list-style-type: none"> 1. Know the Organization's Behavior 2. Learn the Managerial Skills 3. Get the Leadership Skills 4. Enhance their Personality Development 5. Develop their Decision Making Power 6. Learn Motivational Attributes 7. Managing Stress and Conflict
Syllabus	
Unit- I	Evolution of management thought, Systems and contingency approach for understanding organizations, managerial processes, functions, skills and roles in an organization; Social Responsibility of Business; Leadership: Concept, Nature, Importance, Attributes of a leader, developing leaders across the organization, Leadership Grid. Decision making: Concept, Nature, Importance and Process. Types of decisions, Problems in decision making.
Unit- II	Introduction to Organizational Behaviour: Definition, Importance, Scope, Fundamental Concepts of OB, Different models of OB- autocratic, custodial, supportive, collegial and SOBC. Personality & Attitudes: Meaning of personality, attitude-Development of personality-Attributes of personality-Transactional Analysis – Ego states – Johari window - Nature and dimensions of attitude- Developing the right attitude
Unit- III	Motivation: Definition, Importance, Motives– Characteristics, Classification of motives- Primary & Secondary motives. Theories of Motivation- Maslow's Theory of need hierarchy- Herzberg's theory. Morale - Definition and relationship with productivity- Morale Indicators.
Unit- IV	Group Dynamics and Teambuilding: Concept of Group & Team. Theories of Group Formation- Formal and Informal Groups. Importance of Team building. Conflict Management: Definition. Traditional vis-à-vis Modern view of conflict– Types of conflict– Intrapersonal, Interpersonal and Organizational. Constructive and Destructive conflict. Conflict management.
Unit- V	Stress management: Definition, Causes, Managing stress, Stress as a motivator. Work life balance. Applications of emotional intelligence in organizations, communication, group decision making, Understanding and Managing organizational system- Organizational design and structure, change management: Concept of change, change as a natural process, Importance & Causes of change– social, economic, technological, organizational. Learning– unlearning, Concept of learning organizations.
Textbooks	<ol style="list-style-type: none"> 1. Koontz, HandWechrich, H. Management. 10th Ed. New York, McGraw Hill, 1995. 2. Luthans, F. Organizational Behavior. 7th ED. New York, McGraw Hill, 1995. 3. Robbins, S P. Management. 5th ED, New Jersey, Englewood

	<p>Cliffs, Prentice Hall Inc., 1996.</p> <ol style="list-style-type: none"> 4. Robbins, SP. Organizational Behavior. 7th ED, New Delhi, Prentice Hall of India, 1996. 5. Singh, Emotional Intelligence at Work, Response Books, Sage Publications, Delhi, 2001 6. Staw, B M. Psychological Dimensions of Organizational Behavior. 2nd Ed. Englewood Cliffs, New Jersey, Prentice Hall Inc. 1995. 7. Stoner, J. Management. 6th ED, New Delhi, Prentice Hall of India, 1996.
References	<ol style="list-style-type: none"> 1. Uma Sekaran, Organizational Behavior, Tata McGraw Hill 2. John W Newstrom, Organizational Behavior, Tata McGraw Hill 3. Stephen P. Robbins, Timothy A. Judge, Niharika Vohra (18th ED.), Pearson Education, New Delhi 4. L. M. Prasad, Organizational Behavior, Sultan Chand & Sons
Suggested E- Resources	<ol style="list-style-type: none"> 1. https://www.classcentral.com/course/introduction-organisational-behaviour-11892 2. https://onlinecourses.nptel.ac.in/noc22_mg104/preview 3. https://learninglink.oup.com/access/king-lawley3e-student-resources#tag_all-chapters 4. https://onlinecourses.nptel.ac.in/noc22_mg78/preview 5. https://openstax.org/details/books/organizational-behavior

DCC: MBA8001T Managerial Economics	
First Semester	
Subject: Managerial Economics	
Code of the Course	MBA8001T
Title of the Course	Managerial Economics
Qualification level of the Course	Level 8
Credit of the Course	4
Type of the Course	Discipline Centric Compulsory (DCC) Course for MBA(CMAT)
Delivery type of the Course	60 Hours
Prerequisites	Graduation In Any Discipline
Co-requisites	None
Objectives of the Course	This course is to acquaint the student with concepts, theories, and techniques used in Micro-Economic. The student will also gain knowledge how business decision-making is done and apply in real world
Learning Outcomes	After completing this course of five units, you'll be able to: 1. Understand how business decisions are made and how business decision helps in solving problem. 2. Get a grip on concepts of economics. 3. Analyze how sensitivity of price change puts an impact on consumers. 4. Determine the maximum output by process, determination of cost and revenue. 5. Understand the huge market structure with their differentiation. 6. Critically analyze the different market set up. 7. Understanding profit maximization and wealth maximization by using strategies. 8. Understanding how the economy goes through booms and busts in recession. 9. Get an idea of various government policies putting an impact on Indian Economy.
Syllabus	
Unit- I	Scope, Concepts and Techniques of Managerial Economics; Nature of business decision- making; Marginal analysis, optimization; Demand functions; Law of Demand- Utility Concept, Cardinal and Ordinal Approach, Income and substitution effects.
Unit- II	Elasticity of Demand- Price Elasticity, Income Elasticity, Cross Elasticity, Advertising Elasticity; Demand forecasting concept of consumer surplus.
Unit- III	Production Function-Concept, Isoquants , Equilibrium, Law of Variable Proportions; Law of Returns to Scale; Economies of scale; Cost Function- Types of Costs, Theory of Firm - Profit Maximization, Sales Maximization; Revenue curves-TR, AR, MR, Long run and short run.
Unit- IV	Market Structure: Concept of Equilibrium, Perfect Competition, Monopoly, Monopolistic, Oligopoly: Kinked Demand curve, Game theory, Price leadership model, Full cost Pricing Theory Baumel's theory of sales revenue maximization, Williamson's Managerial Discretionary, Theory of Firm, Cyert&March Behavioral Theory of Firm.; Theoretical Concept of Pricing, Pricing Policies in Practices; Non- Price Competition.
Unit- V	Macro Economics: Aggregates and Concepts, Aggregate Consumption- Aggregate Demand; Concept and Measurement of National Income; Determination of National Income, Multiplier Effect & Accelerator; GNP and GDP; Balance of Payments; Monetary Policy; Fiscal Policy; Business cycle.
Textbooks	1. Bennet, Roger: Management Research, I LO, 1 983 2.Fowler, FloydJ.Jr., Survey Methods, 2" ed., Sage Pub., 1993. 3. Fox, J.A.and P.E. Tracy: Randomized Response: A Method of Sensitive Surveys, Sage Pub., 1986 .
References	1. Gupta, S.P. Statistical Methods, 30" ed., Sultan Chand, New Delhi, 2001. 2. Golden,-Biddle, Koren and Karen D.Locke: Composing Qualitative

	Research, Sage Pub., 1997 3.Salkind, Neilj. Exploring Research, 3rd ed., Prentice-Hail, NJ, 1997.
Suggested E- Resources	https://iimbx.iimb.ac.in/catalog/introduction-to-managerial-economics/https://www.distanceeducationju.in/pdf/BCOM%20Course%20No.%2020203.pdf https://www.distanceeducationju.in/pdf/BCOM%20Course%20No.%20203.pdf

DCC: MBA8002T Marketing Management	
First Semester	
Subject: Marketing Management	
Code of the Course	MBA8002T
Title of the Course	Marketing Management
Qualification level of the Course	Level 8
Credit of the Course	4
Type of the Course	Discipline Centric Compulsory (DCC) Course for MBA(CMAT)
Delivery type of the Course	60 Hours
Prerequisites	Graduation In Any Discipline
Co-requisites	None
Objectives of the Course	To understand the basic concept of Marketing and its implementation in various sectors of business/career.
Learning Outcomes	Students will Learn: 1. The ability to articulate what marketing is and its importance along with its marketing philosophies. 2. Would be able to distinguish between goods and services along with marketing strategies. 3. Ability to implement the extended marketing mix for services and the strategies. 4. To evaluate the impact of consumer behaviour in making marketing decisions. 5. Understanding of sales and advertising to manage the marketing activities.
Syllabus	
Unit- I	Nature and scope of marketing, corporate orientations towards the market place, The Marketing environment and Environment scanning, Marketing information system and Marketing research, Understanding consumer and Industrial markets.
Unit- II	Market segmentation, Targeting and positioning; Product decisions - product mix, product life cycle.
Unit- III	New product development, branding and packaging decisions, Pricing methods and strategies.
Unit- IV	Promotion decisions promotion mix, advertising, sales promotion, publicity and personal selling; Channel management - selection, co-operation and conflict management, vertical marketing Implementation and systems, Organizing and implementing marketing in the Organization.
Unit- V	Evaluation and control of marketing efforts; New issues in marketing - Globalization, Consumerism, Green marketing, Legal issues.
Textbooks	1. Kotler, Philip. Marketing Management: Analysis, Planning, Implementation and Control. New Delhi, Prentice Hall of India, 1994. 2. Ramaswamy, V S and Nama kumari, S. Marketing Management: Planning, Control. New Delhi, MacMillan, 1990 3. Keller, K (1998) Strategic Brand Management, Building, measuring and managing brand equity, Kogan Page, London 4. Kotler, P, Armstrong, G, Saunders, J and Wong, V, (2001), Principles of Marketing: Third European Edition, Prentice Hall, Harlow Kotler, P. and Armstrong, G. (1997) Marketing An Introduction. Fourth Edition. New Jersey. Prentice Hall International
References	1. Kotler P, Armstrong G, 2008, Principles of Marketing, 9th Edition, Prentice Hall, New Delhi 2. Gandhi J.C, 1985, Marketing –A Managerial Introduction, Tata McGraw-Hill , New Delhi 3. Davies, M. (1998) Understanding Marketing, 1st edition. Prentice Hall 4. Ellwood, I. (2002) The Essential Brand book, Kogan Page Limited
Suggested Resources	E- 1. Coursera 2. CiteHR 3. Ignou

DCC: MBA8003T Research Methodology	
First Semester	
Subject: Research Methodology	
Code of the Course	MBA8003T
Title of the Course	Research Methodology
Qualification level of the Course	Level 8
Credit of the Course	4
Type of the Course	Discipline Centric Compulsory (DCC) Course for MBA(CMAT)
Delivery type of the Course	60 Hours
Prerequisites	Graduation In Any Discipline
Co-requisites	None
Objectives of the Course	To equip the students with the basic understanding of the research methodology and to provide an insight into the application of modern analytical tools and techniques for the purpose of management decision making. It's to uncover insights that can make a real difference in your work!
Learning Outcomes	After completing this course of five units, you'll be able to: <ol style="list-style-type: none"> 1. Spot real-world problems that need solving through research. 2. Choose the right research approach and techniques for your specific needs. 3. Understand how to make perfect sample to represent your targeted population. 4. Doing survey and extracting information 5. Understand how choose proper statistical techniques analyses your data. 6. Idea of multivariate analysis and other software tools 7. Turning raw data into complete conclusive reports with suggestion and findings
Syllabus	
Unit- I	Nature and Scope of Research Methodology; Problem Formulation and Statement of Research Objectives, Structure of Research. Research Process; Research Designs - Exploratory, Descriptive and Experimental Research Design.
Unit- II	Sampling Design, Sampling Methods, Methods of Data Collection – Qualitative and Quantitative Methods, Review of Literature, Instrument Designing- Questionnaire Format and Question Composition, Individual Question Content, Question Order, Form and Layout, Pilot Testing of the Questionnaire.
Unit- III	Selecting an Appropriate Statistical Technique, Hypothesis testing, Type I, Type II error. Parametric and non-parametric tests. Parametric: t-test, f-test, Z-test. Non - parametric tests: Run test, KW test, Mann Whitney U Test.
Unit- IV	Multivariate Analysis: Introductory Framework, Use of SPSS and other statistical Software Packages (elementary idea only) Practical Example of Case Study Method.
Unit- V	Data Interpretation and Report Writing: Introduction, Data interpretation, Research Report, Modus Operandi of Writing a Market Research Report, Structure and Layout of the Report, Revising and Finalizing the Research Report, Responsibilities of a Market Research Report Writer, Presentation of the Report.
Textbooks	<ol style="list-style-type: none"> 1. Andrews, F.M. and S.B. Withey Social Indicators of Well Being, Plenum Press, NY, 1976 2. Bennet, Roger: Management Research, I LO, 1 983 3. Fowler, Floyd J. Jr., Survey Methods, 2" ed., Sage Pub., 1993 4. Fox, J.A. and P.E. Tracy: Randomized Response: A Method of Sensitive Surveys, Sage Pub., 1986
References	<ol style="list-style-type: none"> 1. Gupta, S.P. Statistical Methods, 30" ed., Sultan Chand, New Delhi, 2001 2. Golden, Biddle, Koren and Karen D. Locke: Composing Qualitative Research, Sage Pub., 1997 3. Salkind, Neil J. Exploring Research, 3rd ed., Prentice-Hall, NJ, 1997
Suggested Resources	E- https://www.academia.edu/43821533/Research_Methodology_by_C_R_Kothari https://mfs.mkcl.org/images/ebook/Fundamental%20of%20Research%20Methodology%20and%20Statistics%20by%20Yogesh%20Kumar%20Singh.pdf

DCC: MBA8004T Accounting for Managers	
First Semester	
Subject: Accounting for Managers	
Code of the Course	MBA8004T
Title of the Course	Accounting for Managers
Qualification level of the Course	Level 8
Credit of the Course	4
Type of the Course	Discipline Centric Compulsory (DCC) Course for MBA(CMAT)
Delivery type of the Course	60 Hours
Prerequisites	Graduation In Any Discipline
Co-requisites	None
Objectives of the Course	The basic purpose of this course is to develop an insight of postulates, principles and techniques of accounting and utilization of financial and accounting information for planning & decision making in management
Learning Outcomes	<ol style="list-style-type: none"> 1. To understand meaning and Definition of Accounting, Parties or Users interested in Accounting, Branches of Accounting, Meaning and Definition of Management Accounting, Distinction between Management Accounting and Financial Accounting. Accounting Concepts and Conventions. 2. To know Basic Accounting terminologies, Classification of Accounts, Meaning of Journal, Writing of Journal Entries. Secondary Books of Accounting, Preparation of Trial Balance. Elementary knowledge of preparation of financial statement. 3. To Understand Financial statements and Annual Reports, Accounting Standards, Financial Statement Analysis, Ratio analysis, Funds Flow Analysis, Cash Flows analysis. 4. To know Elements of Costs; Materials, Labour and Overheads (elementary idea only), Cost Sheet. Marginal costing – Cost volume profit analysis, BEP, Marginal Costing for Decision Making 5. To understand Budgetary control, Operating and Financial Budgets, Performance Budgeting, Zero-Base Budgeting; Flexible Budgets. Standard Costing – Materials Cost and Labour cost variances only.I4
Syllabus	
Unit- I	Meaning and Definition of Accounting, Parties or Users interested in Accounting, Branches of Accounting, Meaning and Definition of Management Accounting, Distinction between Management Accounting and Financial Accounting. Accounting Concepts and Conventions.
Unit- II	Basic Accounting terminologies, Classification of Accounts, Meaning of Journal, Writing of Journal Entries. Secondary Books of Accounting, Preparation of Trial Balance. Elementary knowledge of preparation of financial statement.
Unit- III	Understanding Financial statements and Annual Reports, Accounting Standards, Financial Statement Analysis, Ratio analysis, Funds Flow Analysis, Cash Flows analysis.
Unit- IV	Elements of Costs; Materials, Labour and Overheads (elementary idea only), Cost Sheet. Marginal costing – Cost volume profit analysis, BEP, Marginal Costing for Decision Making.
Unit- V	Budgetary control, Operating and Financial Budgets, Performance Budgeting, Zero-Base Budgeting; Flexible Budgets. Standard Costing – Materials Cost and Labour cost variances only
Textbooks	<ol style="list-style-type: none"> 1. Anthony R N and Reece J S. Accounting Principles, 6th ed., Homewood, Illinois, Richard D. Irwin, 1995. 2. Bhattacharya S K and Dearden J. Accounting for Management Text and Cases. New Delhi, Vikas, 1996. 3. Heitger, L E and Matulich, Serge. Financial Accounting. New York, Mc-Graw Hill, 1990.
References	<ol style="list-style-type: none"> 1. Hingorani, N L. and Ramanathan, A R. Management Accounting. 5th ed., New Delhi, Sultan Chand, 1992. 2. Horngren, Charles etc. Principles of Financial and Management Accounting. Englewood Cliffs, New Jersey, Prentice Hall Inc., 1994. 3. Vij, Madhu. Financial and Management Accounting. New Delhi, Anmol Publications, 1997 4. Theory & Problems in Management & Cost Accounting - Khan & Jain

Suggested Resources	E- 1. AccountingTools.com 2. MIT OpenCourseWare 3. Coursera
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DCC: MBA8005T Statistical Methods	
First Semester	
Subject: Statistical Methods	
Code of the Course	MBA8005T
Title of the Course	Statistical Methods
Qualification level of the Course	Level 8
Credit of the Course	4
Type of the Course	Discipline Centric Compulsory (DCC) Course for MBA(CMAT)
Delivery type of the Course	60 Hours
Prerequisites	Graduation In Any Discipline
Co-requisites	None
Objectives of the Course	The objective of the course is to make the students familiar with some basic statistical and linear programming techniques. The main focus, however, is in their applications in business decision making.
Learning Outcomes	<p>1. To understand the Application of Statistics in Business & Management, Basic Concepts of Statistical Studies: Population, Variable and Parameter, Sample; Classification of Data; Diagrammatic & Graphical Presentation of Data: Bar Diagram, Histogram, Pie – Diagram, Frequency Polygons, and Ogives.</p> <p>2. To know the various Measures of Central Tendency: Arithmetic Mean, Weighted Mean, Median and Mode. Index Numbers: Concept & Applications To calculate & interpret Measures of Dispersion: Range, Average Deviation. Standard Deviation, Variance and Coefficient of Variation</p> <p>3. To understand various Forecasting Techniques: Simple Correlation & Regression Analysis, Time Series Analysis- Trend Analysis, Cyclical Analysis, Seasonal Analysis, Irregular Variation</p> <p>4. To understand basic concept of Probability Theories, Concepts, Addition & Multiplication Theorems, Probability Distributions: Binomial Poisson, Normal and Exponential</p>
Syllabus	
Unit- I	Introduction: Application of Statistics in Business & Management; Basic Concepts of Statistical Studies: Population, Variable and Parameter, Sample; Classification of Data; Diagrammatic & Graphical Presentation of Data: Bar Diagram, Histogram, Pie – Diagram, Frequency Polygons, and Ogives.
Unit- II	Summary Statistics: Measures of Central Tendency: Arithmetic Mean, Weighted Mean, Median and Mode. Index Numbers: Concept & Applications.
Unit- III	Measures of Dispersion: Range, Average Deviation. Standard Deviation, Variance and Coefficient of Variation.
Unit- IV	Forecasting Techniques: Simple Correlation & Regression Analysis, Time Series Analysis- Trend Analysis, Cyclical Analysis, Seasonal Analysis, Irregular Variation.
Unit- V	Probability: Introduction of Probability Theories, Concepts, Addition & Multiplication Theorems, Probability Distributions: Binomial Poisson, Normal and Exponential
Textbooks	<p>1. Chadha, N. K. Statistics for Behavioral and Social Scientists, Reliance Publishing House, Delhi, 1996</p> <p>2. Gupta, S P and Gupta M P. Business Statistics. New Delhi, Sultan Chand, 1997</p> <p>3. Kazmier, L J and Pohl, N F. Basic Statistics for Business and Economics. New York, McGraw Hill, 1988.</p> <p>4. Levin Richard I and Rubin David S. Statistics for Management. New Jersey, Prentice Hall Inc., 1995.</p> <p>5. Terry, Sineich. Business Statistics by Examples. London, Collier Mac Millian Publishers.</p>
References	Statistics for managerial Problem Solving, Vardeman, PWS. Modern Applied Statistics with S-Plus, Venables, Ripley, 3rd, Springer. Modern Applied Statistics
Suggested Resources	E- <p>1. Khan Academy's YouTube Channel: Khan Academy Statistics</p> <p>2. MIT Open Course Ware YouTube Channel: MIT OCW</p> <p>3. Stat Quest with Josh Starmer: Stat Quest</p>

SEMESTER – II

Level	Sem	Course Type	Course Code	Course Title	Delivery Type	Total Hours	Credit	Internal Assessment	Credit	M.M.	EoS Exam	M.M.
8	II	DCC	MBA8006T	Human Resource Management	L	T	-	60	4	20	80	100
			MBA8007T	Managerial Skill Development	L	T	-	60	4	20	80	100
			MBA8008T	Production and Operation Management	L	T	-	60	4	20	80	100
			MBA8009T	Financial Management	L	T	-	60	4	20	80	100
			MBA8010T	Quantitative Methods	L	T	-	60	4	20	80	100
		GEC-I	MBA8100T	Environment Management	L	T	-	60	4	20	80	100
			MBA8101T	Indian Ethos								
			MBA8102 T	Basics of Securities Market								
			MBA8103T	Fundamental of E-Commerce								

DCC: MBA8006T Human Resource Management	
Second Semester	
Subject: Human Resource Management	
Code of the Course:	MBA8006T
Title of the Course	Human Resource Management
Qualification level of the Course	Level 8
Credit of the Course	4
Type of the Course	Discipline Centric Compulsory (DCC) Course for MBA(CMAT)
Delivery type of the Course	60 Hours
Prerequisites	Graduation in any stream
Co-requisites	None
Objectives of the Course	In a complex world of industry and business, organizational efficiency is largely dependent on the contribution made by the members of the Organization. The Objectives of this course is to sensitize students to the various facets of managing people and to create an understanding of the various policies and practices of human resource management.
Syllabus	
Unit- I	Concepts and Perspectives on Human Resource Management; Human Resource Management in a Changing Environment. Corporate Objectives and Human Resource Planning; HR Structure and strategy.
Unit- II	Recruitment and selection; Manpower planning; Job Analysis and Role Description; Methods of Manpower Search; Attracting and Selecting Human Resources, Induction and Socialization; Career Planning, Succession Planning.
Unit- III	Manpower Training and Development - design and evaluation of T & D Programs; Performance Appraisal and Potential Evaluation; Retirement and other separation processes.
Unit- IV	FINANCIAL COMPENSATION, PRODUCTIVITY AND MORALE: - Principal Compensation Issues & Management – Job Evaluation ,Productivity, Employee Morale And Motivation; Stress Management and Quality of Work Life
Unit- V	Industrial Relations & Trade Unions; Dispute Resolution & Grievance Management; Employee Empowerment; workers and managerial decision making; collective bargaining.
Textbooks	<ol style="list-style-type: none"> 1. Aswathappa, K. Human Resource and Personnel Management Tata McGraw Hill, New Delhi, 1997 2. De Cenzo, D A & Robbins S P. Human Resource Management.5th ed., New York, John Wiley, 1994. 3. Guy, V & Mattock J. The New International Manager. London, Kogan Page, 1993. 4. Holloway, J. ed. Performance Measurement and Evaluation. New Delhi, Page, 1995. 5. Monappa, A. & Saiyadain M. Personnel Management. 2nd ed., New Delhi, Tata McGraw-Hill, 1966. 6. Stone, Lloyed and Leslie W. Rue, Human Resource and Personnel Management Richard D. Irwin, Illinois, 1984.
References	<ol style="list-style-type: none"> 1. Human Resource Management - Dr. C.B. Gupta - Sultan and Sons. 2. Personnel & Human Resource Management - P. Subba Rao - Himalaya Publishing House. 3. Personnel Management & Human Resources - C.S. Venkata Rathnam & B.K. Srivastava. TMPL. 4. Human Resource Management: Pattanayak pH 1.2002
Suggested Resources	E- <ol style="list-style-type: none"> 1. Coursera 2. LinkedIn Learning 3. Skillshare 4. Harvard Online Learning

DCC: MBA8007T Managerial Skill Development	
Second Semester	
Subject: Managerial Skill Development	
Code of the Course	MBA8007T
Title of the Course	Managerial Skill Development
Qualification level of the Course	Level 8
Credit of the Course	4
Type of the Course	Discipline Centric Compulsory (DCC) Course for MBA(CMAT)
Delivery type of the Course	60 Hours
Prerequisites	Graduation In Any Discipline
Co-requisites	None
Objectives of the Course	The course is aimed at equipping the students with the necessary & techniques and skills of communication to inform others, inspire them and enlist their activity and willing cooperation in the performance of their jobs
Learning Outcomes	<ol style="list-style-type: none"> 1. To help students understand responsibilities & functions of managers. 2. To develop an understanding of managerial principles among students. 3. To acquaint students with enhanced communication skills as a managers. 4. To develop an orientation towards business etiquettes for different business scenarios
Syllabus	
Unit- I	Importance and nature of business communication; Effective Communication skill; Process of communication; Barriers and gate ways in communication; Intrapersonal communication and body language; Inter personal communication and relationship; Leadership skills; Team building and public speaking; Presentation skills; Case study and situational analysis
Unit- II	Dos and Don'ts of Business writing; Commercial letters; Writing Business reports; Written communication- 7c of written business communication, Approaches to written communication - deductive and inductive; Writing for enquiries ,Claims, invitation, reservations and orders, refusal and collection letters ,sales letters, resume writing and recommendation letters; Report writing- long and short business reports and business proposal.
Unit- III	Feelings-types and steps to deal with complex feelings; Assertiveness and confidence building; Body language-role of different parts of the body in communication; Non verbal behavior; Conflict-types and resolutions; Emotions- emotional empathy and emotional intelligence
Unit- IV	Techniques for personality development (a) self confidence(b) mnemonics goal settings(d) time management(e) effective planning(f) stress management
Unit- V	Developing an understanding of social etiquettes; Dressing for interview-do's and don'ts for men and women; Dressing for office-do's and don'ts for men and women; Dining etiquettes; Telephone and email etiquettes; Ethical dilemmas- code of conduct
Textbooks	<ol style="list-style-type: none"> 1. Bowman, Joel Pand Branchaw, Bernadine P."Business Communication: From Process to Product". 1987. 2. Dryden Press, Chicago. Hach, Richard. "Communicating in Business".1977 Science Research Associates, Chicago.
References	<ol style="list-style-type: none"> 1. Stewart, R. (1967). Managers and Their Jobs. London: Macmillan. 2. Pondy, L. R. (1978). "Leadership Is a Language Game," in M. W. McCall, Jr. and M. M. Lombardo (eds.), Leadership: Where Else Can We Go? Durham, NC: Duke University Press. 3. Jennifer M. George. 2000. "Emotions and leadership: The role of emotional intelligence." Human Relations, 53, 1027-1055.
Suggested Resources	E- <ol style="list-style-type: none"> 1. https://www.newyorker.com/magazine/2010/09/20/the-face-of-facebook, 2. https://www.computerworld.com/article/3191077/security/what-is-blockchain-the-most-disruptive-tech-in-decades.html; 3. https://www.gartner.com/smarterwithgartner/gartner-top-10-strategic-technology-trends-for-2018/, 4. https://www.bloomberg.com/news/articles/2018-03-06/china-s-economy-is-set-to-overtake-combined-euro-area-this-year

DCC: MBA8008T Production & Operation Management	
Second Semester	
Subject: Production & Operation Management	
Code of the Course	MBA8008T
Title of the Course	Production & Operation Management
Qualification level of the Course	Level 8
Credit of the Course	4
Type of the Course	Discipline Centric Compulsory (DCC) Course for MBA(CMAT)
Delivery type of the Course	60 Hours
Prerequisites	Graduation In Any Discipline
Co-requisites	None
Objectives of the Course	The objective of this course is to provide detailed understanding and knowledge about how production and operations management functions in the industry adding value to the business
Learning Outcomes	By the end of this course, the student is able to: 1. Understand the basics and fundamentals of production and operations management. 2. Understand the roles and responsibilities of various functions and their inter-dependency 3. Gain insights about various tools and techniques of POM adopted by the businesses optimally. 4. Comprehend the significance of SCM with POM 5. Understand about the various quality standards and industrial safety essential for organization 6. Understand role of AI in Operations management 7. Gain insights about the significance of digitalization in POM for improved productivity.
Syllabus	
Unit- I	Nature and Scope of Production and Operations Management Decisions, Types of Manufacturing Systems, Productivity, Challenges in Operations Management, Operations Strategy
Unit- II	Production Planning and Control: An Overview Facilities Location, Location Planning, Facilities Layout (a) Capacity Planning, Aggregate Planning (b)Master Production Scheduling(c) MRP. Role of information technology in operations management.
Unit- III	Work Study, Methods Study, Work Measurement, Performance Rating and computation of Standard Time, Maintenance Management, Industrial Safety, Supply Chain Management, PERT/CPM. Importance of digitalization in continuous production system.
Unit- IV	Material Management: An Overview; Material Handling Equipment, Assembly Line Balancing, Line Balancing Problems, Line Balancing Approaches, Operation Decision, MRP, Purchasing and Store Management, Inventory Control and Budgeting. Artificial Intelligence in operations management.
Unit- V	Concept of Quality and Quality Assurance, Statistical Process Control (Acceptance Samplings), ISO, 9000, Total Quality Management (TQM), Six Sigma, Lean Management.
Textbooks	1. e J. Krajewski Le, K. Malhotra Manoj, P. Ritzman Larry & K. Srivastava Samir (2018). Operations Management, Pearson 2. Jacobs, Robert F., Chase, Richard B. and Shankar, Ravi (2023), Operations and Supply Chain Management. 17th Edition. MacGraw Hill 3. Heizer, Jay, Render, Barry and Munson, Chuck (2023), Principles of Operations Management: Sustainability and Supply Chain Management, Global Edition, Pearson, 12th Edition 4. Starr, Martin K. and Gupta, Sushil K. (2019), The Routledge Companion to Production And Operations Management, Taylor & Francis.
References	1. Telsang, Martand T (2018) Industrial Engineering And Production Management, S. Chand Publishing 2. Mathien, Lorena D. (2021), Basics of Operations Management, Cognella, Inc 3. Bhattacharya Subimal, Operations Management, PHI Learning 4. G. Mike (2017), Productions and Service Operations Management: A Compact Overview, GRIN Verlag
Suggested Resources	E- https://www.researchgate.net/publication/ https://www.mdpi.com/ https://papers.ssrn.com/ https://www.linkedin.com/ Udemy

DCC: MBA8009T Financial Management	
Second Semester	
Subject: Financial Management	
Code of the Course	MBA8009T
Title of the Course	Financial Management
Qualification level of the Course	Level 8
Credit of the Course	4
Type of the Course	Discipline Centric Compulsory (DCC) Course for MBA(CMAT)
Delivery type of the Course	60 Hours
Prerequisites	Graduation In Any Discipline
Co-requisites	None
Objectives of the Course	This paper will help students to equip with the theories, concepts and techniques that can be applied to corporate decision making whether they are strategic, analytical or simply routine decisions a financial manager faces everyday.
Learning Outcomes	<ol style="list-style-type: none"> 1. The student will be able to understand 2. Different types of concept in Time value of money 3. Particular Cost of Capital of different sources 4. Importance of WACC in Financing decision 5. Importance of Leverages 6. Knowledge of Optimum Capital structure and significance of it in decision making 7. Analysis of risk in Capital Budgeting 8. knowledge of short term and long term investment avenues
Syllabus	
Unit- I	Financial Management: meaning, objectives, finance functions, Time Value of Money; Instruments of Financing, Cost of Different Sources of Raising Capital, Weighted Average Cost of Capital.
Unit- II	Operating and Financial Leverage, Valuation and Capital Structure, Decisions, Capital structure Theories, Optimum Capital Structure, and Economic Value Added.
Unit- III	Internal Financing and Dividend Policy, Dividend Models, Leasing: concept, types and financial evaluation of Leasing.
Unit- IV	Capital Budgeting, Methods of Capital Budgeting, Analysis of Risk in Capital Budgeting, Use of Excel for Financial Decision Making.
Unit- V	Working Capital Concept, Nature and scope, Determinants of Working Capital, Instruments of Short-term Financing - Management of Working Capital, Cash, Receivable and Inventory Management.
Textbooks	<ol style="list-style-type: none"> 1. Bhalla, V K. Financial Management and Policy. 2nd ed., New Delhi, Anmol, 1998. 2. Khan Jain Financial Management. Tata McGraw Hill 3. Pandey, IM. Financial Management. Pearson Publication
References	Fundamentals of financial Management by Dr. S. N. Maheshweri (Sulchand Publishing), Fundamentals of Financial Management by Prof. A.P. Rao (Everest Publishing), Basic of Financial Management by Dr. Satish M. Inamdar (Himalaya Publishing)
Suggested Resources	E- https://nptel.ac.in/courses/110105156 , https://onlinecourses.swayam2.ac.in/cec24_mg07/preview

DCC: MBA8010T Quantitative Methods	
Second Semester	
Subject: Quantitative Methods	
Code of the Course	MBA8010T
Title of the Course	Quantitative Methods
Qualification level of the Course	Level 8
Credit of the Course	4
Type of the Course	Discipline Centric Compulsory (DCC) Course for MBA(CMAT)
Delivery type of the Course	60 Hours
Prerequisites	Graduation In Any Discipline
Co-requisites	None
Objectives of the Course	The objective of the course is to make the students familiar with some basic quantitative techniques and linear programming techniques. The main focus, however, is in their applications in business decision making.
Learning Outcomes	<ol style="list-style-type: none"> 1. To understand Matrices and their Application, Markov's Analysis, Functions and Progressing of Business applications. 2. To know the concept of PERT- CPM, Inventory Control, Monte Carlo Simulation. 3. To learn the concept of Transportation Problems, Assignment Problems. 4. To understand the concept of Decision theory, games theory. 5. To understand the Linear Programming, LLP Solutions, LLP Graphical
Syllabus	
Unit- I	Matrices and their Application, Markov's Analysis, Functions and Progressing of Business applications.
Unit- II	Linear Programming: Introduction of Operations Research, Scope and Models in Operations Research Introduction of Linear Programming, Formulation of LLP, Solutions of LLP-Graphical Methods & Simplex Procedure, Duality.
Unit- III	Introduction of Transportation Problems, Procedure of Finding optimal solution, Assignment Problem & its solution.
Unit- IV	Decision Theory: Introduction of Decision Theory, Decision Environments, Decision making under Risk- EMV & EOL Decision making under Uncertainty- Maximax, Maximin, Minimax, Regret & Laplace Criterion. Games Theory- 2 *2 zero sum game with dominance – Pure Strategy and Mixed Strategy.
Unit- V	PERT - CPM, Inventory control. Monte Carlo Simulation (Elementary idea only)
Textbooks	<ol style="list-style-type: none"> 1. Narang ,A S. <i>Linear Programming And Decision Making</i> . New Delhi , Sultan Chand,1995. 2. Sharma , J.K. <i>Fundamentals of Operation research</i> ,Machmillan, New Delhi,2001 3. <i>Quantitative Techniques</i> –N.D. Vohra
References	<ol style="list-style-type: none"> 1. Budnik, Frank S., Dennis Mcleavey, Richard Mojena Principles of Operation Research, 2nd ed., Richard Irwin, Illinois-All India Traveller Bookseller, New Delhi, 1995 2. Gould, F J. etc. Introduction to Management Science. Englewood Cliffs, New Jersey, Prentice Hall Inc., 1993 3. Mathur, K and Solow, D. Management Science. Englewood Cliffs, New Jersey, Prentice Hall Inc., 1994. 4. Narag A S. Linear Programming and Decision Making. New Delhi, Sultan Chand, 1995.

Suggested Resources	E-	1.Analytics Vidhya 2.Data camp
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GEC – I :MBA8100T Environment Management	
Second Semester	
Subject: Environment Management	
Code of the Course	MBA8100T
Title of the Course	Environment Management
Qualification level of the Course	Level 8
Credit of the Course	4
Type of the Course	Generic Elective Course for MBA(CMAT)
Delivery type of the Course	60 Hours
Prerequisites	Graduation In Any Discipline
Co-requisites	None
Objectives of the Course	The specific objective is to infuse environmental concepts in all the functional area of business management.
Learning Outcomes	After studying this course, students should be able to: <ol style="list-style-type: none"> 1. Provide definitions of environment, management, systems and organizations in relation to environmental management. 2. Describe organizations as systems and their role in environmental management 3. Understand the usefulness of systems thinking in relation to environmental management in organizations 4. Explain how environmental management can be used as environmental protection and how organizations can define and manage risk.
Syllabus	
Unit- I	Environmental Management: Fundamentals-Sustainable Development, Implications of human population growth, Limits to growth, Environment and Business Schools; Energy Management: Fundamentals -Fossil Fuels use, Energy production and trade, Energy Balance
Unit- II	Ecosystem Concepts: Basic Concepts and their application in Business, Industrial Ecology and Recycling Industry; Environmental Management System: EMS Standards, ISO 14000.
Unit- III	Environmental Management & valuation: Environmental Auditing. Clearance/Permissions for establishing industry Environmental Accounting, Economics - Environmental Taxes Shifts, Green Funding, Corporate Mergers.
Unit- IV	Environmental Management Trade and Environmental Management, Debt and Environment, GATT / WTO Provisions, Green funding, Environmental Laws: Acts, Patents, IPRS, Role of NGO'S, PIL.
Unit- V	Pollution & Waste Management - Air, Water, Land Pollution, Trade in Wastes; Water, Forest & Biodiversity Management: Water Resources, Dams and their role; Forest products and Trade. Role of Biodiversity in International Trade; Approaches to Corporate Ethics; Bio-ethics, Environmental ethics.
Textbooks	<ol style="list-style-type: none"> 1. Uberoi, N.K.; Environmental Management, Excel Books, A-45, Naraina Phase-1, New Delhi, 2000. 2. Pandey, G.N.: Environmental Management, Vikas Publishing House New Delhi,1997 3. Gupta, N. Dass: Environmental Accounting, Wheeler Publishing, 19, K.G. Marg, New Delhi, 1997 4. Mohanty, S.K.: Environment & Pollution Law Manual, Universal Law Publishing, G.T. Karnal Road, New Delhi,1996 5. Harley, Nick : Environmental Economics, MacMillan India Ltd., Ansari Road, New Delhi,1997 Kolstad, Charles D.: Environmental Economics, Oxford University Press, 2000
References	<ol style="list-style-type: none"> 1. N.K. Oberoi - Environmental Management, Excell Books. 2. K.M. Agrawal & P.K. Sikdar - Text Book of Environment, Macmillan. L.W. Canter - Environmental Impact Assessment, Tata McGraw Hill.

Suggested Resources	E-	<ol style="list-style-type: none"> 1. Environment Studies Articles and Publications. 2. Environmental Science, Policy and Management. 3. Environmental Science News 4. Environment Articles and Videos.
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GEC – I :MBA8101T Indian Ethos	
Second Semester	
Subject: Indian Ethos	
Code of the Course	MBA8101T
Title of the Course	Indian Ethos
Qualification level of the Course	Level 8
Credit of the Course	4
Type of the Course	Generic Elective Course for MBA(CMAT)
Delivery type of the Course	60 Hours
Prerequisites	Graduation In Any Discipline
Co-requisites	None
Objectives of the Course	The objective is to integrate ancient wisdom and ethical principles into modern business practices to achieve holistic and sustainable development.
Learning Outcomes	<p>Students will learn:</p> <ol style="list-style-type: none"> 1. The significance of Indian ethos and values in managerial decision-making and exhibit value-centered leadership. 2. To create a stress-free environment at the workplace by improving inner capacity to perform better. 3. Ability to exhibit a broad appreciation of the ethical and value underpinnings of managerial choices in a cross-cultural, globalized, digitized, socio-economic environment and distinguish between ethical and unethical behaviours & act with integrity. <p>Execute ethical behaviour at the workplace and society at large.</p>
Syllabus	
Unit- I	Model of Management in the Indian Socio-Political Environment; Work Ethos; Indian Heritage in Production and Consumption.
Unit- II	Indian Insight into TQM; Problems Relating to Stress in Corporate Management - Indian Perspective; Teaching Ethics.
Unit- III	Relevance of Values in Management, Trans-cultural Human Values in Management Education, Need for Values in Global Change – Indian Perspective
Unit- IV	Values for Managers; Holistic Approach for Managers in Decision Making; Secular Versus Spiritual Values in Management.
Unit- V	Personal Growth and Lessons from Ancient Indian Educational System; Science and Human Values.
Textbooks	<ol style="list-style-type: none"> 1. Chakraborty, S.K.: Foundations of Managerial Work - Contributions from Indian Thought. 2. Himalaya Publishing House Delhi 1998 3. Management Effectiveness and Quality of Work-life - Indian Insights, Tata 4. McGraw Hill Publishing Company, New Delhi.1987 <p>Management by Values, Oxford University Press,1991</p>
References	<ol style="list-style-type: none"> 1. Drucker, P: Managing in Turbulent Times, Pan Books London 1983 2. Kumar, S and N.K. Uberoi: Managing Secularism in the New Millennium, Excel Books 2000 3. Griffiths, B. The Marriage of East and West, Coiling, London 1985 4. Gandhi, M.K.: The Story of My Experiment with Truth, Navjivan Publishing House, Ahmedabad, 1972 .

Suggested Resources	E-	<ol style="list-style-type: none"> 1. Coursera 2. LinkedIn Learning 3. Skillshare 4. Harvard Online Learning
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GEC – I: MBA8102T Basics of Securities	
Second Semester	
Subject: Basics of Securities	
Code of the Course	MBA8102T
Title of the Course	Basics of Securities
Qualification level of the Course	Level 8
Credit of the Course	4
Type of the Course	Generic Elective Course for MBA(CMAT)
Delivery type of the Course	60 Hours
Prerequisites	Graduation In Any Discipline
Co-requisites	None
Objectives of the Course	The objective is to provide a fundamental understanding of how financial securities are issued, traded, and regulated to facilitate investment and economic growth.
Learning Outcomes	<ol style="list-style-type: none"> 1. Student will able to understand what the security market is all about. 2. They will gain Knowledge to describe and differentiate between various types of securities, such as stock bonds and derivatives. 3. Student will also understand the type of market structure and roles of security market with its technology advancement in present time. 4. Students will understand what the various types of equity and debt financing are. 5. Learn about various investment revenues available in Indian financial system. 6. Understanding and gaining knowledge on asset allocation and diversification. 7. Will be able to understand what are primary market functions and the role of intermediaries in this market 8. They will also be gaining knowledge regarding public issue process, debt securities, and private placements and Regulatory framework. 9. Understanding secondary market, functions of secondary market, market mechanism, market, liquidity, and efficiency, etc. With its regulatory environment. 10. Students will understand the concept of mutual funds with its types, Investment approaches and regulatory framework.
Syllabus	
Unit- I	IT AND IN G SECURITIES MARKETS AND PERFORMANCE Securities Markets. Securities, Securities Markets: Structure and Participants, Role of Securities Markets, Technological advancements in the securities market
Unit- II	SECURITIES- TYPES, FEATURES AND CONCEPTS OF ASSET ALLOCATION AND INVESTING Securities available in the securities market, Choice between Equity and Debt Financing for Issuers, Characteristics and role of equity capital , Characteristics and role of Debt securities, Choosing between Debt and Equity Investment Avenues, Hybrid Instruments, Characteristics and role of Commodities as an asset class , Derivatives as investments, Asset Allocation and Diversification ,Understanding the factors underlying the investment process ,Various aspects of investing in Equity ,Equity Investing Process, Various aspects of investing in Debt securities ,Debt Investing Process
Unit- III	PRIMARYMARKETS Primary Market: Definition and Functions ,Primary Vs Secondary Markets, Intermediaries in Primary Market ,Types of Issues ,Types of Issuers, Types Of Investors, Regulatory Framework for Primary Markets ,Types of Public Issue of Equity Shares ,Pricing a Public Issue of Shares Public Issue Process of equities, Prospectus, Applying to a Public Issue, Listing of Shares Rights Issue of Shares, Regulatory requirements for a Public Issue of Debt Securities, Public issue process for debt securities ,Private Placements in Equity and Debt

Unit- IV	SECONDARY MARKETS Role and Function of the Secondary Market, Types of secondary markets for different securities, Market Structure and Participants, Brokers and Client Acquisition, Trade Execution, Clearing and Settlement of Trades, Trading and settlement process from investor's point of view, Market Information and Regulation, Risk Management Systems Rights, Obligations and Grievance Redressal, Secondary market trading and reporting or debt Securities
Unit- V	MUTUAL FUNDS Meaning and Description of a Mutual Fund, Terms and Concepts Related to Mutual Funds Types of Open-ended Mutual Fund Products, Types of Closed ended Mutual Fund Schemes Investment approaches – active and passive, Processes for Investing in Mutual Funds Systematic Transactions, Switches ,Reading Mutual Fund Information, Benefits and Costs of Investing in Mutual Funds ,Regulation of Mutual Funds ,Investor Service Standards
Textbooks	1.Pandiyan Pumthavathy, Security Analysis & Portfolio Mgt. New Delhi Vikas Publishing House, Pvt. Ltd., 2009. 2. Bhalia, V K. Investment Management: Security Analysis and Portfolio Management., 8th ed., New Delhi, S. Chand,2001. 3. Fischer, Donald E. and Jordan, Ronald J. Security Analysis and Portfolio Management. 6th ed., New Delhi, Prentice Hall of India, 1995.
References	1. Fuller, Russell J. and Farrell, James L. Modern Investment and Security Analysis. New York, McGraw Hill, 1993. 2. Haugen, Robert H. Modern Investment Theory. Englewood Cliffs, New Jersey, Prentice Hall Inc., 1987.
Suggested Resources	E- <ol style="list-style-type: none"> https://www.nism.ac.in/securities-markets-foundation/ https://www.nseindia.com/learn/self-study-ncfm-modules-foundation-securities-market https://github.com/mskarthi95/NCFM-Module/blob/master/securities%20market%20(basic)%20Module.pdf https://www.sultanchandandsons.com/book/644/securities-market-and-regulations

GEC – I :MBA8103T Fundamental of E-Commerce	
Second Semester	
Subject: Fundamental of E-Commerce	
Code of the Course	MBA8103T
Title of the Course	Fundamental of E-Commerce
Qualification level of the Course	Level 8
Credit of the Course	4
Type of the Course	Generic Elective Course for MBA(CMAT)
Delivery type of the Course	60 Hours
Prerequisites	Graduation In Any Discipline
Co-requisites	None
Objectives of the Course	The objective of this paper is to educate the learner about e-Commerce concepts along with applications and its structure in India, so students can understand fundamental, security issues and measures for E-Commerce and its related applications.
Learning Outcomes	The students will be able to: <ul style="list-style-type: none"> 8. Understand the concept of E-Commerce 9. Know the Characteristics of E-Commerce 10. Explain the functions of E-Commerce 11. Define the scope of E-Commerce 12. Recognize the benefits and limitations of e-commerce 13. E-Commerce models and strategies 14. Understand the Ecommerce Architecture and web page formatting Identify E-Commerce opportunities and challenges
Syllabus	
Unit- I	Introduction to E-Commerce E-Commerce – Introduction, Definition, Scope, Internet commerce v/s E-Commerce, Electronic Commerce-Market – Trade Cycle, Electric Data Interchange, Forces fuelling Ecommerce, E-Commerce Functions, Challenges to traditional methods, E-commerce industry framework,Types of E-commerce, Scope and limitations of e-commerce.
Unit- II	E-Commerce Architecture Internet and Its role in e-commerce, Internet Service Provider and Internet Access Provider, Procedure of registering Internet, Domain, establishing connectivity to Internet, Tools and services of Internet, Internet v/s online services, Procedure of opening e-mail accounts on Internet, on line payments. Web system architecture: Introduction to HTML, HTTP and HTTPS, Web page formatting with text, image, links, tables, frames and form.
Unit- III	E-Commerce Models and Payment System Classification of E-Commerce practices, Different models (B2B, B2C, C2C, G2B, and B2G etc) of Ecommerce and their functions, Ethical and Legal issues in EC models, Indian scenario for Taxation in E- Commerce, Cross border obstructions in EC. Electronic Money and Online Payment Methods: Card Money, Virtual Money, Payment Transfer methods.
Unit- IV	E-Commerce Applications Manufacturing & Marketing Applications, Retail & Wholesale Applications, Entertainment & Games Applications, Finance & Banking Applications, Auction & Bid Applications, Education & Publishing Applications.
Unit- V	Business Strategies for E-Commerce Value Chain, competitive Strategy and advantages, Business Strategy – B2B and B2C, B2BInter organizational transactions, EDI, Benefits, Technology, Standards,

		Security, on line business, B2C – Consumer transaction, e-shop Internet. Security strategies of EC: Authentication and Authorization in EC, Threats-Frauds and scams in EC, Secure customer services
Textbooks		<ol style="list-style-type: none"> 1. Computer Today - S.Bansundara 2. E-Commerce: The Cutting Edge of Business - Bajaj and Nag , Tata Mc Graw Hill 3. E-Commerce Concepts Models & Strategies – C.S.V.Murthy, Himalaya Publication. 4. E-Commerce – Mathew Rergnolds, Wrox publication Communication 5. Global Electronic Commerce- Theory and Case Studies J Christopher Westland, H K Clark- University Press 6. E-Commerce – an Indian perspective – P T Joseph – Prentice Hall, 2/e,2005
References		<ol style="list-style-type: none"> 1. Jaiswal S., E-Commerce 2. Mohammad Mahmoudi Maymand, E-Commerce 3. Murthy C.S.V., E-Commerce - Concepts, Models and Strategies
Suggested Resources	E-	<ol style="list-style-type: none"> 1. Shopify Blog 2. BigCommerce Blog 3. Practical Ecommerce 4. HubSpot E-commerce Blog

SEMESTER III

Level	Sem. .	Course Type	Course Code	Course Title	Delivery Type			Total Hours	Credit	Internal Assessment	EoS	M.M	
					L	T	P						
9	III	DCC	MBA9011T	IT & MIS	L	T	-	60	4	20	80	100	
			MBA9012T	Business Policy & Strategic Management	L	T	-	60	4	20	80	100	
		DSE Courses of Finance in Semester - III											
		DSE-I	MBA9115T	Security Analysis & Investment Management	L	T	-	60	4	20	80	100	
			MBA9116T	Financial Analysis	L	T	-	60	4	20	80	100	
		DSE-II	MBA9117T	Risk Management	L	T	-	60	4	20	80	100	
			MBA9118T	Depository Operations	L	T	-	60	4	20	80	100	
		DSE-III	MBA9119T	Portfolio Management	L	T	-	60	4	20	80	100	
			MBA9120T	Merchant Banking	L	T	-	60	4	20	80		
		GEC -II	MBA9105T	Wealth Management	L	T	-	60	4	20	80	100	
			MBA9106T	Personality Development	L	T	-	60	4	20	80	100	
			MBA9107T	Entrepreneurship Development	L	T	-	60	4	20	80	100	
			MBA9108T	Project Management	L	T	-	60	4	20	80	100	

DCC: MBA9011 IT & MIS	
Third Semester	
Subject: IT & MIS	
Code of the Course	MBA9011
Title of the Course	IT & MIS
Qualification level of the Course	Level 9
Credit of the Course	4
Type of the Course	Discipline Centric Compulsory (DCC) Course for MBA(CMAT)
Delivery type of the Course	60 Hours
Prerequisites	Graduation in any stream
Co-requisites	None
Objectives of the Course	The objective of the course is to develop the basic understanding basics of computer, MS Word, MS Excel, MS Power point and decision support system of the Artificial Intelligence for Business Organization.
Learning Outcomes	<ol style="list-style-type: none"> 1. To enable students importance of information system in decision making. 2. To understand application of MIS in organizational ERP. 3. To apply technical alternatives in business. 4. Analyse how information systems and technologies impact a firm in terms of value creation and providing Strategic advantage for a firm.
Syllabus	
Unit- I	Introduction to computer : hardware, software and firmware, MS word Introduction: Creating, saving word document, applying different formatting techniques and displaying different views, MS Excel Introduction: Concept of worksheet and workbook, understanding formula and functions, MS Power point saving power point presentation using different templates.
Unit- II	Management Information System: Definitions - Basic Concepts, Frameworks, and System Development Methodologies - Life Cycle and Prototype approach. Types of Information Systems. - TPS, MIS, DSS, KWS, OAS, experts system: evaluation and control of information systems.
Unit- III	Data Base Management system: Sources of data - data file environment, problem solving, decision making, data models, data mining, elementary idea about RDBMS. Simon's model in information system design, Simulation technique
Unit- IV	Decision Support System - An Overview: Relevance, scope, characteristics and capabilities, Components, Classification of DSS User Interface graphics menus - Forms, DSS tools - DSS generators, Specific DSS, Constructing a DSS: Steps in designing DSS, GDSS: Introduction & Applications.
Unit- V	Application of Information System in Marketing, Production, Finance, Inventory and HR, Enterprise Resource Planning, Business Process reengineering, Gaming.
Textbooks	Keen, Peter G.W.: Decision Support System an Organizational Perspective Addison- Wesley Pub, * Theierauff, Robert J. Decision Support System for-effective planning - - Prentice Hall - 1982
References	<ol style="list-style-type: none"> 1. Stephen Haag, Amy Philips,Business Driven Technology, McGraw Hill, 2. Efraim Turban, Dorothy Leidner, Ephraim McLean and James Wetherb,Information Technology for Management: Transforming Organizations in Digital Economy, Wiley Publishers. 3. Raymond McLeod and George P. Schell, Management Information Systems, Pearson 10 th Edition, 4. Krober, Donald W., and Hugh.J. Watson Computer Based Information System Newyork, 1984 18 18 4. DavisL, Michael W. A management approach - Macmillan Publishing Company, Prentice Hali, New Jersey, 1988. 5. Andrew P. Decision Support System Engineering, Sage, John Wiley & Sons, New York, 1991.
Suggested E- Resources	https://jgateplus.com/home/tag/open-access/ , https://www.springeropen.com/journals , https://shodhganga.inflibnet.ac.in/simple-search

DCC: MBA9012T Business Policy & Strategic Management	
Third Semester	
Subject: Business Policy & Strategic Management	
Code of the Course	MBA9012T
Title of the Course	Business Policy & Strategic Management
Qualification level of the Course	Level 9
Credit of the Course	4
Type of the Course	Discipline Centric Compulsory (DCC) Course for MBA(CMAT)
Delivery type of the Course	60 Hours
Prerequisites	Graduation in any stream
Co-requisites	None
Objectives of the Course	<p>The Objectives of this course is to develop understanding about strategic processes and their impact on a firm.</p> <p>The course focuses on the concept of strategy formulation and implementation by exploring the functions and nature of general management. The course serves as an opportunity to develop skills for strategic thinking and analysis, leadership, communication, teamwork, and cross-functional integration.</p>
Learning Outcomes	<p>At the end of the course, students should be able to:</p> <ol style="list-style-type: none"> 1. Critically analyze the internal and external environments in which businesses operate and assess their significance for strategic planning. 2. Apply understanding for the theories, concepts and tools that support strategic management in organizations. 3. Build understanding of the nature and dynamics of strategy formulation and implementation processes at corporate and business level. 4. Enhanced ability to identify strategic issues and design appropriate courses of action.
Syllabus	
Unit- I	Business and types of business, Defining strategy, Strategy and the Quest for Competitive Advantage: Military origins of strategy – Evolution - Concept and Characteristics of strategic management – Mintzerbg’s 5Ps of strategy – Corporate, Business and Functional Levels of strategy - Strategic Management Process. Strategic Intent & Strategy Formulation: Vision, mission and purpose – Business definition, objectives and goals – Stakeholders in business and their roles in strategic management - Corporate Social Responsibility, Ethical and Social Considerations in Strategy Development, Strategic management in Indian Scenario.
Unit- II	Strategic analysis: Analyzing Company’ s Resources and Competitive Position - Organizational Capability Profile – Strategic Advantage Profile – Core Competence - Distinctive competitiveness. Analyzing Company’ s External Environment: Environmental appraisal – Scenario planning – Preparing an Environmental Threat and Opportunity Profile (ETOP) – Industry Analysis - Porter’s Five Forces Model of competition.
Unit- III	Corporate Portfolio Analysis: Business Portfolio Analysis - 19 19 Synergy and Dysergy - BCG Matrix – GE 9 Cell Model - Concept of Stretch, Leverage and fit 6. Generic Competitive Strategies: Low cost , Differentiation, Focus. . Grand Strategies: Stability, Growth (Diversification Strategies, Vertical Integration Strategies, Mergers, Acquisition & Takeover Strategies, Strategic Alliances & Collaborative Partnerships), Retrenchment, Outsourcing Strategies. Tailoring strategy to fit specific industry – Life Cycle Analysis - Emerging, Growing, Mature& Declining Industries.
Unit- IV	Strategy implementation - Project implementation – Procedural implementation – Resource Allocation – Organization Structure – Matching structure and strategy, Behavioural issues in

	<p>implementation – Corporate culture – Mc Kinsey’ s 7s Framework - Concepts of Learning Organization . Functional issues – Functional plans and policies – Financial, Marketing, Operations, Personnel, IT. Strategy Evaluation – Operations Control and Strategic Control - Symptoms of malfunctioning of strategy — Balanced Scorecard.</p>
Unit- V	<p>New Business Models and strategies for Internet Economy: Shaping characteristics of E- Commerce environment – E- Commerce Business Model and Strategies – Internet Strategies for Traditional Business – Key success factors in E- Commerce – Virtual Value Chain. Cases in strategic management: A minimum of 5 cases encompassing the above topics to be analyzed and discussed in the class.</p>
Textbooks	<ol style="list-style-type: none"> 1. A Thompson Jr., A J Strickland III, J E Gamble, Crafting & Executing Strategy – The Quest for Competitive Advantage, Tata McGraw Hill, 4th ed., 2005. 2. Ranjan Das, Crafting the Strategy: Concepts and Cases in Strategic Management, Tata McGraw Hill, 2004. 3. Henry, Mintzberg, Bruce, Ahlstrand and Joseph, Lampel (1998). Strategy Safari. 31 Free Presses, New York. 2020
References	<ol style="list-style-type: none"> 1. Gary, Hamel and Prahalad, C. K. (1999). Competing for the Future. HBS Press. 2. A. Montgomery, M. E. Porter, Strategy – Seeking and Securing Competitive Advantage, Harvard Business Review Publications, 1991. 3. Peter F. Drucker, Managing in a Time of Great Change, Truman Talley Books / Plume Penguin Group, 1998.
Suggested E- Resources	<ol style="list-style-type: none"> 1. Coursera 2. LinkedIn Learning 3. Skillshare 4. Harvard Online Learning

DSE – I : MBA9115T Security Analysis & Investment Management	
Third Semester	
Subject: Security Analysis & Investment Management	
Code of the Course	MBA9115T
Title of the Course	Security Analysis & Investment Management
Qualification level of the Course	Level 9
Credit of the Course	4
Type of the Course	Discipline Specific Core Course (DSE) for MBA(CMAT)
Delivery type of the Course	60 Hours
Prerequisites	Graduation in any stream
Co-requisites	None
Objectives of the Course	The objective of this course is to impart knowledge to students regarding the theory and practice of Security Analysis and Investment Management
Learning Outcomes	The student will be able to understand <ol style="list-style-type: none"> 1. The concept of Capital and money market 2. Mechanism of investment in different markets 3. Valuation of security and portfolio 4. Knowledge of Major international indices 5. Will learn about various models of portfolio valuation 6. Will study the impact of Risk and return analysis on investment decision.
Syllabus	
Unit- I	Indian Financial System. Capital Market & Money Market. Risk and Return; Types of Securities, Investment Alternatives, Non Security Forms of Investment, Listing & Delisting of Securities.
Unit- II	Mechanics of Investing; Primary Market, Secondary Market; Trading Mechanism, Stock Market Terminologies, Market Indices and Return, SEBI Regulations, Investors Protection. Dematerialization & Depositories.
Unit- III	Valuation Theories of Fixed and Variable Income Securities; The Return & Risk and the Investment Decision, Equity Research Reports: Sector analysis & Company Analysis. Major international Indices: Dow Jones, Hang Seng, NIKKI, NASDAQ, FTSE, CAC, CBOT etc.
Unit- IV	Stock Market Analysis – Fundamental Analysis: Economic, Industry & Company Analysis. Technical Analysis: Dow Theory, Technical Indicators, Charts, Moving Averages, Oscillators, ROC, RSI, Efficient Market Hypothesis, Recent Developments in the Indian Stock Market.
Unit- V	Portfolio Management Markowitz, Mean Variance Criteria, Sharpe Single Index model, CAPM.
Textbooks	<ol style="list-style-type: none"> 1. Pandiyan Pumthavathy, Security Analysis & Portfolio Mgt. New Delhi Vikas Publishing House, Pvt. Ltd., 2009. 2. Bhalia, V K. Investment Management: Security Analysis and Portfolio Management, 8th ed., New Delhi, S. Chand, 2001. 3. Fischer, Donald E. and Jordan, Ronald J. Security Analysis and Portfolio Management. 6th ed., New Delhi, Prentice Hall of India, 1995. 4. Fuller, Russell J. and Farrell, James L. Modern Investment and Security Analysis. New York, McGraw Hill, 1993.
References	<ol style="list-style-type: none"> 1. Haugen, Robert H. Modern Investment Theory. Englewood Cliffs, New Jersey, Prentice Hall Inc., 1987. 2. Huang, Stanley S C and Randall, Maury R. Investment Analysis and Management. London, Allyn and Bacon, London, 1987. 3. Sharpe, William F. etc. Investment. New Delhi, Prentice Hall of India, 1997.
Suggested E- Resources	https://onlinecourses.nptel.ac.in/noc24_mg102/preview

DSE – I : MBA9116T Financial Analysis	
Third Semester	
Subject: Financial Analysis	
Code of the Course	MBA9116T
Title of the Course	Financial Analysis
Qualification level of the Course	Level 9
Credit of the Course	4
Type of the Course	Discipline Specific Core Course (DSE) for MBA(CMAT)
Delivery type of the Course	60 Hours
Prerequisites	Graduation in any stream
Co-requisites	None
Objectives of the Course	The objective is to evaluate a company's financial health and performance to support informed decision-making for stakeholders.
Learning Outcomes	<ol style="list-style-type: none"> 1. To understand Reporting environment. Nature and purpose of financial accounting. Accruals. Fair-value accounting 2. To analyze Financial Decisions and Investment. Liabilities. Leases. Post retirement benefits. Off- balance sheet financing Accounting for contingencies and commitments Current assets. Inventories. Long-term assets. Depreciation. Intangible assets. Inter-corporate investment 3. Analyzing Operating Decisions. To understand income measurement. Nonrecurring items. Revenues recognition. Deferred charges. Income taxes. 4. To learn Profitability Analysis. Importance of return on invested capital. Accounting drivers of performance. Reclassification of financial information Return decomposition. 5. To understand Returns, Liquidity, and Quality of Financial Information Leverage and suppliers. Financial position and profitability Forecasting. 6. Earnings management. Conservative and aggressive accounting practices. Industry-specific manipulations.
Syllabus	
Unit- I	Introduction to Financial Analysis Introduction to Financial Analysis. Reporting environment. Nature and purpose of financial accounting. Accruals. Fair-value accounting.
Unit- II	Analysis of Financial Decisions and Investment Liabilities Analysis of Financial Decisions and Investment. Liabilities. Leases. Post retirement benefits. Off- balance sheet financing Accounting for contingencies and commitments Current assets. Inventories. Long-term assets. Depreciation. Intangible assets. Inter-corporate investment.
Unit- III	Analysis of Operating Decisions Analysis of Operating Decisions. Income measurement. Nonrecurring items. Revenues recognition. Deferred charges. Income taxes.
Unit- IV	Profitability Analysis Profitability Analysis. Importance of return on invested capital. Accounting drivers of performance. Reclassification of financial information Return decomposition. Session
Unit- V	Returns, Liquidity, and Quality of Financial Information Leverage and suppliers. Financial position and profitability Forecasting. Earnings management. Conservative and aggressive accounting practices. Industry-specific manipulations.
Textbooks	<ol style="list-style-type: none"> 1. Amling, Frederic. Investment. Englewood Cliffs, New Jersey, Prentice Hall Inc., 1983. 2. Bhalia, V K. Investment Management: Security Analysis and Portfolio Management., 8th ed., New Delhi, S. Chand, 2001. 3. Fischer, Donald E. and Jordan, Ronald J. Security Analysis and Portfolio Management. 6th ed., New Delhi, Prentice Hall of India, 1995. 4. Fuller, Russell J. and Farrell, James L. Modern Investment and Security Analysis.

	<p>New York, McGraw Hill, 1993.</p> <p>5. Haugen, Robert H. Modern Investment Theory. Englewood Cliffs, New Jersey, Prentice Hall Inc., 1987.</p> <p>6. Huang, Stanley S C and Randall, Maury R. Investment Analysis and Management. London, Allyn and Bacon, London, 1987.</p> <p>7. Sharpe, William F. etc. Investment. New Delhi, Prentice Hall of India, 1997.</p>
References	<p>1. Financial Analysis and the Predictability of Important Economic Events" by Clifford S. Asness, John M. Liew, and Ross L. Stevens</p> <p>Analysis of Financial Statements" by Leopold A. Bernstein and John J. Wild</p> <p>2. Financial Modeling and Valuation: A Practical Guide to Investment Banking and Private Equity" by Paul Pignataro</p>
Suggested E- Resources	<p>1. Wall street journal</p> <p>2. Corporate Finance Institute</p> <p>3. Financial times</p>

DSE – II : MBA9117T Risk Management	
Third Semester	
Subject: Risk Management	
Code of the Course	MBA9117T
Title of the Course	Risk Management
Qualification level of the Course	Level 9
Credit of the Course	4
Type of the Course	Discipline Specific Core Course (DSE) for MBA(CMAT)
Delivery type of the Course	60 Hours
Prerequisites	Graduation in any stream
Co-requisites	None
Objectives of the Course	The objective of this paper is to identify, assess and mitigate potential risks to minimize their impact on an organization's objectives and portfolio optimization.
Learning Outcomes	<p>The student will be able to understand</p> <ol style="list-style-type: none"> 1. Fundamental concepts such as value-at-risk based margin calculation, seasonality, minimum variance hedge ratio, basis risk, commodity index creation, pricing and valuation of derivatives contracts will be discussed. 2. Subsequently futures, options, swaps, tapos, spread contracts like crack/crush/spark on commodities mentioned earlier can be used by companies to mitigate price risk will also be discussed in detail. 3. Student will understand the entire spectrum of commodities traded in the Indian commodity market, including agricultural commodities, crude oil, base metal, precious metal, and electricity. 4. Understand various strategies to mitigate risk.
Syllabus	
Unit- I	Introduction to Risk Management; The meaning of Risk, Types of Risk, The cost of Risk. Risk Management, Derivatives: Definition, Classification & Features, Forwards and Futures, Participants in Derivative Markets.
Unit- II	Hedging through Derivatives, Interest Rate Futures, Index Futures, Currency Futures, Commodity Futures, Concept of Insurance.
Unit- III	Options Concept, Types of Trading Strategies, Option Pricing Models: BS model & Binomial model, Synthetic Options, Sensitivity of Financial Options Premium, Option Greeks.
Unit- IV	Swap Concept: Currency Swaps, Interest Rate Swaps, Pricing of Swaps. Weather Derivatives, Values at Risk, Commodity Derivative Market.
Unit- V	Regulatory Framework of Derivative Markets, Recent Developments in Risk Management, Exotic Options, CDS, CLBO,

	Risk Management Basics.
Textbooks	1. Gupta S. L. Financial Derivatives: Theory, Concepts, and Practices.PHI.2016 2. Hull John C. Options, Futures, and Other Derivatives. Pearson, 10th Edition. 2017. 3. Kumar S. S. S. Financial Derivatives.PHI. 4. Chandra R. Derivatives and Risk Management. Mc Graw Hill Education, 1st Edition, 2018.
References	The Black Swan: The Impact of the Highly Improbable, The Failure of Risk Management: Why Its Broken and How to Fix It Douglas W. Hubbard Nassim Nicholas Taleb
Suggested E- Resources	https://onlinecourses.nptel.ac.in/noc24_mg115/preview

DSE – II : MBA9118T Depository Operations	
Third Semester	
Subject: Depository Operations	
Code of the Course	MBA9118T
Title of the Course	Depository Operations
Qualification level of the Course	Level 9
Credit of the Course	4
Type of the Course	Discipline Specific Core Course (DSE) for MBA(CMAT)
Delivery type of the Course	60 Hours
Prerequisites	Graduation in any stream
Co-requisites	None
Objectives of the Course	The objective is to facilitate the electronic holding, transfer, and settlement of securities to enhance the efficiency, security, and reliability of the securities market.
Learning Outcomes	After completing this course of five units, you'll be able to: 1. Grasp the basics: You'll understand the needs of depositories and how they process trading securities into smoother and safer. 2. Get to know the key organizations involved and how they keep the system running with their participants. 3. Understand how depository system Open and manage accounts 4. You'll get hands-on experience with both NSDL and CDSL system by going digital 5. Get comfortable with terms like dematerialization, rematerialization, and ISIN and will able to explain these processes to others in plain language. 6. How depositories have revolutionized securities trading, making it faster, more secure, and more accessible to everyone. 7. You'll be able to discuss both the benefits and potential drawbacks of the depository system of finance industry.
Syllabus	
Unit- I	Introduction to Depository, Meaning of Depository, Need for a depository system, functions of a depository, legal framework of depositories function in India.
Unit- II	Depository and its Business Partners Depository participants (DPs), Clearing Corporation (CC), Issuers and Registrar and Transfer Agents.
Unit- III	Functions of Depository Participant -Account Opening Introduction to the Functions of Depository Participant -Account Opening types of account with a DP, Beneficiary Account, Clearing, Member Account Closure of account, Freezing of account
Unit- IV	Functions of Depository Participant-Account Operations Basic Services Demat Account (BSDA),operation of a Joint Account Internet Based Depository Operation of NSDL, Internet Based Depository operation of CDSL
Unit- V	Functions of Depository Participant –Transmission and Nomination

	Concept of Transmission of Securities, Concept of Nomination of Securities, Transmission of Securities, Functions of Depository Participant –Dematerialization, International Securities Identification Number (ISIN), Dematerialization Process, Re-materialisation process, Destatementization process, Restatementization process
Textbooks	1. "Depository Operations: A Practical Guide" by M. M. Khan is a recommended book. It provides a comprehensive overview of the functioning, regulations, and best practices in depository operations.
References	1. For learning about depository operations, "Depository Operations: A Practical Guide" by M. M. Khan is a recommended book. It provides a comprehensive overview of the functioning, regulations, and best practices in depository operations.
Suggested E- Resources	1. https://www.nism.ac.in/depository-operations/ 2. https://www.nism.ac.in/depository-operations/

DSE – III : MBA9119T Portfolio Management	
Third Semester	
Subject: Portfolio Management	
Code of the Course	MBA9119T
Title of the Course	Portfolio Management
Qualification level of the Course	Level 9
Credit of the Course	4
Type of the Course	Discipline Specific Core Course (DSE) for MBA(CMAT)
Delivery type of the Course	60 Hours
Prerequisites	Graduation in any stream
Co-requisites	None
Objectives of the Course	The objective of this course is to give the students an in-depth knowledge of the theory and Practice of Portfolio Management.
Learning Outcomes	<ol style="list-style-type: none"> 1. To construct optimum portfolio. To understand Markowitz Portfolio Theory, The Mean-variance Criterion (MVC) - The Nature of Investment Risk, MVC and Portfolio Selection. 2. To understand Investment in Liquid Assets, Portfolios of Two Risky Securities; A Three Security Portfolio, The Efficient Frontier, Tracing the Efficient Frontier. 3. To find out relationship between the Unleveraged and Leveraged Portfolio. To understand Sharpe: Single Index Model; Application of Market Model in Portfolio Construction 4. To learn Capital Asset Pricing Model, Characteristic Lines, Factor Models and Arbitrage Pricing Theory, Constructing Efficient Frontier, Optimum Portfolios - Constructing the Optimum Portfolio, Portfolio Investment Process. 5. To understand Bond Portfolio Management Strategies; Investment Timing and Portfolio Performance Evaluation; Corporate Portfolio Management in India, International Diversification
Syllabus	
Unit- I	Introduction to Portfolio Management - An Optimum Portfolio Selection Problem, Markowitz Portfolio Theory, The Mean-variance Criterion (MVC) - The Nature of Investment Risk, MVC and Portfolio Selection.
Unit- II	The Investment in Liquid Assets, Portfolios of Two Risky Securities; A Three Security Portfolio, The Efficient Frontier, Tracing the Efficient Frontier.
Unit- III	The relationship between the Unleveraged and Leveraged Portfolio, Sharpe: Single Index Model; Application of Market Model in Portfolio Construction.
Unit- IV	Capital Asset Pricing Model, Characteristic Lines, Factor Models and Arbitrage Pricing Theory, Constructing Efficient Frontier, Optimum Portfolios - Constructing the Optimum Portfolio, Portfolio Investment Process.
Unit- V	Bond Portfolio Management Strategies; Investment Timing and Portfolio Performance Evaluation; Corporate Portfolio Management in India, International Diversification.
Textbooks	<ol style="list-style-type: none"> 1. Alexander, Gordon J. and Sharpe, William F. Fundamentals of Investments. Englewood Cliffs, New Jersey, Prentice Hall Inc., 1989. 2. Bhalia, V K. Investment Management:: Security Analysis and Portfolio Management., 8 T" ed., Delhi, S. Chand, 2001. 3. Portfolio Analysis and Management, Delhi, S.Chand, 2002
References	Elton, Edwin J and Gruber, Martin J. Modern Portfolio Theory and Investment
Suggested E- Resources	<ol style="list-style-type: none"> 1. Wall street journal 2. Corporate Finance Institute 3. Financial times

DSE – III : MBA9120T Merchant Banking	
Third Semester	
Subject: Merchant Banking	
Code of the Course	MBA9120T
Title of the Course	Merchant Banking
Qualification level of the Course	Level 9
Credit of the Course	4
Type of the Course	Discipline Specific Core Course (DSE) for MBA(CMAT)
Delivery type of the Course	60 Hours
Prerequisites	Graduation in any stream
Co-requisites	None
Objectives of the Course	The primary objective is to provide financial services and advisory to businesses, including capital raising, underwriting, mergers and acquisitions, and other strategic financial activities.
Learning Outcomes	<ol style="list-style-type: none"> 1. Securities, Book Building Methods SEBI Guidelines for Public Issues Management of Public Issues: Marketing & Underwriting, Allotment/Refunds, Listing Requirements 2. To learn Buy-Back of Shares Mergers, Acquisitions, Amalgamations and Takeovers 3. To know about Loan Syndication: Domestic & External Advisory Services: Non-Resident Indian Investors, Overseas Corporate Body, and Foreign Institutional Investors Recent Developments.
Syllabus	
Unit- I	Merchant Banking: Nature & Scope, Types of Merchant Bankers, Regulation of Merchant Banking Activity.
Unit- II	Project Preparation & Appraisal Types of securities, Money Market Instruments Design of Capital Structure Savings & Primary Markets.
Unit- III	Pre-Issue Management: Types of Issues & Analysis of Prospectus Public Issue through Prospectus, Private Placement, Bought Out Deals Pricing of Securities, Book Building Methods SEBI Guidelines for Public Issues Management of Public Issues: Marketing & Underwriting, Allotment/Refunds, Listing Requirements
Unit- IV	Buy-Back of Shares Mergers, Acquisitions, Amalgamations and Takeovers
Unit- V	Loan Syndication: Domestic & External Advisory Services: Non-Resident Indian Investors, Overseas Corporate Body, Foreign Institutional Investors Recent Developments.
Textbooks	<ol style="list-style-type: none"> 1. Merchant Banking: Principles and Practice" by Gurusamy 2. "Merchant Banking and Financial Services" by N.S. Toor 3. "Merchant Banking in India" by S.R. Vijayakumar
References	<ol style="list-style-type: none"> 1. "Merchant Banking and Financial Services" by P. Padmalatha 2. "Merchant Banking: A Global Perspective" by M.R. Mayya – 3. "Merchant Banking: Text and Cases" by Francis Cherunilam
Suggested E- Resources	regulatory websites business news websites

GEC– II : MBA9105T Wealth Management	
Third Semester	
Subject: Wealth Management	
Code of the Course	MBA9105T
Title of the Course	Wealth Management
Qualification level of the Course	Level 9
Credit of the Course	4
Type of the Course	Generic Elective Course for MBA(CMAT)
Delivery type of the Course	60 Hours
Prerequisites	Graduation in any stream
Co-requisites	None
Objectives of the Course	The objective of wealth management is to teach students how to preserve and grow clients' wealth through tailored financial planning and investment strategies.
Learning Outcomes	<p>Understand the role of financial planning, risk profiling and asset planning as a wealth manager.</p> <ol style="list-style-type: none"> 1. To understand the role of financial planning and its various stages, the concept of wealth cycle and life cycle, and the preparation of a financial plan and financial blood-test report. 2. To appreciate the various dimensions of equity, debt, gold and real estate and their role, risks and application in the portfolio of individuals 3. To select investments in a structured manner for wealth creation and a balanced approach To uncertainties 4. To Understand how investment products such as derivatives and various types of funds and structured products can help in long term wealth creation and the risks underlying such products and services 5. To know how the risk profile of clients can be assessed and how asset allocation is an important element of wealth management 6. To be oriented towards the kinds of risk that insurance can over protection against, and the safeguards required while buying life insurance, health insurance and other general insurance 7. To develop competencies in the various elements of taxation and how investments are taxed
Syllabus	
Unit- I	Introduction: Financial Planning: Background, Role of Financial Planner, Financial Planning Process, Client Data Collection, Client Data Analysis, Life Cycle, Wealth Cycle, Risk Profiling and Asset Allocation.
Unit- II	Financial Plan, Goal-based Financial Plan, Comprehensive Financial Plan, Financial Blood-Test Report (FBR), Financial Planning in India. Investment Products & Services Derivatives: - Futures, Options. Mutual Fund. Venture Capital / Private Equity Funds. Hedge Funds, Structured Products, Portfolio Management Services (PMS). Systematic Approach to Investing: - Lump-Sum Investment, Systematic Investment Plan (SIP), Systematic Withdrawal Plan (SWP), Systematic Transfer Plan (STP). Investment Evaluation Framework Risk-Return Framework, Risk: - Standard Deviation, Beta. Risk Adjusted Returns: -Sharpe Ratio, Treynor Ratio, Alpha
Unit- III	Investment & Risk Management: Equity Role of Equity, Active and Passive Exposures, Returns from Passive, Exposure to S&P CNX Nifty, Sector Exposure and Diversification, Fundamental and Technical Analysis, Fundamental Valuation Approaches, Investment and Speculation, Leveraging. Investment & Risk Management: Debt Role of Debt, Deposits and Debt Securities, Valuation of Debt Securities, Yield sand Interest Rate Risk, Interest Rate and Debt Investments, Credit Exposure and Debt Investments, Concentration Risk, Passive Investments in Debt. Investment & Risk Management: Alternate Assets Gold: - Role of Gold, Gold Investment Routes, Rupee returns from Gold. Real Estate: - Role of Real Estate, Real Estate Investment Routes, Real Estate Indices SSELECTIVVELLY-Invest Classification Scheme for Investment Products.
Unit- IV	Risk Profiling & Asset Allocation Risk Profiling, Why Asset Allocation? Strategic Asset Allocation, Tactical Asset Allocation, Fixed Asset Allocation, Flexible Asset Allocation, Asset Allocation Returns in Equity

	and Debt: - Fixed Asset Allocation with Annual Re-balancing, Flexible Asset Allocation. Asset Allocation Returns in Equity, Debt and Gold: - Fixed Asset Allocation with Annual Re- balancing, Flexible Asset Allocation. Allocation to Speculation, Diversification in Perspective. Risk Management through Insurance: Risk Assessment, Life Insurance, Health Insurance, General Insurance, Safeguards in Insurance.
Unit- V	Elements of Taxation: Previous Year and Assessment Year, Gross Total Income, Income Tax Slabs, Advance Tax, Tax Deducted at Source (TDS), Exempted Income. Deductions from Income: - Section 80C, Section 80CCC, Section 80CCD, Section 80D, Section 80E, Section 80GG. Long Term and Short Term Capital Gain / Loss, Speculation Profit / Loss, Capital Gains Tax exemption under Section 54EC, Capital Gains Tax exemption under Section 54F, Setting Off & Carry Forward Taxation of Investment Products: Dividend Tax / Tax on Income Distributed by Mutual Fund, Securities Transaction Tax (STT), Capital Gains Taxation, Taxation of Fixed Deposits and Fixed Maturity Plans:-Fixed Deposits, Fixed Maturity Plans (FMP) Dividend and Growth Options in Mutual Fund schemes, Wealth Tax.
Textbooks	Wealth Management by Dun and Bradstreet Published by McGraw Hills.
References	Wealth Management Unwrapped, Revised and Expanded: Unwrap What You Need to Know and Enjoy the Present" by Charlotte B. Beyer
Suggested E- Resources	NSE Academy's Certification in Financial Markets (NCFM) Wealth Management Module

GEC – II : MBA9106T Personality Development	
Third Semester	
Subject: Personality Development	
Code of the Course	MBA9106T
Title of the Course	Personality Development
Qualification level of the Course	Level 9
Credit of the Course	4
Type of the Course	Generic Elective Course for MBA(CMAT)
Delivery type of the Course	60 Hours
Prerequisites	Graduation in any stream
Co-requisites	None
Objectives of the Course	The course provide the study of various skills and traits to shape their personality for their intra-personal Development
Learning Outcomes	1. Comprehending the scope of personality and its development. 2. Enabling development of core skills for development of self. 3. Understanding positive personality traits 4. Cultivating skills for successful life 5. Think critically and collaborate with others to achieve goals. Apply the skills of problem solving and conflict management.
Syllabus	
Unit- I	Introduction to Personality Development The concept of personality - Dimensions of personality – Theories of Freud & Erickson- Significance of personality development. The concept of success and failure: What is success?-Hurdles in achieving success-Overcoming hurdles -Factorsresponsibleforsuccess–Whatisfailure- Causesoffailure.SWOTanalysis.
Unit- II	Attitude & Motivation Attitude - Concept - Significance - Factors affecting attitudes- Positive attitude –Advantages–Negative attitude- Disadvantages -Ways to develop positive attitude-Differences between personalities having positive and negative attitude. Concept of motivation- Significance–Internal and external motives - Importance of self- motivation- Factors leading tode-motivation.
Unit- III	Self-esteem Term self-esteem - Symptoms - Advantages - Do's and Don'ts to develop positive self-esteem – Low self-esteem - Symptoms - Personality having low self esteem - Positive and negative self esteem. Interpersonal Relationships– Defining the difference between aggressive, submissive and assertive behaviors- Lateral thinking.
Unit- IV	Other Aspects of Personality Development Body language - Problem-solving-ConflictandStressManagement-Decision-makingskills- Leadershipandqualitiesofasuccessfulleader–Characterbuilding-Team-work –Time management-Work ethics – Good manners and etiquette.
Unit- V	Employability Quotient Resume building- The art of participating in Group Discussion – Facing the Personal (HR & Technical) Interview –Frequently Asked Questions- Psychometric Analysis –Mock Interview Sessions.
Textbooks	1. Heller Robert. Effective Leadership. Essential Manager Series. DK Publishing 2023. Hindle, Tim.Reducing stress 2. Andrews, Sudhir (1988). How to Succeed at Interviews. 21st (rep.) New Delhi, Tata McGraw-Hill. 3. Barun K. Mitra, Personality Development and Group Discussions, Oxford University Press Career Digest 4. Chandra, M.S. Satish (1999). Conflict Management. Delhi. Rajat publication. 5. Hurlock Elizabeth B. Personality Development Tata Mcgraw Hill, New Delhi
References	1. Pravesh Kumar. All About Self Motivation. New Delhi Goodwill Publishing House 2005 2. Lucas, Stephen. Art of Public Speaking. New Delhi. Tata Mac Graw Hill 2001

	3. Mile DJ Power of Positive Thinking. Delhi. Rohan Book Company, 2004.
Suggested E- Resources	1. Coursera 2. CiteHR 3. Icfai

GEC – II : MBA9107T Entrepreneurship Development	
Third Semester	
Subject: Entrepreneurship Development	
Code of the Course	MBA9107T
Title of the Course	Entrepreneurship Development
Qualification level of the Course	Level 9
Credit of the Course	4
Type of the Course	Generic Elective Course for MBA(CMAT)
Delivery type of the Course	60 Hours
Prerequisites	Graduation in any stream
Co-requisites	None
Objectives of the Course	The objective is to foster the creation and growth of new businesses by enhancing entrepreneurial skills, innovation, and economic development.
Learning Outcomes	<p>The students may be able to understand:</p> <ol style="list-style-type: none"> 1. The concepts of entrepreneurship, its need and scope 2. Meaning of term entrepreneur, classification of entrepreneur and qualities of an entrepreneur 3. The concept of innovation 4. Analyse the factors influencing entrepreneurial environment 5. The need for developing entrepreneurial culture 6. The various aspects of entrepreneurial culture 7. The process of nurturing culture 8. The counselling and follow up process 9. Entrepreneurial education prevailing in India. 10. Problems of entrepreneurship development in India 11. How to become successful entrepreneur? <p>About various Government schemes for Entrepreneurs</p>
Syllabus	
Unit- I	Entrepreneurship: Concept, Types of Entrepreneurship, knowledge and skills requirement; Characteristic of successful entrepreneurs; role of entrepreneurship in economic development; entrepreneurship process; factors impacting emergence of entrepreneurship, Entrepreneur v/s Intrapreneur, Entrepreneur Vs. Entrepreneurship, Entrepreneur Vs. Manager
Unit- II	Entrepreneurial Environment, Rural Entrepreneurship, Theories of Entrepreneurship, And Legal Forms of Enterprises, Electronic Start-ups, Entrepreneurship Development Program: Needs and Objectives of EDPs, Phases of EDPs, Evaluation of EDPs
Unit- III	Feasibility & Prefeasibility study, Fundamental of a good feasibility plan & Components of feasibility – market feasibility, technical/operational feasibility, financial feasibility; drawing business plan; preparing project report; presenting business plan to investors.
Unit- IV	Institutional Assistance, Role of Government in promoting Entrepreneurship, MSME policy in India, Agencies for Policy Formulation and Implementation: District Industries Centres (DIC), Small Industries Service Institute (SISI), Entrepreneurship Development Institute of India (EDII), National Institute of Entrepreneurship & Small Business Development (NIESBUD), National Entrepreneurship Development Board (NEDB), Role of SIDBI.
Unit- V	Small Skills Unit, Dynamics of small business environment - Causes for small business failure - Success factors for small business, Women Entrepreneurship: Meaning, Characteristic features, Problems of Women Entrepreneurship in India, Developing Women Entrepreneurship in India, Incentive subsidiary. Recent emerging concepts like Atmanirbhar Bharat, Make in India.
Textbooks	1. S.S.KHANKA “Entrepreneurial Development” S.Chand& Co. Ltd. Ram Nagar New Delhi, 1999.

	<p>2. Hisrich R D and Peters M P, “Entrepreneurship” 5th Edition Tata McGraw-Hill, 2002.</p> <p>3. E. Gordon & K. Natarajan Entrepreneurship Development Himalaya 2008</p> <p>4. Charantimath, Poornima, Entrepreneurship Development and Small Business Enterprises, Pearson Education, New Delhi.</p> <p>5. Hisrich, Robert D., Michael Peters and Dean Shepherded, Entrepreneurship, Tata McGraw Hill, ND</p> <p>6. Sundar, K. Entrepreneurship Development. Vijay Nicole Imprints Private Limited, Chennai</p>
References	<p>1. Donald L. Sexton & Raymond W. Smilor, THE ART AND SCIENCE OF ENTREPRENEURSHIP, Ballinger</p> <p>2. Clifford M. Baumbach & Joseph R. Mancuso, ENTREPRENEURSHIP AND VENTURE MANAGEMENT, Prentice Hall</p> <p>3. Gifford Pinchot, INTRAPRENEURING, Harper & Row</p> <p>4. Ram K. Vepa, HOW TO SUCCEED IN SMALL SCALE INDUSTRY, Vikas</p> <p>5. Richard M. Hodgets, EFFECTIVE SMALL BUSINESS MANAGEMENT, Academic Press</p> <p>6. Dan Steinhoff & John F. Burgess, SMALL BUSINESS MANAGEMENT – FUNDAMENTALS, McGraw Hill</p>
Suggested E- Resources	<p>1. Skill India Portal</p> <p>2. Startup India</p> <p>3. SIDBI Udyamimitra</p> <p>4. KVIC-PMEGP e-Portal</p> <p>5. SIDBI Standupmitra</p> <p>6. My MSME</p> <p>7. Technology Innovation Management and Entrepreneurship Information Service (TIME IS)</p>

GEC – II : MBA9108T Project Management	
Third Semester	
Subject: Project Management	
Code of the Course	MBA9108T
Title of the Course	Project Management
Qualification level of the Course	Level 9
Credit of the Course	4
Type of the Course	Generic Elective Course for MBA(CMAT)
Delivery type of the Course	60 Hours
Prerequisites	Graduation in any stream
Co-requisites	None
Objectives of the Course	The basic Purpose of this Course is to understand the Framework for evaluating Capital expenditure proposals, their planning and management in the review of the Projects undertaken.
Learning Outcomes	The students will be able to understand : 1. The subject history along with in-depth approaches, Types of Projects, planning & implementation. 2. Project Life cycle, Pre- feasibility Studies. 3. Preparation of Project Report, Investments. 4. Social Cost Benefits Analysis. 5. Investment Criterion 6. Project Financing & Implementation
Syllabus	
Unit- I	History of project management, Project Preparation: Meaning and importance of Project; Project management approaches: Traditional and Modern Approach; Types of project; Project life cycle; Project planning & implementation; Management action; Investment returns; corporate strategy; Objectives of Project Planning, monitoring and control of investment projects.
Unit- II	Identification of investment opportunities; Pre - feasibility Studies; Project Preparation: Technical feasibility, estimation of costs, demand analysis and commercial viability, risk analysis. Project Appraisal for financial institution, Preparation of project report.
Unit- III	Project Appraisal: Business criterion of growth, liquidity and profitability, social cost benefit analysis in public and private sectors, investment criterion and choice of techniques: Estimation of shadow prices and social discount rate. Financial evaluation: Project rating index; Project Cash Flows; Cost of Capital; Project Risk Analysis; Project Rate of Return; Special Decisions Situations. Mathematically modeling for multiple projects.
Unit- IV	Project Financing and Implementation: Judgmental, Behavioural, Strategic and Organizational Considerations; Financing of Project: Raising finance in domestic Market and international market; Infrastructure financing; Tax planning while Financing for projects.
Unit- V	Project Review and Administrative aspects. Contemporary issues in project appraisal: Project evaluation in non profit sector; Project management principles by project management institute USA; Project management software.
Textbooks	<ol style="list-style-type: none"> Ahuja, G K & Gupta, Ravi. Systematic Approach to Income Tax. Allahabad, Bharat Law House, 1997. Bhalla, V K. Modern Working Capital Management. New Delhi, Anmol, 1997. Bhalla, V K. Financial Management and Policy- 2nd ed. New Delhi, Anmol, 1998. Chandra, Prasanna. Budgeting McGraw Hill, 1987. Delhi, Westville, 1995. Projects: Preparation, Appraisal, and Implementation. 3rd ed., New Delhi, Tata <p>The list of cases and specific references including recent articles and reports will be announced in the class at the time of launching of the course</p>
References	<ol style="list-style-type: none"> Eric Verzuh, Wiley, 6th edition, Project Management. Kalpesh Ashar, Project Management Essentials. Dr.RameshKakad& Deepak Shivaji Dandwale, Thakur Publication.
Suggested E- Resources	<ol style="list-style-type: none"> Open Text book Library. Team deck. Florida Tech. Traceydodd.com.

SEMESTER – IV

Level	Sem.	Course Type	Course Code	Course Title	Delivery Type			Total Hours	Credit	Internal Assessment	Eos Exam	M.M	
					L	T	P						
9	IV	DCC	MBA9013T	Business Legislation	L	T	-	60	4	20	80	100	
		DSE Courses of Finance in Semester – IV											
		DSE-IV	MBA9121T	Management of Financial Services	L	T	-	60	4	20	80	100	
			MBA9122T	Credit Rating	L	T	-	60	4	20	80	100	
		DSE-V	MBA9123T	International Financial Management	L	T	-	60	4	20	80	100	
			MBA9124T	Basics of Fintech	L	T	-	60	4	20	80	100	
		DSE-VI	MBA9125T	Corporate Restructuring	L	T	-	60	4	20	80	100	
			MBA9126T	Advance Algorithmic Trading	L	T	-	60	4	20	80	100	
		DSE-VII	MBA9127T	Commercial Bank Management	L	T	-	60	4	20	80	100	
			MBA9128T	Insurance Management	L	T	-	60	4	20	80	100	
		DSE-VIII	MBA9129S	Project Study for Finance	-	-	S	120	4	20	80	100	

DCC: MBA9013T Business Legislation	
Fourth Semester	
Subject: Business Legislation	
Code of the Course	MBA9013T
Title of the Course	Business Legislation
Qualification level of the Course	Level 9
Credit of the Course	4
Type of the Course	Discipline Centric Compulsory (DCC) Course for MBA(CMAT)
Delivery type of the Course	60 Hours
Prerequisites	Graduation in any stream
Co-requisites	None
Objectives of the Course	The course is designed to assist the students in understanding basic laws affecting the operations of a business enterprise.
Learning Outcomes	On the completion of the syllabus students will understand the basic provisions of Law, contract and legal remedies in the law.
Syllabus	
Unit- I	The Indian Contract Act, 1872: Essentials of a Valid Contract. Void Agreements. Performance of Contracts. Breach of Contract and its Remedies. Quasi-Contracts.
Unit- II	The Sale of Goods Act, 1930: Formation of a Contract. Rights of an Unpaid Seller. Consumer Protection Act and Cyber Laws. The Negotiable Instruments Act, 1881: Nature and Types.
Unit- III	Negotiation and Assignment. Holder-in-Due Course, Dishonour and Discharge of a Negotiable Instrument. Arbitration.
Unit- IV	The Companies Act, 2013; Nature and Types of Companies. Formation. Memorandum and Articles of Association. Prospectus Allotment of Shares. Shares and Share Capital. Membership. Borrowing Powers. Management and Meetings.
Unit- V	Accounts and Audit. Compromise Arrangements and Reconstruction. Prevention of Oppression and Mismanagement. Winding Up.
Textbooks	<ol style="list-style-type: none"> 1. Avtar Singh. Company Law. 11th ED. Lucknow, Eastern, 1996. 2. The Negotiable Instrument Acts. Bombay, N.M. Tripathi, 1980. 3. Ramaiya, A. Guide to the Companies Act. Nagpur, Wadhwa, 1992. 4. Shah, S M. Lectures on Company Law. Bombay, N.M. Tripathi, 1990. 5. Tuteja, S K. Business Law for Managers. New Delhi, Sultan Chand, 1998. 6. Sundar, K. Business Ethics and Values. Vijay Nicole Imprints Private Limited, Chennai.
References	<ol style="list-style-type: none"> 1. Kapoor, N.D. Business Laws, Sultan Chand and Sons. 2. Sreenivasan, M.R. Business Laws, Margam Publications. 3. Dhandapani, M.V. Business Laws, Sultan Chand and Sons. 4. Badre Alam, S. & Saravanavel, P. Mercantile Law 5. Pillai, R.S.N. & Chand, S, Business Law, S Chand & Co, Delhi.
Suggested E- Resources	<ol style="list-style-type: none"> 1. The Legal Information of India (LII of India) 2. The Judgement Information System 3. Law Commission Information System 4. India Legal Information Institute (IndLii) 5. www.cramerz.com 6. www.digitalbusinesslawgroup.com 7. http://swcu.libguides.com/buslaw

DSE – IV : MBA9121T Management of Financial Services	
Fourth Semester	
Subject: Management of Financial Services	
Code of the Course	MBA9121T
Title of the Course	Management of Financial Services
Qualification level of the Course	Level 9
Credit of the Course	4
Type of the Course	Discipline Specific Core Course (DSE) for MBA(CMAT)
Delivery type of the Course	60 Hours
Prerequisites	Graduation in any stream
Co-requisites	None
Objectives of the Course	The main objective of this course is to help students to learn the various financial services and their role in the overall financial system.
Learning Outcomes	<ol style="list-style-type: none"> 1. To have an overview of financial services in India and the global perspective. 2. To understand the Stock Exchange Operations and working details of credit rating agencies. 3. To understand the type of financial services like mutual funds, Insurance Services, Banc assurance, Reinsurances, Venture Capital – Private Equity – Strategic secrets of private equity, Investment strategies, Hedge Funds, E banking, Securitization etc. 4. To understand the concept of pricing of financial services like Merchant Banking Services, Loan Syndication, Personal Finance, Housing & Mortgage Finance, Bill discounting etc. 5. To evaluate the tax implementation for different types of financial services. 6. To learn the processes of Leasing and Hire purchase, Factoring and Forfeiting, 7. To understand the Issues and Challenges, 8. To understand the concepts of Financial Inclusion, Behavioural Finance.
Syllabus	
Unit- I	Financial Services: An Overview, Indian and Global Perspective – Managing new challenges, regulatory perspectives’, Financial sector reforms in India, Future challenges for Indian banks, Improving risk management systems, Banking and the Management of Financial Services.
Unit- II	Credit Rating Agencies – Importance, Issues, Difference in credit ratings, Rating methodology and benchmarks International credit rating agencies, Stock Exchange Operations.
Unit- III	Financial Services – Mutual Funds and Pension Funds (NPS), Insurance Services, Banc assurance, Reinsurances, Venture Capital – Private Equity – Strategic secrets of private equity, Investment strategies, Hedge Funds, E banking, Securitization, Asset Reconstruction Companies (ARC), Credit Cards, Micro/ Macro Finance.
Unit- IV	Merchant Banking Services, Loan Syndication, Personal Finance, Housing & Mortgage Finance, Bill discounting, the tax environment & financial services, pricing financial services.
Unit- V	Leasing and Hire purchase, Factoring and Forfeiting, IFRS – Issues and Challenges, Financial Inclusion, Behavioural Finance.
Textbooks	Bhalla, V K. Management of Financial Services. Anmol, New Delhi, 2001.
References	<ol style="list-style-type: none"> 1. Bhalla, V K And Dilbag, Singh. International Financial Centres. New Delhi, Anmol, 1997. 2. Ennew,C, Trevor Watkins & Mike Wright:Marketing of Financial Services,Heinemann Professional Pub.,1990. 3. Gordan,E and K.Natrajan Emerging Scenario of Financial Services,Himalaya Publishing House,1997. 4. Meidan, Arlhur Brennet, M. Option Pricing: Theory & Applications. Toronto, Lexin Kim, Suk and Kim, Seung 5. Global Corporate Finance: Text and Cases. 46 2nd ed., Miami Florida, Kolb, 1993.
Suggested E- Resources	eGyanKosh and articles from LinkedIn

DSE – IV : MBA9122T Credit Rating	
Fourth Semester	
Subject: Credit Rating	
Code of the Course	MBA9122T
Title of the Course	Credit Rating
Qualification level of the Course	Level 9
Credit of the Course	4
Type of the Course	Discipline Specific Core Course (DSE) for MBA(CMAT)
Delivery type of the Course	60 Hours
Prerequisites	Graduation in any stream
Co-requisites	Graduate in any Stream
Objectives of the Course	The objective of this paper is to equip students with the knowledge and strategies to take charge of companies' financial destiny from its creditworthiness.
Learning Outcomes	The student will be able to understand <ol style="list-style-type: none"> 1. The importance of Credit rating and how it can be measured. 2. Role of credit rating agencies. 3. Internal and External sources of quality control 4. Knowledge of credit system of banking and non banking system
Syllabus	
Unit- I	The credit rating industry Credit rating as a relative measure of credit risk Credit ratings as a measure of risk of non-payment, Credit ratings as default risk grading Limitations in use of credit ratings credit ratings respond to the market environment, The evolution of key credit rating agencies
Unit- II	Institutionalizing surveillance, back testing, reporting and record keeping, Duties of the rating agency as an independent provider of credit quality, Surveillance, back testing, reporting and record-keeping; internal quality controls, External regulation of credit rating agencies , Ongoing surveillance &modification of rating
Unit- III	Bank credit ratings, Bank ratings, Overview of bank rating scale, definitions and criteria, Bank stand alone assessment, Parent and government support, Support and structural analysis ,Country risk, Country ceiling for bank ratings, Factors on bank failures
Unit- IV	Non-bank financial institution credit ratings non-bank financial institution ratings, Overview of NBFIs rating scale, definitions and criteria, Insurance companies, Securities market makers and securities service providers, Asset managers, Fund ratings
Unit- V	Independent role of the credit rating agencies, Internal sources of quality control, External sources of quality control, Principles of integrity, transparency, responsibility, good governance in action
Textbooks	"Credit Rating Agencies and Their Development: An International Perspective" by Herwig Langohr and Patricia Langohr "Credit Risk Management: How to Avoid Lending Disasters and Maximize Earnings" by Joetta Colquitt
References	"The Handbook of Credit Risk Management: Originating, Assessing, and Managing Credit Exposures" by Sylvain Bouteillé and Diane Coogan-Pushner "Risk Management and Financial Institutions" by John C. Hull "Credit Risk Measurement: In and Out of the Financial Crisis, New Approaches to Value at Risk and Other Paradigms" by Anthony Saunders and Linda Allen
Suggested E- Resources	https://guides.newman.baruch.cuny.edu/corporatecreditratings/books

DSE – V: MBA9123T International Financial Management	
Fourth Semester	
Subject: International Financial Management	
Code of the Course	MBA9123T
Title of the Course	International Financial Management
Qualification level of the Course	Level 9
Credit of the Course	4
Type of the Course	Discipline Specific Core Course (DSE) for MBA(CMAT)
Delivery type of the Course	60 Hours
Prerequisites	Graduation in any stream
Co-requisites	None
Objectives of the Course	The objective of this paper is to help in decision making in an international context and provides a thorough conceptual framework of the key decision areas in international finance.
Learning Outcomes	The student will be able to understand <ol style="list-style-type: none"> 1. The concepts and players of international market. 2. Technical calculations of cross rates interbank deals. 3. How to hedge and mitigate risk by forward cover, money market cover, futures and options. 4. Knowledge of various exposures and its management. 5. Importance and role of EXIM Bank. 6. Concept of Letter of Credit
Syllabus	
Unit- I	International Finance: Overview Globalization and the Multinational Firm; International Monetary System, Balance of Payments, The Market for Foreign Exchange.
Unit- II	Foreign Exchange Arithmetic: Forward Exchange contracts, Forward Exchange Rates based on cross rates, Interbank deals, Execution of forward contract, Cancellation/Extension of forward contract, Currency Swaps, International Parity Relationship and Forecasting Foreign Exchange Rate.
Unit- III	International Financial Markets & Cash Mgt.: International Banking and Money Market, International Bond Market, LIBOR, International Equity Markets, ADR, GDR, EURO, Multinational Cash Management.
Unit- IV	International Portfolio Management with Exposure Management: Investments, Foreign Direct Investment and Cross-Border Acquisitions, Management of Economic Exposure, Management of Transaction Exposure, Management of Translation Exposure, Foreign Trade Contracts & Procedures.
Unit- V	International Commercial Terms: Inco terms, Letters of Credit-Meaning and Mechanism, Types of Letters of Credit, Operation of a Letters of Credit, Export-Import Bank of India, Export Credit Insurance.
Textbooks	Apte, P G. Tata McGraw Hill. International Financial Management. Vij, M , Excel Books, international Financial Management
References	Taxmann's Foreign Exchange Management Manual with FEMA Ready Reckoner And FEMA Case Laws Digest – 39th Edition 2022., Taxmann's Foreign Exchange ..
Suggested E- Resources	https://onlinecourses.swayam2.ac.in/imb24_mg81/preview , Currency Derivatives: A Beginner's Module

DSE – V : MBA9124T Basics of Fintech	
Fourth Semester	
Subject: Basics of Fintech	
Code of the Course	MBA9124T
Title of the Course	Basics of Fintech
Qualification level of the Course	Level 9
Credit of the Course	4
Type of the Course	Discipline Specific Core Course (DSE) for MBA(CMAT)
Delivery type of the Course	60 Hours
Prerequisites	Graduation in any stream
Co-requisites	None
Objectives of the Course	The objective is to leverage technology to enhance, innovate, and streamline financial services and processes.
Learning Outcomes	The student will be able to understand <ol style="list-style-type: none"> 1. The concept of FinTech and its transformational trends. 2. Role of FinTech in every field like agriculture, technology, banks etc. 3. Impact of FinTech on banking industries
Syllabus	
Unit- I	Introduction to FinTech FinTech: meaning, definition and types of FinTech Companies. Scope of FinTech in future. E-wallets and payment system. Recent Trends in FinTech. FinTech Transformation: FinTech Evolution 1.0: Infrastructure. FinTech Evolution2.0, FinTech Evolution 3.0.
Unit- II	History of Financial Innovation .A brief history of financial innovation. Digitization of financial services. FinTech & Funds. How AI is Transforming the Future of FinTech. Technologies that power FinTech. Essential FinTech skills in the new age market.
Unit- III	FinTech landscape .Introduction to the FinTech landscape, FinTech Architecture, FinTech Technologies, future of FinTech, Applications of FinTech, Use cases of FinTech in banks, Overview of FinTech start-ups, FinTech unicorns and business models.
Unit- IV	FinTech and BFSI Banking, Financial Services & Insurance (BFSI) Value chain, the role of Financial Analyst. How FinTech changed BFSI. Modern Banking Landscape. Introduction to BankTech, Central Bank Digital Currency (CBDC). Introduction to InsureTech.
Unit- V	FinTech in Wealth Management FinTech Big Trends - Looking Forward. FinTech Regulations, Evolution of RegTech. RegTech Ecosystem: Financial Institutions. FinTech in Wealth Management. Technology Disruptions in FinTech. Case studies on Sustainable Finance and FinTech, Financial Markets, and Services.
Textbooks	ChishtiS, The FinTech Book The Financial Technology Handbook for Investors, Entrepreneurs, and Visionaries, John Wiley & Sons Inc. 2022.
References	Agustin Rubini, FinTech in a Flash: Financial Technology, Zaccheus Entertainment; 3rd edition (1 January 2018).
Suggested E- Resources	https://www.wiley.com/en-be/The+FINTECH+Book%3A+The+Financial+Technology+Handbook+for+Investors%2C+Entrepreneurs+and+Visionaries-p-9781119218876 ebook- The Future of Finance, The Impact of FinTech, AI, and Crypto on Financial Services

DSE – VI : MBA9125T Corporate Restructuring	
Fourth Semester	
Subject: Corporate Restructuring	
Code of the Course	MBA9125T
Title of the Course	Corporate Restructuring
Qualification level of the Course	Level 9
Credit of the Course	4
Type of the Course	Discipline Specific Core Course (DSE) for MBA(CMAT)
Delivery type of the Course	60 Hours
Prerequisites	Graduation in any stream
Co-requisites	None
Objectives of the Course	The objective is to enhance the students ability to understand various aspects of corporate restructuring
Learning Outcomes	<ol style="list-style-type: none"> 1. To understand the Meaning of corporate restructuring, need, scope and modes of restructuring, historical background, global scenario, national scenario. Management of Financial Services 2. To learn about various financial services, Nature and Scope of Financial Services. Non-Banking Financial Companies: Function and Types. Online marketing for financial services 3. To understand ventureCapitalFinancingAdvisoryS-ervices.Mergers/AmalgamationsandAcquisition/Takeovers. Credit Rating, Credit Cards, Microfinance, Stock Broking, E-Broking Regulatory framework for Financial Services, Recent Developments. 4. To understand Consumers Behavior in Service, Encounter Environmental Issues, Positioning Services in Competitive Market, Financial Services; Product Development, Designing Communication, Mix for Financial Services, The Marketing Mix for Financial Services, Designing and Managing Financial Services. 5. To understand Problems and Challenges in Marketing of Bank Services, Marketing of Insurance Services, Marketing of Allied Services; Mutual Funds, Credit Cards, Housing Finance, Personal Loans, Factoring Services, Quality issues in Financial Services, Pricing of Financial Services.
Syllabus	
Unit- I	<p>Introduction: Meaning of corporate restructuring, need, scope and modes of restructuring, historical background, global scenario, national scenario.</p> <p>Strategies: Planning, formulation and execution of various corporate restructuring strategies - mergers, acquisitions, takeovers, disinvestments and strategic alliances, demergers and hiving off, reverse merger.</p> <p>Corporate Demergers and Reverse Mergers: Concept of demerger; modes of demerger - by agreement, under scheme of arrangement; demerger and voluntary winding up; legal and tax aspects of demerger.</p>
Unit- II	<p>Mergers and Amalgamations: Meaning and concept; legal, procedural, economic, accounting, taxation and financial aspects of mergers and amalgamations including stamp duty and allied matters; interest of small investors; merger aspects under competition law; jurisdiction of courts; filing of various forms; Amalgamation of banking companies and procedure related to Government companies; Cross border mergers.</p> <p>Takeovers: Meaning and concept; types of takeovers; legal aspects - SEBI takeover regulations; procedural, economic, financial, accounting and taxation aspects; stamp duty and allied matters; payment of consideration; bail out takeovers and takeover of sick units; takeover defences; cross border takeovers.</p>
Unit- III	Funding of Mergers and Takeovers: merits and demerits; funding through various types of financial instruments including equity and preference shares, options and securities with differential rights, swaps, stock options; ECBs, funding through financial institutions and banks; management buyouts/leveraged buyouts

Unit- IV	Valuation of Shares and Business: Introduction; need and purpose; factors influencing valuation; methods of valuation of shares; corporate and business valuation. Financial Restructuring: Reduction of capital; reorganization of share capital Buy-back of shares–concept and necessity; legal provision for buy-back of shares by listed and unlisted companies.
Unit- V	Post Merger Re-organisation: Factors in post merger reorganization: integration of businesses and operations, financial accounting, taxation, post merger valuation, human and cultural aspects; assessing accomplishment of post merger objectives; measuring post merger efficiency
Textbooks	<ol style="list-style-type: none"> 1.Mergers, Acquisitions, and Corporate Restructurings by Patrick A. Gaughan 2.Corporate Financial Distress and Bankruptcy: Predict and Avoid Bankruptcy, Analyze and Invest in Distressed Debt" by Edward I. Altman 3. The Art of M&A: A Merger, Acquisition, Buyout Guide by Stanley Foster Reed, Alexandra Lajoux, and H. Peter Nesvold. 4.Valuation for M&A: Building Value in Private Companies by Chris M. Mellen and Frank C. Evans
References	<ol style="list-style-type: none"> 1.Distressed Debt Analysis: Strategies for Speculative Investors by Stephen G. Moyer - 2.Corporate Restructuring: Lessons from Experience edited by Stuart C. Gilson 3.Corporate Financial Strategy by Ruth Bender and Keith Ward Debt-for-Equity Swaps: A Framework for Corporate Debt Restructuring" by Sonali Jain-Chandra and Philippe EgoumeBossogo
Suggested E- Resources	NISM & NCFM modules

DSE – VI : MBA9126T Advance Algorithm Trading**Fourth Semester****Subject: Advance Algorithm Trading**

Code of the Course	MBA9126T
Title of the Course	Advance Algorithm Trading
Qualification level of the Course	Level 9
Credit of the Course	4
Type of the Course	Discipline Specific Core Course (DSE) for MBA(CMAT)
Delivery type of the Course	60 Hours
Prerequisites	Graduation in any stream
Co-requisites	None
Objectives of the Course	The objective is to optimize trading strategies for maximizing returns and minimizing risks through the use of sophisticated mathematical models and high-speed computational techniques
Learning Outcomes	<ol style="list-style-type: none">1. Get comfortable hands-on R, the go-to language for financial analysis for crunching numbers and creating stunning visualizations.2. Understanding Portfolio Management, active vs. passive, value vs. growth investing.3. Decode Technical Analysis: Unravel the mysteries of charts and patterns. You'll learn to spot trends and use indicators that seasoned traders swear by.4. Get to grips with ARMA/ARIMA models which will help you to predict market movements and build smarter trading strategies.5. Masters in managing Risk , quantify and manage risk by Expected Shortfall, and tame the wildness of market volatility using ARCH/GARCH models.6. Explore cutting-edge topics like advanced CAPM versions and multi-index models with modern portfolio theory.7. Through hands-on coding and real data analysis, you'll develop skills that are immediately applicable in the finance industry.8. Get hands on practical hands-on coding and real data analysis and mastering on theoretical concepts.
Syllabus	
Unit- I	Introduction to R Programming, R Fundamentals, Basic mathematical and logical operations with R, working with different data-types in R, wrangling with data frames, Exploratory data analysis and data visualization with R.
Unit- II	Portfolio Management and Performance Evaluation: Portfolio Management strategies, Active vs. Passive Portfolio Management, Value vs. Growth investing, One-parameter performance measures Timing & Selection performance measures, application of asset pricing models in performance management.

Unit- III	Introduction to Algorithmic Trading: Technical analysis and trend determination, Dow Theory, Moving averages, Momentum indicators, Classical price patterns. Advanced time-series regression algorithms: ARMA/ARIMA models mean reverting trading strategies with vector error correction models and co integration, model risk management, back testing, model validation, and stress testing with R.
Unit- IV	Advanced time- series algorithms for financial risk- management: Value-at-risk, Expected Shortfall, ARCH/GARCH models, implementation with R.
Unit- V	Advanced topics: Alternative versions of CAPM, Delineating Efficient Frontier, Performance Evaluation with Multi-index models, Portfolio construction, optimization, back-testing, and visualization with R.
Textbooks	<ol style="list-style-type: none"> 1. "Their Rationale" by Ernie Chan - This book covers practical strategies for algorithmic trading with a focus on back testing and risk management. 2. "Quantitative Trading: How to Build Your Own Algorithmic Trading Business" by Ernie Chan - It provides insights into setting up and running an algorithmic trading business, including strategy development and performance evaluation. 3. "Algorithmic Trading and DMA: An Introduction to Direct Access Trading Strategies" by Barry Johnson - This book explains the mechanics of algorithmic trading and provides a detailed look at trading strategies and execution.
References	<ol style="list-style-type: none"> 1. "Building Winning Algorithmic Trading Systems: A Trader's Journey From Data Mining to Monte Carlo Simulation to Live Trading" by Kevin J. Davey - This resource guides readers through the entire process of developing, testing, and implementing algorithmic trading systems. 2. "Advances in Financial Machine Learning" by Marcos López de Prado - This book focuses on
Suggested E- Resources	<ol style="list-style-type: none"> 1. https://algomojo.com/blog/evolution-of-algorithmic-trading/ 2. https://corporatefinanceinstitute.com/resources/equities/algorithmic-trading/ 3. https://www.angelone.in/knowledge-center/online-share-trading/what-is-algo-trading

DSE– VII : MBA9127T Commercial Bank Management	
Fourth Semester	
Subject: Commercial Bank Management	
Code of the Course	MBA9127T
Title of the Course	Commercial Bank Management
Qualification level of the Course	Level 9
Credit of the Course	4
Type of the Course	Discipline Specific Core Course (DSE) for MBA(CMAT)
Delivery type of the Course	60 Hours
Prerequisites	Graduation in any stream
Co-requisites	None
Objectives of the Course	The objective of the course is to make the students aware of the various management aspects of a commercial bank with the aim of maximizing shareholder value while ensuring financial stability and compliance with regulatory requirements.
Learning Outcomes	<ol style="list-style-type: none"> 1. Students will have a comprehensive, practical introduction to bank management. 2. The course provides information about what banks are, the functions they perform, and the major laws that have shaped our financial structure in the past and in the future. 3. To understand the factors that affects the value of a bank and techniques for managing that value including the use of financial derivatives. 4. The detailed understanding of the bank capital and bank liabilities and the process of asset liability management taken up by commercial banks. 5. The principal lending activities to businesses and individuals are also discussed. 6. To understand the various types of non fund based services provided by the banks and their evaluation.
Syllabus	
Unit- I	An introduction to the Banking Business, Present structure of Commercial Banking System in India, Management and Organizational Set-up of the commercial Banks in India. Merchant Banking: Natures & Scope, Types of Merchant Bankers, Regulation of Merchant Banking Activity.
Unit- II	Asset Liability Management Techniques and Hedging Interest Rate and Credit Risk ; Determining and Measuring Interest Rate and Controlling a Bank's Interest - Sensitive Gap, The Concept of Duration and Managing a Bank's duration Gap.
Unit- III	Managing the Bank's Investment Portfolio and Liquidity Position; The Investment function in Banking, Liquidity and Reserve

	Management Strategies, Managing Bank Sources of Funds; Management of Capital Funds, Management of Deposits Management of Primary and secondary reserves.
Unit- IV	Management of Loans ; Working Capital Financing, Consumer and Housing loans, Equipment Financing, Priority Sector Lending, Export Financing. Public Issues through Prospectus, Private Placement, Bought out deals pricing of securities, book building methods, SEBI Guidelines for Public Issues.
Unit- V	Non Fund Based Services; Letter of Guarantee, Depository Services, Portfolio Management, Bank Assurance, Mutual Fund Marketing, Other Allied Services, E-Banking, Network Banking, BIS in Banking, Recent Developments in Indian Banking Industry.
Textbooks	Commercial Bank Management" by Peter S. Rose and Sylvia C. Hudgins
References	Gup Benton, Kolari James: Commercial Banking : Management of Risk, Wiley India Pvt Ltd, 2006
Suggested E- Resources	RBI Master Circulars on Banks available at www.rbi.org.in

DSE – VII: MBA9128T Insurance Management	
Fourth Semester	
Subject: Insurance Management	
Code of the Course	MBA9128T
Title of the Course	Insurance Management
Qualification level of the Course	Level 9
Credit of the Course	4
Type of the Course	Discipline Specific Core Course (DSE) for MBA(CMAT)
Delivery type of the Course	60 Hours
Prerequisites	Graduation in any stream
Co-requisites	None
Objectives of the Course	The objectives is to make understand the student regarding the available life and Non-life products and meet the uncertainties and maximize returns while minimizing risk to achieve specific financial goals.
Learning Outcomes	After completing this course of five units, you'll be able to: 1. Understand why insurance exists and how it works and collect premiums – the real science behind. 2. Navigate the Insurance Landscape by distinguish between different types of insurance and non-life insurance 3. Master Life Insurance: Dive deep into life insurance policies. You'll learn why people buy them and how to make sure the right person gets the payout. 4. Explore General Insurance by protecting your car to insuring a cargo ships and understanding the wide world of non-life insurance. 5. Get an insider's view of how insurance companies operate works, design products, assess risks, and handle claims. 6. Discover how insurance companies set prices so that they can stay in this competitive market and be solvent. 7. Learn about insurance agents and brokers and how do they bridge the gap between insurers and customers. 8. How to Go Global with Reinsurance 9. Understand the digital revolution is transforming the insurance industry. From mobile apps to big data, technology is changing the game. 10. Understand the duties and responsibilities of insurers have to their policyholders.
Syllabus	
Unit- I	Insurance: Introduction of Insurance, Mathematical Basis of Insurance, Nature of Insurance Business, Classification of Insurance, Principles of Contract of Insurance, Insurance Documents, IRDA.
Unit- II	Life Insurance Classification of Life Insurance Policies, Assignment of Life Insurance, Practical Aspects of Life Insurance.
Unit- III	General Insurance; Non Life Insurance Fire Insurance, Automobile Insurance, Marine Insurance, Property Insurance, Health Insurance,

	Agriculture Insurance, Cattle Insurance, Social Insurance, Travel Insurance Miscellaneous Insurance.
Unit- IV	Functions and Organizations of Insurers, Product Design and Development, Underwriting Claims Insurance, Insurance Pricing.
Unit- V	Insurance Intermediaries, Reinsurance, Information Technology in Insurance Emerging Issues in Insurance Sector.
Textbooks	1. Principles of Risk Management and Insurance" by George E. Rejda and Michael McNamara - Year: 2020 2. "Insurance Operations: Regulation, Actuarial, Pricing, Claims, and Marketing" by Rob Thoys - Year: 2019 3. "Insurance and Risk Management" by Scott Harrington and Gregory Niehaus - Year: 2015
References	1. https://sist.sathyabama.ac.in/sist_coursematerial/uploads/SBAA1505.pdf 2. https://apsche.ap.gov.in/Pdf/major_minor/SLOT-INSURANCE%20MANAGEMENT%20MINOR.pdf 3. https://nationalinsurance.nic.co.in/en/about-us/corporate-management
Suggested E- Resources	1. https://www.nism.ac.in/securities-markets foundation/ 2. https://www.nseindia.com/learn/self-study-ncfm-modules-foundation-securities-market 3. Module of NCFM & NISM

DSE – VIII : MBA9129S Project Study for Finance	
Fourth Semester	
Subject: Project Study for Finance	
Code of the Course	MBA9129S
Title of the Course	Project Study for Finance
Qualification level of the Course	Level 9
Credit of the Course	4
Type of the Course	Discipline Specific Core Course (DSE) for MBA(CMAT)
Delivery type of the Course	120 Hours
Prerequisites	Graduation in any stream
Co-requisites	None
<p>It may be Industry oriented internship which must be of 45 days duration completed after second semester in summer break period. Candidates will be required to submit internship report in the beginning of fourth semester. This project study may be in form of Major Research Project study allocated shall commence in the beginning of fourth semester and will have two papers weight. This research project study students have to complete under the supervision of faculty supervisor. The type of project study to be allocated will be announced y Director/ Course Director towards the end of second semester.</p>	

MARKETING SEMESTER – III & IV

Level	Sem	Course Type	Course Code	Course Title	Delivery Type			Total Hours	Credit	Internal Assessment	EoS Exam	MM
					L	T	P					
9	III	DCC	MBA9011T	IT & MIS	L	T	-	60	4	20	80	100
			MBA9012T	Business Policy & Strategic Management	L	T	-	60	4	20	80	100
	DSE Courses for Marketing Semester – III											
	III	DSE – I	MBA9135T	Consumer Behavior	L	T	-	60	4	20	80	100
			MBA9136T	Strategic Marketing	L	T	-	60	4	20	80	100
		DSE – II	MBA9137T	Advertising & Sales Promotion Management	L	T	-	60	4	20	80	100
			MBA9138T	B2B Marketing	L	T	-	60	4	20	80	100
		DSE – III	MBA9139T	Brand Management	L	T	-	60	4	20	80	100
			MBA9140T	Rural Marketing	L	T	-	60	4	20	80	100
	III	GEC - II	MBA9105T	Wealth Management	L	T	-	60	4	20	80	100
			MBA9106T	Personality Development	L	T	-	60	4	20	80	100
			MBA9107T	Entrepreneurship Development	L	T	-	60	4	20	80	100
			MBA9108T	Project Management	L	T	-	60	4	20	80	100
	DSE Courses for Marketing Semester – IV											
	IV	DCC DSE – IV	MBA9013T	Business Legislation	L	T	-	60	4	20	80	100
			MBA9141T	Logistics Supply Chain Management	L	T	-	60	4	20	80	100
			MBA9142T	Industrial Marketing	L	T	-	60	4	20	80	100
		DSE – V	MBA9143T	Digital Marketing	L	T	-	60	4	20	80	100
			MBA9144T	Corporate Social Responsibility	L	T	-	60	4	20	80	100
		DSE – VI	MBA9145T	Planning & Managing Retail Business	L	T	-	60	4	20	80	100
			MBA9146T	International Marketing	L	T	-	60	4	20	80	100
		DSE – VII	MBA9147T	Marketing Research	L	T	-	60	4	20	80	100
			MBA9148T	Customer Relationship Management	L	T	-	60	4	20	80	100
DSM - VIII		MBA9129P	Project Study for Marketing	-	-	S	120	4	20	80	100	

DCC: MBA9011T IT & MIS	
Third Semester	
Subject: IT & MIS	
Code of the Course	MBA9011T
Title of the Course	IT & MIS
Qualification level of the Course	Level 9
Credit of the Course	4
Type of the Course	Discipline Centric Compulsory (DCC) Course for MBA(CMAT)
Delivery type of the Course	60 Hours
Prerequisites	Graduation in any stream
Co-requisites	None
Objectives of the Course	The objective of the course is to develop the basic understanding basics of computer, MS Word, MS Excel, MS Power point and decision support system of the Artificial Intelligence for Business Organization
Learning Outcomes	<ol style="list-style-type: none"> 1. To enable students' importance of information system in decision making. 2. To understand application of MIS in organizational ERP. 3. To apply technical alternatives in business. 4. Analyse how information systems and technologies impact a firm in terms of value creation and providing strategic advantage for a firm.
Syllabus	
Unit- I	Introduction to computer : hardware, software and firmware, MS word Introduction: Creating, saving word document, applying different formatting techniques and displaying different views, MS Excel Introduction: Concept of worksheet and workbook, understanding formula and functions, MS Power point saving power point presentation using different templates.
Unit- II	Management Information System: Definitions - Basic Concepts, Frameworks, and System Development Methodologies - Life Cycle and Prototype approach. Types of Information Systems. - TPS, MIS, DSS, KWS, OAS, experts system: evaluation and control of information systems.
Unit- III	Data Base Management system: Sources of data - data file environment, problem solving, decision making, data models, data mining, and elementary idea about RDBMS. Simon's model in information system design, Simulation technique
Unit- IV	Decision Support System - An Overview: Relevance, scope, characteristics and capabilities, Components, Classification of DSS User Interface graphics menus - Forms, DSS tools - DSS generators, Specific DSS, Constructing a DSS: Steps in designing DSS, GDSS: Introduction & Applications.
Unit- V	Application of Information System in Marketing, Production, Finance, Inventory and HR, Enterprise Resource Planning, Business Process reengineering, Gaming.
Textbooks	<ol style="list-style-type: none"> 1. Keen, Peter G.W.: Decision Support System an Organisational Perspective Addison- Wesley Pub, 2. Theierauff, Robert J. Decision Support System for-effective planning - - Prentice Hall – 1982
References	<ol style="list-style-type: none"> 1. Stephen Haag, Amy Philips, Business Driven Technology, McGraw Hill, 2. EfraimTurban, Dorothy Leidner, Ephraim McLean and James Wetherb, Information Technology for Management: Transforming Organizations in Digital Economy, Wiley Publishers. 3. Raymond McLeod and George P. Schell, Management Information systems, Pearson 10 th Edition, 4. Krober, Donald W., and Hugh.J. Watson Computer Based Information System Newyork, 1984 18 18 DavisL, Michael W. A management approach - Macmillan Publishing Company, Prentice Hali, New Jersey, 1988. 5. Andrew P. Decision Support System Engineering, Sage, John Wiley & Sons, New York, 1991.
Suggested E- Resources	<ol style="list-style-type: none"> 1. https://jgateplus.com/home/tag/open-access/, 2. https://www.springeropen.com/journals, 3. https://shodhganga.inflibnet.ac.in/simple-search

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DCC: MBA9012T Business Policy & Strategic Management	
Third Semester	
Subject: Business Policy & Strategic Management	
Code of the Course	MBA9012T
Title of the Course	Business Policy & Strategic Management
Qualification level of the Course	Level 9
Credit of the Course	4
Type of the Course	Discipline Centric Compulsory (DCC) Course for MBA(CMAT)
Delivery type of the Course	60 Hours
Prerequisites	Graduation in any stream
Co-requisites	None
Objectives of the Course	The Objectives of this course is to develop understanding about strategic processes and their impact on a firm.
Learning Outcomes	By the end of this course, the student should be able to: <ol style="list-style-type: none"> 1. Understand the basic considerations in business policies 2. Understand the functions and responsibilities of an enterprise's general management unit 3. Identify problems associated with the management of an enterprise 4. Understand the design and implementation of corporate strategies 5. Critically analyse the internal and external environments in which businesses operate and assess their significance for strategic planning. 6. Apply understanding for the theories, concepts and tools that support strategic management in organizations. 7. Build understanding of the nature and dynamics of strategy formulation and implementation processes at corporate and business level. 8. Enhanced ability to identify strategic issues and design appropriate courses of action.
Syllabus	
Unit- I	Business and types of business, Defining strategy, Strategy and the Quest for Competitive Advantage: Military origins of strategy – Evolution - Concept and Characteristics of strategic management – Mintzerbg's 5Ps of strategy – Corporate, Business and Functional Levels of strategy - Strategic Management Process. Strategic Intent & Strategy Formulation: Vision, mission and purpose – Business definition, objectives and goals – Stakeholders in business and their roles in strategic management - Corporate Social Responsibility, Ethical and Social Considerations in Strategy Development, Strategic management in Indian Scenario.
Unit- II	Strategic analysis: Analyzing Company' s Resources and Competitive Position - Organizational Capability Profile – Strategic Advantage Profile – Core Competence - Distinctive competitiveness. Analyzing Company' s External Environment: Environmental appraisal – Scenario planning – Preparing an Environmental Threat and Opportunity Profile (ETOP) – Industry Analysis - Porter's Five Forces Model of competition.
Unit- III	Corporate Portfolio Analysis: Business Portfolio Analysis - 19 19 Synergy and Dysergy - BCG Matrix – GE 9 Cell Model - Concept of Stretch, Leverage and fit 6. Generic Competitive Strategies: Low cost, Differentiation, Focus. . Grand Strategies: Stability, Growth (Diversification Strategies, Vertical Integration Strategies, Mergers, Acquisition & Takeover Strategies, Strategic Alliances & Collaborative Partnerships), Retrenchment, Outsourcing Strategies. Tailoring strategy to fit specific industry – Life Cycle Analysis - Emerging, Growing, Mature& Declining Industries.
Unit- IV	Strategy implementation - Project implementation – Procedural implementation – Resource Allocation – Organization Structure – Matching structure and strategy, Behavioural issues in implementation – Corporate culture – Mc Kinsey' s 7s Framework -

	<p>Concepts of Learning Organization . Functional issues – Functional plans and policies – Financial, Marketing, Operations, Personnel, IT. Strategy Evaluation – Operations Control and Strategic Control - Symptoms of malfunctioning of strategy — Balanced Scorecard.</p>
Unit- V	<p>New Business Models and strategies for Internet Economy: Shaping characteristics of E- Commerce environment – E- Commerce Business Model and Strategies – Internet Strategies for Traditional Business – Key success factors in E- Commerce – Virtual Value Chain. Cases in strategic management: A minimum of 5 cases encompassing the above topics to be analyzed and discussed in the class.</p>
Textbooks	<ol style="list-style-type: none"> 1. A Thompson Jr., A J Strickland III, J E Gamble, Crafting & Executing Strategy – The Quest for Competitive Advantage, Tata McGraw Hill, 4th ed., 2005. 2. Ranjan Das, Crafting the Strategy: Concepts and Cases in Strategic Management, Tata McGraw Hill, 2004. 3. Henry, Mintzberg, Bruce, Ahlstrand and Joseph, Lampel (1998). Strategy Safari. 31 Free Press, New York. 20 20 4. Gary, Hamel and Prahalad, C. K. (1999) . Competing for the Future. HBS Press. 5. Ed. C. A. Montgomery, M. E. Porter, Strategy – Seeking and Securing Competitive Advantage, Harvard Business Review Publications, 1991. 6. Peter F. Drucker, Managing in a Time of Great Change, Truman Talley Books / Plume Penguin Group, 1998. <p>The list of cases and specific references including recent articles will be announced in the class at the time of launching of course.</p>
References	<ol style="list-style-type: none"> 1. Pearce, Robinson and Mittal, “Strategic Management, Formulation, Implementation & Control”, McGraw Hill, 12th Edition. 2. Wheelen and Hunger, “Concepts in Strategic Management & Business Policy”, Pearson, 13th Edition. 3. Thomson, Strickland, Gamble & Jain, “Crafting & Executing Strategy, the Quest for Competitive Advantage”, McGraw Hill, 16th Edition. 4. Kazmi, “Strategic Management and Business Policy”, McGraw Hill, 3rd Edition. 5. Jauch, Glueck & Gupta, “Business Policy and Strategic Management”, Frank Brothers, 7th Edition.
Suggested E- Resources	<ol style="list-style-type: none"> 1. TechTarget 2. Coursera 3. Investopedia

DSE – I : MBA9135T Consumer Behavior	
Third Semester	
Subject: Consumer Behavior	
Code of the Course	MBA9135T
Title of the Course	Consumer Behavior
Qualification level of the Course	Level 9
Credit of the Course	4
Type of the Course	Discipline Specific Core Course (DSE) for MBA(CMAT)
Delivery type of the Course	60 Hours
Prerequisites	Graduation in any stream
Co-requisites	None
Objectives of the Course	To understand the conceptual foundations of consumer buying behavior. To equip the learner to apply the principles and prepare for a career in Product and Brand Management in the FMCG and consumer durables industry.
Learning Outcomes	At the end of the course, students should be able to: <ol style="list-style-type: none"> 1. Able to explain the basic concepts and models of consumer behavior. 2. Able to analyze the effects of psychological, socio-cultural and demographic factors on the consumer decision process with their results. 3. Able to distinguish the relationship between consumer behavior and marketing practices.
Syllabus	
Unit- I	Consumer Behaviour and Marketing Action: An overview – Consumer involvement, decision making processes and purchase behaviour and marketing implications –Consumer Behaviour Models.
Unit- II	Environmental influences on consumer behaviour – Cultural influences – Social class, reference groups and family influences - Opinion leadership and the diffusion of innovations – Marketing implications of the above influences.
Unit- III	The individual consumer and buying behaviour and marketing implications – Consumer perceptions, learning, attitudes, motivation and personality – psychographics, values and lifestyles.
Unit- IV	Strategic marketing applications – Market segmentation strategies – Positioning strategies for existing and new products, Re - positioning, perceptual mapping – Marketing communications – Source, message and media effects. Store choice and shopping behaviour – In- Store stimuli, store image and loyalty – Consumerism – Consumer rights and Marketers responsibilities.
Unit- V	The Borderless Consumer Market and buying behaviour – Consumer buying habits and perceptions of emerging non-store choices – Research and applications of consumer responses to direct marketing approaches – Issues of privacy and ethics.
Textbooks	<ol style="list-style-type: none"> 1. Loudon and Della Bitta: CONSUMER BEHAVIOUR: CONCEPTS AND APPLICATIONS, Tata Mc- Graw Hill. 2. Henry Assael: CONSUMER BEHAVIOUR AND MARKETING ACTION, Kent Publishing Co.).
References	<ol style="list-style-type: none"> 1. Berkman & Gilson CONSUMER BEHAVIOUR: CONCEPTS AND STRATEGIES, (Kent Publishing Co.). 2. Bennet and Kassarjian: CONSUMER BEHAVIOUR, (Prentice Hall of India)
Suggested E- Resources	<ol style="list-style-type: none"> 1. Coursera 2. Swayam online learning platform 3. LinkedIn Learning 4. Skillshare 5. Harvard Online Learning

DSE – I : MBA9136T Strategic Marketing	
Third Semester	
Subject: Strategic Marketing	
Code of the Course	MBA9136T
Title of the Course	Strategic Marketing
Qualification level of the Course	Level 9
Credit of the Course	4
Type of the Course	Discipline Specific Core Course (DSE) for MBA(CMAT)
Delivery type of the Course	60 Hours
Prerequisites	Graduation in any stream
Co-requisites	None
Objectives of the Course	The basic objective of this course is to develop skills for analyzing market competition and design appropriate competitive marketing strategies for higher market share.
Learning Outcomes	The At the end of the Programme, Students will able to: <ol style="list-style-type: none"> 1. Understand what is involved in the marketing concept take account of the rapid changes in the marketing environment 2. Understand the many marketing stakeholders 3. Implement strategic marketing via the strategic marketing management process
Syllabus	
Unit- I	Market Situation Analysis; Analysis of Competitor's Strategies and Estimating their Reaction Pattern and Competitive Position; Market Leader Strategies - Expanding the Total Market, Protecting Market Share, Expanding Market Share.
Unit- II	Market Challenger Strategies - Choosing and Attack Strategy, Market Follower Strategies; Market Niche Strategies
Unit- III	Competitive Market Strategy for Emerging Industries, Declining Industries and Fragmented Industries.
Unit- IV	Balancing Customer and Competitor Orientations, Industry Segmentation and Competitive Advantage.
Unit- V	Product Differentiation and Brand Positioning, Competitive Pricing, Competitive Advertising, Role of Sales Promotion in Competitive Marketing.
Textbooks	<ol style="list-style-type: none"> 1. Marketing Management – Text and Cases – Rajiv Lal, John Quelch and V Rangan. McGraw Hill Education; 1st edition (2005). 2. Harvard Manage Mentor: Strategic Thinking 3. Harvard Manage-Mentor: Strategy Planning and Execution.
References	<ol style="list-style-type: none"> 1. Marketing Strategies,A contemporary approach by Ranchod & Gurau, Pearson India, 2012. 2. Strategic Marketing by Xavier, Response Books, 2010. Marketing: Planning, Implementation, Control by Pride and Ferrell, Cengage, 2010. 3. Strategic marketing problems: Cases & Comments by Kerin & Peterson, Pearson 2012.
Suggested E- Resources	<ol style="list-style-type: none"> 1. Paul Hague, Nick Hague & Matthew Harrison, B2B Marketing: 10 Key Differences from Consumer Marketing. https://www.b2binternational.com/publications/b2b-marketing/ 2. Crossing the Chasm: How to Market, Sell and Improve Your Innovative New Product. .2014. https://www.theinnovativemanager.com/crossing-the-chasm-theory-how-to-market-sell-and-improve-your-newinvention/

DSE – II : MBA9137T Advertising & Sales Promotion Management	
Third Semester	
Subject: Advertising & Sales Promotion Management	
Code of the Course	MBA9137T
Title of the Course	Advertising & Sales Promotion Management
Qualification level of the Course	Level 9
Credit of the Course	4
Type of the Course	Discipline Specific Core Course (DSE) for MBA(CMAT)
Delivery type of the Course	60 Hours
Prerequisites	Graduation in any stream
Co-requisites	None
Objectives of the Course	To equip students for a career in Product and Brand Management, Advertising– with special reference to Client servicing, Media planning and research.
Learning Outcomes	At the end of the course, students should be able to: <ol style="list-style-type: none"> 1. Prepare and deliver a sales presentation. 2. Communicate marketing information persuasively and accurately in oral, written and graphic formats. 3. Identify and respond to clients' advertising and marketing communications objectives by applying principles of marketing and communications.
Syllabus	
Unit- I	Advertising - An Introduction - Origin and Development - Definition and Classification - Planning Framework - Organizing Framework - the Advertiser and the Advertising Agency interface STRATEGIC ADVERTISING DECISIONS - Setting Advertising Objectives – The Budget Decision – Preparing the Product and Media Brief
Unit- II	Copy Decisions – Visualization of Ad Layout – Elements of Ad Copy and Creation – Principles of verbal versus visual thinkers, Styles and Stages in advertising copy creation - Copy (Pre-) Testing methods and measurements.
Unit- III	Media Decisions - Media Planning and Selection – Concepts of Reach, Frequency, Continuity, and Selectivity – Measures of Media Cost Efficiency – Media (Readership/ Viewership) Research. The Internet as an Advertising Medium: Tracking Website visits, page views, hits, and click - stream analysis, permission marketing and privacy, ethical concerns, Social Media Advertising.
Unit- IV	Measuring Advertising Effectiveness - Control of Advertising by practitioners, media and the market - Advertising in the International Market - place - Advertising and Principles of Integrated Marketing Communication and Image Building.
Unit- V	Sales Promotion – Rationale, Types - Consumer and Trade Promotions - Sales Promotion Strategies and Practices, Cross Promotions, Surrogate Selling, Bait and Switch advertising issues.
Textbooks	<ol style="list-style-type: none"> 1. Wells, Burnett & Moriarty: ADVERTISING PRINCIPLES AND PRACTICES, Prentice Hall 2. June Valladares: THE CRAFT OF COPY WRITING, Sage Publications. 3. JV Vilanilam & AK Varghese: ADVERTISING BASICS! A RESOURCE GUIDE FOR BEGINNERS, Response Books, Sage Publications. 4. Wright, Winter & Zeigler: ADVERTISING; Tata McGraw Hill. 5. Sandage, Fryburger & Rotzoll: ADVERTISING; Irwin. 6. Aaker, Batra & Myers: ADVERTISING MANAGEMENT; Prentice Hall, India.
References	<ol style="list-style-type: none"> 1. Subro to Sen gupta: BRAND POSITIONING; Tata Mc Graw Hill. 2. David Ogilvy: OGIL VYON ADVERTISING. 3. J. T Russel & Ronald Lane: KLEPPNER'S ADVERTISING PROCEDURE; Prentice Hall.
Suggested E- Resources	<ol style="list-style-type: none"> 1. Coursera

	<ol style="list-style-type: none">2. Swayam online learning platform3. LinkedIn Learning4. Skillshare5. Harvard Online Learning
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DSE – II : MBA9138T B2B Marketing	
Third Semester	
Subject: B2B Marketing	
Code of the Course	MBA9138T
Title of the Course	B2B Marketing
Qualification level of the Course	Level 9
Credit of the Course	4
Type of the Course	Discipline Specific Core Course (DSE) for MBA(CMAT)
Delivery type of the Course	60 Hours
Prerequisites	Graduation in any stream
Co-requisites	None
Objectives of the Course	By participating in and understanding all facets of this Course a student will: To create a better understanding of B2B concepts in solving business related marketing problems. To develop insights into B2B theories application for smooth functioning of the business
Learning Outcomes	At the end of the course, students should be able to: <ol style="list-style-type: none"> 1. Have insights in to the dynamic nature of the business marketing environment 2. Detailed understanding of organizational buying process across various types of organizations. 3. Familiarization with the critical success factors in marketing products or services to business customers.
Syllabus	
Unit- I	Understanding Consumer Markets; Classification of Markets; Overview of B2B Setup; Key differences between B2B and B2C, Leading B2B Sectors in the context of India.
Unit- II	Customer Journey and Roadmap; Customer Acquisition Process Traditional vis a vis B2B, Lead generation to Customer On boarding process in a B2B Setup.
Unit- III	Developing B2B Business; Managing Relations; B2B Correspondences; B2B Customer Analysis; Segmenting Targeting and Positioning in B2B Market; B2B Networking.
Unit- IV	Trade Channels in a B2B Setup; Challenges faced by B2B organizations; Designing B2B Strategies; Conversion of a B2C into B2B and vice – versa; How organizations can manage B2B and B2C in parallel
Unit- V	B2B Business competitions and face-offs , Measures to handle competition effectively; Changing Business scenarios; Role of AI/Modern tools in a B2B Business Enterprise
Textbooks	<ol style="list-style-type: none"> 1. Hutt, Michael, D., Speh, Thomas, W. (2012). Business marketing management. Cengage Learning. 2. Reeder, Robert. R., Brierty, Edward. G., Reeder, Betty. H. (2012). 3. Industrial marketing, analysis, planning and control. PHI publication. 4. Phadtare , Milind. T. (2012). Industrial marketing. PHI Publication.
References	<ol style="list-style-type: none"> 1. Rangan, V. K., Shapiro, B. P., and Moriarty Jr. R. T., Business Marketing Strategy: Cases, Concepts, and Applications. Burr Ridge, IL: Irwin. 2. Bigham, Jr. F.G., Business Marketing Management, (Illinois, NTC Business Books) 3. Morris, M.H., Industrial and organizational Marketing, (New York, Macmillan Publishing Company) 4. Gross, A.C., Banting, P.M., Meridith, L.N., Ford, I.D., Business Marketing. (USA, Houghton Mifflin Company)
Suggested E- Resources	<ol style="list-style-type: none"> 1. Coursera 2. LinkedIn Learning 3. Skillshare 4. Harvard Online Learning

DSE – III : MBA9139T Brand Management	
Third Semester	
Subject: Brand Management	
Code of the Course	MBA9139T
Title of the Course	Brand Management
Qualification level of the Course	Level 9
Credit of the Course	4
Type of the Course	Discipline Specific Core Course (DSE) for MBA(CMAT)
Delivery type of the Course	60 Hours
Prerequisites	Graduation in any stream
Co-requisites	None
Objectives of the Course	To equip students for a career in Product and Brand Management, Advertising – with special reference to Client servicing, Media planning and research.
Learning Outcomes	The students will be able to - 1. Develop a brand strategy to meet an organization’s consumer and business objectives and build brand equity. 2. Evaluate brand performance through qualitative and quantitative analysis to inform and recommend future strategies. 3. Measure brand equity and its financial value to an organization using industry standard methodologies to make evidence-based brand strategy decisions. 4. Develop a brand communication strategy, inclusive of digital and social media channels, that is cost-effective and integrates all internal and external communication elements to achieve reach, frequency, and return on investment goals. 5. Apply an internal branding framework to ensure successful and consistent application of brand strategies with an organization.
Syllabus	
Unit- I	Understanding Brands - Brand Hierarchy, Brand Personality, Brand Image, Brand Identity, Brand Positioning.
Unit- II	Brand Equity; Value addition from Branding - Brand-customer Relationships, Brand Loyalty and Customer Loyalty.
Unit- III	Managing Brands; Brand Creation, Brand Extensions, Brand-product Relationships, Brand Portfolio.
Unit- IV	Brand Assessment through Research - Brand Identity, Position, Image, Personality Assessment and Change; Brand Revitalization.
Unit- V	Financial Aspects of Brands; Branding in Different Sectors: Customer, Industrial, Retail and Service Brands
Textbooks	Wells, Burnett & Moriarty: ADVERTISING PRINCIPLES AND PRACTICES, Prentice Hall
References	1. June Valladares: THE CRAFT OF COPYWRITING, Sage Publications. 2. J V Vilanilam & A K Varghese: ADVERTISING BASICS! A RESOURCE GUIDE FOR BEGINNERS, Response Books, Sage
Suggested E- Resources	1. Coursers 2. Aligning Business, Brand and Behaviour 3. https://www.coursera.org/learn/brand

DSE – III : MBA9140T Rural Marketing	
Third Semester	
Subject: Rural Marketing	
Code of the Course	MBA9140T
Title of the Course	Rural Marketing
Qualification level of the Course	Level 9
Credit of the Course	4
Type of the Course	Discipline Specific Core Course (DSE) for MBA(CMAT)
Delivery type of the Course	60 Hours
Prerequisites	Graduation in any stream
Co-requisites	None
Objectives of the Course	To create awareness about the applicability of the concepts, techniques and processes of marketing in rural context. To familiarize with the special problems related to sales in rural markets. To help understand the working of rural marketing institutions.
Learning Outcomes	At the end of the Programme, Students will able to: <ol style="list-style-type: none"> 1. Explain the characteristics of rural market. 2. Differentiate between rural and urban market. 3. Classify the rural consumers and their changing profile. 4. Explain the strategies to be adopted for influencing the rural consumers.
Syllabus	
Unit- I	Introduction to markets, Classification of markets, Overview of Rural markets, Rural Marketing: Concept, Rural V/S Urban markets, Contribution of rural markets to the Indian Economy.
Unit- II	Evolution of Rural Markets, Development Tools for Rural Markets, Operationalization and Challenges, Resource Mobilization in Rural Markets.
Unit- III	Modern day rural markets; Role of AI and advancements in technology in Rural Marketing.
Unit- IV	Govt. initiatives for the development of rural markets, KVIC and Cottage industries.
Unit- V	Core Products/Services categories for Rural Marketing, Strategic Planning in Rural Marketing.
Textbooks	<ol style="list-style-type: none"> 1. Rural Marketing – C G Krishnamacharyulu, Lalitha Ramakrishnan – Pearson Education. 2. Rural Marketing: Indian Perspective by Awadhesh Kumar Singh Satyaprakash Pandey New age publishers. 3. Pradeep Kashyap and Siddhartha Raut, The Rural Marketing Book (Paperback) 2005, BIZTANTRA, Dogra Balram and Karminder Ghuman, Rural Marketing: Concepts and Practices (Paperback) 2007, Tata McGraw-Hill Publishing Company Ltd. 4. Pradeep Kashyap, Rural Marketing (Old Edition) Paperback – 2011, 2nd Edition, Pearson. 5. C.S.G. Krishnamacharyulu and Lalitha Ramakrishnanan, Rural Marketing Text and Cases, 2nd Edition, (Paperback) – 2010, Pearson Education.
References	<ol style="list-style-type: none"> 1. Pradeep Kashyap and Siddhartha Raut, The Rural Marketing Book (Paperback) 2005, BIZTANTRA, 2. Dogra Balram and Karminder Ghuman, Rural Marketing: Concepts and Practices (Paperback) 2007, Tata McGraw- Hill Publishing Company Ltd. 3. Pradeep Kashyap, Rural Marketing (Old Edition) Paperback – 2011, 2nd Edition, Pearson. 4. C.S.G. Krishnamacharyulu and Lalitha Ramakrishnanan, Rural Marketing Text and Cases, 2nd Edition, (Paperback) – 2010, Pearson Education.
Suggested E- Resources	<ol style="list-style-type: none"> 1. Coursera 2. LinkedIn Learning 3. Skillshare

GEC– II : MBA9106T Personality Development	
Third Semester	
Subject: Personality Development	
Code of the Course	MBA9106T
Title of the Course	Personality Development
Qualification level of the Course	Level 9
Credit of the Course	4
Type of the Course	Generic Elective Course for MBA(CMAT)
Delivery type of the Course	60 Hours
Prerequisites	Graduation in any stream
Co-requisites	None
Objectives of the Course	The course provide the study of various skills and traits to shape their personality for their intra-personal Development
Learning Outcomes	Students will Learn: 1. Comprehending the scope of personality and its development. 2. Enabling development of core skills for development of self. 3. Understanding positive personality traits 4. Cultivating skills for successful life 5. Think critically and collaborate with others to achieve goals. Apply the skills of problem solving and conflict management.
Syllabus	
Unit- I	Introduction to Personality Development The concept of personality -Dimensions of personality – Theories of Freud & Erickson-Significance of personality development. The concept of success and failure: What is success?-Hurdles in achieving success - Overcoming hurdles –Factors responsible for success–What is failure - Causes of failure. SWOT analysis.
Unit- II	Attitude & Motivation Attitude - Concept - Significance - Factors affecting attitudes- Positive attitude –Advantages–Negative attitude- Disadvantages –Ways to develop positive attitude-Differences between personalities having positive and negative attitude. Concep to motivation- Significance–Internal and external motives - Importance of self- motivation- Factors leading to demotivation
Unit- III	Self-esteem Term self-esteem - Symptoms - Advantages - Do's and Don'ts to develop positive self-esteem – Low self esteem - Symptoms – Personality having low self esteem - Positive and negative self esteem. Interpersonal Relationships–Defining the difference between aggressive, submissive and assertive behaviours-Lateral thinking.
Unit- IV	Other Aspects of Personality Development Body language - Problem-solving-Conflict and Stress Management - Decision-making skills-Leadership and qualities of a successful leader–Character building-Team-work–Time management- Work ethics–Good manner sand etiquette.
Unit- V	Employability Quotient Resume building- The art of participating in Group Discussion – Facing the Personal (HR & Technical) Interview –Frequently Asked Questions-Psychometric Analysis – Mock Interview Sessions.
Textbooks	1. Heller Robert. Effective Leadership. Essential Manager Series. DK Publishing 2023. Hindle, Tim.Reducing stress 2. Andrews, Sudhir (1988). How to Succeed at Interviews. 21st (rep.) New Delhi, Tata McGraw-Hill. 3. Barun K. Mitra, Personality Development and Group Discussions, Oxford University Press Career Digest 4. Chandra, M.S. Satish (1999). Conflict Management. Delhi. Rajat publication. 5. Hurlock Elizabeth B. Personality Development Tata Mcgraw Hill, New Delhi
References	1. Pravesh Kumar. All About Self Motivation. New Delhi Goodwill Publishing House 2005 2. Lucas, Stephen. Art of Public Speaking. New Delhi. Tata Mac Graw Hill 2001 3. Mile DJ Power of Positive Thinking. Delhi. Rohan Book Company, 2004.
Suggested E- Resources	1. Coursera 2. CiteHR 3. Icfai

GEC – II : MBA9107T Entrepreneurship Development	
Third Semester	
Subject: Entrepreneurship Development	
Code of the Course	MBA9107T
Title of the Course	Entrepreneurship Development
Qualification level of the Course	Level 9
Credit of the Course	4
Type of the Course	Generic Elective Course for MBA (CMAT)
Delivery type of the Course	60 Hours
Prerequisites	Graduation in any stream
Co-requisites	None
Objectives of the Course	The objective is to foster the creation and growth of new businesses by enhancing entrepreneurial skills, innovation, and economic development.
Learning Outcomes	<p>The students may be able to understand:</p> <ol style="list-style-type: none"> 1. The concepts of entrepreneurship, its need and scope 2. Meaning of term entrepreneur, classification of entrepreneur and qualities of an entrepreneur 3. The concept of innovation 4. Analyze the factors influencing entrepreneurial environment 5. The need for developing entrepreneurial culture 6. The various aspects of entrepreneurial culture 7. The process of nurturing culture 8. The counseling and follow up process 9. Entrepreneurial education prevailing in India. 10. Problems of entrepreneurship development in India 11. How to become successful entrepreneur? <p>About various Government schemes for Entrepreneurs</p>
Syllabus	
Unit- I	Entrepreneurship: Concept, Types of Entrepreneurship, knowledge and skills requirement; Characteristic of successful entrepreneurs; role of entrepreneurship in economic development; entrepreneurship process; factors impacting emergence of entrepreneurship, Entrepreneur v/s Intrapreneur, Entrepreneur Vs. Entrepreneurship, Entrepreneur Vs. Manager.
Unit- II	Entrepreneurial Environment, Rural Entrepreneurship, Theories of Entrepreneurship, And Legal Forms of Enterprises, Electronic Start-ups, Entrepreneurship Development Program: Needs and Objectives of EDPs, Phases of EDPs, Evaluation of EDPs
Unit- III	Feasibility & Prefeasibility study, Fundamental of a good feasibility plan & Components of feasibility – market feasibility, technical/operational feasibility, financial feasibility; drawing business plan; preparing project report; presenting business plan to investors.
Unit- IV	Institutional Assistance, Role of Government in promoting Entrepreneurship, MSME policy in India, Agencies for Policy Formulation and Implementation: District Industries Centres (DIC), Small Industries Service Institute (SISI), Entrepreneurship Development Institute of India (EDII), National Institute of Entrepreneurship & Small Business Development (NIESBUD), National Entrepreneurship Development Board (NEDB), Role of SIDBI.
Unit- V	Small Skills Unit, Dynamics of small business environment - Causes for small business failure - Success factors for small business, Women Entrepreneurship: Meaning, Characteristic features, Problems of Women Entrepreneurship in India, Developing Women Entrepreneurship in India, Incentive subsidiary. Recent emerging concepts like Atmanirbhar Bharat, Make in India.
Textbooks	<ol style="list-style-type: none"> 1. S.S.KHANKA “Entrepreneurial Development” S.Chand& Co. Ltd. Ram Nagar New Delhi, 1999. 2. Hisrich R D and Peters M P, “Entrepreneurship” 5th Edition

	<p>Tata McGraw-Hill, 2002.</p> <p>3. E. Gordon & K. Natarajan Entrepreneurship Development Himalaya 2008</p> <p>4. Charantimath, Poornima, Entrepreneurship Development and Small Business Enterprises, Pearson Education, New Delhi.</p> <p>5. Hisrich, Robert D., Michael Peters and Dean Shepherded, Entrepreneurship, Tata McGraw Hill, ND</p> <p>6. Sundar, K. Entrepreneurship Development. Vijay Nicole Imprints Private Limited, Chennai</p>
References	<ol style="list-style-type: none"> 1. Donald L. Sexton & Raymond W. Smilor, THE ART AND SCIENCE OF ENTREPRENEURSHIP, Ballinger 2. Clifford M. Baumbach & Joseph R. Mancuso, ENTREPRENEURSHIP AND VENTURE MANAGEMENT, Prentice Hall 3. Gifford Pinchot, INTRAPRENEURING, Harper & Row 4. Ram K. Vepa, HOW TO SUCCEED IN SMALL SCALE INDUSTRY, Vikas 5. Richard M. Hodgets, EFFECTIVE SMALL BUSINESS MANAGEMENT, Academic Press 6. Dan Steinhoff & John F. Burgess, SMALL BUSINESS MANAGEMENT – FUNDAMENTALS, McGraw Hill
Suggested E- Resources	<ol style="list-style-type: none"> 1. Skill India Portal 2. Startup India 3. SIDBI Udyamimitra 4. KVIC-PMEGP e-Portal 5. SIDBI Standupmitra 6. My MSME 7. Technology Innovation Management and Entrepreneurship Information Service (TIME IS)

GEC – II : MBA9108T Project Management	
Third Semester	
Subject: Project Management	
Code of the Course	MBA9108T
Title of the Course	Project Management
Qualification level of the Course	Level 9
Credit of the Course	4
Type of the Course	Generic Elective Course for MBA (CMAT)
Delivery type of the Course	60 Hours
Prerequisites	Graduation in any stream
Co-requisites	None
Objectives of the Course	The basic Purpose of this Course is to understand the Framework for evaluating Capital expenditure proposals, their planning and management in the review of the Projects undertaken.
Learning Outcomes	The students will be able to understand : 1.The subject history along with in-depth approaches, Types of Projects, planning & implementation 2. Project Life cycle, Pre- feasibility Studies. 3. Preparation of Project Report, Investments. 4. Social Cost Benefits Analysis. 5. Investment Criterion 6.Project Financing & Implementation
Syllabus	
Unit- I	History of project management, Project Preparation: Meaning and importance of Project;; Project management approaches: Traditional and Modern Approach ; Types of project; Project life cycle; Project planning & implementation; Management action; Investment returns; corporate strategy; Objectives of Project Planning, monitoring and control of investment projects.
Unit- II	Identification of investment opportunities; Pre - feasibility Studies; Project Preparation: Technical feasibility, estimation of costs, demand analysis and commercial viability, risk analysis. Project Appraisal for financial institution, Preparation of project report.
Unit- III	Project Appraisal: Business criterion of growth, liquidity and profitability, social cost benefit analysis in public and private sectors, investment criterion and choice of techniques: Estimation of shadow prices and social discount rate. Financial evaluation: Project rating index; Project Cash Flows; Cost of Capital; Project Risk Analysis; Project Rate of Return; Special Decisions Situations. Mathematically modeling for multiple projects.
Unit- IV	Project Financing and Implementation: Judgmental, Behavioral, Strategic and Organizational Considerations; Financing of Project: Raising finance in domestic Market and international market; Infrastructure financing; Tax planning while Financing for projects.
Unit- V	Project Review and Administrative aspects. Contemporary issues in project appraisal: Project evaluation in non profit sector; Project management principles by project management institute USA; Project management software.
Textbooks	1.Ahuja, G K & Gupta, Ravi. Systematic Approach to Income Tax. Allahabad, Bharat Law House, 1997. 2.Bhalla, V K. Modem Working Capital Management. New Delhi, Anmol, 1997. Bhalla, V K. Financial Management and Policy- 2nd ed. New Delhi, Anmol, 1998. 3. Chandra, Prasanna. Budgeting McGraw Hill, 1987. 4.Delhi, Westville, 1995. Projects: Preparation, Appraisal, and Implementation. 3rd ed., New Delhi, Tata The list of cases and specific references including recent articles and reports will be announced in the class at the time of launching of the course
References	1.Eric Verzuh, Wiley, 6 th edition, Project Management. 2. Kalpesh Ashar, Project Management Essentials. Dr.RameshKakad& Deepak Shivaji Dandwale, Thakur Publication.
Suggested E- Resources	1.Open Text book Library. 2.Team deck. 3.Florida Tech. 4. Traceydodd.com.

GEC – II : MBA9109T Warehouse Management & Data Mining	
Third Semester	
Subject: Warehouse Management & Data Mining	
Code of the Course	MBA9109T
Title of the Course	Warehouse Management & Data Mining
Qualification level of the Course	Level 9
Credit of the Course	4
Type of the Course	Generic Elective Course for MBA (CMAT)
Delivery type of the Course	60 Hours
Prerequisites	Graduation in any stream
Co-requisites	None
Objectives of the Course	<ol style="list-style-type: none"> 1. Study data warehouse principles and its working 2. Learn Data mining concepts and understand Association Rule Mining 3. Study Classification Algorithms 4. Gain knowledge of how data is grouped using clustering techniques.
Learning Outcomes	<ol style="list-style-type: none"> 1. Comparison of functional differences between data warehouse and database systems. 2. Ability to perform the pre-processing of data and apply mining techniques on it. 3. Capability to identify the association rules, classification and clusters in large data sets. 4. Skills to solve real world problems in business and scientific information using data mining.
Syllabus	
Unit- I	Concept of Warehouse Introduction, Objectives, Warehouse Structure, Meaning of a Warehouse, Need for warehousing management, Evolution of warehousing, Role of a warehouse manager, Functions of Warehouses, Types of Warehouses, Warehousing Cost, Warehousing Strategies
Unit- II	Warehousing in Business Functions Supply Chain Impact on Stores and Warehousing, Retail Logistics, Retail transportation, Challenges in retail warehousing, Issues in retail logistics, managing retail shrinkage Significance of Warehousing in Logistics, Warehousing Management Systems (WMS).
Unit- III	Warehouse Operations and Applications Warehouse Operations, Receiving inventory, Picking inventory, Locating inventory, Organizing inventory, Dispatching inventory, Equipment Used for a Warehouse, Warehouse information, Importance of Warehouse Information, Decision Making Using Warehouse Information, ICT Applications in a Warehouse.
Unit- IV	Technology Aids in Warehouse Management Retailing and Warehousing, Warehousing and Supply Chain, Role of government in warehousing, Bar Code Scanners, Wireless LAN, Mobile Computers, Radio Frequency Identification (RFID), Retail product tracking in warehouse using RFID
Unit- V	Data mining and Data Warehouse Introduction, Data Mining Functionalities, Classification of data mining systems – Major issues in data mining, Data warehouse and OLAP technology for data mining, What is a data warehouse – A Multi dimensional model, ,Data Warehouse Architecture, Data Warehouse Implementation.
Textbooks	<ol style="list-style-type: none"> 1. Pieter Adriaans, Dolf zantinge, “Data Mining”, Pearson Education, 2007. 2. Sam Anahory, Dennis Murray, “Data Warehousing in the real world – A Practical Guide for Building Decision Support Systems”, Pearson Education, 2006 3. Data Mining- Concepts and -1.chniques- Jiawei Han,

	<p>Micheline Kamber, Morgan Kaufmann Publishers, Elsevier, 2 Edition, 2006.</p> <p>4. Introduction to Data Mining, Psng-Ning Tan, Vipin Kumar, Michael Steinbanch, Pearson Educator.</p>
References	<ol style="list-style-type: none"> 1. Ian.H.Witten& Eibe Frank, “Data Mining – Practical Machine Learning Tools and Techniques, Morgan Kaufmann Publishers, 2006. 2. Jiawei Han, Micheline Kamber, “Data Mining: Concepts and Techniques” Morgan Kaufmann Publishers, 2000. 3. Hanand J and M. Kamber, “Data Mining: Concepts and Techniques”, Second Edition, Morgan Kaufman, 2006. 4. Data Mining Techniques, Arun KPujari, 3rd Edition, Universities Press. 5. Data Warehousing Fundament's, PualrajPonnaiah, Wiley Student Edition 6. The Data Warehouse Life CycleToolkit — Ralph Kimball, Wiley Student Edition. 7. Data Mining, Vikaram Pudi, P Rddha Krishna, Oxford University Press
Suggested E- Resources	<ol style="list-style-type: none"> 1. Coursera 2. Udemy edX

DCC: MBA9013T Business Legislation	
Fourth Semester	
Subject: Business Legislation	
Code of the Course	MBA9013T
Title of the Course	Business Legislation
Qualification level of the Course	Level 9
Credit of the Course	4
Type of the Course	Discipline Centric Compulsory (DCC) Course for MBA(CMAT)
Delivery type of the Course	60 Hours
Prerequisites	Graduation in any stream
Co-requisites	None
Objectives of the Course	The course is designed to assist the students in understanding basic laws affecting the operations of a business enterprise.
Learning Outcomes	On the completion of the syllabus students will understand the basic provisions of Law, contract and legal remedies in the law.
Syllabus	
Unit- I	The Indian Contract Act, 1872: Essentials of a Valid Contract. Void Agreements. Performance of Contracts. Breach of Contract and its Remedies. Quasi-Contracts.
Unit- II	The Sale of Goods Act, 1930: Formation of a Contract. Rights of an Unpaid Seller. Consumer Protection Act and Cyber Laws. The Negotiable Instruments Act, 1881: Nature and Types.
Unit- III	Negotiation and Assignment. Holder-in-Due Course, Dishonour and Discharge of a Negotiable Instrument. Arbitration.
Unit- IV	The Companies Act, 2013; Nature and Types of Companies. Formation. Memorandum and Articles of Association. Prospectus Allotment of Shares. Shares and Share Capital. Membership. Borrowing Powers. Management and Meetings.
Unit- V	Accounts and Audit. Compromise Arrangements and Reconstruction. Prevention of Oppression and Mismanagement. Winding Up.
Textbooks	1.Avtar Singh. Company Law. 11 th ED. Lucknow, Eastern, 1996. 2.The Negotiable Instrument Acts. Bombay, N.M. Tripathi, 1980. 3.Ramaiya, A. Guide to the Companies Act. Nagpur, Wadhwa, 1992. 4.Shah, S M. Lectures on Company Law. Bombay, N.M. Tripathi, 1990. 5.Tuteja, S K. Business Law for Managers. New Delhi, Sultan Chand, 1998. Sundar, K. Business Ethics and Values. Vijay Nicole Imprints Private Limited, Chennai.
References	1.Kapoor, N.D. Business Laws, Sultan Chand and Sons. 2.Sreenivasan, M.R. Business Laws, Margam Publications. 3. Dhandapani, M.V. Business Laws, Sultan Chand and Sons. 4.Badre Alam, S. & Saravanel, P. Mercantile Law 5.Pillai, R.S.N. & Chand, S, Business Law, S Chand & Co, Delhi.
Suggested E- Resources	1.The Legal Information of India (LII of India) 2.The Judgement Information System 3.Law Commission Information System 4.India Legal Information Institute (IndLii) 5. www.cramerz.com 6. www.digitalbusinesslawgroup.com

DSE – IV : MBA9141T Logistic & Supply Chain Management	
Fourth Semester	
Subject: Logistic & Supply Chain Management	
Code of the Course	MBA9141T
Title of the Course	Logistic & Supply Chain Management
Qualification level of the Course	Level 9
Credit of the Course	4
Type of the Course	Discipline Specific Core Course (DSE) for MBA(CMAT)
Delivery type of the Course	60 Hours
Prerequisites	Graduation in any stream
Co-requisites	None
Objectives of the Course	The objective of the course is to teach the students to manage the procurement and logistics function efficiently and effectively and understand how procurement can be used to gain value for money and the improvement performance for organizations.
Learning Outcomes	<ol style="list-style-type: none"> 1. Students will be able to take decisions in logistics and supply chain management considering its operational, tactical and strategic aspects from an Integrated perspective by covering subjects from technology, engineering and business. 2. To introduce process and functions of physical distribution system. 3. To introduce the major building blocks, functions, business process, performance metrics and decision making in supply chain network. 4. The students will have an insight into the role of Internet Technologies and electronic commerce in supply chain management.
Syllabus	
Unit- I	Concept of Supply Chain Management Basic concepts & philosophy of Supply Chain Management (SCM), Essential features, Functions and Contribution of Supply Chain Management, Infrastructure flows (Cash, Value and information), key issues in SCM, Creating value, Supply Chain Effectiveness and Indian Infrastructure, Framework for Supply Chain Solution, Supply Chain Relationships (SRM).
Unit- II	Concept of Logistic Management Concept of Logistics, Objectives of logistics, Types of logistics, Concept of Logistics Management, Evolution of Logistics, Role of Logistics in an Economy, Difference between Logistics and Supply Chain Management, Logistics and Competitive Advantage, Logistics Mix, Logistics in Organized Retail in India
Unit- III	Integrated Logistics Concept of Integrated Logistics, Inventory flow, Information flow, Operational Objectives of Integrated Logistics, Barriers to Integration, Organization structure, Measurement system, Inventory ownership, Information technology, Knowledge transfer capability, Logistical Performance Cycle, Manufacturing support performance cycle, Procurement performance cycle
Unit- IV	Recent issues in SCM Role of computer/ IT in supply chain management, CRM Vs SCM, Benchmarking concept, features and implementation, Outsourcing –basic concepts, value addition in SCM, Concept of Demand Chain Management
Unit- V	Logistic Information System and Ecommerce Concept of Logistics Information System (LIS), Importance of LIS, Principles of designing LIS, Logistics Information Architecture, Application of Information Technology in Logistics and Supply Chain Management, Requirements of LIS in E-Commerce, E-Logistics Structure and Operation, Logistic Resource Management (LRM)
Textbooks	N. Chandrasekaran, SUPPLY CHAIN MANAGEMENT, Oxford University

References	<ol style="list-style-type: none"> 1. D. K. Agarwal, LOGISTICS & SUPPLY CHAIN MANAGEMENT, Macmillan India Pvt. Ltd. New Delhi, 2008 2. Sunil chopra, Meindl & Kalra, SUPPLY CHAIN MANAGEMENT, Pearson Education, India, 2009 3. Bowersox&Closs, LOGISTICAL MANAGEMENT, Tata McGraw Hill. New Delhi, 2008 4. Satish K. Kapoor&Purva Kansal, basics of distribution management - a logistical approach, Prentice-Hall India, 2003.
Suggested E- Resources	Martin Christopher: Logistics and Supply Chain Magement , eBook by Pearson Publication

DSE – IV : MBA9142T Industrial Marketing	
Fourth Semester	
Subject: Industrial Marketing	
Code of the Course	MBA9142T
Title of the Course	Industrial Marketing
Qualification level of the Course	Level 9
Credit of the Course	4
Type of the Course	Discipline Specific Core Course (DSE) for MBA(CMAT)
Delivery type of the Course	60 Hours
Prerequisites	Graduation in any stream
Co-requisites	None
Objectives of the Course	The purpose of this course is to develop an understanding among the students about the various concepts of Industrial Marketing, which are helpful in developing sound marketing policies for industrial goods.
Learning Outcomes	At the end of the Programme, Students will able to: <ol style="list-style-type: none"> 1. To help the learner distinguish between consumer marketing and industrial marketing. 2. To understand the nuances of industrial marketing. 3. To learn to formulate industrial marketing strategies and also design industrial marketing mix elements.
Syllabus	
Unit- I	Introduction to Industrial Markets - Industrial Marketing System, Concepts and Characteristics - Types of Industrial Markets - Industrial Buyer Behavior.
Unit- II	Strategic Industrial Marketing (S.T.P.) - Marketing Information Systems and Marketing Research – B2B Commerce.
Unit- III	Classification of Industrial Products and Services - New Product Development and Introduction - Industrial Product Management - Pricing Decisions in Industrial Markets.
Unit- IV	Formulating Channel Strategies and Physical Distribution decisions –Channel Management -Promotional Strategies for Industrial Goods/ Services.
Unit- V	Developing Marketing Strategies and Programs for Industrial Goods / Services. – Formulating channel strategy – Pricing strategy- Promotional strategy – Sales force automation
Textbooks	<ol style="list-style-type: none"> 1. Hawaldar, K. Krishna, Industrial Marketing, TATA McGraw-Hill Publishing Company Limited, New Delhi. 2008 2. Milind T. Phadtare, Industrial Marketing, Prentice Hall of India Pvt. Ltd, New Delhi, 2008 Michael D Haultt. 3. Thomas W Speh, Industrial Marketing Management, the Dyden Press.
References	<ol style="list-style-type: none"> 1. Industrial Marketing – P K Ghosh 2. Industrial Marketing – Hawaldar 3. Alexander, R.S. Cross, J.S. & Hill, M.: Industrial Marketing, Richard Irwin, Homewood, Illincies. 4. Reeder & Reeder: Industrial Marketing, Prentike Hall, India. 5. Cox. F. (Jr.): Industrial Marketing Research, John-Willey & Sons, New York, 1971. 6. Fisher, L. : Industrial Marketing, Business Books, 1969
Suggested E- Resources	<ol style="list-style-type: none"> 1. Coursera 2. LinkedIn Learning 3. Skillshare

DSE – V : MBA9143T Digital Marketing	
Fourth Semester	
Subject: Digital Marketing	
Code of the Course	MBA9143T
Title of the Course	Digital Marketing
Qualification level of the Course	Level 9
Credit of the Course	4
Type of the Course	Discipline Specific Core Course (DSE) for MBA(CMAT)
Delivery type of the Course	60 Hours
Prerequisites	Graduation in any stream
Co-requisites	None
Objectives of the Course	The objective of this paper is to create awareness about Digital Marketing and educate the learner about use of electronics in marketing management.
Learning Outcomes	<ol style="list-style-type: none"> 1. The course familiarizes students with an understanding of how digital media works and develops the critical insights necessary to succeed in e-commerce and digital and social media marketing. <ul style="list-style-type: none"> • Understand the concept of digital marketing and its real-world iterations 2. Articulate innovative insights into digital marketing enabling a competitive edge 3. Understand how to create and run digital media-based campaigns 4. Identify and utilize various tools such as social media etc.
Syllabus	
Unit- I	Introduction to Digital Marketing and SEO The Significance of Digital Marketing, Digital Media, Digital v/s Traditional Marketing, Digital Marketing Trends and Platforms, Digital Marketing and Search Engine, Search Engine Optimization (SEO) concepts, Search Engine Architecture, Internal Measures for SEO, Do and Don't for Web Content, Link Building, Introduction to Digital Marketing Tools.
Unit- II	Networks of Digital Marketing Introduction to Ad-Word, Display Networks, Advertising on Display Networks, Image Advertising, Mobile Advertising, Video Advertising, YouTube Advertising, Keyword Research Methodology, Analysis and Tools for Digital Marketing Networks, Link Building Methodology and Strategies, Online Offline Integration
Unit- III	Search Engine Marketing Benefits of SEM, Google Ad- Words V/S Microsoft Ad- Centre, Types of Campaign, Ad Group and keywords setup, Direct Campaign V/S Branding Campaign, Campaign Setup, Understanding Ad- Words Bidding, Ad-Formats and Guidelines, Campaigns, Ad-groups and keywords Dashboard
Unit- IV	Email and Mobile Marketing Importance of Email Marketing, Popular Email Marketing Software, Email Marketing Campaign, Newsletters in Email Marketing, Effective strategies for Email Marketing, Email Marketing Tools, Triggered Email Campaign, Mobile Marketing: Mobile Ad-Campaign, Mobile Ad-Formats, Mobile Website Configuration. Video Marketing using YouTube: Optimization of Videos, Tips and Tricks for promotion, YT Analytics, Monetizing YT Channel
Unit- V	Social Media Marketing Introduction to Social Media Marketing, Benefits of SMM, Social Media Strategy, Social Media Metrics in SEO, Face-book Marketing: setup, options, elements and applications; Twitter Marketing: #hash tags and its uses, analytics and promotions; Google+ Marketing: Benefits in SEO, Groups; LinkedIn Marketing: Strategy,

	Connection and Recommendations
Textbooks	Damian Ryan and Calvin Jones, Understanding Digital Marketing: Marketing Strategies for Engaging the Digital Generation, 2 nd Edition, ISBN: 9780749453893.
References	<ol style="list-style-type: none"> 1. Simon Kingsnorth, DIGITAL MARKETING STRATEGY: AN INTEGRATED APPROACH TO ONLINE MARKETING, Kogan Page Publications 2. Dave Chaffey, Fiona Ellis-Chadwick, DIGITAL MARKETING, Pearson Publication
Suggested E- Resources	Vinayak Patukale, Digital Marketing, Kindle Edition

DSE – V : MBA9144T Corporate Social Responsibility	
Fourth Semester	
Subject: MBA9144T Corporate Social Responsibility	
Code of the Course	MBA9144T
Title of the Course	Corporate Social Responsibility
Qualification level of the Course	Level 9
Credit of the Course	4
Type of the Course	Discipline Specific Core Course (DSE) for MBA(CMAT)
Delivery type of the Course	60 Hours
Prerequisites	Graduation in any stream
Co-requisites	None
Objectives of the Course	<ol style="list-style-type: none"> 1. To understand the concept of CSR and the theoretical underpinnings. 2. To understand the stakeholder approaches. 3. Provide an experiential, integrative, substantive, and high quality experience surrounding issues of Corporate Social Responsibility 4. To provide participating students with a truly unique curriculum experience with field experience
Learning Outcomes	The student will understand the different dimensions of the concept of CSR. They will understand the theoretical framework of CSR and the legal guidelines developed to undertake CSR.
Syllabus	
Unit- I	Corporate Social Responsibility Defining CSR. Aim and Objectives, Components of CSR, Key drivers, History and Evolution of CSR in the Indian and international context, CSR policies and Governance, Laws and Regulations. Competencies of CSR Professionals.
Unit- II	Stakeholders' Engagement Stakeholder engagement, Interaction in a Multi-Stakeholder Context: CSR role on internal environment:: Employees, Human Resource Management - labour security and human rights, Health and Safety. CSR role on External environment: 1) Customers: Consumer rights and movements affecting CSR; (2) Community: Community involvement, (3) Shareholders (4) Suppliers.
Unit- III	CSR towards Environment and Biodiversity Environment: Need for Environmental assessments. Governments' response to CSR. Role of Biodiversity, Climate change and Environment in business. Environmental compliance
Unit- IV	Sustainability models, Benefits of CSR to Business. Factors hindering CSR activities in companies
Unit- V	Theories of CSR Theories of CSR: A.B Carroll, Wood, and stakeholders Theories. The triple bottom line approach. Stakeholder engagement, Standards and Codes – SA 8000, the Global Compact, GRI, etc as well as international standards including ISO 26000.
Textbooks	<ol style="list-style-type: none"> 1. Baxi, C. (2005). <i>Corporate social responsibility: Concepts and cases : The Indian experience</i>. New Delhi, India: Excel Books. 2. Crane, A. (2008). <i>Corporate social responsibility: Readings and cases in a global context</i>. London: Routledge. 3. Visser, W. (2011). <i>The age of responsibility CSR 2.0 and the new DNA of business</i>. Chichester, West Sussex: John Wiley & Sons.
References	<ol style="list-style-type: none"> 1. Agarwal, S. (2008). <i>Corporate social responsibility in India</i>. Los Angeles: Response Publications 2. Visser, W. (2007). <i>The A to Z of corporate social responsibility. A complete reference guide to</i>

	<p><i>concepts, codes and organisations</i>. Chichester, England: John Wiley & Sons.</p> <p>3. Werther, W., & Chandler, D. (2006). <i>Strategic corporate social responsibility: Stakeholders in a global environment</i>. Thousand Oaks: Sage Publications.</p>
Suggested E- Resources	<ol style="list-style-type: none"> 1. Coursera 2. Swayam online learning platform 3. LinkedIn Learning 4. Skillshare 5. Harvard Online Learning

DSE – VI: MBA9145T Planning & Managing Retail Business	
Fourth Semester	
Subject: Planning & Managing Retail Business	
Code of the Course	MBA9145T
Title of the Course	Planning & Managing Retail Business
Qualification level of the Course	Level 9
Credit of the Course	4
Type of the Course	Discipline Specific Core Course (DSE) for MBA(CMAT)
Delivery type of the Course	60 Hours
Prerequisites	Graduation in any stream
Co-requisites	None
Objectives of the Course	The primary objective of the course is to have students develop marketing competencies in retailing and retail consulting. The course is designed to prepare students for positions in the retail sector or positions in the retail divisions of consulting companies. Besides learning more about retailing and retail consulting, the course is designed to foster the development of the students' creative thinking.
Learning Outcomes	At the end of the course, students should be able to: <ol style="list-style-type: none"> 1. Clarify the concept and related terms in retailing. 2. Comprehend the ways retailers use marketing tools and techniques to interact with their customers. 3. Understand various formats of retail in the industry. 4. Recognize and understand the operations-oriented policies, methods, and procedures used by successful retailers.
Syllabus	
Unit- I	An introduction to the Retailing System. Retailing mix - Social forces - Economic forces - Technological force - Competitive forces: Retailing definition, Structure, Different formats - Marketing Concept in Retailing - Consumer purchase behaviours - Cultural and Social group influence on Consumer purchase Behaviour.
Unit- II	Retail store location - Traffic Flow and analysis - Population and its Mobility - Exteriors and layout - Customer Traffic Flows and Pattern - Creative display; Merchandise Planning - Stock turns.
Unit- III	Credit Management, Retail Pricing, Return on per Squ. Feet Space - Retail Promotions - Staying Ahead of Competition: Supply chain Management - Warehousing - Roll of IT in supply Chain Management, Franchising. Direct Marketing/Direct Selling
Unit- IV	Exclusive shops - Destination Stores - Chain Stores - Discount Stores and other current and emerging formats - Issues and options; Retail Equity, Technology in Retailing - Retailing through the internet.
Unit- V	Store layout, Design & Visual Merchandising Private Labels, Retail Franchising Category Management in Retailing. Multi –channel Retailing, Role of Technology in Retailing, Retail Marketing & Branding, Retailing & MIS Servicing the Retail Customer, Store Management.
Textbooks	<ol style="list-style-type: none"> 1. Berman & Evarv: Retail Management, Prentice Hall. 2. Gibson G Vedamani: Retail Management: Functional principles & practices, Jaico Publishing House. 3. Cullen & Newman: Retailing Environment & Operations, Cengage Learning EMEA 4. Bajaj, Tuli & Srivastava: Retail Management- Oxford University Publications 5. Harjit Singh: Retail Management, S. Chand Publication.

References	<ol style="list-style-type: none">1. Berman & Evarv: Retail Management, Prentice Hall, Chapter 13, 172. Gibson G Vedamani: Retail Management: Functional principles & practices, Jaico Publishing House, Chapter 12, 17
Suggested E- Resources	<ol style="list-style-type: none">1. Coursera2. LinkedIn Learning3. Skillshare4. Harvard Online Learning

DSE – VI : MBA9146T International Marketing	
Fourth Semester	
Subject: International Marketing	
Code of the Course	MBA9146T
Title of the Course	International Marketing
Qualification level of the Course	Level 9
Credit of the Course	4
Type of the Course	Discipline Specific Core Course (DSE) for MBA(CMAT)
Delivery type of the Course	60 Hours
Prerequisites	Graduation in any stream
Co-requisites	None
Objectives of the Course	The subject focuses on offering knowledge and expertise in the marketing business at global level and to provide exposure on marketing practices of business firms.
Learning Outcomes	At the end of the Programme, Students will able: <ol style="list-style-type: none"> 1. To recognize the Concept and scope of International marketing. 2. To identify with the International Product, pricing, place and promotional strategies. 3. To recognize International Market channels & Documentation required in international marketing. 4. To give the basic knowledge on the international institutional infrastructure and documentation.
Syllabus	
Unit- I	Introduction to International Markets, International Markets terminologies, FOB,CIF, FOREX Exchange Rate, Types of International Markets (Economic Union, Free Trade Area, Special Economic Zones)
Unit- II	Opportunities and Challenges of international Markets, Impact of Globalization on International trade; Best practices in international trade
Unit- III	Regulatory Framework, Overview of Bretton Woods Agreement, Role & Significance of International Bodies (IMF, GATT, World Bank, OPEC)
Unit- IV	Significance of International Trade, Govt. Initiatives to boost international trade, Role of Export Oriented Unit
Unit-V	Balance of Payments, Balance of Payments v/s Balance of trade, Trade Deficits, Measures to achieve favorable Balance of Payments.
Textbooks	<ol style="list-style-type: none"> 1. Daniels & Lee, International Business Keegan, Global Marketing. 2. Varshney & Bhattacharya, International Marketing Management.
References	<ol style="list-style-type: none"> 1. Harvard Business Review, Global Business Review (Sage Publications), Global Forum – ITC Geneva. 2. Czinkota, International Business Khurana PK, Export Marketing
Suggested E- Resources	<ol style="list-style-type: none"> 1. Coursera 2. LinkedIn Learning 3. Skillshare

DSE – VII : MBA9147T Marketing Research	
Fourth Semester	
Subject: Marketing Research	
Code of the Course	MBA9147T
Title of the Course	Marketing Research
Qualification level of the Course	Level 9
Credit of the Course	4
Type of the Course	Discipline Specific Core Course (DSE) for MBA (CMAT)
Delivery type of the Course	60 Hours
Prerequisites	
Co-requisites	None
Objectives of the Course	The subject focuses on understanding & identifying potential threats, opportunities in the surroundings, evaluate the alternatives and advises to be implemented in market based on study
Learning Outcomes	At the end of the Programme, Students will able: <ol style="list-style-type: none"> 1. To understand the importance of research in analyzing the market. 2. To collect relevant data and information and report findings. 3. To develop an ability and willingness to act on the information, possible outcomes 4. To understand cost, risk for business in terms of time and money.
Syllabus	
UNIT – I	Marketing Research Dynamics- Introduction, Value and Cost of Information Data Collection Sources and Methods: Introduction, Meaning and Nature of Data, Methods of Data collection, Tools and techniques for Data collection, Interview Method, Instrument Designing- Introduction.
UNIT-II	Measurement and Scaling Techniques-Introduction, Importance of Measurement and Scaling in Marketing Research, Scales of Measurement: Fundamental Properties, Primary Scales of Measurement, Attitude Measurement Scales, Types of Comparative Scales, Non – Comparative scale, Selecting an Appropriate Scale, Scale Evaluation, Motivational Research Techniques.
Unit- III	Data Processing and Preliminary Data Analysis: Introduction, Survey Field Work and Data Collection, Nature and Scope of Data Preparation, Editing, Coding, Data Entry, Data Cleaning, Preliminary Data Analysis, Assessing for Normality and Outliers
Unit- IV	Data Analysis: Introduction, Descriptive Statistics, Univariate Analysis, Vicariate Analysis, Analysis of Variance, Multivariate Analysis; Discriminate Analysis, Factor Analysis, Conjoint Analysis, Multidimensional Scaling and Clustering Methods.
Unit- V	Applications of Marketing Research: Introduction, Consumer Market Research, Business-to-Business Market Research, Product Research, Pricing Research, Motivational Research, Distribution Research, Advertising Research, Media research, Sales Analysis and Forecasting, Data Mining. Recent Trends in Marketing Research: Introduction, Marketing Information System and Research, Online Marketing Research, Recent, Research in Lifestyle Retail, Marketing Research and Social Marketing, Trends in Services Marketing Research and Branding Research.
Textbooks	1. Marketing Research by Naresh K. Malhotra 2. Research Methodology by C.R. Kothari Marketing Research Tools and techniques by Nigel Bradley
References	1.K. Malhotra Naresh, "Marketing Research: An Applied Orientation".Edward Publishing, 2002. 2. Kumar Ranjit, "Research Methodology: A Step-by-Step Guide for Beginners", Himalaya Edward F.,McQuarrie and David L. Mothersbaugh"The Market Research Toolbox: A Concise Guide for Beginners"
Suggested E- Resources	<ol style="list-style-type: none"> 1. Winmo 2. StatSocial

DSE – VII : MBA9148T Customer Relationship Management	
Fourth Semester	
Subject: Customer Relationship Management	
Code of the Course	MBA9148T
Title of the Course	Customer Relationship Management
Qualification level of the Course	Level 9
Credit of the Course	4
Type of the Course	Discipline Specific Core Course (DSE) for MBA(CMAT)
Delivery type of the Course	60 Hours
Prerequisites	Graduation in any stream
Co-requisites	None
Objectives of the Course	The course focuses on helping in recognizing the key elements need to be addressed and reflects the need to create an integrated cross-functional focus - one that emphasizes retaining as well as winning customers.
Learning Outcomes	At the end of the Programme, Students will able: <ol style="list-style-type: none"> 1. To understand the concepts and principles of CRM. 2. To enable managing Customer Relationship. 3. To appreciate the role and changing face of CRM as an IT enabled function. 4. To enable managing Customer Relationship.
Syllabus	
Unit- I	CRM concepts - Acquiring customers, - Customer loyalty and optimizing customer relationships - CRM defined - success factors, the three levels of Service/ Sales Profiling - Service Level Agreements (SLAs), creating and managing effective SLAs
Unit- II	CRM in Marketing - One-to-one Relationship Marketing - Cross Selling & Up Selling - Customer Retention, Behavior Prediction - Customer Profitability & Value Modeling, - Channel Optimization - Event-based marketing. - CRM and Customer Service - The Call Centre, Call Scripting - Customer Satisfaction Measurement.
Unit- III	Sales Force Automation - Sales Process, Activity, Contact- Lead and Knowledge Management - Field Force Automation. - CRM links in e-Business - E-Commerce and Customer Relationships on the Internet - Enterprise Resource Planning (ERP), - Supply Chain Management (SCM), - Supplier Relationship Management (SRM), - Partner relationship Management (PRM).
Unit- IV	Analytical CRM - Managing and sharing customer data - Customer information databases - Ethics and legalities of data use - Data Warehousing and Data Mining concepts - Data analysis - Market Basket Analysis (MBA), Click stream Analysis, Personalization and Collaborative Filtering.
Unit- V	CRM Implementation - Defining success factors - Preparing a business plan requirements, justification and processes. - Choosing CRM tools - Defining functionalities - Homegrown versus out-sourced approaches - Managing customer relationships - conflict, complacency, Resetting the CRM strategy. Selling CRM internally - CRM development Team - Scoping and prioritizing - Development and delivery - Measurement.
Textbooks	<ol style="list-style-type: none"> 1. Francis Buttle, Stan Maklan, Customer Relationship Management: Concepts and Technologies, 3rd edition, Routledge Publishers, 2015. 2. Kumar, V., Reinartz, Werner Customer Relationship Management Concept, Strategy and Tools, 1st edition, Springer Texts, 2014.
References	<ol style="list-style-type: none"> 1. Jagdish N Sheth, Parvatiyar Atul, G Shainesh, Customer Relationship Management: Emerging Concepts, Tools and Applications, 1st Edition, Tata McGraw Hill, June 2008. 2. H.Peeru Mohamed , A Sagadevan, Customer Relationship Management, A Step by Step Approach, Vikas Publishing House.
Suggested E- Resources	<ol style="list-style-type: none"> 1. Coursera 2. LinkedIn Learning 3. Skillshare

DSE – VIII : MBA9149S Project Study in Marketing	
Fourth Semester	
Subject: Project Study in Marketing	
Code of the Course	MBA9149S
Title of the Course	Project Study in Marketing
Qualification level of the Course	Level 9
Credit of the Course	4
Type of the Course	Discipline Specific Core Course (DSE) for MBA(CMAT)
Delivery type of the Course	120 Hours
<p>It may be Industry oriented internship which must be of 45 days duration completed after second semester in summer break period. Candidates will be required to submit internship report in the beginning of fourth semester. This project study may be in form of Major Research Project study allocated shall commence in the beginning of fourth semester and will have two papers weight. This research project study students have to complete under the supervision of faculty supervisor. The type of project study to be allocated will be announced y Director/ Course Director towards the end of second semester.</p>	

HUMAN RESOURCE SEMESTER III & IV

Level	Sem.	Course Type	Course Code	Course Title	Delivery Type			Total Hours	Credit	Internal Assessment	EoS Exam	M.M	
					L	T	P						
9		DCC	MBA9011T	IT & MIS	L	T	-	60	4	20	80	100	
			MBA9012T	Business Policy & Strategic Management									
	III		DSE Courses of Human Resource in III Semester										
			DSE - I	MBA9154T	Management of Industrial Relations	L	T	-	60	4	20	80	100
				MBA9155T	Compensation Management								
			DSE - II	MBA9156T	Management Training & Development	L	T	-	60	4	20	80	100
				MBA9157T	Human Resource Information System								
			DSE - III	MBA9158T	Organizational Change & Intervention Strategies	L	T	-	60	4	20	80	100
				MBA9159T	HR Analytics								
			GEC- II	MBA9105T	Wealth Management	L	T	-	60	4	20	80	100
				MBA9106T	Personality Development								
				MBA9107T	Entrepreneurship Development								
				MBA9108T	Project Management								
	IV		DCC	MBA9013T	Business Legislation	L	T	-	60	4	L	T	100
			DSE Courses of Human Resource in IV Semester										
			DSE - IV	MBA9160T	Human Resource Planning & Development	L	T	-	60	4	L	T	100
				MBA9161T	Labor Law								
			DSE - V	MBA9162T	Legal framework Governing Human Relations	L	T	-	60	4	20	80	100
				MBA9163T	Competency Mapping and Performance Management								
				MBA9164T	Human Resource Development : Strategies Systems	L	T	-	60	4	20	80	100
DSE - VI			MBA9165T	HR Accounting	L	T	-	60	4	20	80	100	
DSE - VII			MBA9166T	Global HR Practices									
			MBA9167T	Knowledge Management									
DSE- VIII	MBA9168S	Project Study for Human Resource	-	-	-	120	4	20	80	100			

DCC: MBA9011 IT & MIS	
Third Semester	
Subject: IT & MIS	
Code of the Course	MBA9011
Title of the Course	IT & MIS
Qualification level of the Course	Level 9
Credit of the Course	4
Type of the Course	Discipline Centric Compulsory (DCC) Course for MBA(CMAT)
Delivery type of the Course	60 Hours
Prerequisites	Graduation in any stream
Co-requisites	None
Objectives of the Course	The objective of the course is to develop the basic understanding basics of computer, MS Word, MS Excel, MS Power point and decision support system of the Artificial Intelligence for Business Organization.
Learning Outcomes	<ol style="list-style-type: none"> 5. To enable students importance of information system in decision making. 6. To understand application of MIS in organizational ERP. 7. To apply technical alternatives in business. 8. Analyse how information systems and technologies impact a firm in terms of value creation and providing Strategic advantage for a firm.
Syllabus	
Unit- I	Introduction to computer : hardware, software and firmware, MS word Introduction: Creating, saving word document, applying different formatting techniques and displaying different views, MS Excel Introduction: Concept of worksheet and workbook, understanding formula and functions, MS Power point saving power point presentation using different templates.
Unit- II	Management Information System: Definitions - Basic Concepts, Frameworks, and System Development Methodologies - Life Cycle and Prototype approach. Types of Information Systems. - TPS, MIS, DSS, KWS, OAS, experts system: evaluation and control of information systems.
Unit- III	Data Base Management system: Sources of data - data file environment, problem solving, decision making, data models, data mining, elementary idea about RDBMS. Simon's model in information system design, Simulation technique
Unit- IV	Decision Support System - An Overview: Relevance, scope, characteristics and capabilities, Components, Classification of DSS User Interface graphics menus - Forms, DSS tools - DSS generators, Specific DSS, Constructing a DSS: Steps in designing DSS, GDSS: Introduction & Applications.
Unit- V	Application of Information System in Marketing, Production, Finance, Inventory and HR, Enterprise Resource Planning, Business Process reengineering, Gaming.
Textbooks	Keen, Peter G.W.: Decision Support System an Organizational Perspective Addison- Wesley Pub, * Theierauff, Robert J. Decision Support System for-effective planning - - Prentice Hall – 1982
References	<p>Stephen Haag, Amy Philips,Business Driven Technology, McGraw Hill, *EfraimTurban, Dorothy Leidner, Ephraim McLean and James Wetherb,Information Technology for Management: Transforming Organizations in Digital Economy, Wiley Publishers.</p> <p>* Raymond McLeod and George P. Schell, Management Information Systems, Pearson 10 th Edition,</p> <p>* Krober,Donald W., and Hugh.J. Watson Computer Based Information System Newyork, 1984 18 18 4. DavisL, Michael W. A management</p>

	approach - Macmillan Publishing Company, Prentice Hall, New Jersey, 1988. * Andrew P. Decision Support System Engineering, Sage, John Wiley & Sons, New York, 1991.
Suggested E- Resources	https://jgateplus.com/home/tag/open-access/ , https://www.springeropen.com/journals , https://shodhganga.inflibnet.ac.in/simple-search

DCC: MBA9012T Business Policy & Strategic Management	
Third Semester	
Subject: Business Policy & Strategic Management	
Code of the Course	MBA9012T
Title of the Course	Business Policy & Strategic Management
Qualification level of the Course	Level 9
Credit of the Course	4
Type of the Course	Discipline Centric Compulsory (DCC) Course for MBA(CMAT)
Delivery type of the Course	60 Hours
Prerequisites	Graduation in any stream
Co-requisites	None
Objectives of the Course	The Objectives of this course is to develop understanding about strategic processes and their impact on a firm. The course focuses on the concept of strategy formulation and implementation by exploring the functions and nature of general management. The course serves as an opportunity to develop skills for strategic thinking and analysis, leadership, communication, teamwork, and cross-functional integration.
Learning Outcomes	At the end of the course, students should be able to: 1. Critically analyze the internal and external environments in which businesses operate and assess their significance for strategic planning. 2. Apply understanding for the theories, concepts and tools that support strategic management in organizations. 3. Build understanding of the nature and dynamics of strategy formulation and implementation processes at corporate and business level. 4. Enhanced ability to identify strategic issues and design appropriate courses of action.
Syllabus	
Unit- I	Business and types of business, Defining strategy, Strategy and the Quest for Competitive Advantage: Military origins of strategy – Evolution - Concept and Characteristics of strategic management – Mintzberg's 5Ps of strategy – Corporate, Business and Functional Levels of strategy - Strategic Management Process. Strategic Intent & Strategy Formulation: Vision, mission and purpose – Business definition, objectives and goals – Stakeholders in business and their roles in strategic management - Corporate Social Responsibility, Ethical and Social Considerations in Strategy Development, Strategic management in

	Indian Scenario.
Unit- II	Strategic analysis: Analyzing Company' s Resources and Competitive Position - Organizational Capability Profile – Strategic Advantage Profile – Core Competence - Distinctive competitiveness. Analyzing Company' s External Environment: Environmental appraisal – Scenario planning – Preparing an Environmental Threat and Opportunity Profile (ETOP) – Industry Analysis - Porter's Five Forces Model of competition.
Unit- III	Corporate Portfolio Analysis: Business Portfolio Analysis - 19 19 Synergy and Dysergy - BCG Matrix – GE 9 Cell Model - Concept of Stretch, Leverage and fit 6. Generic Competitive Strategies: Low cost , Differentiation, Focus. . Grand Strategies: Stability, Growth (Diversification Strategies, Vertical Integration Strategies, Mergers, Acquisition & Takeover Strategies, Strategic Alliances & Collaborative Partnerships), Retrenchment, Outsourcing Strategies. Tailoring strategy to fit specific industry – Life Cycle Analysis - Emerging, Growing, Mature& Declining Industries.
Unit- IV	Strategy implementation - Project implementation – Procedural implementation – Resource Allocation – Organization Structure – Matching structure and strategy, Behavioural issues in implementation – Corporate culture – Mc Kinsey' s 7s Framework - Concepts of Learning Organization . Functional issues – Functional plans and policies – Financial, Marketing, Operations, Personnel, IT. Strategy Evaluation – Operations Control and Strategic Control - Symptoms of malfunctioning of strategy — Balanced Scorecard.
Unit- V	New Business Models and strategies for Internet Economy: Shaping characteristics of E- Commerce environment – E-Commerce Business Model and Strategies – Internet Strategies for Traditional Business – Key success factors in E- Commerce – Virtual Value Chain. Cases in strategic management: A minimum of 5 cases encompassing the above topics to be analyzed and discussed in the class.
Textbooks	4. A Thompson Jr., A J Strickland III, J E Gamble, Crafting & Executing Strategy – The Quest for Competitive Advantage, Tata McGraw Hill, 4th ed., 2005. 5. Ranjan Das, Crafting the Strategy: Concepts and Cases in Strategic Management, Tata McGraw Hill, 2004. 6. Henry, Mintzberg, Bruce, Ahlstrand and Joseph, Lampel (1998). Strategy Safari. 31 Free Presses, New York. 2020
References	1. Gary, Hamel and Prahalad, C. K. (1999). Competing for the Future. HBS Press. 2. A. Montgomery, M. E. Porter, Strategy – Seeking and Securing Competitive Advantage, Harvard Business Review Publications, 1991. 3. Peter F. Drucker, Managing in a Time of Great Change, Truman Talley Books / Plume Penguin Group, 1998.
Suggested E- Resources	5. Coursera 6. LinkedIn Learning 7. Skillshare 8. Harvard Online Learning

Subject: Management Of Industrial Relations	
Code of the Course	MBA9154T
Title of the Course	Management Of Industrial Relations
Qualification level of the Course	Level 9
Credit of the Course	4
Type of the Course	Discipline Specific Elective (DSE) Course for MBA(CMAT)
Delivery type of the Course	60 Hours
Prerequisites	Graduation in any stream
Co-requisites	None
Objectives of the Course	Organizational efficiency and performance is intricately interlinked with industrial relations. This course is an attempt to appreciate the conceptual and practical aspects of Industrial relations at the macro and micro levels.
Learning Outcomes	Students will be able to: 1. Understand the concept of Industrial relations and the various determinants to be applied in industry. 2. Understanding of the basic structure of Trade Unions and there functions. The various measures to conflict Resolution. 3. Ability to explain the types of employee counseling methods, consultative bodies and the workers development and participation in management. 3. Able to explain the concept of Discipline and grievance procedures and the Redressed procedures for the settlement of dispute. 4. Understand the concept of Labour
Syllabus	
Unit- I	Introduction-Concept and Determinants of Industrial Relations-Industrial Relations in India - Managing IR Changes - IR and Productivity - Technology and IR - Effective Communication Systems and IR Management - Indian Culture & IR .
Unit- II	Trade Unions - Purpose, Functions and Structure of Trade Unions - Trade Union Legislation-Multiplicity of Trade Unions –Conflict Resolutions-Industrial Relations -Welfare and Productivity-Social Responsibility of Trade Unions-IRM management and Management of Trade Unions.
Unit- III	Employee Counseling-Types-Methods-Problems-Consultative Bodied s(Bipartite, Tripartite) - IR Strategies - Workers Development and Participation.
Unit- IV	Discipline and Grievance Redressal Machinery-Purposes and Procedures of Disciplinary Action - Grievance Redressal Procedures - Conciliation - Arbitration and Adjudication - Collective Bargaining - The Bargaining Process - Strengths and Skills.
Unit- V	Labor Administration - ILO, ILC and Indian Constitutional Provisions in Relation to Labor Administration - Central Machinery of Labor Administration - Labor Administration at theState,DistrictandLocalLevels-ContemporaryTrendsandFutureofIndustrialRelationsin India
Textbooks	1. Carrillo, Vincent, with C. Freeman. Human Resource Management Systems: Strategies, Tactics, and Techniques. Lexington, MA: Lexington Books, 1991. 2. Frantzreb, R. B. The Personnel Software Census. Roseville, CA: Advanced Personnel Systems, 1993. 3. Grignard, Samuel. "Extranets: Linking Employees with Your Vendors." Workforce 76, no. 11 (November 1997): 28-34. 4. Holtz, Shel. "Strategizing a Human Resources Presence on the Intranet." Compensation and Benefits Management 13, no. 4 (autumn 1997): 31-37. 5. Monk & Wagner, CONCEPTS IN ENTERPRISE RESOURCE PLANNING, Thomson
References	1. Davis, K., Human Behaviour at Work, New Delhi, Tata McGraw-Hill, 1977. 2. Rao, T.V., and E.S.J. Abraham, "Human Resource

	<p>Development Practices in Indian Industries—A Trend Report”. In Rao, T.V., and D.F. Pereira (ed.), Recent Experiences in Human Resources Development, New Delhi, Oxford and IBH Publishing Co., 1986.</p> <p>3. Schein, E.H. 1970. Organizational Psychology. New Jersey. Prentice Hall.</p> <p>4. Robbins, S.P. 1974. Managing Organizational Conflict: A Nontraditional Approach. New Jarsey: Prentice Hall</p>
Suggested E- Resources	<ol style="list-style-type: none"> 1. Coursera 2. Alison 3. Swayam 4. LinkedIn Learning 5. CiteHR 6. Harvard Online Learning

DSE – I : MBA9155T Compensation Management	
Third Semester	
Subject: Compensation Management	
Code of the Course	MBA9155T
Title of the Course	Compensation Management
Qualification level of the Course	Level 9
Credit of the Course	4
Type of the Course	Discipline Specific Elective(DSE) for MBA(CMAT)
Delivery type of the Course	60 Hours
Prerequisites	Graduation in any stream
Co-requisites	None
Objectives of the Course	The course focuses on helping students understanding importance of fair pay policy within organization, as a key element.

	Understanding how skills, experience contribute for a job
Learning Outcomes	At the end of the Programme, Students will able: <ol style="list-style-type: none"> 1. To attract and retain good talent in the organization. 2. To determine salary, benefits, incentives paid to employees. 3. To include employees in decisions related with compensation structuring, market wages to promote internal fairness. 4. To align the company's budget with the job market and government regulations.
Syllabus	
Unit- I	Compensation - Definition - Compensation Responsibilities – Compensation System Design Issues – Compensation Philosophies – Compensation Approaches
Unit- II	Compensation Classification - Types - Incentives - Fringe Benefits - Strategic Compensation Planning – Determining Compensation – The wage Mix – Development of Base Pay Systems – The Wage Curve – Pay Grades – Salary Matrix – Compensation as a Retention Strategy
Unit- III	Theories of Wages - Wage Structure - Wage Fixation - Wage Payment - Salary Administration - Executive Compensation – Incentive Plans – Team Compensation – Gain Sharing Incentive Plan – Enterprise Incentive Plan – Profit Sharing Plan- ESOPs – Compensation Management in Multi-National organizations.
Unit- IV	Methods of Rewarding of Sales Personnel - Pay - Commission - Pay and Commission - Performance Based Pay Systems - Incentives - Executive Compensation Plan and Packages - Perceptions of Pay Fairness – Legal Constraints on Pay Systems.
Unit- V	Wage Boards - Pay Commissions - Employee Benefits – Benefits Need Analysis – Funding Benefits – Benchmarking Benefit Schemes - Employee Benefit Programmes – Security Benefits – Creating a Work Life Setting – Designing Benefit Packages
Textbooks	<ol style="list-style-type: none"> 1. DewakarGoel, PERFORMANCE APPRAISAL AND COMPENSATION MANAGEMENT, <i>PHI Learning, New Delhi, 2008</i> 2. Richard.I. Henderson, COMPENSATION MANAGEMENT IN A KNOWLEDGE BASED WORLD, <i>Prentice Hall India, New Delhi.</i>
References	<ol style="list-style-type: none"> 1. Richard Thrope & Gill Homen, STRATEGIC REWARD SYSTEMS, <i>Prentice Hall India, New Delhi.</i> 2. Michael Armstrong & Helen Murlis, HAND BOOK OF REWARD MANAGEMENT, <i>Crust Publishing House.</i>
Suggested E- Resources	<ol style="list-style-type: none"> 1. Coursera 2. Swayam 3. LinkedIn Learning

DSE – II : MBA9156T Management Training and Development**Third Semester****Subject: Management Training and Development**

Code of the Course	MBA9156T
Title of the Course	Management Training and Development
Qualification level of the Course	Level 9
Credit of the Course	4
Type of the Course	Discipline Specific Elective (DSE) for MBA(CMAT)
Delivery type of the Course	60 Hours
Prerequisites	Graduation in any stream
Co-requisites	None
Objectives of the Course	To familiarize the students with the concept and practice of training and management development in the modern organizational setting through text and cases
Learning Outcomes	At the end of the course, students should be able to: <ol style="list-style-type: none">1. Understand the need and process of training need analysis in organizations.2. Understand the process of designing a training program and its evaluation.3. Understand various training methods and their applicability in different organizational situations.4. Comprehend the tools and techniques of management development
Syllabus	
Unit- I	Training Process - an Overview; Role, Responsibilities and Challenges to Training Managers;
Unit- II	Organization and Management of Training Function; Training Needs Assessment and Action Research
Unit- III	Instructional Objectives and Lesson Planning; Learning Process
Unit- IV	Training Climate and Pedagogy; Developing Training Modules; Training Methods and Techniques.

Unit- V	Facilities Planning and Training Aids; Training Communication; Training Evaluation; Training and Development in India.
Textbooks	<ol style="list-style-type: none"> 1. Blanchard P. Nick and Thacker James, Effective Training, Systems, Strategies and Practices, 5th ed. Pearson. 2. Bhatia S.K., Training & Development, Deep & Deep Publishers. 3. Lynton Rolf and Pareek Udai, Training & Development, Prentice Hall.
References	<ol style="list-style-type: none"> 1. Noe, Raymond A., Employee Training & Development, McGraw-Hill Education. 2. Rishipal, Training & Development Methods, S. Chand 3. Ross, Stanley C., Training and Development in Organizations: An essential guide to trainers, 1st Ed. Rutledge
Suggested E- Resources	<ol style="list-style-type: none"> 1. Course 2. LinkedIn Learning 3. Skill share 4. Harvard Online Learning

DSE – II : MBA9157T Human Resource Information System	
Fourth Semester	
Subject: MBA9157T	
Code of the Course	MBA9157T
Title of the Course	Human Resource Information System
Qualification level of the Course	Level 9
Credit of the Course	4
Type of the Course	Discipline Specific Elective (DSE) for MBA(CMAT)
Delivery type of the Course	60 Hours
Prerequisites	Graduation in any stream
Co-requisites	None
Objectives of the Course	To understand the concept of Human Resource Information Systems and to familiarize the Applications of HRIS in Organizations.
Learning Outcomes	<p>Students will able to Learn:</p> <ol style="list-style-type: none"> 1. Understand the basic concept of computers Information system. 2. Ability to implement the functional application of computer information system in management. 3. Understand the HRIS Life Cycle and HR responsibility in each phase of HRIS Development. 4. Ability to implement the tools of HRIS 5. Study the application of HRIS in small and large organizations.
Syllabus	
Unit- I	Computers and Computer Based Information Systems /Introduction to Computer Based Information Systems –TPS/MIS/EIS/ES/DSS/OA.
Unit- II	Management Concepts and CBIS/Case Study, Management Information Systems Functional Applications / Exercise
Unit- III	HRIS Life-Cycle/HR responsibility in each phase of HRIS development, Pre implementationstageofHRIS:•HRISPlanning•HRISExpectation•Productivity ThroughHRIS HRISCost-benefitValueAnalysis•GettingManagementSupportforHRIS•Limitationsof Computerization of HRIS
Unit- IV	Implementation of HRIS:•Tools in HRIS Development •Cases and Exercises B.A.(VS) Human Resource Management CBCS
Unit- V	Human Resources Information Systems in large and small organizations: Cases& Exercises, Packaged Human Resources Information Systems /

	Business Process, Re-engineering, Enterprise Resource Planning Systems Emerging Trends in HRIS, Networking, Internet, Intranet, Technology Implications, etc.
Textbooks	<ol style="list-style-type: none"> 1. Ceriello, Vincent, with C. Freeman. Human Resource Management Systems: Strategies, Tactics and Techniques. Lexington, MA: Lexington Books, 1991. 2. Frantzreb, R. B. The Personnel Software Census Roseville, CA: Advanced Personnel Systems, 1993. 3. Greengard, Samuel. "Extranets: Linking Employees with Your Vendors." Workforce 76, no. 11 (November 1997): 28-34. 4. Holtz, Shel. "Strategizing a Human Resources Presence on the Intranet." Compensation and Benefits Management 13, no. 4 (autumn 1997): 31- 5. Monk & Wagner, CONCEPTS IN ENTERPRISE
References	<ol style="list-style-type: none"> 1. Hempel, P.S, 'Preparing The Hr Profession For Technology And Information Work', Human Resource Management Review, Vol. 43, No. 2/3, pp 163-167 2. Lawler, John J. "Computer-Mediated Information Processing and Decision Making in Human Resource Management." In Research in Personnel and Human Resources Management, vol. 10, edited by G. R. Ferris and K. M. Rowland. Greenwich, CT: JAI Press, 1992, 301-45. 3. Walker, Alfred. Handbook of Human 4. Resource Information Systems: Reshaping the Human Resource Function with Technology. New York: McGraw-Hill, 1993.1. 5. Michael Armstrong, A Handbook of Human Resource Management Practice, Kogan Page 6. Gueutal & Stone, THE BRAVE NEW WORLD OF HER, Jossey-Bass
Suggested E- Resources	<ol style="list-style-type: none"> 1. Coursera 2. Swayam 3. LinkedIn Learning 4. CiteHR 5. Harvard Online Learning

DSE – II : MBA9158T Organizational Change & Intervention Strategies	
Fourth Semester	
Subject: Organizational Change& Intervention Strategies	
Code of the Course	MBA9158T
Title of the Course	Organizational Change& Intervention Strategies
Qualification level of the Course	Level 9
Credit of the Course	4
Type of the Course	Discipline Specific Elective (DSE) for MBA (CMAT)
Delivery type of the Course	60 Hours
Prerequisites	Graduation in any stream
Co-requisites	None
Objectives of the Course	The objective of this paper is to prepare students as organizational change facilitators using the knowledge and techniques of behavioural science
Learning Outcomes	<ol style="list-style-type: none"> 1. Apply knowledge of management theories and practices to solve business problems 2. Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment 3. Ability to develop Value based Leadership ability
Syllabus	
Unit- I	Organization Change-an Overview, models of change and effectiveness of change strategies; Approaches to Problem Diagnosis.
Unit- II	Some Major Techniques of Planned Change ;managing resistance to change ;introduction of OD and steps in OD.
Unit- III	General OD Competencies, OD Skills
Unit- IV	OD Interventions :Overview ,Designing &evaluation of Interventions –Interpersonal ,Team, Intergroup and System; factors affecting OD Interventions
Unit- V	Power, Politics ,ethics ,Future of O D and new perspectives
Textbooks	<ol style="list-style-type: none"> 1. Abad, Ahmad. etc. Developing Effective Organization. New Delhi, Sri Ram Centre for Industrial Relations, 1980. 2. De Nitish. Alternative Designs of Human Organizations. London, Sage, 1988. 3. French, W H. and Bell, CH. Organisation Development. New Delhi, Prentice Hall of India, 1991. 3. French, W 4. L., etc. Organization Development Theory, Practice and Research. 3rd ed. New Delhi, Universal Book Stall, 1990
References	<ol style="list-style-type: none"> 1. Harvey, D F. and Brown, D R. An Experiential Approach to Organization Development. Englewood Cliffs, New Jersey, Prentice Hall Inc., 1990. 2. Huse, F E. and Cummings, T G. Organization,

	Development and Change. 3rd ed. New York, West, 1985. 3. Sinha, Dharani, P. etc. Consultants and Consulting Styles. New Delhi, Vision, 1982.
Suggested E- Resources	Cite HR

DSE – III MBA9159T HR Analytics	
Fourth Semester	
Subject: HR Analytics	
Code of the Course	MBA9159T
Title of the Course	HR Analytics
Qualification level of the Course	Level 9
Credit of the Course	4
Type of the Course	Discipline Specific Elective (DSE) for MBA(CMAT)
Delivery type of the Course	60 Hours
Prerequisites	Graduation in any stream
Co-requisites	None
Objectives of the Course	To inculcate in students an understanding about employee engagement and measure outcome driven through data profiling and to help students identify metrics that leads to attrition in an organization
Learning Outcomes	At the end of the course, students should be able to: <ul style="list-style-type: none"> 1. To be able to understand, analyze and communicate the concepts and theories of HR Analytics. 2. To having an understanding of Human capital Benchmarking
Syllabus	
Unit- I	HR Analytics in Excel –Understand how to pick a problem that is relevant - Describe how to select relevant data -Explain how you can measure an outcome, Understand how to check data for errors -Describe how to create a new variable from existing data - Comprehend how to clean HR data
Unit- II	Data Structures -Trans form different dates in to a singular format -Utilize the V Lookup function to merge HR data -Combine Pivot Tables and visualization techniques
Unit- III	Connecting Transactional Data Understand how transactional data works in Power Disconnect transactional data with filters -Create different Pivot Table utilizing Power BI
Unit- IV	Visualizing HR Data--Explain what steps you should take when designing a dashboard -Understand how to show descriptive statistics in Power Bi-Utilize the most prevalent dashboard elements
Unit- V	DataVisualizationinPowerBI-LearnhowtovisualizeMatrixesandTables-Understand gauges and single-number cards -Visualize hierarchies and charts
Textbooks	<ul style="list-style-type: none"> 1. "Predictive HR Analytics: Mastering the HR Metric" by Martin R. Edwards 2. "HR Analytics: The What, Why and How of HR Metrics" by Martin Redding ton and Peter Howarth 3. "People Analytics in the Era of Big Data: Changing the Way You Attract, Acquire, Develop, and Retain Talent" by Jean Paul Is son and Jesse S. Harriett
References	<ul style="list-style-type: none"> 1. Is son, J. P., & Harriett, J. S. (2016). <i>People analytics in the era of big data: Changing the way you attract, acquire, develop, and retain talent</i>. John Wiley & Sons. 2. Pierce, K. E. (2018). <i>HR metrics and analytics: Use data to drive people decisions</i> (2nd ed.). SHRM.Fitz-enz, J. (2014). <i>Workforce analytics: Strategies and techniques for predictive analysis</i>. FT Press
Suggested E- Resources	<ul style="list-style-type: none"> 1. Coursera 2. LinkedIn Learning

	<p>3. Skill share</p> <p>4. Harvard Online Learning</p>
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GEC– II : MBA9105T Wealth Management	
Third Semester	
Subject: Wealth Management	
Code of the Course	MBA9105T
Title of the Course	Wealth Management
Qualification level of the Course	Level 9
Credit of the Course	4
Type of the Course	Generic Elective Course for MBA(CMAT)
Delivery type of the Course	60 Hours
Prerequisites	Graduation in any stream
Co-requisites	None
Objectives of the Course	The objective of wealth management is to teach students how to preserve and grow clients' wealth through tailored financial planning and investment strategies.
Learning Outcomes	<ol style="list-style-type: none"> 1. To understand the role of financial planning, risk profiling and asset planning as a wealth manager. 2. To understand the role of financial planning and its various stages, the concept of wealth cycle and life cycle, and the preparation of a financial plan and financial blood-test report. 3. To appreciate the various dimensions of equity, debt, gold and real estate and their role, risks and application in the portfolio of individuals 4. To select investments in a structured manner for wealth creation and a balanced approach To uncertainties 5. To Understand how investment products such as derivatives and various types of funds and structured products can help in long term wealth creation and the risks underlying such products and services 6. To know how the risk profile of clients can be assessed and how asset allocation is an important element of wealth management 7. To be oriented towards the kinds of risk that insurance can over protection against, and the safeguards required while buying life insurance, health insurance and other general insurance 8. To develop competencies in the various elements of taxation and how investments are taxed
Syllabus	
Unit- I	Introduction: Financial Planning: Background, Role of Financial Planner, Financial Planning Process, Client Data Collection, Client Data Analysis, Life Cycle, Wealth Cycle, Risk Profiling and Asset Allocation.
Unit- II	Financial Plan, Goal-based Financial Plan, Comprehensive Financial Plan, Financial Blood-Test Report (FBR), Financial Planning in India. Investment Products & Services Derivatives: - Futures, Options. Mutual Fund. Venture Capital / Private Equity Funds. Hedge Funds, Structured Products, Portfolio Management Services (PMS). Systematic Approach to Investing: - Lump-Sum Investment, Systematic Investment Plan (SIP), Systematic Withdrawal Plan (SWP), Systematic Transfer Plan (STP). Investment Evaluation Framework Risk-Return Framework, Risk: -Standard Deviation, Beta. Risk Adjusted Returns: -Sharpe Ratio, Treynor Ratio, Alpha
Unit- III	Investment & Risk Management: Equity Role of Equity, Active

	and Passive Exposures, Returns from Passive, Exposure to S&P CNX Nifty, Sector Exposure and Diversification, Fundamental and Technical Analysis, Fundamental Valuation Approaches, Investment and Speculation, Leveraging. Investment & Risk Management: Debt Role of Debt, Deposits and Debt Securities, Valuation of Debt Securities, Yield and Interest Rate Risk, Interest Rate and Debt Investments, Credit Exposure and Debt Investments, Concentration Risk, Passive Investments in Debt. Investment & Risk Management: Alternate Assets Gold: - Role of Gold, Gold Investment Routes, Rupee returns from Gold. Real Estate: - Role of Real Estate, Real Estate Investment Routes, Real Estate Indices SSELECTIVVELLY-Invest Classification Scheme for Investment Products.
Unit- IV	Risk Profiling & Asset Allocation Risk Profiling, Why Asset Allocation? Strategic Asset Allocation, Tactical Asset Allocation, Fixed Asset Allocation, Flexible Asset Allocation, Asset Allocation Returns in Equity and Debt: - Fixed Asset Allocation with Annual Re-balancing, Flexible Asset Allocation. Asset Allocation Returns in Equity, Debt and Gold: -Fixed Asset Allocation with Annual Re-balancing, Flexible Asset Allocation. Allocation to Speculation, Diversification in Perspective. Risk Management through Insurance: Risk Assessment, Life Insurance, Health Insurance, General Insurance, Safeguards in Insurance.
Unit- V	Elements of Taxation: Previous Year and Assessment Year, Gross Total Income, Income Tax Slabs, Advance Tax, Tax Deducted at Source (TDS), Exempted Income. Deductions from Income: - Section 80C, Section 80CCC, Section 80CCD, Section 80D, Section 80E, Section 80GG. Long Term and Short Term Capital Gain / Loss, Speculation Profit / Loss, Capital Gains Tax exemption under Section 54EC, Capital Gains Tax exemption under Section 54F, Setting Off & Carry Forward Taxation of Investment Products: Dividend Tax / Tax on Income Distributed by Mutual Fund, Securities Transaction Tax (STT), Capital Gains Taxation, Taxation of Fixed Deposits and Fixed Maturity Plans: -Fixed Deposits, Fixed Maturity Plans (FMP) Dividend and Growth Options in Mutual Fund schemes, Wealth Tax.
Textbooks	Wealth Management by Dun and Bradstreet Published by McGraw Hills.
References	Wealth Management Unwrapped, Revised and Expanded: Unwrap What You Need to Know and Enjoy the Present" by Charlotte B. Beyer
Suggested E- Resources	NSE Academy's Certification in Financial Markets (NCFM) Wealth Management Module

GEC – II : MBA9106T Personality Development	
Third Semester	
Subject: Personality Development	
Code of the Course	MBA9106T
Title of the Course	Personality Development
Qualification level of the Course	Level 9
Credit of the Course	4
Type of the Course	Generic Elective Course for MBA(CMAT)
Delivery type of the Course	60 Hours
Prerequisites	Graduation in any stream
Co-requisites	None
Objectives of the Course	The course provide the study of various skills and traits to shape their personality for their intra-personal Development
Learning Outcomes	<ol style="list-style-type: none"> 1. Comprehending the scope of personality and its development. 2. Enabling development of core skills for development of self. 3. Understanding positive personality traits 4. Cultivating skills for successful life 5. Think critically and collaborate with others to achieve goals. Apply the skills of problem solving and conflict management.
Syllabus	
Unit- I	Introduction to Personality Development The concept of personality - Dimensions of personality – Theories of Freud & Erickson- Significance of personality development. The concept of success and failure: What is success?-Hurdles in achieving success-Overcoming hurdles -Factors responsible for success–What is failure- Causes of failure.SWOT analysis.
Unit- II	Attitude & Motivation Attitude - Concept - Significance - Factors affecting attitudes- Positive attitude –Advantages–Negative attitude- Disadvantages -Ways to develop positive attitude-Differences between personalities having positive and negative attitude. Concept of motivation- Significance–Internal and external motives - Importance of self- motivation- Factors leading to motivation.
Unit- III	Self-esteem Term self-esteem - Symptoms - Advantages - Do's and Don'ts to develop positive self-esteem – Low self-esteem - Symptoms - Personality having low self esteem - Positive and negative self esteem. Interpersonal Relationships– Defining the difference between aggressive, submissive and assertive behaviors- Lateral thinking.
Unit- IV	Other Aspects of Personality Development Body language - Problem-solving–Conflict and Stress Management–Decision-making skills- Leadership and qualities of a successful leader–Character building- Teamwork –Time management-Work ethics – Good manners and etiquette.
Unit- V	Employability Quotient Resume building- The art of participating in Group Discussion – Facing the Personal (HR & Technical) Interview –Frequently Asked Questions- Psychometric Analysis –Mock Interview Sessions.
Textbooks	1. Heller Robert. Effective Leadership. Essential Manager Series. DK

	<p>Publishing 2023. Hindle, Tim.Reducing stress 2. Andrews, Sudhir (1988). How to Succeed at Interviews. 21st (rep.) New Delhi, Tata McGraw-Hill.</p> <p>3. Barun K. Mitra, Personality Development and Group Discussions, Oxford University Press Career Digest</p> <p>4. Chandra, M.S. Satish (1999). Conflict Management. Delhi. Rajat publication.</p> <p>5. Hurlock Elizabeth B. Personality Development Tata Mcgraw Hill, New Delhi</p>
References	<p>1. Pravesh Kumar. All About Self Motivation. New Delhi Goodwill Publishing House 2005 2. Lucas, Stephen. Art of Public Speaking. New Delhi. Tata Mac Graw Hill 2001 3. Mile DJ Power of Positive Thinking. Delhi. Rohan Book Company, 2004.</p>
Suggested E- Resources	<p>1. Coursera 2. CiteHR 3. Icfai</p>

GEC – II : MBA9107T Entrepreneurship Development	
Third Semester	
Subject: Entrepreneurship Development	
Code of the Course	MBA9107T
Title of the Course	Entrepreneurship Development
Qualification level of the Course	Level 9
Credit of the Course	4
Type of the Course	Generic Elective Course for MBA(CMAT)
Delivery type of the Course	60 Hours
Prerequisites	Graduation in any stream
Co-requisites	None
Objectives of the Course	The objective is to foster the creation and growth of new businesses by enhancing entrepreneurial skills, innovation, and economic development.
Learning Outcomes	<p>The students may be able to understand:</p> <ol style="list-style-type: none"> 1. The concepts of entrepreneurship, its need and scope Meaning of term entrepreneur, classification of entrepreneur and qualities of an entrepreneur 2. The concept of innovation Analyse the factors influencing entrepreneurial environment 3. The need for developing entrepreneurial culture 4. The various aspects of entrepreneurial culture The process of nurturing culture 5. The counselling and follow up process Entrepreneurial education prevailing in India. 6. Problems of entrepreneurship development in India 7. How to become successful entrepreneur? <p>About various Government schemes for Entrepreneurs</p>
Syllabus	
Unit- I	Entrepreneurship: Concept, Types of Entrepreneurship, knowledge and skills requirement; Characteristic of successful entrepreneurs; role of entrepreneurship in economic development; entrepreneurship process; factors impacting emergence of entrepreneurship, Entrepreneur v/s Intrapreneur, Entrepreneur Vs. Entrepreneurship, Entrepreneur Vs. Manager
Unit- II	Entrepreneurial Environment, Rural Entrepreneurship, Theories of Entrepreneurship, And Legal Forms of Enterprises, Electronic Start-ups, Entrepreneurship Development Program: Needs and Objectives of EDPs, Phases of EDPs, Evaluation of EDPs
Unit- III	Feasibility & Prefeasibility study, Fundamental of a good feasibility plan & Components of feasibility – market feasibility, technical/operational feasibility, financial feasibility; drawing business plan; preparing project report; presenting business plan to investors.
Unit- IV	Institutional Assistance, Role of Government in promoting Entrepreneurship, MSME policy in India, Agencies for Policy Formulation and Implementation: District Industries Centres (DIC), Small Industries Service Institute (SISI), Entrepreneurship

	Development Institute of India (EDII), National Institute of Entrepreneurship & Small Business Development (NIESBUD), National Entrepreneurship Development Board (NEDB), Role of SIDBI.
Unit- V	Small Skills Unit, Dynamics of small business environment - Causes for small business failure - Success factors for small business, Women Entrepreneurship: Meaning, Characteristic features, Problems of Women Entrepreneurship in India, Developing Women Entrepreneurship in India, Incentive subsidiary. Recent emerging concepts like Atmanirbhar Bharat, Make in India.
Textbooks	1. S.S.KHANKA “Entrepreneurial Development” S.Chand& Co. Ltd. Ram Nagar New Delhi, 1999. 2. Hisrich R D and Peters M P, “Entrepreneurship” 5th Edition Tata McGraw-Hill, 2002. 3. E. Gordon & K. Natarajan Entrepreneurship Development Himalaya 2008 4. Charantimath, Poornima, Entrepreneurship Development and Small Business Enterprises, Pearson Education, New Delhi. 5. Hisrich, Robert D., Michael Peters and Dean Shepherded, Entrepreneurship, Tata McGraw Hill, ND 6. Sundar, K. Entrepreneurship Development. Vijay Nicole Imprints Private Limited, Chennai
References	<ol style="list-style-type: none"> 1. Donald L. Sexton & Raymond W.Smilor, THE ART AND SCIENCE OF ENTREPRENEURSHIP, Ballinger 2. Clifford M.Baumbaack& Joseph R.Mancuso, ENTREPRENEURSHIP AND VENTURE MANAGEMENT, Prentice Hall 3. Gifford Pinchot, INTRAPRENEURING, Harper & Row 4. Ram K.Vepa, HOW TO SUCCEED IN SMALL SCALE DUSTRY, Vikas 5. Richard M.Hodgets, EFFECTIVE SMALL BUSINESS MANAGEMENT,Academic Press 6. Dan Steinhoff & John F.Burgess, SMALL BUSINESS MANAGEMENT –FUNDATMENTALS, McGraw Hill
Suggested E- Resources	<ol style="list-style-type: none"> 1. Skill India Portal 2. Startup India 3. SIDBI Udyamimitra 4. KVIC-PMEGP e-Portal 5. SIDBI Standupmitra 6. My MSME 7. Technology Innovation Management and Entrepreneurship Information Service (TIME IS)

GEC – II : MBA9108T Project Management	
Third Semester	
Subject: Project Management	
Code of the Course	MBA9108T
Title of the Course	Project Management
Qualification level of the Course	Level 9
Credit of the Course	4
Type of the Course	Generic Elective Course for MBA(CMAT)
Delivery type of the Course	60 Hours
Prerequisites	Graduation in any stream
Co-requisites	None
Objectives of the Course	The basic Purpose of this Course is to understand the Framework for evaluating Capital expenditure proposals, their planning and management in the review of the Projects undertaken.
Learning Outcomes	The students will be able to understand : 7. The subject history along with in-depth approaches, Types of

	<p>Projects, planning & implementation.</p> <p>8. Project Life cycle, Pre- feasibility Studies.</p> <p>9. Preparation of Project Report, Investments.</p> <p>10. Social Cost Benefits Analysis.</p> <p>11. Investment Criterion</p> <p>12. Project Financing & Implementation</p>
Syllabus	
Unit- I	History of project management, Project Preparation: Meaning and importance of Project; Project management approaches: Traditional and Modern Approach; Types of project; Project life cycle; Project planning & implementation; Management action; Investment returns; corporate strategy; Objectives of Project Planning, monitoring and control of investment projects.
Unit- II	Identification of investment opportunities; Pre - feasibility Studies; Project Preparation: Technical feasibility, estimation of costs, demand analysis and commercial viability, risk analysis. Project Appraisal for financial institution, Preparation of project report.
Unit- III	Project Appraisal: Business criterion of growth, liquidity and profitability, social cost benefit analysis in public and private sectors, investment criterion and choice of techniques: Estimation of shadow prices and social discount rate. Financial evaluation: Project rating index; Project Cash Flows; Cost of Capital; Project Risk Analysis; Project Rate of Return; Special Decisions Situations. Mathematically modeling for multiple projects.
Unit- IV	Project Financing and Implementation: Judgmental, Behavioural, Strategic and Organizational Considerations; Financing of Project: Raising finance in domestic Market and international market; Infrastructure financing; Tax planning while Financing for projects.
Unit- V	Project Review and Administrative aspects. Contemporary issues in project appraisal: Project evaluation in non profit sector; Project management principles by project management institute USA; Project management software.
Textbooks	<ol style="list-style-type: none"> 1. Ahuja, G K & Gupta, Ravi. Systematic Approach to Income Tax. Allahabad, Bharat Law House, 1997. 2. Bhalla, V K. Modern Working Capital Management. New Delhi, Anmol, 1997. Bhalla, V K. Financial Management and Policy- 2nd ed. New Delhi, Anmol, 1998. 3. Chandra, Prasanna. Budgeting McGraw Hill, 1987. 4. Delhi, Westville, 1995. Projects: Preparation, Appraisal, and Implementation. 3rd ed., New Delhi, Tata <p>The list of cases and specific references including recent articles and reports will be announced in the class at the time of launching of the course</p>
References	<ol style="list-style-type: none"> 1. Eric Verzuh, Wiley, 6th edition, Project Management. 2. Kalpesh Ashar, Project Management Essentials. <p>Dr.RameshKakad& Deepak Shivaji Dandwale, Thakur Publication.</p>
Suggested E- Resources	<ol style="list-style-type: none"> 1. Open Text book Library. 2. Team deck. 3. Florida Tech. 4. Traceydodd.com.

DCC: MBA9013T Business Legislation	
Third Semester	
Subject: Business Legislation	
Code of the Course	MBA9013T
Title of the Course	Business Legislation
Qualification level of the Course	Level 9
Credit of the Course	4
Type of the Course	Discipline Centric Compulsory (DCC) Course for MBA(CMAT)
Delivery type of the Course	60 Hours
Prerequisites	Graduation in any stream
Co-requisites	None
Objectives of the Course	The course is designed to assist the students in understanding basic laws affecting the operations of a business enterprise.
Learning Outcomes	On the completion of the syllabus students will understand the basic provisions of Law, contract and legal remedies in the law.
Syllabus	
Unit- I	The Indian Contract Act, 1872: Essentials of a Valid Contract. Void Agreements. Performance of Contracts. Breach of Contract and its Remedies. Quasi-Contracts.
Unit- II	The Sale of Goods Act, 1930: Formation of a Contract. Rights of an Unpaid Seller. Consumer Protection Act and Cyber Laws. The Negotiable Instruments Act, 1881: Nature and Types.
Unit- III	Negotiation and Assignment. Holder-in-Due Course, Dishonour and Discharge of a Negotiable Instrument. Arbitration.
Unit- IV	The Companies Act, 2013; Nature and Types of Companies. Formation. Memorandum and Articles of Association. Prospectus Allotment of Shares. Shares and Share Capital. Membership. Borrowing Powers. Management and Meetings.
Unit- V	Accounts and Audit. Compromise Arrangements and Reconstruction. Prevention of Oppression and Mismanagement. Winding Up.
Textbooks	<ol style="list-style-type: none"> 1. Avtar Singh. Company Law. 11th ED. Lucknow, Eastern, 1996. 2. The Negotiable Instrument Acts. Bombay, N.M. Tripathi, 1980. Ramaiya, A. Guide to the Companies Act. Nagpur, Wadhwa, 1992. 3. Shah, S M. Lectures on Company Law. Bombay, N.M. Tripathi, 1990. 4. Tuteja, S K. Business Law for Managers. New Delhi, Sultan Chand, 1998. Sundar, K. Business Ethics and Values. Vijay Nicole Imprints Private Limited, Chennai.
References	<ol style="list-style-type: none"> 1. Kapoor, N.D. Business Laws, Sultan Chand and Sons. 2. Sreenivasan, M.R. Business Laws, Margam Publications. 3. Dhandapani, M.V. Business Laws, Sultan Chand and Sons. 4. Badre Alam, S. & Saravanel, P. Mercantile Law 5. Pillai, R.S.N. & Chand, S, Business Law, S Chand & Co, Delhi.
Suggested E- Resources	<ol style="list-style-type: none"> 1. The Legal Information of India (LII of India) 2. The Judgement Information System 3. Law Commission Information System 4. India Legal Information Institute (IndLii) 5. www.cramerz.com 6. www.digitalbusinesslawgroup.com

	7. http://swcu.libguides.com/buslaw
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DSE – IV MBA9160T Human Resource Planning & Development	
Fourth Semester	
Subject: Human Resource Planning & Development	
Code of the Course	MBA9160T
Title of the Course	Human Resource Planning & Development
Qualification level of the Course	Level 9
Credit of the Course	4
Type of the Course	Discipline Specific Elective (DSE) for MBA(CMAT)
Delivery type of the Course	60 Hours
Prerequisites	Graduation in any stream
Co-requisites	None

Objectives of the Course	The objective of the course is to provide an understanding of the human resources development framework and focuses on management best practices, tools and models to implement an effective HRD system
Learning Outcomes	At the end of the course, students should be able to: <ol style="list-style-type: none"> 1. Integrated perspective on role of HRM in modern business. Ability to plan human resources and implement techniques of job design 2. Competency to recruit, train, and appraise the performance of employees 3. Ability to handle employee issues and evaluate the new trends in HRM
Syllabus	
UNIT – I	Macro Level Manpower Planning and Labour Market Analysis; Organisational Human Resource Planning; Stock Taking; Work Force Flow Mapping; Age and Grade Distribution Mapping
UNIT-II	Macro Level Manpower Planning and Labour Market Analysis; Organisational Human Resource Planning; Stock Taking; Work Force Flow Mapping; Age and Grade Distribution Mapping
Unit- III	Career Management and Career Planning; Performance Planning; Potentials Appraisal and Career Development;
Unit- IV	HRD Climate; Culture; QWL and Management of Change; TQM and HRD Strategies;
Unit- V	HRD in Strategic Organisations; Human Resource Information System; Human Resource Valuation and Accounting; Human Resource Planning in changing context: Strategic planning & HRP.
Textbooks	<ol style="list-style-type: none"> 1. Arthur, M. Career Theory Handbook. Englewood cliff, Prentice Hall Inc., 1991 2. Belkaoui, A R and Belkaoui, J M. Human Resource Valuation: A Guide to Strategies and Techniques. Greenwood, Quorum Books, 1995. 3. Dale, B. Total Quality and Human Resources: An Executive Guide. Oxford, Blackwell, 1992.
References	<ol style="list-style-type: none"> 1. Greenhaus, J H. Career Management, New York, Dryden, 1987. 2. Kavanagh, M J. etc. Human Resource Information System: Development and Applications. Boston, PWS-Kent, 1993. 3. Mabey, C and Salama, G. Strategic Human Resource Management. Oxford, Black 4. Thomson, R and Mabey, C. Developing Human Resources. Oxford, Butterworth- Heinemann, 1994.
Suggested E- Resources	<ol style="list-style-type: none"> 1. Coursera 2. LinkedIn Learning 3. Skill share 4. Harvard Online Learning

DSE – IV : MBA9161T Labour Law	
Fourth Semester	
Subject: Labour Law	
Code of the Course	MBA9161T
Title of the Course	Labour Law
Qualification level of the Course	Level 9
Credit of the Course	4
Type of the Course	Discipline Specific Elective (DSE) for MBA(CMAT)
Delivery type of the Course	60 Hours
Prerequisites	Graduation in any stream
Co-requisites	None
Objectives of the Course	The basic Purpose of this Course is to assist the Students in Understanding the basic Provisions of Labour Law, Industrial Laws.
Learning Outcomes	The students will be able to understand : The Provisions of Labour Law, Trade Union, Industrial Dispute, Social Security Law, Wages and Bonus Law.
Syllabus	
Unit- I	Emergence and Objectives of Labour Laws and their Socio-

	economic Environment; Industrial Relations Laws
Unit- II	Laws Relating to Industrial Disputes, Trade Unions, and Standing Orders; Laws Relating to Discharge, Misconduct, Domestic Enquiry, Disciplinary Action.
Unit- III	Social Security Laws - Laws Relating to Workmen's Compensation, Employees' State Insurance, Provident Fund, Gratuity and Maternity Relief.
Unit- IV	Wages and Bonus Laws - The Law of Minimum Wages, Payment of Wages, Payment of Bonus; Laws Relating to Working Conditions - The Laws Relating to Factories.
Unit- V	Establishment, and Contract Labour; Interpretations of Labour Laws, their Working, and Implications for Management, Union, Workmen; The Economy and the Industry
Textbooks	<ol style="list-style-type: none"> 1. Ghaiye, B R. Law and Procedure of Departmental Enquiry in Private and Public Sector. Lucknow, Eastern Law Company, 1994. 2. Malhotra, O P. The Law of Industrial Disputes. Vol. I and II. Bombay, N.M Tripathi, 1985. 3. Malik, P L. Handbook of Industrial Law. Lucknow, Eastern Book, 1995. 4. Saini, Debi S. Labour Judiciary, Adjudication and Industrial Justice. New Delhi, Oxford, 1995.
References	<ol style="list-style-type: none"> 1. Saini, Debi S. Redressal of Labour Grievances, Claims and Disputes. New Delhi, Oxford & IBH, 1994. 2. Seth, D D. Industrial Dispute Act, 1947. Vol. I & II. Bombay, N.M Tripathi, 1995. 3. Srivastava S C. Industrial Relations and Labour Law. New Delhi, Vikas, 1994
Suggested E- Resources	<ol style="list-style-type: none"> 1. KopyKitab.com 2. Labour Law , Kindle Edition. 3. LexisNexis India Bookstore 4. ICSI, Labour Laws and Practice

DSE – V : MBA9162T Legal Framework Governing Human Relations	
Fourth Semester	
Subject: Legal Framework Governing Human Relations	
Code of the Course	MBA9162T
Title of the Course	Legal Framework Governing Human Relations
Qualification level of the Course	Level 9
Credit of the Course	4
Type of the Course	Discipline Specific Elective (DSE) for MBA(CMAT)
Delivery type of the Course	60 Hours
Prerequisites	Graduation in any stream
Co-requisites	None
Objectives of the Course	Understanding of the legal framework is important for the efficient decision making relating to man management and industrial relations.
Learning Outcomes	The course helps the student understand and apply the concept of industrial relations and the system in which it operates. To provide an understanding, application and interpretation of the various labour laws and their implications for industrial relations and labour issues
Syllabus	
Unit- I	Introduction to the Historical Dimensions of Labor & Employee Legislation in India-Labour Protection & Welfare –Social Security & Social Justice – System of Economic Governance - Principles of Labour Legislation – Labour and the Constitution
Unit- II	Factories Act 1948 –Maternity Act1961 –Contract Labour Act 1970 – The Shops and Establishment Act1947 –The Trade Union Act1926 –The Industrial Disputes Act1947

Unit- III	Payment of Wages Act 1936 –Payment of Bonus Act1965 –Payment of Gratuity Act 1972.
Unit- IV	The Role of Human Capital –Organised and Unorganised Labour–Unorganised Labour Act - Workmen’s Compensation Act – The Employees Pension Scheme.
Unit- V	Quality of Life of Workers – Governance of Enterprises–Views on the Role of Labor Legislation - Gender Dimensions of Labor Laws – Pros and Cons of Legal System
Textbooks	<ol style="list-style-type: none"> 1. Saini, Debi S. Redressal of Labour Grievances, Claims and Disputes. New Delhi, Oxford & IBH, 1994. 2. Ghaiye, B R. Law and Procedure of Departmental Enquiry in Private and Public Sector. Lucknow, Eastern Law Company, 1994 3. Malik, P L. Handbook of Industrial Law. Lucknow, Eastern Book, 1995.
References	<ol style="list-style-type: none"> 1. Seth, D D. Industrial Dispute Act, 1947. Vol. I & II. Bombay, N.M Tripathi, 1995. 2. Malik, P L. Handbook of Industrial Law. Lucknow, Eastern Book, 1995.
Suggested E- Resources	Web monkey

DSE-V : MBA9163T Competency Mapping and Performance Management	
Fourth Semester	
Subject: Competency Mapping and Performance Management	
Code of the Course	MBA9163T
Title of the Course	Competency Mapping and Performance Management
Qualification level of the Course	Level 9
Credit of the Course	4
Type of the Course	Discipline Specific Elective (DSE) Course for MBA(CMAT)
Delivery type of the Course	60 Hours
Prerequisites	Graduation in any stream
Co-requisites	None
Objectives of the Course	Utilize the basic knowledge of performance management system. Use competency mapping strategies to achieve organizational goals. Analyze the role of feedback in enhancing employee performance
Learning Outcomes	<p>Students will be able to Learning:</p> <ol style="list-style-type: none"> 1. Understand the different types of Performance Planning strategies and develop various development plans for the employees. 2. Gain a practical understanding as how Performance Management plan is beneficial for the organisation and also the employees. Realize how the Role Description document is prepared for a particular job profile across various cultures in the world, along with the performance feedback and annual review. 3. Recognize how Performance Monitoring and Mentoring works and affects at different levels of the organisations
Syllabus	

Unit- I	Quality Performance Management-Concept-Dimensions-Facilitating Organisations for Performance - Organizational Dynamics and Employee Performance – Job Analysis
Unit- II	Work Place and Its Improvement Through 5S-Modern Management Techniques and Management of Employee Performance - Team Building - Concept, Culture, Methods, Effectiveness & Empowerment Problems - Potential and Perspectives.
Unit- III	Organizational Structure and Employee Motivation and Morale-Contemporary Thinking on Employment Practices and Work Schedules-Related Performance Appraisal Systems–Reward Based – Team Based – Competency Based- Leadership Based -Quality Circle - Features - Process
Unit- IV	Industrial Restructuring-Reward System and Employee Productivity-Performance Counselling – Performance Evaluation & Monitoring – Methods of Performance Evaluation - Performance Management in Multi National Corporations
Unit- V	Indian and Western Thoughts Performance Management in the perspective of Indian Ethos – Ethical Issues and Dilemmas in Performance Management.
Textbooks	<ol style="list-style-type: none"> 1. Srinivas Kandula, PERFORMANCE MANAGEMENT, Prentice Hall India, Newdelhi, 2006 2. Dewakargoel, PERFORMANCE APPRAISAL AND COMPENSATION MANAGEMENT, Prentice Hall India, Newdelhi, 2008 3. Robert Cardy, PERFORMANCE MANAGEMENT, Prentice Hall India, Newdelhi, 2004 4. S.K. Chakravarthy, MANAGERIAL EFFECTIVENESS AND QUALITY OF WORK LIFE - INDIAN INSIGHTS, Tata-Mcgraw Hill , New Delhi 5. Dewakargoel, PERFORMANCE APPRAISAL AND COMPENSATION MANAGEMENT, PHI Learning, New Delhi,2008 6. Richard.I. Henderson, COMPENSATION MANAGEMENT IN A KNOWLEDGE BASED WORLD, Prentice Hall India, New Delhi. 7. Richard Thrope& Gill Homen, STRATEGIC REWARD SYSTEMS, Prentice Hall India, New Delhi.
References	<ol style="list-style-type: none"> 1. Ganesh Sherman, Tata McGraw-Hill Publishing Company Limited, 2004. 2. Seema Sanghi, <u>The Handbook of competency mapping</u> ,Response Books Year, 2004. 3. Don Hellriegel, Susan E Jackson, John W Sloucum, Management a Competency based approach, Tata McGraw Hill Publishing Company Limited, 2005 4. Nitin Sawardekar, <u>Assessment Centres identifying potential and developing competency</u>, Prentice Hall Publishers, 2006
Suggested E- Resources	<ol style="list-style-type: none"> 1.Coursera 2.Alison 3. LinkedIn Learning 4.CiteHR 5.Harvard Online Learning

DSE-V : MBA9164T Human Resource Development : Strategies Systems	
Fourth Semester	
Subject: Human Resource Development : Strategies Systems	
Code of the Course	MBA9164T
Title of the Course	Human Resource Development : Strategies Systems
Qualification level of the Course	Level 9
Credit of the Course	4
Type of the Course	Discipline Specific Elective (DSE) Course for MBA(CMAT)
Delivery type of the Course	60 Hours
Prerequisites	Graduation in any stream
Co-requisites	None

Objectives of the Course	The objective of the course is to provide an understanding of the human resources development framework and focuses on management best practices, tools and models to implement an effective HRD system
Learning Outcomes	At the end of the course, students should be able to: <ol style="list-style-type: none"> 1. Explain human resources development (HRD) and its theories, the difference between education, training, learning and the concept of the transfer of learning; 2. Critique the relationship between organisational development (OD) and HRD contribution to organisational effectiveness; 3. Apply and evaluate a learning process starting with training needs analysis to assessment and evaluation process; 4. Evaluate the HRD role dealing with contemporary challenges.
Unit- I	Human Resource Development –Evolution of HRD-Relationship with HRM -Human Resource Development Functions -Roles and Competencies of HRD Professionals-Challenges of Organization and HRD professionals – Employee Behaviour – External and Internal Influence – Motivation as Internal Influence – Learning and HRD – Learning Strategies and Styles
Unit- II	Frame work of Human Resource Development - HRD Processes - Assessing HRD Needs - HRD Model - Designing Effective HRD Program - HRD Interventions- Creating HRD Programs - Implementing HRD programs - Training Methods - Self Paced/Computer Based/ CompanySponsoredTraining-On-the-JobandOff-the-Job-BrainStorming-CaseStudies-Role Plays - Simulations - T-Groups - Transactional Analysis.
Unit- III	Evaluating HRD programs-Models and Frame Work of Evaluation-Assessing the Impact ofHRD Programs-Human Resource Development Applications –Fundamental Concepts of Socialization - Realistic Job Review - Career Management and Development.
Unit- IV	Management Development - Employee counselling and wellness services – Counselling as an HRD Activity - Counselling Programs - Issues in Employee Counselling – Employee Wellness and Health Promotion Programs-Organizational Strategies Based on Human
Unit- V	Work Force Reduction, Realignment and Retention - HR Performance and Bench Marking-Impact of Globalization on HRD-Diversity of Work Force –HRD programs for diverse employees - Expatriate & Repatriate support and development.
Textbooks	1.Dessler, G. (2020). <i>Human Resource Management</i> (16th Ed.). Pearson 2. Noe, R. A., Hollenbeck, J. R., Gerhart, B., & Wright, P. M. (2020). <i>Human Resource Management: Gaining A Competitive Advantage</i> (12th Ed.). Mcgraw-Hill Education.
References	1.Werner &Desimone, Human Resource Development, Cengage Learning, 2006 2.William E. Blank, Handbook For Developing Competency Based Training Programmes, Prentice-Hall, New Jersey, 1982. 3.Uday Kumar Haldar, Human Resource Development, Oxford University Press, 2009 4.Srinivas Kandula, Strategic Human Resource Developmnet, Phi Learning, 2001
Suggested E- Resources	<ol style="list-style-type: none"> 1. Coursera 2. LinkedIn Learning 3. Skillshare 4. Harvard Online Learning

Fourth Semester	
Subject: HR Accounting	
Code of the Course	MBA9165T
Title of the Course	HR Accounting
Qualification level of the Course	Level 9
Credit of the Course	4
Type of the Course	Discipline Specific Elective (DSE) Course for MBA(CMAT)
Delivery type of the Course	60 Hours
Prerequisites	Graduation in any stream
Co-requisites	None
Objectives of the Course	HR is evolving, with the focus changing from the administrative tasks to the strategic input and A candidate with HR specialization can also work at the management level. This course will throw h light on Human resource Accounting Basic Concepts ,Its Methods and HR Auditing
Learning Outcomes	At the end of the course, students should be able to: <ol style="list-style-type: none"> 1. To familiarize the students with the Human Resource Accounting Practices in India. 2. To familiarize the learners with the process and approaches of Human Resources Accounting and Audit. 3. To understand the significance of Human Resource Auditing as a Tool of Human Resource Valuation
Unit- I	Meaning & Definition of HRA – Importance - Development of the Concept – History of Score Card - HRA for Managers & HR Professionals - Investment in Human Resources – Quality of Work Force and Organizations“ Performance -Efficient use of Human Resources – ModernMarketInvestmentTheory- EnumeratingtheAssets-CalculatingtheMarketValueof Assets–Illiquid and Non-Marketable Assets–Human Capital.
Unit- II	Human Resource Planning – Human Capital Investment – Expenditure Vs Productivity –Training – Human Capital & Productivity - Human Resource Accounting – Measurement of Human Value addition in to Money Value –Objectives of Human Resources Accounting – Approaches to Human Resource Accounting.
Unit- III	Investment Approach –Investment in human Resources-HR Value– Concepts, Methods & Mechanisms - Recruiting and Training Costs – Depreciation –Rates of Return – Organization Behavior Vs Turnover – Non Value Adds in the Management of Human Resources, Measures and Prevention - Organization Climate Approach – Improvement Determination of Changes in Human Resource Variables – Increased Costs, Cost Reduction and Future Performance.
Unit- IV	HR Accounting – Design, Preparation & Implementation - Responsibility Accounting and Management Control –Management Control Structure and Process-Design of HR Accounting Process & Procedures for each of the HR Sub-system including Recruitment, induction, Performance Appraisal and Training - Classification of Costs in HR Accounting – Behavioral Aspects of Management Control – Social Control
Unit- V	HRAuditingandAccounting–HRASoftware- HRAOrientedReportingProcesses Including P & L Accounts & Balance Sheet - Experiences and Extrapolations on HRA.
Textbooks	<ol style="list-style-type: none"> 1. Eric G. Flamholtz, Human Resource Accounting, Springer 2. Jac Fitz-Enz, How To Measure Human Resource Management, Mcgraw Hill 3. Rakesh Chandra Katiyar, Accounting For Human Resources , Uk Publishing .
References	<ol style="list-style-type: none"> 1. M. Saeed, D.K. Kulsheshtha, Human Resource Accounting, Anmol Publications. 2. D. Prabakara Rao, Human Resource Accounting , Inter India Publications
Suggested E- Resources	<ol style="list-style-type: none"> 1. Coursera 2. LinkedIn Learning

	3.Skillshare 4.Harvard Online Learning
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DSE-VII: MBA9166T Global HR Practices	
Fourth Semester	
Subject: Global HR Practices	
Code of the Course	MBA9166T
Title of the Course	Global HR Practices
Qualification level of the Course	Level 9
Credit of the Course	4
Type of the Course	Discipline Specific Elective (DSE) Course for MBA(CMAT)
Delivery type of the Course	60 Hours
Prerequisites	Graduation in any stream
Co-requisites	None
Objectives of the Course	To gain a solid understanding of human behaviour in the workplace from an individual, group, and organizational perspective.
Learning Outcomes	Students will be able to learn: <ol style="list-style-type: none"> 1. To employ interpersonal skills and various Human Resource theories in order to achieve best Human Resource practices. 2. To implement various Human Resource laws and welfare practices for betterment of employees for sustainable growth of organization 3. To develop the knowledge, skills and attitude of the student which helps them to support & enhance their entrepreneurial ability.
Unit- I	Introduction- Growth of International Business and Globalization - Operational Objectives and Means of Globalization in HR Perspective - Use of Balanced Score Card - Choosing an International Competitive Strategy - Forms of Operations.
Unit- II	HR Challenges & Opportunities-National Differences Facing Operations –Domestic & MNC Perspectives - Linkages among Countries - Governance of Operations - Individual and Company Concerns – Multi cultural orientation to employees – Research and documentation Orientation in Global organizations - Ethical and Socially Responsible Behavior - Careers in International Business
Unit- III	HR Policies and Operations in a Global Setting - Distinctive Features of HR Functions -Planning, Organizing, Directing & Control -Operations-Manpower Planning to Separations in a Global Set- up - Staffing - Skill & Knowledge Development - Incentives & Compensation Package - Motivational Systems – Reporting Relationships – Performance Appraisal Systems – Employee Empowerment–Value systems Shared Corporate Culture and Grievance Handling–Reactive& Proactive Mechanisms

Unit- IV	Change Management Model - Appreciating Change - Industry Analysis - Business Models – Mobilizing Support –Executing Change-Building Change Capability-Leadership and Change–Diversity as Enhancer of Learning and Effectiveness Within Groups and Organizations – HR to Develop Global Organizational Learning Systems.
Unit- V	Quality Performance in Knowledge Based Organizations Technology–Behavioral & Technical Universal Quality Standards & HRM–Eastern Management Thought for Global Management - Commitment, Quality, and Stress Free Work Life.
Textbooks	1.Papola, T S & Rodgers, G. Labour Institutions and Economic Development in India. Geneva, ILO, 1992. 2.Ramaswamy, E A. The Rayon Spinners The Strategic Management of Human Relations. New Delhi, Oxford University Press, 1994.
References	Senge, P. The Fifth Discipline: The Art and Practice of the Learning Organization. London, Century, 1992.
Suggested E- Resources	Webmonkey – Ite HR

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DSE-VII: MBA9167T Knowledge Management	
Fourth Semester	
Subject: Knowledge Management	
Code of the Course	MBA9167T
Title of the Course	Knowledge Management
Qualification level of the Course	Level 9
Credit of the Course	4
Type of the Course	Discipline Specific Elective (DSE) Course for MBA(CMAT)
Delivery type of the Course	60 Hours
Prerequisites	Graduation in any stream
Co-requisites	None
Objectives of the Course	To make the students realize the importance of capturing knowledge elements and its structures application as a competitive advantage to business.
Learning Outcomes	Students will Learn: 1.To understand the design and the clear concepts of knowledge management. To entail basic knowledge of knowledge management. 2. To understand the distinction between knowledge management and information management. To have a detail knowledge of the process of organizational learning. To have a clear understanding of social capital knowledge and its application. 3. To have a detail understanding of knowledge acquisition and application tools. To understand the relation of communities of practice in organizations. 4.To understand concept of performance management mechanisms and KBO's. 5. Ability to implement various technologies to manage knowledge in the organizations.
Unit- I	Introduction to Knowledge Management - Knowledge Society - Types of Knowledge-AnIntroductiontolifeinorganizations-ConceptandCharacteristicsofKBOs- Dimensions of HRM in KBOs - New Role and Challenges for HRM in the KBOs.
Unit- II	Managing Knowledge for organizational effectiveness - Process and Methods- Concept of Intellectual Capital and Learning Orientation in the Organizations –Knowledge and Role related issues - Performance Appraisal in a KBO - Intellectual Property Rights (IPR).
Unit- III	Managing Knowledge and Personnel & Organizational Health - Rewarding Knowledge - Management of Retention.
Unit- IV	ICTs in KBOs- HR is for KBOs-Concept, Mechanisms ,and Software Orientation - Performance Management Mechanisms.

Unit- V	Technologies to Manage Knowledge – Artificial Intelligence – Digital Libraries – Repositories–KnowledgeDiscovery–CreatingSystemsthatUtilizeKnowledge -Knowledge Process Outsourcing - Innovation Clusters.
Textbooks	1.Stuart Barnes, “Knowledge Management Systems”, Ed, Cengage Learning. 2. Irma Becerra-Fernandez, Avelino Gonzalez and Rajiv Sabherwal “Knowledge Management”, 2009, Pearson Education Inc. 3. Donald Hislop, “Knowledge management in Organizations”, 2009, Oxford University Press, Second edition. 4. Sudhir Warier, “Knowledge Management”, Vikas Publishing House Pvt. Ltd.
References	1.Frances Horibe, Managing Knowledge Workers, John Wiley & Sons 2.Ganesh Natarajan And Sandhya Shekhar, Knowledge Management - Enabling Business Growth, Tata Mcgrawhill, New Delhi 3. Fernandez &Leidner, Knowledge Management, Phi Learning, New Delhi,2008 Mruthyunjaya, Knowledge Management, Phi Learning, New Delhi, 2011 4. Lance A Berger, Dorothy R Berger, The Talent Management Handbook, 2e, Tmh, 2008 5. Irma Becerra-Fernandez, Avelino Gonzalez, Rajiv Sabherwal, Knowledge Management: Challenges, Solutions, And Technologies, Pearson, 2009
Suggested E- Resources	1.Swayam 2. LinkedIn Learning 3. CiteHR

DSE – VIII : MBA9168S Project Study in Human Resource	
Fourth Semester	
Subject: Project Study in Human Resource	
Code of the Course	MBA9149S
Title of the Course	Project Study in Human Resource
Qualification level of the Course	Level 9
Credit of the Course	4
Type of the Course	Discipline Specific Core Course (DSE) for MBA(CMAT)
Delivery type of the Course	120 Hours
It may be Industry oriented internship which must be of 45 days duration completed after second semester in summer break period. Candidates will be required to submit internship report in the beginning of fourth semester. This project study may be in form of Major Research Project study allocated shall commence in the beginning of fourth semester and will have two papers weight. This research project study students have to complete under the supervision of faculty supervisor. The type of project study to be allocated will be announced y Director/ Course Director towards the end of second semester.	

