MADHAV UNIVERSITY, SIROHI

CENTRE FOR DISTANCE AND ONLINE EDUCATION

PROGRAMME PROJECT REPORT

MASTER OF BUSINESS ADMINISTRATION

2026-27

Table of Contents

S. No.	Contents
1.	Program Mission and Objectives
2.	Program Relevance with the University Mission & Goals
3.	Nature of Prospective Target Group of Learners
4.	Program Appropriateness for conduction in ODL mode
5.	Instructional Design
6.	Procedure for Admission, Curriculum Transaction and Evaluation
7.	Requirement of Laboratory Support & Library Resources
8.	Cost Estimate of the Program & Provisions
9.	Quality Assurance Mechanism

1. PROGRAMME MISSION AND OBJECTIVES

Madhav University (MU), Sirohi, Rajasthan, was established under Act No. 07 of 2014 of the Rajasthan State Legislature. The University is recognized by the University Grants Commission (UGC) and has been accredited with an 'A' Grade by the National Assessment and Accreditation Council (NAAC), reflecting its commitment to academic quality, institutional development and continuous improvement.

Madhav University has developed a multidisciplinary academic environment offering Certificate, Diploma, Undergraduate, Postgraduate and Doctoral programmes across diverse disciplines, including Commerce & Management, Arts & Sciences, Engineering & Technology, Pharmacy, Agriculture, Education, Law, Allied Health Sciences and other professional and emerging areas. The University also provides modern academic infrastructure, including laboratories, smart classrooms, innovation facilities and library resources to support teaching, learning, research and skill development.

The University emphasizes outcome-based education, experiential learning, project-based instruction, digital and blended learning, skill-integrated curricula, interdisciplinary learning, research and innovation. These institutional approaches provide a strong foundation for extending quality higher education through the Open and Distance Learning (ODL) mode.

The Master of Business Administration (MBA) programme through ODL is designed to provide advanced management education by integrating contemporary business knowledge, strategic thinking, leadership, entrepreneurship, digital transformation, business analytics and professional competencies.

The programme will provide flexible learning opportunities to graduates, working professionals, executives, entrepreneurs and other learners seeking to enhance their managerial knowledge and career prospects without discontinuing their existing professional responsibilities.

1.1 Rationale for Introducing MBA through ODL

The changing business environment, globalization, digital transformation, entrepreneurship, start-up ecosystem, data-driven decision-making and evolving organizational structures have created increasing demand for professionally competent management graduates. Working professionals and entrepreneurs in particular require flexible opportunities to acquire advanced management qualifications while continuing their employment or business activities.

The ODL mode is therefore appropriate for providing MBA education to learners who require flexibility in terms of time, place and pace of learning. The programme will adopt a learner-centric, technology-enabled and application-oriented instructional framework.

1.2 Programme Mission

The mission of the MBA programme is ***"to provide accessible, flexible and quality management education through the Open and Distance Learning mode, developing strategic, analytical, leadership, entrepreneurial, digital and ethical competencies required to manage organizations effectively in a dynamic and competitive business environment."***

1.3 Programme Vision

"To develop competent, innovative, ethical and globally aware management professionals capable of leading organizations, creating entrepreneurial opportunities and contributing to sustainable economic and social development."

1.4 Programme Objectives

The MBA programme aims to develop advanced knowledge of management theories and practices and strengthen strategic thinking, managerial decision-making, leadership, communication and interpersonal skills. It will provide learners with advanced understanding of functional areas such as finance, marketing, human resources, operations and strategic management.

The programme will further develop analytical and problem-solving skills, digital and technology-enabled management capabilities, entrepreneurial and innovation competencies and awareness of ethical leadership, corporate governance and social responsibility. It will enhance professional competence and career advancement while developing research aptitude and a commitment to lifelong professional learning.

2. RELEVANCE OF THE PROGRAMME WITH MADHAV UNIVERSITY'S MISSION AND GOALS

The MBA programme contributes to Madhav University's mission by developing professionally competent management human resources capable of responding to contemporary organizational and business challenges. It integrates academic knowledge with current business practices and promotes entrepreneurship, innovation, employability, leadership and strategic decision-making.

The programme will also emphasize digital transformation, data-driven management and technology-enabled business practices. Through the ODL mode, it will support working professionals, executives and entrepreneurs who require flexible opportunities for professional development. The programme will promote ethical leadership, social responsibility and sustainability-oriented management while encouraging research, analytical thinking and lifelong professional development.

The programme shall maintain appropriate academic alignment with the University's conventional MBA programme, wherever applicable, while adapting SLMs, digital

resources, academic counselling, learner support and assessment mechanisms to the ODL environment.

3. NATURE OF PROSPECTIVE TARGET GROUP OF LEARNERS

The MBA programme will primarily target graduates and professionals who wish to acquire advanced management knowledge without leaving employment or existing professional responsibilities. The programme will be particularly relevant to working professionals, executives, supervisors, entrepreneurs, family-business owners, employees seeking promotion and professionals seeking career advancement or a transition into management roles.

It will also provide opportunities to fresh graduates and other eligible learners who wish to develop managerial and entrepreneurial capabilities. Learners may differ considerably in age, professional experience, educational background, geographical location and digital literacy. The instructional design will therefore provide structured SLMs, digital resources, case studies, recorded academic content, LMS-based learning, assignments, academic counselling and self-assessment activities.

4. APPROPRIATENESS OF THE PROGRAMME TO BE CONDUCTED IN ODL MODE TO ACQUIRE SPECIFIC SKILLS AND COMPETENCE

The MBA programme is particularly suitable for ODL delivery because management education involves substantial conceptual, analytical, case-based and application-oriented learning. Management theories and practices can be effectively taught through Self-Learning Materials, business cases, organizational examples, practical exercises, simulations, assignments and project-based activities.

The SLMs will enable learners to develop strategic management skills, leadership and decision-making abilities, financial and managerial competence, marketing and customer-management skills, human-resource management capabilities, entrepreneurial competence, digital and analytical skills, business communication and ethical managerial behaviour.

The instructional approach will emphasize application of management concepts to real-world organizational situations. Case studies, practical exercises, problem-solving activities and assignments will enable learners to develop the ability to analyse business situations, evaluate alternatives and make appropriate managerial decisions.

5. INSTRUCTIONAL DESIGN

5.1 Curriculum Design

The curriculum of the MBA programme is designed by subject experts and academicians in the field of Management, keeping in view the academic requirements, contemporary developments, emerging business trends, industry expectations, and the managerial competencies required by learners. The curriculum incorporates relevant and current

areas of management such as strategic management, marketing management, financial management, human resource management, operations management, entrepreneurship, business analytics, digital business practices, and other emerging areas of management.

The curriculum is structured to facilitate effective learning through the Open and Distance Learning (ODL) mode and is aligned with the prescribed academic and regulatory requirements. Appropriate emphasis is given to learner-centric approaches, development of managerial and leadership skills, analytical and problem-solving abilities, decision-making, communication skills, entrepreneurial orientation, interdisciplinary understanding, and the practical application of management concepts in real-world business situations.

The curriculum incorporates case studies, business examples, assignments, analytical activities, and other learner-oriented components to enable learners to relate theoretical concepts with contemporary organizational and business practices. Due emphasis is also given to ethical business practices, sustainability, environmental awareness, social responsibility, digital transformation, innovation, and emerging challenges in the national and global business environment.

The curriculum is rigorously reviewed and duly approved through the prescribed statutory academic processes of the University, including the Board of Studies, Centre for Internal Quality Assurance (CIQA), and University Academic Council. The review and approval process ensures academic quality, relevance, coherence, industry orientation, and alignment with the objectives of the MBA programme and the evolving requirements of higher education and the contemporary business environment.

5.2 Programme Structure and Detailed Syllabus

Name of Programme	**Master of Business Administration**
Programme Outcome	**PO1: Core Business Knowledge** Cope with the knowledge, information and proficiency acquired in the program to strengthen the organization. **PO2: Career Planning and Decision Making** Able to encounter the changing business environment by performing well in chosen career fields through decision making. **PO3: Critical Thinking and Leadership** Critically analyze problem areas in business and solve the business problems and succeed in the dynamic environment though sound leadership skills. **PO4: Manager & Society**

	Appreciate the interrelationship of business and society and demonstrate ethical consciousness in doing business. **PO5: Team Building & Business Communication** Effectively communicate and lead teams. **PO6: Business Perspective and Sustainability** Gain understanding of human resource, marketing, financial, production & operational activities and social responsibilities. **PO7: Application of Statistical and Analytical Tools** Apply different analytical and statistical tools needed for managerial decision making. **PO8: Ethics** The skill to pursue and implement ethical practices in an organization and lifelong learning. **PO9: Individual and Team Work** Demonstrate requisite skills for attaining individual goals and contribution to the team for persistent professional growth. **PO10: Communication** Exhibit the ability to communicate on multifaceted business activities, ideas, issues and solutions effectively. **PO11: Project Management and Finance** The ability to demonstrate and excel in understanding management principles and managing various projects in an industry. **PO12: Life-long Learning** Show inquisitiveness to obtain knowledge about latest technological developments and by getting indulged into continuous learning in specific domains.
Programme Specific Outcome	**PSO1:**Inculcate leadership, managerial and entrepreneurial competencies and strengthen their expertise in implementation of strategies and the management of complex situation. **PSO2:**Develop professional skills which will prepare them for immediate employment and life-long learning in advanced areas of management and related fields. **PSO3:**Develop environmental awareness along with ethical

	responsibility to have a successful career and to sustain passion for using optimal resources as an entrepreneur.

Teaching and Examination Scheme for Master of Business Administration(2026-27)
(Applicable for both Regular Mode & Distance Mode Education

Year – I | Semester – I **Semester: AUTUMN/PAVAS**

S.No	Course Code	Course Title	Hours/Week				Credits	Weightage		
			L	T	P	S		ITE	ETE	Total
1	DMBA9101T	Managerial Communication	4	0	0	0	4	30	70	100
2	DMBA9102T	Managerial Practices & Organisational Behaviour	4	0	0	0	4	30	70	100
3	DMBA9103T	Financial & Management Accounting	4	0	0	0	4	30	70	100
4	DMBA9104T	Managerial Economics	4	0	0	0	4	30	70	100
5	DMBA9105T	Statistics for Management	4	0	0	0	4	30	70	100
6	DMBA9106T	Marketing Management	4	0	0	0	4	30	70	100
7	DMBA9107T	Business Ethics & Corporate Social Responsibility	4	0	0	0	4	30	70	100
		Grand Total					**28**			700

Year – I | Semester – II **Semester: SPRING/BASANT**

S.No	Course Code	Course Title	Hours/Week				Credits	Weightage		
			L	T	P	S		ITE	ETE	Total
1	DMBA9201T	Business Law	4	0	0	0	4	30	70	100
2	DMBA9202T	Research Methodology	4	0	0	0	4	30	70	100
3	DMBA9203T	Human Resource Management	4	0	0	0	4	30	70	100
4	DMBA9204T	Financial Management	4	0	0	0	4	30	70	100
5	DMBA9205T	Operations Management	4	0	0	0	4	30	70	100
6	DMBA9206T	Leadership Development	4	0	0	0	4	30	70	100
7	DMBA9207T	Data Base Management System	4	0	0	0	4	30	70	100
		Grand Total					**28**			700

Teaching and Examination Scheme for Master of Business Administration(2026-27)
(Applicable for both Regular Mode & Distance Mode Education

Year – II | Semester – III Semester: AUTUMN/PAVAS

S.No	Course Code	Course Title	Hours/Week				Credits	Weightage		
			L	T	P	S		ITE	ETE	Total
1	DMBA9301T	Entrepreneurship Development & Business Plan	4	0	0	0	4	30	70	100
2	DMBA9302T	Decision Support System & Management Information System	4	0	0	0	4	30	70	100
3	DMBA9303I	Summer Internship (For Two Year Master Program)	0	0	0	6	6	100	100	200
4		**Specialization Group1-ELECTIVE 1***	4	0	0	0	4	30	70	100
5		**Specialization Group1-ELECTIVE 2***	4	0	0	0	4	30	70	100
6		**Specialization Group2-ELECTIVE 1***	4	0	0	0	4	30	70	100
7		**Specialization Group2 ELECTIVE 2***	4	0	0	0	4	30	70	100
		Grand Total					**30**			800

Year – II | Semester – IV Semester: SPRING/BASANT

S.No	Course Code	Course Title	Hours/Week				Credits	Weightage		
			L	T	P	S		ITE	ETE	Total
1	DMBA9401T	Business Policy & Strategic Management	4	0	0	0	4	30	70	100
2	DMBA9402D	Project Management	4	0	0	0	4	30	70	100
3	DMBA 9403D	Dissertation	0	0	0	12	6	100	100	200
4		**Specialization Group1-ELECTIVE 3***	4	0	0	0	4	30	70	100

4		**Specialization Group1-ELECTIVE 4***	4	0	0	0	4	30	70	100
5		**Specialization Group2-ELECTIVE 3***	4	0	0	0	4	30	70	100
6		**Specialization Group2-ELECTIVE 4***	4	0	0	0	4	30	70	100
		Grand Total					**26**			700

S.No	Course Code	Course Title	Hours/Week				Credits	Weightage		
			L	T	P	S		ITE	ETE	Total
Finance Specialization group 1 & 2										
1	DMFN9301T	Security Analysis Portfolio Management	4	0	0	0	4	30	70	100
2	DMFN9302T	Management of Financial Services	4	0	0	0	4	30	70	100
3	DMFN9303T	Banking & Financial System	4	0	0	0	4	30	70	100
4	DMFN9304T	International Financial Management	4	0	0	0	4	30	70	100
5	DMFN9305T	Corporate Finance	4	0	0	0	4	30	70	100
Finance Specialization group 3 & 4										
4	DMFN9401T	Financial Derivatives	4	0	0	0	4	30	70	100
5	DMFN9402T	Strategic financial Management	4	0	0	0	4	30	70	100
6	DMFN9403T	Taxation	4	0	0	0	4	30	70	100
7	DMFN9404T	Behavioral Finance	4	0	0	0	4	30	70	100
8	DMFN9405T	Project & Micro Finance	4	0	0	0	4	30	70	100

Marketing Specialization group 1 & 2										
4	DMMK9301T	Distribution Channel & Sales Force	4	0	0	0	4	30	70	100
5	DMMK9302T	Customer Relationship Management	4	0	0	0	4	30	70	100
6	DMMK9303T	Service Marketing	4	0	0	0	4	30	70	100
7	DMMK9304T	Product & Brand Management	4	0	0	0	4	30	70	100
8	DMMK9305T	Supply Chain Management	4	0	0	0	4	30	70	100
Marketing Specialization group 3 & 4										
4	DMMK9401T	Business to Business	4	0	0	0	4	30	70	100
5	DMMK9402T	Consumer Behavior	4	0	0	0	4	30	70	100
6	DMMK9403T	Digital Marketing	4	0	0	0	4	30	70	100
7	DMMK9404T	International Marketing	4	0	0	0	4	30	70	100
8	DMMK9405T	Advertising Management	4	0	0	0	4	30	70	100
HUMAN RESOURCE SPECIALIZATION GROUP 1 & 2										
4	DMHR9301T	Training & Development	4	0	0	0	4	30	70	100
5	DMHR9302T	Labour Law	4	0	0	0	4	30	70	100
6	DMHR9303T	Performance Management	4	0	0	0	4	30	70	100
7	DMHR9304T	Industrial Relations	4	0	0	0	4	30	70	100
8	DMHR9305T	Human Resource Planning	4	0	0	0	4	30	70	100
HUMAN RESOURCE SPECIALIZATION GROUP 3&4										

4	DMHR9401T	Compensation Management	4	0	0	0	4	30	70	100
5	DMHR9402T	Cross Cultural Human Resource Management	4	0	0	0	4	30	70	100
6	DMHR9403T	Organization Development & Change Management	4	0	0	0	4	30	70	100
7	DMHR9404T	Strategic Human Resource Management	4	0	0	0	4	30	70	100
8	DMHR9405T	Human Resource Analytics	4	0	0	0	4	30	70	100

SYLLABUS

(SEMESTER I)

Programe Name: Master of Business Administration (MBA)

Course Name: Managerial Communication	Course Code: DMBA9101T
Semester: 1	Core / Elective: Core
Teaching Scheme in Hrs (L:T:P): 4:00	Credits: 4
Type of course: Lecture+ Assignments	Total Contact Hours: 12
Continuous Internal Evaluation: 30 Marks	ESE: 70 Marks

Course Objectives

The objectives of this course are to:

1. Develop an understanding of the principles and importance of communication in managerial functions.
2. Enhance verbal, non-verbal, and written communication skills required for managerial effectiveness.
3. Build interpersonal, group, and organizational communication competencies.
4. Equip students with persuasive, negotiation, cross-cultural, and digital communication skills.
5. Promote ethical, leadership, and corporate communication abilities in contemporary business organizations.

Topic and Contents
BLOCK I: Fundamentals of Managerial Communication
Unit 1: Introduction to Communication
• Meaning, Nature, And Importance Of Communication
• Communication As A Managerial Function
• Objectives And Principles Of Effective Communication
• Types Of Communication—Formal And Informal

• Internal And External
Unit 2: Communication Process and Barriers
• Elements Of The Communication Process
• Models Of Communication—Shannon–Weaver
• Smcr
• Transactional
• Barriers To Communication—Physical
• Psychological
• Semantic
• Organizational
• Techniques To Overcome Communication Barriers
Unit 3: Verbal and Non-Verbal Communication
• Verbal Communication—Oral And Written
• Non-Verbal Communication—Kinesics
• Facial Expressions, Gestures, Posture
• Paralanguage, Proxemics, Chronemics
• Role Of Non-Verbal Communication In Managerial Effectiveness
BLOCK II: Interpersonal and Organizational Communication
Unit 1: Interpersonal Communication
• Self-Concept And Perception

• Johari Window
• Emotional Intelligence And Empathy
• Feedback Mechanisms
• Listening Skills
Unit 2: Organizational Communication
• Communication Flow—Upward
• Downward, Horizontal, Diagonal
• Formal And Informal Communication Networks
• Grapevine Communication
• Communication Climate And Organizational Culture
Unit 3: Group and Team Communication
• Group Communication Process
• Team Communication And Collaboration
• Conducting Effective Meetings
• Communication In Conflict Management And Resolution
BLOCK III: Business and Professional Communication
Unit 1: Written Business Communication
• Business Letters
• Business Letters
• Email Writing And Etiquette
• Report Writing—Types And Structure

• Proposal Writing
Unit 2: Oral Business Communication
• Business Presentations—Planning And Delivery
• Public Speaking Skills
• Interview Communication
• Telephonic And Virtual Communication
Unit 3: Listening and Presentation Skills
• Types of listening and barriers to listening
• active and empathetic listening
• use of audio-visual aids
• handling questions and objections
BLOCK IV: Persuasive, Cross-Cultural, and Digital Communication
Unit 1: Persuasive and Negotiation Communication
• Principles and techniques of persuasion
• negotiation process and strategies
• bargaining and conflict resolution through communication
Unit 2: Cross-Cultural Communication
• Culture And Communication
• Hofstede's Cultural Dimensions
• Intercultural Communication Barriers

• Managing Diversity
• Ethics In Cross-Cultural Communication
Unit 3: Digital and Social Media Communication
• Digital communication tools in business
• Social media for managerial communication
• virtual teams and remote collaboration
• professional digital etiquette
BLOCK V: Leadership and Corporate Communication
Unit 1: Leadership Communication
• Leadership Styles And Communication
• Motivational Communication
• Coaching And Mentoring
• Communication For Organizational Change
Unit 2: Corporate Communication and Public Relations
• Corporate Identity And Image
• Internal And External Corporate Communication
• Media Relations
• Crisis Communication
Unit 3: Ethics and Emerging Trends in Managerial Communication
• Ethical Issues In Managerial Communication

• Corporate Social Responsibility Communication
• Legal Aspects Of Business Communication
• Emerging Trends And Future Perspectives

Course Outcomes:

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

CO1: Explain the concepts, models, and processes of managerial communication.

CO2: Apply effective verbal, non-verbal, and written communication skills in managerial contexts.

CO3: Demonstrate interpersonal, group, and organizational communication abilities.

CO4: Analyze and employ persuasive, cross-cultural, and digital communication strategies.

CO5: Exhibit ethical, leadership-oriented, and professional communication competencies for managerial roles.

References:

1. Bovee, C. L., & Thill, J. V. (2021). Business communication today (14th ed.). Pearson.
2. Cardon, P. W. (2020). Business communication: Developing leaders for a networked world (4th ed.). McGraw-Hill.
3. Locker, K. O., & Kienzler, D. S. (2019). Business and administrative communication (11th ed.). McGraw-Hill.
4. Lesikar, R. V., Flatley, M. E., & Rentz, K. (2018). Business communication: Making connections in a digital world (13th ed.). McGraw-Hill.
5. Guffey, M. E., & Loewy, D. (2022). Essentials of business communication (12th ed.). Cengage.

Programe Name: Master of Business Administration (MBA)

Course Name: Managerial Practices &Organizational Behavior	Course Code: DMBA9102T
Semester: 1	Core / Elective: Core
Teaching Scheme in Hrs (L:T:P): 4:00	Credits: 4
Type of course: Lecture+ Assignments	Total Contact Hours: 12
Continuous Internal Evaluation: 30 Marks	ESE: 70 Marks

Course Objectives

The objectives of this course are to:

1. Develop an understanding of managerial functions, roles, and practices in modern organizations.
2. Provide insights into individual, group, and organizational behavior at the workplace.
3. Analyze the impact of personality, perception, motivation, and leadership on employee behavior.
4. Equip students with skills to manage teams, conflict, stress, and organizational change effectively.
5. Foster ethical, responsible, and people-centric managerial decision-making.

Topic and Contents
BLOCK I: Fundamentals of Management and Organizational Behavior
Unit 1: Introduction to Management
• Concept, nature, and importance of management
• managerial functions—planning, organizing, staffing, directing, and controlling
• managerial roles and skills
• levels of management
Unit 2: Evolution of Management Thought

• Classical, neo-classical, and modern management theories
• scientific management
• human relations approach
• systems and contingency approaches
Unit 3: Introduction to Organisational Behavior
• Meaning, nature, and scope of organizational behavior
• contributing disciplines
• challenges and opportunities for managers; OB models
BLOCK II: Individual Behavior in Organizations
Unit 1: Personality and Perception
• Determinants of personality
• personality theories
• perception and perceptual process
• perceptual errors and their managerial implications
Unit 2: Learning, Attitudes, and Values
• Theories of learning
• attitudes and attitude formation
• job satisfaction
• values and their influence on behavior
Unit 3: Motivation and Stress Management
• Motivation—concept and importance
• content and process theories of motivation

• stress—causes and consequences
• stress management techniques
BLOCK III: Group Behavior and Team Dynamics
Unit 1: Group Dynamics
• Types of groups
• stages of group development
• group norms; group decision-making techniques
Unit 2: Team Building and Conflict Management
• Meaning and types of teams
• team effectiveness
• sources and types of conflict
• conflict management strategies
Unit 3: Communication and Interpersonal Relations
• Interpersonal communication process
• barriers to communication
• transactional analysis
• improving interpersonal relations
BLOCK IV: Leadership and Organizational Processes
Unit 1: Leadership
• Meaning and importance of leadership
• leadership theories—trait
• behavioral, contingency
• leadership styles

• leadership effectiveness
Unit 2: Power, Politics, and Organizational Culture
• Sources of power
• organizational politics
• organizational culture—types and functions
• managing culture
Unit 3: Organizational Change and Development
• Forces of change
• resistance to change
• managing change
• organizational development interventions
BLOCK V: Contemporary Issues in Managerial Practices
Unit 1: Organizational Design and Work Life
• Organizational structure and design
• work design
• quality of work life
• employee engagement
Unit 2: Ethics, Values, and Corporate Social Responsibility
• Managerial ethics
• ethical decision-making
• values in organizations
• corporate social responsibility
Unit 3: Emerging Trends in Management and OB

• Globalization and workforce diversity
• technology and OB
• emotional intelligence
• future challenges for managers

Course Outcomes

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

1. Explain managerial functions, roles, and management theories relevant to organizational practices.
2. Analyze individual behavior in organizations using OB concepts such as personality, perception, and motivation.
3. Demonstrate skills in managing groups, teams, communication, and conflict.
4. Apply leadership, change management, and organizational development concepts in business situations.
5. Exhibit ethical, responsible, and contemporary managerial practices in organizational settings.

References:

1. Robbins, S. P., & Judge, T. A. (2022). Organizational behavior (19th ed.). Pearson.
2. Luthans, F. (2019). Organizational behavior (13th ed.). McGraw-Hill.
3. McShane, S. L., & Von Glinow, M. A. (2021). Organizational behavior (9th ed.). McGraw-Hill.
4. Daft, R. L. (2021). Management (14th ed.). Cengage.
5. Griffin, R. W. (2020). Management (13th ed.). Cengage.

Programe Name:: Master of Business Administration (MBA)

Course Name: Financial & Management Accounting	Course Code: DMBA9103T
Semester: 1	Core / Elective: Core
Teaching Scheme in Hrs (L:T:P): 4:00	Credits: 4
Type of course: Lecture+ Assignments	Total Contact Hours: 12
Continuous Internal Evaluation: 30 Marks	ESE: 70 Marks

Course Objectives

The objectives of this course are to:

1. Develop a comprehensive understanding of accounting concepts, principles, and standards relevant to business decision-making.
2. Enable students to analyze and interpret financial statements for managerial and investment decisions.
3. Equip students with management accounting tools for planning, control, and performance evaluation.
4. Provide knowledge of cost behavior, budgeting, and responsibility accounting systems.
5. Foster analytical, ethical, and strategic thinking in financial and managerial accounting practices.

Topic and Contents
BLOCK I: Fundamentals of Financial Accounting
Unit 1: Introduction to Accounting
• Meaning, scope, and objectives of accounting
• Accounting principles and concepts
• Accounting standards; users of accounting information
• Role of accounting in business
Unit 2: Accounting Process and Financial Statements

• Journal, ledger, trial balance
• Preparation of final accounts
• Profit and loss account and balance sheet
• Adjustments
• Introduction to cash flow statement
Unit 3: Analysis and Interpretation of Financial Statements
• Financial statement analysis
• Ratio analysis—liquidity, solvency, profitability, and activity ratios
• Trend and comparative statement analysis
• Limitations of financial analysis
BLOCK II: Cost Accounting and Cost Control
Unit 1: cost accounting concepts
• Meaning and scope of cost accounting
• Cost concepts and classifications
• Elements of cost
• Cost sheet preparation
Unit 2: Costing Methods and Techniques
• Job costing, batch costing, contract costing, process costing
• Marginal costing; break-even analysis
Unit 3: Cost Control and Reduction
• Budgetary control
• Standard costing
• Variance analysis

• Cost reduction techniques
Block III: management accounting tools
Unit 1: management accounting – an overview
• Meaning, scope, and functions of management accounting
• Difference between financial and management accounting
• Role of management accounting in decision-making
Unit 2: Budgeting and Forecasting
• Types of budgets—functional, master, and flexible budgets
• Zero-based budgeting
• Forecasting techniques
Unit 3: decision-making techniques
• Relevant costing
• Make or buy decisions
• Pricing decisions
• Shutdown and continuation decisions
• Risk and uncertainty
BLOCK IV: Performance Measurement and Control
Unit 1: responsibility accounting
• Concept and significance
• Responsibility centers—cost, profit, and investment centers
• Transfer pricing
Unit 2: performance measurement systems
• Return on investment (ROI)

• Residual income
• Balanced scorecard
• Key performance indicators
Unit 3: management control systems
• Concept and process of management control
• Strategic control
• Operational control
• Behavioral aspects of control systems
BLOCK V: Contemporary Issues in Accounting
Unit 1: Accounting for Planning and Control
• Strategic management accounting
• Value chain analysis
• Activity-based costing (ABC)
• Life-cycle costing
Unit 2: Accounting Standards and Ethical Issues
• Indian accounting standards (ind as)
• Ethical issues in accounting
• Corporate governance
• Role of auditors
Unit 3: Emerging Trends in Accounting
• Accounting in the digital era
• Accounting information systems
• Sustainability and social accounting

- Recent developments in accounting practices

Course Outcomes

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

1. Understand and apply accounting principles and standards in preparing financial statements.
2. Analyze and interpret financial statements using appropriate accounting tools and techniques.
3. Apply cost and management accounting methods for planning, control, and decision-making.
4. Evaluate organizational performance using responsibility accounting and control systems.
5. Demonstrate ethical, analytical, and strategic thinking in financial and managerial accounting practices.

References:

1. Horngren, C. T., Datar, S. M., & Rajan, M. V. (2021). Cost accounting: A managerial emphasis (17th ed.). Pearson.
2. Weygandt, J. J., Kimmel, P. D., & Kieso, D. E. (2020). Financial accounting (10th ed.). Wiley.
3. Atrill, P., & McLaney, E. (2019). Management accounting for decision makers (9th ed.). Pearson.
4. Garrison, R. H., Noreen, E. W., & Brewer, P. C. (2021). Managerial accounting (17th ed.). McGraw-Hill.
5. Bhattacharya, S. K., & Dearden, J. (2018). Accounting for management. Vikas Publishing.

Programe Name:: Master of Business Administration (MBA)

Course Name: Managerial Economics	Course Code: DMBA9104T
Semester: 1	Core / Elective: Core
Teaching Scheme in Hrs (L:T:P): 4:00	Credits: 4
Type of course: Lecture+ Assignments	Total Contact Hours: 12
Continuous Internal Evaluation: 30 Marks	ESE: 70 Marks

Course Objectives

The objectives of this course are to:

1. Provide an understanding of economic principles and tools relevant to managerial decision-making.
2. Analyze consumer and producer behavior using microeconomic concepts.
3. Apply demand, cost, and pricing theories to business decisions.
4. Examine market structures and their implications for firm strategy.
5. Develop the ability to assess macroeconomic variables affecting business environments.

Topic and Contents
BLOCK I: Introduction to Managerial Economics
Unit 1: Nature and Scope of Managerial Economics
• Meaning, nature, and scope of managerial economics
• Role of managerial economics in decision-making
• Relationship with other disciplines
• Basic economic concepts
Unit 2: demand analysis
• Meaning of demand
• Demand determinants

• Law of demand
• Demand function
• Elasticity of demand—price, income, cross, and advertising elasticity
• Managerial applications of elasticity
Unit 3: demand forecasting
• Need and importance of demand forecasting
• Qualitative and quantitative methods of demand forecasting
• Criteria of a good forecasting method
• Limitations
BLOCK II: Theory of Consumer and Producer Behavior
Unit 1: Theory of Consumer Behavior
• Utility analysis—cardinal and ordinal approaches
• Law of diminishing marginal utility
• Indifference curve analysis
• Consumer equilibrium
Unit 2: production theory
• Production function
• Law of variable proportions
• Returns to scale
• Isoquants and isocosts
• Producer equilibrium
Unit 3: cost theory

• Concepts of cost
• Short-run and long-run cost curves
• Relationship between production and cost
• Economies and diseconomies of scale
BLOCK III: Market Structures and Pricing
Unit 1: market structures
• Perfect competition—features and price determination
• Monopoly—price output determination
• Monopolistic competition
• Oligopoly—features and price rigidity
Unit 2: Pricing Theories and Practices
• Cost-based pricing
• Demand-based pricing
• Competition-based pricing
• Price discrimination
• Pricing under different market structures
Unit 3: revenue analysis
• Concept of revenue
• Total, average, and marginal revenue
• Relationship between AR and MR under different market conditions
• Profit maximization
BLOCK IV: Profit, Investment, and Risk Analysis
Unit 1: profit analysis

• Concept of profit
• Accounting vs economic profit
• Theories of profit
• Profit planning and measurement
Unit 2: capital budgeting
• Nature and importance of capital budgeting
• Investment appraisal techniques—payback period, NPV, IRR, profitability index
• Limitations
Unit 3: Risk and Uncertainty
• Concept of risk and uncertainty
• Risk measurement
• Decision-making under risk and uncertainty
• Risk management techniques
BLOCK V: Macroeconomic Environment and Business Decisions
Unit 1: National Income and Business Cycles
• Concepts of national income
• Methods of measurement
• Business cycles—phases and impact on business decisions
Unit 2: Monetary and Fiscal Policy
• Objectives and instruments of monetary policy
• Objectives and tools of fiscal policy
• Impact on business environment
Unit 3: Inflation, Globalization, and Business Environment

• Inflation—types and effects
• Globalization and liberalization
• Role of government in economic development
• Contemporary economic issues

Course Outcomes

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

1. Explain economic concepts and principles relevant to managerial decision-making.
2. Analyze demand, consumer behavior, production, and cost structures in business contexts.
3. Apply pricing and market structure theories to managerial strategies.
4. Evaluate investment decisions and manage risk under uncertainty.
5. Assess macroeconomic factors and their impact on business and managerial decisions.

References:

1. Salvatore, D. (2020). Managerial economics in a global economy (9th ed.). Oxford University Press.
2. Thomas, C. R., & Maurice, S. C. (2019). Managerial economics (12th ed.). McGraw-Hill.
3. Pindyck, R. S., & Rubinfeld, D. L. (2018). Microeconomics (9th ed.). Pearson.
4. Baye, M. R., & Prince, J. T. (2022). Managerial economics and business strategy (10th ed.). McGraw-Hill.
5. Varian, H. R. (2019). Intermediate microeconomics (9th ed.). Norton.

Programe Name:: Master of Business Administration (MBA)

Course Name: Statistics for Management	Course Code: DMBA9105T
Semester: 1	Core / Elective: Core
Teaching Scheme in Hrs (L:T:P): 4:00	Credits: 4
Type of course: Lecture+ Assignments	Total Contact Hours: 12
Continuous Internal Evaluation: 30 Marks	ESE: 70 Marks

Course Objectives

The objectives of this course are to:

1. Provide a strong foundation in statistical concepts and techniques for managerial decision-making.
2. Enable students to collect, classify, present, and analyze business data effectively.
3. Develop the ability to apply probability and probability distributions in managerial problems.
4. Equip students with inferential statistical tools for estimation, hypothesis testing, and forecasting.
5. Foster analytical and quantitative skills for data-driven management decisions.

Topic and Contents
BLOCK I: Introduction to Statistics`
Unit 1: Nature and Scope of Statistics
• Meaning, scope, and importance of statistics in management
• Functions and limitations of statistics; types of data
• Sources of data
Unit 2: Data Collection and Presentation
• Methods of data collection
• Classification and tabulation of data
• Diagrammatic and graphical presentation

• Frequency distributions
Unit 3: Measures of Central Tendency
• Arithmetic mean, median, mode
• Properties and applications
• Weighted average
• Merits and limitations
BLOCK II: Measures of Dispersion and Skewness
Unit 1: Measures of Dispersion
• Range; quartile deviation
• Mean deviation
• Standard deviation and variance
• Coefficient of variation
• Managerial applications
Unit 2: Skewness and Kurtosis
• Concept of skewness
• Measures of skewness
• Kurtosis and its types
• ; Interpretation in business data
Unit 3: correlation analysis
• Meaning and significance of correlation
• Types of correlation
• Methods of studying correlation—Karl Pearson's coefficient and Spearman's rank correlation

BLOCK III: Regression and Time Series Analysis
Unit 1: regression analysis
• Meaning and significance of regression
• Simple linear regression
• Regression equations
• Applications in business forecasting
Unit 2: time series analysis
• Meaning and components of time series
• Methods of measuring trend—moving averages and least squares method
Unit 3: index numbers
• Meaning and uses of index numbers
• Types of index numbers
• Methods of construction
• Tests of adequacy
• Limitations
BLOCK IV: Probability and Probability Distributions
Unit 1: probability theory
• Concept and importance of probability
• Classical, empirical, and axiomatic approaches
• Addition and multiplication theorems
Unit 2: probability distributions
• Discrete probability distributions—binomial and Poisson
• Continuous probability distribution—normal distribution

• Applications in management
Unit 3: Sampling and Sampling Distributions
• Concept of sampling
• Methods of sampling
• Sampling errors
• Sampling distribution of mean
BLOCK V: Statistical Inference and Decision Making
Unit 1: Estimation and Hypothesis Testing
• Concept of estimation
• Point and interval estimation
• Hypothesis testing procedure
• Errors in hypothesis testing
Unit 2: Tests of Significance
• Parametric tests—z-test, t-test; chi-square test
• Analysis of variance (ANOVA)
• Applications in business decisions.
Unit 3: statistical decision making
• Role of statistics in managerial decision-making
• Statistical quality control
• Use of statistical software
• Limitations of statistical analysis

Course Outcomes

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

1. Understand and apply basic statistical concepts in business and management contexts.
2. Analyze and interpret data using descriptive statistical tools.
3. Apply correlation, regression, and time-series techniques for managerial analysis.
4. Use probability and inferential statistics for decision-making under uncertainty.
5. Develop data-driven and analytical approaches to managerial problem-solving.

References:

1. Anderson, D. R., Sweeney, D. J., & Williams, T. A. (2020). Statistics for business and economics (14th ed.). Cengage.
2. Levine, D. M., Stephan, D. F., & Szabat, K. A. (2021). Statistics for managers using Microsoft Excel (9th ed.). Pearson.
3. Keller, G. (2018). Statistics for management and economics (11th ed.). Cengage.
4. Black, K. (2019). Business statistics (10th ed.). Wiley.
5. Aczel, A. D., & Sounderpandian, J. (2018). Complete business statistics (8th ed.). McGraw-Hill.

Programe Name:: Master of Business Administration (MBA)

Course Name: Marketing Management	Course Code: DMBA9106T
Semester: 1	Core / Elective: Core
Teaching Scheme in Hrs (L:T:P): 4:00	Credits: 4
Type of course: Lecture+ Assignments	Total Contact Hours: 12
Continuous Internal Evaluation: 30 Marks	ESE: 70 Marks

Course Objectives

The objectives of this course are to:

1. Develop a comprehensive understanding of marketing concepts, principles, and functions.
2. Enable students to analyze market opportunities and consumer behavior for effective decision-making.
3. Equip students with skills to design and implement marketing strategies.
4. Provide knowledge of marketing mix decisions in a competitive environment.
5. Foster ethical, customer-centric, and sustainable marketing practices.

Topic and Contents
BLOCK I: Fundamentals of Marketing
Unit 1: Introduction to Marketing
• Meaning, nature, and scope of marketing
• Evolution of marketing concepts
• Role of marketing in business and society
• Functions of marketing
Unit 2: marketing environment
• Micro and macro marketing environment
• Factors affecting marketing decisions
• Scanning and analysis of marketing environment

Unit 3: consumer behavior
• Meaning and importance of consumer behavior
• Factors influencing consumer behavior—cultural, social, personal, and psychological
• Buying decision process
BLOCK II: Market Analysis and Segmentation
Unit 1: marketing research
• Meaning and importance of marketing research
• Marketing research process
• Data collection methods
• Marketing information system
Unit 2: Market Segmentation, Targeting, and Positioning
• Bases for market segmentation
• Target market selection
• Positioning strategies
• Perceptual mapping
Unit 3: Demand Forecasting and Sales Analysis
• Concept of demand forecasting
• Methods of demand forecasting
• Sales analysis and control
BLOCK III: Product and Pricing Decisions
Unit 1: product decisions
• Product concept and classification
• Product life cycle
• Branding and packaging decisions

• New product development
Unit 2: pricing decisions
• Pricing objectives and factors affecting pricing
• Pricing methods and strategies
• Price adjustments
Unit 3: Distribution and Logistics
• Marketing channels—types and functions
• Channel design decisions
• Logistics and supply chain management
BLOCK IV: Promotion and Marketing Communication
Unit 1: promotion mix
• Concept and elements of promotion mix
• Advertising, sales promotion, personal selling, and public relations
Unit 2: Advertising and Sales Promotion
• Advertising objectives and media decisions
• Advertising copy
• Sales promotion tools
• Effectiveness evaluation
Unit 3: Personal Selling and Direct Marketing
• Personal selling process
• Sales force management
• Direct marketing
• Digital and social media marketing
BLOCK V: Strategic and Contemporary Marketing Issues

Unit 1: Marketing Strategy and Planning
• Marketing strategy formulation
• Marketing planning process
• Competitive marketing strategies
Unit 2: Services and Relationship Marketing
• Services marketing
• Service quality and customer satisfaction
• Relationship marketing
• Crm
Unit 3: Ethics and Emerging Trends in Marketing
• Marketing ethics
• Sustainable and green marketing
• Rural and international marketing
• Recent trends in marketing

Course Outcomes

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

1. Explain marketing concepts, principles, and environmental factors influencing business decisions.
2. Analyze consumer behavior and market dynamics for effective marketing decisions.
3. Apply marketing mix strategies for product, pricing, promotion, and distribution decisions.
4. Develop marketing strategies and plans in competitive business environments.
5. Demonstrate ethical, sustainable, and contemporary marketing practices.

References:

- Kotler, P., & Keller, K. L. (2022). Marketing management (16th ed.). Pearson.
- Armstrong, G., & Kotler, P. (2021). Principles of marketing (18th ed.). Pearson.
- Lamb, C. W., Hair, J. F., & McDaniel, C. (2020). MKTG (13th ed.). Cengage.
- Grewal, D., & Levy, M. (2022). Marketing (8th ed.). McGraw-Hill.
- Stanton, W. J., Etzel, M. J., & Walker, B. J. (2018). Fundamentals of marketing. McGraw-Hill.

Programe Name:: Master of Business Administration (MBA)

Course Name: Business Ethics & Corporate Social Responsibility	Course Code: DMBA9107T
Semester: 1	Core / Elective: Core
Teaching Scheme in Hrs (L:T:P): 4:00	Credits: 4
Type of course: Lecture+ Assignments	Total Contact Hours: 12
Continuous Internal Evaluation: 30 Marks	ESE: 70 Marks

Course Objectives

After completing this course, learners will be able to:

1. Understand the fundamental concepts, theories, and principles of Business Ethics.
2. Analyze ethical dilemmas in business decision-making.
3. Examine corporate governance mechanisms and ethical leadership practices.
4. Understand the concept, evolution, and legal framework of Corporate Social Responsibility (CSR).
5. Develop ethical strategies for sustainable and socially responsible business management.

Course Content

BLOCK I: Foundations of Business Ethics
Unit 1: Introduction to Business Ethics
• Meaning, Nature, and Scope of Ethics
• Business Ethics: Concept and Importance
• Ethics vs Law vs Morality
• Ethical Issues in Modern Business
Unit 2: Ethical Theories and Approaches
• Teleological and Deontological Theories
• Utilitarianism, Kantian Ethics
• Virtue Ethics

• Justice and Fairness Theory
Unit 3: Ethical Decision-Making
• Ethical Decision-Making Models
• Individual vs Organizational Ethics
• Factors Influencing Ethical Behaviour
• Ethical Dilemmas in Business
BLOCK II: Corporate Governance and Ethical Leadership
Unit 4: Corporate Governance
• Concept and Principles of Corporate Governance
• Governance Mechanisms
• Role of Board of Directors
• Transparency and Accountability
Unit 5: Ethical Leadership and Corporate Culture
• Leadership Styles and Ethics
• Creating Ethical Organizational Culture
• Code of Conduct and Ethics Committees
• Whistle Blowing Mechanism
Unit 6: Corporate Governance in India
• Governance Reforms in India
• SEBI Guidelines and Regulatory Framework
• Role of Independent Directors
• Case Studies of Corporate Failures
BLOCK III: Corporate Social Responsibility (CSR)
Unit 7: Concept and Evolution of CSR
• Meaning and Scope of CSR
• Historical Development of CSR
• Philanthropy vs Strategic CSR
• Global Perspectives on CSR
Unit 8: Legal Framework of CSR in India
• Companies Act 2013 and CSR Provisions

• CSR Policy and Implementation
• CSR Reporting and Disclosure
• CSR Committees
Unit 9: CSR and Stakeholder Management
• Stakeholder Theory
• Identifying and Prioritizing Stakeholders
• Community Engagement
• CSR and Corporate Reputation
BLOCK IV: Ethics, Sustainability and Emerging Issues
Unit 10: Business Ethics and Sustainability
• Triple Bottom Line Concept
• Sustainable Development Goals (SDGs)
• Environmental Ethics
• Climate Change and Corporate Responsibility
Unit 11: Ethical Issues in Functional Areas
• Marketing Ethics
• Financial Ethics and Insider Trading
• HR Ethics and Workplace Diversity
• IT and Data Privacy Ethics
Unit 12: Globalization and Ethical Challenges
• Ethics in Global Business
• Cross-Cultural Ethical Issues
• Corruption and Bribery
• International Codes and Standards
BLOCK V: CSR Implementation and Reporting
Unit 13: CSR Strategy and Implementation
• Designing CSR Strategy
• CSR Budgeting and Project Management
• NGO Partnerships
• Monitoring and Evaluation

Unit 14: CSR Reporting and Social Audit
• CSR Reporting Standards (GRI, ESG)
• Social Accounting
• Social Audit and Impact Assessment
• Sustainability Reporting
Unit 15: Case Studies in Business Ethics and CSR
• Corporate Ethical Scandals
• CSR Best Practices
• Ethical Crisis Management
• Lessons from Indian and Global Corporations

Course Outcomes

After successful completion of this course, learners will be able to:

1. Apply ethical theories to business decision-making situations.
2. Evaluate corporate governance practices and ethical leadership styles.
3. Analyze CSR policies under Indian legal framework.
4. Develop sustainable and socially responsible business strategies.
5. Critically assess ethical issues in domestic and global business environments.

References

1. Crane, A. & Matten, D. (2019). Business Ethics: Managing Corporate Citizenship and Sustainability in the Age of Globalization. Oxford University Press.
2. Carroll, A. B. & Buchholtz, A. K. (2014). Business and Society: Ethics, Sustainability and Stakeholder Management. Cengage Learning.
3. Velasquez, M. G. (2017). Business Ethics: Concepts and Cases. Pearson Education.
4. Fernando, A. C. (2010). Business Ethics and Corporate Governance. Pearson.
5. Companies Act, 2013 (India) – CSR Provisions.

SYLLABUS

(SEMESTER II)

Programme Name: Master of Business Administration (MBA)

Course Name: Business Law	Course Code: DMBA9201T
Semester: 2	Core / Elective: Core
Teaching Scheme in Hrs (L:T:P): 4:00	Credits: 4
Type of course: Lecture+ Assignments	Total Contact Hours: 12
Continuous Internal Evaluation: 30 Marks	ESE: 70 Marks

Course Objectives

The objectives of this course are to:

1. Provide comprehensive knowledge of legal principles governing business activities.
2. Familiarize students with laws related to contracts, sales, partnerships, and companies.
3. Enable understanding of negotiable instruments, consumer protection, and cyber laws.
4. Develop the ability to identify legal issues and apply appropriate legal provisions in business decisions.
5. Promote legal awareness, compliance, and ethical conduct in managerial practices.

Topic and Contents
BLOCK I: Introduction to Business Law
Unit 1: Nature and Scope of Business Law
• Meaning and nature of law
• Sources of business law
• Objectives and importance of business law
• Relationship between law and business
• Legal environment of business
Unit 2: indian contract act, 1872 – general principles
• Meaning and elements of a valid contract
• Types of contracts
• Offer and acceptance
• Consideration

• Capacity of parties
• Free consent
Unit 3: Performance and Discharge of Contract
• Performance of contract
• Discharge of contract
• Breach of contract
• Remedies for breach of contract
• Quasi contracts
Block II: special contracts
Unit 1: Contract of Indemnity and Guarantee
• Meaning and nature of indemnity and guarantee
• Rights and liabilities of indemnifier, indemnity holder, surety, principal debtor, and creditor
Unit 2: Bailment and Pledge
• Meaning and kinds of bailment
• Rights and duties of bailor and bailee
• Finder of lost goods
• Pledge—rights and duties of pawnor and pawnee
Unit 3: Contract of Agency
• Meaning and creation of agency
• Types of agents; rights and duties of agent and principal
• Termination of agency
BLOCK III: Sale of Goods and Partnership
Unit 1: Sale of Goods Act, 1930
• Contract of sale; conditions and warranties
• Transfer of ownership
• Performance of contract of sale
• Unpaid seller and his rights
Unit 2: indian partnership act, 1932
• Meaning and nature of partnership
• Formation of partnership

• Rights and duties of partners
• Dissolution of partnership
Unit 3: limited liability partnership (llp)
• Concept and features of LLP
• Incorporation of LLP
• Advantages of LLP
• Differences between partnership LLP, and company
BLOCK IV: Company Law and Negotiable Instruments
Unit 1: company law – basic concepts
• Meaning and types of companies
• Incorporation of a company
• Memorandum and articles of association
• Doctrine of ultra vires
Unit 2: Management of Companies
• Company management
• Directors—appointment, powers, and duties
• Meetings
• Corporate governance overview
Unit 3: negotiable instruments act, 1881
• Meaning and types of negotiable instruments
• Promissory note
• Bill of exchange, cheque
• Endorsement and dishonour of cheque
BLOCK V: Consumer Protection and Contemporary Laws
Unit 1: consumer protection act, 2019
• Concept of consumer
• Consumer rights
• Consumer disputes redressal agencies
• Product liability
• E-commerce and consumer protection
Unit 2: Cyber Law and Information Technology Act, 2000

• Cyber crimes
• Digital signatures
• Electronic contracts
• Data protection and privacy issues
Unit 3: Intellectual Property Rights and Emerging Laws
• Introduction to IPR
• Patents, trademarks, copyrights
• Relevance of IPR in business
• Emerging legal issues in business

Course Outcomes

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

1. Understand fundamental legal concepts and the framework governing business operations.
2. Interpret and apply contract laws in managerial and commercial situations.
3. Analyze legal aspects related to sales, partnerships, companies, and negotiable instruments.
4. Apply consumer protection, cyber law, and IPR provisions in business contexts.
5. Demonstrate legal awareness and compliance-oriented decision-making in management practices.

References

1. Clarkson, K. W., Miller, R. L., & Cross, F. B. (2022). Business law: Text and cases (15th ed.). Cengage.
2. Cheeseman, H. R. (2020). Business law (11th ed.). Pearson.
3. Mallor, J. P., Barnes, A. J., & Langvardt, A. W. (2019). Business law: The ethical, global, and e-commerce environment (17th ed.). McGraw-Hill.
4. Kapoor, N. D. (2018). Elements of mercantile law. Sultan Chand.
5. Kuchhal, M. C. (2019). Business law. Vikas Publishing.

Programme: Master of Business Administration (MBA)

Course Name: Research Methodology	Course Code: DMBA9202T
Semester: 2	Core / Elective: Core
Teaching Scheme in Hrs (L:T:P): 4:00	Credits: 4
Type of course: Lecture+ Assignments	Total Contact Hours: 12
Continuous Internal Evaluation: 30 Marks	ESE: 70 Marks

Course Objectives

The objectives of this course are to:

1. Provide a comprehensive understanding of research concepts, methods, and processes in management studies.
2. Develop the ability to identify research problems and formulate research objectives and hypotheses.
3. Equip students with quantitative and qualitative research techniques for data collection and analysis.
4. Enable students to apply statistical tools and software for managerial research and decision-making.
5. Foster ethical research practices and scientific report-writing skills.

Topic and Contents
BLOCK I: Foundations of Research
Unit 1: Introduction to Research
• Meaning, nature, and objectives of research
• types of research—basic, applied, exploratory, descriptive, and causal
• role of research in management
Unit 2: Research Process
• Steps in the research process
• identification and formulation of research problems

• literature review
• research gap analysis
Unit 3: Research Design
• Concept and importance of research design
• types of research design—exploratory, descriptive, diagnostic, and experimental
• Limitations
BLOCK II: Research Planning and Hypothesis
Unit 1: Formulation of Hypothesis
• Meaning and types of hypothesis
• null and alternative hypothesis
• characteristics of a good hypothesis
• testing of hypothesis
Unit 2: Sampling Design
• Concept of population and sample
• sampling techniques—probability and non-probability sampling
• sample size determination
• sampling errors
Unit 3: Measurement and Scaling Techniques
• Concept of measurement
• levels of measurement
• scaling techniques—Likert, semantic differential, Thurstone, and Guttman scales
BLOCK III: Data Collection Methods
Unit 1: Primary Data Collection Methods
• Observation method
• interview method
• questionnaire and schedule
• advantages and limitations
Unit 2: Secondary Data Collection
• Sources of secondary data—internal and external
• government publications
• reports and databases

• reliability of secondary data
Unit 3: Questionnaire Design
• Types of questions
• principles of questionnaire design
• pilot study
• reliability and validity of instruments
BLOCK IV: Data Analysis and Interpretation
Unit 1: Data Processing and Editing
• Data editing, coding, classification, and tabulation
• data cleaning; use of statistical software
Unit 2: Statistical Tools for Analysis
• Descriptive statistics
• correlation and regression analysis
• hypothesis testing—t-test, z-test, chi-square, ANOVA
Unit 3: Interpretation and Presentation of Data
• Interpretation of results
• tables, charts, and diagrams; managerial implications of research findings
BLOCK V: Report Writing, Ethics, and Applications
Unit 1: Research Report Writing
• Types of research reports
• structure and components of a research report
• referencing and bibliography; plagiarism
Unit 2: Research Ethics
• Ethical issues in research
• informed consent
• data confidentiality
• ethical guidelines in management research
Unit 3: Application of Research in Management
• Research applications in marketing, finance, HR, and operations
• business analytics overview
• case-based research applications

Course Outcomes

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

1. Understand research concepts, designs, and methodologies relevant to management studies.
2. Identify research problems and formulate appropriate research objectives and hypotheses.
3. Apply suitable data collection and sampling techniques for managerial research.
4. Analyze and interpret data using appropriate statistical tools and software.
5. Prepare ethical, systematic, and professionally written research reports for managerial decision-making.

References

1. Creswell, J. W., & Creswell, J. D. (2018). Research design (5th ed.). Sage.
2. Saunders, M., Lewis, P., & Thornhill, A. (2019). Research methods for business students (8th ed.). Pearson.
3. Kothari, C. R. (2019). Research methodology: Methods and techniques. New Age.
4. Sekaran, U., & Bougie, R. (2020). Research methods for business (8th ed.). Wiley.
5. Cooper, D. R., & Schindler, P. S. (2020). Business research methods (13th ed.). McGraw-Hill.

Programme Name: Master of Business Administration (MBA)

Course Name: Human Resource Management	Course Code: DMBA9203T
Semester: 2	Core / Elective: Core
Teaching Scheme in Hrs (L:T:P): 4:00	Credits: 4
Type of course: Lecture+ Assignments	Total Contact Hours: 12
Continuous Internal Evaluation: 30 Marks	ESE: 70 Marks

Course Objectives

The objectives of this course are to:

1. Develop a comprehensive understanding of the concepts, functions, and significance of Human Resource Management in organizations.
2. Familiarize students with HR planning, recruitment, selection, training, and development practices.
3. Enable learners to understand performance management, compensation, and employee welfare systems.
4. Develop insights into industrial relations, labor laws, and employee engagement practices.
5. Equip students with contemporary HR practices and strategic HRM perspectives for managerial effectiveness.

Topic and Contents
BLOCK I: Introduction to Human Resource Management
Unit 1: Nature and Scope of HRM
• Meaning and definition of HRMQ
• Evolution of HRM
• objectives and functions of HRM
• role of HR manager
• HRM vs personnel management
Unit 2: strategic human resource management
• HRM as a strategic partner

• HR strategies and business strategies
• HR metrics; role of HR in organizational effectiveness
Unit 3: human resource planning
• Meaning and importance of HR planning
• Forecasting demand and supply of human resources
• Succession planning
• HR information systems
BLOCK II: Procurement and Development of Human Resources
Unit 1: recruitment
• Concept and sources of recruitment
• Internal and external recruitment
• Recruitment process
• Challenges in recruitment
Unit 2: Selection and Placement
• Selection process
• Selection tests
• Interviews
• Placement and induction
• Barriers to effective selection
Unit 3: Training and Development
• Concept and importance of training
• Training needs assessment
• Methods of training
• Executive and management development programs
BLOCK III: Performance and Compensation Management
Unit 1: performance management system
• Meaning and objectives
• Performance appraisal methods—traditional and modern
• Feedback and counseling
• Appraisal errors
Unit 2: compensation management

• Concept of wages and salary
• Factors influencing compensation
• Job evaluation
• Incentive plans
• Executive compensation
Unit 3: Employee Motivation and Engagement
• Theories of motivation
• Financial and non-financial incentives
• Employee engagement strategies
• Job satisfaction and morale
BLOCK IV: Employee Relations and Legal Framework
Unit 1: industrial relations
• Concept and importance of industrial relations
• Trade unions
• Collective bargaining
• Worker participation in management
Unit 2: labor laws
• Overview of important labor legislations—Factories Act, Industrial Disputes Act, Minimum Wages Act, Payment of Wages Act
Unit 3: Discipline and Grievance Handling
• Meaning and causes of indiscipline
• Disciplinary procedures
• Grievance handling mechanisms
• Employee counseling
BLOCK V: Contemporary Issues in Human Resource Management
Unit 1: talent management
• Concept and importance of talent management
• Talent acquisition, retention, and development
• Succession management
Unit 2: HR Analytics and Technology
• HR analytics

• HR metrics
• Role of HRIS
• Use of AI and digital tools in HRM
Unit 3: Emerging Trends in HRM
• Global HRM
• Diversity and inclusion
• Work-life balance
• Green HRM
• Ethical issues in HRM

Course Outcomes

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

1. Understand the principles, functions, and strategic role of Human Resource Management.
2. Apply HR planning, recruitment, selection, and training techniques in organizational contexts.
3. Analyze performance appraisal and compensation systems for employee effectiveness.
4. Interpret industrial relations practices and labor laws affecting organizations.
5. Evaluate contemporary HR practices and apply them to modern business environments.

References

1. Dessler, G. (2020). Human resource management (16th ed.). Pearson.
2. Armstrong, M., & Taylor, S. (2020). Armstrong's handbook of human resource management practice (15th ed.). Kogan Page.
3. Noe, R. A., Hollenbeck, J. R., Gerhart, B., & Wright, P. M. (2021). Human resource management (12th ed.). McGraw-Hill.
4. Mondy, R. W., & Martocchio, J. J. (2019). Human resource management (15th ed.). Pearson.
5. Aswathappa, K. (2020). Human resource management. McGraw-Hill India.

Programme Name: Master of Business Administration (MBA)

Course Name: Financial Management	Course Code: DMBA9204T
Semester: 2	Core / Elective: Core
Teaching Scheme in Hrs (L:T:P): 4:00	Credits: 4
Type of course: Lecture+ Assignments	Total Contact Hours: 12
Continuous Internal Evaluation: 30 Marks	ESE: 70 Marks

Course Objectives

The objectives of this course are to:

1. Provide a strong conceptual framework of financial management and its role in business decision-making.
2. Develop analytical skills for financial planning, analysis, and control.
3. Enable students to understand investment, financing, and dividend decisions.
4. Familiarize learners with working capital management and risk-return analysis.
5. Equip students with contemporary financial practices and strategic financial decision tools.

Topic and Contents
BLOCK I: Introduction to Financial Management
Unit 1: Nature and Scope of Financial Management
• Meaning, definition, and objectives of financial management
• Role of finance manager
• Relationship between finance and other business functions
Unit 2: Financial Planning and Forecasting
• Concept and significance of financial planning
• Financial forecasting
• Sources and uses of funds; preparation of financial plans
Unit 3: Time Value of Money
• Concept of time value of money
• Compounding and discounting techniques
• Present and future value

• Annuities
Block II: investment decisions (capital budgeting)
Unit 1: capital budgeting process
• Meaning and importance of capital budgeting
• Capital budgeting process
• Types of capital investment decisions.
Unit 2: capital budgeting techniques
• Traditional and discounted cash flow techniques—Payback Period, ARR, NPV, IRR, and Profitability Index
Unit 3: Risk and Uncertainty in Capital Budgeting
• Risk analysis
• Sensitivity analysis
• Certainty equivalent approach
• Probability approach
Block III: financing decisions
Unit 1: Cost of Capital
• Meaning and significance
• Cost of debt, equity, preference shares, and retained earnings
• Weighted average cost of capital
Unit 2: capital structure
• Theories of capital structure—NI, NOI, MM approach
• Optimal capital structure
• Leverage analysis
Unit 3: Sources of Long-Term Finance
• Equity shares, preference shares, debentures, term loans, and venture capital
• Lease financing
BLOCK IV: Dividend and Working Capital Management
Unit 1: dividend decisions
• Meaning and forms of dividend
• Dividend policy
• Theories of dividend—Walter and Gordon models

• Factors affecting dividend policy
Unit 2: working capital management
• Concept, nature, and types of working capital
• Operating cycle
• Estimation of working capital requirements
Unit 3: Management of Current Assets
• Cash management, receivables management, inventory management
• Short-term financing sources
BLOCK V: Financial Analysis and Contemporary Issues
Unit 1: financial statement analysis
• Objectives and techniques
• Ratio analysis
• Trend analysis
• Common-size statements
Unit 2: Risk, Return, and Portfolio Analysis
• Concept of risk and return
• Portfolio theory
• Diversification
• CAPM overview
Unit 3: Contemporary Issues in Financial Management
• Corporate governance
• Financial restructuring
• Mergers and acquisitions
• Role of technology in finance

Course Outcomes

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

1. Understand core concepts and functions of financial management in business organizations.
2. Apply financial planning and capital budgeting techniques for investment decisions.

3. Analyze financing options and capital structure decisions.
4. Manage dividend policies and working capital effectively.
5. Interpret financial statements and evaluate contemporary financial issues for strategic decisions.

References

1. Brigham, E. F., & Houston, J. F. (2022). Fundamentals of financial management (16th ed.). Cengage.
2. Van Horne, J. C., & Wachowicz, J. M. (2018). Fundamentals of financial management (13th ed.). Pearson.
3. Pandey, I. M. (2021). Financial management (12th ed.). Vikas Publishing.
4. Khan, M. Y., & Jain, P. K. (2020). Financial management (8th ed.). McGraw-Hill.
5. Ross, S. A., Westerfield, R., & Jordan, B. (2022). Fundamentals of corporate finance (13th ed.). McGraw-Hill.

Programme Name: Master of Business Administration (MBA)

Course Name: Operations Management	Course Code: DMBA9205T
Semester: 2	Core / Elective: Core
Teaching Scheme in Hrs (L:T:P): 4:00	Credits: 4
Type of course: Lecture+ Assignments	Total Contact Hours: 12
Continuous Internal Evaluation: 30 Marks	ESE: 70 Marks

Course Objectives

The objectives of this course are to:

1. Develop an understanding of the role and importance of operations management in business organizations.
2. Familiarize students with production systems, process design, and facility planning decisions.
3. Enable learners to apply quantitative and qualitative techniques for efficient operations planning and control.
4. Provide knowledge of quality management, supply chain management, and inventory control systems.
5. Equip students with contemporary operations strategies to enhance productivity and competitiveness.

Topic and Contents
BLOCK I: Introduction to Operations Management
Unit 1: Nature and Scope of Operations Management
• Concept, objectives, and scope of operations management
• Role of operations manager
• Operations strategy
• Manufacturing and service operations
Unit 2: Production Systems and Processes
• Types of production systems—job, batch, mass, and continuous
• Process selection

• Product-process matrix
Unit 3: Operations Strategy and Competitiveness
• Competitive priorities
• Strategic role of operations
• Productivity and performance measurement
BLOCK II: Product and Facility Design
Unit 1: Product Design and Development
• Product planning and development process
• Value engineering
• Standardization and simplification
• Product life cycle
Unit 2: facility location
• Factors affecting plant location
• Location decision models
• Globalization and location strategies
Unit 3: facility layout
• Types of layouts—process, product, fixed-position, and cellular layout
• Layout planning techniques
BLOCK III: Operations Planning and Control
Unit 1: demand forecasting
• Need and importance of forecasting
• Qualitative and quantitative forecasting methods
• Forecasting accuracy
Unit 2: Production Planning and Control
• Aggregate planning; master production schedule
• Material requirements planning (MRP)
Unit 3: Capacity Planning and Scheduling
• Capacity planning concepts
• Bottleneck analysis
• Scheduling techniques—Gantt charts, sequencing rules
BLOCK IV: Quality and Inventory Management

Unit 1: quality management
• Concept of quality
• Quality planning and control
• Total quality management (tqm)
• ISO standards
Unit 2: statistical quality control
• Control charts for variables and attributes
• Acceptance sampling
• Six Sigma overview
Unit 3: inventory management
• Objectives of inventory management
• EOQ models
• ABC analysis
• JIT inventory systems
BLOCK V: Supply Chain and Contemporary Issues
Unit 1: supply chain management
• Concept and components of supply chain
• Supply chain design
• Logistics and distribution management
Unit 2: Maintenance and Reliability Management
• Types of maintenance
• Preventive and breakdown maintenance
• Reliability and replacement decisions
Unit 3: Contemporary Issues in Operations Management
• Lean operations
• Business process reengineering
• Sustainable operations
• Use of technology and analytics

Course Outcomes

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

1. Understand the concepts, scope, and strategic importance of operations management.
2. Apply appropriate techniques for product design, facility planning, and layout decisions.
3. Analyze and implement effective operations planning, scheduling, and capacity decisions.
4. Evaluate quality management and inventory control systems for operational efficiency.
5. Assess supply chain strategies and contemporary operational practices for competitive advantage.

References

1. Heizer, J., Render, B., & Munson, C. (2020). Operations management (13th ed.). Pearson.
2. Stevenson, W. J. (2021). Operations management (14th ed.). McGraw-Hill.
3. Slack, N., Brandon-Jones, A., & Burgess, N. (2022). Operations management (10th ed.). Pearson.
4. Krajewski, L., Ritzman, L., & Malhotra, M. (2019). Operations management: Processes and supply chains (12th ed.). Pearson.
5. Chase, R. B., Jacobs, F. R., & Aquilano, N. J. (2019). Operations and supply chain management (15th ed.). McGraw-Hill.

Programme Name: Master of Business Administration (MBA)

Course Name: Leadership Development	Course Code: DMBA9206T
Semester: 2	Core / Elective: Core
Teaching Scheme in Hrs (L:T:P): 4:00	Credits: 4
Type of course: Lecture+ Assignments	Total Contact Hours: 12
Continuous Internal Evaluation: 30 Marks	ESE: 70 Marks

Course Objectives

The objectives of this course are to:

1. Develop a comprehensive understanding of leadership concepts, theories, and styles relevant to modern organizations.
2. Enhance self-awareness and personal leadership capabilities among management students.
3. Equip students with skills to lead teams, manage change, and resolve conflicts effectively.
4. Foster ethical, emotional, and inclusive leadership practices for sustainable organizational growth.
5. Prepare students for leadership roles through experiential learning, reflection, and applied leadership tools.

Topic and Contents
BLOCK I: Foundations of Leadership
Unit 1: Concept and Nature of Leadership
• Meaning and definitions of leadership
• Leadership vs management
• Importance of leadership in organizations
• Leadership competencies
Unit 2: leadership theories
• Trait theory
• Behavioral theories
• Contingency and situational theories

• Path–goal theory
Unit 3: leadership styles
• Autocratic, democratic, and laissez-faire leadership
• Transactional and transformational leadership
• Servant leadership
BLOCK II: Self and Interpersonal Leadership
Unit 1: Self-Awareness and Emotional Intelligence
• Concept of self-awareness
• Emotional intelligence and its components
• Role of EI in effective leadership
Unit 2: Personality, Values, and Attitudes
• Personality traits and leadership effectiveness
• Values and belief systems
• Attitude formation and change
Unit 3: Communication and Influence
• Leadership communication skills
• Persuasion and influence tactics
• Power and politics in organizations
BLOCK III: Team and Organizational Leadership
Unit 1: team leadership
• Group dynamics
• Team formation and development
• Leadership roles in teams
• Virtual teams
Unit 2: Motivation and Coaching
• Motivational theories and leadership
• Coaching and mentoring
• Feedback and performance improvement
Unit 3: Conflict Management and Negotiation
• Sources of conflict
• Conflict management styles

• Negotiation strategies and skills for leaders
BLOCK IV: Leadership in Change and Diversity
Unit 1: Leadership and Change Management
• Nature of organizational change
• Resistance to change
• Leadership role in managing change
Unit 2: Ethical Leadership and Corporate Governance
• Ethical decision-making
• Values-based leadership
• Corporate governance and social responsibility
Unit 3: Diversity, Equity, and Inclusive Leadership
• Managing workforce diversity
• Inclusive leadership practices
• Cross-cultural leadership
BLOCK V: Contemporary and Applied Leadership
Unit 1: Strategic and Global Leadership
• Strategic leadership skills
• Leadership in global organizations
• Geopolitical and cultural challenges
Unit 2: Leadership Development and Succession Planning
• Leadership development programs
• Assessment centers
• Succession planning
• Talent pipelines
Unit 3: Future Trends in Leadership
• Digital leadership
• Leadership in VUCA environments
• Sustainability and responsible leadership

Course Outcomes

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

1. Explain leadership theories, styles, and competencies relevant to managerial roles.
2. Demonstrate self-awareness, emotional intelligence, and ethical decision-making as leaders.
3. Apply leadership skills in team management, motivation, and conflict resolution.
4. Analyze leadership challenges in change, diversity, and global business environments.
5. Design personal leadership development plans aligned with organizational goals.

References

1. Northouse, P. G. (2021). Leadership: Theory and practice (9th ed.). Sage.
2. Yukl, G. (2020). Leadership in organizations (9th ed.). Pearson.
3. Daft, R. L. (2021). The leadership experience (7th ed.). Cengage.
4. Kouzes, J. M., & Posner, B. Z. (2018). The leadership challenge (6th ed.). Wiley.
5. Goleman, D. (2017). Leadership that gets results. Harvard Business Review Press.

Programme Name: Master of Business Administration (MBA)

Course Name: Database Management System	Course Code: DMBA9207T
Semester: 2	Core / Elective: Core
Teaching Scheme in Hrs (L:T:P): 4:00	Credits: 4
Type of course: Lecture+ Assignments	Total Contact Hours: 12
Continuous Internal Evaluation: 30 Marks	ESE: 70 Marks

Course Objectives

The objectives of this course are to:

1. Provide a clear understanding of database concepts, architecture, and database management systems.
2. Enable students to design, implement, and manage databases for business applications.
3. Develop skills in data modeling, relational database design, and normalization techniques.
4. Familiarize students with SQL and database querying for managerial decision support.
5. Introduce students to database security, transaction management, and emerging database technologies.

Topic and Contents
BLOCK I: Introduction to Database Management Systems
Unit 1: Database Concepts and Applications
• Data, information, and database concepts
• Limitations of file processing systems
• Database approach
• Applications of DBMS in business
Unit 2: database system architecture
• DBMS architecture
• Three-level architecture

• Data abstraction
• Data independence
• Roles of DBA and database users
Unit 3: data models
• Hierarchical, network, relational, and object-oriented data models
• Advantages and limitations
BLOCK II: Database Design and Modeling
Unit 1: entity relationship (er) model
• Entities, attributes, relationships
• ER diagrams
• Cardinality and participation constraints
• Weak entities
Unit 2: relational model
• Relational concepts
• Tables, tuples, attributes
• Keys—primary, candidate, foreign
• Integrity constraints
Unit 3: normalization
• Functional dependencies
• Normal forms—1NF, 2NF, 3NF, BCNF
• Denormalization and its applications
Block iii: structured query language (sql)
Unit 1: Introduction to SQL
• SQL basics
• Data definition language (DDL)
• Data manipulation language (DML)
• Data control language (DCL)
Unit 2: SQL Queries and Functions
• SELECT statements
• Joins; subqueries
• Aggregate functions

• Views and indexes
Unit 3: advanced sql concepts
• Stored procedures
• Triggers; cursors
• Introduction to PL/SQL
BLOCK IV: Transaction and Database Management
Unit 1: transaction management
• Transaction concepts
• ACID properties
• Transaction states
• Concurrency control problems
Unit 2: Concurrency Control and Recovery
• Lock-based protocols
• Deadlocks
• Recovery techniques
• Backup and restore methods
Unit 3: database security
• Security threats
• Authorization and authentication
• Database auditing
• Role-based access control
BLOCK V: Advanced and Contemporary Database Systems
Unit 1: Distributed and Cloud Databases
• Distributed database concepts
• Advantages and challenges
• Cloud-based databases
Unit 2: nosql and Big Data Databases
• Introduction to nosql databases
• Types—key-value, document, column-family
• Business applications
Unit 3: Database Applications in Business Analytics

• Role of databases in decision support systems
• Data warehousing and data mining overview

Course Outcomes

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

1. Understand fundamental database concepts and DBMS architecture for business applications.
2. Design efficient database schemas using ER modeling and normalization techniques.
3. Apply SQL commands to retrieve, manipulate, and manage data effectively.
4. Analyze transaction management, security, and recovery mechanisms in DBMS.
5. Evaluate contemporary database technologies for managerial and analytical decision-making.

References

1. Silberschatz, A., Korth, H. F., & Sudarshan, S. (2020). Database system concepts (7th ed.). McGraw-Hill.
2. Elmasri, R., & Navathe, S. B. (2017). Fundamentals of database systems (7th ed.). Pearson.
3. Coronel, C., & Morris, S. (2019). Database systems: Design, implementation, and management (13th ed.). Cengage.
4. Ramakrishnan, R., & Gehrke, J. (2018). Database management systems (3rd ed.). McGraw-Hill.
5. Date, C. J. (2019). An introduction to database systems (8th ed.). Pearson.

SYLLABUS

(SEMESTER-III)

Program: Master of Business Administration (MBA)

Course Name: Entrepreneurship Development & Business Plan	Course Code: DMBA9301T
Semester: 3	Core / Elective: Core
Teaching Scheme in Hrs (L:T:P): 4:00	Credits: 4
Type of course: Lecture+ Assignments	Total Contact Hours: 12
Continuous Internal Evaluation: 30 Marks	ESE: 70 Marks

Course Objectives

After completing this course, students will be able to:

1. Understand the concept, scope, and significance of entrepreneurship in economic development.
2. Develop entrepreneurial mindset, creativity, and innovation capabilities.
3. Analyze the process of opportunity identification and feasibility analysis.
4. Acquire practical knowledge of preparing and evaluating business plans.
5. Understand institutional, financial, and legal support systems for entrepreneurs in India.

Course Content:

Block – I: Introduction to Entrepreneurship
Unit 1: Entrepreneurship
• Concept and definitions of entrepreneurship by economists and management thinkers
• Nature and scope of entrepreneurship
• Importance of entrepreneurship in a developing and developed economy
• Role of entrepreneurship in employment generation, innovation, and wealth creation
• Contribution of entrepreneurship to economic growth and regional development
• Evolution of entrepreneurship: Traditional to modern and digital entrepreneurship
• Entrepreneurship in the Indian context
Unit 2: Entrepreneurial Traits and Skills
• Entrepreneurial personality traits: Risk-taking, creativity, leadership, innovation
• Managerial and technical skills of successful entrepreneurs
• Entrepreneurial motivation: Need for achievement, independence, recognition
• Functions of an entrepreneur: Innovation, organization, risk-bearing, decision-making
• Entrepreneur vs. Manager: Conceptual and functional differences

• Challenges faced by entrepreneurs
• Developing entrepreneurial competencies
Unit 3: Types of Entrepreneurs
• Small business entrepreneurs and their role in local economies
• Scalable startup entrepreneurship and high-growth ventures
• Social entrepreneurship: Concept, objectives, and impact
• Corporate entrepreneurship (Intrapreneurship): Innovation within organizations
• Women entrepreneurship: Challenges, opportunities, and empowerment
• Rural entrepreneurship: Role in rural development and poverty reduction
• Emerging forms of entrepreneurship
Block – II: Innovation and Opportunity Identification
Unit 4: Creativity and Innovation
• Concept and importance of creativity and innovation
• Difference between creativity and innovation
• Sources of innovation: Internal and external
• Innovation process: Idea generation to commercialization
• Types of innovation: Product, process, organizational, and marketing
• Barriers to creativity and innovation
• Creating an innovative organizational culture
Unit 5: Opportunity Identification
• Concept of entrepreneurial opportunity
• Idea generation techniques: Brainstorming, mind mapping, design thinking
• Environmental scanning: PESTLE analysis
• SWOT analysis for opportunity assessment
• Industry and market analysis
• Identifying customer needs and value propositions
• Opportunity evaluation and screening
Unit 6: Feasibility Analysis
• Concept and importance of feasibility analysis
• Market feasibility: Demand analysis, target market, competition
• Technical feasibility: Technology, production process, location
• Financial feasibility: Cost structure, revenue projections, funding requirements

• Organizational feasibility: Management team, structure, and resources
• Risk assessment and feasibility report preparation
Block – III: New Venture Creation
Unit 7: Steps in New Venture Creation
• Overview of the entrepreneurial process
• Idea conception and opportunity recognition
• Entrepreneurial process models
• Resource mobilization and venture launch
• Growth and expansion strategies
• Business ethics in entrepreneurship
• Social responsibility of entrepreneurial ventures
Unit 8: Forms of Business Organization
• Sole proprietorship: Features, advantages, and limitations
• Partnership firm: Types, partnership deed
• Limited Liability Partnership (LLP): Structure and benefits
• Company form of organization: Private and public companies
• Criteria for selection of appropriate form of business
• Legal and managerial implications of business forms
Unit 9: Legal Aspects of Business
• Business registration and licensing requirements
• Statutory compliances for startups
• Intellectual Property Rights (IPR): Concept and importance
• Patents: Registration and protection
• Trademarks and brand protection
• Copyrights and trade secrets
• Role of IPR in competitive advantage
Block – IV: Business Plan Development
Unit 10: Business Plan
• Meaning and concept of a business plan
• Objectives and importance of business planning
• Types of business plans: Startup, operational, strategic
• Role of business plans in fundraising and decision-making

• Common pitfalls in business planning
Unit 11: Components of a Business Plan
• Executive summary: Key highlights
• Product or service description
• Value proposition and competitive advantage
• Industry analysis and market structure
• Market research and customer analysis
• Marketing and sales strategy overview
Unit 12: Financial Planning
• Importance of financial planning for new ventures
• Cost estimation: Fixed and variable costs
• Break-even analysis and profitability planning
• Cash flow statement and fund flow management
• Projected income statement and balance sheet
• Financial controls and performance monitoring
Block – V: Entrepreneurial Support System
Unit 13: Sources of Finance
• Financial requirements at different stages of a venture
• Bootstrapping and self-financing
• Angel investors: Role and functioning
• Venture capital: Process and valuation
• Bank finance and institutional lending
• Alternative sources of finance
• Financing challenges for startups
Unit 14: Government Policies and Schemes
• Role of government in promoting entrepreneurship
• Startup India initiative: Objectives and benefits
• MSME development schemes
• Make in India and Atmanirbhar Bharat initiatives
• Credit guarantee and subsidy schemes
• Ease of doing business reforms
• Impact of government policies on startups

Unit 15: Institutional Support
• Role of institutional support in entrepreneurship development
• District Industries Centres (DICs)
• Small Industries Development Bank of India (SIDBI)
• National Bank for Agriculture and Rural Development (NABARD)
• National Small Industries Corporation (NSIC)
• Incubation centres and accelerators
• Role of industry associations and chambers of commerce

Course Outcomes

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

1. Explain key concepts, types, and theories of entrepreneurship.
2. Identify viable business opportunities using systematic tools and techniques.
3. Analyze market, technical, and financial feasibility of new ventures.
4. Prepare a comprehensive and realistic business plan.
5. Evaluate government policies, funding agencies, and support institutions for startups.

References:

1. Barringer, B. R., & Ireland, R. D. (2019). *Entrepreneurship: Successfully launching new ventures* (6th ed.). Pearson.
2. Hisrich, R. D., Peters, M. P., & Shepherd, D. A. (2020). *Entrepreneurship* (11th ed.). McGraw-Hill.
3. Kuratko, D. F. (2020). *Entrepreneurship: Theory, process, and practice* (11th ed.). Cengage Learning.
4. Scarborough, N. M., & Cornwall, J. R. (2019). *Essentials of entrepreneurship and small business management* (9th ed.). Pearson.
5. Abrams, R. (2019). *Successful business plan: Secrets & strategies* (7th ed.). Planning Shop.

Program: Master of Business Administration (MBA)

Course Name: Decision Support System & Management Information System	Course Code: DMBA9302T
Semester: 3	Core / Elective: Core
Teaching Scheme in Hrs (L:T:P):4:00	Credits: 4
Type of course: Lecture+ Assignments	Total Contact Hours: 12
Continuous Internal Evaluation: 30 Marks	ESE: 70 Marks

Course Objectives

The objectives of this course are to:

1. Provide conceptual understanding of Management Information Systems and Decision Support Systems.
2. Explain the role of information systems in managerial planning, control, and decision-making.
3. Develop analytical skills for designing and evaluating MIS and DSS models.
4. Familiarize students with contemporary tools, technologies, and applications of DSS.
5. Enable students to understand implementation issues and strategic use of information systems.

Course Content:

Block – I: Introduction to Information Systems
Unit 1: Information System
• Concept and meaning of information systems
• Need and importance of information systems in modern organizations
• Data vs. information: Meaning, characteristics, and differences
• Types of information systems: TPS, MIS, DSS, EIS, OAS
• Role of information systems in operational, tactical, and strategic levels
• Role of Management Information System (MIS) in planning, control, and decision-making
• Information systems as a support for organizational efficiency and effectiveness
Unit 2: Management Information System (MIS)
• Definition and evolution of MIS
• Objectives and significance of MIS
• Characteristics of an effective MIS

• Components of MIS: People, procedures, data, hardware, software
• MIS structure and hierarchy
• MIS and levels of management: Top, middle, and lower management
• Integration of MIS with organizational functions
Unit 3: Information System Resources
• Information system resources and their role
• Hardware resources: Input, processing, storage, and output devices
• Software resources: System software and application software
• Database resources: DBMS and data organization
• Network resources: LAN, WAN, internet, intranet
• Human resources in IS: End-users and IT professionals
• Information System Development Life Cycle (SDLC): Phases, models, and importance
Block – II: Management Information System Design and Development
Unit 4: MIS Planning
• Need and objectives of MIS planning
• Strategic planning of MIS
• Alignment of MIS with organizational strategy
• Information requirements analysis
• Tools and techniques for requirement analysis
• System approach to MIS
• Factors affecting successful MIS planning
Unit 5: MIS Design
• Concept and importance of MIS design
• Input design: Data capture, validation, and control
• Output design: Reports, formats, and presentation
• Database design: Data models and normalization
• MIS implementation: Phases and strategies
• Change management during MIS implementation
• MIS maintenance and upgradation
Unit 6: Evaluation and Control of MIS
• Need for evaluation and control of MIS
• Performance measurement of MIS

• Cost-benefit analysis of MIS
• Security issues in information systems
• Controls in MIS: Preventive, detective, and corrective
• Ethical and social issues in MIS
• Legal aspects related to information systems
Block – III: Decision Making and Decision Support Systems
Unit 7: Managerial Decision Making
• Concept and importance of decision making
• Types of managerial decisions
• Decision-making process
• Decision-making models: Classical, administrative, and behavioral
• Structured, semi-structured, and unstructured decisions
• Role of information systems in decision making
• Limitations of managerial decision making
Unit 8: Decision Support System (DSS)
• Concept and evolution of DSS
• Characteristics and objectives of DSS
• Components of DSS: Data base, model base, user interface
• DSS architecture
• Classification of DSS: Data-driven, model-driven, knowledge-driven DSS
• Role of DSS in managerial decision making
• Benefits and limitations of DSS
Unit 9: DSS Models
• Importance of models in decision making
• Statistical models and forecasting techniques
• Optimization models: Linear programming and goal programming
• Simulation models and what-if analysis
• Model base management system (MBMS)
• Integration of data and models in DSS
• Applications of DSS models in business
Block – IV: Advanced DSS and Business Applications
Unit 10: Group Decision Support Systems (GDSS)

• Concept and evolution of GDSS
• Features and components of GDSS
• Tools and techniques used in GDSS
• Electronic meeting systems
• Collaborative decision making
• Advantages and limitations of GDSS
• Applications of GDSS in organizations
Unit 11: Executive Information Systems (EIS) and Business Intelligence (BI)
• Concept and objectives of EIS
• Components and architecture of EIS
• Dashboards and executive reporting tools
• Concept of Business Intelligence
• BI components: Data warehouse, ETL, analytics
• Role of BI in strategic decision making
• Challenges in implementing EIS and BI
Unit 12: Knowledge-Based Systems
• Concept and importance of knowledge-based systems
• Expert systems: Structure and applications
• Artificial intelligence in decision support
• Role of AI and machine learning in DSS
• Data mining: Concepts and techniques
• Business analytics and predictive analytics
• Ethical and managerial issues in AI-based systems
Block – V: Strategic and Contemporary Issues in DSS & MIS
Unit 13: Strategic Information Systems
• Concept of strategic information systems
• MIS as a source of competitive advantage
• Porter's value chain analysis
• Role of MIS in strategy formulation and implementation
• Information systems for cost leadership and differentiation
• Strategic alignment of IT and business goals
Unit 14: Enterprise Systems

• Concept and evolution of enterprise systems
• Enterprise Resource Planning (ERP): Modules and benefits
• Customer Relationship Management (CRM) systems
• Supply Chain Management (SCM) systems
• Integration of enterprise systems
• Implementation issues and challenges
• Success factors for enterprise systems
Unit 15: Contemporary Trends
• Emerging trends in MIS and DSS
• Cloud computing: Concept and service models
• Big data and big data analytics
• Digital transformation and smart organizations
• Cybersecurity and data privacy challenges
• Future of MIS and DSS in organizations

Course Outcomes

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

1. Explain the structure, components, and functions of MIS and DSS.
2. Analyze managerial decision-making processes using information systems.
3. Design and evaluate MIS and DSS models for business applications.
4. Apply DSS tools and techniques to solve complex managerial problems.
5. Assess strategic, ethical, and technological issues in information system implementation.

References:

1. Laudon, K. C., & Laudon, J. P. (2022). *Management information systems* (17th ed.). Pearson.
2. Turban, E., Sharda, R., & Delen, D. (2018). *Decision support and business intelligence systems* (10th ed.). Pearson.
3. O'Brien, J. A., & Marakas, G. M. (2019). *Management information systems* (11th ed.). McGraw-Hill.
4. Power, D. J. (2002). *Decision support systems: Concepts and resources for managers*. Greenwood Publishing.

Program: Master of Business Administration (MBA)

Course Name: summer internship	Course Code: DMBA9303I
Semester: 3	Core / Elective: Elective (FM)
Teaching Scheme in Hrs (L:T:P): 0:00:8	Credits: 6
Type of course: Lecture+ Assignments	Total Contact Hours: 12
Continuous Internal Evaluation: 30 Marks	ESE: 70 Marks

Course Objectives

The objectives of this course are to:

1. Provide students with practical exposure to organizational and business environments.
2. Enable students to apply theoretical concepts and managerial knowledge acquired during the first year of the MBA programme.
3. Develop professional, interpersonal, analytical, problem-solving, and decision-making skills.
4. Familiarize students with organizational structures, functional areas, business processes, and workplace practices.
5. Develop the ability to undertake a supervised management project and systematically analyze organizational problems.
6. Enhance professional ethics, workplace discipline, teamwork, communication, and leadership competencies.
7. Develop skills in data collection, analysis, report preparation, presentation, and professional documentation.

BLOCK I: Orientation and Internship Planning

Unit 1: Introduction to Summer Internship

· Meaning, nature, scope, and importance of summer internship

· Objectives and significance of internship in management education

· Role of internship in bridging theory and practice

· Internship as a component of professional and managerial development

· Types of internships—industry, corporate, consultancy, research, and project-based

· Roles and responsibilities of student, faculty supervisor, and organizational supervisor

Unit 2: Selection of Organization and Internship Area

· Identification and selection of suitable organization

· Understanding organizational profile and industry sector

· Selection of functional area and internship domain

· Identification of internship objectives and expected learning outcomes

· Preparation of internship work plan and schedule

· Internship guidelines, workplace discipline, and professional conduct

Unit 3: Organizational Orientation and Workplace Readiness

· Organizational structure, vision, mission, goals, and objectives

· Introduction to departments and functional areas

· Organizational policies, procedures, and work culture

· Workplace ethics and professional behaviour

· Time management, punctuality, and workplace discipline

· Safety, confidentiality, data protection, and organizational compliance

BLOCK II: Functional Exposure and Managerial Learning

Unit 1: Functional Area Exposure

· Introduction to major functional areas of business

· Marketing and sales functions

· Human resource management functions

· Finance and accounting functions

· Operations and supply chain functions

· Information technology and digital business functions

· Role and responsibilities of managers in different functional areas

Unit 2: Application of Management Concepts

· Application of management theories and principles in organizations

· Planning, organizing, staffing, directing, and controlling

· Application of marketing concepts in business situations

· Human resource practices and employee management

· Financial and operational decision-making

· Application of strategic management concepts

· Linking classroom learning with organizational practices

Unit 3: Professional Skills and Workplace Behaviour

· Business communication and professional correspondence

· Teamwork and collaboration

· Leadership and interpersonal skills

· Problem-solving and decision-making skills

· Negotiation and conflict management

· Adaptability and learning ability

· Professional etiquette and organizational behaviour

BLOCK III: Project Work, Data Collection and Analysis

Unit 1: Identification of Project and Problem Statement

· Selection of internship project

· Identification of organizational problem or business issue

· Formulation of problem statement

· Development of project objectives

· Scope and limitations of the project

· Review of relevant concepts and literature

· Preparation of project work plan

Unit 2: Data Collection and Research Methodology

· Meaning and importance of management research

· Primary and secondary data

· Data collection methods—questionnaire, interview, observation, and discussion

· Sampling techniques and sample selection

· Preparation of questionnaire and interview schedule

· Use of organizational records, reports, and databases

· Ethical considerations in data collection

Unit 3: Data Analysis and Interpretation

· Classification and tabulation of data

· Use of statistical and analytical techniques

· Presentation through tables, charts, and graphs

· Interpretation of findings

· Identification of trends and patterns

· Analysis of organizational problems and managerial issues

· Drawing conclusions from project findings

BLOCK IV: Internship Report and Professional Documentation

Unit 1: Internship Diary and Documentation

· Importance of maintaining an internship diary

· Recording daily and weekly activities

· Documentation of tasks and responsibilities

· Recording observations and learning experiences

· Maintaining attendance and activity records

· Supervisor feedback and performance assessment

Unit 2: Preparation of Internship Report

· Structure and format of internship report

· Introduction and objectives of the internship

· Organization profile and industry overview

· Description of functional area and work undertaken

· Research methodology and data collection

· Analysis, findings, and interpretation

· Recommendations and managerial implications

· Conclusion, limitations, and future scope

· References and annexures

Unit 3: Professional and Academic Standards

· Use of professional and academic language

· Report formatting and presentation standards

· Citation and referencing practices

· Avoidance of plagiarism and academic misconduct

· Confidentiality of organizational information

· Use of tables, figures, charts, and supporting documents

· Preparation of executive summary

BLOCK V: Presentation, Evaluation and Professional Development

Unit 1: Internship Presentation

· Preparation of internship presentation

· Structure and organization of presentation

· Presentation of organizational profile and project objectives

· Presentation of methodology, findings, and analysis

· Use of PowerPoint and audio-visual aids

· Communication and presentation skills

· Handling questions and audience interaction

Unit 2: Viva-Voce and Internship Evaluation

· Purpose and importance of viva-voce

· Discussion of internship experience

· Explanation of project methodology and findings

· Defence of recommendations and conclusions

· Evaluation by faculty and organizational supervisor

· Self-assessment and reflection on internship learning

· Identification of strengths and areas for improvement

Unit 3: Professional Development and Career Readiness

· Learning from internship experience

· Development of employability and managerial competencies

· Resume and professional profile development

· Career planning and goal setting

· Industry expectations and workplace competencies

· Professional networking and relationship building

· Future learning and continuous professional development

INTERNSHIP ACTIVITIES

Students are expected to undertake the following activities during the summer internship:

· Orientation and induction at the host organization

· Study of organizational structure, functions, and work culture

· Interaction with organizational managers and employees

· Participation in assigned departmental activities

· Observation and understanding of business processes

· Undertaking an approved management project

· Collection and analysis of relevant data

· Maintenance of internship diary/logbook

· Regular interaction with faculty and organizational supervisors

· Preparation and submission of internship report

· Presentation of internship work

· Viva-voce examination

COURSE OUTCOMES

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

CO1: Demonstrate an understanding of organizational structures, business processes, workplace practices, and professional environments.

CO2: Apply management theories, concepts, and functional knowledge to real-world organizational situations.

CO3: Demonstrate professional skills including communication, teamwork, leadership, problem-solving, decision-making, and workplace adaptability.

CO4: Conduct a supervised management project using appropriate data collection, analytical, and research techniques.

CO5: Prepare and present a systematic internship report demonstrating practical learning, analytical abilities, managerial insights, and professional competencies.

CO6: Exhibit professional ethics, workplace discipline, confidentiality, and responsible managerial behaviour.

REFERENCES / SUGGESTED RESOURCES

1. Saunders, M., Lewis, P., & Thornhill, A. *Research Methods for Business Students*. Pearson.
2. Sekaran, U., & Bougie, R. *Research Methods for Business: A Skill-Building Approach*. Wiley.
3. Kotler, P., & Keller, K. L. *Marketing Management*. Pearson.
4. Robbins, S. P., & Judge, T. A. *Organizational Behavior*. Pearson.
5. Dessler, G. *Human Resource Management*. Pearson.
6. Relevant textbooks prescribed for the respective MBA specialization.
7. Industry reports, annual reports, company publications, government reports, research journals, and authentic online resources relevant to the internship project.

Program: Master of Business Administration (MBA)

Course Name: Security Analysis and Portfolio Management	Course Code: DMFN9301T
Semester: 3	Core / Elective: Elective (FM)
Teaching Scheme in Hrs (L:T:P): 4:00	Credits: 4
Type of course: Lecture+ Assignments	Total Contact Hours: 12
Continuous Internal Evaluation: 30 Marks	ESE: 70 Marks

Course Objectives

The objectives of this course are to:

1. Provide an understanding of investment environment and financial markets.
2. Familiarize students with security analysis techniques for informed investment decisions.
3. Develop skills to evaluate equity, debt, and derivative instruments.
4. Explain portfolio theory, risk–return relationship, and diversification strategies.
5. Enable students to construct, evaluate, and manage investment portfolios.

Course Content:

Block – I: Investment Environment and Financial Markets
Unit 1: Investment – Meaning, Objectives, Nature and Process
• Concept and scope of investment
• Objectives: income, growth, liquidity, safety, tax benefits
• Nature of investment decisions: risk–return trade-off
• Investment process: policy formulation, analysis, valuation, selection, monitoring
• Investment vs. speculation vs. gambling
• Types of investors: individual, institutional, retail, HNI; risk profiles
• Factors influencing investment decisions
• Role of inflation and taxation
Unit 2: Financial Markets
• Structure of Indian financial system
• Money market instruments: Treasury Bills, Commercial Paper, Certificates of

Deposit, Call Money
• Capital market instruments: equity, preference shares, debentures
• Primary market: IPOs, FPOs, book building, underwriting
• Secondary market: trading mechanism, settlement cycles
• Stock exchanges in India: NSE, BSE – functions and significance
• SEBI: role and regulations
Unit 3: Investment Avenues
• Equity shares: rights, returns, risks
• Debentures and bonds: features, types, yields
• Mutual funds: types, NAV, advantages
• Derivatives: futures, options, swaps – basics
• Real assets: real estate, gold, commodities
• Alternative investments: hedge funds, private equity, REITs, INVITs
• Risk–return comparison of avenues
Block – II: Fundamental Analysis
Unit 4: Economic Analysis
• Meaning and importance of economic analysis
• Macro-economic variables: GDP, inflation, interest rates, exchange rates
• Business cycles: phases and impact on investments
• Monetary policy tools and impact on markets
• Fiscal policy: taxation, public expenditure
• Global economic factors and Indian economy
Unit 5: Industry Analysis
• Concept and objectives of industry analysis
• Industry life cycle stages
• Porter's Five Forces Model
• Competitive structure: monopoly, oligopoly, perfect competition
• Demand–supply analysis
• Government policies and industry regulation
• SWOT analysis of industries
Unit 6: Company Analysis
• Company background and management evaluation

• Financial statements: balance sheet, income statement, cash flow statement
• Ratio analysis: liquidity, profitability, solvency, efficiency
• Cash flow analysis and free cash flow
• Equity valuation models: DDM, EPS, P/E, intrinsic value
• Corporate governance and ESG factors
Block – III: Technical Analysis and EMH
Unit 7: Technical Analysis
• Concept and scope of technical analysis
• Assumptions of technical analysis
• Dow Theory: principles and trends
• Chart types: line, bar, candlestick
• Support and resistance levels
• Trend analysis and trend lines
Unit 8: Technical Indicators
• Moving averages: simple and exponential
• Momentum indicators: RSI, ROC
• Trend indicators: MACD
• Oscillators: stochastic oscillator
• Volume indicators and market breadth
• Limitations of technical indicators
Unit 9: Efficient Market Hypothesis
• Concept of market efficiency
• Weak, semi-strong and strong forms
• Random Walk Theory
• Empirical evidence on EMH
• Implications for investors and fund managers
• Criticisms of EMH
Block – IV: Portfolio Theory and Analysis
Unit 10: Portfolio Theory
• Meaning of portfolio and diversification
• Risk and return measurement
• Systematic and unsystematic risk

• Markowitz Model and efficient frontier
• Correlation and covariance
Unit 11: Capital Market Theory
• Capital Asset Pricing Model (CAPM)
• Assumptions and limitations of CAPM
• Security Market Line (SML)
• Arbitrage Pricing Theory (APT)
• Comparison of CAPM and APT
Unit 12: Portfolio Construction
• Asset allocation strategies
• Security selection techniques
• Portfolio optimization methods
• Constraints in portfolio construction
• Role of investor objectives and risk tolerance
Block – V: Portfolio Management and Performance Evaluation
Unit 13: Portfolio Management Strategies
• Active vs. passive management
• Equity portfolio strategies: growth, value, income
• Debt portfolio management strategies
• Role of fund managers
Unit 14: Portfolio Performance Evaluation
• Need for performance evaluation
• Risk-adjusted performance measures
• Sharpe Ratio, Treynor Ratio, Jensen's Alpha
• Benchmarking and peer comparison
• Limitations of performance measures
Unit 15: Portfolio Revision and Contemporary Issues
• Portfolio revision and rebalancing techniques
• Behavioral finance: biases and heuristics
• Impact of technology on investment management
• ESG and sustainable investing
• Emerging trends in global and Indian investment markets

Course Outcomes

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

1. Understand the structure and functioning of financial markets and investment avenues.
2. Apply fundamental and technical analysis for security valuation.
3. Measure and manage risk and return of individual securities and portfolios.
4. Construct optimal portfolios using modern portfolio theories.
5. Evaluate portfolio performance and adopt suitable portfolio revision strategies.

References:

1. Bodie, Z., Kane, A., & Marcus, A. J. (2021). *Investments* (12th ed.). McGraw-Hill.
2. Reilly, F. K., & Brown, K. C. (2019). *Investment analysis and portfolio management* (11th ed.). Cengage.
3. Sharpe, W. F., Alexander, G. J., & Bailey, J. V. (1999). *Investments* (6th ed.). Prentice Hall.
4. Fabozzi, F. J. (2018). *Bond markets, analysis, and strategies* (9th ed.). Pearson.
5. Elton, E. J., Gruber, M. J., Brown, S. J., & Goetzmann, W. N. (2014). *Modern portfolio theory and investment analysis* (9th ed.). Wiley.

Program: Master of Business Administration (MBA)

Course Name: Management of Financial Services	Course Code: DMFN9302T
Semester: 3	Core / Elective: Elective (FM)
Teaching Scheme in Hrs (L:T:P): 4:00	Credits: 4
Type of course: Lecture+ Assignments	Total Contact Hours: 12
Continuous Internal Evaluation: 30 Marks	ESE: 70 Marks

Course Objectives

The objectives of this course are to:

1. Provide comprehensive understanding of the nature and scope of financial services.
2. Familiarize students with various financial service institutions and instruments.
3. Develop analytical skills to evaluate financial products and services.
4. Understand regulatory framework governing financial services in India.
5. Enable students to manage and design innovative financial services for customers.

Course Content:

Block – I: Introduction to Financial Services
Unit 1: Financial Services
• Meaning and evolution of financial services
• Characteristics of financial services: Intangibility, inseparability, heterogeneity, perishability
• Functions of financial services in modern economies
• Importance of financial services to individuals, businesses, and governments
• Financial services as a catalyst for savings, investment, and capital formation
• Role of financial services in economic growth and inclusive development
• Link between financial deepening and economic stability
Unit 2: Financial System in India
• Concept and objectives of the financial system
• Structure of Indian financial system: Financial markets, institutions, instruments, and services
• Role and importance of financial institutions in resource mobilization
• Banking institutions: Commercial banks, cooperative banks, regional rural banks

• Non-banking institutions: NBFCs, mutual funds, insurance companies, development financial institutions
• Interrelationship among financial institutions
• Challenges facing the Indian financial system
Unit 3: Regulatory Framework
• Need for financial regulation and supervision
• Reserve Bank of India (RBI): Objectives, functions, monetary policy tools
• Securities and Exchange Board of India (SEBI): Market regulation, investor protection, capital market development
• Insurance Regulatory and Development Authority of India (IRDAI): Regulation of insurance sector
• Pension Fund Regulatory and Development Authority (PFRDA): Pension reforms and NPS
• Coordination among regulatory authorities
• Emerging regulatory challenges in a digital financial environment
Block – II: Banking and Non-Banking Financial Services
Unit 4: Commercial Banking Services
• Meaning and evolution of commercial banking in India
• Types of bank deposits: Demand, savings, fixed, recurring
• Lending and loan services: Short-term, medium-term, and long-term credit
• Advances: Cash credit, overdraft, bills discounting
• Process of credit creation by commercial banks
• Retail banking services: Personal loans, housing finance, credit cards
• Corporate banking services: Working capital finance, term loans, trade finance
Unit 5: Non-Banking Financial Companies (NBFCs)
• Concept and significance of NBFCs
• Classification of NBFCs: Asset finance, investment, loan companies, microfinance institutions
• Functions and services offered by NBFCs
• Role of NBFCs in credit expansion and financial inclusion
• Comparison between banks and NBFCs
• Regulatory framework governing NBFCs
• Challenges and risks associated with NBFC operations

Unit 6: Merchant Banking
• Concept and evolution of merchant banking
• Functions of merchant bankers
• Issue management: IPOs, FPOs, rights issues
• Underwriting services and risk assumption
• Corporate advisory services: Mergers, acquisitions, restructuring
• Role of merchant bankers in capital market development
• Regulatory framework and SEBI guidelines for merchant bankers
Block – III: Capital Market and Investment Services
Unit 7: Capital Market Services
• Meaning and structure of capital markets
• Primary market and secondary market operations
• Role and functions of stock exchanges
• Market intermediaries: Brokers, sub-brokers, jobbers
• Depository system: NSDL and CDSL
• Clearing corporations and settlement mechanisms
• Investor protection measures and market transparency
Unit 8: Mutual Funds
• Concept and evolution of mutual funds in India
• Types of mutual fund schemes: Equity, debt, hybrid, index funds
• Net Asset Value (NAV): Calculation and significance
• Risk and return analysis of mutual funds
• Performance evaluation techniques
• Role of AMCs and fund managers
• SEBI regulations governing mutual funds
Unit 9: Portfolio Management Services
• Meaning and objectives of portfolio management
• Types of portfolio management: Discretionary and non-discretionary
• Portfolio construction and diversification strategies
• Risk-return trade-off and portfolio optimization
• Client profiling and investment policy statements
• Regulatory framework for portfolio managers

• Ethical issues in portfolio management
Block – IV: Insurance and Credit Services
Unit 10: Insurance Services
• Meaning and need for insurance
• Principles of insurance: Utmost good faith, insurable interest, indemnity
• Life insurance products and policies
• General insurance products: Health, motor, fire, marine
• Insurance as a risk management tool
• Role of insurance in economic development
• Insurance penetration and challenges in India
Unit 11: Credit Rating Services
• Concept and objectives of credit rating
• Credit rating process and methodology
• Credit rating agencies in India: CRISIL, ICRA, CARE, India Ratings
• Role of credit rating in investment decisions
• Importance of credit rating for capital markets
• Limitations and criticisms of credit rating
• Regulatory oversight of rating agencies
Unit 12: Leasing and Hire Purchase Services
• Concept and significance of leasing
• Types of leasing: Financial lease, operating lease, sale and leaseback
• Hire purchase: Meaning and features
• Difference between leasing and hire purchase
• Accounting treatment of leasing and hire purchase
• Tax implications and benefits
• Role in industrial and asset financing
Block – V: Contemporary Financial Services
Unit 13: Factoring and Forfaiting
• Meaning and evolution of factoring
• Factoring mechanism and parties involved
• Types of factoring services
• Benefits and limitations of factoring

• Concept and process of forfaiting
• Differences between factoring and forfaiting
• Role in trade finance and liquidity management
Unit 14: FinTech and Digital Financial Services
• Concept and growth of FinTech
• Digital banking and mobile banking services
• Digital payment systems: UPI, wallets, cards
• Blockchain technology and its applications
• Crowdfunding and peer-to-peer lending
• Regulatory and security issues in digital finance
• Future trends in FinTech
Unit 15: Customer Relationship Management in Financial Services
• Concept and importance of CRM in financial services
• Service quality and customer satisfaction
• Customer retention and loyalty strategies
• Ethical issues and consumer protection
• Technology-enabled CRM systems
• Challenges in managing financial service customers
• Emerging trends and future of CRM in financial services

Course Outcomes

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

1. Explain the structure and functioning of financial services industry.
2. Analyze different financial products and services offered by institutions.
3. Evaluate risk, return, and pricing of financial services.
4. Understand legal, regulatory, and ethical issues in financial services.
5. Apply managerial skills to design and manage financial service operations.

References:

1. Saunders, A., & Cornett, M. M. (2021). *Financial institutions management* (10th ed.). McGraw-Hill.
2. Khan, M. Y. (2020). *Indian financial system* (11th ed.). McGraw-Hill.

3. Bhole, L. M., & Mahakud, J. (2017). *Financial institutions and markets* (6th ed.). McGraw-Hill.
4. Rose, P. S., & Hudgins, S. C. (2013). *Bank management & financial services* (9th ed.). McGraw-Hill.
5. Gurusamy, S. (2015). *Financial services and markets*. McGraw-Hill.

Program: Master of Business Administration (MBA)

Course Name: Banking & Financial System	Course Code: DMFN9303T
Semester: 3	Core / Elective: Elective (FM)
Teaching Scheme in Hrs (L:T:P): 4:00	Credits: 4
Type of course: Lecture+ Assignments	Total Contact Hours: 12
Continuous Internal Evaluation: 30 Marks	ESE: 70 Marks

Course Objectives

The objectives of this course are to:

1. Provide a comprehensive understanding of the structure and functioning of the banking and financial system.
2. Explain the role of banks and financial institutions in economic development.
3. Familiarize students with banking operations, products, and services.
4. Develop understanding of regulatory framework and monetary policy in India.
5. Enable students to analyze contemporary issues and reforms in banking and finance.

Course Content:

Block – I: Introduction to Banking and Financial System
Unit 1: Banking – Meaning, Definition, Functions and Importance
• Meaning and definitions of banking
• Core functions: accepting deposits, lending, credit creation
• Secondary functions: agency services, utility services
• Importance of banks in modern economy
• Evolution of banking system: ancient, medieval and modern banking
• Growth of banking in India
• Nationalisation of banks
• Role of technology in banking evolution
Unit 2: Financial System
• Meaning and concept of financial system
• Components of financial system
• Structure of Indian financial system
• Financial markets: money market and capital market
• Financial institutions: banking and non-banking institutions

• Financial instruments: primary and secondary instruments
• Interrelationship between markets and institutions
Unit 3: Role of Banking and Financial System in Economic Development
• Mobilisation of savings
• Capital formation and investment promotion
• Credit allocation to priority sectors
• Support to agriculture, MSMEs and industries
• Financial inclusion: concept, objectives and initiatives
• Digital banking and cashless economy
• Government schemes promoting inclusion
Block – II: Central Banking and Monetary Policy
Unit 4: Central Bank and Reserve Bank of India
• Meaning and functions of a central bank
• Objectives of central banking
• Role of central bank in economic stability
• Reserve Bank of India: origin and evolution
• Organisational structure of RBI
• Functions of RBI: note issue, banker's bank, controller of credit
• RBI as regulator of banking system
Unit 5: Monetary Policy
• Meaning and objectives of monetary policy
• Role of RBI in monetary policy formulation
• Quantitative tools: bank rate, repo rate, reverse repo, CRR, SLR
• Qualitative tools: selective credit controls
• Credit control measures of RBI
• Impact of monetary policy on inflation and growth
Unit 6: Monetary Policy Instruments and Developments
• Bank rate policy and its significance
• Repo and reverse repo mechanisms
• Open Market Operations (OMO)
• Liquidity Adjustment Facility (LAF)
• Marginal Standing Facility (MSF)

• Recent trends and developments in monetary policy
• Inflation targeting framework in India
Block – III: Commercial Banking Operations
Unit 7: Commercial Banks
• Meaning and characteristics of commercial banks
• Types of commercial banks
• Public sector banks
• Private sector banks
• Foreign banks operating in India
• Regional Rural Banks
• Cooperative banks
• Comparative analysis of bank structures
Unit 8: Banking Operations
• Types of deposit accounts: savings, current, fixed and recurring
• Lending principles and types of loans
• Credit creation by commercial banks
• Credit appraisal process
• Loan documentation and disbursement
• Loan monitoring and recovery
• Non-performing assets and recovery mechanisms
Unit 9: Risk Management in Banks
• Concept of risk in banking
• Credit risk and its management
• Market risk: interest rate and foreign exchange risk
• Operational risk
• Asset–Liability Management (ALM)
• Risk mitigation techniques
• Role of Basel norms in risk management
Block – IV: Financial Institutions and Markets
Unit 10: Development Financial Institutions
• Meaning and role of DFIs
• NABARD: objectives, functions and schemes

• SIDBI: role in MSME development
• EXIM Bank: export–import finance
• Contribution of DFIs to economic development
• Recent reforms in DFIs
Unit 11: Money Market
• Meaning and features of money market
• Structure of Indian money market
• Instruments of money market
• Call money market
• Treasury Bills
• Commercial Paper
• Certificates of Deposit
• Participants in money market
Unit 12: Capital Market
• Meaning and structure of capital market
• Primary market: IPOs, rights issues, private placement
• Secondary market: stock exchanges and trading
• Role and functions of stock exchanges
• SEBI: objectives, powers and functions
• Investor protection measures
Block – V: Contemporary Issues in Banking and Finance
Unit 13: Non-Banking Financial Companies (NBFCs)
• Meaning and definition of NBFCs
• Types of NBFCs
• Role of NBFCs in financial system
• Differences between banks and NBFCs
• Regulation of NBFCs by RBI
• Recent issues and challenges faced by NBFCs
Unit 14: Banking Technology
• Core Banking Solutions (CBS)
• Internet and mobile banking
• Digital payment systems: UPI, NEFT, RTGS, IMPS

• FinTech innovations
• Role of AI and blockchain in banking
• Cyber security issues in digital banking
Unit 15: Banking Reforms and Challenges
• Banking sector reforms in India
• Basel I, II and III norms
• Non-performing assets (NPA): causes and management
• Financial stability and regulation
• Challenges faced by Indian banking sector
• Future trends in banking and finance

Course Outcomes

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

1. Understand the components and functions of banking and financial systems.
2. Analyze the role of commercial and central banks in economic development.
3. Evaluate banking products, services, and risk management practices.
4. Interpret regulatory guidelines and monetary policy measures.
5. Assess recent trends, challenges, and reforms in the banking and financial sector.

References:

1. Mishkin, F. S. (2019). *The economics of money, banking, and financial markets* (12th ed.). Pearson.
2. Pathak, B. V. (2018). *The Indian financial system* (5th ed.). Pearson.
3. Khan, M. Y. (2020). *Indian financial system* (11th ed.). McGraw-Hill.
4. Sundharam, K. P. M., & Varshney, P. N. (2014). *Banking theory, law and practice*. Sultan Chand.
5. RBI. (2023). *Report on trend and progress of banking in India*. Reserve Bank of India.

Program: Master of Business Administration (MBA)

Course Name: International Financial Management	Course Code: DMFN9304T
Semester: 3	Core / Elective: Elective (FM)
Teaching Scheme in Hrs (L:T:P): 4:00	Credits: 4
Type of course: Lecture+ Assignments	Total Contact Hours: 12
Continuous Internal Evaluation: 30 Marks	ESE: 70 Marks

Course Objectives

The objectives of this course are to:

1. Develop an understanding of international financial environment and global financial markets.
2. Explain foreign exchange markets, exchange rate determination, and parity conditions.
3. Familiarize students with international financial instruments and institutions.
4. Analyze foreign exchange risk and apply hedging techniques.
5. Enable students to make informed financial decisions in multinational business operations.

Course Content:

Block – I: International Financial Environment
Unit 1: International Financial Management
• Meaning and definition of International Financial Management (IFM)
• Nature and scope of IFM
• Objectives of IFM
• Role of financial manager in multinational firms
• Globalization of business and finance
• Financial integration of global markets
• Benefits and challenges of globalization
• Impact of globalization on emerging economies
Unit 2: International Monetary System
• Meaning and importance of international monetary system
• Evolution of international monetary system
• Gold standard and gold exchange standard

• Bretton Woods system: features and collapse
• International Monetary Fund (IMF): objectives, functions and role
• World Bank: structure and functions
• Regional Development Banks: ADB, AfDB, IDB – overview
• Role of international financial institutions in development
Unit 3: Balance of Payments
• Concept and significance of Balance of Payments (BOP)
• Structure of BOP accounts
• Current account: trade in goods and services
• Capital account and financial account
• Unilateral transfers
• BOP equilibrium and disequilibrium
• Causes of BOP disequilibrium
• Adjustment mechanisms: monetary, fiscal and exchange rate measures
Block – II: Foreign Exchange Market and Exchange Rate Determination
Unit 4: Foreign Exchange Market
• Meaning and features of foreign exchange market
• Structure of foreign exchange market
• Participants: banks, dealers, corporations, central banks
• Functions of foreign exchange market
• Spot market: characteristics and transactions
• Forward market: features and uses
• Forward exchange contracts
• Role of forex market in international trade
Unit 5: Exchange Rate Determination
• Meaning of exchange rate
• Types of exchange rate systems: fixed, flexible and managed
• Demand and supply theory of exchange rate
• Purchasing Power Parity (PPP): absolute and relative versions
• Assumptions of PPP theory
• Criticism and limitations of PPP
• Relevance of PPP in long-run exchange rate determination

Unit 6: Interest Rate Parity and Exchange Rate Forecasting
• Interest Rate Parity (IRP): covered and uncovered
• Fisher Effect
• International Fisher Effect (IFE)
• Relationship among inflation, interest rate and exchange rate
• Exchange rate forecasting: need and importance
• Techniques of exchange rate forecasting: fundamental, technical and market-based
• Limitations of forecasting
Block – III: Foreign Exchange Risk Management
Unit 7: Foreign Exchange Exposure
• Meaning of foreign exchange exposure
• Transaction exposure
• Translation exposure
• Economic exposure
• Measurement of exchange exposure
• Impact of exchange rate fluctuations on firms
Unit 8: Managing Exchange Risk
• Concept of exchange risk management
• Internal hedging techniques: netting, matching, leading and lagging, invoicing
• External hedging techniques
• Forward contracts
• Money market hedging
• Currency options and swaps as hedging tools
• Comparison of internal and external hedging
Unit 9: Currency Derivatives
• Meaning and features of currency derivatives
• Currency futures: mechanism and uses
• Currency options: call and put options
• Currency swaps: interest rate swaps and currency swaps
• Advantages of currency derivatives
• Limitations and risks of derivatives
• Role of derivatives in risk management

Block – IV: International Financing and Investment Decisions
Unit 10: International Capital Markets
• Meaning and importance of international capital markets
• Eurocurrency market
• Eurobond market
• International bond markets
• American Depository Receipts (ADRs)
• Global Depository Receipts (GDRs)
• Benefits of accessing international capital markets
Unit 11: Cost of Capital and Capital Structure
• Concept of cost of capital in multinational firms
• Factors affecting cost of capital
• Measurement of cost of equity and debt internationally
• Capital structure decisions in MNCs
• Global versus domestic capital structure
• Impact of taxation and risk on capital structure
Unit 12: International Capital Budgeting
• Meaning and significance of international capital budgeting
• Capital budgeting techniques: NPV, IRR, Payback
• Cash flow estimation for foreign projects
• Risk adjustment techniques
• Political and exchange rate risk considerations
• Evaluation of foreign investment projects
Block – V: Multinational Financial Management
Unit 13: Working Capital Management in MNCs
• Concept of working capital in multinational firms
• Cash management across borders
• Receivables and payables management
• Inventory management in MNCs
• Short-term financing options
• Centralized versus decentralized working capital management
Unit 14: Transfer Pricing

• Meaning and objectives of transfer pricing
• Need for transfer pricing in MNCs
• Transfer pricing methods: cost-based, market-based, negotiated
• Tax considerations in transfer pricing
• Regulatory framework and OECD guidelines
• Issues and challenges in transfer pricing
Unit 15: International Taxation and Political Risk
• Principles of international taxation
• Double taxation and avoidance agreements
• Tax planning strategies for MNCs
• Political risk: meaning and types
• Managing political risk
• Contemporary issues in international finance
• Recent trends in global financial management

Course Outcomes

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

1. Understand the structure and functioning of international financial systems and markets.
2. Analyze exchange rate movements using theoretical and practical approaches.
3. Evaluate international financing and investment decisions.
4. Manage foreign exchange risk using appropriate techniques.
5. Assess international capital budgeting and multinational financial strategies.

References:

1. Eun, C. S., & Resnick, B. G. (2021). *International financial management* (9th ed.). McGraw-Hill.
2. Shapiro, A. C., & Hanouna, P. (2019). *Multinational financial management* (11th ed.). Wiley.
3. Madura, J. (2020). *International financial management* (13th ed.). Cengage.
4. Levi, M. D. (2009). *International finance* (5th ed.). Routledge.
5. Apte, P. G. (2017). *International financial management* (8th ed.). McGraw-Hill.

Program: Master of Business Administration (MBA)

Course Name: Corporate Finance	Course Code: DMFN9305T
Semester: 3	Core / Elective: Elective (FM)
Teaching Scheme in Hrs (L:T:P): 4:00	Credits: 4
Type of course: Lecture+ Assignments	Total Contact Hours: 12
Continuous Internal Evaluation: 30 Marks	ESE: 70 Marks

Course Objectives

The objectives of this course are to:

1. Develop a strong conceptual foundation of corporate financial management.
2. Familiarize students with financial decision-making tools and techniques.
3. Explain capital structure, dividend, and working capital decisions.
4. Enable analysis of corporate valuation and financial performance.
5. Develop ability to apply corporate finance principles in strategic business decisions.

Course Content:

Block – I: Introduction to Corporate Finance
Unit 1: Corporate Finance
• Meaning, nature and scope of corporate finance
• Objectives: profit maximization vs wealth maximization
• Finance function in modern corporations
• Role and responsibilities of financial manager
• Financial decision areas: investment, financing, dividend
• Agency theory: principal–agent conflict
• Agency costs and mechanisms to reduce agency problems
• Corporate governance and ethical issues in financial decisions
• Stakeholder vs shareholder perspective
Unit 2: Financial Statements and Analysis
• Importance of financial statements in decision making
• Balance Sheet: structure and components
• Income Statement: revenue, expenses and profitability
• Cash Flow Statement:

○ Operating activities
○ Investing activities
○ Financing activities
• Financial statement analysis:
○ Comparative statements
○ Common-size statements
○ Trend analysis
• Ratio analysis:
○ Liquidity ratios
○ Profitability ratios
○ Solvency ratios
○ Activity/Efficiency ratios
○ Market value ratios
• Limitations of financial statement analysis
Unit 3: Time Value of Money
• Concept and significance of time value of money
• Future value and present value concepts
• Compounding: annual, semi-annual and continuous
• Discounting techniques
• Annuities:
○ Ordinary annuity
○ Annuity due
• Perpetuities and growing perpetuities
• Applications of TVM in financial decision-making
Block – II: Investment Decisions (Capital Budgeting)
Unit 4: Capital Budgeting
• Meaning and nature of capital budgeting
• Importance in long-term financial planning
• Capital budgeting process
• Identification of investment opportunities
• Estimation of project cash flows:
○ Initial investment

○ Operating cash flows
○ Terminal cash flows
• Incremental cash flow concept
• Risk and uncertainty in capital budgeting
Unit 5: Capital Budgeting Techniques (Non-Discounted)
• Payback Period Method:
○ Calculation
○ Merits and limitations
• Accounting Rate of Return (ARR):
○ Calculation based on accounting profits
○ Advantages and disadvantages
• Comparison of traditional techniques
• Decision criteria under capital rationing
Unit 6: Discounted Cash Flow Techniques
• Net Present Value (NPV):
○ Concept and computation
○ Decision rules
• Internal Rate of Return (IRR):
○ Trial and error method
○ Acceptance criteria
• Profitability Index (PI)
• NPV vs IRR conflicts
• Modified IRR (MIRR)
• Risk-adjusted discount rate
• Sensitivity and scenario analysis
Block – III: Financing Decisions
Unit 7: Cost of Capital
• Meaning and significance of cost of capital
• Specific costs:
○ Cost of equity (Dividend model, CAPM basics)
○ Cost of preference shares
○ Cost of debt (before and after tax)

- Cost of retained earnings

- Weighted Average Cost of Capital (WACC)
- Marginal cost of capital
- Factors affecting cost of capital

Unit 8: Capital Structure

- Meaning and determinants of capital structure
- Financial structure vs capital structure
- Theories:
  - Net Income (NI) approach
  - Net Operating Income (NOI) approach
  - Traditional approach
  - Modigliani–Miller (MM) theory (with and without taxes)
- Optimal capital structure
- Trade-off theory and pecking order theory
- Practical considerations in financing mix

Unit 9: Leverage

- Meaning and significance of leverage
- Operating leverage
- Financial leverage
- Combined leverage
- Measurement using degree of leverage
- EBIT–EPS analysis
- Indifference point
- Risk–return implications of leverage

Block – IV: Dividend and Working Capital Management

Unit 10: Dividend Decisions

- Meaning and forms of dividend
- Types:
  - Cash dividend
  - Stock dividend
  - Bonus shares
- Dividend policy:

○ Stable dividend
○ Residual policy
• Dividend theories:
○ Walter's model
○ Gordon's model
○ MM dividend irrelevance theory
• Factors affecting dividend decisions
• Dividend payout vs retention policy
Unit 11: Working Capital Management
• Meaning, nature and importance
• Gross vs Net working capital
• Determinants of working capital requirements
• Operating cycle concept
• Estimation of working capital needs
• Working capital financing policies
• Risk–return trade-off in working capital
Unit 12: Management of Working Capital Components
• Cash management:
○ Cash budget
○ Baumol model
○ Miller–Orr model
• Inventory management:
○ EOQ
○ ABC analysis
• Receivables management:
○ Credit policy
○ Aging schedule
• Payables management
• Factoring and bill discounting
Block – V: Corporate Valuation and Contemporary Issues
Unit 13: Corporate Valuation
• Meaning and purpose of valuation

- Valuation of equity shares:
    - Dividend discount model
    - Earnings capitalization
- Firm valuation approaches:
    - Asset-based
    - Income-based
    - Market-based
- Economic Value Added (EVA)
- Market Value Added (MVA)
- Valuation in mergers and acquisitions

Unit 14: Mergers, Acquisitions and Corporate Restructuring

- Meaning and types of mergers and acquisitions
- Motives:
    - Synergy
    - Growth
    - Diversification
- Forms of corporate restructuring
- Financial evaluation of M&A proposals
- Leveraged buyouts (LBO)
- Legal and regulatory framework in India (SEBI provisions)
- Post-merger integration issues

Unit 15: Contemporary Issues in Corporate Finance

- Corporate risk management
- Use of financial derivatives for hedging
- Enterprise Risk Management (ERM)
- Corporate governance and board structure
- ESG and sustainable finance
- FinTech and digital transformation in finance
- Recent trends in global corporate finance

Course Outcomes

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

1. Understand the scope and functions of corporate finance.
2. Apply financial analysis techniques for managerial decision-making.
3. Evaluate investment, financing, and dividend decisions of firms.
4. Analyze risk, return, and valuation of corporate projects.
5. Interpret contemporary issues and practices in corporate finance.

References:

1. Brealey, R. A., Myers, S. C., & Allen, F. (2020). *Principles of corporate finance* (13th ed.). McGraw-Hill.
2. Ross, S. A., Westerfield, R., & Jaffe, J. (2019). *Corporate finance* (12th ed.). McGraw-Hill.
3. Berk, J., & DeMarzo, P. (2020). *Corporate finance* (5th ed.). Pearson.
4. Pandey, I. M. (2021). *Financial management* (11th ed.). Vikas Publishing.
5. Damodaran, A. (2015). *Applied corporate finance* (4th ed.). Wiley.

Program: Master of Business Administration (MBA)

Course Name: Distribution Channel & Sales Force	Course Code: DMMK9301T
Semester: 3	Core / Elective: Elective (MM)
Teaching Scheme in Hrs (L:T:P): 4:00	Credits: 4
Type of course: Lecture+ Assignments	Total Contact Hours: 12
Continuous Internal Evaluation: 30 Marks	ESE: 70 Marks

Course Objectives

The objectives of this course are to:

1. Develop an understanding of distribution channels and sales force management concepts.
2. Explain the role of intermediaries and logistics in delivering customer value.
3. Familiarize students with designing, managing, and evaluating distribution channels.
4. Develop skills related to sales force planning, organization, and control.
5. Enable students to apply modern tools and strategies in sales and distribution management.

Course Content:

Block – I: Fundamentals of Distribution Channels
Unit 1: Distribution Channels
• Distribution Channels: Meaning, Nature, Scope and Importance in Marketing
• Role of Distribution in Value Creation and Customer Satisfaction
• Functions of Distribution Channels — Information
• Functions of Distribution Channels — Promotion
• Functions of Distribution Channels — Negotiation
• Functions of Distribution Channels — Ordering
• Functions of Distribution Channels — Financing
• Functions of Distribution Channels — Risk Taking
• Functions of Distribution Channels — Physical Possession
• Channel Flows — Product Flow
• Channel Flows — Ownership Flow
• Channel Flows — Information Flow

• Channel Flows — Payment Flow
• Channel Structure and Channel Members
Unit 2: Types of Distribution Channels
• Direct and Indirect Channels
• Single-level and Multi-level Channels
• Role and Functions of Wholesalers
• Role and Functions of Retailers
• Role and Functions of Distributors
• Role and Functions of Dealers
• Role and Functions of Agents
• Merchant vs Agent Middlemen
• Traditional vs Modern Channel Formats
• Channel Length Decisions
• Channel Width Decisions
Unit 3: Channel Design Decisions
• Channel Design Process
• Setting Channel Objectives
• Identifying Customer Service Requirements
• Factors Affecting Channel Design — Product Factors
• Factors Affecting Channel Design — Market Factors
• Factors Affecting Channel Design — Company Factors
• Factors Affecting Channel Design — Competition Factors
• Factors Affecting Channel Design — Environmental Factors
• Determining Channel Levels
• Determining Channel Intensity — Intensive Distribution
• Determining Channel Intensity — Selective Distribution
• Determining Channel Intensity — Exclusive Distribution
• Evaluating Alternative Channel Structures
Block – II: Channel Management and Logistics
Unit 4: Channel Selection and Management
• Criteria for Channel Member Selection — Financial Strength
• Criteria for Channel Member Selection — Market Coverage

• Criteria for Channel Member Selection — Reputation
• Criteria for Channel Member Selection — Experience
• Channel Partner Onboarding
• Channel Motivation Techniques — Incentives
• Channel Motivation Techniques — Support Services
• Channel Motivation Techniques — Trade Promotions
• Channel Coordination and Relationship Management
• Vertical Marketing Systems
• Horizontal Marketing Systems
Unit 5: Channel Conflict and Control
• Nature of Channel Conflict
• Types of Channel Conflict — Vertical Conflict
• Types of Channel Conflict — Horizontal Conflict
• Types of Channel Conflict — Multi-channel Conflict
• Causes of Conflict — Goal Incompatibility
• Causes of Conflict — Role Ambiguity
• Causes of Conflict — Communication Gaps
• Conflict Resolution Mechanisms — Negotiation
• Conflict Resolution Mechanisms — Mediation
• Conflict Resolution Mechanisms — Arbitration
• Power and Control in Distribution Channels
• Legal Issues in Channel Management
• Ethical Issues in Channel Management
Unit 6: Physical Distribution and Logistics Management
• Concept of Physical Distribution
• Objectives of Physical Distribution
• Components of Logistics Management
• Transportation Modes
• Transportation Selection Decisions
• Warehousing — Types
• Warehousing — Functions
• Warehousing — Location Decisions

- Inventory Management — EOQ Concept
- Inventory Management — Stock Control Techniques
- Order Processing
- Customer Service Standards
- Cost vs Service Trade-off

Block – III: Sales Force Management Concepts

Unit 7: Sales Management

- Nature of Sales Management
- Scope of Sales Management
- Objectives of Sales Management
- Role of Sales Manager in Marketing Organization
- Personal Selling Concept
- Importance of Personal Selling
- Steps in Personal Selling Process — Prospecting
- Steps in Personal Selling Process — Pre-approach
- Steps in Personal Selling Process — Approach
- Steps in Personal Selling Process — Presentation
- Steps in Personal Selling Process — Handling Objections
- Steps in Personal Selling Process — Closing
- Steps in Personal Selling Process — Follow-up
- Relationship Selling

Unit 8: Sales Force Organization

- Need for Sales Organization Structure
- Types of Sales Organization Structure — Territorial Structure
- Types of Sales Organization Structure — Product-based Structure
- Types of Sales Organization Structure — Customer-based Structure
- Types of Sales Organization Structure — Functional Structure
- Advantages of Territorial Structure
- Limitations of Territorial Structure
- Advantages of Product-based Structure
- Limitations of Product-based Structure
- Advantages of Customer-based Structure

- Limitations of Customer-based Structure
- Advantages of Functional Structure
- Limitations of Functional Structure
- Determining Span of Control
- Coordination between Sales and Marketing Departments

Unit 9: Sales Force Planning

- Sales Forecasting Methods — Qualitative Techniques
- Sales Forecasting Methods — Quantitative Techniques
- Sales Budgeting — Purpose
- Sales Budgeting — Preparation
- Determination of Sales Quotas — Volume Quotas
- Determination of Sales Quotas — Value Quotas
- Determination of Sales Quotas — Activity Quotas
- Territory Design
- Workload Analysis
- Sales Resource Allocation

Block – IV: Sales Force Development and Motivation

Unit 10: Recruitment and Selection of Sales Personnel

- Manpower Planning for Sales Force
- Sources of Recruitment — Internal Sources
- Sources of Recruitment — External Sources
- Selection Process — Application Screening
- Selection Process — Interviews
- Selection Process — Tests
- Selection Process — Evaluation
- Induction and Socialization
- Designing Effective Training and Development Programs
- Training Programs — Product Knowledge
- Training Programs — Selling Skills
- Training Programs — Customer Handling

Unit 11: Motivation and Compensation

- Importance of Motivation in Sales Force Performance

• Theories of Motivation in Sales Context
• Designing Compensation Plans — Straight Salary
• Designing Compensation Plans — Commission
• Designing Compensation Plans — Bonus
• Designing Compensation Plans — Combination Plans
• Incentive Schemes
• Sales Contests
• Recognition Programs
• Fringe Benefits and Non-monetary Rewards
Unit 12: Leadership and Supervision of Sales Force
• Role of Leadership in Sales Management
• Leadership Styles and Their Impact on Sales Performance
• Supervisory Functions—Guidance, Coaching and Counseling
• Building High-Performance Sales Teams
• Ethical Issues in Sales—Misrepresentation, Pressure Selling, Customer Trust and Corporate Code of Conduct
Block – V: Sales Force Control and Contemporary Trends
Unit 13: Sales Force Performance Evaluation
• Objectives of Performance Evaluation
• Criteria—Quantitative Measures (Sales Volume, Revenue, Market Share) and Qualitative Measures (Customer Relations, Product Knowledge, Communication Skills)
• Performance Appraisal Methods; Feedback and Corrective Actions
Unit 14: Sales Control and Reporting Systems
• Sales Control Process
• Sales Reports—Daily Call Reports, Expense Reports and Territory Reports
• ; Use of Sales Information Systems
• Sales Audit—Scope, Process and Benefits
• Monitoring Sales Productivity and Efficiency
Unit 15: Contemporary Issues in Distribution and Sales Management
• Digital Distribution Channels and Omni-channel Retailing
• Role of E-commerce Platforms

• Customer Relationship Management (CRM) Systems
• Use of Technology—Sales Automation, Mobile Sales Tools and Analytics
• Social Selling and Data-driven Decision Making
• Emerging Trends in Retail and Distribution.

Course Outcomes

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

1. Understand the structure and functions of distribution channels.
2. Analyze and design efficient channel systems for various products and markets.
3. Apply sales force management principles in recruitment, training, and motivation.
4. Evaluate sales force performance and control mechanisms.
5. Assess contemporary trends and challenges in distribution and sales management.

References:

1. Rosenbloom, B. (2013). *Marketing channels* (8th ed.). Cengage Learning.
2. Coughlan, A. T., Anderson, E., Stern, L. W., & El-Ansary, A. I. (2014). *Marketing channels* (8th ed.). Pearson.
3. Ingram, T. N., LaForge, R. W., Avila, R. A., Schwepker, C. H., & Williams, M. R. (2019). *Sales management: Analysis and decision making* (10th ed.). Routledge.
4. Johnston, M. W., & Marshall, G. W. (2016). *Sales force management* (11th ed.). Routledge.
5. Havaldar, K. K., & Cavale, V. M. (2017). *Sales and distribution management* (3rd ed.). McGraw-Hill.

Program: Master of Business Administration (MBA)

Course Name: Customer Relationship Management	Course Code: DMMK9302T
Semester: 3	Core / Elective: Elective (MM)
Teaching Scheme in Hrs (L:T:P): 4:00	Credits: 4
Type of course: Lecture+ Assignments	Total Contact Hours: 12
Continuous Internal Evaluation: 30 Marks	ESE: 70 Marks

Course Objectives

The objectives of this course are to:

1. Develop conceptual understanding of Customer Relationship Management and its strategic importance.
2. Explain customer value creation, acquisition, retention, and loyalty concepts.
3. Familiarize students with CRM processes, tools, and technologies.
4. Develop analytical skills for customer data management and relationship building.
5. Enable students to design and implement effective CRM strategies in organizations.

Block – I: Fundamentals of Customer Relationship Management
Unit 1: Customer Relationship Management
• Customer Relationship Management: Meaning and Definitions
• Evolution of CRM from Transactional to Relationship Marketing
• Scope and Objectives of CRM
• Importance of CRM in Competitive Markets
• CRM as a Business Philosophy and Strategic Tool
• Role of CRM in Creating Long-term Customer Value
Unit 2: Customer Value and Satisfaction
• Concept of Customer Value
• Customer Expectations and Perceived Value
• Drivers of Customer Satisfaction and Dissatisfaction
• Service Quality and Customer Experience; Customer Profitability Analysis
• Value-based Customer Management
• Role of CRM in Enhancing Customer Satisfaction

Unit 3: Customer Lifecycle Management
• Customer Lifecycle Concept and Stages
• Customer Acquisition Strategies; Customer Retention and Relationship Building
• Customer Loyalty Programs; Customer Churn—Causes, Measurement and Control Strategies
• Role of CRM across the Customer Lifecycle
Block – II: CRM Strategy and Process
Unit 4: CRM Strategy
• Relationship Marketing Concept
• One-to-One Marketing and Personalization
• Customer Centricity and Value Co-creation
• Designing CRM Strategy Aligned with Business Goals
• Role of Organizational Culture in CRM Strategy
• Strategic Benefits of CRM
Unit 5: CRM Processes
• CRM Process Framework
• Sales Force Automation (SFA)—Lead Management, Opportunity Tracking and Sales Reporting
• Marketing Automation—Campaign Planning, Execution and Lead Nurturing
• Service Automation—Call Centers, Help Desks and Complaint Management
• Integration of CRM Processes

Unit 6: CRM Implementation
CRM Implementation Lifecycle
Planning and Requirement Analysis
Technology Selection
Organizational Change Management
Employee Training and Adoption
Critical Success Factors
Reasons for CRM Failure
Best Practices in CRM Implementation
Block – III: CRM Technology and Data Management
Unit 7: Types of CRM
Operational CRM—Front-office Applications
Analytical CRM—Data Analysis and Decision Support
Collaborative CRM—Customer Interaction Channels
Applications and Benefits of Each CRM Type
Integration of CRM Systems Across the Organization
Unit 8: Customer Data Management
Customer Information Systems
Data Collection and Data Quality Issues
Data Warehousing Concepts
Data Mining Techniques for Customer Insights
Customer Analytics and Predictive Modeling
Role of Big Data in CRM
Unit 9: CRM Software and Tools
Overview of CRM Software Solutions
Core Features of CRM Systems
On-premise vs Cloud-based CRM
Mobile CRM Applications
CRM Customization and Integration
Criteria for Selecting CRM Software
Block – IV: CRM in Functional Areas
Unit 10: CRM in Marketing

Role of CRM in Marketing Decision Making
Customer Segmentation and Profiling
Targeting and Personalization; Campaign Management and Marketing ROI; Multichannel and Omnichannel Marketing Strategies
Customer Engagement Management
Unit 11: CRM in Sales and Services
CRM Applications in Sales Management
Key Account Management (KAM)
Sales Pipeline Management
CRM in Customer Service and Support
Service Quality Management
Managing Customer Complaints and Service Recovery
Unit 12: CRM Metrics and Performance Measurement
• Need for CRM Measurement
• Customer Lifetime Value (CLV)
• Customer Acquisition Cost (CAC)
• Retention Rate
• Churn Rate
• Return on Investment (ROI) of CRM Initiatives
• CRM Dashboards
• Performance Reporting
Block – V: Contemporary Issues in CRM
Unit 13: Social CRM and Digital Customer Engagement
• Concept of Social CRM
• Role of Social Media Platforms in CRM
• Online Communities and Customer Interaction
• Omnichannel Customer Engagement Strategies
• Managing Digital Touchpoints
• Measuring Social CRM Effectiveness
Unit 14: Ethical, Legal and Privacy Issues in CRM
• Ethical Issues in Customer Data Usage
• Data Protection and Privacy Regulations

• Consent Management and Transparency
• Customer Trust and Relationship Ethics
• Cybersecurity Issues in CRM Systems
Unit 15: Emerging Trends in CRM
• Role of Artificial Intelligence in CRM
• CRM Automation and Chatbots
• Predictive Analytics
• Prescriptive Analytics
• Personalization through Machine Learning
• Future of Customer Relationships
• Challenges in Next-generation CRM
• Opportunities in Next-generation CRM

Course Outcomes

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

1. Explain CRM concepts, frameworks, and strategic role in business.
2. Analyze customer behavior and lifecycle for relationship development.
3. Apply CRM tools and technologies for managing customer information.
4. Design CRM strategies to enhance customer satisfaction and loyalty.
5. Evaluate CRM performance and address ethical and technological challenges.

References:

1. Payne, A., & Frow, P. (2017). *Strategic customer management* (2nd ed.). Cambridge University Press.
2. Buttle, F., & Maklan, S. (2019). *Customer relationship management: Concepts and technologies* (4th ed.). Routledge.
3. Kumar, V., & Reinartz, W. (2018). *Customer relationship management* (3rd ed.). Springer.
4. Peppers, D., & Rogers, M. (2016). *Managing customer experience and relationships* (3rd ed.). Wiley.
5. Chaffey, D., & Ellis-Chadwick, F. (2019). *Digital marketing* (7th ed.). Pearson.

Program: Master of Business Administration (MBA)

Course Name: Service Marketing	Course Code: DMMK9303T
Semester: 3	Core / Elective: Elective (MM)
Teaching Scheme in Hrs (L:T:P): 4:00	Credits: 4
Type of course: Lecture+ Assignments	Total Contact Hours: 12
Continuous Internal Evaluation: 30 Marks	ESE: 70 Marks

Course Objectives

The objectives of this course are to:

1. Develop conceptual understanding of service marketing and its distinctive characteristics.
2. Explain consumer behavior and expectations in service contexts.
3. Familiarize students with service marketing mix and service design.
4. Develop skills to manage service quality, customer satisfaction, and relationships.
5. Enable students to apply service marketing strategies across various service industries.

Block – I: Introduction to Service Marketing
Unit 1: Service Marketing
• Service Marketing: Meaning
• Service Marketing: Nature
• Service Marketing: Scope
• Evolution of Service Economy
• Growth of Service Sector in Global Context
• Growth of Service Sector in Indian Context
• Differences between Goods and Services
• Service Dominant Logic
• Importance of Services in Modern Business
• Role of Service Marketing in Value Creation
Unit 2: Service Characteristics
• Unique Characteristics of Services — Intangibility
• Unique Characteristics of Services — Inseparability

• Unique Characteristics of Services — Variability (Heterogeneity)
• Unique Characteristics of Services — Perishability
• Lack of Ownership
• Implications of Service Characteristics for Marketing Strategy
• Managing Service Evidence
• Tangibilization Strategies
• Challenges in Standardization
• Challenges in Quality Control
Unit 3: Consumer Behavior in Services
• Nature of Consumer Decision Making in Services
• Customer Expectations — Desired Service
• Customer Expectations — Adequate Service
• Perceived Service Quality
• Customer Perceptions
• Role of Experience in Service Consumption
• Role of Word of Mouth
• Factors Influencing Service Selection — Risk
• Factors Influencing Service Selection — Trust
• Factors Influencing Service Selection — Brand Image
• Customer Journey in Service Consumption
Block – II: Service Marketing Strategy
Unit 4: Service Marketing Mix
• Extended Marketing Mix for Services — 7Ps: Product, Price, Place, Promotion, People, Process and Physical Evidence
• Designing Service Offerings
• Managing Service Personnel and Customer Contact
• Role of Physical Environment (Servicescape)
• Integration of Marketing Mix for Service Positioning
Unit 5: Service Design and Development
• Concept of Service Design
• Service Blueprinting—Components and Benefits
• Mapping Customer Touchpoints

• New Service Development Process—Idea Generation, Screening, Design, Testing and Launch
• Role of Innovation in Service Sector
• Managing Service Prototypes and Pilot Testing
Unit 6: Pricing of Services
• Nature and Challenges of Service Pricing
• Factors Affecting Service Pricing—Cost, Demand, Competition and Customer Perceived Value
• Pricing Strategies—Differential Pricing, Peak-load Pricing, Value-based Pricing and Bundling
• Ethical Issues in Service Pricing
Block – III: Service Delivery and Quality Management
Unit 7: Service Delivery Systems
• Design of Service Delivery Systems
• Role of Frontline Employees in Service Encounters
• Customer Participation and Co-creation of Value
• Standardization vs Customization of Services
• Use of Technology in Service Delivery
• Managing Service Failures
Unit 8: Service Quality
• Concept and Importance of Service Quality
• Dimensions of Service Quality—Reliability, Responsiveness, Assurance, Empathy and Tangibles
• SERVQUAL Model and Measurement of Service Quality
• GAP Model of Service Quality
• Continuous Quality Improvement Practices
• Concept and Importance of Service Quality
• Dimensions of Service Quality—Reliability, Responsiveness, Assurance, Empathy and Tangibles
• SERVQUAL Model and Measurement of Service Quality
• GAP Model of Service Quality
• Continuous Quality Improvement Practices

Unit 9: Customer Satisfaction and Loyalty
• Relationship between Service Quality, Satisfaction and Loyalty
• Measurement of Customer Satisfaction
• Complaint Handling Systems
• Service Recovery Strategies
• Building Customer Loyalty and Advocacy
• Role of Trust and Emotional Connection
Block – IV: Managing Service Operations and Relationships
Unit 10: Internal Marketing
• Concept and Importance of Internal Marketing
• Employees as Internal Customers
• Employee Motivation and Engagement
• Training and Skill Development
• Empowerment and Service Culture
• Role of Leadership in Delivering Service Excellence
Unit 11: Managing Demand and Capacity in Services
• Nature of Demand Fluctuations in Services
• Capacity Planning and Utilization
• Strategies to Manage Demand—Differential Pricing, Reservations and Promotions
• Waiting Line (Queuing) Management
• Yield Management Techniques
• Balancing Service Efficiency and Customer Experience
Unit 12: Customer Relationship Management in Services
• Role of Relationship Marketing in Service Organizations
• Building Long-term Customer Relationships
• Customer Retention Strategies
• Personalization and Customization of Services
• Loyalty Programs and Customer Engagement
Block – V: Contemporary Issues in Service Marketing
Unit 13: Service Marketing in Different Sectors
• Application of Service Marketing Concepts in Banking, Insurance, Healthcare, Tourism, Hospitality and Education

• Sector-specific Challenges
• Service Differentiation Strategies
• Managing Service Quality across Diverse Sectors
Unit 14: Technology in Service Marketing
• Role of Technology in Service Delivery
• E-Services and Online Platforms
• Self-Service Technologies (ATMs, Kiosks, Apps)
• Digital Customer Experience
• Automation and AI-enabled Service Interfaces
• Impact of Technology on Customer Expectations
Unit 15: Ethical and Social Issues in Service Marketing
• Ethical Issues—Transparency, Fair Pricing and Responsible Communication
• Social Responsibility in Service Organizations
• Inclusivity and Accessibility of Services
• Sustainability in Service Operations
• Future Trends in Service Industry and Experience Economy

Course Outcomes

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

1. Understand the nature and scope of service marketing.
2. Analyze customer behavior and service encounter dynamics.
3. Apply service marketing mix strategies to deliver customer value.
4. Evaluate service quality and customer satisfaction using appropriate models.
5. Address challenges and emerging trends in service marketing management.

References:

1. Zeithaml, V. A., Bitner, M. J., & Gremler, D. D. (2018). *Services marketing* (7th ed.). McGraw-Hill.
2. Lovelock, C., & Wirtz, J. (2016). *Services marketing* (8th ed.). Pearson.
3. Grönroos, C. (2015). *Service management and marketing* (4th ed.). Wiley.
4. Wilson, A., Zeithaml, V., Bitner, M., & Gremler, D. (2020). *Services marketing* (3rd European ed.). McGraw-Hill.
5. Hoffman, K. D., & Bateson, J. E. G. (2017). *Services marketing* (5th ed.). Cengage Learning.

Program: Master of Business Administration (MBA)

Course Name: Product & Brand Management	Course Code: DMMK9304T
Semester: 3	Core / Elective: Elective (MM)
Teaching Scheme in Hrs (L:T:P): 4:00	Credits: 4
Type of course: Lecture+ Assignments	Total Contact Hours: 12
Continuous Internal Evaluation: 30 Marks	ESE: 70 Marks

Course Objectives

The objectives of this course are to:

1. Develop conceptual understanding of product and brand management principles.
2. Explain product planning, development, and life cycle management.
3. Familiarize students with branding strategies and brand equity creation.
4. Develop analytical skills for managing product portfolios and brands.
5. Enable students to apply product and brand strategies in competitive markets.

Block – I: Fundamentals of Product Management
Unit 1: Product
• Product: Meaning and Scope
• Core, Actual and Augmented Product Levels
• Product Classification—Consumer and Industrial Products
• Product Mix—Width, Depth, Length and Consistency
• Product Line Decisions—Line Stretching, Line Filling and Line Modernization
• Role of Product Strategy in Marketing Planning
Unit 2: Product Planning and Development
• Need for Product Planning
• Product Planning Process
• Idea Generation Sources—Internal and External
• Idea Screening Techniques
• Concept Development and Concept Testing
• Business Analysis and Feasibility
• Role of Cross-functional Teams in Product Development

Block – II: Product Strategy and Management
Unit 4: New Product Development
• New Product Development (NPD) Process—Idea Generation to Commercialization
• Stage-Gate Models
• Test Marketing and Commercial Launch
• Factors Contributing to New Product Success and Failure
• Managing Innovation and Risk in Product Decisions
Unit 5: Product Positioning and Differentiation
• Concept of Positioning
• Identifying Target Market and Competitive Frame of Reference
• Positioning Strategies—Attribute, Benefit, Use, User and Competitive Positioning
• Differentiation Bases—Product, Service, Personnel and Image
• Perceptual Mapping Techniques
Unit 6: Product Modification and Elimination
• Need for Product Modification
• Product Improvement and Quality Enhancement
• Line Extension and Brand Extension
• Diversification Strategies
• Product Elimination and Pruning Decisions
• Managing Product Portfolio for Profitability
Block – III: Branding Concepts and Strategies
Unit 7: Branding
• Concept and Importance of Branding
• Role of Brands in Consumer Decision Making
• Brand Elements—Name, Logo, Symbol, Tagline and Packaging
• Brand Identity and Brand Image
• Creating Strong Brand Associations
• Brand Personality
Unit 8: Brand Equity
• Meaning and Importance of Brand Equity
• Sources of Brand Equity—Awareness, Associations, Perceived Quality and Loyalty
• Customer-Based Brand Equity (CBBE) Model

• Measuring Brand Equity—Qualitative and Quantitative Approaches
• Managing Brand Value
Unit 9: Brand Strategies
• Brand Architecture—House of Brands vs Branded House
• Brand Extension and Line Extension
• Co-branding and Ingredient Branding
• Brand Licensing and Franchising
• Private Labels and Store Brands
• Risks and Benefits of Each Strategy
Block – IV: Brand Management and Communication
Unit 10: Brand Communication
• Role of Integrated Marketing Communication (IMC) in Brand Building
• Advertising, Sales PromotionoPromotion, Public Relations and Digital Promotion
• Message Strategy and Creative Appeals
• Consistency in Brand Communication across Media
• Managing Brand Touchpoints
Unit 11: Managing Brands Over Time
• Brand Lifecycle Management
• Brand Revitalization Strategies
• Brand Repositioning to Address Market Changes
• Rebranding Decisions and Process
• Managing Brand Crises and Reputation
• Maintaining Brand Relevance
Unit 12: Global Brand Management
• Concept of Global Branding
• Challenges in International Branding—Cultural, Legal and Market Differences
• Standardization vs Adaptation Strategies
• Managing Global Brand Consistency
• Building Global Brand Equity
Block – V: Contemporary Issues in Product & Brand Management
Unit 13: Product and Brand Portfolio Management
• Need for Portfolio Analysis

• BCG Matrix—Stars, Cash Cows, Question Marks and Dogs
• GE/McKinsey Multifactor Portfolio Model
• Resource Allocation Decisions
• Managing Multiple Brands and Product Lines
Unit 14: Legal and Ethical Issues
• Intellectual Property Rights—Trademarks, Patents and Copyrights
• Legal Aspects of Branding and Packaging
• Labeling Regulations and Consumer Protection
• Ethical Issues in Product Claims, Packaging and Brand Communication
• Counterfeiting and Brand Protection
Unit 15: Digital Branding and Emerging Trends
• Role of Digital Platforms in Brand Building
• Social Media Branding and Influencer Marketing
• Content and Community-based Branding
• Sustainability and Green Branding
• Data-driven Personalization
• Future Trends in Product Innovation and Brand Management

Course Outcomes

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

1. Understand the role of product and brand management in marketing strategy.
2. Analyze product decisions across different stages of the product life cycle.
3. Design and manage effective branding and brand equity strategies.
4. Evaluate product portfolio performance and brand value.
5. Address contemporary challenges and trends in product and brand management.

References:

1. Keller, K. L., & Swaminathan, V. (2020). *Strategic brand management* (5th ed.). Pearson.
2. Aaker, D. A. (2014). *Aaker on branding*. Morgan James Publishing.
3. Kapferer, J. N. (2012). *The new strategic brand management* (5th ed.). Kogan Page.

4. Lehmann, D. R., & Winer, R. S. (2020). *Product management* (5th ed.). McGraw-Hill.
5. Kotler, P., & Keller, K. L. (2016). *Marketing management* (15th ed.). Pearson.

Program: Master of Business Administration (MBA)

Course Name: Supply Chain Management	Course Code:D MMK9305T
Semester: 3	Core / Elective: Elective (MM)
Teaching Scheme in Hrs (L:T:P): 4:00	Credits: 4
Type of course: Lecture+ Assignments	Total Contact Hours: 12
Continuous Internal Evaluation: 30 Marks	ESE: 70 Marks

Course Objectives

The objectives of this course are to:

1. Develop conceptual understanding of supply chain management and its strategic importance.
2. Explain supply chain design, planning, and coordination mechanisms.
3. Familiarize students with procurement, logistics, and distribution management.
4. Develop analytical skills to manage supply chain performance and risks.
5. Enable students to apply technology and sustainability principles in supply chain decisions.

Course Content:

Block – I: Introduction to Supply Chain Management
Unit 1: Supply Chain Management
• Supply Chain Management: Meaning, Nature and Scope
• Objectives of SCM—Cost Efficiency, Responsiveness and Customer Service
• Evolution of Supply Chains
• Components and Participants in a Supply Chain
• SCM vs. Logistics Management
• Role of SCM in Creating Competitive Advantage and Value Delivery
Unit 2: Supply Chain Drivers and Frameworks
• Key Drivers of Supply Chain Performance—Facilities, Inventory, Transportation, Information, Sourcing and Pricing
• Efficiency vs Responsiveness Framework
• Role of Information and Technology in Integration
• Trade-offs among Supply Chain Drivers

• Designing Effective Supply Chain Networks
Unit 3: Supply Chain Strategy
• Concept of Supply Chain Strategy
• Push, Pull and Push–Pull Strategies
• Matching Supply Chain Strategy with Product Characteristics (Functional vs Innovative Products)
• Aligning SCM with Corporate and Business Strategy
• Strategic Fit and Scope of Supply Chain
Block – II: Supply Chain Planning
Unit 4: Demand Forecasting
• Importance of Demand Forecasting in Supply Chains
• Qualitative Methods—Delphi, Market Survey and Expert Opinion
• Quantitative Methods—Time Series and Causal Models
• Forecast Accuracy and Error Measurement
• Role of Collaborative Forecasting
Unit 5: Aggregate Planning and Capacity Planning
• Concept and Objectives of Aggregate Planning
• Strategies—Level, Chase and Mixed Strategies
• Capacity Planning in Supply Chains
• Resource Allocation and Workforce Planning
• Managing Demand–Capacity Balance
• Role of Sales and Operations Planning (S&OP)
Unit 6: Inventory Management
• Role and Types of Inventory in Supply Chains
• Economic Order Quantity (EOQ) Model
• Safety Stock and Service Levels
• Reorder Point and Lead Time Considerations
• Just-in-Time (JIT) Philosophy
• Inventory Cost Trade-offs and Optimization
Block – III: Procurement and Manufacturing
Unit 7: Procurement and Sourcing Decisions
• Role of Procurement in SCM

• Make-or-Buy Decisions
• Supplier Selection Criteria—Cost, Quality, Reliability and Sustainability
• Supplier Evaluation and Development
• Strategic Sourcing
• Building Long-term Supplier Relationships and Partnerships
Unit 8: Manufacturing and Operations in SCM
• Integration of Manufacturing with Supply Chain
• Production Planning and Scheduling
• Lean Manufacturing Principles
• Agile and Flexible Manufacturing Systems
• Mass Customization
• Role of Operations Strategy in Supply Chain Performance
Unit 9: Coordination in Supply Chains
• Need for Supply Chain Coordination
• Bullwhip Effect—Causes and Consequences
• Role of Information Sharing and Visibility
• Collaborative Planning, Forecasting and Replenishment (CPFR)
• Incentive Alignment and Contractual Mechanisms
Block – IV: Logistics and Distribution Management
Unit 10: Transportation Management
• Role of Transportation in Supply Chains
• Modes of Transport—Road, Rail, Air, Water and Pipeline
• Transportation Network Design
• Route Planning and Scheduling
• Cost vs Speed Trade-offs
• Outsourcing to Third-Party Logistics (3PL) Providers
Unit 11: Warehousing and Distribution
• Functions of Warehousing
• Types—Private, Public and Contract Warehouses
• Warehouse Location and Layout Design
• Storage and Material Handling Systems
• Distribution Network Design

• Role of Distribution Centers in Customer Service
Unit 12: Reverse Logistics
• Concept and Importance of Reverse Logistics
• Returns and After-sales Service Management
• Recycling, Reuse and Remanufacturing
• Closed-loop Supply Chains
• Environmental and Sustainability Issues
• Regulatory and Cost Considerations
Block – V: Supply Chain Performance and Contemporary Issues
Unit 13: Supply Chain Performance Measurement
• Need for Performance Measurement in SCM
• SCOR (Supply Chain Operations Reference) Model
• Key Performance Indicators (KPIs)—Service Level, Fill Rate, Inventory Turnover, Lead Time and Cost Metrics
• Benchmarking and Continuous Improvement
Unit 14: Supply Chain Risk Management
• Types of Supply Chain Risks—Operational, Financial, Demand, Supply and Disruption Risks
• Risk Identification and Assessment
• Building Resilient and Flexible Supply Chains
• Mitigation Strategies—Diversification, Safety Stock and Contingency Planning
• Business Continuity Management
Unit 15: Technology and Future Trends in SCM
• Role of Information Technology in SCM Integration
• ERP Systems and Supply Chain Visibility
• Blockchain for Transparency and Traceability
• Artificial Intelligence and Predictive Analytics
• Green and Sustainable Supply Chains
• Digital Transformation and Industry 4.0 in SCM

Course Outcomes

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

1. Understand the structure and functions of supply chains.
2. Analyze supply chain strategies for competitive advantage.

3. Apply tools and techniques for planning and coordinating supply chain activities.
4. Evaluate supply chain performance, risks, and mitigation strategies.
5. Address contemporary challenges and emerging trends in supply chain management.

References:

1. Chopra, S., & Meindl, P. (2019). *Supply chain management* (7th ed.). Pearson.
2. Christopher, M. (2016). *Logistics & supply chain management* (5th ed.). Pearson.
3. Simchi-Levi, D., Kaminsky, P., & Simchi-Levi, E. (2021). *Designing and managing the supply chain* (4th ed.). McGraw-Hill.
4. Monczka, R. M., Handfield, R. B., Giunipero, L. C., & Patterson, J. L. (2020). *Purchasing and supply chain management* (7th ed.). Cengage.
5. Bowersox, D. J., Closs, D. J., & Cooper, M. B. (2019). *Supply chain logistics management* (5th ed.). McGraw-Hill.

Program: Master of Business Administration (MBA)

Course Name: Training & Development	Course Code: DMHR9301T
Semester: 3	Core / Elective: Elective (HRM)
Teaching Scheme in Hrs (L:T:P): 4:00	Credits: 4
Type of course: Lecture+ Assignments	Total Contact Hours: 12
Continuous Internal Evaluation: 30 Marks	ESE: 70 Marks

Course Objectives

The objectives of this course are to:

1. Develop an understanding of the concepts and significance of training and development in organizations.
2. Explain the systematic training process and learning theories.
3. Familiarize students with training needs assessment and program design.
4. Develop skills in implementing, evaluating, and improving training programs.
5. Enable students to apply training and development practices for organizational effectiveness.

Course Content:

Block – I: Fundamentals of Training & Development
Unit 1: Training & Development
Concept, Meaning and Scope of Training and Development; Objectives and Importance in Organizational Effectiveness; Training vs Development—Differences and Complementarity; Role of Training in Improving Employee Performance, Productivity and Organizational Competitiveness; Strategic Importance of Human Resource Development.
Unit 2: Learning and Learning Theories
Nature of Learning in Organizations; Principles of Adult Learning (Andragogy); Experiential Learning Cycle; Behavioral Learning Theories—Reinforcement and Conditioning; Cognitive and Social Learning Theories; Implications of Learning Theories for Designing Effective Training Programs.

Unit 3: Training Process
Systematic Training Process; Identification of Training Needs (TNA); Levels of TNA—Organizational, Task and Individual Analysis; Methods of Training Need Assessment—Observation, Interviews, Questionnaires, Performance Appraisal and Skill Gap Analysis.
Block – II: Training Design and Methods
Unit 4: Training Program Design
Setting Training Objectives—SMART Framework; Designing Training Curriculum and Content; Selection of Training Resources and Materials; Structuring Training Modules; Aligning Training Design with Organizational Goals and Competency Requirements.
Unit 5: Training Methods
On-the-Job Training—Coaching, Mentoring, Job Rotation and Apprenticeship; Off-the-Job Training—Lectures, Conferences, Case Study, Role Play, Simulation and Sensitivity Training; Choosing Appropriate Methods Based on Training Objectives and Learner Profile.
Unit 6: Technology-Based Training
Use of Technology in Training Delivery; E-learning Platforms and Learning Management Systems (LMS); Virtual Instructor-led Training; MOOCs and Online Certification Programs; Blended Learning Approaches; Advantages and Limitations of Digital Training.
Block – III: Training Implementation and Delivery
Unit 7: Trainer Roles and Competencies
Role and Responsibilities of Trainers; Technical, Behavioral and Communication Competencies; Selection and Certification of Trainers; Train-the-Trainer Programs; Continuous Development of Training Professionals.
Unit 8: Training Delivery
Creating an Effective Training Environment; Managing Group Dynamics; Participant Motivation and Engagement Techniques; Use of Audio-Visual Aids and Interactive Methods; Handling Difficult Participants; Ensuring Learning Transfer to Workplace.
Unit 9: Training for Special Purposes
Leadership Development Programs; Soft Skills Training—Communication, Emotional

Intelligence and Interpersonal Skills; Team Building and Conflict Management Workshops; Diversity and Inclusion Training; Role of Training in Organizational Change Initiatives.
Block – IV: Training Evaluation and Development Initiatives
Unit 10: Training Evaluation
Need and Importance of Evaluating Training Programs; Kirkpatrick's Four-Level Model—Reaction, Learning, Behavior and Results; Designing Evaluation Tools; Feedback Mechanisms for Continuous Improvement.
Unit 11: Measuring Training Effectiveness
Concept of Return on Investment (ROI) in Training; Cost–Benefit Analysis of Training Programs; Productivity and Performance Metrics; Balanced Scorecard Approach in HRD; Linking Training Outcomes with Organizational Performance.
Unit 12: Management Development Programs
Concept and Need for Management Development; Career Planning and Career Pathing; Succession Planning and Talent Management; Executive Development Programs; Assessment Centers and Development Centers.
Block – V: Contemporary Issues in Training & Development
Unit 13: Organizational Learning and Knowledge Management
Learning Organization Concept; Single-loop and Double-loop Learning; Knowledge Creation, Sharing and Retention; Communities of Practice; Role of Knowledge Management Systems in Organizational Competitiveness.
Unit 14: Coaching and Mentoring
Concepts and Differences between Coaching and Mentoring; Coaching Process and Models; Mentoring Relationships and Programs; Benefits for Individual and Organizational Development; Building a Coaching Culture.
Unit 15: Future Trends in Training & Development
Digital Learning Ecosystems; Use of Artificial Intelligence and Adaptive Learning; Microlearning and Mobile Learning; Gamification in Training; Challenges in Remote Workforce Training; Best Practices for Continuous Learning Organizations.

Course Outcomes

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

1. Understand the role of training and development in human resource management.
2. Identify training needs at individual, group, and organizational levels.
3. Design and implement effective training and development programs.
4. Evaluate training effectiveness using appropriate models and tools.
5. Address contemporary challenges and trends in training and development.

References:

1. Noe, R. A. (2020). *Employee training and development* (8th ed.). McGraw-Hill.
2. Blanchard, P. N., & Thacker, J. W. (2019). *Effective training* (5th ed.). Pearson.
3. Goldstein, I. L., & Ford, J. K. (2002). *Training in organizations* (4th ed.). Wadsworth.
4. Armstrong, M. (2020). *Armstrong's handbook of human resource management practice* (15th ed.). Kogan Page.
5. Aguinis, H. (2019). *Performance management* (4th ed.). Chicago Business Press.

Program: Master of Business Administration (MBA)

Course Name: Labour Law	Course Code: DMHR9302T
Semester: 3	Core / Elective: Elective (HRM)
Teaching Scheme in Hrs (L:T:P): 4:00	Credits: 4
Type of course: Lecture+ Assignments	Total Contact Hours: 12
Continuous Internal Evaluation: 30 Marks	ESE: 70 Marks

Course Objectives

The objectives of this course are to:

1. Provide comprehensive knowledge of labour laws and industrial relations in India.
2. Develop understanding of rights and obligations of employers and employees.
3. Familiarize students with legal framework governing employment and working conditions.
4. Enable interpretation and application of labour legislations in managerial decision-making.
5. Promote ethical, legal, and compliant human resource practices in organizations.

Course Content:

Block – I: Introduction to Labour Laws
Unit 1: Labour Law
Concept and meaning of labour law; need and objectives of labour legislation; scope and coverage of labour laws in India; historical evolution of labour laws during pre-independence and post-independence periods; constitutional provisions relating to labour including Fundamental Rights, Directive Principles of State Policy and relevant Articles concerning workers' protection and social justice.
Unit 2: Industrial Relations
Concept and nature of industrial relations; objectives and importance of sound industrial relations; parties involved in industrial relations; role of trade unions, employers and the State; functions and significance of trade unions in promoting industrial harmony and protecting workers' interests.
Unit 3: Factories Act, 1948

Objectives and applicability of the Factories Act; provisions relating to health of workers such as cleanliness, ventilation and lighting; safety provisions including machinery safeguards and accident prevention; welfare provisions such as washing facilities, rest rooms, canteens and crèches; duties of employers and rights of workers.
Block – II: Laws Governing Employment and Wages
Unit 4: Industrial Disputes Act, 1947
Concept and definition of industrial disputes; causes and types of industrial disputes; authorities under the Act; machinery for prevention and settlement of disputes including works committees, conciliation, arbitration, labour courts and industrial tribunals; strikes and lockouts; layoff, retrenchment and closure.
Unit 5: Standing Orders Act, 1946
Objectives and scope of the Act; concept and importance of standing orders; procedure for certification of standing orders; matters to be covered under standing orders; disciplinary procedures and misconduct; role of standing orders in maintaining discipline and uniformity in industrial establishments.
Unit 6: Wage Legislations
Concept and objectives of wage legislation in India; Minimum Wages Act, 1948—fixation and revision of minimum wages; Payment of Wages Act, 1936—regulation of wage payments and deductions; Equal Remuneration Act, 1976—principle of equal pay for equal work and prevention of gender-based wage discrimination.
Block – III: Social Security and Employee Benefits
Unit 7: Employees' Provident Fund and Miscellaneous Provisions Act, 1952
Objectives and applicability of the Act; provident fund, pension scheme and deposit-linked insurance scheme; contribution by employer and employee; administration of the fund; benefits to employees; role of EPFO in social security.
Unit 8: Employees' State Insurance Act, 1948
Scope and coverage of the ESI Act; registration and contribution requirements; medical, sickness, maternity, disablement and dependent benefits; administration of the ESI scheme; role of ESI in employee health and welfare.
Unit 9: Bonus and Gratuity Laws
Payment of Bonus Act, 1965—eligibility, minimum and maximum bonus, computation and payment; Payment of Gratuity Act, 1972—eligibility, calculation and payment of gratuity; importance of bonus and gratuity as employee welfare and retirement benefits.

Block – IV: Industrial Employment and Labour Welfare
Unit 10: Contract Labour (Regulation and Abolition) Act, 1970
Objectives and applicability of the Act; registration of establishments and licensing of contractors; welfare and health measures for contract labour; responsibilities of principal employer; conditions for abolition of contract labour; issues related to contract employment.
Unit 11: Trade Unions Act, 1926
Objectives and scope of the Act; registration of trade unions; rights and privileges of registered trade unions; liabilities and responsibilities of trade unions; internal administration and functioning; role of trade unions in collective bargaining.
Unit 12: Labour Welfare Measures
Concept and importance of labour welfare; statutory and voluntary welfare measures; working conditions, working hours and leave provisions; social welfare measures such as housing, education, recreation and health; role of employers, trade unions and the government in labour welfare.
Block – V: Contemporary Issues and Reforms in Labour Laws
Unit 13: Labour Codes in India
Need for labour law reforms; overview of labour codes; Code on Wages—coverage and key provisions; Industrial Relations Code—trade unions, standing orders and dispute resolution; objectives of simplification and consolidation of labour laws.
Unit 14: Occupational Safety, Health and Working Conditions Code
Objectives and scope of the Code; provisions relating to safety, health and welfare of workers; working hours and leave; duties of employers and employees; impact of the Code on industrial establishments and workers.
Unit 15: Emerging Issues in Labour Laws
Changing nature of work and employment; labour law issues related to gig workers and platform economy; challenges of regulating the informal sector; impact of globalization, technology and automation on labour laws; future trends and policy challenges.

Course Outcomes

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

1. Understand the nature, scope, and objectives of labour laws in India.
2. Interpret major labour legislations relating to employment and industrial relations.

3. Apply labour laws in managing workplace issues and disputes.
4. Analyze compliance requirements and legal responsibilities of management.
5. Evaluate recent reforms and contemporary issues in labour legislation.

References:

1. Malik, P. L. (2019). *Handbook of labour & industrial law*. Eastern Book Company.
2. Srivastava, S. C. (2018). *Industrial relations and labour laws*. Vikas Publishing.
3. Sinha, P. R. N., Sinha, I. B., & Shekhar, S. (2017). *Industrial relations, trade unions, and labour legislation*. Pearson.
4. Government of India. (2020). *Code on wages, 2019*. Ministry of Labour & Employment.
5. Government of India. (2020). *Industrial relations code, 2020*. Ministry of Labour & Employment.

Program: Master of Business Administration (MBA)

Course Name: Performance Management	Course Code: DMHR9303T
Semester: 3	Core / Elective: Elective (HRM)
Teaching Scheme in Hrs (L:T:P): 4:00	Credits: 4
Type of course: Lecture+ Assignments	Total Contact Hours: 12
Continuous Internal Evaluation: 30 Marks	ESE: 70 Marks

Course Objectives

The objectives of this course are to:

1. Develop conceptual clarity about performance management systems in organizations.
2. Understand the linkage between organizational strategy and individual performance.
3. Equip students with tools and techniques for performance planning, appraisal, and review.
4. Enable effective management of employee performance for productivity and growth.
5. Promote ethical, fair, and transparent performance evaluation practices.

Course Content:

Block – I: Fundamentals of Performance Management
Unit 1: Concept of Performance and Performance Management
Meaning and concept of performance and performance management; difference between performance appraisal and performance management; objectives and scope of performance management in organizations; importance of managing individual and team performance; role of performance management in improving productivity, employee engagement and organizational effectiveness.
Unit 2: Performance Management System (PMS)
Concept and need for a formal Performance Management System; components of PMS such as performance planning, monitoring, review and feedback; performance management process and cycle; roles of managers and employees in PMS; characteristics of an effective PMS and challenges in implementation.
Unit 3: Linking Organizational Strategy with Performance Management
Alignment of individual performance with organizational vision, mission and strategic

objectives; cascading of goals across organizational levels; concept and framework of the Balanced Scorecard; financial and non-financial performance perspectives; use of strategy maps in performance management.
Block – II: Performance Planning and Goal Setting
Unit 4: Performance Planning
Concept and importance of performance planning; role clarification and job expectations; identification of Key Result Areas (KRAs); goal setting and alignment with departmental and organizational objectives; participation of employees in performance planning; documentation of performance agreements.
Unit 5: Performance Standards and Measurement Criteria
Establishing performance standards and benchmarks; development of measurable and achievable targets; concept of Key Performance Indicators (KPIs); qualitative and quantitative performance measures; reliability and validity of measurement criteria; role of data in performance evaluation.
Unit 6: Management by Objectives (MBO)
Concept and philosophy of Management by Objectives; MBO process including goal setting, action planning, monitoring and review; role of participation and mutual goal setting; advantages such as clarity and motivation; limitations and practical issues in implementation.
Block – III: Performance Appraisal Systems
Unit 7: Performance Appraisal
Meaning and purpose of performance appraisal; objectives such as administrative, developmental and strategic uses; appraisal as a tool for employee development; role of supervisors and HR department; importance of periodic and systematic appraisal.
Unit 8: Traditional and Modern Appraisal Techniques
Traditional appraisal methods including ranking, rating scales and checklist methods; modern techniques such as Behaviorally Anchored Rating Scales (BARS), Management by Objectives and 360-degree feedback; advantages and limitations of each method; suitability in different organizational contexts.
Unit 9: Errors, Ethical and Legal Issues in Appraisal
Common appraisal errors such as halo effect, leniency, central tendency and recency bias; methods to minimize rating errors; ethical issues including fairness, transparency and confidentiality; legal considerations in performance appraisal and documentation.
Block – IV: Performance Review and Improvement

Unit 10: Performance Review Discussions
Importance of performance review meetings; providing constructive feedback; techniques of coaching and counseling; handling employee reactions and resistance; role of communication in improving performance relationships between managers and employees.
Unit 11: Performance Improvement Plans (PIPs)
Concept and need for Performance Improvement Plans; identifying performance gaps; designing corrective action plans; role of training, mentoring and development interventions; monitoring progress and evaluating improvement outcomes.
Unit 12: Reward Management and Performance-Based Compensation
Linking performance with rewards; financial and non-financial rewards; merit pay, incentives and bonuses; performance-based compensation systems; role of recognition and appreciation in enhancing motivation and retention.
Block – V: Contemporary Issues in Performance Management
Unit 13: Performance Management in Knowledge-Based and Virtual Organizations
Managing performance in knowledge-intensive environments; challenges of measuring intellectual and creative work; performance management in virtual and geographically dispersed teams; role of collaboration and trust in digital workplaces.
Unit 14: Technology in Performance Management
Use of technology in PMS; HR analytics and data-driven decision making; performance dashboards and reporting tools; PMS software and automation; benefits and limitations of digital performance management systems.
Unit 15: Emerging Trends and Challenges
Shift from annual appraisal to continuous feedback systems; agile and flexible performance management practices; impact of remote and hybrid work models; employee experience and engagement; future challenges in aligning performance with rapidly changing business environments.

Course Outcomes

After completing this course, students will be able to:

1. Explain the concepts, processes, and importance of performance management.
2. Design and implement effective performance management systems aligned with strategy.

3. Apply performance appraisal techniques in organizational contexts.
4. Analyze performance gaps and recommend improvement strategies.
5. Evaluate contemporary trends and challenges in performance management.

References:

1. Aguinis, H. (2019). *Performance management* (4th ed.). Chicago Business Press.
2. Armstrong, M., & Taylor, S. (2020). *Armstrong's handbook of performance management* (6th ed.). Kogan Page.
3. Pulakos, E. D. (2009). *Performance management: A new approach*. Wiley-Blackwell.
4. Bacal, R. (2012). *Performance management*. McGraw-Hill.
5. DeNisi, A., & Murphy, K. R. (2017). Performance appraisal and performance management. *Annual Review of Organizational Psychology*, 4, 335–364.

Program: Master of Business Administration (MBA)

Course Name: Industrial Relations	Course Code: DMHR9304T
Semester: 3	Core / Elective: Elective (HRM)
Teaching Scheme in Hrs (L:T:P): 4:00	Credits: 4
Type of course: Lecture+ Assignments	Total Contact Hours: 12
Continuous Internal Evaluation: 30 Marks	ESE: 70 Marks

Course Objectives

The objectives of this course are to:

1. Provide an understanding of the concept and evolution of industrial relations.
2. Develop knowledge of trade unions, collective bargaining, and worker participation.
3. Familiarize students with industrial disputes and their settlement mechanisms.
4. Examine the role of government, employers, and employees in maintaining industrial harmony.
5. Enable students to analyze contemporary issues and challenges in industrial relations.

Course Content:

Block – I: Introduction to Industrial Relations
Unit 1: Industrial Relations – Concept and Scope
Concept, Nature and Scope of Industrial Relations; Objectives and Importance in Organizational Stability and Productivity; Industrial Relations as a System of Employer–Employee Relationships; Role of Industrial Relations in Promoting Industrial Peace and Harmony; Linkage between IR and HRM.
Unit 2: Evolution of Industrial Relations in India
Historical Development of Industrial Relations in India—Pre-Independence and Post-Independence Phases; Growth of Organized Labour; Industrial Relations System—Actors such as Employers, Employees, Trade Unions and Government; Changing Nature of Employment Relations in Liberalized Economy.

Unit 3: Approaches to Industrial Relations
Theoretical Approaches—Unitary, Pluralistic and Marxist Perspectives; Systems Approach (Dunlop Model); Human Relations Approach; Comparative Analysis of Approaches and Their Relevance in Modern Organizations.
Block – II: Trade Unions and Employee Participation
Unit 4: Trade Unions
Concept, Objectives and Functions of Trade Unions; Role of Trade Unions in Protecting Workers' Interests; Types of Trade Unions—Craft, Industrial and General Unions; Union Structure and Leadership; Rights and Responsibilities of Trade Unions.
Unit 5: Trade Union Movement in India
History and Growth of Trade Union Movement in India; Major National Trade Union Federations; Problems and Challenges—Multiplicity of Unions, Political Influence, Declining Membership; Emerging Trends in Unionism.
Unit 6: Workers' Participation in Management
Concept and Need for Workers' Participation; Objectives and Benefits for Employees and Employers; Forms of Participation—Works Committees, Joint Management Councils, Quality Circles and Board-level Participation; Limitations and Success Factors.
Block – III: Collective Bargaining and Industrial Disputes
Unit 7: Collective Bargaining
Concept, Features and Importance of Collective Bargaining; Process—Preparation, Negotiation, Agreement and Implementation; Types—Distributive, Integrative and Productivity Bargaining; Role of Collective Bargaining in Conflict Resolution.
Unit 8: Industrial Disputes
Meaning and Nature of Industrial Disputes; Causes—Economic, Managerial and Psychological Factors; Types—Strikes, Lockouts, Layoffs and Retrenchment; Consequences of Industrial Conflict on Organization and Economy.
Unit 9: Machinery for Settlement of Industrial Disputes
Institutional Framework for Dispute Resolution; Conciliation—Role of Conciliation Officers

and Boards; Arbitration—Voluntary and Compulsory; Adjudication—Labour Courts, Industrial Tribunals and National Tribunals; Preventive and Settlement Mechanisms.
Block – IV: Industrial Relations Legislation
Unit 10: Industrial Disputes Act, 1947
Objectives and Scope of the Act; Authorities under the Act; Provisions Related to Strikes, Lockouts, Layoff, Retrenchment and Closure; Works Committees and Grievance Settlement; Role in Maintaining Industrial Peace.
Unit 11: Trade Unions Act, 1926 and Factories Act, 1948
Salient Features of Trade Unions Act—Registration, Rights and Liabilities; Legal Status of Trade Unions; Key Provisions of Factories Act—Health, Safety and Welfare Measures; Working Conditions and Compliance Requirements.
Unit 12: Standing Orders, Code of Discipline and Grievance Redressal
Concept and Importance of Standing Orders; Certification and Implementation; Code of Discipline in Industry; Grievance Handling Procedure; Role of Grievance Redressal Mechanism in Maintaining Industrial Harmony.
Block – V: Contemporary Issues in Industrial Relations
Unit 13: Role of Government in Industrial Relations
Government as Regulator and Facilitator; Labour Policies and Recent Reforms; Tripartite Bodies and Social Dialogue; Role of Labour Administration in Dispute Prevention and Resolution.
Unit 14: Industrial Relations in Public and Private Sectors
Comparative Industrial Relations Practices in Public vs Private Sector; Productivity and Accountability Issues; Global Perspectives on Industrial Relations; Influence of Multinational Corporations and International Labour Standards.
Unit 15: Emerging Issues in Industrial Relations
Impact of Globalization and Liberalization on Labour Relations; Contract Labour and Gig Economy Challenges; Technological Change and Automation; Managing Workforce Diversity; Strategies for Promoting Industrial Harmony and Employee Engagement.

Course Outcomes

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

1. Explain the concepts, scope, and importance of industrial relations.
2. Analyze the role of trade unions and collective bargaining processes.
3. Apply legal and institutional mechanisms for resolving industrial disputes.
4. Evaluate industrial relations practices in Indian and global contexts.
5. Address emerging challenges in industrial relations with ethical and strategic approaches.

References:

1. Clegg, H. A. (1979). *The changing system of industrial relations in Great Britain*. Basil Blackwell.
2. Salamon, M. (2000). *Industrial relations: Theory and practice* (4th ed.). Pearson.
3. Srivastava, S. C. (2018). *Industrial relations and labour laws*. Vikas Publishing.
4. Sinha, P. R. N. (2017). *Industrial relations in India*. Pearson.
5. Bamber, G. J., Lansbury, R. D., & Wailes, N. (2016). *International and comparative employment relations* (6th ed.). Sage.

Program: Master of Business Administration (MBA)

Course Name: Human Resource Planning	Course Code: DMHR9305T
Semester: 3	Core / Elective: Elective (HRM)
Teaching Scheme in Hrs (L:T:P): 4:00	Credits: 4
Type of course: Lecture+ Assignments	Total Contact Hours: 12
Continuous Internal Evaluation: 30 Marks	ESE: 70 Marks

Course Objectives

The objectives of this course are to:

1. Develop an understanding of the concept, scope, and importance of human resource planning.
2. Explain the linkage between organizational strategy and manpower planning.
3. Familiarize students with techniques of human resource demand and supply forecasting.
4. Enable effective planning for recruitment, deployment, and retention of human resources.
5. Equip learners to address contemporary issues and challenges in human resource planning.

Detailed Syllabus

Block – I: Introduction to Human Resource Planning
Unit 1: Human Resource Planning
Concept, Nature and Scope of Human Resource Planning (HRP); Objectives and Importance in Organizational Effectiveness; Need for Right Number and Right Quality of Employees; Role of HRP in Productivity, Cost Control and Organizational Growth; Strategic Importance of HRP in Competitive Environment.
Unit 2: HR Planning Process
Steps in Human Resource Planning Process—Environmental Scanning, Demand and Supply Forecasting, Gap Analysis and Action Planning; Factors Affecting HR Planning—Organizational Growth, Technology, Labour Market Conditions, Government Policies and

Internal HR Policies; Short-term vs Long-term HR Planning.
Unit 3: Linkage between Corporate Strategy and HRP
Strategic Human Resource Planning; Aligning HR Plans with Corporate and Business Strategy; Role of HRP in Strategy Implementation; Competency Mapping and Workforce Planning; HRP as a Tool for Achieving Sustainable Competitive Advantage.
Block – II: Manpower Forecasting Techniques
Unit 4: Human Resource Demand Forecasting
Concept and Importance of Demand Forecasting; Approaches—Top-down and Bottom-up; Workload Analysis and Workforce Productivity Measures; Factors Influencing Manpower Demand—Expansion, Diversification and Automation.
Unit 5: Quantitative Techniques of Forecasting
Trend Analysis and Time Series Projections; Ratio Analysis; Regression and Correlation Methods; Work Study Techniques; Advantages and Limitations of Quantitative Forecasting in HR Planning.
Unit 6: Qualitative Techniques of Forecasting
Delphi Technique and Expert Opinion; Managerial Judgment; Scenario Planning and Environmental Scanning; Nominal Group Technique; Use of Qualitative Methods in Uncertain and Dynamic Environments.
Block – III: Human Resource Supply and Audit
Unit 7: Human Resource Supply Forecasting
Concept of Supply Forecasting; Internal Sources—Promotions, Transfers and Succession Pipelines; External Sources—Labour Market, Educational Institutions and Recruitment Agencies; Markov Analysis and Replacement Charts.
Unit 8: Human Resource Inventory and Skills Database
Meaning and Importance of HR Inventory; Skills Inventory and Competency Mapping; Creation and Maintenance of Employee Databases; Talent Mapping and Workforce Profiling; Role of HRIS in Managing HR Information.

Unit 9: Human Resource Audit
Concept, Objectives and Scope of HR Audit; Types—Compliance, Functional and Strategic Audit; Methods—Interviews, Surveys, Document Review and Benchmarking; HR Metrics and Audit Reporting for Improvement.
Block – IV: HR Planning Applications
Unit 10: Recruitment, Selection and Placement Planning
Planning for Recruitment and Selection Processes; Determining Staffing Requirements; Job Analysis and Job Design Linkages; Placement and Induction Planning; Ensuring Right Person–Job Fit.
Unit 11: Succession Planning and Career Planning
Concept and Need for Succession Planning; Identification of Key Positions and Talent Pools; Career Planning and Career Pathing; Management Development Initiatives; Role in Leadership Continuity.
Unit 12: Retention Strategies and Talent Management
Employee Retention—Importance and Challenges; Strategies—Compensation, Work-life Balance, Engagement and Career Opportunities; Talent Management Process—Identification, Development and Deployment of High-Potential Employees; Employer Branding.
Block – V: Contemporary Issues in Human Resource Planning
Unit 13: Workforce Diversity and Flexible Staffing
Managing Workforce Diversity—Gender, Culture and Generational Differences; Inclusive Workforce Planning; Flexible Staffing Options—Part-time, Contract, Outsourcing and Gig Workforce; Implications for HR Policies.
Unit 14: HR Analytics and Technology in HR Planning
Role of HR Analytics in Decision Making; Predictive Analytics for Workforce Planning; HR Information Systems (HRIS); Use of Artificial Intelligence and Data-driven HR; Digital Transformation in HR Functions.
Unit 15: Challenges and Emerging Trends in HR Planning
Challenges in Dynamic Business Environment—Skill Shortages, Automation and Global

Competition; Strategic Workforce Agility; Remote and Hybrid Workforce Planning; Future Trends in Human Capital Management and Strategic HRP.

Course Outcomes

After completing the course, students will be able to:

1. Explain the fundamentals and processes of human resource planning.
2. Analyze organizational manpower requirements in line with business strategies.
3. Apply quantitative and qualitative techniques for HR demand and supply forecasting.
4. Formulate effective HR plans for recruitment, development, and succession.
5. Evaluate emerging trends and challenges in human resource planning.

References:

1. Reilly, P. (2003). *Guide to workforce planning*. Chartered Institute of Personnel and Development.
2. Mondy, R. W., & Martocchio, J. J. (2016). *Human resource management* (14th ed.). Pearson.
3. Dessler, G. (2020). *Human resource management* (16th ed.). Pearson.
4. Armstrong, M. (2020). *Armstrong's handbook of HRM practice* (15th ed.). Kogan Page.
5. Cascio, W. F., & Boudreau, J. W. (2016). *The search for global competence*. SHRM Foundation.

SYLLABUS

(SEMESTER IV)

Program: Master of Business Administration (MBA)

Course Name: Business Policy & Strategic Management	Course Code: DMBA9401T
Semester: 4	Core / Elective: Core
Teaching Scheme in Hrs (L:T:P): 4:00	Credits: 4
Type of course: Lecture+ Assignments	Total Contact Hours: 12
Continuous Internal Evaluation: 30 Marks	ESE: 70 Marks

Course Objectives

The objectives of this course are to:

1. Develop an understanding of the concept, scope, and importance of business policy and strategic management.
2. Explain strategic analysis tools and techniques for internal and external business environments.
3. Familiarize students with strategic formulation, implementation, and evaluation processes.
4. Equip students with decision-making skills for competitive advantage in dynamic business environments.
5. Enable students to analyze contemporary challenges, ethical issues, and global trends in strategic management.

Course Content:

Block – I: Introduction to Business Policy & Strategic Management
Unit 1: Business Policy – Concept, Nature, Scope, and Objectives
Business policy: meaning and definition; distinction between policy, strategy, tactics, and procedures; nature and characteristics of business policy; scope of business policy in modern organizations; role of business policy in decision making; objectives of business policy—direction setting, coordination, consistency, and long-term growth; role of top management in policy formulation; relationship between business policy and corporate governance.
Unit 2: Strategic Management – Meaning, Process, Importance, and Evolution
Concept and definition of strategic management; evolution of strategic management from

planning to strategic thinking; need and importance of strategic management in dynamic environments; strategic management process—environmental scanning, strategy formulation, implementation, evaluation, and control; benefits and limitations of strategic management; role of vision, mission, goals, and objectives in strategic planning.
Unit 3: Levels of Strategy – Corporate, Business, and Functional Strategies
Hierarchy of strategies; corporate-level strategy—scope and direction of the organization; business-level strategy—competitive positioning; functional-level strategy—supporting departmental strategies; integration and coordination among different strategy levels; strategic fit and alignment; examples from diversified organizations.
Block – II: Environmental Analysis and Strategic Tools
Unit 4: External Environment Analysis – PESTEL Analysis, Industry Analysis, and Competitive Forces (Porter's Five Forces)
Concept of business environment; components of macro and micro environment; PESTEL framework—political, economic, social, technological, environmental, and legal factors; industry structure analysis; Porter's Five Forces model—threat of new entrants, bargaining power of buyers and suppliers, threat of substitutes, competitive rivalry; strategic implications of environmental changes.
Unit 5: Internal Environment Analysis – Resources, Capabilities, Value Chain Analysis, and SWOT Analysis
Internal analysis for competitive advantage; tangible and intangible resources; core competencies and distinctive capabilities; VRIO framework; value chain analysis—primary and support activities; benchmarking; SWOT analysis—identification of strengths, weaknesses, opportunities, and threats; linking internal analysis with strategic choice.
Unit 6: Strategic Decision-Making Tools – BCG Matrix, GE-McKinsey Matrix, and Other Portfolio Analysis Techniques
Portfolio analysis concept; BCG growth-share matrix—stars, cash cows, question marks, dogs; GE–McKinsey nine-cell matrix; product life cycle and strategic implications; Ansoff's product–market matrix; experience curve concept; limitations and practical applications of portfolio techniques in diversified firms.

Block – III: Strategic Formulation
Unit 7: Corporate-Level Strategy – Growth, Stability, and Retrenchment Strategies
Types of corporate strategies; growth strategies—concentration, integration (vertical and horizontal), diversification (related and unrelated), mergers and acquisitions, strategic alliances; stability strategy; retrenchment strategies—turnaround, divestment, liquidation; factors influencing corporate strategy choice.
Unit 8: Business-Level Strategy – Cost Leadership, Differentiation, and Focus Strategies
Porter's generic strategies; cost leadership—sources of cost advantage; differentiation—creating unique value; focus strategy—niche markets; risks associated with each strategy; sustaining competitive advantage; role of innovation and customer value in competitive positioning.
Unit 9: Functional-Level Strategy – Marketing, Operations, Finance, and HR Strategies Alignment
Role of functional strategies in strategy execution; marketing strategy—segmentation, targeting, positioning; operations strategy—capacity, quality, supply chain; financial strategy—capital structure, investment decisions; HR strategy—talent management, performance systems; need for cross-functional integration and strategic alignment.
Block – IV: Strategic Implementation and Control
Unit 10: Strategy Implementation – Organizational Structure, Culture, and Leadership
Nature of strategy implementation; designing organizational structure—functional, divisional, matrix; role of organizational culture in strategy execution; leadership styles and strategic leadership; resource allocation; communication and coordination mechanisms; importance of change-oriented leadership.
Unit 11: Strategic Change Management – Barriers to Implementation and Overcoming Resistance
Concept of strategic change; types of organizational change—incremental and transformational; resistance to change—causes and consequences; change management models (Lewin's model, Kotter's steps); role of leadership, communication, training, and participation in managing change; building a change-supportive culture.

Unit 12: Strategic Control and Evaluation – Tools, Techniques, Balanced Scorecard, and KPIs
Need for strategic control; types of strategic controls—premise, implementation, and special alert control; performance measurement systems; Balanced Scorecard perspectives—financial, customer, internal process, learning and growth; key performance indicators (KPIs); benchmarking and feedback mechanisms; corrective actions.
Block – V: Modern Issues and Global Perspectives
Unit 13: Strategic Management in Multinational and Global Organizations
Globalization and strategic management; international vs global strategies; entry modes—exporting, licensing, franchising, joint ventures, wholly owned subsidiaries; global competitive dynamics; managing cross-cultural issues; role of global supply chains and strategic alliances.
Unit 14: Corporate Governance, Ethics, and Social Responsibility in Strategic Management
Concept and importance of corporate governance; role of board of directors and stakeholders; business ethics and ethical decision making; corporate social responsibility (CSR); sustainability and stakeholder approach; governance practices in Indian companies.
Unit 15: Emerging Trends – Innovation, Digital Strategy, Sustainability, and Competitive Advantage in Global Markets
Strategic role of innovation and entrepreneurship; digital transformation and platform-based strategies; use of analytics and AI in strategic decisions; sustainability and green strategies; blue ocean strategy concept; building sustainable competitive advantage in volatile global markets.

Course Outcomes

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

1. Explain the concepts, frameworks, and importance of business policy and strategic management.
2. Analyze internal and external business environments using strategic management tools.

3. Formulate corporate, business, and functional strategies for organizations.
4. Implement, monitor, and evaluate strategies effectively for organizational goals.

Evaluate contemporary issues, ethical challenges, and global trends in strategic management.

References:

1. Wheelen, T. L., Hunger, J. D., Hoffman, A. N., & Bamford, C. E. (2018). *Strategic management and business policy* (15th ed.). Pearson.
2. David, F. R., & David, F. R. (2020). *Strategic management: A competitive advantage approach* (16th ed.). Pearson.
3. Hill, C. W. L., Schilling, M. A., & Jones, G. R. (2021). *Strategic management* (13th ed.). Cengage Learning.
4. Johnson, G., Scholes, K., & Whittington, R. (2020). *Exploring strategy* (12th ed.). Pearson.
5. Porter, M. E. (1985). *Competitive advantage*. Free Press.

Program: Master of Business Administration (MBA)

Course Name: Project Management	Course Code: DMBA9402T
Semester: 4	Core / Elective: Core
Teaching Scheme in Hrs (L:T:P): 4:00	Credits: 4
Type of course: Lecture+ Assignments	Total Contact Hours: 12
Continuous Internal Evaluation: 30 Marks	ESE: 70 Marks

Course Objectives

1. To develop conceptual understanding of project management principles and methodologies.
2. To equip learners with tools and techniques for project planning, scheduling and control.
3. To analyze project risks, quality requirements and procurement strategies.
4. To understand leadership, communication and stakeholder management in projects.
5. To examine contemporary project management practices including agile approaches.

Course Content

BLOCK I: Foundations of Project Management
Unit 1: Introduction to Project Management
Concept and characteristics of projects; Project vs operations; Project life cycle; Project stakeholders; Role of project manager; Project management maturity models.
Unit 2: Project Identification and Selection
Project identification process; Feasibility analysis – technical, financial and market feasibility; Cost–benefit analysis; Project appraisal techniques; Project charter preparation.
Unit 3: Project Planning Framework
Project scope management; Work Breakdown Structure (WBS); Project scheduling basics; Milestones and deliverables; Responsibility assignment matrix (RAM).

BLOCK II: Project Planning and Scheduling Techniques
Unit 4: Network Planning Techniques
PERT and CPM; Network diagramming methods; Critical path analysis; Float and slack calculation; Time–cost trade-off.
Unit 5: Resource Planning and Allocation
Resource types; Resource leveling and smoothing; Resource allocation models; Project budgeting; Cost estimation techniques.
Unit 6: Project Time and Cost Management
Project baseline; Earned Value Management (EVM); Schedule variance and cost variance; Project tracking and control systems; Performance measurement indicators.
BLOCK III: Project Risk and Quality Management
Unit 7: Project Risk Management
Types of project risks; Risk identification techniques; Risk assessment and prioritization; Risk response planning; Risk monitoring and control.
Unit 8: Project Quality Management
Quality planning; Quality assurance and quality control; Total Quality Management (TQM) in projects; Six Sigma basics; Continuous improvement.
Unit 9: Project Procurement and Contract Management
Procurement planning; Types of contracts; Tendering process; Vendor selection; Contract administration and closure.
BLOCK IV: Human Resource and Communication Management in Projects
Unit 10: Project Human Resource Management
Team formation and development; Leadership in projects; Motivation and conflict management; Cross-functional teams; Performance evaluation.
Unit 11: Project Communication Management
Communication planning; Stakeholder communication; Reporting systems; Digital collaboration tools; Managing virtual project teams.

Unit 12: Project Monitoring and Control
Project control systems; Change management; Configuration management; Project audits; Corrective and preventive actions.
BLOCK V: Contemporary Issues in Project Management
Unit 13: Agile and Modern Project Management Approaches
Agile methodology; Scrum framework; Lean project management; Hybrid models; Digital project management tools.
Unit 14: Project Closure and Evaluation
Project closure process; Post-implementation review; Lessons learned documentation; Project success criteria; Sustainability considerations.
Unit 15: Strategic Project Management
Project portfolio management; Program management; Alignment with organizational strategy; Global project management challenges; Ethics in project management.

Course Outcomes

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

1. Explain the project life cycle and project management processes.
2. Apply network techniques like PERT and CPM for project scheduling.
3. Evaluate project risks and develop appropriate mitigation strategies.
4. Manage project teams, communication and stakeholder relationships effectively.
5. Formulate strategic project plans aligned with organizational goals.

References

1. Project Management Institute. (2021). *A guide to the project management body of knowledge (PMBOK® Guide)* (7th ed.). PMI.
2. Kerzner, H. (2022). *Project management: A systems approach* (13th ed.). Wiley.
3. Meredith, J. R., & Mantel, S. J. (2019). *Project management: A managerial approach* (9th ed.). Wiley.

4. Pinto, J. K. (2020). *Project management: Achieving competitive advantage* (5th ed.). Pearson.
5. Larson, E. W., & Gray, C. F. (2020). *Project management: The managerial process* (8th ed.). McGraw-Hill.
6. Kerzner, H. (2019). *Using the project management maturity model* (3rd ed.). Wiley.

Program: Master of Business Administration (MBA)

Course Name: Dissertation	Course Code:DMBA9403D
Semester: 4	Core / Elective: Core
Teaching Scheme in Hrs (L:T:P): 0:00:8	Credits: 8
Type of course: Lecture+ Assignments	Total Contact Hours: 12
Continuous Internal Evaluation: 100 Marks	ESE: 100Marks

course Objectives

The objectives of this course are to:

1. Develop the ability to identify and formulate relevant business and management research problems.
2. Enable students to apply appropriate research methodologies and analytical techniques to managerial issues.
3. Develop skills in literature review, research design, data collection, analysis, and interpretation.
4. Encourage students to integrate theoretical knowledge with practical business and organizational problems.
5. Develop independent research, critical thinking, problem-solving, and decision-making abilities.
6. Enable students to prepare a systematic and academically rigorous dissertation.
7. Develop professional skills in research writing, presentation, referencing, and academic communication.
8. Promote ethical research practices, originality, academic integrity, and responsible use of information.

BLOCK I: Research Orientation and Dissertation Planning

Unit 1: Introduction to Management Research

· Meaning, nature, scope, and importance of management research

· Role of research in managerial decision-making

· Types of management research

· Basic, applied, exploratory, descriptive, and analytical research

· Research process and stages of management research

· Identification of contemporary business and management issues

Unit 2: Selection and Formulation of Research Problem

· Identification of research area

· Selection of dissertation topic

· Identification of research gap

· Formulation of research problem

· Research questions and research objectives

· Development of research hypotheses

· Scope, significance, and limitations of the study

Unit 3: Research Proposal and Work Plan

· Meaning and purpose of research proposal

· Components of a research proposal

· Title and background of the study

· Research problem, objectives, questions, and hypotheses

· Proposed research methodology

· Time schedule and research work plan

· Presentation and approval of research proposal

BLOCK II: Literature Review and Research Methodology

Unit 1: Literature Review

· Meaning and importance of literature review

· Identification of relevant literature

· Use of books, journals, research papers, reports, and databases

· Review of previous studies

· Identification of research gaps

· Development of conceptual and theoretical framework

· Preparation of literature review

Unit 2: Research Design and Methodology

· Meaning and importance of research design

· Exploratory, descriptive, diagnostic, and experimental research designs

· Qualitative and quantitative research approaches

· Mixed-method research

· Selection of appropriate research methodology

· Variables and operational definitions

· Ethical considerations in management research

Unit 3: Sampling and Data Collection

· Population and sample

· Sampling concepts and techniques

· Probability and non-probability sampling

· Sample size determination

· Primary and secondary data

· Questionnaire and interview schedule

· Interviews, observation, surveys, and focus groups

· Reliability and validity of research instruments

BLOCK III: Data Analysis and Interpretation

Unit 1: Data Preparation and Management

· Editing, coding, classification, and tabulation of data

· Data cleaning and organization

· Preparation of data for analysis

· Qualitative and quantitative data management

· Use of spreadsheets and statistical software

· Presentation of data through tables and charts

Unit 2: Statistical and Analytical Techniques

· Measures of central tendency

· Measures of dispersion

· Correlation and regression analysis

· Hypothesis testing

· t-test, chi-square test, and ANOVA

· Basic multivariate analysis

· Qualitative data analysis techniques

· Selection of appropriate analytical techniques

Unit 3: Interpretation and Discussion of Findings

· Meaning and process of data interpretation

· Analysis of research findings

· Linking findings with research objectives

· Testing and interpretation of hypotheses

· Comparison with previous research findings

· Discussion of managerial implications

· Identification of major findings and insights

BLOCK IV: Dissertation Writing and Academic Research

Unit 1: Structure and Organization of Dissertation

· Structure and format of dissertation

· Title page and preliminary pages

· Abstract and executive summary

· Introduction and background of the study

· Research problem and objectives

· Literature review

· Research methodology

· Data analysis and findings

· Discussion and interpretation

Unit 2: Conclusions, Recommendations and Implications

· Drawing conclusions from research findings

· Development of recommendations

· Managerial implications of the study

· Theoretical implications

· Practical implications

· Research limitations

· Scope for future research

· Preparation of final summary

Unit 3: Referencing, Citation and Academic Integrity

· Principles of academic writing

· Citation and referencing styles

· In-text citation and reference list

· Use of bibliographic sources and research databases

· Plagiarism and academic misconduct

· Research ethics and responsible research practices

· Copyright and intellectual property considerations

· Use of plagiarism detection and reference management tools

BLOCK V: Dissertation Presentation and Evaluation

Unit 1: Dissertation Presentation

· Preparation of dissertation presentation

· Organization of presentation content

· Presentation of research problem and objectives

· Presentation of methodology and research findings

· Use of tables, charts, graphs, and visual aids

· Presentation of conclusions and recommendations

· Effective academic communication

Unit 2: Viva-Voce and Defence of Dissertation

· Purpose and process of dissertation viva-voce

· Explanation of research methodology

· Defence of research findings

· Justification of research methods and analytical techniques

· Discussion of conclusions and recommendations

· Response to questions and critical observations

· Demonstration of subject knowledge and research competence

Unit 3: Research Learning and Future Directions

· Reflection on the research process

· Development of analytical and research competencies

· Application of research findings to managerial practice

· Identification of emerging research areas

· Future research possibilities

· Contribution of research to business and management

· Professional development through research experience

DISSERTATION ACTIVITIES

Students are expected to undertake the following activities:

· Selection and approval of dissertation topic

· Preparation and submission of research proposal

· Review of relevant literature

· Identification of research gap

· Formulation of research problem and objectives

· Development of research methodology

· Preparation of research instruments

· Collection of primary and/or secondary data

· Data analysis and interpretation

· Preparation of dissertation chapters

· Regular consultation with dissertation supervisor

· Submission of final dissertation

· Presentation before the evaluation committee

· Viva-voce and defence of dissertation

COURSE OUTCOMES

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

CO1: Identify, formulate, and critically examine contemporary business and management research problems.

CO2: Conduct a systematic review of literature and develop an appropriate conceptual and theoretical framework.

CO3: Apply suitable research designs, sampling methods, data collection techniques, and analytical tools to management research.

CO4: Analyze, interpret, and critically evaluate research data and develop meaningful managerial insights.

CO5: Prepare a systematic, original, and academically rigorous dissertation following appropriate research and referencing standards.

CO6: Present and defend research findings effectively and demonstrate independent research, critical thinking, and problem-solving competencies.

REFERENCES / SUGGESTED RESOURCES

1. Sekaran, U., & Bougie, R. *Research Methods for Business: A Skill-Building Approach*. Wiley.
2. Saunders, M., Lewis, P., & Thornhill, A. *Research Methods for Business Students*. Pearson.
3. Creswell, J. W., & Creswell, J. D. *Research Design: Qualitative, Quantitative, and Mixed Methods Approaches*. SAGE.
4. Cooper, D. R., & Schindler, P. S. *Business Research Methods*. McGraw-Hill.
5. Kothari, C. R., & Garg, G. *Research Methodology: Methods and Techniques*. New Age International.
6. Relevant peer-reviewed journals, research databases, government publications, industry reports, annual reports, and authentic academic online resources.

Program: Master of Business Administration (MBA)

Course Name: Financial Derivatives	Course Code: DMFN9401T
Semester: 4	Core / Elective: Elective (FM)
Teaching Scheme in Hrs (L:T:P): 4:00	Credits: 4
Type of course: Lecture+ Assignments	Total Contact Hours: 12
Continuous Internal Evaluation: 30 Marks	ESE: 70 Marks

Course Objectives

The objectives of this course are to:

1. Develop an understanding of financial derivatives and their role in risk management and speculation.
2. Explain the structure, features, and pricing of various derivative instruments.
3. Familiarize students with derivative trading, clearing, and settlement mechanisms.
4. Equip students with quantitative and analytical tools for derivative valuation and risk assessment.
5. Analyze contemporary applications and challenges of derivatives in global financial markets.

Course Contents:

Block – I: Introduction to Financial Derivatives
Unit 1: Financial Derivatives
Concept and Meaning of Financial Derivatives; Evolution of Derivative Instruments in Global Financial Markets; Features and Functions of Derivatives; Importance in Risk Management and Price Discovery; Role in Managing Interest Rate, Currency and Market Risks; Advantages and Limitations.
Unit 2: Types of Derivatives
Overview of Major Derivative Instruments—Forwards, Futures, Options, Swaps and Warrants; Basic Structure and Contract Specifications; Differences between Linear and Non-Linear Derivatives; Uses in Hedging, Speculation and Arbitrage.

Unit 3: Derivative Markets
Structure of Derivative Markets—Exchange-Traded vs Over-the-Counter (OTC) Markets; Market Participants—Hedgers, Speculators, Arbitrageurs and Market Makers; Role of Stock Exchanges and Clearing Corporations; Growth of Derivatives Market in India and Globally.
Block – II: Forward and Futures Contracts
Unit 4: Forward Contracts
Mechanics and Features of Forward Contracts; Contract Customization and Counterparty Risk; Pricing of Forward Contracts; Payoff Structure and Settlement; Applications in Currency and Commodity Markets.
Unit 5: Futures Contracts
Concept and Standardization of Futures Contracts; Types—Commodity, Financial and Index Futures; Futures Pricing (Cost of Carry Model); Margin Requirements and Daily Settlement; Role in Hedging Price Risk.
Unit 6: Hedging, Speculation and Arbitrage
Hedging Strategies Using Forwards and Futures—Long and Short Hedge; Cross Hedging; Basis Risk; Speculative Trading Strategies; Arbitrage Opportunities and Market Efficiency; Practical Examples from Commodity and Financial Markets.
Block – III: Options
Unit 7: Options
Concept and Features of Options; Types—Call and Put Options; American vs European Options; Option Terminology (Strike Price, Premium, Expiry); Option Payoff and Profit Diagrams for Buyers and Writers.
Unit 8: Option Pricing Models
Determinants of Option Pricing; Binomial Option Pricing Model; Black–Scholes Model—Assumptions and Applications; Greeks (Delta, Gamma, Theta, Vega, Rho) and Sensitivity Analysis; Limitations of Pricing Models.
Unit 9: Options Strategies
Basic and Advanced Options Strategies—Bull and Bear Spreads, Straddles, Strangles,

Butterfly Spread; Protective Put and Covered Call; Use of Strategies for Income Generation and Risk Management.
Block – IV: Swaps and Other Derivatives
Unit 10: Swaps
Concept and Structure of Swap Agreements; Interest Rate Swaps and Currency Swaps; Cash Flow Mechanism; Role of Financial Intermediaries; Applications in Managing Interest Rate and Exchange Rate Risk.
Unit 11: Other Derivatives
Credit Derivatives (Credit Default Swaps); Exotic Options (Barrier, Asian Options); Structured Products and Hybrid Securities; Innovation in Derivative Instruments; Uses in Financial Engineering.
Unit 12: Risk Management and Regulation
Risk Management Using Swaps and Complex Derivatives; Counterparty and Market Risk; Value at Risk (VaR) Overview; Regulatory Framework and Guidelines; Role of Central Banks and Financial Regulators in Controlling Derivative Exposure.
Block – V: Contemporary Issues and Applications
Unit 13: Trading and Settlement Mechanism
Derivative Trading Process; Role of Clearing Houses and Clearing Corporations; Margin System—Initial, Maintenance and Variation Margin; Mark-to-Market Settlement; Electronic Trading Platforms.
Unit 14: Derivatives in Portfolio Management
Use of Derivatives for Portfolio Hedging and Risk Reduction; Portfolio Insurance Strategies; Asset Allocation with Futures and Options; Performance Enhancement and Speculative Opportunities.
Unit 15: Emerging Trends in Derivatives
Growth of Global Derivative Markets; Regulatory Frameworks—SEBI (India), SEC (USA) and International Standards; Exchange-Traded vs OTC Reforms Post Financial Crises; Ethical Issues, Misuse of Derivatives and Risk Governance; FinTech and Algorithmic Trading in Derivatives.

Course Outcomes

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

1. Explain the concepts, types, and functions of financial derivatives.
2. Analyze the pricing, valuation, and payoff structures of derivative instruments.
3. Apply derivatives for hedging, speculation, and arbitrage in financial markets.
4. Evaluate derivative strategies using risk management and quantitative tools.
5. Assess emerging trends, regulatory issues, and ethical considerations in derivatives markets.

References:

1. Hull, J. C. (2022). *Options, futures, and other derivatives* (11th ed.). Pearson.
2. Chance, D. M., & Brooks, R. (2015). *An introduction to derivatives and risk management* (10th ed.). Cengage.
3. McDonald, R. L. (2013). *Derivatives markets* (3rd ed.). Pearson.
4. Varma, J. R. (2017). *Derivatives and risk management*. Tata McGraw-Hill.
5. Kolb, R. W., & Overdahl, J. A. (2010). *Futures, options, and swaps* (6th ed.). Wiley.

Program: Master of Business Administration (MBA)

Course Name: Strategic financial Management	Course Code:D MFN9402T
Semester: 4	Core / Elective: Elective (FM)
Teaching Scheme in Hrs (L:T:P): 4:00	Credits: 4
Type of course: Lecture+ Assignments	Total Contact Hours: 12
Continuous Internal Evaluation: 30 Marks	ESE: 70 Marks

Course Objectives

The objectives of this course are to:

1. Develop an understanding of strategic financial management concepts and its role in achieving long-term corporate objectives.
2. Familiarize students with financial analysis, planning, and control tools used for strategic decision-making.
3. Equip students with techniques for capital budgeting, capital structure, and dividend policy decisions.
4. Enable students to analyze risk, leverage, and valuation in financial decision-making.
5. Examine contemporary trends and global perspectives in strategic financial management.

Course Content:

Block – I: Introduction to Strategic Financial Management
Unit 1: Strategic Financial Management – Concept, Scope, Objectives, and Importance
Meaning and definition of strategic financial management; difference between traditional finance and strategic financial management; scope of strategic finance in corporate decision-making; objectives—value creation, wealth maximization, long-term financial sustainability; importance of strategic financial management in competitive and global business environments; role of financial strategy in achieving organizational vision and mission.
Unit 2: Role of Finance in Strategic Management; Aligning Financial Strategy with Corporate Strategy
Role of finance function in strategy formulation and implementation; finance as a strategic

partner in business decisions; integration of financial strategy with corporate, business, and functional strategies; capital allocation and resource optimization; financial implications of strategic choices such as expansion, diversification, mergers, and restructuring; role of CFO in strategic management.
Unit 3: Financial Goals – Wealth Maximization vs Profit Maximization; Financial Decision-Making Framework
Concept of financial goals; profit maximization—meaning, merits, and limitations; wealth maximization as the primary financial objective; shareholder value creation; stakeholder perspective; time value of money and risk considerations in financial decisions; framework for strategic financial decision-making—investment, financing, and dividend decisions.
Block – II: Financial Analysis and Planning
Unit 4: Financial Statement Analysis – Ratio Analysis, Trend Analysis, and Comparative Statements
Objectives and importance of financial statement analysis; analysis of balance sheet, income statement, and cash flow statement; ratio analysis—liquidity, profitability, efficiency, leverage, and market ratios; trend analysis; comparative and common-size statements; limitations of financial analysis; use of financial analysis for strategic planning and control.
Unit 5: Cash Flow and Fund Flow Analysis for Strategic Decisions
Concept and importance of cash flow analysis; cash flow statement—operating, investing, and financing activities; fund flow analysis—meaning and uses; working capital changes and their strategic implications; cash flow forecasting; role of cash and fund flow analysis in liquidity management, investment planning, and financial sustainability.
Unit 6: Financial Planning – Concept, Process, and Techniques; Long-Term and Short-Term Financial Planning
Meaning and objectives of financial planning; financial planning process—assessment of financial needs, forecasting, formulation, implementation, and review; tools and techniques—budgeting, projected financial statements, cash budgets; long-term financial planning—capital expenditure and growth planning; short-term financial planning—working capital management and liquidity planning.

Block – III: Capital Budgeting and Investment Decisions
Unit 7: Capital Budgeting – Concept, Importance, and Types of Investment Decisions
Meaning and nature of capital budgeting; importance of capital investment decisions; strategic significance of capital budgeting; types of investment decisions—replacement, expansion, diversification, modernization, and strategic investments; capital rationing; relationship between capital budgeting and corporate strategy.
Unit 8: Techniques of Capital Budgeting – NPV, IRR, Payback Period, Profitability Index, and Modified IRR
Time value of money concepts; discounted and non-discounted cash flow techniques; Net Present Value (NPV); Internal Rate of Return (IRR); Payback Period and Discounted Payback Period; Profitability Index (PI); Modified Internal Rate of Return (MIRR); comparison of capital budgeting techniques; limitations and practical applications.
Unit 9: Risk Analysis in Capital Budgeting – Sensitivity, Scenario, and Simulation Analysis
Concept of risk and uncertainty in investment decisions; sources of risk in capital budgeting; risk-adjusted discount rate and certainty equivalent approach; sensitivity analysis; scenario analysis; simulation analysis; decision tree approach; strategic implications of risk analysis in long-term investment planning.
Block – IV: Capital Structure, Leverage, and Dividend Decisions
Unit 10: Capital Structure – Concept, Factors Affecting Capital Structure, and Theories
Meaning and significance of capital structure; components of capital structure; factors influencing capital structure—business risk, financial risk, cost of capital, control, flexibility, and market conditions; capital structure theories—Net Income, Net Operating Income, Modigliani–Miller (with and without taxes), Trade-Off Theory, Pecking Order Theory; optimal capital structure.
Unit 11: Leverage Analysis – Operating, Financial, and Combined Leverage; EBIT–EPS Analysis
Concept of leverage; operating leverage—cost structure and business risk; financial leverage—use of debt and financial risk; combined leverage; measurement and significance

of leverage; EBIT–EPS analysis; impact of leverage on profitability and risk; leverage planning in strategic financial decisions.
Unit 12: Dividend Policy – Types, Determinants, and Theories
Concept and relevance of dividend policy; forms of dividends—cash dividend, stock dividend, bonus shares; factors influencing dividend decisions; dividend stability; dividend theories—Walter's model, Gordon's model, Modigliani–Miller theory; dividend policy in practice; relevance of dividend decisions in shareholder value creation.
Block – V: Valuation, Risk Management, and Contemporary Issues
Unit 13: Valuation of Securities – Equity, Debt, and Preference Shares
Concept and importance of valuation; valuation of equity shares—dividend discount models, earnings-based models; valuation of preference shares; valuation of debentures and bonds; intrinsic value vs market value; valuation for strategic decisions such as mergers, acquisitions, and restructuring.
Unit 14: Risk Management – Financial Risks, Hedging Techniques, and Derivatives in Strategic Finance
Concept of financial risk management; types of financial risks—market risk, credit risk, liquidity risk, interest rate risk, foreign exchange risk; risk identification and measurement; hedging techniques; use of derivatives—futures, options, swaps; role of risk management in strategic financial planning.
Unit 15: Contemporary Issues – Corporate Governance, Ethical Considerations, Global Financial Strategies, and Emerging Trends
Corporate governance and financial accountability; ethical issues in financial management; role of financial transparency and disclosure; global financial strategies and international financial management issues; impact of globalization on financial decisions; emerging trends—fintech, digital finance, ESG investing, sustainability, and strategic financial innovation.

Course Outcomes

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

1. Explain the principles, scope, and importance of strategic financial management in organizations.
2. Analyze financial statements, ratios, and key performance indicators for strategic planning.
3. Formulate and evaluate capital budgeting, capital structure, and dividend decisions.
4. Apply risk management, leverage analysis, and valuation techniques in financial strategy.
5. Assess emerging trends, ethical considerations, and global financial practices in strategic financial management.

References:

1. Brigham, E. F., & Ehrhardt, M. C. (2019). *Financial management: Theory and practice* (16th ed.). Cengage Learning.
2. Ross, S. A., Westerfield, R., & Jordan, B. D. (2019). *Fundamentals of corporate finance* (12th ed.). McGraw-Hill.
3. Pandey, I. M. (2021). *Financial management* (11th ed.). Vikas Publishing.
4. Van Horne, J. C., & Wachowicz, J. M. (2008). *Fundamentals of financial management* (13th ed.). Pearson.
5. Damodaran, A. (2015). *Applied corporate finance* (4th ed.). Wiley.

Program: Master of Business Administration (MBA)

Course Name: Taxation	Course Code: DMFN9403T
Semester: 4	Core / Elective: Elective (FM)
Teaching Scheme in Hrs (L:T:P): 4:00	Credits: 4
Type of course: Lecture+ Assignments	Total Contact Hours: 12
Continuous Internal Evaluation: 30 Marks	ESE: 70 Marks

Course Objectives

The objectives of this course are to:

1. Develop an understanding of the principles, structure, and scope of taxation in India.
2. Familiarize students with direct and indirect taxes applicable to individuals and corporate entities.
3. Equip students with skills to compute taxable income, tax liability, and compliance procedures.
4. Enable students to analyze tax planning, management, and optimization strategies.
5. Examine contemporary issues, reforms, and ethical considerations in taxation.

Course Content:

Block – I: Introduction to Taxation
Unit 1: Concept and Principles of Taxation
Concept and Meaning of Taxation; Importance of Taxation in Economic Development; Objectives of Taxation—Revenue Generation, Redistribution of Income, Economic Stability and Growth; Principles of Taxation—Equity, Certainty, Convenience, Economy and Productivity; Role of Tax Policy in Fiscal Management.
Unit 2: Classification of Taxes
Direct and Indirect Taxes—Meaning and Distinction; Progressive, Proportional and Regressive Tax Systems; Incidence and Impact of Taxation; Merits and Demerits of Different Tax Structures; Role of Tax Structure in Income Redistribution.

Unit 3: Tax Administration in India
Structure of Tax Administration in India; Role and Functions of Central Board of Direct Taxes (CBDT) and Central Board of Indirect Taxes and Customs (CBIC); Powers and Responsibilities of Tax Authorities; Taxpayer Services and Grievance Redressal Mechanism.
Block – II: Income Tax – Concepts and Computation
Unit 4: Income Tax Act
Nature and Scope of Income Tax; Charge of Income Tax; Residential Status of Individuals and Companies; Tax Incidence Based on Residential Status; Concept of Previous Year and Assessment Year; Taxable Income Framework.
Unit 5: Heads of Income
Detailed Study of Heads of Income—Income from Salary, Income from House Property, Profits and Gains of Business or Profession, Capital Gains, and Income from Other Sources; Basic Computation Principles; Allowable Deductions and Inadmissible Expenses.
Unit 6: Deductions and Assessment
Deductions under Chapter VI-A; Exemptions and Rebates; Set-off and Carry Forward of Losses; Computation of Gross Total Income and Taxable Income; Overview of Income Tax Return Filing and Assessment Procedures.
Block – III: Corporate Taxation and Tax Planning
Unit 7: Corporate Taxation
Concept of Corporate Tax; Taxation of Domestic and Foreign Companies; Rates of Corporate Tax; Minimum Alternate Tax (MAT); Dividend Distribution Tax and Recent Changes; Tax Incentives and Concessions for Corporates.
Unit 8: Tax Planning
Concept and Importance of Tax Planning; Distinction between Tax Planning, Tax Avoidance and Tax Evasion; Tax Planning Strategies for Individuals and Corporate Entities; Role of Tax Planning in Financial and Investment Decisions.
Unit 9: Tax Avoidance and Tax Evasion
Meaning and Nature of Tax Avoidance and Tax Evasion; Legal Framework and Judicial

Pronouncements; General Anti-Avoidance Rules (GAAR); Ethical Issues in Tax Practices; Consequences and Penalties for Tax Evasion.
Block – IV: Indirect Taxes
Unit 10: Goods and Services Tax (GST)
Concept and Objectives of GST; Evolution of Indirect Tax System in India; GST Structure—CGST, SGST, IGST and UTGST; GST Registration and Levy; Taxable Supply and Place of Supply.
Unit 11: GST Compliance
Input Tax Credit Mechanism; GST Returns—Types and Due Dates; Payment of GST and Electronic Credit Ledger; GST Audit and Assessment; Role of Technology in GST Administration.
Unit 12: Customs and Other Indirect Taxes
Concept and Scope of Customs Duty; Types of Customs Duties; Valuation and Exemptions; Overview of Excise Duty and Other Indirect Taxes; Transition from Pre-GST Regime to GST Framework.
Block – V: Contemporary Issues in Taxation
Unit 13: International Taxation
Concept and Scope of International Taxation; Transfer Pricing—Meaning and Methods; Double Taxation Avoidance Agreements (DTAA); Taxation of Cross-Border Transactions; Base Erosion and Profit Shifting (BEPS) Overview.
Unit 14: Recent Tax Reforms in India
Major Tax Reforms in India; Implementation and Impact of GST; Digital Taxation and Equalization Levy; Faceless Assessment System; Tax Incentives for Start-ups and MSMEs; Ease of Doing Business Initiatives.
Unit 15: Tax Ethics and Policy
Ethical Issues in Taxation; Tax Compliance and Corporate Governance; Role of Tax Policy in Strategic Decision-Making; Social Responsibility and Fair Tax Practices; Future Challenges in Tax Administration.

Course Outcomes

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

1. Explain the fundamental concepts, types, and importance of taxation in business and economy.
2. Compute income tax for individuals, firms, and corporate entities under relevant provisions.
3. Apply indirect tax provisions including GST and customs duty in practical scenarios.
4. Develop tax planning and management strategies for legal optimization of tax liability.
5. Assess contemporary taxation reforms, global practices, and ethical issues in taxation.

References:

1. Singhania, V. K., & Singhania, M. (2023). *Students' guide to income tax*. Taxmann Publications.
2. Ahuja, G., & Gupta, R. (2023). *Systematic approach to income tax*. Bharat Law House.
3. Mehrotra, H. C., & Goyal, S. P. (2022). *Income tax law and accounts*. Sahitya Bhawan.
4. Central Board of Direct Taxes. (2023). *Income tax act, 1961*. Government of India.
5. Central Board of Indirect Taxes and Customs. (2023). *GST law and practice*. Government of India.

Program: Master of Business Administration (MBA)

Course Name: Behavioral Finance	Course Code: DMFN9404T
Semester: 4	Core / Elective: Elective (FM)
Teaching Scheme in Hrs (L:T:P): 4:00	Credits: 4
Type of course: Lecture+ Assignments	Total Contact Hours: 12
Continuous Internal Evaluation: 30 Marks	ESE: 70 Marks

Course Objectives

The objectives of this course are to:

1. Develop an understanding of the concepts, theories, and importance of behavioral finance in investment decisions.
2. Examine psychological biases and their impact on financial decision-making.
3. Familiarize students with the role of heuristics, emotions, and cognitive errors in financial markets.
4. Equip students with tools to analyze investor behavior and market anomalies.
5. Analyze contemporary applications of behavioral finance in portfolio management, risk management, and corporate finance.

Course Content:

Block – I: Introduction to Behavioral Finance
Unit 1: Behavioral Finance
Definition and Concept of Behavioral Finance; Evolution and Scope; Importance of Behavioral Finance in Understanding Investor Behavior; Assumptions of Rationality and Their Breakdown; Relevance in Modern Financial Markets and Investment Decision-Making.
Unit 2: Traditional Finance vs Behavioral Finance
Overview of Traditional Finance Theories; Efficient Market Hypothesis (EMH)—Weak, Semi-Strong and Strong Forms; Limitations of EMH; Behavioral Critique of Market Efficiency; Role of Irrationality, Bounded Rationality and Market Imperfections.

Unit 3: Behavioral Economics and Financial Decisions
Concept and Scope of Behavioral Economics; Psychological Foundations of Economic Behavior; Influence of Cognitive Psychology on Financial Decisions; Contribution of Behavioral Economics to Finance, Policy-Making and Consumer Behavior.
Block – II: Psychological Biases and Heuristics
Unit 4: Cognitive Biases
Nature and Impact of Cognitive Biases in Financial Decisions; Overconfidence Bias, Anchoring Bias, Confirmation Bias and Hindsight Bias; Effects on Investment Choices, Trading Behavior and Market Outcomes; Methods to Reduce Cognitive Biases.
Unit 5: Heuristics in Decision-Making
Concept of Heuristics and Mental Shortcuts; Representativeness Heuristic, Availability Heuristic and Affect Heuristic; Advantages and Limitations of Heuristics; Role in Risk Assessment and Investment Judgments.
Unit 6: Emotional Influences on Financial Decisions
Role of Emotions in Finance; Fear and Greed in Market Cycles; Regret Aversion and Loss Aversion; Herding Behavior and Information Cascades; Impact on Asset Prices and Market Volatility.
Block – III: Market Anomalies and Investor Behavior
Unit 7: Market Anomalies
Concept of Market Anomalies; Calendar Effects (January Effect, Day-of-the-Week Effect); Momentum and Reversal Effects; Equity Premium Puzzle; Behavioral Explanations for Persistent Market Anomalies.
Unit 8: Behavioral Portfolio Theory
Concept and Assumptions of Behavioral Portfolio Theory; Risk Perception and Framing Effects; Mental Accounting in Investment Decisions; Layered Portfolio Construction; Comparison with Modern Portfolio Theory.
Unit 9: Investor Decision-Making Models
Prospect Theory—Value Function and Probability Weighting; Loss Aversion and Reference

Points; Applications of Prospect Theory in Investment, Insurance and Corporate Decisions; Limitations and Extensions.
Block – IV: Behavioral Finance in Investment and Corporate Decisions
Unit 10: Behavioral Biases in Financial Markets
Behavioral Biases in Equity and Bond Markets; Mispricing and Limits to Arbitrage; Speculative Bubbles and Market Crashes; Role of Noise Traders and Sentiment Indicators.
Unit 11: Behavioral Aspects in Portfolio Management
Behavioral Asset Pricing Models; Impact of Investor Sentiment on Returns; Portfolio Construction under Behavioral Constraints; Role of Behavioral Finance in Active and Passive Investment Strategies.
Unit 12: Behavioral Corporate Finance
Behavioral Influences on Corporate Financial Decisions; Managerial Overconfidence and Optimism; Behavioral Aspects of Capital Structure and Dividend Policy; Mergers and Acquisitions from a Behavioral Perspective.
Block – V: Fashionable Applications and Global Perspectives
Unit 13: Behavioral Risk Management
Concept of Behavioral Risk; Identification of Behavioral Risks in Organizations; Biases in Risk Assessment and Control; Behavioral Approaches to Enterprise Risk Management; Improving Decision Quality through Debiasing.
Unit 14: Behavioral Finance in Advisory and Fintech
Behavioral Insights in Financial Advisory Services; Investor Profiling and Bias-Aware Advice; Behavioral Design in Fintech and Robo-Advisors; Nudging and Digital Decision Architecture in Financial Services.
Unit 15: Global Trends and Ethical Issues
Global Developments in Behavioral Finance Research; Ethical Implications of Behavioral Interventions; Investor Protection and Regulatory Perspectives; Future Directions and Research Opportunities in Behavioral Finance.

Course Outcomes

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

1. Explain the concepts, theories, and relevance of behavioral finance in financial markets.
2. Identify cognitive biases, emotional factors, and heuristics affecting investor decisions.
3. Analyze financial market anomalies using behavioral finance perspectives.
4. Apply behavioral finance principles in portfolio construction, asset pricing, and risk management.
5. Evaluate contemporary issues, global trends, and ethical considerations in behavioral finance.

References:

1. Thaler, R. H. (2016). *Misbehaving: The making of behavioral economics*. W. W. Norton.
2. Kahneman, D. (2011). *Thinking, fast and slow*. Farrar, Straus and Giroux.
3. Shiller, R. J. (2015). *Irrational exuberance* (3rd ed.). Princeton University Press.
4. Pompian, M. M. (2012). *Behavioral finance and wealth management* (2nd ed.). Wiley.
5. Shefrin, H. (2007). *Behavioral corporate finance*. McGraw-Hill.

Program: Master of Business Administration (MBA)

Course Name: Project & Micro Finance	Course Code: DMFN9405T
Semester: 4	Core / Elective: Elective (FM)
Teaching Scheme in Hrs (L:T:P): 4:00	Credits: 4
Type of course: Lecture+ Assignments	Total Contact Hours: 12
Continuous Internal Evaluation: 30 Marks	ESE: 70 Marks

Course Objectives

The objectives of this course are to:

1. Develop an understanding of project finance and microfinance concepts, principles, and significance.
2. Familiarize students with project appraisal techniques, financial analysis, and investment evaluation.
3. Equip students with knowledge of microfinance models, institutions, and financial inclusion strategies.
4. Enable students to analyze risk, sustainability, and social impact of project and microfinance initiatives.
5. Examine contemporary issues, policies, and global practices in project and microfinance.

Course Content:

Block – I: Introduction to Project Finance
Unit 1: Project Finance
Concept and Meaning of Project Finance; Scope and Objectives; Characteristics of Project Finance; Project Finance vs Corporate Finance; Importance of Cash Flow–Based Financing; Role of Risk Allocation among Stakeholders.
Unit 2: Types of Projects
Classification of Projects—Industrial, Infrastructure, Agricultural and Social Projects; Public, Private and Public–Private Partnership (PPP) Projects; Capital-Intensive and Technology-Driven Projects; Sector-Specific Challenges and Financing Needs.

Unit 3: Role of Project Finance in Economic Development
Contribution of Project Finance to Economic Growth and Infrastructure Development; Role in Employment Generation and Regional Development; Financial Institutions Supporting Projects—Commercial Banks, Development Financial Institutions, NBFCs and Multilateral Agencies; Role of Government and Policy Support.
Block – II: Project Appraisal Techniques
Unit 4: Technical Appraisal
Objectives and Importance of Technical Appraisal; Project Design and Layout; Selection of Technology and Machinery; Feasibility Studies; Capacity Planning and Location Analysis; Assessment of Technical Risks.
Unit 5: Financial Appraisal
Cost Estimation—Project Cost and Means of Finance; Operating Cost Analysis; Break-Even Analysis; Capital Budgeting Techniques—Payback Period, Net Present Value (NPV), Internal Rate of Return (IRR); Financial Viability and Profitability Assessment.
Unit 6: Economic and Social Appraisal
Economic Appraisal and Cost-Benefit Analysis; Social Costs and Benefits; Environmental Impact Considerations; Risk Analysis and Sensitivity Analysis; Role of Economic Appraisal in Public Sector and Development Projects.
Block – III: Project Implementation and Monitoring
Unit 7: Project Planning and Scheduling
Importance of Planning and Scheduling in Project Finance; Use of Gantt Charts, CPM and PERT Techniques; Identification of Critical Activities; Time Management and Resource Optimization; Schedule Control Mechanisms.
Unit 8: Project Implementation
Project Implementation Process; Resource Allocation—Human, Material and Financial Resources; Fund Flow Management; Role of Project Manager; Coordination among Stakeholders; Managing Delays and Cost Overruns.

Unit 9: Project Monitoring and Control
Monitoring and Control Systems; Performance Measurement Techniques; Physical and Financial Progress Reporting; Project Auditing; Corrective Actions and Post-Implementation Review.
Block – IV: Introduction to Microfinance
Unit 10: Microfinance
Concept and Evolution of Microfinance; Scope and Objectives; Role of Microfinance in Financial Inclusion and Poverty Alleviation; Linkage between Microfinance and Sustainable Development; Challenges in Microfinance Delivery.
Unit 11: Microfinance Institutions (MFIs)
Structure and Functions of MFIs; Models of Microfinance—Self-Help Group (SHG)–Bank Linkage Model, Joint Liability Group (JLG) Model; Role of NGOs, NBFC-MFIs and Cooperative Institutions; Delivery Mechanisms and Outreach.
Unit 12: Microfinance Products
Microcredit, Microsavings and Microinsurance; Other Financial Services—Micro-pensions and Remittance Services; Product Design and Pricing; Impact of Microfinance Products on Income Generation and Livelihood Development.
Block – V: Contemporary Issues in Project & Microfinance
Unit 13: Risk Management
Types of Risks in Project Finance—Construction Risk, Financial Risk, Market Risk and Operational Risk; Risks in Microfinance—Credit Risk, Operational Risk and Social Risk; Risk Mitigation Strategies; Role of Credit Rating and Guarantees.
Unit 14: Sustainability and Impact Assessment
Concept of Sustainability in Project and Microfinance; Financial and Social Sustainability of MFIs; Impact Assessment Techniques; Social Performance Measurement; Role of Impact Investing and Development Finance.
Unit 15: Global Practices and Emerging Trends
Global Best Practices in Project Finance and Microfinance; Policy and Regulatory

Framework in India and Abroad; Role of RBI and International Institutions; Digital Microfinance and FinTech Innovations; Future Trends and Challenges.

Course Outcomes

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

1. Explain the concepts, objectives, and importance of project finance and microfinance.
2. Conduct financial and economic appraisal of projects using standard techniques.
3. Apply microfinance principles and tools to promote financial inclusion and community development.
4. Analyze risks, sustainability, and performance of project and microfinance schemes.
5. Evaluate policies, global trends, and ethical considerations in project and microfinance.

References:

1. Ghatak, M., & Guinnane, T. W. (1999). The economics of lending with joint liability. *Journal of Development Economics*, 60(1), 195–228.
2. Ledgerwood, J. (2013). *The new microfinance handbook*. World Bank Publications.
3. Armendariz, B., & Morduch, J. (2010). *The economics of microfinance* (2nd ed.). MIT Press.
4. Yescombe, E. R. (2018). *Principles of project finance* (2nd ed.). Academic Press.
5. Finnerty, J. D. (2013). *Project financing* (3rd ed.). Wiley.

Program: Master of Business Administration (MBA)

Course Name: Business to Business (B2B) Marketing	Course Code: DMMK9401T
Semester: 4	Core / Elective: Elective (MM)
Teaching Scheme in Hrs (L:T:P): 4:00	Credits: 4
Type of course: Lecture+ Assignments	Total Contact Hours: 12
Continuous Internal Evaluation: 30 Marks	ESE: 70 Marks

Course Objectives

The objectives of this course are to:

1. Develop an understanding of B2B marketing concepts, practices, and differences from B2C marketing.
2. Familiarize students with organizational buying behavior and decision-making processes.
3. Equip students with strategies for B2B product management, pricing, and distribution.
4. Enable students to design effective B2B marketing communication and relationship management strategies.
5. Examine contemporary trends, challenges, and global practices in B2B marketing.

Course Content:

Block – I: Introduction to B2B Marketing
Unit 1: B2B Marketing
Concept and Meaning of Business-to-Business (B2B) Marketing; Scope and Importance in Industrial and Service Sectors; Characteristics of B2B Markets; Differences between B2B and B2C Marketing in Terms of Demand, Buyer Behavior, Relationship Orientation and Decision Complexity.
Unit 2: Types of B2B Markets
Classification of B2B Markets—Industrial/Producer Markets, Reseller Markets, Government Markets and Institutional Markets; Nature of Demand and Procurement Practices; Role of Intermediaries and Suppliers; Sectoral Examples.

Unit 3: Role of B2B Marketing in Strategy
Strategic Role of B2B Marketing in Organizational Growth; Contribution to Competitive Advantage and Value Creation; Market Segmentation, Targeting and Positioning in B2B Context; Integration with Corporate and Business Strategy.
Block – II: Organizational Buying Behavior
Unit 4: Organizational Buying Process
Stages in Organizational Buying—Problem Recognition, Need Description, Supplier Search, Proposal Solicitation, Evaluation and Selection; Buying Center Concept; Roles of Users, Influencers, Gatekeepers, Deciders and Buyers.
Unit 5: Factors Influencing Organizational Buying
Environmental Factors (Economic, Technological, Regulatory); Organizational Factors (Objectives, Policies, Structure); Interpersonal and Individual Factors; Supplier Evaluation Criteria; Vendor Selection and Negotiation.
Unit 6: Buying Situations
Types of Buying Situations—New Task, Modified Rebuy and Straight Rebuy; Risk and Information Requirements; Strategic Sourcing and Vendor Development; Implications for Marketing Strategy.
Block – III: B2B Product and Pricing Strategies
Unit 7: B2B Product Strategy
Industrial Product Classification—Raw Materials, Components, Capital Equipment and Services; Product Life Cycle in Industrial Markets; Customization and Solution Selling; New Product Development and Co-creation with Clients.
Unit 8: B2B Pricing Strategy
Pricing Objectives in B2B Markets; Cost-Based, Value-Based and Competition-Oriented Pricing; Tendering and Negotiated Pricing; Discounts, Allowances and Long-Term Contract Pricing; Pricing for Key Accounts.
Unit 9: Channel and Distribution Strategy
Direct vs Indirect Distribution Channels; Role of Distributors, Dealers and Agents; Logistics

and Physical Distribution; Supply Chain Integration and Coordination; Use of Technology in Distribution Management.
Block – IV: B2B Marketing Communication and Relationship Management
Unit 10: B2B Promotion Mix
Promotion Tools in B2B—Personal Selling, Trade Fairs and Exhibitions, Technical Seminars; Digital Marketing, Email Marketing and Content Marketing; Role of Branding and Corporate Communication in Industrial Markets.
Unit 11: Key Account and Relationship Management
Concept of Key Account Management (KAM); Strategic Partnerships and Long-Term Relationships; Trust Building, Service Quality and Customer Retention; Managing Strategic Alliances and Supplier Relationships.
Unit 12: CRM in B2B Markets
Customer Relationship Management Systems; Use of CRM Software and Data Analytics; Customer Lifetime Value in B2B Context; Technology-Enabled Relationship Management and After-Sales Support.
Block – V: Contemporary Issues and Global Perspectives
Unit 13: Emerging Trends in B2B Marketing
Digital Transformation in B2B; E-Procurement Systems and Online Marketplaces; Role of Social Media and Professional Platforms (e.g., LinkedIn); Account-Based Marketing and Marketing Automation.
Unit 14: Challenges in B2B Marketing
Impact of Globalization on Industrial Marketing; Ethical Issues and Fair Trade Practices; Cross-Cultural Negotiation and Communication; Managing Channel Conflicts and Competitive Pressures.
Unit 15: Case Studies and Best Practices
Case Studies of Successful B2B Organizations; International Best Practices in Industrial Marketing; Innovation in Value Propositions and Service Models; Lessons for Strategy Formulation and Implementation.

Course Outcomes

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

1. Explain the concepts, scope, and importance of B2B marketing.
2. Analyze organizational buying behavior, buyer-seller relationships, and decision-making processes.
3. Develop effective B2B product, pricing, and distribution strategies.
4. Apply relationship management, digital tools, and communication strategies in B2B marketing.
5. Evaluate global trends, challenges, and ethical considerations in B2B marketing.

References:

1. Anderson, J. C., Narus, J. A., & Narayandas, D. (2009). *Business market management* (3rd ed.). Pearson.
2. Hutt, M. D., & Speh, T. W. (2017). *Business marketing management* (12th ed.). Cengage.
3. Brennan, R., Canning, L., & McDowell, R. (2020). *Business-to-business marketing* (5th ed.). Sage.
4. Webster, F. E., & Wind, Y. (1972). Organizational buying behavior. *Prentice Hall*.
5. Kotler, P., & Pfoertsch, W. (2006). *B2B brand management*. Springer.

Program: Master of Business Administration (MBA)

Course Name: Consumer Behavior	Course Code: DMMK9402T
Semester: 4	Core / Elective: Elective (MM)
Teaching Scheme in Hrs (L:T:P): 4:00	Credits: 4
Type of course: Lecture+ Assignments	Total Contact Hours: 12
Continuous Internal Evaluation: 30 Marks	ESE: 70 Marks

Course Objectives

The objectives of this course are to:

1. Develop an understanding of consumer behavior concepts, models, and their significance in marketing.
2. Examine psychological, social, and cultural factors influencing consumer decision-making.
3. Familiarize students with consumer perception, learning, motivation, and attitude formation.
4. Equip students with tools and techniques to analyze consumer decision processes and buying behavior.
5. Analyze contemporary trends in consumer behavior, including digital and global influences.

Course Content:

Block – I: Introduction to Consumer Behavior
Unit 1: Consumer Behavior
Concept and Meaning of Consumer Behavior; Scope and Interdisciplinary Nature; Importance for Marketers and Organizations; Applications in Product Design, Pricing, Promotion and Distribution Decisions; Role in Creating Customer Value and Satisfaction.
Unit 2: Consumer Decision-Making Process
Stages of Consumer Decision-Making—Need Recognition, Information Search (Internal and External), Evaluation of Alternatives, Purchase Decision and Post-Purchase Behavior; Role of Involvement and Perceived Risk; Customer Satisfaction and Cognitive Dissonance.

Unit 3: Models of Consumer Behavior
Overview of Consumer Behavior Models—Economic, Psychological and Sociological Models; Howard–Sheth Model and its Components; Black Box Model; Implications of Models for Understanding and Predicting Consumer Choices.
Block – II: Psychological Factors Influencing Consumer Behavior
Unit 4: Motivation
Concept and Nature of Consumer Motivation; Types of Motives—Rational and Emotional; Theories of Motivation—Maslow's Hierarchy of Needs, Herzberg's Two-Factor Theory; Application of Motivation in Advertising and Product Positioning.
Unit 5: Perception
Perceptual Process—Exposure, Attention and Interpretation; Factors Influencing Perception; Selective Perception and Perceptual Bias; Role of Perception in Brand Image, Packaging and Pricing Decisions.
Unit 6: Learning and Memory
Concept of Consumer Learning; Behavioral Learning Theories (Classical and Operant Conditioning); Cognitive Learning and Information Processing; Role of Memory—Encoding, Storage and Retrieval; Implications for Brand Recall and Loyalty.
Block – III: Personality, Attitudes, and Lifestyle
Unit 7: Personality
Meaning and Traits of Personality; Theories of Personality; Consumer Personality and Buying Behavior; Brand Personality and Self-Concept; Use of Personality in Market Segmentation.
Unit 8: Attitude Formation and Change
Concept and Components of Attitude—Cognitive, Affective and Behavioral; Attitude Formation Processes; Methods of Attitude Change—Persuasion, Communication and Message Appeals; Role of Attitudes in Brand Preference.
Unit 9: Lifestyle and Psychographics
Concept of Lifestyle; Psychographic Segmentation; VALS Framework (Values and

Lifestyles); Activities, Interests and Opinions (AIO); Application of Lifestyle Analysis in Target Market Selection and Positioning.
Block – IV: Social and Cultural Influences
Unit 10: Family and Household Influence
Role of Family in Consumer Socialization; Family Life Cycle Stages; Decision Roles within Household—Initiator, Influencer, Decider, Buyer and User; Impact on Purchase of Durable and Non-Durable Goods.
Unit 11: Reference Groups and Social Class
Concept of Reference Groups—Membership, Aspirational and Dissociative Groups; Peer Influence and Opinion Leaders; Social Class and Status; Impact on Brand Choice and Consumption Patterns.
Unit 12: Cultural and Cross-Cultural Influences
Meaning and Elements of Culture; Sub-Cultures and Their Characteristics; Cross-Cultural Differences in Consumer Behavior; Cultural Values and Consumption Patterns; Implications for Global Marketing Strategies.
Block – V: Contemporary Trends in Consumer Behavior
Unit 13: Consumer Behavior in the Digital Age
Online Consumer Decision-Making; E-Commerce and Omni-Channel Buying Behavior; Influence of Social Media, Reviews and Influencers; Role of Data Analytics and Personalization in Marketing.
Unit 14: Consumer Ethics and Green Consumerism
Ethical Issues in Consumption; Consumer Rights and Responsibilities; Green Marketing and Sustainable Consumption; Environmentally Responsible Buying Behavior; Corporate Social Responsibility and Ethical Branding.
Unit 15: Applications in Marketing Strategy
Use of Consumer Behavior Insights in Segmentation, Targeting and Positioning (STP); Role in Brand Management and Customer Experience Design; Product Development and Communication Strategy; Building Customer Loyalty and Relationship Marketing.

Course Outcomes

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

1. Explain the concepts, scope, and importance of consumer behavior in marketing strategy.
2. Analyze the psychological, social, and cultural factors influencing consumer decisions.
3. Evaluate consumer learning, perception, motivation, personality, and attitudes in purchase behavior.
4. Apply consumer behavior theories and models to product development, segmentation, and marketing strategy.
5. Assess contemporary trends, digital influences, and ethical considerations in consumer behavior.

References:

1. Schiffman, L. G., & Wisenblit, J. (2019). *Consumer behavior* (12th ed.). Pearson.
2. Solomon, M. R. (2020). *Consumer behavior: Buying, having, and being* (13th ed.). Pearson.
3. Hawkins, D. I., & Mothersbaugh, D. L. (2019). *Consumer behavior* (13th ed.). McGraw-Hill.
4. Blackwell, R. D., Miniard, P. W., & Engel, J. F. (2006). *Consumer behavior* (10th ed.). Thomson.
5. Kardes, F. R., Cline, T. W., & Cronley, M. L. (2018). *Consumer behavior* (2nd ed.). Cengage.

Program: Master of Business Administration (MBA)

Course Name: Digital Marketing	Course Code: DMMK9403T
Semester: 4	Core / Elective: Elective (MM)
Teaching Scheme in Hrs (L:T:P): 4:00	Credits: 4
Type of course: Lecture+ Assignments	Total Contact Hours: 12
Continuous Internal Evaluation: 30 Marks	ESE: 70 Marks

Course Objectives

The objectives of this course are to:

1. Develop an understanding of the concepts, tools, and techniques of digital marketing.
2. Familiarize students with digital marketing channels, strategies, and platforms.
3. Equip students with skills to plan, execute, and evaluate digital marketing campaigns.
4. Enable students to analyze consumer behavior and engagement in digital environments.
5. Examine contemporary trends, analytics, and ethical issues in digital marketing.

Course Content:

Block – I: Introduction to Digital Marketing
Unit 1: Digital Marketing – Concept, Scope, Importance, and Evolution
Meaning and definition of digital marketing; evolution from Web 1.0 to Web 3.0; role of internet and mobile technologies; importance of digital presence for organizations; advantages and limitations of digital marketing; role in modern business strategy; growth of digital economy in India and globally.
Unit 2: Digital vs Traditional Marketing – Integration and Strategic Relevance
Comparison between traditional and digital marketing; ATL, BTL and TTL approaches; omnichannel marketing; customer journey across offline and online touchpoints; cost, reach, targeting and measurability differences; integrating digital with IMC (Integrated Marketing Communication); role in building customer experience.

Unit 3: Digital Marketing Ecosystem – Channels, Platforms, and Stakeholders
Overview of digital marketing environment; owned, paid and earned media; major platforms (Google, Meta, YouTube, LinkedIn, X, marketplaces); role of agencies, content creators, technology providers; customer data platforms (CDP); marketing technology (MarTech) stack and ecosystem relationships.
Block – II: Digital Marketing Channels
Unit 4: Search Engine Optimization (SEO) – On-Page and Off-Page Techniques
Concept and importance of SEO; search engine working and algorithms; keyword research; on-page optimization (meta tags, headings, URL, content optimization, internal linking); technical SEO basics (site speed, mobile friendliness, schema); off-page SEO (backlinks, directory submission, outreach); white-hat vs black-hat SEO.
Unit 5: Search Engine Marketing (SEM) and Pay-Per-Click (PPC) Advertising
Concept of SEM; Google Ads ecosystem; PPC campaign structure; keyword bidding strategies; quality score; ad copy creation; landing page optimization; cost per click (CPC), cost per acquisition (CPA); A/B testing; conversion tracking and ROI measurement.
Unit 6: Social Media Marketing (SMM) – Platforms, Strategies, and Engagement Techniques
Major social media platforms and their audience profiles; content planning and social media calendar; organic vs paid social media; community building; engagement metrics (likes, shares, comments, reach); social listening and reputation management; crisis handling in social media.
Block – III: Content, Email, and Mobile Marketing
Unit 7: Content Marketing – Blogging, Video Marketing, Infographics, and Storytelling
Role of content in inbound marketing; content strategy and buyer personas; types of content formats; editorial planning; storytelling for brand building; video platforms (YouTube, Reels); content distribution channels; content performance measurement.
Unit 8: Email Marketing – Campaign Planning, Automation, Personalization, and Metrics
Role of email in customer lifecycle; building subscriber lists; segmentation and targeting; email design and copywriting; automation workflows; personalization techniques; metrics

such as open rate, CTR, bounce rate, unsubscribe rate; compliance with anti-spam regulations.
Unit 9: Mobile Marketing – Apps, SMS Marketing, Push Notifications, and Location-Based Services
Growth of mobile internet users; mobile-friendly websites; app-based marketing; SMS and WhatsApp marketing; push notifications strategy; QR codes; geo-targeting and location-based promotions; mobile user experience and privacy concerns.
Block – IV: Analytics and Digital Campaign Management
Unit 10: Web Analytics – Google Analytics, KPIs, Metrics, and Dashboard Reporting
Role of data in digital decision-making; introduction to Google Analytics (GA4); traffic sources; user behavior analysis; conversion funnels; key performance indicators (KPIs); attribution models; dashboard creation and reporting for managerial decisions.
Unit 11: Digital Advertising – Display Ads, Remarketing, and Programmatic Advertising
Types of digital ads (banner, native, video); ad networks and ad exchanges; remarketing and retargeting techniques; audience segmentation; programmatic advertising process; real-time bidding (RTB); brand safety and ad fraud issues.
Unit 12: Digital Campaign Planning and Management – Strategy, Budgeting, and Performance Evaluation
Steps in digital campaign planning; objective setting (SMART goals); media planning; budgeting methods; scheduling and execution; campaign monitoring; performance evaluation using metrics; optimization and reporting to stakeholders.
Block – V: Contemporary Trends and Emerging Tools
Unit 13: Influencer Marketing, Affiliate Marketing, and E-commerce Marketing
Concept and types of influencers; influencer selection and ROI measurement; affiliate networks and commission models; marketplace marketing (Amazon, Flipkart); product listing optimization; customer reviews and ratings management.
Unit 14: Emerging Trends – AI in Digital Marketing, Chatbots, Voice Search, and AR/VR Applications
Role of Artificial Intelligence and machine learning in personalization; predictive analytics;

marketing automation tools; conversational marketing through chatbots; voice search optimization; immersive marketing using AR/VR; future of metaverse marketing.
Unit 15: Digital Marketing Ethics, Privacy Issues, Legal Compliance, and Global Best Practices
Data privacy and consumer consent; cookies and tracking policies; IT Act and global regulations (GDPR overview); ethical advertising practices; misinformation and dark patterns; responsible use of customer data; sustainability and inclusive digital communication.

Course Outcomes

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

1. Explain the scope, importance, and components of digital marketing.
2. Develop strategies for social media marketing, email marketing, SEO, SEM, and content marketing.
3. Apply analytics tools to measure and optimize digital marketing campaigns.
4. Analyze digital consumer behavior and engagement across platforms.
5. Evaluate emerging trends, global practices, and ethical considerations in digital marketing.

References:

1. Chaffey, D., & Ellis-Chadwick, F. (2019). *Digital marketing* (7th ed.). Pearson.
2. Ryan, D. (2016). *Understanding digital marketing* (4th ed.). Kogan Page.
3. Tuten, T. L., & Solomon, M. R. (2020). *Social media marketing* (3rd ed.). Sage.
4. Kingsnorth, S. (2019). *Digital marketing strategy* (2nd ed.). Kogan Page.
5. Strauss, J., & Frost, R. (2016). *E-marketing* (7th ed.). Pearson.

Program: Master of Business Administration (MBA)

Course Name: International Marketing	Course Code: DMMK9404T
Semester: 4	Core / Elective: Elective (MM)
Teaching Scheme in Hrs (L:T:P): 4:00	Credits: 4
Type of course: Lecture+ Assignments	Total Contact Hours: 12
Continuous Internal Evaluation: 30 Marks	ESE: 70 Marks

Course Objectives

The objectives of this course are to:

1. Develop an understanding of the concepts, principles, and importance of international marketing.
2. Familiarize students with global market analysis, entry strategies, and international business environment.
3. Equip students with strategies for global product, pricing, distribution, and promotion.
4. Enable students to analyze cross-cultural, political, economic, and legal factors affecting international marketing.
5. Examine contemporary trends, digital globalization, and ethical issues in international marketing.

Course Content:

Block – I: Introduction to International Marketing
Unit 1: International Marketing
International Marketing: Concept and evolution of international marketing; scope and objectives of international marketing; importance of international marketing in a globalized economy; role of international marketing in business growth, competitiveness, and economic development; challenges faced by firms in international markets.
Unit 2: Domestic vs. International Marketing
Differences between domestic and international marketing with respect to market scope, environment, risk, competition, consumer behavior, legal systems, and marketing strategies; managerial complexities in international marketing; adaptation of marketing practices across

borders.
Unit 3: Globalization and International Marketing
Concept and dimensions of globalization; drivers of globalization; impact of globalization on markets, consumers, and firms; opportunities and threats created by globalization; role of multinational corporations (MNCs) in international marketing.
Block – II: International Market Environment
Unit 4: Political, Legal, and Regulatory Environment
Political systems and their impact on international marketing decisions; government policies, trade regulations, tariffs, quotas, and non-tariff barriers; international trade agreements; legal issues related to contracts, intellectual property rights, and dispute settlement.
Unit 5: Economic and Technological Environment
Economic systems and levels of economic development; key economic indicators affecting international markets; role of technology in international marketing; impact of digitalization; analysis of emerging markets and their significance for global businesses.
Unit 6: Cultural Environment
Concept of culture and its components; cultural dimensions (language, values, beliefs, customs, and lifestyles); cross-cultural differences in consumer behavior; social norms and their influence on marketing decisions; managing cultural diversity in international markets.
Block – III: International Market Entry and Research
Unit 7: International Trade Theories
Classical and modern theories of international trade including comparative advantage, factor endowment theory, and product life cycle theory; relevance of trade theories in explaining international marketing patterns and firm competitiveness.
Unit 8: International Market Entry Strategies
Modes of entry into international markets: exporting, licensing, franchising, joint ventures, strategic alliances, and foreign direct investment; factors influencing the choice of entry strategy; advantages and limitations of each mode.

Unit 9: International Market Research
Importance of international market research; research process in international markets; sources of secondary and primary data; challenges in data collection; analysis and interpretation of international market data for managerial decision-making.
Block – IV: International Marketing Mix
Unit 10: International Product Strategy
Product planning for international markets; standardization versus adaptation of products; global branding strategies; packaging and labeling decisions; management of new product development in international markets.
Unit 11: International Pricing Strategy
Factors influencing international pricing decisions; cost, demand, competition, and government controls; pricing methods; impact of exchange rate fluctuations; transfer pricing and dumping issues.
Unit 12: International Distribution Strategy
Selection and management of international distribution channels; role of intermediaries; logistics and supply chain management; transportation and warehousing; growth of e-commerce and digital platforms in international distribution.
Unit 13: International Promotion Strategy
International advertising and communication strategies; cultural and legal constraints in promotion; sales promotion and personal selling in international markets; public relations; role of digital and social media marketing globally.
Block – V: Contemporary Issues and Global Trends
Unit 14: Global Marketing Challenges
Nature of global competition; managing political and economic risks; market uncertainties and volatility; strategies for risk management; impact of political instability and trade conflicts on international marketing.
Unit 15: Ethics, Sustainability, and Emerging Trends
Ethical issues in international marketing; corporate social responsibility and sustainable

marketing practices; digital globalization; impact of technology, artificial intelligence, and data analytics; emerging trends shaping the future of international marketing.

Course Outcomes

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

1. Explain the concepts, scope, and significance of international marketing.
2. Analyze global market opportunities, international trade theories, and market entry strategies.
3. Develop international marketing strategies including product, pricing, promotion, and distribution.
4. Assess cross-cultural, political, legal, and economic influences on international marketing decisions.
5. Evaluate contemporary trends, ethical considerations, and digital globalization in international marketing.

References:

1. Cateora, P. R., Gilly, M. C., & Graham, J. L. (2020). *International marketing* (18th ed.). McGraw-Hill.
2. Keegan, W. J., & Green, M. C. (2020). *Global marketing* (10th ed.). Pearson.
3. Czinkota, M. R., & Ronkainen, I. A. (2018). *International marketing* (11th ed.). Cengage Learning.
4. Onkvisit, S., & Shaw, J. J. (2009). *International marketing: Strategy and theory* (5th ed.). Routledge.
5. Hollensen, S. (2020). *Global marketing* (8th ed.). Pearson.

Program: Master of Business Administration (MBA)

Course Name: Advertising Management	Course Code: DMMK9405T
Semester: 4	Core / Elective: Elective (MM)
Teaching Scheme in Hrs (L:T:P): 4:00	Credits: 4
Type of course: Lecture+ Assignments	Total Contact Hours: 12
Continuous Internal Evaluation: 30 Marks	ESE: 70 Marks

Course Objectives

The objectives of this course are to:

1. Develop an understanding of the principles, concepts, and importance of advertising in marketing.
2. Familiarize students with advertising planning, budgeting, and media selection.
3. Equip students with skills to design, execute, and evaluate advertising campaigns.
4. Enable students to analyze consumer responses, advertising effectiveness, and brand impact.
5. Examine contemporary trends, digital advertising, and ethical issues in advertising management.

Course Content:

Block – I: Introduction to Advertising
Unit 1: Advertising – Concept, Nature, Scope, and Objectives
Meaning and definition of advertising; evolution and growth of advertising. Nature and characteristics of advertising as a paid, non-personal communication. Scope of advertising in modern business environment. Objectives of advertising—informative, persuasive, reminder, and reinforcement advertising. Role of advertising in competitive markets.
Unit 2: Functions of Advertising in Marketing and Society
Functions of advertising—informing, persuading, reminding, and reinforcing customers. Role in creating demand, brand preference, and market expansion. Economic and social functions of advertising. Impact on consumer awareness, lifestyle, and cultural values. Criticism and positive contributions of advertising in society.

Unit 3: Advertising in the Marketing Mix; Relationship with Branding and Promotion
Advertising as an element of the promotion mix. Integration of advertising with product, price, and place strategies. Relationship between advertising and branding—brand identity, positioning, and equity building. Coordination with other promotional tools such as sales promotion, personal selling, public relations, and direct marketing.
Block – II: Advertising Planning and Strategy
Unit 4: Advertising Process – Steps in Planning and Execution
Overview of the advertising planning process. Situation analysis, market and competitor analysis. Target audience identification and segmentation. Message development, media selection, budgeting, and implementation. Coordination between advertiser, agency, and media. Monitoring and control mechanisms.
Unit 5: Advertising Objectives – DAGMAR Approach, AIDA Model, and Setting SMART Goals
Concept of advertising objectives and their role in campaign effectiveness. DAGMAR approach—Defining Advertising Goals for Measured Advertising Results. AIDA model—Attention, Interest, Desire, Action. Setting SMART (Specific, Measurable, Achievable, Relevant, Time-bound) advertising goals. Hierarchy of effects model.
Unit 6: Advertising Budget – Methods, Approaches, and Allocation Decisions
Importance of advertising budgeting. Methods—percentage of sales, affordable method, competitive parity, objective and task method. Factors influencing budget decisions—product life cycle, market share, competition, and organizational strategy. Allocation of budget across media and markets.
Block – III: Advertising Media and Creative Strategy
Unit 7: Media Planning and Selection – Print, Broadcast, Outdoor, Digital, and Social Media
Media planning process and objectives. Characteristics, advantages, and limitations of various media—newspapers, magazines, radio, television, outdoor, transit, digital platforms, and social media. Criteria for media selection—target audience, cost, reach, frequency, and media habits.

Unit 8: Media Scheduling and Evaluation; Reach, Frequency, and Impact
Concept of media scheduling—continuous, flighting, and pulsing strategies. Measurement of media effectiveness using reach, frequency, gross rating points (GRPs), impressions, and impact. Media evaluation techniques and cost efficiency measures such as CPM and CPC.
Unit 9: Advertising Creativity – Concept, Copywriting, Visual Elements, and Storyboard Design
Role of creativity in advertising effectiveness. Creative strategy development. Elements of copywriting—headline, body copy, slogan, call to action. Visual components—layout, color, typography, and imagery. Storyboard preparation for print, TV, and digital advertisements.
Block – IV: Execution and Evaluation of Advertising
Unit 10: Advertising Campaign Execution – Production, Timing, and Launch Strategies
Steps in campaign execution—creative production, coordination with media agencies, scheduling and release. Selection of production techniques for print, audio, video, and digital formats. Timing decisions—seasonal, product launch, and competitive timing. Campaign management and coordination.
Unit 11: Measuring Advertising Effectiveness – Pre-Test and Post-Test Methods, Recall, and Persuasion Metrics
Need for evaluating advertising performance. Pre-testing methods—concept testing, copy testing, focus groups. Post-testing techniques—recall tests, recognition tests, persuasion measures, and tracking studies. Use of analytics and marketing research in measuring effectiveness.
Unit 12: Consumer Response Analysis – Attitude Change, Brand Awareness, and Sales Impact
Understanding consumer behavior responses to advertising. Measurement of attitude change, brand awareness, and brand recall. Analysis of purchase intention and customer engagement. Linking advertising efforts with sales performance and return on advertising investment (ROAI).

Block – V: Contemporary Issues and Digital Advertising
Unit 13: Digital Advertising – SEO, SEM, Social Media Ads, Video Marketing, and Influencer Marketing
Concept and growth of digital advertising ecosystem. Search Engine Optimization (SEO) and Search Engine Marketing (SEM). Social media advertising strategies across platforms. Video marketing and content marketing. Role of influencers and affiliate marketing. Performance metrics—CTR, conversions, engagement rate.
Unit 14: Global Trends in Advertising – Cross-Cultural Communication, Ethical Issues, and Regulatory Frameworks
Globalization and international advertising strategies. Cross-cultural communication and localization of messages. Ethical concerns—misleading advertising, stereotyping, and consumer protection. Regulatory bodies and guidelines (e.g., ASCI, international codes). Corporate social responsibility in advertising.
Unit 15: Integrated Marketing Communication (IMC) – Role of Advertising in Omnichannel Marketing and Emerging Trends
Concept and importance of Integrated Marketing Communication. Coordination of advertising with digital, direct, PR, and sales promotion. Omnichannel customer engagement. Role of data analytics and personalization. Emerging trends—AI-driven advertising, programmatic media buying, and interactive content.

Course Outcomes

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

1. Explain the concepts, scope, and role of advertising in marketing strategy.
2. Develop advertising plans, budgets, and select appropriate media channels.
3. Design creative advertising campaigns for different products and target audiences.
4. Evaluate advertising effectiveness and analyze consumer responses using research tools.
5. Assess contemporary trends, digital platforms, ethical issues, and global practices in advertising.

References:

1. Belch, G. E., & Belch, M. A. (2021). *Advertising and promotion* (12th ed.). McGraw-Hill.
2. Batra, R., Myers, J. G., & Aaker, D. A. (2016). *Advertising management* (5th ed.). Pearson.
3. Clow, K. E., & Baack, D. (2018). *Integrated advertising, promotion, and marketing communications* (8th ed.). Pearson.
4. Wells, W., Moriarty, S., & Burnett, J. (2015). *Advertising: Principles and practice* (10th ed.). Pearson.
5. Percy, L., & Elliott, R. (2016). *Strategic advertising management* (5th ed.). Oxford University Press.

Program: Master of Business Administration (MBA)

Course Name: Compensation Management	Course Code: DMHR9401T
Semester: 4	Core / Elective: Elective (HRM)
Teaching Scheme in Hrs (L:T:P): 4:00	Credits: 4
Type of course: Lecture+ Assignments	Total Contact Hours: 12
Continuous Internal Evaluation: 30 Marks	ESE: 70 Marks

Course Objectives

The objectives of this course are to:

1. Develop an understanding of the principles, objectives, and importance of compensation management.
2. Familiarize students with various components and types of employee compensation.
3. Equip students with skills to design, implement, and evaluate compensation systems.
4. Enable students to analyze performance-based pay, incentives, and rewards.
5. Examine contemporary trends, legal frameworks, and ethical issues in compensation management.

Course Content:

Block – I: Introduction to Compensation Management
Unit 1: Compensation Management – Concept, Objectives, and Scope
Meaning and definition of compensation management. Evolution from traditional wage administration to strategic compensation. Objectives—attracting, motivating, and retaining employees; ensuring internal equity and external competitiveness. Scope of compensation in modern organizations including financial and non-financial rewards.
Unit 2: Principles of Compensation – Equity, Fairness, Motivation, and Retention
Principles guiding compensation decisions—internal equity, external equity, fairness, transparency, and consistency. Relationship between compensation and employee motivation. Role of rewards in reducing turnover and improving job satisfaction. Behavioral and psychological aspects of reward systems.
Unit 3: Strategic Role of Compensation in Human Resource Management and Organizational Performance

Compensation as a strategic HR tool aligned with organizational goals. Linking compensation with business strategy, productivity, and performance improvement. Role in talent acquisition, retention, and employer branding. Impact of compensation practices on organizational effectiveness and competitiveness.
Block – II: Components of Compensation
Unit 4: Direct Compensation – Salary, Wages, Incentives, and Bonuses
Concept and structure of direct pay. Differences between salary and wages. Types of incentive systems—piece rate, commission, productivity-linked incentives. Bonus schemes and performance-linked pay. Role of direct compensation in motivating performance and achieving organizational targets.
Unit 5: Indirect Compensation – Employee Benefits, Perquisites, Allowances, and Retirement Plans
Meaning and importance of indirect compensation. Statutory and non-statutory benefits—PF, gratuity, insurance, medical benefits, leave benefits. Perquisites and allowances such as housing, transport, and special allowances. Retirement and long-term security plans. Role of benefits in enhancing employee well-being and loyalty.
Unit 6: Compensation Policies and Job Evaluation – Job Analysis, Job Grading, and Pay Scales
Need for formal compensation policies. Job analysis and job description as the basis for pay decisions. Job evaluation methods—ranking, classification, point factor, and factor comparison. Development of job grades and pay scales. Ensuring consistency and fairness in compensation structure.
Block – III: Designing Compensation Systems
Unit 7: Salary Structures – Pay Bands, Job-Based vs. Skill-Based Pay, and Market-Based Pay
Designing salary structures and pay bands. Traditional job-based pay versus competency/skill-based pay. Market pricing and benchmarking with industry standards. Broadbanding and flexible pay structures. Balancing internal equity with market competitiveness.
Unit 8: Incentive Plans – Individual, Team, and Organizational Incentives
Types of incentive plans—individual incentives, group incentives, and organization-wide schemes such as profit sharing and gainsharing. Short-term and long-term incentives. Linking incentives with productivity, quality, and innovation. Advantages and limitations of incentive

compensation.
Unit 9: Performance Appraisal and Linking Pay to Performance – Appraisal Methods and Reward Management
Role of performance appraisal in compensation decisions. Traditional and modern appraisal methods—rating scales, MBO, 360-degree feedback, KPI-based evaluation. Concept of pay-for-performance and merit pay. Reward management strategies to reinforce high performance.
Block – IV: Legal and Ethical Considerations
Unit 10: Labour Laws and Compensation – Minimum Wages Act, Payment of Bonus Act, Equal Pay Regulations
Overview of major labour legislations related to wages and compensation in India. Provisions of Minimum Wages Act, Payment of Bonus Act, Equal Remuneration principles, and other relevant statutory requirements. Role of compliance in protecting employee rights and avoiding legal disputes.
Unit 11: Ethical Issues in Compensation – Pay Equity, Transparency, and Executive Compensation
Ethical concerns in compensation management—gender pay gap, discrimination, and fairness issues. Importance of transparency in pay structures. Debate on executive compensation and corporate governance. Building ethical and socially responsible compensation policies.
Unit 12: Compensation Audits and Compliance – Monitoring, Reporting, and Internal Controls
Need for compensation audits to ensure fairness and legal compliance. Methods of auditing pay structures and benefit programs. Role of HR analytics in monitoring compensation effectiveness. Internal controls, reporting systems, and corrective actions.
Block – V: Contemporary Trends in Compensation Management
Unit 13: Global Compensation Practices – Expatriate Pay, International Salary Structures, and Cross-Cultural Considerations
Concept of international compensation management. Approaches to expatriate compensation—balance sheet approach, localization. Challenges in managing global salary structures. Cultural, economic, and tax considerations in multinational organizations.
Unit 14: Flexible Compensation and Total Rewards – Cafeteria Plans, Work-Life Balance, and Employee Well-being Programs
Concept of total rewards approach. Flexible compensation or cafeteria benefit plans.

Inclusion of non-monetary rewards such as flexible working, wellness programs, recognition, and career development. Role of total rewards in employee engagement and satisfaction.
Unit 15: Emerging Trends – Digital HR, Pay-for-Performance Analytics, Artificial Intelligence in Compensation, and Future Challenges
Use of HRIS and digital platforms in compensation management. Application of data analytics for pay decisions and performance-linked rewards. Role of artificial intelligence in compensation benchmarking and forecasting. Future challenges—gig workforce, remote work, and evolving employee expectations.

Course Outcomes

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

1. Explain the concepts, objectives, and significance of compensation management in organizations.
2. Analyze and design compensation structures including salaries, incentives, and benefits.
3. Evaluate performance-based pay systems, reward strategies, and employee motivation mechanisms.
4. Apply compensation policies in alignment with organizational strategy and HRM practices.
5. Assess contemporary trends, legal compliance, and ethical considerations in compensation management.

References:

1. Milkovich, G. T., Newman, J. M., & Gerhart, B. (2020). *Compensation* (13th ed.). McGraw-Hill.
2. Martocchio, J. J. (2020). *Strategic compensation* (10th ed.). Pearson.
3. Armstrong, M., & Brown, D. (2019). *Armstrong's handbook of reward management practice* (5th ed.). Kogan Page.
4. Gerhart, B., & Rynes, S. L. (2003). *Compensation: Theory, evidence, and strategic implications*. Sage.
5. Henderson, R. I. (2011). *Compensation management in a knowledge-based world* (10th ed.). Pearson.

Program: Master of Business Administration (MBA)

Course Name: Cross Cultural Human Resource Management	Course Code: DMHR9402T
Semester: 4	Core / Elective: Elective (HRM)
Teaching Scheme in Hrs (L:T:P): 4:00	Credits: 4
Type of course: Lecture+ Assignments	Total Contact Hours: 12
Continuous Internal Evaluation: 30 Marks	ESE: 70 Marks

Course Objectives

1. To develop understanding of cultural influences on human resource management practices.
2. To analyze global staffing, performance and compensation systems in multinational firms.
3. To examine cross-cultural leadership, communication and ethical challenges.
4. To understand strategic HR issues in global and multicultural environments.
5. To prepare learners to manage diversity and global talent effectively.

Course Content

BLOCK I: Foundations of Cross-Cultural Management
Unit 1: Introduction to Cross-Cultural Human Resource Management
Concept and scope of CCHRM; Globalization and workforce diversity; Differences between domestic HRM and international HRM; Challenges of managing multicultural workforce.
Unit 2: Culture and Its Dimensions
Meaning and components of culture; Cultural frameworks – Hofstede's cultural dimensions, Trompenaars' model, Hall's context theory; Cultural intelligence (CQ); Managing cultural diversity.
Unit 3: Comparative HRM Systems
HR practices across countries; Convergence vs divergence debate; National culture and HR policies; Institutional influences on HR systems.

BLOCK II: International Staffing and Talent Management
Unit 4: Global Staffing Approaches
Ethnocentric, polycentric, regiocentric and geocentric staffing models; Expatriate management; Selection and recruitment in global firms; Repatriation challenges.
Unit 5: Cross-Cultural Training and Development
Pre-departure training; Cultural adaptation; Cross-cultural competence development; Global leadership development; Coaching and mentoring in international context.
Unit 6: Global Talent Management
Global workforce planning; Talent acquisition strategies; Succession planning in multinational corporations; Managing global mobility.
BLOCK III: Performance and Compensation in Global Context
Unit 7: Cross-Cultural Performance Management
Performance appraisal in multinational firms; Cultural biases in evaluation; Global performance standards; Managing virtual teams.
Unit 8: International Compensation Management
Compensation approaches; Balance sheet method; Host-based vs home-based pay; International benefits and incentives; Taxation and legal considerations.
Unit 9: Employee Relations in Global Environment
Trade unions and labor laws across countries; Managing industrial relations internationally; Employee engagement in diverse settings; Conflict resolution across cultures.
BLOCK IV: Leadership, Communication and Ethics
Unit 10: Cross-Cultural Leadership
Leadership styles across cultures; Global leadership competencies; Cultural impact on decision-making; Transformational leadership in global context.
Unit 11: Cross-Cultural Communication
Verbal and non-verbal communication differences; Managing language barriers; Negotiation styles across cultures; Communication in global virtual teams.

Unit 12: Ethics and Corporate Social Responsibility
Ethical challenges in international HRM; Corporate governance; Global labor standards; Diversity, equity and inclusion (DEI) in multinational firms.
BLOCK V: Contemporary Issues and Strategic Perspectives
Unit 13: Managing Diversity and Inclusion
Gender diversity in global organizations; Inclusion strategies; Multicultural team management; Anti-discrimination policies.
Unit 14: HR Technology in Global Context
Digital HR platforms; HR analytics in multinational firms; Remote workforce management; Data privacy regulations (GDPR and others).
Unit 15: Strategic Role of Cross-Cultural HRM
Strategic alignment of HR with global business strategy; International mergers and acquisitions; Change management in multicultural organizations; Future trends in global HRM.

Course Outcomes

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

1. Explain the role of culture in shaping HR practices across countries.
2. Design global staffing and expatriate management strategies.
3. Evaluate cross-cultural performance appraisal and compensation systems.
4. Demonstrate effective cross-cultural communication and leadership skills.
5. Formulate strategic HR policies for multinational organizations.

References

1. Briscoe, D. R., Schuler, R. S., & Tarique, I. (2021). *International human resource management* (6th ed.). Routledge.
2. Dowling, P. J., Festing, M., & Engle, A. D. (2017). *International human resource management* (7th ed.). Cengage.

3. Brewster, C., Sparrow, P., & Vernon, G. (2016). *International human resource management* (4th ed.). CIPD.
4. Hofstede, G., Hofstede, G. J., & Minkov, M. (2010). *Cultures and organizations: Software of the mind* (3rd ed.). McGraw-Hill.
5. Thomas, D. C., & Peterson, M. F. (2018). *Cross-cultural management* (4th ed.). Sage.
6. Armstrong, M., & Taylor, S. (2020). *Armstrong's handbook of human resource management practice* (15th ed.). Kogan Page.

Program: Master of Business Administration (MBA)

Course Name: Organization Development & Change Management	Course Code: DMHR9403T
Semester: 4	Core / Elective: Elective (HRM)
Teaching Scheme in Hrs (L:T:P): 4:00	Credits: 4
Type of course: Lecture+ Assignments	Total Contact Hours: 12
Continuous Internal Evaluation: 30 Marks	ESE: 70 Marks

Course Objectives

The objectives of this course are to:

1. Develop an understanding of the concepts, theories, and practices of organization development (OD).
2. Familiarize students with change management models, strategies, and interventions.
3. Equip students with skills to diagnose organizational issues and design OD interventions.
4. Enable students to manage resistance to change and lead organizational transformation effectively.
5. Examine contemporary trends, ethical considerations, and global best practices in OD and change management.

Course Content:

Block – I: Introduction to Organization Development (OD)
Unit 1: Organization Development
Concept of OD; objectives such as improving organizational effectiveness, enhancing employee well-being, and fostering adaptability; significance of OD in improving organizational performance, problem-solving, and long-term sustainability; OD as a planned and systematic approach to organizational improvement.
Unit 2: Historical Evolution of OD
Origins of OD from the human relations movement; development through behavioral science and systems theory; role of OD in modern organizations for managing change, developing

leadership, and fostering innovation; key contributors and milestones in OD evolution.
Unit 3: Fundamental Assumptions, Values, and Principles of OD
Core assumptions of OD such as people's desire for growth and organizations as systems; underlying values like trust, collaboration, and participation; guiding principles including data-driven interventions, ethical practice, and continuous learning.
Block – II: OD Interventions and Techniques
Unit 4: Individual Interventions
Techniques focusing on individual growth and performance: coaching, mentoring, and counseling; performance appraisal as a tool for feedback and development; strategies for improving individual skills and competencies in alignment with organizational goals.
Unit 5: Group Interventions
Team-based interventions to improve group effectiveness: team building, role analysis, conflict resolution, and intergroup development; methods to enhance collaboration, communication, and problem-solving within teams.
Unit 6: Structural Interventions
Organization-level interventions including process reengineering, job design, and organizational restructuring; aligning structure, roles, and workflows to strategic objectives; managing change at the structural level to enhance efficiency and responsiveness.
Block – III: Change Management Concepts
Unit 7: Organizational Change
Types of change: strategic, structural, technological, and cultural; need for change in dynamic business environments; drivers of change such as globalization, technology, and competitive pressure; challenges organizations face during change.
Unit 8: Change Management Models
Popular models for guiding change: Lewin's 3-Step Model (Unfreeze–Change–Refreeze), Kotter's 8-Step Model, ADKAR Model (Awareness, Desire, Knowledge, Ability, Reinforcement); comparison of models and their application in real organizational settings.

Unit 9: Strategies for Change
Approaches to implementing change: planned change versus emergent change; top-down versus participative strategies; aligning change initiatives with organizational vision and stakeholder engagement; ensuring adaptability and sustainability of change.
Block – IV: Implementing Change
Unit 10: Resistance to Change
Causes of resistance such as fear, uncertainty, and habit; types of resistance: individual, group, and organizational; strategies to overcome resistance including communication, participation, negotiation, and incentives.
Unit 11: Leadership and OD
Role of leadership in driving organizational change; leadership styles that support OD initiatives; influencing culture, motivating employees, and fostering innovation through effective leadership.
Unit 12: Organizational Culture and Change
Understanding organizational culture and its impact on change initiatives; aligning culture with strategic goals; tools to assess and transform culture to support organizational development and innovation.
Block – V: Contemporary Issues and Global Practices
Unit 13: Technology-Driven Change
Impact of digital transformation, automation, and innovation on organizational development; adoption of technology in improving processes, collaboration, and decision-making; managing digital disruption and workforce adaptation.
Unit 14: Evaluating OD Interventions
Methods for assessing effectiveness of OD initiatives; metrics and key performance indicators (KPIs); feedback mechanisms; continuous improvement and learning loops to sustain organizational development.
Unit 15: Global Best Practices and Emerging Trends
International trends in OD and change management; ethical considerations in OD practice;

examples of global best practices; emerging trends such as AI in HR, agile OD, and sustainable organizational practices.

Course Outcomes

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

1. Explain the concepts, scope, and significance of organization development and change management.
2. Analyze organizational problems using diagnostic tools and OD interventions.
3. Apply change management models and strategies to implement organizational transformation.
4. Manage resistance to change and foster a culture of continuous improvement.
5. Evaluate emerging trends, ethical considerations, and global best practices in OD and change management.

References:

1. Cummings, T. G., & Worley, C. G. (2019). *Organization development and change* (11th ed.). Cengage.
2. French, W. L., & Bell, C. H. (1999). *Organization development* (6th ed.). Prentice Hall.
3. Kotter, J. P. (2012). *Leading change*. Harvard Business Review Press.
4. Burke, W. W. (2017). *Organization change* (5th ed.). Sage.
5. Cameron, E., & Green, M. (2019). *Making sense of change management* (5th ed.). Kogan Page.

Program: Master of Business Administration (MBA)

Course Name: Strategic Human Resource Management	Course Code: DMHR9404T
Semester: 4	Core / Elective: Elective (HRM)
Teaching Scheme in Hrs (L:T:P): 4:00	Credits: 4
Type of course: Lecture+ Assignments	Total Contact Hours: 12
Continuous Internal Evaluation: 30 Marks	ESE: 70 Marks

Course Objectives

The objectives of this course are to:

1. Develop an understanding of strategic HRM concepts, models, and their integration with organizational strategy.
2. Familiarize students with strategic planning of human resources and talent management.
3. Equip students with skills to design performance, reward, and development strategies aligned with organizational goals.
4. Enable students to analyze HR metrics, workforce analytics, and strategic decision-making processes.
5. Examine contemporary trends, global practices, and ethical issues in strategic human resource management.

Course Content:

Block – I: Introduction to Strategic HRM
Unit 1: Strategic Human Resource Management
Concept of SHRM as an integrated approach to managing people aligned with organizational strategy; objectives such as enhancing organizational performance, achieving competitive advantage, and fostering employee engagement; importance of SHRM in adapting to dynamic business environments.
Unit 2: Evolution of SHRM
Historical development of HRM to SHRM; linkage between organizational strategy and HR strategy; role of SHRM in strategic planning, talent development, and organizational

competitiveness.
Unit 3: Models and Approaches to SHRM
Key models and frameworks: Harvard Model (focus on stakeholder interests and HRM policies), Michigan Model (best-fit approach linking strategy with HR practices), and Guest Model (emphasizing commitment, flexibility, and integration); comparative analysis and applicability in different organizational contexts.
Block – II: Strategic HR Planning and Talent Management
Unit 4: Human Resource Planning
Process of HR planning including forecasting workforce needs, identifying skill gaps, and aligning HR strategy with organizational goals; techniques such as scenario planning and succession mapping.
Unit 5: Talent Acquisition and Retention
Strategies for attracting and retaining talent; employer branding, recruitment methods, selection processes, onboarding programs, and engagement initiatives; reducing attrition and fostering long-term retention.
Unit 6: Succession Planning and Career Development
Planning for critical roles and leadership continuity; identifying high-potential employees, career pathing, mentoring, and developing leadership pipelines; aligning individual growth with organizational needs.
Block – III: Performance and Reward Management
Unit 7: Performance Management Systems
Design and implementation of performance management systems; setting objectives, defining KPIs, using balanced scorecards and competency mapping; continuous feedback, appraisal, and performance improvement.
Unit 8: Strategic Compensation and Rewards
Compensation strategies including salary structures, incentives, benefits, and non-monetary recognition; aligning rewards with organizational goals and performance; promoting motivation and retention through effective reward systems.

Unit 9: Linking Performance to Rewards
Pay-for-performance and merit-based systems; performance-related incentives; motivation theories (Maslow, Herzberg, Vroom) and their application in designing reward systems; ensuring fairness and transparency.
Block – IV: HR Metrics, Analytics, and Strategic Decision Making
Unit 10: HR Metrics
Measuring HR effectiveness using metrics such as turnover rate, employee productivity, cost per hire, training ROI, absenteeism, and engagement scores; benchmarking against industry standards.
Unit 11: HR Analytics
Use of data-driven HR analytics for decision-making; predictive analytics for workforce planning, talent retention, and performance forecasting; leveraging HR data to inform strategic HR decisions.
Unit 12: Strategic HR Decision Making
Linking HR practices to business outcomes and organizational performance; scenario analysis, strategic alignment of HR initiatives, and evaluating impact on profitability, growth, and employee engagement.
Block – V: Contemporary Issues and Global Perspectives
Unit 13: Global Trends in SHRM
International HRM practices, managing expatriates, cross-cultural management, global mobility, and managing multinational workforces; strategic implications for global competitiveness.
Unit 14: Ethical and Legal Considerations
Diversity, equity, and inclusion; compliance with labor laws, workplace ethics, employee rights, and organizational responsibilities; managing ethical dilemmas in HR practices.
Unit 15: Emerging Trends in SHRM
Digital HR and HR technology adoption; AI in recruitment, learning, and performance management; flexible work practices, remote workforce management, and strategic change

initiatives; preparing organizations for future HR challenges.

Course Outcomes

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

1. Explain the concepts, scope, and importance of Strategic HRM in organizational success.
2. Analyze workforce planning, talent acquisition, and development strategies aligned with corporate goals.
3. Design performance management, reward systems, and succession planning strategies.
4. Apply HR analytics and metrics to improve strategic decision-making in HR.
5. Evaluate contemporary trends, global best practices, and ethical considerations in SHRM.

References:

1. Armstrong, M., & Taylor, S. (2020). *Armstrong's handbook of human resource management practice* (15th ed.). Kogan Page.
2. Dessler, G. (2020). *Human resource management* (16th ed.). Pearson.
3. Schuler, R. S., & Jackson, S. E. (2007). *Strategic human resource management*. Wiley.
4. Wright, P. M., & McMahan, G. C. (2011). Exploring human capital. *Academy of Management Perspectives*, 25(1), 46–58.
5. Boxall, P., & Purcell, J. (2016). *Strategy and human resource management* (4th ed.). Palgrave Macmillan.

Program: Master of Business Administration (MBA)

Course Name: Human Resource Analytics	Course Code: DMHR9405T
Semester: 4	Core / Elective: Elective (HRM)
Teaching Scheme in Hrs (L:T:P): 4:00	Credits: 4
Type of course: Lecture+ Assignments	Total Contact Hours: 12
Continuous Internal Evaluation: 30 Marks	ESE: 70 Marks

Course Objectives (COs):

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

1. Understand the fundamentals and significance of Human Resource Analytics in modern organizations.
2. Apply analytical tools and techniques to HR data for effective decision-making.
3. Analyze HR metrics related to talent management, performance, and workforce planning.
4. Evaluate the impact of HR interventions through data-driven insights.
5. Integrate HR analytics with organizational strategy to enhance business performance.

Course Contents:

Block I: Introduction to Human Resource Analytics
Unit 1: Human Resource Analytics: Meaning, Scope, Objectives, and Importance in Contemporary Organizations – Definition and scope of HR analytics; distinction between operational and strategic HR analytics; role in improving decision-making, workforce productivity, and organizational competitiveness; examples of analytics-driven HR interventions.
Unit 2: Evolution of HR Analytics and its Role in Strategic HR Management – Historical development of HR analytics; from HR reporting to advanced analytics; integration with organizational strategy; adoption challenges and success factors; global trends and emerging best practices.
Unit 3: Types of HR Data: Sources, Collection Methods, and Data Quality Considerations – Internal data sources (HRIS, payroll, performance reviews, engagement surveys); external data sources (industry benchmarks, labor market data); structured vs unstructured data; data cleaning, validation, standardization; maintaining data privacy and integrity.

Block II: HR Metrics and Measurement
Unit 1: Key HR Metrics: Recruitment, Retention, Training, Performance, and Engagement Metrics – Metrics for recruitment (time-to-fill, cost-per-hire), retention (turnover rate, retention rate, tenure analysis), training (training ROI, competency improvement), performance (goal achievement, rating distributions), engagement (employee satisfaction index, NPS).
Unit 2: Designing HR Dashboards and Scorecards for Effective Decision Making – Principles of dashboard design; selecting relevant KPIs; real-time reporting; visual analytics techniques (charts, heatmaps, trend lines); example dashboards for recruitment, performance, and retention.
Unit 3: Benchmarking and Best Practices in HR Analytics – Using internal and external benchmarks; comparing performance across departments, geographies, and industries; identifying gaps; learning from global best practices; case studies of successful HR analytics initiatives.
Block III: Analytical Tools and Techniques
Unit 1: Descriptive Analytics in HR: Reports, Visualizations, and Trend Analysis – Summarizing HR data using statistical measures (mean, median, mode, variance); trend analysis for turnover, absenteeism, and productivity; using visualizations like bar charts, pie charts, histograms, and dashboards; tools such as Excel, Power BI, and Tableau.
Unit 2: Predictive Analytics: Regression, Classification, and Attrition Modeling – Introduction to regression analysis and classification models; predicting attrition and retention; identifying high-risk employees; performance forecasting; talent pipeline prediction; practical examples using HR datasets.
Unit 3: Prescriptive Analytics: Optimization Techniques for Workforce Planning – Scenario analysis and simulation; workforce allocation models; optimizing employee scheduling, compensation planning, and resource deployment; linking prescriptive insights to strategic HR planning and cost efficiency.
Block IV: Applications of HR Analytics
Unit 1: Talent Acquisition and Workforce Planning Analytics – Forecasting workforce demand; assessing sourcing channels; candidate quality analysis; succession planning; aligning workforce plans with organizational strategy; predictive recruitment analytics.
Unit 2: Performance Management, Training Effectiveness, and Employee Engagement Analytics – Evaluating training outcomes and productivity improvements; analyzing

engagement survey results; linking engagement to retention and performance; KPI-driven performance management; designing targeted HR interventions.
Unit 3: Compensation and Reward Analytics: Linking HR Data to Organizational Performance – Pay equity analysis; evaluating incentive effectiveness; analyzing reward structures and productivity correlations; ROI of compensation programs; designing data-driven reward strategies.
Block V: Emerging Trends and Ethical Considerations
Unit 1: HR Analytics in the Age of AI, Machine Learning, and Big Data – AI applications in recruitment and talent management; machine learning for predictive attrition and performance modeling; big data integration from multiple HR systems; advanced analytics tools and platforms.
Unit 2: Ethical, Privacy, and Legal Issues in HR Analytics – Ensuring employee data privacy; GDPR and local labor laws; ethical considerations in using HR data; informed consent, confidentiality, and responsible data usage.
Unit 3: Case Studies on Data-Driven HR Decision Making and Future Trends – Real-life examples of successful HR analytics implementation; lessons learned; challenges and opportunities; emerging trends like people analytics, employee experience analytics, and future-ready HR models.

Course Outcomes (COs):

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

1. Interpret and analyze HR data using statistical and analytical tools.
2. Develop and implement HR metrics and dashboards for informed decision-making.
3. Apply predictive analytics to address workforce challenges such as attrition and performance.
4. Demonstrate ability to link HR analytics with organizational outcomes and strategic goals.
5. Critically assess HR processes and provide data-driven recommendations for improvement.

References:

1. Fitz-enz, J., & Mattox, J. (2014). *Predictive analytics for human resources*. Wiley.
2. Marler, J. H., & Boudreau, J. W. (2017). An evidence-based review of HR analytics. *International Journal of Human Resource Management*, 28(1), 3–26.
3. Rasmussen, T., & Ulrich, D. (2015). Learning from practice. *Organizational Dynamics*, 44(3), 236–242.
4. Edwards, M. R., & Edwards, K. (2016). *Predictive HR analytics*. Kogan Page.
5. Davenport, T. H., Harris, J. G., & Shapiro, J. (2010). Competing on talent analytics. *Harvard Business Review*, 88(10), 52–58

5.3 Faculty and Support Staff

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

List of Faculty associated with B.com program is as follows:

S. No	Name of Faculty	Designation	Nature of Appointment	Qualification	Subject
1	Dr. Amit Singh	Associate Professor	Full-Time	PhD	Management
2	Dr. Atul Kumar Mishra	Associate Professor	Full-Time	PhD	Management
3	Dr. Pankaj Kumar	Assistant Professor	Full-Time	PhD	Management

5.4 DeliveryMechanism

The Madhav University (MU) ODL Programmes follows a modern ICT (Information & Communication Technology) enabled approach for instruction. The methodology of instruction in ODL of MU is different from that of the conventional/regular programs. Our ODL system is more learner-oriented and the learner is an active participant in the teaching learning process. ODL of MU academic delivery system comprises:

Print Material: The printed material of the programme supplied to the students will be unit wise for every course.

Counselling Sessions: There will be 12 counselling/ contact classes in face-to-face mode of one hours each for a course of 4 credits. The counselling sessions / face to face contact classes will be held on the campus of the University on Saturdays and Sundays.

5.5 Learner Support Centre and Learner Support Services

Madhav University does not establish or operate any Learner Support Centre (LSC) outside the permissible territorial jurisdiction of the University. The University establishes and maintains a Learner Support Centre at its campus to provide academic and administrative support services to learners enrolled in Open and Distance Learning (ODL) programmes.

The Learner Support Centre is headed by a Coordinator who is not below the rank of Assistant Professor. The University provides adequate academic and non-academic manpower for the Learner Support Centre in accordance with the number of learners enrolled and the applicable provisions of the UGC (Open and Distance Learning Programmes and Online Programmes) Regulations, 2020 and its amendments. The availability of qualified counsellors, supervisors, academic support personnel and other required staff is ensured as per the nature and requirements of the programmes offered.

At present, Madhav University has one Learner Support Centre located at the University campus. The University does not promote, establish or operate any franchisee, outsourced, Information Centre, Facilitation Centre, Nodal Centre, Knowledge Partner or similar arrangement for providing ODL academic or learner support services outside the framework permitted under the UGC regulations.

The University provides learner support services through a structured single-window mechanism at the Learner Support Centre and through the University's designated digital platforms. The details relating to the Learner Support Centre, including its address, Coordinator, contact details, working hours, counselling schedule and available facilities, are maintained and made available to learners through the University's official website and other prescribed information channels.

6. Procedure for Admissions, Curriculum, Transaction and Evaluation

6.1 Admission Process

Learners seeking admission to programmes offered through the Centre for Distance and Online Education (CDOE), Madhav University, shall apply through the University's designated admission portal: https://cdoemu.in

Admission to the MBA programme shall be granted to eligible candidates after verification of their eligibility and requisite documents, in accordance with the admission criteria prescribed by the University and the applicable provisions of the UGC and other regulatory authorities, as applicable.The University shall follow the reservation policy as prescribed by the Government of India, the Government of Rajasthan, and other applicable statutory and regulatory provisions.

The admission process shall be transparent, merit-based wherever applicable, and conducted in accordance with the approved admission policy of the University. The University shall verify the eligibility and supporting documents submitted by the applicant before confirming admission. In case any candidate is found to have furnished incorrect, incomplete, misleading or false information, or is subsequently found ineligible for the programme, the University shall take appropriate action, including cancellation of admission, in accordance with the applicable rules and regulations.

Detailed information regarding eligibility, admission procedure, fee structure, documents required, academic calendar, learner support services and other relevant conditions shall be provided in the Programme Prospectus and on the official website of CDOE, Madhav University.

6.2 Maximum Duration

The MBA programme is of two years duration. In accordance with the applicable provisions of the UGC (Open and Distance Learning Programmes and Online Programmes) Regulations and other applicable norms prescribed by the UGC, the

maximum permissible period for completion of the MBA programme shall be four years from the date of initial admission, or such period as may be prescribed under the prevailing UGC regulations.

The learner may complete the programme within the maximum permissible period by fulfilling all the prescribed academic requirements, including completion of the required courses/credits, examinations, assignments, project/dissertation or other programme requirements, as applicable.

A learner who does not complete the programme within the prescribed maximum duration shall be governed by the applicable provisions of the University regarding re-admission, credit transfer, credit validity and completion of pending courses, subject to the prevailing UGC regulations.

6.3 Minimum Eligibility Criteria for Admission

The minimum eligibility for admission to the MBA programme is successful completion of a Bachelor's degree of minimum three years duration in any discipline from a recognized University/Institution, subject to the programme-specific eligibility requirements prescribed by Madhav University and the applicable provisions of the UGC and other statutory/regulatory bodies, wherever applicable.

Candidates shall fulfil the prescribed minimum academic eligibility requirements before seeking admission to the MBA programme. Candidates holding degrees obtained through recognized modes of education shall be considered subject to the applicable UGC and regulatory provisions.

At the time of admission, candidates shall submit the prescribed documents and proof of educational qualification, identity and other required information through the University's designated admission portal. The University shall verify the submitted documents and eligibility before confirming admission.

If a candidate fails to provide the required proof of eligibility within the prescribed time, or if the documents submitted are found to be invalid, false, incomplete or inconsistent with the eligibility requirements, the University shall take appropriate action in accordance with its admission rules and applicable regulations, including cancellation of admission wherever warranted.

Candidates are required to carefully read the Programme Prospectus, admission guidelines, eligibility requirements, fee structure and other instructions before submitting the admission application.

6.4 Programme Fee Academic Session beginning July 2026

Name of the Program	Degree	Duration	Year	Program Fee/Year	Exam	Fee/Year Total (in Rs.)
Master of Business Administration	PG	2 Years	1	32,500	3000	35,500
			2	32,500	3000	35,500
Total						**71,500**

6.5 Academic Calendar

S. No.	Event	Batch	Last Date
1	Admission	January	March (as per UGC-DEB guidelines)
		July	September (as per UGC-DEB guidelines)
2	Assignment Submission	January	By 31st March and 31st May
		July	By 30th September and 30th November
3	Distribution of SLM	January	15th February
		July	15th September
4	Project Report Submission (Applicable during Final semester)	January	30th April
		July	30th October
5	Admit Card Generation	January	20th May
		July	20th November
6	Term End Examination	January	15th June & onward
		July	15th December & onward
7	Result Declaration of End Term Examination	January	By end of August
		July	By end of February

6.6 Credit System

Madhav University, through its Centre for Distance and Online Education (CDOE), follows the credit system for its ODL programmes in accordance with the applicable UGC norms and the approved programme structure.

One credit represents 30 hours of learner study effort, comprising all prescribed learning activities, including self-learning, reading, assignments, academic counselling, practical/other learning activities, where applicable, and preparation for assessment.

Accordingly, an 8-credit course represents approximately 240 hours of learner study effort, a 6-credit course represents approximately 180 hours, a 4-credit course represents approximately 120 hours, and a 2-credit course represents approximately 60 hours of learner study effort.

The credit value assigned to each course is specified in the approved curriculum and programme structure. The total credits required for completion of the programme are as prescribed in the approved programme curriculum and in accordance with the applicable UGC and regulatory requirements.

The credit system enables learners to understand the academic workload and learning effort associated with each course. Successful completion of the programme requires the learner to fulfil the prescribed academic and assessment requirements, including continuous/formative assessment and summative assessment through the Term-End Examination, as applicable to the programme.

6.7 Assignments and Evaluation

6.7.1 Assignments

ODL learners undertake a substantial part of their learning through self-learning using the prescribed Self-Learning Materials (SLMs) and other academic resources. Assignments form an integral component of the continuous/formative assessment process and are designed to assess the learner's understanding, application, analytical ability and achievement of the intended learning outcomes.

Assignments are compulsory for the courses for which they are prescribed in the approved programme structure. Depending upon the nature of the course, an assignment may include descriptive questions, short-answer questions, numerical problems, case studies, application-based questions, practical-oriented tasks, projects or other appropriate assessment activities.

Assignment question papers are made available to learners through the designated CDOE portal and/or other prescribed modes within the notified schedule. Learners submit their responses through the prescribed online and/or offline mechanism within the stipulated time.

Assignments are evaluated by duly appointed and qualified faculty members/evaluators in accordance with the approved evaluation scheme and prescribed guidelines. The marks/grades obtained in assignments are maintained as part of the learner's academic record.

6.7.2 Evaluation System

The evaluation system of the programme consists of:

A. Continuous/Formative Assessment – 30% Weightage

The continuous/formative assessment carries a weightage of 30%. It includes assignments and other approved continuous assessment components, as specified in the programme structure and evaluation scheme.

At least one graded assignment is prescribed for each course, wherever applicable. The assignments are evaluated by qualified and duly appointed evaluators. The evaluation process is designed to assess the learner's progress towards achievement of the prescribed course learning outcomes.

B. Term-End Examination – 70% Weightage

The Term-End Examination carries a weightage of 70% and is conducted in accordance with the examination scheme, academic calendar and applicable UGC-DEB requirements.

The University conducts Term-End Examinations at the prescribed intervals, ordinarily twice in an academic year (probably June and December), subject to the applicable academic calendar and examination schedule.

A learner is eligible to appear in the Term-End Examination after fulfilling the prescribed requirements, including registration for the course and submission of the assignment(s), wherever such submission is prescribed.

Learners are required to submit the examination form through the designated CDOE portal or through any other prescribed mode within the notified schedule and pay the applicable examination fee, wherever prescribed.

If a learner is unable to appear in a particular Term-End Examination, the learner may appear in a subsequent examination opportunity within the maximum permissible duration of the programme, subject to the applicable University rules and UGC-DEB regulations.

The University provides appropriate opportunities to learners to complete the pending assessment requirements within the maximum duration prescribed for the programme. The validity of registration, re-registration, credit retention, and any provision for improvement or completion of pending courses shall be governed by the applicable UGC regulations and the academic regulations of Madhav University prevailing at the relevant time.

The minimum passing requirement for each course shall be as prescribed in the approved programme regulations and evaluation scheme. For the B.Com. programme, the minimum passing requirement is 40% marks, subject to fulfilment of the prescribed requirements in the continuous/formative and summative assessment components, wherever applicable.

The University ensures that the evaluation and examination process is transparent, fair, learner-centric and aligned with the intended learning outcomes of the programme.

7. Laboratory Support and Library Resources

Madhav University provides adequate library, digital learning and laboratory support facilities for learners enrolled in its ODL programmes. The University ensures that learners have access to the academic resources required for effective learning and achievement of the prescribed programme and course learning outcomes.

7.1 Library Resources

The University Library provides access to a comprehensive collection of print and digital learning resources relevant to the programmes offered through the Centre for Distance and Online Education (CDOE).

The library resources include prescribed textbooks, reference books, Self-Learning Materials (SLMs), academic journals, research publications, project reports/dissertations, e-books, e-journals and other relevant digital learning resources.

The library collection covers areas including Commerce, Management, Information Technology, Computer Applications and other allied disciplines relevant to the programmes offered by the University.

ODL learners are provided access to appropriate library and digital resources through the University's library and designated digital platforms. The University continuously reviews and strengthens its library resources based on programme requirements, learner needs, curriculum revisions and emerging academic requirements.

The University also provides access to online learning resources and other digital academic resources, wherever applicable, to supplement the prescribed Self-Learning Materials.

7.2 Laboratory and ICT Support

Where a programme/course requires practical or laboratory-based learning, the University provides access to the required laboratories and practical facilities in accordance with the nature and requirements of the programme.

The University has appropriately equipped computer laboratories, ICT-enabled classrooms, audio-visual facilities, lecture-capturing facilities, Wi-Fi connectivity and other digital infrastructure required to support ODL learners.

The laboratory and ICT facilities are made available to learners in accordance with the prescribed academic schedule and programme requirements. The University ensures that the facilities required for practical learning, wherever applicable, are maintained and periodically upgraded.

The University also provides appropriate digital support for access to Self-Learning Materials, academic announcements, assignments, learner support services,

examination-related information and other academic resources through the designated CDOE portal and digital platforms.

8. Cost Estimate of the Programme and Provisions

Madhav University makes the necessary financial and infrastructural provisions for the effective implementation and delivery of its ODL programmes through the Centre for Distance and Online Education (CDOE).

The University provides the required financial resources for Self-Learning Material (SLM) development and distribution, learner support services, academic and non-academic manpower, library and digital resources, ICT infrastructure, examination and evaluation, administrative support, quality assurance and other activities associated with the effective delivery of ODL programmes.

The University has made the necessary initial provisions for infrastructure, manpower, development and printing of Self-Learning Materials, digital learning resources and other academic and administrative requirements.

The proposed broad internal budget allocation for the ODL programmes is as follows:

a) Development and distribution of Self-Learning Materials: 20%

b) Postal and learner-support-related expenses: 10%

c) Academic, administrative and other operational expenses: 60%

d) Future development, infrastructure strengthening and quality enhancement: 10%

The above allocation represents the University's internal financial planning and may be reviewed periodically on the basis of enrolment, programme requirements, learner-support requirements and actual expenditure.

The University maintains appropriate financial records and ensures that the funds generated through ODL programmes are utilized for the effective delivery, maintenance and continuous improvement of ODL programmes and learner support services in accordance with the applicable UGC-DEB requirements and the financial regulations of the University.

9. Quality Assurance

Madhav University has established the Centre for Internal Quality Assurance (CIQA) as a dedicated mechanism for ensuring and continuously improving the quality of its programmes offered through Open and Distance Learning (ODL) mode.

The CIQA functions in accordance with the applicable provisions of the UGC (Open and Distance Learning Programmes and Online Programmes) Regulations, 2020 and

subsequent amendments, and the guidelines prescribed by the University Grants Commission and the Distance Education Bureau (DEB).

The CIQA monitors the quality of academic, administrative and learner-support processes associated with ODL programmes and facilitates continuous quality improvement across the system.

9.1 Objectives of CIQA

The primary objective of the Centre for Internal Quality Assurance is to develop and implement a comprehensive, dynamic and sustainable internal quality assurance system to ensure that the programmes offered through ODL mode meet the quality standards prescribed by the University Grants Commission and are continuously improved.

The CIQA aims to:

a. ensure quality in academic, administrative and learner-support services provided to ODL learners;
b. establish and maintain appropriate quality benchmarks for ODL programmes;
c. undertake periodic self-evaluation and reflective exercises for continuous quality improvement;
d. monitor the implementation of approved Programme Project Reports (PPRs);
e. ensure that the design, development and delivery of ODL programmes are aligned with the prescribed learning outcomes;
f. facilitate equivalence of academic standards between ODL programmes and corresponding programmes offered through the conventional mode, wherever applicable;
g. obtain and analyse feedback from learners, teachers, academic counsellors, staff, employers and other relevant stakeholders;
h. identify areas requiring improvement and recommend appropriate corrective and preventive measures;
i. promote learner-centric academic and support systems;
j. ensure compliance with applicable UGC-DEB regulations, guidelines and quality assurance requirements;
k. facilitate periodic academic, administrative and quality audits;
l. promote good practices and innovations in ODL teaching-learning and learner support;
m. maintain reliable data and records relating to quality assurance and programme implementation; and
n. promote continuous improvement in the quality of ODL programmes and services.

9.2 Functions of CIQA

The Centre for Internal Quality Assurance performs the following functions:

1. Quality Monitoring: To monitor the quality of academic, administrative and learner-support services provided to ODL learners.

2. Programme Project Reports: To ensure that the Programme Project Report (PPR) of each ODL programme is prepared in accordance with the norms and guidelines prescribed by the UGC and, wherever applicable, by the concerned statutory/regulatory authority.
3. Implementation of PPR: To monitor the implementation of approved PPRs and recommend corrective measures wherever deviations are identified.
4. Academic Planning and Review: To facilitate systematic academic planning, periodic review and continuous improvement of ODL programmes.
5. Learning Material Quality: To monitor the quality, adequacy and timely availability of Self-Learning Materials and other learning resources in accordance with the applicable UGC-DEB guidelines.
6. Learner Support: To monitor the effectiveness of learner support services, counselling, assignment support, grievance redressal and other learner-centric services.
7. Feedback Mechanism: To establish mechanisms for obtaining, analysing and utilizing feedback from learners, teachers, academic counsellors, staff and other stakeholders for quality improvement.
8. Quality Audits: To facilitate internal quality audits and periodic reviews of ODL academic and administrative processes.
9. Quality Enhancement: To identify areas requiring quality enhancement and recommend appropriate measures to the competent authorities of the University.
10. Capacity Building: To organize workshops, seminars, orientation programmes and other capacity-building activities relating to quality assurance in ODL.
11. Best Practices: To identify, document, develop and disseminate good practices and innovative approaches contributing to quality enhancement in ODL.
12. Data and Documentation: To collect, maintain, analyse and disseminate accurate and reliable information relating to the quality and performance of ODL programmes.
13. Annual Planning and Reporting: To prepare and maintain annual quality assurance plans and reports and review their implementation periodically.
14. Stakeholder Engagement: To facilitate interaction with relevant stakeholders and incorporate their suggestions, wherever appropriate, into the quality improvement process.
15. Programme Review: To provide inputs for periodic review and restructuring of programmes to maintain academic relevance and alignment with learner, professional and societal requirements.
16. Research and Continuous Improvement: To facilitate system-based research and evidence-based initiatives for improving the learner-centric environment and overall quality of the ODL system.
17. Regulatory Compliance: To coordinate with the competent authorities of the University for ensuring compliance with applicable UGC-DEB regulations, guidelines, notifications and reporting requirements.
18. Accreditation and Quality Initiatives: To coordinate, wherever applicable, with the designated accreditation and quality-assurance bodies for assessment and accreditation-related activities.
19. Annual CIQA Report: To prepare the Annual Report of the CIQA covering the quality assurance activities, outcomes, identified gaps, corrective measures and quality enhancement initiatives undertaken during the academic session.

20. Submission of Reports: To submit the Annual Report of the CIQA to the competent statutory authorities of the University and to the UGC/DEB in the prescribed format and within the prescribed timeline, wherever required.

The CIQA maintains appropriate records and documentary evidence of its quality assurance activities, reviews and recommendations. The recommendations of the CIQA are placed before the appropriate statutory authorities of the University for consideration and necessary action.