



Tilak Maharashtra Vidyapeeth

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ISO21001 : 2018 Certified



DEPARTMENT OF MANAGEMENT

MASTER OF BUSINESS ADMINISTRATION
(MBA)

SYLLABUS

For

IInd Year

(According TO NEP2020)

(Applicable from 2024)



DEPARTMENT OF MANAGEMENT

Programme Outcomes:

On completing the program successfully, the student will be able to:

PO1: Demonstrate and apply the knowledge of Management science: Ability to express, demonstrate, analyze, create and apply the knowledge of principles and frameworks of management and allied domains to the solutions of real-world complex business issues.

PO2: Think critically to conduct investigation of multidimensional business problems using research based knowledge and research methods to arrive at data driven decisions.

PO3: Enhance verbal, written, and interpersonal communication skills, as well as negotiation techniques, to effectively engage with stakeholders.

PO4: Utilize relevant IT tools for business analysis and decision-making..

PO5: Apply quantitative and qualitative analytical techniques to make data-driven decisions for improving organizational performance.

PO6: Apply leadership skills to work effectively in a team and function effectively as an individual, as a member or leader in diverse teams in multidisciplinary business settings.

PO7: Social Awareness and Moral & Values - Apply and display ethical principles and commit to professional ethics and responsibilities and act with integrity.

PO8: Engage in independent and life-long learning and take up challenging assignments for self development.

PO9: Identify new business opportunities and innovate at the workplace.

PO10: Cultivate a mindset for continuous learning and professional growth, adapting to changing business environments and emerging trends.

PO11: Inculcating human values to foster respect, empathy, integrity, and social responsibility to contribute positively to society and promote fairness in business practices.

PO12: Evaluate the ethical implications of business decisions and practices.



DEPARTMENT OF MANAGEMENT

SEMESTER- III

Name Of The Program: MASTER OF BUSINESS ADMINISTRATION

Program Code: 072

Year of Introduction: 2024

Syllabus Code No.	072	
YEAR	IInd year	
SEMESTER	III	
NAME OF COURSE	Fundamentals of Supply Chain & Logistics Management	
CATEGORY	Core	
COURSE CODE	MBA24-301	
PAPER NO	1	
MARKING SCHEME	End-Semester (EXT): -----	Continuous evaluation (INT): 50
CREDITS – MARKS	Total: 50	Credits: 2
	Theory : Yes	Practical : No
TEACHING HOURS	Theory: 30	Practical: No

INTRODUCTION:

The course Fundamentals of Supply Chain & Logistics Management introduces MBA students to the essential principles and practices that govern the flow of goods, information, and resources across global supply chains. It covers core topics such as logistics management, transportation modes, inventory control, warehousing, and containerization, while emphasizing the strategic role these functions play in enhancing business efficiency and competitiveness. Students will gain a foundational understanding of how supply chains operate, explore key components and challenges, and develop the analytical skills necessary to evaluate and improve supply chain performance. This course aims to bridge theoretical knowledge with practical application, preparing students to effectively contribute to supply chain and logistics operations in various industries.

COURSE OBJECTIVES:

1. To introduce the fundamental concepts of Supply Chain Management (SCM) and Logistics.
2. To understand the role of logistics and supply chain in business success.
3. To explore key functions such as procurement, inventory management, transportation, and warehousing.
4. To analyze supply chain strategies and emerging trends.
5. To develop practical problem-solving skills for supply chain challenges.



COURSE OUTCOMES:

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

CO1: Explain the basic concepts and importance of supply chain and logistics management.

CO2: Identify key components and functions in supply chain operations.

CO3: Apply concepts of inventory management, transportation, and warehousing.

CO4: Evaluate supply chain performance and emerging trends in SCM.

COURSE DETAILS:

Unit No	Title of unit with detailed content	No of teaching-learning hours per unit	Theory	Practical	Marks Weightage	
					INT (continuous evaluation)	EXT (end-sem)
1	Logistics Management 1.1 Introduction 1.2 Concept of Logistics Management 1.2.1 Definition of Logistics 1.2.2 Scope of Logistics 1.2.3 Objectives of Logistics Management 1.2.4 Importance of Logistics Management 1.3 Types of Logistics 1.4 Components of Logistics Management 1.5 Logistics Activities in the Manufacturing Organisation 1.6 Role of Logistics in Economy	6	6	0	10	—
2	Transportation 2.1 Introduction 2.2 Concept of Transportation 2.3 Modes of Transportation 2.3.1 Pipeline Transport 2.3.2 Rail Transport 2.3.3 Air Transport 2.3.4 Sea Transport 2.4 Factors Influencing Transportation 2.5 Documents Used in Transportation	6	6	0	10	—
3	Supply Chain Management 3.1 Introduction 3.2 Concept of Supply Chain Management 3.2.1 Definition of Supply Chain Management 3.2.2 Objectives of Supply Chain	6	6	0	10	—



	Management 3.2.3 Importance of Supply Chain Management 3.3 Role of Logistics in Supply Chain Management 3.4 Difference between Logistics and Supply Chain Management					
4	Supply Chain Management Practices 4.1 Supply Chain Management: Activities and Processes 4.2 Application of Tools of Supply Chain Management: Areas 4.3 Supply Chain Management: Challenges 4.4 Case Studies in Supply Chain Management	6	6	0	10	—
5	Warehouse and Containerization 5.1 Introduction 5.2 Concept of a Warehouse 5.2.1 Nature and Importance of a Warehouse 5.2.2 Types of Warehouses 5.3 Warehouse Location and Types of Warehouse Operations 5.4 Concept of Containerization 5.5 Need and Benefits of Containerisation 5.6 Types of Containers 5.6.1 General Purpose Containers 5.6.2 Specific Purpose Containers	6	6	0	10	—
Total		30	30	-----	50	-----

Recommended books:

Title	Author	Publisher
Supply chain management	Li Ling	World Scientific
Exploring the supply chain	Kachru, Upendra	Excel books
World class supply management	Burt, David N	Tata McGraw Hill Education Private Limited.
Supply chain logistics management	Bowersox, Donald J.	McGraw Hill Education (India) Private Limited

**DEPARTMENT OF MANAGEMENT****Name Of The Program: MASTER OF BUSINESS ADMINISTRATION****Program Code: 072****Year of Introduction : 2024**

Syllabus Code No.	072	
YEAR	IInd year	
SEMESTER	III	
NAME OF COURSE	Research Project (Research Project + Presentation and Viva)	
CATEGORY	Research Project	
COURSE CODE	MBA24-302	
PAPER NO	2	
MARKING SCHEME	End-Semester (EXT): 60	Continuous evaluation (INT): 40
CREDITS – MARKS	Total: 100	Credits: 4 Passing: 50%
	Theory : No	Practical : Yes
TEACHING HOURS	Theory: ---	Practical: ---

INTRODUCTION:

The **Research Project** course is designed to provide second-year MBA students with a practical platform to apply research methodologies and analytical skills to real-world business problems. As a core component of the third-semester curriculum, this 4-credit course emphasizes independent inquiry, critical thinking, and effective communication. Students are expected to identify a research problem, collect and analyze data, derive meaningful conclusions, and present their findings through a comprehensive report followed by a formal presentation and viva voce. This experiential learning process not only enhances students' research capabilities but also prepares them for data-driven decision-making in dynamic business environments.

COURSE OBJECTIVES:

1. To provide students with hands-on exposure to real organizational environments.
2. To develop an understanding of workplace expectations, dynamics, and professionalism.
3. To enable students to apply theoretical knowledge in their area of specialization to actual business problems.
4. To inculcate research aptitude and problem-solving skills through field-based inquiry.
5. To enhance skills in communication, analysis, and report writing.

COURSE OUTCOMES:

After the research work, students will inculcate:



CO1 Enhanced research and inquiry skills

CO2 Familiarity with evidence-based management

CO3 Development of critical thinking and problem-solving

CO4 Exposure to real-world data and business scenarios

CO5 Improved communication and report writing skills

CO6 Readiness for further academic research

COURSE DETAILS:

This course requires students to undergo full-time employment-style internship or engage in a structured research project in a reputed organization for a period of 60 days (8 weeks). Each student will work under the guidance of an Internal Faculty Guide and a Designated Industry Supervisor.

Students are expected to choose a research topic relevant to their specialization (Marketing, Finance, HRM) and gain experiential learning by actively participating in the day-to-day operations and/or research assignments assigned by the host organization.

ASSESSMENT:

The Internship programme will be assessed as follows:

40 Marks for Internal Assessment: Based on the report submitted after completion of the internship.

60 Marks for External Assessment: Presentation on the research work followed by Viva Voce.

**DEPARTMENT OF MANAGEMENT****Name of the Program: MASTER OF BUSINESS ADMINISTRATION****Program Code: 072****Year of Introduction : 2024**

Syllabus Code No.	072	
YEAR	IInd year	
SEMESTER	III	
NAME OF COURSE	Integrated Marketing Communication	
CATEGORY	Major	
COURSE CODE	MBA24-MM303	
PAPER NO	3	
MARKING SCHEME	End-Semester (EXT): 60	Continuous evaluation (INT): 40
CREDITS – MARKS	Total: 100	Credits: 3 Passing: 50%
	Theory : Yes	Practical : No
TEACHING HOURS	Theory: 45	Practical: No

INTRODUCTION:

Integrated Marketing Communication (IMC) is an essential strategic approach that ensures consistency of message and complementary use of media across multiple communication platforms. This course introduces students to the fundamental concepts of IMC, exploring the synergy between advertising, sales promotion, public relations, direct marketing, digital platforms, and personal selling. It focuses on how organizations plan, execute, and evaluate communication strategies that build meaningful relationships with customers. Students will develop a holistic understanding of the marketing communication landscape, ethical considerations, and real-world campaign applications.

COURSE OBJECTIVES:

1. To understand the concept, scope, and importance of Integrated Marketing Communication (IMC).
2. To learn key tools and techniques in advertising, PR, sales promotion, and digital marketing.
3. To develop skills to plan, integrate, and assess marketing communication strategies.
4. To foster ethical awareness and analytical thinking through case studies and campaign analysis.

COURSE OUT COMES:

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

CO1 Explain the principles and process of Integrated Marketing Communication and its role in the marketing mix.

CO2 Identify and differentiate between various IMC tools such as advertising, sales promotion, direct marketing, and public relations.

CO3 Apply communication models to develop effective marketing messages and campaigns.

CO4 Evaluate the effectiveness of promotional tools and media strategies in achieving



communication objectives.

CO5 Analyze the ethical and legal considerations involved in marketing communications.

CO6 Critically assess real-world IMC campaigns and draw insights for strategic decision-making.

COURSE DETAILS:

Unit No	Title of unit with detailed content	No of teaching-learning hours per unit	Theory	Practical	Marks Weightage	
					INT (continuous evaluation)	EXT (end- sem)
1	Introduction to Integrated Marketing Communication (IMC) 1.1 Concept and Definition of IMC 1.2 Evolution of IMC 1.3 Objectives and Scope 1.4 Role of IMC in Marketing 1.5 IMC Planning Process	6	6	0	5	7
2	Marketing Communication (MarCom) 2.1 Concept and Importance 2.2 Components of MarCom 2.3 The Communication Process 2.4 Models of Marketing Communication 2.5 Barriers to Effective Communication	6	6	0	5	8
3	Advertising 3.1 Concept and Definition 3.2 Classification of Advertising 3.3 Role of Advertising in IMC 3.4 Media Planning and Strategy 3.5 Creative Strategy and Execution Measuring Effectiveness of Advertising	8	8	0	5	8
4	Sales Promotion 4.1 Meaning and Objectives 4.2 Tools and Techniques of Sales Promotion 4.3 Consumer-Oriented vs. Trade-Oriented Promotions 4.4 Advantages and Limitations 4.5 Integration with Other IMC Tools	5	5	0	5	8
5	Other IMC Tools 5.1 Public Relations (PR) 5.2 Direct Marketing 5.3 Personal Selling 5.4 Sponsorship and Events 5.5 Digital and Social Media in IMC 5.6 Content Marketing and Influencer Marketing	7	7	0	5	8
6	Ethical Issues in Advertising 6.1 Misleading Advertisements 6.2 Stereotyping and Gender	6	6	0	5	6



	Representation 6.3 Surrogate Advertising 6.4 Legal and Regulatory Framework 6.5 Social Responsibility of Advertisers					
7	Case Studies 7.1 Case-based Learning on IMC 7.2 Campaigns 7.3 Success and Failure Stories 7.4 Campaign Effectiveness Evaluation Recent Trends and Innovations in IMC	7	7	0	10	15
Total		45	45	NA	40	60

Recommended books:

Title	Author	Publisher
Advertising and Integrated Marketing Communications	Kruti Shah & Alan D'Souza	McGraw Hill Education
Integrated Marketing Communications	Niraj Kumar	Himalaya Publishing House
Advertising and Promotions: An IMC Perspective	Jaishri Jethwaney & Shruti Jain	Oxford University Press
Advertising and Integrated Brand Promotion	S. A. Chunawalla	Himalaya Publishing House

**DEPARTMENT OF MANAGEMENT****Name of the Program: MASTER OF BUSINESS ADMINISTRATION****Program Code: 072****Year of Introduction: 2024**

Syllabus Code No.	072	
YEAR	IInd year	
SEMESTER	III	
NAME OF COURSE	Retail Management	
CATEGORY	Major	
COURSE CODE	MBA24-MM304	
PAPER NO	4	
MARKING SCHEME	End-Semester (EXT): 60	Continuous evaluation (INT): 40
CREDITS – MARKS	Total: 100	Credits: 3 Passing: 50%
	Theory : Yes	Practical : No
TEACHING HOURS	Theory: 45	Practical: No

INTRODUCTION:

The distribution of products begins with the producer and ends at the ultimate consumer. Between the producer and consumer there is a middle man – who is retailer. India has often been called a nation of shopkeepers. This is because, a large number of retail enterprises exist in India. As a massive contributor to our economy, the Retail sector demands diverse skills from the people it employs and therefore various career opportunities and growth.

COURSE OBJECTIVES:

1. To introduce students to the fundamental concepts of Retail.
2. To give an insight about the environment of retailing and consumer behaviour.
3. To make students understand creation of business applications to market retail products and services to meet the growing demand of personnel across the globe.
4. To provide an insight to the students regarding various issues associated with store operation, visual merchandising, merchandising, inventory management, retail sales etc.

COURSE OUTCOME:

At the successful completion of this certificate course, students will be able to:

CO1 Understand the concepts, functions, formats, and significance of retailing in the Indian context.

CO2 Analyze retail consumer behavior and decision-making processes for effective engagement.

CO3 Apply market segmentation and retail marketing strategies to target customers effectively.

CO4 Evaluate retail location decisions, store operations, and merchandising practices.



CO5 Examine retail pricing strategies and emerging trends in modern and digital retail formats.

COURSE DETAILS:

Unit No	Title of unit with detailed content	No of teaching-learning hours per unit	Theory	Practical	Marks Weightage	
					INT (continuous evaluation)	EXT (end-sem)
1	Introduction to Retailing 1.1 Definition, Meaning & Concept of Retailing 1.2 Functions of Retailing 1.3 Retail Formats and Types 1.4 Retailing Channels 1.5 Retail Industry in India 1.6 Importance of Retailing 1.7 Changing Trends in Retailing	6	6	0	5	8
2	Understanding the Retail Consumer 2.1 Retail Consumer Behavior 2.2 Factors Influencing the Retail Consumer 2.3 Customer Decision Making Process 2.4 Types of Decision Making	6	6	0	5	8
3	Retail Market Segmentation and Strategies 3.1 Market Segmentation and its Benefits 3.2 Retail Marketing Strategy	5	5	0	5	6
4	Retail Location Selection 4.1 Importance of Retail Locations 4.2 Types of Retail Locations 4.3 Factors Determining the Location Decision 4.4 Steps Involved in Choosing Retail Locations	5	5	0	5	8
5	Merchandise Management 5.1 Meaning of	6	6	0	5	8



	Merchandising 5.2 Factors Influencing Merchandising 5.3 Functions of Merchandising Manager 5.4 Merchandise Planning 5.5 Merchandise Buying					
6	Retail Operations and Retail Pricing 6.1 Store Administration 6.2 Premises, Inventory and Store Management 6.3 Receipt Management 6.4 Customer Service 6.5 Retail Pricing and Factors Influencing Retail Prices 6.6 Pricing Strategies 6.7 Controlling Costs	6	6	0	5	7
7	Emerging Trends in Retailing 7.1 Changing Nature of Retailing 7.2 Organized Retailing 7.3 Modern Retail Formats 7.4 E-tailing 7.5 Challenges Faced by the Retail Sector	6	6	0	10	15
Total		45	45	NA	40	60

Recommended books:

Title	Author	Publisher
Retail management	Nair, Suja R.	Himalaya Publishing House
Retail management	Ghosal, Gourav.	Essential Books
Contours of retailing management	Chunawalla S A	Himalaya Publishing House

**DEPARTMENT OF MANAGEMENT****NAME OF THE PROGRAM: MASTER OF BUSINESS ADMINISTRATION****PROGRAM CODE: 072****YEAR of Introduction : 2024**

Syllabus Code No.	072	
YEAR	IInd year	
SEMESTER	III	
NAME OF COURSE	Consumer behaviour	
CATEGORY	Major	
COURSE CODE	MBA24-MM305	
PAPER NO	5	
MARKING SCHEME	End-Semester (EXT): 60	Continuous evaluation (INT): 40
CREDITS – MARKS	Total: 100	Credits: 3 Passing: 50%
	Theory : Yes	Practical : NA
TEACHING HOURS	Theory: 45	Practical: NA

INTRODUCTION:

Consumer Behaviour is the study of individuals and groups and how they select, purchase, use, and dispose of goods, services, experiences, or ideas to satisfy their needs and desires. Understanding consumer behaviour is crucial for marketers to develop products and strategies that meet consumer needs and influence decision-making processes.

COURSE OBJECTIVES:

1. To provide an in-depth understanding of the psychological and sociological factors that influence consumer decision-making.
2. To analyze consumer motivation, perception, learning, and personality in buying behavior.
3. To interpret the role of social influences like reference groups and opinion leaders on consumer behavior.
4. To examine behavioral learning theories and innovation adoption patterns relevant to marketing decisions.

COURSE OUTCOME:

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

CO1 Explain the consumer decision-making process and related models.

CO2 Analyze the psychological factors such as motivation, personality, perception, and learning in consumer behavior.

CO3 Evaluate the influence of social and cultural elements on consumer attitudes and decisions.



CO4 Interpret the diffusion of innovations and profile of consumer innovators.

CO5 Apply consumer behavior insights to real-world marketing scenarios and campaigns.

COURSE DETAILS:

Unit No	Title of unit with detailed content	No of teaching-learning hours per unit	Theory	Practical	Marks Weightage	
					INT (continuous evaluation)	EXT (end-sem)
1	Consumer Behaviour and Decision Making 1.1 Defining Consumer Behaviour Nature and Scope of Consumer Behaviour Consumer as Decision Makers: Types of Consumer Decisions 1.2 Consumer Decision-Making Process Problem Recognition Information Search Alternative Evaluation and Selection 1.3 Modeling Consumer Decision-Making Howard–Sheth Model Nicosia Model Engel–Blackwell–Miniard Model	10	10	—	8	12
2	Consumer Motivation and Personality 2.1 Needs & Goals 2.2 Positive & Negative Motivation 2.3 Theories of Motivation 2.4 Personality and Theories of Personality 2.5 Concept of Self 2.6 Psychographics, Values and Lifestyles	10	10	—	8	12
3	Consumer Perception, Learning and Attitudes 3.1 Consumer Perceptions 3.2 Learning and Attitudes 3.3 Diffusion of Innovations 3.4 The Diffusion Process 3.5 The Adoption Process	8	8	—	8	12



4	Reference Groups, Opinion Leadership and Diffusion of Innovation 4.1 Definition and Importance of Reference Groups 4.2 Defining Opinion Leadership 4.3 Characteristics and Types of Opinion Leaders 4.4 The Diffusion Concept: Innovation, Channels of Communication, Social System, Time 4.5 Innovator as an Opinion Leader and Change Leader	8	8	—	8	12
5	Perception and Learning Theories 5.1 Definition and Elements of Perception: Sensation, Absolute Threshold, JND, Subliminal Perception 5.2 Definition and Characteristics of Learning 5.3 Cues, Response, Reinforcement 5.4 Behavioral Learning Theories: Classical Conditioning, Instrumental Conditioning	9	9	—	8	12
Total Hours		45	45	NA	40	60

Recommended books:

Title	Author	Publisher
Consumer behaviour	Krishna, Rajneesh	Oxford University Press
Consumer Behaviour in Indian Perspective	Suja Nair	Himalaya Publications
Consumer behaviour.	Bhatt, Rajesh.	Commonwealth publisher pvt ltd

**DEPARTMENT OF MANAGEMENT****NAME OF THE PROGRAM: MASTER OF BUSINESS ADMINISTRATION****PROGRAM CODE: 072****YEAR of Introduction : 2024**

Syllabus Code No.	072	
YEAR	IInd year	
SEMESTER	III	
NAME OF COURSE	International Marketing	
CATEGORY	Core	
COURSE CODE	MBA24-MM306	
PAPER NO	6	
MARKING SCHEME	End-Semester (EXT): 60	Continuous evaluation (INT): 40
CREDITS – MARKS	Total: 100	Credits: 3 Passing: 50%
	Theory : Yes	Practical : NA
TEACHING HOURS	Theory: 45	Practical: NA

INTRODUCTION:

This course aims to provide an analytical but practical approach to the subject area of marketing management in an international context. The course focuses on the concept of market orientation: a mix of the marketing role, customer behavior, strategic marketing and operational marketing. The course is delivered in an international setting and illustrated with cases.

COURSE OBJECTIVES:

1. To analyze the key environmental factors that influence international marketing decisions.
2. To understand strategies and tactics for effective international marketing under varying global conditions.
3. To identify and evaluate typical managerial challenges unique to international marketing contexts.
4. To apply functional marketing tasks and case-based learning to real-world international marketing scenarios.

COURSE OUTCOMES:

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

CO1: Analyze environmental factors influencing international marketing.

CO2: Explain strategies for marketing success under global constraints.

CO3: Identify key management decisions and global-specific challenges.

CO4: Understand functional tasks in international marketing, including market research and mix



adaptation.

CO5: Evaluate complex international marketing cases and present solutions.

COURSE DETAILS:

Unit No	Title of unit with detailed content	No of teaching-learning hours per unit	Theory	Practical	Marks Weightage	
					INT (continuous evaluation)	EXT (end-sem)
1	Introduction of International Marketing 1.1 Introduction 1.2 Concepts 1.3 Trends in International Trade 1.4 Need / Motives for International Marketing 1.5 Scope of International Marketing 1.6 Distinctions between International Trade, Marketing & Business	9	9	0	8	12
2	International Marketing Environment: • 2.1 Economic, Political, and Legal Environment 2.2 Technological Environment 2.3 Socio-Cultural Environment 2.4 Post-Liberalization Export-Import Policy 2.5 Government Regulation 2.6 Trade Barriers and Non-Tariff Barriers 2.7 Commodity Agreements and Cartels 2.8 State Trading and Trading Blocs 2.9 The Euro, SAARC, Indo-Sri Lanka Free Trade Agreement 2.10 WTO and Trade Liberalization 2.11 Uruguay Round 2.12 UNCTAD, UNIDO, ITC-IM (International Trade Centre) 2.13 Reference: Francis Cherunilam	9	9	0	8	12
3	International Market Selection & Entry Strategies 3.1 Concept of International Market Entry 3.2 Factors Affecting Selection of Entry 3.3 Market Entry Strategies 3.4 Choosing the Right International Market Entry Mix	9	9	0	8	12
4	4.1 Managing Export Decisions 4.2 Export Procedures & Documentation 4.3 Modes of Payment 4.4 Export Finance 4.5 Risk Insurance 4.6 Barter Arrangements in Export	9	9	0	8	12



5	Emerging Issues 5.1 Business Ethics 5.2 Customer Relationship Marketing 5.3 Environmental Issues	9	9	0	8	12
Total		45	45	NA	40	60

Recommended books:

Title	Author	Publisher
International marketing	Meenakshisundaram, Ramalingam	ICFAI center
International marketing	Joshi, Rakesh Mohan	Oxford University Press
International Marketing.	Cherunilam, Francis	Himalaya Publishing House
International marketing	Rathor, B. S.	Himalaya Publishing House

**DEPARTMENT OF MANAGEMENT****NAME OF THE PROGRAM: MASTER OF BUSINESS ADMINISTRATION****PROGRAM CODE: 072****YEAR of Introduction : 2024**

Syllabus Code No.	072	
YEAR	IInd year	
SEMESTER	III	
NAME OF COURSE	Advance Financial Management	
CATEGORY	Core	
COURSE CODE	MBA24-FM303	
PAPER NO	3	
MARKING SCHEME	End-Semester (EXT): 60	Continuous evaluation (INT): 40
CREDITS – MARKS	Total: 100	Credits: 3 Passing: 50%
	Theory : Yes	Practical : No
TEACHING HOURS	Theory: 45	Practical: No

INTRODUCTION:

This course will introduce students to the theory of finance, firm valuations, risk management, financial management, ethic, role and responsibility of stakeholders. It covers areas in finance such as cost of capital, firm's value, investment decisions, hedging techniques, financial strategy formulation. In addition, students are required to apply the knowledge of both the conceptual and practical aspects.

COURSE OBJECTIVES:

1. To provide a comprehensive understanding of the scope and principles of financial management and its interlinkages with other functional disciplines within an organization.
2. To develop analytical and decision-making skills related to corporate finance, capital budgeting, working capital management, and investment appraisal techniques.
3. To explore advanced topics such as financial risk assessment, international financing decisions, and the application of modern investment techniques.
4. To analyze business reorganization and financial reconstruction strategies along with contemporary issues like ethical financial practices, sustainability, and integrated reporting.

COURSE OUTCOMES:

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

CO1: Explain the scope and role of financial management in achieving organizational goals and managing financial resources effectively.

CO2: Analyze financial performance and risk through ratio analysis and interpret corporate financial statements for informed decision-making.



CO3: Evaluate investment decisions using capital budgeting techniques, including traditional and advanced investment appraisal methods.

CO4: Critically assess the implications of business reorganizations such as mergers, acquisitions, and financial reconstructions on firm value.

CO5: Demonstrate understanding of ethical considerations, stakeholder conflict resolution, sustainability issues, and best practices in modern financial management.

COURSE DETAILS:

Unit No	Title of unit with detailed content	No of teaching-learning hours per unit	Theory	Practical	Marks Weightage	
					INT (continuous evaluation)	EXT (end-sem)
1	Financial Management 1.1 An Overview – Finance and Related Disciplines 1.2 Scope of Financial Management 1.3 Organizational Goals 1.4 Management of Financial Resources 1.5 Assessment of Organizational Performance and Financial Risk 1.6 Ratio Analysis	9	9	0	8	12
2	Corporate Finance 2.1 Capital Budgeting 2.2 Corporate Financial Statement 2.3 Capital Investment Monitoring 2.4 Working Capital Management	9	9	0	8	12
3	Advanced investment appraisal techniques 3.1 Merits & Demerits of Traditional Techniques like NPV and IRR 3.2 Discounted Cash Flow 3.3 Application of Option Pricing Theory in Investment Decisions 3.4 Impact of Financing on Investment Decisions and Adjusted Present Value 3.5 International Investment and Financing Decisions	9	9	0	8	12
4	Business reorganization & financial reconstruction 4.1 Business Reorganization – Meaning and Types 4.2 Acquisitions and Mergers 4.3 Divestments, Demergers and Spin-Offs, Management Buy-Outs and Buy-Ins 4.4 Firm Value – Reconstruction	9	9	0	8	12



	Schemes – Types of Financial Reconstruction – Financial Reconstruction and Firm Value – Leveraged Buy-Outs – Market Response to Financial Reconstruction					
5	Special aspects of Financial Management 5.1 Advising Board of Directors 5.2 Best Practice in Financial Management 5.3 Interconnectedness of Functional Areas 5.4 Resolution of Stakeholder Conflicts 5.5 Ethical Financial Policy for Financial Management 5.6 Sustainability and Environment Issues 5.7 Integrated Reporting and Governance	9	9	0	8	12
Total		45	45	NA	40	60

Recommended books:

Title	Author	Publisher
Advanced Financial Management	Singh Narendra	Himalaya Publications
Financial Management	N.M.Vechlekar	Nirali Prakashan
Financial Management	I.L.Pandey	Vikas Publishing House Pvt. Ltd.

**DEPARTMENT OF MANAGEMENT****NAME OF THE PROGRAM: MASTER OF BUSINESS ADMINISTRATION****PROGRAM CODE: 072****YEAR of Introduction : 2024**

Syllabus Code No.	072	
YEAR	IInd year	
SEMESTER	III	
NAME OF COURSE	Security Analysis and Portfolio Management	
CATEGORY	Core	
COURSE CODE	MBA24-FM304	
PAPER NO	4	
MARKING SCHEME	End-Semester (EXT): 60	Continuous evaluation (INT): 40
CREDITS – MARKS	Total: 100	Credits: 3 Passing: 50%
	Theory : Yes	Practical : No
TEACHING HOURS	Theory: 45	Practical: No

INTRODUCTION:

Since the financial deregulations in 1991, Indian economy has grown significantly and businesses have learnt and tapped the other sources of capital, than just bank loans. These days, organizations 169 have a separate wing that deals with treasuries and capital to help hedge their risk exposure, be it from foreign exchange or interest rate fluctuations. Understanding the basic tools required to perform valuations of stocks, assessing risk by using fundamental and technical analysis, can assist one to manage a firm's financials more efficiently.

COURSE OBJECTIVES:

1. To provide students with a deep understanding of the investment environment, including key concepts like efficient market theory, investment vs. speculation, and investment processes.
2. To familiarize students with different tools of analysis such as fundamental analysis, technical analysis, and portfolio selection models including Sharpe and CAPM.
3. To develop the ability to assess risk and return using contemporary techniques including beta, multi-factor models, and the random walk theory.
4. To equip students with skills for evaluating and constructing optimal portfolios using diversification strategies, utility theory, and risk-return frameworks.

COURSE OUTCOMES:

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

CO1: Explain the core concepts of investment, differentiate between investment and speculation, and identify various investment avenues including equity, debt, options, and futures.



CO2: Apply technical and fundamental analysis tools such as Dow Theory, charting techniques, and trend analysis to evaluate securities.

CO3: Analyze risk and return using models such as CAPM, APT, beta, and the Sharpe ratio to construct efficient portfolios.

CO4: Demonstrate an understanding of bond valuation, bond markets, and the impact of systematic risk on fixed-income securities.

CO5: Critically evaluate portfolio performance and conduct portfolio revision through concepts of diversification, timing of disinvestment, and investor preference models.

COURSE DETAILS:

Unit No	Title of unit with detailed content	No of teaching-learning hours per unit	Theory	Practical	Marks Weightage	
					INT (continuous evaluation)	EXT (end-sem)
1	1.1 Introduction to Securities: Investment vs Speculation 1.2 The Investment Process 1.3 Investment Categories and Various Investment Avenues 1.4 Investment Objectives and Constraints	5	5	0	5	8
2	Market Instruments 2.1 Primary & Secondary Markets 2.2 Equity & Debt Instruments 2.3 Derivatives: Options and Futures	5	5	0	5	7
3	Security Returns and Risk Analysis 3.1 Security Returns: Definition and Calculation 3.2 Types of Risk (Systematic, Unsystematic) 3.3 Risk in Contemporary Models 3.4 Using Beta to Estimate Return 3.5 Calculating Expected Return and Risk	6	6	0	5	7
4	Bond Analysis 4.1 Markets for Debt Securities 4.2 Specialized Bonds 4.3 Bond Returns and Prices 4.4 Systematic Risk in Holding Fixed-Income Securities	6	6	0	5	8
5	Technical Analysis 5.1 The Dow Theory 5.2 Types of Charts 5.3 Price Patterns 5.4 Trend Lines	5	5	0	5	7



6	Efficient Market theory: 6.1 Fundamental and Technical Analysis 6.2 Random Walk Theory	6	6	0	5	7
7	Portfolio Selection 7.1 Risk & Investor Preferences 7.2 Selecting the 'Best' Portfolio 7.3 Simple Portfolio Optimization 7.4 Sharpe Portfolio Optimization 7.5 Significance of Beta in the Portfolio 7.6 Traditional Portfolio Selection and Diversification 7.7 The Sharpe and Risk Function 7.8 Random Walk and Martingale Model 7.9 Size of Portfolio 7.10 Selection Basis and Readjustments 7.11 Timings of Disinvestments	6	6	0	5	8
8	Capital Market theory: 8.1 Capital Asset Pricing Model (CAPM) 8.2 Arbitrage Pricing Theory 8.3 Utility Theory 8.4 Portfolio Theory 8.5 Multi-factor Models	6	6	0	5	8
Total		45	45	NA	40	60

Recommended books:

Title	Author	Publisher
Security Analysis and Portfolio Management	Fischer, Donald.E	Pearson Education
Investment Analysis and Portfolio Management by Prasanna Chandra	Prasanna Chandra	McGraw Hill India
Security Analysis and Portfolio Management	Punithavathy Pandian	Vikas Publishing House
Investment Management (Security Analysis and Portfolio Management)	Preeti Singh	Himalaya Publishing House

**DEPARTMENT OF MANAGEMENT****NAME OF THE PROGRAM: MASTER OF BUSINESS ADMINISTRATION****PROGRAM CODE: 072****YEAR of Introduction : 2024**

Syllabus Code No.	072	
YEAR	IInd year	
SEMESTER	III	
NAME OF COURSE	Risk Management	
CATEGORY	Core	
COURSE CODE	MBA24-FM305	
PAPER NO	5	
MARKING SCHEME	End-Semester (EXT): 60	Continuous evaluation (INT): 40
CREDITS – MARKS	Total: 100	Credits: 3 Passing: 50%
	Theory : Yes	Practical : No
TEACHING HOURS	Theory: 45	Practical: No

INTRODUCTION:

In today's dynamic and uncertain business environment, effective risk management has become a critical capability for organizations across industries. Businesses face a wide array of risks — financial, operational, strategic, regulatory, and environmental — that can significantly impact their performance, sustainability, and growth. This course on **Risk Management** is designed to equip students with a foundational understanding of how to identify, assess, measure, and manage various types of risks within an organizational context.

COURSE OBJECTIVES:

1. To introduce the fundamental concepts of risk, its types, impact on organizations, and the principles and frameworks of risk management.
2. To develop understanding of financial risk management, including the tools and techniques used to measure risk and volatility such as Value-at-Risk (VaR), EWMA, ARCH, and GARCH.
3. To provide insights into risk management practices in banking and insurance, including credit risk, liquidity risk, market risk, and Basel norms.
4. To equip students with enterprise-wide risk management approaches and the ability to analyze credit and currency risk in domestic and international contexts.

**COURSE OUTCOMES:**

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

CO1: Explain key definitions, types, and the organizational impact of risks and describe the components of risk management processes and frameworks.

CO2: Apply risk and volatility measurement techniques including VaR, historical simulation, and time-series models like ARCH and GARCH to evaluate financial risks.

CO3: Analyze the structure of risk management in banking and insurance sectors and assess various banking-related risks and compliance with Basel norms.

CO4: Evaluate enterprise risk management (ERM) strategies and examine legal, regulatory, technological, and product liability risks from a corporate perspective.

CO5: Compute and interpret credit and currency risks using advanced models like KMV and Transition Matrix Analysis, and assess global forex risk environments.

COURSE DETAILS:

Unit No	Title of unit with detailed content	No of teaching-learning hours per unit	Theory	Practical	Marks Weightage	
					INT (continuous evaluation)	EXT (end-sem)
1	Basics of Risk Management: 1.1 Introduction : Definitions of risk, Types of risks, Risk description, Inherent level of risk, Impact of risk on organizations, Impact of hazard risks, Risk and uncertainty, Principles of risk management, Importance of risk management, Risk management process, and Risk management framework. 1.2 Financial Risk Management: Concept, Importance, Scope, Process of financial risk management.	8	8	0	8	12
2	Risk & Volatility Measurement: 2.1 Need of risk management , role of rate and price in determination of risk 2.2 Factors that impact financial rates and price: Interest rates, Foreign	9	9	0	8	12



	Exchange Rates, Commodity Price, Operational Risk; Market Data Analysis, Probability and Distributions of asset prices, measuring return and risk, 2.3 Modeling Risk Factors, Using implied volatility in Value-at-Risk measures 2.4 Measuring risk using Value-at-Risk, concept and computation of VAR using variance- covariance approach 2.5 Calculating portfolio risk of more than one Assets 2.6 Historical simulation & multifactor VaR, Marginal and relative VaR, expected shortfalls, treasury applications. 2.7 Concept & need of volatility measurement, The issue of time aggregation, different measures of volatility such as EWMA, ARCH & GARCH processes, volatility clusters and the issue of time varying volatility.					
3	Risk Management in Banking: 3.1 Concepts,, Risk management structure in bank, Credit risk management, liquidity risk, interest rate risk, counterparty risk, market risk, environmental risk, currency risk, legal & regulatory risk, rating risk, pricing risk & capital allocation risk, 3.2 Loan review, NPA management, 3.3 Risk in investment banking, capital risk. 3.4 Basel committee norms for banking. 3.5 , Financial risk management using derivatives and insurance.	9	9	0	8	12
4	Risk Management for Enterprise: 4.1 cConcept, scope, enterprise	9	9	0	8	12

	<p>risk, approaches for corporate risk management, ERM, Types of enterprise risk: technology risk, business strategy risk, legal and regulatory risk, product liability risk.</p> <p>4.2 Risk Management In Insurance: Introduction, Functions & Types of risk: Actuarial Risk, Asset liability risk, risk and capital, management of underwriting risks, investment risk, Investment management by insurers, investment risk management framework & policies.</p>					
5	<p>Credit Risk Basics:</p> <p>5.1 Probability of Default, Credit ratings & Transition Matrix analysis, Contingent claim approach and the KMV Model, Credit Risk Management and Credit VaR.</p> <p>5.2 Currency risk analysis: Currency risk analysis in global investing, interest rate parity (covered and uncovered), yen-carry trade syndrome, risk environment in Indian Forex markets, forwards and non-deliverable forwards, cross-currency risk analysis</p>	10	10	0	8	12
Total		45	45	NA	40	60

Recommended books:

Title	Author	Publisher
Derivatives And Risk Management	Madhumathi, R.	Pearson Education
Insurance & Risk Management	P.K.Gupta	Himalaya Publishing House
Risk management in Indian banks	Bhattacharya K. M	Himalaya Publishing House
Fundamentals of Risk Management	Hopkin Paul	Kogan Page

**DEPARTMENT OF MANAGEMENT****NAME OF THE PROGRAM: MASTER OF BUSINESS ADMINISTRATION****PROGRAM CODE: 072****YEAR of Introduction : 2024**

Syllabus Code No.	072	
YEAR	IInd year	
SEMESTER	III	
NAME OF COURSE	International Financial Management	
CATEGORY	Core	
COURSE CODE	MBA24-FM306	
PAPER NO	6	
MARKING SCHEME	End-Semester (EXT): 60	Continuous evaluation (INT): 40
CREDITS – MARKS	Total: 100	Credits: 3 Passing: 50%
	Theory : Yes	Practical : No
TEACHING HOURS	Theory: 45	Practical: No

INTRODUCTION:

In an increasingly globalized world, financial decision-making extends beyond domestic boundaries. International Financial Management is designed as an elective course to provide students with a thorough understanding of financial practices and challenges faced by firms operating in international markets. The course explores the dynamics of foreign exchange markets, the functioning of multinational corporations (MNCs), and the financial instruments and strategies used in managing international risks. Students will gain insights into currency exchange mechanisms, international capital budgeting, financing decisions, and the impact of global economic and political factors on financial management. Emphasis is placed on both theoretical frameworks and practical applications, enabling learners to analyze and interpret real-world scenarios in cross-border finance.

COURSE OBJECTIVES:

1. To develop a foundational understanding of international finance, including its meaning, importance, and the structure of global financial markets.
2. To enable learners to comprehend and analyze exchange rate mechanisms, their determination theories, and the functioning of foreign exchange markets.
3. To provide insights into international monetary systems and institutions, including their historical evolution, current roles, and impact on global liquidity.
4. To equip students with knowledge of currency derivatives, risk management strategies, and international project financing mechanisms used by multinational corporations.



COURSE OUTCOMES:

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

CO1: Explain international finance, its features, significance, challenges, and recent global market trends.

CO2: Understand exchange rate concepts and analyze their determination through various models.

CO3: Evaluate functions of IMF, IBRD, ADB, and features of global monetary systems.

CO4: Analyze balance of payments, its components, and macroeconomic factors affecting exchange rates.

CO5: Apply currency derivatives and risk management tools to hedge risks and assess project financing.

COURSE DETAILS:

Unit No	Title of unit with detailed content	No of teaching-learning hours per unit	Theory	Practical	Marks Weightage	
					INT (continuous evaluation)	EXT (end-sem)
1	Introduction to International Finance 1.1 Meaning, Features & Importance International Finance 1.2 Emerging challenges in the field of International Finance 1.3 Recent changes in global financial markets 1.4 Foreign exchange markets 1.5 Exchange rate definitions 1.6 Spot and forward rates 1.7 Alternative exchange rate regimes	8	8	0	5	10
2	Exchange Rate Determination 2.1 Theories and models of exchange rate 2.2 Asset market model 2.3 Current account monetary model 2.4 Capital account monetary model 2.5 Portfolio balancing model 2.6 Exchange rate of rupee 2.7 Recent trends; convertibility of Indian rupee 2.8 LIBOR, EURIBOR	8	8	0	7	10



3	International monetary system 3.1 Brief history; features; 3.2 Present exchange rate system reforms of international monetary system 3.3 European monetary system 3.4 ADB, IBRD and IMF: functions 3.5 Special schemes of lending 3.6 Conditionality of IMF lending 3.7 IMF role international liquidity 3.8 SDRs, international financial markets and instruments.	7	7	0	7	10
4	Balance of Payments 4.1 Meaning; accounting principles 4.2 Valuation and timing 4.3 Components; deficit and surplus; 4.4 Macro-economic factors affecting exchange rate 4.5 Some open economy identities; open economy multipliers	6	6	0	7	10
5.	Currency Derivatives 5.1 Futures, options and swaps 5.2 Currency futures and currency forwards 5.3 Swap market 5.4 Currency swap & Interest swaps 5.5 Swap agreement 5.6 Exchange rate risks and risk management tools 5.7 Hedging & forward deals. 5.8 Incorporation	8	8	0	7	10
6	International Projects and Multinational Groups 6.1 Strategies and Objective of Multinational Groups 6.2 Ogranisations of Multinational Groups 6.3 Criteria used in Evaluation of Multinational Groups 6.4 Different Types of Projects 6.5 Importance and Participants of International Project Financing 6.6 Risk in International Projects.	8	8	0	7	10
Total		45	45	NA	40	60

Recommended books:



Title	Author	Publisher
International Financial Management	P.G.Apte	Tata McGraw -hill publishing company ltd
International Financial Management	Avadhani	Himalaya Publication House
International Financial Management	Mehta Jogendra	Aadi Publications.
International Finance	Arthur Stonehill	Pearson Education Asia, Delhi.

**DEPARTMENT OF MANAGEMENT****NAME OF THE PROGRAM: MASTER OF BUSINESS ADMINISTRATION****PROGRAM CODE: 072****YEAR of Introduction : 2024**

Syllabus Code No.	072	
YEAR	IInd year	
SEMESTER	III	
NAME OF COURSE	Training and Development	
CATEGORY	Core	
COURSE CODE	MBA24-HRM303	
PAPER NO	3	
MARKING SCHEME	End-Semester (EXT): 60	Continuous evaluation (INT): 40
CREDITS – MARKS	Total: 100	Credits: 3 Passing: 50%
	Theory : Yes	Practical : No
TEACHING HOURS	Theory: 45	Practical: No

INTRODUCTION:

Training and Development is a crucial function in Human Resource Management that enhances employee performance and aligns workforce capabilities with organizational goals. This course provides a foundational understanding of the meaning, nature, and importance of training and development, the processes involved, various traditional and modern training methods, and the role of trainers. It also covers training evaluation models to assess the effectiveness and return on investment of training programs. Students will gain both theoretical knowledge and practical insights into how training initiatives can foster continuous learning and organizational growth.

COURSE OBJECTIVES:

1. To understand the fundamental concepts, nature, and importance of training and development in organizations.
2. To explore the training process including organizational strategy alignment, needs assessment, and analysis techniques.
3. To examine traditional and modern training methods, including the integration of new technologies in training delivery.
4. To evaluate the roles, skills, and styles of trainers and understand the models and stages of training evaluation.

COURSE OUTCOMES:

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

CO1: Explain key concepts, purpose, and components of training and development.



CO2: Analyze training needs using assessment methods aligned with organizational goals.

CO3: Evaluate traditional and modern training methods, including technological applications.

CO4: Assess trainer roles, skills, and post-training support, including outsourcing.

CO5: Apply training evaluation models, especially Kirkpatrick's, to measure effectiveness.

COURSE DETAILS:

Unit No	Title of unit with detailed content	No of teaching-learning hours per unit	Theory	Practical	Marks Weightage	
					INT (continuous evaluation)	EXT (end-sem)
1	Introduction to Training and Development 1.1 Meaning and Definition, 1.2 Nature, Importance, Inputs of Training & Development. Skills, education, development in training.	9	9	0	8	12
2	Process of Training 2.1 Organizational Objectives and Strategies 2.2 Needs Assessments 2.3 Needs Assessment Methods 2.4 Benefits of Needs Assessment 2.5 Analysis of Needs 2.6 Who should participate in needs assessment? 2.7 Methods used in needs assessment	9	9	0	8	12
3	Methods of Training 3.1 Introduction, 3.2 Traditional training methods & Modern training methods, advantages & disadvantages of various methods. 3.3 Use of new Technologies for Training Delivery, 3.4 Technology's Influence on Training.	9	9	0	8	12
4	Trainers and Training Styles 4.1 Trainers Role, Trainers Skills, 4.2 Post training Support for Improved Performance at Work; 4.3 Use of Training Partnerships and Outsourcing	9	9	0	8	12



	Training					
5.	Training Evaluation 5.1 Training Evaluation – Meaning, Reasons for Evaluating Training and significance of training evaluation, data collection for training evaluation, 5.2 Stages of Evaluation, 5.3 Different Evaluation Models, Donald Kirkpatrick's Evaluation Model.	9	9	0	8	12
Total		45	45	NA	40	60

Recommended books:

Title	Author	Publisher
Training and Development	Bhattacharyya, Dipak Kumar	Sage Publication India Pvt. Ltd
Effective human resource training and development strategy	Reddy, Rathan B.	Himalaya Publishing House
Management Development and Training Hand Book	Taylor B. & Lippitt G	McGraw-Hill, London.
Training and development	Truelove, Steve.	Jaico Publishing House

**DEPARTMENT OF MANAGEMENT****NAME OF THE PROGRAM: MASTER OF BUSINESS ADMINISTRATION****PROGRAM CODE: 072****YEAR of Introduction : 2024**

Syllabus Code No.	072	
YEAR	IInd year	
SEMESTER	III	
NAME OF COURSE	Performance Management	
CATEGORY	Core	
COURSE CODE	MBA24-HRM304	
PAPER NO	4	
MARKING SCHEME	End-Semester (EXT): 60	Continuous evaluation (INT): 40
CREDITS – MARKS	Total: 100	Credits: 3 Passing: 50%
	Theory : Yes	Practical : No
TEACHING HOURS	Theory: 45	Practical: No

INTRODUCTION:

Students will therefore obtain a basic understanding about the critical aspects, when developing a performance management & measurement system. Of all the human resource management functions, performance management has a special place since it is a strong determinant of organizational excellence. Organizations of contemporary era have realized that human resource needs to be continuously excited and provided with opportunities for gratification of motivational needs in order to sustain business growth. Performance management as a concept and practice has substantive potential to fulfill business demands of an organization by integrating its growth with motivational needs of human resource.

COURSE OBJECTIVES:

1. To understand the importance of Performance Management in business and how it can contribute to measure the level of strategy implementation towards results of a company or institution.
2. To understand performance management process and techniques.
3. To understand the basic concepts of 'Performance Management' and as a tool to measure performance of employees in the workplace.
4. To identify the fundamental concepts of Performance management in Case analysis

COURSE OUTCOMES:

CO1: Explain concepts, scope, and evolution of performance management and differentiate it from appraisal and HRM.

CO2: Apply performance planning, managing, and appraisal methods effectively.

CO3: Analyze strategies for implementing performance management considering organizational factors.

CO4: Assess the link between performance and rewards, and their role in motivation.



CO5: Evaluate ethical issues in performance management, including global practices and strategies.

COURSE DETAILS:

Unit No	Title of unit with detailed content	No of teaching-learning hours per unit	Theory	Practical	Marks Weightage	
					INT (continuous evaluation)	EXT (end-sem)
1	Introduction to Performance Management System: 1.1 Definition, Scope, and Objectives 1.2 Historical Developments in Performance Management 1.3 Performance Appraisal Vs. Performance Management 1.4 Performance Management Vs. Human Resource Management 1.5 Processes for Managing Performance	9	9	0	8	12
2	Performance Management Process 2.1 Performance Planning – Setting Objectives 2.2 Organizational and Individual Performance Plans 2.3 Components of Manager's Performance and Development Plan – Setting Mutual Expectations and Performance Criteria 2.4 Performance Managing – Objectives, Process, and Importance 2.5 Performance Appraisal – Objectives, Process, Types, and Achieving Effective Appraisal	9	9	0	8	12
3	Implementing Performance Management 3.1 Strategies for Effective Implementation of Performance Management 3.2 Building Performance-Oriented Work Culture 3.3 Factors Affecting Effective Use of Performance Management – Corporate Culture, Alignment, Review and Update	9	9	0	8	12
4	Reward for Performance	9	9	0	8	12

	4.1 Reward System – Definition, Components, and Objectives 4.2 Linking Performance Management to Reward and Compensation System 4.3 Performance Management Pitfalls and Remedies 4.4 Limitations and Shortcomings of Performance Appraisal 4.5 Guidelines and Good Practices for Effective Performance Appraisal					
5.	Ethics in Performance Management: 5.1 Ethical Performance Management – Definition, Objectives, and Significance 5.2 Ethical Issues and Dilemmas in Performance Management 5.3 Ethical Strategies in Performance Management 5.4 Performance Management in Multinational Corporations	9	9	0	8	12
Total		45	45	NA	40	60

Recommended books:

Title	Author	Publisher
Effective performance management	Costello, Sheila J.	Tata McGraw Hill Education Private Limited.
Performance Management.	Armstrong, Michael.	Jaico Publication House
Performance Management	Rao, T. V	Sage response Business Books
Performance Management	Kumar, Hemant	Wisdom Publications

**DEPARTMENT OF MANAGEMENT****NAME OF THE PROGRAM: MASTER OF BUSINESS ADMINISTRATION****PROGRAM CODE: 072****YEAR of Introduction : 2024**

Syllabus Code No.	072	
YEAR	IInd year	
SEMESTER	III	
NAME OF COURSE	Labour Laws and Industrial Relations	
CATEGORY	Core	
COURSE CODE	MBA24-HRM305	
PAPER NO	5	
MARKING SCHEME	End-Semester (EXT): 60	Continuous evaluation (INT): 40
CREDITS – MARKS	Total: 100	Credits: 3 Passing: 50%
	Theory : Yes	Practical : No
TEACHING HOURS	Theory: 45	Practical: No

INTRODUCTION:

The major causes for industrial relationship conflicts are terms of employment (Wages, Dearness Allowance, Bonus and fringe benefits), working conditions (Working Hours, Health, Welfare), non employment (Lay off, Lock out, Retrenchment and Dismissal), personal issues (Discipline, and Promotion), and recognition of Trade Unions. The means adopted by the parties to achieve their objectives vary from simple negotiation to economic warfare which may sometimes adversely affect the community interest. When the community interest is affected, the State cannot remain a silent and helpless spectator therefore intervenes in different ways to resolve the conflict within the frame work of law.

COURSE OBJECTIVES:

1. To understand the basic concepts like Industrial Relations, Trade Union, Employer's Organizations Industrial Dispute Code of Discipline, Code of Conduct, and harmonious relations.
2. To understand the key actors and their role in IR
3. To understand the causes for grievance and managing grievance
4. To understand the impact of technology and globalization on IR, recent trends in IR

COURSE OUTCOMES:

CO1: Explain key provisions of the Industrial Dispute Act including strike, lockout, layoff, and retrenchment.

CO2: Describe trade union structure, registration, rights, and role in industrial relations.

CO3: Interpret provisions of the Minimum Wages Act and wage fixation process.

CO4: Understand payment and deduction rules under the Payment of Wages Act.

CO5: Analyze eligibility and legal aspects of bonus and gratuity payments.



COURSE DETAILS:

Unit No	Title of unit with detailed content	No of teaching-learning hours per unit	Theory	Practical	Marks Weightage	
					INT (continuous evaluation)	EXT (end-sem)
1	Industrial Dispute Act 1.1 Object 1.2 Definitions – Wages and Authorities 1.3 Appropriate Government 1.4 Industry 1.5 Strike and Lockout 1.6 Lay-off 1.7 Retrenchment 1.8 Industrial Dispute	8	8	0	6	10
2	Trade Union Act 2.1 Object 2.2 Definitions 2.3 Trade Dispute 2.4 Trade Union 2.5 Office Bearers 2.6 Registration of Trade Union 2.7 Cancellation of Trade Union 2.8 Immunity, Rights, Disqualification of Trade Unions	7	7	0	7	10
3	Minimum Wages Act 3.1 Objects and Scope 3.2 Fixation of Minimum Wages 3.3 Authorities	8	8	0	7	10
4	Payment of Wages: 4.1 Objects and Scope 4.2 Deductions 4.3 Authorities	8	8	0	7	10
5.	Payment of Bonus Act 5.1 Object 5.2 Eligibility of Bonus 5.3 Disqualification of Bonus 5.4 Minimum and Maximum Bonus 5.5 Recovery of Bonus	7	7	0	7	10
6	Payment of gratuity Act 6.1 Object 6.2 Payment of Gratuity 6.3 Nomination of Gratuity	7	7	0	6	10
Total		45	45	NA	40	60



Recommended books:

Title	Author	Publisher
Industrial relations and labour laws	Srivastava, S.C.	Vikas Publishing House pvt ltd
Labour Laws	Ramtirthkar, R. R.	Himalaya Publishing House
Industrial and labour laws	Jain S.P.	Dhanpat Rai & Co.
Labour laws	Taxmann	Taxmann Publications

**DEPARTMENT OF MANAGEMENT****NAME OF THE PROGRAM: MASTER OF BUSINESS ADMINISTRATION****PROGRAM CODE: 072****YEAR of Introduction : 2024**

Syllabus Code No.	072	
YEAR	IInd year	
SEMESTER	III	
NAME OF COURSE	Strategic Human Resource Management	
CATEGORY	Core	
COURSE CODE	MBA24-HRM306	
PAPER NO	6	
MARKING SCHEME	End-Semester (EXT): 60	Continuous evaluation (INT): 40
CREDITS – MARKS	Total: 100	Credits: 3 Passing: 50%
	Theory : Yes	Practical : No
TEACHING HOURS	Theory: 45	Practical: No

INTRODUCTION:

Strategic Human Resource Management (SHRM) is a crucial component of modern business strategy that aligns human resource practices with the strategic goals of an organization. Unlike traditional HRM, which focuses on routine administrative functions, SHRM emphasizes a forward-thinking approach that integrates HRM into strategic decision-making. This course introduces students to the concepts, models, and practical applications of SHRM. It covers key areas such as the strategic management model, barriers to implementation, technology and demographic challenges, human resource strategy formulation, and the strategic role of HR in workforce planning and organizational change.

COURSE OBJECTIVES:

1. To understand the nature, scope, and importance of Strategic HRM in contrast to traditional HR practices.
2. To explore the models and components of strategic management and identify the challenges in implementing SHRM.
3. To analyze various human resource strategies including training, change management, and organizational performance alignment.
4. To examine the role of HR in strategy formulation, including its impact on mergers, acquisitions, and change management processes.

COURSE OUTCOMES:

CO1: Explain the fundamentals of Strategic HRM and differentiate it from traditional HRM.



CO2: Identify and analyze the barriers to effective implementation of SHRM and the challenges posed by technology, ethics, and workforce diversity.

CO3: Evaluate different human resource strategies and their alignment with business objectives.

CO4: Demonstrate an understanding of strategic HR processes such as workforce utilization, employee selection, and surplus management.

CO5: Assess the strategic role of HR in organizational decision-making, particularly in the context of mergers, acquisitions, and change management.

COURSE DETAILS:

Unit No	Title of unit with detailed content	No of teaching-learning hours per unit	Theory	Practical	Marks Weightage	
					INT (continuous evaluation)	EXT (end-sem)
1	Introduction to Strategic HRM 1.1 Nature and Significance 1.2 Strategic HR versus Traditional HR 1.3 Barriers to Strategic HR 1.4 Strategic Management Model and Components	9	9	0	8	12
2	Challenges in Strategic Human Resource Management 2.1 Impact of Technology 2.2 HR Issues and Challenges Related to Technology 2.3 Ethical Behavior 2.4 Workforce Demographic Changes and Diversity	9	9	0	8	12
3	Human Resource Strategy (HRS) 3.1 Concept and Approaches 3.2 HRS and Business Strategy 3.3 Change Management Strategies 3.4 Training and Development Strategies 3.5 Organizational Performance and HRS 3.6 HRM Strategy and Difficulties in Its Implementation	9	9	0	8	12
4	Strategic Human Resource Processes 4.1 Workforce Utilization and Employment Practices 4.2 Efficient Utilization of Human Resources 4.3 Dealing with Employee	9	9	0	8	12



	Shortages 4.4 Selection of Employees 4.5 Dealing with Employee Surpluses					
5.	Strategy Formulation 5.1 Role of Human Resources in Strategy Formulation 5.2 Integrating Human Resources in Strategic Decisions 5.3 Role of SHRM in Mergers and Acquisitions 5.4 Managing Change	9	9	0	8	12
Total		45	45	NA	40	60

Recommended books:

Title	Author	Publisher
Strategic human resource Management	Das, Pulak.	Cengage learning
Strategic human resource management and development	Sharma, Ekta	Pearson Education
Strategic human resource management	Greer, Charles R.	Pearson Education

**DEPARTMENT OF MANAGEMENT****NAME OF THE PROGRAM: MASTER OF BUSINESS ADMINISTRATION****PROGRAM CODE: 072****YEAR of Introduction : 2024**

Syllabus Code No.	072	
YEAR	IInd year	
SEMESTER	III	
NAME OF COURSE	Corporate Integrity	
CATEGORY	Elective	
COURSE CODE	MBA24-E-307(a)	
PAPER NO	7	
MARKING SCHEME	End-Semester (EXT): ----	Continuous evaluation (INT): 50
CREDITS – MARKS	Total: 50	Credits: 2 Passing: 50%
	Theory : Yes	Practical : No
TEACHING HOURS	Theory: 30	Practical: No

INTRODUCTION:

Corporate Integrity is the cornerstone of responsible business leadership. In an age of growing scrutiny from stakeholders and society at large, this course enables future managers to cultivate a deep understanding of ethical practices, compliance frameworks, and the critical importance of integrity in corporate governance and culture. Students will explore real-world dilemmas, learn tools for ethical decision-making, and examine case studies that illustrate the value of maintaining ethical standards in business.

COURSE OBJECTIVES:

1. Understand the concept of integrity in the corporate context.
2. Analyze ethical dilemmas and apply ethical reasoning models.
3. Comprehend legal and regulatory frameworks that promote corporate integrity.
4. Evaluate the role of leadership, culture, and whistleblowing in building integrity.
5. Promote sustainable and responsible business practices.

COURSE OUTCOMES:

After completing this course, students will be able to:

CO1: Demonstrate an understanding of core ethical principles in business.

CO2: Apply frameworks for ethical decision-making in real-life scenarios.

CO3: Assess corporate governance mechanisms that ensure integrity.

CO4: Analyze corporate scandals and recommend preventive measures.

CO5: Advocate for responsible leadership and ethical corporate culture.



COURSE DETAILS:

Unit No	Title of unit with detailed content	No of teaching-learning hours per unit	Theory	Practical	Marks Weightage	
					INT (continuous evaluation)	EXT (end-sem)
1	Introduction to Corporate Integrity: 1.1 Definition and significance of integrity in business 1.2 Ethical theories and principles 1.3 Corporate Social Responsibility (CSR) and sustainability	6	6	0	10	0
2	Ethics in Decision Making 1.1 Ethical decision-making frameworks (e.g., utilitarianism, rights-based, justice-based) 1.2 Common ethical dilemmas in business 1.3 Case studies on ethical failures	6	6	0	10	0
3	Governance, Compliance & Integrity: 1.1 Corporate Governance principles (e.g., transparency, accountability) 1.2 Legal and regulatory frameworks (e.g., Companies Act, SEBI regulations) 1.3 Role of compliance officers and internal audit	6	6	0	10	0
4	Leadership and Organizational Culture Ethical leadership and its impact 1.1 Building an ethical corporate culture 1.2 Whistleblower policies and protection 1.3 Ethical codes and values in organizations	6	6	0	10	0
5.	Contemporary Issues and Case Studies: 1.1 High-profile corporate integrity failures (e.g., Enron, Satyam, Theranos) 1.2 Emerging trends in corporate integrity (ESG, DEI, AI and ethics) 1.3 Developing personal integrity and leadership brand	6	6	0	10	0
Total		30	30	NA	50	NA



Recommended books:

Title	Author	Publisher
Understanding business ethics	Stanwick Peter A	Pearson Education
Corporate Ethics, Governance and Social Responsibility	S.K. Bhatia	Deep & Deep Publications
Corporate governance business ethics and CSR	Sharma J. P.	Ane Book Pvt Ltd
Business ethics and corporate governance	Jyotsna, G.B	McGraw Hill Publishing Company
Business Ethics and Corporate Governance	C.S.V. Murthy	Himalaya Publishing House

**DEPARTMENT OF MANAGEMENT****NAME OF THE PROGRAM: MASTER OF BUSINESS ADMINISTRATION****PROGRAM CODE: 072****YEAR of Introduction : 2024**

Syllabus Code No.	072	
YEAR	IInd year	
SEMESTER	III	
NAME OF COURSE	Financial Modeling using MS Excel	
CATEGORY	Elective	
COURSE CODE	MBA24-E-307(b)	
PAPER NO	7	
MARKING SCHEME	End-Semester (EXT): ----	Continuous evaluation (INT): 50
CREDITS – MARKS	Total: 50	Credits: 2 Passing: 50%
	Theory : Yes	Practical : No
TEACHING HOURS	Theory: 30	Practical: No

INTRODUCTION:

This course provides a practical introduction to financial modelling using Microsoft Excel. It helps students understand the fundamentals of building financial models for decision-making, budgeting, forecasting, and investment analysis. The course is hands-on and designed for beginners with little or no prior experience in financial modelling.

COURSE OBJECTIVES:

1. To understand the purpose and structure of financial models.
2. To use essential Excel functions and tools for financial analysis.
3. To build basic financial statements and projections in Excel.
4. To apply modelling skills for business decisions, including cash flow and scenario analysis.

COURSE OUTCOMES:

After completing this course, students will be able to:

CO1: Demonstrate proficiency in using Excel for basic financial tasks.

CO2: Create basic financial models like income statements, cash flow, and balance sheets.

CO3: Apply formulas and functions for financial calculations.

CO4: Use Excel tools to perform basic sensitivity and scenario analysis.



CO5: Present and interpret model outputs for business decision-making.

COURSE DETAILS:

Unit No	Title of unit with detailed content	No of teaching-learning hours per unit	Theory	Practical	Marks Weightage	
					INT (continuous evaluation)	EXT (end-sem)
1	Introduction to Financial Modelling 1.1 Basics of financial modelling 1.2 Structure and importance of financial models 1.3 Types of financial models 1.4 Overview of MS Excel interface and tools used in modelling	3	3	0	10	0
2	Excel Essentials for Financial Modelling: 2.1 Cell referencing and formatting 2.2 Basic formulas and functions (SUM, AVERAGE, IF, VLOOKUP, etc.) 2.3 Using charts and tables in Excel for financial analysis	6	2	4	10	0
3	Building Core Financial Statements 3.1 Creating a simple Income Statement, Balance Sheet, and Cash Flow Statement in Excel 3.2 Linking statements and understanding interrelationships	7	2	5	10	0
4	Forecasting, Assumptions, and Analysis 4.1 Creating an assumptions sheet 4.2 Revenue and cost projections 4.3 Trend analysis and forecasting techniques 4.4 Introduction to scenario and sensitivity analysis (Goal Seek, Data Tables, What-If Analysis)	7	2	5	10	0
5.	Model Integration and Application 5.1 Designing a simple integrated financial model for a small business or start-up 5.2 Dashboard basics 5.3 Final hands-on mini-project and presentation	7	2	5	10	0
Total		30	11	19	50	NA

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Syllabus Code No.	072	
YEAR	1st year	
SEMESTER	II	
NAME OF COURSE	INDIAN KNOWLEDGE SYSTEMS (Discipline Specific)	
CATEGORY	Compulsory	
COURSE CODE	MBA24-308	
PAPER NO	8	
MARKING SCHEME	End-Semester (EXT): 0	Continuous evaluation (INT): 50
CREDITS – MARKS	Total: 50 marks	Credits: 2 Passing: 50%
	Theory : Yes	Practical : No
TEACHING HOURS	Theory: 30	Practical: No

INTRODUCTION:

This course provides a comprehensive exploration of Indian Knowledge Systems (IKS), focusing on the historical, philosophical, cultural, and scientific contributions of ancient India. Through various topics and perspectives, this course aims to deepen the understanding of India's rich intellectual and cultural heritage. The course is structured to cover diverse areas, including Sanskrit literature, Indian philosophy, classical languages, education systems, arts, architecture, trade, medicine, yoga, astronomy, mathematics, agriculture, and metallurgy. By examining these aspects, students will gain an appreciation of how IKS has shaped global knowledge systems.

COURSE OBJECTIVES:

- To provide students with an understanding of the foundational concepts of Indian Knowledge Systems (IKS) across various disciplines such as literature, philosophy, arts, and sciences.
- To explore the historical, cultural, intellectual, and philosophical evolution of India, and examine the contributions of classical languages (Sanskrit, Pali, and Prakrit) to literature and philosophy.
- To analyze key aspects of ancient Indian education systems, arts, architecture, trade, medicine, and scientific advancements, and understand their significance in shaping global knowledge systems.
- To connect the applications of IKS in contemporary society, fostering an appreciation for its relevance and contribution to modern-day practices.

COURSE OUTCOMES:

CO1. Demonstrate a comprehensive understanding of Indian Knowledge Systems (IKS) and their core concepts across various disciplines, including literature, philosophy, arts, and sciences.

CO2. Analyze the historical timeline of India and its influence on global thought, culture, civilization, and intellectual discourse.



CO3. Recognize and evaluate the contributions of ancient Indian philosophy, education systems, arts, architecture, and scientific advancements, including Ayurveda and mathematics, to modern society.

CO4. Examine the relevance and application of IKS in contemporary contexts, including modern business practices, medicine, agriculture, and industry.

COURSE DETAILS:

Unit No	Title of unit with detailed content	No of teaching-learning hours per unit	Theory	Practical	Marks Weightage	
					INT (continuous evaluation)	EXT (end-sem)
1	Strategic Leadership in Indian Texts – Part I 1.1 Leadership Lessons from Bhagavad Gita: Self-Mastery, Detachment, Vision 1.2 Models of Leadership: Lord Rama, Krishna, and Bhishma	6	6	0	10	0
2	Strategic Leadership in Indian Texts – Part II 2.1 Conflict Resolution and Emotional Intelligence in the Mahabharata 2.2 Leadership Analysis: Ashoka, Shivaji, Bajirao, Ahilyabai Holkar	6	6	0	10	0
3	Governance and Strategy in Indian History 3.1 Military and Administrative Strategy of Indian Kings 3.2 Ethical Leadership in Historical Contexts 3.3 Kautilya's Principles: Diplomacy, Espionage, and Public Policy	6	6	0	10	0
4	Statecraft and Ethical Governance 4.1 Economic Administration, Foreign Policy and Resource Allocation 4.2 Balancing Power and Ethics in Governance	6	6	0	10	0
5.	Contemporary Relevance and Integration 5.1 Case Studies: Indian Corporates applying IKS (e.g., TATA, Patanjali) 5.2 Group Project: Building a Management Model based on Indian Texts 5.3 Discussion: Indian Ethos in CSR, Sustainability, and Leadership	6	6	0	10	0
Total		30	30	0	50	0



References & Suggested Readings

1. *The Arthashastra* – Kautilya (English Translation)
2. *Bhagavad Gita: A New Translation* by Stephen Mitchell / Eknath Easwaran
3. *Leadership Shastra* by Devdutt Pattanaik
4. *Indian Philosophy of Management* by Ankur Joshi
5. Selected Research Papers on Ancient Indian Trade and Governance
6. Articles and reports on modern application of Indian values in leadership

**SEMESTER- IV****DEPARTMENT OF MANAGEMENT****NAME OF THE PROGRAM: MASTER OF BUSINESS ADMINISTRATION****PROGRAM CODE: 072****YEAR of Introduction : 2024**

Syllabus Code No.	072	
YEAR	IInd year	
SEMESTER	IV	
NAME OF COURSE	Research Project (Generic)	
CATEGORY	Research Project	
COURSE CODE	MBA24-401	
PAPER NO	1	
MARKING SCHEME	End-Semester (EXT): -----	Continuous evaluation (INT): 50
CREDITS – MARKS	Total: 50	Credits: 2 Passing: 50%
	Theory : Yes	Practical : No
TEACHING HOURS	Theory: 30	Practical: No

INTRODUCTION:

This course enables MBA students to undertake a basic research project in any area of management or related disciplines. It introduces the fundamentals of research methodology through a practical, hands-on approach. Students will learn to identify research problems, define objectives, review relevant literature, design data collection tools, and apply basic analytical techniques.

Focusing on experiential learning, the course builds essential skills such as critical thinking, analysis, and structured report writing. Students work individually or in small groups under the guidance of a faculty mentor. The final outcome includes a research report and presentation, reflecting their ability to conduct independent inquiry and communicate findings effectively.

COURSE OBJECTIVES:

1. To introduce students to the process of conducting academic or industry-related research.
2. To develop the ability to formulate research problems and objectives.
3. To encourage systematic data collection, analysis, and interpretation.
4. To build skills in preparing and presenting a research report.

COURSE OUTCOMES:

After completing this project, students will be able to:

CO1: Define a research problem and set clear objectives.



CO2: Identify and review relevant literature.

CO3: Select basic research methods and collect data.

CO4: Analyze and interpret data at a basic level.

CO5: Prepare and present a structured research report.

COURSE DETAILS:

Students are expected to work individually or in small groups under the guidance of a faculty mentor, ensuring personalized academic support throughout the research process. Students shall submit a well-documented research report and a presentation that reflects their ability to conduct independent inquiry and communicate their findings effectively in a professional format.

Role of Faculty: Faculty members serve as mentors and academic guides throughout the research project. Their responsibilities include:

- Assisting students in selecting relevant and feasible research topics.
- Helping refine research objectives and ensuring clarity of purpose.
- Guiding students through the process of literature review, research design, and tool development.
- Providing timely feedback during key stages such as proposal formulation, data analysis, and report writing.
- Ensuring adherence to ethical research practices and academic integrity.
- Monitoring students' progress through regular interactions and consultations.
- Supporting the development of students' analytical, critical thinking, and presentation skills.

The research project will be assessed as follows:

25 Marks Assessment: Based on the report submitted after completion of the internship.

25 Marks Assessment: Viva Voce and Presentation.

There is no external assessment for this generic research project.

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Syllabus Code No.	072	
YEAR	IInd year	
SEMESTER	IV	
NAME OF COURSE	Research Project (Specialization)	
CATEGORY	Research Project	
COURSE CODE	MBA24-402	
PAPER NO	2	
MARKING SCHEME	End-Semester (EXT): 60	Continuous evaluation (INT): 40
CREDITS – MARKS	Total: 100	Credits: 4
	Theory : Yes	Practical : No
TEACHING HOURS	Theory: 30	Practical: No

INTRODUCTION:

The Research Project is a capstone component of the MBA program designed to synthesize learning and apply theoretical knowledge to real-world business problems in the student's area of specialization. The project empowers students to investigate a problem, evaluate alternatives, and recommend solutions using appropriate research methodology, tools, and ethical considerations. The research is expected to contribute original insights to the chosen domain and enhance the student's analytical, problem-solving, and report-writing abilities.

COURSE OBJECTIVES:

- To enable students to identify and define a research problem relevant to their specialization.
- To enhance critical thinking, analytical, and investigative skills through primary and/or secondary research.
- To apply appropriate research methods and tools in examining real-life business scenarios.
- To develop academic and professional writing skills for report preparation and presentation.

COURSE OUTCOMES:

Upon successful completion of the research project, students will be able to:

CO1: Identify and frame a research problem specific to their MBA specialization with clarity and relevance.

CO2: Conduct a detailed review of literature and construct a theoretical framework for their research.



CO3: Apply suitable research methodology including sampling, data collection, and analysis tools.

CO4: Interpret results objectively and provide managerial implications or recommendations.

CO5: Prepare and defend a structured, evidence-based research report in line with academic standards.

COURSE DETAILS:

For this 4-credit Research Internship in the MBA program, students are expected to devote a total of **120 hours of working at any organization where they shall primarily work in alignment of their chosen specialization.** The students are expected to undertake the research project individually ensuring focused academic engagement. Each student will work under the mentorship of a designated faculty guide from their area of specialization. The project is intended to foster independent inquiry, academic rigor, and practical application of learned concepts. The culmination of the project will be a **well-structured research report** and a **formal presentation**, demonstrating the student's ability to identify a business problem, analyze it critically, and communicate findings in a professional and academic manner.

Faculty Role: Faculty members serve as mentors and academic guides throughout the research project. Their responsibilities include:

- Assisting students in selecting relevant and feasible research topics.
- Helping refine research objectives and ensuring clarity of purpose.
- Guiding students through the process of literature review, research design, and tool development.
- Providing timely feedback during key stages such as proposal formulation, data analysis, and report writing.
- Ensuring adherence to ethical research practices and academic integrity.
- Monitoring students' progress through regular interactions and consultations.
- Supporting the development of students' analytical, critical thinking, and presentation skills.

The research project will be assessed as follows:

40 Marks (Internal Assessment): Based on the report submitted after completion of the internship.

60 Marks (External Assessment): Viva Voce and Presentation.

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Syllabus Code No.	072	
YEAR	IInd year	
SEMESTER	IV	
NAME OF COURSE	Brand Management	
CATEGORY	Core	
COURSE CODE	MBA24-MM403	
PAPER NO	3	
MARKING SCHEME	End-Semester (EXT): 60	Continuous evaluation (INT): 40
CREDITS – MARKS	Total: 100	Credits: 3 Passing: 50%
	Theory : Yes	Practical : No
TEACHING HOURS	Theory: 45	Practical: No

INTRODUCTION:

This course offers a comprehensive exploration of branding through the lens of strategic management, emphasizing its pivotal role in shaping business success in competitive, global markets. Students will engage with advanced branding concepts, including brand positioning, brand equity frameworks, and the integration of branding strategies within broader marketing and organizational strategies. The course will also examine the dynamic interplay between brand management and consumer behavior, offering a deep dive into the nuances of brand development, differentiation, and sustainability. Through the analysis of real-world case studies, industry trends, and contemporary branding challenges, students will sharpen their strategic thinking and decision-making skills, preparing them to navigate the complexities of modern brand management in diverse sectors.

COURSE OBJECTIVES:

1. Understand the fundamental concepts and significance of branding.
2. Explore types of brands and their advantages and disadvantages.
3. Learn key branding concepts like hierarchy, personality, identity, and positioning.
4. Examine strategies for brand development, extension, and management.

COURSE OUTCOMES:

By the end of the course, learners will be able to:

CO1. Explain the meaning, importance, and pros/cons of different types of brands.

CO2. Analyze branding concepts like hierarchy, personality, image, identity, and positioning in brand building.

CO3. Understand branding strategies, brand development steps, extensions, and ethical aspects.

CO4. Assess factors affecting brand loyalty and equity, and explore ways to maintain customer loyalty.

CO5. Apply methods to manage brand performance and evaluate brand success for sustained relevance.

COURSE DETAILS:

Unit No	Title of unit with detailed content	No of teaching-learning hours per unit	Theory	Practical	Marks Weightage	
					INT (continuous evaluation)	EXT (end-sem)
1	Branding Foundations: 1.1 Meaning, Definition, and Evolving Significance of Branding in the Global Marketplace 1.2 Strategic Role of Branding in Business and Marketing 1.3 Types of Brands: Corporate, Product, Personal, Global, Ingredient, and Private Label Brands 1.4 Advantages and Limitations of Branding from a Strategic Perspective 1.5 Branding in B2B vs B2C Contexts	7	7	0	6	9
2	Advanced Branding Concepts: 2.1 Brand Hierarchy and Brand Architecture (Corporate, Umbrella, Endorsed, and Individual Brands) 2.2 Brand Personality and Emotional Branding 2.3 Brand Image vs Brand Identity: Strategic Alignment and Mismatches 2.4 Brand Positioning: Advanced Techniques, Perceptual Mapping, Repositioning Strategies 2.5 Brand Narratives and Storytelling	7	7	0	6	9
3	Branding Strategies and Development: 3.1 Types of Branding Strategies: House of Brands, Branded House, Hybrid Models 3.2 Strategic Steps in Brand Development and Management 3.3 Brand Extension and Brand Stretching: Strategic Considerations 3.4 Co-Branding, Rebranding, and Brand Revitalization 3.5 Ethical Issues and Corporate Social Responsibility (CSR) in Branding	8	8	0	6	9



4	Brand Equity and Loyalty: 4.1 Concept and Dimensions of Brand Equity (Keller's CBBE, Aaker's Model) 4.2 Measuring and Managing Brand Equity 4.3 Concept and Types of Brand Loyalty (Behavioral vs Attitudinal) 4.4 Factors Influencing Customer Brand Loyalty and Advocacy 4.5 Role of Brand Associations in Building Loyalty 4.6 Strategic Brand Positioning for Long-Term Equity	8	8	0	6	9
5.	Managing and Evaluating Brands: 5.1 Managing Brand Portfolios and Brand Cannibalization 5.2 Brand Audits and Brand Performance Metrics (Brand Valuation Techniques, KPIs) 5.3 Brand Tracking and Research Techniques 5.4 Global Brand Management: Standardization vs Localization 5.5 Brand Crisis Management and Brand Resilience	7	7	0	6	9
6.	Applications and Case Studies	8	8	0	10	15
Total		45	45	NA	40	60

Recommended books:

Title	Author	Publisher
Brand management	Sharma, Jaya	Essential Books
Brand management	Gupta, S. L.	Himalaya Publishing House
Brand Positioning	Subroto Sen Gupta	Tata McGraw-Hill
Future of branding	Srivastava, Rajendra (Ed.)	Sage Publication India Pvt. Ltd

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Syllabus Code No.	072	
YEAR	IInd year	
SEMESTER	IV	
NAME OF COURSE	Services Marketing	
CATEGORY	Core	
COURSE CODE	MBA24-MM404	
PAPER NO	4	
MARKING SCHEME	End-Semester (EXT): 60	Continuous evaluation (INT): 40
CREDITS – MARKS	Total: 100	Credits: 3 Passing: 50%
	Theory : Yes	Practical : No
TEACHING HOURS	Theory: 45	Practical: No

INTRODUCTION:

India's service sector, one of the most dynamic and fastest-growing segments of the economy, has emerged as the primary driver of GDP growth, surpassing agriculture and manufacturing. Fueled by strong domestic demand and global opportunities, India has established itself as a global leader in key service domains such as IT, healthcare, education, and tourism. Given the sector's rapid evolution and its pivotal role in the national economy, a focused understanding of services marketing is essential. The course *Introduction to Services* offers a comprehensive overview of the service industry, equipping students with foundational knowledge of its core concepts, characteristics, and how services differ fundamentally from products.

COURSE OBJECTIVES:

1. To introduce to the fundamental concepts of services and analyze the growing importance of services in the global and national economy.
2. To explore the difference between goods and services and understand the unique challenges in marketing services.
3. To provide a deep understanding of the Service Marketing Mix and its extended components.
4. To examine the significance of service quality and models that help manage and improve service delivery.

COURSE OUTCOMES:

By the end of the course, learners will be able to:

CO1: Understand the fundamental concepts of services marketing.

CO2: Analyze the unique characteristics of services and differentiate between goods and services.



CO3: Apply the concepts of product, price, place, and promotion to services marketing contexts.

CO4: Evaluate the importance of people, physical evidence, and process through Extended Marketing Mix.

CO5: Assess the significance of service quality.

COURSE DETAILS:

Unit No	Title of unit with detailed content	No of teaching-learning hours per unit	Theory	Practical	Marks Weightage	
					INT (continuous evaluation)	EXT (end-sem)
1	Foundations and Evolution of Services 1.1 Introduction to Services Nature, scope, classification; role in economic development 1.2 Evolution and Strategic Importance Transition to service economies, service-dominant logic 1.3 Global Trends in Services Outsourcing, service innovation, service ecosystems	6	6	0	5	7
2	Service Characteristics and Consumer Behavior 2.1 Unique Characteristics of Services The 4Is (Intangibility, Inseparability, Inconsistency, Inventory) and 1O (Ownership) 2.2 Services vs. Goods Continuum approach and strategic marketing differences 2.3 Consumer Behavior in Services Decision-making process, role of expectations and experience	7	7	0	5	8
3	Service Marketing Mix and Strategy 3.1 Traditional Mix (4 Ps) Product strategies, service pricing, distribution, promotion 3.2 Extended Mix (7 Ps) People, process, physical evidence – designing the service	7	7	0	5	8



	experience 3.3 Challenges and Strategy Service intangibility, perishability, heterogeneity, managing demand and supply					
4	Managing and Measuring Service Quality 4.1 Service Quality Models SERVQUAL, GAP Model, performance-based measurement 4.2 Grönroos Model and Marketing Interfaces Functional vs. technical quality, interactive marketing, total perceived quality 4.3 Customer Satisfaction and Loyalty Measurement tools, Net Promoter Score (NPS), loyalty drivers	7	7	0	5	8
5.	Technology and Innovation in Services 5.1 Digital Transformation in Services Self-service technologies, AI, automation, CRM tools 5.2 Service Design and Innovation Service blueprinting, design thinking in services 5.3 E-Services and Omni- Channel Delivery Web-based services, mobile marketing, digital service touchpoints	6	6	0	5	7
6.	Contemporary Issues and Global Perspectives 6.1 Ethics and Sustainability in Services Service transparency, green services, inclusive service models, cultural sensitivity	5	5		5	7
7.	Applications and Case Studies	7	7	0	10	15
Total		45	45	NA	40	60



Recommended books:

Title	Author	Publisher
Service marketing-The Indian Context	R. Shrinivasan	PHI Learning
Services Marketing	Govind Apte	Oxford Press, 2011K
Services marketing	S.M.Jha	Himalaya Publishing House
Services marketing	ICFAI center for management research	ICFAI University Press

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Syllabus Code No.	072	
YEAR	IInd year	
SEMESTER	IV	
NAME OF COURSE	Sales and Distribution Management	
CATEGORY	Core	
COURSE CODE	MBA24-MM405	
PAPER NO	5	
MARKING SCHEME	End-Semester (EXT): 60	Continuous evaluation (INT): 40
CREDITS – MARKS	Total: 100	Credits: 3 Passing: 50%
	Theory : Yes	Practical : No
TEACHING HOURS	Theory: 45	Practical: No

INTRODUCTION:

This course provides an advanced study of sales and distribution management, emphasizing strategic integration within marketing. It covers sales force management—recruitment, training, motivation, and evaluation—and effective selling techniques for B2B and B2C markets, focusing on relationship building. The course addresses distribution channel design, management, conflict resolution, and logistics. It also highlights the role of technology, including CRM, sales automation, and data analytics, in enhancing efficiency and competitiveness. Students will gain practical skills and strategic insights to manage sales operations and distribution networks effectively in today's dynamic business environment.

COURSE OBJECTIVES:

1. To understand the scope and strategic significance of sales and distribution management in marketing.
2. To develop skills in planning, recruiting, training, motivating, and evaluating a professional sales force.
3. To analyze various selling techniques and build strong customer relationships for sustained business growth.
4. To design and manage effective distribution channels and leverage technology for improved sales performance.

COURSE OUTCOMES:

CO1: Explain the role and evolution of sales and distribution management within an organization's marketing



strategy.

CO2: Develop comprehensive sales force plans including recruitment, training, motivation, and performance evaluation.

CO3: Apply effective selling techniques and manage customer relationships in both B2B and B2C contexts.

CO4: Design and optimize distribution channels, manage channel conflicts, and integrate logistics functions.

CO5: Utilize sales forecasting, budgeting tools, and technology like CRM and analytics to enhance sales and distribution efficiency.

COURSE DETAILS:

Unit No	Title of unit with detailed content	No of teaching-learning hours per unit	Theory	Practical	Marks Weightage	
					INT (continuous evaluation)	EXT (end-sem)
1	Fundamentals of Sales and Distribution 1.1 Definition, scope, and strategic importance 1.2 Evolution and Trends – From transactional to relationship selling 1.3 Objectives and Functions – Planning, organizing, directing, controlling 1.4 Role of Distribution	7	7	0	6	9
2	Sales Force Planning and Management 2.1 Recruitment and Selection – 2.2 Training and Development 2.3 Motivation and Compensation – Incentives, structures, non-monetary rewards 2.4 Evaluation and Control – KPIs, appraisals, ethical sales practices	7	7	0	6	9
3	Selling Techniques and Relationship Building 3.1 Personal and Consultative Selling 3.2 B2B vs B2C – Sales cycles, buyer behavior, negotiation styles 3.3 Relationship Selling – Customer value, loyalty, retention strategies 3.4 Advanced Approaches	8	8	0	6	9
4	Distribution Strategy and Logistics 4.1 Channel Design – Channel selection criteria, structural	8	8	0	6	9



	design 4.2 Channel Types – Direct, indirect, and digital routes 4.3 Conflict and Relationship Management – Causes and resolution strategies 4.4 Logistics – Inventory, warehousing, delivery and fulfillment					
5.	Technology, Forecasting, and Control 5.1 Forecasting Techniques – Qualitative, quantitative, scenario planning 5.2 Budgeting and Allocation – Sales budgets, resource planning, variance control 5.3 Technology in Sales – CRM, automation, analytics 5.4 Digital and Future Trends – E-commerce, omnichannel, AI in sales	7	7	0	6	9
6.	Applications and Case studies	8	8	0	10	15
Total		45	45	NA	40	60

Recommended books:

Title	Author	Publisher
Sales and distribution management	Nair, N.G. & Nair, Latha.	Himalaya Publishing House
Sales and distribution management	Chunawalla, S. A.	Himalaya Publishing House
Sales and distribution management	ICFAI university for management research	ICFAI center

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Syllabus Code No.	072	
YEAR	IInd year	
SEMESTER	IV	
NAME OF COURSE	Rural Marketing	
CATEGORY	Core	
COURSE CODE	MBA24-MM406	
PAPER NO	6	
MARKING SCHEME	End-Semester (EXT): 60	Continuous evaluation (INT): 40
CREDITS – MARKS	Total: 100	Credits: 3 Passing: 50%
	Theory : Yes	Practical : No
TEACHING HOURS	Theory: 45	Practical: No

INTRODUCTION:

Rural marketing has become a significant internal sub-division within the marketing field particularly in the setting of a significant rural economy like India. Nearly half of India's GDP comes from the rural sector, which is expanding steadily. As a result, businesses are revamping some of their products to be more affordable for rural consumers. Students studying management who want to enter this developing field of marketing would benefit from having an understanding of a more comprehensive view on rural marketing that takes into account the rural marketing environment, consumer behaviour, STP approach, and pricing.

COURSE OBJECTIVES:

- To acquaint the students to an overview of rural markets and its environment
- To learn the characteristics of rural consumers
- To analyze rural markets through marketing mix

COURSE OUTCOMES:

- **CO1:** Understand the fundamental concepts, features, and significance of rural marketing and distinguish between rural and urban consumer mindsets within the Indian context.
- **CO2:** Analyze the unique characteristics, challenges, and opportunities of rural markets and apply the rural marketing mix (4 A's) to assess rural consumer behavior.
- **CO3:** Evaluate the bases and approaches of rural market segmentation and understand the concept and relevance of regulated markets in rural India.



- **CO4:** Formulate suitable marketing strategies for FMCG, durable goods, services, and retail in rural areas, including co-operative and innovative retail models such as ITC e-Choupal and HUL's Project Shakti.

COURSE DETAILS:

Unit No	Title of unit with detailed content	No of teaching-learning hours per unit	Theory	Practical	Marks Weightage	
					INT (continuous evaluation)	EXT (end-sem)
1	Introduction to Rural Marketing Definition and Concept of rural marketing, features and scope of rural marketing, Importance of rural marketing, Rural V/s Urban mindsets, Indian scenario of rural marketing.	7	7	0	6	10
2	Aspects of Rural Marketing Difference between rural markets and urban markets, Problems and opportunities in rural marketing, marketing mix in rural marketing (4 A's of rural marketing), profile of a typical rural consumer (rural consumer behavior)	7	7	0	6	10
3	Rural Market Segmentation Bases for market segmentation – Geographic, Demographic, Psychographic, Behavioural Segmentation, Multi variable segmentation, concept of regulated markets in rural areas	8	8	0	7	10
4	Rural Marketing Strategies Features and strategies of marketing of FMCG, Durable goods & Services (Banking & other financial services) in rural markets, Rural marketing strategies related to product, pricing, promotion, packaging, distribution	8	8	0	7	10
5.	Rural Retailing Development & Growth of organized retailing, types of retail outlets & role of	7	7	0	7	10

	retailers, problems of rural retailers, rural malls & e-rural marketing (Innovative practices in rural retailing in India like Hariyalikisaan bazaar, ITC's e-choupa					
6	Co-operative Marketing Concept of co-operative marketing in India, Importance of co-operative marketing, Obstacles faced in co-operative marketing, Structures of few co-operative marketing societies in India like NAFED, MARKFED, etc Concept of public distribution system, Introduction to agricultural credit in India	8	8	0	7	10
Total		45	45	0	40	60

Recommended books:

Title	Author	Publisher
Rural marketing	Krishnamacharyulu C S G	Pearson Education
Rural marketing	Kumar, Dinesh	Sage Publication India Pvt. Ltd
Rural development	Sundaram, I. Satya	Himalaya Publishing House
Rural marketing in India	Habeeb, K. S. Ur-Rahman	Himalaya Publishing House

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Syllabus Code No.	072	
YEAR	IInd year	
SEMESTER	IV	
NAME OF COURSE	Business Acquisitions and Valuation	
CATEGORY	Core	
COURSE CODE	MBA24-FM403	
PAPER NO	3	
MARKING SCHEME	End-Semester (EXT): 60	Continuous evaluation (INT): 40
CREDITS – MARKS	Total: 100	Credits: 3 Passing: 50%
	Theory : Yes	Practical : No
TEACHING HOURS	Theory: 45	Practical: No

INTRODUCTION:

This course provides an in-depth exploration of the strategic, legal, financial, and managerial aspects of mergers and acquisitions (M&A). It covers acquisition structures, regulatory compliance, shareholder rights, fiduciary responsibilities of the board, securities law, anti-takeover defenses, and key accounting, tax, and antitrust issues. The course also introduces students to legal documents and frameworks used in real-world M&A transactions and fosters analytical and problem-solving abilities crucial for corporate strategy and valuation practices.

COURSE OBJECTIVES:

1. Understand the strategic role of mergers and acquisitions in business growth and restructuring.
2. Gain knowledge of the legal, financial, and procedural aspects of managing mergers and acquisitions.
3. Apply common tools, frameworks, and analytical techniques for evaluating and executing M&A transactions.

COURSE OUTCOMES :

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

CO1: Comprehend the fundamental legal framework and governance principles applicable to mergers and acquisitions.

CO2: Interpret and analyze key M&A-related documents, statutes, and contractual provisions relevant to acquisition transactions.



CO3: Apply legal and financial language from organizational charters, shareholder agreements, and statutory law in the context of M&A.

CO4: Engage effectively in M&A planning and decision-making, developing essential skills such as teamwork, critical thinking, information analysis, and professional advocacy.

COURSE DETAILS:

Unit No	Title of unit with detailed content	No of teaching-learning hours per unit	Theory	Practical	Marks Weightage	
					INT (continuous evaluation)	EXT (end-sem)
1	Corporate Strategy and Value creation	7	7	0	6	10
2	Introduction to Mergers and Acquisitions - Types of Mergers	7	7	0	6	10
3	Reasons for Mergers and Acquisitions	8	8	0	7	10
4	Mergers and Acquisitions process	8	8	0	7	10
5.	Post merger valuation	7	7	0	7	10
6	Creating value with Mergers and Acquisitions (Synergy, valuation assumptions, valuation methods)	8	8	0	7	10
Total		45	45	0	40	60

Recommended books:

Title	Author	Publisher
Valuation: Measuring and Managing the Value of Companies (4th Edition)	T. Copeland, T. Koller, M. Goedhart, D. Wessels, McKinsey & Company	John Wiley and Sons, New Jersey, 2005
Harvard business review on mergers and acquisitions	Harvard business press	Harvard Business School
Mergers, acquisitions and corporate restructuring	Krishnamurti, Chandrasekhar.	Sage Publication India Pvt. Ltd

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Syllabus Code No.	072	
YEAR	IInd year	
SEMESTER	IV	
NAME OF COURSE	Taxation Laws and Practices	
CATEGORY	Core	
COURSE CODE	MBA24-FM404	
PAPER NO	4	
MARKING SCHEME	End-Semester (EXT): 60	Continuous evaluation (INT): 40
CREDITS – MARKS	Total: 100	Credits: 3 Passing: 50%
	Theory : Yes	Practical : No
TEACHING HOURS	Theory: 45	Practical: No

INTRODUCTION:

Understanding the law is fundamental for every citizen, especially for those engaged in commerce and business. The legal framework regulates human behavior externally and provides a structured system to govern societal and economic interactions. In the context of business, taxation laws form a critical part of the regulatory ecosystem, influencing transactions, financial planning, and compliance. This course introduces students to the foundational principles of taxation, providing a comprehensive understanding of tax regulations, their application, and their role in business decision-making. The study of taxation law equips learners with the knowledge to interpret legislation, apply legal principles, and understand their practical implications in business contexts.

COURSE OBJECTIVES:

- To acquaint students with the core taxation laws and their application in business and commercial transactions.
- To develop an understanding of the fundamental legal principles and practices relevant to taxation in India.
- To enable students to analyze tax-related issues and provide informed solutions and advice.
- To cultivate skills in legal research and interpretation of tax statutes and case laws.

COURSE OUTCOMES:

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

- **CO1:** Interpret and apply the principles and provisions of taxation law to real-world business scenarios and decision-making processes.
- **CO2:** Conduct effective legal research to analyze tax-related issues and provide well-reasoned advice to stakeholders such as employers, peers, tax professionals, and clients.



- **CO3:** Identify, interpret, and apply relevant statutory provisions and judicial decisions to resolve problems in taxation law and practice.
- **CO4:** Demonstrate an understanding of ethical tax practices and compliance obligations for individuals and business entities within the legal framework.

COURSE DETAILS:

Unit No	Title of unit with detailed content	No of teaching-learning hours per unit	Theory	Practical	Marks Weightage	
					INT (continuous evaluation)	EXT (end-sem)
1	Introduction and Basic Concept of tax (Theory) <ul style="list-style-type: none">• Assessment Year• Previous Year• Person• Assessee• Charge of Income tax• Gross Total Income	7	7	0	6	10
2	Income from Salary	7	7	0	6	10
3	Income from House Property	8	8	0	7	10
4	Income from Business or Profession	8	8	0	7	10
5.	Deductions from Gross Total Income (80C, 80CCC & 80CCD)	7	7	0	7	10
6	Introduction to GST	8	8	0	7	10
Total		45	45	0	40	60

Recommended books:

Title	Author	Publisher
Direct tax laws	Manoharan T.N. & Hari G.R.	Snow White Publications
Taxmanns indirect taxes laws and practice	Datey, V. S.	Taxmann Publications
Students Handbook on Taxation	T.N. Manoharan	Snow White
Income Tax including GST	V.K. Singhania	Taxmann

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Syllabus Code No.	072	
YEAR	IInd year	
SEMESTER	IV	
NAME OF COURSE	Financial Decision Analysis	
CATEGORY	Core	
COURSE CODE	MBA24-FM405	
PAPER NO	5	
MARKING SCHEME	End-Semester (EXT): 60	Continuous evaluation (INT): 40
CREDITS – MARKS	Total: 100	Credits: 3 Passing: 50%
	Theory : Yes	Practical : No
TEACHING HOURS	Theory: 45	Practical: No

INTRODUCTION:

This course provides a comprehensive understanding of financial decision-making through the lens of financial analysis, planning, risk management, capital budgeting, portfolio strategies, and taxation. It equips students with analytical tools and frameworks essential for evaluating investment options, managing financial risks, and aligning financial strategies with business goals. The course also integrates the strategic aspects of profit planning and tax implications in managerial decisions to prepare students for real-world financial leadership.

COURSE OBJECTIVES:

- To develop a strong foundation in financial analysis, projections, and planning for strategic decision-making.
- To familiarize students with risk evaluation models and tools used in assessing financial uncertainty.
- To impart knowledge on portfolio management techniques and capital budgeting processes.
- To enable understanding of the role of taxation and profit planning in financial strategies.

COURSE OUTCOMES:

After completing the course, students will be able to:

CO1: Apply financial analysis techniques to evaluate organizational performance and decision areas.

CO2: Develop financial projections and design financial information systems for effective planning.

CO3: Assess financial risks using decision models like CAPM, EVA, and Markowitz.

CO4: Formulate investment and portfolio strategies for institutional and individual investors.



CO5: Integrate profit planning and taxation principles into strategic financial decision-making.

COURSE DETAILS:

Unit No	Title of unit with detailed content	No of teaching-learning hours per unit	Theory	Practical	Marks Weightage	
					INT (continuous evaluation)	EXT (end-sem)
1	Introduction to Financial Analysis <ul style="list-style-type: none">Meaning, objectives, and importance of financial analysisTypes of financial analysis and key decision areasStakeholder perspectives and influencing factors in financial decisions	7	7	0	6	10
2	Financial Planning and Projections <ul style="list-style-type: none">Financial projections and techniques (including sustainable growth and forecasts)Financial Information System: role and designStrategic financial planning and management	7	7	0	6	10
3	Risk Analysis in Financial Decisions <ul style="list-style-type: none">Risk, uncertainty, and risk-return relationshipMeasurement techniques: Decision tree, CAPM, Markowitz modelEconomic Value Added (EVA) and its application	8	8	0	7	10
4	Investment and Portfolio Management <ul style="list-style-type: none">Institutional investors and portfolio management servicesInvestment guidelines and specification of	8	8	0	7	10



	objectives <ul style="list-style-type: none">Asset allocation and portfolio strategies (equity and bond)					
5.	Capital Budgeting and Project Financing <ul style="list-style-type: none">Capital expenditure decisions: nature, importance, and factorsTechniques of capital budgetingProject financing: sources and evaluation	7	7	0	7	10
6	Profit Planning and Business Taxation <ul style="list-style-type: none">Concept and approaches to profit planningTaxation in managerial decisions (make or buy, capital structure, dividend)Scope and relevance of tax planning in India	8	8	0	7	10
Total		45	45	0	40	60

Recommended books:

Title	Author	Publisher
Financial Management	Khan, M.Y. & Jain, P.K.	Tata McGraw Hill, New Delhi
Financial Management	Chandra, Prasanna	Tata McGraw Hill, New Delhi
Financial Management and Policy	Van Horne, James C.	Prentice Hall of India, New Delhi
Financial Management	Kishore Ravi, M.	Taxmann

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Syllabus Code No.	072	
YEAR	IInd year	
SEMESTER	IV	
NAME OF COURSE	Management of Financial Institutions	
CATEGORY	Core	
COURSE CODE	MBA24-FM406	
PAPER NO	6	
MARKING SCHEME	End-Semester (EXT): 60	Continuous evaluation (INT): 40
CREDITS – MARKS	Total: 100	Credits: 3 Passing: 50%
	Theory : Yes	Practical : No
TEACHING HOURS	Theory: 45	Practical: No

INTRODUCTION:

The financial system serves as the backbone of any economy by efficiently channeling funds from savers to borrowers, supporting investment, and facilitating economic growth. This course introduces students to the fundamental structure and functioning of the financial system, encompassing financial markets, institutions, instruments, and regulatory frameworks. Emphasis is placed on the evolution of the Indian financial system, the role of various market participants, and the interplay between institutional infrastructure and financial development. It equips students with conceptual clarity and practical insights necessary for understanding the complexities of financial intermediation, policy, and economic progress.

COURSE OBJECTIVES:

- To familiarize students with the concept, structure, and functions of the financial system and its contribution to economic development.
- To provide a comprehensive understanding of the capital and money markets, their instruments, operations, and regulations.
- To explore the role and functioning of key financial institutions such as banks, development financial institutions, mutual funds, and insurance organizations.
- To enable students to understand the legal and regulatory framework governing the financial system, including the role of SEBI and other regulators.

COURSE OUTCOMES:

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

CO1: Explain the components, structure, and role of the financial system in the context of economic



development.

CO2: Analyze the structure, functioning, and instruments of capital and money markets in India.

CO3: Evaluate the functions and impact of key financial institutions such as commercial banks, development banks, mutual funds, and insurance organizations.

CO4: Understand and interpret the legal and regulatory framework governing securities markets and stock exchanges, including the role of SEBI.

CO5: Assess the integration, reforms, and modernization of institutional and market infrastructure in the Indian financial system.

COURSE DETAILS:

Unit No	Title of unit with detailed content	No of teaching-learning hours per unit	Theory	Practical	Marks Weightage	
					INT (continuous evaluation)	EXT (end-sem)
1	Introduction to Financial System Concept, structure, and functions of the financial system Role of financial system in economic development Evolution and growth of the Indian financial system:	8	8	0	8	12
2	Financial Markets Capital Market: Concept, structure, primary and secondary markets, instruments, trading and settlement systems Money Market: Structure, instruments (call money, treasury bills, CDs, CPs), role of commercial banks, mutual funds, gilt-edged securities RBI's regulatory guidelines	10	10	0	8	12
3	Financial Institutions Definition, types, and role in economic development Commercial banks: Evolution post-liberalization, emergence of private sector banks, financial innovations Development Banks: IFCI, ICICI, SFCs, IDBI Investment Institutions: UTI and Mutual Funds Insurance Organizations: LIC and GIC	9	9	0	8	12
4	Regulatory Framework Company Law: Share capital, issue of shares, prospectus	9	9	0	8	12



	Securities Contract (Regulation) Act: Recognized stock exchanges, listing of securities SEBI: Powers, functions, and role in capital markets					
5.	Institutional and Market Infrastructure Role of financial institutions in capital and money markets Integration and interaction among banks, mutual funds, insurance companies, and development financial institutions Overview of institutional reforms and modernization of financial infrastructure in India	9	9	0	8	12
Total		45	45	0	40	60

Recommended books:

Title	Author	Publisher
Financial Markets and Institutions	Bhole, L. M.	Tata McGraw Hill, Delhi
Indian Financial System	Khan, M. Y.	Tata McGraw Hill, Delhi
Management of Indian Financial Institutions	Srivastava, R. M.	Himalaya Publishing House, Mumbai

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Syllabus Code No.	072	
YEAR	IInd year	
SEMESTER	IV	
NAME OF COURSE	Cross Cultural and Global Human Resource Management	
CATEGORY	Core	
COURSE CODE	MBA24-HRM403	
PAPER NO	3	
MARKING SCHEME	End-Semester (EXT): 60	Continuous evaluation (INT): 40
CREDITS – MARKS	Total: 100	Credits: 3 Passing: 50%
	Theory : Yes	Practical : No
TEACHING HOURS	Theory: 45	Practical: No

INTRODUCTION:

This course provides an understanding of the role of human resource management (HRM) in international contexts. The course is divided into three areas of study: the context of international HRM, strategic and functional HRM in international contexts, and comparative international contexts. Specific topics include globalisation, work and labour regulation; strategic HRM issues in international contexts; issues related to host, home and third country nationals; recruitment, selection, training, development and compensation in international contexts, expatriation and repatriation. Studies of the HR context of selected countries are also included.

COURSE OBJECTIVES:

- Understand cultural determinants and their impact on business.
- Learn key cultural dimensions and management implications.
- Explore culture's role in organizations, leadership, and strategy.
- Develop cross-cultural communication and team management skills.

COURSE OUTCOMES:

CO1: Explain how national culture influences business practices.

CO2: Apply cultural frameworks to management and expatriation.

CO3: Analyze culture's effect on leadership, structure, and marketing.

CO4: Demonstrate cross-cultural communication and negotiation skills.

CO5: Manage international teams and resolve intercultural conflicts.

COURSE DETAILS:



Unit No	Title of unit with detailed content	No of teaching-learning hours per unit	Theory	Practical	Marks Weightage	
					INT (continuous evaluation)	EXT (end-sem)
1	Introduction: Determinants of Culture – Facets of culture – Levels of Culture – National Cultural dimensions in the business context – The influence of National Culture on business culture. Business Cultures: East and West.	8	8	0	8	12
2	Cultural Dimensions and Dilemmas: Value orientations and Dimensions – Reconciling cultural dilemmas – Culture and Styles of Management: Management tasks and cultural values, Expatriate Management.	10	10	0	8	12
3	Culture and Organizations: Culture and corporate structures – Culture and Leadership – Culture and Strategy – Cultural change in Organizations- Culture and marketing – Cultural Diversity.	9	9	0	8	12
4	Culture and Communications: Business communication across cultures – Barriers to intercultural communication – Negotiating Internationally.	9	9	0	8	12
5.	Cross Cultural Team Management: Working with International teams – Groups processes during international encounters – Conflicts and cultural difference – Understanding and dealing with conflicts – Developing Intercultural relationships.	9	9	0	8	12
Total		45	45	0	40	60

Recommended books:

Title	Author	Publisher
Cross-Cultural Management: Essential Concepts	David C. Thomas, Mark F. Peterson	Sage Publications
Inter-cultural communication	Holliday, Adrian	Routledge
Managing Across Cultures	Susan C. Schneider, Jean-Louis Barsoux	Pearson Education
Cross-Cultural Management	Dipak Kumar Bhattacharyya	PHI Learning

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Syllabus Code No.	072	
YEAR	IInd year	
SEMESTER	IV	
NAME OF COURSE	Compensation Management	
CATEGORY	Core	
COURSE CODE	MBA24-HRM404	
PAPER NO	4	
MARKING SCHEME	End-Semester (EXT): 60	Continuous evaluation (INT): 40
CREDITS – MARKS	Total: 100	Credits: 3 Passing: 50%
	Theory : Yes	Practical : No
TEACHING HOURS	Theory: 45	Practical: No

INTRODUCTION:

One of the most complex assignments in any organization is to lay down a sound wage system and its implementation. It is a dynamic field that involves many workable principles and procedures. Over a period of years the new and system has taken different shape and acquired a multi dimensional character due to the rapidly changing technology and socio-economic transformation of the society. Employees always expect a just and equal pay for the services they render to the organization. It gave rise to innumerable disputes; particularly with regard to the relative pay to be assigned to certain employments. As a result different patterns of wage fixation began to assume an important.

COURSE OBJECTIVES:

- Understand the concept and strategic role of compensation.
- Learn legal wage structures and their applicability.
- Explore wage payment methods and statutory provisions.
- Examine perquisites, compensation policies, and cost implications.

COURSE OUTCOMES:

- **CO1:** Explain the concept and importance of compensation.
- **CO2:** Interpret legal wage concepts and compliance.
- **CO3:** Identify wage payment methods and statutory provisions.
- **CO4:** Analyze the role of perquisites in compensation.
- **CO5:** Evaluate compensation strategies and CTC implications.

COURSE DETAILS:



Unit No	Title of unit with detailed content	No of teaching-learning hours per unit	Theory	Practical	Marks Weightage	
					INT (continuous evaluation)	EXT (end-sem)
1	Concept of Compensation <ul style="list-style-type: none">• Why employee payments are called as 'Compensation'?• Importance of Wages / Salary (to Employees and Employers)	8	8	0	7	10
2	Concept of Minimum wage, Fair wage and Living wage <ul style="list-style-type: none">• Schedule employment and Applicability of Minimum Wages Act Unit	8	8	0	7	10
3	Different Methods and Modes of payment: Time rate, Piece rate, Job (Assignment) Rate ; Periodicity of payment, Provisions of payment of Wages Act.	8	8	0	7	10
4	Perquisites & facilities: Importance of perquisites, rewards ; Uniform, housing, transport, canteen, medical facilities, hospitalization, accident insurance	8	8	0	7	10
5.	Compensation Policy: Attracting, Developing and Retaining capable employees, Compensating for special skill sets, 'Stock Option' as compensation policy.	8	8	0	7	10
6	Concept of CTC <ul style="list-style-type: none">• Employee Payment as 'Cost'• Ratio of labour cost with turnover	5	5	0	5	10
Total		45	45	0	40	60

Recommended books:

Title	Author	Publisher
Labour cost and compensation management	Rao, A.P.	Everest Publishing House
Compensation	Milkovich, George T.	Tata McGraw Hill Education Private Limited.
Compensation & Reward Management	B.D. Singh	Excel Books, New Delhi
New Compensation Management in Changing Environment	S.K. Bhatia	Deep & Deep Publications

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Syllabus Code No.	072	
YEAR	IInd year	
SEMESTER	IV	
NAME OF COURSE	Talent Acquisition and Retention	
CATEGORY	Core	
COURSE CODE	MBA24-HRM405	
PAPER NO	5	
MARKING SCHEME	End-Semester (EXT): 60	Continuous evaluation (INT): 40
CREDITS – MARKS	Total: 100	Credits: 3 Passing: 50%
	Theory : Yes	Practical : No
TEACHING HOURS	Theory: 45	Practical: No

INTRODUCTION:

Talent Acquisition and Retention has become a crucial aspect of Human Resource Management in the dynamic and competitive business environment. This course provides students with in-depth knowledge and practical approaches to attracting, developing, and retaining talent in organizations. It emphasizes the strategic role of talent management in building a sustainable competitive advantage and explores succession planning, retention strategies, and the challenges of managing talent in the digital age. The course also enables students to differentiate between recruitment and talent acquisition while aligning HR practices with organizational goals.

COURSE OBJECTIVES:

- To develop a conceptual understanding of talent management and its strategic significance.
- To explore the processes involved in talent acquisition, development, and retention.
- To familiarize students with best practices and trends in talent planning, succession, and workforce engagement.
- To analyze challenges in talent management and devise strategies to overcome them, especially in the digital era.

COURSE OUTCOMES:

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

- **CO1:** Define and explain the concepts of talent management and acquisition and their impact on organizational performance.
- **CO2:** Apply the steps of the talent management process and compare them with traditional HR practices.
- **CO3:** Differentiate between recruitment and talent acquisition, and analyze current trends in talent development.

- **CO4:** Evaluate employee retention programs and succession planning strategies to reduce talent attrition.
- **CO5:** Identify key challenges and opportunities in talent management, including the influence of digital transformation.

COURSE DETAILS:

Unit No	Title of unit with detailed content	No of teaching-learning hours per unit	Theory	Practical	Marks Weightage	
					INT (continuous evaluation)	EXT (end-sem)
1	Talent Management – Introduction <ul style="list-style-type: none"> • Concept, objectives, and significance of talent acquisition and management • Role in competitive advantage and organizational success • Consequences of poor talent management practices 	8	8	0	8	12
2	Talent Management Planning <ul style="list-style-type: none"> • Assessing talent needs and planning process • Guidelines for effective talent management • Comparison with traditional HR practices 	10	10	0	8	12
3	Talent Acquisition <ul style="list-style-type: none"> • Developing and acquiring high-potential talent • Talent acquisition vs. recruitment • Current trends and innovations in talent sourcing 	9	9	0	8	12
4	Talent Retention and Succession <ul style="list-style-type: none"> • Impact of losing key performers and retention strategies • Employee retention programs • Succession planning process and importance 	9	9	0	8	12
5.	Challenges in Talent Management <ul style="list-style-type: none"> • Key challenges and strategic solutions • Opportunities in modern 	9	9	0	8	12



	talent management • Digital-era practices and transformations					
Total		45	45	0	40	60

Recommended books:

Title	Author	Publisher
Talent is never enough	Maxwell, John C.	Pearson education
Talent Management in India: Challenges & Opportunities	Hasan & Singh	Atlantic Publishers
Talent Management in Indian Organizations: Challenges and Opportunities	Dr. C.B. Gupta	Sultan Chand & Sons
Talent Management: Concepts and Competencies	Prem Chadha	SAGE Publications India

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Syllabus Code No.	072	
YEAR	IIInd year	
SEMESTER	IV	
NAME OF COURSE	Leadership and Decision making	
CATEGORY	Core	
COURSE CODE	MBA24-HRM406	
PAPER NO	6	
MARKING SCHEME	End-Semester (EXT): 60	Continuous evaluation (INT): 40
CREDITS – MARKS	Total: 100	Credits: 3 Passing: 50%
	Theory : Yes	Practical : No
TEACHING HOURS	Theory: 45	Practical: No

INTRODUCTION:

Leadership and decision-making are critical competencies for effective management and organizational success. This course provides foundational knowledge on leadership theories, styles, and traits, along with essential insights into the decision-making process. Students will explore the relationship between leadership and ethical decision-making in dynamic organizational settings. Emphasis will be placed on developing the personal qualities, analytical skills, and ethical grounding required to become responsible leaders and effective decision-makers.

COURSE OBJECTIVES:

- To understand the meaning, significance, and role of leadership in organizational development.
- To examine various leadership styles and the personality traits that influence leadership effectiveness.
- To explore major leadership theories including trait, behavioral, contingency, transactional, and transformational models.
- To develop knowledge and skills related to effective and ethical decision-making in managerial contexts.

COURSE OUTCOMES:

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

CO1: Define leadership and explain its importance in organizational building and development.

CO2: Identify key personality traits and distinguish between different leadership styles.

CO3: Analyze various leadership theories and apply them in appropriate organizational contexts.

CO4: Understand the concept, importance, and core skills involved in effective decision-making.



CO5: Apply ethical values and structured processes in making sound and responsible decisions in real-life situations.

COURSE DETAILS:

Unit No	Title of unit with detailed content	No of teaching-learning hours per unit	Theory	Practical	Marks Weightage	
					INT (continuous evaluation)	EXT (end-semester)
1	Introduction to Leadership: Meaning and Definition of Leadership, Importance of Leadership in Organization Building, Qualities and Skills Required by a Good Leader.	8	8	0	8	12
2	Personality Traits and Leadership Styles: Understanding personality types and leadership styles; linking traits to leadership behavior.	10	10	0	8	12
3	Theories of Leadership: Overview and Application of Trait Theory, Behavioral Theories, Contingency Theories, Transactional Leadership, and Transformational Leadership Theory.	9	9	0	8	12
4	Introduction to Decision-Making: Concept and Importance of Decision-Making, Core Skills Required for Effective Decision-Making.	9	9	0	8	12
5.	Decision-Making Process: Ethics and Values in Decision-Making, Steps in the Decision-Making Process, Common Challenges Faced During Decision-Making.	9	9	0	8	12
Total		45	45	0	40	60

Recommended books:



Title	Author	Publisher
Leadership theory and practice	Northhouse, Peter G.	Sage Publication India Pvt. Ltd
Decision Making & Problem Solving	Adair, John	Kogan Page
Quest for exceptional leadership mirage to reality	Chausry, Ravi	Sage Publication India Pvt. Ltd
Managerial tools for corporate leadership	Pai, Satish	Himalaya Publishing House

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Syllabus Code No.	072	
YEAR	IIInd year	
SEMESTER	IV	
NAME OF COURSE	Sustainable Business Practices	
CATEGORY	Elective	
COURSE CODE	MBA24-E-407(a)	
PAPER NO	7	
MARKING SCHEME	End-Semester (EXT): 60	Continuous evaluation (INT): 50
CREDITS – MARKS	Total: 50	Credits: 2 Passing: 50%
	Theory : Yes	Practical : No
TEACHING HOURS	Theory: 45	Practical: No

INTRODUCTION:

In an era of global environmental challenges and rising social consciousness, sustainability has become a critical component of business strategy and operations. This course on **Sustainable Business Practices** explores the integration of environmental, social, and governance (ESG) considerations into core business decisions. It examines the role of sustainability in creating long-term stakeholder value, enhancing corporate reputation, and driving innovation. The course equips students with knowledge and tools to implement responsible business practices aligned with global sustainability standards and frameworks.

COURSE OBJECTIVES:

- To develop an understanding of the concepts, drivers, and importance of sustainability in contemporary business environments.
- To evaluate how sustainability can be integrated into strategic planning, operations, and stakeholder management.
- To analyze global best practices, frameworks, and standards for sustainability reporting and corporate responsibility.

COURSE OUTCOMES:

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

CO1: Explain key concepts and principles of sustainable development and responsible business practices.

CO2: Analyze the role of sustainability in corporate strategy, innovation, and value creation.

CO3: Apply sustainability frameworks such as Triple Bottom Line, SDGs, and ESG in evaluating business performance.

CO4: Recommend sustainable business solutions and reporting mechanisms for ethical and long-term decision-making.



COURSE DETAILS:

Unit No	Title of unit with detailed content	No of teaching-learning hours per unit	Theory	Practical	Marks Weightage	
					INT (continuous evaluation)	EXT (end-sem)
1	Fundamentals of Sustainability and Ethics Sustainability dimensions (environmental, social, economic), evolution, business ethics, corporate responsibility, Triple Bottom Line.	6	6	0	10	-
2	Strategy and Stakeholder Management Sustainability in strategy, competitive advantage, stakeholder theory, sustainable business models.	6	6	0	10	-
3	Sustainable Operations and Supply Chains Green and lean practices, sustainable sourcing, circular economy, waste and lifecycle management.	6	6	0	10	-
4	CSR, Governance, and Reporting CSR (India & global), sustainability governance, ESG basics, SDGs, GRI, and BRSR reporting.	6	6	0	5	-
5.	Case studies	6	9	0	15	-
Total		30	30	0	50	0

Recommended books:

Title	Author	Publisher
Sustainable Business Practices and Managerial Responsibility	Sukhbir Sandhu, Samir Ranjan Pradhan	Springer India
Sustainability in Business: Concepts, Practice and Business Cases	Preeta H. Rao, R. Bhatia	Oxford University Press India

**DEPARTMENT OF MANAGEMENT****NAME OF THE PROGRAM: MASTER OF BUSINESS ADMINISTRATION****PROGRAM CODE: 072****YEAR of Introduction : 2024**

Syllabus Code No.	072	
YEAR	IInd year	
SEMESTER	IV	
NAME OF COURSE	Corporate Social Responsibility	
CATEGORY	Elective	
COURSE CODE	MBA24-E-407(b)	
PAPER NO	7	
MARKING SCHEME	End-Semester (EXT): 60	Continuous evaluation (INT): 50
CREDITS – MARKS	Total: 50	Credits: 2 Passing: 50%
	Theory : Yes	Practical : No
TEACHING HOURS	Theory: 45	Practical: No

INTRODUCTION:

Corporate Social Responsibility (CSR) is an evolving discipline that integrates business practices with social, environmental, and ethical responsibilities. This course aims to expose MBA students to the growing significance of CSR in business strategy and sustainable development. It examines the theoretical foundations, frameworks, and real-world applications of CSR and enables students to understand how responsible business practices contribute to long-term value creation for all stakeholders.

COURSE OBJECTIVES:

- To provide conceptual understanding of Corporate Social Responsibility and its relevance in today's business environment.
- To develop students' awareness of legal, ethical, environmental, and stakeholder considerations in business decisions.
- To encourage students to critically analyze CSR strategies and initiatives adopted by corporations in India and globally.

COURSE OUTCOMES:

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

CO1: Understand the foundational concepts and evolution of CSR in the global and Indian context.

CO2: Analyze the legal and ethical frameworks governing CSR practices and disclosures.



CO3: Evaluate CSR strategies of organizations through case studies and real-world examples.

CO4: Design socially responsible business initiatives and assess their impact on various stakeholders.

COURSE DETAILS:

Unit No	Title of unit with detailed content	No of teaching-learning hours per unit	Theory	Practical	Marks Weightage	
					INT (continuous evaluation)	EXT (end-sem)
1	Introduction to CSR Definition, Scope, Evolution of CSR, Principles and Theories of CSR, Triple Bottom Line Approach, Business Ethics and CSR	6	6	0	10	-
2	CSR and Legal Framework CSR under Companies Act, 2013 (Section 135), Schedule VII activities, CSR Rules and Amendments, CSR Reporting and Disclosure Norms	6	6	0	10	-
3	Stakeholder Management & CSR Identification of stakeholders, Stakeholder engagement, Corporate Governance and CSR, Role of NGOs and Government	6	6	0	10	-
4	CSR Strategy and Implementation Strategic CSR planning, CSR in business strategy, Implementation models, Employee involvement in CSR, CSR metrics and measurement	6	6	0	10	-
5.	CSR Best Practices and Case Studies Global CSR Practices, CSR in Indian Corporates (Tata Group, ITC, Reliance, Infosys), Evaluation of CSR impact, Sustainable Development Goals (SDGs) and CSR alignment	6	9	0	10	-
Total		30	30	0	50	0

Recommended books:

Title	Author	Publisher
Corporate social responsibility in India	Panda Sanjay Kumar	ICFAI University Press



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Corporate Social Responsibility: Concepts and Cases – The Indian Experience	C. V. Baxi & Ajit Prasad	Excel Books
Corporate Social Responsibility in India	Sanjay K Agarwal	SAGE Publications India
Business Ethics and Corporate Social Responsibility	S.K. Mandal	McGraw Hill Education



DEPARTMENT OF MANAGEMENT

NAME OF THE PROGRAM: MASTER OF BUSINESS ADMINISTRATION

PROGRAM CODE: 072

YEAR of Introduction : 2024

Syllabus Code No.	072	
YEAR	IInd year	
SEMESTER	IV	
NAME OF COURSE	Professional Writing and Presentation Skills	
CATEGORY	Elective	
COURSE CODE	MBA24-E-408(a)	
PAPER NO	8	
MARKING SCHEME	End-Semester (EXT): 60	Continuous evaluation (INT): 50
CREDITS – MARKS	Total: 50	Credits: 2 Passing: 50%
	Theory : Yes	Practical : No
TEACHING HOURS	Theory: 45	Practical: No

INTRODUCTION:

In the contemporary business environment, effective communication—both written and oral—is essential for professional success. This course is designed to equip MBA students with the foundational skills of professional writing and impactful presentations. It focuses on structuring business communication, enhancing clarity, and presenting ideas confidently and persuasively in various professional contexts. Emphasis is placed on real-world business writing, executive summaries, business reports, email etiquette, and presentation techniques using visual aids.

COURSE OBJECTIVES:

- To develop clarity, conciseness, and coherence in professional and business writing.
- To enhance students' confidence and effectiveness in making structured business presentations.
- To apply appropriate formats, tone, and visual elements in written and oral communication suited to managerial contexts.

COURSE OUTCOMES:

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

CO1: Write professional business documents such as emails, memos, proposals, and reports using correct format and tone.

CO2: Design and deliver clear, confident, and audience-oriented business presentations.

CO3: Apply appropriate visual aids and presentation tools for effective communication.

CO4: Demonstrate improved articulation, grammar, and persuasive skills in both individual and team-based communication settings.

COURSE DETAILS:

Unit No	Title of unit with detailed content	No of teaching-learning hours per unit	Theory	Practical	Marks Weightage	
					INT (continuous evaluation)	EXT (end-sem)
1	Fundamentals of Professional Writing: Principles of clarity, coherence, conciseness; Audience and purpose analysis; Tone and style in business writing	6	6	0	10	-
2	Business Correspondence: Email etiquette, memos, letters, meeting agendas and minutes, proposals, and executive summaries	6	6	0	10	-
3	Business Reports and Proposals: Structure of reports; types of reports; data presentation; writing persuasive proposals	6	6	0	10	-
4	Presentation Planning and Delivery: Components of effective presentations, planning and outlining, visual design (PPT), handling questions	6	6	0	10	-
5.	Advanced Communication Strategies: Persuasive communication, storytelling in business, voice modulation, body language, and audience engagement	6	9	0	10	-
Total		30	30	0	50	0

Recommended books:

Title	Author	Publisher
Communication skills	Rai, Urmila	Himalaya Publishing House
Interview skills	Soman, Ashok.	Himalaya Publishing House
Ace of soft skills	Gopaldaswamy, Ramesh.	Pearson Education

**DEPARTMENT OF MANAGEMENT****NAME OF THE PROGRAM: MASTER OF BUSINESS ADMINISTRATION****PROGRAM CODE: 072****YEAR of Introduction : 2024**

Syllabus Code No.	072	
YEAR	IInd year	
SEMESTER	IV	
NAME OF COURSE	MS Office (Practical)	
CATEGORY	Elective	
COURSE CODE	MBA24-E-408(b)	
PAPER NO	8	
MARKING SCHEME	End-Semester (EXT): 60	Continuous evaluation (INT): 50
CREDITS – MARKS	Total: 50	Credits: 2 Passing: 50%
	Theory : Yes	Practical : No
TEACHING HOURS	Theory: 45	Practical: No

INTRODUCTION:

This course is designed to provide MBA students with essential proficiency in Microsoft Office tools namely MS Word, MS Excel, and MS PowerPoint that are widely used in corporate and managerial environments. The course emphasizes hands-on practice to build competency in document creation, data analysis, reporting, and business presentations. By integrating these tools into everyday business tasks, students will enhance their productivity, communication, and analytical abilities, which are crucial for decision-making and professional growth.

COURSE OBJECTIVES:

- To gain proficiency in creating, editing, and formatting professional documents using MS Word.
- To acquire practical skills in Microsoft Excel for data management, analysis, and basic financial modeling.
- To master Microsoft PowerPoint for designing engaging and impactful business presentations.
- To apply MS Office tools to improve efficiency, communication, and problem-solving across business functions.

COURSE OUTCOMES:

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

CO1: Create and format professional documents in MS Word using styles, tables, templates, and review tools.

CO2: Build and manage Excel spreadsheets using formulas, functions, data validation, filtering, and protection features.

CO3: Analyze business data and perform basic financial modeling using Excel tools such as charts, pivot tables, and conditional formatting.



CO4: Design visually appealing and structured presentations in MS PowerPoint and deliver them confidently in professional settings.

COURSE DETAILS:

Unit No	Title of unit with detailed content	No of teaching-learning hours per unit	Theory	Practical	Marks Weightage	
					INT (continuous evaluation)	EXT (end-semester)
1	Introduction to MS Office Suite: • Overview of MS Office tools (Word, Excel, PowerPoint). • Understanding the user interface and common features.	7	1	6	10	-
2	Microsoft Word: • Creating, saving, and opening documents • Formatting text and paragraphs • Working with tables and lists • Inserting images and shapes • Headers, footers, and page numbering • Using templates and themes • Mail merge and basic automation	7	1	6	10	-
3	Microsoft Excel: • Introduction to spreadsheets and cells • Entering and formatting data • Basic formulas and functions (e.g., SUM, AVERAGE, COUNT) • Working with charts and graphs • Sorting and filtering data • Data validation and protection • Introduction to pivot tables	8	1	7	15	-
4	Microsoft PowerPoint: • Creating and editing slides • Applying themes and slide layouts • Inserting images, videos, and multimedia • Slide transitions and animations • Tips for effective presentations	8	1	7	15	-
Total		30	4	26	50	0

Recommended books:

Title	Author	Publisher
Mastering MS Office	Bittu Kumar	V&S Publishers
MS-Office 2010 Training Guide	Jain Sathish	BPB Publications

