

Master of Business Administration (Dual Specialization)

Semester	Course Code	Course title	Course Type	Course credit	
I	MGC101	Economics for Managers (EM)	Core	4	
	MGC102	Business Statistics (BS)	Core	4	
	MGC103	Marketing Management (MM)	Core	4	
	MGC104	Human Resource Management (HRM)	Core	4	
	MGC105	Information Technology for Managers (ITM)	Core	4	
	MGC106	Accounting for Managers (AFM)	Core	4	
	MGD101	Legal Aspects of Business (LAB) OR	DSE 1	2	
	MGD102	Principles and Practices of Management (PPM)	DSE 2		
	<i>To be formulated by the Respective Constituted Committee of NBU</i>		AEC	2	
II	MGC201	Business Research Methods (BRM)	Core	4	
	MGC202	Project Management (PM)	Core	4	
	MGC203	Marketing Application & Practices (MAP)	Core	4	
	MGC204	Organizational Behaviour (OB)	Core	4	
	MGC205	Management Information System (MIS)	Core	4	
	MGC206	Corporate Financial Management (CFM)	Core	4	
	MGD201	<i>Fieldwork based on socio-economic activities OR</i>	DSE 1	2	
	MGD202	NSS/NCC/Designated MOOCS	DSE 2		
	<i>To be formulated by the Respective Constituted Committee of NBU</i>		AEC	2	
III	Candidates will be offered 10 specialization subjects out of which they need to opt for 4 specialization subjects (2 each from two different Specialization Subjects)				
	Course Code	Course title (Finance Management Specialization)	Course Type	Course credit	
	MGDSF31	Portfolio Management (PM)	DSE	4	
	MGDSF32	Financial Institutions and Markets (FIM)	DSE	4	
	MGDSF33	Corporate Tax Management	DSE	4	
	MGDSF34	Micro Finance	DSE	4	
	MGDSF35	Behavioural Finance	DSE	4	
	Course Code	Course title (Systems & Operations Mgmt Specialization)	Course Type	Course credit	
	MGDSO31	Business Intelligence & Data Warehousing (BIDW)	DSE	4	
	MGDSO32	Production & Operation Management (POM)	DSE	4	
	MGDSO33	Machine Learning (ML)	DSE	4	
	MGDSO34	Data Communication & Networking (DCN)	DSE	4	
	MGDSO35	Enterprise Resource Planning (ERP)	DSE	4	
	Course Code	Course title (Marketing Management Specialization)	Course Type	Course credit	
	MGDSM31	Sales & Distribution Management (SDM)	DSE	4	
	MGDSM32	Service Marketing & Retail Management (SMRM)	DSE	4	
	MGDSM33	Digital and Social Media Marketing (DSMM)	DSE	4	
	MGDSM34	Advertising & Promotion Management (APM)	DSE	4	
	MGDSM35	Consumer Behaviour & Marketing Research (CBMR)	DSE	4	
	Course Code	Course title (Human Resource Mgmt Specialization)	Course Type	Course credit	
	MGDSH31	Managing and Developing Human Resources & Ethical Issues in HRM (MDHR&EIH)	DSE	4	
	MGDSH32	Industrial Relations & Labour Laws (IR&LL)	DSE	4	
	MGDSH33	Organisation Theory, Structure & Design (OTS&D)	DSE	4	
	MGDSH34	International Human Resource Management (IHRM)	DSE	4	
	MGDSH35	Learning & Development (LD)	DSE	4	
	MGC301	Data Analytics (DA)	Core	2	
	Two General Elective Subjects to be offered to the students from the list of 15 Open GE subjects from the below box by the Department each year. The students will be selecting one among the two electives offered.			GE 1	2
				GE 2	2
	MGC302	Summer Internship Program (SIP)	Core	4	
		<i>To be formulated by the Respective Constituted Committee of NBU</i>		AEC	2

Semester	Course Code	Course title	Course Type	Course credit	
IV	<i>Candidates will be offered 10 specialization subjects out of which they need to opt for 4 specialization subjects (2 each from two different Specialization Subjects)</i>				
	Course Code	Course title (Finance Management Specialization)	Course Type	Course credit	
	MGDSF41	International Finance (IF)	DSE	4	
	MGDSF42	Taxation and Public Finance (TPF)	DSE	4	
	MGDSF43	Financial Engineering (FE)	DSE	4	
	MGDSF44	Insurance and Risk Management (IRM)	DSE	4	
	MGDSF45	Financial Analytics (FA)	DSE	4	
	Course Code	Course title (Systems & Operations Mgmt Specialization)	Course Type	Course credit	
	MGDSO41	Supply Chain Analytics (SCA)	DSE	4	
	MGDSO42	System Analysis & Design (SAD)	DSE	4	
	MGDSO43	Database Management System (DMS)	DSE	4	
	MGDSO44	Cyber Security in Business (CSB)	DSE	4	
	MGDSO45	Decision Support System (DSS)	DSE	4	
	Course Code	Course title (Marketing Management Specialization)	Course Type	Course credit	
	MGDSM41	Product & Brand Management (PBM)	DSE	4	
	MGDSM42	MSME Product Marketing (MPM)	DSE	4	
	MGDSM43	Marketing Luxury (ML)	DSE	4	
	MGDSM44	Business to Business Marketing (B2BM)	DSE	4	
	MGDSM45	International Business (IB)	DSE	4	
	Course Code	Course title (Human Resource Mgmt Specialization)	Course Type	Course credit	
	MGDSH41	Information Technology in HRM (ITHRM)	DSE	4	
	MGDSH42	Compensation Management (CM)	DSE	4	
	MGDSH43	Organization Development & Change Management (ODCM)	DSE	4	
	MGDSH44	Performance Measurement Systems & Competency Assessment (PMS&CA)	DSE	4	
	MGDSH45	Managing Diversity at Workplace (MDW)	DSE	4	
	MGC401	Strategic Management (SM)	Core	2	
	MGC402	EDP & Business Plan Report (EBPR)	Core	4	
	<i>Two General Elective Subjects to be offered to the students from the list of 15 Open GE subjects from the below box by the Department each year (Excluding the 2 subjects taken by the concerned students in Semester III). The students will be selecting one among the two electives offered.</i>			GE 1	2
				GE 2	2
	<i>To be formulated by the Respective Constituted Committee of NBU</i>			SEC	2

Course Code	Course title	Course Type (Open)	Course credit
MGE101	Travel & Tourism Management (T&TM)	GE	4
MGE102	Sports Marketing & Merchandising (SM&M)	GE	4
MGE103	Pharmaceutical Marketing (PM)	GE	4
MGE104	Agricultural Marketing (AM)	GE	4
MGE105	Business Environment (BE)	GE	4
MGE106	Money & Banking (M&B)	GE	4
MGE107	Industrial Organization (IO)	GE	4
MGE108	Indian Ethos in Management (IEM)	GE	4
MGE109	Logistics and Supply Chain Management	GE	4
MGE110	Data Structure & Algorithms (DS&A)	GE	4
MGE111	Web Analytics (WA)	GE	4
MGE112	Conflict Crisis & Stress Management (CC&SM)	GE	4
MGE113	Corporate Social Responsibility	GE	4
MGE114	Cross Cultural Management (CCM)	GE	4
MGE115	Management Consulting (MC)	GE	4

MBA 1st Semester
Economics for Managers (EM)
COURSE CODE - MGC101

Course Objective:

Total Credits: 4

The objectives of the course is to make the students aware of the economics of managerial decision, consumer decision, changes in supply, organisational production decision etc.

Learning Outcome:

On completion of this course, the students will be able to apply the knowledge of the mechanics of supply and demand to explain working of markets, Rational Consumer etc.

Unit I: Overview of Managerial Economics

Relation Between Managerial Economics and Other Business Disciplines; Review of Important Concepts in Economics: Scarcity; Want; Factors of Production; Production Possibility Frontier; and Opportunity Cost; Marginal Analysis; Central Problems of the Economy and its Resolution; Incentives; Productivity and Efficiency; Firm and its Goals; Rationality; Social Welfare.

Unit II: Demand and Supply Analysis and Utility Analysis

Law of Diminishing Marginal Utility; Income Effect and Substitution Effect; Estimation of Demand from the Cardinal and Ordinal Utility Approach; Demand Analysis: Factors that affect Demand; Law of Demand; Exceptions to the Law of Demand; Elasticity of Demand and Estimation of Demand; Supply Analysis; Factors Affecting Supply; Elasticity of Supply Interaction of Demand and Supply; Market Equilibrium; Surplus and Shortages; Comparative and Static Analysis.

Unit III: Production and Competitive Analysis

Production Function; Total; Average and Marginal Product; Short Run and Long Run Production; Factors of Production – Fixed And Variable; Optimal use of Input in Long Run and Short Run; Law of Diminishing Returns to a Factor; Returns to Scale.

Unit IV: Cost Analysis

Various Concepts of Cost, Short Run Cost Analysis, Relationship between Production and Cost, Long Run Cost Analysis, Traditional and Modern Theory of Cost, Minimum Efficient Scale, Economies of Scale and Scope, Cost Volume Profit Analysis.

Unit V: Pricing and Output Decision in Competitive Market

Meaning of Competition; Factors that affect the Competitive Environment; Competitive Market Characteristics; Marginal Cost and Firm Supply; Perfect Competition; Monopoly; Oligopoly and Monopolistic Competition.

Unit XI: Cases

Case analysis and discussion on Economics for Managers.

Unit X: Applications

Applications of Economics for Managers.

Case Studies: Case studies are going to be used in the pedagogy of the above Units of Economics for Managers in more vivid explanation and understanding of the concept of various topics of Indian Economics and Business.

Suggested Readings

Hirschey M. & Bentzen E.; Managerial Economics, Cengage Learning.	Farnham P.G; Economics for Managers, Pearson Education India.
Keat P., Young P. & Erfle S.; Managerial Economics: Economic Tools for Today's Decision Makers, Pearson Prentice Hall.	Mithani D.M.; Economics For Managers, Himalaya Publishing House.
Samuelson W.F. & Marks S.G.; Managerial Economics, Wiley.	Upadhyay J.P.; Economics for Managers, Notion Press.

PATTERN OF EVALUATION		MARKS
The End semester examination of 1 st Semester of MBA Program is going to be conducted in written form.		60
Field Study (Collection & Evaluation) / Practical Application		15
Internal Evaluation: The internal evaluation is based on Class Test/Quizzes; Presentation and Participation		25
Total Marks:		100

**MBA 1st Semester
Business Statistics (BS)
COURSE CODE - MGC102**

Course Objective:

Total Credits: 4

This course intends to provide a professional approach to marketing concept and its practical application. The course is developed to enable the students to learn the basic in marketing. All the Topics below will be addressed in a professional perspective.

Learning Outcome:

On completion of this course, the students will be able to understand the key terminology, concepts tools and techniques used in business statistical analysis especially in the corporate sector.

Unit I: Introduction

Data Collection; Types of Variables; Various Methods of Data Collection.

Unit II: Descriptive Statistics

Use of Charts Tables and Graphs: Categorical Values; Numerical Value; Cross Tabulation; Scatter Plots and Time Series Plots.

Unit III: Measures of Central Tendency

Mean, Median, Mode, Geometric Mean and Harmonic Mean.

Unit IV: Measures of Dispersion

Range; Interquartile Range; Variance and Standard Deviation; Coefficient of Variation; Z Scores.

Unit V: Correlation and Regression

Karl Pearson's Coefficient of Correlation; Simple Linear Regression; Least Square Method; Inference about the Slope and Intercept

Unit VI: Time Series Analysis and Forecasting

Components of Time Series Analysis and Least Square Method for Forecasting

Unit VII: Probability Theory

Basic Concepts; Conditional Probability.

Case Studies: *Case studies are going to be used in the pedagogy of the above Units of Business Statistics for more vivid explanation and understanding of the concept of various topics related to application of statistics in Business.*

Suggested Readings

Levine D., Berenson M., Krehbiel T.C. & Stephan D.F.; Statistics for Managers: Using Microsoft Excel, Pearson Education.	Ezekiel M. & Fox K.A.; Methods of Correlation and Regression Analysis, John Wiley & Sons Inc.
Weinberg S.L. & Abramowitz S.K.; Statistics Using IBM SPSS: An Integrative Approach, Cambridge University Press.	Miles J. & Shevlin M.; Applying Regression and Correlation: A Guide for Students and Researchers, SAGE Publications Ltd.
Shumway R.H. & Stoffer D.S.; Time Series Analysis and Its Applications: With R Examples, Springer	Holcomb Z.; Fundamentals of Descriptive Statistics, Routledge.

PATTERN OF EVALUATION		MARKS
The End semester examination of 1 st Semester of MBA Program is going to be conducted in written form.		60
Field Study (Collection & Evaluation) / Practical Application		15
Internal Evaluation: The internal evaluation is based on Class Test/Quizzes, Presentation and Participation		25
Total Marks:		100

**MBA 1st Semester
Marketing Management (MM)
COURSE CODE – MGC103**

Course Objective:

Total Credits: 4

This course intends to provide a professional approach to marketing concept and its practical application. The course is developed to enable the students to learn the basic in marketing. All the Topics below will be addressed in a professional perspective.

Learning Outcome:

On completion of this course, the students will be able to demonstrate strong conceptual knowledge in the functional area of marketing management.

Unit I: Introduction to Marketing Management

Introduction: Defining Marketing for the 21st Century; Marketing as Concept of Exchange; Needs and Wants in Marketing; Scope & Importance of Marketing; Concept of Marketing Myopia. Selling & Marketing.

Unit II: Conceptual Approach to Marketing Management

Conceptual Approach: Evolution of Marketing - The Product Era - The Selling Era - The Marketing Era - The Holistic Era; Marketing Orientation of Modern Organizations; Approaches to Marketing – Product – Production - Sales – Marketing – Societal – Relational; Marketing Mix; 4 P's of Marketing; 7 P's of Marketing.

Unit III: Marketing Environment

The Environment: Analyzing needs and trends of Macro Environment - Political, Economic, Socio-cultural and Technical Environment – PEST Analysis; Micro Environment – Industry & Competition; Concept of Market Potential & Market Share.

Unit IV: Market Segmentation & Positioning

Segmentation & Positioning: Concept of Market Segmentation; Need & Benefits of Market Segmentation; Bases for Market Segmentation for Consumer Goods - Industrial Goods – Services; Niche & Local Marketing, Effective segmentation criteria, Evaluating & Selecting Target Markets, Concept of Target Market and Concept of Positioning – Value Proposition & USP.

Unit V: Product & Price

The Product & Price: Concept of Product; Product mix – Product Classification; Product line; Product Life Cycle (PLC); Stages & Strategies of PLC; New Product Development Concept & Process; Concept of Brand & its Decisions; Concept of Pricing; Pricing – Decision, Methods & Strategies; Rebates; Discounts.

Unit VI: Contemporary Areas of Marketing

Contemporary Marketing Areas: Service Marketing; Rural Marketing; Industrial Marketing; Online Marketing; Pharmaceutical Product Marketing; Agricultural Marketing; Media Marketing; Marketing of Financial Products; Hospitality Marketing; SME Product Marketing; Lifestyle Marketing.

Case Studies: *Case studies are going to be used in the pedagogy of the above Units of Marketing for more vivid explanation and understanding of the concept of various topics of Marketing.*

Suggested Readings

Kotler. P; Marketing Management: Analysis; Planning; Implementation and control; Prentice Hall of India; New Delhi.

Armstrong and Kotler; Marketing - An Introduction; Pearson Education; New Delhi.

Saxena. R; Marketing Management; TMH; New Delhi.

Kumar; A. Meenakshi. N; Marketing Management; Vikas Publication; New Delhi.

Marketing Management: A South Asian Perspective: Philip Kotler, Kevin lane Keller, Abraham Koshy, Mithleswar Jha.

PATTERN OF EVALUATION		MARKS
The End semester examination of 1 st Semester of MBA Program is going to be conducted in written form.		60
Field Study (Collection & Evaluation) / Practical Application		15
Internal Evaluation: The internal evaluation is based on Class Test/Quizzes, Presentation and Participation		25
	Total Marks:	100

MBA 1st Semester
Human Resource Management (HRM)
COURSE CODE - MGC104

Course Objective:

Total Credits: 4

This paper helps the students to know the basic concepts, functions and processes of human resource management.

Learning Outcome:

On completion of this course, the students will be able to develop the understanding of the concept of human resource management and to understand its relevance in organizations.

Unit I: Introduction

Meaning; Definition; Scope; Objectives And Functions of Human Resource Management; Evolution of HRM; Relevance of Study Of HRM; Personnel Management vs. Human Resource Management; Challenges of HRM; HRM Environment; Strategic HRM.

Unit II: Human Resource Planning

Meaning; Definition; Importance; Factors Affecting HR Planning; Barriers of HR Planning; HR Planning Process;

Unit III: Recruitment and Selection

Meaning; Definition; Importance; Factors Governing Recruitment; Recruitment Process; Selection; Meaning; Definition; Stepwise Selection Process; Barriers to Selection; Selection in Indian Context.

Unit IV: Job Analysis and Job Design

Meaning of Job Analysis and Job Design; Definition of Job Analysis and Job Design; Process of Job Analysis; Problems in Job Analysis; Factors Affecting Job Design; Process of Job Design; Contemporary Issues in Job Design.

Unit V: Training and Development

Nature of Training and Development; Inputs in Training and Development; Gaps intraining; Training and Development as Source of Competitive Advantage; Training Process; Deriving Instructional Objectives; Designing; Implementation and Evaluation of the Training Program.

Unit VI: Performance Appraisal

Performance Appraisal; Meaning and Definition & Objectives; Performance Appraisal and Competitive Advantage; Appraisal Process; Job Evaluation - Objectives; Importance and Methods of Job Evaluation.

Unit VII: Cases and Applications

Case Analysis and Discussion of Human Resource Management.

Case Studies: *Case studies are going to be used in the pedagogy of the above Units of Human Resource Management in more vivid explanation and understanding of the concept of various topics of Man Management.*

Suggested Readings

V.S.P.Rao, Human Resource Management, Excel Books.

K. Aswathappa, Human Resource Management, Tata McGrawHill.

C.B. Memoria, Personal Management, Himalaya Publications.

PATTERN OF EVALUATION		MARKS
The End semester examination of 1 st Semester of MBA Program is going to be conducted in written form.	60	
Field Study (Collection & Evaluation) / Practical Application	15	
Internal Evaluation: The internal evaluation is based on Class Test/Quizzes; Presentation and Participation	25	
Total Marks:	100	

MBA 1st Semester
Information Technology for Managers (ITM)
COURSE CODE - MGC105

Course Objective:

Total Credits: 4

The objective of the course is to familiarize with the basic concepts of computing and their applications in different business domains.

Learning Outcome:

On completion of this course, the students will be able to relate the basic concepts and technologies used in the field of management information systems.

Unit I: Computer Fundamentals

Elements of a computer System - CPU; I/O devices; storage devices and media; concept of Hardware and Software; generations of computers; classification of computers - analog & digital computers; development of personal computers – Supercomputers; concept of machine language; assembly language; high level languages; classification of software - system software; application software.

Unit II: Computer Arithmetic and Number System

Decimal no. system; Binary no. System; Fixed Point Representation; Floating Point Representation; Octal and Hexadecimal Representation; Basic concepts of codes; Boolean algebra and logic gates; De-Morgan's theorem; Concept of ASCII; BCD; Gray code; Minimization of Switching Functions Using K-map; Design of half adder/full adder.

Unit III: Operating System

Introduction; Classification and Utility of Operating System.

Unit IV: Concept of DBMS

Data sources and Data Management; Files: Definitions; Types of Files; Concepts of DBMS; DDL; DML; Concepts of RDBMS; E-R Diagram and Mapping Cardinalities; Object Oriented Database.

Unit V:

Basics of MS-DOS, Windows, MS-Word, MS-PowerPoint, MS-EXCEL, MS-ACCESS, Basic Programming in Java.

Case Studies: *Case studies are going to be used in the pedagogy of the above Units of Information Technology for Managers in more vivid explanation and understanding of the concept of various topics of IT.*

Suggested Readings

John L. Hennessy, David A. Patterson – Computer Architecture A Quantitative Approach– Morgan Kaufmann Publishers.	Herbert Schildt - Java2: The Complete Suggested Readings - Tata McGraw-Hill Education.
M. Morris Mano, Charles R. Kime - Logic and Computer Design Fundamentals - Pearson.	Abraham Silberschatz, Peter Baer Galvin, Greg Gagne – Operating System Concepts - Wiley.
Joyce Cox, Curtis Frye, Steve Lambert, Joan Preppernau, et al, Microsoft© Office System Step by Step, Microsoft.	Silberschatz, Korth, Sudarshan - Database System Concepts - McGraw–Hill.

PATTERN OF EVALUATION		MARKS
The End semester examination of 1 st Semester of MBA Program is going to be conducted in written form.		60
Field Study (Collection & Evaluation) / Practical Application		15
Internal Evaluation: The internal evaluation is based on Class Test/Quizzes; Presentation and Participation		25
Total Marks:		100

MBA 1st Semester
Accounting For Managers (AFM)
COURSE CODE - MGC106

Course Objective:

Total Credits: 4

The purpose of this course is to provide students with an in-depth study of accounting practices and provide the knowledge, skills, and attitudes required for employment in a wide variety of accounting occupations.

Learning Outcome:

On completion of this course, the students will be able to explain the application of management accounting, various tools used, usage of financial statement etc.

Unit I: Financial Accounting

Accounting Concepts and Conventions; Generally Accepted Accounting Principles; Branches of Accounting; Preparation of Companies Financial Statements (As per Revised Schedule III); Introduction to IFRS.

Unit II: Management Accounting

Cash Flow Statement as per AS 3; Ratio Analysis; Budgetary Control - Types of Budget; Preparation of Flexible Budget and Cash Budget.

Unit III: Cost Accounting

Cost Concepts; Types of Cost; Difference between Cost Accounting and Management Accounting; Preparation of Cost Sheet; Marginal Costing and Cost - Volume-Profit Analysis; Standard Costing; Variance Analysis - Material and Labour.

Unit IV: Time Value of Money

Concept of Compounding and Discounting; Annuity; Perpetuity; Amortization; Determining Present Value and Future Value of Cash Flows.

Unit V: Other Aspects in Accounting for Managers

Case Studies on CVP Analysis, Budgetary Control, Time Value of Money, Interpretation of Financial Statements.

Case Studies: *Case studies are going to be used in the pedagogy of the above Units of Accounting for Managers in more vivid explanation and understanding of the concept of various topics of Accounting.*

Suggested Readings

Maheshwari S N and S K Maheshwari 2013, Accounting for Management, 3rd Ed. Vikas Pub. House. Horngren T Charles 2012, Introduction to Financial Accounting, 9th Ed., Pearsons Education.

Narayanswamy R 2014, Financial Accounting- A Managerial Perspective, 5th Ed., Prentice Hall of India.

Tulsian P C, 2013, Financial Accounting, Tata McGraw Hill.

PATTERN OF EVALUATION	MARKS
The End semester examination of 1 st Semester of MBA Program is going to be conducted in written form.	60
Field Study (Collection & Evaluation) / Practical Application	15
Internal Evaluation: The internal evaluation is based on Class Test/Quizzes; Presentation and Participation	25
Total Marks:	100

MBA 1st Semester
Legal Aspect of Business (LAB)
COURSE CODE - MGD101

Course Objective:

Total Credits: 2

The purpose of this course is to provide students with an in-depth study of legal orientation of business and provide the knowledge, skills, and attitudes required for employment in a wide variety of legal matters of business.

Learning Outcome:

On completion of this course, the students will be able to learn the basics of business Laws, governing commercial contracts and nuances of competency to contract, rules of Consideration and Objects of Contracts and other aspects of business laws etc.

Unit I: Introduction to Business Law

Introduction; Meaning and Nature of Law; Sources of Indian Law; Legal Environment of Business; Some Basic Legal Concepts; Essentials of Law.

Unit II: Law of Contract

Introduction to Indian Contract Act, 1872; Objectives; Definition and Essentials of a Valid Contract; Offer and Acceptance; Capacity to Contract; Consent; Kinds of Guarantee; Creditor; Surety. Bailment and its Kinds; Definition of bailment; Kinds of bailment; Bailor and Bailee; Termination of Bailment; Agent and Agency; Kinds of Agencies; Classification of Agents; Duties and Rights of Agents; Principal's Duties to the Agent and his Liability to Third Parties; Personal Liability of Agent; Termination of Agency; Power of Attorney.

Unit III: Law of Partnership

Introduction to Partnership Act, 1932; Meaning and Nature of Partnerships; Registration of Firms; Relations of Partners to One Another; Relations of Partners to Third Parties; Changes in a Firm; Dissolution of Partnership.

Unit IV: Law of Sales of Goods

Introduction to the Indian Sale of Goods Act, 1930; Contract of Sale; Goods and their classification; meaning of price; Conditions and Warranties; Passing of property in goods; Transfer of title by non-owners; Performance of a contract of sale; Unpaid seller and his rights; Remedies for breach of contract.

Unit V: Law of Negotiable Instruments

The Negotiable Instrument Act, 1881; Negotiable instruments; Promissory notes; Bills of Exchange; Cheques; Negotiation; Presentment; Dishonor; Crossing of cheques; Paying banker.

Unit VI: Banking & Insurance Laws

Concepts and Explanations of Some Important Terms; Establishment; Composition and Powers of Competition Commission of India; Competition Advocacy; Powers of Central Government to Grant Exemption; To Issue Direction and to Supersede Competition Commission of India.

Unit VII: The Consumer Protection Act, 1986

Introduction; Definitions; Rights of Consumers; Nature and Scope of Complaints; Remedies Available to Consumers.

Unit VIII: The Company's Act, 2013

Introduction; Formation of a Company; Memorandum of Association; Articles of Association; Prospectus; Shares; Directors; General Meetings and Proceedings; Auditor; Winding up of Company.

Unit IX: Regulation to Information

Introduction of Right to Information Act, 2005; Information & Technology Act, 2008; Electronic Governance; Secure Electronic Records and Digital Signatures; Digital Signature Certificates; E-Commerce; Cyber Regulations Appellate Tribunal; Offences; Limitations of the Information Technology Act, 2008.

Unit X: Intellectual Property Laws

Introduction to Patent Act, 1970; Legal Aspects of Patents; Filing of Patent Applications; Rights of Patentee; Infringement of Patents. Copyright Act; 1957 Copyright and its Ownership; Infringement of Copyright; Civil Remedies for Infringement; The Trademark Act, 1999 - Meaning and registration of Trademark.

Case Studies: *Case studies are going to be used in the pedagogy of the above Units of Legal Aspects of Business for more vivid explanation and understanding of the concept of various topics of Legal Aspects of Business.*

Suggested Readings

Singh, A, The Principles of Mercantile Law, Eastern Book Company, Lucknow

Kapoor N.D., Company Law incorporating the provisions of the Companies Amendment Act, Sultan Chand & Sons, New Delhi.

Kuchal, M.C., Business Law, Vikas Publishing house, New Delhi.

Singh A, Company Law, Eastern Book Company, Lucknow.

Kapoor, N.D., Business Law, Sultan Chand & Sons, New Delhi.

Kuchal M.C., Modern India Company law, Shri Mahavir Books, Noida.

PATTERN OF EVALUATION		MARKS
The End semester examination of 1 st Semester of MBA Program is going to be conducted in written form.		30
Field Study (Collection & Evaluation) / Practical Application		05
Internal Evaluation: The internal evaluation is based on Class Test/Quizzes; Presentation and Participation		15
Total Marks:		50

MBA 1st Semester
Principles and Practices of Management (PPM)
COURSE CODE - MGD102

Course Objective:

Total Credits: 2

The course is designed with the objective of familiarizing the students with the basic concepts of Management.

Learning Outcome:

On completion of this course, the students will be able to understand the concepts related to Business, demonstrate the roles, skills and functions of management, analyze business aspects etc.

Unit I: Introduction to Management

Concept of Management; Management - Art or Science; Management vs Administration; Levels of Management; Functions of Management; Management as a Profession; Management Skills; Qualities and Characteristics of Managers; Evolution of Management Thought; Management vs Bureaucracy; Social Responsibility of Managers; Managerial Ethics.

Unit II: Managerial Functions & Responsibilities

Planning – Concept, Significance, Types, Concept of MBO; Planning Premises and Forecasting; Organizing - Concept; Principles; Theories; Types of Organizations; Managerial Authority; Managerial Responsibility; Managerial Power; Delegation; Decentralization; Staffing; Directing; Coordinating; Controlling.

Unit III: Managerial Decision Making

Definition; Process of Decision Making; Types of Decision Making; Types of Decisions, Creativity in Decision Making, Techniques of Managerial Decision; Decision Control – Process and Techniques.

Unit IV: Organisational Structure

Classification on the Basis of Possession of Authority; Classification on the Basis of Grouping of Activities; New Organisational Designs – Project; Matrix; Organic Structure & Mechanistic Structure Challenge of Modern Organisation; Virtual Organisation; Line & Staff Organisation.

Unit IV: Principles of Organisation

Departmentation; Centralization & Decentralisation; Balancing between Centralisation & De – Centralisation; Delegation; Span of Management; Factors Influencing Span of Management.

Unit V: Leadership

Concept of Leadership; Leadership vs Management; Process of Leadership; Importance of Leadership; Characteristics of an Effective Leader.

Unit VI: The Controlling Process

Concept of Controlling; Importance of Controlling; Methods of Control - Pre Control, Concurrent Control & Post Control; Pre Control of Inputs; Concurrent Control of Operations; Post Control of Outputs; Integrated Control System; Total Quality Control.

Unit VII: Managerial Organisational Functions

Operational; Financial; Human Resource; Safety & Security: Welfare; Sales and Purchase; Compliance of Regulations & Laws; Societal Functions; Investor Relations; Organizational Image Building.

Case Studies: *Case studies are going to be used in the pedagogy of the above Units of Principles and Practices of Management for more vivid explanation and understanding of the concept of management and its application in business.*

Suggested Readings

Sengupta P.S.; Principles and Practices of Management, Vikas Publishing House.

Sharma B.D., Bhalla N.S. & Gupta R.S.; Principles and Practice of Management, Kalyani Publishers.

Meyer N.D.; Principle Based Organizational Structure, NDMA Publishing.

Huber G.; Managerial Decision Making (Management Applications Series), Longman Higher Education.

Parkeek U.; Organizational Leadership and Power, ICFAI University Press.

Sitkin S.B., Cardinal L.B. & Frankema K.M.B; Organizational Control, Cambridge University Press.

PATTERN OF EVALUATION		MARKS
The End semester examination of 1 st Semester of MBA Program is going to be conducted in written form.		30
Field Study (Collection & Evaluation) / Practical Application		05
Internal Evaluation: The internal evaluation is based on Class Test/Quizzes; Presentation and Participation		15
Total Marks:		50

**MBA 2nd Semester
Business Research Methods (BRM)
COURSE CODE - MGC201**

Course Objective:

Total Credits: 4

The objectives of the course is make the students aware of the how effectively they can do the research works, sampling process, data analysis techniques, usage of inferential statistics etc.

Learning Outcome:

On completion of this course, the students will be able to have an understanding of various kinds of research, objectives of doing research, research process research designs and sampling required in the corporate environment.

Unit I:

Introduction to Research; Research as a Scientific Process; the Research Process.

Unit II:

Research Ideas; Experience; Theory; Literature Review; Research Question and Hypothesis.

Unit III:

Research Design; Functions of Research Design; Experimental Research Design; Validity of Research Design.

Unit IV:

Observation Method of Data Collection.

Unit V:

Survey Method of Data Collection.

Unit VI:

Using Inferential Statistics; Sampling Distribution - Point and Interval Estimates; Parametric and Non Parametric Hypothesis Testing; Z Test; T Test; ANOVA; Sign Test; Run Test; Mann Whitney U Test Chi Square Test; Multiple Correlation and Regression. Application of Excel or SPSS.

Unit VII:

Data Editing and Coding.

Unit VIII:

Writing of Report and Referencing.

Unit IX: Probability Distribution

Probability Distribution of a Discrete Random Variable; Binomial Distribution; Poisson Distribution; Normal Distribution.

Unit X: Cases

Case analysis and discussion on Business Research Methods.

Unit XI: Applications

Applications of Economics for Business Research Methods.

Case Studies: *Case studies are going to be used in the pedagogy of the above Units of Business Research Methods in more vivid explanation and understanding of the concept of various topics of Indian Economics and Business.*

Suggested Readings

Bordens K.S. & Abbott B.B.; Research Design and Methods: A Process Approach, McGraw-Hill Higher Education.

Trochim M.K.; Research Methods, Dreamtech Press

Zikmund W.G., Babin B.J., Carr J.C. & Griffin M.; Business Research Methods, South-Western.

Ghauri P. & Gronhaug K.; Research Methods in Business Studies, Financial Times/ Prentice Hall.

Bryman A. & Bell E.; Business Research Methods, Oxford University Press.

Bougie R., Sekaran U. & Srivastava M.; Research Methods for Business, A Skill - Building Approach, Wiley.

PATTERN OF EVALUATION		MARKS
The End semester examination of 2 nd Semester of MBA Program is going to be conducted in written form.		60
Field Study (Collection & Evaluation) / Practical Application		15
Internal Evaluation: The internal evaluation is based on Class Test/Quizzes; Presentation and Participation		25
Total Marks:		100

**MBA 2nd Semester
Project Management (PM)
COURSE CODE – MGC202**

Course Objective:

Total Credits: 4

The purpose of this course is to provide students with an in-depth study of project management and provide the knowledge, skills, and attitudes required to carry out problem solving tools to the analysis in the domain of executions of projects.

Learning Outcome:

On completion of this course, the students will be able to understand the project characteristics, conceptual clarity, feasibility, various stages of a project etc.

Unit I: Project Management

Definition; Nature and Scope of Project Management; Approaches to Management; System Approach; Development of a Project System; Project Planning; Functions of Planning; Area of Planning; Project Objectives and Policies; Project Designing and Time Estimation.

Unit II: Conceptual Framework of Project Management

Project - Meaning and Definition; Features of Projects; Classification and Types of Projects; Overseas Rejects; Turnkey Projects and Its Significance; Project Life Cycle - Significance, Stages, Approaches of Privatization Projects - BOOM, BOT, BOO, BOOT.

Unit III: Scheduling and Resource Allocation

Project Scheduling; Network Fundamentals and Preplanning; Network Techniques - PERT and CPM; Risk Analysis; Resource Allocation; Multi-Projects Scheduling and Resource Allocation.

Unit IV: Project Risk Management

Definition of Risk and Uncertainty; Cost of Risk - Risk Management Process; Contributions of Risk Management to Business; Society and Family; Scope of Risk Manager's Duties; Risk Identification - Checklist, Questionnaire, Financial Statement Analysis, Flow-Chart, On-Site Inspection, Record of Losses, Threat Analysis, Event Analysis, and Safety Audit.

Unit V: Project Scheduling and Time Monitoring

Scheduling to Match Availability of Manpower and Release of Funds; Project Cost Monitoring; Cash Flow Projections; Value Engineering.

Unit VI: Project Implementation

Factory Design and Layout; Project Work System Design; Work Breakdown Structure; Project Execution Plan; Project Procedure Manual; Project Diary; Pre-Requisites for Successful Project Implementation; Project Overruns; Time and Cost Overrun; Factors; Effects and Control thereof.

Unit VII: Project Control

Methods of Ranking - Mathematical Programming Approach, Linear Programming Model, Goal Programming Model; Measures of Risk - Mathematical Analysis, Sensitivity Analysis, Simulation Analysis, Decision Tree Analysis; CAPM Approach; PERT and CPM Techniques; Resource Monitoring and Control.

Unit VIII: Project Management Softwares

Introduction; Need Application of Software Relating to Projects; BS 6079:1996 - Planning Process, Planning Steps, Project Control, Support Techniques; Euro Method - Basic Euro Method Model, Overview of EM Acquisition Process, Procurement, Method Bridging; ISO 12207 - Overview, Acquisition Process, Supply Process, Development Process.

Case Studies: *Case studies are going to be used in the pedagogy of the above Units of Project Management in more vivid explanation and understanding of the concept of various topics related.*

Suggested Readings

Larson E. & Gray C.; Project Management: The Managerial Process, McGraw Hill Education.

Larson E. & Gray C.; Project Management: The Managerial Process, McGraw Hill Education.

Heagney J.; Fundamentals of Project Management, Amacom.

Stam D.V.S., Lindenaar F., Kinderen S.V. & Bunt B.P.V.D.; Project Risk Management: An Essential tool for Managing and Controlling Projects, Kogan Page.

Ashar K.; Project Management Essentials You Always Wanted To Know, Vibrant Publishers.

Huges B., Cotterell M. & Mall R.; Software Project Management, McGraw Hill Education.

PATTERN OF EVALUATION		MARKS
The End semester examination of 2 nd Semester of MBA Program is going to be conducted in written form.		60
Field Study (Collection & Evaluation) / Practical Application		15
Internal Evaluation: The internal evaluation is based on Class Test/Quizzes; Presentation and Participation		25
Total Marks:		100

MBA 2nd Semester
Marketing Application & Practices (MAP)
COURSE CODE – MGC203

Course Objective:

Total Credits: 4

The purpose of this course is to provide students with an in-depth study of marketing practices and provide the knowledge, skills, and attitudes required for employment in a wide variety of marketing occupations.

Learning Outcome:

On completion of this course, the students will be able to understand the personal aspects for marketing in terms of marketing career planning, training, financing etc.

Unit I: Career Planning in Marketing

Self Marketing: Self Analysis with Respect to a Marketing Organization; Environmental Analysis of Marketing Jobs; Organizational Search & Exploration; Self Involvement in Marketing Orientation; Job Search Skills & Experience Building; Developing & Implementing Self Marketing Plan.

Unit II: Personal Development in Marketing

Conceptual Approach: Defining Personal Development; Importance of Personal Development; Steps in Personal Development with Respect to Marketing; Personal Competitive Sense Establishment; Marketing Goal Orientation.

Unit III: Marketing & Sales Training

The Training: Importance of Marketing & Sales Training; Assessing Marketing & Sales Readiness; Measuring Sales Team Effectiveness; Factors affecting Sales Effectiveness; Structuring Effective Marketing & Sales Training Programme; Principles of Marketing & Sales Training Programme; Sales Training Process; Individual Approach towards Marketing & Sales Training.

Unit IV: Competitive Intelligence in Marketing

The Behavior: Defining Competitive Intelligence; Benefits of Competitive Intelligence in Marketing; Competitive Intelligence Program; Measuring Effective Competitive Intelligence; Competitive Intelligence Tools & Techniques; Implementing Competitive Intelligence.

Unit V: Market Financing

Segmentation & Positioning: Introduction; Benefits of Financing as a Marketing Tool; Retail Financing; Benefits of Retail Financing; Consumer Durable Loans; Auto Financing; Real Estate Property Financing.

Unit VI: Logistics Management

The Product & Price: Concept and Nature of Logistics; Major Logistics Functions; Competitive Advantage through Logistics Management; Ware Housing; Transportation - Functions, Costs, and Mode; Reverse Logistics; Third and Fourth Party Logistics.

Case Studies: *Case studies are going to be used in the pedagogy of the above Units of Marketing Application & Practices for more vivid explanation and understanding of the concept of various topics of Marketing.*

Suggested Readings

- | | |
|---|---|
| Kotler. P, Kartajaya. H & Huan. Hooi D, Marketing for Competitiveness, World Scientific Pub Co. | Singh. B, The New Era of Business Training, Twagaa International. |
| Stair. L, & Stair. L, Careers in Marketing, McGraw Hill. | Grey. E, Sales Negotiation Training, Indes Publishing Group. |
| Pavlina. S, Personal Development for Smart People, Hay House. | Christopher. & Peck. H, Marketing Logistics, Taylor & Francis. |

PATTERN OF EVALUATION		MARKS
The End semester examination of 2 nd Semester of MBA Program is going to be conducted in written form.	60	
Field Study (Collection & Evaluation) / Practical Application	15	
Internal Evaluation: The internal evaluation is based on Class Test/Quizzes, Presentation and Participation	25	
Total Marks:	100	

MBA 2nd Semester
Organizational Behaviour (OB)
COURSE CODE - MGC204

Course Objective:

Total Credits: 4

The purpose of this course is to make students understand and manage the behaviour of individual and group. Learning of different theories helps student to understand and manage the behaviour of individual and group.

Learning Outcome:

On completion of this course, the students will be able to know the individual process in organization such as learning, perception, attribution, Individual differences, motivation etc.

Unit I: Introduction to Organizational Behaviour

Concept and Importance; Historical Development of Organisational Behaviour; Contributing disciplines to the Organisational Behaviour field; Challenges and Opportunities for Organisational Behaviour; Models of Organisational Behaviour.

Unit II: Individual Behaviour

Values - Importance, Types, Values Across Culture; Attitudes - Types, Cognitive Dissonance Theory, Measuring Attitude; Personality - Meaning, Determinants, Traits, Major Personality Attitudes Influencing Organisational Behaviour; Perception - Meaning, Factors Influencing Perception; Learning - Definition and Types.

Unit III: Group Behaviour

Foundations of Group Behaviour; Defining and Classifying Groups; Stages of Group Development; Group Structure; Group Decision Making; Understanding Work Teams; Difference Between Groups and Teams; Types of Teams; Creating Effective Teams; Turning Individual into Team Players.

Unit IV: Motivation and Leadership

Concept of Motivation, Theories & Applications of Motivation; Definition of Leadership, Theories, Models of Leadership; Types of Leadership Style.

Unit V: Conflict Management

Definition; Types of Conflict; Conflict Management Strategies; Meaning of Organisational Culture; Nature and Functions of Organization Culture; Levels of Culture and Managing Culture.

Unit VI: Cases

Case analysis and discussion of Organisational Behaviour.

Unit VII: Applications

Applications of Organisational Behaviour.

Case Studies: *Case studies are going to be used in the pedagogy of the above Units of Organisational Behaviour in more vivid explanation and understanding of the concept of various topics of Man Management.*

Suggested Readings

Robbins S.P., Judge T. A., Vohra N.; Organizational Behaviour, Pearson Education..

Aswathappa J. K.; Organisational Behaviour, Himalaya Publishing House.

Luthans F.; Organizational Behaviour, McGraw Hill Education.

Robbins S. P., Judge T. A.; Essentials of Organizational Behaviour, Pearson Education.

PATTERN OF EVALUATION		MARKS
The End semester examination of 2 nd Semester of MBA Program is going to be conducted in written form.		60
Field Study (Collection & Evaluation) / Practical Application		15
Internal Evaluation: The internal evaluation is based on Class Test/Quizzes; Presentation and Participation		25
Total Marks:		100

MBA 2nd Semester
Management Information System (MIS)
COURSE CODE - MGC205

Course Objective:

Total Credits: 4

The objective of the course is to introduce students to the basic concept of Management Information System and designing efficient decision support system.

Learning Outcome:

On completion of this course, the students will be able to apply the understanding of how various information systems work together to accomplish the information objectives of the corporate sector.

Unit I:

Definition; basic concepts; framework; Role & Need of MIS.

Unit II:

Computer Networks; Types of Network; Data Communication and Wireless Communication Technology; Electronic Data Interchange (EDI); Principles of Networking and Applications; Internet Concept; Website Usage.

Unit III:

Data Processing Systems; Retrieval of Data; Storage of Data; Concepts of Information; Organizational Structure and Management Concepts; The Decision Making Process by Information; Concepts of Planning And Control; EIS; DSS; TPS. etc.; Decision Tree and Decision Table.

Unit IV:

System Concept; System Development Life Cycle (SDLC); Data Flow Diagram (DFD).

Unit V:

Concepts of E-Commerce & E-Business: B2B; B2C and C2C Concepts etc.; Basic Concepts of Data Mining & Data Warehousing.

Case Studies: Case studies are going to be used in the pedagogy of the above Units of Management Information System in more vivid explanation and understanding of the concept of various topics of IT.

Suggested Readings

Kenneth C Laudon-Jane P. Laudon; Management Information System; Pearson Education.

Andrew S. Tanenbaum – Computer Networks – Prentice Hall.

Kumar;M; Business Information Systems; Vikash Publishing House.

Gupta; A.K; Sharma; J.K.; MIS; Macmillan Publication.

PATTERN OF EVALUATION		MARKS
The End semester examination of 2 nd Semester of MBA Program is going to be conducted in written form.	60	
Field Study (Collection & Evaluation) / Practical Application	15	
Internal Evaluation: The internal evaluation is based on Class Test/Quizzes; Presentation and Participation	25	
Total Marks:	100	

MBA 2nd Semester
Corporate Financial Management (CFM)
COURSE CODE - MGC206

Course Objective:

Total Credits: 4

The purpose of this course is to provide students with an in-depth study of corporate financial management and provide the knowledge, skills, and attitudes required for employment in a wide variety of financial management.

Learning Outcome:

On completion of this course, the students will be able to get familiarized with functions of financial management, financial decisions, theories on capital structure, dividend policy etc.

Unit I: Introduction to Financial Management

Financial Management – Importance & Objectives; Finance Functions; Sources of Finance; Valuation of Equity Shares; Preference Shares; Bonds and Debentures - Redeemable and non- redeemable; Types of Debentures & Preference Shares.

Unit II: Investment Decision

Capital Budgeting Process; Importance, Complexities involved; Types of Projects, Using Discounted and Non-Discounted Methods for Evaluation; Appraisal Criteria; Risk Analysis in Capital Budgeting - Types of Risk, Sources of Risk; Risk Adjusted Discount rates; Certainty Equivalent Approach; Probability Distribution Approach; Sensitivity Analysis, Simulation Analysis; Decision Tree Approach.

Unit III: Finance Decision

Cost of Capital - Cost of Debt, Cost of Preference Capital, Cost of Equity Capital (including CAPM), Cost of retained Earnings, Weighted Average Cost of Capital; Leverage - Operating Leverage, Financial Leverage, Combined Leverage, Application of Leverage; Capital Structure - Features of an Ideal Capital Structure, Capital Structure Theories, Factors affecting Capital Structure.

Unit IV: Dividend Decision

Traditional Approach; Dividend Relevance Model, Miller and Modigliani Model; Stability of Dividends; Form of Dividends; Determinants of dividend Policy.

Unit V: Working Capital Management

Concept; Objective; Need; Operating cycle; Determinants of Working capital; Approaches of Working Capital Management; Estimation of Working Capital; Introduction to Cash Management; Receivables Management; Inventory Management – EOQ.

Unit VI: Other Aspects in Corporate Financial Management

On Securities valuation; Investment Decision; Finance Decision; Dividend Decision and Working Capital Management.

Case Studies: *Case studies are going to be used in the pedagogy of the above Units of Corporate Financial Management in more vivid explanation and understanding of the concept of various topics related.*

Suggested Readings

Eugene F. Brigham and Michael C. Ehrhardt; 2017; Financial Management Theory and Practice; 15 Ed.; Cengage Learning.

Chandra P.; Financial Management Theory and Practice; 10 Ed;Tata McGraw Hill India.

Damodaran A.; 2016; Corporate Finance: Theory and Practice; Sage Publishing India.

Khan M.Y. and P.K. Jain; Financial Management Text Problems and Cases; 8th Ed; Tata McGraw Hill Education India.

Pandey I.M.; 2016; Financial Management; 12th Ed; Vikas Publishing House; India

PATTERN OF EVALUATION	MARKS
The End semester examination of 2 nd Semester of MBA Program is going to be conducted in written form.	60
Field Study (Collection & Evaluation) / Practical Application	15
Internal Evaluation: The internal evaluation is based on Class Test/Quizzes; Presentation and Participation	25
Total Marks:	100

**MBA 3rd Semester
Portfolio Management (PM)
COURSE CODE - MGDSF31**

Course Objective:

Total Credits: 4

To acquaint students with the foundation of modern portfolio theory and teach practical skills in investment management, forming capital market expectations and forecasting market activity to justify major investment and portfolio management strategy.

Learning Outcome:

On completion of this course, the students will be able to understand the meaning and benefits of portfolio, Rationale of diversification in investments, strategic assets allowances etc.

Unit I: Introduction to Investment and Security

Meaning of Investment; Investment and Speculation; Investment and Gambling; Investment Objectives; The Investment Process; Investment Alternative - Negotiable Securities; Equity Shares Preference Shares; Debenture; Bond; Government Securities; Money Market Securities - Treasury Bills; Commercial Paper; Certificate of Deposits; Non - Negotiable Securities - Bank Deposits; Post Office Deposits; NBFC Deposit; Tax Sheltered Schemes; PPF; NSS; NSC; LIC; UTI; Mutual Fund; Real Estate; Art and Antiques.

Unit II: Security Market Analysis

Primary Market and Secondary Market - Functions of Primary Market; Parties Involved in New Issues - Managers; Registrars; Underwriters; Bankers; Statutory Agencies; Private Placement Bought out Deals; Book Building; Function of Stock Exchanges; Fundamental Analysis – Objectives; Approaches; Assumptions; Framework – Economic Analysis; Industry Analysis; Company Analysis; Technical Analysis - Concept; Dow Theory; Important Chart Patterns; Trend Analysis and Forecasting Techniques.

Unit III: Risk Concept

Types – Systematic - Market Risk; Interest Rate Risk; Purchasing Power Risk; Unsystematic Risk - Business Risk; Financial Risk; Measurement of Risk.

Unit IV: Valuation of Securities

The Three Steps Process of Valuation - Economic Analysis; Industry Analysis; and Company Analysis; General Framework of Valuation; Value - Price Relationship; Valuation of Fixed Income Securities; Valuation of PSuggested Readings Share and Valuation of Equity Shares.

Unit V: Efficient Market Theory

Concepts; Random Walk Theory; Efficient Market Hypothesis (EMH); Weak Form Of EMH; Semi Strong Form and Strong Forms of EMH; Market Inefficiencies.

Unit VI: Portfolio Construction and Analysis

Concept of Portfolio Risk - Return; Diversification; Markowitz Model for Optimal Portfolio; Sharp's Single Index Model for Portfolio Construction – Beta Estimation; Sharp Portfolio Optimization; APT - Concept; Portfolio Investment Process; Investment Timing And Portfolio Performance Evaluation & Revision.

Unit VII: Capital Market Theory

Capital Market Theory (CAPM); CAPM and the Real World; Arbitrage Pricing Theory.

Unit VIII: Performance Evaluation of Portfolios & Mutual funds

Sharpe Ratio, Treynor Ratio, Jensen's Alpha, Sortino Ratio, Active and Passive Portfolio.

Case Studies: Case studies are going to be used in the pedagogy of the above Units of Portfolio Management in more vivid explanation and understanding of the concept of various topics related.

Suggested Readings

Chandra. P.; Investment Analysis Portfolio Management, Tata McGraw Hill, New Delhi.	Alexander G.J., Sharpe W.F. & Bailey J.F., Fundamentals of Investments, Pearson Education.
Bhalla V.K.; Investment Management: Security Analysis and Portfolio Management, S. Chand, New Delhi.	Khan M.N.; Technical Analysis, Person Education, New Delhi.
Fisher Donald. E & Jordon R.J.; Security Analysis and Portfolio Management, Prentice Hall of India, New Delhi.	Elton E.J., Gruber M.J. & Brown S.J.; Modern Portfolio Theory and Investment Analysis, Wiley

PATTERN OF EVALUATION	MARKS
The End semester examination of 3 rd Semester of MBA Program is going to be conducted in written form.	60
Field Study (Collection & Evaluation) / Practical Application	15
Internal Evaluation: The internal evaluation is based on Class Test/Quizzes; Presentation and Participation	25
Total Marks:	100

MBA 3rd Semester
Financial Institutions and Markets (FIM)
COURSE CODE - MGDSF32

Course Objective:

Total Credits: 4

To enrich students' understanding of the fundamental concepts and working of Financial Institutions and Markets and to equip them with the knowledge and skills necessary to become employable in the financial service industry.

Learning Outcome:

On completion of this course, the students will be able to understand working of financial service institutions, knowledge and skills necessary to become employable in the financial service industry etc.

Unit I: Financial Institutions

Investment & Finance Companies; NBFCs – Characteristics and Types; Merchant Banks and Their Role in The Indian Financial System; Hire Purchase Finance Companies; Leasing Companies; Housing Finance Institutions; Merchant Banking; Venture Capital and Asset Reconstruction Companies.

Unit II: Financial Markets

Money Market; Primary Market; Meaning of Primary Market; Features of Primary Market; Players of Primary Market; Instruments in Primary Market; Merits and Demerits of Primary Markets; Secondary Market – Meaning, Structure and Functions; Trading and Settlement System of Stock Exchange Transactions; Players in the Stock Market; SEBI and its Role.

Unit III: The Management of Financial Institutions

Risk Management in Financial Institutions; Hedging with Financial Derivatives.

Unit IV: Depositories and Custodians

Introduction to Depository System; NSDL; CDSL; Custodians; SHCIL; Working of Depository; Critical Appraisal for the need of Depository; Benefits of Depository System; The Depository Act. 1996.

Unit V: Regulation of the Market

Genesis of Regulation; Principles of Regulation; Governing Laws; The Securities Contract (Regulation) Act, 1956; Forms of Regulation; Self-regulation by Stock Exchanges and Supervision by SEBI; Risk Management; Effectiveness of the Regulatory mechanism; The Securities and Exchange Board of India - The Securities and Exchange Board of India Act, 1992; Genesis of SEBI; Constitution and Organization; Objectives and Regulatory approach; Power Scope and Functions of SEBI.

Case Studies: *Case studies are going to be used in the pedagogy of the above Units of Financial Institutions and Markets in more vivid explanation and understanding of the concept of various topics related.*

Suggested Readings

Bhole L.M. & Mahakud J.; Financial Institutions and Markets: Structure, Growth & Innovation, McGraw Hill Education.

Gyota N., Gupta S.K. & Aggarwal N.; Financial Institutions and Markets, Kalyani Publishers.

Kohn M.; Financial Institutions and Markets, Oxford University Press.

Saha T. R.; Capital Market and SEBI Regulations, Excel Books.

Rober K.W.; Financial Institutions and Markets: A Reader, Kolb Publishing.

Sharma M.; Management of Financial Institutions: With Emphasis on Bank and Risk Management, Prentice Hall India Learning Private Limited.

PATTERN OF EVALUATION		MARKS
The End semester examination of 3 rd Semester of MBA Program is going to be conducted in written form.		60
Field Study (Collection & Evaluation) / Practical Application		15
Internal Evaluation: The internal evaluation is based on Class Test/Quizzes; Presentation and Participation		25
Total Marks:		100

MBA 3rd Semester
Corporate Tax Management (CTM)
COURSE CODE - MGDSF33

Course Objective:

Total Credits: 4

To make the students aware of the corporate tax laws in India and use it for corporate tax planning.

Learning Outcome:

On completion of this course, the students will be able to understand the basics of corporate taxation, implement taxation provisions, overall impact of taxation in decision making etc.

Unit I: Assessment of Various Entities

Assessment of firms and their partners; Assessment of Companies; Assessment of Co-operative Societies; Assessment of Local Authority; Assessment of Mutual Concerns; Assessment of Charitable Trusts.

Unit II: Tax Planning

Meaning of Tax Planning and Management; Tax Evasion and Tax Avoidance; Nature And Scope of Tax planning And Management in the Corporate Sector; Justification of Corporate Tax Planning and Management; Tax Planning Considerations in Relation to Business.

Unit III: Tax Planning with Reference to Specific Management Decisions

Make or Buy; Own or Lease; Repair or Replace; Tax Planning With Reference to Employees' Remuneration; Tax Planning with Reference to Receipt of Insurance Compensation; Tax Planning with Reference to Distribution of Assets at the Time of Liquidation.

Unit IV: Wealth Tax

Scheme of Wealth Tax; Incidence of Wealth Tax; Assets to be included in Net Wealth Exempted; Assets; Valuation of Assets and Wealth Tax Liability; Assessment and Penalties.

Unit V: GST Overview & its Registration

Introduction to Goods and Service Tax (GST) - Key Concepts; Phases of GST, GST Council; Taxes under GST, Cess; Threshold for Registration; Regular Tax Payer; Composition Tax Payer; Casual Taxable Person; Unique Identification Number; Registration Number Format.

Unit VI: Supply under GST and Input Tax Credit

Supply; Place of Supply; Interstate Supply; Export of Service; Export of Goods; Import of Service; Import of Goods; Valuation of Supply (Numerical on Valuation and Calculation of Tax); Input Tax Credit Process; Negative List for Input Tax Credit; Input Tax Credit Utilization and Input Tax Credit Reversal; Types of GST Returns and their Due Dates; Late Filing; Late Fee and Interest.

Case Studies: Case studies are going to be used in the pedagogy of the above Units of Corporate Tax Management in more vivid explanation and understanding of the concept of various topics related.

Reference

Singhania Vinod K. & Monica Singhania; Corporate Tax Planning, Taxmann Publications Pvt. Ltd., New Delhi.

Mittal D.P.; Law of Transfer Pricing, Taxmann Publications Pvt. Ltd., New Delhi.

Ahuja G. & Gupta R; Corporate Tax Planning and Management, Bharat Law House, New Delhi.

CA Haque F.; Guide to The "Goods and Services Tax", Notion Press.

Acharya S. & Gurha M.G.; Tax Planning under Direct Taxes. Modern Law Publication, Allahabad.

Mehrotra H.C. & Agarwal V.P.; Goods and Services Tax (G.S.T.), Sahitya Bhawan Publications.

PATTERN OF EVALUATION		MARKS
The End semester examination of 3 rd Semester of MBA Program is going to be conducted in written form.		60
Field Study (Collection & Evaluation) / Practical Application		15
Internal Evaluation: The internal evaluation is based on Class Test/Quizzes; Presentation and Participation		25
Total Marks:		100

**MBA 3rd Semester
Micro Finance (MF)
COURSE CODE - MGDSF34**

Course Objective:

Total Credits: 4

To provide students a comprehensive overview of the microeconomic fundamentals and how microfinance activities are implemented, evaluated, and managed.

Learning Outcome:

On completion of this course, the students will be able to identify the limitations of institutional credit system, appreciate the importance of financial inclusion, understand the impact of risk on MFIs etc.

Unit I: Overview of Microfinance and its Evolution

Meaning; Role and Importance of Microfinance; Introduction to the Financial Sector for the Poor and the Disadvantaged; Difference Between Conventional Finance and Microfinance; Principles of Microfinance; Overview of MF Institutions; History of MF Institutions Across The Globe; MF Institutions in India; Role and Development of MF Institutions in India.

Unit II: Models of Microfinance and Delivery Methodologies

Models of Microfinance across the World; Microfinance Delivery Methodologies; Structures of Intermediation for Microfinance in India; Types of MFIs; SHG and MFI Models; SHG Bank Linkage Program; Joint Liability Groups; MFI Approach; Bank Partnership Model Banking Correspondent Model; Penetration of Micro Finance Constraints in Mainstreaming Of MFIs and Challenges Faced by the Sector.

Unit III: Legal and Regulatory Framework of Microfinance

Introduction; Recommendations of Malegam Committee; Code of Conduct for Microfinance Institution in India; Compliance to State Acts; Guidelines on Priority Sector; Compliance to RBI Guidelines on NBFC MFIs; Self Regulation; The Microfinance Institutions (Development and Regulation) Bills, 2012.

Unit IV: Self Help Groups Approach and Bank Linkage

Concept & Objectives; Promotion; Group Dynamics in Growth Of SHGs: Issues to be Addressed; General Functioning Norms; Books & Records Kept by a SHG; Stepwise Process of Operating of SHG; Credit Rating and Bank Linkage; Grading of Self Help Groups; Best Practices in Microfinance; Empowerment Strategy; Networking of Self Help Groups; Institutionalization of the Self Help Movement.

Unit V: Risk Management

Introduction; Types of Risks for MFIs; Managing Credit Risk.

Case Studies: Case studies are going to be used in the pedagogy of the above Units of Micro Finance in more vivid explanation and understanding of the concept of various topics related.

Suggested Readings

Armendariz B. & Labie M.; The Handbook of Microfinance, World Scientific Publishing Company.

Shetty S.L.; Microfinance in India: Issues, Problems and Prospects, Academic Foundation.

Dubhashi M.; Handbook on Microfinance and Innovative Case Studies, Allied Publishers.

Tiwary A.; Microfinance in India: A Review, LAP Lambert Academic Publishing.

Karmakar K.G.; Microfinance in India, Sage India.

Biswas T.; Microfinance and Rural Entrepreneurship Development in India, Scholars' Press.

PATTERN OF EVALUATION		MARKS
The End semester examination of 3 rd Semester of MBA Program is going to be conducted in written form.		60
Field Study (Collection & Evaluation) / Practical Application		15
Internal Evaluation: The internal evaluation is based on Class Test/Quizzes; Presentation and Participation		25
Total Marks:		100

MBA 3rd Semester
Behavioural Finance (BFIN)
COURSE CODE - MGDSF35

Course Objective:

Total Credits: 4

To provide students sufficient knowledge to understand difference between the classical financial theory and behavioural finance and make them understand the specific features of decision-making process in a market that is not strongly efficient.

Learning Outcome:

On completion of this course, the students will be able to understand what behavioral finance is, how it differs from modern finance, and how it impacts on financial markets.

Unit I: Introduction

Introduction to Behavioural Finance; Intellectual Underpinnings; The Rise of the Rational Market Hypothesis; Impact on Wall Street and the Corporate; The Challenges of Behaviouralists; Synthesis and Future Horizons; Building Blocks of Behavioural Finance; Cognitive Psychology and the Limits to Arbitrage; Psychology of Investor's Behaviour; Neurophysiology of Risk Taking; Personality Traits and Risk Attitudes.

Unit II: Foundations of Behavioural Finance (Heuristics and Biases)

How the Human Mind Works; the Two Systems; Familiarity and Related Heuristics; Representativeness and Related Biases; Anchoring; Irrationality and Adaptation; Hyperbolic Discounting.

Unit III: Prospect Theory and Mental Accounting

Error in Bernoulli's Theory; Prospect Theory; SPA Theory; Framing; Mental Accounting; Emotional Factors and Social Forces; Substance of Emotion; Theories of Emotion; Evolutionary Perspective on Emotions; Types and Dimensions of Emotions; Emotional Style; Emotions and Investing; Social Influence; Social Influence on Investment and Consumption.

Unit IV: Market Bubbles

Introduction and Brief History of Stock Market Bubbles; Identification and Classification of a Stock Market Bubble; Explaining Bubbles through Behavioural Finance; Investor Behavior During Bubbles; Causes of Bubbles.

Unit V: Group Behaviour

Conformism; Herding; Fatal Attraction.

Unit VI: Neurofinance

Neural Processes during Financial Decision Making; Future of Neurofinance; Adaptive Market Hypothesis.

Unit VII: Forensic Accounting

Classifications of Fraud; Behavioural Aspects of Fraud; Origin and Growth of Forensic Accounting; Fraud Theories; Motivators of Fraud; Triangle of Fraud Action; Fraud Scale and Fraud Diamond; MICE; Tools in Forensic Accounting; Ratio Analysis; Data Mining; Benford's Law (Specific To Forensic Accounting); Forensic Accounting in India.

Unit VIII: Future of Behavioural Finance

From Homo Economicus to Homo Sapiens; Zurich Axioms (Risk And Greed Only); Future of Behavioural Finance and Investing.

Case Studies: *Case studies are going to be used in the pedagogy of the above Units of Behavioural Finance in more vivid explanation and understanding of the concept of various topics related.*

Suggested Readings

Ackert L. & Deaves R.; Behavioral Finance: Psychology, Decision - Making, and Markets, South - Western College Publishing.	Shefrin H.; Beyond Greed and Fear: Understanding Behavioral Finance and the Psychology of Investing, Oxford University Press.
Parikh P.; Value Investing and Behavioral Finance: Insights into Indian Stock Market Realities, Tata McGraw Hill Education Private Limited.	Sapra S.G.; Neurofinancial Foundations of Investor Behavior, Proquest, Umi Dissertation Publishing.
Forbes W.; Behavioural Finance, Wiley.	Pedneault S., Rudewicz F., Silverstone H. & Sheetz M; Forensic Accounting and Fraud Investigation for Non - Experts, Wiley.

PATTERN OF EVALUATION		MARKS
The End semester examination of 3 rd Semester of MBA Program is going to be conducted in written form.		60
Field Study (Collection & Evaluation) / Practical Application		15
Internal Evaluation: The internal evaluation is based on Class Test/Quizzes; Presentation and Participation		25
Total Marks:		100

MBA 3rd Semester
Business Intelligence & Data Warehousing (BIDW)
COURSE CODE - MGDSO31

Course Objective:

Total Credits: 4

The objective of the course is to introduce students to the basic concept of Data Warehousing tools and techniques and to apply such tools to solve real world business problems.

Learning Outcome:

On completion of this course, the students will be able to evaluate the technologies that make up Business Intelligence (data warehousing, OLAP), identify the technological architecture that makes up BI systems etc.

Unit I:

Business Intelligence (BI) definition; Data Warehousing (DW) Definition; Brief History of Accessing; Reporting and Analyzing Data; Business Drivers for BI; Business and IT Drivers for DW; Applications that use BI and DW.

Unit II:

Interaction between BI & DW; Components of DW; Architecture; OLAP; Schemas; Partition Strategy; Metadata.

Unit III:

Data Marts; System Managers; Process Managers – Introduction to BI tools.

Unit IV:

NoSQL; Bigdata and Cloud Computing Overview.

Unit V:

Security; Backup; Tuning; Testing; Future Aspects.

Case Studies: *Case studies are going to be used in the pedagogy of the above Units of Business Intelligence and Data Warehousing in more vivid explanation and understanding of the concept of various topics of IT.*

Suggested Readings

Rick Sherman - Business Intelligence Guidebook: From Data Integration to Analytics - Morgan Kaufmann Publishers.

Paulraj Ponniah - Data Warehousing: Fundamentals for IT Professionals - Wiley

Pramod J. Sadalage; Martin Fowler - NoSQL Distilled: A Brief Guide to the Emerging World of Polyglot Persistence - Addison-Wesley Professional.

Judith Hurwitz - Big Data for Dummies - Wiley.

PATTERN OF EVALUATION		MARKS
The End semester examination of 3 rd Semester of MBA Program is going to be conducted in written form.		60
Field Study (Collection & Evaluation) / Practical Application		15
Internal Evaluation: The internal evaluation is based on Class Test/Quizzes; Presentation and Participation		25
Total Marks:		100

MBA 3rd Semester
Production and Operation Management (POM)
COURSE CODE - MGDSO32

Course Objective:

Total Credits: 4

This course aims to develop skill with the notion of production systems; their limitations and relationships with the overall strategic perspectives.

Learning Outcome:

On completion of this course, the students will be able to identify the elements of operations management and various transformation processes to enhance productivity and competitiveness.

Unit I:

Introduction to Production; Introduction to Forecasting.

Unit II:

Inventory Planning and Control; Material Requirements Planning (MRP).

Unit III:

Aggregate Sales and Operation Planning; Total Quality Management.

Unit IV:

Facility Layout Design; Project Management.

Unit V:

Manufacturing Operations Scheduling; Latest and Future Issues.

Case Studies: *Case studies are going to be used in the pedagogy of the above Units of Production and Operation Management in more vivid explanation and understanding of the concept of various topics of IT.*

Suggested Readings

Chary. S.N. Production and Operations Management. Tata McGraw hill.

Sharma. D.D. Total Quality Management. Principles Practices and Cases. S Chand and sons.

Stevenson. W. J. Operations management. McGraw hill.

Project Management: A Managerial Approach by Jack R. Meredith and Samuel J. Mantel. Jr. Wiley.

Buffa. E.S and R.K. Sarin. Modern Production/Operations Management. Wiley.

PATTERN OF EVALUATION		MARKS
The End semester examination of 3 rd Semester of MBA Program is going to be conducted in written form.		60
Field Study (Collection & Evaluation) / Practical Application		15
Internal Evaluation: The internal evaluation is based on Class Test/Quizzes; Presentation and Participation		25
Total Marks:		100

**MBA 3rd Semester
Machine Learning (ML)
COURSE CODE - MGDSO33**

Course Objective:

Total Credits: 4

To provide students with hands-on experience in applying machine learning techniques to solve real-world business problems.

Learning Outcome:

On completion of this course, the students will be able to apply structured thinking to unstructured problems, learn algorithmic topics of machine learning, appreciate the importance of visualization in the data analytics solution etc.

Unit I:

Overview of Machine Learning; Basic Linear Algebra; Introduction to Probability Theory.

Unit II:

Matrix Calculus; Machine Representation of Numbers; Optimization.

Unit III:

Supervised vs. Unsupervised Learning; Classification vs. Regression; Data Preprocessing; Dimension Reduction; Evaluation.

Unit IV:

Introduction to Neural Network; Multinomial Logistic Regression; Support Vector Machines (SVM); Bayesian Network; K-Nearest Neighbour.

Unit V:

Cluster Analysis; Deep Neural Network; Ensemble Models.

Case Studies: *Case studies are going to be used in the pedagogy of the above Units of Machine Learning in more vivid explanation and understanding of the concept of various topics of IT.*

Suggested Readings

Christopher M. Bishop – Pattern Recognition and Machine Learning - Springer.

Aurélien Géron - Hands-On Machine Learning with Scikit-Learn and TensorFlow - O'Reilly Media; Inc.

Ethem Alpaydm – Introduction to Machine Learning - The MIT Press.

Ian Goodfellow; Yoshua Bengio; Aaron Courville – Deep Learning – The MIT Press.

PATTERN OF EVALUATION		MARKS
The End semester examination of 3 rd Semester of MBA Program is going to be conducted in written form.		60
Field Study (Collection & Evaluation) / Practical Application		15
Internal Evaluation: The internal evaluation is based on Class Test/Quizzes; Presentation and Participation		25
Total Marks:		100

MBA 3rd Semester
Data Communication and Networking (DCN)
COURSE CODE - MGDSO34

Course Objective:

Total Credits: 4

This course will help the students to become networking professionals by providing with theoretical as well as hands on training.

Learning Outcome:

On completion of this course, the students will be able to understand network communication using the layered concept, concept of flow control, error control and LAN protocols, working principles of LAN and the concepts behind physical and logical addressing etc.

Unit I:

Introduction; Layered Architecture; Data & Signal; Transmission Impairments; Channel Capacity.

Unit II:

Guided and Unguided Media; Transmission of Digital Signal; Multiplexing.

Unit III:

Error Detection and Correction; Flow Control; Switching Techniques.

Unit IV:

Routing; Congestion Control; Medium Access Control; IEEE 802 Lans; Wireless Lans; Cellular Telephone Systems.

Unit V:

Satellite Communication; Internetworking; TCP/IP; Secured Communication.

Case Studies: *Case studies are going to be used in the pedagogy of the above Units of Data Communication and Networking in more vivid explanation and understanding of the concept of various topics of IT.*

Suggested Readings

Andrew S. Tanenbaum - Computer Networks – Prentice Hall.

Behrouz A. Forouzan - Data Communications and Networking - McGraw Hill Education.

PATTERN OF EVALUATION		MARKS
The End semester examination of 3 rd Semester of MBA Program is going to be conducted in written form.		60
Field Study (Collection & Evaluation) / Practical Application		15
Internal Evaluation: The internal evaluation is based on Class Test/Quizzes; Presentation and Participation		25
Total Marks:		100

MBA 3rd Semester
Enterprise Resource Planning (ERP)
COURSE CODE - MGDSO35

Course Objective:

Total Credits: 4

The objective of the course is to make students familiar with the concept of enterprise system applications involving transactions; interactions and relationships among data and people with business organizations.

Learning Outcome:

On completion of this course, the students will be able to make basic use of Enterprise software, analyze the strategic options for ERP identification and adoption, design the ERP implementation strategies etc.

Unit I:

Introduction to ERP - Overview and Evolution of ERP-II through MRP; MRP - II & ERP; Opportunities and Problems of ERP.

Unit II:

Concept of Business Process; Preparing and Conducting Business Process Reengineering.

Unit III:

ERP Implementation Lifecycle - Implementation Methodology; Project Management and Monitoring; Pre & Post ERP Implementation Issues.

Unit IV:

Introduction to Basic Modules of ERP System: HRD; Material Planning; Manufacturing – Production; Sales and Distribution; Finance; Resource Management; Add-on Modules.

Unit V:

Standard vs. Customized ERP Solution; ERP Packages at Market – Comparison; Fundamentals of SAP and its modules.

Case Studies: *Case studies are going to be used in the pedagogy of the above Units of Enterprise Resource Planning in more vivid explanation and understanding of the concept of various topics of IT.*

Suggested Readings

Garg V.K. & Venkitakrishnan N K: Enterprise Resource Planning – Concepts & Practice; PHI. John Antonio: The SAP/3 Handbook; Tata McGraw Hill.

Olson; D.L.: Managerial Issues of Enterprise Resource Planning Systems; McGraw-Hill

PATTERN OF EVALUATION		MARKS
The End semester examination of 3 rd Semester of MBA Program is going to be conducted in written form.		60
Field Study (Collection & Evaluation) / Practical Application		15
Internal Evaluation: The internal evaluation is based on Class Test/Quizzes; Presentation and Participation		25
	Total Marks:	100

MBA 3rd Semester
Sales & Distribution Management (SDM)
COURSE CODE - MGDSM31

Course Objective:

Total Credits: 4

The purpose of this course is to help the students to develop critical skills for generating, evaluating and selecting sales and distribution strategies. This subject will cover the concepts attitudes, techniques and approaches required for effective decision making in the areas of Sales and Distribution.

Learning Outcome:

On completion of this course, the students will be able to understand various roles, responsibilities and policies of sales function, manage, motivate and lead sales force, develop ability to design and implement various channel strategies etc.

Unit I: Introduction

Sales Management: Nature and Importance of Sales Management; Role of a Sales Manager; Types of Sales Management Positions; Theories of Personal Selling; Personal Selling Objectives; Sales Forecasting Methods; Sales Related Marketing Policies.

Unit II: Organizing the Sales Structure

The Efforts: Personal Selling Process; Kind and Size of the Sales Force; Sales Organization Structures; Allocating Sales Territories & Quotas; Sales Information System; Sales Budgets; Sales Promotions; Sales Technology.

Unit III: Sales Team Management

Management: Sales Job Analysis; Recruitment & Selection of Sales Team; Sales Force Compensation Structure & Motivation Tools; Sales Contests; Evaluation of Contest; Sales Force Supervision; Sales Expenses; Sales Performance Evaluation; Sales Reports; Sales Audits; Ethics in Sales.

Unit IV: Sales Training Program

Training & Development: Role of a Trainer; Training Method; Designing Sales Training Program; Motivating Sales Personnel; Designing and Administering Compensation; Financial Compensation Methods; Non - Financial Methods; Managerial Sales Meeting.

Unit V: Distribution & Wholesaling

Distribution: Introduction of Distribution; Importance of Distribution; Scope of Distribution; Distribution Structure; Flow, Functions of Wholesaling; Classifying Distribution; Key tasks of Distribution.

Unit VI: Distribution System

The System: Distribution Channel Strategy; Levels of Channels; Functions of Channel Partners; Selecting Channel Partners; Evaluating Channel Performance; Channel Information System; Channel Intensity; Selecting Channel Partners; Channel Conflict Management.

Unit VII: Distribution Logistics Management

Logistics: Definition & Scope of Logistics; Components of Logistics; Inventory & Warehouse Management; Transportation; Technology in Logistics and SCM; Distribution Management in International Markets.

Case Studies: *Case studies are going to be used in the pedagogy of the above Units of Sales & Distribution for more vivid explanation and understanding of the concept of various processes of Sales & Distribution.*

Suggested Readings

- | | |
|---|---|
| Havaldar. K. & Cavale. V. M, Sales and Distribution Management, McGraw Hill | Panda. T. K. & Sachdev. S, Sales & Distribution Management, OUP. |
| Singh. R, Sales and Distribution Management - A Practical Based Approach, Vikash Publishing House Pvt. Ltd. | Jobber. D & Lancaster. G, Sales & Distribution Management, Pearson. |
| Gupta. S. L, Sales & Distribution Management: Text & Cases in Indian Perspectives, Excel Books. | Hastings. R, Channel Sales & Management in Distribution, Businessman Publication. |

PATTERN OF EVALUATION		MARKS
The End semester examination of 3 rd Semester of MBA Program is going to be conducted in written form.		60
Field Study (Collection & Evaluation) / Practical Application		15
Internal Evaluation: The internal evaluation is based on Class Test/Quizzes; Presentation and Participation		25
Total Marks:		100

MBA 3rd Semester
Service Marketing & Retail Management (SMRM)
COURSE CODE - MGDSM32

Course Objective:

Total Credits: 4

The purpose of this course is to develop insights into the modern service & retail marketing sector. Further, this course is intended to broaden students' view of marketing to give an understanding of how marketing is practiced in service or retail organizations and how it is going to be managed in the future.

Learning Outcome:

On completion of this course, the students will be able to understand the concept of Services and intangible products, examine the characteristics of the services industry and the modus operandi, functions of retail business and various retail formats and retail channels, analyze Retail Market and retail financial strategy etc.

Unit I: Basics of Service Marketing

Introduction: Basic Concept of Services; Characteristics of Services; Broad Categories of Services; Distinctions Between Services and Goods; Services Marketing Mix – 7 Ps; Service as a Product; Trends in Service Marketing.

Unit II: Consumer Behaviour in Services

Consumer Behaviour: Consumer Purchase Behavior in services; Consumer Decision Making Process; Meaning and Types of Service Expectations; Services Encounters and Consumer Satisfaction; Segmenting, Targeting and Positioning of Services.

Unit III: Service Marketing Mix

Marketing Mix: New Service Development and Blueprint; Services Product Strategies; Approaches to Pricing Services and Pricing Strategies; Designing the Service Communication Mix; Branding of Services; Distributing Services – Context and Options; Physical Evidence of a Service.

Unit IV: Implementing Service Marketing

Implementation: Service Quality Measurement and Improvement of Service Quality; Consumer Complaint Behavior; Consumer Response to Effective Service Recovery; Principles of Service Recovery; Customer Relationship Management in Services.

Unit V: Retail Management

Introduction: Introduction to Retailing; Global and Indian Retail Scenario; Types of Retail Formats (store and non-store); Multi Channel and Omni Channel Retailing; Retail Market strategy.

Unit VI: Retail Location and Planning

Location & Planning: Retail Locations; Site Selection; Retailing Merchandising Planning and Procurement; Category Management; Private Labels / Store Brands as a Strategy Tool.

Unit VII: Store Layout and Visual Merchandising

Layout & Merchandising: Store layout; Types of Store Layout; Space Management; Fixtures; Flooring & Ceiling; Lighting; Color; Signage; Music; Scent Design and Visual Merchandising; Store Atmospherics; Customer service; Retail Human Resource Management.

Unit VIII: Retail Franchising

Franchising: Introduction to Franchising; Advantages and Disadvantages of Franchising to Franchisee and Franchisor; Types of Franchises; Franchise Agreement and Franchise Disclosure Document; Risks in Franchising; Indian and Global Franchising Scenario; FDI in Indian Retail Market; .

Case Studies: *Case studies are going to be used in the pedagogy of the above Units of Service Marketing & Retail Management for more vivid explanation and understanding of the concept of various processes of Services & Retailing.*

Suggested Readings

Zeithaml V. A & Bitner M. J, Services Marketing, Tata McGraw Hill.	Pradhan. S, Retail Management: Text & Cases, McGraw Hill.
Apte. G, Services Marketing, OUP India.	Sidhpuria. M, Retail Franchising, McGraw Hill.
Nayak. J. K & Dash. P. C, Retail Management, Cengage Learning.	Bhalla. S & Anurag. S, Visual Merchandising, McGraw Hill.

PATTERN OF EVALUATION		MARKS
The End semester examination of 3 rd Semester of MBA Program is going to be conducted in written form.		60
Field Study (Collection & Evaluation) / Practical Application		15
Internal Evaluation: The internal evaluation is based on Class Test/Quizzes; Presentation and Participation		25
Total Marks:		100

MBA 3rd Semester
Digital and Social Media Marketing (DSMM)
COURSE CODE - MGDSM33

Course Objective:

Total Credits: 4

The purpose of this course is to aim at exposing the students to the digital economy and using social media channels for marketing their products and services.

Learning Outcome:

On completion of this course, the students will be able to analyse the confluence of marketing, operations, and human resources in real-time delivery, explain emerging trends in digital marketing, critically assess the use of digital marketing tools etc.

Unit I: Digital Media & its Landscapes

Introduction: Evolution of Digital Marketing from Traditional to Modern Era; Current trends in Digital Media; Info -Graphics in Marketing; Implications for Business & Society; Emergence of Digital Marketing as a Tool; POEM Framework; Types of Digital Media; Paid Media; Owned Media.

Unit II: Digital Analytics

Digital & Social Analytics: The Evolution of Digital Analytics & the Internet; Search Engines & The Internet; Digital Analytics Industry Players; Basic Web Analytics and Web Intelligence; Third-Party Data; Social Media Analytics.

Unit III: Digital Marketing Mix

The Marketing Mix: Opportunities and Challenges for Digital Marketing; Digital Marketing Framework; Digital Marketing Mix; Impact of Digital Channels on IMC.

Unit IV: Search Engine Advertising

Internet Marketing: Concept of a Search Engine; Search Engine Advertisement; Pay for Search Advertisements; Search Engine Advertisement Placement; Creating Search Engine Advertisement Campaigns; Campaign Report Generation.

Unit V: Search Engine Marketing

Search Marketing: Search Engine Marketing; Understanding Google Search; Rule Based Personalization of Marketing at Internet Scale; Overview of Google Adwords, Microsoft AdCenter and Yahoo Search Marketing, Search Engine Result Pages (SERPs).

Unit VI: Social Media Marketing

Social Network Marketing: Introduction to Social Media Platforms; Types of Social Media; Penetration & Characteristics of Social Media Platforms; Social media marketing Strategy; Social Networking Sites; Role of Social Networking Sites in Marketing.

Unit VII: Advertising through Social Media

Social Media Advertising: Advertising Through Social Networking; Advertising through Micro blogging; Advertising Through Photo Sharing Site; Advertising Through Media Sharing sites; Advertising Through Social News Sites.

Unit VIII: Emerging Trends in Social Media Marketing

Trends: Big Data, IOT, Podcasts, and Webinars, Search Engine Analytics, Web Marketing, Podcasts and Webinars.

Case Studies: *Case studies are going to be used in the pedagogy of the above Units of Service Digital and Social Media Marketing for more vivid explanation and understanding of the concept of various processes of Social Marketing.*

Suggested Readings

Sponder. M & Khan. G. F, Digital Analytics for Marketing, Routledge.

Ahuja. V, Digital Marketing, OUP India.

Gupta. S, Digital Marketing, McGraw Hill.

Subramaniam. A, Get Vocal for Local: How to develop a successful regional digital marketing, Notial Press.

Bhatia. P. S, Fundamentals of Digital Marketing, Pearson Education.

Pavlova. A, Social Media Marketing for Small Business; Independently Published..

PATTERN OF EVALUATION		MARKS
The End semester examination of 3 rd Semester of MBA Program is going to be conducted in written form.		60
Field Study (Collection & Evaluation) / Practical Application		15
Internal Evaluation: The internal evaluation is based on Class Test / Quizzes; Presentation and Participation		25
Total Marks:		100

MBA 3rd Semester
Advertising and Promotion Management (APM)
COURSE CODE - MGDSM34

Course Objective:

Total Credits: 4

The purpose of this course is to aim at acquainting students with concepts and techniques of advertising management and to familiarize the students with the practice of promoting market for products through advertisements and sales promotion.

Learning Outcome:

On completion of this course, the students will be able to explain the roles which advertising can play in the contemporary marketing mix and marketing environment, process of advertising planning, know the various decision areas under each element of the marketing mix and how they influence and interact with promotional strategies etc.

Unit I: Advertising and its Objectives

Introduction: Defining Advertising; Objectives of Advertising (Promotional Objectives, Communication Objectives, Sales Objectives); Integrated Marketing Communication (IMC); Types of Advertising Available in India (Print Advertising, TV Advertising, Outdoor Advertising, Social & Online Media Advertising).

Unit II: Important Aspects of Advertising

Aspects of Advertising: Legal aspect of advertising; ethical aspects of advertising; economic and social aspects of advertising; ASCI and its role in Indian Advertising.

Unit III: Advertising Agency Management

Agency Management: Role of Advertising Agencies; Structure of Advertising Agency; External Advertising Agencies; Selecting an Advertising Agency; The Role of Advertising Account Executives.

Unit IV: Media Planning and Strategy

Media Planning: Concepts of Media Planning; Media Scenario; Types of the Advertising Media-Broadcasting Media; Print Media; Support Media - Outdoor Media; in Store Media; Movie Theatre; Web Media; Developing the Media Plan; Media Mix; Implementing the Media Plan - Media Strategies; Target Market Coverage; Geographic Coverage; Media Scheduling; Evaluation and Follow-up of Media Planning & Implementation; Media Buying.

Unit V: Budgeting, Planning and Development of Campaign

Advertising Budgeting: Advertising Budgeting; Message Development - Source Factors; Message Structure; Message Appeals; Planning the Creative Strategy; Creative Process - Account Planning; Preparation; Incubation; Illumination; Creative Strategy Development of Advertising Campaigns; Copy Platform; Major Selling Ideas; Advertising Appeals and Execution.

Unit VI: Monitoring; Evaluation and Control of Advertising

Advertising Control: Reasons for Measuring Advertising Effectiveness; Research on Measuring Advertising Effectiveness - Pre & Post Testing Methods.

Unit VII: Sales Promotion and Promotional Techniques

Sales Promotion Techniques: Scope and role of Sales Promotion; Growth of Sales Promotion; Consumer Oriented Sales Promotion; Trade Oriented Sales Promotion; Sales Promotion Planning; Sales Promotion Strategies - Push & Pull Strategies; Sampling; Couponing; Premiums; Contests and Sweepstakes; Refunds and Rebates; Bonus Packs; Price Off Deals etc.

Case Studies: *Case studies are going to be used in the pedagogy of the above Units of Advertising and Promotion Management for more vivid explanation and understanding of the concept of various processes of Advertising and Sales Promotion.*

Suggested Readings

Belch. G. E., Advertising and Promotion; Tata McGraw Hill.

Kazmi, S. H. H. & Batra. S, Advertising and Sales Promotions, Excel Books.

Naidu. G & Dhaktod. P, Advertising Management, Sai Jyoti Publication.

Roy. S, Advertisement and Sales Promotion, Sankalp Publication.

Ratna. V. V & Gupta. S. L, Advertising & Sales Promotion Management, Sultan Chand & Sons.

Singh. B, Sales Promotion Management, Anmol Publisher.

PATTERN OF EVALUATION		MARKS
The End semester examination of 3 rd Semester of MBA Program is going to be conducted in written form.	60	
Field Study (Collection & Evaluation) / Practical Application	15	
Internal Evaluation: The internal evaluation is based on Class Test/Quizzes; Presentation and Participation	25	
Total Marks:	100	

MBA 3rd Semester
Consumer Behaviour & Marketing Research (CB&MR)
COURSE CODE - MGDSM35

Course Objective:

Total Credits: 4

The aim of this Course is to develop a focus towards basic concepts of Consumer Behaviour and Marketing Research Methodology among the students along with the understanding of the sense and significance of marketing research for a business enterprise.

Learning Outcome:

On completion of this course, the students will be able to gain an understanding of the concepts of consumer behavior, identify factors which influence consumer behaviour, utilize knowledge of buyer behavior to enhance strategic decision making, improve skills in marketing research and analysis of customer segments, demand, and market potential etc.

Unit I: Understanding the Consumer

The Consumer: Consumer Behavior and the Marketing Concept; Customer Value; Satisfaction; Trust and Retention; The Impact of New Technology on Marketing; The Consumer Research Process; Market Segmentation and Strategic Targeting.

Unit II: Consumer as an Individual

The Knowledge of the Consumer: Consumer Motivation; Personality and Consumer Behavior; Consumer Perception; Consumer Learning; Consumer Attitude Formation and Change; Communication and Consumer Behavior.

Unit III: Socio-Cultural Settings and Consumer Behavior

Socio – Cultural Setting: The Family and Social Class; Influence of Culture on Consumer Behavior; Cross-cultural Consumer Behavior.

Unit IV: Consumer Decision Making

Decision Making: Consumers and the Diffusion of Innovation; Consumer Decision Making and Beyond.

Unit V: Introduction to Marketing Research

Research: Nature and Scope of Marketing Research; Role of Marketing Research in the Designing and Implementation of Marketing Programs; the Marketing Research Process; Marketing Research Designs.

Unit VI: Source and Data Collection

Data Collection: Internal and External sources of Secondary Data for Marketing Research; Understanding of Focus Group Discussion, In Depth Interview, Projective Techniques Observation and Survey with Special Reference to Marketing Research; Experimentation in Marketing Research; Designing Questionnaire for Marketing Research; Determining Sample Size.

Unit VII: Marketing Research Process

The Process: Managing Fieldwork; Data Preparation process; Cross tabulation and Correlation; Factor Analysis; Multiple Regression (Using Statistical Software) Overview of Cluster analysis; Conjoint Analysis; Multidimensional scaling.

Unit VIII: Other Aspects of Marketing Research

Other Aspects: Ethics and Marketing Research, Making of Report and effective written presentation Effective oral presentation International Marketing Research.

Case Studies: *Case studies are going to be used in the pedagogy of the above Units of Consumer Behaviour & Marketing Research for more vivid explanation and understanding of the concept of various processes of the subject.*

Suggested Readings

Schiffman. L. G, Wisenblit. J & Kumar. S. R, Consumer Behaviour, Pearson Education.

Kumar. D, Consumer Behaviour: Includes Online Buying Trends, OUP India.

Sharma. D & Sheth. J. N, Consumer Behavior: A Managerial Perspective, Cengage Learning.

Nargundkar, N, Market Research: Text and Cases, Tata McGraw hill.

Malhotra. N, Marketing Research: An Applied Orientation, Pearson Education.

Green. P.E, Tull. D. S, & G. Album, Research for Marketing Decision, Prentice Hall.

PATTERN OF EVALUATION		MARKS
The End semester examination of 3 rd Semester of MBA Program is going to be conducted in written form.		60
Field Study (Collection & Evaluation) / Practical Application		15
Internal Evaluation: The internal evaluation is based on Class Test/Quizzes; Presentation and Participation		25
Total Marks:		100

MBA 3rd Semester
Managing and Developing Human Resources and Ethical Issues in HRM (MDHR&EIHRM)
COURSE CODE - MGDSH31

Course Objective:

Total Credits: 4

This course enables students to manage and develop human resources effectively and ethically in the workplace.

Learning Outcome:

On completion of this course, the students will be able to develop the understanding of the concept of human resource management and to understand its relevance in organizations, analyze the strategic issues and strategies, integrate the knowledge of HR concepts to take correct business decisions etc.

Unit I: Managing Careers

Definition; Phases of Career; Process of Career Planning; Individual and Organization Career Development.

Unit II: Talent Management & Competency Mapping

Definition of Talent Management; Talent Management Strategies; Importance of Talent Management; Talent Acquisition and Retention; Talent Management Framework; Future Trends in Talent Development; Talent Management During Mergers and Acquisition; Definition of Competency Mapping; Techniques of Competency Mapping; Competency Building.

Unit III: Quality of Work Life

Definition; Importance; Objectives and Challenges of Quality Circles and Quality of Work Life.

Unit IV: Human Resource Policies

Defining Human Resource Policies; Process of Designing Policies and Measuring HR Policies.

Unit V: Contemporary Issues in HRM

Job Stress; Discriminations; Diversity; Safety Issues; Emotional Labour; Employee Burnout; Green HRM, Policies of Green HRM; Sustainable HRM.

Unit VI: Cases

Case analysis and discussion on Managing HRM and its Ethical Issues.

Unit VII: Applications

Applications of Managing HRM and its Ethical Issues.

Case Studies: *Case studies are going to be used in the pedagogy of the above Units of Managing and Developing Human Resources and Ethical Issues in HRM in more vivid explanation and understanding of the concept of various topics of Man Management.*

Suggested Readings

Dessler G., Varkkey B.; Human Resource Management, Pearson Education.

Aswathappa K.; Human Resource Management, McGraw Hill Education.

North K., Kumta G. Knowledge Management: Value Creation Through Organizational Learning, Springer.

Sengupta. D.; Human Resource Management, Dreamtech Press.

PATTERN OF EVALUATION		MARKS
The End semester examination of 3 rd Semester of MBA Program is going to be conducted in written form.		60
Field Study (Collection & Evaluation) / Practical Application		15
Internal Evaluation: The internal evaluation is based on Class Test/Quizzes; Presentation and Participation		25
	Total Marks:	100

MBA 3rd Semester
Industrial Relations and Labour Laws (IR&LL)
COURSE CODE - MGDSH32

Course Objective:

Total Credits: 4

This course enables students to understand the different laws which have been enacted in India to protect and safeguard the interests of workers and also to maintain industrial peace.

Learning Outcome:

On completion of this course, the students will be able to understand the concept of industrial relations, illustrate the role of trade union in the industrial setup, causes & impact of industrial disputes, judicial setup of Labour Laws, integrate the knowledge of Labour Law in general HRD Practice etc.

Unit I: Industrial Relations

Concept and Approaches; Impact of Industrial Revolution; Importance of Industrial Relations; Causes of Industrial Unrest. Industrial Unrest in India; Conditions for Smooth and Harmonious Industrial Relations.

Unit II: Trade Unions and their Role

Functions of Trade Unions; Approaches to Handle Trade Unions; Problems of Trade Unions; Workers Education and Training; Trade Union Movement in India.

Unit III: Collective Bargaining

The Role of Personnel Officer in Collective Bargaining; Conciliation and Voluntary Arbitration; Grievance Handling Procedure in India and Abroad.

Unit IV: The Factories Act, 1948

Aims; Scope; Definition; Provisions on Health; Safety and Welfare of Workers.

Unit V: The Maternity Benefits Act, 1961

Aims; Scope; Definition; Provisions under the Maternity Benefit Act, 1961.

Unit VI: Cases

Case analysis and discussion on Industrial Relations and Labour Laws.

Unit VII: Applications

Applications of Industrial Relations and Labour Laws.

Case Studies: *Case studies are going to be used in the pedagogy of the above Units of Industrial Relations and Labour Laws in more vivid explanation and understanding of the concept of various topics of Man Management.*

Suggested Readings

Monappa A., Nambudiri R., and Selvaraj P.; Industrial Relations and Labour Laws, McGraw Hill Education.

Sinha P.R.N, Sinha I.B and Sinha S.; Industrial Relations, Trade Unions, and Labour Legislation, Pearson Education.

Tasmann; Labour Laws, Taxmann Publications Private Limited

Singh A., Kaur H.; Introduction To Labour And Industrial Laws, Lexis Nexis.

Tripathi P.C., Gupta C.B., and Kapoor N.D.; Industrial Relations and Labour Laws, Sultan Chand and Sons.

Venkata Ratnam C.S and Dhal M.; Industrial Relations, Oxford University Press.

PATTERN OF EVALUATION		MARKS
The End semester examination of 3 rd Semester of MBA Program is going to be conducted in written form.		60
Field Study (Collection & Evaluation) / Practical Application		15
Internal Evaluation: The internal evaluation is based on Class Test/Quizzes; Presentation and Participation		25
Total Marks:		100

MBA 3rd Semester
Organisation Theory, Structure and Design (OTS&D)
COURSE CODE - MGDSH33

Course Objective:

Total Credits: 4

The objective of the course is to enable the students in: (a) designing organization structure (b) making organization effective (c) creating culture (d) managing change.

Learning Outcome:

On completion of this course, the students will be able to understand the practical and integrative study of organization change & design defines basic activities in different types of function in the organization.

Unit I: Organizations and Organizational Effectiveness

Stakeholders; Managers; and Ethics and Organizing in a Changing Global Environment.

Unit II: Basic Challenges of Organizational Design

Differentiation; Organizational Roles; Function Types; Vertical and Horizontal Differentiation.

Unit III: Designing Organizational Structure: Authority and Control

How and Why Vertical Differentiation Occurs; Problems with Tall Hierarchies; Principle of Minimum Chain of Command; Span of Control; Parkinson Law - The Principles of Bureaucracy.

Unit IV: Designing Organizational Structure: Specialization and Coordination

Functional Structure; Control Problems in a Functional Structure; From Functional Structure to Divisional Structure; Types of Division Structure.

Unit V: Creating and Managing Organizational Culture

Organizational Culture & Organizational Values; How is an Organization's Culture Transmitted to its Members; Organizational Rights; Social Responsibility; Approaches to Social Responsibility.

Unit VI: Cases

Case analysis and discussion on Organisation Theory, Structure and Design.

Unit VII: Applications

Applications of Organisation Theory, Structure and Design.

Case Studies: Case studies are going to be used in the pedagogy of the above Units of Organisation Theory, Structure and Design in more vivid explanation and understanding of the concept of various topics of Man Management.

Suggested Readings

Gareth R.J and Matthew M.; Organizational Theory, Design and Change, Person Education.

Pugh D.S & Pugh D.S; Organization Theory; Penguin Books.

Daft. R.L; Organization Theory and Design, South-Western College Publishing.

Hatch M.J; Organization Theory: Modern, Symbolic and Postmodern Perspectives, Oxford University Press.

Hatch M.J, Cunliffe A.L; Organisation Theory, Oxford University Press

Cichocki P. & Irwin C.; Organization Design: A Guide to Building Effective Organizations, Kogan Page.

PATTERN OF EVALUATION		MARKS
The End semester examination of 3 rd Semester of MBA Program is going to be conducted in written form.		60
Field Study (Collection & Evaluation) / Practical Application		15
Internal Evaluation: The internal evaluation is based on Class Test/Quizzes; Presentation and Participation		25
Total Marks:		100

MBA 3rd Semester
International Human Resource Management (IHRM)
COURSE CODE - MGDSH34

Course Objective:

Total Credits: 4

The purpose of this course is to make students familiar with HR practices and policies at global level.

Learning Outcome:

On completion of this course, the students will be able to define, explain and compare perspectives and theories related to IHRM, make use of an in-depth understanding of research in IHRM to critically analyse theories, perspectives, and practical problems facing contemporary firms etc.

Unit I: The Context for International HRM

Globalization; National Systems and Multinational Companies; Human Resources in a Comparative Perspective; International Recruitment and Selection; Work Visa and Migration Related Issues; Financial Market Sophistication and Impact on Workforce Selection.

Unit II: Cultural Environment: Hofstede's Dimensions

Power Distance; Individualism or Collectivism; Masculinity or Femininity; Uncertainty Avoidance; Long-Term or Short-Term Orientation; Gestland's Dimensions: Deal Focus Versus Relationship Focus; Informal Versus Formal; Rigid-Time (Monochromic) Versus Fluid-Time (Polychromic); Expressive Versus Reserved.

Unit III: Cultural Issues in Performance Management

Developing International Staff and Multinational Teams; Approaches to International Compensation.

Unit IV: International HR Practices

Repatriation; Managing Global Diverse Workforce; Industrial Relations in a Comparative Perspective; Economic Environment and Social Environment MNC's and International HRM; Transfer of HR Practices in MNC's; Outsourcing and Human Resource Management.

Unit V: International Leadership Development

Recruitment and Selection of International Managers; International Pay and Compensation.

Unit VI: Cases

Case analysis and discussion on International Human Resources Management.

Unit VII: Applications

Applications of International Human Resources Management.

Case Studies: *Case studies are going to be used in the pedagogy of the above Units of International Human Resources Management in more vivid explanation and understanding of the concept of various topics of Man Management.*

Suggested Readings

Anne-Wil Harzing, Ashly Pinnington; International Human Resource Management, Sage Publications India Private Limited.

Brewster C.; International Human Resource Management, Chartered Institute of Personnel and Development.

Aswathappa K. & Dash S.; International Human Resource Management, McGraw Hill Education.

Lazarova M.B., Morley M.J. & Tyson S.; International Human Resource Management: Policy and Practice, Routledge.

Sengupta N. & Bhattacharya M.s.; International Human Resource Management, Excel Books.

Briscoe D., Briscoe D.R., Schuler R.S. & Claus L.; International Human Resource Management: Policies and Practices for Multinational Enterprises.

PATTERN OF EVALUATION		MARKS
The End semester examination of 3 rd Semester of MBA Program is going to be conducted in written form.		60
Field Study (Collection & Evaluation) / Practical Application		15
Internal Evaluation: The internal evaluation is based on Class Test/Quizzes; Presentation and Participation		25
Total Marks:		100

**MBA 3rd Semester
Learning and Development (L&D)
COURSE CODE - MGDSH35**

Course Objective:

Total Credits: 4

The objectives of this course are to help the students (a) how learning and development occurs in the workplace.

Learning Outcome:

On completion of this course, the students will be able to understand the need and process of learning need analysis in organizations, process of designing a learning programme and its evaluation etc.

Unit I: Learning Organisations

Introduction to Learning Organizations; Characteristics; Emerging Business Realities; Why Organizations Need to Learn Core Disciplines; Building the Learning Organization: Personal Mastery; Mental Models; Shared Vision; Team Learning.

Unit II: Prototypes

Openness; Localness; a Manager's Time; Ending the War between Work and Family; Microworlds - The Technology of the Learning Organization.

Unit III: Organizational Learning

A Capability Based View; Learning Tools & Systems; Systems Thinking; Benchmarking and Process Mapping.

Unit IV: Knowledge Based Learning

Knowledge Based Competition; Knowledge Creation and Acquisition Processes; Measuring Learning; The Intellectual Capital; Architecting a Learning Organization.

Unit V: Fifth Discipline

Challenges in the Transformation to a Learning Organization; Problems Organizational Learning Addresses.

Unit VI: Cases

Case analysis and discussion on Learning and Development.

Unit VII: Applications

Applications of Learning and Development.

Case Studies: *Case studies are going to be used in the pedagogy of the above Units of Learning and Development in more vivid explanation and understanding of the concept of various topics of Man Management.*

Suggested Readings

Gonsalves M.; Learning Organizations: Turning Knowledge into Actions, Business Expert Press.

Emerson T. and Stewart M.; The Learning & Development Book, ATD Press.

Senge P.M.; The Fifth Discipline: The Art & Practice of The Learning Organization, Currency.

Michelle Parry-Slater; The Learning and Development Handbook: A Learning Practitioner's Toolkit, Kogan Page.

Michael J. Marquardt; Building the Learning Organization: Achieving Strategic Advantage through a Commitment to Learning, Nicholas Brealey Publications.

Rebecca Page-Tickell; Learning and Development: A Practical Introduction, Kogan Page.

PATTERN OF EVALUATION		MARKS
The End semester examination of 3 rd Semester of MBA Program is going to be conducted in written form.		60
Field Study (Collection & Evaluation) / Practical Application		15
Internal Evaluation: The internal evaluation is based on Class Test/Quizzes; Presentation and Participation		25
Total Marks:		100

**MBA 3rd Semester
Data Analytics (DA)
COURSE CODE – MGC301**

Course Objective:

Total Credits: 2

This course will help the students to become familiar with the concept of data analytics and to apply the knowledge for solving real world problems.

Learning Outcome:

On completion of this course, the students will be able to demonstrate proficiency with statistical analysis of data, build and assess data-based models, execute statistical analyses with professional statistical software, demonstrate skill in data management etc.

Unit I:

Introduction to Data Analytics; Descriptive Statistics.

Unit II:

Central Tendency and Dispersion; Probability Distributions; Sampling Distributions.

Unit III:

Confidence Interval; Hypothesis Testing; ANOVA; Data Visualization; Business Aspects of Data Science

Unit IV:

Regression; Logistic Regression; Support Vector Machines; Confusion Matrix.

Unit V:

Artificial Neural Networks; Clustering; Attribute Selection; Classification.

Case Studies: *Case studies are going to be used in the pedagogy of the above Units of Data Analytics for more vivid explanation and understanding of the concept of various topics of Online Business.*

Suggested Readings

Foster Provost; Tom Fawcett - Data Science for Business: What You Need to Know about Data Mining and Data-Analytic Thinking - O'Reilly Media.

Jake VanderPlas - Python Data Science Handbook: Essential Tools for Working with Data - O'Reilly Media.

EMC Education Services - Data Science and Big Data Analytics: Discovering; Analyzing; Visualizing and Presenting Data – Wiley.

PATTERN OF EVALUATION		MARKS
The End semester examination of 3 rd Semester of MBA Program is going to be conducted in written form.		30
Field Study (Collection & Evaluation) / Practical Application		05
Internal Evaluation: The internal evaluation is based on Class Test/Quizzes; Presentation and Participation		15
Total Marks:		50

MBA 3rd Semester

Summer Internship Programme (SIP) COURSE CODE - MGC302

Course Objective:

Total Credits: 4

The objectives of this course are to help the students acquire on job the skills, knowledge, attitudes, and perceptions along with the experience needed to constitute a professional identity. It will also provide means to immerse students in actual supervised professional experiences and also develop perspective about business organizations in their totality. The summer internship programme will also help the students in exploring career opportunities in their areas of interest.

Learning Outcome:

On completion of this course, the students will be able understand specific functional areas like Marketing Management, Financial Management, Human Resource Management, Systems & Operations Management etc. The students will also gain practical insights of selected topics in the specialization area, experience the actual work environment in an organization, explore career opportunities in the specialization areas etc.

Every student should prepare a Summer Internship Project Dissertation under Course Code – MGC302 on the topic based on the project during their respective summer internship training by consulting with an Internal Guide allotted by the Department of Management, University of North Bengal.

Such reports should be evaluated by an evaluation board constituted for the session comprising of the Internal Guide of the Summer Internship Project Dissertation and the faculty members of the Department of Management, University of North Bengal.

Summer Internship Project Dissertation Viva-Voce shall be conducted during the semester end examination of after completion of the 3rd Semester for every student on the topic allotted to the student under Course Code – MGC302.

Such Viva-Voce shall be conducted by an evaluation board constituted for the session comprising of the Internal Guide of the Summer Internship Project Dissertation and the faculty members of the Department of Management, University of North Bengal and other external experts (if required and to be decided by the Departmental Committee of the Department of Management, University of North Bengal) from the Industry or any other relevant Academic Institutions of repute.

PATTERN OF EVALUATION		MARKS
Summer Internship Project Dissertation.		75
Viva Voce on the Summer Internship Project Dissertation		25
Total Marks:		100

**MBA 4th Semester
International Finance (IF)
COURSE CODE - MGDSF41**

Course Objective:

Total Credits: 4

To provide students with an in-depth knowledge of currency risk, global financial environment and cross border investment and financing decisions.

Learning Outcome:

On completion of this course, the students will be able to demonstrate basic understanding of foreign exchange market and exchange rates, basic understanding of how to use foreign exchange derivatives, techniques to manage foreign exchange exposures of firms etc.

Unit I: International Financial Environment

Importance; Rewards & Risk of International Finance; Goals of MNC; International Business Methods; Exposure to International Risk; International Monetary System; Multilateral Financial Institution.

Unit II: International Flow of Funds and International Monetary System

International Flow of Funds: Balance Of Payments (BOP); Fundamentals of BOP; Accounting Components of BOP; Factors Affecting International Trade and Capital Flows; Agencies That Facilitate International Flows. BOP; Equilibrium & Disequilibrium; Trade Deficits; Capital Account Convertibility (Problems On BOP) International Monetary System; Evolution; Gold Standard; Bretton Woods System; The Flexible Exchange Rate Regime; The Current Exchange Rate Arrangements; The Economic And Monetary Union (EMU).

Unit III: Foreign Exchange Market

Function and Structure of the Forex Markets; Foreign Exchange Market Participants; Types of Transactions and Settlements Dates; Exchange Rate Quotations; Nominal; Real and Effective Exchange Rates; Determination of Exchange Rates in Spot Markets; Exchange Rates Determinations in Forward Markets; Exchange Rate Behaviour; Cross Rates; ; Arbitrage Profit in Foreign Exchange Markets; Swift Mechanism; Triangular and Locational Arbitrage.

Unit IV: International Parity Relationships & Forecasting Foreign Exchange Rate

Measuring Exchange Rate Movements; Exchange Rate Equilibrium; Factors Effecting Foreign Exchange Rate; Forecasting Foreign Exchange Rates; Interest Rate Parity; Purchasing Power Parity & International Fisher Effect; Covered Interest Arbitrage.

Unit V: Foreign Exchange Exposure

Management of Transaction Exposure; Management of Translation Exposure; Management of Economic Exposure; Management of Political Exposure; Management of Interest Rate Exposure.

Unit VI: Foreign Exchange Risk Management

Hedging Against Foreign Exchange Exposure; Forward Market; Futures Market; Options Market; Currency Swaps; Interest Rate Swap; Hedging Through Currency of Invoicing; Hedging Through Mixed Currency Invoicing; Country Risk Analysis.

Case Studies: Case studies are going to be used in the pedagogy of the above Units of International Finance in more vivid explanation and understanding of the concept of various topics related.

Suggested Readings

Bhalla V.K.; International Financial Management, Anmol Publications Pvt Ltd. Sharan V.; International Financial Management, PHI, New Delhi.
Mudura J.; International Financial Management, South - Western College Publishing. Vij Madhu; International Financial Management, Excel Books.
Apte P.G.; International Financial Management, Tata Mc-Graw Hill, New Delhi. Shaprio A.C.; Multinational Financial Management. Prentice Hall of India.

PATTERN OF EVALUATION		MARKS
The End semester examination of 4 th Semester of MBA Program is going to be conducted in written form.		60
Field Study (Collection & Evaluation) / Practical Application		15
Internal Evaluation: The internal evaluation is based on Class Test/Quizzes; Presentation and Participation		25
Total Marks:		100

MBA 4th Semester
Taxation and Public Finance (TPF)
COURSE CODE - MGDSF42

Course Objective:

Total Credits: 4

To provide students conceptual clarity of public expenditure and revenue theories and train them to use economic analysis to predict and verify the effects of government intervention on behaviour of individuals, households and firms.

Learning Outcome:

On completion of this course, the students will be able to identify the technical terms related to tax systems, have conceptual clarity of public expenditure, apply the principle of optimal taxation in analyzing various governments tax policies etc.

Unit I: Taxation

Concepts and Definition; Direct and Indirect Taxes; Efficiency and Equity; Dead Weight Loss (Income Tax, Commodity Tax, Wealth Tax and Subsidy); Taxation and Monopoly; Tax Incidence: Theory of Taxation; Taxation and Labour Supply; Taxation and Savings; General Equilibrium (Herberger); Models of Tax Incidence; Theory of Optimal Taxation; Recent Developments in Theory of Taxation; Taxation in a Federal System.

Unit II: Indian Public Finance

Definition; Nature; Scope and Importance of Public Finance; Role of Public Finance in Developing Countries like India; Sources of Public Receipts (Tax and Non-Tax, Introduction to GST); The Principle of Maximum Social Advantage; Appraisal of FRBM Act, 2004; Fiscal Federalism; Fourteenth Finance Commission Recommendations.

Unit III: Fiscal Policy

Meaning; Objectives of Fiscal Policy; Role of fiscal policy in controlling inflation and stagnation; Fiscal Responsibility and Budget Management Act; Budgets - Meaning, Classification; Fiscal Deficit; Deficit Financing and Deficit Budget.

Unit IV: Public Expenditure & Debt

Meaning of Public Expenditure; Classification and Canons of Public Expenditure; Effects of Public Expenditure on Production; Distribution and Economic Growth; Meaning of Public Debt; Need of Public Debt; Sources and Repayment; Effects of Public Debt on - Money Supply, Economic Growth and Economic Stability; Financial Issues in a Federal Set Up; Finance Commission; Principles of Efficient Division of Financial Resources Between Central and States; Problems of Financial Imbalances and Measures for Adjustments.

Unit V: Taxes on Income

Individual; Firm and HUF (Hindu Undivided Family); Income from Salary; House Property; Capital Gains and Income from Business / Profession and from Other Sources.

Unit VI: Regulation of the Market

Genesis of Regulation; Principles of Regulation; Governing Laws; The Securities Contract (Regulation) Act, 1956; Forms of Regulation; Self-regulation by Stock Exchanges and Supervision by SEBI; Risk Management; Effectiveness of the Regulatory mechanism; The Securities and Exchange Board of India - The Securities and Exchange Board of India Act, 1992; Genesis of SEBI; Constitution and Organization; Objectives and Regulatory approach; Power Scope and Functions of SEBI.

Case Studies: Case studies are going to be used in the pedagogy of the above Units of Taxation and Public Finance in more vivid explanation and understanding of the concept of various topics related.

Suggested Readings

Lekhi R.K. & Singh J.; Public Finance and Taxation, Kalyani Publishers.

Sharma R.D.; Understanding Taxes in India, Commercial Law Publishers (India) Pvt. Ltd.

McGee R.W.; The Philosophy of Taxation and Public Finance, Springer.

Mallik R.B. & Das B.K.; Taxation, McGraw-Hill.

Singh S.K.; Public Finance In Theory & Practice, S Chand & Company.

Bhatia H.L.; Public Finance, S Chand & Company.

PATTERN OF EVALUATION		MARKS
The End semester examination of 4 th Semester of MBA Program is going to be conducted in written form.		60
Field Study (Collection & Evaluation) / Practical Application		15
Internal Evaluation: The internal evaluation is based on Class Test/Quizzes; Presentation and Participation		25
Total Marks:		100

**MBA 4th Semester
Financial Engineering (FE)
COURSE CODE - MGDSF43**

Course Objective:

Total Credits: 4

To enable students to think in terms of innovative solutions to financial problems with particular emphasis on understanding new risks and impart them knowledge of innovative tools of financial engineering called derivatives.

Learning Outcome:

On completion of this course, the students will be able to quantify and model the financial structure of projects and corporations and for that purpose apply suitable techniques, plan, manage and analyse financial and operational structures in projects, using recognized financial engineering techniques as well as other current best practice methods etc.

Unit I: Introduction to Financial Engineering and Risk Management

Changing Environment and Increasing Price Risks; Financial Analysis vs Financial Engineering; Financial Engineering as a Response to Increased Risks; Knowledge Base of a Financial Engineering; Mathematical & Statistical Skills; Modelling Skills; Product Knowledge; Knowledge of Relevant Technology; Accounting; Tax and Legal; Types of Risks And Risk Management; Tools of Risk Management.

Unit II: Derivative

Introduction; Managing Risk; Types of Business Risks; Derivatives; Products; Classification; participant; Evolution; Functions.

Unit III: Options

Options Markets; Properties of Stock Option Prices; Option Pricing Models – Binomial Model; Black - Scholes; Model; Single Period Options; Calls and Puts; Payoff Diagrams of Simple and Complex Option Strategies; Cash Settled Options; Multi Period Options; Caps; Floors; Collars; Captions; Swaptions and Compound Options; Cross - Currency Futures and Options.

Unit IV: Merger, Amalgamation and Interest of Small Investors

Disinvestments and Strategic Alliances; Demerger and Hiving off; Expanding Role of Professionals; Legal; Procedural; Economic; Accounting; Taxation and Financial Aspects of Mergers and Amalgamations including Stamp Duty and Allied Matters; Merger Aspects under Competition Law; Amalgamation of Banking Companies and Government Companies.

Unit V: Physical Tools of the Financial Manager

Product Development Process; Financial Derivatives; Debt Market Innovations; Innovation in Equity and Equity Related Instruments; Financial Engineering Processes and Strategies; Asset Liability Management; Hedging and Related Risk Management Techniques.

Unit VI: Swaps and Forward Rate Agreements (FRAs)

Structure of a Swap; Interest Rate Swaps; Currency of Swaps; Commodity Swaps; Other Swaps; Credit Risk and Credit Derivatives; Credit Default Swaps; Role of a Swap Dealer; Basics of FRAs.

Unit VII: Corporate Restructuring

Leveraged Buyouts, Tax Driven Deals, Takeovers, Synthetic Instruments. Future Directions in Financial Engineering, Effect of Globalization and Technology on Financial Engineering, Legal Aspects of Innovative Financial Products.

Unit VIII: Other Derivatives

Payoff of Options on Futures; Binomial Model for Future Options; Valuation of Futures Options; Black's Model; Interest Rate Options; Cap; Floor; Collar.

Case Studies: Case studies are going to be used in the pedagogy of the above Units of Financial Engineering in more vivid explanation and understanding of the concept of various topics related.

Suggested Readings

Srivastava R.; Derivatives and Risk Management, Oxford University Press.

Marshall J.F. & Bansal V.K.; Financial Engineering: A Complete Guide to Financial Innovation, Prentice Hall India Learning Private Limited.

John C.H.; Fundamentals of Futures and Options Markets, Pearson Education.

Hull J.C.; Introduction to Futures and Options Markets, Prentice Hall India Learning Private Limited.

Stulz R.; Risk Management and Derivatives, Southwestern Publishing House.

Tron A.; Corporate Financial Distress: Restructuring and Turnaround, Emerald Publishing Limited.

PATTERN OF EVALUATION		MARKS
The End semester examination of 4 th Semester of MBA Program is going to be conducted in written form.		60
Field Study (Collection & Evaluation) / Practical Application		15
Internal Evaluation: The internal evaluation is based on Class Test/Quizzes; Presentation and Participation		25
Total Marks:		100

MBA 4th Semester
Insurance and Risk Management (IRM)
COURSE CODE - MGDSF44

Course Objective:

Total Credits: 4

To provide students an in-depth knowledge of insurance business in terms of structure, products, pricing and risk management.

Learning Outcome:

On completion of this course, the students will be able to understand features of Life Insurance, features of General Insurance, insurance regulatory framework, various types of risk etc.

Unit I: Introduction to Insurance

The Evolution and Growth of Life Insurance Nature and Scope of Insurance; Various Types of Insurance; Principles of Insurance; Important Insurance Policies in Life and Non - Life Insurance; Leading Insurance Companies in India.

Unit II: Fundamentals of Insurance and Risk

Nature of Risk; Insurance and Risk; Management of Risk; Risk Versus Uncertainty; Risk Distinguished from Peril And Hazards; Classification of Risk – Financial and Non Financial Risks, Static And Dynamic Risk; Scope of Risk Management; Process; Identification and Risk Control; Risk Retention and Transfer; Alternatives to Buying Commercial Insurance..

Unit III: Life Insurance Business

Fundamental Principles of Life Insurance; Basic Features of Life Insurance Contracts; Life Insurance Products; Traditional and Unit Linked Policies; Individual and Group Policies; With and Without Profit Policies; Types of Life Insurance Policies; Term Insurance; Whole Life Insurance and Its Variants; Endowment Insurance and its Variants; Annuities; Policies for Children and Females; Policies for Handicapped Lives; Pension Plans; Health Insurance.

Unit IV: General Insurance Business

Fundamental Principles of General Insurance; Fire Insurance; Marine Insurance; Motor Insurance; Personal Accident Insurance; Liability Insurance; Miscellaneous Insurance.

Unit V: Pricing of Insurance Products

Meaning of Rate/Premium; Objectives of Rate Making; Rate Making in Life Insurance Business; Basic Methods of Rate Making; Net Single Premium; Net Annual Level Premium; Premium Concepts; Level Premium; Basic Premium; Office Yearly Premium; Premium Tables; Tabular Premium; Rebate; Extra Premium; Rider Premium; Bonus – Calculation of Premium And Bonus; Rate Making In General Insurance Business; Basic Methods of Rate Making.

Unit VI: Underwriting

Philosophy of Underwriting; Kinds of Underwriting; Requisites of Good Underwriting; Underwriting of Life Insurance; Underwriting of Non-Life Insurance; Pricing and Premium Setting; Types of Rating; Tariff / Rate Making In General Insurance.

Unit VII: Claims Management

Claim Settlement in General Insurance; General Guidelines for Settlement of Claims; Fire Insurance Claims; Motor Insurance Claim; Marine Insurance Claim; Claim on Consignment by Road / Rail Personal Accident; Mediclaim; Theft / Burglary Insurance.

Unit VIII: Financial Aspects of Insurance Companies

Financial Objective of an Insurance Company; Responsibilities off Insurance Manager; Performance Measurement of Insurance Company; ALM; Ratio Analysis of Insurance Company; Risk and Return Trade Off; Valuation of Assets and Liabilities; Technical Provision; Risk Margin.

Unit IX: Insurance Regulations in India

The Insurance Act, 1938; Summary provisions of Insurance Act, 1938; Insurance Regulatory and Development Authority (IRDA); Introduction; Purpose; Duties; Powers and functions of IRDA.

Case Studies: *Case studies are going to be used in the pedagogy of the above Units of Financial Engineering in more vivid explanation and understanding of the concept of various topics related.*

Reference

Rejda G. & McNamara M.; Principles of Risk Management and Insurance, Pearson Education.

Jawaharlal U., Rao R.T.S. & Seethapathi K.; Insurance Underwriting: A Managerial Perspective, ICFAI University Press.

Kumar S.; Insurance and Risk Management, Galgotia Publishing Company.

Rana J.; Settlement of Insurance Claims, Blue Rose Publishers.

PATTERN OF EVALUATION	MARKS
The End semester examination of 4 th Semester of MBA Program is going to be conducted in written form.	60
Field Study (Collection & Evaluation) / Practical Application	15
Internal Evaluation: The internal evaluation is based on Class Test/Quizzes; Presentation and Participation	25
Total Marks:	100

MBA 4th Semester
Financial Analytics (FE)
COURSE CODE - MGDSF45

Course Objective:

Total Credits: 4

To provide students the knowledge and practical skills necessary to develop a strong foundation on core paradigms of machine learning (ML) and application of the knowledge to various practical problems in Finance.

Learning Outcome:

On completion of this course, the students will be able to interpret and analyze individual business problems using financial data, selecting the best analytic approach and appropriate tools for extracting value from the data available, understand Machine Learning in the financial analytics domain etc.

Unit I: Introduction to Financial Analytics

Meaning; Importance of Financial Analytics; Types of Financial Analytics; Fundamental Analysis; Technical Analysis; Component of Financial Analytics; Features of Financial Analytics; Financial Analytics and Data Analysis; Implementation of Financial Analytics; Corporate Financial Analytics; Investment Financial Analytics; Financial Analytics and Current Financial Challenges – Fraud - Risk – Profitability – Portfolio Management.

Unit II: Introduction to Machine Learning

Definition of Machine Learning; Understanding; Objectives of Machine Learning; Various Components of Machine Learning; Data Storage; Data Processing; Deriving Variables; Transformation; Generalization; Sampling; Features of Machine Learning; Types of Machine Learning; Supervised; Unsupervised; Reinforcement Learning; Techniques and Predictive Models; Deployment of Solution; Strategic Solution.

Unit III: Machine Learning and Financial Analytics

Adoption of Machine Learning in Financial Analytics; Importance of Machine Learning in Financial Analytics; Applications of Machine Learning in Finance; Financial Data; Types of Data; Financial Data; Market Data; Business Data; Various Use; Case on Machine Learning and Financial Analytics; Process Automation; Risk and Security; Underwriting and Credit scoring; Algorithmic trading.

Unit IV: Machine Learning Techniques and Financial Analytics

Machine Learning Techniques and their Application in Various Financial Aspects; Descriptive Statistics; Central Tendencies; Measures of Distribution; Understanding Shape of Data; Inferential Statistics; Predictive Modelling; Simple Linear Regression; Multiple Linear regression; Correlation; Cluster Analysis; Time Series Analysis.

Unit VI: Machine Learning and Financial Analytics Use Cases

Sales and Revenue Analytics; Profitability Analytics; Price Elasticity; Cash Flow Analytics; Risk Analytics; Credit Risk and Market Risk Analytics; Value at Risk; Sentiment Analysis; Credit Ratings; Customer Attrition Analysis; GARCH Models.

Case Studies: *Case studies are going to be used in the pedagogy of the above Units of Financial Analytics in more vivid explanation and understanding of the concept of various topics related.*

Suggested Readings

Dixon M.F., Halperin I. & Bilokon P.; Machine Learning in Finance: From Theory to Practice, Springer.

Mohri M., Rostamizadeh A., Talwalker A. & Bach F.; Foundations of Machine Learning, MIT Press.

Shwartz S.S. & David S.B.; Understanding Machine Learning: From Theory to Algorithms, Cambridge University Press.

Prado M.L.; Advances in Financial Machine Learning, Wiley.

Nokeri T.C.; Implementing Machine Learning for Finance: A Systematic Approach to Predictive Risk and Performance Analysis for Investment Portfolios, Apress.

Marshall J.F.; A – Pack: Financial Analytics for the Business Student, Wiley–Blackwell.

PATTERN OF EVALUATION		MARKS
The End semester examination of 4 th Semester of MBA Program is going to be conducted in written form.		60
Field Study (Collection & Evaluation) / Practical Application		15
Internal Evaluation: The internal evaluation is based on Class Test/Quizzes; Presentation and Participation		25
Total Marks:		100

**MBA 4th Semester
Supply Chain Analytics (SCA)
COURSE CODE - MGDSO41**

Course Objective:

Total Credits: 4

To provide students with a theoretical and practical understanding of analytical supply chain and logistics management.

Learning Outcome:

On completion of this course, the students will be able to understand the process and information required for preparing the different types of supply chain metrics, insights on supply chain models etc.

Unit I:

Evolution of Supply Chain; Supply Chain Planning; Different Views.

Unit II:

Supply Chain Strategy; Drivers; Demand Forecasting in Supply Chain; Measures of Forecasting Errors; Tracking Signal and Seasonality Analysis.

Unit III:

Inventory Management in Supply Chain; Multi Echelon Inventory.

Unit IV:

Network Design and Optimization in Supply Chain - Uncertainty; Alternative Channels of Distribution; Location Decisions.

Unit V:

Flexibility in Supply Chain; Time Value of Money - Challenges and Future Trend; Business Applications of Supply Chain Analytics.

Case Studies: *Case studies are going to be used in the pedagogy of the above Units of Supply Chain Analytics in more vivid explanation and understanding of the concept of various topics of IT.*

Suggested Readings

Ballau; H; R; Business Logistics Management; Englewood Cliffs; Prentice Hall Inc; New York.

Bowersox; D; J and Closs; D; J; Logistics Management : A System Integration of Physical Distribution ; MacMillan; New York.

Benjamin S;B; Logistics Engineering and Management; Englewood Cliffs; Prentice Hall Inc.; New York

Christopher; M; Logistics and Supply Chain Management: Strategies for Reducing Costs and Improving Services; Pitsman; London

James; C;J; and Wood; F; D; Contemporary Logistics; MacMillan; New York

Sunil Chopra; Peter Meindl - Supply Chain Management STRATEGY; PLANNING; AND OPERATION – Pearson

PATTERN OF EVALUATION		MARKS
The End semester examination of 4 th Semester of MBA Program is going to be conducted in written form.		60
Field Study (Collection & Evaluation) / Practical Application		15
Internal Evaluation: The internal evaluation is based on Class Test/Quizzes; Presentation and Participation		25
	Total Marks:	100

MBA 4th Semester
System Analysis and Design (SAD)
COURSE CODE - MGDSO42

Course Objective:

Total Credits: 4

It aims at acquainting these students with tools techniques of planning; analyzing; designing; implementing and maintaining Information system.

Learning Outcome:

On completion of this course, the students will be able to have a firm basis for understanding the life cycle of a systems development project, understand the analysis and development techniques required as a team member of a medium-scale information systems development project etc.

Unit I:

Overview of Phases; Requirements Engineering; Formal and Algebraic Specification.

Unit II:

Systems Modeling; Process Modeling; Data Modeling – ER Diagrams.

Unit III:

Systems Design Patterns – Class and Component Level Design.

Unit IV:

Systems Testing; Implementation; Quality Metrics.

Unit V:

Agile Development; Reuse; Project Management; Estimation and Risk Management; Business Application of System Analysis & Design.

Case Studies: *Case studies are going to be used in the pedagogy of the above Units of System Analysis and Design in more vivid explanation and understanding of the concept of various topics of IT.*

Suggested Readings

Awad, M. E; Systems Analysis and Design; Prentice Hall of India ;New Delhi.

Marco; T.D; Structured Analysis & System Specification; Yourdon Press; New Delhi.

Coad, P and Yourdon. E; Object – Oriented Analysis; Englewood ; Clitt Yourdon Press; New Jersey.

Rajaraman V.; Analysis and Design of information System; Prentice Hall of India; New Delhi.

Hawryszkiewycz ; I. T. Introduction to System Analysis and Design; Prentice Hall of India; New Delhi.

Van Over D; Foundations of Business System; Dryden Press; Fort Worth.

PATTERN OF EVALUATION		MARKS
The End semester examination of 4 th Semester of MBA Program is going to be conducted in written form.		60
Field Study (Collection & Evaluation) / Practical Application		15
Internal Evaluation: The internal evaluation is based on Class Test/Quizzes; Presentation and Participation		25
Total Marks:		100

MBA 4th Semester
Database Management System (DBMS)
COURSE CODE - MGDSO43

Course Objective:

Total Credits: 4

This course make students familiarize with different tools and techniques of database management and also make them able to apply these skills to solve practical business related problems.

Learning Outcome:

On completion of this course, the students will be able to describe the fundamental elements of relational database management systems, design ER-models to represent simple database application scenarios, improve the database design by normalization etc.

Unit I:

Introduction; Architecture; Relational Model.

Unit II:

Relational Algebra; Operators; ER Model.

Unit III:

Normal Form; Functional Dependencies; Decompositions.

Unit IV:

SQL & PL/SQL; File Organisation; Indexing & Hashing.

Unit V:

Transactions; Concurrency Control; Recovery.

Case Studies: *Case studies are going to be used in the pedagogy of the above Units of Database Management System in more vivid explanation and understanding of the concept of various topics of IT.*

Suggested Readings

Silberschatz; Korth; Sudarshan- Database System Concepts- McGraw Hill; New Delhi.

Date; Kannan; Swamynathan - An Introduction to Database Systems- Pearson Education; New Delhi.

Desai; B.C; - An Introduction to Database Systems- Galgotia Publication; New Delhi.

Abramson; Abbey; Corey - Oracle Database 11g: A Beginner's Guide - McGraw Hill Education.

PATTERN OF EVALUATION		MARKS
The End semester examination of 4 th Semester of MBA Program is going to be conducted in written form.		60
Field Study (Collection & Evaluation) / Practical Application		15
Internal Evaluation: The internal evaluation is based on Class Test/Quizzes; Presentation and Participation		25
Total Marks:		100

**MBA 4th Semester
Cyber Security in Business (CSB)
COURSE CODE - MGDSO44**

Course Objective:

Total Credits: 4

This course will make students able to battle against the cyber crime and provide digital security to the organisation.

Learning Outcome:

On completion of this course, the students will be able to describe the fundamental evaluate the computer network and information security needs of an organization, explain concepts and theories of networking and apply them to various situations, measure the performance of security systems within an enterprise - level information system etc.

Unit I:

Definition of Information Security; Terminologies; Goals.

Unit II:

Control Mechanisms; Access Control; Keystroke Grabbers; Password Sharing.

Unit III:

Alternative Authentication; Information Security Planning; Policy; Managing Changes.

Unit IV:

Personal Level Security; Host Level Security; Security Standards; Information Technology Act; Introduction to Virus; Trojan Bomb; Phishing; etc.

Unit V:

Cryptography; Hacking; System Defense; Disaster Recovery.

Case Studies: *Case studies are going to be used in the pedagogy of the above Units of Cyber Security in Business in more vivid explanation and understanding of the concept of various topics of IT.*

Suggested Readings

Christopher Grow; Philip Craig; Donald Short; Charles J. Brooks - Cybersecurity Essentials- Sybex.

Raheja R. & Ahmed S. S. - A handbook on Information technology; Cyber law & E- Commerce - Capital Law House.

Raef Meeuwisse - Cybersecurity for Beginners - Cyber Simplicity.

PATTERN OF EVALUATION		MARKS
The End semester examination of 4 th Semester of MBA Program is going to be conducted in written form.		60
Field Study (Collection & Evaluation) / Practical Application		15
Internal Evaluation: The internal evaluation is based on Class Test/Quizzes; Presentation and Participation		25
Total Marks:		100

MBA 4th Semester
Decision Support System (DSS)
COURSE CODE - MGDSO45

Course Objective:

Total Credits: 4

This course provides with an understanding of concepts; methods; applications of decision modeling to address various business issues.

Learning Outcome:

On completion of this course, the students will be able to demonstrate quantitative reasoning skills and critical thinking surrounding the theory of DSS and related systems, apply DSS techniques to real-world scenarios and situations etc.

Unit I:

Requirement for Decision Support for Decision Making and other Executive Work; Human Decision Making Heuristics and Bounded Rationality; Types of Decision Support Systems.

Unit II:

From Human Decision making to DSS; DSS Architecture; Decision Modeling and Analysis; Decision Support Developments; Executive Information Systems; Data Warehousing; Access; Analysis; Mining and Visualization.

Unit III:

Goals of Group Decision Support Systems; Group versus Individual Activities; Types of Group DSS; Negotiation Support Systems.

Unit IV:

Knowledge-based Decision Support Systems; Knowledge Acquisition and Validation; Knowledge Representation; Inference Techniques.

Unit V:

Introduction to various decision support algorithms: J48; SVM; Neural Networks; etc.

Case Studies: *Case studies are going to be used in the pedagogy of the above Units of Decision Support System in more vivid explanation and understanding of the concept of various topics of IT.*

Suggested Readings

Bratco; Ivan. Prolog: Programming for Artificial Intelligence; Addison-Wesley; California.

Rolph; Paul. How to Choose and Use an Executive Information System. Viva Books; New Delhi.

Davis; Michael W. Decision Support. Englewood Cliffs; New Jersey; Prentice Hall Inc.

Sprague; Ralph H. Decision Support for Management. Englewood Cliffs; New Jersey; Prentice Hall Inc.

Jayashankar; R. Decision Support Systems. Tata McGraw Hill; New Delhi.

T urban; E. Decision Support and Expert Systems. Macmillan; New York

Patterson; Dan W. Introduction to Artificial Intelligence and Expert Systems. Englewood Cliffs; New Jersey; Prentice Hall Inc.

PATTERN OF EVALUATION		MARKS
The End semester examination of 4 th Semester of MBA Program is going to be conducted in written form.		60
Field Study (Collection & Evaluation) / Practical Application		15
Internal Evaluation: The internal evaluation is based on Class Test/Quizzes; Presentation and Participation		25
Total Marks:		100

MBA 4th Semester
Product & Brand Management (PBM)
COURSE CODE - MGDSM41

Course Objective:

Total Credits: 4

The purpose of this course aims to make the student familiar with the management of product and brands in the context of marketing. It orients the Student to carefully understand the pivotal role a product manager and the significance of product and brand related decisions.

Learning Outcome:

On completion of this course, the students will be able to understand the basic concepts in product management and the steps involved in New product development process, gain knowledge on branding and its applications, learn how to use and test products in the market etc.

Unit I: Competition & Product Strategy

Competition: Defining a Product; Marketing, Competitiveness & Product strategy; Marketing and Competitive Success; Environmental Change; Managing Competition; Product & its Classification; Classification of New Product; Market Attractiveness; Product Category Markets.

Unit II: Product Theory

Product Life Cycle: Concept, Stages of Product Life Cycle; Importance of Product Life Cycle; Managerial Implications of Product Life Cycle; Criticism of Product Life Cycle; Product Portfolio Concept; Factors influencing Product Portfolio; Product Development: Product Pricing.

Unit III: Market Potential & Sales Forecasting

Potential Management: Forecasting Target Market Potential and Sales, Methods of Estimating Markets and Sales Potential, Sales Forecasting, Planning for Involvement in International Market.

Unit IV: Brand

The Brand: Concept of a Brand; Importance of Branding; Can Anything Be Branded?; Scope of Branding in Modern Marketing; Branding Challenges and Opportunities, Strategic Brand Management Process.

Unit V: Brand Management

Branding Process: Commodities Vs Brands; The role of Brands; The brand equity concept; Brand Equity Models (Brand Asset Valuation Model, Aaker Model, BRANDZ Model); Brand Resonance; Building Brand Equity; Brand Identity and Brand Image; New Brand Launch - Pre Launch, Launch & Post Launch Strategies.

Unit VI: Brand Building and Brand Positioning

Brand Building: Brand Knowledge; Brand Portfolios and Market Segmentation; Steps of Brand Building; Identifying and Establishing Brand Positioning; Defining and Establishing Brand Values; Co - Branding; Celebrity Endorsement.

Unit VII: Designing and Implementing Branding Strategies

Implementing Strategies: Brand Architecture; Brand Hierarchy; Designing Branding Strategies; Using Cause Marketing to Build Brand Equity; Brand Extension; Managing Brand over Time; Reinforcing Brands; Revitalizing Brands; Digital Branding for different Product categories – FMCG, Home Appliances, Clothing Pharmaceuticals.

Case Studies: *Case studies are going to be used in the pedagogy of the above Units of Product & Branding for more vivid explanation and understanding of the concept of various processes of Branding.*

Suggested Readings

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|--|--|
| Chitale. A. K. & Gupta. R, Product Policy and Brand Management: Text & Cases, PHI Learning Pvt. Ltd. | Patil. A, Product and Brand Management, Nirali Prakashan. |
| Panda. T. K, Product and brand Management, OUP India. | Lehmann. D, Product Management, McGraw Hill Education. |
| Bansal. M & Singla. B, Brand and Product Management, Kalyani Publishers. | Sarin. S, Strategic Brand Management, Sage Response Publication. |

PATTERN OF EVALUATION		MARKS
The End semester examination of 4 th Semester of MBA Program is going to be conducted in written form.		60
Field Study (Collection & Evaluation) / Practical Application		15
Internal Evaluation: The internal evaluation is based on Class Test/Quizzes; Presentation and Participation		25
Total Marks:		100

MBA 4th Semester
MSME Product Marketing (MPM)
COURSE CODE - MGDSM42

Course Objective:

Total Credits: 4

The aim of this course is to give the students an understanding of MSME in India, Marketing of MSME Products, Role of Government in MSME Product Marketing etc.

Learning Outcome:

On completion of this course, the students will be able to understand the concept of MSME products, recognize and avail new business opportunities for MSME products, apply branding for MSME products, understand government schemes for MSME sector etc.

Unit I: Introduction to Small & Medium Enterprise

Defining MSME in India; New Classification of MSME in India; Market Size of MSME in India; Statutory Bodies under Ministry of MSME; Role of National Small Industries Corporation Limited (NSICL); National Board for Micro, Small and Medium Enterprises.

Unit II: The Micro, Small and Medium Enterprises Development Act, 2006

Measures for Promotion, Development and Enhancement of Competitiveness of Micro, Small and Medium Enterprises; Payments to MSME; Miscellaneous Aspects of the MSMED Act, 2006; Khadi and Village Industries Commission.

Unit III: Marketing of MSME

Growth of Agricultural Marketing in India; Factors affecting Agricultural Marketing; Characteristics of a Developed Market; Problems Association with Agricultural Marketing; Need for Market Regulation.

Unit IV: Government Procurement of MSME Products

MSME Reserved Items for Procurement; Public Procurement Policy of the Government.

Unit V: Marketing Schemes for MSME

Marketing Strategies for MSME Products; Marketing Promotion Schemes in India - (International Cooperation, Marketing Assistance Scheme, Marketing Assistance & Technology Up-gradation); MSME Promotion Scheme in Defence Sector; MSME Export Promotion Council.

Unit VI: MSME Branding

Introduction of Branding in MSME; Need of Brand Management in MSME; Role of Branding in MSME; Large Industry Branding Vs MSME Branding; Issues of Branding in MSME.

Unit VII: Future of MSME in India

Performance of MSME; Sustainable Development Goals and MSME; Green Jobs & MSME; Problems faced by MSME Sector; MSME Prospects in the development of Entrepreneurship; Government policies for MSME.

Case Studies: *Case studies are going to be used in the pedagogy of the above Units of MSME Product Marketing for more vivid explanation and understanding of the concept of various topics of MSME Product Marketing.*

Reference

Srinivasan. R & Lohith. C. P, Strategic Marketing and Innovation for Indian MSMEs, Springer.

Chinara. M, Micro, Small & Medium Enterprises (MSMEs) in Emerging India, New Century Publications.

Bamberger. Ingolf, Product/Market Strategies of Small and Medium Sized Enterprises, Ashgate Publishing Ltd.

Ministry of MSME, Government of India, MSME Schemes.

IIBF, Micro, Small and Medium Enterprises in India, Taxmann Publications Pvt. Ltd.

Ministry of MSME, Government of India, MSME at a Glance.

PATTERN OF EVALUATION		MARKS
The End semester examination of 4 th Semester of MBA Program is going to be conducted in written form.		60
Field Study (Collection & Evaluation) / Practical Application		15
Internal Evaluation: The internal evaluation is based on Class Test/Quizzes; Presentation and Participation		25
Total Marks:		100

**MBA 4th Semester
Marketing Luxury (ML)
COURSE CODE - MGDSM43**

Course Objective:

Total Credits: 4

The aim of this course is to give the students an understanding of Marketing Luxury Brands and its difference with traditional product marketing especially in Indian Context.

Learning Outcome:

On completion of this course, the students will be able to learn the design process, production and selling of luxury products, develop thorough understanding of luxury sales, consumers and after sales services, develop skills of managing, selling and representing luxury products etc.

Unit I: Luxury Brand Concept

Concept of Luxury Brand; Historical Roots of Luxury Brands; Approach towards Luxury Brands; Boundary between Premium, Fashion, Art, Religion and Luxury Brands; Types of Luxury Products; Why Traditional Marketing and Branding Concepts cannot be applied to Luxury?

Unit II: Luxury Market

Socio-Economic Significance of Luxury Market; Luxury Marketing Mix; Global Outlook; European Luxury Market; Emerging Luxury Markets; Specifications of Luxury Brands.

Unit III: CRM in the Luxury Industry

Various Facets of Luxury: Defining the Members of the Luxury “Class”; Motivation behind Luxury Purchases; Digital Luxury; CRM in Luxury Segment.

Unit IV: Understanding the Luxury Consumer Worldwide

Identifying the Luxury Consumers and Clients; Difference of Luxury Markets in China, India, Russian and CIVETS countries with Western Markets.

Unit V: Luxury Brand Strategies in India

Creative Strategies for Luxury Brands; Understand Indian Luxury buyers; Strategies to Entice Young Luxury Shoppers; Specialized Training the Luxury Sales Personnel; Innovative Sales Strategies for Indian Luxury Market.

Unit VI: Fashion Marketing

Introduction to the World of Fashion; Business of Fashion; The Fashion Industry; Fashion Types and Trends; Fashion Products; Fashion Promotion; Fashion Merchandising.

Unit VII: Future of Luxury Marketing in India

Opportunities of Luxury Marketing in India; Trends in Indian Luxury Industry; Challenges of Luxury Market Growth.

Case Studies: *Case studies are going to be used in the pedagogy of the above Units of Marketing Luxury Brands for more vivid explanation and understanding of the concept of various topics of Niche Marketing.*

Suggested Readings

Suresh K.; Marketing of Luxury Goods and Services; ICFAI UNIVERSITY PRESS.

Chevalier M. & Mazzalovo G.; Luxury Brand Management: A World of Privilege, John Wiley & Sons.

Wiedmann K.P. & Hennings N.; Luxury Marketing: A Challenge for Theory and Practice, Springer Gabler Verlag.

Langer D.A. & Heil O.P.; Luxury Marketing & Management: Tools and Strategies To Manage Luxury Products in a Sustainable and Profitable Fashion, Center For Research on Luxury.

Kapferer J.N. & Bastien V.; The Luxury Strategy: Break the Rules of Marketing to Build Luxury Brands, Kogan Page.

Scholz L.; Brand Management and Marketing of Luxury Goods, Anchor Academic Publishing.

PATTERN OF EVALUATION		MARKS
The End semester examination of 4 th Semester of MBA Program is going to be conducted in written form.		60
Field Study (Collection & Evaluation) / Practical Application		15
Internal Evaluation: The internal evaluation is based on Class Test/Quizzes; Presentation and Participation		25
Total Marks:		100

MBA 4th Semester
Business to Business Marketing (B2BM)
COURSE CODE - MGDSM44

Course Objective:

Total Credits: 4

The aim of this course is to give the students make aware of the competitive realities of organizational buying, cross - functional decision making process in B2B Markets.

Learning Outcome:

On completion of this course, the students will be able to understand and identify opportunities in B2B markets, identify the current trend and changes in B2B marketing, understand the role of B2B branding, brand dimension and branding strategy etc.

Unit I: Concept of B2B Marketing

Introduction to B2B Marketing; Identifying Customers of Business to Business Market; The Market Structure of B2B Market; Environment and Characteristics of B2B Market; Strategic role of Marketing in a B2B Market; Commercial Enterprises; Commercial and Institutional Customers.

Unit II: Organisational Buying and Organisational Buyers

Organizational Buying Decision Process; Stepwise Model and Process Flow Model, Organizational and Business Markets; Government as a Customer; Commercial Enterprises; Commercial and Institutional Customers.

Unit III: B2B Marketing Strategy

Strategy Making and Strategic Management Process for B2B Marketing, Industrial product strategy; Managing Products for Business Markets; Managing Services for Business Markets; Managing Business Market channels.

Unit IV: B2B Marketing STP

Market Segmentation for B2B Market; basic framework of B2B Market segmentation; Choosing Target Segments and Positioning in B2B Market; Pricing strategies for Business Markets; B2B Advertising; Competitive Bidding; Relationship Marketing and CRM for B2B Markets.

Unit V: Business Marketing Communications Channels

B2B Advertising; Digital Marketing; Trade Shows; Exhibitions; Business Meets - Managing the Sales Force; Deployment Analysis; Business Marketing Channels and Participants; B2B Marketing Channel Design and Management Decisions; B2B Logistics Management; Market Logistics Decisions.

Case Studies: *Case studies are going to be used in the pedagogy of the above Units of Business to Business Marketing for more vivid explanation and understanding of the concept of various topics of Business Marketing.*

Suggested Readings

Brennan R., Canning L. & McDowell; Business-to-Business Marketing, SAGE Publications Ltd.

Khedkar E.B., Suryawanshi P.B. Chaudhari C.G & Walvekar S.P.; Business To Business Marketing, Success Publication.

Giglierano & Vitale; Business To Business Marketing: Analysis & Practice In A Dynamic, Thomson Learning.

Biemans W.G.; Business to Business Marketing: A Value-Driven Approach, McGraw Hill Education.

Mathur U.C.; Business to Business Marketing, New Age International Private Limited.

Venkataraman K.; B2B Marketing, Notion Press.

PATTERN OF EVALUATION		MARKS
The End semester examination of 4 th Semester of MBA Program is going to be conducted in written form.		60
Field Study (Collection & Evaluation) / Practical Application		15
Internal Evaluation: The internal evaluation is based on Class Test/Quizzes; Presentation and Participation		25
Total Marks:		100

**MBA 4th Semester
International Business (IB)
COURSE CODE - MGDSM45**

Course Objective:

Total Credits: 4

To familiarize the students with international trade theories, technical terms, international movements and forms of protection in international trade.

Learning Outcome:

On completion of this course, the students will be able to explain the concepts in international business with respect to foreign international business, analyze the principle of international business and strategies adopted by firms to expand globally, Integrate concept in international business concepts with functioning of global business etc.

Unit I: Concept & Dimensions

Concept of International Business; Difference between Domestic and International Business; Nature and Importance of International Business Introduction to International Business Environment; Nature; Modes of Entry in International Business; Theories of International Trade; Balance of Payments.

Unit II: Globalization Process and Forces

Globalization: An Overview; Introduction to Global Marketing; Nature and Importance; Process of International Marketing and Transition from Domestic to Transnational Marketing; International Investment; Technology Transfer.

Unit III: World Trading System & Institutions

World Trade Organization – Basic Principles and Frame Work; IMF; World Bank; International Commodity Agreements; Multilateral Financial Institutions.

Unit IV: Foreign Exchange

Administration of Foreign Exchange; Foreign Exchange Transactions; Purchases and Sales Transactions; Authorized Dealers; Foreign Currency Accounts; Multinational Banking; Foreign Exchange Market; Exchange Rates; Exchange Quotations; Spot and Forward Transactions; Merchant Rates; TT Selling Rate; TT Buying Rate; Forward Exchange Contract; Features Of Forward Exchange Contract.

Unit V: International Trading

Foreign Trade Policy; Free Trade; Protection Trade Policy; Tariffs: Types & Effects; Non-Tariff Barriers (NTBs); Classification of NTBs & its Effects.

Unit VI: International Payments

Methods of International Payments; Euro Dollar Market; International Liquidity; Devaluation; International Lending and the World Debt Crises.

Case Studies: *Case studies are going to be used in the pedagogy of the above Units of International Business for more vivid explanation and understanding of the concept of various topics of Business Marketing.*

Suggested Readings

T.A.S Balagopal, Export Marketing, Himalaya Publications, Mumbai.

Alfred E. Eckes, Jr., ed., Revisiting U.S. Trade Policy: Decisions in Perspective, Ohio University Press, Athens.

C.Jeevanandham, Foreign Exchange and Risk Management, Sultan Chand Publications, New Delhi.

Andrew G. Brown, Reluctant Partners: a History of Multilateral Trade Cooperation, University of Michigan Press.

Rajavade, A V, Foreign Exchange, International finance and Risk Management, Prentice Hall of India, New Delhi.

Paul R. Krugman and Obsfeld M, International Economics, Harper Collins.

PATTERN OF EVALUATION		MARKS
The End semester examination of 4 th Semester of MBA Program is going to be conducted in written form.		60
Field Study (Collection & Evaluation) / Practical Application		15
Internal Evaluation: The internal evaluation is based on Class Test/Quizzes; Presentation and Participation		25
Total Marks:		100

MBA 4th Semester
Information Technology in HRM (ITHRM)
COURSE CODE - MGDSH41

Course Objective:

Total Credits: 4

This paper makes students know the application and use of information technology in human resource management.

Learning Outcome:

On completion of this course, the students will be able to understand the role of IT in human resources of an organisation, define e-HRM, HR Analytics, virtual organizations, techniques of IT in HR audit etc.

Unit I:

Introduction; Importance of IT in HRM; Significance of Information Technology in Human Resource Management.

Unit II:

Defining HRIS; Need for HRIS; Advantages; Uses; Designing and Limitation of HRIS.

Unit III:

Human Resource Accounting; Need for HRA; Advantages; uses; Methods and Limitations of HRA.

Unit IV:

Defining e-Human Resource; Introduction to e-Human Resource; Recent Trends in e-Human Resource; Role of Employees in Digital World; Social Media Application in Human Resource Management.

Unit V:

Defining Virtual Organisation; Management of Virtual Organisation; Types; Advantages; Limitation and Features of Virtual Organization.

Unit VI:

Defining HR Analytics; Introduction to HR Analytics; HR Decision Making; Business Process and HR Analytics; HR Analytics and Data.

Unit VII:

Defining HR Audit; Importance of HR Audit; Scope and Approaches to HR Audit; Limitations of HR Audit.

Unit VIII: Cases

Case analysis and discussion on Information Technology in HRM.

Unit IX: Applications

Applications of Information Technology in HRM.

Case Studies: *Case studies are going to be used in the pedagogy of the above Units of Information Technology in HRM in more vivid explanation and understanding of the concept of various topics of Man Management.*

Suggested Readings

Vasu Deva; Information Technology and Human Resource Development, Commonwealth Publishers.

Smith. T; HR Analytics: The What, Why and How..., Createspace Independent Publications.

Mahajan J.P. & Reeta; Human Resource Management, Vikas Publishing.

Edwards M. & Edwards K.; Predictive HR Analytics: Mastering the HR Metric, Kogan Page.

Murray R.J., McFarlane L., Streets V. & Waters. S.; The Practical Guide to HR Analytics: Using Data to Inform, Transform, and Empower HR Decisions, Society For Human Resource Management.

Bhattacharya D.; Hr Analytics: Understanding Theories And Applications, Sage Publications India Private Limited.

PATTERN OF EVALUATION		MARKS
The End semester examination of 4 th Semester of MBA Program is going to be conducted in written form.		60
Field Study (Collection & Evaluation) / Practical Application		15
Internal Evaluation: The internal evaluation is based on Class Test/Quizzes; Presentation and Participation		25
Total Marks:		100

**MBA 4th Semester
Compensation Management (CM)
COURSE CODE - MGDSH42**

Course Objective:

Total Credits: 4

The objective of this paper is to make students to know (a) the design; structure and legal aspects of compensation.

Learning Outcome:

On completion of this course, the students will be able to recognize how pay decisions help the organization achieve a competitive advantage, analyze, integrate, and apply the knowledge to solve compensation related problems in organizations, design rational and contemporary compensation systems in modern organizations etc.

Unit I:

Understanding Compensation; Components and Objectives of Compensation.

Unit II:

Factors Affecting Compensation; Classification of Employee Benefits; Benefit Design and Benefit Administration.

Unit III:

Payment of Wages Act, 1936; Definition; Aims and Scope of the Act; Deductions to be made and Provisions under the Act.

Unit IV:

Minimum wages act 1948; Definition; aims and scope of the act; fixing of minimum wages; types of wages provisions under the act.

Unit V:

Employees Provident Fund Act, 1952; Aims and Scope of the Act; Employees' Provident Fund Scheme and Miscellaneous Provisions.

Unit VI:

Employees' State Insurance Act, 1948; Aims and Scope of the Act; Provisions and Benefit under the Act.

Unit VII:

The Payments of Gratuity Act, 1972; Aims and Scope of the Act; Provisions under the Act.

Unit VIII:

Payment of Bonus Act, 1965; Aims and Scope of the Act and Provisions under the Act.

Unit XI: Cases

Case analysis and discussion of Compensation Management.

Unit X: Applications

Applications of Compensation Management.

Case Studies: *Case studies are going to be used in the pedagogy of the above Units of Compensation Management in more vivid explanation and understanding of the concept of various topics of Man Management.*

Suggested Readings

Sinha P.R.N., Shekhar S.P & Sinha I.B.; Industrial Relations, Trade Unions and Labour Legislation, Pearson Education.

Ravindranath E.I.; Industrial Relations in India, McGraw Hill Education.

Bhattacharya D.K.; Compensation Management, Oxford University Press

Agarwala T.; Strategic Human Resource Management, Oxford University Press.

K. Aswathappa, Human Resource Management, Tata McGraw Hill.

Sharma R.C. & Sharma S.; Compensation Management, SAGE Publications Pvt. Ltd.

PATTERN OF EVALUATION		MARKS
The End semester examination of 4 th Semester of MBA Program is going to be conducted in written form.		60
Field Study (Collection & Evaluation) / Practical Application		15
Internal Evaluation: The internal evaluation is based on Class Test/Quizzes; Presentation and Participation		25
Total Marks:		100

MBA 4th Semester
Organization Development and Change Management (OD&CM)
COURSE CODE - MGDSH43

Course Objective:

Total Credits: 4

The objective of the course is to enable students acquire knowledge and skills in managing change and solving organizational problems.

Learning Outcome:

On completion of this course, the students will be able to gain knowledge about organizational development process, understand the change management models, skills needed to develop an action plan for the development process etc.

Unit I: Overview of Organization Development

The Nature of Planned Change; the Organization Development Practitioner.

Unit II: The Process of Organization Development

Entering and Contracting; Diagnosing; Collecting; Analyzing; and Feeding Back Diagnostic Information; Designing Interventions; Managing Change; Evaluating and Institutionalizing Organization Development Interventions; Human Process Interventions: Interpersonal and Group Process Approaches; Organization Process Approaches.

Unit III: Techno Structural Interventions

Restructuring Organizations; Employee Involvement; Work Design.

Unit IV: Human Resource Interventions

Performance Management; Talent Management; Workforce Diversity and Wellness.

Unit V: Strategic Change Interventions

Transformational Change; Continuous Change; Trans Organizational Change; Future Directions in Organization Development.

Unit VI: Cases

Case analysis and discussion of Organization Development and Change Management.

Unit VII: Applications

Applications of Organization Development and Change Management.

Case Studies: Case studies are going to be used in the pedagogy of the above Units of Organization Development and Change Management in more vivid explanation and understanding of the concept of various topics of Man Management.

Suggested Readings

Cummings T. & Worley C.; Organization Development and Change, South-Western College Publishing.

Harigopal K.; Management of Organizational Change: Leveraging Transformation, Sage Publications Pvt. Ltd.

Mukherjee K.; Organizational Change and Development, Pearson Education.

Hiatt M.J. & Creasey J.T.; Change Management: The People Side of Change, Prosci Research.

Pathak H.; Organizational Change, Pearson Education.

Smith R., King D., Sidhu R. & Sketsey D.; The Effective Change Manager's Handbook: Essential Guidance to the Change Management Body of Knowledge, Kogan Page.

PATTERN OF EVALUATION		MARKS
The End semester examination of 4 th Semester of MBA Program is going to be conducted in written form.		60
Field Study (Collection & Evaluation) / Practical Application		15
Internal Evaluation: The internal evaluation is based on Class Test/Quizzes; Presentation and Participation		25
Total Marks:		100

MBA 4th Semester
Performance Measurement Systems and Competency Assessment (PMS&CM)
COURSE CODE - MGDSH44

Course Objective:

Total Credits: 4

The objective of this course is to enable the students to design effective performance management system and competency development.

Learning Outcome:

On completion of this course, the students will be able to understand detailed insight into how a system for performance measurement is designed, understand how performance indicators are defined, understand the use of performance measurement system etc.

Unit I:

The steps in The Performance Management Cycle; Designing the performance management system; Performance Management versus Performance Appraisal; Managing for Maximum Performance; Elements of a Performance Management System and Components of Performance; Focused Culture.

Unit II:

Factors Affecting Compensation; Classification of Employee Benefits; Benefit Design and Benefit Adminis Understand Performance - Planning Meeting; Creating Performance Goals; Why Performance Measures; Why Use KPIS; Why Not Measure Everything; KPIS Versus Metrics; How To Measure Support Service?; How To Know What To Measure?

Unit III:

Appraising Employee's Performance; Understanding the Performance Appraisal Process; Three Types of Appraisal Interviews and Common Challenges of Performance Appraisal.

Unit IV: Cases

Case analysis and discussion of Performance Measurement Systems and Competency Assessment.

Unit V: Applications

Applications of Performance Measurement Systems and Competency Assessment.

Case Studies: Case studies are going to be used in the pedagogy of the above Units of Performance Measurement Systems and Competency Assessment in more vivid explanation and understanding of the concept of various topics of Man Management.

Suggested Readings

Franceschine F., Galetto M. & Maisano D.; Designing Performance Measurement Systems: Theory and Practice of Key Performance Indicators, Springer.	Summers B.G. & Woods W.S.; Competency Assessment: A Practical Guide to the Joint Commission Standards, Hcpro Inc.
Wolk A., Dholakia A. & Kreitz K.; Building a Performance Measurement System, Root Cause.	Wright D.K.; Competency Assessment Field Guide: A Real World Guide for Implementation and Application, Creative Health Care Management.
Kumar S.; Performance Measurement System, Thakur Publication Pvt Ltd	Shermon G. & Shermon A.; Talent Assessments - A Manual of Competency Based Assessment Development Tools, Lulu.com.

PATTERN OF EVALUATION	MARKS
The End semester examination of 4 th Semester of MBA Program is going to be conducted in written form.	60
Field Study (Collection & Evaluation) / Practical Application	15
Internal Evaluation: The internal evaluation is based on Class Test/Quizzes; Presentation and Participation	25
Total Marks:	100

MBA 4th Semester
Managing Diversity at Workplace (MDW)
COURSE CODE - MGDSH45

Course Objective:

Total Credits: 4

The objective of the course is to make student know the importance of diversity and managing them for organizational success.

Learning Outcome:

On completion of this course, the students will be able to compare and contrast characteristics of workforce diversity both nationally and internationally, understand equal employment opportunity, pay equity and privacy etc.

Unit I:

The Importance of Diversity and Inclusion in the Workplace; What Is Diversity and Inclusion?

Unit II:

Diversity and Inclusion Improves Employee and Organizational Performance; Challenges within a Diverse Workplace; Examining Identity and its Impact on the Workplace.

Unit III:

Dimensions of Individual Identity; the Influence of Culture in the Workplace; the Influence of Hidden Biases; Discovering Hidden Biases through Self - Awareness the Effects of Hidden Biases in the Workplace.

Unit IV:

Three Strategies to Manage Hidden Biases; Building an Inclusive Workplace and Fostering an Inclusive Workplace and Addressing a Non - Inclusive Workplace Environment.

Unit V: Cases

Case analysis and discussion of Managing Diversity at Workplace.

Unit VI: Applications

Applications of Managing Diversity at Workplace.

Case Studies: *Case studies are going to be used in the pedagogy of the above Units of Managing Diversity at Workplace in more vivid explanation and understanding of the concept of various topics of Man Management.*

Suggested Readings

Brief A.P.; Diversity at Work, Cambridge University Press.

Shakhray I.; Managing Diversity in the Workplace, Grin Publishing.

Thomas R.H.; Managing Workplace Diversity and Inclusion: A Psychological Perspective, Routledge.

Powell G.N.; Managing a Diverse Workforce: Learning Activities, SAGE Publications Inc.

Paludi M.; Managing Diversity in Today's Workplace: Strategies for Employees and Employers, Praeger

Kossek E.E. & Lobel S.A.; Managing Diversity: Human Resource Strategies for Transforming the Workplace, Wiley.

PATTERN OF EVALUATION		MARKS
The End semester examination of 4 th Semester of MBA Program is going to be conducted in written form.		60
Field Study (Collection & Evaluation) / Practical Application		15
Internal Evaluation: The internal evaluation is based on Class Test/Quizzes; Presentation and Participation		25
Total Marks:		100

**MBA 4th Semester
Strategic Management (SM)
COURSE CODE - MGC401**

Course Objective:

Total Credits: 2

The purpose of this course aims at familiarizing the students with the importance of the role that strategic management plays in a business's success and enables them to develop analytical and conceptual skills.

Learning Outcome:

On completion of this course, the students will be able to understand the basic concepts and principles of strategic management analyse the internal and external environment of business, devise strategic approaches to managing a business successfully etc.

Unit I: Introduction to Strategic Management

Strategic Management: Introduction - Evolution of Business Policy; Business Policy - Nature; Importance; Objectives; Understanding the Strategy; Process of Strategic Management; Functional Strategies; Difference between Strategy and Plan.

Unit II: Strategic Intent

Mission and Vision: Organizational Direction; Concept of Strategic Planning; Vision & Mission Statement; Organisational Objectives; Setting Objectives; Organisational Values & its Impact.

Unit III: Environment & Analytical Tools

Environment & Tools: Environmental Analysis and Diagnosis – Environmental Scanning; Elements of Environment; SWOT Analysis; Porter's Five Forces Model; Driving Force; Strategic Group Mapping; Key Success Factors; Assessment of Internal Competencies; Core Competence; Competitive Advantage; Competitor Analysis; Value Chain Analysis; Benchmarking; Experience Curve.

Unit IV: Strategic Alternatives

The Alternatives: Cost Leadership; Differentiation & Focus Strategies; Growth Strategies; Integration Strategy; Diversification Strategy; Acquisition; Mergers & Joint Venture; Short Term Corporate Strategies –Stability; Retrenchment; & Turnaround Strategies.

Unit V: Strategic Choice

The Choice: Gap Analysis; Corporate Portfolio Analysis- B C G Matrix; GE Nine Cell Matrix; Strategic Choice Process.

Unit VI: Strategic Implementation

The Product & Price: Issues in Implementation - Resource Allocation - Budgets – Organization Structure - Matching Structure and Strategy; Behavioral Issues – Leadership; Corporate Culture; Values; Ethics.

Unit VII: Strategic Evaluation & Control

Evaluation and Control: Overview of Strategic Evaluation & Control; Strategic Control; Task Control Techniques of Strategic Evaluation & Control; Role of Organizational System in Evaluation.

Case Studies: *Case studies are going to be used in the pedagogy of the above Units of Strategic Management for more vivid explanation and understanding of the concept of various topics of Strategic Management.*

Suggested Readings

Ansoff, H. I, Implementing Strategic Management, Englewood Cliffs, Prentice Hall Inc.

Budhiraja, S. B. & Athreya, M. B, Cases in Strategic Management, Tata McGraw Hill.

Chandrasekaran. N & Ananthanarayan. P. S, Strategic Management, OUP India.

Glueck, W. F, Strategic Management and Business Policy, McGraw Hill.

Hamel, G. & Prahalad. C. K, Competing for the Future, HBS Press.

David. F. R & Kansal. P, Strategic Management Concepts: A Competitive Advantage Approach, Pearson Education.

PATTERN OF EVALUATION		MARKS
The End semester examination of 4 th Semester of MBA Program is going to be conducted in written form.	30	
Field Study (Collection & Evaluation) / Practical Application	05	
Internal Evaluation: The internal evaluation is based on Class Test/Quizzes; Presentation and Participation	15	
Total Marks:	50	

MBA 4th Semester
EDP & Business Plan Report Preparation
COURSE CODE – MGC402

Course Objective:

Total Credits: 4

The purpose of the course is that the students acquire necessary knowledge and skills required for organizing and carrying out entrepreneurial activities, to develop the ability of analysing and understanding business situations in which entrepreneurs act and to master the knowledge necessary to plan entrepreneurial activities.

Learning Outcome:

On completion of this course, the students will be able to impart essential knowledge of how to start one's own business, venture and the various facts that influence successful setting up and operations, analyze the environment or industry in which the proposed business will exist etc.

Unit I:

Definitions and Structure of Entrepreneurship; Classification and Types of Entrepreneurs; Entrepreneurial Traits and Motivation; Entrepreneurs & Intrapreneurs; Entrepreneurs vs Professional Managers; Development of Women Entrepreneurs; Theories of Entrepreneurship Development.

Unit II:

Process of Entrepreneurial Development; Entrepreneurial Development Training; Institutions in Aid of Entrepreneurs.

Unit III:

Entrepreneurial Finance.

Unit IV:

Small and Medium Sized Enterprises (SMEs); Definitions; Economic Functions & Determinants of Re-emergence.

Unit V:

Various Licenses required for establishing various forms of enterprises in India; Process of obtaining the licenses and permissions; Preparation of DPR and Tendering Process

Unit VI:

Introduction to Business Plan; Ingredients of a business plan; Difference between a Concept Note and Business Financial Alternatives.

Unit VII:

Financial Evaluation; Project IRR, Equity IRR; Scenario / Sensitivity Analyses; Valuation.

Unit VIII:

Marketing Strategy; Other Issues in Entrepreneurship.

BUSINESS PLAN REPORT PREPARATION

Every student should prepare a Business Plan Report under Core Course Code – MGC402 on the topic allotted to the student. Such reports should be evaluated by a board comprising of the supervisor of the Business Plan Report along with one external member from the industry. Viva-Voce shall be conducted for every student on the topic chosen by the student under Core Course Code - MGC402. Such Viva-Voce shall be conducted by a board comprising of all faculty members of the Department along with one external member from the industry.

Reference

- | | |
|---|---|
| Amarchand , D., Government & Business., Tata McGraw Hill, New Delhi. | Cherunilam, F., Business & Government, Himalaya Publishing, Bombay. |
| Pareek, Udai & Venkateswara Rao, T., Developing Entrepreneurship – A Hand Book on Learning System, Learning systems, New Delhi. | Frisch. B, Creating Business Plans, Harvard Business. |
| Kumar, S.A., Entrepreneurship in Small Industry, Discovery, New Delhi. | Genadinik. A, How to Write a Business Plan, Amazon Digital Services.. |

PATTERN OF EVALUATION		MARKS
Business Plan Report Preparation in written form.		50
Viva Voce on the Business Plan Report Preparation		25
Internal Evaluation: The internal evaluation is based on Class Test/Quizzes; Presentation and Participation		25
Total Marks:		100

Travel & Tourism Management (T&TM)
GENERAL ELECTIVE COURSE CODE – MGE101

Course Objective:

Total Credits: 4

The purpose of this course is to introduce the fundamental concept of Tourism and to familiarize with the significance and emerging trends in tourism.

Learning Outcome:

On completion of this course, the students will be able to understand the fundamentals of tourism from the management, marketing and financial perspectives, the concepts of travel and tourism, the framework of the system, types and form of tourism as well as the impacts of tourism, describe the different types tourism resources of India, their importance in tourism and management etc.

Unit I: Conceptual Framework of Tourism Management

Tourism - Definition, Meaning and Scope; Concept of Tourist, Visitor and Excursionist; Tourism Resource; Tourism Product; Tourism Industry; Tourism System; Types and typologies of Tourism.

Unit II: Historical Aspect of Tourism

Early Travels; Age of Grand Tours; Emergence of Modern Tourism; Concept of Paid Holiday; Factors affecting growth and development of National and Regional Tourism; Push and Pull Tourism.

Unit III: Infrastructure of Tourism

Types, Forms and Significance of Tourism Infrastructure; Forms and types of Accommodation; Transport sectors; Tourism Support Infrastructure; State Support to Regional and National Tourism; Destination development Strategy & Planning.

Unit IV: Tourism Resources in North Bengal

North Bengal - Physical Background, Climate, Natural Vegetation, Transport and Communication; National Parks, Wildlife Sanctuaries, Bird Sanctuaries, Tiger Reserves, Hill Stations of North Bengal; Homestays and its Prospects; Historical Sites of North Bengal; Religious Festivals of North Bengal and its importance in Tourism.

Unit V: Planning for Tourism

Planning approaches for different forms of Tourism - Historical tourism, Eco Tourism, Religious Tourism, Nature Tourism, Medical Tourism; Impact of Unplanned Tourism; National Action Plan for Tourism.

Unit VI: Tourism Promotion in India

Concept of Tourism as a Product; Branding of Tourism Product; Pricing; Tourism Promotion - Nature and Types; Distribution - Role of Travel Agency and Tour Operator; Intermediaries of Tourism Industry.

Case Studies: *Case studies are going to be used in the pedagogy of the above Units of Travel & Tourism Management for more vivid explanation and understanding of the concept of various topics of Tourism.*

Suggested Readings

- | | |
|---|--|
| Agarwal R. D, Organization and Management, Tata McGraw Hill Publishing. | Chaudhary Manjula, Tourism Marketing, Oxford University Press. |
| Bhatia. A. K, Tourism Development: Principles and Practices, Starling Publishers. | Prasad. V, Travel and Tourism Management, Excel Books. |
| Mukhopadhyay. S, Tourism Economics, ANE Books. | Roday. S, Tourism: Operations and Management, OUP India |

PATTERN OF EVALUATION		MARKS
The End semester examination of 3 rd / 4 th Semester of MBA Program is going to be conducted in written form.		60
Field Study (Collection & Evaluation) / Practical Application		15
Internal Evaluation: The internal evaluation is based on Class Test/Quizzes; Presentation and Participation		25
Total Marks:		100

Sports Marketing & Merchandising (SM&M)
GENERAL ELECTIVE COURSE CODE – MGE102

Course Objective:

Total Credits: 4

The purpose of this course to familiarize the students with the fundamental concept of Sports marketing and to familiarize with the significance and emerging trends in Sports Marketing in India.

Learning Outcome:

On completion of this course, the students will be able to understand the sports marketing environment and trends influencing marketers, evaluate sports sponsorship decisions, understand the process and structure in sporting events etc.

Unit I: Sports Entertainment Product and Distribution

Sports and Entertainment product mix and marketing strategies; Product decisions in sports marketing; Channels of distribution; Difference in Sports and Entertainment Distribution; Technology and Distribution media; Sports Logistics – logistics mix and channel management; Issues in channel management; Sports Goods retailing.

Unit II: Sports Promotions

Promotional mix in sports and entertainment marketing; Use of technology; Content Marketing; Compare media and non-media promotions; Importance of reaching diverse markets; Sponsorships and Endorsements.

Unit III: Key Concepts of Sports Marketing

Segmentation, Targeting, Positioning, Product Line and product mix; Product Life Cycle; Developing and extending sports brands, Direct, database and online marketing in sport - types and application; Programming; Location based entertainment; Brand Identity and Brand marks.

Unit IV: Marketing Game Plan

Marketing Research – Process, Methods, Use of Primary and Secondary data, Identify Demographics, market, Venue; Market Segmentation – Definitions and types of Segments; Mapping the Marketing Plan – Demographic, Targeting and Positioning; Pricing Strategies – definitions, Determining the Prices, Methods of Setting Price and Understanding Factors affecting price; Marketing Plan – Introduction, Components, implementation, Control; Financial Analysis.

Unit V: Licenses, Rights and Legalities

Types of brands and brand equity; Product licensing; Role of merchandising in sports and entertainment; Trademarks and Copyrights; Royalties; Intellectual Property; Laws and Labour Unions; Labor Relations; Agents and contracts; Sports Associations; Players Rights; Sports Laws in India.

Case Studies: *Case studies are going to be used in the pedagogy of the above Units of Sports Marketing & Merchandising for more vivid explanation and understanding of the concept of various topics of Sports Marketing.*

Suggested Readings

Sport Marketing, Volume 13 By Bernard James Mullin, Stephen Hardy, William Anthony Sutton- Human Kinetics; 3 edition (March 20, 2007)	Introduction to Sport Marketing By Aaron Smith - Butterworth - Heinemann; 1st Edition (August 5, 2008).
Sports Marketing, A Strategic Perspectives By Matthew D. Shank & Mark R. Lyberger - Routledge; 5th Edition (November 21, 2014).	Digital Sports Marketing: Concepts, Cases and Conversations By Alan Seymour and Paul Blakey - Routledge, 1st edition (10 September 2020).
Team Sports Marketing By Kirk L. Wakefield - Butterworth - Heinemann; 1st Edition (December 22, 2006).	Sports and Entertainment Marketing By Ken Kaser, Dotty Oelkers- Cengage Learning; 3rd edition (March 29, 2007).

PATTERN OF EVALUATION		MARKS
The End semester examination of 3 rd / 4 th Semester of MBA Program is going to be conducted in written form.		60
Field Study (Collection & Evaluation) / Practical Application		15
Internal Evaluation: The internal evaluation is based on Class Test/Quizzes; Presentation and Participation		25
Total Marks:		100

Pharmaceutical Marketing (PM)
GENERAL ELECTIVE COURSE CODE – MGE103

Course Objective:

Total Credits: 4

Study of pharmaceutical marketing is different from study of general product marketing. This course enables the students to understand about dynamics of pharmaceutical industry especially in India and various other marketing related aspects towards selling of pharmaceutical products.

Learning Outcome:

On completion of this course, the students will be able to understand the concept of pharmaceutical marketing, the components of promotion of pharmaceutical products, different pharmaceutical marketing channels etc.

Unit I: Introduction in Pharmaceutical Marketing

Healthcare Environment in India; Medical Professional Organizations; Pharmaceutical Professional and Industry Organizations; Pharmaceutical Market Size and Growth Factors; Pharmaceutical Marketing Environment versus Consumer Marketing; Tools of Research; Global Pharmaceutical Environment; India's Position in Global Pharmaceutical Market; 4As – Availability, Affordability, Accessibility & Awareness in Pharmaceutical Marketing; Opportunities for Existing and New Innovative Products.

Unit II: Strategic Pharmaceutical Marketing

Active Pharmaceutical Ingredients (Bulk Drugs); Over the Counter (OTC) Drugs; Prescription Drugs; Generic Drugs; Biologics & Biopharmaceuticals; Herbal & Traditional Systems of Medicine Based Products; Medical Devices; Surgical Products.

Unit III: Pharmaceutical Product Marketing

Pharmaceutical Product Development; Pharmaceutical Product Positioning; Promotional Strategy; Development of Effective Communication Aids; Modern Promotion Tools; Market Segmentation - By indications; By Patient Profile; By Medical Practitioners Type; By Dosage Form; Market Orientation in Pharmaceutical Industry.

Unit IV: Sales Force Management in Pharmaceutical Marketing

Role of Pharmaceutical Marketing in Medical Profession; Marketing Structure in Pharmaceutical Organizations; Recruitment & Training of Pharmaceutical Sales Force, Sales Forecasting & Targeting in Pharmaceutical Marketing, Reporting by Sales Personnel, Retail Prescription Audit; Performance Appraisal for Sales Force, Incentive Types in Pharmaceutical Marketing, Modern Promotional Tools for Pharmaceutical Promotions.

Unit V: Pharmaceutical Sales Force Training

Designing the Pharma Sales Force Training Modules; Understanding the Role of an MSR; Regulations of an MSR; Stakeholders in Sales & Distribution in Pharmaceuticals Market; Orientation with Disease and Human Anatomy; Orientation with Pre Sales Activities; Reporting.

Unit VI: Distribution Management of Pharmaceutical Products

Pharmaceutical Distribution Networks in India; CRM in Pharmaceuticals Distribution; Appointment of Pharmaceutical Distributor and Stockiest; Supplier - Distributor Relationship; Urban v/s Rural Pharmaceutical Market; Channel Conflict; Company Policies and Distributing Network; Marketing Schemes and Promotions for Distribution Networks.

Unit VII: Pharmaceutical Product Branding

Branding of Pharmaceutical Products; Branding Consumer Products Vs Pharmaceutical Products; Importance of Branding in Pharmaceutical Industry; Challenges of Branding in Pharmaceutical Industry; Effective Branding Strategies; OTC Brands in India.

Unit VIII: Pharmaceutical Marketing Licensing

An overview of DPCO (Drug Price Control Order) and NPPA (National Pharmaceutical Pricing Authority); Essential Drugs; Drug Licenses for Retail and Wholesale in India; Compulsory License Provisions in The Indian Patents Act.

Case Studies: *Case studies are going to be used in the pedagogy of the above Units of Pharmaceutical Marketing for more vivid explanation and understanding of the concept of various topics of Pharmaceutical Marketing.*

Suggested Readings

Joseph. A. S, Pharmaceutical Marketing, CBS India.

Goli. D & Sharma.U. R, Pharmaceutical Marketing Management, Nirali Prakashan.

Changanti. S. R, Pharmaceutical Marketing in India: For Today and Tomorrow, BS Publications.

Tripathi. S, CRM in Pharmaceutical and Healthcare Marketing, Cleverfox Publishing.

Smarta. R. B, Strategic Pharmaceutical Marketing, BSP Books.

Mitra. S, Pharmaceutical Sales and Marketing as a Profession, Evincepub Publishing.

PATTERN OF EVALUATION		MARKS
The End semester examination of 3 rd / 4 th Semester of MBA Program is going to be conducted in written form.		60
Field Study (Collection & Evaluation) / Practical Application		15
Internal Evaluation: The internal evaluation is based on Class Test/Quizzes; Presentation and Participation		25
Total Marks:		100

Agricultural Marketing (AM)
GENERAL ELECTIVE COURSE CODE – MGE104

Course Objective:

Total Credits: 4

The aim of this course is to give the students an understanding of agri-marketing concept, various policies, strategies and decisions relating to marketing that can be developed by agribusiness firms in India.

Learning Outcome:

On completion of this course, the students will be able to understand and appreciate the structure and working of the agricultural marketing system in India, learn how agriculture marketing system affects the farmers, consumers and intermediaries etc.

Unit I: Introduction to Agricultural Marketing

Meaning and Scope of Agricultural Marketing, Agricultural Marketing and Economic Development; Agricultural Market Structure – (Meaning, Components and Dynamics of Market Structure; Marketing Strategy for Agricultural Products – (Significance & Formulation); Agribusiness Marketing Environment, Marketing mix in Agribusiness.

Unit II: Agricultural Product Management

Agribusiness Products; Classification of Agricultural Products; Characteristics of Agricultural Products.

Unit III: Agricultural Marketing in India

Growth of Agricultural Marketing in India; Factors affecting Agricultural Marketing; Characteristics of a Developed Market; Problems Association with Agricultural Marketing; Need for Market Regulation.

Unit IV: Agricultural Market and its Structure in India

Agriculture Market; Classification of Agricultural Markets in India; Components of Agricultural Market Structure; Market Conduct and Market Performance.

Unit V: Intermediaries in Agricultural Marketing

Producers Surplus of Agricultural Commodities; Types of Producer's Surplus; Market Intermediaries - (Merchant Middlemen, Agent Middlemen, Speculative Middlemen, Processors Facilitative Middlemen).

Unit VI: Agricultural Product Branding

Need of Branding of Agricultural Products; Issues Related to Agricultural Product Branding; Strategies of Agricultural Product Branding (National Level Branding, State Level Branding, Corporate Level Branding); Branding leads to Increase in Farmer's Income.

Unit VII: Agricultural Price Policy

Agricultural Price Policy; Objectives of Agricultural Price Policy; Types of Agricultural Price Policy; Effects of Agricultural Price Policy; Shortcomings of Agricultural Price Policy.

Unit VIII: Emerging Issues in Agro-Business Marketing

Newer Agro-business Opportunities; Growth of Agro Based Products in Indian Retail; Growth of Retail Marketing; Contract Farming; Entry of Global Agro-business Firms.

Case Studies: *Case studies are going to be used in the pedagogy of the above Units of Agricultural Marketing for more vivid explanation and understanding of the concept of various topics of Agricultural Marketing.*

Suggested Readings

Acharya. S. S & Agarwal. N. L, Agricultural Marketing in India, CBS Publishers & Distributors.

Ram Kishen. Y, New Perspectives in Rural & Agricultural Marketing, Jaico Publishing House.

Singh. J, Agricultural Marketing Trade and Prices: An India Perspectives, Kalyani Publishers.

Sahoo. R. K, Agricultural Marketing: Problems and Prospects, Dominant Publishers & Distributors.

Chhina. S. S, Agricultural Marketing in India, Kalyani Publishers.

Sharma. P, Agricultural Marketing Management, Gene-Tech Books.

PATTERN OF EVALUATION		MARKS
The End semester examination of 3 rd / 4 th Semester of MBA Program is going to be conducted in written form.		60
Field Study (Collection & Evaluation) / Practical Application		15
Internal Evaluation: The internal evaluation is based on Class Test/Quizzes; Presentation and Participation		25
Total Marks:		100

Business Environment (BE)
GENERAL ELECTIVE COURSE CODE – MGE105

Course Objective:

Total Credits: 4

The objective of this paper is to make students to know about the growth of Indian economy, factors of the growth, effect of political system on economy as well as the reforms in Indian economy.

Learning Outcome:

On completion of this course, the students will be able to familiarize with the nature of business environment and its components, demonstrate and develop conceptual framework of business environment and generate interest in international business etc.

Unit I: Understanding the Business Environment

Internal and External Environment of Business in India.

Unit II: Political Environment of Business

Indian Economy, during the time of Independence, India under a Socialist Regime; India after the Economic Reforms In 1992; Comparison of Indian Economy With China.

Unit III: Economic Environment of Business

Regional Disparities in Economic Growth; Historical Perspective; Inflation; Industrialization in India; Primary and Tertiary Sectors in India; Problem of Unemployment in India; Compare with Vietnam.

Unit IV: Socio Cultural Environment of Business

Changing Demographics, Business Culture and Ethics; Comparison of Indian Demographics, Business Culture and Ethics with South Korea and Japan.

Unit V: Indian Business Scenario, Post Liberalization

Business & Economic Reforms in India, Impact of the Global Economic Crisis in India and South East Asia.

Unit VI: Cases

Case analysis and discussion on Business Environment.

Unit VII: Applications

Applications for understanding Business Environment.

Case Studies: *Case studies are going to be used in the pedagogy of the above Units of Business Environment for more vivid explanation and understanding the economies especially in Asian context.*

Suggested Readings

- Datt G. & Mahajan A.; Datt & Sundharam's Indian Economy, S Chand Publishing. Agrawal A.; Indian Economy and Business, Educreation Publishing.
- Cherunilam F.; Business Environment Text & Cases, Himalaya Publishing House. Swamy S.; Economic Development and Reforms in India and China: A Comparative Perspective, Haranand Publications.
- Sinha V.C. & Sinha R.; Business Environment, SPBD Publishing House. Yedla S. & Cho C.; The India – Korea CEPA: An Analysis of Industrial Competitiveness and Environmental and Resource Implications, Springer.

PATTERN OF EVALUATION		MARKS
The End semester examination of 3 rd / 4 th Semester of MBA Program is going to be conducted in written form.		60
Field Study (Collection & Evaluation) / Practical Application		15
Internal Evaluation: The internal evaluation is based on Class Test/Quizzes; Presentation and Participation		25
Total Marks:		100

Money and Banking (M&B)
GENERAL ELECTIVE COURSE CODE – MGE106

Course Objective:

Total Credits: 3

The objective of this paper is to make students to know about the workings of the financial system in India and its economy.

Learning Outcome:

On completion of this course, the students will be able to understand why people hold money, understand the working of the monetary policy, describe the working of commercial banks, understand the role and functioning of RBI etc.

Unit I:

An Overview of the Financial System.

Unit II:

Financial Markets and Instruments; Capital Markets; REPOS; TBS; Equities; Bonds; Derivatives.

Unit III:

Principles of Financial Markets and Interest Rates.

Unit IV:

Central Banks and Monetary Policy.

Unit V:

Commercial Banks in India; Classification; Function; Credit Creation.

Unit VI:

Cooperative Banks; Development Banks and Regional Rural Banks.

Unit VII:

Banking Technology.

Unit VIII:

Problems with Indian Banking Business.

Unit IX: Cases

Case analysis and discussion on Industrial Organization.

Unit X: Applications

Applications for understanding Industrial Organization.

Case Studies: *Case studies are going to be used in the pedagogy of the above Units of Money and Banking for more vivid explanation and understanding the banking system.*

Suggested Readings

Mishkin F.; Economics of Money, Banking and Financial Markets, Pearson Education.

Szulczyk K.R.; Money, Banking, and International Finance, Createspace Independent.

Belleflamme P. & Peitz M.; Industrial Organization: Markets and Strategies, Cambridge University Press.

Parameswaran R. & Natarajan S.; Indian Banking, Sultan Chand & Sons.

Kaul V.; Bad Money: Inside the NPA Mess and How It Threatens the Indian Banking System, Harper Business.

Nadar E.N.; Money and Banking, Prentice Hall India Learning Private Limited.

PATTERN OF EVALUATION		MARKS
The End semester examination of 3 rd / 4 th Semester of MBA Program is going to be conducted in written form.		60
Field Study (Collection & Evaluation) / Practical Application		15
Internal Evaluation: The internal evaluation is based on Class Test/Quizzes; Presentation and Participation		25
Total Marks:		100

Industrial Organization (IO)
GENERAL ELECTIVE COURSE CODE – MGE107

Course Objective:

Total Credits: 4

The objective of this paper is to make students to know about the structure of the market affects the organization's performance, influencing factors of the market structure.

Learning Outcome:

On completion of this course, the students will be able to understand how to use data analytical techniques help decision making in a business environment, describe how firms differentiate with each other, identify the effectiveness of firms' strategies etc.

Unit I:

Managerial and Behavioural Theories of the firm.

Unit II:

Seller Concentration; Measurement; Determinant of Seller Concentration.

Unit III:

Barriers to Entry.

Unit IV:

Pricing; Price Discrimination; Cost Plus Pricing; Peak Load Pricing; Transfer Pricing.

Unit V:

Auctions.

Unit VI:

Product Differentiation.

Unit VII:

Advertising.

Unit VIII:

Horizontal and vertical mergers.

Unit IX:

Competition Policy in India.

Unit X: Cases

Case analysis and discussion on Industrial Organization.

Unit XI: Applications

Applications for understanding Industrial Organization.

Case Studies: *Case studies are going to be used in the pedagogy of the above Units of Industrial Organization for more vivid explanation and understanding the organization system.*

Suggested Readings

Lipczynski J., Wilson J.O.S. & Goddard J.; Industrial Organization: Competition, Strategy and Policy, Pearson Education.

Waldman D.E. & Jensen E.J.; Industrial Organization: Theory and Practice, Routledge.

Oz Shy; Industrial Organization: Theory and Applications, The MIT Press.

Tirole J.; The Theory of Industrial Organization, MIT Press.

Belleflamme P. & Peitz M.; Industrial Organization: Markets and Strategies, Cambridge University Press.

Carlton D.W. & Perloff J.M.; Modern Industrial Organization, Longman Higher Education.

PATTERN OF EVALUATION		MARKS
The End semester examination of 3 rd / 4 th Semester of MBA Program is going to be conducted in written form.		60
Field Study (Collection & Evaluation) / Practical Application		15
Internal Evaluation: The internal evaluation is based on Class Test/Quizzes; Presentation and Participation		25
Total Marks:		100

Indian Ethos in Management (IEM)
GENERAL ELECTIVE COURSE CODE – MGE108

Course Objective:

Total Credits: 4

To provide students with knowledge of Indian ethos in management, concept of Indian literature for human development in organizations from Indian perspectives with special reference to spirituality and unity in diversity.

Learning Outcome:

On completion of this course, the students will be able to understand the various elements of Indian ethos and management lessons from Indian scriptures, understand the Indian system of learning and the concepts of karma, know the work ethos and values and its relevance to management etc.

Unit I: The Rise of Management in Indian Context

Matrix Society in India; Rise of Indian Management Concept; The Values of Indian Ethos; Spiritual Culture; Indian Knowledge Economy; Knowledge seeking Ethos; Vanijaya Ethics and the Spirit of Enterprise; Udyoga as Yoga; Loksangraha, Yogakshema; Shubh Labh for the Corporate World.

Unit II: Role of Indian Ethos in Modern Management

Problems and Prospects of Modern Management; Future Trends in Management; Success of Japanese Management; Spiritual Culture for Corporate Sector; Individualism and Organisational Disasters; Voluntary Service Organisations.

Unit III: Practice of Indian Ethos in the Corporate Sector

Norms and Practices of Indian Ethos; Essential Qualities of a Management Leader; Self as Source of Power; Secret behind Great Organisations; Indian Ideas of Corporate Culture; Holistic Solutions to Problems and Crisis.

Unit IV: Indian Ethos for Business

Karma Yoga and Enlightened Leadership; KT Grid and KTG Yantra; Corporate Rishi; Yin Trinity Model for Creating Synergy at Work Place; Yoga Ethic and Spirit of Self - Evolution; Spiritual Praxis and Human Quality Development (HQD) for Spiritualizing Work Places.

Unit V: Corporate Sector and Indian Values

Indian Work Ethos and Principles of Indian Management; Indian Heritage in Business; Kautilya's Arthashastra; Ethics in India; Spiritual Leadership in Business; the Dharma Intervention Model of India; Concept of Freedom; Indian Model of Unity In Diversity.

Case Studies: Case studies are going to be used in the pedagogy of the above Units of Indian Ethos in Management for more vivid explanation and understanding the ethos in Indian Corporates.

Suggested Readings

Nair B.K., Raja K.C.R & Balachandran S.; Ethics, Indian Ethos and Management, Shroff Publishers and Distributors Pvt. Ltd.

Nandagopal R. & Ajith Sankar R.N.; Indian Ethos and Values in Management, McGraw Hill Education.

Mishra S.K. & Varma A.; Spirituality in Management: Insights from India, Palgrave Macmillan.

Parvathikumar K., Spirituality in Business & Management, Dhanishta.

Krishna G.R.; Indian Ethos for Modern Management, UBS Publishers & Distributors.

Ganjre K.A.; Indian Ethos: Modern Management Mantra, Himalaya Publishing House.

PATTERN OF EVALUATION		MARKS
The End semester examination of 3 rd / 4 th Semester of MBA Program is going to be conducted in written form.		60
Field Study (Collection & Evaluation) / Practical Application		15
Internal Evaluation: The internal evaluation is based on Class Test/Quizzes; Presentation and Participation		25
	Total Marks:	100

Logistics & Supply Chain Management (L&SCM)
GENERAL ELECTIVE COURSE CODE – MGE109

Course Objective:

Total Credits: 4

The objective of the course is to develop the key concepts in Logistics & Supply Chain Management and to development skills for planning and designing the operational facilities of supply chain with analytical and critical understanding.

Learning Outcome:

On completion of this course, the students will be able to understand the fundamental concepts of logistics & supply chain management, apply sales and operations planning, MRP and lean manufacturing concepts etc.

Unit I: Introduction

Challenges; Methodologies; Forecasting; Time Series Models - Simple Exponential Smoothing, Linear Models, Regression, Holt's Model, Seasonality, Winter's Model, Causal Models; Goodness of Forecast.

Unit II: Aggregate Planning

Tabular Method; Linear Programming; Transportation Model; Dynamic Programming; Backordering; Quadratic Model; Demand and Capacity Planning.

Unit III: Inventory Models

Costs; EOQ Model; EOQ Model Graphs with Backordering; Models for all Quantity and Marginal Quantity Discount; Multiple Quantity Discount; Multiple Item Inventory - Constraint on Numbers of Orders; Constraint on Money Value; Space; Equal Number of Orders; Economic Lot Scheduling Problem; Supply Chain Inventory; Lot Sizing - Heuristics; Disaggregation - Time Varying Demand; Safety Stock - ROL for Discrete Demand; ROL for Normal Distribution of Lead Time Demand; Integrated Model; ROL for Normal Distribution of LTD and Given Mean; Safety Stock Reduction - Delayed Product Differentiation; Substitution.

Unit IV: Sequencing and Scheduling

Assumptions; Objectives and Shop Settings; Single Machine Sequencing; Two Machine Flow Shop - Johnson's Algorithm; Flow Shop Scheduling - Three Machines; Johnson's Algorithm And Branch; Heuristics - Palmer; Campbell Dudek Smith Algorithm; Job Shop Scheduling - Gantt Chart; Different Dispatching Rules; Shifting Bottleneck Heuristic; Line Balancing.

Unit V: Location Problems

p Median Problem; Fixed Charge Problem; Location Allocation Problems in Supply Chain; Transportation and Distribution Models; Bin Packing and Travelling Salesman Problems; Vehicle Routing Problems; Layout - Quantitative Models for Layout; Value of Information.

Case Studies: *Case studies are going to be used in the pedagogy of the above Units of Logistics & Supply Chain Management for more vivid explanation and understanding of the context of supply chain and transportation.*

Suggested Readings

Christopher M.; Logistics & Supply Chain Management: Logistics & Supply Chain Management, FT Publishing International.

Harrison N.J. & Price P.M.; Warehouse Management and Inventory Control, Access Education.

Agarwal D.K.; Textbook of Logistics and Supply Chain Management, Trinity Press.

Musgrave A.; Transportation and Logistic Management, Global Vision Publishing House.

Bootwala S.; Supply Chain And Logistics Management, Nirali Prakashan.

Pagano A.M. & Liotine M.; Technology in Supply Chain Management and Logistics: Current Practice and Future Applications, Elsevier.

PATTERN OF EVALUATION		MARKS
The End semester examination of 3 rd / 4 th Semester of MBA Program is going to be conducted in written form.		60
Field Study (Collection & Evaluation) / Practical Application		15
Internal Evaluation: The internal evaluation is based on Class Test/Quizzes; Presentation and Participation		25
Total Marks:		100

Data Structure & Algorithms (DS&A)
GENERAL ELECTIVE COURSE CODE – MGE110

Course Objective:

Total Credits: 4

This course will make students able to get acquainted with the inner structure of data and will help them in becoming successful Database Administrators.

Learning Outcome:

On completion of this course, the students will be able to understand the fundamental Data Structures including linked-lists, trees, and binary search trees, able to program data structures and use them in implementations of abstract data types, understand the basic algorithmic complexity etc.

Unit I:

Introduction; Stacks; Queues and Linked Lists.

Unit II:

Hashing; Trees; Tree Traversals; Dictionaries.

Unit III:

Quick Sort; AVL Trees; Red Black Trees.

Unit IV:

Disk Based Data; Data Compression; Binary Heaps; Graphs.

Unit V:

DFS and BFS; More Sorts; Minimum Spanning Trees; Shortest Paths.

Case Studies: *Case studies are going to be used in the pedagogy of the above Units of Data Structure and Algorithms for more vivid explanation and understanding of the concept of various topics of Online Business.*

Suggested Readings

Alfred Aho - Data Structures and Algorithms - Pearson.

Peter Brass - Advanced Data Structures - Cambridge University Press.

Robert Sedgewick - Algorithms in C++ - Addison-Wesley.

PATTERN OF EVALUATION	MARKS
The End semester examination of 3 rd / 4 th Semester of MBA Program is going to be conducted in written form.	60
Field Study (Collection & Evaluation) / Practical Application	15
Internal Evaluation: The internal evaluation is based on Class Test/Quizzes; Presentation and Participation	25
Total Marks:	100

Web Analytics (WA)
GENERAL ELECTIVE COURSE CODE – MGE111

Course Objective:

Total Credits: 4

The purpose of this course to familiarize the students with the concept of Web Analytics and also to familiarize them with the significance and emerging trends in Business through Web.

Learning Outcome:

On completion of this course, the students will be able to understand the web intelligence and business analytics terminology, deploy web intelligence to improve the outcomes of your marketing or business plan, understand growth potentials for web analysts and big data professionals etc.

Unit I:

Inside the Search Engine - Examples of Intelligent Web Applications - Basic Elements of Intelligent Applications - Machine Learning; Data Mining – Searching; Reading and Indexing.

Unit II:

Streams; Information and Language; - Statistics of Text - Analyzing Sentiment and Intent – Load - Databases and Their Evolution; Big Data Technology and Trends.

Unit III:

An Overview of Clustering Algorithms - Clustering Issues in Very Large Datasets – The Need for Classification - Automatic Categorization of Emails and Spam Filtering - Classification with very Large Datasets - Comparing Multiple Classifiers on the Same Data.

Unit IV:

Real Time Analysis - Visualization (Big Data).

Unit V:

Usage of NOSQL in Web Analytics.

Case Studies: Case studies are going to be used in the pedagogy of the above Units of Web Analytics for more vivid explanation and understanding of the concept of various topics of Online Business.

Suggested Readings

Avinash Kaushik - Web Analytics 2.0: The Art of Online Accountability and Science of Customer Centricity - Sybex.

Efraim Turban - Business Intelligence and Analytics: Systems for Decision Support - Pearson.

Larose – Data Mining and Predictive Analytics - Wiley.

Shashank Tiwari - Professional Nosql - John Wiley & Sons.

V. K. Jain - Big Data and Hadoop - Khanna Publishers.

Peter Kent - SEO For Dummies – Wiley.

PATTERN OF EVALUATION		MARKS
The End semester examination of 3 rd / 4 th Semester of MBA Program is going to be conducted in written form.		60
Field Study (Collection & Evaluation) / Practical Application		15
Internal Evaluation: The internal evaluation is based on Class Test/Quizzes; Presentation and Participation		25
Total Marks:		100

Conflict, Crisis & Stress Management (CC&SM)
GENERAL ELECTIVE COURSE CODE – MGE112

Course Objective:

Total Credits: 4

To make students identify the nature and sources of stress, and strategies to handle stress to increase effectiveness in workplace.

Learning Outcome:

On completion of this course, the students will be able to analyze and understand the key practical and theoretical concepts of managing and resolving conflicts, understand the types of conflict management styles, understand the basics of crisis management, understand the basic principles of stress management etc.

Unit I:

Introduction to Stress; Types of Stress and Approaches to Stress.

Unit II:

Sources of Stress; Environmental Stressors; Individual Responses to Stress and Consequences of Stress.

Unit III:

Managerial Implications of Stress; Framework for Preventive Stress Management; Management of Stress.

Unit IV:

Introduction to Conflict; Types of Conflict; Outcomes of Conflict; Conflict Management Strategies and Crisis Management.

Unit V:

Artificial Neural Networks; Clustering; Attribute Selection; Classification.

Unit V: Cases

Case analysis and discussion of Conflict, Crisis and Stress Management.

Unit VI: Applications

Applications of Conflict, Crisis and Stress Management.

Case Studies: *Case studies are going to be used in the pedagogy of the above Units of Conflict, Crisis and Stress Management for more vivid explanation and understanding of the concept of Man Management especially in the workplace.*

Suggested Readings

Greenberg J.; Comprehensive Stress Management, McGraw-Hill Humanities Social.

Lewis G.; Organizational Crisis Management: The Human Factor, Auerbach Publications

Cooper C.L.; Theories of Organizational Stress, Oxford University Press.

Ireland C.A., Fisher M. & Vecchi G.M.; Conflict and Crisis Communication: Principles and Practice, Routledge.

Cranwell J.W. & Abbey A.; Organizational Stress, Palgrave Macmillan.

Blank S.; Managing Organizational Conflict, McFarland.

PATTERN OF EVALUATION		MARKS
The End semester examination of 3 rd / 4 th Semester of MBA Program is going to be conducted in written form.		60
Field Study (Collection & Evaluation) / Practical Application		15
Internal Evaluation: The internal evaluation is based on Class Test/Quizzes; Presentation and Participation		25
Total Marks:		100

Corporate Social Responsibility (CSR)
GENERAL ELECTIVE COURSE CODE – MGE113

Course Objective:

Total Credits: 4

The objective of the course is to provide the students with insights concerning definition; significance, background and overview of CSR practices in India. It helps to know the importance of CSR in business.

Learning Outcome:

On completion of this course, the students will be able to understand the concept of corporate social responsibility (CSR) into business decisions, justify the importance of CSR to business and corporate organizations, understand the the relationship between business and civil society organizations etc.

Unit I: Corporate Social Responsibility

Its Concept; Meaning; Relevance; Advantage and Evolution; Business Ethics & Corporate Social Responsibility; Corporate Social Responsibility Practices in India.

Unit II: Corporate Social Responsibility and the Environment

Corporate Environmental Responsibility; Corporate Social Responsibility and the Role of Stakeholders; Corporate Social Responsibility and Community Development; Corporate Social Responsibility & Triple Bottom Line.

Unit III: Corporate Governance & Corporate Social Responsibility

Corporate Governance; the Association between Corporate Social Responsibility and Financial Performance; Shareholders; Managers & Corporate Social Responsibility; Corporate Social Responsibility as Risk Management.

Unit IV: Transparency & Corporate Social Responsibility

Social Responsibility of Business towards Consumers; Doing Good for Society through Corporate Social Responsibility Building Trust through Corporate Social Responsibility; Corporate Social Responsibility Concepts and Cases; The Indian Experience.

Unit V: Cases

Case analysis and discussion of Corporate Social Responsibility.

Unit VI: Applications

Applications of Corporate Social Responsibility.

Case Studies: Case studies are going to be used in the pedagogy of the above Units of Corporate Social Responsibility for more vivid explanation and understanding of the concept of Social Responsibility of the organizations towards the society.

Suggested Readings

Crowther D. & Aras G.; Governance and Social Responsibility: International Perspectives, Palgrave Macmillan.

Kotler P. & Lee N.R.; Corporate Social Responsibility: Doing the Most Good for Your Company and Your Cause, Wiley.

Chandler D.B. & Werther W.B.; Strategic Corporate Social Responsibility: Stakeholders in a Global Environment, Sage Publications, Inc.

Mitra N. & Schmidpeter R.; Corporate Social Responsibility in India: Cases and Developments After the Legal Mandate, Springer.

Banerjee S.B; Corporate Social Responsibility: The Good, the Bad and the Ugly, Edward Elgar Publishing Ltd.

Das S.; CSR Corporate Social Responsibility: The New Paradigm, Bloomsbury India.

PATTERN OF EVALUATION		MARKS
The End semester examination of 3 rd / 4 th Semester of MBA Program is going to be conducted in written form.		60
Field Study (Collection & Evaluation) / Practical Application		15
Internal Evaluation: The internal evaluation is based on Class Test/Quizzes; Presentation and Participation		25
Total Marks:		100

Cross Cultural Management (CCM)
GENERAL ELECTIVE COURSE CODE – MGE114

Course Objective:

Total Credits: 4

The objective of the course is to develop the understanding of cross cultural issues and its relevance for business among the students.

Learning Outcome:

On completion of this course, the students will be able to critically analyze cultural differences, conduct comparative analyses and consider the impact on global business organizations; apply problem solving strategies to cross cultural issues and present informed arguments in support of culturally sensitive and socially responsible behaviour in business etc.

Unit I:

Introduction; the Concepts of Culture; Dimensions and Determinants of Organizational Culture and Importance of Cross Cultural Management in Globalized Business Environment.

Unit II:

Hofstede's Framework; Implications of Cross - Cultural Management in Globalization; Diversity; Culture Shock; Technology; Organizational Change; Mergers and Acquisitions; Quality Management System (BPR, TQM, Six Sigma).

Unit III:

Training of the Specific Skills; Cross Cultural Decision Making; Staffing; Expatriation and Repatriation; Communication and Cooperation in an International Team; Managing Culturally Appropriate Leadership Style; Designing Result Oriented Motivational Tools; Intercultural Negotiation and Conflicts Management.

Unit IV:

Ethical Issues and Values in Cross Cultural Management; Cultural Clustering of Individual Countries.

Unit V: Cases

Case analysis and discussion of Cross Cultural Management.

Unit VI: Applications

Applications of Cross Cultural Management.

Case Studies: *Case studies are going to be used in the pedagogy of the above Units of Cross Cultural Management for more vivid explanation and understanding of the concept of Cross Culture within the organizations especially global in nature.*

Suggested Readings

Bhattacharya D.K.; Cross-Cultural Management: Text and Cases, PHI Learning.	Gannon M.J & Newman K.; Handbook of The Blackwell Handbook of Cross-Cultural Management, Wiley-Blackwell.
Hofstede G., Hofstede G.J. & Minkov M.; Cultures and Organizations: Software of the Mind, Third Edition: Software of the Mind, McGraw Hill.	Madhavan s; Cross Cultural Management: Concepts and Cases, Oxford University Press.
Gallois C. & Callan V.J.; Communication and Culture: A Guide for Practice: A Guidebook for Practice, Wiley-Blackwell.	Browaeys M.J. & Price R.; Understanding Cross-cultural Management, Pearson India.

PATTERN OF EVALUATION	MARKS
The End semester examination of 3 rd / 4 th Semester of MBA Program is going to be conducted in written form.	60
Field Study (Collection & Evaluation) / Practical Application	15
Internal Evaluation: The internal evaluation is based on Class Test/Quizzes; Presentation and Participation	25
Total Marks:	100

Management Consulting (MC)
GENERAL ELECTIVE COURSE CODE – MGE115

Course Objective:

Total Credits: 4

The objective of the course is to provide an analytical dimension and process of management consulting among the students for developing a mindset for approaching ambiguously towards a problem with the motto to solve it.

Learning Outcome:

On completion of this course, the students will be able to define management consulting, apply a consulting process framework to an actual client engagement etc.

Unit I: Introduction to Management Consulting

Definition; Roles; Purpose of Profession; Uses of Consultants in Public Sector & Private Sector; Internal Consulting; Introduce Client Projects; Development of Management Consulting; History and Development of Management Consulting; Consulting Roles and Culture; Professionalism and Ethics; Concept of Big 4.

Unit II: Consulting Process I - Entry and Contracting

Types of Projects and Project Cycles; First Client Meetings; Assignment Strategy and Plan; Proposal Development; Consulting Contract; Service Quality; Assign Client Projects; Discuss Bonner Case; Introduce Research Review; Introduce Client Proposal.

Unit III: Consulting Process II – Discovery and Dialogue

Diagnosis; Data Gathering Techniques; On - Site Interaction.

Unit IV: Consulting Process III – Analysis and Decision to Act

Developing and Gathering Alternatives; Presenting Action Proposals to the Client; Work Plans and Project Costing.

Unit V: The Industry

View of Management Consulting World; Synopsis of the Industry; Types of Firms; Key Industry Challenges; Key Success Factors.

Unit VI: Consulting Process IV – Engagement and Implementation

Management of Projects; Presentations and Communicating with Clients; Implementing the Recommendations; Ongoing Client Contact and Service; Team Effectiveness.

Unit VII: Consulting Process V – Extension

Recycle or Termination; Time For Withdrawal; Final Reporting; Evaluation; Change Management and Resistance; Leadership; Stakeholder Engagement; Utilizing Resources; Developing Support and Institutionalizing Change.

Unit VIII: Creating Value for the Consultant and the Firm

Firm Growth Strategies; Sales Skills; Managing a Firm; Professional Development and Staying Current; Developing Areas of Unique Expertise.

Unit IX: Client’s Perspective

Selection of Consultants; Effective Management of Consultants; Evaluation of Performance; Use of Consultants; Maintaining Independence and Objectivity; Legal Risks and Management; Client Privilege Issues; Professional Ethics.

Unit IX: Final Consulting Project Presentation

Preparation of Details Project Report (DPR); Preparation of RFP; Process of Tender and E - Tender.

Case Studies: Case studies are going to be used in the pedagogy of the above Units of Cross Management Consulting for more vivid explanation and understanding of the context of Management Services to the organisations.

Suggested Readings

Czerniawska F. & Toppin G.; Business Consulting: A Guide to how it Works and How to make it Work, Profile Books Ltd.

Srivastava U.K. & Srivastava P.; Management Consulting in India: Practice and Experiences for Business Excellence, Sage Publications Pvt. Ltd.

Benavides R.; The Big 4 Playbook: The Insider's Guide to Earning a Job at a Big 4 Accounting Firm, CreateSpace Independent Publishing Platform.

Rasiel E.M.; The McKinsey Way, McGraw Hill.

Kancharla M.; Consulting: A Practitioner's Perspective, Notion Press.

Kubr M.; Management Consulting: A Guide to the Profession, Bookwell Publications.

PATTERN OF EVALUATION		MARKS
The End semester examination of 3 rd / 4 th Semester of MBA Program is going to be conducted in written form.		60
Field Study (Collection & Evaluation) / Practical Application		15
Internal Evaluation: The internal evaluation is based on Class Test/Quizzes; Presentation and Participation		25
Total Marks:		100