

MBA (FT) Programme

MBA (FT) Programme Specific Outcomes

On successfully completing the MBA (FT) Programme offered by the Centre, a student will be able to:

PO1: Demonstrate the knowledge of the management discipline to solve organizational problems using available resources

PO2: Identify and analyze management research problems using research literature on management

PO3: Identify business opportunities, design and implement innovations in the workplace

PO4: Take appropriate managerial decisions practicing ethical principles

PO5: Function effectively as an individual and as a member or leader in teams and in multidisciplinary/diversified teams

PO6: Communicate effectively with various stakeholders

PO7: Engage in independent and life-long learning

PO8: Use managerial skills for the betterment of the society and promote universal human values

The programme structure is tabulated below:

Semester 1	Semester 2
10100 Principles of Management	20100 Business Laws for Managers
10200 Fundamentals of Banking	20200 Financial Management
10300 Organisational Theory and Behaviour	20300 Marketing Management
10400 Managerial Economics	20400 Managerial Skill Development
10500 Accounting for Managers	20500 Entrepreneurship Development
10600 Human Resource Management	20600 Quantitative Techniques for Management
10700 Information Technology in Management	20700 Research Methods in Business
	20800 Rural Management
Semester 3	Semester 4
30100 Organisational Effectiveness and Change	40100 International Business
30200 Operations Management	40200 Information Systems
30300 Summer Training Report	40300 Business Ethics, Corporate Governance and Social Responsibility
30400 Business Policy and Strategic Analysis	40400 Project Study
Marketing Management	Marketing Management
30510 Consumer Behaviour	40510 Strategic Marketing
30610 Marketing of Services	40610 International Marketing
30710 Advertising and Brand Management	40710 Sales and Distribution Management
Human Resource Management	Human Resource Management
30520 Management of Industrial Relations	40520 Compensation Management
30620 Industrial Relations - Legal Framework	40620 Cross Cultural and Global Human Resource Management
30720 HRD Concepts and Strategies	40720 Organisational Change and Intervention Strategies
Financial Management	Financial Management
30530 Strategic Financial Management	40530 Management of Financial Services
30630 Security Analysis, Investment and Portfolio Management	40630 Taxation
30730 Working Capital Management	40730 International Financial Management

MBA(FT) Programme

Semester:	First Semester
Course Type:	Core
Course Name:	Principles of Management
Course Code:	10100
Course Credit:	03
Numbers of LTP:	48 (L=36, T=06, P=06)

Course Objectives

- Introduce students to fundamental principles, concepts, and theories of management.
- Develop analytical and decision-making skills by applying management principles to real business scenarios.
- Promote critical thinking, problem-solving, and innovation in managerial contexts.
- Familiarize students with contemporary management practices in India and globally.
- Encourage multidisciplinary and experiential learning as recommended in NEP 2020.

Course Outcomes (CO)

Course Outcomes (COs);

COs	Cognitive Level (Bloom's)	Course Outcome
CO1	Understanding	Understand and explain the classical, behavioral, and modern principles of management.
CO2	Applying	Apply managerial functions—planning, organizing, staffing, directing, and controlling—in business situations.
CO3	Analyzing & Applying	Analyze organizational structures, leadership styles, and decision-making processes.
CO4	Applying & Creating	Demonstrate effective communication, teamwork, and problem-solving skills.
CO5	Evaluating & Creating	Evaluate contemporary management challenges such as sustainability, ethics, diversity, and digitalization.

Mapping of COs to POs

(Scale: 1 – Low, 2 – Medium, 3 – High relevance)

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	1	–	–	–	–	2	–
CO2	3	–	–	–	3	–	–	–
CO3	2	3	–	–	2	–	–	–
CO4	–	–	–	–	3	3	–	–
CO5	–	–	3	3	–	–	–	3

Detailed Syllabus:

Unit	Topics	Lecture	Tutorial	Practical	Total No.s of Classes
I	Introduction to Management: Nature, scope, importance, and evolution of management, Management as science, art, and profession, Principles of management (Henry Fayol, Taylor and modern thinkers), Emerging trends: Digital management, sustainability, and global competitiveness.	07	00	00	07
II	Planning and Decision-Making: Nature, importance, and types of planning, Strategic, tactical, and operational planning, Decision-making process: models, tools, and techniques, Forecasting, scenario planning, and risk management.	08	00	00	08
III	Organizing and Staffing: Organizational design and structures (functional, divisional, matrix, network), Delegation of authority and responsibility, span of control, Staffing: recruitment, selection, training, and development, Talent management and performance appraisal in modern organizations.	07	04	04	15
IV	Directing and Leadership: Motivation theories (Maslow, Herzberg, McClelland, Vroom), Leadership: styles, traits, and contemporary approaches, Communication: formal and informal networks, barriers, and technology-enabled communication, Managing change, conflict, and culture in organizations.	07	02	02	11
V	Controlling and Contemporary Issues: Nature, process, and techniques of managerial control, Budgetary and non-budgetary control methods, Corporate governance and business ethics, Contemporary challenges: innovation, digital transformation, diversity, sustainability, and global management practices.	07	00	00	07
Total		36	06	06	48

Practical: Facts/ Data Analysis, Case Study, Field Study, Presentation

Course Delivery Methods:

- Lectures with multimedia tools for conceptual clarity.
- Case studies from Indian and global businesses.
- Group projects & simulations for experiential learning.
- Role-plays and management games for leadership and communication skills.
- Flipped classroom & blended learning using online resources.

Course Outcome (CO) Attainment Assessment Tools and Evaluation Procedure: Direct Assessment

Assessment Tool	% Contribution during CO Attainment
End semester Examination Marks	60
In semester sessional examination marks	20
Presentation and Assignments Marks	15
Class Participation Marks	05

Suggested Readings:

1. Koontz, H., & Weihrich, H. (2020). *Essentials of Management*. McGraw Hill.
2. Robbins, S.P., & Coulter, M. (2022). *Management*. Pearson.
3. Stoner, J., Freeman, R., & Gilbert, D. (2019). *Management*. Prentice Hall.
4. Drucker, P. (2007). *The Practice of Management*. Harper Business.
5. Hill, C.W.L., Schilling, M.A., & Jones, G.R. (2020). *Strategic Management: Theory & Cases*. Cengage.
6. Contemporary Indian case studies from IIMs, ISB, and corporate sources.

MBA(FT) Programme

Semester:	First Semester
Course Type:	Core
Course Name:	Fundamentals of Banking
Course Code:	10200
Course Credit:	03
Numbers of LTP:	46 (L=38, T=04, P=04)

Course Objectives:

- To provide an understanding of the origin, evolution, and structure of the banking system in India.
- To develop knowledge of the functions and roles of commercial and central banks, including regulatory mechanisms such as the Ombudsman Scheme.
- To familiarize students with retail and corporate banking concepts and financial products.
- To enhance analytical skills in banking services, investment banking, and financial decision-making.
- To build competence in credit management practices and handling of non-performing assets (NPAs).
- To introduce the principles of risk management in banking, including Basel norms and mitigation strategies.

Course Outcomes (COs):

COs	Cognitive Level (Bloom's)	Course Outcome
CO1	Remembering	Describe origin and evolution of banks, structure of Indian banking system
CO2	Understanding	Explain functions of commercial and central banks including Ombudsman Scheme
CO3	Applying	Apply retail banking concepts for customer product development
CO4	Analyzing	Analyze corporate banking products and investment banking services
CO5	Evaluating	Evaluate credit management practices and NPA handling procedures
CO6	Creating	Design risk management framework using Basel norms and mitigation strategies

Mapping of COs to POs

(Scale: 1 – Low, 2 – Medium, 3 – High Relevance, '-' - No Direct Correlation)

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	1	-	-	-	1	1	-
CO2	3	1	-	2	-	1	1	1
CO3	3	-	3	1	2	1	-	-
CO4	3	2	2	2	1	1	-	-
CO5	3	2	-	3	1	1	-	1
CO6	3	2	3	3	2	1	1	2

Detailed Syllabus:

Unit	Topics	Lecture	Tutorial	Practical	Total No. of Classes
I	FUNDAMENTALS OF BANKING - Origin and evolution of banks, Growth and structure of the banking system in India, Functions of commercial banks, Evolution and functions of central banking, Functions of a central bank, Banking Ombudsman Scheme	08	01	00	09
II	RETAIL AND DIGITAL BANKING - Introduction and definition of retail banking, Role and applicability of retailing concepts, Retail banking products (liability and asset products) and services, Marketing of retail banking products and services, Customer Relationship Management (CRM): role, impact, stages, Emerging trends in retail banking including Digital banking and Emerging payment methods	08	01	02	11
III	CORPORATE AND INVESTMENT BANKING - Meaning and importance of corporate & investment banking, Products and services: Cash Management, Salary Payment, Debt Management, Factoring and Forfeiting, Trusteeship, Custodial services, Business advisory, Offshore services, Trade services	08	01	00	09
IV	CREDIT AND NPA MANAGEMENT - Credit Management: Types of credit, Term lending, Working capital lending, Fund/Non-fund based lending, Documentary credit, Consortium finance, Multiple banking, Loan syndication, Infrastructure financing	06	00	02	08
V	RISK MANAGEMENT IN BANKING - Concept of risk in banks, Basel Norms, Risk management framework and structure, Risk identification, measurement, mitigation, Monitoring, control, and reporting of risk	06	01	00	07
Total		38	04	04	46

Practical: Facts/ Data Analysis, Case Study, Field Study, Presentation

Course Delivery Methods:

- Class Lectures
- Presentation
- Case Study
- Brainstorming and problem-solving exercises
- Audio-visual learning aids (documentaries, industry data, policy reports)
- Assignments and reflective writing
- Industry expert/guest sessions (optional)

Course Outcome (CO) Attainment Assessment Tools and Evaluation Procedure: Direct Assessment

Assessment Tool	% Contribution during CO Attainment
End semester Examination Marks	60
In semester sessional examination marks	20
Presentation and Assignments Marks	15
Class Participation Marks	05

Suggested Readings:

1. Advance Bank Management by IIBF published by Macmillan 2011
2. Retail Banking by IIBF published by Macmillan 2015
3. Central Banking by IIBF published by Macmillan 2011
4. Bank Financial Management IIBF published by Macmillan 2018
5. Kumar, C. Arun. Principles of Banking and Insurance. Notion Press, 2024

MBA (FT) Programme

Semester:	First Semester
Course Name:	Organisational Theory and Behaviour
Course Type:	Core
Course Code:	10300
Course Credit:	03
Numbers of LTP:	52 (L=32, T=16, P=04)

Course Objectives

- To provide a comprehensive understanding of the fundamental principles of organizational theory and behavior within modern business contexts.
- To develop insights into individual and group behavior that influence organizational effectiveness and performance.
- To enable learners to analyse and apply theories of motivation, leadership, communication, and learning in organizational settings.
- To foster critical thinking and interpersonal skills necessary for managing human behavior in organizations.
- To promote ethical, value-based, and culturally sensitive behavior aligned with organizational goals.

Course Outcomes

CO Code	Bloom's Level	Course Outcome
CO1	Remember / Understand	Explain key concepts of organizational behavior and its relevance to individual and organizational effectiveness.
CO2	Understand / Analyze	Describe and interpret individual behavior through personality, learning, values, and attitudes.
CO3	Analyze / Apply	Analyze leadership and motivation theories and apply them to improve managerial practices.
CO4	Apply / Evaluate	Demonstrate effective communication strategies and identify barriers to communication in organizations.
CO5	Evaluate	Evaluate group dynamics, group behavior, and their impact on organizational performance.
CO6	Evaluate / Create	Integrate ethical and behavioral principles to enhance teamwork, leadership, and decision-making in organizations.

Mapping of COs to POs

(Scale: 1 – Low, 2 – Medium, 3 – High relevance)

COs \ POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	2	1	1	1	2	2	2
CO2	3	2	2	2	1	2	2	2
CO3	3	2	3	2	1	2	2	2
CO4	3	2	3	2	2	3	2	2
CO5	3	3	3	2	2	2	3	2
CO6	2	2	3	3	2	3	3	3

Detailed Syllabus:

Unit	Topics	Lecture	Tutorial	Practical	Total No. of Classes
I	INTRODUCTION, LEARNING AND PERSONALITY - Concept and Importance of Organizational Behaviour, Nature and Scope of OB, Learning: Definition, Types, and Theories of Learning, Personality: Determinants, Traits, Theories of Personality, Moods, Emotions, and Their Impact on Work Behaviour	08	02	00	10
II	VALUES, ATTITUDE AND PERCEPTION - Values: Concepts, Types of Values, Relationship between Values and Attitudes, Attitudes: Nature, Types, Formation, and Change of Attitudes, Perception: Meaning, Process, and Application in Organizational Context	08	04	00	08
III	LEADERSHIP AND MOTIVATION - Leadership: Meaning, Styles, and Theories (Trait, Behavioral, Contingency), Motivation: Nature and Process, Theories of Motivation (Maslow, Herzberg, McClelland, Vroom, Equity Theory)	08	04	00	12
IV	COMMUNICATION - Meaning and Importance of Communication, Process and Channels of Communication, Barriers to Effective Communication, Steps to Improve Communication, Non-verbal Communication and Its Relevance	08	04	02	10
V	GROUP AND GROUP DYNAMICS - Group: Concept, Classification, and Formation, Group Dynamics: Stages of Group Development, Group Roles, and Norms, Group Effectiveness and Decision Making, Group Influence and Intergroup Relations	08	02	02	10
Total		32	16	04	52

Practical: Facts/ Data Analysis, Case Study, Field Study, Presentation

Course Delivery Methods:

- Class Lectures
- Presentation
- Case Study
- Assignments and Field Surveys on Buying Behaviour
- Audio-Visual Teaching Aids and Industry Interactions

Course Outcome (CO) Attainment Assessment Tools and Evaluation Procedure: Direct Assessment

Assessment Tool	% Contribution during CO Attainment
End semester Examination Marks	60
In semester sessional examination marks	20
Presentation and Assignments Marks	15
Class Participation Marks	05

Suggested Readings

1. Robbins, S. P. – *Organizational Behaviour*, PHI Eastern Economy Edition, New Delhi
2. Korman, A. K. – *Organizational Behaviour*, Prentice Hall, Delhi
3. Hersey, P. & Blanchard, K. H. – *Management of Organizational Behaviour*, Prentice Hall, Delhi
4. Luthans, F. – *Organizational Behaviour*, Prentice Hall of India
5. Davis, K. – *Human Behaviour at Work*, Tata McGraw Hill

Detailed Syllabus:

Unit	Topics	Lecture	Tutorial	Practical	Total No. of Classes
I	Fundamentals of Managerial Economics, Its Scope, Nature, Micro and Macro analysis Static and Dynamic concepts, Basic concepts of demand and supply, Demand Analysis, Types of Demand, Elasticity of Demand and its influences	06	02	00	08
II	Various Cost Concepts: Marginal Cost, Average Cost, Total Cost, Opportunity Cost, Social Cost, Private Cost, Accountants' Cost, Economists' cost , Importance of cost control and cost controlling measures.	08	04	02	14
III	Production Function: Input Output Relations, Law of Variable Proportions, Returns to Scale, Small and large scale production, Advantages and Disadvantages of different Scales	06	02	00	08
IV	Objectives of a firm, Different Types of Market Structure and their characteristics, price determination under different types of market structures	08	04	02	14
V	National Income Analysis, Various approaches of National Income Analysis, Importance of National Income Analysis, Meaning, Nature, Causes and impact of Inflation and Business Cycle and its impact on business, theories of Business Cycle	04	04	00	08
Total		32	16	04	52

Practical: Facts/ Data Analysis, Case Study, Field Study, Presentation

Course Delivery Methods:

- Class Lectures
- Presentation
- Case Study

Course Outcome (CO) Attainment Assessment Tools and Evaluation Procedure: Direct Assessment

Assessment Tool	% Contribution during CO Attainment
End semester Examination Marks	60
In semester sessional examination marks	20
Presentation and Assignments Marks	15
Class Participation Marks	05

Suggested Readings:

1. Managerial Economics, M L Jhingan, Vrinda Publications (P)LTD
2. Managerial Economics, Seema Damodaran, Oxford University Press
3. Managerial Economics, Vinita Agarwal, Pearson
4. Managerial Economics Yogesh Maheshwari, PHI
5. Managerial Economics, Analysis of Managerial Decision Making, Based on UGC model curriculum for MBA, H L Ahuja, S Chand

MBA (FT) Programme

Semester:	First Semester
Course Name:	Accounting for Managers
Course Type:	Specialization
Course Code:	10500
Course Credit:	04
Numbers of LTP:	66 (L=46, T=10, P=10)

Course Objectives:

- Understand the fundamental concepts and principles of accounting
- Develop skills in recording, classifying, and summarizing financial transactions
- Learn cost accounting techniques including marginal and absorption costing
- Apply management accounting tools for decision-making and control
- Understand budgeting and budgetary control processes
- Analyse financial statements for managerial decision making

Course Outcomes:

COs	Cognitive Level (Bloom's)	Course Outcome
CO1	Remembering	Identify and recall basic accounting concepts, principles, and terminology
CO2	Understanding	Explain accounting equation, financial statements, and accounting information systems
CO3	Applying	Apply cost accounting techniques including marginal costing, absorption costing, and standard costing
CO4	Analyzing	Analyze inventory valuation methods, depreciation accounting, and responsibility accounting concepts
CO5	Evaluating	Evaluate financial performance using management accounting tools and budgetary control systems
CO6	Creating	Design and create budgets, variance analysis reports, and management accounting solutions for organizational problems

Mapping of COs to POs

(Scale: 1 – Low, 2 – Medium, 3 – High relevance)

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2	1	1	1	1	1	1	1
CO2	3	1	2	2	1	1	2	2
CO3	2	2	2	2	2	2	2	2
CO4	3	2	2	3	2	2	2	2
CO5	3	2	3	2	2	3	2	3
CO6	3	2	3	3	2	2	3	2

Detailed Syllabus:

Unit	Topics	Lecture	Tutorial	Practical	Total Nos of Classes
I	Introduction to Accounting: Introduction to Accounting concepts and principles, Users of Accounting Information, Accounting Equation and its applications, Recording, Classification and summarizing transactions, Preparation of Financial Statements, Understanding Financial Statements and Financial Reporting, Accounting Information System	16	04	02	22
II	Cost Accounting Fundamentals: Introduction to Cost Accounting, Marginal Costing techniques and applications, Absorption Costing, Standard Costing	10	02	04	16
III	Advanced Accounting Concepts: Basics of Inventory Valuation methods, Depreciation Accounting and Theoretical introduction to Value Added Accounting, Responsibility Accounting concepts, Human Resource Accounting	10	02	02	14
IV	Management Accounting and Control: Management Accounting, Budget and Budgetary Control.	10	02	02	14
Total		46	10	10	66

Practical:

Facts/ Data Analysis, Case Study, Field Study, Presentation

Course Delivery Methods:

- Class Lectures
- Presentation
- Case Study

Course Outcome (CO) Attainment Assessment Tools and Evaluation Procedure: Direct Assessment

Assessment Tool	% Contribution during CO Attainment
End semester Examination Marks	60
In semester sessional examination marks	20
Presentation and Assignments Marks	15
Class Participation Marks	05

Suggested Readings

- Introduction to Accounting G.D.S. Agarwal, Kalyani Publishers
- Accounting for Managers Maheswari and Maheshwari, Vikas
- Accounting for Managers, Ashis Bhattacharjee, PHI
- Cost Accounting, Jain & Narang, Kalyani Publisher
- Financial Management, Sharma & Gupta, Kalyani Publisher

MBA (FT) Programme

Semester:	First Semester
Course Name:	Human Resource Management (HRM)
Course Type:	Core
Course Code:	10600
Course Credit:	03
Numbers of LTP:	48 (L=36, T=06, P=06)

Course Objectives

- Understand the fundamental concepts and strategic importance of Human Resource Management in organizations.
- Develop knowledge of workforce planning and talent acquisition practices in modern organizations.
- Learn employee development approaches including learning, upskilling and career management.
- Analyze performance management and reward systems used in organizations.
- Gain insights into emerging HR trends such as HR analytics, gig economy and HR technology.

Course Outcome (COs):

COs	Cognitive Level (Bloom's)	Course Outcome
CO1	Remembering	Recall fundamental concepts, functions and evolution of Human Resource Management.
CO2	Understanding	Explain workforce planning, job analysis and talent acquisition processes.
CO3	Applying	Apply concepts of learning, development and career planning for employee growth.
CO4	Analyzing	Analyze performance management systems and compensation structures.
CO5	Evaluating	Evaluate emerging HR practices including HR analytics and HR technology.
CO6	Creating	Propose strategies for managing gig workforce and employee engagement.

Mapping of COs to POs

(Scale: 1 – Low, 2 – Medium, 3 – High relevance)

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	1					2	
CO2	3	2			2			
CO3	2	3			2			
CO4		2	3	3				2
CO5			3	3				2
CO6	2		3	2			3	
CO7	3	2	3	3	3	3	2	3

Detailed Syllabus:

Unit	Topics	Lecture	Tutorial	Practical	Total No.s of Classes
I	Foundations of Human Resource Management: Concept, nature, scope and importance of HRM; evolution from personnel management to strategic HRM; role of HR in organizational strategy; HR functions and competencies; HRM in digital and global business environment.	08	00	00	08
II	Workforce Planning and Talent Acquisition: Workforce planning and HR forecasting techniques; job analysis and job design; talent acquisition strategies; employer branding; recruitment channels and modern selection methods; employee onboarding and socialization.	08	01	01	10
III	Learning, Development and Career Management: Learning and development systems; training needs analysis; training methods and evaluation; upskilling and reskilling in digital workplace; career development strategies; succession planning and leadership development.	08	01	01	10
IV	Performance and Rewards Management: Performance management systems; modern appraisal techniques (360-degree feedback, balanced scorecard); continuous performance improvement; compensation management; pay structures; incentives and rewards; job evaluation.	06	02	02	10
V	Emerging Trends in Human Resource Management: Human Resource Information Systems (HRIS); HR analytics and data driven decision making; gig economy and contingent workforce management; employee engagement and employee experience; work life balance; diversity and sustainable HR practices.	06	02	02	10
Total		36	06	06	48

Practical

Facts/ Data Analysis, Case Study, Field Study, Presentation

Course Delivery Methods:

- Class Lectures
- Presentation
- Case Study

Course Outcome (CO) Attainment Assessment Tools and Evaluation Procedure: Direct Assessment

Assessment Tool	% Contribution during CO Attainment
End semester Examination Marks	60
In semester sessional examination marks	20
Presentation and Assignments Marks	15
Class Participation Marks	05

Suggested Readings:

1. Dessler, G. Human Resource Management. Pearson.
2. Aswathappa, K. Human Resource Management. McGraw Hill.
3. Armstrong, M. Armstrong's Handbook of Human Resource Management Practice. Kogan Page.
4. Mello, J. Strategic Human Resource Management. Cengage Learning.
5. Tracey Smith. HR Analytics: The What, Why and How. Kogan Page.

MBA (FT) Programme

Semester:	First Semester
Course Name:	Information Technology in Management (ITM)
Course Type:	Core
Course Code:	10700
Course Credit:	04
Numbers of LTP:	70 (L=42, T=00, P=28)

Course Objectives:

- Understand the various components of information technology in the context of business
- Have an overview of information technology for managerial decision making
- Productively use digital technologies keeping in mind cybercrimes, cyber laws and cyber ethics

Course Outcomes:

COs	Cognitive Level (Bloom's)	Course Outcome
CO1	Remembering	Identify and describe various IT terminologies
CO2	Remembering	Tell about cybercrimes, cyber laws and ethical use of data
CO3	Understanding	Discuss about IT in management decision making
CO4	Applying	Apply IT skills in management decision making
CO5	Analyzing	Analyze and research datasets using software
CO6	Evaluating	Convince and support the management in using IT in the workplace
CO7	Creating	Design/Redesign business processes through IT integration

Mapping of COs to POs

(Scale: 1 – Low, 2 – Medium, 3 – High relevance)

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	1	1	1	1	1	1	2	1
CO2	1	1	1	2	1	1	2	2
CO3	2	1	1	2	1	1	2	2
CO4	2	1	2	2	2	2	2	2
CO5	2	2	2	2	2	2	2	2
CO6	2	2	2	2	2	3	2	2
CO7	2	3	3	2	2	2	2	2

Detailed Syllabus:

Unit	Content	Lecture	Tutorial	Practical	Total No.s of Classes
I	Foundational Concepts in IT Number Systems; Computer fundamentals - storage, processing and communication of data; Computer Hardware, Software and Users; Basics of Data Communication – data transmission modes, analog and digital signals, modulation, multiplexing, switching ; Computer Networks – OSI Model, topologies, access methods, media, network types and devices	15	00	00	15
II	The Internet TCP/IP; IP Addresses; Internet Services – dominance of web; Use of the Internet in Business – E-business, M-Business, Cloud Computing; Intranets & Extranets	10	00	00	10
III	Business Use of IT Business Systems and decision making; Big data; Concepts of Business Intelligence & Business Analytics; IT in Governance including E-Governance, Social Media	09	00	00	09
IV	Cyber Security, Cyber Laws & Ethics Concepts in Cyber Security; Cyber Crimes and the IT Act 2000 / 2008; Cyber Ethics; Cyber etiquettes	08	00	00	08
V	Working with Business Data (Practical) Using MS Office, Google Docs and other online tools to work with business data	00	00	28	28
Total		42	00	28	70

Course Delivery Methods

- Class Lectures
- Student Seminar
- Practicals
- Online Lecture Notes & Video Tutorials
- Guest Lecture

Course Outcome (CO) Attainment Assessment Tools and Evaluation Procedure: Direct Assessment

Assessment Tool	% Contribution during CO Attainment
End Semester Examination Marks	60
In Semester Sessional Examination Marks	10
Practical Assessment Marks	15
Seminar Marks	10
Class Participation Marks	5

Suggested Readings

- Himadri Barman, *Foundations of IT and Computers* (2nd Edition), Mahaveer Publications
- Efraim Turban, Carol Pollard, Gregory Wood, & O. P. Wali, *Information Technology for Management – An Indian Adaptation* (12th Edition), Wiley
- V. Rajaraman, *Introduction to Information Technology* (3rd Edition), PHI
- Ramesh Behl, *Information Technology for Management*, McGraw Hill

MBA (FT) Programme

Semester:	First Semester
Course Name:	Business Laws for Managers
Course Type:	Core
Course Code:	20100
Course Credit:	03
Numbers of LTP:	42 (L=42, T=00, P=00)

Course Objectives:

- Have an awareness about the legalities related to business laws.
- Enhancing the managerial decision making abilities by learning to integrate the laws with strategies.
- Enabling critical evaluation of legal issues and disputes affecting business operations.

Course Outcomes:

COs	Cognitive Level (Bloom's)	Course Outcome
CO1	Remembering	Recall fundamental legal concepts and terminologies of business laws
CO2	Understanding	Explain the meaning and implications of business laws in managerial context
CO3	Applying	Use legal principles to address and resolve practical business scenarios
CO4	Analyzing	Analyze various business scenarios with a backdrop of business laws to identify key issues
CO5	Evaluating	Critically consider the applicability of legal arguments and compliance strategies
CO6	Creating	Design legally sound business strategies aligned with regulatory requirements

Mapping of COs to POs

(Scale: 1 – Low, 2 – Medium, 3 – High relevance)

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	1	1	1	1	1	2	2	1
CO2	2	1	1	1	1	2	2	1
CO3	2	1	2	3	1	1	2	1
CO4	2	2	2	2	2	1	2	2
CO5	2	2	1	2	2	1	3	2
CO6	2	2	3	3	2	2	2	2

Detailed Syllabus:

Unit	Topics	Lecture	Tutorial	Practical	Total No. of Classes
I	Introduction to Business Law; The Indian Contract Act,1872	14	0	0	14
II	The Indian Partnership Act, 1932; The Limited Liability Partnership Act, 2008	9	0	0	9
III	The Companies Act,2013	8	0	0	8
IV	The Sale of Goods Act,1930; The Negotiable Instruments Act,1881	7	0	0	7
V	The Consumer Protection Act,2019; The Right to Information Act,2005	4	0	0	4
Total		42	0	0	42

Course Delivery Methods

- Class Lectures
- Student Presentation
- Case Analysis

Course Outcome (CO) Attainment Assessment Tools and Evaluation Procedure: Direct Assessment

Assessment Tool	% Contribution during CO Attainment
End Semester Examination Marks	60
In Semester Sessional Examination Marks	20
Case Analysis Marks	10
Assignment Marks	5
Class Participation Marks	5

Suggested Readings

- Business Law, Satish B Mathur-Business Law, McGraw Hill
- Elements of Mercantile Law, N D Kapoor, Sultan Chand & Sons
- Legal Aspects of Business – Concepts and Applications, Parul Gupta, Vikas Publishing House
- Business Law Including Company Law, S.S. Gulshan& G. K. Kapoor- New Age International Publishers
- Business Law, TejpalSheth, Pearson

MBA (FT) Programme

Semester:	Second Semester
Course Name:	Financial Management
Course Type:	Core
Course Code:	20200
Course Credit:	04
Numbers of LTP:	62 (L=50, T=00, P=12)

Course Objectives:

- To provide students with an in-depth understanding of the principles, scope, and functions of financial management.
- To develop the ability to make sound investment, financing, and dividend decisions.
- To train students in applying analytical tools like TVM, cost of capital, and capital budgeting techniques.
- To promote awareness of ethical, sustainable, and technological practices in financial decision-making.
- To build problem-solving and critical-thinking skills in real-world financial contexts.

Course Outcomes (COs);

COs	Cognitive Level (Bloom's)	Course Outcome
CO1	Remembering/ Understand	Explain fundamental concepts, objectives, and functions of financial management.
CO2	Applying	Apply time value of money and risk–return analysis in decision-making.
CO3	Analysing	Analyse financing options and capital structure theories for businesses.
CO4	Evaluating	Evaluate investment proposals using capital budgeting techniques.
CO5	Apply/Evaluate	Formulate dividend policies for different corporate situations.
CO6	Creating	Integrate principles and ethical considerations into financial practices.

Mapping of COs to POs

(Scale: 1 – Low, 2 – Medium, 3 – High Relevance)

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	2	1	1	1	2	2	2
CO2	3	2	2	2	1	1	3	2
CO3	3	2	3	2	2	2	3	2
CO4	3	3	3	2	1	1	3	2
CO5	3	2	3	3	1	2	2	2
CO6	2	1	2	3	2	2	2	3

Detailed Syllabus:

Unit	Topics	Lecture	Tutorial	Practical	Total No. of Classes
I	Introduction to Financial Management: Meaning, nature, scope, and importance; Objectives: Profit vs. wealth maximization; Functions of financial management; Financial decisions: investment, financing, dividend; Role of financial manager and corporate governance	08	00	00	8
II	Sources of Funds: Short term, Medium Term & Long Term: Concepts of short, medium & Long term requirements of funds	08	00	00	8
III	Capital Structure & Cost of Capital: Capital structure theories; Factors affecting capital structure; Cost of capital: cost of equity, debt, preference shares; Weighted Average Cost of Capital (WACC)	08	00	04	10
IV	Capital Budgeting Decisions: Nature and significance of capital budgeting; Techniques: Payback, NPV, IRR, Profitability Index, ARR; Mutually exclusive projects and capital rationing	08	00	04	10
V	Dividend Policy & Working Capital Management: Dividend theories: Walter, Gordon, MM Hypothesis; Factors influencing dividend decisions; Concepts and determinants of working capital; Estimation of working capital requirements	09	00	02	10
VI	Leverages: Concept of Leverage; Meaning; Types of Leverages – Operating, Financial and Combined Leverage; Practical's	09	00	02	10
Total		50	00	12	62

Practical: Facts/ data analysis, Case Study, Field Study, Presentation

Course Delivery Methods: (examples)

- Class Lectures
- Presentation
- Case Study

Course Outcome (CO) Attainment Assessment Tools and Evaluation Procedure: Direct Assessment

Assessment Tool	% Contribution during CO Attainment
End semester Examination Marks	60
In semester sessional examination marks	20
Presentation and Assignments Marks	15
Class Participation Marks	05

Suggested Readings:

1. Pandey, I.M. – *Financial Management*, Vikas Publishing.
2. Khan, M.Y. & Jain, P.K. – *Financial Management: Text, Problems & Cases*.
3. Chandra, Prasanna – *Financial Management: Theory and Practice*.
4. Ross, Westerfield & Jaffe – *Corporate Finance*.
5. Van Horne, James C. & Wachowicz, John M. – *Fundamentals of Financial Management*.

MBA (FT) Programme

Semester:	Second Semester
Course Name:	Marketing Management
Course Type:	Core
Course Code:	20300
Course Credit:	03
Numbers of LTP:	48 (L=36, T=04, P=08)

Course Objective:

The course aims to develop an understanding of marketing concepts, strategies and practices in modern organizations. It introduces students to consumer behaviour, marketing mix decisions, marketing research and emerging marketing areas in a competitive business environment.

Course Outcomes (COs);

COs	Cognitive Level (Bloom's)	Course Outcome
CO1	Remember / Understand	Explain core and competing concepts of marketing and its relevance and the macro-environment in which it operates
CO2	Understand / Analyze	Describe and interpret the fundamental concepts of consumer behavior and consumer decision making. Idea about value, satisfaction, retention, loyalty
CO3	Analyze / Apply	Basic understanding of the Ps of marketing, personal selling, direct marketing
CO4	Apply / Evaluate	Demonstrate abilities to comprehend the concepts and issues related to Rural Marketing; Industrial Marketing; marketing of services; international marketing.
CO5	Evaluate	Evaluate the dynamics of Marketing Information Systems (MIS)
CO6	Evaluate / Create	Explain core and competing concepts of marketing and its relevance and the macro-environment in which it operates

Mapping of COs to POs

(Scale: 1 – Low, 2 – Medium, 3 – High relevance)

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	2	1	1	1	2	2	2
CO2	3	2	2	2	1	2	2	2
CO3	3	2	3	2	1	2	2	2
CO4	3	2	3	2	2	3	2	2
CO5	3	3	3	2	2	2	3	2
CO6	2	2	3	3	2	3	3	3

Detailed Syllabus:

Unit	Topics	Lecture	Tutorial	Practical	Total No. of Classes
I	Fundamentals of Marketing and Marketing Environment: importance and scope of marketing; fundamental concepts, trends and tasks; competing concepts of marketing; marketing of non-profit organizations; analyzing marketing environment.	07	00	02	9
II	Understanding Buyer Behaviour and Impacting Factors: customer value, satisfaction, retention and loyalty; factors influencing consumer behaviour; buying decision process; market segments and targeting.	07	02	0	8
III	Marketing Mix Decisions: concept of marketing mix (4Ps); product decisions – product levels, product life cycle, branding and packaging; pricing decisions – objectives, methods and strategies; promotion decisions – advertising, sales promotion, PR, personal selling and direct marketing; place decisions – distribution channels and channel management.	07	00	02	8
IV	Emerging Areas in Marketing: services marketing; rural marketing; industrial (B2B) marketing; international marketing concepts; digital marketing and e-commerce marketing.	07	00	02	8
V	Marketing Information System: MIS and components; scope of marketing research; research objectives, investigation, data collection techniques and analysis.	08	02	02	9
Total		36	04	08	48

Practical: Facts/ data analysis, Case Study, Field Study, Presentation

Course Delivery Methods:

- Class Lectures
- Presentation
- Case Study

Course Outcome (CO) Attainment Assessment Tools and Evaluation Procedure: Direct Assessment

Assessment Tool	% Contribution during CO Attainment
End semester Examination Marks	60
In semester sessional examination marks	20
Presentation and Assignments Marks	15
Class Participation Marks	05

Suggested Readings:

1. Marketing Management, Philip Kotler, Pearson Education
2. Marketing Management & Indian Economy, S. Neelavneghan, Vikas
3. Fundamentals of Marketing, W.J. Stanton, McGraw Hill
4. Marketing Management, Ramaswamy & Kumari, Macmillan
5. Selling and Sales Management, Lancaster & Jobber, Macmillan India Ltd.

MBA (FT) Programme

Semester:	Second Semester
Course Name:	Managerial Skill Development (MSD)
Course Type:	Core
Course Code:	20400
Course Credit:	03
Numbers of LTP:	52 (L=32, T=16, P=04)

Course Objectives:

- Equip learners with foundational skills in leadership, communication, and team collaboration.
- Develop professionalism through grooming, etiquette, and emotional intelligence.
- Enable strategic decision-making, conflict resolution, and personal goal setting.
- Foster employability through resume, email, and interview preparedness.
- Build reflective and ethical thinking for long-term managerial success.

COs/ POs	Cognitive Level (Bloom's)	Course Outcome
CO1	Understanding & Applying	Communicate effectively across multiple business contexts using verbal and non-verbal channels.
CO2	Applying	Exhibit professional grooming and business etiquette aligned with workplace standards.
CO3	Applying & Analyzing	Apply emotional intelligence in leading teams and managing interpersonal dynamics.
CO4	Applying & Creating	Prepare professional job applications and perform competently in interviews.
CO5	Analyzing & Evaluating	Analyze decision-making scenarios and apply conflict resolution techniques.
CO6	Creating & Evaluating	Construct and implement a personalized professional development plan.

Mapping of COs to POs

(Scale: 1 – Low, 2 – Medium, 3 – High relevance)

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2	–	–	–	3	3	–	–
CO2	2	–	–	2	2	–	–	2
CO3	2	–	2	2	3	2	–	2
CO4	2	–	–	–	2	3	–	–
CO5	3	2	2	3	2	2	–	–
CO6	2	–	2	2	–	–	3	2

Detailed Syllabus:

Unit	Topics	Lecture	Tutorial	Practical	Total No. of Classes
I	Leadership & Emotional Intelligence: Leadership styles, self-awareness, interpersonal effectiveness	06	02	00	08
II	Communication Mastery: Verbal/non-verbal skills, email tone, memo structure, virtual etiquette	08	04	02	14
III	Grooming & Professional Etiquette: Dress code, posture, business cards, greetings, proxemics	06	02	00	08
IV	Decision-Making & Conflict Resolution: Analytical tools, feedback, negotiation, structured choices	08	04	02	14
V	Corporate Culture & Managerial Mindset: Cultural acclimatization, team dysfunctions, shared values, Time/stress balance, ethical dilemmas, goal setting	04	04	00	08
Total		32	16	04	52

Course Delivery Methods:

- Presentation
- Case Study
- Interactive lectures & Business Case discussions
- Peer coaching and Group simulations
- Visual grooming demonstrations
- Journaling, self-assessments, and psychometric tools
- Reflective Exercises and Mentoring

Course Outcome (CO) Attainment Assessment Tools & Evaluation Procedure: Direct Assessment

Assessment Tool	% Contribution during CO Attainment
End Semester Examination Marks	60
In Semester Sessional Examination Marks	10
Practical Assessment Marks	10
Seminar Marks	15
Class Participation Marks	5

Suggested Readings:

1. Robbins, S. P. & Judge, T. (2013). Organizational Behaviour (15th Ed.). Prentice Hall.
2. Goleman, D. (2005). Emotional Intelligence. Bantam.
3. Whetten, D. A. & Cameron, K. S. (2020). Developing Management Skills. Pearson.
4. Barua, P. (2022). Business Communication: Principles and Practices. Dibrugarh University.
5. Langford, B. (2016). The Etiquette Edge: Modern Manners for Business Success. AMACOM.

Detailed Syllabus:

Unit	Topics	Lecture	Tutorial	Practical	Total No. of Classes
I	Introduction to Entrepreneurship Development: Definition of Entrepreneur, Characteristics of the Entrepreneurs, Motivational and other factors Responsible for Entrepreneurial Growth, Scope of entrepreneurship among women – gender focal points.	06	00	05	11
II	Opportunity Sensing, Right Choice, Site selection, Idea Generation, Innovation and Creativity, Growth Strategies in Small Business – objectives, types, strategies	06	00	04	10
III	Indian Knowledge system and sustainable entrepreneurship, Indigenous Innovations, IKS and ethical perspective of entrepreneurship, IKS and Rural Entrepreneurship.	05	00	04	9
IV	Business Planning Process – Concept, Format, Report Presentation, Features of a Good Plan, Exit Strategies and Fund Raising.	06	00	10	16
V	Emerging Businesses – Taxonomy of ventures, Why Ventures go International, Foreign direct investment, Globalization of Business	05	00	05	10
Total		28	00	28	56

Course Delivery Methods:

- Class Lectures
- Presentation
- Case Study
- Business Plan Making

Course Outcome (CO) Attainment Assessment Tools and Evaluation Procedure: Direct Assessment

Assessment Tool	% Contribution during CO Attainment
End semester Examination Marks	60
Business Plan Making and Presenting	10
Hands on Experience (preparing and selling of products)	15
visiting Bank / Business set up and report writing	10
Class Participation Marks	05

Suggested Readings:

1. Entrepreneurial Development, Dr. S S Khanka, S Chand
2. Entrepreneurship, Madhurima Lall, Shikha Sahai Excell Books
3. Entrepreneurship and New Venture Creation, A Sahay, V Sharma, Excel Books
4. Entrepreneurship Development- Small Business Enterprises, Poornima M Charantimath, Pearson Education
5. Entrepreneurship, Rajeev Roy, Oxford University Press

MBA (FT) Programme

Semester:	Second Semester
Course Name:	Quantitative Techniques for Management (QTM)
Course Type:	Specialization
Course Code:	20600
Course Credit:	04
Numbers of LTP:	63 (L=49, T=00, P=14)

Course Objectives:

- Understand the various components of quantitative techniques in the context of business
- Have an overview of quantitative techniques for managerial decision making and business research
- Use software to implement quantitative models for efficient and quick decision making

Course Outcomes (COs);

COs	Cognitive Level (Bloom's)	Course Outcome
CO1	Remembering	Identify and describe various terminologies related to quantitative techniques
CO2	Understanding	Discuss about quantitative decision making
CO3	Applying	Apply quantitative models in management decision making
CO4	Analyzing	Analyze and research data using software
CO5	Evaluating	Convince and support the management in using quantitative models in the workplace
CO6	Creating	Design/Redesign business processes through quantitative modelling

Mapping of COs to POs

(Scale: 1 – Low, 2 – Medium, 3 – High relevance)

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	1	1	1	1	1	1	2	1
CO2	1	1	1	2	1	1	2	2
CO3	2	1	1	2	1	1	2	2
CO4	2	1	2	2	2	2	2	2
CO5	2	2	2	2	2	2	2	2
CO6	2	2	2	2	2	3	2	2

Detailed Syllabus:

Unit	Topics	Lecture	Tutorial	Practical	Total No. of Classes
I	Mathematical Foundations Set Theory; Relations; Functions and Applications; Limits & Continuity – basics; Differentiation – standard differentials, rules of differentiation, partial differentiation; Applications of Differentiation – maxima & minima; Integration – standard integrals, integration by parts; definite integrals and applications; Matrices & Determinants – basics, Solution of equations	15	00	00	8
II	Statistical Foundations Measures of Central Tendency; Measures of Dispersion; Probability – concepts and techniques of finding probabilities; Probability Distributions – the basics, Binomial, Poisson and Normal Distributions; Correlation & Regression	10	00	00	8
III	Inferential Statistics Samples and Sampling Distributions; Estimation and Hypothesis formulation; Hypothesis testing; Parametric and Non-parametric tests	12	00	04	10
IV	Decision Making, Forecasting and Optimization Decision Making Scenarios; Sensitivity Analysis & Decision Trees; Forecasting Techniques; Linear Programming - Formulation and Solution; Transportation Problems – Formulation and Solution; Game Theory – basic concepts, Solving Problems involving Mixed Strategies – only 2 x 2 games	12	00	04	10
V	Working with Software (Practical) Using MS Excel and other online tools to formulate and solve problems in quantitative techniques	00	00	14	10
Total		49	00	14	63

Course Delivery Methods

- Class Lectures
- Practicals
- Online Lecture Notes & Video Tutorials

Course Outcome (CO) Attainment Assessment Tools and Evaluation Procedure: Direct Assessment

Assessment Tool	% Contribution during CO Attainment
End Semester Examination Marks	60
In Semester Sessional Examination Marks	20
Practical Assessment Marks	15
Class Participation Marks	5

Suggested Readings:

- D. R. Agarwal, *Quantitative Methods* (4th Edition), Vrinda Publications
- U. K. Srivastava, G. V. Shenoy, & S. C. Sharma; *Quantitative Techniques of Managerial Decisions* (4th Edition), New Age
- S. Kalavathy, *Operations Research* (4th Edition), Vikash Publishing House
- R. Das, N. Aboobaker, & S. P. Mukundan, *Data Analysis for Business Decisions using Excel*, Bharti Publications

MBA (FT) Programme

Semester:	Second Semester
Course Name:	Research Methods in Business
Course Type:	Core
Course Code:	20700
Course Credit:	03
Numbers of LTP:	50 (L=34, T=08, P=08)

Course Objectives:

The course aims to:

1. Equip students with knowledge of the research process, design, and methodology relevant to business and management.
2. Foster the ability to frame research problems, develop hypotheses, and design data collection instruments.
3. Enhance understanding of qualitative, quantitative, and mixed research approaches.
4. Build competencies to apply appropriate tools and techniques for analyzing and interpreting business data.
5. Promote ethical, responsible, and impactful research aligned with managerial decision-making.

Course Outcomes (COs);

COs	Cognitive Level (Bloom's)	Course Outcome
CO1	Understand	Explain the fundamentals of research and distinguish between various types of research.
CO2	Apply	Formulate research problems, objectives, and hypotheses suitable for empirical research.
CO3	Apply	Design appropriate research frameworks using suitable methodologies and sampling techniques.
CO4	Evaluate	Evaluate data sources, collection tools, and ethical practices in management research.
CO5	Create	Construct structured research proposals and academic reports following scientific writing norms.

Mapping of COs to POs

(Scale: 1 – Low, 2 – Medium, 3 – High relevance)

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	3	1	2	1	2	2	2
CO2	3	3	2	2	1	2	2	3
CO3	3	3	2	2	2	1	3	2
CO4	2	3	1	3	2	2	3	3
CO5	3	2	2	2	2	3	3	3

Detailed Syllabus:

Unit	Topics	Lecture	Tutorial	Practical	Total Nos of Classes
I	Foundations of Business Research: Nature, scope, and types of research in business; Research philosophies: positivism, interpretivism, pragmatism; Overview of research process; Ethical issues in research and plagiarism	06	01	00	6
II	Research Problem & Theoretical Framework: Identification and formulation of research problems; Objectives, research questions, hypotheses; Variables: types and measurement scales; Theoretical framework development; Literature review techniques using online databases	06	02	01	8
III	Research Design and Sampling Techniques: Types of research design: exploratory, descriptive, causal; Cross-sectional vs longitudinal designs; Sampling techniques: probability and non-probability; Sample size determination; Sampling errors	06	01	02	8
IV	Data Collection and Preparation: Primary and secondary data sources; Questionnaire design (structure, wording, scaling); Interview, observation, focus group methods; Content analysis and qualitative coding; Data editing, coding, entry, and validation	06	02	03	10
V	Data Analysis, Interpretation and Reporting: Data analysis using MS Excel/SPSS/Nvivo; Descriptive statistics and graphical tools; Reliability and validity testing; Hypothesis testing; Overview of correlation, regression, factor analysis; Research report writing; Referencing styles; Presentation and publication of research	06	02	02	10
	Total -	34	08	08	50

Practical: Facts/ data analysis, Case Study, Field Study, Presentation

Course Delivery Methods:

- Class Lectures
- Presentation
- Case Study
- Peer Review Sessions
- Guest Lectures
- Industry Exposure

Course Outcome (CO) Attainment Assessment Tools and Evaluation Procedure: Direct Assessment

Assessment Tool	% Contribution during CO Attainment
End semester Examination Marks	60
In semester sessional examination marks	20
Presentation and Assignments Marks	15
Class Participation Marks	05

Suggested Readings:

Textbooks

1. Zikmund, W.G., Babin, B.J., Carr, J.C., & Griffin, M. – *Business Research Methods* – Cengage
2. Bell, E., Bryman, A., & Harley, B. – *Business Research Methods* – Oxford University Press

Supplementary Readings

1. Cooper, D. R., & Schindler, P. S. – *Business Research Methods* – McGraw HillSlack,
2. **Saunders, M., Lewis, P., & Thornhill, A.** – *Research Methods for Business Students* – Pearson
3. **Kothari, C.R. & Garg, G.** – *Research Methodology: Methods and Techniques* – New Age International

MBA (FT) Programme

Semester:	Second Semester
Course Name:	Rural Management
Course Type:	Skill Enhancement
Course Code:	20800
Course Credit:	02
Numbers of LTP:	40 (L=16, T=08, P=16)

Course Objectives:

- Understand the importance of rural development and make students aware about the rural developmental status of India along with its socio- political and economic environment.
- Learn how rural development problems can be addressed so that we can attain inclusive growth.

Course Outcomes (COs)

	Bloom's Level	Course Outcome (CO)
CO1	Remembering	Define and explain the key concepts, nature, and scope of rural development and the rural economy in India.
CO2	Understanding	Summarize the growth and transformation of India's rural economy since 1947, including major infrastructure development programmes.
CO3	Applying	Examine the role and contribution of agriculture in India's economy and analyze the challenges and opportunities in the context of a service-sector-driven economy.
CO4	Analyzing	Analyze the major issues of poverty, inequality, and unemployment in rural India and assess their impact on economic development.
CO5	Evaluating	Evaluate the effectiveness of government and non-government initiatives addressing rural economic problems, remittance, and capital formation.
CO6	Creating	Design sustainable rural entrepreneurship models and suggest innovative strategies for inclusive and equitable rural growth.

Mapping of COs to POs

(Scale: 1 – Low, 2 – Medium, 3 – High Relevance)

COs \ POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	2	1	1	2	2	2	3
CO2	3	2	2	1	2	2	3	3
CO3	3	3	3	2	2	2	2	3
CO4	3	3	2	3	2	2	2	3
CO5	3	3	3	3	3	2	2	3
CO6	3	2	3	3	3	3	3	3

Detailed Syllabus:

Unit	Topics	Lecture	Tutorial	Practical	Total No. of Classes
I	Concepts of rural development, nature of rural economy, growth of rural economy in India, inclusive growth and economic welfare. Rural Infrastructure development programmes, Rural Development Timeline after 1947.	06	02	04	10
II	Place of agriculture in India economy; principal crops and growth rate of agriculture, agricultural challenges, future of agriculture in current service sector dominance	04	02	04	08
III	Major Problems and Issues of economic development in rural context, poverty, inequality and unemployment, (concept, types, causes, consequences, and mitigation measures), rural remittance and capital formation , population growth and rural development, food security and agriculture production, labour migration and shortage of manpower in agriculture and other sectors.	04	02	04	10
IV	Rural Entrepreneurship: Problems and Prospects (both in State and Nation's perspective).	02	02	04	08
Total		16	08	16	40

Practical: Facts/ data analysis, Case Study, Field Study, Presentation

Course Delivery Methods:

- Class Lectures
- Presentation
- Case Study

Course Outcome (CO) Attainment Assessment Tools and Evaluation Procedure: Direct Assessment

Assessment Tool	% Contribution during CO Attainment
End semester Examination Marks	60
In semester sessional examination marks	20
Presentation and Assignments Marks	15
Class Participation Marks	05

Suggested Readings:

1. Rural Development; Principles, Policies and Management , Singh, K., Sage
2. Publications of World Development Reports
3. Economic Development, Todaro, M.P & Smith, S.C., Pearson Education Asia
4. Economics of Development. Mathema, K. R. B. New Hira Books Enterprises.
5. Rural Development: Putting the Last First. Chambers, R., Longman Publishers
6. Economic Development and Planning. Lekhi, R.K, Kalyani Publisher.
7. Reflections on the Right to Development, Sengupta, A; Negi, A and Basu, M. Sage Publications.

MBA (FT) Programme

Semester:	Third Semester
Course Name:	Organisational Effectiveness & Change
Course Type:	Core
Course Code:	30100
Course Credit:	03
Numbers of LTP:	48 (L=36, T=12, P=00)

Course Objectives:

- To develop an understanding of the meaning and measures of organisational effectiveness.
- To familiarize students with the processes and challenges of organisational change.
- To provide insights into organisational development (OD) interventions for improving effectiveness.
- To examine the concept of organisational learning and its role in knowledge management.
- To analyze the impact of organisational climate and culture on effectiveness and change.
- To equip students with practical approaches for managing change, innovation, and development in organisations.

Course Outcomes (COs):

COs	Cognitive (Bloom's)	Level	Course Outcome
CO1	Understanding		Explain organisational effectiveness, efficiency, and approaches to measuring effectiveness.
CO2	Analyzing		Analyze types of organisational change, causes of resistance, and apply models like Lewin's and Kotter's.
CO3	Evaluating		Evaluate OD interventions (sensitivity training, role playing, MBO, feedback, job enrichment) for effectiveness.
CO4	Applying		Apply organisational learning and knowledge management strategies for innovation and growth.
CO5	Evaluating		Assess the impact of organisational climate and culture on effectiveness and change.

Mapping of COs to POs

(Scale: 1 – Low, 2 – Medium, 3 – High Relevance)

CO / PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	2	1	1	–	–	1	1
CO2	3	2	2	2	1	–	1	1
CO3	3	2	2	2	1	–	–	1
CO4	3	2	3	1	1	–	2	1
CO5	3	2	2	2	1	–		

Detailed Syllabus:

Unit	Topics	Lecture	Tutorial	Practical	Total No. of Classes
I	Meaning of effectiveness and efficiency; Measuring effectiveness – goal approach, resource approach, multi-constituency approach, behaviour approach; Determinants of organisational effectiveness	07			07
II	Organisational Change – Types of change, human resistance to change, causes and prevention, process of organisational change, Lewin’s model, force field analysis, Kotter’s Model	07	02	02	11
III	Organisational Development – Meaning, characteristics, assumptions, benefits of OD; OD interventions – sensitivity training, role playing, MBO, survey feedback, grid development, job enrichment, process consultation, team building, career planning, stress management	08	02	02	12
IV	Organisational Learning – Nature, types, levels; Knowledge management – role of IT; Factors affecting organisational learning; Strategies for OL; Managing innovation and creativity	07	01	01	09
V	Organisational Climate and Culture – Concept and features of organisational climate; Factors affecting organisational climate; Developing sound climate; Meaning, characteristics, types of organisational culture; Changing organisational culture	07	01	01	09
Total		36	06	06	48

Course Delivery Methods (Organisational Effectiveness & Change):

- Interactive lectures and classroom discussions
- Case study method and practical organisational analysis
- Brainstorming and role-playing exercises
- Group projects and OD intervention simulations
- Audio-visual learning aids (management videos, case documentaries)
- Assignments and reflective writing
- Industry expert/guest sessions (optional)

Course Outcome (CO) Attainment Assessment Tools & Evaluation Procedure: Direct Assessment

Assessment Tool	% Contribution during CO Attainment
End Semester Examination Marks	60
In-Semester Sessional Examination Marks (2 × 10 = 20)	20
Assignment / Group Project / Presentation Marks	10
Class Participation & Case Discussion Marks	5
Reference Readings & Engagement	5

Suggested Readings:

1. Cumming, Worley – *Theory of Organisation Development & Change* (Cengage Learning, New Delhi)
2. French & Bell – *Organisation Development* (Prentice Hall of India, New Delhi)
3. W.G. Bennis – *Changing Organisations* (Tata McGraw Hill, New York)
4. Richard L. Daft – *Organisation Theory, Change and Designed* (Cengage Learning, New Delhi, 2009)
5. D.K. Shandilya – *Management of Change and Organisational Development* (Galgotia Publishing Company)

MBA (FT) Programme

Semester:	Third Semester
Course Name:	Operations Management
Course Type:	Core
Course Code:	30200
Course Credit:	03
Numbers of LTP:	48 (L=36, T=06, P=06)

Course Objectives:

The course aims to:

1. Introduce the fundamental concepts and strategic role of operations in manufacturing and service organizations.
2. Develop analytical skills to solve problems in operations through quantitative and qualitative methods.
3. Enable students to design, operate, and improve systems that deliver goods and services.
4. Promote sustainability and ethical considerations in operations decisions.
5. Integrate theoretical and practical knowledge using case studies and experiential learning.

Course Outcomes (COs):

COs	Cognitive Level (Bloom's)	Course Outcome
CO1	Understand	Explain the key concepts and strategic role of operations management.
CO2	Analyze	Analyze operations systems and identify performance metrics for improvement.
CO3	Apply	Apply quantitative models to address issues in demand forecasting, capacity, inventory, and scheduling.
CO4	Evaluate	Evaluate ethical, environmental, and sustainability factors in operations decisions.
CO5	Create	Design effective and efficient operational strategies for manufacturing and service sectors.

Mapping of COs to POs

(Scale: 1 – Low, 2 – Medium, 3 – High Relevance)

CO / PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	2	1	1	1	1	1	2
CO2	3	3	2	2	2	1	1	2
CO3	3	3	3	2	2	1	2	2
CO4	2	1	1	3	2	1	3	3
CO5	3	2	3	2	2	2	2	3

Detailed Syllabus:

Unit	Topics	Lecture	Tutorial	Practical	Total No. of Classes
I	Foundations of Operations Management & Strategy: Nature, scope and importance of Operations Management; Relationship with other management functions; Types of production systems (job, batch, mass, continuous); Historical development of OM; Strategic role of operations; Competitive priorities; Productivity and performance measures; Value creation	08	01	0	8
II	Product and Process Design: Product design and development stages; Process selection and process mapping; Process reengineering; Technology in operations; Concept of Design Thinking in operations	06	02	02	8
III	Facility Planning, Forecasting and Capacity Decisions: Factors affecting location decisions; Layout planning (product, process, cellular, fixed-position); Capacity planning; Break-even analysis; Importance of forecasting; Qualitative and quantitative techniques; Moving averages, exponential smoothing, regression; Forecast error analysis	06	01	02	8
IV	Inventory, Supply Chain and Production Planning: Types and functions of inventory; EOQ, reorder point, safety stock; ABC, VED analysis; Basics of SCM and logistics; Aggregate planning; Master Production Schedule (MPS); Materials Requirement Planning (MRP); Scheduling techniques	08	01	02	9
V	Quality, Lean Systems and Sustainable Operations: Quality concepts, dimensions and cost; TQM, ISO standards; Statistical Quality Control (SQC); Six Sigma tools and DMAIC; Lean principles, JIT, Kanban; Waste elimination and Kaizen; Sustainability in operations; Ethical sourcing; Green operations	8	01	00	9
Total		36	06	06	48

Practical: Facts/ data analysis, Case Study, Field Study, Presentation

Course Delivery Methods:

- Class Lectures
- Presentation
- Case Study
- Peer Review Sessions
- Guest Lectures
- Experiential learning

Course Outcome (CO) Attainment Assessment Tools and Evaluation Procedure: Direct Assessment

Assessment Tool	% Contribution during CO Attainment
End semester Examination Marks	60
In semester sessional examination marks	20
Presentation and Assignments Marks	15
Class Participation Marks	05

Suggested Readings:

Textbooks

1. Stevenson, W. J. – *Operations Management* – McGraw Hill
2. **Krajewski, L.J., Malhotra, M.K., & Ritzman, L.P.** – *Operations Management: Processes and Supply Chains* – Pearson

Supplementary Readings

1. Heizer, J., Render, B., & Munson, C. – *Operations Management* – Pearson
2. Slack, N., Brandon-Jones, A., & Johnston, R. – *Operations Management* – Pearson
3. Hill, T. – *Operations Management: Strategic Context and Managerial Analysis* – Palgrave
4. **Chase, R.B., Aquilano, N.J., & Jacobs, F.R.** – *Operations and Supply Management* – McGraw Hill
5. **Mahadevan, B.** – *Operations Management: Theory and Practice* – Pearson

Detailed Syllabus:

Unit	Topics	Lecture	Tutorial	Practical	Total No. of Classes
I	Strategic Management Process -What and why? Strategic Fit and Strategic intent, Challenges of Strategic Management, The difference between policy and strategy, The Manager's Task and Role as a strategist, Establishing Corporate Direction- Vision, Mission, Objectives.	07	00	07	14
II	Strategic Analysis Models And Tools External Environment-Appraisal using PESTEL – Competitor Analysis using Porter's 5-Forces model-Environmental Threat and Opportunity Profile (ETOP) -Value chain Analysis- Scanning Functional Resources and Capabilities for building Organization Capability Profile (OCP), SWOT Analysis.	06	00	07	13
III	Formulation of Strategy- Corporate level strategic alternatives, Business unit level strategies, Functional level strategies Strategic choice models –BCG Matrix, GE Nine Cell Matrix, Michael Porter's Generic competitive strategies	07	00	02	9
IV	Behavioural Implementation and Strategic success – Leadership, Corporate Culture, Values, Organizational Change	04	00	06	10
V	Social Responsibility and Ethics in Strategic Management – social responsibility of strategic decision makers, Sustainability, Ethical Decision Making, Stakeholder analysis	04	00	06	10
Total		28	00	28	56

Practical: Facts/ data analysis, case study, field study, presentation

Course Delivery Methods:

- Class Lectures
- Presentation
- Case Study

Course Outcome (CO) Attainment Assessment Tools and Evaluation Procedure: Direct Assessment

Assessment Tool	% Contribution during CO Attainment
End semester Examination Marks	60
In semester sessional examination marks	20
Presentation and Assignments Marks	15
Class Participation Marks	05

Suggested Readings:

1. Business Policy and Strategic Management - Text and Cases, C Francis, HPH
2. Strategic Management– B Hiriappa, New age International Publishers
3. Concepts in Strategic Management and Business Policy, T L Wheelen, J D Hunger, & K Rangarajan, K, Pearson
4. Strategic Management and Business Policy – Text and Cases: C A Rao, , B P Rao, & K Sivaramakrishna, K , Excel Books
5. Business Policy and Strategic Management (Text and Cases) P Subba Rao, Himalaya Publishing House

MBA (FT) Programme

Semester:	Third Semester
Course Name:	Consumer Behaviour
Course Type:	Specialization
Course Code:	30510
Course Credit:	03
Numbers of LTP:	50 (L=34, T=16, P=00)

Course Objectives

- To provide a comprehensive understanding of the concepts, theories, and applications of consumer behaviour in marketing decision-making.
- To develop analytical skills for interpreting consumer needs, motivations, and attitudes to formulate effective marketing strategies.
- To examine the psychological, social, and cultural factors influencing consumer decision processes.
- To enable learners to conduct and apply consumer research using qualitative and quantitative methods.
- To enhance strategic marketing capabilities by understanding consumer perceptions, reference groups, and opinion leadership.
- To foster ethical and socially responsible marketing practices in line with evolving consumer expectations.

2. Course Outcomes

COs	Cognitive Ability / Bloom's	Course Outcome
CO1	Remember / Understand	Explain the fundamental concepts, nature, and importance of consumer behaviour and its strategic implications.
CO2	Apply / Analyze	Apply consumer research methodologies to identify patterns in consumer decision-making.
CO3	Analyze / Evaluate	Analyse individual determinants of behaviour such as motivation, personality, perception, and learning in marketing contexts.
CO4	Analyze / Evaluate	Examine the influence of attitudes, reference groups, and culture on consumer decision processes.
CO5	Evaluate	Evaluate diffusion of innovation and opinion leadership and their impact on marketing strategies.
CO6	Evaluate / Create	Demonstrate ethical and socially responsible consumer behaviour analysis for sustainable marketing practices.

Mapping of COs to POs

(Scale: 1 – Low, 2 – Medium, 3 – High Relevance)

COs \ POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	2	2	1	2	2	2	2
CO2	3	3	2	2	2	2	2	2
CO3	3	2	3	2	2	3	2	2
CO4	3	2	3	2	2	2	2	3
CO5	3	3	3	2	2	2	3	2
CO6	2	2	2	3	2	2	3	3

Detailed Syllabus:

Unit	Topics	Lecture	Tutorial	Practical	Total No. of Classes
I	INTRODUCTION Meaning, Origin, and Importance of Consumer Behaviour; Strategic Applications of Consumer Behaviour in Marketing; Consumer Decision-Making Process: Stages and Influencing Factors	06	02	00	10
II	CONSUMER RESEARCH Nature and Scope of Consumer Research; Quantitative and Qualitative Research Methods; Consumer Research Process and Design; Data Collection and Interpretation for Marketing Decisions	08	04	00	08
III	CONSUMER AS AN INDIVIDUAL Consumer Motivation: Needs and Goals, Motives, Frustration, and Goal Substitution; Personality: Determinants, Traits, and Theories Brand Personality and Consumer Self-Concept; Perception: Sensation, Absolute and Differential Thresholds, and Marketing Implications; From Materialism to Compulsive Consumption	08	04	00	12
IV	ATTITUDE, REFERENCE GROUP AND CULTURE Attitude: Meaning, Formation, and Change; Reference Groups and Family Influence on Consumer Behaviour; Culture and Subculture: Nature, Learning, and Impact on Consumption Patterns; Cultural Values, Beliefs, and Rituals in Buying Behaviour	06	04	00	10
V	DIFFUSION AND OPINION LEADERSHIP Diffusion of Innovations: Concept, Process, and Adoption Categories; Opinion Leadership: Concept, Importance, and Motivations; Word-of-Mouth Communication and Influence on Market Acceptance	06	02	00	10
Total		34	16	00	50

Practical: Facts/ Data Analysis, Case Study, Field Study, Presentation

Course Delivery Methods:

- Class Lectures
- Presentation
- Case Study
- Assignments and Field Surveys on Buying Behaviour
- Audio-Visual Teaching Aids and Industry Interactions

Course Outcome (CO) Attainment Assessment Tools and Evaluation Procedure: Direct Assessment

Assessment Tool	% Contribution during CO Attainment
End semester Examination Marks	60
In semester sessional examination marks	20
Presentation and Assignments Marks	15
Class Participation Marks	05

Suggested Readings

1. Schiffman, L. G. & Kanuk, L. L. – Consumer Behaviour, PHI
2. Kumar, D. – Consumer Behaviour, Oxford University Press
3. Raju, M. S. & Xardel, D. – Consumer Behaviour: Concepts, Applications and Cases, Vikas Publishing House
4. Nair, S. R. – Consumer Behaviour and Marketing Research, Himalaya Publishing House
5. Nair, S. N. – Consumer Behaviour in Indian Perspective, Himalaya Publishing House

MBA (FT) Programme

Semester:	Third Semester
Course Name:	Management of Industrial Relations
Course Type:	Specialization
Course Code:	30520
Course Credit:	03
Numbers of LTP:	48 (L=36, T=06, P=06)

Course Objectives

- Understand the concepts, principles, and evolution of industrial relations in organizations.
- Develop knowledge about trade unions, labour movements, and labour–management relations.
- Examine industrial disputes, negotiation processes, and conflict resolution mechanisms.
- Learn the role of workers’ participation and collective bargaining in industrial harmony.
- Evaluate contemporary issues in industrial relations including grievance handling and workplace discipline.

Course Outcome

The following are course outcomes:

COs	Cognitive Level (Bloom’s)	Course Outcome
CO1	Remembering	Recall key concepts, theories and evolution of industrial relations.
CO2	Understanding	Explain labour-management relations and the role of trade unions.
CO3	Applying	Apply industrial relations practices such as grievance handling and dispute settlement.
CO4	Analysing	Analyze industrial conflicts and labour-management issues in organizations.
CO5	Evaluating	Evaluate collective bargaining and workers’ participation mechanisms.
CO6	Creating	Design industrial relations strategies to enhance workplace harmony and productivity.

Mapping Course Outcomes (CO) to Programme Outcomes (Scale 1–3)

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	1	2	2	2	3	3	1	3
CO2	1	2	2	2	3	2	3	3
CO3	3	3	3	2	3	2	3	3
CO4	1	2	3	2	2	2	1	2
CO5	3	3	3	3	3	2	3	2
CO6	1	2	1	1	1	1	2	2

Detailed Syllabus:

Unit	Topics	Lecture	Tutorial	Practical	Total No. of Classes
I	Foundations of Industrial Relations: Concept, nature, objectives and scope of industrial relations; forms and models of IR; evolution of IR in India; theories and postulates of industrial relations; role of IR in organizational productivity.	06	00	00	06
II	Trade Unions and Labour Movements: Concept, origin and functions of trade unions; structure of trade unions; theories of trade unionism; growth of trade unions in India; challenges faced by trade unions and improvement strategies.	06	02	00	08
III	Industrial Disputes and Conflict Resolution: Causes and forms of industrial disputes; strikes and lockouts; impact of disputes; settlement methods including conciliation, arbitration and adjudication.	06	02	00	08
IV	Workers' Participation in Management: Meaning, objectives and forms of workers' participation; labour-management cooperation; works committees, joint management councils, shop councils and board level participation.	06	00	02	08
V	Collective Bargaining and Industrial Harmony: Meaning and importance of collective bargaining; bargaining levels and process; factors influencing bargaining power; collective bargaining challenges in India.	06	00	02	08
VI	Contemporary Issues in Industrial Relations: Grievance management procedures; discipline management; workplace misconduct; prevention of sexual harassment at workplace (POSH); emerging challenges in industrial relations.	06	02	02	10
Total		36	06	06	48

Practical

Facts/Data analysis, case study discussions on industrial disputes, labour law applications, field study and student presentations.

Course Delivery Methods

- Class Lectures
- Presentations
- Case Studies
- Group discussions and industrial relations simulations

Course Outcome (CO) Attainment Assessment Tools and Evaluation Procedure: Direct Assessment

Assessment Tool	% Contribution during CO Attainment
End Semester Examination Marks	60
In Semester Sessional Examination Marks	20
Presentation and Assignments Marks	15
Class Participation Marks	05

Suggested Readings

1. Raju, P.R.K. & Rao, P.L. Industrial Relations in India. Excel Books.
2. Sinha, P.R., Sinha, I.B., & Shekhar, S.P. Industrial Relations, Trade Unions and Labour Legislation. Pearson.
3. Ratnam, C.S.V. Industrial Relations. Oxford University Press.
4. Mamoria, C.B. Dynamics of Industrial Relations. Himalaya Publishing.
5. Monappa, A. Industrial Relations. McGraw Hill.

MBA (FT) Programme

Semester:	Third Semester
Course Name:	Strategic Financial Management
Course Type:	Specialization
Course Code:	30530
Course Credit:	03
Numbers of LTP:	46 (L=38, T=00, P=08)

Course Objectives:

- To provide a comprehensive understanding of advanced concepts, tools, and techniques in financial management that support strategic decision-making in organizations.
- To develop analytical skills for evaluating long-term financial strategies relating to investment, financing, and dividend decisions in dynamic business environments.
- To equip learners with the ability to apply financial models, capital structure theories, and risk management strategies for sustainable business growth.
- To enhance decision-making capabilities by integrating time value of money, risk–return trade-offs, cost of capital, and valuation techniques into strategic financial planning.
- To foster an understanding of corporate restructuring strategies such as mergers, acquisitions, divestitures, and international financial management.
- To inculcate ethical and socially responsible financial practices in alignment with corporate governance and stakeholder value creation.

Course Outcomes (COs);

COs	Cognitive Level (Bloom's)	Course Outcome
CO1	Remembering/ Understand	Explain the scope, importance and role of strategic financial management in business decision-making.
CO2	Apply	Apply advanced financial concepts such as cost of capital, risk–return trade-offs, and valuation models in strategic planning.
CO3	Analyse	Analyze investment decisions using capital budgeting techniques under conditions of risk and uncertainty.
CO4	Analyze	Evaluate financing strategies and capital structure decisions to optimize organizational value.
CO5	Create	Formulate effective dividend policies consistent with corporate objectives and shareholder expectations.
CO6	Evaluate	Assess corporate restructuring strategies including mergers, acquisitions, and divestitures for long-term value creation.
CO7	Analyze	Examine international financial management practices, including foreign exchange risk management and cross-border financing.
CO8	Evaluate	Integrate ethical principles, corporate governance, and sustainability considerations into financial decision-making.

Mapping of COs to POs

(Scale: 1 – Low, 2 – Medium, 3 – High relevance)

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	2	2	1	1	2	2	2
CO2	3	2	2	2	1	1	3	2
CO3	3	3	2	2	1	1	3	2
CO4	3	2	3	2	2	2	3	2
CO5	3	2	2	3	1	2	2	2
CO6	3	3	3	2	2	2	3	2
CO7	3	3	2	2	1	2	3	2
CO8	2	2	2	3	2	2	2	3

Detailed Syllabus:

Unit	Topics	Lecture	Tutorial	Practical	Total No. of Classes
I	Introduction: Strategic Financial Management- Meaning, Decision Making, Strategic Business objectives; Strategic Objectives of Non Profit Organization; Challenges in Strategic Financial Management	06	-	-	10
II	Joint Venture: Objectives, necessity and methods of accounting- recording transactions in the books of one co-venture; recording transactions in the books of all co-ventures; recording of transactions in separate set of books	08	-	02	12
III	Dividend Policy: Dividend policy decision— Introduction Irrelevance of dividends, Modigliani & Miller Hypothesis, assumptions & crux of the argument, Relevance of Dividends-- Walter's model and Gordon's model	08	-	02	12
IV	Financial Restructuring: Mergers & Acquisitions; Demerger; Leverage Buyout; Symptoms of financial restructuring	08	-	02	11
V	Valuation: Goodwill & Valuation of Goodwill	08	-	02	11
Total		38	-	08	46

Practical: Facts/ data analysis, Case Study, Field Study, Presentation

Course Delivery Methods:

- Class Lectures
- Presentation
- Case Study

Course Outcome (CO) Attainment Assessment Tools and Evaluation Procedure: Direct Assessment

Assessment Tool	% Contribution during CO Attainment
End semester Examination Marks	60
In semester sessional examination marks	20
Presentation and Assignments Marks	15
Class Participation Marks	05

Suggested Readings:

1. Saravanan, Jayaprakash & Bharathy; Strategic Financial Management, Oxford
2. Khan & Jain, Financial Management, Tata Mc Graw Hill
3. Jakhotiya G P, Strategic Financial Management, Vikas Publications
4. Chandra Prasanna, Financial Management, Tata Mc Graw Hill
5. Pandey, I.M. – Financial Management, Vikas Publishing.

MBA (FT) Programme

Semester:	Third Semester
Course Name:	Marketing of Services
Course Type:	Specialization
Course Code:	30610
Course Credit:	03
Numbers of LTP:	48 (L=36, T=06, P=06)

Course Objectives:

- Understand the nature, scope and significance of service marketing.
- Differentiate between goods and services and apply the extended marketing mix (7Ps).
- Analyze customer expectations, satisfaction and perceptions of service quality.
- Learn effective service recovery and relationship marketing strategies.
- Develop ethical and innovative approaches in service design and management.

Course Outcome:

The following are course outcomes:

COs	Cognitive Level / Bloom's	Course Outcome
CO 1	Remembering	Understand concepts and characteristics of services marketing
CO 2	Understanding	Explain service consumer behavior and expectations
CO 3	Applying	Apply service marketing mix and quality models
CO 4	Analysing	Analyze service design and service delivery processes
CO 5	Evaluating	Evaluate service recovery and CRM strategies
CO 6	Creating	Design innovative service marketing strategies

Mapping of COs to POs

(Scale: 1 – Low, 2 – Medium, 3 – High Relevance)

COs / POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO 1	3	2	2	2	1	1	1	1
CO 2	3	3	2	2	1	3	2	1
CO 3	3	3	2	2	1	2	2	1
CO 4	3	2	3	2	2	2	2	2
CO 5	3	2	3	3	2	3	2	2
CO 6	3	2	3	3	2	2	3	3

Detailed Syllabus:

Unit	Topics	Lecture	Tutorial	Practical	Total No. of Classes
I	Introduction to Services Marketing – meaning, nature, characteristics, growth of service sector, goods vs services, classification, service marketing mix (7Ps), triangle, service management trinity, case study	08	00	00	08
II	Understanding Service Consumers – expectations, zone of tolerance, factors influencing expectations, managing expectations, service encounters, relationship building	07	02	02	11
III	Service Quality and CRM – SERVQUAL, GAP model, service failure and recovery, service guarantees, servicescape, long-term customer relationships	07	00	02	09
IV	Service Design and Delivery – service blueprinting, new service development, pricing, distribution, promotion, human elements in service delivery	07	02	00	09
V	Sectoral Applications & Trends – financial, health, hospitality, tourism, education services, CRM, technology, innovation, experience economy	07	02	02	11
Total		36	06	06	48

Course Delivery Methods

- Class Lectures
- Presentation
- Case Study
- Audio Visual Learning

Course Outcome (CO) Attainment Assessment Tools

Assessment Tool	% Contribution during CO Attainment
End Semester Examination	60
Sessional Tests	20
Assignments / Presentation	15
Class Participation	5

Suggested Readings:

1. Zeithaml & Bitner – Services Marketing: Integrating Customer Focus Across the Firm
2. Lovelock & Wirtz – Services Marketing: People, Technology, Strategy
3. Adrian Palmer – Principles of Services Marketing
4. Nargundkar – Services Marketing: Text & Cases
5. Ravi Shanker – Services Marketing: The Indian Perspective
6. C. Bhattacharjee – Services Marketing
7. R. Srinivasan – Services Marketing: The Indian Context

MBA (FT) Programme

Semester:	Third Semester
Course Name:	Industrial Relations – Legal Framework
Course Type:	Specialization
Course Code:	30620
Course Credit:	03
Numbers of LTP:	42 (L=42, T=00, P=00)

Course Objectives:

- Awareness and understanding of key labour laws governing the working conditions
- Analysing legal frameworks for industrial relations, dispute resolution and union activities
- Applying disciplinary and compliance procedures within organisational contexts

Course Outcomes:

The following are the course outcomes:

COs	Cognitive Level (Bloom's)	Course Outcome
CO1	Remembering	Recall key provisions of labour laws
CO2	Understanding	Explain the purpose and implications of business laws in industrial context
CO3	Applying	Use relevant labour laws to address workplace disputes and compliance issues
CO4	Analysing	Break down industrial dispute cases to identify applicable laws and legal reasoning
CO5	Evaluating	Judge the effectiveness of existing labour law provisions in protecting employee rights and promoting industrial harmony
CO6	Creating	Propose improved policies that integrate legal compliance with organisational goals

Mapping of COs to POs

(Scale: 1 – Low, 2 – Medium, 3 – High Relevance)

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	1	1	1	1	1	2	2	1
CO2	2	1	1	1	1	2	2	1
CO3	2	1	1	3	2	2	2	2
CO4	2	2	1	2	2	1	2	1
CO5	2	2	2	2	2	1	2	2
CO6	2	2	3	3	3	2	2	2

Detailed Syllabus:

Unit	Topics	Lecture	Tutorial	Practical	Total Nos of Classes
I	Working Condition Law: The Factories act,1948; The Mines Act,1952; The Plantation Labour Act,1951	08	00	00	08
II	Social Security Laws: The Workmen's Compensation Act,1923; The Employees' State Insurance Act,1948; The Employees' Provident Funds and Miscellaneous Provisions Act,1952; The Payment of Gratuity Act, 1972; The Maternity Benefit Act,1961	12	00	00	12
III	Wages and Bonus Laws: The Payment of Wages Act,1961; The Minimum Wages Act,1948; The Payment of Bonus Act,1965	10	00	00	10
IV	Industrial Relations Laws: The Industrial Dispute Act,1947; The Trade Unions Act,1926; The Industrial Employment (Standing Orders) Act,1946; The Contract Labour (Regulation and Abolition) Act,1970	09	00	00	9
V	Disciplinary Proceedings: Legal Provisions Related to Misconduct and Disciplinary Action: Domestic Enquiry and Discharge	03	00	00	3
Total		42	0	0	42

Course Delivery Methods

- Class Lectures
- Student Presentations
- Case Analysis

Course Outcome (CO) Attainment Assessment Tools and Evaluation Procedure: Direct Assessment

Assessment Tool	% Contribution during CO Attainment
End Semester Examination Marks	60
In Semester Sessional Examination Marks	20
Case Analysis Marks	10
Assignment Marks	5
Class Participation Marks	5

Suggested Readings

- Industrial Relations, Trade Unions and Labour Legislation – P.R.N.Sinha, I.B.Sinha, S.P.Shekhar, Pearson
- Labour & Industrial Law Manual—Universal Law Publishing
- Handbook of Industrial Law—N.D.Kapoor; Sultan Chand & Sons
- Industrial Sociology – Deepak Mathur, Biztantra
- Domestic Enquiry and Punishment – K.P. Chakravarti, Eastern Law House

MBA (FT) Programme

Semester:	Third Semester
Course Name:	Security Analysis, Investment and Portfolio Management
Course Type:	Specialization
Course Code:	30630
Course Credit:	03
Numbers of LTP:	50 (L=34, T=16, P=00)

Course Objectives:

- Understand the fundamental concepts of investments and their alternatives
- Differentiate between investment, speculation, and gambling strategies
- Learn security analysis techniques including fundamental and technical analysis
- Apply portfolio management theories and capital asset pricing models
- Analyse risk-return relationships in portfolio construction and management
- Explore derivative instruments and their applications in investment strategies

Course Outcomes:

The following are the course outcomes:

COs	Cognitive Ability	Course Outcome
CO1	Remembering	Identify and describe various investment alternatives, objectives, and basic investment terminologies
CO2	Understanding	Explain the concepts of security analysis, fundamental analysis, technical analysis, and valuation methods
CO3	Applying	Apply Capital Asset Pricing Model (CAPM), portfolio selection techniques, and risk-return analysis in investment decisions
CO4	Analysing	Analyse portfolio performance using diversification theories, Markowitz model, and efficient market concepts
CO5	Evaluating	Evaluate investment strategies, portfolio efficiency, and market performance using various financial models and theories
CO6	Creating	Design and construct optimal investment portfolios considering risk tolerance, return expectations, and market conditions

Mapping of COs to POs

(Scale: 1 – Low, 2 – Medium, 3 – High Relevance)

CO#	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2	1	2	1	1	1	2	1
CO2	2	3	3	2	1	2	2	2
CO3	3	2	3	2	2	2	3	2
CO4	2	2	2	2	1	2	2	2
CO5	3	3	3	2	2	2	3	2
CO6	3	3	3	2	2	2	3	3

Detailed Syllabus:

Unit	Topics	Lecture	Tutorial	Practical	Total No. of Classes
I	Introduction to Investments: Introduction of investments- meaning, Investment vs. Speculation, Key differences and characteristics, Investment vs. Gambling, Various investment alternatives (stocks, bonds, mutual funds, real estate, commodities), Investment process and its elements, Objectives of investment: Capital appreciation, income generation, tax benefits, Risk-return relationship in investments	07	04	00	11
II	Security Analysis: Meaning and importance of securities analysis, Fundamental Analysis, Technical Analysis, Valuation of Bonds and Shares	07	04	00	11
III	Portfolio Management: Capital Asset Pricing Model (CAPM): Assumptions, derivation, and applications, Benefits and limitations of CAPM, Capital Market Line (CML), Security Market Line (SML), Efficiency Frontier and Efficient Market Theory	07	02	00	09
IV	Portfolio Theory: Portfolio Analysis: Risk and return of portfolios, Portfolio Selection and Management, Portfolio Evaluation, Concept of Diversification: Benefits and types of diversification, Markowitz's Theory of Diversification, Analysis of Return and Risk in the context of Portfolio	06	04	00	10
V	Introduction to Derivatives: Meaning and characteristics of derivatives, Players in derivatives market, Components of derivatives (Options and Futures)	07	02	00	09
Total		34	16	0	50

Course Delivery Methods

- Interactive Class Lectures
- Class Assignment
- Presentations and group projects
- Case Study Analysis

Course Outcome (CO) Attainment Assessment Tools and Evaluation Procedure: Direct Assessment

Assessment Tools	% Contribution during CO Attainment
End Semester Examination Marks	60
In Semester Sessional Examination Marks	20
Practical Assessment Marks	10
Seminar Marks	5
Class Participation Marks	5

Suggested Readings

- Security Analysis and Portfolio Management, M. Ranganatham and R. Madhumathi, Pearson Publication.
- Security Analysis and Portfolio Management, V.A. Avadhani, Himalaya Publishing House.
- Financial Management, I M Pandey, Vikas Publishing House,
- Security Analysis and Portfolio Management, K Sasidharan and Alex K Methews, McGrawHill.
- Security Analysis and Portfolio Management, V. Gangadhar, Anmol Publication Pvt. Ltd.

MBA (FT) Programme

Semester:	Third Semester
Course Name:	Advertising and Brand Management (ABM)
Course Type:	Specialization
Course Code:	30710
Course Credit:	03
Numbers of LTP:	52 (L=32, T=16, P=04)

Course Objectives:

- Understand the various components of advertising and brand management in the context of marketing.
- Develop an understanding of advertising planning, media selection, and agency management.
- Gain insights into branding concepts and practices across sectors.
- Understand the financial and strategic role of brand management in business.
- Integrate digital and ethical practices in branding and advertising

Course Outcomes (COs);

COs	Cognitive Level (Bloom's)	Course Outcome
CO1	Remembering	Define the concept, role, importance and types of advertising.
CO2	Understanding	Interpret the ethical, legal, and social aspects of advertising.
CO3	Applying	Construct advertising campaigns with appropriate message, layout, media and budgeting.
CO4	Analyzing	Evaluate the effectiveness of advertising using testing techniques.
CO5	Applying	Demonstrate brand creation, positioning, and brand equity building.
CO6	Evaluating	Appraise brand strategies and revitalization techniques across sectors.
CO7	Creating	Develop integrated brand and advertising strategies for competitive advantage.

Mapping of COs to POs

(Scale: 1 – Low, 2 – Medium, 3 – High relevance)

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	2	1	1	1	2	1	1
CO2	2	2	1	3	1	2	1	3
CO3	3	2	3	2	2	3	1	2
CO4	2	3	2	2	1	2	1	2
CO5	3	2	3	2	2	3	1	2
CO6	2	3	2	3	1	2	1	2
CO7	3	2	3	3	3	3	2	3

Detailed Syllabus:

Unit	Topics	Lecture	Tutorial	Practical	Total No. of Classes
I	Concept, Role, importance and types of advertising; Legal, Ethical and Social aspect of advertising.	06	02	00	08
II	Objective setting and market positioning DAGMAR Approach. Building of advertising program - Message, Headline, Copy, Logo, Illustration, Appeal, Layout, Campaign Planning, Media Planning, Budgeting	08	04	02	14
III	Advertising Evaluation: Testing Techniques. Advertising organization – Selection, Compensation & appraisal of Agency.	06	02	00	08
IV	Understanding Brands - Brand Creation, Brand Extension, Brand Hierarchy, Brand Personality, Brand Image, Brand Identity, Brand Positioning, Brand Equity, Brand Portfolio, Brand Revitalization. Value addition from branding – Brand customer relationship, Brand loyalty & customer loyalty	08	04	02	14
V	Financial aspect of Branding. Branding in different sectors- Customer, Industrial, Retail & Service Brands.	04	04	00	08
Total		32	16	04	52

Practical:

Facts/ Data Analysis, Case Study, Field Study, Presentation

Course Delivery Methods:

- Class Lectures
- Presentation
- Case Study

Course Outcome (CO) Attainment Assessment Tools and Evaluation Procedure: Direct Assessment

Assessment Tool	% Contribution during CO Attainment
End semester Examination Marks	60
In semester sessional examination marks	20
Presentation and Assignments Marks	15
Class Participation Marks	05

Suggested Readings:

1. Advertising Management, C L Tyagi, & A. Kumar, Atlantic Publishers
2. Brand Management, H V Verma, Excel Books
3. Strategic Brand Management, R Rosenbaum, E. L. Percy, & S Pervan, OUP
4. Advertising Management, R. Batra, J G Myers, &, D. A Aaker, Pearson
5. Foundations of Advertising - Theory & Practice, S. A. Chunawalla, & K. C. Sethia, Pearson

MBA (FT) Programme

Semester:	Third Semester
Course Name:	Human Resource Development Concepts and Strategies
Course Type:	Specialization
Course Code:	30720
Course Credit:	03
Numbers of LTP:	56 (L=28, T=00, P=28)

Course Objectives:

- The paper will help the students to understand about the ways and means of human resource development in an organization
- It will make the students aware about the need of strategic management of human resources to adjust with the changing business environment.
- It also tries to make the students acquainted with the latest strategic steps taken by different organizations to manage their workforce.

Course Outcomes:

The following are course outcomes:

COs	Cognitive Level (Bloom's)	Course Outcome
CO 1	Remembering	The learners will be able to define and recognize the various human resource development related concepts like training, learning, career development etc.
CO 2	Understanding	The learners will be able to explain and understand how and when the HRD strategies are adopted by the companies for their survival and success. They will be able to understand the types of challenges organizations are facing regarding human development.
CO 3	Applying	The learners will be able to predict the impact of investment on human resource in enhancing the competitive strength of an organization.
CO 4	Analyzing	The learners will be able to differentiate among the diverse forces of globalized economy on the human resource development in an organization
CO 5	Evaluating	The learners will be able to determine the use of suitable interventions and policies for human resource development while going through different situations in an organization.
CO 6	Creating	The learner will be able to design a plan for human resource development which will be in alignment with the corporate strategy of a business organization.

Mapping of COs to POs

(Scale: 1 – Low, 2 – Medium, 3 – High Relevance)

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO 1	2	2	1	1	2	2	3	2
CO 2	3	3	2	2	3	3	3	3
CO 3	3	3	3	2	2	3	3	2
CO 4	2	3	3	2	2	3	3	2
CO 5	3	3	3	3	3	3	3	3
CO 6	3	3	3	3	3	3	3	3

Detailed Syllabus:

Unit	Topics	Lecture	Tutorial	Practical	Total No. of Classes
I	The fundamentals of human resource development- Introduction to HRD concepts, the Implications of Globalization for HRD, Defining Learning, Training, and Development, the Shift from Formal Interventions to Informal Workplace Learning	07	00	04	11
II	Training and Development- Need, objectives, types, principles, Evaluation of training Programme, Management Development Programme, Objective, Importance and Evaluation of training	05	00	04	9
III	Career Planning and Development - Importance, Career Transitions, Types of Corporate Career Management, Steps in Career Development System, Succession Planning	06	00	07	13
IV	Employee counseling and Wellness Services – Employee Assistance Programmes, Mentoring, Stress Management, Work Life Balance, Physical and Mental Health Promotion	06	00	07	13
V	Ethical Issues in Human Resource Development – Ethical Dilemmas, Corporate Culture, Ethical Climate & Impact on Human Resource Development, Ways to Perfect Decision Making for Effective Human Resource Development	04	00	06	10
Total		28	00	28	56

Practical:, case study, field study, presentation

Course Delivery Methods:

- Class Lectures
- Presentation
- Case Study

Course Outcome (CO) Attainment Assessment Tools and Evaluation Procedure: Direct Assessment

Assessment Tool	% Contribution during CO Attainment
End semester Examination Marks	60
In semester sessional examination marks	20
Presentation and Assignments Marks	15
Class Participation Marks	05

Suggested Readings:

1. Human Resource Management, Dessler, Varkkey , PEARSON
2. Essentials of Human Resource Management and Industrial Relations–Text Cases and Games, P. S. Rao Himalaya Publishing House
3. Human Resource Management- Pravin Durai, Pearson.
4. Human Resource and Personnel Management Text and Cases , K Aswathappa, McGrawhill Companies
5. Human Resource Development, Werner Desimone –CENGAGE Learning

MBA (FT) Programme

Semester:	Third Semester
Course Name:	Working Capital Management
Course Type:	Specialization
Course Code:	30730
Course Credit:	03
Numbers of LTP:	46 (L=38, T=00, P=08)

Course Objectives:

- To provide a comprehensive understanding of concepts, techniques, and frameworks related to working capital management and short-term financial decision-making.
- To develop analytical skills for evaluating working capital requirements using operating cycle and cash conversion cycle analysis.
- To equip learners with the ability to assess sources of working capital and apply financing decisions suitable for diverse business conditions.
- To enhance decision-making capabilities in managing cash, receivables, and inventory using advanced tools and classification techniques.
- To foster the ability to integrate liquidity management, financial control, and risk– return trade-offs for sustainable business operations.

Course Outcomes (COs);

COs	Cognitive Level (Bloom's)	Course Outcome
CO1	Remembering/ Understand	Explain the concepts, meaning, significance, and components of working capital.
CO2	Understand/ Apply	Distinguish between types of working capital and compute working capital requirements using operating and cash cycle.
CO3	Analyse/ Evaluate	Evaluate various sources of working capital and determine their suitability for business needs.
CO4	Analyze	Analyze cash management techniques, motives, and determinants of optimal cash balance.
CO5	Apply/ Analyze	Apply tools of receivable and inventory management for efficient working capital control.

Mapping of COs to POs

(Scale: 1 – Low, 2 – Medium, 3 – High relevance)

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	2	1	1	1	2	2	2
CO2	3	2	2	2	1	2	2	2
CO3	3	3	3	2	2	2	2	2
CO4	3	2	3	2	1	2	2	2
CO5	3	2	3	2	2	2	2	2

Detailed Syllabus:

Unit	Topics	Lecture	Tutorial	Practical	Total No. of Classes
I	Introduction Working Capital Meaning –definition – Concept of Working Capital – Balance Sheet Concept – Operating Cycle Concept – Importance of – components of working capital – Factors Influencing working capital requirements – working capital life cycle – Role of finance manager in working capital.	08	-	-	08
II	Types of Working Capital – Gross Working Capital – Net Working Capital – Operating Cycle: Meaning of Operating Cycle, Significance of Operating Cycle – Cash Cycle: Meaning of Cash Cycle, Significance of Cash Cycle – Estimation of Working Capital Requirements – Determinants of Working Capital – Computation of Working Capital (Simple problems).	08	-	08	16
III	Sources of Working Capital – Commercial Banks: Forms of Bank Finance – Commercial Papers (CPs): Features – Factoring – Trade Credit: Advantages of Trade Credit – Accrued Expenses: Importance of Accrued Expenses – Deferred Income.	08	-		08
IV	Cash Management – meaning – importance – Cash vs. Cash Flow – Motives for Holding Cash and Marketable Securities – Factors Determining the Optimum Cash Balance	06	-		06
V	Receivable Management – Dimensions of Receivable Management- Collections from Receivables – Inventory Management – Tools and Techniques of Inventory Management – ABC Approach- Value- volume Analysis – Classification: HML Classification, XYZ Classification, VED Classification, FSN Classification, SDF and GOLF Classifications, SOS Classification.	08	-		08
Total		38	-	08	46

Practical: Facts/ data analysis, Case Study, Field Study, Presentation

Course Delivery Methods:

- Class Lectures
- Presentation
- Case Study

Course Outcome (CO) Attainment Assessment Tools and Evaluation Procedure: Direct Assessment

Assessment Tool	% Contribution during CO Attainment
End semester Examination Marks	60
In semester sessional examination marks	20
Presentation and Assignments Marks	15
Class Participation Marks	05

Suggested Readings:

1. Prasanna Chandra – *Financial Management: Theory and Practice*, McGraw Hill
2. Khan & Jain – *Financial Management: Text, Problems and Cases*, McGraw Hill
3. C. Bose – *Fundamentals of Financial Management*, PHI Learning
4. R. M. Srivastava – *Essentials of Business Finance*, Himalaya Publishing
5. Hrishikes Bhattacharya – *Working Capital Management: Strategies and Techniques*, Prentice Hall of India

MBA (FT) Programme

Semester:	Fourth Semester
Course Name:	International Business
Course Type:	Core
Course Code:	40100
Course Credit:	03
Numbers of LTP:	48 (L=36, T=12, P=00)

Course Objectives (COBJ):

- To understand the concept of *Globalization and International Business*.
- To comprehend various *International Trade Theories* and their differences.
- To analyze environmental factors affecting International Business.
- To differentiate between National and International Marketing, Finance, and HRM.
- To develop a business plan having the potential of international expansion.

Course Outcomes (COs):

COs	Cognitive Ability (Bloom's)	Course Outcome
CO1	Understanding	Explain globalization, criticisms, and the scope of international business.
CO2	Applying	Apply international trade theories to analyze trade practices.
CO3	Analyzing	Analyze political, economic, legal, and cultural environments influencing international business.
CO4	Evaluating	Evaluate and apply practices in international marketing, finance, and HRM.
CO5	Creating	Construct and present a business plan for international expansion.

Mapping of COs to POs

(Scale: 1 – Low, 2 – Medium, 3 – High Relevance)

COs \ POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	2	1	1	–	–	1	1
CO2	3	2	1	1	–	–	–	–
CO3	3	2	2	2	–	–	1	1
CO4	3	1	2	2	1	–	–	1
CO5	3	2	3	2	2	3		

Detail Syllabus:

Unit	Topics	Lecture	Tutorial	Practical	Total No. of Classes
I	Globalization and International Business – Concept of globalization, factors influencing globalization, criticisms of globalization, concept of IB, reasons for IB expansion, Domestic vs International Business, Managing business in the global era	08	02	00	10
II	Theories of International Trade – Mercantilism, Absolute Advantage, Comparative Advantage, Factor Endowment (Heckscher-Ohlin) Theory, Country Similarity Theory, New Trade Theory, International Product Life Cycle Theory, Theory of Competitive Advantage; implications of Trade Theories	08	02	00	10
III	International Business and the Environment – Factors affecting International Business: Political, Legal, Economic, and Cultural Environment; WTO, GATT, IMF, World Bank	08	02	00	10
IV	International Marketing, Finance, and HRM – International Marketing (objectives, market identification, segmentation, targeting, entry mode, international marketing mix decision); International Finance (International Monetary System, Exchange Rate Arrangements, Currencies, Foreign Exchange Market, Risks, Exposure); International HRM (Concept, International Organizational Structures, Recruitment, Selection, Training)	08	04	00	12
V	Group Project – Prospect of International Business in North-East India	04	02	00	06
Total		36	12	00	48

Course Delivery Methods (International Business):

- Interactive lectures and classroom discussions
- Case study method (global trade, FDI, WTO cases)
- Group projects and presentations on international business prospects
- Brainstorming and simulation exercises
- Audio-visual learning aids (documentaries, WTO/IMF reports, trade data)
- Assignments and reflective writing
- Industry/guest expert sessions

Course Outcome (CO) Attainment Assessment Tools & Evaluation Procedure: Direct Assessment

Assessment Tool	% Contribution during CO Attainment
End Semester Examination Marks	60
In-Semester Sessional Examination Marks (2 × 10 = 20)	20
Assignment / Group Project / Presentation Marks	10
Class Participation & Case Discussion Marks	5
Reference Readings & Engagement	5

Suggested Readings:

1. V.K. Bhalla – *International Economy: Liberalisation Process* (Anmol)
2. V.K. Bhalla & S. Shivaramu – *International Business: Environment and Management* (Anmol)
3. V.K. Bhalla & S. Shivaramu – *International Marketing* (Oxford University Press)
4. K. Aswathappa – *International Business* (McGraw Hill)
5. Francis Cherunilam – *International Business Environment* (Himalaya Publishing House)

MBA (FT) Programme

Semester:	Fourth Semester
Course Name:	Information Systems (IS)
Course Type:	Core
Course Code:	40200
Course Credit:	03
Numbers of LTP:	49 (L=35, T=00, P=14)

Course Objectives:

- Understand the role of information systems for carrying out business and perform managerial functions through them
- Have an overview of latest trends in the area of information management and information systems
- Learn the design and development of information systems in practice

Course Outcomes:

The following are the course outcomes:

CO#	Cognitive Ability	Course Outcome
CO1	Remembering	Identify and describe various terminologies related to information systems
CO2	Understanding	Discuss about the uses of information systems in a business setting
CO3	Applying	Use information system for automating business processes and bring about efficiency in operations
CO4	Analyzing	Analyze information system needs of a business entity
CO5	Evaluating	Evaluate an information system and carry out information system audit.
CO6	Creating	Design and develop an information system

Mapping of COs to POs

(Scale: 1 – Low, 2 – Medium, 3 – High Relevance)

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	1	1	1	1	1	2	2	1
CO2	1	1	1	2	2	2	2	1
CO3	2	1	1	2	2	2	2	1
CO4	2	1	1	2	2	2	2	1
CO5	1	1	1	1	1	2	1	1
CO6	2	2	2	2	2	3	2	2

Detailed Syllabus

Unit	Topics	Lecture	Tutorial	Practical	Total No. of Classes
I	Information System Concepts: Information as a resource for business organizations; Information system – definition, components, types and uses; AI and ML; Case Studies	10	0	0	10
II	Information System Development: Phases of IS Development; Models of IS Development; User Interface – importance, guidelines for UI design, concept of UX	8	0	0	8

III	Building Databases: Understanding Databases; Requirement Analysis; Conceptual/Logical Modelling using ER/UML; Relational Model; Anomalies and Normalization – till BCNF	10	0	0	10
IV	Information System Security and Audit: Concepts of Information System Security – objectives, principles, policies; Information System Audit – concepts, importance, process	7	0	0	7
V	Building an Information System (Practical): Using MS Access to develop an information system; Learn SQL in MS Access	0	0	14	14
	Total	35	0	14	49

Course Delivery Methods

- Class Lectures
- Presentations
- Practicals
- Online Lecture Notes & Video Tutorials

Course Outcome (CO) Attainment Assessment Tools and Evaluation Procedure: Direct Assessment

Assessment Tool	% Contribution during CO Attainment
End Semester Examination Marks	60
In Semester Sessional Examination Marks	20
Practical Assessment Marks	15
Class Participation Marks	5

Suggested Readings

- Kenneth C. Laudon, & Jane P. Laudon, *Management Information System* (17th Edition), Pearson
- James A. O'Brien, George M. Marakas, & Ramesh Behl, *Management Information Systems* (10th Edition), Tata McGraw Hill
- David Bourgeois, *Information Systems for Business and Beyond (2019)*, E-book downloadable from <https://opentextbook.site/informationssystem2019/>
- Ramez Elmasri, & Shamkant B. Navathe, *Fundamentals of Database Systems* (7th Edition), Pearson

MBA (FT) Programme

Semester:	Fourth Semester
Course Name:	Business Ethics, Corporate Governance and Social Responsibility
Course Type:	Core
Course Code:	40300
Course Credit:	03
Numbers of LTP:	47 (L=37, T=05, P=05)

Course Objectives

- To provide students with a strong foundation in ethical theories, corporate governance mechanisms, and CSR practices.
- To equip students with tools for ethical decision-making in complex business situations.
- To develop responsible managers who integrate governance, accountability, and sustainability in practice.
- To expose students to **Indian Knowledge Systems (IKS)**, traditional values, and ethical practices in business.
- To align business leadership with **societal well-being and universal human values** in line with NEP 2020

Course Outcomes (CO):

COs	Cognitive Ability / Bloom's	Course Outcome
CO1	Understanding	Explain ethical theories, principles, and frameworks relevant to business decision-making.
CO2	Applying	Apply concepts of corporate governance for accountability, transparency, and fairness.
CO3	Analyzing & Evaluating	Analyze CSR initiatives in the context of sustainability and stakeholder management.
CO4	Applying & Creating	Integrate Indian Knowledge Systems (IKS) and cultural values into ethics and governance practices.
CO5	Evaluating & Creating	Demonstrate critical thinking and ethical leadership in addressing contemporary business dilemmas.

Mapping of COs to POs

(Scale: 1 – Low, 2 – Medium, 3 – High Relevance)

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	2	–	2	–	–	2	2
CO2	3	–	2	3	–	–	–	2
CO3	2	–	3	3	–	–	–	3
CO4	–	–	–	3	–	–	2	3
CO5	2	2	2	3	2	2	–	3

Detailed Syllabus:

Unit	Topics	Lecture	Tutorial	Practical	Total No. of Classes
I	Introduction to Business Ethics: Meaning, scope, and importance of ethics in business, Ethical theories and frameworks (utilitarianism, deontology, virtue ethics), Managerial ethics: individual vs. organizational ethics, Ethical dilemmas and decision-making models.	08	01	01	10
II	Corporate Governance: Principles and importance of corporate governance, Governance mechanisms: Board structure, committees, audit systems, Role of independent directors and regulatory bodies (SEBI, Companies Act), Global governance practices vs. Indian governance scenario.	07	01	01	09
III	Corporate Social Responsibility (CSR) and Sustainability: Concept, evolution, and strategic importance of CSR, CSR provisions in India (Companies Act, 2013 – Section 135), Stakeholder theory and stakeholder engagement, Triple Bottom Line and Sustainable Development Goals (SDGs), Case studies of CSR in Indian and global corporations	07	01	01	09
IV	Indian Knowledge Systems (IKS) and Ethical Business Practices: Indian philosophical thought: <i>Dharma, Arthashastra, Bhagavad Gita, Buddhist ethics, Gandhian trusteeship</i> , Traditional Indian approaches to leadership, duty, and social responsibility, Indigenous practices of corporate social accountability (guilds, community trade practices, cooperative movements), Integration of IKS with modern CSR and governance models.	08	01	01	10
V	Contemporary Issues and Applications: Business ethics in the digital era (data privacy, AI ethics, cyber governance), Ethical challenges in globalization, climate change, and corporate scandals, ESG (Environmental, Social, Governance) frameworks, Case discussions: Infosys governance model, TATA Group ethics, Satyam scandal lessons.	07	01	01	09
Total		37	05	05	47

Course Delivery Methods:

- Lectures with multimedia tools for conceptual clarity.
- Case studies from Indian and global businesses.
- Group projects & simulations for experiential learning.
- Role-plays and management games for leadership and communication skills.
- Flipped classroom & blended learning using online resources.

Course Outcome (CO) Attainment Assessment Tools & Evaluation Procedure: Direct Assessment

Assessment Tool	% Contribution during CO Attainment
End Semester Examination Marks	60
In Semester Sessional Examination Marks	10
Practical Assessment Marks	10
Seminar Marks	15
Class Participation Marks	5

Suggested Readings:

1. Crane, A., Matten, D. *Business Ethics*. Oxford University Press.
2. Mallin, C. *Corporate Governance*. Oxford.
3. Fernando, A.C. *Business Ethics and Corporate Governance*. Pearson.
4. Chakraborty, S.K. *Foundations of Managerial Work: Contributions from Indian Thought*. Himalaya.
5. Sharma, J.P. *Corporate Governance, Business Ethics and CSR*. Ane Books.
6. Velasquez, M. *Business Ethics: Concepts and Cases*. Pearson.

MBA (FT) Programme

Semester:	Fourth Semester
Course Name:	Strategic Marketing
Course Type:	Specialization
Course Code:	40510
Course Credit:	03
Numbers of LTP:	48 (L=36, T=04, P=08)

Course Objectives:

- To understand the fundamental principles and scope of strategic marketing in a competitive business environment.
- To analyze internal competencies, market dynamics and environmental forces influencing marketing strategies.
- To formulate strategic approaches for market segmentation, targeting, positioning and branding.
- To develop strategies for achieving and sustaining competitive advantage through innovation and differentiation.
- To evaluate and apply marketing mix strategies for long-term business growth and value creation.

Course Outcomes:

COs	Cognitive Ability / Bloom's	Course Outcome
CO1	Remember / Understand	Explain the fundamental concepts and scope of strategic marketing.
CO2	Understand / Analyze	Analyze the strategic marketing process and environmental scanning.
CO3	Analyze / Apply	Apply competitive strategies and growth strategies in different markets.
CO4	Apply / Evaluate	Analyze segmentation, targeting and positioning strategies.
CO5	Evaluate	Evaluate brand management and CRM strategies.
CO6	Evaluate / Create	Design strategic marketing mix and implementation strategies for competitive advantage.

Mapping of COs to POs

(Scale: 1 – Low, 2 – Medium, 3 – High Relevance)

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	2	2	2	1	1	1	1
CO2	3	3	2	2	1	3	2	1
CO3	3	3	3	2	2	2	2	1
CO4	3	2	3	2	2	2	2	2
CO5	3	2	3	3	2	2	3	2
CO6	3	2	3	3	2	3	3	3

Detailed Syllabus:

Unit	Topics	Lecture	Tutorial	Practical	Total No. of Classes
I	Introduction to Strategic Marketing – concept, nature and scope; strategic marketing process; organizational competencies; environmental scanning; strategic planning process; case study.	08	00	00	08
II	Market Strategies – market leader, challenger, follower and nicher strategies; competitor reactions; strategies for emerging, declining and fragmented industries; case study.	06	00	02	08
III	Dealing with Competition – competitor analysis; sustainable competitive advantage; growth strategies; diversification; strategic alliances; global marketing strategies; case study.	06	02	02	10
IV	Segmentation, Targeting and Positioning – strategic segmentation; target market selection; positioning strategies; brand management; CRM; brand resonance and crisis marketing; case study.	08	00	02	10
V	Strategic Marketing Mix and Implementation – new product planning; pricing strategies; promotion strategies; sales promotion, PR and personal selling; channel strategies; implementation and control; case study.	08	02	02	12
Total		36	04	08	48

Practical: Facts/ data analysis, Case Study, Field Study, Presentation

Course Delivery Methods:

- Class Lectures
- Presentation
- Case Study

Course Outcome (CO) Attainment Assessment Tools and Evaluation Procedure: Direct Assessment

Assessment Tool	% Contribution during CO Attainment
End semester Examination Marks	60
In semester sessional examination marks	20
Presentation and Assignments Marks	15
Class Participation Marks	05

Suggested Readings:

1. Cravens D.W. & Piercy N.F. – Strategic Marketing
2. A. Nag – Strategic Marketing
3. V.S.P. Rao & V.H. Krishna – Strategic Management: Text and Cases
4. Kerin R. & Peterson R. – Strategic Marketing Problems
5. Steckel J.H. & Rao V.R. – Analysis for Strategic Marketing
6. Kotler P. & Keller K.L. – Marketing Management
7. David Aaker – Strategic Market Management
8. Jean-Jacques Lambin – Market Driven Management
9. Michael Porter – Competitive Strategy
10. Malcolm McDonald – Marketing Plans

MBA (FT) Programme

Semester:	Fourth Semester
Course Name:	Compensation Management
Course Type:	Specialization
Course Code:	40520
Course Credit:	03
Numbers of LTP:	50 (L=34, T=16, P=00)

Course Objectives

- To provide a comprehensive understanding of compensation concepts, systems, and practices within strategic human resource management.
- To enable learners to analyse wage structures, wage differentials, and compensation policies in various sectors.
- To develop the ability to design effective compensation packages aligned with organizational goals and employee performance.
- To enhance understanding of strategic compensation models and their alignment with business strategies.
- To familiarize students with incentive systems, international compensation structures, and issues affecting global workforce remuneration.
- To promote ethical and equitable compensation practices that support motivation, retention, and organizational justice.

2. Course Outcomes

COs	Bloom's Level	Course Outcome
CO1	Remember / Understand	Explain the concept, nature, and components of compensation and its role in HR strategy.
CO2	Apply / Analyse	Analyze wage structures and wage differentials across industries, occupations, and regions.
CO3	Analyse / Evaluate	Design compensation packages for various managerial and professional roles.
CO4	Evaluate	Evaluate strategic compensation models and their alignment with organizational goals.
CO5	Analyse / Evaluate	Examine incentive systems and international compensation practices for expatriates and other employee categories.
CO6	Evaluate / Create	Integrate ethical and equitable compensation principles into HR decision-making and organizational policies.

Mapping of COs to POs

(Scale: 1 – Low, 2 – Medium, 3 – High Relevance)

COs \ POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	2	2	1	2	2	2	2
CO2	3	3	2	2	1	2	2	2
CO3	3	2	3	2	2	3	2	2
CO4	3	2	3	3	2	2	2	3
CO5	3	3	3	2	2	2	3	2
CO6	2	2	2	3	2	2	3	3

Detailed Syllabus:

Unit	Content	Lecture	Tutorial	Practical	Total No. of Classes
I	OVERVIEW OF COMPENSATION AND WAGES Meaning and Nature of Compensation; Intrinsic and Extrinsic Compensation; Objectives and Functions of a Good Compensation System; Relationship Between Compensation and HR Functions; Factors Influencing Compensation Strategies; Concept of Money and Real Wages	08	02	00	10
II	WAGE DIFFERENTIALS Concept and Importance of Wage Differentials; Types of Wage Differentials: Occupational, Skill-based, Inter-Industry, Intra-Industry, Regional, Gender-based, and Sectoral; Factors Affecting Wage Differentials; Implications of Wage Differentials on Industrial Relations and Productivity	06	04	00	10
III	COMPENSATION DESIGNING Designing Compensation Packages for Various Roles: Supervisors, Directors, Executives, Sales Personnel, Scientists, and Engineers; Internal and External Equity in Compensation Design; Performance-Linked Pay and Competency-Based Pay Structures	08	04	00	12
IV	STRATEGIC COMPENSATION Alignment of Compensation with Business Strategy; Strategic Approaches to Compensation: "Best Fit" vs "Best Practices"; Sources of Competitive Advantage through Compensation; Linking Compensation with Organizational Performance and Employee Outcomes	06	04	00	10
V	INCENTIVES AND INTERNATIONAL COMPENSATION Incentive Systems: Meaning, Importance, Advantages, and Limitations; Methods of Incentive Calculation and Performance Rewards; International Compensation Management: Concepts and Challenges; Host Country Nationals (HCNs), Third Country Nationals (TCNs), and Expatriates; Issues in Designing Global Compensation Structures	06	02	00	08
Total		34	16	00	50

Practical: Facts/ Data Analysis, Case Study, Field Study, Presentation

Course Delivery Methods:

- Class Lectures
- Presentation
- Case Study
- Assignments and Field Surveys on Buying Behaviour
- Audio-Visual Teaching Aids and Industry Interactions

Course Outcome (CO) Attainment Assessment Tools and Evaluation Procedure: Direct Assessment

Assessment Tool	% Contribution during CO Attainment
End semester Examination Marks	60
In semester sessional examination marks	20
Presentation and Assignments Marks	15
Class Participation Marks	05

Suggested Readings

1. Martocchio, J. J. – Strategic Compensation: A Human Resource Management Approach, Pearson
2. Milkovich, G. T., Newman, J. M., & Ratnam, C. S. V. – Compensation, McGraw Hill
3. Sharma, A. M. – Understanding Wage Systems, Himalaya Publishing House
4. Henderson, R. I. – Compensation Management in a Knowledge-Based World, Pearson
5. Singh, S. S. – Compensation Management, Excel Books

MBA (FT) Programme

Semester:	Fourth Semester
Course Name:	Management of Financial Services
Course Type:	Specialization
Course Code:	40530
Course Credit:	03
Numbers of LTP:	47 (L=37, T=05, P=05)

Course Objectives:

- To provide a comprehensive understanding of advanced concepts, tools, and techniques in financial management that support strategic decision-making in organizations.
- To develop analytical skills for evaluating long-term financial strategies relating to investment, financing, and dividend decisions in dynamic business environments.
- To equip learners with the ability to apply financial models, capital structure theories, and risk management strategies for sustainable business growth.
- To enhance decision-making capabilities by integrating time value of money, risk– return trade-offs, cost of capital, and valuation techniques into strategic financial planning.
- To foster an understanding of corporate restructuring strategies such as mergers, acquisitions, divestitures, and international financial management.
- To inculcate ethical and socially responsible financial practices in alignment with corporate governance and stakeholder value creation.

Course Outcomes (COs);

COs	Cognitive Level (Bloom's)	Course Outcome
CO1	Remembering/ Understand	Explain the structure, functions, and regulatory framework of the financial system, including markets, services, and intermediaries.
CO2	Understand/ Analyze	Describe the role, types, and functions of banks, and analyze the impact of non-performing assets on banking operations.
CO3	Apply/ Evaluate	Apply the principles, characteristics, and functions of insurance in managing risk, and evaluate its limitations.
CO4	Analyze	Analyze the role and functions of merchant banking in capital markets and corporate advisory services.
CO5	Evaluate	Evaluate different financial services such as leasing, hire purchase, mutual funds, and venture capital with reference to their merits, demerits, and applications.
CO6	Analyze/ Evaluate	Examine innovative financial products, services, and instruments, and assess their role in modern financial systems.
CO7	Apply/ Analyze	Demonstrate decision-making and analytical skills in selecting appropriate financial services for business and personal finance.
CO8	Evaluate/ Create	Integrate ethical principles, corporate governance, and social responsibility into the management of financial services.

Mapping of COs to POs

(Scale: 1 – Low, 2 – Medium, 3 – High Relevance)

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	2	1	1	1	2	2	2
CO2	3	2	2	2	1	2	2	2
CO3	3	2	2	2	1	2	2	2
CO4	3	2	3	2	1	2	2	2
CO5	3	3	3	2	2	2	2	2
CO6	3	2	3	2	2	2	3	2
CO7	3	3	3	2	2	2	3	2
CO8	2	2	2	3	2	2	2	3

Detailed Syllabus:

Unit	Topics	Lecture	Tutorial	Practical	Total No. of Classes
I	Financial system: An Overview of Financial System, Functions of the Financial System, Financial Markets and Financial Services, Major Financial Intermediaries, Regulatory Framework for Financial Services.	08	01	01	10
II	Banking: Introduction, Definition of a Bank, Types of Banks, Functions of Commercial Banks, Non- Performing Assets.	07	01	01	09
III	Insurance: Introduction, Basic Characteristics of Insurance, Functions of Insurance, Prerequisites for the success of Insurance, Principles of Insurance, Limitations of Insurance.	07	01	01	09
IV	Merchant banking: Introduction, Types of Merchant Bankers, Role & Functions of Merchant Banking.	08	01	01	10
V	Other constituents of the financial system: Lease Financing - Essential Elements of Leasing, Types of Leases, Merits and Demerits of Lease Financing; Hire Purchase, Mutual Funds, Types of Mutual Funds, Advantages and Disadvantages of Mutual Funds, Venture Capital –definition, features, stages, investment mechanism, disinvestment mechanism, advantages & limitations. Financial jargons: New Financial Products and Services; Innovative Financial Instruments	07	01	01	09
Total		37	05	05	47

Practical:

Facts/ data analysis, Case Study, Field Study, Presentation

Course Delivery Methods: (examples)

- Class Lectures
- Presentation
- Case Study

Course Outcome (CO) Attainment Assessment Tools and Evaluation Procedure: Direct Assessment

Assessment Tool	% Contribution during CO Attainment
End semester Examination Marks	60
In semester sessional examination marks	20
Presentation and Assignments Marks	15
Class Participation Marks	05

Suggested Readings:

1. Bhalla V.K: Management of Financial Services, Anmol
2. Pathak, Bharati V.: The Indian Financial System
3. Matta K. Satish : Management of Financial Institutions and Services
4. Gopal C R: Management of Financial Services, Vikas Publishing House
5. Pandian P: Financial Services and Markets, Vikas Publishing House

MBA (FT) Programme

Semester:	Fourth Semester
Course Name:	International Marketing
Course Type:	Specialization
Course Code:	40610
Course Credit:	03
Numbers of LTP:	54 (L=30, T=16, P=08)

Course Objectives:

- To understand the dynamics of international markets and India's role in global trade.
- To apply knowledge of trade regulations, institutions, and documentation in export-import management.
- To design effective global marketing strategies by integrating ethical, cultural, and sustainable considerations.

COs	Cognitive Level (Bloom's)	Course Outcomes
CO1	Remembering	Define the concept, scope, and importance of international marketing and distinguish it from international trade and business.
CO2	Understanding	Explain various modes of entering international markets and analyze their advantages and limitations.
CO3	Analyzing	Examine the constraints of international marketing such as tariff and non-tariff barriers, and evaluate the role of trade agreements and trading partners.
CO4	Applying	Illustrate India's position in world trade by interpreting import and export policies, and identify the role of export promotion institutions such as ECGC, Commodity Boards, and Export Promotion Councils.
CO5	Applying	Demonstrate understanding of export procedures and documentation, including registration, quotations, shipping, insurance, and payment instruments.
CO6	Evaluating	Assess international marketing mix decisions such as product adaptation, pricing, promotion, and distribution strategies in global markets.
CO7	Creating	Formulate comprehensive international marketing strategies considering global opportunities, ethical principles, and sustainable practices.

Mapping of COs to POs

(Scale: 1 – Low, 2 – Medium, 3 – High relevance)

Cos/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	2	1	1	1	2	1	1
CO2	3	2	2	1	1	2	1	1
CO3	2	3	1	2	1	1	1	2
CO4	3	2	2	1	1	2	1	2
CO5	3	2	2	1	1	2	1	2
CO6	2	3	2	3	2	2	1	2
CO7	2	2	3	3	3	3	2	3

Detailed Syllabus:

Unit	Topics	Lecture	Tutorial	Practical	Total No. of Classes
I	Concept, Definition of International Marketing. Distinction between International Trade, Marketing and Business. Modes of entering International Markets.	06	02	01	10
II	Constraints of International Marketing – Tariff and Non-Tariff barriers. Trading partners and Trade Agreements.	06	04	01	12
III	India and World Trade – Import and Export Policies – Direction and Quantum of India's Exports. Institutional Infrastructure – Export Promotion Councils, Public Sector Trading agencies, ECGC, Commodity Boards.	06	02	02	10
IV	Procedure and Documentation – Registration of Exporters, Export Quotation. Production and Clearance of goods for export – Shipping and Transportation, Insurance, Negotiation of Documents, Instruments of payment – Open Account, Bills of Exchange, Letter of Credit, Export finance.	06	04	02	12
V	International Marketing Mix – Identification of Markets, Product Policy, International Product Life Cycle, Promotion Strategy and Distribution Strategy.	06	04	02	10
Total		30	16	08	54

Practical: Facts/ Data Analysis, Case Study, Field Study, Presentation

Course Delivery Methods:

- Class Lectures
- Presentation
- Case Study

Course Outcome (CO) Attainment Assessment Tools and Evaluation Procedure: Direct Assessment

Assessment Tool	% Contribution during CO Attainment
End semester Examination Marks	60
In semester sessional examination marks	20
Presentation and Assignments Marks	15
Class Participation Marks	05

Suggested Readings:

1. Export Marketing Strategies for Success, B Bhattacharyya, Global Business Press
2. International Marketing, S Onkvisit & J J Shaw, PHI
3. International Business: K Aswathappa, MGH
4. International Marketing (Text and Cases), F Cherunilam, HPH
5. International Marketing, R M Joshi, OUP

Detailed Syllabus:

Unit	Topics	Lecture	Tutorial	Practical	Total No. of Classes
I	Sensitivity and Cultural Diversity: What is culture? The link among History, Geography and Management Practices, Culture and Management, High and Low context Culture, Hofstede theory of Cultural Dimensions, Cultural Challenges at Modern Workplace.	06	00	07	13
II	Managing and Supporting international Assignments - Issues of Staff Selection, Selection Criteria, Dual Career, Cultural Shock, Female Expatriate, The role of Expatriate Training, The Patriation process	06	00	07	13
III	Managing People in International Context- People management in India, People management in China, People management in Russia, People management in America, People management in Europe, The future Organizations.	05	00	04	09
IV	Indian Leadership principles based on Indian knowledge System(IKS) - Corporate Leadership in IKS Perspective, Leadership Traits and Ancient text, Indian Knowledge system and Sustainable Human resource development in organizations.	06	00	06	12
V	International Industrial Relations- Key issues, Trade Unions, The Responses of Trade Unions to MNC, Regional Integration	05	00	04	09
Total		28	00	28	56

Practical: case analysis, presentation

Course Delivery Methods:

- Class Lectures
- Presentation
- Case Study

Course Outcome (CO) Attainment Assessment Tools and Evaluation Procedure: Direct Assessment

Assessment Tool	% Contribution during CO Attainment
End semester Examination Marks	60
In semester sessional examination marks	20
Presentation and Assignments Marks	15
Class Participation Marks	05

Suggested Readings:

1. Intercultural Business Communication, Lillian H Chaney, JeanetteS Martin, Pearson Education
2. International Human Resource Management, R.V. Badi, S.G Hunderkar, VrindaPublication
3. International human Resource Management: Managing People in a Multinational Context, Peter J Dowling, Denice Welch, Randall S Schuler, Cengage Learning.
4. International Human Resource Management: A Global Perspective, S. K. Bhatia, Deep and Deep Publication Pvt Ltd
5. International Human Resource Management, K. Aswathappa, TataMcGraw-Hill Education

MBA (FT) Programme

Semester:	Fourth Semester
Course Name:	Taxation
Course Type:	Specialization
Course Code:	40630
Course Credit:	03
Numbers of LTP:	56 (L=28, T=00, P=28)

Course Objectives

- Understand the basic concepts, principles, and provisions of Direct and Indirect Taxes.
- Gain knowledge of taxation under different heads of income.
- Learn the tax computation process for individuals and companies.
- Develop understanding of tax planning in corporate decision-making.
- Comprehend the structure and importance of Goods and Services Tax (GST) in India.

Course Outcomes (COs):

COs	Cognitive Ability /Bloom's	Course Outcome
CO1	Remembering	Explain the basic concepts and provisions of direct and indirect taxation.
CO2	Understanding	Discuss the basis of charge, exempted incomes, and residential status of individuals and companies.
CO3	Applying	Compute taxable income under various heads and apply deductions under Sections 80C to 80U.
CO4	Analysing	Analyse the tax implications of corporate financial decisions and organizational restructuring (merger, demerger, etc.).
CO5	Evaluating	Evaluate the impact of tax planning strategies on company performance and decision-making.
CO6	Creating	Design effective tax planning strategies aligning with ethical and legal frameworks.

Mapping of COs to POs

(Scale: 1 – Low, 2 – Medium, 3 – High Relevance)

COs\POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	1	1	1	1	1	1	1	1
CO2	1	2	1	2	1	1	1	1
CO3	3	2	2	2	2	2	1	2
CO4	2	2	3	3	2	2	2	2
CO5	2	3	3	3	2	2	2	2
CO6	2	3	3	3	3	3	2	3

Detailed Syllabus:

Unit	Topics	Lecture	Tutorial	Practical	Total No. of Classes
I	Introduction to Income Tax: Basic concepts of Income Tax, Basis of charge, Gross Total Income and Taxable Income, Common Exempted Incomes, Residential status and tax incidence of individuals and companies (including various company types).	06	00	04	10
II	Income under Various Heads: Computation of income under different heads – Income from Salary and House Property (with numerical examples).	06	00	6	8
III	Taxation of Companies and Deductions: Corporate taxation, Minimum Alternate Tax (MAT), Double Taxation Relief, Deductions under Sections 80C to 80U applicable to individuals and companies.	06	00	6	8
IV	Tax Planning with Special Reference to Companies: Tax planning for business location, nature of business, financial management, mergers, amalgamations, and demergers.	06	00	6	8
V	Goods and Services Tax (GST): Introduction, nature, objectives, scope, importance of GST, and its impact on business operations.	04	00	6	8
Total		28	00	28	56

Course Delivery Methods

- Lectures and class discussions
- Practical tax computation exercises
- Case study analysis on tax planning
- Student presentations and group projects

Course Outcome (CO) Attainment Assessment Tools and Evaluation Procedure: Direct Assessment

Assessment Tools	% Contribution during CO Attainment
End Semester Examination Marks	60
In Semester Sessional Examination Marks	20
Practical Assessment Marks	10
Seminar Marks	5
Class Participation Marks	5

Suggested Readings:

1. Direct Taxes - Laws and Practices, V. K Singhania & K Singhania, Taxmann.
2. Fundamentals of Taxation, G Gupta & A. Ahuja, Bharat Publications.
3. Corporate Tax Planning & Business Tax Procedures With Case Studies, K. Vinod, Singhania, Dr Monica Singhania, Taxmann Publications.
4. Corporate Tax Planning, Kaushal Kumar Agrawal, Atlantic Publishers and Distributors.
5. Goods & Service Tax, N. K Gupta & Sunaina Bhatia Bharat Law House Pvt Ltd

MBA (FT) Programme

Semester:	Fourth Semester
Course Name:	Sales and Distribution Management
Course Type:	Specialization
Course Code:	40710
Course Credit:	03
Numbers of LTP:	42 (L=42, T=00, P=00)

Course Objectives:

- Understand basic terminologies and theories in sales and distribution management
- Develop effective skills for sales management, market coverage and distribution
- Apply sales and distribution concepts in business context

Course Outcomes:

The following are the course outcomes:

COs	Cognitive Ability / Bloom's	Course Outcome
CO1	Remembering	Recall key concepts, processes and terminologies
CO2	Understanding	Interpret core ideas and various relationships in sales and distribution
CO3	Applying	Implement sales and distribution strategies in practical business scenarios
CO4	Analysing	Examine sales data and channel structures to identify trends and problem areas
CO5	Evaluating	Assess the effectiveness of sales force performance and distribution strategies
CO6	Creating	Design innovative sales and channel management plans for business growth

Mapping of Course Outcomes (CO) to Programme Outcomes (PO) [Scale: 1 – 3]

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	1	1	1	1	1	2	2	1
CO2	1	1	1	1	1	2	2	1
CO3	2	1	1	2	2	2	2	2
CO4	2	2	2	2	2	1	2	1
CO5	2	1	2	2	3	1	2	2
CO6	2	2	3	2	3	2	2	2

Detailed Syllabus

Unit	Topics	Lecture	Tutorial	Practical	Total No. of Classes
I	Introduction to Sales Management, Current Trends in Sales Management, Types of Selling Functions, selling Skills, Personal Selling Process, Self-Management	08	00	00	08
II	Sales Forecasting, Management of Sales Territory and Sales Quota	07	00	00	07

III	Recruitment, Selection, Training, Motivation, Compensation, Control, Supervision and Evaluation of the Sales Force	10	00	00	10
IV	Introduction to Distribution Management; Current Trends in Distribution Management, Marketing Channels—Its Need, Structure and Levels; Channel Management—Channel Relationship and Conflict Management	10	00	00	10
V	Retailers, Wholesalers and Franchisee Management	07	00	00	07
	Total	42	00	00	42

Course Delivery Methods

- Class Lectures
- Student Presentations
- Case Analysis

Course Outcome (CO) Attainment Assessment Tools and Evaluation Procedure: Direct Assessment

Assessment Tool	% Contribution during CO Attainment
End Semester Examination Marks	60
In Semester Sessional Examination Marks	20
Case Analysis Marks	10
Assignment Marks	5
Class Participation Marks	5

Suggested Readings:

1. Sales Management—R. S. Still, E.W. Cundiff, N. A. P. Govoni, Pearson
2. Selling and Sales Management—D. Jobber & G. Lancaster, Pearson
3. Selling Today—G. I. Manning & B. L. Reece, Pearson
4. Sales and Distribution Management—K. Havaladar & V. Cavale, McGraw Hill
5. Sales and Distribution Management—Tapan Panda & Sunil Sahadev, Oxford University Press

MBA (FT) Programme

Semester:	Fourth Semester
Course Name:	Organisational Change and Intervention Strategies
Course Type:	Specialization
Course Code:	40720
Course Credit:	03
Numbers of LTP:	46 (L=38, T=04, P=04)

Course Objectives

- Understand the concepts, theories and models of organisational change and development.
- Examine intervention strategies used in organisational development and change management.
- Apply organisational change models to diagnose real-world organisational problems.
- Analyze organisational systems, structures and processes to identify the need for change.
- Evaluate the effectiveness of change interventions in improving organisational performance.
- Design innovative change strategies to enhance organisational adaptability.

Course Outcome

The following are course outcomes:

COs	Cognitive Ability / Bloom's	Course Outcome
CO1	Remembering	Recall fundamental concepts, theories and models of organisational change.
CO2	Understanding	Explain organisational change models and intervention strategies.
CO3	Applying	Apply appropriate intervention strategies to organisational problems.
CO4	Analysing	Analyze organisational systems and processes to identify change needs.
CO5	Evaluating	Evaluate the effectiveness of change initiatives and interventions.
CO6	Creating	Design innovative organisational change strategies for improving performance.

Mapping of COs to POs

(Scale: 1 – Low, 2 – Medium, 3 – High Relevance)

COs\POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	1	2	2	2	2	2	2	3
CO2	2	2	2	2	3	2	1	2
CO3	2	2	3	2	3	2	3	3
CO4	1	2	1	2	1	2	1	2
CO5	2	2	2	3	3	2	3	2
CO6	2	2	3	2	2	2	2	2

Detailed Syllabus:

Unit	Topics	Lecture	Tutorial	Practical	Total No. of Classes
I	Understanding Organisational Change: Concept and nature of change; role of change agents; internal vs external change agents; images of managing change (Director, Navigator, Caretaker, Coach, Interpreter, Nurturer).	08	-	-	08
II	Models of Organisational Change: Six Box Model, Congruence Model, Burke-Litwin Model, Schein Model, ADKAR Model, Action Research Model, Bullock-Batten Model, Edgar-Huse Model, Bridges Transition Model.	08	02	-	10
III	Strategies and Skills for Communicating Change: Communication strategies for change management; communication process; engaging stakeholders in change; leadership and communication skills in change initiatives.	08	02	-	10
IV	Human Process and HRM Interventions: T-group training, process consultation, team building, intergroup relations, organisation confrontation meeting, grid organisation development; HRM interventions including goal setting, performance appraisal, reward systems, career planning, workforce diversity and employee wellness.	07	-	02	09
V	Techno-Structural and Strategic Interventions: Structural design, business process reengineering, high involvement organisations, TQM, work design; strategic interventions including mergers and acquisitions, culture change, self-design organisations, organisational learning and knowledge management.	07	-	02	09
Total		38	04	04	46

Practical

Case analysis of organisational change initiatives, OD intervention exercises, presentations on organisational transformation cases, and change management simulations.

Course Delivery Methods

- Class Lectures
- Presentations
- Case Studies
- Group discussions and organisational change simulations

Course Outcome (CO) Attainment Assessment Tools and Evaluation Procedure: Direct Assessment

Assessment Tool	% Contribution during CO Attainment
End Semester Examination Marks	60
In Semester Sessional Examination Marks	20
Presentation and Assignments Marks	15
Class Participation Marks	05

Suggested Readings:

1. French, W.L., Bell, C.H. & Vohra, V. Organisation Development: Behavioral Science Interventions for Organisation Improvement. Pearson.
2. Burke, W.W. Organisation Development: A Process of Learning and Changing. Pearson.
3. Cummings, T.G. & Worley, C.G. Organisation Development and Change. Oxford University Press.
4. Morgan, G. Images of Organisation. Sage Publications.
5. Singh, K. Organisation Change and Development. Excel Books.

Detailed Syllabus:

Unit	Topics	Lecture	Tutorial	Practical	Total No. of Classes
I	Introduction to international finance: International, Introduction, Overview, Evolution of Monetary System, Foreign Exchange Market	08	-	-	8
II	Conceptual theories of internal finance: Concept of exchange rate and its determination, Purchasing Power Parity Theory-absolute and relative, Fisher effect & International Fisher Effect Theory; International arbitrage and Interest Rate Parity, Relationship between Inflation, Interest rate and Exchange rate	08	02	-	10
III	Multinational capital budgeting: Management of short-term assets and liabilities, Long-term investment decisions- The Foreign Investment decision, Multinational capital budgeting, Cost of Capital and capital structure	08	-	02	10
IV	Foreign exchange exposure: Country risk analysis, Political risk analysis, foreign exchange risk and its management, Foreign exchange exposure and risk	08	-	-	08
V	International financial instruments: ADRs and GDRs, International banking- Nostro account, Vostro account, Loro account	08	-	-	08
Total		40	02	02	44

Practical: Facts/ data analysis, Case Study, Field Study, Presentation

Course Delivery Methods:

- Class Lectures
- Presentation
- Case Study

Course Outcome (CO) Attainment Assessment Tools and Evaluation Procedure: Direct Assessment

Assessment Tool	% Contribution during CO Attainment
End semester Examination Marks	60
In semester sessional examination marks	20
Presentation and Assignments Marks	15
Class Participation Marks	05

Suggested Readings:

1. International Financial Management: Madhu Vij, Excel
2. International Financial Management: Jeff Madura, Cengage Learning
3. Financial Management: Khan & Jain, Tata McGraw Hill Education
4. Financial Management: P. Chandra, Tata McGraw Hill Education
5. Multinational financial Management: R.M. Srivastava, Standard Publisher