

## M.B.A Programme Objectives

The Master of Business Administration (MBA) is a business program designed to develop and strengthen essential management skills such as critical thinking, problem solving, decision making, leadership and teamwork by acquiring knowledge through learning of management theories and applications of benchmark practices in national and international Industries. The pedagogy and content of the curriculum engages students to build their capability in application of appropriate tools and techniques to address the challenges posed in the volatile, uncertain, complex, and ambiguous conditions encountered in the contemporary business environment. Further, the curriculum encourages entrepreneurship and creativity among students to shoulder social responsibilities along with regard for integrity, ethics and citizenship behaviour.

## Programme Outcomes

On completion of the Master of Business Administration (MBA) program, the students will be able to:

- Articulate effectively through different modes of communication and demonstrate collaborative behaviour.
- Exhibit an understanding of management concepts by identifying and analysing issues in business.
- Formulate and implement organization strategy by effectively integrating resources, people and culture for sustainable organization and society.
- Apply quantitative and qualitative tools to solve business challenges.
- Display sensitiveness to ethical values, diversity and multicultural perspectives in decision making.

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NEW SYLLABUS (AS PER NEP 2020)

## M.B.A COURSE STRUCTURE

### MBA Semester – I

Subject/ Course Code	Title of the Course(s)	External Marks	Internal/ Sessional Marks	Practical Marks	Total Marks	Credits
Course/Paper 1 F010701T	Principles and Practices of Management	75	25		100	4
Course/Paper 2 F010702T	Financial and Management Accounting	75	25		100	4
Course/Paper 3 F010703T	Organization Behaviour	75	25		100	4
Course/Paper 4 F010704T	Managerial Economics and Environment	75	25		100	4
Course/Paper 5 F010705T	Business Legislation	75	25		100	4
	Generic/Elective	75	25		100	4
Course/Paper 6 F010706R	Field Survey & Presentation		50	50	100	4
<b>Total Credits</b>						<b>28</b>

### MBA Semester – II

Subject/ Course Code	Title of the Course(s)	External Marks	Internal/ Sessional Marks	Practical Marks	Total Marks	Credits
Course/Paper 1 F010801T	Financial Management	75	25		100	4
Course/Paper 2 F010802T	Fundamentals of Marketing	75	25		100	4
Course/Paper 3 F010803T	Management of Human Resources	75	25		100	4
Course/Paper 4 F010804T	Production and Operations Management	75	25		100	4
Course/Paper 5 F010805T	Business Research Methods	75	25		100	4
Course/Paper 6 F010806R	Research Project & Presentation		50	50	100	4
<b>Total Credits</b>						<b>24</b>

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## M.B.A COURSE STRUCTURE

### MBA Semester – III

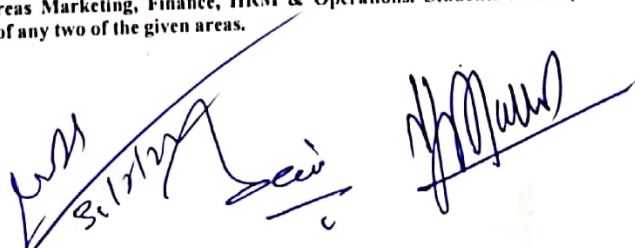
Subject/ Course Code	Title of the Course(s)	External Marks	Internal/ Sessional Marks	Practical Marks	Total Marks	Credits
Course/Paper 1 F010901T	Entrepreneurial Development and Small Business Management	75	25		100	4
Course/Paper 2 F010902T	Operations Research	75	25		100	4
Course/Paper 3 F010903T	F010903T (A): Consumer Behaviour F010903T (B): Security Analysis and Portfolio Management F010903T (C): Industrial Relations Management	75	25		100	4
Course/Paper 4 F010904T	F010904T (A): International Marketing F010904T (B): Corporate Taxation F010904T (C): Legal Frame Work for HRM	75	25		100	4
Course/Paper 5 F010905T	F010905T (A): Advertising and Sales Management F010905T (B): International Financial Management F010905T (C): Management Training & Development	75	25		100	4
Course/Paper 6 F010906R	Summer Training Report/Presentation		50	50	100	4
<b>Total Credits</b>						<b>24</b>

\* For F010906R: Summer Training Report, Presentation and Evaluation is to be done at the time of commencement of the Semester.

### MBA Semester – IV

Subject/ Course Code	Title of the Course(s)	External Marks	Internal/ Sessional Marks	Practical Marks	Total Marks	Credits
Course/Paper 1 F011001T	Strategic Management	75	25		100	4
Course/Paper 2 F011002T	Total Quality Management and ISO	75	25		100	4
Course/Paper 3 F011003T	F011003T (A): Rural Marketing and Retail Management F011003T (B): Management of Financial Institutions F011003T (C): Organisational Change and Development	75	25		100	4
Course/Paper 4 F011004T	F011004T (A): Strategic Marketing F011004T (B): Project Planning, Analysis and Implementation F011004T (C): Management Development	75	25		100	4
Course/Paper 5 F011005T	F011005T (A): Brand Management and Services Marketing F011005T (B): Foreign Exchange Management F011005T (C): Counseling Skills for Managers	75	25		100	4
Course/Paper 6 F011006R	Project Report & Viva		50	50	100	4
<b>Total Credits</b>						<b>24</b>

- Papers F010903T, F010904T, F010905T & F011003T are for major specialization and papers F011004T & F011005T are for minor specialization.
- There shall be four specialization areas Marketing, Finance, HRM & Operations. Students are required to one major and one minor specialization by taking combination of any two of the given areas.


  
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NEW SYLLABUS (AS PER NEP 2020)

MBA Semester - I


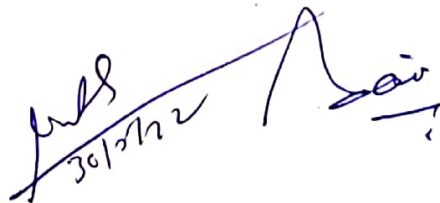
Subject/ Course Code	Title of the Course(s)	External Marks	Internal/ Sessional Marks	Practical Marks	Total Marks	Credits
Course/Paper 1 F010701T	Principles and Practices of Management	75	25		100	4
Course/Paper 2 F010702T	Financial and Management Accounting	75	25		100	4
Course/Paper 3 F010703T	Organization Behaviour	75	25		100	4
Course/Paper 4 F010704T	Managerial Economics and Environment	75	25		100	4
Course/Paper 5 F010705T	Business Legislation	75	25		100	4
	Generic/Elective	75	25		100	4
Course/Paper 6 F010706R	Field Survey & Presentation		50	50	100	4
<b>Total Credits</b>						<b>28</b>

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Programme/Class: PG Degree	Year: I	Semester: I
Subject: MBA		
Course Code: F010701T	Course Title: <b>Principles and Practices of Management</b>	
Course outcomes: On completion of the course, the learner will be able to <ul style="list-style-type: none"> <li>• understand and demonstrate the roles-skills of a manager and functions of management</li> <li>• develop insight on the thoughts and principles of eminent management thinkers</li> <li>• analyze organization structure and situations for implementation of managerial principles and practices</li> </ul>		
Credits: 4	Core Compulsory / Elective: Core Compulsory	
Max. Marks: 25+75	Min. Passing Marks: 9+27	
Total No. of Lectures-Tutorials-Practical (in hours per week): L-3 T-1 P-0		
Unit	Topics	No. of Lectures
	<b>Part I</b>	<b>45</b>
I	Concept, nature, process and significance of management; Managerial roles (Mintzberg); Evolution of management thoughts- Classical, Neo -Classical, System and Contingency Approaches; Contribution of management thinkers, contemporary management practices. Organization Structure and Design- Hierarchy of authority, Division of Labour, Span of Control, Line versus Staff Positions, Decentralization Departmentalization- Functional Organizations, Product Organizations, Matrix Organizations, Boundaryless Organization Organizational and Interorganizational Design.	13
II	Planning: Concept, process and types; Decision-Making- concept and process, Conditions of Certainty, Risk and Uncertainty; Bounded rationality; Barriers to decision making; Individual and Group Decision making Quantitative; Decision-Making Tools, Management by Objectives; Corporate planning- environment analysis and diagnosis, strategy formulations.	12

<b>III</b>	Organizing: Concept, nature, process and significance; Organizational Structure and Design: Authority and responsibility relationships, delegation, decentralization, departmentation, Simple Structure; Bureaucratic Structure; Matrix Structure.	10
<b>IV</b>	Managing communication: nature, process, networks and barriers; Effective communication; Technology and Managerial Communication. Directing and Managerial control- concept and process; Designing an effective control system; Traditional and modern techniques for effective control system.	10
<p><b>Suggested Readings:</b></p> <ol style="list-style-type: none"> <li>1. Robbins, Stephen P., Mary K. Coulter, and David A. DeCenzo. "Fundamentals of management.", Pearson, 2017.</li> <li>2. Stoner, James A.F., Freeman, R. Edward, and Gilbert, Daniel R., 'Management', Pearson, 2018.</li> <li>3. Prasad, L.M., "Principles and Practice of Management", Sultan Chand &amp; Sons, 2019.</li> <li>4. Koontz, H. &amp; Wehrich, H., "Essentials of Management: An International, Innovation, and Leadership Perspective", Mc-Graw Hill, New-Delhi, 2015.</li> </ol>		
<p>This course can be opted as an elective by the students of following subjects: Open for all</p>		
<p><b>Suggested Continuous Evaluation Methods:</b> In addition to the theoretical inputs the course will be delivered through Assignments, Presentation, Group Discussions, Simulation exercises, and Case Studies. This will instil in student a sense of problem identification, generating solution, decision making and practical learning. Student learning will be evaluated through Written Tests, Projects and Field Assignments, Quizzes.</p>		
<p><b>Suggested equivalent online courses:</b></p> <p>.....</p>		
<p><b>Further Suggestions:</b></p> <p>.....</p>		


  
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Programme/Class: PG Degree	Year: I	Semester: I
Subject: MBA		
Course Code: F010702T	Course Title: Financial and Management Accounting	
<b>Course outcomes:</b>		
<ul style="list-style-type: none"> <li>The basic objective of this course is to enable the students to learn, explain and integrate the fundamental concepts, principles and techniques of accounting. The course will prepare the students to logically interpret and apply financial and accounting information for planning, decision-making and control in real business situations. They shall also learn to evaluate and compare various financial statements to appraise financial soundness of firms.</li> </ul>		
Credits: 4	Core Compulsory / Elective: Core Compulsory	
Max. Marks: 25+75	Min. Passing Marks: 9+27	
Total No. of Lectures-Tutorials-Practical (in hours per week): L-3 T-1 P-0		
Unit	Topics	No. of Lectures
	<b>Part I</b>	<b>45</b>
I	Introduction to Accounting - Purpose, Importance, Scope and Limitations of Accounting, Accounting Principles and conventions, Generally Accepted Accounting Principles (GAAP), Accounting Standards in India (AS-2,6,9,10,26), International Financial Reporting Standards (IFRS) -need and significance. Ethical Dimensions in Reporting of Accounting Information	13
II	Financial Statements Preparation and Analysis- Preparation of Income Statements and Balance Sheet, Contents of Corporate Annual Reports, Financial Statement Analysis - Ratio Analysis, Trend Analysis. Preparation of Cash Flow Statement - Direct and Indirect Methods.	10
III	Introduction to Costs and Costs Behaviour, Absorption and marginal costing, Service costing, Activity Based Costing, Cost Sheet.	10
IV	Accounting for Planning and Control- Budgets and Budgetary Control, Fixed and Flexible Budgets, Rolling Budget and Zero-Based Budgeting; Variance Analysis, Management Control System and Responsibility Accounting. Social and Environmental Accounting, Human Resource Accounting.	12

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**Suggested Readings:**

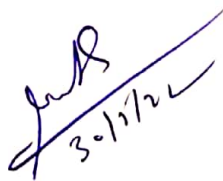
1. Management Accounting ,Charles Horngren
2. Management Accounting- Khan and Jain, Tata Mc. Graw Hills
3. Management Accounting- Ananthanayanan, P.S. Oxford Publication
4. Accounting: Texts and Cases, Anthony and Reece, Irving Professional publishing
5. Ramachandran, N. and Kakani, R.K. Financial Accounting for Management, Tata McGraw Hill

This course can be opted as an elective by the students of following subjects: Open for all

**Suggested Continuous Evaluation Methods:** In addition to the theoretical inputs the course will be delivered through Assignments, Presentation, Group Discussions and Case Studies. This will instil in student a sense of decision making and practical learning. Student learning will be evaluated through Written Tests, Projects and Field Assignments, Quizzes.

**Suggested equivalent online courses:**  
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**Further Suggestions:**  
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Programme/Class: PG Degree	Year: I	Semester: I
Subject: MBA		
Course Code: F010703T	Course Title: <b>Organization Behaviour</b>	
Course outcomes: On completion of the course, the learner will be able to <ul style="list-style-type: none"> <li>• describe the field of organization behaviour and its relevance at workplace</li> <li>• predict human behaviour at workplace</li> <li>• analyze the individual and group behaviour dynamics in organization</li> <li>• learn to apply behavioral theories</li> </ul>		
Credits: 4	Core Compulsory / Elective: Core Compulsory (HR Specialization)	
Max. Marks: 25+75	Min. Passing Marks: 9+27	
Total No. of Lectures-Tutorials-Practical (in hours per week): L-3 T-1 P-0		
Unit	Topics	No. of Lectures
	<b>Part I</b>	<b>45</b>
I	Organizational Behaviour: Understanding OB, Interdisciplinary nature of OB, Management and OB, Robbin's Model of OB Trends and Changes in OB - Globalization and Culture, Shifting demographics of the workplace, Nature of Job, Technology	10
II	Perception, Job related Attitude and Behaviour, Cognitive Dissonance theory, Attitude Change, Learning theories, Applications of Learning in Organizations, OB Modification at levels, Individual differences, Values and Personality, Work related aspects of Personality	10
III	Motivation- Need based theories, Process-based theories, Application of Motivation, Designing Motivating Workplace, Motivation and Performance, Emotions at work. Group Dynamics, Management of Teams, Decision making in Organizations, Helping, Cooperation, and Conflict in organizations, Influence, Power and Politics	13
IV	Leader and Approaches to Leadership, Contemporary issues in Leadership Organizational Change- Process and Resistance Organizational Culture- Layers and Characteristics, Hofstede's cultural dimensions Stress-Nature and Causes, and major effects, Stress Management and wellbeing.	12

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**Suggested Readings:**

1. Robbins, Stephen P., Timothy A. Judge, and Neharika Vohra, "Organizational Behaviour", Pearson Education, India, 2018, 18<sup>th</sup> Edition.
2. Luthans, Fred, "Organizational Behaviour: an Evidence -Based Approach", McGraw-Hill, India, 12<sup>th</sup> Edition.
3. Prasad, L.M., "Organizational Behaviour", Sultan Chand & Sons, 2019.
4. Uhl-Bien, Mary, Schermerhorn, John R. Jr., Osborn, Richard N., "Organizational Behaviour", (An Indian Adaptation by Sanket Sunand Dash), Wiley, 2021. 13<sup>th</sup> Edition.
5. Griffin, R. W., Phillips, J. M., & Gully, S. M., "Organizational behavior: Managing people and organizations", Cengage Learning, 2016.

This course can be opted as an elective by the students of following subjects: Open for all

**Suggested Continuous Evaluation Methods:** In addition to the theoretical inputs the course will be delivered through Assignments, Presentation, Simulation exercises, Group Discussions and Case Studies. This will instil in student a sense of problem identification, generating solution, decision making and practical learning. Student learning will be evaluated through Written Tests, Projects and Field Assignments, Quizzes.

**Suggested equivalent online courses:**

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**Further Suggestions:**

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Programme/Class: PG Degree		Year I	Semester I
Subject: MBA			
Course Code: F010704T		Course Title: <b>Managerial Economics and Environment</b>	
<p><b>Course outcomes:</b>                  The objective of this course is to acquaint the students with insights of Economic Theory as used in various aspects of managerial decision making. Emphasis is given to the nature of competition among business firms in the context of globalization. Course Outcomes cover the basic tools to fundamentally deal with achieving a set of sustainable goals in a situation where resources are limited and choices must involve trade-offs, taking into account the external environment.</p>			
Credits: 4		Core Compulsory / Elective: <b>Core Compulsory</b>	
Max. Marks: 25+75		Min. Passing Marks: 9+27	
Total No. of Lectures-Tutorials-Practical (in hours per week): L-3 T-1 P-0			
Unit	Topics	No. of Lectures	
	<b>Part I</b>	45	
<b>I</b>	Nature and Scope of Managerial Economics, Demand-Supply Framework, Elasticity - types and applications, Demand Forecasting, Marginal Analysis and Optimization. Managerial Theories and Goal(s) of a Firm; Information Economics and its Business Applications	12	
<b>II</b>	Analysis of Production Function, Theory of Cost, Law of Variable Proportion, Laws of Returns to Scale, Economies of Scope, Optimal Combination of Inputs	10	
<b>III</b>	Environmental Economics. Equitable use of resources for sustainable production systems. Biodiversity and its conservation, Environment Impact Assessment (EIA), Sustainable Development Goals (SDGs) of United Nations, Action Plan for SDGs in India.	12	
<b>IV</b>	Market Morphology and Strategic Behavior of Firms, Pricing and out-put strategies in different Market Structures, Price Discrimination, Game Theory Applications. National Income Analysis, Theories of Inflation and Deflation, Theories of Business Cycles and Stabilisation Policies, Monetary Policy, Fiscal Policy and the Budget.	11	
<p><b>Suggested Readings:</b>                  1. Thomas and Maurice, Managerial Economics, 8th Edition, McGraw-Hill                  2. Salvatore and Rastogi, Managerial Economics, 8th Edition, Oxford University Press                  3. A Koutsoyiannis, Modern Microeconomics, 2nd Edition, MacMillan Press Ltd</p>			

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4. G S Gupta, Managerial Economics, Tata McGrawHill
5. Pandey & Pandey, Economics for Managerial Decision, Himalaya Publishing House, Mumbai
6. Circulars and Reports, Reserve Bank of India website
7. Economic Survey, Ministry of Finance, GO
8. Somnath Hazra and Anindya Bhukta, Sustainable development Goals: An Indian Perspective, Springer Pub.

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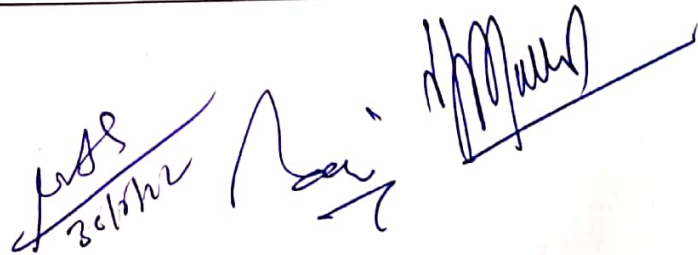
Suggested Continuous Evaluation Methods: In addition to the theoretical inputs the course will be delivered through Assignments, Presentation, and Group Discussions. This will instil in student a sense of decision making and practical learning. Student learning will be evaluated through Written Tests, Projects and Field Assignments, Quizzes.

Suggested equivalent online courses:

Further Suggestions:

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Programme/Class: PG Degree	Year: I	Semester: I
Subject: MBA		
Course Code: F010705T	Course Title: <b>Business Legislation</b>	
Course outcomes: On completion of this course, a learner will be able to <ul style="list-style-type: none"> <li>• Get a basic and broad knowledge in business laws in management.</li> <li>• Ability to apply concepts, principles and theories to understand simple business laws.</li> <li>• Global Perspective of the different business laws.</li> <li>• Awareness of the global business laws and its impacts on businesses.</li> </ul>		
Credits: 4	Core Compulsory / Elective: Core Compulsory	
Max. Marks: 25+75	Min. Passing Marks: 9+27	
Total No. of Lectures-Tutorials-Practical (in hours per week): L-3 T-1 P-0		
Unit	Topics	No. of Lectures
	<b>Part I</b>	<b>45</b>
I	The Indian Contract Act, 1872: Essential of A Valid Contract Agreement, Performance of Contracts, Breach of Contract & Remedies, Quasi-Contracts	10
II	The Companies Act, 1956: Nature and Type of Companies, Formation, Memorandum and Articles of Association, Prospectus Allotment of Shares & Share Capital, Membership, Borrowing powers, Management & Meeting. Compromise Arrangements and Reconstruction, Prevention of Oppression & Management. Winding Up	10
III	The Sale of Good Act, 1930: Formation of Contract, Conditions & Warranties, Rights of an Unpaid Seller. Performance of the Contract of Sale.	10
IV	The Negotiable Instruments Act, 1881: Nature and Types, Negotiation and Assignment, Holder-in-Due Course, Dishonor and Discharge of Negotiable Instrument. Arbitration. Indian Partnership Act, 1930: Nature an Formation of Partnership, Registration of Firm, Rights and Duties of The Firm, Dissolution of the Firm	10



**Suggested Readings:**

1. Avatar Singh, Company Law, 11th Edition, Easter, Lucknow, 1996.
2. Khergamwalla, JS, The Negotiable Instrument Act, NM Tripathi, Bombay, 1980.
3. Ramaya A, A guide to Companies Act. Wadhwa, Nagpur, 1992
4. Tuteja SK. Business Law for Managers, Sultan Chand New Delhi, 1998

This course can be opted as an elective by the students of following subjects: Open for all

**Suggested Continuous Evaluation Methods:** In addition to the theoretical inputs the course will be delivered through Assignments and Problem-solving exercise. This will instil in student a sense of problem identification, generating solution, decision making and practical learning. Student learning will be evaluated through Written Tests and Quizzes.

**Suggested equivalent online courses:**

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**Further Suggestions:**

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## MBA Semester – II

Subject/ Course Code	Title of the Course(s)	External Marks	Internal/ Sessional Marks	Practical Marks	Total Marks	Credits
Course/Paper 1 F010801T	Financial Management	75	25		100	4
Course/Paper 2 F010802T	Fundamentals of Marketing	75	25		100	4
Course/Paper 3 F010803T	Management of Human Resources	75	25		100	4
Course/Paper 4 F010804T	Production and Operations Management	75	25		100	4
Course/Paper 5 F010805T	Business Research Methods	75	25		100	4
Course/Paper 6 F010806R	Research Project & Presentation		50	50	100	4
<b>Total Credits</b>						<b>24</b>

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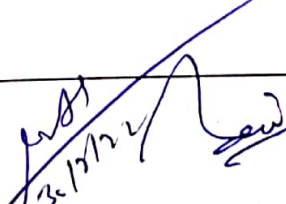


Programme/Class: PG Degree	Year: I	Semester: II
Subject: MBA		
Course Code: F010801T	Course Title: <b>Financial Management</b>	
<p><b>Course outcomes:</b> The objective of this course is to provide the basic understanding of corporate finance concepts. To enable the students, synthesize and explain the corporate financial functions and decision-making dynamics in the broad framework of a financial system. The course will prepare students</p> <ul style="list-style-type: none"> <li>• To appraise and analyze the role and functions of a finance manager</li> <li>• To assess the utility of concepts and principles of Financial Management from the point of view of wealth maximization objective of a firm</li> <li>• To apply the course concepts in analyzing capital structure and project investment decisions.</li> <li>• To demonstrate the application of basic principles of Financial Management in varying situations of risk and return trade-offs, cash management, credit and inventory management.</li> <li>• To evaluate the outcomes of a firm's decision to use various financial assets in short and long term.</li> </ul>		
Credits: 5	Core Compulsory / Elective: <b>Core Compulsory</b>	
Max. Marks: 25+75	Min. Passing Marks: 9+27	
Total No. of Lectures-Tutorials-Practical (in hours per week): L-3 T-1 P-0		
<b>Unit</b>	<b>Topics</b>	<b>No. of Lectures</b>
	<b>Part I</b>	<b>45</b>






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I	Nature of Corporate Finance: Scope and objectives of finance function, Shareholders' wealth maximization, Agency problem, Financial Instruments – Issuance, Regulation and Markets. Time Value of money.	11
II	Investment Decisions: Analysis of Capital budgeting decisions, discounted and non-discounted techniques in capital budgeting, Risk analysis in capital budgeting. Types of Projects – selection criteria, capital rationing.	11
III	Financing and Dividend Decisions: Cost of various Capital Components-Equity shares, Preference shares, Bonds and debentures, Optimum capital structure, financial and operating leverages, Capital Structure theories. Dividend Policy and Its determinants, Irrelevance of dividend: MM Hypothesis, Relevance of dividend: Walter's model and Gordon's model.	12
IV	Working Capital Management: Principles of working capital management, Accounts Receivable management, Inventory management and Cash management, factors influencing working capital requirement, Computation of working capital, Sources of Working Capital.	11
<p><b>Suggested Readings:</b></p> <ol style="list-style-type: none"> <li>1. Principles of Corporate Finance, Brealey and Myers, McGraw Hill</li> <li>2. Financial Management and Policy by Van Horne, Dhamija, Pearson</li> <li>3. Fundamentals of Financial Management by Dr. R.P. Rastogi, Taxman</li> <li>4. Financial Management-Text Problems and Cases by Khan and Jain, Mc Graw Hill</li> <li>5. Financial Management, I M Pandey, Pearson 12th Edition</li> </ol>		
This course can be opted as an elective by the students of following subjects: Open for all		
<p><b>Suggested Continuous Evaluation Methods:</b> In addition to the theoretical inputs the course will be delivered through Assignments, Presentation, Group Discussions and Case Studies. This will instil in student a sense of decision making and practical learning. Student learning will be evaluated through Written Tests, Projects and Field Assignments, Quizzes.</p>		
Suggested equivalent online courses:		
Further Suggestions:		

Programme/Class: PG Degree	Year: 1	Semester: II
Subject: MBA		
Course Code: F010802T	Course Title: <b>Fundamentals of Marketing</b>	
Course outcomes: At the end of the course, the learner will be able to: <ul style="list-style-type: none"> <li>understand the fundamentals of Marketing.</li> <li>apply basic frameworks of Marketing Management for managerial decision making.</li> <li>appreciate the challenges involved in marketing decisions concerning 4 P's – product, price, place and promotion.</li> </ul>		
Credits: 4	Core Compulsory / Elective: Core Compulsory	
Max. Marks: 25+75	Min. Passing Marks: 9+27	
Total No. of Lectures-Tutorials-Practical (in hours per week): L-3T-1 P-0		
Unit	Topics	No. of Lectures
	<b>Part I</b>	<b>45</b>
<b>I</b>	<b>Introduction to Marketing:</b> Core Concepts - Need, Want, Desire and Demand, Exchange, Customer Value, Difference between sales and marketing, 4Ps Framework. Marketing Philosophies– Product, Production, Sales, Marketing, Societal, Relational. Marketing Myopia. Marketing Environment – Micro and Macro Environment, Ansoff Market Expansion Grid, BCG Matrix, PESTEL Analysis. Holistic Marketing, Role of Technology in Marketing	11
<b>II</b>	<b>Understanding Consumers:</b> Consumer Buying Behavior, Organizational Buying Behaviour, Consumer Decision Making. Identifying Customers - Segmentation, Targeting & Positioning <b>Product Decisions:</b> Product, Product Mix Strategies - Product Mix, New Product Development, Product Life Cycle, Branding, Packaging and Labelling, Consumer Adoption Process	11
<b>III</b>	<b>Pricing Decisions:</b> Significance of Pricing Decision, Factors influencing Price Determination, Pricing Methods and Techniques, Developing Pricing Strategies <b>Channel Decisions:</b> Classification of distribution channels, Designing Distribution Channels - VMS, HMS, MMS; Market logistics decisions. Channel management - Selection, Training, Motivation and Evaluation of channel members. Managing Channel Conflicts, Retailing and Wholesaling	13
<b>IV</b>	<b>Communication Decisions:</b> Role of Promotion in Marketing, Promotion mix – advertising, personal selling, sales promotion, publicity and public relations. Social media marketing, Media selection, Advertising effectiveness, Integrated Marketing Communication.	10

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**Suggested Readings:**

1. Kotler, P. & Armstrong, G., "Principles of Marketing", Pearson, 2017 (17th ed.).
2. Ramaswamy, V.S. & Namakumari, S, "Marketing Management Global Perspective Indian Context", McMillan India Ltd.
3. McCarthy, E.J., "Basic Marketing: A managerial approach", Irwin, New York.

This course can be opted as an elective by the students of following subjects: Open for all

**Suggested Continuous Evaluation Methods:**

In addition to the theoretical inputs the course will be delivered through Assignments, Presentation, Group Discussions. This will instil in student a sense of decision making and practical learning.

**Suggested equivalent online courses:**

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**Further Suggestions:**

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Programme/Class: PG Degree	Year: I	Semester: II
Subject: MBA		
Course Code: F010803T	Course Title: <b>Management of Human Resources</b>	
<p>Course outcomes: On completion of the course the learner will be able to</p> <ul style="list-style-type: none"> <li>• understand the importance of human resources as competitive advantage for an organization.</li> <li>• link organization strategy with human resource practices and outcomes in an organization.</li> <li>• learn the techniques of HR functions and its implementation aspects to motivate employees for performance and retention.</li> <li>• learn the implementation of HR practices and outcomes thorough discussion of real examples with case studies.</li> </ul>		
Credits: 4	Core Compulsory / Elective: Core Compulsory	
Max. Marks: 25+75	Min. Passing Marks: 9+27	
Total No. of Lectures-Tutorials-Practical (in hours per week): L-3 T-1 P-0		
Unit	Topics	No. of Lectures
	<b>Part I</b>	<b>45</b>
I	Contemporary Human Resource Management, Evolution of Human Resource Function, HRM, Competitive Environment and Strategy -Harvard model, Guest model, Ulrich's HR model, AMO framework. Nature of Diverse Workforce, Trends in Workforce Diversity, Impact of Diversity on Organizations, Managing Diversity, Managing Knowledge Workforce.	10
II	Human Resource Planning Methods and Forecasting, HR Accounting, Job Analysis, Recruiting and Selecting Employees, Recruiting Methods, Selection Techniques. Training and Development, Employee Orientation- Analysing, designing, implementation and evaluation of training program, Management Development.	10
III	Compensation and Benefits, Determinants of Compensation Strategy, Incentives and Performance-based Rewards, Benefits Program, Contemporary issues in Compensation and Benefits. Performance Appraisal, Process and Methods, Performance Management and Feedback, Career Management, Career Development Issues and Challenges.	12
IV	Industrial Relations, Overview of Indian Industrial Relations, Role of Labour Unions, Trends in Unionization, Collective Bargaining and Negotiating Labour Agreements. Ethics and Human Resource Management, Rightsizing the Organizations, Managing Terminations and retention, Voluntary Turnover, Managing Human Resource during Mergers and Acquisition, Employee Safety and Health Global Issues in International Human Resource Management	13

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**Suggested Readings:**

1. DeNisi, Angelo S., Griffin, Ricky W., and Sarkar Anita, "HR Human Resource Management", Cengage Learning, Delhi, 2016.
2. Dessler, G. & Varkkey, B, "Human Resource Management", Pearson, New Delhi, 2020, 16<sup>th</sup> Edition.
3. Aswathappa, K., "Human Resource Management: Text & Cases", McGraw-Hill Education, 2017, 8<sup>th</sup> Edition.
4. Armstrong, Michael, and Stephen Taylor, "Armstrong's handbook of human resource management practice.", Kogan Page, 2020.
5. Bernardin, John H., "Human Resource Management", Mc Graw Hill, 2012.
6. Sharma, R. C., "Industrial relations and labour legislation", PHI Learning Pvt. Ltd., 2016.

This course can be opted as an elective by the students of following subjects: Open for all

Suggested Continuous Evaluation Methods: In addition to the theoretical inputs the course will be delivered through Assignments, Presentation, Group Discussions and Case Studies. This will instil in student a sense of problem identification, generating solution, decision making and practical learning. Student learning will be evaluated through Written Tests, Projects and Field Assignments, Quizzes.

Suggested equivalent online courses:

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Further Suggestions:

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Programme/Class: PG Degree	Year: I	Semester: II
Subject: MBA		
Course Code: F010804T	Course Title: <b>Production and Operations Management</b>	
<p><b>Course outcomes:</b>  The objective of this subject is to introduce the students with the intricacies of Production and Operations Management. The course discusses the importance of planning, organizing and controlling aspects in Production and Operations Management. This course emphasizes the concepts and practices of managing production and operations in contemporary organizations. This course provides an introduction to the field of production and operations management. It is designed to highlight the practical and applied techniques which can improve the organization's quality and productivity. Course outcomes cover the skills to formulate, organize, implement the operational plans to carry out operations of a manufacturing or service organization. Focus of the course is on acquiring skills to optimally execute operational activities with expected system efficiency and judge the quality of products and services.</p>		
Credits: 4	Core Compulsory / Elective: <b>Core Compulsory</b>	
Max. Marks: 25+75	Min. Passing Marks: 9+27	
Total No. of Lectures-Tutorials-Practical (in hours per week): L-3 T-1 P-0		
Unit	Topics	No. of Lectures
	<b>Part I</b>	<b>45</b>
I	Introduction to Operations Management; Production and operations management: Meaning, Nature, Scope, Importance and Functions, Strategic role of Operations Evolution from production to operations management, Productivity-Work Measurement and variables, Method Study, Systems view of Operations Management; Functions of Operations manager	11
II	Designing Products; Services and Processes; Flexible Manufacturing System. Types of production systems: Intermittent production-project, jobbing, batch production. and Continuous production- mass, process, characteristics of each method	11
III	Location decisions, need and importance of location, factors affecting location decisions, Location models-factors rating method, locational break even analysis, centre of gravity method, Geographical Information System (GIS)	11
IV	Layout decisions: meaning, objectives, importance, factors influencing layout decisions, types of layout Inventory management, importance, functions, types of inventory, ABC, VED, analysis, EOQ, Quality, TQM, JIT, ISO certifications	12

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<b>Suggested Readings:</b> <ol style="list-style-type: none"><li>1. Heizer and Render – Operations Management (Prentice Hall, 10th edition)</li><li>2. Ashwathappa K &amp; Bhat K. Shridhara - Production &amp; operation Management (Himalaya Publication)</li><li>3. S N Chary – Production and Operations Management (McGraw Hill, 2019)</li><li>4. William J Stevenson – Operations Management (McGraw Hill, 12th edition)</li><li>5. Adam Jr Everetl E. &amp; Ebert R J – Production and Operations Management (Prentice-Hall)</li><li>6. Dilworth James B – Operations Management (Mc Graw Hill)</li><li>7. U Dinesh Kumar, Business Analytics: The Science of Data Driven Decision Making (Wiley)</li></ol>
This course can be opted as an elective by the students of following subjects: Open for all
Suggested Continuous Evaluation Methods: In addition to the theoretical inputs the course will be delivered through Assignments, Presentation, Group Discussions and Case Studies. This will instil in student a sense of decision making and practical learning. Student learning will be evaluated through Written Tests, Projects and Field Assignments, Quizzes.
Suggested equivalent online courses:
Further Suggestions:

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Programme/Class: PG Degree		Year: 1	Semester: II
Subject: MBA			
Course Code: F010805T		Course Title <b>Business Research Methods</b>	
Course outcomes: On completion of this course, a learner will be able to <ul style="list-style-type: none"> <li>• develop understanding of research process and formulation of research problem</li> <li>• learn quantitative and qualitative techniques of research</li> <li>• analyze data, infer from results, and write business research report</li> </ul>			
Credits: 4		Core Compulsory / Elective: Core Compulsory	
Max. Marks: 25+75		Min. Passing Marks: 9+27	
Total No. of Lectures-Tutorials-Practical (in hours per week): L-3 T-0 P-1*			
Unit	Topics		No. of Lectures
	<b>Part I</b>		<b>45</b>
I	The nature of business and management research, the research process, critically reviewing the literature, Research philosophies and approaches, Research problem and formulating the research design, Exploratory Research Design, Descriptive Research Design, Causal Research Design, Research Ethics. Qualitative Research – Locating the field of study, Strategies of Inquiry, Methods of Collecting and Analyzing Empirical Materials, Art and Practices of Interpretation, Evaluation, and Representation.		12
II	Measurement and Scaling, Questionnaire and Form, use of secondary data, collecting primary data- observation, interviews, questionnaires, Questionnaire and Form Design, Reliability and Validity of scale, Selecting Samples- probability and non-probability sampling, Sample design, size of sample, sampling errors.		12
III	Quantitative Research - Data Collection, Data Preparation, Frequency Distribution, Cross-Tabulation, Hypothesis testing, Analysis of Variance and Covariance, Correlation and Regression, Discriminant and Logistic Regression, Factor Analysis, Multidimensional Scaling and Conjoint Analysis, Introduction to Structural Equation modelling and Path Analysis.		11
IV	Importance of Report and Presentation in Management, Report Preparation and Presentation Process, Report Preparation, Report Format, Report Writing, Statistical Software for Qualitative and Quantitative Data Analysis.		10


  
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**Suggested Readings:**

1. Saunders, M. N., Lewis, P., & Thornhill, A., "Research Methods for Business Students", Pearson, 2019. Eighth Edition.
2. Malhotra, N. K., Nunan, D., & Birks, D. F., "Marketing research: An applied approach", Pearson Education Limited, 2017.
3. Hair, J. F., Black, W. C., Babin, B. J., Anderson, R. E., & Tatham, R. L., "Multivariate data analysis", Pearson Education Limited, 2014. Seventh Edition.
4. Denzin, N. K., & Lincoln, Y. S. (Eds.), "The Sage handbook of qualitative research", Sage, 2011.
5. Merriam, S. B., & Grenier, R. S. (Eds.), "Qualitative research in practice: Examples for discussion and analysis", John Wiley & Sons, 2019.
6. Creswell, J. W., & Creswell, J. D., "Research design: Qualitative, quantitative, and mixed methods approaches", Sage publications, 2017.
7. Sekaran, U., & Bougie, R., "Research methods for business: A skill building approach", John Wiley & Sons, 2018.
8. Bajpai, N., "Business research methods", Pearson Education India, 2017. Second Edition.

This course can be opted as an elective by the students of following subjects: Open for all

**Suggested Continuous Evaluation Methods:** In addition to the theoretical inputs the course will be delivered through Survey based Assignments, Practical for hands-on experience and Presentation. The practical classes related to data analysis will give a hands-on experience to students. This will instil in student a sense of practical learning and interpretation. Student learning will be evaluated through Written Tests, Projects and Field Assignments, Quizzes.

Suggested equivalent online courses:

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Further Suggestions:

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