

**KHWAJA MOINUDDIN CHISHTI LANGUAGE UNIVERSITY
LUCKNOW (U.P.)**



**MASTER OF BUSINESS ADMINISTRATION (MBA)
Program Outcomes (POs) & Program Specific Outcomes
(PSOs)**

DEPARTMENT OF BUSINESS ADMINISTRATION

1. PROGRAM EDUCATIONAL OBJECTIVES (PEOs)

The MBA Program is designed to enhance employability by preparing students for careers in management and leadership in both the private and public sectors including entrepreneurial ventures and family businesses. Students acquire a comprehensive foundation in the fundamentals of business, the environment in which they will function, the analytical tools for intelligent decision-making and problem solving.

Specifically:

1. **Simulating Learning Environment:** To provide learning environment to students to pursue careers in different fields of management or become academicians and researchers.
2. **Communication Skill:** To enable students to develop conceptual, interpersonal, decision-making, problem solving, and oral and written communication skills.
3. **Problem-solving Skill:** To develop the right attitude and increase the problem-solving, conceptual and decision-making skills of practicing managers.
4. **Leadership readiness/qualities:** To promote development of an ethical approach and leadership skills among students by stimulating them to organize and manage various programs such as inter-institute competitions and seminars.
5. **Coordinating/collaborating with others:** To provide enhanced exposure to real life work experiences and hands-on practice in collaboration with industry for augmenting theoretical knowledge through enhanced understanding of practical issues.
6. **Holistic Development:** To provide opportunities for holistic development of students by encouraging them to participate in various co-curricular activities.
7. **Skills to apply digital and technological solutions:** To improve teaching-learning process and provide enriched learning experiences to students to enable them to achieve enhanced learning outcomes.
8. **Judgement and Decision making:** Able to make judgement and take decision, based on analysis of data and evidence, for formulating responses to issues/problems associated with the chosen fields of learning, requiring the exercise of some personal responsibility for action and outputs/outcomes.

2. PROGRAM OUTCOMES (POs) -

Upon completion of the MBA Program, the students will be able to:

PO 1	Business Environment and Domain Knowledge - Improve awareness and knowledge of students about the functioning of local and global business environment and society. This helps in recognizing the functioning of businesses, identifying potential business opportunities, involvement of business enterprises and exploring the entrepreneurial opportunities.
PO 2	Creative and Critical Thinking Skills: Analyze organizational and business situations with an open mind and formulate innovative solutions to problems.
PO 3	Global Competency and Cross-Cultural Understanding: Examine and evaluate business practices across the globe to determine the best practices for application to their businesses.

PO 4	Social Responsiveness, Ethics and Value Incultation: : Developing responsiveness to contextual social issues / problems and exploring solutions, understanding business ethics and resolving ethical dilemmas. Appreciate the importance of ethical values and work as team players.
PO 5	Innovative integration: Network and work in collaboration with team members to amalgamate and integrate ideas and develop innovative solutions for solving practical problems.
PO 6	Entrepreneurship skills and mind-set: Ability to identify entrepreneurial opportunities and leverage managerial & leadership skills for founding, leading & managing startups as well as professionalizing and growing family businesses.
PO 7	Leadership & Teamwork: Research Aptitude, Scholarship & Enquiry Understanding leadership roles at various levels of the organization and leading teams. Graduates are expected to collaborate and lead teams across organizational boundaries and demonstrate leadership qualities, maximize the usage of diverse skills of team
PO 8	Regulatory Framework: To understand and discuss the broad legal and regulatory framework governing business activities.
PO 9	Problem Solving & Analytical Skills - Ability to Identify, formulate and provide innovative solution frameworks to real world complex business and social problems by systematically applying modern quantitative and qualitative problem-solving tools and techniques.
PO 10	Environment and Sustainability: Understand the relevant issues of environmental concern and sustainable development.
PO 11	Life-Long Learning: Acquire the ability to engage in independent and life-long learning in the broadest context socio-technological changes.

3. PROGRAM SPECIFIC OUTCOMES (PSOs)

PSO 1	Employment-readiness: Enhanced employability for working as executives in various industries, MSMEs, private enterprises and government institutions.
PSO 2	Proficiency in ICT & Digital Literacy – Improved ability to use technology as a means to enhance problem solving skills by using updated software and digital tools.
PSO 3	Research Aptitude, Scholarship & Enquiry: Ability to identify with or understand the perspective, experiences, or points of view of another individual or groups by developing research aptitude.
PSO 4	Community engagement, empathy, and service: Ability to participate in activities/services. that are undertaken in collaboration with community members for promoting the wellbeing of the society.

MBA-Semester-1 (2026-2027)

Cour se	Subject code	Title	Interna l	Exter nal	Total	Lectur e	Tutorial	Practical	Credits	Teaching hours
Cour se 1	F0107 01	Principles and practices of management	30	70	100	3	1	0	4	4
Cour se 2	F0107 02	Financial and Management Accounting	30	70	100	3	1	0	4	4
Cour se 3	F0107 03	Workplace Behaviour and Organisational Dynamics	30	70	100	3	1	0	4	4
Cour se 4	F0107 04	Managerial economics	30	70	100	3	1	0	4	4
Cour se 5	F0107 05	Quantitative Techniques	30	70	100	3	1	0	4	4
Cour se 6		Business & Corporate Communication	30	70	100	3	1	0	4	4
Cour se 7		Business Environment	30	70	100	3	1	0	4	4
Total			210	490	700	21	5	2	28	30

Programme / Class: PG Degree		Year: I	Semester: I
Course Code: F010701		Course Title: Principles and Practices of Management	
S. No.	Course Outcome	Bloom's Taxonomy	
CO1	Students will develop knowledge , understanding about the concepts of Management, Management thought and different thinks contribution in management.	Understand (K2)	
CO2	Analyzing the concept of planning and acquiring in depth knowledge related to decision making policies.	Analyze (K4) Understand (K2)	
CO3	Be able to understand the structure and design of an organization and applying them with the help of functions of management.	Remember(K1) Understand (K2)	
CO4	Applying the various controlling techniques of total quality management and better understanding of communication skills within the organization.	Understand (K1) Apply(K3)	
Credits: 4			Core Compulsory/Elective: Core Compulsory
Total No. of Lectures-Tutorials-Practical (in hours per week):L-3T-1P-0			
Unit	Topics	No. of Lectures	
	Part I	45	
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. Management Vs. Administration, Bureaucracy. Management – Art, Science and Profession, Levels of Management, Skills of a Manager, Organization Structure and Design - Hierarchy of authority, Division of Labor, Span of Control, Line versus Staff Positions, Decentralization Departmentalization - Functional Organizations, Product Organizations, Matrix Organizations, Boundary less Organization Organizational and Inter - organizational Design. Social Responsibilities of Business.	13	
II	Planning: Concept, process and types; Decision – Making- concept and process, Barriers to effective planning. Planning premises and forecasting Conditions of Certainty, Risk and Uncertainty; Bounded rationality; Barriers to decision making; Individual and Group Decision making Quantitative; Decision- Making Tools Management by Objectives and work stress; Corporate planning-environment analysis and diagnosis, Motivation and Morale, Leadership, Coordination, SWOT Analysis, Forecasting.	12	
III	Organizing: Concept, nature, process and significance; Organizational Structure and Design: Authority and responsibility relationships, delegation, decentralization, departmentalization, Simple Structure; Bureaucratic Structure; Matrix Structure Organization chart and Manual, Nature and Scope of Staffing, Training and Development, Performance -Appraisal and Promotion, Direction and Supervision, Organizational conflicts and Grievances, Organizational change. Organising & Staffing: Meaning of Organization, Types of Organization, Organization Structure, Span of Management, Line and Staff Relationship, Departmentation, Delegation, Centralization and Decentralization of Authority, Meaning of Staffing, Recruitment, Selection & Placement, Training & Development.	10	

IV	Managing communication: nature, process, networks and barriers; Effective communication; Essentials of Communication. Guidelines to improve written and Oral Communication. Communication Practices in India and Abroad. Technology and Managerial Communication .Directing and Managerial control-concept and process; Designing an effective control system; Traditional and modern Techniques for effective control system. Total Quality Management; Management Information System, MIS, EDP, Use of AI & Digital Tools in Managerial Communication.	10
Suggested Readings: 1. Robbins, Stephen P. Mary K. Coulter, and David A. De Cenzo." Fundamentals of management." Pearson, 2017 . 2. Stoner, James A. F., Freeman, R. Edward,and Gilbert, DanielR., ‘ Management”, Pearson, 2018 . 3. Prasad, L. M., “ Principles and Practiceof Management”, Sultan Chand & Sons, 2019 . 4. Koontz, H.&Weihrich, H.,“Essentials of Management:An International, Innovation, and LeadershipPerspective”, Mc - Graw Hill, New- Delhi, 2015 . 5. Principles of Management, L.M. Prasad, 19E, 2019. 6. Koontz Harold &Weihrich Heinz – Essentials of management (Tata Mc Graw Hill, 11th Edition, 2020).		
Suggested Continuous Evaluation Methods: In addition to the theoretical inputs the course will be delivered through Assignments, Presentation, Group Discussions, Simulation exercises, and Case Studies. This will instill in student a sense of problem identification, generating solution, decision making and practical learning. Studentlearning will be evaluated through Written Tests, Projects and Field Assignments, Quizzes.		
Suggested equivalent online courses: 1. https://swayam.gov.in 2. http://egyankosh.ac.in/ 3. http://nptel.ac.in/		

Programme / Class: PG Degree		Year: I	Semester: I
Course Code: F010702		Course Title: Financial and Management Accounting	
S. No.	Course Outcome	Bloom's Taxonomy	
CO1	Understand and apply accounting concepts, principles and conventions for their routine monetary transaction..	Understand(K2) Apply(K3)	
CO2	Analyze, interpret and communicate the information contained in basic financial statements and explain the limitations of such statements..	Analyze (K4) Evaluate (K5)	
CO3	To understand and remember the various aspects of cost behavior and able to analyze the cost sheet.	Analyze (K4) Understand(K2)	
CO4	Be able to understand various control techniques of budget.	Understand(K2)	
Credits: 4			Core Compulsory/Elective: Core Compulsory
Total No. of Lectures-Tutorials-Practical (in hours per week):L-3T-1P-0			
Unit	Topics	No. of Lectures	
	Part I	45	
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. AI & Financial accounting	12	
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 Behavior, Absorption and marginal costing, Service costing, Activity Based Costing, Cost Sheet.	12	
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	11	
Suggested Readings: 7. Management Accounting, Charles H orngren 8. ManagementAccounting-Khanand Jain, Tata Mc.Graw Hills 9. Management Accounting-Ananthanrayanan, P. S.Oxford Publication 10. Accounting:Textsand Cases, Anthonyand Reece, Irving Professionalpublishing 11. Ramachandran, N.and Kakani, R. K. FinancialAccountingfor Management, Tata Mc GrawHill 12. Khan and Jain - Financial Management (Tata McGraw Hill, 7 th Ed.) 13. PC Tulsian- Financial Accounting Pearson, 2016. 14. Corporate Accounting, R.L. Gupta & M.Radhaswamy, Sultan Chand & Sons, 2021. 15. Financial Accounting, R.K. Arora, 2Ed, Wiley, 2018.			

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 instill 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:

1. <https://swayam.gov.in>
2. <http://egyankosh.ac.in/>
3. <http://nptel.ac.in/>
4. <https://egyankosh.ac.in/handle/123456789/17423>
5. <https://epgp.inflibnet.ac.in/Home/ViewSubject?catid=ahLCajOqz6/GWFCSpr/XYg==>

Programme / Class: PG Degree		Year:1	Semester: I
Course Code: F010703		Course Title: Workplace Behaviour and Organisational Dynamics	
S. No.	Course Outcome	Bloom's Taxonomy	
CO1	Describe the field of Organizational Behaviour and its relevance at workplace.	Understand(K2) Remember (K1)	
CO2	Predict human behaviour and its related aspects with their application at workplace .	Understand(K2) Remember (K1)	
CO3	Develop insight on the application of various behavioural theories .	Remember (K1) Understand(K2)	
CO4	Analyze the individual and group behaviour dynamics in organization .	Understand(K2) Analyze (K4)	
Credits: 4			Core Compulsory/Elective: Core Compulsory
Total No. of Lectures-Tutorials-Practical (in hours per week):L-3T-1P-0			
Unit	Topics	No. of Lectures	
	Part I	45	
I	Why to study OB? The importance of interpersonal behaviour, Mintzberg's managerial roles, Katz's essential managerial skills, Evolution of OB as a Discipline, nature and significance of organisational behaviour, forces and variables affecting organisational behaviour, disciplines, contributing to organisational behaviour, management challenges and organisational behaviour in the present scenario, models of OB, Concept and dimensions of workforce diversity, reasons for growing interest in diversity, workforce, diversity in India,	10	
II	Perception: definition, significance and process of perception, perceptual mechanism, perceptual organisation and perceptual interpretation, characteristics of the perceiver, characteristics of the perceived and characteristics of the situation. Perceptual errors and distortion and. Learning: concept and nature of learning, classical conditioning theory, operant, conditioning theory, cognitive learning, social learning and reinforcement, theory of learning. Personality:factors involved in shaping the personality, psycho-analytical, theory of personality, Cris Agris a maturity and maturity theory, traits of personality. Attitudes and Values: Nature of values, types and sources of values, values and corporate culture. Nature and components of attitude, attitude formation, measurement of attitude, relationship between attitude and behaviour.	10	
III	Stress: concept and nature of stress, implication of stress on performance and satisfaction, potential sources of stress, consequences of stress and stress management. Interpersonal Behaviour: transactional analysis, analysis of ego states, stroking, types of transactions, Analysis of life, positions, script analysis, appraisal of transactional analysis and Johari Windows concept. Management of Conflict: concept and nature of conflict, functions and disfunctions of conflict, issues, involved in conflict, stages of conflict, levels of conflict and modes of handling conflicts.	13	

IV	Group Dynamics: nature of group dynamics, concept and nature of groups, types of groups, Reasons for formation of groups, importance of groups to the organisation, , problems created by small/informal groups, managing inter-group and intra-group conflicts. Organisational power and politics: definition of power, concept and sources of authority, sources of power, acquisition of power, politics in organisations, disfunctions of politics and management of political behaviour. Organizational Change, Creating a Culture for Change, Implementing the Change. Meaning and concept of leadership, prominent theories of leadership.	12
Suggested Readings: 16. Robbins,StephenP.,TimothyA. Judge, andNeharikaVohra, “ ”, Pearson Education, India,2018,18th Edition. 17. Luthans, Fred, “Organizational Behaviour: an Evidence -Based Approach”, McGraw-Hill, India, 12thEdition. 18. Prasad, L.M.,“Organizational Behaviour”, Sultan Chand& Sons, 2019. 19. UhlBien,Mary,Schermerhorn,JohnR.Jr.,Osborn,RichardN.,“OrganizationalBehaviour”,(AnIndianAdaptatio nby SanketSunandDash), Wiley,2021.13thEdition. 20. Griffin, R.W.,Phillips,J.M.,&Gully,S. M.,“Organizational behavior:Managing people and organizations”, Cengage Learning, 2016.		
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 instill 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: 1. https://swayam.gov.in 2. http://egyankosh.ac.in/ 3. http://nptel.ac.in/ 4. https://epgp.inflibnet.ac.in/Home/ViewSubject?catid=ahLCajOqz6/GWFCSpr/XYg==		

Programme / Class: PG Degree		Year:1	Semester: I
Course Code: F010704		Course Title: Managerial Economics	
S. No.	Course Outcome	Bloom's Taxonomy	
CO1	Comprehend the forces that shape business and economic structure and develop strategies to cope with the same.	Comprehending (K3) Applying(K4)	
CO2	Evaluate the economic & political environmental dynamics to cope with the changing regulations affecting business and its profitability.	Analyzing (K5)	
CO3	Analyze the competitive forces in environment and accordingly devise business policies and strategies to stay in competitive position.	Analyzing (K5)	
CO4	Students will be able to remember the concepts of microeconomics and also able to understand the various micro economic principles to make effective economic decisions under conditions of risk and uncertainty.	Analyzing (K5)	
CO5	The students would be able to understand the law of demand & supply & their elasticity's, evaluate & analyze these concepts and apply them in various changing situations in industry.	Knowledge (K2)	
Credits: 4			Core Compulsory/Elective: Core Compulsory
Total No. of Lectures-Tutorials-Practical (in hours per week):L-3T-1P-0			
Unit	Topics	No. of Lectures	
	Part I	45	
I	Nature and Scope of Managerial Economics, Marginal Analysis and Optimization, Managerial Theories and Goal(s) of a Firm; Information Economics and its Business Applications,Demand-Supply Framework, Elasticity-types and applications, Demand Forecasting,	15	
II	Analysis of Production Function, Theory of Cost, Law of Variable Proportion, Laws of Returns to Scale, Economics of <u>Scope</u> , Optimal Combination of Inputs	10	
III	Market Morphology and Strategic Behavior of Firms, Pricing and out-put strategies in different Market Structures , Price Discrimination ,Game Theory Applications.	10	
IV	National Income Analysis:Various concepts of National Income , Measurement methods and difficulties in measurement of NI , Theories of Inflation and Deflation, Theories of Business Cycles and Stabilization Policies, Monetary Policy, Fiscal Policy and the Budget.	10	
Suggested Readings:			
1. Thomas and Maurice, Managerial Economics, 8 th Edition, McGraw-Hill			
2. Salvatoreand Rastogi, Managerial Economics, 8 th Edition, Oxford University Press			
3. AKoutsoyiannis,Modern Micro economics, 2 nd Edition, Mac Millan Press Ltd			
4. D. N. Dwivedi,Managerial Economics, Vikas Publication, 7 th Edition.			
5. GEETIKA,Managerial Economics, McGraw-Hill Education 2 nd Edition.			
6. THOMAS& MAURICE Managerial Economics: Concepts and Applications (SIE), , McGraw-Hill, Education, 9 th Edition.			
7. H.L Ahuja,Managerial Economics, , S.Chand, 8 th Edition.			
8. GS Gupta, ManagerialEconomics,TataMcGrawHill			

Suggested Readings:

21. Thomas and Maurice, Managerial Economics, 8th Edition, McGraw-Hill
22. Salvatore and Rastogi, Managerial Economics, 8th Edition, Oxford University Press
23. A. Koutsoyiannis, Modern Micro economics, 2nd Edition, Mac Millan Press Ltd
24. Environmental Studies, M.P. Poonia & S.C. Sharma, Khanna Publishing House, Delhi.
25. Business Environment: Text and Cases, PAUL, McGraw Hill Education, 3rd Edition.
26. Business Environment, Francis Cherunilam, Himalaya Publishing House.
27. Managerial Economics, D. N. Dwivedi, Vikas Publication, 7th Edition.
28. Managerial Economics, GEETIKA, McGraw-Hill Education 2nd Edition.
29. Managerial Economics: Concepts and Applications (SIE), THOMAS & MAURICE, McGraw-Hill, Education, 9th Edition.
30. Managerial Economics, H.L. Ahuja, S. Chand, 8th Edition.
31. G.S. Gupta, Managerial Economics, Tata McGraw Hill

Programme / Class: PG Degree		Year: I	Semester: I
Course Code: F010705		Course Title: Quantitative Techniques	
S. No.	Course Outcome	Bloom's Taxonomy	
CO1	Gaining knowledge of basic concept and fundamentals of business statistics.	Understand (K2)	
CO2	To compute various measures of central tendency, measures of dispersion, time series analysis, index number, correlation and regression analysis and their implication on business performance.	Remember (K1) Apply (K3)	
CO3	Evaluating basic concepts of probability and perform probability theoretical distributions.	Understand (K2) Apply (K3)	
CO4	To apply hypothesis testing concepts and able to apply inferential statistics-T, F, Z test and Chi-Square Test and perform practical application by taking managerial decision and evaluating the concept of business analytics	Analyze (K4) Create (K6)	
Credits: 4			Core Compulsory/Elective: Core Compulsory
Total No. of Lectures-Tutorials-Practical (in hours per week):L-3T-1P-0			
Unit	Topics	No. of Lectures	
	Part I	45	
I	Statistics: Statistics for managers, Categorical and Numerical data, Statistical thinking and analysis, Association between variables. Nature, Scope, and Relevance; Categorical vs Numerical Data; Statistical Thinking and Data-Driven Decision-Making; Association Between Variables. Probability-Concept of probability , Definition of probability, Rules of probability, Independent Events, Dependent Events, The Bayes' Theorem Probability Distributions, Binomial and Poisson Model, Normal Probability model, Departures from Normality. Matrices -Types of Matrices, Matrix Operations - Addition, Subtraction and Multiplication of Matrices, Ad joint and Inverse of a Matrix , Solving Linear Equations using Matrix Method, Business Applications of Matrices.	12	
II	Measure of Central Tendency -Objectives of averaging. Requisites of measure of central tendency. Mathematical averages – arithmetic mean (simple and weighted), geometric mean, harmonic mean. Averages of position-median and mode. Partition values -Quartiles, Deciles and Percentiles. Relationship between Mean, Median and Mode. Comparison between measures of central tendency	10	
III	Measure of Dispersion -Significance of measuring dispersion (variation). Classification of measure of dispersion. Distance measures-range and inter quartile range or deviation. Average deviation measures, mean absolute deviation, Variance, and standard deviation. Chebyshev's theorem. Coefficient of variation. Skewness, Moments, and Kurtosis: Measures of Skewness, Moments– moments about mean, moments about arbitrary point, moments about zero or origin. Measures of Kurtosis.	12	
IV	Test of Significance and its Designing: Null Hypothesis and Level of significance. Concept of Standard Error of Mean. Confidence Limits. Tests of Variables and Proportions: Student's 'T' test in small samples. Application of X ² test. Analysis of Variance. Correlation- Karl Pearson's Co-efficient of Correlation and Spearman's Coefficient of Correlation by Ranking Method. Regression - Lines and Equations of Regression, Regression as a Predicting Tool– Simple Regression Model, Multiple Regression. Application in Business Forecasting and Strategy	11	

Suggested Readings:

32. Stephan, Kathryn A. Szabat, P.K. Viswanatha,(2017), Business Statistics: A First Course, Seventh edition Pearson Education. David M. Levine, David F.
33. I. Levin Richard, H. Siddiqui Masood, S. Rubin David, Rastogi Sanjay (2017), Statistics for Management, Eighth Edition, Pearson Education.
34. Dr. S.M. Shukla and Dr. S.P. Sahai (2017) Business Statistics, Sahitya Bhawan Publications.
35. Gupta M. P, Gupta S.P (2019), Business Statistics, 19th Edition, Sultan Chand & Sons.
36. J.K. Sharma, (2016),Business Mathematics, I.K. International Publishing House Pvt. Limited

Online E-content

<https://egyankosh.ac.in/>

<https://epgp.inflibnet.ac.in/>

<https://www.careers360.com/courses-certifications/swayam-statistics-courses-brp-org>

Programme/Class: PG Degree		Year:1	Semester: I
Subject: MBA			
Course Code:		Course Title: Business & Corporate Communication	
Course outcomes:			
S. No.	Course Outcome	Bloom's Taxonomy	
CO1	Demonstrate effective oral and written business communication.	BT3 - Apply	
CO2	Draft professional reports, emails, proposals, and business correspondence.	BT6 - Create	
CO3	Deliver impactful presentations and participate confidently in meetings and interviews.	BT3 – Apply	
CO4	Apply communication strategies in managerial and organizational settings.	BT3 – Apply	
Credits:		Core Compulsory/Elective: Core Compulsory	
Total No. of Lectures-Tutorials-Practical (in hours per week): L-3 T-1 P-0			
Unit	Topics		No. of Lectures
	Part I		45
I	Fundamentals of Business Communication Concept and Nature of Communication, Communication Process/Cycle, Organisational Communication, Purpose of Communication, Need for Communication, Role and Importance of Communication in Management, Feedback in Communication, Developing Feedback Skills, Ethics and Communication, TYPOLOGY OF COMMUNICATION, Barriers to communication, Principles of effective communication.		10
II	Written and Digital Communication Business correspondence: Letters, Memos, Notices and Circulars. Email writing and email etiquette, Agenda, Notice of Meeting, Press Release, Essentials of a Good Press Release,Preparation of Press Release, Meaning and Purpose of Meetings, Procedure of Convening a Meeting, Virtual meetings, Role of Chairperson, Role of Participating Members, Role of Secretary/Convener, Minutes of Meetings Nature and Importance of Business Reports, Essentials of a Good Business Report, Types of Reports, Commonly used Reports, Responsibility for Report Writing, Steps in Writing Long Reports, Layout/Style of Business Report, Forms of Short Reports, Resume, CV, cover letter, and LinkedIn profile writing,		11
III	Oral, Interpersonal, and Managerial Communication Meaning and Nature of Groups, Types of Groups in Organisation, Seminar, Conference and other Discussion Groups, Discussions in Groups,Considerations in Group Discussion. Skills Discussion, Participation in Conferences, Speaking Skills, Speeches, Organising a Speech/Presentation, Making the Speech/Presentation, Speaker's Personality and Body Language, Manner of Speaking, Audio-visual Aids in Presentation, Interview skills and mock interviews.		12

IV	Corporate and Strategic Communication Corporate communication and corporate image, Organizational culture and communication, Crisis communication and reputation management. Media communication and public relations, Business communication in startups and entrepreneurship, Communication for change management, Business storytelling and branding communication, Communication analytics and feedback systems, Future trends: AI-driven communication, Remote workplace communication, Hybrid work communication practices,	12
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Suggested reading:

1. “Business Communication for Managers” by: Payal Mehra, Publisher: Pearson India, Edition: 2nd Edition, 2016
2. “Business Communication, 3rd Edition: An Indian Adaptation” by: Arthur H. Bell, Dayle M. Smith, K M Baharul Islam, Publisher: Wiley India, Edition: 3rd Edition, 2022
3. “Business Communication” by: R. K. Madhukar, Publisher: Vikas Publishing House, Edition: 2nd Edition,
4. “Business Communication: A Problem-Solving Approach” by: Kathryn Rentz, Paula Lentz, Anupam Das, Publisher: McGraw Hill India

Programme/Class: PG Degree		Year:1	Semester: I
Subject: MBA			
Course Code:		Course Title: Business Environment	
Course outcomes:			
S. No.	Course Outcome	Bloom's Taxonomy	
CO1	Explain various components of the business environment and their influence on organizations.	BT2 – Understand	
CO2	Analyze economic and policy changes affecting business decisions.	BT4 – Analyze	
CO3	Understand the role of political, legal, social, and technological forces in business operations.	BT2 - Understand	
CO4	Evaluate global business trends and strategic responses of firms.	BT5 – Evaluate	
Credits:		Core Compulsory/Elective: Core Compulsory	
Total No. of Lectures-Tutorials-Practical (in hours per week): L-3 T-1 P-0			
Unit	Topics		No. of Lectures
	Part I		45
I	Introduction to Business Environment ❖ Meaning, Nature, Scope, and Importance of Business Environment ❖ Components of Business Environment • Internal Environment • External Environment ❖ Micro and Macro Environment ❖ Environmental Analysis and Scanning Techniques ❖ Competitive Environment and Porter's Five Forces Model ❖ Business Ethics and Corporate Social Responsibility ❖ Emerging Dimensions of Business Environment		11
II	Economic and Policy Environment ❖ Economic Systems and Economic Policies ❖ Structure of Indian Economy ❖ Liberalization, Privatization, and Globalization (LPG) ❖ Industrial Policy and Industrial Licensing ❖ Fiscal Policy and Monetary Policy ❖ Role of RBI, SEBI, and Financial Institutions ❖ Public Sector, Private Sector, and MSMEs ❖ Union Budget and its Impact on Business		12
III	Political, Legal, Social, and Technological Environment ❖ Political Environment and Government Influence on Business ❖ Constitutional Framework and Business ❖ Consumer Protection Act ❖ Competition Act ❖ Environmental Protection Laws ❖ Intellectual Property Rights ❖ Social and Cultural Environment ❖ Demographic Trends and Consumerism ❖ Technological Environment and Digital Transformation ❖ Artificial Intelligence, E-commerce, and Industry 4.0		10

IV	Global and Contemporary Business Environment ❖ International Business Environment ❖ Global Trade Environment ❖ WTO and International Economic Institutions ❖ Foreign Direct Investment (FDI) ❖ Multinational Corporations and Transnational Corporations ❖ Regional Economic Cooperation ❖ Sustainable Development and Green Business ❖ Start-up Ecosystem and Innovation Environment ❖ Contemporary Issues in Business Environment	12
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Suggested Readings

1. Francis Cherunilam
Business Environment
Himalaya Publishing House, Latest Edition.
2. K. Aswathappa
Essentials of Business Environment
Himalaya Publishing House, Latest Edition.
3. Shaikh Saleem
Business Environment
Pearson India, Latest Edition.
4. C. B. Gupta
Business Environment
Sultan Chand & Sons, Latest Edition.
5. V. Neelamegam
Business Environment
Vrinda Publications, Latest Edition.
6. Justin Paul
Business Environment: Text and Cases
McGraw Hill Education India, Latest Edition.
7. Fernando A. C.
Business Environment
Pearson Education India, Latest Edition.
8. Mishra and Puri
Indian Economy
Himalaya Publishing House, Latest Edition

MBA Semester II (2026-2027)

Course	Subject code	Title	Internal	External	Total	Lecture	Tutorial	Practical	Credits	Teaching hours per week
Course 8	MBA2421551	Financial Management	30	70	100	3	1	0	4	4
Course 9	MBA2421555	Fundamentals of Marketing	30	70	100	3	1	0	4	4
Course 10	MBA2421552	Management of Human Resources	30	70	100	3	1	0	4	4
Course 11	MBA2421553	Operations Management & Research	30	70	100	3	1	0	4	4
Course 12	MBA2421554	Business Research Methods	30	70	100	3	0	1	4	4
Course 13	MBA2421557	Information System Management	30	70	100	3	0	1	4	4
Course 14	MBA2421556	International Business Management	30	70	100	3	1	0	4	4
Total			210	490	700	21	5	0	28	28

Programme/Class: PG Degree		Year: 1	Semester: II
Subject: MBA			
Course Code: MBA2421551		Course Title: Financial Management	
Course Outcomes:			
S. No.	Course Outcome	Bloom's Taxonomy	
CO1.	Be able to understand the concept of financial planning and application of corporate finance.	Understand(K 1) Knowledge (K 2)	
CO2.	Understand the practical application of evaluating long term investment decisions.	Analyzing (k5) Evaluating(k7)	
CO3.	Develop analytical skills to select the best source of capital structure and leverage.	Analyzing (k5) synthesizing(k6)	
CO4.	To evaluate the outcomes of a firm's decision to use various financial assets in short and long term	comprehending (k3) synthesizing(k6)	
Credits 4		Core Compulsory/Elective: Core Compulsory	
Maximum Marks: 30+70		Min. Passing Marks: 10+23	
Total No. of Lectures-Tutorials-Practical (in hours per week): L-3 T-1P-0			
Unit	Topics	No. of Lectures	
	Part I	40 (Min.)	
1	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. Concept of financial planning: process of financial planning, characteristics of sound financial plans, factors affecting ffinancial plans, overview of ffinancial inclusion.	10	
2	Investment Decisions: Analysis of Capital budgeting decisions, discounted and non-discounted techniques in capital budgeting, Risk analysis incapital budgeting. Types of Projects – selection criteria, capital rationing. <i>Green Finance and Sustainable Capital Budgeting</i>	10	
3	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.	9	

4	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
Suggested Readings: 1. <i>Principles of Corporate Finance, 14th Edition</i> by Richard A. Brealey, Stewart C. Myers, Franklin Allen & Alex Edmans, 2023. 2. Fundamentals of Financial Management by Dr.R.P.Rustagi, Taxman, 2023 3. Financial Management ,I M Pandey,Pearson 12th Edition, 2021. 4. Financial Management-Text Problems and Cases by Khanand Jain, McGraw Hill, 2011 Online Courses Link: https://onlinecourses.swayam2.ac.in/cec24_mg07/preview https://onlinecourses.nptel.ac.in/noc24_mg21/preview		

Programme/Class: MBA		Year: I	Semester: II
Core Compulsory –7			
Course Code: MBA2421555		Course Title: Fundamentals of Marketing	
Sr. No.	Course Outcome		Bloom’s Taxonomy
1	CO1.To develop an understanding of the basic concepts of marketing.		Understand(K2) Remember(K1)
2	CO2.Be able to apply basic frameworks of Marketing Management for managerial decision making		Understand(K2) Apply(K3)
3	CO3.To strengthen the ability to understand various pricing strategies and their relevancy with product life cycle.		Remember(K1) Understand(K2)
4	CO4.To provide an understanding of various marketing promotional tools and to develop skills to identify the role of communication in marketing .		Understand(K2)
Credits: 4			Core Compulsory/ Elective: Core Compulsory
Max. Marks: 30+70			Min. Passing Marks: 10+23
Total No. of Lectures-Tutorials-Practical (in hours per week): L-T-P:4-0-0			
Unit	Topics		No. of Lectures Total=40 (Min.)
I	What is a market? Types of market, what is marketing? Elements of marketing, marketing as a process, nature & importance of marketing, functions of marketing, Evolution of marketing concept and philosophies, challenges and opportunities for marketing. Concept and importance of marketing mix, components & criticism of marketing mix, determining the marketing mix, factors influencing the marketing mix decisions. Marketing Environment: concept, environmental scanning, micro environment, macro environment, strategies to deal with marketing environment. Ansoff Matrix Expansion Grid BCG Matrix, PESTEL Analysis. Holistic Marketing, Role of Technology in Marketing		10

II	Consumer behaviour: models of consumer behaviour, buying motives of consumer, consumer, buying decision process, factors influencing consumer buying process. Segmentation, targeting, and positioning: need for doing market segmentation, advantages of market segmentation, consumer market segmentation, industrial market segmentation, major basis for market segmentation, criteria for effective market segmentation. Market targeting: Selection of target market segment. Basis for positioning, a product, product differentiation. Product: meaning and importance of product , product classification, product mix, product mix strategies. Branding, packaging and labelling. After sales service/customer support service. Product life cycle: concept and significance, stages in product life- cycle, product planning, concept and significance of new product development stages in new product development, causes for product failure. Role of emotions, attention, and memory in purchasing decisions	12
III	Product pricing: concept and significance of pricing, objectives of pricing, Pricing, factors affecting pricing determination, pricing policies, demand oriented pricing, cost oriented pricing, competition, oriented or market driven pricing, value based pricing, major pricing strategies, product life -cycle and pricing. Decisions. Channels of distribution: nature and functions, significance, factors affecting choice of distribution, channel, intensity of distribution, strategic relationship and partnership, multi level, marketing, franchising, types of intermediaries.	10
IV	Promotion and integrated marketing communication: nature and importance, promotion, mix, marketing communication, pull and push promotion strategies, online promotion, , advertising, sales promotion, personal selling, direct marketing, public relation and publicity. Wholesaling and retailing	8
Suggested Readings: 1. Kotler, P.& Armstrong, G.,“Principles of Marketing”, Pearson, 2017(17thed.). 2. Ramaswamy, V. S.&Namakumari, S,“Marketing ManagementGlobalPerspective In dian Context”, Mc Millan India Ltd. 3. McCarthy, E. J.,“Basic Marketing:A Managerialapproach”, Irwin, NewYork		
E-Content: https://egyankosh.ac.in/ https://epgp.inflibnet.a c.in/ https://swayam.gov.in		

Programme/Class: PG Degree		Year:1	Semester: II
Subject: MBA			
Course Code: F010701		Course Title: Management of Human Resources	
Course outcomes:			
S. No.	Course Outcome	Bloom's Taxonomy	
1	CO1.To synthesize the role of human resources management as it supports the success of the organization including the effective development of human capital as an agent for organizational change.	Understand(K2) Remember(K1)	
2	CO2.Be able to link organization strategy with human resource practices and outcomes in an organization.	Understand(K2) Apply(K3)	
3	CO3.To understand the role of employee benefits and compensation as a critical component of employee performance, productivity and Organizational effectiveness.	Remember(K 1) Understand(K2)	
4	CO4.To show evidence of the ability to analyze, manage and problem solve to deal with the challenges and complexities of the practice of collective bargaining .	Analyze (K4)	
Credits: 4			Core Compulsory/Elective: Core Compulsory
Total No. of Lectures-Tutorials-Practical (in hours per week): L-3 T-1 P-0			
Unit	Topics	No. of Lectures	
	Part I	45	
I	Meaning of Human Resource Management, why HRM matters more than ever?, The changing role of HRM, Managing Human Resource in the emerging scenario, HRM in India, guidelines for better HRM. difference between human resource management, and personal management, stages.in evolution of human resource management & human resource development, Concept of HRD &its benefits , Personnel Management: concept, nature, objectives and functions, personnel policies, procedures and programmes		
II	Human Resource Planning Methods and Forecasting, steps in human resource planning. job analysis: job description, job specification, methods of job analysis. Recruitment: process of recruitment, sources of recruitment, recent trends in recruitment. Selection: meaning and concept, difference between recruitment and selection, Selection process, employment tests and employment interviews, guidelines for effective interviewing, Group discussions. Placement: concept, guidelines for effective placement decisions. Induction: meaning and concept, objectives, benefits, steps involved in induction process, guidelines for effective induction. Training: concept of training, development, and education, objectives, need, and importance, benefits of training to the employees and the organization, process for designing a training programme and methods of training.		

III	Compensation and Benefits, Determinants of Compensation, Strategy, Incentives and Performance-based Rewards, Benefits Program, Contemporary issues in Compensation and Benefits. Fringe benefits and perquisites. Concept and nature of job evaluation, its significance and methods. Performance Appraisal, Process and Methods, advantages, concept and nature of promotion and transfer, causes and types of promotion, types, rational and criteria of promotion, seniority	
IV	Employee grievance, concept and causes of employee grievance, types of grievance redressal procedure, model grievance redressal procedure, essential of an effective grievance redressal procedure. 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, Right- sizing the Organizations, Managing Termination and retention, Voluntary Turnover, Managing Human Resource during Mergers and Acquisition, Employee Safety and Health . Global issues in International Human Resource Management	

Suggested Readings:

1. DeNisi, Angelo S., Griffin, Ricky W., and Sarkar Anita, "HR Human Resource Management", Cengage Learning, Delhi, 2024.
2. Dessler, G. & Varkkey, B, "Human Resource Management", Pearson, New Delhi, 2020, 16th Edition.
3. Aswathappa, K., "Human Resource Management: Text & Cases", McGraw - Hill Education, 2024, 8th 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", McGraw Hill, 2012.
6. Sharma, R. C., "Industrial relations and labour legislation", PHI Learning Pvt. Ltd., 2016.
7. V. S. P. Rao, Human Resource Management (Text and Cases) Himalaya Publications, Thirtieth Edition.
8. Durai Praveen, Human Resource Management Pearson Publication, 2nd Edition.
9. Gary Dessler and Biju Varkkey Human Resource Management, Pearson Publication, 2013, 14th Edition.
10. Seema Sanghi, Human Resource Management, Vikas Publications, 2024, 7th Edition

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Programme/Class : PG Degree	Year: 1	Semester: II
Subject: MBA		
Course Code: MBA2421553	Course Title : Operations Management & Research	
Sr. No.	Course Outcome	Bloom's Taxonomy
1	CO 1.To understand the role of operations in overall business strategy of the firm and the application of the operations management policies and techniques to the services sector as well as manufacturing firm.	Remembering(K1) Understanding (K2)
2	CO 2.To understand and evaluate the key factors and the interdependence of these factor in the designing of effective Operatingsystems.	Understanding(K2) Evaluating (K5)
3	CO 3.To apply techniques for effective utilization of operational resource and managing the processes to produce good quality products and services at competitive prices.	Remembering (K1) Evaluating (K5)
4	CO 4.Be able to apply and develop insights about products, services and their markets by using practical aspects of Business Analytics with the help of R software	Applying(K4)
Credits: 4		Core Compulsory/Elective: Core Compulsory
Max. Marks: 30+70		Min. Passing Marks: 10+23
Total No .of Lectures- Tutorials- Practical(in hours per week):L- 3T- 1 P-0		
Unit	Topics	No. of Lectures= 40(Min.)
	Part I	
I	Operation Management and Research Operations Management – Role and Scope Facility Location and Layout – Site Selection and Analysis, Layout – Design and Process. Enterprise Resource Planning – ERP Modules, ERP implementation Scheduling; Loading, Sequencing and Monitoring Quality Management and Statistical Quality Control, Quality Circles, Total Quality Management – KAIZEN, Benchmarking, Six Sigma;	10

II	Linear Programming: Formulation, Graphical method ≤ 2 variables, Simplex method, Duality basics	10
III	Transportation Problems: Formulation of a Transportation Problems, Initial Basic Feasible Solution (IBFS): 1. North West Corner Method (NWCM), 2. Vogel's Approximation Method (VAM), 3. Modified (MODI) method for optimality and uses	11
IV	Assignment Problems and Network analysis Mathematical Formulation of Assignment Problem, Hungarian Assignment Algorithm, Special Cases of Assignment: Maximization, Unbalanced Assignment, Transportation, Queuing Decision Theory, PERT / CPM	9
Suggested Readings: • J.K. Sharma; Operations Research; Macmillan India Ltd. Delhi. • Kanti Swarup, P.K. Gupta & Man Mohan; Operations Research; Sultan Chand & Sons. • N.D. Vohra; Quantitative Techniques in Management; Tata McGraw-Hill. • V.K. Kapoor; Operations Research; Sultan Chand & Sons New Delhi. Suggested Link for downloading e-Contents from the given links/sources as under: Unit 1 : Introduction to Operation Research: http://egyankosh.ac.in/ http://www.ignouhelp.in/ignou-ms-51-study-material/ e-PGPATHSHALA https://epgp.inflibnet.ac.in/Home/ViewSubject?catid=25		
Suggested equivalent online courses: 5. https://epgp.inflibnet.ac.in/index.php 6. http://egyankosh.ac.in/		

Program/Class: PG Degree		Year: 1	Semester: II
Subject: MBA			
Course Code: MBA2421554		Course Title: Business Research Methods	
Sr. No.	Course Outcome	Bloom's Taxonomy	
1	CO1. Knowledge of concepts/fundamentals for different types of research.	Knowledge (K 2)	
2	CO2. Applying relevant research techniques.	Remembering (K1) Applying (K 4)	
3	CO 3 . Understanding relevant scaling & and measurement techniques and using appropriate sampling techniques.	Comprehending (K3) Applying (K 4)	
4	CO4. Synthesizing different techniques of coding, editing, tabulation, and analysis in doing research.	Analyzing (K 5) Synthesizing (K6)	
Credits :4		Core Compulsory/Elective: Core Compulsory	
Max. Marks: 30+70		Min. Passing Marks: 10+23	
Total No. of Lectures -Tutorials-Practical(in hours per week):L-3 T-0P-1*			
Unit	Topics	No. of Lectures	
	Part I	40(Min)	
I	Meaning of Research, Objectives of Research, Types of Research, Research Approaches, Significance of Research, Research Methods versus Methodology, Research Process, Criteria of Good Research, and Problems Encountered by Researchers in India, What is a Research Problem? Selecting the Problem, Necessity of Defining the Problem, Technique Involved in Defining a Problem	10	
II	Meaning of Research Design , Need for Research Design, Features of a Good Design, Important Concepts Relating to Research Design, Different Research Designs, Basic Principles of Experimental Designs, Census and Sample Survey, Implications of a Sample Design, Steps in Sampling Design, Criteria of Selecting a Sampling Procedure, Characteristics of a Good Sample Design, Different Types of Sample Designs	10	

III	Measurement in Research, Measurement Scales, Sources of Error in Measurement, Technique of Developing Measurement Tools, Scaling, Meaning of Scaling, Scale Classification Bases, Important Scaling Techniques, Scale Construction Techniques, Collection of Primary Data, Observation Method, Interview Method, Difference between Questionnaires and Schedules, Collection of Secondary Data Selection of Appropriate Method for Data Collection, Case Study Method, Chi-square as a Test for Comparing Variance, Chi-square as a Non-parametric Test, Multivariate Analysis, Techniques for multivariate analysis.	10
IV	Statistics in Research, Measures of Central Tendency, Measures of Dispersion, Measures of Asymmetry (Skewness), Measures of Relationship, Simple Regression Analysis, Multiple Correlation and Regression, Partial Correlation Association in Case of Attributes, Important Sampling Distributions, Central Limit Theorem, Sampling Theory, Sandler's A-test, Concept of Standard Error, Estimation, Estimating the Population Mean (μ), Estimating Population Proportion, Sample Size and its Determination, Determination of Sample Size through the Approach, Based on Precision Rate and Confidence Level, Determination of Sample Size through the Approach, Based on Bayesian Statistics. What is a Hypothesis?, Basic Concepts Concerning Testing of Hypotheses, Procedure for Hypothesis Testing, Report Writing, Significance of Report Writing, Different Steps in Writing Report, Layout of the Research Report, Types of Reports, Oral Presentation, Writing a Research Report, Precautions for Writing Research Reports.	10

Suggested Readings:

1. Mark N. K. Saunders, Philip, Adrian Thornhill, "Research Methods for Business Students", Pearson, 2025. Ninth Edition.
2. Brown, Iain. Mastering marketing data science: a comprehensive guide for today's marketers. John Wiley & Sons, 2024.
3. Mardia, Kanti V., John T. Kent, and Charles C. Taylor. Multivariate analysis. John Wiley & Sons, 2024.
4. Denzin, N. K., & Lincoln, Y. S., "The Sage hand book of qualitative research", Sage, 2011.
5. Merriam, S.B., & Grenier, R.S., "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.

Suggested equivalent online courses:

1. <https://epgp.inflibnet.ac.in/index.php> <http://egyankosh.ac.in/>

Programme/Class: PG Degree		Year: 1	Semester: II
Subject: MBA			
Course Code: MBA2421557		Course Title : Information System Management	
Sr. No.	Course Outcome	Bloom's Taxonomy	
1	CO 1.Apply knowledge of fundamental concepts of information systems management.	Remembering(K1) Understanding (K2)	
2	CO2. Recognize and formulate IT solutions to enhance overall business system efficiency.	Understanding(K2)	
3	CO3.Make ethical and secure use of organizational data.	Comprehending (K3) Applying (K 4)	
4	CO4.Plan and implement IT systems to solve common business problems.	Analyzing (K 5) Synthesizing (K6)	
Credits: 4		Core Compulsory/Elective: Generic	
Max. Marks: 30+70		Min. Passing Marks: 10+23	
Total No .of Lectures- Tutorials- Practical(in hours per week):L- 3T- 0P- 1			
Unit	Topics		No. of Lectures
	Part I		40(Min.)
I	UNIT I Introduction to Information Systems and Business Applications Information Systems: Concepts and Components of Information Systems, Role of Information Systems in Transforming Businesses, E-Business, Digital Business and Collaborative Working, Strategic Roles of Information Systems, Behavioural, Technical and Socio-Technical Approaches, Enhancing Business Processes through Information Systems, Types of Business Information Systems-Transaction Processing Systems (TPS), Management Information Systems (MIS), Decision Support Systems (DSS), Executive Information Systems (EIS), Information Systems in Organizations: Organising the Information Systems, Function in Business, Ethical and Social Issues of Information Systems, Data Privacy, Cyber Ethics and Digital Responsibility.		12

II	UNIT II Strategic Information Systems and Decision Support: Using Information Systems for Competitive Advantage, Porter's Competitive Forces Model, Business Value Chain Model, Aligning Information Systems with Business Strategy, Digital Transformation and Competitive Advantage, Decision Making and Information Systems, Types of Decisions and Decision-Making Process, Business Value of Improved Decision Making, Decision Support for Operational, Middle and Senior Management, Database and Data Management: Concepts of Database and Database Management Systems (DBMS), Data Warehousing and Data Mining, Big Data Concepts and Organizational Data Management, Information Security and Data Protection Basics	11
III	UNIT III Functional and Enterprise Information Systems: Marketing Information Systems, Human Resource Information Systems, Financial Information Systems, Operational Information Systems, Cross-Functional Information Systems. Enterprise Systems and ERP Concepts: Supply Chain Management (SCM) Systems, Customer Relationship Management (CRM) Systems, Business Value and Challenges of Enterprise Applications Introduction to Cloud-based Enterprise Applications. E-Commerce and Digital Business: Concepts of E-Commerce, Digital Markets and Digital Goods, Types of E-Commerce and E-Commerce Business Models, B2B E-Commerce: New Efficiencies and Relationships, Mobile Commerce (M-Commerce) and Digital Payments.	11
IV	UNIT IV Knowledge Management Systems: Knowledge, Concepts and Dimensions, Tacit and Explicit Knowledge, Knowledge Management Systems, Content Management Systems, Collaboration Tools and Learning Management Systems, Knowledge Work Systems. Systems Development and Organizational Change: Implementing Information Systems as Planned Organizational Change, Business Process Reengineering (BPR), Systems Analysis and Systems Design, Structured and Object-Oriented Methodologies, System Development Approaches, Traditional Systems Development Life Cycle (SDLC), Prototyping and Agile Development Basics, End-User Development, Application Software Packages and Outsourcing Emerging Trends: Low-Code/No-Code Platforms and Automation Tools.	11

Suggested Reading:

1. Laudon, K. C., & Traver, C. G. (2024). *E-commerce: Business, technology, society* (19th ed.). Pearson Education.
2. Ahuja, V. (2015). *Digital marketing*. Oxford University Press India.
3. O'Brien, J. A., & Marakas, G. M. (2011). *Management information systems* (10th ed.). McGraw-Hill Education.
4. Whiteley, D. (2017). *E-commerce: Strategy, technologies and applications* (2nd ed.). McGraw-Hill Education.
5. Turban, E., King, D., Lee, J., Liang, T. P., & Turban, D. (2018). *Electronic commerce: A managerial and social networks perspective* (9th ed.). Springer.
6. Chaffey, D. (2022). *Digital business and e-commerce management* (8th ed.). Pearson Education.
7. Kalakota, R., & Whinston, A. B. (1997). *Electronic commerce: A manager's guide*. Addison-Wesley.
8. Schneider, G. P. (2017). *Electronic commerce* (12th ed.). Cengage Learning.
9. Stair, R., & Reynolds, G. (2019). *Principles of information systems* (13th ed.). Cengage Learning.

Suggested equivalent online courses:

1. <https://epgp.inflibnet.ac.in/index.php>
2. <http://egyankosh.ac.in/>

Programme/Class: PG Degree		Year:1	Semester: II
Subject: MBA			
Course Code:		Course Title: International Business Management	
Course outcomes:			
S. No.	Course Outcome	Bloom’s Taxonomy	
1	Understand the nature, scope, and dynamics of international business.	BT1	
2	Analyze global business environments and international trade policies.	BT3	
3	Evaluate international market entry strategies and global business operations.	BT4	
4	Apply concepts of international finance, logistics, and cross-cultural management in business decision-making.	BT5	
Credits: 4			Core Compulsory/Elective: Core Compulsory
Total No. of Lectures-Tutorials-Practical (in hours per week): L-3 T-1 P-0			
Unit	Topics	No. of Lectures	
	Part I	45	
I	Introduction to International Business *Meaning, nature, scope, and importance of international business, Theories of international trade: Absolute Cost Advantage Theory, Comparative Cost Theory, Heckscher-Ohlin Theory, Globalization and its impact on business, International business environment: Economic environment, Political and legal environment, Socio-cultural environment, Technological environment, Role of international institutions: WTO,IMF, World Bank, UNCTAD, Regional economic integration: European Union, ASEAN, SAARC, BRICS		
II	International Trade and Market Entry Strategies International trade policies and trade barriers, Tariff and non-tariff barriers, Export-import procedures and documentation, Balance of payments and trade deficits, International market entry strategies: Exporting, Licensing, Franchising, Joint ventures, Strategic alliances, direct investment,Global sourcing and outsourcing, International marketing decisions: Product strategy, Pricing strategy, Promotion strategy, Distribution strategy		
III	International Financial Management *International monetary system, Foreign exchange market and exchange rate determination, Currency risk and exchange rate exposure, International financial institutions and global capital markets, International financing, sources: ADRs and GDRs, ECBs, Export finance, International banking and payment systems, Methods of international payments:Letter of credit, Bills of exchange, Factoring and forfaiting, Basics of international taxation and transfer pricing,		

IV	Emerging Trends and Global Business Operations Multinational corporations and transnational corporations, Cross-cultural management and international negotiations, International human resource, management, Global supply chain and logistics management, International business ethics and corporate social responsibility, Digital transformation in international business, E-commerce and global business, Emerging trends: Sustainable international business, Geopolitical risks, Artificial intelligence in global business, Green trade and ESG practices	
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Suggested Readings

1. International Business by Charles W. L. Hill and G. Tomas M. Hult, McGraw Hill Education, Latest Indian Edition.
2. International Business by Francis Cherunilam, Prentice Hall India, Latest Edition.
3. International Business Environment by Anant K. Sundaram and J. Stewart Black, Pearson Education, Latest Edition.
4. International Business by K. Aswathappa, McGraw Hill Education, Latest Edition.
5. International Marketing by Rakesh Mohan Joshi, Oxford University Press India, Latest Edition.
6. International Financial Management by P. G. Apte, McGraw Hill Education, Latest Edition.
7. International Business by Justin Paul, Prentice Hall India, Latest Edition.

MBA Semester III(2026-2027)

Course	Subject code	Title	Internal	External	Total	Lecture	Tutorial	Practical	Credits	Teaching hours
Course 15 (core)	F010915	Managing Innovation and Entrepreneurship	30	70	100	3	1	0	4	4
Course 16 (core)	F010916	Business Ethics, Corporate Social Responsibility and Governance	30	70	100	3	1	0	4	4
		Any Two specialization								
		Finance specialization								
Course 17	F010918	Security analysis and portfolio management	30	70	100	3	1	0	4	4
Course 18	F010919	International financial management	30	70	100	3	1	0	4	4
		Corporate Tax Planning and Management	30	70	100	3	1	0	4	4
		Marketing specialization								
Course 19	F010920	Advertising and brand management	30	70	100	3	1	0	4	4
Course 20	F010922	Consumer behavior	30	70	100	3	1	0	4	4
		DigitalMarketing	30	70	100	3	1	0	4	4
		HR specialization								
Course 21		Strategic Human Resource Management	30	70	100	3	1	0	4	4
Course 22		Industrial Relations and Workforce Harmony	30	70	100	3	1	0	4	4
Course 23		Workplace Well-being and Employee Wellness Management	30	70	100	3	1	0	4	4
Course		IT specialization								
Course 24		Enterprise Resource Planning	30	70	100	3	1	0	4	4
Course 25		E-Commerce	30	70	100	3	1	0	4	4
Course 27		Artificial Intelligence and Business	30	70	100	3	1	0	4	4
Course 28	F010926	Industrial training	-	-	100	3	1	0	4	4
Course 29	F010927	Viva- voce	-	-	100	3	1	0	4	4
Total					700	21	7	0	28	28

Programme / Class: PG Degree		Year:II	Semester: III
Course Code: F010917		Course Title: Managing Innovation and Entrepreneurship	
S. No.	Course Outcome	Bloom's Taxonomy	
CO1	To develop understanding of key concepts of entrepreneurship and its application in business opportunities.	Understand (K2) Apply(K3)	
CO2	To learn creative process and design thinking for innovation.	Remember (K1) Create (K6)	
CO3	To plan business models and strategies for entrepreneurial venture.	Remember (K1) Understand(K 2)	
CO4	To develop insight and learn application of customer value proposition, market research, financing and IPR for entrepreneurship.	Understand(K2) Apply(K3) Remember (K1)	
Credits: 4			Core Compulsory/Elective: Core Compulsory
Total No. of Lectures-Tutorials-Practical (in hours per week):L-3T-1P-0			
Unit	Topics	No. of Lectures	
	Part I	45	
I	Define Entrepreneurship, Entrepreneurship domain, Managers Entrepreneurs and Entrepreneurial Managers, Entrepreneurship and small business Characteristics of Entrepreneurs, Entrepreneurial Orientation, Entrepreneurial Motivation, Models of Entrepreneurial Motivation, Factors influencing Entrepreneurial Behaviour. Entrepreneurial Process Model, 3M Analysis for opportunity screening, New Venture creation process, Process of Enterprise formation.	12	
II	Importance of creativity management, Creative thinking process, key stages of the creative process, core components of individual creativity, Design thinking, Use of design thinking for innovation, Link between creativity and innovation, Defining Innovation, types of innovation, innovation life cycles, sources of innovation, Strategies to encourage innovation , Creating Innovation Organization, Adoption and Diffusion of Innovation, Innovation Paradigms, Theories of Diffusion, Diffusion Adoption Patterns, Innovation Decision process, Innovation Adoption in Organization, Innovation Adoption Model, Innovation Diffusion as a Social Process, Failure of Innovation Diffusion.	10	
III	Approach to innovation and entrepreneurship to small, medium, and large corporations, innovation and entrepreneurship in the context of small and medium enterprises (SME' s) and large corporations, open innovation, process of innovation, radical innovations and incremental innovations, Impact of changing environment on innovation and entrepreneurship, Role of strategic management in the development of an innovative And entrepreneurial organization, Link between innovation and entrepreneurship with strategy, internal organizational characteristics for innovation and entrepreneurship , Disruptive Innovation, Pathways for Disruptive Innovation, Screening Opportunities and Assessing Markets, Causes of Innovation Failure, Customer Development Process, Customer Value Proposition, Market Research, Sources of Entrepreneurial Capital, Securing Debt financing, Equity financing, Venture capital, Exit Strategy.	12	

IV	Innovation and entrepreneurship in domestic and international business, Planning Business Models and Strategy, Developing Entrepreneurial strategy, Strategy development framework, Risk Management in Innovation, Planning and entrepreneurial risk perception. Innovations through individuals and teams to meet customer demands, entrepreneurial behaviors for individuals and teams to identify and exploit opportunities, integration of entrepreneurship and marketing for market oriented and customer focused innovations. Intellectual Property Management, Nature of Intellectual Property, IP Rights, Copyright, Confidentiality and Trade Secrets, Developing an IP Strategy, Licensing. Social Entrepreneurship and Innovation, Developing a Social Economy, Social Enterprise, Social Entrepreneur, Cooperative and mutual enterprises, Business Cooperative Model, Social enterprise and the role of Cooperatives, Cooperatives Life- cycle Model, Strategies for enhancing Social Entrepreneurship and Social Innovation.	11
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Suggested Readings:

1. Hisrich, Robert D. & Kearney, Claudine, "Managing Innovation and Entrepreneurship", Sage Publications Ltd., 2014.
2. Mazzarol, Tim and Rebound, Sophie, "Entrepreneurship and Innovation: Theory, Practice and Context", 4th Edition, Springer, 2020.
3. Drucker, P., "Innovation and entrepreneurship", Routledge, 2014.
4. Shukla, M., "Social Entrepreneurship in India: Quarter Idealism and a Pound of Pragmatism", Sage Publications Pvt. Limited, 2019.
5. Kumar, A., "Entrepreneurship: Creating and leading an entrepreneurial organization", Pearson Education, 2012

Suggested equivalent online courses:

1. <https://swayam.gov.in>
2. <http://egyankosh.ac.in/>
3. <http://nptel.ac.in/>
4. <https://egyankosh.ac.in/handle/123456789/17423>
5. <https://epgp.inflibnet.ac.in/Home/ViewSubject?catid=ahLCajOqz6/GWFCSpr/XYg==>

Programme/Class: MBA		Year:II	Semester: III
Subject:			
Course Code: F010918		Course Title: Business Ethics, Corporate Social Responsibility and Corporate Governance	
Course outcomes:			
S. No.	Course Outcome	Bloom's Taxonomy	
1	CO1 Understand and evaluate ethical issues in corporate governance and various factors influencing ethical decision making.	BT2	
2	CO2 Comply with statutory provisions related to business ethics in India.	BT3	
3	CO3 Identify sustainability issues and develop corporate social responsibility strategy and practices.	BT4,	
4	CO4 Develop understanding of the global perspective of corporate governance theories and models.	B1,B2	
Credits: 4		Core Compulsory/Elective: Core Compulsory	
Total No. of Lectures-Tutorials-Practical (in hours per week): L-3 T-1 P-0			
Unit	Topics	No. of Lectures	
	Part I	45	
I	Unit I: Cnit I: Foundations of Business Ethics & Institutionalization . Introduction to Business Ethics - Concept, elements, history & development of business ethics - Why ethics matters in business, can ethics be taught? - Relationship between business and ethics, ethics vs law Views of Ethics - Unitarian View, Separatist View, Integration View - Pressure points for ethical behavior . Ethical Issues & Dilemmas - Lying, bullying, discrimination, sexual harassment, fraud, corporate espionage - Insider trading, privacy concerns, conflict of interest, misuse of resources . Institutionalization of Business Ethics in India - Environment laws, antitrust laws, consumer protection, investor protection - IP rights, corruption prevention laws, workplace equity & safety	10	
II	Unit II Functional Ethics & Moral Philosophies . Ethics in Functional Areas - Marketing: Consumer rights, advertising, dumping - Finance: Financial disclosures, insider trading, window dressing - IT & Systems: Data confidentiality - HRM: Whistle blowing, discrimination - Environmental: Carbon trading . Traditional Moral Philosophies - Teleology: Egoism, Utilitarianism	11	

	- Deontology: Kant's Categorical Imperative, Hypothetical Imperative - Justice Theory of Rawls, Virtue Theory of Aristotle - Ethical Relativism - Contemporary Moral Philosophies - Contractarianism, Kohlberg's Cognitive Moral Development Theory - Heinz Dilemma, Feminist ethics, Integrated Social Contract Theory (ISCT)	
Unit III	Unit III Ethical Decision Making & Organizational Ethics - Individual Ethics & Decision Models - Ethical Decision Making Models: Utility, Rights, Justice, Caring (URJC), Janus Headed Model - Steps for taking good ethical decisions - White Collar Crimes - Reasons for growth - Organizational Ethics Management - Organizational culture & ethical climate, danger signs of ethical risk - Whistle blowing: Tips, process of handling - Leadership & ethics, use of power to shape ethical culture Managing Ethics - Developing, managing & controlling good ethics programs - Organizational ethics audit, ISCT to resolve issues in organizational contract	12
Unit IV	Unit IV CSR & Corporate Governance - Corporate Social Responsibility (CSR) - Definition, importance, limitations of CSR - Identifying & solving social problems, Gandhian Trusteeship Philosophy - Carroll's Pyramid, Triple Bottom Line, cause related marketing - CSR standardization, developing effective CSR strategy - Values & Trusteeship - Types of values, ethical behavior, professional values - Trusteeship: Types of CSR - Corporate Governance - Importance, principles, models: Anglo-American, German, Japanese - Development of CG in US, UK, India - Issues in corporate governance - Theories of Governance - Agency Theory, Shareholder Theory, Stakeholder Theory, Stewardship Theory --- Text Books 1. Manuel G. Velasquez – Business Ethics: Concepts and Cases – Pearson Education – 7th Edition – 2018 2. C.S.V. Murthy – Business Ethics and Corporate Governance – Himalaya Publishing House – 1st Edition – 2019 3. A.C. Fernando, K.P. Muralidheeran, E.K. Satheesh – Corporate Governance: Principles, Policies and Practices – Pearson Education – 3rd Edition – 2018 4. R.V. Badi & N.V. Badi – Business Ethics – Vrinda Publications – 3rd Edition – 2021 5. S.K. Mandal – Ethics in Business and Corporate Governance – McGraw Hill Education – 2nd Edition – 2012, Reprint 2020 6. John R. Boatright – Ethics and the Conduct of Business – Pearson Education – 8th Edition – 2020 7. NPTEL – Ethics in Engineering Practice by Prof. Susmita Mukhopadhyay, IIT Kharagpur – 2023 – npTEL.ac.in 8. Ministry of Corporate Affairs – The Co Reference Books Companies APO1 – Ethical Reasoning & Decision-Making:	12

Programme/Class: PG Degree		Year:2	Semester: III
Subject: MBA (Finance Specialization)			
Course Code: F010701		Course Title: Security Analysis & Portfolio Management	
Course outcomes:			
S. No.	Course Outcome	Bloom’s Taxonomy	
1	CO1To understand security analysis and its importance	Understand (K2)	
2	CO2To learn importance of portfolio management in business practices .	Remembering (K1)	
3	CO3To understand the practicality of marketing trends and algorithms of market trends.	Understand (K2) Evaluate(K5)	
4	CO4 To analyze impact of derivatives in portfolio management	Understand (K2) Analysing (K3)	
Credits:		Core Compulsory/Elective: Core Compulsory	
Total No. of Lectures-Tutorials-Practical (in hours per week): L-3 T-1 P-0			
Unit	Topics	No. of Lectures	
	Part I	45	
I	Concept and Objectives of Investment, Types of Securities and Avenues for Investment, Investment Management Process, Risk and Its Measurement, Relationship between Risk and Return, Valuation of Securities, Equity Shares, Preference Shares and Bonds, Term Structure of Interest rates, Mutual Funds, Hedge Funds.	10	
II	Technical Analysis: DOW Theory, Types of Charts & its interpretations, Trend Line, Economic & Industry Analysis, Company Analysis, Fundamental and Technical Analysis, Volatility and Its Measurement. Portfolio Theory Diversification and Optimal Portfolios, International Portfolios.	12	
III	Capital Asset Pricing Models, Factors Models, Arbitrage Pricing Theory. Measuring Portfolio Performance. Bond Portfolio Management and Interest Immunization, Foundations of Behavioral Finance, Prospect Theory	12	
IV	Derivatives: Instruments, markets and regulation, Management of Portfolio of derivative securities, Hedging using options and futures contracts.	11	

Suggested Readings:

Bhalla. V.K. Investment Management: Security Analysis and Portfolio Management, Sultan Chand, 2020, 11th Edition, New Delhi.

REFERENCE BOOKS

1. S. Kevin, Security analysis and Portfolio Management, PHI, 2020, New Delhi.
2. Alexander. G.J, Sharpe. W.F and Bailey.
3. J.V, "Fundamentals of Investments", PHI,20213. Reilly, Brown: "Analysis of Investments and Management of Portfolios", Cengage Learning, New Delhi, 20224.
4. Prasanna Chandra, "Investment Analysis and Portfolio Management", TMH, New Delhi, 20135.
5. Charles.P.Jones, "Investments: Analysis and Management", John Wiley & Sons, Inc. 9th Ed.
6. Francis. J.C. & Taylor, R.W., "Theory and Problems of Investments". Schaum's Outline Series, TMH, New Delhi,2012

Online E-content- <http://egyankosh.ac.in/http://epgp.inflibnet.ac.in/>

Programme/Class: PG Degree		Year:II	Semester: III
Subject: MBA			
Course Code: F010701		Course Title: International Financial Management	
Course outcomes:			
S. No.	Course Outcome	Bloom’s Taxonomy	
1	CO1To understand foundations of international finance in international business Practices.	Understand (K2)	
2	CO2 To Learn importance of international trade organizations or corporation in international business.	Remembering (K1)	
3	CO3 To understand importance of managing foreign exchange exposure in international business .	Understand (K2) Evaluate(K5)	
4	CO4 To get insights of cross broader acquisitions and investments in international business	Understand (K2) Analysing (K3)	
Credits: 4		Core Compulsory/Elective: Core Compulsory	
Total No. of Lectures-Tutorials-Practical (in hours per week): L-3 T-1 P-0			
Unit	Topics		No. of Lectures
	Part I		45
I	Foundations of international financial management: globalization and multinational firm, rewards and risk of international finance; goals for international financial management; exposure to global risk; international monetary system; balance of payments		10
II	Foreign exchange markets; international parity relationships; forecasting foreign Exchange rates, International financial markets and institutions Futures and options on foreign exchange; currency and interest rate swaps		12
III	Foreign exchange exposure and risk management: management of economic exposure; management of transaction exposure; management of translation exposure; management of political exposure; management of interest rate exposure;		12
IV	Financial management of multinational firms: foreign direct investment and cross- border acquisitions, international capital structure and the cost of capital; international capital budgeting; multinational working capital policy and cash management		11

Suggested Readings:

1. Vyuptakesh Sharan - International Financial Management- _PHC : Sixth Edition ; 2012
2. P.G.Apte- International Financial Management - Tata McGraw Hill- New Delhi, Eighth Edition ; 2020
3. Jeff Madura- International Financial Management -Cengage Learning Sixth Edition ; 2007
4. Eun & Resnic- International Financial Management – Mc Graw Hill, 2020
5. Alan C Shapiro – Multinational Financial Management - John Wiley and Sons Ltd, 2020

Programme/Class: PG Degree		Year:II	Semester: III
Subject: MBA			
Course Code:		Course Title: Corporate Tax Planning and Management	
Course outcomes:			
S. No.	Course Outcome	Bloom’s Taxonomy	
1	CO1 Explain the concepts, principles, and provisions of corporate taxation.	Understand K2	
2	CO2 Apply tax planning techniques for corporate financial decisions.	Apply K3	
3	CO3 Analyze tax implications related to business restructuring and managerial decisions.	Analyze K4	
4	CO4 Evaluate corporate tax strategies and compliance management practices.	Evaluate K5	
Credits:			Core Compulsory/Elective: Core Compulsory
Total No. of Lectures-Tutorials-Practical (in hours per week): L-3 T-1 P-0			
Unit	Topics	No. of Lectures	
	Part I	45	
I	Introduction to Corporate Taxation - Meaning, objectives, and scope of tax planning - Direct and indirect taxes - Residential status and tax incidence - Computation of taxable income of companies - Tax authorities and administration - Minimum Alternate Tax (MAT) and Alternate Minimum Tax (AMT)	10	
II	Corporate Tax Planning - Tax planning, tax avoidance, and tax evasion - Tax planning for capital structure decisions - Tax planning for dividend policy - Tax planning for managerial decisions - Depreciation and investment allowances - Set-off and carry forward of losses	12	
III	Tax Management and Business Restructuring - Tax implications of mergers and acquisitions - Tax planning for amalgamation and demerger - International taxation basics - Double Taxation Avoidance Agreement (DTAA)	12	

	• Transfer pricing concepts • Tax audit and assessment procedures	
IV	Corporate Tax Compliance and Contemporary Issues • Filing of returns and e-filing procedures • GST concepts and corporate implications • Tax incentives and deductions • Tax disputes and appeals • Recent developments in corporate taxation • Ethical issues in tax planning	11

Suggested Readings

1. Corporate Tax Planning and Management – Girish Ahuja & Ravi Gupta
2. Direct Taxes Law and Practice – Vinod K. Singhania & Monica Singhania
3. Income Tax Law and Accounts – H.C. Mehrotra & S.P. Goyal
4. Corporate Taxation – T.N. Manoharan
5. Taxmann's Direct Taxes Manual – Taxmann Publications
6. Institute of Chartered Accountants of India Study Material on Direct Taxation
7. Central Board of Direct Taxes Notifications and Circulars
8. Goods and Services Tax Network GST Portal and Updates
9. International Taxation – V.S. Datey
10. Students' Guide to Income Tax – Vinod K. Singhania

Programme / Class: PG Degree		Year:II	Semester: III
Course Code: F010922		Course Title: Advertising& Brand Management	
S. No.	Course Outcome	Bloom's Taxonomy	
1	CO1Understand the fundamentals of Advertising and Brand Management.	Comprehending (K3) Applying(K4)	
2	CO2Evaluate and comprehend the role of advertising agencies..	Analyzing (K5)	
3	CO3Analyze the competitive forces in environment and accordingly devise business policies and strategies to stay in competitive position.	Analyzing (K5)	
4	CO4Students will be able to remember the key challenges in creating and managing brands	Analyzing (K5)	
Credits: 4			Core Compulsory/Elective: Core Compulsory
Total No. of Lectures-Tutorials-Practical (in hours per week):L-3T-1P-0			
Unit	Topics	No. of Lectures	
	Part I	45	
I	Understanding Marketing Communication- Objective of Marketing Communication, Communication Model. Introduction to Advertising, Meaning, Classification and Importance of Advertising, Role of Advertising in Marketing Mix, Stimulation of Demand, Effects of Advertising. Determining Advertising Goals- Defining Advertising Objectives, DAGMAR Approach, Hierarchy -of-Effects Model. Introduction to SMART goal framework in advertising	12	
II	Advertising Agencies–Role, Functions, Organizational structure, Agency Compensation, Client Agency Relationship, Account Planning. Evaluating Advertising Effectiveness - Need and Importance of Measuring Advertising Effectiveness, Communication and Sales Effect; Opinion and Attitude Tests, Recognition and Recall Tests, Controlled Experiments. Introduction to Digital Analytics (e.g., CTR, impressions).	10	
III	Introduction to Branding and Brand Management - The role of Brands, Brand knowledge, Brand portfolios and market segmentation, Process of brand building, Identifying and Establishing brand positioning, Defining and establishing brand values. Role of Brands in Modern Marketing.	12	
IV	Building Brand Equity - Brand Equity Models. Brand Resonance, Brand Identity and Brand Image. Brand architecture, Brand Hierarchy. Branding Strategy- Brand extension and brand transfer, Managing brand across Time. Managing brands over geographic boundaries.	11	
Suggested Readings:			
1. Belch,G.E.andBelch,M.A.,“AdvertisingandPromotion:AnIntegratedMarketingCommunicationPerspective”McGrawHill,New York,13 th Edition.			
2. Aaker,D.andJoachimsthalerE.,“BrandLeadership:TheNextLeveloftheBrandRevolution”.TheFreePress,NewYork.			
3. Keller,K.L.,“StrategicBrandManagement”,Pearsoneducation, NewDelhi,5 th Edition			
Suggestedequivalent online courses:			
https://epgp.inflibnet.ac.in/Home/ViewSubject?catid=ahLCajOqz6/GWFCSpr/XYg==			
https://josephscollege.ac.in/lms/Uploads/pdf/material/Advertising_& Brand Management_Notes.pdf			
https://ddceutkal.ac.in/Syllabus/MCOM/Advertising_Brand_Management.pdf			
https://www.eiilmuniversity.co.in/downloads/Advertising-Management .			

Programme / Class: PG Degree		Year:II	Semester: III
Course Code: F010704		Course Title: Digital Marketing	
S. No.	Course Outcome	Bloom's Taxonomy	
1	CO1 Explain the fundamentals and importance of digital marketing in modern business environment.	Understand BT 2	
2	CO2 Apply SEO, SEM and social media tools for business promotion and customer engagement.	Apply BT3	
3	CO3 Design digital content and online advertising campaigns for brands and organizations.	Create BT 6	
4	CO4 Analyze web traffic, online consumer behavior and campaign performance using digital analytics tools.	Analyze BT 4	
5	CO5 Explain the fundamentals and importance of digital marketing in modern business environment.	Apply BT 3	
Credits: 4			Core Compulsory/Elective: Core Compulsory
Total No. of Lectures-Tutorials-Practical (in hours per week):L-3T-1P-0			
Unit	Topics	No. of Lectures	
	Part I	45	
I	Introduction to Digital Marketing Meaning, nature and scope of digital marketing Traditional marketing versus digital marketing Digital marketing ecosystem Online consumer behavior Digital marketing channels and platforms Digital marketing planning and strategy Website planning and development basics E-commerce and mobile commerce concepts	15	
II	Search Engine and Content Marketing Search Engine Optimization (SEO) On-page and off-page optimization Keyword research and link building Search Engine Marketing (SEM) Google Ads and paid advertising Content marketing strategies Blogging, podcasting and video marketing Email marketing and affiliate marketing	10	
III	Social Media and Online Advertising Social media marketing concepts Social networking platforms and business applications Facebook marketing Instagram marketing	10	

	LinkedIn marketing YouTube marketing Influencer marketing Online display advertising Remarketing and mobile advertising Campaign planning and budgeting	
IV	Digital Analytics and Emerging Trends Web analytics and performance measurement Google Analytics basics Digital marketing metrics and KPIs Customer relationship management in digital environment Online reputation management Artificial Intelligence in digital marketing Chatbots and automation tools Ethical and legal issues in digital marketing Emerging trends in digital marketing	10

Suggested Readings

1. Chaffey, Dave and Ellis-Chadwick, Fiona
Digital Marketing
Pearson Education
8th Edition, 2022
2. Ryan, Damian
Understanding Digital Marketing
Kogan Page Publishers
5th Edition, 2020
3. Kapoor, Neha
Digital Marketing
McGraw Hill Education
1st Edition, 2018
4. Kingsnorth, Simon
Digital Marketing Strategy
Kogan Page Publishers
3rd Edition, 2022
5. Gupta, Seema
Digital Marketing
McGraw Hill Education India
2nd Edition, 2021
6. Dodson, Ian
The Art of Digital Marketing
Wiley Publications
1st Edition, 2016
7. Charlesworth, Alan
Digital Marketing: A Practical Approach
Routledge Publications
4th Edition, 2020

Programme / Class: PG Degree		Year:II	Semester: III
Course Code: F010924		Course Title: Consumer Behaviour	
S. No.	Course Outcome	Bloom's Taxonomy	
1	CO1 Develop knowledge and understanding of consumer behavior and Models of CB.	Understand (K2)	
2	CO2 Develop an understanding of micro influences on consumer buying behavior.	Understand (K2) Apply (K3)	
3	CO3 Develop an understanding of macro influences on consumer buying behavior	Understand (K2) Apply (K3)	
4	CO4 Develop an understanding of Cultural factors that influence consumer buying behavior.	Understand (K2)/Apply (K3)	
Credits: 4			Core Compulsory/Elective: Core Compulsory
Total No. of Lectures-Tutorials-Practical (in hours per week):L-3T-1P-0			
Unit	Topics	No. of Lectures	
	Part I	45	
I	Introduction to Consumer Behavior: Definition, Nature and Scope of Consumer Behavior, Customer Satisfaction, Customer Loyalty, Customer Retention, Consumer Research. Consumer Decision Making– Factors influencing consumption decisions, Process and Models of Consumer Decision Making.Sustainable & Green Consumer Behaviour	12	
II	Micro Influences on Consumption: Needs, Motives &Consumption-Needs and goals, Theories of Motivation. Personality-Nature and Theories of Personality, Behavioral traits of consumers, Self-concept and consumption, Brand Personality, Role of Emotions. Consumer Perception Process of Perception, Perceived Quality, Perceived Risk. Consumer Learning–Elements of learning, Theories of Learning, Consumer Involvement. Consumer Attitude – Attitude formation, Models of consumer attitude formation..	10	
III	Macro Influences on Consumption: Social Influences on Consumer Behavior– Consumer socialization, Family and lifecycle, family's supportive roles, family's decision making and consumption related roles. Reference group, Consumption related Reference Groups, Factors Affecting Reference Group Influence. Word of mouth, Opinion leadership, Social classes, children's influence on social class and lifestyles	12	
IV	Cultural Influences on Consumer Behavior-Culture and Subcultures, Indian Core Values, Measuring Cultural Values, Influence of Culture on Consumer Behavior.	11	
Suggested Readings: 1. Suja. R. Nair (2015); Consumer Behaviour in Indian Perspective; Himalay a Publishing House. 2. Schiffman & Kanuk (11th edition, 30 November 2014); Consumer Behaviour; Pearson. 3. Louden & Bitta (4th edition, 1 July 2017); Consumer Behaviour; McGraw Hill Education. 4. Bennet & Kasarijan (1972); Consumer Behaviour; Prentice Hall.			
Further Suggestions/ E-content Links: http://www.ignouhelp.in/ignou-mmmpm-01-study-material/ https://epgp.inflibnet.ac.in/			

Programme/Class: PG Degree		Year:II	Semester: III
Subject: MBA			
Course Code:		Course Title: Strategic Human Resource Management	
Course outcomes:			
S. No.	Course Outcome	Bloom's Taxonomy	
1	CO1 Understand the concepts and importance of strategic human resource management in organizations	(BT-2)	
2	CO2 Analyze the relationship between business strategy and HR strategy	(BT-4)	
3	CO3 Evaluate strategic HR practices related to talent management performance management and employee development	(BT-5)	
4	CO4 Apply strategic HR tools and techniques for organizational effectiveness and competitive advantage	(BT-3)	
Credits:		Core Compulsory/Elective: Core Compulsory	
Total No. of Lectures-Tutorials-Practical (in hours per week): L-3 T-1 P-0			
Unit	Topics	No. of Lectures	
	Part I	45	
I	Introduction to Strategic Human Resource Management Meaning nature and scope of strategic human resource management, Evolution of strategic human resource management, Difference between traditional HRM and strategic HRM,Role of HR in strategic management, Strategic role of HR managers, Models of strategic HRM, Strategic fit and strategic flexibility, Human resource environment and challenges, Globalization technology diversity and ethics in SHRM,	10	
II	Strategic Human Resource Planning Strategic workforce planning, Human resource forecasting and demand supply analysis,Job analysis and competency mapping, Talent acquisition and retention strategies, Recruitment and selection from a strategic perspective, Succession planning and leadership development, Strategic training and development, Employee engagement and organizational culture,	12	
III	Strategic Performance and Compensation Management Strategic performance management systems, Performance appraisal methods and challenges, Balanced scorecard and HR scorecard, Strategic compensation management, Reward systems incentives and benefits, Employee motivation and productivity, Managing high performance work systems, Industrial relations and strategic employee relations, Managing change and organizational development,	11	
IV	Contemporary Issues and Trends in SHRM Strategic HR analytics and HR metrics, Digital transformation and artificial intelligence in HR, Knowledge management and learning organizations, Diversity equity and inclusion, Work life balance and employee wellbeing, Corporate social responsibility and ethical HR practices, International strategic human resource management, Future trends and challenges in SHRM	12	

Suggested Readings

1. Jeffrey A Mello, Strategic Human Resource Management, Cengage Learning, Fifth Edition, 2019
2. Charles R Greer, Strategic Human Resource Management, Pearson Education, Second Edition, 2017
3. Michael Armstrong, Armstrong Handbook of Strategic Human Resource Management, Kogan Page Publications, Seventh Edition, 2020
4. Tanuja Agarwala, Strategic Human Resource Management, Oxford University Press First Edition 2018
5. Gary Dessler
Human Resource Management
Pearson Education
Sixteenth Edition, 2020
6. K Aswathappa, , Human Resource Management Text and Cases, McGraw Hill Education, Ninth Edition, 2021
7. Catherine Truss David Mankin and Clare Kelliher, Strategic Human Resource Management, Oxford University Press, Second Edition, 2019
8. Randall S Schuler and Susan E Jackson, Strategic Human Resource Management, Wiley Publications, First Edition, 2014

Programme/Class: PG Degree		Year:II	Semester: III
Subject: MBA			
Course Code:		Course Title: Industrial Relations and Workforce Harmony	
Course outcomes:			
S. No.	Course Outcome	Bloom's Taxonomy	
1	CO1Explain the concepts, principles, and framework of industrial relations and their role in organizational effectiveness.	Understand (BT-2)	
2	CO2Analyze the functions and significance of trade unions, collective bargaining, and workers' participation in management.	Analyze (BT-4)	
3	CO3Evaluate various causes of industrial disputes and apply suitable grievance handling and dispute resolution mechanisms.	Evaluate (BT-5)	
4	CO4Interpret the role of labour laws, labour administration, and judicial institutions in maintaining industrial harmony.	Understand (BT-2)	
Credits: 4		Core Compulsory/Elective: Core Compulsory	
Total No. of Lectures-Tutorials-Practical (in hours per week): L-3 T-1 P-0			
Unit	Topics	No. of Lectures	
	Part I	45	
I	Foundations of Industrial Relations Meaning, Nature, Scope and Objectives of Industrial Relations, Evolution of Industrial Relations in India, Approaches to Industrial Relations: Unitary Approach, Pluralistic Approach, Marxist Approach, Systems Approach, Industrial Relations System and its Components, Role of Employers, Employees, Government and Society, Industrial Relations and Economic Development, Code of Discipline and Standing Orders, Ethical Issues in Industrial Relations	12	
II	Trade Unions and Collective Bargaining Concept, Objectives and Functions of Trade Unions, Growth and Development of Trade Union Movement in India, Structure and Problems of Trade Unions, Recognition of Trade Unions, Collective Bargaining: Meaning and Features, Process and Types, Pre-requisites for Effective Collective Bargaining, Workers' Participation in Management, Employee Grievance Handling Mechanism, Negotiation Skills and Labour-Management Cooperation	12	
III	Industrial Disputes and Labour Administration Industrial Disputes, Meaning, Causes and Types, Prevention and Settlement Machinery, Conciliation, Arbitration and Adjudication, Strikes, Lockouts, Layoffs and Retrenchment, Discipline and Disciplinary Procedures, Domestic Enquiry and Principles of Natural Justice, Role of Labour Courts and Industrial Tribunals, Labour Welfare and Social Security Measures, Role of Labour Administration and International Labour	11	

	Organization	
IV	Contemporary Trends in Industrial Relations Industrial Relations in the Globalized Economy, Impact of Liberalization, Privatization and Globalization on Labour Relations, Employee Engagement and Industrial Harmony, Industrial Relations in IT and Service Sectors, Contract Labour and Gig Economy Challenges, Diversity, Equity and Inclusion in Workplace Relations, Digitalization, Artificial Intelligence and Future of Work, Emerging Labour Codes in India and Contemporary Challenges in Industrial Relations, Corporate Social Responsibility and Sustainable Employment Practices	10

Suggested Books

1. C. S. Venkata Ratnam
Industrial Relations
Oxford University Press
Second Edition, 2017
2. P. R. N. Sinha, Indu Bala Sinha and Seema Priyadarshini Shekhar
Industrial Relations, Trade Unions and Labour Legislation
Pearson Education India
Second Edition, 2013
3. Arun Monappa
Industrial Relations and Labour Laws
Tata McGraw Hill Education
Second Edition, 2009
4. S. C. Srivastava
Industrial Relations and Labour Laws
Vikas Publishing House
Sixth Edition, 2012
5. Mamoria, C. B., Satish Mamoria and Gankar
Dynamics of Industrial Relations
Himalaya Publishing House
Fifteenth Edition, 2018
6. Michael Salamon
Industrial Relations: Theory and Practice
Pearson Education
Fourth Edition, 2000
7. V. B. Singh
Industrial Relations and Collective Bargaining
McGraw Hill Education
First Edition, 2010
8. P. Subba Rao
Personnel and Human Resource Management
Himalaya Publishing House
Ninth Edition, 2020

Programme/Class: PG Degree		Year:II	Semester: III
Subject: MBA			
Course Code:		Course Title: Workplace Well-being and Employee Wellness Management	
Course outcomes:			
S. No.	Course Outcome	Bloom’s Taxonomy	
1	CO1 Explain the importance of workplace well-being and wellness initiatives in organizations.	Understand (BT-2)	
2	CO2 Identify factors affecting employee mental, emotional, and physical health.	Remember (BT-1)	
3	CO3 Design HR strategies for stress management, employee engagement, and work-life balance.	Create (BT-6)	
4	CO4 Evaluate organizational wellness programs and their impact on productivity and retention.	Evaluate (BT-5)	
Credits: 4			Core Compulsory/Elective: Core Compulsory
Total No. of Lectures-Tutorials-Practical (in hours per week): L-3 T-1 P-0			
Unit	Topics	No. of Lectures	
	Part I	45	
I	Introduction to Workplace Well-being Concept, meaning, and importance of workplace well-being, Dimensions of employee wellness: physical, mental, emotional, social, and financial wellness, Evolution of employee wellness programs, Role of HR in promoting workplace well-being, Occupational health and safety: emerging perspectives, Well-being and organizational performance, Positive organizational behavior and happiness at work, Global trends in employee wellness management	10	
II	Stress Management and Mental Health at Workplace Workplace stress: causes, symptoms, and consequences, Burnout syndrome ,and workplace fatigue, Emotional intelligence and resilience building, Employee mental health and psychological well-being, Work-life balance and flexible work arrangements, Managing remote work stress and digital fatigue, Mindfulness, counseling, and wellness interventions, Role of leadership in employee mental health support,	11	
III	Employee Engagement and Healthy Work Culture Employee engagement and well-being relationship, Creating healthy and inclusive workplace culture, Diversity, equity, and inclusion for employee wellness, Workplace relationships and team collaboration, Communication climate and employee morale, Employee assistance programs (EAPs), Wellness initiatives: fitness, recreation, and health campaigns, Recognition, motivation, and quality of work life	12	

IV	Strategic Wellness Management and Emerging Trends Designing and implementing workplace wellness programs, Measuring effectiveness of wellness initiatives, HR analytics in employee wellness assessment, Well-being policies and legal considerations, Corporate social responsibility and employee well-being, Sustainable HRM and wellness-centered organizations, Technology and AI in employee wellness management, Future trends in workplace well-being and wellness leadership	12
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Suggested Readings

1. Workplace Wellbeing by Cary L. Cooper and Ivan T. Robertson, Palgrave Macmillan, Latest Edition.
2. The Healthy Workplace by Leigh Stringer, AMACOM Publication, 2016.
3. Wellbeing at Work by Jim Clifton and Jim Harter, Gallup Press, 2021.
4. The Burnout Solution by Siobhán Murray, Hachette Ireland, 2022.
5. Mental Health and Wellbeing in the Workplace by Gill Hasson and Donna Butler, Capstone Publication, 2020.
6. Human Resource Management by Gary Dessler, Pearson India, Latest Indian Edition.
7. Organizational Behavior by Stephen P. Robbins and Timothy A. Judge, Pearson Education, Latest Edition.
8. The Happiness Advantage by Shawn Achor, Crown Business, 2018 Edition.

Programme/Class: PG Degree	Year:2	Semester: III
Course Code:	Course Title: ENTERPRISE RESOURCE PLANNING	
Course outcomes:		
S. No.	Course Outcome	Bloom's Taxonomy
1	Analyze architecture, components, and best practices for implementing and managing various types of enterprise systems specially Enterprise Resource Planning.	K1
2	Access various Customer Relationship Management (CRM)	K2
3	Evaluate, select, and implement various popular Supply Chain Management (SCM) Systems	K3
4	Understand and implement Enterprise Knowledge Management (EKM) . Use the cloud based enterprise system, AI and machine learning in core business processes.	K4,K5
Credits:		Core Compulsory/Elective: Core Compulsory
Total No. of Lectures-Tutorials-Practical (in hours per week): L-3 T-1 P-0		
Unit	Topics	No. of Lectures
	Part I	45
I	Introduction to Enterprise Systems and Applications, Benefits and challenges of implementing enterprise systems, Types of enterprise systems (e.g., ERP, CRM, SCM) Enterprise Resource Planning (ERP) Systems: Overview of ERP systems and their components, Key business processes supported by ERP systems, Popular ERP systems (e.g., SAP, Oracle, Microsoft Dynamics)	12
II	Customer Relationship Management (CRM) Systems, Overview of CRM systems and their components, Key business processes supported by CRM systems, Popular CRM systems (e.g., Salesforce, Microsoft Dynamics CRM, Hub Spot)	11
III	Supply Chain Management (SCM) Systems, Overview of SCM systems and their components, Key business processes supported by SCM systems, Popular SCM systems (e.g., SAP SCM, Oracle SCM, JDA)	11
IV	Enterprise Knowledge Management (EKM) Systems: Overview of EKM systems and their components, Key business processes supported by EKM systems, Popular EKM systems (e.g., OpenKM, Documize, eXo) Cloud-based enterprise systems and services (e.g., SaaS, PaaS, IaaS), Mobile enterprise applications and BYOD (Bring Your Own Device), Artificial intelligence and machine learning in enterprise systems, Internet of Things (IoT) and Industry IV.0	11

Suggested Readings:

1. Peelen, E. (2022). Customer Relationship Management (1st Ed.). Pearson
2. Misra, S., Mukherjee, A., & Roy, A. (2022). Introduction to IoT (1st Ed.). Cambridge University Press.
3. Lisdorf, A. (2021). Cloud Computing Basics: A Non-Technical Introduction (1st Ed.). APress.
4. Shekar, S. (2021). Design Knowledge Management System. India: Amazon Digital Services LLC – KDP Print US.
5. Husain, S., Ermine, J. (2021). Knowledge Management System: Concepts, Technologies and Practices. United Kingdom: Emerald Publishing Limited.
6. Leon, A. (2019). Enterprise Resource Planning (4th Ed.). McGraw Hill.
7. Rai, A.K. (2013). Customer Relationship Management: Concepts & Cases (2nd Ed.). PHI Learning Pvt. Ltd.

Programme/Class: PG Degree	Year:2	Semester: III
Course Code:	Course Title: E-COMMERCE	
Course outcomes:		
S. No.	Course Outcome	Bloom’s Taxonomy
1	Understand the foundations, models, and infrastructure of E-Commerce.	K1
2	Analyze E-Commerce business models and digital payment systems.	K2
3	Develop strategies for online marketing, customer engagement, and digital retailing.	K3
4	Evaluate security, legal, ethical, and operational issues in E-Commerce.	K4,K5
Credits:		Core Compulsory/Elective: Core Compulsory
Total No. of Lectures-Tutorials-Practical (in hours per week): L-3 T-1 P-0		
Unit	Topics	No. of Lectures
	Part I	45
I	UNIT I Introduction to E-Commerce, Meaning, Nature, and Scope of E-Commerce, Evolution and Growth of E-Commerce, Features and Functions of E-Commerce, Types of E-Commerce: B2B, B2C, C2C, C2B, G2C, E-Commerce Business Models, Digital Markets and Digital Goods, E-Commerce Infrastructure and Technologies	12
II	UNIT II E-Commerce Operations and Digital Payments, E-Commerce Website Design and Development Basics, Electronic Payment Systems, Payment Gateways and Digital Wallets, UPI, Internet Banking, and Mobile Payments, Order Processing and Inventory Management, Logistics and Supply Chain in E-Commerce, E-Commerce Security and Fraud Prevention	11
III	UNIT III Online Marketing and Customer Management, E-Marketing and Online Advertising, Search Engine Optimization (SEO) and Search Engine Marketing (SEM), Social Media Marketing, Affiliate and Influencer Marketing, Customer Relationship Management in E-Commerce, Consumer Behavior in Online Environment, Customer Experience and Personalization	11

IV	UNIT IV Legal, Ethical, and Emerging Issues in E-Commerce, Cyber Laws and Legal Framework for E-Commerce, Intellectual Property Rights and Data Privacy, Ethical Issues in E-Commerce, Mobile Commerce (M-Commerce), Social Commerce and Digital Marketplaces, Artificial Intelligence in E-Commerce, Blockchain, Chatbots, and Future Trends in E-Commerce	11
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Suggested Readings:

- 1) Electronic Commerce – Gary P. Schneider, Cengage Learning.
- 2) E-Commerce – Pearson Education.
- 3) E-Commerce Strategy, Technologies and Applications – McGraw Hill.
- 4) Digital Marketing – McGraw Hill Education.
- 5) E-Business and E-Commerce Management

Programme/Class: PG Degree		Year:2	Semester: III
Subject: ARTIFICIAL INTELLIGENCE AND BUSINESS			
Course Code:		Course Title:	
Course outcomes:			
S. No.	Course Outcome	Bloom's Taxonomy	
1	<i>Demonstrate a comprehensive understanding of AI and its applications in contemporary business world.</i>	K1	
2	<i>Apply NLP techniques, including sentiment analysis, text classification, and text generation and also utilize computer vision techniques for image classification, object detection, and understand their applications.</i>	K2	
3	<i>Implement AI-powered Marketing, Financial services, Operations management and Supply Chain management in the organisation.</i>	K3	
4	<i>Evaluate and Analyze legal and ethical frameworks for AI, industry standards,ethical considerations in AI algorithms and analyse the impact of AI on employment and society also stay updated on future trends in AI .</i>	K4,K5	
Credits:		Core Compulsory/Elective: Core Compulsory	
Total No. of Lectures-Tutorials-Practical (in hours per week): L-3 T-1 P-0			
Unit	Topics	No. of Lectures	
	Part I	45	
I	Introduction to Artificial Intelligence, Machine learning and its Business Implications: Definition, history, and evolution of AI; AI applications in different industries; Introduction to machine learning algorithms; Supervised, unsupervised, and reinforcement learning, Data preprocessing and feature engineering; Business opportunities and challenges posed by AI; AI-driven business models; Strategic implications of AI adoption.	12	
II	Natural Language Processing (NLP), Text Analytics, Computer Vision and Image Recognition: Introduction to NLP and its application; Sentiment analysis and text classification; Text generation and chatbots; Understanding computer vision and its role in business; Image classification and object detection.	11	
III	AI in Marketing, Customer Analytics, Operations, Supply Chain Management and Financial Services: AI-powered customer segmentation, Personalization and recommendation systems; Predictive analytics for customer behaviour; AI optimization techniques for operations, Predictive maintenance and quality control; Supply chain analytics and demand forecasting; AI in investment and portfolio management, Fraud detection and risk assessment Algorithmic trading and robo-advisors	11	
IV	Ethical and Social Implications and challenges in implementing AI: Bias and fairness in AI algorithms; Privacy and data protection concerns; AI's impact on employment and society; Organizational challenges in implementing AI; Change management and workforce upskilling; Evaluating AI projects and measuring success AI Governance, Regulation and Future trends: Legal and ethical frameworks for AI, Industry standards and guidelines; Government policies and regulations; Reinforcement learning and advanced AI techniques; AI and Internet of Things (IoT); AI's role in emerging technologies (e.g., blockchain, quantum computing)	11	

Suggested Books:

1. Patel, A. A., Arasanipalai, A. U. (2021). Applied Natural Language Processing in the Enterprise. (n.p.): O'Reilly Media.
2. Finlay, J. (2020). An Introduction To Artificial Intelligence. United Kingdom: CRC Press
3. Chakraborty, U. (2020). Artificial Intelligence for All: Transforming Every Aspect of Our Life. India: BPB PUBN.
4. Chesterton, S. (2019). Artificial Intelligence and Machine Learning for Business: How Modern Companies Approach AI and ML in Their Business and how AI and ML are Changing Their Business Strategy. United Kingdom: Independently Published.
5. Sterne, J. (2017). Artificial Intelligence for Marketing: Practical Applications. Germany: Wiley.
6. Rodrigues, M., Teixeira, A. (2015). Advanced Applications of Natural Language Processing for Performing Information Extraction. Germany: Springer International Publishing.

MBA Semester IV (2026-2027)

Course	Subject code	Title	Internal	External	Total	Lecture	Tutorial	Practical	Credits	Teaching hours per week
Course 24 (core)	MBA2542551	Strategic Management	30	70	100	3	1	0	4	4
		<u>Any 02 Specializations</u>								
		Finance Specialization (Any Two)								
Course 25	MBA2542552	Corporate Restructuring and Valuation	30	70	100	3	1	0	4	4
Course 26	F011032	Financial System and Institutions	30	70	100	3	1	0	4	4
Course 27	MBA2542553	Marketing of Financial Products	30	70	100	3	1	0	4	4
		Marketing Specialization (Any Two)								
Course 29	F011035	International Marketing	30	70	100	3	1	0	4	4
Course 30	MBA2542554	Sales, Distribution and Retail Management	30	70	100	3	1	0	4	4
Course 31	MBA2542555	Services Marketing	30	70	100	3	1	0	4	4
		HR Specialization (Any Two)								
Course 35	MBA2542556	Workplace Diversity and Inclusion	30	70	100	3	1	0	4	4
Course 36	F011040	HR Analytics	30	70	100	3	1	0	4	4
Course 37	MBA2542557	Strategic Labour and Employment Laws	30	70	100	3	1	0	4	4
		IT Specialization (Any Two)								
Course 38		E-Business	30	70	100	3	1	0	4	4
Course 39		Business Analytics	30	70	100	3	1	0	4	4
Course 40		Design Thinking and Innovation	30	70	100	3	1	0	4	4
Course 41	MBA2542558	Business Plan/ Dissertation	-	-	100	3	1	0	4	4
Course 42	MBA2542559	Comprehensive Viva	-	-	100	3	1	0	4	4
Total					700	21	7	0	28	28

Programme/Class: MBA		Year: Second	Semester: Fourth
Core Compulsory –7			
Course Code: MBA2542551		Course Title: Strategic Management	
Sr. No.	Course Outcome	Bloom's Taxonomy	
1	CO1.To understand the key concepts and principles of strategic management.	Understand(K2)	
2	CO2.To develop strategies and action plans to achieve an organization's vision, mission and goals.	Create(K6) Understand(K2)	
3	CO3.Be able to analyze strategic business situations,formulate and implement strategies.	Analyze(K4) Understand(K2)	
4	CO4.To analyse the evaluation techniques of strategic management process.	Understand(K2) Analyze(K4)	
Credits: 4		Compulsory	
Max. Marks: 30+70		Min. Passing Marks: 10+23	
Total No. of Lectures-Tutorials-Practical (in hours per week): L-T-P:4-0-0			
Unit	Topics	No. of Lectures Total=40 Min)	
I	Strategic Management – Introduction, Concept, Process, Decision & Types Strategic Analysis – External Analysis, PEST, Porter's Approach to industry analysis, Internal Analysis – Resource Based Approach, Value Chain Analysis Business Models: Value Chain, Horizontal and Vertical Organization, Culture, Managing Strategic Change.	10	
II	Strategy Formulation – SWOT Analysis, Corporate Strategy – Growth, Stability, Retrenchment, Integration and Diversification, Business Portfolio Analysis - BCG, GE Business Model, Ansoff's Product Market Growth Matrix	09	
III	Strategy Implementation – Types of implementations, Challenges of Change, Developing Programs Mckinsey 7s Framework, Application and Benefits of McKinsey 7S Model Strategic Evaluation: Introduction, Concept of strategic evaluation, Benefits of strategic evaluation, Strategic evaluation process, Choosing the right evaluation approach, A strategic evaluation framework, Models for strategic evaluation, Strategic evaluation getting more difficult, Characteristics of effective strategic evaluation.	11	
IV	Control: Types of Controls, Activity-based Costing, Enterprise Risk Management, Primary Measures of Corporate Performance, Balance Scorecard Approach, Bench marking, Strategic Information system, Problems in Measuring Performance Growth through New Venturing, Expansion, Diversification, Restructuring, Divestment, Acquisitions and Alliances, Technology Adoption. Globalization and Strategy, Global integration versus national differentiation, Current trends in strategic management.	10	
Suggested Readings: 1. Lawrence, R. Jauch and William F. Glueck; Strategic Management and Business Policy, - McGraw – Hill. 2. Wheelen & Hunger, Concepts in Strategic Management and Business Policy, 12 th edition, Pearson Education. 3. Kazmi, Azhar, (2008), Strategic Management and Business Policy, 3rd Edition, McGraw Hill Education. 4. R. Srinivasan, Strategic Management the Indian context, Prentice Hall of India. 5. L. M. Prasad – Strategic Management – Sultan Chand.			
E-Content Links: http://www.ignouhelp.in/ignou-mmpe-12-study-material/ https://epgp.inflibnet.ac.in/			

Programme /Class: PG Degree	Year:2	Semester: IV
Subject: MBA		
Course Code: MBA2542552	Course Title: Corporate Restructuring and Valuation	
Course outcomes:		

S. No.	Course Outcome	Bloom's Taxonomy
CO1.	To understand the concept of merger and acquisitions.	Understand (K2)
CO2	.To evaluate and analyze the theoretical and aspects for corporate merger and acquisitions.	Analyzing (K4) Understand (K2)
CO3.	To understand the practical aspects of financing mergers and acquisition.	Understand (K2)
CO4.	Be able to analyze the post-merger scenario of corporate ventures.	Analyzing (K4)

Credits:4	Core Compulsory/Elective: Core Compulsory (Finance Specialization)
Max. Marks: 30+70	Min. Passing Marks: 10+23

Total No. of Lectures-Tutorials-Practical (in hours per week): L-3 T-1P-0

Unit	Topics	No. of Lectures= 40 (Min.)
1	Introduction to Mergers and Acquisition environment, corporate restructuring activities – operational and financial restructuring, Mergers and Consolidations, Acquisitions, Divestitures, Spin-offs, Carve -outs, Buyouts. Corporate Restructuring Process. SEBI guidelines on Mergers and Acquisition, Participants in Mergers and Acquisition Process.	10
2	Corporate Take-over Market, Common Take-over Tactics, Anti-takeover defenses, Merger and Acquisition Process: Strategic and acquisition plans, Search and Screening Phase, Negotiation and deal structuring, Integration and Evaluation. Financing the deal –All cash offer, share exchange, Cash and share offer, Role of private Equity, Hedge and Venture Capital funds, Management and Leveraged Buyouts.	11
3	Valuing an Acquisition: valuing the target firm, status quo valuation (Free cash flow and adjusted present value approaches), Value of corporate control, valuing operating and financing synergies, Valuing Equity in Distressed firms, Valuing start-up firms.	9
4	Post-merger Reorganization: Integration of businesses and operations; human and cultural aspects; assessing accomplishment of post-merger objectives; measuring post-merger efficiency. Benchmarking pre- and post-merger performance, Reorganization of share capital, Case Studies.	10

Suggested Readings:

- 1-Corporate Restructuring, Valuation And Insolvency (2023), ICSI
- 2-Corporate Restructuring and Valuation, Dr. Saroj Kumar, Mr. Raj Kumar Singh, Thakur Publication
- 3-Taxmann's Mergers Acquisitions & Corporate Restructuring | Strategies & Practices – An all-encompassing book presenting a harmonious blend of theoretical concepts & practical aspects, 2023, Dr. Rabi Narayan Kar (Author), Dr. Minakshi
- 4-Creating Value from Mergers and Acquisitions, 2nd Edition by Sudarsanam Sudi 2024, Pearson

Online Course:

https://onlinecourses.nptel.ac.in/noc24_mg39/preview

Programme / Class:PG Degree		Year:2	Semester: IV
Subject: MBA			
Course Code: MBA2542553		Course Title: Marketing of Financial Products	
S. No.	Course Outcome	Bloom's Taxonomy	
CO1.	Understand and critically discuss the differences between services and product marketing.	Understand (K2)	
CO2.	Understand and discuss the market environment of financial services.	Understand (K2)	
CO3.	Understand and analyse the mechanics and regulation of financial instruments and determine how the value of stocks, bonds, and securities are calculated.	Apply (K3)/ Analyze (K4)/ Understand (K2)	
CO4.	Evaluate empirical evidence of the market performance and accordingly the role of regulatory authorities to develop the financial market.	Evaluate (K5)	
Credits:4		Core Compulsory/Elective: Specialization Elective II (Finance Specialization)	
Max. Marks: 30+70		Min. Passing Marks: 10+23	
Total No. of Lectures-Tutorials-Practical (in hours per week): L-3T-1P-0			
Unit	Topics	No. of Lectures	
	Part I	40 (Min.)	
1	Marketing of Financial Services- A Conceptual Framework, Types of Financial Markets in India: An Overview; Concept of Marketing and Marketing Mix 7P are of Marketing.	10	
2	Mutual Funds in India and the Marketing Strategies Involved; Marketing of Insurance Products: Life and Non-Life Products, Marketing of Pension Funds.	08	
3	Concept of Distribution, Multiple Delivery Channels/ATM, EFT, CMS, and POS. Promotion- Marketing Information & Research, Public Relations and Publicity, Image Building. Globalization and its Impact on Financial Services.	10	
4	Trends in Banking and Insurance Marketing: Technology in Financial Market; Digital Security, Business Intelligence, Enterprise-wise IT solutions, Bancassurance, Rural banking and technology inclusion, microfinance, electronic fund transfer and clearing services, FinTech & New-Age Financial Products	12	
Suggested Readings:			
1. Marketing of Financial Products and Services Paperback – 1 January 2019 by Prof. (Dr.) R. B. Solanki, Dr. Rajeshwari Malik (Author)			
2. Marketing Financial Services, Dr. Dhananjay Bapat, 2013, Wiley			
3. Marketing of Financial Services, Dr.V.A.Avadhani, 2024, Himalayan Book			
4. Marketing of Consumer Financial Products, Ritu Srivastava, Business Expert Press, 2023			
Online Courses:			
https://onlinecourses.swayam2.ac.in/imb24_mg09/preview			
https://onlinecourses.swayam2.ac.in/imb24_mg51/preview			
https://onlinecourses.nptel.ac.in/noc24_mg20/preview			

Programme/Class: PG Degree		Year:1	Semester: I
Subject: MBA			
Course Code: F010701		Course Title: Financial System and Institutions	
Course outcomes:			
S. No.	Course Outcome	Bloom's Taxonomy	
1	CO1 Explain the structure and functions of the financial system and institutions.	Understand	
2	CO2 Apply knowledge of financial markets and instruments in practical situations.	Apply	
3	CO3 Analyze the role of financial institutions in economic development.	Analyze	
4	CO4 Evaluate financial sector reforms, regulations, and emerging financial trends.	Evaluate	
Credits:		Core Compulsory/Elective: Core Compulsory	
Total No. of Lectures-Tutorials-Practical (in hours per week): L-3 T-1 P-0			
Unit	Topics	No. of Lectures	
	Part I	45	
I	Introduction to Financial System • Meaning, nature, and components of financial system • Functions of financial system • Financial assets and financial instruments • Financial intermediaries • Structure of Indian financial system • Role of financial system in economic development	10	
II	Financial Markets • Money market and capital market • Primary and secondary market • Stock exchanges and their functions • SEBI and market regulation • Financial instruments: Equity, debt, derivatives • Mutual funds and investment avenues	12	
III	Financial Institutions • Commercial banks and their functions • Development financial institutions • Non-Banking Financial Companies (NBFCs) • Insurance companies and pension funds • Role of RBI in financial system • Financial inclusion initiatives	12	
IV	Financial Sector Reforms and Emerging Trends • Financial sector reforms in India • Digital banking and fintech • Risk management in financial institutions • Corporate governance in financial institutions • International financial institutions • Contemporary issues in financial markets	11	

Suggested Readings

1. Indian Financial System – M.Y. Khan
2. Financial Markets and Institutions – Frederic S. Mishkin & Stanley G. Eakins
3. Financial Institutions and Markets – L.M. Bhole & Jitendra Mahakud
4. Management of Indian Financial Institutions – R.M. Srivastava
5. Indian Financial System – Bharati V. Pathak
6. Reserve Bank of India Reports and Publications
7. Securities and Exchange Board of India Guidelines and Regulatory Framework
8. National Stock Exchange of India Market Reports and Financial Updates
9. Bombay Stock Exchange Financial Market Publications
10. Banking and Financial Institutions – Vasant Desai

Programme/ Class: PG Degree		Year: 2	Semester: IV
Subject: MBA			
Course Code: MBA2542554		Course Title: Sales, distribution, & Retail Management	
S. No.	Course Outcome		Bloom's Taxonomy
1	CO1.students will develop knowledge, understanding and skills in sales force management.		Remember(K1) Understand (K2)
2	CO2. To develop knowledge, understanding and skills regarding management of sales force and basics of distribution management.		Remember (K1) Understand (K2) Apply (K3)
3	CO3. Students will develop knowledge, understanding and skills in retail management.		Remember (K1) Understand (K2)
4	CO4. Develop the knowledge, understanding and skills for managing retail stores and students will be acquainted with different perspectives in retail.		Remember (K1) Understand (K2) Apply (K3) Evaluate (K5)
Credits: 4		Core Compulsory/ Elective: Core Compulsory (Marketing Specialization)	
Max.Marks:30+70		Min. Passing Marks:10+23	
Total No. of Lectures-Tutorials-Practicals (in hours per week): L-3T-1P-0			
Unit	Topics		No. of Lectures: 40 (Min)
I	Role and Importance of Sales Management, Types of Personal Selling, The Sales Management Process, Emerging Trends in Sales Management, Selling Skills, Stages in the Selling Process: The Process & Methods of Prospecting, Pre-Approach & Approach Process, Methods of Sales Presentation, Handling Customer Objections, Closing the Sale and Follow Up. Organizing the Sales Force: Sales Organization Structures, Recruiting and Selecting Sales People, Sales Training.		10
II	Compensating Sales People. Sales Quotas: Purpose and types of sales quotas. Sales territories: Reasons for establishing Sales Territories, Procedure of setting up Sales Territories. Distribution Management: Role of Distribution Channel, Distribution Channel Strategy, Channel Information System- Role and Benefits, Components of Channel Information System, Channel Conflict, Conflict Resolution Mechanism.		9
III	Introduction to Retailing – Concept, Nature and Scope, Functions, Economic Significance of Retailing, The Retailing environment in India, Types of Retailers– Retail Formats, The Retail Life Cycle. The Retail Strategy: Retail Location- Levels of Location Decision, Factors Affecting the Attractiveness of a Site. Retail Pricing: pricing strategy, factors affecting retail pricing. Supply Chain Management, Inventory Management in Retail.		10
	Store Layout - Objective of Store Layout, Types of Store Layout, Space Management, Fixtures, Flooring & Ceiling, Lighting, Color, Signage, Music, Scent. Category Management – Concept, Role of the Category Captain.		

IV	Merchandise Management: Managing Merchandise Assortments, Merchandise Planning Systems, Buying Merchandise, Concept of the Private Label, National brands or Private labels.	11
Suggested Readings: 1. Jobber, D., Lancaster, G., “Selling and Sales Management”, 10th edition, 2018, Pearson Education. 2. Johnston, M. W., Marshal, G. W., “Sales Force Management”, 13th edition, 2020, Tata McGraw-Hill Education, New Delhi. 3. Still, Cundiff and Govoni, “Sales and Distribution Management”, 6th edition, 2017, Pearson Edition. 4. Bajaj, C., Tuli, R. & Srivastava, N., “Retail Management”, 3rd edition, 2016, Oxford University Publication, New Delhi. 5. Berman, B., & Evans, Jr., “Retail Management- A Strategic Approach”, 13th edition, 2017, Pearson Education, New Delhi. 6. Dunne, P., Lusch, R. & Carver, J., “Retailing”, 2014, Cengage. 7. Michael Lervy M and Weitz B W., “Retailing Management”, 2012, Tata McGraw-Hill.		
Suggested Continuous Evaluation Methods: In addition to the theoretical inputs the course will be delivered through Assignments, Presentation, Group Discussions. This will instill in student a sense of decision making and practical learning.		
E-Content Links: https://www.ignouhelp.in/ignou-mmpm-02-study-material/ https://www.ignouhelp.in/ignou-mmpm-09-study-material/ https://www.ignouhelp.in/ignou-ms-62-study-material/ https://www.ignouhelp.in/ignou-ms-612-study-material/ https://epgp.inflibnet.ac.in/Home/ViewSubject?catid=ahLCajOqz6/GWFCSpr/XYg==		
Suggested equivalent online courses: https://nptel.ac.in/courses/110105158 https://nptel.ac.in/courses/110105122		

Programme/Class: PG Degree		Year: Second	Semester: Fourth
Core Compulsory –7			
Course Code: F010701		Course Title: Service Marketing	
Course outcomes:			
S. No.	Course Outcome	Bloom’s Taxonomy	
1	CO1.To develop an understanding of the basic concepts and issues in service marketing.	Understand (K2) Remember(K1) Apply(K3)	
2	CO2.To build a working service marketing vocabulary so as to understand and discuss marketing concepts in business settings.	Understand (K2) Apply(K3)	
3	CO3.To strengthen the ability to justify and support decisions through information acquisition and management.	Analyze(K4) Understand (K2)	
4	CO4.To provide an understanding of how service customers determine value in a service exchange and how this translates into a satisfied customer base.	Understand (K2) Analyze(K4)	
Credits:		Core Compulsory/ Elective: Elective: Specialization Elective II (Marketing Specialization)	
Max. Marks: 25+75		Min. Passing Marks: 12+28	
Total No. of Lectures-Tutorials-Practical (in hours per week): L-T-P:4-0-0			
Unit	Topics	No. of Lectures	
	Part I	45	
I	Concept and distinctive characteristics of service marketing (intangibility, inseparability, heterogeneity ,variability ,perishability. Services in the modern economy ;Growth of the service sector, good versus services marketing, service classification, service marketing mix, strategies of service marketing ,service marketing triangle, (Internal ,External, Interactive marketing)	12	
II	Consumer Behaviour and Segmentation in Services:Understanding Consumer Needs, Expectation and perception of services. Segmentation ,Targeting and Positioning(STP): Segmentation Strategies, Selecting customer Portfolios, Service Positioning Strategies, Service Blueprint, Creating value in a competitive market.	12	
III	Service Product and Price: Developing Service Products, Branding, New Service Development, Pricing strategies place and promotion: Services Distribution (Physical Versus Cyberspace) Role of Intermediaries, Role of advertising ,Personal Selling, Sales Promotion, Publicity and Public Relation ,Service Communication Strategies. Managing the Service Encounter, Staff Roles, Service scapes and branding	11	
IV	Managing Service Quality: Dimensions Of Service Quality , SERVQUAL Model, Gaps Model. Identifying And Closing Customer Gap ; and provider gaps, Handling Customer Complaints, strategies for effective recovery. Technology in Services, Digital Transformation, Service Customization, Globalization	10	

SUGGESTED READING

- ServicesMarketing,ZeithamlValerieandMaryJoBitner,Gremler& Pandit,Tata McGrawHill
- ServicesMarketingTextandCases,VinnieJauhari&KirtiDutta,OxfordUniersity Press.

Programme/Class: PG Degree		Year:II	Semester: IV
Subject: MBA			
Course Code: F010701		Course Title: International Marketing	
Course outcomes:			
S. No.	Course Outcome	Bloom's Taxonomy	
1	CO1Remember and explain the concepts, scope and environment of international marketing.	K1 – Remembering & K2 – Understanding	
2	CO2 Understand international trade theories, market entry strategies and global business practices.	K2 – Understanding	
3	CO3 Apply international marketing tools and techniques for market analysis and strategic decisions.	K3 – Applying	
4	CO4 Analyze cultural, political, legal and economic factors affecting international business operations.	K4 – Analyzing	
Credits:		Core Compulsory/Elective: Core Compulsory	
Total No. of Lectures-Tutorials-Practical (in hours per week): L-3 T-1 P-0			
Unit	Topics	No. of Lectures	
	Part I	45	
I	Introduction to International Marketing Concept, nature and scope of international marketing Domestic marketing versus international marketing International marketing environment Economic, political, legal and socio-cultural environment International trade theories Globalization and international business trends Role of WTO, IMF and World Bank in international trade	10	
II	International Market Selection and Entry Strategies International market selection process Market research for international business Market segmentation, targeting and positioning in global markets Exporting, licensing, franchising, joint ventures and foreign direct investment Strategic alliances and international collaborations International market entry barriers and risk assessment	12	
III	International Marketing Mix Strategies International product decisions and product adaptation Branding and packaging strategies in international markets International pricing strategies Transfer pricing and dumping International distribution channels and logistics management International promotion strategies Digital marketing and e-commerce in global markets	12	
IV	Emerging Issues and Strategic Perspectives in International Marketing International consumer behavior Cross-cultural communication and negotiation Ethics and social responsibility in international marketing International marketing planning and control Contemporary issues in global marketing Green marketing and sustainable international business Case studies of multinational corporations	11	

Suggested Readings

1. International Marketing
Authors: Philip R. Cateora, John L. Graham and Mary C. Gilly
Publisher: McGraw Hill Education
Edition: 18th Edition
Year of Publication: 2023
2. International Marketing Management
Author: Warren J. Keegan
Publisher: Pearson Education
Edition: 9th Edition
Year of Publication: 2022
3. Global Marketing Management
Authors: Masaaki Kotabe and Kristiaan Helsen
Publisher: Wiley India
Edition: 9th Edition
Year of Publication: 2022
4. International Marketing
Authors: Rakesh Mohan Joshi
Publisher: Oxford University Press
Edition: 4th Edition
Year of Publication: 2021
5. International Marketing
Author: Francis Cherunilam
Publisher: Himalaya Publishing House
Edition: Latest Revised Edition
Year of Publication: 2022
6. Global Marketing
Authors: Svend Hollensen
Publisher: Pearson Education
Edition: 8th Edition
Year of Publication: 2020
7. Export Management
Author: T.A.S. Balagopal
Publisher: Himalaya Publishing House
Edition: Latest Edition
Year of Publication: 2021

Programme/Class: PG Degree		Year:II	Semester: IV
Subject: MBA			
Course Code: F010701		Course Title: Workplace Diversity and Inclusion (H.R)	
Course outcomes:			
S. No.	Course Outcome	Bloom's Taxonomy	
1	Understand the concepts and dimensions of workplace diversity and inclusion.	K2 – Understanding	
2	Analyse challenges and opportunities arising from workforce diversity.	K4 – Analyzing	
3	Evaluate organizational policies and practices related to inclusion and equity.	K5 – Evaluating	
4	Design diversity management strategies for modern organizations.	K6 – Creating	
Credits:		Core Compulsory/Elective: Core Compulsory	
Total No. of Lectures-Tutorials-Practical (in hours per week): L-3 T-1 P-0			
Unit	Topics	No. of Lectures	
	Part I	45	
I	Foundations of Workplace Diversity and Inclusion Meaning, nature and significance of diversity and inclusion, Evolution of diversity management, Diversity, Equity and Inclusion (DEI) concepts Dimensions of diversity: Gender, age, race, ethnicity, religion, language, disability, caste, culture and sexual orientation, Types of workplace diversity: Primary and secondary dimensions, Business case for diversity and inclusion, Benefits and challenges of workplace diversity,Changing workforce demographics and globalization		
II	Diversity Challenges and Inclusive Behaviour Stereotyping, prejudice and discrimination,Conscious and unconscious bias,Glass ceiling and workplace inequality, Gender diversity and women empowerment at workplace,Managing generational diversity,Cross-cultural, communication and multicultural workforce,Disability inclusion and accessibility at workplace, Sexual harassment and workplace sensitivity,Emotional intelligence and empathy in inclusive workplaces		
III	Legal, Ethical and Strategic Dimensions of Inclusion Equal employment opportunity and affirmative action, Legal framework, relating to workplace diversity in India, The Rights of Persons with Disabilities Act, 2016,The Equal Remuneration Act The Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013, Diversity and ethics in HR practices Inclusive recruitment and selection, Inclusive performance management and compensation systems, Role of HR in diversity management, Diversity audits and inclusion metrics		
IV	Managing Inclusive Organizations Inclusive leadership and leadership competencies, Building inclusive, organizational culture, Diversity training and sensitivity programmes, Employee Resource Groups (ERGs) and mentoring initiatives, Managing conflict in diverse teams, Work-life balance and employee well-being, Best practices in diversity and inclusion, Case studies on global and Indian organizations, Future trends in workplace diversity and inclusion, Technology, AI and inclusion in HR management		

Suggested Books

1. Managing Diversity: Toward a Globally Inclusive Workplace
Author: Michalle E. Mor Barak
Publisher: Sage Publications
Edition: 4th Edition, 2016
2. Managing Diversity and Inclusion: An International Perspective
Authors: Jawad Syed and Mustafa Özbilgin
Publisher: Sage Publications
Edition: 2nd Edition, 2019
3. Managing Diversity in Organizations
Author: Maria L. Triana
Publisher: Routledge
Edition: 1st Edition, 2017
4. Understanding and Managing Diversity
Authors: Carol P. Harvey and M. June Allard
Publisher: Pearson Education
Edition: 6th Edition, 2015
5. The Diversity Bonus
Author: Scott E. Page
Publisher: Princeton University Press
Edition: 1st Edition, 2017
6. Managing Workplace Diversity and Inclusion: A Psychological Perspective
Author: Rosemary Hays-Thomas
Publisher: Routledge
Edition: 1st Edition, 2016
7. The Loudest Duck
Author: Laura A. Liswood
Publisher: Wiley Publications
Edition: Revised Edition, 2018
8. Diversity at Work
Author: Arthur P. Brief
Publisher: Cambridge University Press
Edition: 1st Edition, 2008

Programme/Class: PG Degree		Year:II	Semester: IV
Subject: MBA			
Course Code: F010701		Course Title: HR Analytics	
Course outcomes:			
S. No.	Course Outcome	Bloom’s Taxonomy	
1	Understand and explain the concepts, scope, and significance of HR Analytics and its linkage with business outcomes	K1–K2 (Remember, Understand)	
2	Apply HR data collection methods, data cleaning techniques, and basic HR metrics for workforce analysis	K3 (Apply)	
3	Analyze HR data using tools like MS Excel to evaluate key HR functions such as recruitment, performance, and employee engagement	K4 (Analyze)	
4	Evaluate and design HR dashboards and data-driven strategies using descriptive analytics tools for effective decision-making	K5–K6 (Evaluate, Create)	
Credits:			Core Compulsory/Elective: Core Compulsory
Total No. of Lectures-Tutorials-Practical (in hours per week): L-3 T-1 P-0			
Unit	Topics	No. of Lectures	
	Part I	45	
I	Introduction to HR Analytics: History of Different HRM Perspectives, Transition from HRM to HCM and Gaining Sustainable Advantage through HCM. HR Analytics and Changing Role of HR Professionals. Importance and Scope of HR Analytics. Significance of HR Analytics, Benefits of HR Analytics. Levels of Analysis and Conducting analytics. Key Influencers of HR Analytics Process. HR Analytics – Linkage to Business Outcomes.	11	
II	Types of HR Data: Qualitative and Quantitative; Data Collection Methods: Surveys, interviews and observation; HRIS; Data Cleaning and Preparation: Data validation, error removal; HR Metrics: Turnover, absenteeism, productivity; KPI and Benchmarking: Performance measurement and industry comparison	11	
III	Analytics for Key HR Processes Using MS Excel: HR Analytics for Recruitment and Selection, Training and Development, Performance Appraisal, Talent Management, Employee Engagement and Compensation Management.	12	
IV	Descriptive Analytics: Overview of Select Tools for Conduction HR Analytics: MS Excel, R, Tableau, Power BI and SPSS. Descriptive Analytics in HR: HR Dashboards using MS Excel, Slicing and Dicing of HR Data using MS Excel Pivot Table Applications, Data Visualization for Key HR processes.	11	

Suggested Readings:

- Rama Shankar Yadav and Sunil Maheshwari, HR Analytics, Wiley, 2021.
- Pratyush Banerjee, Jatin Pandey and Manish Gupta, HR Analytics: Practical Applications of HR Analytics, Sage, 2019.
- Dipak Kumar Bhattacharya, HR Analytics, Sage, 2017.
- Ramesh Soundararajan and Kuldeep Singh, Winning on HR Analytics, Sage, 2017.
- Nishant Uppal, Human Resource Analytics, Pearson, 2021.
- Bharti Motwani, HR Analytics: Practical Approach Using Python, Wiley, 2021.

Programme/Class: PG Degree		Year:II	Semester: IV
Subject: MBA			
Course Code: F010701		Course Title:Strategic Labour and Employment Law Management	
Course outcomes:			
S. No.	Course Outcome		Bloom’s Taxonomy
1	CO1 Remember and explain the basic concepts, principles and evolution of labour laws in India		K1 – Remembering & K2 – Understanding
2	CO2 Understand and interpret major provisions related to wages, industrial relations and social security laws		K2 – Understanding
3	CO3 Apply labour laws in organizational decision making and HR practices		K3 – Applying
4	CO4 Analyse legal issues related to industrial disputes, employee rights and employer obligations		K4 – Analyzing
Credits:			Core Compulsory/Elective: Core Compulsory
Total No. of Lectures-Tutorials-Practical (in hours per week): L-3 T-1 P-0			
Unit	Topics		No. of Lectures
	Part I		45
I	Introduction to Labour Laws and Industrial Relations Framework Meaning, nature and objectives of labour laws, History and development of labour legislation in India, Constitutional provisions related to labour welfare, Classification of labour laws, Role of International Labour Organization, Trade Unions Act 1926, Industrial Relations Code 2020, Registration and recognition of trade unions, Rights and liabilities of trade unions, Collective bargaining and grievance handling,		10
II	Wage and Employment Related Laws Code on Wages 2019, Minimum wages, Payment of wages, Bonus and equal remuneration, Occupational Safety, Health and Working Conditions Code2020, Factories Act provisions relating to health, safety and welfare, Working hours, leave and holidays, Employment of women and young workers, Shops and Establishments Act, Contract Labour Regulation and Abolition Act 1970.		12
III	Social Security and Employee Welfare Laws Code on Social Security 2020, Employees Provident Fund and Miscellaneous Provisions Act 1952, Employees State Insurance Act 1948, Payment of Gratuity Act 1972, Maternity Benefit Act 1961, Employees Compensation Act 1923, Employee welfare measures and labour welfare funds, Retirement benefits and social insurance,		12
IV	Industrial Disputes and Emerging Issues in Labour Laws Industrial disputes and settlement machinery, Conciliation, arbitration and adjudication, Strikes and lockouts, Lay off, retrenchment and closure, Disciplinary procedures and domestic enquiry, Sexual Harassment of Women at Workplace Act 2013, Labour reforms in India, Impact of globalization, gig economy and technology on labour laws, Recent developments in labour codes		11

Suggested Readings

- 1 P L Malik, Handbook of Labour and Industrial Law, Eastern Book Company, Seventeenth Edition, 2023
- 2 S N Mishra, Labour and Industrial Laws, Central Law Publications, Thirty First Edition, 2022
- 3 H L Kumar, Practical Guide to Labour Management, Universal Law Publishing, Latest Edition, 2023
- 4 C B Mamoria and Satish Mamoria, Dynamics of Industrial Relations, Himalaya Publishing House, Latest Edition, 2021
- 5 P K Padhi, Labour and Industrial Laws, PHI Learning Private Limited, Fourth Edition, 2022

Programme/Class: PG Degree		Year:2	Semester: IV
Course Code:		Course Title: E-Business	
Course outcomes:			
S. No.	Course Outcome	Bloom’s Taxonomy	
1	CO1-Understand the concepts, models, and technologies of E-Business.	K1	
2	CO2 -Analyze the role of digital technologies in transforming business processes and organizations.	K2	
3	CO3 - Apply E-Business strategies for marketing, supply chain, and customer relationship management	K3	
4	CO4 - Evaluate security, ethical, legal, and emerging issues in E-Business environments.	K4,K5	
Credits: 4		Core Compulsory/Elective: Core Compulsory	
Total No. of Lectures-Tutorials-Practical (in hours per week): L-3 T-1 P-0			
Unit	Topics		No. of Lectures
	Part I		45
I	UNIT I Introduction to E-Business: Concepts, Nature, and Scope of E-Business, Traditional Business vs E-Business, E-Business Models and Revenue Models, Digital Business Infrastructure, Internet, Intranet, and Extranet, Role of E-Business in Digital Transformation, Emerging Trends in E-Business		12
II	UNIT II E-Business Technologies and Applications, E-Business Architecture and Technologies, Cloud Computing and Web Services, Mobile Business (M-Business) Applications, Enterprise Applications: ERP, SCM, and CRM, E-Procurement and E-Supply Chain Management, E-Governance and Digital Platforms, Social Media and Digital Collaboration Tools		11
III	UNIT III E-Marketing and E-Customer Relationship Management, Digital Marketing Concepts and Strategies, Online Advertising and Search Engine Marketing, Social Media Marketing and Influencer Marketing, Customer Relationship Management (CRM), Personalization and Customer Analytics, Consumer Behavior in Digital Environment, Mobile Marketing and Omnichannel Strategies.		11
IV	UNIT IV Security, Ethics, and Emerging Trends in E-Business, Security Issues in E-Business, Cybersecurity, Data Privacy, and Data Protection, Legal and Ethical Issues in E-Business, Electronic Payment Systems and Digital Wallets, Blockchain Applications in Business, Artificial Intelligence and Automation in E-Business, Future Trends in Digital Business		11

Suggested Readings:

1. Management Information Systems – Kenneth C. Laudon & Jane P. Laudon, Pearson.
2. E-Business and E-Commerce Management – Dave Chaffey, Pearson.
3. Electronic Commerce – Gary P. Schneider, Cengage Learning.
4. Digital Business and E-Commerce Management – Pearson Education.
5. E-Commerce – Prentice Hall.
6. Google Digital Garage
7. IBM SkillsBuild

Programme/Class: PG Degree		Year:2	Semester: IV
Subject: MBA			
Course Code: F010701		Course Title: Design Thinking and Innovation	
Course outcomes:			
S. No.	Course Outcome	Bloom’s Taxonomy	
1	Analyze business and technological challenges using Design Thinking principles and customer-centric approaches.	Understand (C2), Analyze (C4)	
2	Evaluate customer insights, stakeholder requirements, and market opportunities to define innovative business problems.	Analyze (C4), Evaluate (C5)	
3	Design and develop technology-enabled solutions, prototypes, and innovative business models using Design Thinking tools.	Apply (C3), Create (C6)	
4	Formulate innovation and digital transformation strategies for enhancing organizational competitiveness and sustainable growth.	Evaluate (C5), Create (C6)	
Credits:		Core Compulsory/Elective: Core Compulsory	
Total No. of Lectures-Tutorials-Practical (in hours per week): L-3 T-1 P-0			
Unit	Topics	No. of Lectures	
	Part I	45	
I	Unit I: Design Thinking in the Digital Business Environment Innovation Imperative in the Digital Economy, Evolution and Principles of Design Thinking, Human-Centered Design and Customer Experience (CX), Design Thinking for Strategic Problem Solving, Innovation Ecosystems and Value Creation, Role of Emerging Technologies in Innovation, Artificial Intelligence, Internet of Things (IoT), Cloud Computing, Blockchain, Contemporary Business Cases in Digital Innovation	11	
II	Unit II: Customer Insights and Opportunity Identification Empathy and Customer-Centric Innovation, Design Research Methods for Business Problems, Stakeholder Mapping and Persona Development, Customer Journey Mapping and Service Blueprinting, Data-Driven Insight Generation, Identifying Wicked Problems and Innovation Opportunities, Problem Framing and Value Proposition Design	11	
III	Unit III: Ideation, Digital Solution Design and Prototyping Advanced Ideation Techniques- Design Sprint, Brainstorming, SCAMPER, Systems Thinking. Business Model Innovation, Business Model Canvas and Value Proposition Canvas, Digital Product and Service Design, Rapid Prototyping and MVP (Minimum Viable Product), User Experience (UX) and Interface Design Fundamentals, Validation and Testing of Innovation Concepts	11	
IV	Unit IV: Innovation Strategy and Digital Transformation Innovation Management and Organizational Agility, Digital Transformation Frameworks, Agile and Lean Innovation Approaches, Technology Entrepreneurship and Startup Ecosystems, Innovation Metrics and Performance Evaluation, Intellectual Property, Technology Commercialization and Ethics, Leading Innovation Culture and Change Management	12	

Text Book:

1. Vijay Kumar, 101 Design Methods: A Structured Approach for Driving Innovation in Your Organization, 2013, John Wiley and Sons Inc, New Jersey
2. BP Banerjee, Foundations of Ethics and Management, 2005, Excel Books
3. Gavin Ambrose and Paul Harris, Basics Design 08: Design Thinking, 2010, AVA Publishing SA
4. Roger L. Martin, Design of Business: Why Design Thinking is the Next Competitive Advantage, 2009, Harvard Business Press, Boston MA

Programme/Class: PG Degree		Year:2	Semester: IV
Subject: MBA			
Course Code: F010701		Course Title: BUSINESS ANALYTICS	
Course outcomes:			
S. No.	Course Outcome	Bloom's Taxonomy	
1	Understand the basics of business analysis and Data Science	Knowledge (K2)	
2	Understand data management and handling, Data Science Project Life Cycle and data mining concept and its Techniques	Comprehending (K3) Applying (K4)	
3	Understand and Analyzing machine learning concept	Analyzing (K5)	
4	Understand the application of business analysis in different domain	Applying (K4)	
Credits:		Core Compulsory/Elective: Core Compulsory	
Total No. of Lectures-Tutorials-Practical (in hours per week): L-3 T-1 P-0			
Unit	Topics	No. of Lectures	
	Part I	45	
I	Unit I: Introduction: What are business analytics, Historical Overview of data analysis, Data Scientist vs. Data Engineer vs. Business Analyst, Career in Business Analytics, what is data science, Why Data Science, Applications for data science, Data Scientists Roles and Responsibility	11	
II	Unit II: Data: Data Collection, Data Management, Big Data Management, Organization/sources of data, Types of Data, Importance of data quality, Dealing with missing or incomplete data, Data Visualization, Data Classification Data Science Project Life Cycle: Business Requirement, Data Acquisition, Data Preparation, Hypothesis and Modeling, Evaluation and Interpretation, Deployment, Operations, Optimization. Introduction to Data Mining, The origins of Data Mining, Data Mining Tasks, OLAP and Multidimensional data analysis, Basic concept of Association Analysis and Cluster Analysis.	14	
III	Unit III: Introduction to Machine Learning: History and Evolution, AI Evolution, Statistics V/S Data Mining V/S Data Analytics V/S, Data Science, Supervised Learning, Unsupervised Learning, Reinforcement Learning, Frameworks for building Machine Learning Systems.	12	
IV	Unit IV: Application of Business Analysis: Retail Analytics, Marketing Analytics, Financial Analytics, Healthcare Analytics, Supply Chain Analytics.	8	

Suggested Books

- 1) Essentials of Business Analytics: An Introduction to the methodology and its application, Bhimasankaram Pochiraju, Sridhar Seshadri, Springer
- 2) Introduction to Machine Learning with Python: A Guide for Data Scientists 1st Edition, by Andreas C. Müller, Sarah Guido, O'Reilly
- 3) Introduction to Data Science, Laura Igual Santi Seguí, Springer
- 4) Introduction to Data Mining, Pang-Ning Tan, Michael Steinbach, Vipin Kumar, Pearson Education India
- 5) An Introduction to Business Analytics, Ger Koole, Lulu.com, 2019