ITM UNIVERSITY

ITM SCHOOL OF BUSINESS AND LEADERSHIP

MASTER OF BUSINESS ADMINISTRATION

MBA – Online Learning

PROPOSED SCHEME OF STUDY – 90 CREDITS

PROGRAMME PROJECT REPORT (PPR)

Effective from the academic year 2026–27 (Proposed)

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ITM University Gwalior

PROGRAMME PROJECT REPORT (PPR)

S. No.	Particulars	Proposed Details
1	Degree Awarding Body	ITM University
2	Teaching Institution	ITM School of Business and Leadership, ITM University
3	Name of the Programme	Master of Business Administration (MBA)
4	Mode of Delivery	Online / Distance Education
5	Minimum Duration	2 Years / 4 Semesters
6	Maximum Duration	As per applicable UGC/University regulations
7	Minimum Eligibility	Bachelor's degree from a recognized University, subject to applicable University regulations
8	Programme Credits	90
9	Programme Level	Postgraduate / Master's
10	Nature of Target Group	Graduates, early-career professionals, working professionals, entrepreneurs and corporate learners
11	Nature of Programme	Professional

Note: Institutional regulatory particulars, fee structure and approved admission conditions should be inserted in the final version from the University's current approved regulations.

I. Programme Mission and Objectives

✓ Develop competent and responsible managers with strong conceptual, analytical and decision-making capabilities.

✓ Provide contemporary management knowledge aligned with changing business, technological and global environments.

✓ Build employability, leadership, communication, entrepreneurial and problem-solving skills.

✓ Enable learners to apply management concepts through practical tasks, projects, case-based learning and workplace-oriented activities.

✓ Develop the ability to use data, digital tools and evidence for managerial decision-making.

✓ Encourage ethical, sustainable and socially responsible approaches to business and leadership.

✓ Prepare learners for managerial careers, entrepreneurship, professional advancement and lifelong learning.

✓ Foster creative, critical and strategic thinking for innovation and value creation.

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II. Relevance of the Programme with the HEI's Mission and Goals

The MBA programme is designed to contribute to the academic and professional development objectives of ITM University through an industry-oriented, technology-enabled and learner-centred approach. The programme integrates management fundamentals, functional areas, research, specialization and project-based learning so that learners can connect academic knowledge with contemporary organisational practice.

✓ Industry relevance through current management concepts, functional knowledge and specialization options.

✓ Flexible learning access for learners who require online/distance modes of education.

✓ Technology-enabled learning using digital resources and data-oriented tools.

✓ Development of professional competencies including communication, teamwork, leadership and ethical decision-making.

✓ Emphasis on application through research, term paper and project work.

✓ Continuous improvement through learner feedback, academic review and outcome-based assessment.

III. Nature of Prospective Target Group of Learners

Recent graduates: Learners seeking postgraduate management education and improved career opportunities.

Early-career professionals: Professionals seeking managerial capabilities and progression to supervisory or leadership roles.

Mid-career professionals: Working professionals seeking role enhancement, career transition or updated management knowledge.

Entrepreneurs and business owners: Individuals seeking structured knowledge in strategy, finance, marketing, people and operations.

Corporate employees: Employees requiring formal management education alongside professional responsibilities.

Non-business graduates: Graduates from technical, science, humanities or other disciplines seeking business-management capabilities.

International / geographically distributed learners: Learners seeking flexible access to a postgraduate management programme.

IV. Appropriateness of the Programme to be Conducted in Online / Distance Mode

The MBA is suitable for online/distance delivery because management education can combine structured self-learning, digital lectures, case studies, simulations, discussions, assignments, research activities and project work without requiring continuous physical presence.

Flexible delivery supports working professionals and geographically distributed learners who need to balance employment and education. Digital learning resources can provide anytime/anywhere access while synchronous and asynchronous academic activities can support interaction and mentoring.

The programme is designed around application-oriented learning outcomes. Learners can analyse business cases, work with data, prepare reports, participate in discussions and complete research/project activities using digital platforms.

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The proposed structure includes foundation management knowledge in Semester I, functional management areas in Semester II, strategy/research and specialization in Semester III, and international business, project work and advanced specialization in Semester IV.

Programme Learning Outcomes (PLOs)

PLO 1: Explain and apply core concepts of management and business administration in multidisciplinary contexts.

PLO 2: Analyse business problems using quantitative, research and data-visualisation methods.

PLO 3: Use digital technologies and relevant information sources to support managerial decisions.

PLO 4: Demonstrate effective written, oral, interpersonal and professional communication.

PLO 5: Apply critical, creative, analytical and strategic thinking to organisational problems.

PLO 6: Demonstrate leadership, teamwork, negotiation and conflict-management capabilities.

PLO 7: Understand business in global, multicultural and technology-driven environments.

PLO 8: Demonstrate ethical, responsible and sustainable managerial behaviour.

PLO 9: Apply entrepreneurial thinking to identify opportunities and create business value.

PLO 10: Plan and conduct business research and interpret evidence for managerial decision-making.

PLO 11: Integrate functional-area knowledge to evaluate organisational performance and strategy.

PLO 12: Demonstrate readiness for continuous professional development and lifelong learning.

V. Instructional Design

Course Curriculum

The curriculum is structured to progress from management foundations to functional areas, strategic management, research, specialization and project-based application. The proposed scheme contains 90 credits across four semesters.

Programme Structure

The programme follows a semester pattern with core, research/project and specialization components. The structure is designed to provide breadth in management and depth through elective specialization.

Learning Materials

Online/distance learners should be provided structured self-learning resources, digital reading material, recorded/synchronous learning resources, activities, cases, assignments and other academic support material.

Academic Review

The curriculum should be periodically reviewed through the appropriate University academic/statutory mechanisms, with inputs from faculty, industry experts, learners and other stakeholders, as applicable.

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Outcome-Based Approach

Course learning outcomes should be aligned with programme learning outcomes, and assessment activities should provide evidence of learner attainment.

Programme Structure: Master of Business Administration

Semester I – Foundation of Management

Course Code	Course Title	Course Type	L-T-P	Credits
MBA-101	Principles of Management	Core	3-0-0	3
MBA-102	Statistics for Business Decisions	Core	4-0-0	4
MBA-103	Managerial Economics	Core	3-0-0	3
MBA-104	Financial Accounting	Core	3-0-0	3
MBA-105	Business Environment	Core	2-0-2	3
MBA-106	Business Law	Core	3-0-0	3
MBA-107	Business Communication	Core	3-0-0	3

Semester Total: 22 Credits

Semester II – Functional Areas of Management

Course Code	Course Title	Course Type	L-T-P	Credits
MBA-201	Research Methodology	Core	2-0-2	4
MBA-202	Production & Operations Management	Core	3-0-0	3
MBA-203	Human Resource Management	Core	3-0-0	3
MBA-204	Marketing Management	Core	3-0-0	3
MBA-205	Financial Management	Core	3-0-0	3
MBA-206	Entrepreneurship	Core	3-0-0	3

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MBA-207	Business Ethics & Corporate Governance	Core	3-0-0	3

Semester Total: 22 Credits

Semester III – Strategy, Research & Specialization

Course Code	Course Title	Course Type	L-T-P	Credits
MBA-301	Total Quality Management	Core	4-0-0	4
MBA-302	Supply Chain Management	Research	0-0-3	3
MBA-303	Specialization Elective – I	Specialization	4-0-0	4
MBA-304	Specialization Elective – II	Specialization	4-0-0	4
MBA-305	Specialization Elective – III	Specialization	4-0-0	4
MBA-306	Specialization Elective – IV	Specialization	4-0-0	4

Semester Total: 23 Credits

Semester IV – Global Management, Project & Advanced Specialization

Course Code	Course Title	Course Type	L-T-P	Credits
MBA-401	International Business Management	Core	4-0-0	4
MBA-402	Project	Project	0-0-7	7
MBA-403	Specialization Elective – V	Specialization	4-0-0	4
MBA-404	Specialization Elective – VI	Specialization	4-0-0	4
MBA-405	Specialization Elective – VII	Specialization	4-0-0	4

Semester Total: 23 Credits

Specialization / Elective Basket

S. No.	Specialization / Elective Area
1	Digital Marketing

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2	Finance
3	Marketing
4	Human Resource Management
5	Analytics & Data Science
6	BFSI
7	IT & FinTech
8	Operations Management
9	International Business
10	Information Systems Management
11	Project Management
12	Supply Chain Management
13	Retail Management

Students may choose specialization/elective courses from the approved basket, subject to University rules, availability and academic advisement.

Credit Summary

Semester	Core	Research / Project	Specialization	Total
Semester I	22	—	—	22
Semester II	22	—	—	22
Semester III	4	3	16	23
Semester IV	4	7	12	23
Total	52	10	28	90

Faculty and Support Staff

Faculty and support staffing shall be maintained in accordance with the applicable UGC, University and online/distance education requirements. The final PPR should include the approved staffing pattern and designated academic/support roles.

Staff Category	Proposed Requirement
Professor / Associate Professor	As per applicable norms and approved staffing plan
Assistant Professor	As per applicable norms and approved staffing plan
Academic / Programme Support Staff	As per applicable norms and approved staffing plan

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Technical / LMS Support Staff	As per applicable norms and approved staffing plan
Administrative Support Staff	As per applicable norms and approved staffing plan

Delivery Mechanism

✓ Learning Management System (LMS) based course delivery with structured modules and learning activities.

✓ Recorded and/or synchronous online classes, as scheduled by the University.

✓ Digital self-learning material, readings, presentations, cases, activities and assignments.

✓ Online academic interaction through discussion forums, live sessions, mentoring and feedback mechanisms.

✓ Application-oriented learning through data exercises, term paper, case analysis and project work.

✓ Digital learner support covering academic guidance, technical support and assessment-related communication.

Medium of Instruction: English, unless otherwise specified by the approved University regulations.

VI. Procedure for Admissions, Curriculum Transaction and Evaluation

Admission Procedure

Admission shall be based on the eligibility criteria and admission procedure approved by ITM University and applicable regulatory requirements. Verification of academic credentials and other required documents shall be undertaken as prescribed by the University.

Duration of the Programme

The normal duration is two academic years divided into four semesters. The maximum period for completion shall be governed by the applicable University and regulatory provisions.

Eligibility

A Bachelor's degree from a recognized University, subject to the approved admission regulations of ITM University.

Fee Structure

The total fee for the MBA programme is ₹60,000 for the complete two year duration.

Credit System

The proposed programme comprises 90 credits. Semester-wise credits are 22, 22, 23 and 23 respectively, with 52 core, 10 research/project and 28 specialization credits.

Evaluation

Assessment should include appropriate continuous/internal assessment and end-term examination components, along with evaluation of research, term paper and project work as applicable. The exact marks distribution, passing requirements, examination pattern and grading scheme must be inserted from the approved ITM University regulations, since these details are not specified in the attached scheme.

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Proposed Assessment Components

- Assignments submissions
- Case studies and application-based activities
- Quizzes
- Coursera Courses (SWAYAM)
- Project and Viva-Voce
- Mega Project

VII. Requirement of Laboratory Support and Library Resources

The programme should provide learners with access to adequate digital library resources, e-books, journals, databases and learning repositories relevant to management education. Analytics-oriented courses should also provide appropriate access to required software/tools such as spreadsheet, visualization and statistical/programming environments, subject to institutional licensing and technical arrangements.

The final PPR should specify the approved ITM University library resources, databases, LMS facilities, software and learner-support infrastructure.

VIII. Cost Estimate of the Programme and Provisions

The cost structure should be prepared on the basis of the approved programme budget and University financial provisions. Major heads may include:

S. No.	Expense Head	Calculation Basis	Amount (₹)
1	Faculty remuneration	31 courses × ₹15,000	4,65,000
2	Video recording and editing	620 hours × ₹2,000	12,40,000
3	Interactive content and instructional design	31 courses × ₹10,000	3,10,000
4	Online assessments and question banks	31 courses × ₹4,000	1,24,000
5	LMS procurement and implementation		3,28,759
6	LMS hosting and technical support		1,64,380
7	Recording studio and equipment		4,10,949
8	Faculty training		20,548
9	Programme coordination		82,190

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10	Academic quality assurance	31 courses × ₹2,500	77,500
	Subtotal		**32,23,326**
11	Contingency reserve (10%)	Approx. 10%	3,22,333
	Total MBA Budget		**₹35,45,659**

IX. Quality Assurance Mechanism

Quality assurance for the programme should be implemented through the University's approved internal quality assurance and online/distance education mechanisms. Continuous improvement should be supported through curriculum review, learner feedback, course-level outcome analysis, examination review, faculty development, academic audits and stakeholder inputs.

✓ Periodic review of programme and course outcomes

✓ Monitoring of teaching-learning and learner engagement

✓ Analysis of assessment and learning-outcome attainment

✓ Feedback from learners, faculty, alumni and industry stakeholders

✓ Corrective and improvement action plans

✓ Review of digital learning resources and learner support

Annexure I – Semester-wise Scheme of Study

The detailed semester-wise scheme is based on the attached proposed 90-credit MBA scheme.

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MBA – SEMESTER I

Course Code: MBA-101	Course MBA-101 — MBA – SEMESTER I PRINCIPLES OF MANAGEMENT	L-T-P 3-0-0	Credits 3
Course Objective:	To develop an understanding of the fundamental principles, functions and processes of management and their application in contemporary organizations.		
Course Outcomes:	**On completion of the course, the students/learners will be able to:**		
CO1.	Identify fundamental concepts, functions and approaches of management.		
CO2.	Explain the processes of planning and managerial decision-making.		
CO3.	Apply principles of organizing, delegation and organizational design to managerial situations.		
CO4.	Analyze motivation, leadership and communication processes in organizations.		
CO5.	Evaluate managerial control systems and contemporary management practices.		
Course Content:			
Module I:	**Foundations of Management** Meaning, nature, scope and importance of management; management as science, art and profession; levels of management; managerial roles and skills; evolution of management thought; Scientific Management; Administrative Theory; Human Relations Approach; Behavioural Approach; Systems and Contingency Approaches; contributions of F.W. Taylor, Henri Fayol, Elton Mayo and Peter Drucker.	**9 Hours**	
Module II:	**Planning and Decision-Making** Meaning, nature and importance of planning; types and levels of plans; planning process; objectives, policies, procedures, programmes and strategies; Management by Objectives; environmental analysis and forecasting; managerial decision-making—meaning, types and process; decision-making under certainty, risk and uncertainty; individual and group decision-making.	**9 Hours**	
Module III:	**Organizing** Meaning, nature and importance of organizing; principles and process of organization; formal and informal organization; departmentation; authority, responsibility and accountability; delegation; centralization and decentralization; span of management; line and staff relationships; traditional and contemporary organizational structures.	**9 Hours**	
Module IV:	**Directing and Leading** Meaning and elements of directing; supervision; motivation—concept, importance and major theories; Maslow's Need Hierarchy, Herzberg's Two-Factor Theory and McGregor's Theory X and Theory Y; leadership—concept, styles and approaches; communication—process, types and barriers; effective managerial communication.	**9 Hours**	
Module V:	**Controlling and Contemporary Management** Meaning, nature and importance of controlling; relationship between planning and controlling; control process; types and techniques of managerial control; characteristics of effective control systems; coordination; organizational change; emerging challenges in management; social responsibility, ethics and sustainability in management.	**9 Hours**	
Recommended Books	**International** • Robbins, S. P., & Coulter, M. Management. Pearson. • Koontz, H., Weihrich, H., & Cannice, M. V. Essentials of Management: An International, Innovation and Leadership Perspective. McGraw Hill. **Indian / India-oriented** • Prasad, L. M. Principles and Practice of Management. Sultan Chand & Sons. • Gupta, C. B. Management Theory and Practice. Sultan Chand & Sons. • Tripathi, P. C., & Reddy, P. N. Principles of Management. McGraw Hill Education.		

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MBA – SEMESTER I

Course Code: MBA-102	Course MBA-102 — MBA – SEMESTER I STATISTICS FOR BUSINESS DECISIONS	L-T-P 3-0-0	Credits 3
Course Objective:	The course aims to develop an understanding of fundamental statistical concepts and their applications in business decision-making. It enables learners to organize, summarize and interpret business data; apply probability and probability distributions; use statistical inference for decision-making; examine relationships among business variables; and use regression and time-series techniques for analysis and forecasting.		
Course Outcomes:	**After successful completion of the course, learners will be able to:**		
CO1.	Identify fundamental concepts of business statistics, types of data, levels of measurement, and methods of data organization and presentation.		
CO2.	Explain and interpret measures of central tendency, dispersion, position, and shape for business data.		
CO3.	Apply probability concepts and probability distributions to solve business-related problems.		
CO4.	Analyze business data using estimation and appropriate hypothesis-testing techniques.		
CO5.	Evaluate relationships among business variables using correlation and regression analysis and interpret the results for decision-making.		
CO6.	Develop forecasts using time-series data and formulate data-based recommendations for business decisions.		
Course Content:			
Module I:	**Introduction to Business Statistics** Business Statistics: Meaning, definition, scope, importance, limitations and applications of statistics in business decision-making. Data and Variables: Types of data; qualitative and quantitative data; discrete and continuous variables; primary and secondary data; cross-sectional and time-series data. Levels of Measurement: Nominal, ordinal, interval and ratio scales; identification and classification of variables according to levels of measurement. Data Collection: Sources and methods of data collection; basic principles of designing surveys and questionnaires; types of questions and response scales. Organization and Presentation of Data: Classification and tabulation of data; frequency distributions; class intervals, class limits, class boundaries, class width, class midpoint and cumulative frequencies. Graphical Presentation: Bar charts, pie charts, histograms, frequency polygons and ogives; selection and interpretation of appropriate graphical methods for business data.	**9 Hours**	
Module II:	**Descriptive Statistics** Measures of Central Tendency: Concept and significance of central tendency; arithmetic mean, median and mode; characteristics, computation and applications; selection of an appropriate measure of central tendency. Measures of Dispersion: Concept and significance of dispersion; range, quartile deviation, variance and standard deviation; coefficient of variation; comparison of variability among datasets. Measures of Position: Quartiles, deciles and percentiles; computation and interpretation of positional measures. Shape of Distribution: Concept of symmetry and asymmetry; positive and negative skewness; measures and interpretation of skewness; concept and interpretation of kurtosis. Business Interpretation: Interpretation and comparison of datasets using measures of central tendency, dispersion, position and shape.	**9 Hours**	
Module III:	**Probability and Probability Distributions** Fundamentals of Probability: Meaning and importance of probability; basic terminology; sample space and events; approaches to probability; addition and multiplication rules of probability. Conditional Probability: Concept and calculation of conditional probability; independent and dependent events; Bayes' Theorem and its application in business decision-making. Random Variables and Probability Distributions: Concept of random variables; discrete and continuous random variables; probability distributions and their basic characteristics. Binomial Distribution: Concept, assumptions, properties, computation and business applications. Poisson Distribution: Concept, assumptions, properties, computation and applications to business problems. Normal Distribution: Concept and characteristics of normal distribution; standard normal distribution; Z-scores; areas under the normal curve and applications of normal distribution in business situations.	**9 Hours**	

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Course Code: MBA-102	**Course MBA-102 — MBA – SEMESTER I** **STATISTICS FOR BUSINESS DECISIONS**	L-T-P 3-0-0	Credits 3
Module IV:	**Inferential Statistics** Sampling and Sampling Distributions: Population and sample; parameter and statistic; concept of sampling distribution; standard error and Central Limit Theorem. Statistical Estimation: Point estimation and interval estimation; confidence intervals and their interpretation. Hypothesis Testing: Meaning and purpose of statistical hypotheses; null and alternative hypotheses; level of significance; test statistic; critical region; one-tailed and two-tailed tests; p-value approach to hypothesis testing. Errors in Hypothesis Testing: Type I and Type II errors and their implications in decision-making. Tests of Significance: Z-test and t-test for appropriate statistical situations; Chi-square test; Analysis of Variance (ANOVA); assumptions, applications and interpretation of results. Statistical Decision-Making: Selection of an appropriate statistical test and interpretation of test results in business contexts.	**9 Hours**	
Module V:	**Correlation, Regression and Time Series Analysis** Correlation Analysis: Meaning and significance of correlation; direction and degree of correlation; Pearson's correlation coefficient; interpretation of correlation coefficient; correlation versus causation. Simple Linear Regression: Meaning and purpose of regression analysis; dependent and independent variables; simple linear regression model; regression coefficients; estimation and interpretation of regression equation; use of regression for prediction. Multiple Regression: Concept and purpose of multiple regression; interpretation and business applications of multiple regression analysis. Time Series Analysis: Meaning and importance of time-series data; components of time series—trend, seasonal, cyclical and irregular variations. Forecasting: Trend analysis; moving averages; exponential smoothing; preparation and interpretation of forecasts; applications of time-series forecasting in business decision-making.	**9 Hours**	
Recommended Books	• Levine, D. M., Stephan, D. F., & Szabat, K. A. Statistics for Managers Using Microsoft Excel. Pearson. • Anderson, D. R., Sweeney, D. J., Williams, T. A., Camm, J. D., & Cochran, J. J. Statistics for Business & Economics. Cengage Learning. • Gupta, S. P. Statistical Methods. Sultan Chand & Sons. • Sharma, J. K. Business Statistics. Pearson India. • Beri, G. C. Business Statistics. McGraw Hill Education India.		

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MBA – SEMESTER I

Course Code: MBA-103	Course MBA-103 — MBA – SEMESTER I MANAGERIAL ECONOMICS	L-T-P 3-0-0	Credits 3
Course Objective:	To develop learners' ability to apply economic concepts, analytical tools and strategic reasoning to managerial decision-making relating to resource allocation, demand, production, costs, pricing, market structure and competitive behaviour.		
Course Outcomes:	**After successful completion of the course, learners will be able to:**		
CO1.	Explain the scope of managerial economics and the role of firms, profits, economic relationships, optimization and resource constraints in managerial decision-making.		
CO2.	Evaluate demand behaviour and different types of demand elasticity for managerial decisions, demand estimation and forecasting.		
CO3.	Explain supply, production, cost and revenue relationships and their implications for managerial output decisions.		
CO4.	Analyze market structures, price-output decisions, price discrimination and pricing behaviour under different competitive conditions.		
CO5.	Apply game-theoretic concepts to analyze strategic interaction and competitive behaviour among firms.		

Course Content:

Module I:	**Foundations of Managerial Economics and Optimization** Meaning, nature and scope of managerial economics; scarcity, choice and opportunity cost; theory and objectives of the firm; nature and functions of profit; economic relationships—tables, equations and graphs; total, average and marginal concepts; marginal and incremental analysis; optimization and profit maximization; constrained optimization—objectives, decision variables, constraints and feasible alternatives; multiple objectives; management tools for optimization; sensitivity analysis; benchmarking; resource allocation and Paradox of Plenty.	**9 Hours**
Module II:	**Demand Analysis, Elasticity and Forecasting** Meaning, determinants and function of demand; individual and market demand; law, schedule and curve of demand; movement and shifts; price elasticity—measurement, interpretation, revenue relationship and managerial applications; income and cross elasticity; substitutes and complements; demand estimation and forecasting; qualitative and quantitative forecasting; trend projection, moving averages, exponential smoothing and regression/econometric forecasting; forecast error, segmentation and uncertainty.	**9 Hours**
Module III:	**Supply, Production, Cost and Revenue Analysis** Meaning, determinants, law and function of supply; movement and shifts; price elasticity of supply; production function; short-run and long-run production; total, average and marginal product; law of variable proportions; productivity and input decisions; fixed, variable, total, average and marginal costs; cost-output relationships; Total, Average and Marginal Revenue; revenue curves; integration of MR and MC; managerial output decisions.	**9 Hours**
Module IV:	**Market Structure and Pricing Decisions** Market structure and market power; perfect competition—features, firm and market demand, revenue and price-output decisions; monopoly—features, barriers, demand, MR and price-output decisions; Water-Diamond Paradox; monopolistic competition and product differentiation; price discrimination—conditions and first-, second- and third-degree discrimination; segmentation and elasticity; dynamic and peak-load pricing; oligopoly and strategic interdependence; Sweezy's Kinked Demand Curve, MR discontinuity and price rigidity.	**9 Hours**
Module V:	**Game Theory and Strategic Firm Behaviour** Game theory and strategic decisions; players, strategies, payoffs and information; payoff matrices; best responses; dominant and dominated strategies; Nash equilibrium; maximin; Prisoner's Dilemma; cooperative and non-cooperative outcomes; cartels, cheating and stability; repeated games, reputation, trigger strategies and tit-for-tat; pure and mixed strategies; sequential games and game trees; backward induction; credible threats, commitment and first-mover advantage.	**9 Hours**

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Course Code: MBA-103	**Course MBA-103 — MBA – SEMESTER I MANAGERIAL ECONOMICS**	**L-T-P** 3-0-0	**Credits** 3
Recommended Books	**Textbooks** • Baye, M. R., & Prince, J. T. Managerial Economics and Business Strategy, 10th Edition, McGraw-Hill Education, 2022. • Thomas, C. R., & Maurice, S. C. Managerial Economics: Foundations of Business Analysis and Strategy, 12th Edition, McGraw-Hill Education, 2015. • Salvatore, D. Managerial Economics in a Global Economy, 8th Edition, Oxford University Press, 2015. **Reference Books** • Farnham, P. G. Economics for Managers, 3rd Edition, Pearson Education, 2014. • Pindyck, R. S., & Rubinfeld, D. L. Microeconomics, 9th Edition, Pearson Education, 2017. • Gibbons, R. Game Theory for Applied Economists, Princeton University Press, 1992		

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MBA – SEMESTER I

Course Code: MBA-104	Course MBA-104 — MBA – SEMESTER I FINANCIAL ACCOUNTING	L-T-P 3-0-0	Credits 3
Course Objective:	To develop an understanding of accounting principles and enable learners to prepare, analyze and interpret financial information for managerial decision-making.		
Course Outcomes:	**On completion of the course, the students/learners will be able to:**		
CO1.	Identify fundamental accounting concepts, principles and procedures.		
CO2.	Explain the preparation and structure of basic financial statements.		
CO3.	Apply accounting techniques for preparation and analysis of financial information.		
CO4.	Analyze financial statements using ratios and other analytical techniques.		
CO5.	Evaluate accounting information for managerial decision-making.		

Course Content:

Module I:	**Foundations of Financial Accounting** Meaning, objectives and functions of accounting; users of accounting information; branches of accounting; accounting concepts, conventions and principles; accounting equation; classification of accounts; rules of debit and credit; accounting cycle; journal, ledger and trial balance.	**9 Hours**
Module II:	**Preparation of Financial Statements** Capital and revenue items; preparation of Trading Account, Profit and Loss Account and Balance Sheet; adjustments in final accounts; depreciation; provisions and reserves; Straight Line and Written Down Value methods of depreciation.	**9 Hours**
Module III:	**Inventory and Financial Statement Analysis** Meaning and valuation of inventory; FIFO and weighted-average methods; meaning, objectives and limitations of financial statement analysis; comparative statements; common-size statements; trend analysis.	**9 Hours**
Module IV:	**Ratio Analysis** Meaning, objectives and limitations of ratio analysis; liquidity, solvency, activity and profitability ratios; computation and interpretation of financial ratios; inter-firm and intra-firm comparison.	**9 Hours**
Module V:	**Cash Flow and Interpretation** Meaning and importance of cash-flow statements; operating, investing and financing activities; preparation and interpretation of cash-flow statements; limitations of financial accounting; use of accounting information in managerial decisions.	**9 Hours**
Recommended Books	**International** • Weygandt, J. J., Kimmel, P. D., & Kieso, D. E. Financial Accounting. Wiley. • Warren, C. S., Jones, J. P., & Tayler, W. B. Financial and Managerial Accounting. Cengage. **Indian / India-oriented** • Narayanaswamy, R. Financial Accounting: A Managerial Perspective. PHI Learning. • Maheshwari, S. N., Maheshwari, S. K., & Maheshwari, S. K. A Textbook of Accounting for Management. Vikas Publishing. • Tulsian, P. C. Financial Accounting. Pearson India.	

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MBA – SEMESTER I

Course Code: MBA-105	Course MBA-105 — MBA – SEMESTER I BUSINESS ENVIRONMENT	L-T-P 2-0-2	Credits 3
Course Objective:	To develop an understanding of the economic, political, legal, socio-cultural, technological and global forces affecting business organizations.		
Course Outcomes:	**On completion of the course, the students/learners will be able to:**		
CO1.	Identify the major components of the business environment.		
CO2.	Explain economic policies and their implications for business.		
CO3.	Apply environmental analysis to understand changes affecting organizations.		
CO4.	Analyze socio-cultural, technological, political and regulatory influences on business.		
CO5.	Evaluate the implications of globalization and changing business environments for Indian organizations.		
Course Content:			
Module I:	**Introduction to Business Environment** Meaning, nature and significance; internal and external environment; micro and macro environment; environmental scanning; interaction between business and environment; changing dimensions of the Indian business environment.		**9 Hours**
Module II:	**Economic Environment** Characteristics and structure of the Indian economy; economic systems; economic development; fiscal and monetary policy; industrial policy; inflation and interest rates; liberalization, privatization and globalization; role of government in business.		**9 Hours**
Module III:	**Political, Legal and Regulatory Environment** Political environment and business; role of government; constitutional framework affecting business; regulatory institutions; competition; consumer protection; major regulatory mechanisms affecting Indian businesses.		**9 Hours**
Module IV:	**Socio-Cultural, Technological and Natural Environment** Socio-cultural and demographic environment; changing consumer values and lifestyles; technological environment; innovation and technological change; natural environment; sustainability and environmental responsibility.		**9 Hours**
Module V:	**Global Business Environment** Globalization; multinational corporations; foreign direct investment; international trade environment; WTO; regional economic cooperation; emerging global business trends; opportunities and challenges for Indian businesses.		**9 Hours**
Recommended Books	**International** • Worthington, I., & Britton, C. The Business Environment. Pearson. • Morrison, J. The Global Business Environment: Challenges and Responsibilities. Palgrave Macmillan. **Indian / India-oriented** • Cherunilam, F. Business Environment. Himalaya Publishing House. • Ghosh, B. N. Business Environment. Oxford University Press. • Aswathappa, K. Essentials of Business Environment. Himalaya Publishing House.		

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MBA – SEMESTER I

Course Code: MBA-106	Course MBA-106 — MBA – SEMESTER I BUSINESS LAW	L-T-P 3-0-0	Credits 3
Course Objective:	To develop an understanding of the principal laws governing business transactions and organizations in India.		
Course Outcomes:	**On completion of the course, the students/learners will be able to:**		
CO1.	Identify fundamental legal concepts governing business.		
CO2.	Explain legal provisions governing contracts and sale of goods.		
CO3.	Apply relevant business laws to common commercial situations.		
CO4.	Analyze legal issues relating to companies, consumers and negotiable instruments.		
CO5.	Evaluate contemporary legal and regulatory issues affecting businesses.		
Course Content:			
Module I:	**Indian Contract Law** Meaning and nature of contract; essential elements of valid contract; offer and acceptance; consideration; capacity; free consent; legality of object; void agreements; performance and discharge; breach and remedies.	**9 Hours**	
Module II:	**Special Contracts and Sale of Goods** Indemnity and guarantee; bailment and pledge; agency—creation, rights, duties and termination; contract of sale; conditions and warranties; transfer of ownership; performance; rights of unpaid seller.	**9 Hours**	
Module III:	**Company Law** Meaning and characteristics of company; types of companies; incorporation; Memorandum and Articles of Association; prospectus; share capital; directors—their appointment, powers and duties; company meetings and basic principles of corporate administration.	**9 Hours**	
Module IV:	**Negotiable Instruments and Consumer Protection** Meaning and characteristics of negotiable instruments; promissory note, bill of exchange and cheque; endorsement; dishonour; consumer rights; consumer protection framework; consumer disputes and redressal mechanisms.	**9 Hours**	
Module V:	**Contemporary Business Laws** Competition law; intellectual property rights—patents, trademarks and copyrights; electronic transactions and electronic contracts; legal aspects of digital business; emerging legal issues affecting business.	**9 Hours**	
Recommended Books	**International** • Beatty, J. F., Samuelson, S. S., & Abril, P. S. Business Law and the Legal Environment. Cengage. • Cheeseman, H. R. Business Law. Pearson. **Indian / India-oriented** • Kuchhal, M. C., & Kuchhal, V. Business Law. Vikas Publishing. • Kapoor, N. D. Elements of Business Law. Sultan Chand & Sons. • Pathak, A. Legal Aspects of Business. McGraw Hill Education India.		

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MBA – SEMESTER I

Course Code: MBA-107	Course MBA-107 — MBA – SEMESTER I BUSINESS COMMUNICATION	L-T-P 3-0-0	Credits 3
Course Objective:	To develop effective written, oral, interpersonal and professional communication competencies required in managerial contexts.		
Course Outcomes:	**On completion of the course, the students/learners will be able to:**		
CO1.	Identify fundamental principles and forms of business communication.		
CO2.	Explain communication processes and barriers.		
CO3.	Apply appropriate written and oral communication techniques in business situations.		
CO4.	Analyze communication requirements in interpersonal and organizational situations.		
CO5.	Evaluate and develop effective professional communication for managerial contexts.		
Course Content:			
Module I:	**Foundations of Business Communication** Meaning, nature, objectives and importance; communication process; types and channels; formal and informal communication; verbal and non-verbal communication; barriers; principles of effective communication; cross-cultural communication.		**9 Hours**
Module II:	**Written Business Communication** Principles of effective business writing; planning business messages; business letters; enquiries, replies, orders and complaints; persuasive messages; memoranda; notices; circulars; professional emails; clarity, conciseness and tone.		**9 Hours**
Module III:	**Oral and Interpersonal Communication** Listening; interpersonal communication; telephone and virtual communication; meetings—agenda, conduct and minutes; group discussions; negotiation; conflict communication; giving and receiving feedback.		**9 Hours**
Module IV:	**Reports and Presentations** Types of reports; report-writing process; structure of business reports; business proposals; presentation planning; visual support; delivery of business presentations; handling questions and audience interaction.		**9 Hours**
Module V:	**Employment and Managerial Communication** Résumé/CV; cover letters; job applications; interview communication; managerial communication; team communication; persuasive and crisis communication; professional etiquette; communication ethics.		**9 Hours**
Recommended Books	**International** • Bovee, C. L., & Thill, J. V. Business Communication Today. Pearson. • Locker, K. O., & Kaczmarek, S. K. Business Communication: Building Critical Skills. McGraw Hill. **Indian / India-oriented** • Lesikar, R. V., Flatley, M. E., Rentz, K., & Pande, N. Business Communication: Making Connections in a Digital World. McGraw Hill Education India. • Chaturvedi, P. D., & Chaturvedi, M. Business Communication: Concepts, Cases and Applications. Pearson India. • Raman, M., & Singh, P. Business Communication. Oxford University Press India.		

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MBA – SEMESTER II

Course Code: MBA-201	**Course MBA-201 — MBA – SEMESTER II** **RESEARCH METHODOLOGY**	L-T-P 2-0-2	Credits 4
Course Objective:	To develop competence in planning, conducting, analyzing and reporting systematic business and management research.		
Course Outcomes:	**On completion of the course, the students/learners will be able to:**		
CO1.	Identify fundamental concepts, approaches and ethical principles of research.		
CO2.	Explain research problems, literature reviews, variables and hypotheses.		
CO3.	Apply appropriate research designs, measurement and sampling techniques.		
CO4.	Analyze quantitative and qualitative research data using appropriate methods.		
CO5.	Evaluate research findings with respect to validity, limitations and managerial implications.		
CO6.	Develop a structured research proposal and research report.		
Course Content:			
Module I:	**Foundations of Research** Meaning, objectives and significance of research; scientific research; basic and applied research; exploratory, descriptive and causal research; qualitative, quantitative and mixed-method approaches; research process; research ethics and academic integrity.		**12 Hours**
Module II:	**Research Problem and Literature Review** Identification and formulation of research problem; research questions and objectives; variables and constructs; theoretical and conceptual frameworks; hypotheses—meaning, types and formulation; literature review; sources of literature; research gaps.		**12 Hours**
Module III:	**Research Design, Measurement and Sampling** Research design; exploratory, descriptive and causal designs; experimental and non-experimental designs; measurement and scaling; nominal, ordinal, interval and ratio scales; reliability and validity; questionnaire design; population and sample; probability and non-probability sampling; sample-size considerations.		**12 Hours**
Module IV:	**Data Collection and Analysis** Primary and secondary data; observation, interview, questionnaire and schedules; data preparation, editing, coding and tabulation; descriptive and inferential analysis; selection of statistical techniques; qualitative data collection; introduction to qualitative and thematic analysis.		**12 Hours**
Module V:	**Interpretation and Research Reporting** Interpretation of results; conclusions and managerial implications; research limitations; research proposals; research reports; referencing and citation; presentation of tables and figures; presentation of findings; responsible research reporting.		**12 Hours**
Recommended Books	**International** • Saunders, M., Lewis, P., & Thornhill, A. Research Methods for Business Students. Pearson. • Creswell, J. W., & Creswell, J. D. Research Design: Qualitative, Quantitative, and Mixed Methods Approaches. SAGE. **Indian / India-oriented** • Kothari, C. R., & Garg, G. Research Methodology: Methods and Techniques. New Age International. • Krishnaswami, O. R., & Satyaprasad, B. G. Business Research Methods. Himalaya Publishing House. • Chawla, D., & Sondhi, N. Research Methodology: Concepts and Cases. Vikas Publishing.		

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MBA – SEMESTER II

Course Code: MBA-202	**Course MBA-202 — MBA – SEMESTER II** **PRODUCTION & OPERATIONS MANAGEMENT**	L-T-P 3-0-0	Credits 3
Course Objective:	To develop an understanding of the principles and techniques involved in designing, planning, operating and improving production and service systems.		
Course Outcomes:	**On completion of the course, the students/learners will be able to:**		
CO1.	Identify fundamental concepts and functions of operations management.		
CO2.	Explain product, process, capacity and facility decisions.		
CO3.	Apply forecasting, inventory and production-planning techniques.		
CO4.	Analyze quality, productivity and operational-performance issues.		
CO5.	Evaluate supply-chain and contemporary operations strategies.		

Course Content:

Module I:	**Introduction to Operations Management** Meaning, nature and scope; manufacturing and service operations; transformation process; operations strategy; productivity; competitiveness; role and challenges of operations management.	**9 Hours**
Module II:	**Product, Process and Facility Decisions** Product and service design; process selection; job, batch, mass and continuous production; capacity planning; facility location; plant layout—product, process, fixed-position and cellular layouts.	**9 Hours**
Module III:	**Forecasting, Planning and Scheduling** Demand forecasting; qualitative and quantitative forecasting methods; aggregate planning; production planning and control; routing, scheduling, dispatching and follow-up; project management; concepts and applications of PERT and CPM.	**9 Hours**
Module IV:	**Inventory and Quality Management** Inventory management; types and costs of inventory; EOQ; reorder level; safety stock; ABC analysis; quality concepts; quality control; Total Quality Management; continuous improvement; Six Sigma and benchmarking.	**9 Hours**
Module V:	**Supply Chain and Contemporary Operations** Supply-chain management; purchasing and supplier management; logistics and distribution; Just-in-Time; lean operations; maintenance management; sustainable operations; emerging trends in operations management.	**9 Hours**
Recommended Books	**International** • Heizer, J., Render, B., & Munson, C. Operations Management: Sustainability and Supply Chain Management. Pearson. • Stevenson, W. J. Operations Management. McGraw Hill. **Indian / India-oriented** • Krajewski, L. J., Malhotra, M. K., & Ritzman, L. P. Operations Management: Processes and Supply Chains – Indian adaptation. Pearson India. • Mahadevan, B. Operations Management: Theory and Practice. Pearson India. • Chary, S. N. Production and Operations Management. McGraw Hill Education India.	

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MBA – SEMESTER II

Course Code: MBA-203	Course MBA-203 — MBA – SEMESTER II HUMAN RESOURCE MANAGEMENT	L-T-P 3-0-0	Credits 3
Course Objective:	To develop an understanding of principles and practices for acquiring, developing, motivating, evaluating and retaining human resources.		
Course Outcomes:	**On completion of the course, the students/learners will be able to:**		
CO1.	Identify fundamental concepts and functions of HRM.		
CO2.	Explain human-resource planning, recruitment and selection processes.		
CO3.	Apply training and performance-management principles.		
CO4.	Analyze compensation, engagement and employee-relations practices.		
CO5.	Evaluate contemporary human-resource strategies and challenges.		

Course Content:

Module I:	**Foundations of HRM** Meaning, nature, scope and objectives; evolution of HRM; functions and responsibilities of HR managers; strategic HRM; HR policies; changing role and contemporary challenges of HR.	**9 Hours**
Module II:	**Human Resource Planning and Acquisition** Human-resource planning; job analysis; job description and job specification; recruitment—sources and methods; selection process and techniques; placement, induction and socialization.	**9 Hours**
Module III:	**Training, Development and Performance Management** Training needs, objectives, process and methods; evaluation of training; management development; career planning; succession planning; performance management; performance-appraisal methods; feedback.	**9 Hours**
Module IV:	**Compensation, Motivation and Employee Engagement** Job evaluation; wage and salary administration; compensation; incentives and benefits; reward management; motivation; employee engagement; job satisfaction; employee retention; work-life balance.	**9 Hours**
Module V:	**Employee Relations and Contemporary HRM** Industrial relations; grievances; discipline; collective bargaining; employee welfare; health and safety; diversity and inclusion; ethics in HRM; changing nature of work; contemporary HR challenges.	**9 Hours**
Recommended Books	**International** • Dessler, G. Human Resource Management. Pearson. • Noe, R. A., Hollenbeck, J. R., Gerhart, B., & Wright, P. M. Fundamentals of Human Resource Management. McGraw Hill. **Indian / India-oriented** • Aswathappa, K. Human Resource Management: Text and Cases. McGraw Hill Education India. • Rao, V. S. P. Human Resource Management: Text and Cases. Excel Books. • Gupta, C. B. Human Resource Management. Sultan Chand & Sons.	

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MBA – SEMESTER II

Course Code: MBA-204	Course MBA-204 — MBA – SEMESTER II MARKETING MANAGEMENT	L-T-P 3-0-0	Credits 3
Course Objective:	To develop an understanding of marketing concepts and enable learners to analyze markets and formulate appropriate marketing strategies.		
Course Outcomes:	**On completion of the course, the students/learners will be able to:**		
CO1.	Identify fundamental marketing concepts and orientations.		
CO2.	Explain consumer behaviour, segmentation, targeting and positioning.		
CO3.	Apply product and pricing concepts to marketing decisions.		
CO4.	Analyze distribution and marketing-communication strategies.		
CO5.	Evaluate and formulate integrated marketing strategies for contemporary markets.		
Course Content:			
Module I:	**Foundations of Marketing** Meaning, nature, scope and importance; core marketing concepts; evolution of marketing orientations; marketing environment; marketing planning; marketing information; customer value and satisfaction.		**9 Hours**
Module II:	**Consumer Behaviour and STP** Consumer buying behaviour; factors influencing consumers; buying-decision process; organizational buying; segmentation; bases of segmentation; target-market selection; differentiation; positioning and positioning strategies.		**9 Hours**
Module III:	**Product and Pricing Decisions** Product concept and classification; product mix and product line; product life cycle; new-product development; branding; packaging and labelling; services; pricing objectives; factors affecting pricing; pricing methods and strategies.		**9 Hours**
Module IV:	**Distribution and Promotion** Marketing channels; channel design and management; wholesaling and retailing; logistics; integrated marketing communication; advertising; sales promotion; personal selling; public relations and direct marketing.		**9 Hours**
Module V:	**Contemporary Marketing** Relationship marketing; customer relationship management; services marketing; digital and social-media marketing; rural marketing; sustainable marketing; marketing ethics; emerging trends.		**9 Hours**
Recommended Books	**International** • Kotler, P., Keller, K. L., & Chernev, A. Marketing Management. Pearson. • Lamb, C. W., Hair, J. F., & McDaniel, C. MKTG: Principles of Marketing. Cengage. **Indian / India-oriented** • Ramaswamy, V. S., & Namakumari, S. Marketing Management: Indian Context, Global Perspective. SAGE India. • Saxena, R. Marketing Management. McGraw Hill Education India. • Rajan Saxena / Tapan K. Panda. Marketing Management: Text and Cases / Marketing Management. Indian MBA-oriented editions, McGraw Hill/Excel Books.		

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MBA – SEMESTER II

Course Code: MBA-205	Course MBA-205 — MBA – SEMESTER II FINANCIAL MANAGEMENT	L-T-P 3-0-0	Credits 3
Course Objective:	To develop an understanding of financial-management principles and techniques relating to investment, financing, dividend and working-capital decisions.		
Course Outcomes:	**On completion of the course, the students/learners will be able to:**		
CO1.	Identify fundamental concepts and objectives of financial management.		
CO2.	Explain time value, risk-return and investment-decision concepts.		
CO3.	Apply capital-budgeting and cost-of-capital techniques.		
CO4.	Analyze capital structure, leverage, dividend and working-capital decisions.		
CO5.	Evaluate financial alternatives for maximizing organizational value.		
Course Content:			
Module I:	**Foundations of Financial Management** Meaning, nature, scope and objectives; finance functions; profit versus wealth maximization; role of financial manager; risk-return relationship; time value of money; present and future value; annuity and perpetuity.		**9 Hours**
Module II:	**Capital Budgeting** Investment decisions; capital-budgeting process; estimation of cash flows; Payback Period; Accounting Rate of Return; NPV; IRR; Profitability Index; comparison and interpretation of investment proposals.		**9 Hours**
Module III:	**Cost of Capital and Capital Structure** Cost of debt, preference capital, equity and retained earnings; weighted average cost of capital; operating, financial and combined leverage; capital structure; factors influencing capital structure; capital-structure theories; EBIT-EPS analysis.		**9 Hours**
Module IV:	**Dividend Decisions** Meaning and forms of dividend; dividend policy; factors affecting dividends; relevance and irrelevance approaches; Walter Model; Gordon Model; Modigliani-Miller approach; shareholder value.		**9 Hours**
Module V:	**Working Capital Management** Meaning and importance of working capital; operating cycle; estimation of requirements; financing working capital; cash management; receivables management; inventory management; working-capital policies.		**9 Hours**
Recommended Books	**International** • Brigham, E. F., & Ehrhardt, M. C. Financial Management: Theory & Practice. Cengage. • Ross, S. A., Westerfield, R. W., & Jordan, B. D. Fundamentals of Corporate Finance. McGraw Hill. **Indian / India-oriented** • Pandey, I. M. Financial Management. Pearson India. • Khan, M. Y., & Jain, P. K. Financial Management: Text, Problems and Cases. McGraw Hill Education India. • Chandra, P. Financial Management: Theory and Practice. McGraw Hill Education India.		

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MBA – SEMESTER II

Course Code: MBA-206	Course MBA-206 — MBA – SEMESTER II ENTREPRENEURSHIP	L-T-P 3-0-0	Credits 3
Course Objective:	To develop entrepreneurial orientation and an understanding of opportunity identification, venture creation, financing and growth.		
Course Outcomes:	**On completion of the course, the students/learners will be able to:**		
CO1.	Identify fundamental concepts and characteristics of entrepreneurship.		
CO2.	Explain the entrepreneurial process and opportunity recognition.		
CO3.	Apply feasibility and business-model concepts to new venture ideas.		
CO4.	Analyze financing and institutional-support alternatives for entrepreneurial ventures.		
CO5.	Evaluate growth, innovation and sustainability strategies for entrepreneurial enterprises.		
Course Content:			
Module I:	**Foundations of Entrepreneurship** Meaning, nature and importance; entrepreneur and entrepreneurship; characteristics and competencies; types of entrepreneurs; entrepreneurial process; entrepreneurship and economic development; entrepreneurial motivation; barriers.		**9 Hours**
Module II:	**Opportunity Identification and Business Models** Creativity and innovation; sources of business ideas; environmental scanning; opportunity recognition; screening; market, technical, financial and operational feasibility; business models; value proposition.		**9 Hours**
Module III:	**Business Planning and Venture Creation** Business plan—purpose and components; market analysis; marketing plan; operations plan; organizational plan; financial plan; forms of business ownership; setting up an enterprise; basic legal and regulatory requirements.		**9 Hours**
Module IV:	**Entrepreneurial Finance and Institutional Support** Financial requirements; personal funds; debt and equity; venture capital; angel investment; crowdfunding; institutional support; government initiatives; start-up ecosystem; incubation.		**9 Hours**
Module V:	**Growth and Contemporary Entrepreneurship** Managing growth; innovation; scaling; family business and succession; social entrepreneurship; women entrepreneurship; rural entrepreneurship; entrepreneurial failure and turnaround; sustainable entrepreneurship.		**9 Hours**
Recommended Books	**International** • Hisrich, R. D., Peters, M. P., & Shepherd, D. A. Entrepreneurship. McGraw Hill. • Kuratko, D. F. Entrepreneurship: Theory, Process, Practice. Cengage. **Indian / India-oriented** • Khanka, S. S. Entrepreneurial Development. S. Chand. • Desai, V. Dynamics of Entrepreneurial Development and Management. Himalaya Publishing House. • Badi, R. V., & Badi, N. V. Entrepreneurship. Vrinda Publications.		

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MBA – SEMESTER II

Course Code: MBA-207	Course MBA-207 — MBA – SEMESTER II BUSINESS ETHICS & CORPORATE GOVERNANCE	L-T-P 3-0-0	Credits 3
Course Objective:	To develop an understanding of ethical principles in business and the structures, processes and responsibilities associated with effective corporate governance.		
Course Outcomes:	**On completion of the course, the students/learners will be able to:**		
CO1.	Identify fundamental concepts and theories of business ethics.		
CO2.	Explain ethical responsibilities of businesses and managers.		
CO3.	Apply ethical principles to functional business situations.		
CO4.	Analyze corporate governance structures and stakeholder responsibilities.		
CO5.	Evaluate contemporary ethical and corporate-governance challenges.		

Course Content:

Module I:	**Foundations of Business Ethics** Meaning, nature and importance of business ethics; ethics, values and morality; ethical principles and theories; ethical decision-making; factors influencing ethical behaviour; ethical dilemmas; ethical organizational culture.	**9 Hours**
Module II:	**Ethics in Business Functions** Ethical issues in marketing; finance and accounting ethics; HR ethics; production and operations ethics; conflicts of interest; insider trading; discrimination; workplace ethics; consumer rights.	**9 Hours**
Module III:	**Corporate Social Responsibility and Sustainability** Meaning and evolution of CSR; stakeholder theory; responsibilities toward shareholders, employees, customers, communities and environment; CSR approaches; corporate citizenship; sustainability; social and environmental responsibility.	**9 Hours**
Module IV:	**Corporate Governance** Meaning, objectives and significance; principles of good corporate governance; ownership and control; board of directors—composition, role and responsibilities; independent directors; board committees; transparency; disclosure; accountability; stakeholder protection.	**9 Hours**
Module V:	**Governance Framework and Contemporary Issues** Corporate-governance framework in India; role of regulatory institutions; corporate governance failures and lessons; whistle-blowing; fraud and corruption; ethical leadership; governance in family businesses and multinational organizations; emerging governance challenges.	**9 Hours**
Recommended Books	**International** • Crane, A., Matten, D., Glozer, S., & Spence, L. Business Ethics: Managing Corporate Citizenship and Sustainability in the Age of Globalization. Oxford University Press. • Tricker, B. Corporate Governance: Principles, Policies, and Practices. Oxford University Press. **Indian / India-oriented** • Fernando, A. C. Business Ethics: An Indian Perspective. Pearson India. • Fernando, A. C. Corporate Governance: Principles, Policies and Practices. Pearson India. • Sharma, J. P. Corporate Governance, Business Ethics and CSR. Ane Books.	

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MBA – SEMESTER III

Course Code: MBA-301	Course MBA-301 — MBA – SEMESTER III TOTAL QUALITY MANAGEMENT	L-T-P 4-0-0	Credits 4
Course Objective:	To develop an understanding of the principles, philosophies, tools and systems of quality management and enable learners to analyse and improve organizational processes for achieving customer satisfaction and continuous improvement.		
Course Outcomes:	**On completion of the course, the students/learners will be able to:**		
CO1.	Explain the concepts, evolution, principles and major philosophies of quality management.		
CO2.	Apply quality planning, control and improvement tools to organizational processes.		
CO3.	Analyze process variation and quality problems using statistical and managerial quality tools.		
CO4.	Evaluate quality management systems, standards and organizational quality performance.		
CO5.	Develop appropriate quality-improvement strategies for organizational processes and operations.		
Course Content:			
Module I:	**Foundations and Philosophies of Quality Management** Meaning, dimensions and evolution of quality; quality of products and services; quality and competitiveness; Total Quality Management—concept, principles and framework; customer focus and customer satisfaction; internal and external customers; cost of quality; quality culture; leadership for quality; contributions of Deming, Juran, Crosby, Feigenbaum and Ishikawa.	**12 Hours**	
Module II:	**Quality Planning, Control and Improvement** Quality planning and quality objectives; quality control and quality assurance; continuous improvement; PDCA cycle; Kaizen; quality circles; employee involvement and empowerment; teamwork for quality; benchmarking—concept, types and process; 5S; Poka-Yoke; quality function deployment; House of Quality.	**12 Hours**	
Module III:	**Statistical Quality Control and Quality Tools** Process variation and process capability; statistical process control; control charts for variables and attributes; process capability indices; acceptance sampling—concept and applications; seven basic quality tools—check sheet, histogram, Pareto chart, cause-and-effect diagram, scatter diagram, flowchart and control chart; problem identification and root-cause analysis.	**12 Hours**	
Module IV:	**Quality Management Systems and Six Sigma** Quality management systems; ISO 9000 family and ISO 9001; principles and requirements of quality management systems; documentation, certification and quality audit; environmental quality perspective and ISO 14001; Six Sigma—concept, objectives and roles; DMAIC methodology; Lean principles; Lean Six Sigma; waste reduction and process improvement.	**12 Hours**	
Module V:	**Strategic Quality and Organizational Excellence** Strategic quality management; quality and organizational performance; supplier quality management; service quality and SERVQUAL; Total Productive Maintenance; reliability and quality; business excellence models; Malcolm Baldrige framework; EFQM model; quality awards; quality measurement and performance indicators; implementation challenges and sustaining a culture of continuous improvement.	**12 Hours**	
Recommended Books	• Evans, J. R. & Lindsay, W. M. Managing for Quality and Performance Excellence. Cengage. • Oakland, J. S. Total Quality Management and Operational Excellence. Routledge. • Besterfield, D. H. et al. Total Quality Management. Pearson. • Subburaj, R. Total Quality Management. McGraw Hill Education India. • Charantimath, P. M. Total Quality Management. Pearson India.		

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MBA – SEMESTER III

Course Code: MBA-302	Course MBA-302 — MBA – SEMESTER III SUPPLY CHAIN MANAGEMENT	L-T-P 0-0-3	Credits 3
Course Objective:	To develop an understanding of supply chain concepts, processes and strategic decisions and enable learners to analyse sourcing, logistics, inventory, coordination and supply-chain performance in an integrated business environment.		
Course Outcomes:	**On completion of the course, the students/learners will be able to:**		
CO1.	Explain the structure, drivers and strategic role of supply chain management.		
CO2.	Apply sourcing, inventory and logistics concepts to supply-chain decisions.		
CO3.	Analyze supply-chain coordination, demand uncertainty and distribution decisions.		
CO4.	Evaluate supply-chain performance, risks and sustainability alternatives.		
CO5.	Develop integrated supply-chain solutions for business situations.		
Course Content:			
Module I:	**Foundations of Supply Chain Management** Meaning, evolution and scope of supply chain management; supply-chain objectives; supply-chain stages and flows; push and pull processes; supply-chain decision phases; competitive and supply-chain strategies; strategic fit; supply-chain drivers—facilities, inventory, transportation, information, sourcing and pricing; responsiveness and efficiency.		**9 Hours**
Module II:	**Demand, Inventory and Supply-Chain Planning** Demand forecasting in supply chains; aggregate planning; role and types of inventory; cycle inventory, safety inventory and seasonal inventory; inventory-related costs; Economic Order Quantity; reorder point; service levels; uncertainty and safety stock; ABC analysis; bullwhip effect—causes and remedies; collaborative planning and information sharing.		**9 Hours**
Module III:	**Sourcing, Procurement and Supplier Management** Strategic sourcing; make-or-buy decisions; procurement process; supplier selection and evaluation; supplier relationship management; purchasing strategies; outsourcing; contracts and supply-chain coordination; global sourcing; supplier risk; ethical and responsible sourcing.		**9 Hours**
Module IV:	**Logistics, Transportation and Distribution** Role of logistics in supply chains; transportation modes and selection; transportation networks; warehousing—functions and decisions; material handling; distribution network design; direct shipment, warehousing, cross-docking and hub-and-spoke systems; third-party and fourth-party logistics; reverse logistics; last-mile distribution.		**9 Hours**
Module V:	**Supply-Chain Integration, Performance and Sustainability** Supply-chain coordination and integration; information sharing; supply-chain performance measurement; SCOR framework; key performance indicators; supply-chain risk and resilience; disruption management; sustainable and green supply chains; circular supply chains; global supply-chain issues; emerging trends in supply-chain management.		**9 Hours**
Recommended Books	• Chopra, S. Supply Chain Management: Strategy, Planning, and Operation. Pearson. • Christopher, M. Logistics & Supply Chain Management. Pearson. • Bowersox, D. J. et al. Supply Chain Logistics Management. McGraw Hill. • Sahay, B. S. Supply Chain Management for Global Competitiveness. Macmillan India. • Shah, J. Supply Chain Management: Text and Cases. Pearson India. • SEMESTER III – HUMAN RESOURCE MANAGEMENT SPECIALIZATION		

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MBA – SEMESTER III

Course Code: MBA-303HR	Course MBA-303HR — MBA – SEMESTER III LABOUR LAWS & INDUSTRIAL RELATIONS – I	L-T-P 4-0-0	Credits 4
Course Objective:	To develop an understanding of the legal and institutional framework governing employment and industrial relations in India and enable learners to interpret labour regulations and manage employer–employee relations effectively.		
Course Outcomes:	**On completion of the course, the students/learners will be able to:**		
CO1.	Explain the foundations and framework of labour legislation and industrial relations in India.		
CO2.	Apply major provisions of labour laws to employment situations.		
CO3.	Analyze industrial disputes, trade-union and collective-bargaining issues.		
CO4.	Evaluate mechanisms for employee welfare, grievance handling and industrial harmony.		
CO5.	Develop appropriate approaches for managing industrial-relations situations within the legal framework.		

Course Content:

Module I:	**Labour Legislation and Industrial Relations** Evolution, objectives and principles of labour legislation in India; constitutional provisions relating to labour; concept, scope and importance of industrial relations; parties and approaches to industrial relations; changing industrial-relations environment; overview of labour-law reforms and labour codes.	**12 Hours**
Module II:	**Industrial Relations and Industrial Disputes** Industrial disputes—meaning, causes and forms; strikes and lockouts; retrenchment, lay-off and closure; machinery for prevention and settlement of industrial disputes; conciliation, arbitration and adjudication; grievance handling; discipline and domestic enquiry; standing orders and conditions of employment.	**12 Hours**
Module III:	**Trade Unions and Collective Bargaining** Trade unionism—meaning, objectives, functions and development in India; registration and recognition; rights and responsibilities of trade unions; trade-union structure and challenges; collective bargaining—meaning, process, levels and prerequisites; negotiation; workers' participation in management.	**12 Hours**
Module IV:	**Wages, Social Security and Working Conditions** Concepts of wages and minimum wages; wage regulation; payment of wages; bonus; social security principles; provident fund, employee state insurance, gratuity and maternity benefits; occupational safety, health and working conditions; welfare provisions.	**12 Hours**
Module V:	**Contemporary Labour Regulation and Industrial Relations** Overview of the Code on Wages, Industrial Relations Code, Code on Social Security, and Occupational Safety, Health and Working Conditions Code; contract labour and employment arrangements; labour administration; compliance; changing employment relationships; contemporary issues in industrial relations.	**12 Hours**
Recommended Books	• Venkata Ratnam, C. S. Industrial Relations. Oxford University Press. • Monappa, A. Industrial Relations and Labour Laws. McGraw Hill. • Srivastava, S. C. Industrial Relations and Labour Laws. Vikas. • Padhi, P. K. Labour and Industrial Laws. PHI Learning. • Malik, P. L. Industrial Law. Eastern Book Company.	

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MBA – SEMESTER III

Course Code: MBA-304HR	Course MBA-304HR — MBA – SEMESTER III HR ANALYTICS	L-T-P 4-0-0	Credits 4
Course Objective:	To develop the ability to use workforce data, HR metrics and analytical approaches for evidence-based human-resource decisions.		
Course Outcomes:	**On completion of the course, the students/learners will be able to:**		
CO1.	Explain HR analytics concepts, metrics and data requirements.		
CO2.	Apply HR measures to workforce and talent-management problems.		
CO3.	Analyze patterns in recruitment, performance, turnover and employee data.		
CO4.	Evaluate HR interventions using analytical evidence.		
CO5.	Develop HR dashboards and evidence-based recommendations.		
Course Content:			
Module I:	**Foundations of HR Analytics** Meaning, evolution and scope of HR analytics; HR analytics and evidence-based HRM; descriptive, diagnostic, predictive and prescriptive analytics; HR data sources; HR metrics and KPIs; data quality, privacy, ethics and governance.		**12 Hours**
Module II:	**Workforce and Recruitment Analytics** Workforce planning metrics; headcount, workforce composition and productivity; recruitment funnel; source effectiveness; time-to-fill, cost-per-hire and quality-of-hire; selection analytics; workforce demand and supply; diversity metrics.		**12 Hours**
Module III:	**Performance, Learning and Compensation Analytics** Performance measurement; performance distributions; productivity analysis; learning and development metrics; training effectiveness; competency analytics; compensation metrics; pay equity; benefits analytics; linking rewards with performance.		**12 Hours**
Module IV:	**Engagement, Retention and Predictive HR Analytics** Employee engagement measurement; absenteeism; turnover and retention metrics; attrition analysis; employee lifetime value; identification of turnover drivers; predictive models in HR; succession and talent analytics; interpretation and limitations of predictions.		**12 Hours**
Module V:	**HR Dashboards and Strategic Decision-Making** HR scorecards; dashboards and visualization; benchmarking; linking HR measures with business outcomes; ROI of HR initiatives; workforce scenario analysis; communicating analytical findings; ethical use of workforce analytics; analytics-driven HR strategy.		**12 Hours**
Recommended Books	• Fitz-enz, J. & Mattox, J. R. Predictive Analytics for Human Resources. Wiley. • Edwards, M. R. & Edwards, K. Predictive HR Analytics. Kogan Page. • Bhattacharyya, D. K. HR Analytics. Sage India. • Prasad, L. M. Human Resource Management. Sultan Chand. • Rao, T. V. HRD Audit. Sage India.		

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MBA – SEMESTER III

Course Code: MBA-305HR	Course MBA-305HR — MBA – SEMESTER III COMPENSATION & PERFORMANCE MANAGEMENT	L-T-P 4-0-0	Credits 4
Course Objective:	To develop an understanding of performance-management and compensation systems and enable learners to design equitable, motivating and strategically aligned reward and performance practices.		
Course Outcomes:	**On completion of the course, the students/learners will be able to:**		
CO1.	Explain compensation and performance-management principles.		
CO2.	Apply job evaluation and performance-appraisal methods.		
CO3.	Analyze compensation structures and performance outcomes.		
CO4.	Evaluate reward and performance-management systems.		
CO5.	Develop integrated performance and reward strategies.		
Course Content:			
Module I:	**Performance Management Foundations** Meaning, objectives and scope; performance management versus appraisal; performance-management cycle; performance planning; goal setting; KRAs and KPIs; performance standards; competencies; strategic alignment.		**12 Hours**
Module II:	**Performance Measurement and Appraisal** Traditional and contemporary appraisal methods; rating scales, BARS, MBO, assessment centres and 360-degree feedback; appraisal interviews; feedback and coaching; rating errors and biases; managing poor performance; performance improvement plans.		**12 Hours**
Module III:	**Foundations of Compensation Management** Meaning and objectives of compensation; components of remuneration; internal and external equity; compensation strategy; determinants of pay; job analysis and job evaluation; job-evaluation methods; wage and salary surveys; pay structure and grades.		**12 Hours**
Module IV:	**Incentives, Benefits and Variable Pay** Individual and group incentives; performance-linked pay; bonuses and commissions; gainsharing and profit sharing; executive compensation; employee benefits; flexible benefits; recognition; sales compensation; long-term incentives.		**12 Hours**
Module V:	**Strategic Reward and Performance Integration** Total rewards; pay-for-performance; competency- and skill-based pay; compensation benchmarking; pay equity; compensation-related legal considerations; international compensation; linking rewards with organizational performance; contemporary challenges in performance and reward management.		**12 Hours**
Recommended Books	• Aguinis, H. Performance Management. Chicago Business Press. • Martocchio, J. J. Strategic Compensation. Pearson. • Armstrong, M. Armstrong's Handbook of Performance Management. Kogan Page. • Singh, B. D. Compensation and Reward Management. Excel Books. • Rao, T. V. Performance Management and Appraisal Systems. Sage India. • SEMESTER III – FINANCIAL MANAGEMENT SPECIALIZATION		

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MBA – SEMESTER III

Course Code: MBA-303FM	**Course MBA-303FM — MBA – SEMESTER III** **BEHAVIOURAL FINANCE**	L-T-P 4-0-0	Credits 4
Course Objective:	To develop an understanding of psychological influences on financial decision-making and enable learners to analyse investor behaviour, market anomalies and behavioural implications for investment decisions.		
Course Outcomes:	**On completion of the course, the students/learners will be able to:**		
CO1.	Explain foundations and theories of behavioural finance.		
CO2.	Apply behavioural concepts to investor decision-making.		
CO3.	Analyze cognitive and emotional biases affecting financial choices.		
CO4.	Evaluate market anomalies and behavioural explanations of asset prices.		
CO5.	Develop investment approaches incorporating behavioural insights.		
Course Content:			
Module I:	**Foundations of Behavioural Finance** Traditional finance and rationality; efficient market hypothesis; limits to traditional finance; evolution and scope of behavioural finance; bounded rationality; prospect theory; expected utility versus prospect theory; loss aversion and reference dependence.		**12 Hours**
Module II:	**Cognitive Biases** Heuristics; representativeness; availability; anchoring and adjustment; overconfidence; confirmation bias; conservatism; hindsight bias; framing; mental accounting; disposition effect; self-attribution.		**12 Hours**
Module III:	**Emotional and Social Influences** Fear, greed and regret; optimism and pessimism; herding behaviour; social influence; familiarity and home bias; status quo bias; endowment effect; behavioural influences on risk perception and portfolio decisions.		**12 Hours**
Module IV:	**Behavioural Finance and Markets** Limits to arbitrage; noise traders; bubbles and crashes; momentum and reversal; calendar effects; value and growth anomalies; behavioural explanations of market anomalies; investor sentiment; behavioural asset pricing.		**12 Hours**
Module V:	**Behavioural Portfolio and Corporate Finance** Behavioural portfolio theory; investor personality and goals; behavioural biases in portfolio construction; debiasing; behavioural aspects of corporate decisions; managerial overconfidence; financing, investment and dividend decisions; applications of behavioural finance in wealth management.		**12 Hours**
Recommended Books	• Shefrin, H. Beyond Greed and Fear. Oxford University Press. • Ackert, L. F. & Deaves, R. Behavioral Finance. Cengage. • Parikh, P. Value Investing and Behavioral Finance. McGraw Hill India. • Chandra, P. Behavioural Finance. McGraw Hill India. • Forbes, W. Behavioural Finance. Wiley.		

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MBA – SEMESTER III

Course Code: MBA-304FM	**Course MBA-304FM — MBA – SEMESTER III** **SECURITY ANALYSIS & PORTFOLIO MANAGEMENT**	L-T-P 4-0-0	Credits 4
Course Objective:	To develop the ability to analyse securities, assess risk and return, construct portfolios and evaluate investment performance using fundamental portfolio-management principles.		
Course Outcomes:	**On completion of the course, the students/learners will be able to:**		
CO1.	Explain investment alternatives, markets and risk-return concepts.		
CO2.	Apply valuation and security-analysis techniques.		
CO3.	Analyze portfolio risk, diversification and asset-pricing relationships.		
CO4.	Evaluate portfolio performance and investment alternatives.		
CO5.	Construct portfolios consistent with investor objectives and constraints.		
Course Content:			
Module I:	**Investment Environment and Risk–Return** Investment meaning, objectives and process; investment versus speculation; financial assets and markets; investment alternatives; return measurement; expected return; risk and its components; systematic and unsystematic risk; investor objectives and constraints.		**12 Hours**
Module II:	**Security Analysis and Valuation** Fundamental analysis—economic, industry and company analysis; equity valuation; dividend discount models; price multiples; bond features and valuation; yield measures; interest-rate risk; introduction to technical analysis; market indicators and chart patterns.		**12 Hours**
Module III:	**Portfolio Theory** Portfolio return and risk; covariance and correlation; diversification; Markowitz portfolio theory; efficient frontier; optimal portfolio; risk-free lending and borrowing; capital market line; systematic risk and beta.		**12 Hours**
Module IV:	**Asset Pricing and Portfolio Strategies** Capital Asset Pricing Model; Security Market Line; assumptions and implications of CAPM; Arbitrage Pricing Theory; active and passive portfolio strategies; asset allocation; portfolio revision; equity and bond portfolio strategies.		**12 Hours**
Module V:	**Portfolio Performance Evaluation** Portfolio-performance measurement; Sharpe, Treynor and Jensen measures; risk-adjusted performance; portfolio attribution; market timing and selectivity; mutual-fund performance; portfolio rebalancing; investment-policy statement and portfolio management process.		**12 Hours**
Recommended Books	• Bodie, Z., Kane, A. & Marcus, A. J. Investments. McGraw Hill. • Reilly, F. K. & Brown, K. C. Investment Analysis and Portfolio Management. Cengage. • Chandra, P. Investment Analysis and Portfolio Management. McGraw Hill India. • Pandian, P. Security Analysis and Portfolio Management. Vikas. • Fischer, D. E. & Jordan, R. J. Security Analysis and Portfolio Management. Pearson India.		

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MBA – SEMESTER III

Course Code: MBA-305FM	Course MBA-305FM — MBA – SEMESTER III FINANCIAL ANALYTICS	L-T-P 4-0-0	Credits 4
Course Objective:	To develop learners' ability to analyse financial time-series data, model returns and volatility, forecast financial variables and apply quantitative techniques to financial decision-making and risk analysis.		
Course Outcomes:	**On completion of the course, the students/learners will be able to:**		
CO1.	Explain characteristics and distributional properties of financial time-series data.		
CO2.	Apply time-series models to financial forecasting.		
CO3.	Analyze volatility using ARCH-family models for financial risk management.		
CO4.	Evaluate nonlinear, multivariate and advanced financial models.		
CO5.	Develop integrated analytical models for financial forecasting and risk decisions.		

Course Content:

Module I:	**Financial Returns and Time-Series Characteristics** Financial time-series data; asset prices and returns; simple and logarithmic returns; distributional properties of returns; mean, variance, skewness and kurtosis; normality; volatility; autocorrelation; stylized facts; risk-return relationship.	**12 Hours**
Module II:	**Financial Time-Series Models** Stationarity; autocorrelation and partial autocorrelation functions; autoregressive models; moving-average models; ARMA and ARIMA models; model identification, estimation and diagnostics; unit roots; Augmented Dickey-Fuller test; financial forecasting and forecast evaluation.	**12 Hours**
Module III:	**Volatility Modelling** Volatility clustering; ARCH effects; ARCH model; ARCH-LM test; GARCH model; model estimation and interpretation; asymmetric volatility; EGARCH and TGARCH/GJR-GARCH models; volatility forecasting; applications to financial risk management.	**12 Hours**
Module IV:	**Nonlinear and Regime-Switching Models** Nonlinearity in financial markets; threshold autoregressive models; smooth-transition autoregressive models; regime-switching models; Markov-switching framework; nonlinear patterns and structural changes; introduction to neural-network approaches to financial forecasting; model comparison.	**12 Hours**
Module V:	**Advanced Financial Analytics** Value at Risk; multivariate time-series concepts; Vector Autoregression and VARMA; principal component analysis; factor models; state-space models and Kalman filtering; Bayesian approaches to financial modelling; introduction to stochastic processes, Ito's Lemma and Black-Scholes framework; integration of advanced models for financial decisions.	**12 Hours**

Recommended Books

- Tsay, R. S. Analysis of Financial Time Series. Wiley.
- Brooks, C. Introductory Econometrics for Finance. Cambridge University Press.
- Enders, W. Applied Econometric Time Series. Wiley.
- Pradhan, R. P. Financial Econometrics. Cengage India.
- Gujarati, D. N., Porter, D. C. & Gunasekar, S. Basic Econometrics. McGraw Hill Education India.
- SEMESTER III – MARKETING MANAGEMENT SPECIALIZATION

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MBA – SEMESTER III

Course Code: MBA-303MM	Course MBA-303MM — MBA – SEMESTER III CONSUMER BEHAVIOUR	L-T-P 4-0-0	Credits 4
Course Objective:	To develop an understanding of individual, psychological, social and cultural influences on consumer decisions and enable learners to analyse consumer behaviour for effective marketing decisions.		
Course Outcomes:	**On completion of the course, the students/learners will be able to:**		
CO1.	Explain concepts and models of consumer behaviour.		
CO2.	Apply psychological concepts to consumer decisions.		
CO3.	Analyze social, cultural and situational influences on consumption.		
CO4.	Evaluate consumer decision processes and post-purchase behaviour.		
CO5.	Develop marketing responses based on consumer insights.		
Course Content:			
Module I:	**Foundations of Consumer Behaviour** Meaning, scope and significance; consumer versus organizational buyers; interdisciplinary foundations; consumer research; market segmentation and consumer profiling; consumer decision-making models; changing consumer environment.		**12 Hours**
Module II:	**Individual Determinants** Consumer needs and motivation; personality and self-concept; perception and perceptual process; learning and memory; attitudes—formation and change; values and lifestyles; involvement and consumer knowledge.		**12 Hours**
Module III:	**Social and Cultural Influences** Culture and subculture; social class; reference groups; opinion leaders; family and household decision-making; roles and status; social influence; diffusion of innovation; cross-cultural consumer behaviour.		**12 Hours**
Module IV:	**Consumer Decision Process** Problem recognition; information search; evaluation of alternatives; purchase decisions; choice heuristics; situational influences; store and channel choice; post-purchase evaluation; satisfaction and dissatisfaction; cognitive dissonance; loyalty and complaint behaviour.		**12 Hours**
Module V:	**Contemporary Consumer Behaviour** Digital consumer behaviour; online decision journeys; electronic word-of-mouth; social influence in digital environments; customer experience; ethical consumption; sustainable consumption; consumer privacy; behavioural insights and marketing strategy.		**12 Hours**
Recommended Books	• Schiffman, L. G. & Wisenblit, J. Consumer Behavior. Pearson. • Solomon, M. R. Consumer Behavior: Buying, Having, and Being. Pearson. • Loudon, D. L. & Bitta, A. J. D. Consumer Behavior. McGraw Hill. • Kumar, S. R. Consumer Behaviour and Branding. Pearson India. • Majumdar, R. Consumer Behaviour: Insights from Indian Market. PHI Learning.		

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MBA – SEMESTER III

Course Code: MBA-304MM	Course MBA-304MM — MBA – SEMESTER III SERVICE MARKETING	L-T-P 4-0-0	Credits 4
Course Objective:	To develop an understanding of the distinctive characteristics of services and enable learners to design, deliver and evaluate service-marketing strategies that create customer value and satisfaction.		
Course Outcomes:	**On completion of the course, the students/learners will be able to:**		
CO1.	Explain the nature and characteristics of services and service markets.		
CO2.	Apply service-marketing concepts to service design and delivery.		
CO3.	Analyze service quality, customer expectations and service encounters.		
CO4.	Evaluate service-recovery, relationship and positioning strategies.		
CO5.	Develop integrated service-marketing strategies.		

Course Content:

Module I:	**Foundations of Services Marketing** Meaning, growth and significance of services; characteristics of services; service classification; services marketing triangle; expanded marketing mix—7Ps; service consumer behaviour; customer expectations and perceptions.	**12 Hours**
Module II:	**Service Design and Delivery** Service concept and value proposition; service process; service blueprinting; service encounters; role of employees and customers; physical evidence and servicescape; capacity and demand management; waiting-line considerations; service distribution.	**12 Hours**
Module III:	**Service Quality and Customer Satisfaction** Meaning and dimensions of service quality; gaps model; SERVQUAL; customer satisfaction and delight; measuring service quality; service guarantees; productivity and quality; customer feedback and complaint management.	**12 Hours**
Module IV:	**Relationship Marketing and Service Recovery** Relationship marketing; customer retention and loyalty; customer lifetime value; service failure and recovery; recovery strategies; complaint handling; customer relationship management; service branding; internal marketing.	**12 Hours**
Module V:	**Service Strategy and Contemporary Services** Pricing of services; integrated service communication; positioning and differentiation; technology-enabled services; self-service technologies; digital service experiences; professional, financial, hospitality, healthcare and educational services; ethical issues and emerging service trends.	**12 Hours**
Recommended Books	• Zeithaml, V. A., Bitner, M. J. & Gremler, D. D. Services Marketing. McGraw Hill. • Lovelock, C. & Wirtz, J. Services Marketing. Pearson. • Hoffman, K. D. & Bateson, J. E. G. Services Marketing. Cengage. • Verma, H. V. Services Marketing. Pearson India. • Shanker, R. Services Marketing: The Indian Perspective. Excel Books.	

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MBA – SEMESTER III

Course Code: MBA-305MM	Course MBA-305MM — MBA – SEMESTER III BRAND MANAGEMENT	L-T-P 4-0-0	Credits 4
Course Objective:	To develop an understanding of brand creation, positioning, equity and growth and enable learners to formulate strategies for building and managing strong brands.		
Course Outcomes:	**On completion of the course, the students/learners will be able to:**		
CO1.	Explain fundamental concepts of brands and brand equity.		
CO2.	Apply brand-positioning and identity frameworks.		
CO3.	Analyze sources and measures of brand equity.		
CO4.	Evaluate branding and brand-growth alternatives.		
CO5.	Develop integrated strategies for building and sustaining brands.		
Course Content:			
Module I:	**Foundations of Brand Management** Meaning and importance of brands; products versus brands; branding challenges and opportunities; brand elements; brand identity and image; brand personality; brand associations; brand resonance; strategic brand-management process.		**12 Hours**
Module II:	**Brand Positioning and Brand Equity** Customer-based brand equity; sources of brand equity; brand awareness and brand image; points of parity and points of difference; competitive frame of reference; brand positioning; brand mantra; Keller's CBBE model; Aaker's brand-equity model.		**12 Hours**
Module III:	**Building and Measuring Brand Equity** Choosing brand elements; marketing programmes for brand building; integrated marketing communications and brands; secondary brand associations; qualitative and quantitative brand research; brand audits; brand tracking; brand valuation.		**12 Hours**
Module IV:	**Brand Architecture and Growth** Brand-product matrix; brand hierarchy; branded house and house of brands; brand extensions; line and category extensions; advantages and risks of extensions; co-branding; ingredient branding; brand alliances; managing brands over time; revitalization and reinforcement.		**12 Hours**
Module V:	**Contemporary Brand Management** Global branding; luxury and premium brands; corporate branding; employer and personal branding; digital branding; online brand communities; social-media branding; consumer-generated brand meaning; brand crises; ethical and sustainable branding.		**12 Hours**
Recommended Books	• Keller, K. L. & Swaminathan, V. Strategic Brand Management. Pearson. • Aaker, D. A. Managing Brand Equity. Free Press. • Kapferer, J. N. The New Strategic Brand Management. Kogan Page. • Verma, H. V. Brand Management. Excel Books. • Moorthi, Y. L. R. Brand Management: The Indian Context. Vikas.		

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MBA – SEMESTER IV

Course Code: MBA-401	Course MBA-401 — MBA – SEMESTER IV INTERNATIONAL BUSINESS MANAGEMENT	L-T-P 4-0-0	Credits 4
Course Objective:	To develop an understanding of the international business environment, global trade and investment, international market-entry and functional strategies, enabling learners to evaluate managerial decisions in a global context.		
Course Outcomes:	**On completion of the course, the students/learners will be able to:**		
CO1.	Explain the nature, theories and environment of international business.		
CO2.	Apply trade and investment concepts to international business decisions.		
CO3.	Analyze international entry modes and global competitive strategies.		
CO4.	Evaluate financial, operational and human-resource issues in international business.		
CO5.	Develop strategies for managing business across countries and cultures.		
Course Content:			
Module I:	**Foundations and Environment of International Business** Meaning, nature, scope and importance; globalization and its drivers; domestic versus international business; international business environment—economic, political, legal, technological and cultural; country attractiveness and risk; multinational enterprises; emerging-market multinationals.		**12 Hours**
Module II:	**International Trade and Investment** Theories of international trade—absolute advantage, comparative advantage, factor endowment and product life-cycle perspectives; trade barriers; tariffs and non-tariff barriers; regional economic integration; WTO; foreign direct investment—meaning, motives and theories; costs and benefits of FDI.		**12 Hours**
Module III:	**International Market Entry and Strategy** Internationalization process; exporting and importing; licensing, franchising, contract manufacturing, strategic alliances, joint ventures and wholly owned subsidiaries; entry-mode selection; global, multidomestic, international and transnational strategies; global competitive advantage.		**12 Hours**
Module IV:	**Functional Management in International Business** International marketing decisions; global production and sourcing; international supply chains; international financial environment; foreign-exchange risk; international financing; international human-resource management; expatriate management; cross-cultural management and negotiation.		**12 Hours**
Module V:	**Contemporary Issues in Global Business** Global governance and institutions; country risk and geopolitical risk; ethics and corporate responsibility in international business; sustainability; technology and global business; emerging markets; global crises and supply-chain disruptions; managing uncertainty and future challenges in international business.		**12 Hours**
Recommended Books	• Hill, C. W. L. & Hult, G. T. M. International Business: Competing in the Global Marketplace. McGraw Hill. • Daniels, J. D., Radebaugh, L. H. & Sullivan, D. P. International Business. Pearson. • Cherunilam, F. International Business: Text and Cases. PHI Learning. • Aswathappa, K. International Business. McGraw Hill India. • Sundaram, A. & Black, J. S. The International Business Environment. PHI/Pearson.		

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MBA – SEMESTER IV

Course Code: MBA-402	Course MBA-402 — MBA – SEMESTER IV STRATEGIC MANAGEMENT	L-T-P 4-0-0	Credits 4
Course Objective:	To develop an understanding of the concepts, frameworks and processes of strategic management and enable learners to analyze organizational environments, formulate and evaluate strategies, implement strategic choices, and assess organizational performance for achieving sustainable competitive advantage.		
Course Outcomes:	**On completion of the course, the students/learners will be able to:**		
CO1.	Explain the concepts, levels, processes and foundations of strategic management and competitive advantage.		
CO2.	Apply appropriate frameworks to assess the external environment, industry conditions, organizational resources and capabilities.		
CO3.	Analyze business-level and corporate-level strategic alternatives for achieving organizational objectives and competitive advantage.		
CO4.	Evaluate strategic alternatives and implementation issues in relation to organizational structure, leadership, culture and performance.		
CO5.	Develop integrated strategies and strategic-control mechanisms for organizational growth, competitiveness and sustainability.		

Course Content:

Module I:	**Foundations of Strategic Management** Meaning, nature, scope and importance of strategic management; evolution of strategic management; strategic-management process; strategic intent; vision, mission, goals and objectives; levels of strategy—corporate, business and functional; strategic decision-making; stakeholders and stakeholder expectations; corporate governance and strategic management; ethics and social responsibility in strategic decisions; concept and sources of competitive advantage.	**12 Hours**
Module II:	**Environmental and Organizational Analysis** External environmental analysis; macro-environment and PESTLE analysis; industry and competitive analysis; Porter's Five Forces Framework; strategic groups; competitor analysis; opportunities and threats; internal environmental analysis; resources, capabilities and core competencies; resource-based view of the firm; VRIO framework; value-chain analysis; strengths and weaknesses; SWOT and TOWS analysis; identification of strategic issues.	**12 Hours**
Module III:	**Business-Level and Corporate-Level Strategies** Business-level strategies—cost leadership, differentiation and focus; competitive positioning; sustaining competitive advantage; corporate-level strategies—stability, expansion, retrenchment and combination strategies; concentration and diversification; vertical and horizontal integration; mergers and acquisitions; strategic alliances and joint ventures; turnaround strategies; portfolio analysis—BCG Matrix and GE/McKinsey Matrix; Ansoff Product-Market Growth Matrix.	**12 Hours**
Module IV:	**Strategy Implementation** Nature and importance of strategy implementation; translating strategy into action; strategy and organizational structure; resource allocation; policies and functional implementation; strategic leadership; organizational culture and strategy; managing organizational change; power, politics and conflict in strategy implementation; communication and coordination; functional strategies in marketing, finance, human resources and operations; challenges in strategy execution.	**12 Hours**
Module V:	**Strategic Evaluation, Control and Contemporary Strategy** Strategic evaluation and control—meaning, importance and process; strategic and operational control; performance standards and measurement; Balanced Scorecard; benchmarking and strategic performance; corrective action and strategic feedback; managing strategic risk; innovation and strategic renewal; digital transformation and strategy; globalization and international strategic considerations; sustainability and ESG considerations in strategy; dynamic capabilities; strategic agility and organizational resilience; contemporary challenges in sustaining competitive advantage.	**12 Hours**

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Course Code: MBA-402	**Course MBA-402 — MBA – SEMESTER IV STRATEGIC MANAGEMENT**	L-T-P 4-0-0	Credits 4
Recommended Books	• Thompson, A. A., Peteraf, M. A., Gamble, J. E. & Strickland, A. J. Crafting and Executing Strategy: The Quest for Competitive Advantage. McGraw Hill. • David, F. R., David, F. R. & David, M. E. Strategic Management: A Competitive Advantage Approach, Concepts and Cases. Pearson. • Kazmi, A. & Kazmi, A. Strategic Management and Business Policy. McGraw Hill Education India. • Azhar Kazmi. Business Policy and Strategic Management. McGraw Hill Education India. • Subba Rao, P. Business Policy and Strategic Management. Himalaya Publishing House. • SEMESTER IV – HUMAN RESOURCE MANAGEMENT SPECIALIZATION		

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MBA – SEMESTER IV

Course Code: MBA-403HR	Course MBA-403HR — MBA – SEMESTER IV TRAINING & DEVELOPMENT	L-T-P 4-0-0	Credits 4
Course Objective:	To develop the ability to identify learning needs, design and implement training interventions, and evaluate their effectiveness for employee and organizational development.		
Course Outcomes:	**On completion of the course, the students/learners will be able to:**		
CO1.	Explain foundations of employee training and development.		
CO2.	Apply training-needs assessment and learning principles.		
CO3.	Analyze alternative training methods and programme designs.		
CO4.	Evaluate training effectiveness and developmental interventions.		
CO5.	Develop systematic training and development programmes.		
Course Content:			
Module I:	**Foundations of Training and Development** Meaning, objectives and importance; training, education and development; strategic role of learning; learning organizations; adult-learning principles; learning theories; training process; responsibilities of stakeholders.		**12 Hours**
Module II:	**Training Needs Assessment** Organizational, task and person analysis; competency-based needs assessment; performance gaps; methods of identifying training needs; learning objectives; readiness for training; training priorities.		**12 Hours**
Module III:	**Training Design and Methods** Programme design; sequencing and content; instructional methods; on-the-job and off-the-job methods; coaching, mentoring, job rotation, simulations, case methods and experiential methods; technology-enabled learning; transfer of training.		**12 Hours**
Module IV:	**Training Evaluation** Purpose and process of evaluation; evaluation designs; Kirkpatrick model; learning and performance outcomes; cost-benefit analysis; return on training investment; feedback; barriers to transfer; improving programme effectiveness.		**12 Hours**
Module V:	**Employee and Management Development** Career development; management-development programmes; leadership development; succession planning; competency development; executive development; organizational learning; knowledge management; contemporary challenges in learning and development.		**12 Hours**
Recommended Books	• Noe, R. A. Employee Training and Development. McGraw Hill. • Blanchard, P. N. & Thacker, J. W. Effective Training. Pearson. • Lynton, R. P. & Pareek, U. Training for Development. Sage. • Rao, T. V. HRD Through In-House Training. Sage India. • Sahu, R. K. Training for Development. Excel Books.		

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MBA – SEMESTER IV

Course Code: MBA-404HR	Course MBA-404HR — MBA – SEMESTER IV STRATEGIC HUMAN RESOURCE MANAGEMENT	L-T-P 4-0-0	Credits 4
Course Objective:	To develop an understanding of the strategic role of human resources and enable learners to align HR policies, capabilities and systems with organizational strategy and performance.		
Course Outcomes:	**On completion of the course, the students/learners will be able to:**		
CO1.	Explain concepts and frameworks of strategic HRM.		
CO2.	Apply strategic HR approaches to major HR functions.		
CO3.	Analyze alignment between business and HR strategies.		
CO4.	Evaluate HR systems in terms of organizational performance and competitive advantage.		
CO5.	Develop integrated HR strategies supporting organizational objectives.		
Course Content:			
Module I:	**Foundations of Strategic HRM** Meaning, evolution and scope; traditional versus strategic HRM; strategic role of HR; resource-based view; human capital and competitive advantage; vertical and horizontal alignment; strategic HR architecture.		**12 Hours**
Module II:	**HR Strategy and Business Strategy** Business strategy and HR implications; HR environmental analysis; strategic workforce planning; talent acquisition and deployment; high-performance work systems; strategic fit; HR strategy formulation and implementation.		**12 Hours**
Module III:	**Strategic Talent and Performance Management** Talent management; competency frameworks; succession planning; strategic learning and development; performance management; strategic compensation and rewards; employee engagement and retention.		**12 Hours**
Module IV:	**Strategic HR in Organizational Change** HR role in mergers, acquisitions and restructuring; culture and change; downsizing; globalization and international HR strategy; diversity and inclusion; knowledge management; leadership pipeline; managing flexible workforces.		**12 Hours**
Module V:	**Measuring Strategic HR Contribution** HR scorecard; balanced scorecard and HR; human-capital measurement; HR metrics and analytics; evaluating HR effectiveness; HR audit; strategic value creation; sustainability and responsible HRM; future of strategic HR.		**12 Hours**
Recommended Books	• Armstrong, M. & Taylor, S. Armstrong's Handbook of Strategic Human Resource Management. Kogan Page. • Mello, J. A. Strategic Human Resource Management. Cengage. • Greer, C. R. Strategic Human Resource Management. Pearson. • Agarwala, T. Strategic Human Resource Management. Oxford University Press India. • Dhar, R. L. Strategic Human Resource Management. Excel Books.		

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MBA – SEMESTER IV

Course Code: MBA-405HR	Course MBA-405HR — MBA – SEMESTER IV ORGANIZATION DEVELOPMENT & CHANGE MANAGEMENT	L-T-P 4-0-0	Credits 4
Course Objective:	To develop an understanding of planned organizational change and enable learners to diagnose organizational problems, select appropriate OD interventions and manage change effectively.		
Course Outcomes:	**On completion of the course, the students/learners will be able to:**		
CO1.	Explain concepts and theories of organization development and change.		
CO2.	Apply diagnostic frameworks to organizational situations.		
CO3.	Analyze resistance, change processes and OD interventions.		
CO4.	Evaluate alternative change strategies and interventions.		
CO5.	Develop planned change and OD programmes.		

Course Content:

Module I:	**Foundations of Organization Development** Meaning, characteristics, values and evolution of OD; planned change; OD practitioner and consultant roles; systems perspective; organizational effectiveness; ethical issues in OD.	**12 Hours**
Module II:	**Organizational Diagnosis and Change Models** Organizational diagnosis; diagnostic process and data collection; individual, group and organizational-level diagnosis; Lewin's change model; action research; Kotter's change framework; appreciative inquiry.	**12 Hours**
Module III:	**OD Interventions** Human-process interventions; team building; process consultation; intergroup interventions; techno-structural interventions; restructuring; work design; HR-management interventions; strategic interventions.	**12 Hours**
Module IV:	**Managing Organizational Change** Drivers of change; resistance to change—sources and management; stakeholder analysis; communication; participation; leadership of change; organizational culture and change; power and politics; managing transitions.	**12 Hours**
Module V:	**Transformational and Contemporary Change** Transformational change; organizational learning; learning organization; culture transformation; mergers and acquisitions; restructuring; technological change; sustainable change; institutionalizing interventions; evaluating OD effectiveness.	**12 Hours**
Recommended Books	• Cummings, T. G. & Worley, C. G. Organization Development and Change. Cengage. • Burnes, B. Managing Change. Pearson. • French, W. L. & Bell, C. H. Organization Development. Pearson. • Ramnarayan, S. & Rao, T. V. Organization Development: Accelerating Learning and Transformation. Sage India. • Singh, K. Organization Change and Development. Excel Books. • SEMESTER IV – FINANCIAL MANAGEMENT SPECIALIZATION		

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MBA – SEMESTER IV

Course Code: MBA-403FM	Course MBA-403FM — MBA – SEMESTER IV CORPORATE VALUATION	L-T-P 4-0-0	Credits 4
Course Objective:	To develop the ability to estimate the value of businesses and securities using appropriate valuation approaches and integrate financial, strategic and risk considerations into corporate valuation decisions.		
Course Outcomes:	**On completion of the course, the students/learners will be able to:**		
CO1.	Explain valuation principles and value drivers.		
CO2.	Apply discounted cash-flow and relative valuation techniques.		
CO3.	Analyze financial statements and forecasts for valuation.		
CO4.	Evaluate businesses under alternative valuation approaches and scenarios.		
CO5.	Develop integrated corporate valuations for strategic decisions.		

Course Content:

Module I:	**Foundations of Valuation** Meaning and purpose of valuation; price versus value; approaches to valuation; intrinsic and relative value; going-concern and liquidation value; enterprise and equity value; value drivers; time value of money; risk and return; cost of capital.	**12 Hours**
Module II:	**Financial Analysis and Forecasting** Financial-statement analysis for valuation; normalization of earnings; revenue and cost forecasting; reinvestment; working capital; capital expenditure; free cash flow to firm and equity; terminal value; sustainable growth.	**12 Hours**
Module III:	**Discounted Cash-Flow Valuation** FCFF and FCFE valuation; weighted average cost of capital; cost of equity and debt; beta; terminal-value approaches; stable growth; sensitivity and scenario analysis; valuation under uncertainty.	**12 Hours**
Module IV:	**Relative and Asset-Based Valuation** Comparable-company analysis; price-earnings, price-book, price-sales and EV/EBITDA multiples; selection and interpretation of multiples; precedent transactions; asset-based valuation; strengths and limitations of relative valuation.	**12 Hours**
Module V:	**Valuation in Strategic Decisions** Valuation of private firms; start-ups and high-growth firms; distressed firms; mergers and acquisitions; synergy and control; intangible assets; corporate restructuring; value creation; valuation report and reconciliation of valuation approaches.	**12 Hours**
Recommended Books	• Damodaran, A. Investment Valuation. Wiley. • Koller, T., Goedhart, M. & Wessels, D. Valuation: Measuring and Managing the Value of Companies. Wiley. • Chandra, P. Corporate Valuation and Value Creation. McGraw Hill India. • Pandey, I. M. Financial Management. Pearson India. • Khan, M. Y. & Jain, P. K. Financial Management. McGraw Hill India.	

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MBA – SEMESTER IV

Course Code: MBA-404FM	**Course MBA-404FM — MBA – SEMESTER IV** **CORPORATE TAX PLANNING**	L-T-P 4-0-0	Credits 4
Course Objective:	To develop an understanding of the Indian corporate taxation framework and enable learners to evaluate lawful tax-planning alternatives in major corporate financial and strategic decisions.		
Course Outcomes:	**On completion of the course, the students/learners will be able to:**		
CO1.	Explain fundamental concepts and provisions of corporate taxation.		
CO2.	Apply tax provisions in computation and business decisions.		
CO3.	Analyze tax implications of financing, investment and operational alternatives.		
CO4.	Evaluate tax-planning alternatives for corporate restructuring and transactions.		
CO5.	Develop lawful and efficient corporate tax-planning strategies.		

Course Content:

Module I:	**Foundations of Corporate Taxation** Tax planning, tax management, tax avoidance and tax evasion; residential status; corporate assessee; heads of income relevant to companies; computation of business income; depreciation; deductions; set-off and carry-forward of losses; overview of corporate tax liability.	**12 Hours**
Module II:	**Corporate Tax Computation and Compliance** Computation of taxable income and corporate tax; tax rates and applicable provisions; advance tax; tax deduction and collection at source; return filing; assessment; interest and penalties; tax administration; minimum-tax concepts as applicable.	**12 Hours**
Module III:	**Tax Planning and Business Decisions** Tax considerations in make-or-buy, own-or-lease, repair-or-replace, shutdown-or-continue and location decisions; tax planning relating to capital structure; dividend decisions; investment decisions; depreciation and asset acquisition.	**12 Hours**
Module IV:	**Tax Planning for Corporate Restructuring** Tax implications of amalgamation, merger, demerger and business reorganization; acquisition and transfer of assets; slump sale; conversion and restructuring; capital gains; succession; tax considerations in corporate restructuring.	**12 Hours**
Module V:	**International and Contemporary Corporate Taxation** International taxation fundamentals; double-taxation relief; transfer pricing; arm's-length principle; tax treaties; permanent establishment; taxation of cross-border transactions; anti-avoidance framework; contemporary developments in corporate taxation and tax planning.	**12 Hours**
Recommended Books	• Singhania, V. K. & Singhania, M. Corporate Tax Planning and Business Tax Procedures. Taxmann. • Ahuja, G. & Gupta, R. Direct Taxes: Law and Practice. Commercial Law Publishers. • Mehrotra, H. C. & Goyal, S. P. Corporate Tax Planning and Management. Sahitya Bhawan. • Girish Ahuja & Ravi Gupta. Systematic Approach to Income Tax. Commercial Law Publishers. • Taxmann. Income Tax Act / current applicable tax-law reference.	

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MBA – SEMESTER IV

Course Code: MBA-405FM	Course MBA-405FM — MBA – SEMESTER IV MERCHANT BANKING & FINANCIAL SERVICES	L-T-P 4-0-0	Credits 4
Course Objective:	To develop an understanding of merchant banking and major financial services and enable learners to analyse their functions, regulatory environment, products and role in corporate and financial-market activities.		
Course Outcomes:	**On completion of the course, the students/learners will be able to:**		
CO1.	Explain the structure and functions of merchant banking and financial services.		
CO2.	Apply concepts relating to issue management and financial-service products.		
CO3.	Analyze leasing, hire purchase, factoring, venture capital and related services.		
CO4.	Evaluate financial-service alternatives and their regulatory implications.		
CO5.	Develop appropriate financial-service solutions for corporate requirements.		

Course Content:

Module I:	**Financial Services and Merchant Banking** Financial-services industry—meaning, nature, scope and classification; fund-based and fee-based services; merchant banking—evolution, functions and services; merchant bankers; regulatory framework; role in capital markets.	**12 Hours**
Module II:	**Issue Management and Corporate Advisory** Public issues; issue-management process; pre-issue and post-issue activities; pricing of issues; book building; underwriting; private placement; rights issues; due diligence; corporate counselling; mergers and acquisition advisory.	**12 Hours**
Module III:	**Leasing, Hire Purchase and Consumer Finance** Leasing—meaning, types, financial evaluation and accounting perspective; hire purchase; lease versus buy decisions; consumer finance; housing finance; credit evaluation; securitization—concept and process.	**12 Hours**
Module IV:	**Factoring, Forfaiting and Venture Capital** Factoring—meaning, types, mechanism and costs; factoring versus bill discounting; forfaiting; venture capital and private equity—concept, stages and financing process; start-up financing; exit routes.	**12 Hours**
Module V:	**Contemporary Financial Services** Credit rating; rating process and agencies; depository and custodial services; mutual funds; portfolio-management services; wealth management; investment banking; fintech and changing financial-service delivery; regulatory and ethical issues.	**12 Hours**
Recommended Books	• Saunders, A. & Cornett, M. M. Financial Institutions Management. McGraw Hill. • Madura, J. Financial Markets and Institutions. Cengage. • Khan, M. Y. Financial Services. McGraw Hill India. • Gurusamy, S. Financial Services and Systems. Cengage India. • Gordon, E. & Natarajan, K. Financial Markets and Services. Himalaya Publishing House. • SEMESTER IV – MARKETING MANAGEMENT SPECIALIZATION	

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MBA – SEMESTER IV

Course Code: MBA-403MM	**Course MBA-403MM — MBA – SEMESTER IV** **RETAIL MANAGEMENT**	L-T-P 4-0-0	Credits 4
Course Objective:	To develop an understanding of retail formats, consumer behaviour and retail operations and enable learners to formulate strategies relating to location, merchandise, pricing, store management and omnichannel retailing.		
Course Outcomes:	**On completion of the course, the students/learners will be able to:**		
CO1.	Explain retailing concepts, formats and industry structure.		
CO2.	Apply retail-location, merchandise and pricing concepts.		
CO3.	Analyze retail consumer behaviour and store operations.		
CO4.	Evaluate retail strategies and channel alternatives.		
CO5.	Develop integrated retail strategies for physical and digital environments.		

Course Content:

Module I:	**Foundations of Retailing** Meaning, functions and significance; evolution of retailing; organized and unorganized retail; retail formats; theories of retail development; retail industry in India; retail strategy; retail value proposition; retail competition.	**12 Hours**
Module II:	**Retail Consumer and Location Strategy** Retail consumer behaviour; shopping motives and patterns; market segmentation; target market; trading-area analysis; site selection; location types; location evaluation; retail positioning and image.	**12 Hours**
Module III:	**Merchandise and Pricing Management** Merchandise planning; assortment; category management; buying; vendor selection; inventory management; open-to-buy; private labels; retail pricing; pricing strategies; markdowns; retail promotion.	**12 Hours**
Module IV:	**Store Operations and Customer Experience** Store layout and design; visual merchandising; atmospherics; space management; store operations; customer service; retail employees; shrinkage and loss prevention; retail supply chain; customer experience and loyalty.	**12 Hours**
Module V:	**Digital and Omnichannel Retailing** E-retailing; mobile commerce; omnichannel retail; channel integration; fulfilment and last-mile delivery; retail technology; customer data and personalization; social commerce; sustainable retailing; ethical issues and emerging retail trends.	**12 Hours**
Recommended Books	• Levy, M., Weitz, B. A. & Grewal, D. Retailing Management. McGraw Hill. • Berman, B., Evans, J. R. & Chatterjee, P. Retail Management. Pearson. • Pradhan, S. Retailing Management: Text and Cases. McGraw Hill India. • Bajaj, C., Tuli, R. & Srivastava, N. V. Retail Management. Oxford University Press India. • Sinha, P. K. & Uniyal, D. P. Managing Retailing. Oxford University Press India.	

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MBA – SEMESTER IV

Course Code: MBA-404MM	**Course MBA-404MM — MBA – SEMESTER IV** **ADVERTISING & SALES PROMOTION**	L-T-P 4-0-0	Credits 4
Course Objective:	To develop an understanding of advertising and sales-promotion processes and enable learners to formulate, execute and evaluate integrated promotional strategies.		
Course Outcomes:	**On completion of the course, the students/learners will be able to:**		
CO1.	Explain advertising, communication and sales-promotion concepts.		
CO2.	Apply advertising planning, creative and media concepts.		
CO3.	Analyze audiences, messages, media and promotion alternatives.		
CO4.	Evaluate advertising and sales-promotion effectiveness.		
CO5.	Develop integrated advertising and sales-promotion campaigns.		
Course Content:			
Module I:	**Foundations of Advertising and Integrated Communication** Meaning, role and functions of advertising; advertising in the marketing mix; communication process; hierarchy-of-effects models; integrated marketing communication; advertising industry; agencies; client-agency relationship; ethical and regulatory issues.		**12 Hours**
Module II:	**Advertising Planning and Creative Strategy** Advertising objectives; target audience; positioning; advertising budget; campaign planning; message strategy; appeals; creative concepts; copywriting; visual elements; execution styles; creative evaluation.		**12 Hours**
Module III:	**Media Planning and Strategy** Media characteristics; print, broadcast, outdoor and digital media; media objectives; reach, frequency, impact and continuity; media scheduling; media selection; media budgeting; media metrics; integrated media planning.		**12 Hours**
Module IV:	**Sales Promotion** Meaning and role of sales promotion; consumer promotions; trade promotions; sales-force promotions; coupons, samples, contests, premiums and loyalty programmes; promotion planning; coordination with advertising; risks of excessive promotion.		**12 Hours**
Module V:	**Campaign Evaluation and Contemporary Advertising** Pre-testing and post-testing; measuring communication and sales effects; advertising effectiveness; brand metrics; digital advertising; social-media advertising; influencer communication; native advertising; consumer privacy; deceptive advertising; ethics and contemporary regulatory issues.		**12 Hours**
Recommended Books	• Belch, G. E. & Belch, M. A. Advertising and Promotion. McGraw Hill. • Shimp, T. A. & Andrews, J. C. Advertising, Promotion, and Other Aspects of Integrated Marketing Communications. Cengage. • Clow, K. E. & Baack, D. Integrated Advertising, Promotion, and Marketing Communications. Pearson. • Kazmi, S. H. H. & Batra, S. K. Advertising and Sales Promotion. Excel Books. • Chunawalla, S. A. & Sethia, K. C. Foundations of Advertising: Theory and Practice. Himalaya Publishing House.		

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MBA – SEMESTER IV

Course Code: MBA-405MM	Course MBA-405MM — MBA – SEMESTER IV DIGITAL & SOCIAL MEDIA MARKETING	L-T-P 4-0-0	Credits 4
Course Objective:	To develop an understanding of digital and social-media marketing principles and enable learners to formulate, implement and evaluate integrated digital strategies across customer touchpoints.		
Course Outcomes:	**On completion of the course, the students/learners will be able to:**		
CO1.	Explain digital-marketing ecosystems, channels and consumer journeys.		
CO2.	Apply digital and social-media concepts to marketing activities.		
CO3.	Analyze digital audiences, content, campaigns and performance metrics.		
CO4.	Evaluate digital-channel effectiveness and social-media strategies.		
CO5.	Develop integrated digital and social-media marketing strategies.		

Course Content:

Module I:	**Digital Marketing Foundations** Evolution and scope of digital marketing; digital ecosystem; traditional versus digital marketing; digital consumer behaviour; customer journey and touchpoints; paid, owned and earned media; digital marketing strategy; objectives and planning.	**12 Hours**
Module II:	**Website, Search and Content Marketing** Website strategy and user experience; landing pages and conversion; search-engine fundamentals; search-engine optimization; paid search and search advertising; keyword strategy; content marketing; content planning; email marketing; permission marketing.	**12 Hours**
Module III:	**Social Media Marketing** Social-media ecosystem; social-media strategy; audience and community development; platform selection; content strategy; engagement; social listening; electronic word-of-mouth; influencer marketing; social commerce; online communities.	**12 Hours**
Module IV:	**Digital Advertising and Campaign Management** Display and video advertising; mobile marketing; programmatic advertising concepts; remarketing; campaign objectives; audience targeting; media planning; campaign budgeting; conversion funnel; customer acquisition and retention; integrated digital campaigns.	**12 Hours**
Module V:	**Digital Analytics, Performance and Ethics** Digital metrics and KPIs; traffic, engagement, conversion and retention metrics; attribution concepts; campaign performance; ROI and ROAS; A/B testing; customer lifetime value; digital dashboards; privacy and data protection; ethical digital marketing; emerging trends in digital and social-media marketing.	**12 Hours**
Recommended Books	• Chaffey, D. & Ellis-Chadwick, F. Digital Marketing: Strategy, Implementation and Practice. Pearson. • Tuten, T. L. & Solomon, M. R. Social Media Marketing. Sage. • Ryan, D. Understanding Digital Marketing. Kogan Page. • Gupta, S. Digital Marketing. McGraw Hill Education India. • Bhatia, P. S. Fundamentals of Digital Marketing. Pearson India.		

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