

Master of Business Administration (MBA) -Revised Syllabus 2020-21

2 year, 4 Semester Full time Programme

Choice Based Credit System (CBCS) and Grading System as per AICTE Guidelines

Outcome Based Education Pattern

1.0 Preamble: The revised MBA Curriculum 2020 builds on the implementation of the Choice Based Credit System (CBCS) and Grading System. The curriculum takes the MBA programme to the next level in terms of implementing Outcome Based Education along with the Choice Based Credit System (CBCS) and Grading System as per AICTE Guidelines.

2.0 MBA Programme Focus:

2.1 Programme Educational Objectives (PEOs):

1. Graduates of the MBA program will successfully integrate core, cross-functional and inter-disciplinary aspects of management theories, models and frameworks with the real world practices and the sector specific nuances to provide solutions to real world business, policy and social issues in a dynamic and complex world.
2. Graduates of the MBA program will possess excellent communication skills, excel in cross-functional, multi-disciplinary, multi-cultural teams, and have an appreciation for local, domestic and global contexts so as to manage continuity, change, risk, ambiguity and complexity.
3. Graduates of the MBA program will be appreciative of the significance of Indian ethos and values in managerial decision making and exhibit value centered leadership.
4. Graduates of the MBA program will be ready to engage in successful career pursuits covering a broad spectrum of areas in corporate, non-profit organizations, public policy, entrepreneurial ventures and engage in life-long learning.
5. Graduates of the MBA program will be recognized in their chosen fields for their managerial competence, creativity & innovation, integrity & sensitivity to local and global issues of social relevance and earn the trust & respect of others as inspiring, effective and ethical leaders, managers, entrepreneurs, intrapreneurs and change agents.

2.2 Programme Outcomes (POs):

At the end of the MBA programme the learner will possess the

1. Generic and Domain Knowledge - Ability to articulate, illustrate, analyze, synthesize and apply the knowledge of principles and frameworks of management and allied domains to the solutions of real-world complex business issues.
2. Problem Solving & Innovation - Ability to Identify, formulate and provide innovative solution frameworks to real world complex business and social problems by systematically applying modern quantitative and qualitative problem solving tools and techniques.
3. Critical Thinking - Ability to conduct investigation of multidimensional business problems using research based knowledge and research methods to arrive at data driven decisions
4. Effective Communication - Ability to effectively communicate in cross-cultural settings, in technology mediated environments, especially in the business context and with society at large

5. Leadership and Team Work - Ability to collaborate in an organizational context and across organizational boundaries and lead themselves and others in the achievement of organizational goals and optimize outcomes for all stakeholders.
6. Global Orientation and Cross-Cultural Appreciation: Ability to approach any relevant business issues from a global perspective and exhibit an appreciation of Cross Cultural aspects of business and management.
7. Entrepreneurship - Ability to identify entrepreneurial opportunities and leverage managerial & leadership skills for founding, leading & managing startups as well as professionalizing and growing family businesses.
8. Environment and Sustainability - Ability to demonstrate knowledge of and need for sustainable development and assess the impact of managerial decisions and business priorities on the societal, economic and environmental aspects.
9. Social Responsiveness and Ethics - Ability to exhibit a broad appreciation of the ethical and value underpinnings of managerial choices in a political, cross-cultural, globalized, digitized, socio-economic environment and distinguish between ethical and unethical behaviors & act with integrity.
10. Life Long Learning – Ability to operate independently in new environment, acquire new knowledge and skills and assimilate them into the internalized knowledge and skills.

2.3 Programme Specific Outcomes (PSOs):

It is expected that Institutes define the PSOs for each specialization / major-minor combination. PSOs shall also vary based upon the customized combination of Generic Core, Generic Elective, Subject Core, Subject Elective, Foundation, Enrichment & Alternative Study Credit Courses that they offer.

3. Graduate Attributes (GAs): At the end of the MBA programme the learner shall exhibit:

- GA1: Managerial competence
- GA2: Proficiency in Communication, Collaboration, Teamwork and Leadership
- GA3: Competence in Creativity & Innovation
- GA4: Research Aptitude, Scholarship & Enquiry
- GA5: Global Orientation
- GA6: Proficiency in ICT & Digital Literacy
- GA7: Entrepreneurship & Intrapreneurship Orientation
- GA8: Cross-functional & Inter-disciplinary Orientation
- GA9: Results Orientation
- GA10: Professionalism, Ethical, Values Oriented & Socially Responsible behaviour
- GA11: Life-Long Learning Orientation

4. Course Types

4.1 Core courses: Core courses are the compulsory courses for all the students. Core courses are of two types: Generic Core & Subject Core.

4.1.1 Generic Core: This is the course which should compulsorily be studied by a candidate as a core requirement to complete the requirement of a degree in a said discipline of study. Therefore, Generic Core courses are mandatory and fundamental in nature. These courses cannot be substituted by any other courses.

4.1.2 Subject Core: A Core course may be a Subject Core if there is a choice or an option for the candidate to choose from a broad category (grouping) of subjects (specializations / electives).

4.2 Elective Course: Elective course is a course which can be chosen from a pool of courses.

4.2.1 Generic Elective: An elective course which is common across disciplines / subjects is called a generic elective. Generic elective may offered at university level or at institute level. Generic Electives are classified to Skill Enhancement Courses and Ability Enhancement Courses.

4.2.2 Subject Elective: A 'Discipline (specialization) centric' elective is called 'Subject Elective.' Subject Elective courses, in the Semester III and IV are focused on a specialization.

4.3 Massive Open Online Courses (MOOCs): Massive Open Online Courses (MOOCs) are such online courses which are developed as per the pedagogy stated in the AICTE regulation (2016) or equiavalent; following the four quadrant approach and made available on the SWAYAM platform of Government of India.

5. Summer Internship Project:

At the end of Second Semester each student shall undertake a Summer Internship Project (SIP) for a minimum of 8 weeks. For SIP, 1 credit is equivalent to minimum 40-45 hours of effective work. SIP shall have 6 credits. It is mandatory for the student to seek advance written approval from the faculty guide and the Head of the Department before commencing the SIP. Students shall also seek a formal evaluation of their SIP from the company guide. The formal evaluation by the company guide shall comment on the nature and quantum of work undertaken by the student, the effectiveness and overall professionalism.

There shall be an external viva-voce for the SIP for 50 marks. The external viva-voce shall be conducted after the theory exam of Semester III.

The SIP report must reflect 8 weeks of work and justify the same. The SIP report should be well documented and supported by –

1. Institute's Certificate
2. Certificate by the Company
3. Formal feedback from the company guide
4. Executive Summary
5. Organization profile
6. Outline of the problem/task undertaken
7. Research methodology & data analysis (in case of research projects only)
8. Relevant activity charts, tables, graphs, diagrams, AV material, etc.
9. Learning of the student through the project
10. Contribution to the host organization
11. References in appropriate referencing styles. (APA, MLA, Harvard, Chicago Style etc.)

6. Course contents:

The proposed revised syllabus of MBA programme by the School of Commerce and Business Management (Department of Management & Commerce) broadly meets the Model Curriculum norms for MBA, prescribed by the AICTE in January 2018. According to the norms, every Institute approved for MBA programme shall have 54 courses of Core credits, 42 credits of Electives and 6 credits of internal and field visits. The revised syllabus aims to meet the objectives of Business Environment & Domain knowledge (BEDK), Critical

Thinking Business Analysis, Problem Solving & Innovations (CBPI), Global exposure and cross-cultural understanding (GECCU), Social Responsiveness & Ethics (SRE), Effective Communication (EC) and Leadership & Team work (LT). Syllabus contents have been finalized by the SCBM after several rounds of peer review meetings held at the departmental level from March 2020 to October, 2020.

6.1 Pedagogy: Students will be taught through the combination of lecture, readings, case study, group presentation and class room discussions with a view to encourage them to develop their own leadership strengths and developing a path for success by improving the identified strengths and overcoming the limitations.

6.2 Workshops and Industry – Academic interaction: SCBM will organize special workshops, industry-academia lecture series by domain experts and industry leaders, Resume writing and career development workshops/classes, to improve the personality of students and improve their competitiveness and confidence level to face employment interviews.

7. Credits:

In terms of credits, for a period of one semester of 15 weeks:

- a) Every ONE hour session per week of L amounts to 1 credit per semester
- b) A minimum of TWO hours per week of T amounts to 1 credit per semester,
- c) A minimum of TWO hours per week of P amounts to 1 credit per semester,

Each credit is a combination of 3 components viz. Lecture (L) + Tutorials (T) + Practice (Practical / Project Work / Self Study) (P) i.e. LTP Pattern. Indicative LTP, for each course, is documented in the syllabus.

8. Comprehensive Internal Evaluation (CIE):

1. The course teacher shall prepare the scheme of Comprehensive Internal Evaluation before commencement of the term.
2. The Head of the Department shall approve the scheme of Internal Evaluation with or without modifications.
3. For a 3 Credit Course there shall be a MINIMUM of TWO internal evaluations. The final scores shall be converted to 25 using an average of two formula.
4. For 2 Credit Course there shall be a MINIMUM of ONE CIE items. The final scores shall be converted to 25.
5. CIE shall be spread through the duration of course and shall be conceptualized, executed, assessed and documented by the course teacher.
6. Comprehensive Internal Evaluation Methods: Course teachers shall opt for a combination of one or more CIE methods listed below; Out of which Group A is mandatory for all subjects for 15 marks. The assessment for remaining 10 marks shall be conducted using any methods from group B,C,D and E.

Group A (Individual Assessment) – Not more than 2 per course

- Class Test
- In-depth Viva-Voce

Group B (Individual Assessment) – Atleast 1 per course

- Case Study
- Situation Analysis
- Presentations

Group C (Group Assessment) – Not more than 1 per course

- Field Visit / Study tour and report of the same
- Small Group Project & Internal Viva-Voce
- Model Development
- Role Play

Group D (Use of Literature / Research Publications- Individual Assessment) – Not more than 1 per course

- Book Review
- Drafting a Policy Brief
- Drafting an Executive Summary
- Literature Review
- Thematic Presentation
- Publishing a Research Paper

Group E (Use of Technology - Individual Assessment) – Not more than 1 per course

- Online Exam
- Simulation Exercises
- Webinar based assessment
- Creating Webpage / Website / Blog

9. End Semester Evaluation (ESE):

The End Semester Evaluation (Summative Evaluation) for the Generic Core (GC), Subject Core (SC) and the Generic Elective (GE - UL) course shall be conducted by the Maulana Azad National Urdu University, Hyderabad.

10. Credit Transfer for MOOCs:

1. Learners are encouraged to opt for MOOCs (Massive Online Open Courses) through SWAYAM and NPTEL.
2. Not more than 20% of the total credits (22 Credits) shall be earned through the MOOCs.
3. Not more than 20% of the credits per semester (6 credits) per semester shall be earned through the MOOCs.
4. Since MOOC is a guided self study course 40 - 45 hours of work shall be equivalent to one credit. The faculty shall oversee the progress of the learner as well as evaluate the learner for 50 marks / 2 credits.
5. Students shall apply to the Head of the Department / other designated competent academic authority of the institute in advance and seek permission for seeking credit transfer for the proposed MOOCs, he/she wishes to pursue.
6. In case of SWAYAM, the students shall be evaluated as a part of the MOOC itself by the host institution (i.e. institution who has launched the MOOC through SWAYAM).

11. Passing Standards:

A student shall be said to have earned the credits for a course if he/she earns minimum 40% marks.

11.1 Grading System: The Indirect and Absolute Grading System shall be used, i.e. the assessment of individual Courses in the concerned examinations will be on the basis of marks. However the marks shall later be converted into Grades by a defined mechanism wherein the overall performance of the learners can be reflected after considering the Credit Points for any given course. The overall evaluation shall be designated in terms of Grade. The 10 point standard scale mandated by UGC shall be used.

The performance of a student will be evaluated in terms of two indices, viz.

- (a) Semester Grade Point Average (SGPA) which is the Grade Point Average for a semester
- (b) Cumulative Grade Point Average (CGPA) which is the Grade Point Average for all the completed semesters at any point in time.

11.2 Degree Requirements: The degree requirements for the MBA programme are completion of minimum 102 credits.

11.3 Maximum Duration for completion of the Programme: The candidates shall complete the MBA Programme within 4 years from the date of admission.

11.4 Grade Improvement: A Candidate who has secured any grade other than F (i.e. passed the MBA programme) and desires to avail the Grade Improvement option, may apply under Grade Improvement Scheme within five years from passing that Examination.

12. Attendance:

The student must meet the requirement of 75% attendance per semester per course for grant of the term. The institute may condone the shortage in attendance in exceptional circumstances, up to a maximum of 10%. The institute shall have the right to withhold the student from appearing for examination of a specific course if the above requirement is not fulfilled.

12 Medium of Instruction:

The medium of Instruction & Evaluation shall be Urdu.

13. Detailed Course List for each semester is provided in Annexure I.

14. Detailed syllabus of each course is provided in Annexure II.

School of Commerce and Business Management							
Maulana Azad National Urdu University							
Master of Business Administration (MBA) Programme							
Semester – Wise Schedule of Courses , 2020 (As per AICTE Model Curriculum Norms, January 2018)							
Sl.No.	Course Code	Course/Subject	Structure Code	No. of Credits per Course	Marks		Total Marks
					I	E	
SEMESTER- I							
1	MMBA121CCT	Management Theory	CC	3	30	70	100
2	MMBA122CCT	Managerial Economics	CC	3	30	70	100
3	MMBA123CCT	Business Analytics & Statistics	CC	3	30	70	100
4	MMBA124CCT	Organizational Behaviour	CC	3	30	70	100
5	MMBA125CCT	Marketing Management	CC	3	30	70	100
6	MMBA126CCT	Financial Reporting and Analysis	CC	3	30	70	100
	Electives:						
7	PGCS101GET	Information Technology for Business	GE	2	15	35	50
8	PGCS150GEP	MS-Office Lab (Offered through Department of CS & IT)	GE	2	15	35	50
9	MMBA121SET	Life Skills Verbal Communication Lab Foreign Language	SET	2	50	NA	50
10	MMBA121AET	Enterprise Analysis	AET	2	50	NA	50
				18+8 = 26			800
SEMESTER- II							
1.	MMBA221CCT	Human Resource Management	CC	3	30	70	100
2	MMBA222CCT	Business Communication	CC	3	30	70	100
3	MMBA223CCT	Indian Economy and Business Environment	CC	3	30	70	100
4	MMBA224CCT	Legal Aspects of Business	CC	3	30	70	100
5	MMBA225CCT	Financial Management and Planning	CC	3	30	70	100
6	MMBA226CCT	Business Research Methods (BRM)	CC	3	30	70	100
	Electives						
7	PGCS206GET	Database Management System (DBMS)	GE	2	15	35	50
8	PGCS250GEP	DBMS Lab	GE	2	50		50
9	MMBA221SET	Mentoring and Coaching Skills Written Analysis & Communication Lab Foreign Language – II	SET	2	50		50
10	MMBA222AET	Industrial Analysis SPSS	AET	2	50	-	50
				18+8 = 26			800
SEMESTER – III							

1	MMBA301CCT	Operations and Supply Chain Management	CC	3	30	70	100
2	MMBA302CCT	E. Commerce and Digital Marketing	CC	3	30	70	100
3	PGCS303CCT	Corporate Social Responsibility and Business Ethics	CC	3	30	70	100
ELECTIVES							
SUBJECT CORE (SC) COURSES		SPECIALIZATION					
4	MMBA-DST	MARKETING MANAGEMENT Consumer Behaviour	DSE	4	30	70	100
5	MMBA-DST	FINANCIAL MANAGEMENT International Finance	DSE		30	70	100
6	MMBA-DST	HUMAN RESOURCE MANAGEMENT International Human Resource Management	DSE		30	70	100
SUBJECT ELECTIVE (SE) COURSES		SPECIALIZATION					
7	MMBA-DST	MARKETING MANAGEMENT International Marketing Sales and Advertisement Management	DSE	2 x 4= 8	30	70	100
8	MMBA-DST	FINANCIAL MANAGEMENT Corporate Finance Behavioural Finance	DSE		30	70	100
9	MMBA-DST	HUMAN RESOURCE MANAGEMENT Employee Relations and Labour Legislations Talent Management	DSE		30	70	100
10.	MMBA-AET	BUSINESS APPLICATION OF EXCEL	AET	2	50	NA	50
11	MMBA-SET	PROFESSIONAL SKILL DEVELOPMENT-I (NON-CGPA)	SET	2	50	NA	50
				9+4 + 8+2+2 = 25			700
SEMESTER IV							
1	MMBA-CCT	Entrepreneurship Development	CC	3	30	70	100
2	MMBA-CCT	Strategic Management (SM)	CC	3	30	70	100
3	MMBA-CCT	Innovation Management	CC	3	30	70	100
ELECTIVES							
SUBJECT CORE (SC) COURSES		SPECIALIZAITON					
4	MMBA-DST	Marketing Management Retail Management	DSE		30	70	100
5	MMBA-DST	FINANCIAL MANAGEMENT Investment Analysis and Portfolio Management	DSE	4	30	70	100
6	MMBA-DST	HUMAN RESOURCE MANAGEMENT Performance Management Systems	DSE		30	70	100
SUBJECT ELECTIVE (SE) COURSES		SPECIALIZAITON					
7	MMBA-DST	Marketing Management Services Marketing Rural & Green Marketing	DSE	2 x 4 = 8	30	70	100

8	MMBA-DST	FINANCIAL MANAGEMENT Taxation Financial Derivatives	DSE		30	70	100
9	MMBA-DST	HUMAN RESOURCE MANAGEMENT Organizational Change and Development Human Resource Development	DSE		30	70	100
10	MMBA-SET	PROFESSIONAL SKILL DEVELOPMENT-II (NON-CGPA)	SET	2	50		50
11		INTERNSHIP AND PROJECT	CC	6	50		50
		PROJECT VIVA VOCE	CC		50		50
				9+ 4 + 8 + 6+2 = 29			800
Total Credits:							
Credits per Semester	Semester I: 26	Semester II: 26	Semester III: 25	Semester IV: 29	Total: 106		
Credits per Course	Core Courses: 54	Elective Courses: 42	NCGPA-04	Internship and Project: 6	Total: 106		
AEC : Ability Enhancement Course CC : Core Course- DSE : Discipline Specific Elective- E : External GE : Generic Elective I : Internal SEC : Skill Enhancement Course NCGPA : NON-CGPA							

COURSE WISE DETAILED SYLLABUS						
SEMESTER – I						
Course Code		Course Title				Semester
MMBA121CCT		MANAGEMENT THEORY				I
Scheme of Instruction				Scheme of Examination		
Total Duration	:	45 Hrs +15 Hrs		Maximum Marks	:	100
Periods / Week	:	3+1		Internal Evaluation	:	30
Credits	:	3		End Semester	:	70
Instruction Mode	:	Lecture/CBL/EL		Exam Duration	:	3 Hrs
LTOM	:	2:1:1		Compulsory Core Course		
Course Outcomes:						
On successful completion of the course the learner will be able to:						
CO#	Cognitive Abilities		Course Outcomes			
CO1	REMEMBERING		Describe the basic concepts of management.			
CO2	UNDERSTANDING		Explain in detail, all the theoretical concepts taught through the syllabus.			
CO3	UNDERSTANDING		Make Use Of the Theories, Models, Principles and Frameworks of management.			
CO4	APPLYING		Deconstruct the role of Individual, Groups, Managers and Leaders in the Organizations.			
CO5	ANALYSING		Formulate approaches to Managerial Effectiveness to achieve Organizational Goals.			
Unit	Course Content					Instruction-Hours
Unit I	Introduction to Management, Definition of Management: Arts or Science, Types of Management, Difference between Management and Administration, Evaluation of Management Thought, Various approaches of Management Thought, Functions of Management.					15
Unit II	Planning: Nature and Purpose of Planning, Planning process, Types of Planning- Objectives, Settings of objectives, Policies, Planning premises, Steps of Planning, Decision making steps & process. Organizing: Nature and Purpose, Formal and Informal of Organization, Organization Structure, Line and Staff Authority, Delegation of Authority, case based learning experimental leaning , Supplementary learning, eLearning etc. Departmentalization, Centralization and decentralization &Leadership & Communication.					10
Unit III	Directing: Concept, characteristics, Principles, Motivation, meaning and Communication Leadership Features -Types, theories, Communication and process of Communication, Barrier in Communication, Effective communication.					10

Unit IV	Staffing: Concept and Importance, Staffing as a part of Human Resources Management, Staffing Process, Recruitment, Selection , Sources, Training and Development:- Concept, Importance , Method of Training and Induction, Controlling: Elements of Managerial Control, Control Systems, Control Techniques, Types of Control, Coordination: Concept, Importance, Principles and Techniques of coordination.	10
Suggested Books		
1.	Stoner, Freeman and Gilbert, Jr. Management, 6/e, Pearson Education, New Delhi, 2006.	
2.	Heinz Weihrich, Harold Koontz: Management A Global Perspective, 10/e, Tata McGraw Hill, 2007.	
3.	Schermerhorn: Management 8ed, Wiley India 2006	
4.	Prem Vrat, K K Ahuja, P K Jain, Case Studies in Management, Vikas Publishing House Pvt. Ltd., 2006.	
5.	Robbins: Management 7/e Pearson Education, 2006.	
Online Resources:		
1	https://ndl.iitkgp.ac.in/	
2	https://nptel.ac.in/courses/122/106/122106031/	
3	https://epgp.inflibnet.ac.in/Home/ViewSubject?catid=23	
4	https://epgp.inflibnet.ac.in/Home/ViewSubject?catid=6	
5	IIT ROORKEE https://youtu.be/vOykcERGw9Y	

Course Code	Course Title					Semester
MMBA122CCT	MANAGERIAL ECONOMICS					I
Scheme of Instruction				Scheme of Examination		
Total Duration	:	45 Hrs+15 Hrs		Maximum Marks	:	100
Periods / Week	:	3+1		Internal Evaluation	:	30
Credits	:	3		End Semester	:	70
Instruction Mode	:	Lecture/CBL/EL		Exam Duration	:	3Hrs
LTOM	:	2:1:1		Compulsory Core Course		
Course Outcomes:						
On successful completion of the course the learner will be able to:						
CO#	Cognitive Abilities		Course Outcomes			
CO1	REMEMBERING		Define the key terms in Micro-Economics.			
CO2	UNDERSTANDING		Explain the key terms in Micro-Economics, from a Managerial Perspective.			
CO3	APPLYING		Identify the various issues in an Economics context and DEMONSTRATE their significance from the Perspective of Business Decision Making.			
CO4	ANALYSING		Examine the Inter-Relationships between various facets of Micro-Economics from the Perspective of a Consumer, Firm, Industry, Market, Competition And Business Cycles.			
CO5	EVALUATING		Develop critical thinking based on Principles of micro-Economics for informed Business Decision Making.			
CO6	CREATING		Anticipate how other Firms in an Industry and Consumers will respond to Economic Decisions made by a Business, and how to incorporate these responses into their own decisions.			
Unit	Course Content					Instruction-Hours
Unit I	Introduction to Managerial Economics: Nature and Scope-Fundamental Concepts: Incremental reasoning, Time Perspective, Discounting Principle, Opportunity Cost Principle, Equi -Marginal Principle - Concept and Measurement of National Income, Inflation, Philip’s Curve, stagflation, Theory of employment.					15
Unit II	Demand Analysis and Forecasting: Concepts of Demand, Supply, Determinants of Demand and Supply, Law of Demand, Elasticities of Demand and Supply- Methods of Demand Forecasting for Established and New Products. Business Cycles: Policies to Counter Business Cycles.					10

Unit III	Cost and Production Analysis: Cost: Concept and Types, Cost-Output Relationships, Cost Estimation, Reduction and Control- Economies and Diseconomies of Scale- Law of Variable Proportions - Isoquants,-Cobb-Douglas and CES Production function - Returns to Scale.	10
Unit IV	Theory of Pricing: Theory of Firm -Price determination under Perfect Competition, Monopoly, Oligopoly and Monopolistic Competitions- methods of Pricing-Game Theory, Dominant Strategy-Nash Equilibrium and Prisoner's Dilemma.	10
Suggested Books		
1.	Joel Dean, Managerial Economis, Prentice Hall .	
2.	Mote Paul, Gupta (1977) Managerial Economics, TMH.	
3.	H.Craig Peterson, W.Cris Lewis, (1994)Managerial Economics, PHI	
4.	Gupta G.S. (1988) Managerial Economics, TMH	
5.	P.L. Mehta (, 2001), Managerial Economics, PHI	
Online Resources:		
1	https://ndl.iitkgp.ac.in/	
2	https://nptel.ac.in/courses/110/105/110105075/	
3	https://epgp.inflibnet.ac.in/Home/ViewSubject?catid=438	
4	https://www.coursera.org/specializations/managerial-economics-business-analysis	
5	https://nptel.ac.in/courses/110/101/110101005/	

Course Code		Course Title				Semester	
MMBA123CCT		BUSINESS ANALYTICS AND STATISTICS				I	
Scheme of Instruction				Scheme of Examination			
Total Duration	:	45 Hrs +15 Hrs			Maximum Marks	:	100
Periods / Week	:	3+1			Internal Evaluation	:	30
Credits	:	3			End Semester	:	70
Instruction Mode	:	Lecture/Demo/EX PL			Exam Duration	:	3 Hrs
LTP	:	2:1:1			Compulsory Core Course		
Course Outcomes:							
On successful completion of the course the learner will be able to:							
CO#	Cognitive Abilities		Course Outcomes				
CO1	REMEMBERING		MEMORIZE and REPRODUCE all basic formulae Covered in the syllabus.				
CO2	UNDERSTANDING		EXPRESS numbers in various forms such as Fractions, Percentages, Equivalent Simplest Fractions.				
CO3	APPLYING		CALCULATE Percentages, Profit & Loss, Simple & Compound Interest, Frequency, Cumulative Frequency, Basic Areas and Basic Volumes.				
CO4	ANALYSING		ILLUSTRATE relationships using direct and inverse Proportion, simple graphs, linear and quadratic equations.				
CO5	EVALUATING		INTERPRET basic statistical data, graphs, and Venn Diagrams.				
CO6	CREATING		CREATING and SOLVING of statistics and Data Analytics problems, Equations.				
Unit	Course Content					Instruction-Hours	
Unit I	Introduction:. Overview of Business Analytics, Introduction to Analytics,The Science of Data-Driven Decision Making, Descriptive Analytics, Predictive Analytics,, Prescriptive Analytics, Big Data Analytics, Web and Social Media Analytics, Framework for Data-Driven Decision Making, Analytics Capability Building, Roadmap for Analytics, Capability Building,. Challenges in Data-Driven Decision Making and Future.					15	
Unit II	Statistics :Meaning and Definition of Statistics-Role of Statistical Techniques in Decision Making. Measures of Central Tendency: Mean, Median & Mode - Measurement of Dispersion: Mean Deviation &Standard Deviation. Probability and Probability Distribution: Concepts of Probability - Additive and Multiplicative Laws- Decision Rule-Probability Distributions: Binomial, Poisson and Normal Distribution.					10	

Unit III	Correlation Analysis: Positive and Negative Correlation, Karl Pearson's Coefficient of Correlation, Spearman's Rank Correlation, Concept of Multiple and Partial Correlation. Regression Analysis: Concept, Least Square fit of a Linear Regression, Two lines of Regression, and properties of Regression coefficients. Time Series Analysis: Components, Models of Time Series–Additive, Multiplicative and Mixed models- Trend analysis:Free hand curve, Semi averages, Moving averages, Least Square method.	10
Unit IV	Sampling Theory and Tests of Significance: The basics of Sampling- Sampling Procedures: Random and Non-Random methods-Sample size determination-Sampling distribution-Central Limit Theorem- Hypothesis Testing -Large Sample test – . Small Sample Test. Chi-Square Analysis: Test for a specified Population variance, Test for Goodness of fit, Test for Independence of Attributes. Analysis of Variance- One Way and Two Way ANOVA (with and without Interaction)	10
Suggested Books		
1.	U Dinesh Kumar (2017), Business Analytics, A Science of Data Driven Decision Making , Wiley India Pvt. Ltd	
2.	Levin R.I., Rubin S. David (2000) Statistics for Management, 7th Ed, Pearson	
3.	Gupta S.P, Statistical Methods (1996), Sultan Chand & Sons.	
4.	Keller (2009), G, Statistics for Management, 1st Ed, Cengage Learning	
5.	J. K Sharma, (2010) Business Statistics, 2nd Ed. Pearson.	
Online Resources:		
1	https://ndl.iitkgp.ac.in/	
2	https://nptel.ac.in/courses/110/105/110105089/	
3	https://epgp.inflibnet.ac.in/Home/ViewSubject?catid=23	
4	https://www.coursera.org/specializations/managerial-economics-business-analysis	
5	https://nptel.ac.in/courses/110/107/110107092/	

Course Code		Course Title				Semester	
MMBA124CCT		ORGANIZATIONAL BEHAVIOR				I	
Scheme of Instruction				Scheme of Examination			
Total Duration	:	45 Hrs+ 15 Hrs			Maximum Marks	:	100
Periods / Week	:	3+1			Internal Evaluation	:	30
Credits	:	3			End Semester	:	70
Instruction Mode	:	Lecture/CBL/EL			Exam Duration	:	3 Hrs
LTOM	:	2:1:1			Compulsory Core Course		
Course Outcomes:							
On successful completion of the course the learner will be able to:							
CO#	Cognitive Abilities		Course Outcomes				
CO1	REMEMBERING		Describe the major theories, concepts, terms, models, frameworks and research findings in the field of organizational behavior.				
CO2	UNDERSTANDING		Explain the implications of organizational behavior from the perspectives of employees, managers, leaders and the organization.				
CO3	APPLYING		Make Use Of the Theories, Models, Principles and Frameworks of organizational behavior in specific organizational settings.				
CO4	ANALYSING		Deconstruct the role of individual, groups, managers and leaders in influencing how people behave and in influencing organizational culture at large.				
CO5	EVALUATING		Formulate approaches to reorient individual, team, managerial and leadership behavior in order to achieve organizational goals.				
CO6	CREATING		Elaborate UPON the challenges in shaping organizational behavior, organizational culture and organizational change.				
Unit	Course Content					Instruction-Hours	
Unit I	Introduction: Foundations of individual behavior. Personality & Attitude: Importance of personality in Performance, Theories of Personality, The Myers-Briggs Type Indicator and The Big Five Personality Model, Johari Window , Relationship between behavior and Attitude, IMM Model.					15	
Unit II	Perception & Motivation: Meaning and concept of perception, Factors influencing perception, Perceptual process. Motivation: The Process Theories - Equity Theory of Work Motivation.					10	

Unit III	Group, Team Dynamics and Leadership : The Meaning of Group & Group Behavior, Group Dynamics, Types of Groups, The Five -Stage Model of Group Development. Kurt Lewin Model. Leadership: Managers V/s Leaders, Theories of Leadership.	10
Unit IV	Organizational Culture and Conflict Management –Meaning and Nature of Organization Culture - Origin and Functions of Organization Culture, Types of Culture, Creating and Maintaining Organization Culture, Managing Cultural Diversity. Conflict management: Definition and Meaning, Sources of Conflict, Types of Conflict, Conflict Management Approaches. Conflict Resolution Strategies.	10
Suggested Books		
1.	Robbins, S. P. (1990). Organization Theory: Structures, Designs, And Applications, 3/e. Pearson Education India.	
2.	Luthans, F., Luthans, B. C., & Luthans, K. W. (2015). Organizational Behavior: An EvidenceBased Approach. IAP.	
3.	Nelson, D., & Quick, J. (2008). Organizational Behaviour and Opportunity.	
4.	M. N. Mishra, Organisational behavior, Vikas Publishing House Pvt. Limited, 2010	
5.	Ashwathappa, D. K. Organization Behavior.	
Online Resources:		
1	https://ndl.iitkgp.ac.in/	
2	https://nptel.ac.in/courses/110/106/110106145/	
3	https://epgp.inflibnet.ac.in/Home/ViewSubject?catid=23	
4	https://onlinecourses.nptel.ac.in/noc20_mg51/preview	
5	https://nptel.ac.in/courses/110/105/110105033/	

Course Code		Course Title				Semester	
MMBA125CCT		MARKETING MANAGEMENT				I	
Scheme of Instruction				Scheme of Examination			
Total Duration	:	45 Hrs+15 Hrs			Maximum Marks	:	100
Periods / Week	:	3+1			Internal Evaluation	:	30
Credits	:	3			End Semester	:	70
Instruction Mode	:	Lecture			Exam Duration	:	3 Hrs
LTOM	:	2:1:1			Compulsory Core Course		
Course Outcomes:							
On successful completion of the course the learner will be able to:							
CO#		Cognitive Abilities		Course Outcomes			
CO1		REMEMBERING		Recall and Reproduce the various concepts, principles, frameworks and terms related to the function and role of marketing.			
CO2		UNDERSTANDING		Demonstrate the relevance of marketing management concepts and frameworks to a new or existing business across wide variety of sectors and ILLUSTRATE the role that marketing plays in the ‘tool kit’ of every organizational leader and manager.			
CO3		APPLYING		Apply marketing principles and theories to the demands of marketing function and practice in contemporary real world scenarios.			
CO4		ANALYSING		Examine and List marketing issues pertaining to segmentation, targeting and positioning, marketing environmental forces, consumer buying behavior, marketing mix and Product Life Cycle in the context of real world marketing offering (commodities, goods, services, e-products/ e-services).			
CO5		EVALUATING		Explain the interrelationships between segmentation, targeting and positioning, marketing environment, consumer buying behavior, marketing mix and Product Life Cycle with real world examples.			
CO6		CREATING		Discuss alternative approaches to segmentation, targeting and positioning, the marketing environment, consumer buying behavior, marketing mix and Product Life Cycle in the context of real world marketing offering (commodities, goods, services, e-products/ e-services.).			
Unit	Course Content					Instruction-Hours	

Unit I	Introduction to Marketing: Definition & Functions of Marketing- Scope of Marketing, Evolution of Marketing, Core concepts of Marketing – Need, Want, Demand, Customer Value, Exchange, Customer Satisfaction, Customer Delight, Customer loyalty, Concepts of Markets,. Functions of Marketing Manager. Linkage of Marketing functions with all functions in the organization. Selling versus Marketing. Concept of Marketing Myopia. Marketing Process.	15
Unit II	Marketing Environment: Concept of Environment, Macro Environment & Micro Environment – Components and characteristics, Needs & Trends, Major forces impacting the Macro Environment & Micro Environment, Need for Analyzing the Marketing Environment. Analyzing the Political, Economic, Socio-cultural, Technical and Legal Environment. Demographics.	10
Unit III	Segmentation, Target Marketing & Positioning: Segmentation - Concept, Need & Benefits. Bases for segmentation for Consumer and business markets. Levels of segmentation, Criteria for effective segmentation. Market Potential & Market Share. Target Market - Concept of Target Markets and criteria for selection. Segment Marketing, Niche & Local Marketing, Mass Marketing, Long Tail Marketing. Positioning - Concept of Differentiation & Positioning, Value Proposition & Unique Selling Proposition.	10
Unit IV	Marketing Mix: Origin & Concept of Marketing Mix, 7P's - Product, Price, Place, Promotion, People, Process, Physical evidence. Product Life Cycle: Concept & characteristics of Product Life Cycle (PLC), Relevance of PLC, Types of PLC and Strategies across stages of the PLC.	10
Suggested Books		
1.	Etzel, M. J., Bruce, J. W., Stanton, W. J., & Pandit, A. (2011). Marketing (14th ed.). New Delhi: Tata McGraw-Hill.	
2.	Kotler, P. & Armstrong, G. (2017). Principles of Marketing (17th ed.). Pearson.	
3.	Kotler, P., Keller, K., Koshy, L., & Jha, M. (2012). Marketing Management: A South Asian Perspective (14th ed.). New Delhi: Pearson	
4.	Perrault, W.D (Jr.), Cannon, J.P., & McCarthy, E.J. (2010). Basic Marketing. New Delhi: Tata McGraw-Hill.	
5.	Ramaswamy, V. S. & Namakumari, S. (2010). Marketing Management: Global perspective Indian context (4th ed.). New Delhi: Macmillan.	
Online Resources:		
1	https://ndl.iitkgp.ac.in/	
2	https://nptel.ac.in/courses/110/104/110104068/	
3	https://epgp.inflibnet.ac.in/Home/ViewSubject?catid=23	
4	https://www.coursera.org/learn/marketing-management	
5	https://www.edx.org/course/marketing-management	
6	https://www.classcentral.com/course/swayam-marketing-management-i-5308	

Course Code		Course Title				Semester	
MMBA126CCT		FINANCIAL REPORTING AND ANALYSIS				I	
Scheme of Instruction				Scheme of Examination			
Total Duration	:	45 Hrs+15 Hrs		Maximum Marks	:	100	
Periods / Week	:	3+1		Internal Evaluation	:	30	
Credits	:	3		End Semester	:	70	
Instruction Mode	:	Lecture/CBL/EL		Exam Duration	:	3 Hrs	
LTOM	:	2:1:1		Compulsory Core Course			
Course Outcomes:							
On successful completion of the course the learner will be able to:							
CO#	Cognitive Abilities		Course Outcomes				
CO1	REMEMBERING		Recall the structure and components of Indian financial system through banking operations & Financial Markets.				
CO2	UNDERSTANDING		Understand the concepts of financial markets, their Working and Importance.				
CO3	APPLYING		Illustrate the working and contribution of Banks and NBFCs to the Indian Economy.				
CO4	ANALYSING		Analyze the linkages in the Financial Markets.				
CO5	EVALUATING		Explain the various Banking and Accounting Transactions.				
CO6	CREATING		Develop necessary competencies expected of a Finance Professional.				
Unit	Course Content					Instruction-Hours	
Unit I	Introduction to Financial Reporting: Conceptual Framework of Financial Reporting, Purpose of Financial Reporting, Users of Financial Reports, Conceptual Framework of Financial Reporting , Features of Financial Reporting.					15	
Unit II	Accounting Standards in India and IFRS : Overview of IFRS, Introduction of Indian Accounting Standards, Concept, Objectives, Advantages, Disadvantages of Accounting Standards, Accounting Standard Board in India Applicability of Indian Accounting Standards, Difference between GAAP and IFRS.					10	
Unit III	Understanding Financial Statements: Structure of Financial Statements, Introduction, Statements of Financial Position (Balance Sheet), Statement of Earnings (Profit and Loss Statement), Cash Flow Statement AS-3.					10	

Unit IV	Analysis and Interpretation of Financial Statements: Ratio Analysis, Liquidity, Solvency ,Activity, Profitability, Growth, Coverage. Analysis of Financial Statements, Comparative and Common Size Analysis (Vertical and Horizontal Analysis)	10
Suggested Books		
1.	Bhattacharya, K Ashish. Corporate Financial Reporting and analysis. PHI learning, Delhi.	
2.	Gupta, Ambrish, Financial Accounting for Management: An Analytical Perspective, Pearson Education, Delhi.	
3.	Lal, Jawahar & Sucheta, Gauba, Financial Reporting and Analysis. Himalaya Publishing House, Mumbai.	
4.	Charles H. Gibson, Financial Reporting &Analysis (Using Financial Accounting Information), Cengage Learning	
Online Resources:		
1	https://ndl.iitkgp.ac.in/	
2	https://nptel.ac.in/courses/110/107/110107073/	
3	https://epgp.inflibnet.ac.in/Home/ViewSubject?catid=23	
4	https://www.classcentral.com/course/swayam-financial-statement-analysis-and-reporting-7898	
5	https://www.coursera.org/specializations/financial-reporting	

Course Code	Course Title					Semester
MMBA121SET	LIFE SKILLS					I
Scheme of Instruction				Scheme of Examination		
Total Duration	:	30 Hrs		Maximum Marks	:	50
Periods / Week	:	2		Internal Evaluation	:	50
Credits	:	2		End Semester	:	
Instruction Mode	:	Lecture/Demo		Exam Duration	:	
LTP	:	LTP: 1:1		Skill Enhancement Course (SEC)		
Course Outcomes:						
On successful completion of the course the learner will be able to:						
CO#	Cognitive Abilities		Course Outcomes			
CO1	REMEMBERING		Recall the mandatory skills for successful life			
CO2	UNDERSTANDING		Understand the concepts of various life skills			
CO3	APPLYING		Practice the soft skills			
CO4	ANALYSING		Analyze the linkages of these skills in real life			
CO5	EVALUATING		Explain the impact of the life skills in real life			
CO6	CREATING		Develop necessary competencies for enhancing life skills			
Unit	Course Content					Instruction-Hours
Unit I	Introduction: Definition of life Skills – Need and Importance of Life Skills. Decision Making and Problem Solving: Problem Analysis – Techniques – Steps – Cognitive and Personal biases; Problem solving Characteristics of Complex problems – Problem Solving Strategies – Problem Solving Methods – Barriers.					8
Unit II	Lateral Thinking and Creative Thinking: Methods – Problem Solving; Critical Thinking; Logic and Rationality – Functions – Procedures.					7
Unit III	Effective Communication and Interpersonal Relationship: Verbal and Non Verbal Communication – Business Communication – Types – Importance – Stages.					7
Unit IV	Self Awareness and Empathy: Self Awareness – Techniques; Empathy: Definitions Development- Individual Differences – Empathetic Anger and Distress.					8
Suggested Books						
1.	Adair, J. Decision Making and Problem Solving. UK: Kogan Page Publishers.2013.					
2.	Harper, Nancy Life Skills: Essential for Personal Growth on the Ever Changing Roadof Life. Bloomington, IN: Author House. (2011).					
3.	Adair, J. & Allen, M. Time Management and Personal Development. London: Hawksmere.(1999).					
4.	Hattie, John Self-Concept. New York: Psychology Press. (2014).					
5.	Kallet, Michael Think Smarter: Critical Thinking to Improve Problem-Solving and Decision Making Skills. New Jersey: John Wiley & Sons. (2014).					

Online Resources:	
1	https://ndl.iitkgp.ac.in/
2	
3	
4	
5	

Course Code		Course Title				Semester	
MMBA122SET		VERBAL COMMUNICATION LAB				I	
Scheme of Instruction				Scheme of Examination			
Total Duration	:	30 Hrs		Maximum Marks	:	50	
Periods / Week	:	2		Internal Evaluation	:	50	
Credits	:	2		End Semester	:		
Instruction Mode	:	Practical		Exam Duration	:		
LTP	:	1:1		Skill Enhancement Course (SEC)			
Course Outcomes:							
On successful completion of the course the learner will be able to:							
CO#	Cognitive Abilities		Course Outcomes				
CO1	REMEMBERING		Recognize the various elements of communication, channels of communication and barriers to effective communication.				
CO2	UNDERSTANDING		Express themselves effectively in routine and special real world business interactions.				
CO3	APPLYING		Demonstrate appropriate use of body language.				
CO4	ANALYSING		Take Part In professional meetings, group discussions, telephonic calls, elementary interviews and public speaking activities.				
CO5	EVALUATING		Appraise the pros and cons of sample recorded verbal communications in a business context.				
CO6	CREATING		Create and Deliver effective business presentations, using appropriate technology tools, for common business situations.				
Unit	Course Content					Instruction-Hours	
Unit I	Soft skills: How communication skills and soft skills are inter-related, Body language-posture, eye-contact, handling hand movements, gait - Voice and tone, Meeting and Boardroom Protocol - Guidelines for planning a meeting, Before the meeting, On the day of the Meeting, Guidelines for Attending the meeting, For the Chairperson, For attendees,For Presenters,					8	
Unit II	Speaking Skills: Characteristics of effective speech, voice quality, rate of speaking, clear articulation, eye contact, use of expressions, and gestures and posture; Types of managerial speeches: speech of introduction, speech of vote of thanks, occasional speech, theme speech, formal speeches during meetings.					7	

Unit III	Telephone Etiquette: Cell phone etiquette, Telephone etiquette guidelines, Mastering the telephone courtesy, Active listening, Putting callers on hold, Transferring a call, Screening calls, Taking a message, Voice Mail, Closing the call, When Making calls, Closing the call, Handling rude or impatient clients,	7
Unit IV	Presentation skills: Principles of Effective Presentations, Planning Structure and Delivery, Principles governing the use of audiovisual media Time management - Slide design and transition: representation of textual information into visuals for effectiveness of communication - Style and persuasiveness of the message - Adherence to the number of slides, Dynamics of group presentation and individual presentation.	8
Suggested Books		
1.	Business Communication Today, Bovee C L et. al., Pearson Education	
2.	Business Communication, P.D. Chaturvedi, Pearson Education	
3.	Business Communication, T N Chhabra, Bhanu Ranjan, Sun India	
4.	Verbal and Non-Verbal Reasoning, Prakash, P, Macmillan India Ltd., New Delhi	
5.	Objective English, Thorpe, E, and Thorpe, S, Pearson Education, New Delhi	
Online Resources:		
1	https://ndl.iitkgp.ac.in/	
2		
3		
4		
5		

Course Code		Course Title				Semester	
MMBA121AET		ENTERPRISE ANALYSIS				I	
Scheme of Instruction					Scheme of Examination		
Total Duration	:	30 Hrs				Maximum Marks	: 50
Periods / Week	:	2				Internal Evaluation	: 50
Credits	:	2				End Semester	:
Instruction Mode	:	Practical/CBL				Exam Duration	:
LTOL	:	1:1				Ability Enhancement Course(AEC)	
Course Outcomes:							
On successful completion of the course the learner will be able to:							
CO#	Cognitive Abilities		Course Outcomes				
CO1	REMEMBERING		Describe the key historical, organizational, market related, financial, governance, leadership and social responsibility dimensions of a real world business organization.				
CO2	UNDERSTANDING		Summarize the regional, national and global footprint of a real world business organization.				
CO3	APPLYING		Demonstrate the use of secondary – offline and online resources to profile a real world business organization.				
CO4	ANALYSING		Analyse, using tables and charts, the trends in market standing and financial performance of a real world business organization over the last 5 years.				
CO5	EVALUATING		Compose a succinct summary of future plans of a real world business organization the company website, shareholders reports and other information available in the public domain.				
CO6	CREATING		Imagine the key challenges and opportunities for a real world business organization in the immediate future (1 to 3 years).				
Unit	Course Content						Instruction-Hours
Unit I	Selection of Enterprise for study: Enterprise History & Background, Original & Current Promoters, Business Group or Business Family to which it belongs, Vision-Mission-Philosophy – Values-Quality Policy, Brief profiles of the Chairman, CEO, MD, Members of Board of Directors along with their career highlights CSR Initiatives, Technical and othercollaborations if any, Recent Mergers and Acquisitions, if any.						8

Unit II	Structure of Enterprise: Organization Structure/Organogram, Geographical (domestic and global) foot print – at the time of inception and spread over the years, company’s current head quarter worldwide as well as head quarter / corporate office in India, Manufacturing /Service locations Indian and major worldwide, Certifications if any - ISO / EMS / FDA / CMMI , etc. Online presence. Initiatives towards gender diversity, Initiatives towards social inclusion, Initiatives towards environment conservation. Current Talent needs. Key highlights of the company’s website.	8
Unit III	Markets: Major Customers, customer segments, Products, Product lines, Major Brands, Market Share – nationally, region wise, product wise, Advertising Agency, Advertising Punch Line/Slogan, Logo, Key Alliances in the past 5 years & impact. Mergers & Acquisitions, if any. Technological developments. Disruptive innovations affecting the organization. Labour unrest if any – reasons thereof and impact. Emerging potential competition through first generation entrepreneurs or global / local players.	7
Unit IV	Financial Performance: Data to be studied, tabulated, graphically depicted, analyzed and presented for last 5 years for Revenues, Profitability, Market Capitalization, Segmented Revenues, Auditors. Listing status & Scrip Codes – BSE and NSE, Global Listings on International Stock Markets, Share Price Face Value, Current Market Value, Annual High Low Figures, P/E Ratio, Shareholding Pattern.	7
Note		
1.	Students should work in groups of 3 to 5 each under the guidance of a faculty.	
2.	Students shall carry out an in-depth study of any THREE Organizations of their choice.	
3.	Organizations selected should demonstrate a variety across sectors, ownerships, size, and other key dimensions.	
4.	Students shall submit a structured detailed report.	
Online Resources:		
1	https://ndl.iitkgp.ac.in/	
2	https://www.coursera.org/specializations/business-analytics	
3	https://nptel.ac.in/courses/110/105/110105089/	
4	https://epgp.inflibnet.ac.in/Home/ViewSubject?catid=23	

		SEMESTER - II					
Course Code		Course Title				Semester	
MMBA221CCT		HUMAN RESOURCE MANAGEMENT (HRM)				II	
Scheme of Instruction					Scheme of Examination		
Total Duration	:	45 Hrs+15 Hrs				Maximum Marks	: 100
Periods / Week	:	3+1				Internal Evaluation	: 30
Credits	:	3				End Semester	: 70
Instruction Mode	:	Lecture/CBL/EL				Exam Duration	: 3 Hrs
LTOM	:	2:1:1				Compulsory Core Course	
Course Outcomes:							
On successful completion of the course the learner will be able to:							
CO#	Cognitive Abilities		Course Outcomes				
CO1	REMEMBERING		DEFINE the key terms related to performance management and competency development at various levels and across variety of organizations.				
CO2	UNDERSTANDING		EXPLAIN various models of competency development.				
CO3	APPLYING		PRACTICE competency mapping.				
CO4	ANALYSING		ANALYSE competencies required for present and potential future job roles				
CO5	EVALUATING		DESIGN and MAP their own competency and plan better and appropriate career for themselves.				
CO6	CREATING		DEVELOP a customized competency model in accordance with the corporate requirements.				
Unit	Course Content					Instruction-Hours	
Unit I	Human Resource Management: Introduction, Concept and Challenges - Objectives - Scope – Role and Importance of HRM, HR Policies - Functions of HRM -Challenges of HRM Emerging Trends in HRM: HRIS- Need and Uses of HRIS. HR Accounting- Concepts, Objective, Advantages. HR Audit- Objective - Process. HR Shared Services-Concept – Objective –Benefits.					15	
Unit II	HR Acquisition & Employee Retention: Human Resource Planning: Definition -Need and Objective -HRP Process, Job Analysis Process – Job Description & Job Specification, Factors affecting Job Design, Job Enrichment Vs Job Enlargement. Recruitment: Introduction & Sources of Recruitment, Difference between recruitment and Selection-Recruitment, Selection Process, Induction and Orientation. Career Planning-Process of Career Planning and Development Succession Planning, Transfer and Promotion. Retention of Employees: Importance of Retention, Strategies of Retention.					10	

Unit III	Managing Employee Performance and Training: Performance Appraisal & Performance Management – Definition, Objective, Importance, Appraisal Process and Appraisal Methods - Potential Appraisal. Training and Development - Definition – Scope –Role of Training in Organizations, Objectives, Training Need Assessment, Types of training, E-Learning. Benefits of training, Evaluation of Training Effectiveness: Kirkpatrick model.	10
Unit IV	Compensation Management: Concept, Objectives, Importance of Compensation Management - Current Trends in Compensation. Factors in compensation plan. Wage/ Salary differentials- Components of salary. Incentives and Benefits – Financial & Nonfinancial Incentive, Fringe Benefits. Employees Separation - Retirement, Termination, VRS, Golden Handshake, Suspension, Concepts & Methods, Grievance Procedure in Indian Industry.	10
Suggested Books		
	Decenzo & Robbins, Personnel/Human Resource Management, PHI, 2010.	
	C.B.Memoria, Personnel Management, Himalaya Publishers, 2002.	
	P.Subba Rao, Personnel/Human Resource, Managements, Himalaya Publishers.	
	S.S.Khanna, Human Resource Management. Tata McGraw -Hill.	
	Patnayak Biswajeet, Human Resource Management, 2Ed, PHI, New Delhi,2003.	
Online Resources:		
1	https://ndl.iitkgp.ac.in/	
2	https://nptel.ac.in/courses/110/105/110105069/	
3	https://epgp.inflibnet.ac.in/Home/ViewSubject?catid=1610	
4	https://www.udemy.com/course/crash-course-in-hrm/?utm_source=adwords&utm_medium=udemyads&utm_campaign=DSA_Catchall_la.EN_cc.INDIA&utm_content=deal4584&utm_term=._ag_82569850245._ad_533220805577._kw._.de_c._dm._pl._ti_dsa-47917224860._li_9062141._pd._&matchtype=b&gelid=CjwKCAjw1JeJBhB9EiwAV612ywSUCVpFHrNZZXv5GY0ppuZRwX1ckDqNFSyvheE7TffgpVIWHrmZKBoC3ooQAvD_BwE	
5	https://www.coursera.org/specializations/human-resource-management	

Course Code		Course Title				Semester		
MMBA222CCT		BUSINESS COMMUNICATIONS				II		
Scheme of Instruction				Scheme of Examination				
Total Duration		:	45 Hrs+15 hRS		Maximum Marks		:	100
Periods / Week		:	3+1		Internal Evaluation		:	30
Credits		:	3		End Semester		:	70
Instruction Mode		:	Lecture/CBL/EL		Exam Duration		:	3 Hrs
LTOM		:	2:1:1		Compulsory Core Course			
Course Outcomes:								
On successful completion of the course the learner will be able to:								
CO#		Cognitive Abilities		Course Outcomes				
CO1		REMEMBERING		DESCRIBE the various forms of Corporate Communications				
CO2		UNDERSTANDING		EXPLAIN the role of Public Relations & Corporate Communications in business management				
CO3		APPLYING		PLAN and EXECUTE a PR activity.				
CO4		ANALYSING		EXAMINE the PR campaign & strategies of real world organizations.				
CO5		EVALUATING		DEVELOP a strategic communication plan for a real life Corporate communication issue.				
CO6		CREATING		COMPLIE an analytical report on the PR activities and communication strategies designed & practiced by the organizations and IMPROVE on it.				
Unit		Course Content						Instruction - Hours
Unit I		Introduction: Communication, Meaning, Process, Objectives, Types, Channels and Barriers to Communication. Models of Communication. Listening Process: Elements or Determinants of Good Listening _ Improving_ Listening Competence. Importance of Feedback _ Principles of Feedback.						15
Unit II		Presentation Skills: Stages of Presentations, 4Ps (Planning, Preparation, Practice and Perform)–Choosing a Method of Speaking–Analyzing the Audience–Nonverbal Dimensions of Presentations–Speeches for Commemorative Occasions–Effective Presentation Strategies. Persuasive Speaking.						10
Unit III		Negotiations- Process of Negotiation, Approaches to Negotiations, Models in Negotiation, Interview: Concept, Typology, Effective Interview: Requisites and Techniques. Group Discussion and its Component’s. Crisis Communication–Do’s and Dont’s in the wake of a Crisis.						10

Unit IV	Written and Oral Communication: Report Writing–Types of Reports Structure of Reports –Individual and Committee Reports– Essentials of Good Report Writing. Business Letters Effective Business Correspondence, Writing Effective emails, Drafting a Resume: Styling and Presentations, Public Meetings -extempore speeches and write-ups. Mass Communication	10
Suggested Books		
	Aruna “Business Communication”TNH-2001	
	Penrose, Rasberry and Myers, “Business Communication for Managers”, Cengage Learning.	
	Ken Robert W .A short guide to successful writing in management HBS, 1986.	
	Matthukutty MM, Business “Communication Strategies TMH ”2001.	
	Kathleen Fearn-Banks, “Crisis Communications, A Casebook Approach”, Routledge	
Online Resources:		
1	https://ndl.iitkgp.ac.in/	
2	https://nptel.ac.in/courses/110/105/110105052/	
3	https://nptel.ac.in/courses/109/106/109106129/	
4	https://epgp.inflibnet.ac.in/Home/ViewSubject?catid=23	
5		

Course Code		Course Title				Semester	
MMBA223CCT		INDIAN ECONOMY AND BUSINESS ENVIRONMENT				II	
Scheme of Instruction				Scheme of Examination			
Total Duration	:	45 Hrs +15 Hrs		Maximum Marks	:	100	
Periods / Week	:	3+1		Internal Evaluation	:	30	
Credits	:	3		End Semester	:	70	
Instruction Mode	:	Lecture		Exam Duration	:	3 Hrs	
LTOM	:	2:1:1		Compulsory Core Course			
Course Outcomes:							
On successful completion of the course the learner will be able to:							
CO#	Cognitive Abilities		Course Outcomes				
CO1	REMEMBERING		DESCRIBE the present state of Indian Economy and LIST major economic policy issues in the current context.				
CO2	UNDERSTANDING		EXPLAIN the economic development strategy since Independence and DISCUSS the priorities in the current context.				
CO3	APPLYING		ILLUSTRATE the economic impact of Monetary policy and Fiscal Policy, Economic Reforms, Demographic Transition in India, Changing profile of GDP, Growth and Inequality and Trade Policy in the Indian context.				
CO4	ANALYSING		EXAMINE the changing profile of human capital, employment, productivity and ILLUSTRATE the linkages with Soft Infrastructure, growth of Start-ups, GDP composition of India.				
CO5	EVALUATING		DETERMINE the key priority areas, across various dimensions, for the Indian Economy in the context of current economic environment.				
CO6	CREATING		BUILD a case for co-existence of MNCs, Indian Public Sector, Indian Private Sector, SMEs, MSMEs and Start Ups in the Indian Economy.				
Unit	Course Content					Instruction-Hours	
Unit I	Indian Economy: Introduction, The Structure of the Indian Economy: Basic Features—Natural Resources —Broad Demographic Features—Population Size and Growth Rates, Sex Composition, Rural–Urban Migration, Occupational Distribution; Problem of Over-Population; Population Policy—Development and Under-Development; Long-term Trends in the Indian Economy; Poverty, Unemployment and Inequality - Strategy for Development: Agrarian Classes and Agricultural Development-Infrastructure Development -Objectives, Strategy and Pitfalls of Planning in India.					15	

Unit II	Economic Policies and its Impact on Business: Introduction, Economic, Planning - Industrial Development during the Plan Period— Economic Policies-Monetary-Fiscal-Industrial policy-1991—Public Sector and Indian planning—Major Manufacturing Industries in India- Small and Medium Enterprises (SME)- Productivity in Indian industries, Public Private Partnerships (PPP)-Industrial Sickness-Under-utilization of Capacity- Factors accounting for it and consequences—Structural Transformation- and Recent Policy Initiatives- Globalization-WTO- World Economic Forum –Banking Reforms and Challenges; Business Opportunities in the Rural Sector India’s Competitiveness in the world Economy– Trends in Service Sector Growth-Emergency of Sharing or Informal Economy and its Future Impact on Employment and Impact of Economic Policies on Business.	10
Unit III	Political and Legal Environment of Business: Introduction, Definition- Concept, Micro and Macro Environment of Business, Characteristics- Environmental Factors Affecting Decision Making of the Business Firm- Environmental Scanning: Steplids Importance, Process of Scanning, Political Institutions: Legislature, Executive, Judiciary, And Its Impact on Business.	10
Unit IV	Technical and Social Environment of Business: Technological Environment: Features, Its impact on Business, Restraints on Technological Growth., Impact of Technology, Technology and Society; Trends in Technology Management, Industrial Revolution 4.0, Issues & Challenges; <i>Social Environment</i> ; Business Ethics-Social Responsibility of Business (CSR)- Its impact on Business Decisions. <i>Business and Society</i> : Social Responsibility of Business; Social Pressure Groups and Dimensions. <i>Natural Environment</i> : Environmental Aspects in Business –Demographic Factors, Geographical and Ecological Environment Hazards: Government Role and Interventions.	10
Suggested Books		
	Francis Cherunillam, Business Environment, Himalaya Publishers.	
	K.Aswathappa, Essentials of Business Environment, Himalaya Publishers.	
	P.K.Dhar, Indian Economy Growing Dimensions, Kalyani Publishers	
	Chaula and Garg, Mercantile Law, Kalyani Publishers	
	Ashwathappa (2011) Essentials of Business Environment. Bombay: Himalaya Publishing House	
Online Resources:		
1	https://ndl.iitkgp.ac.in/	
2	https://nptel.ac.in/courses/109/104/109104184/ Indian Economy and Planning	
3	https://nptel.ac.in/courses/110/103/110103093/ Economic Growth and Development	
4	https://www.coursera.org/learn/global-business-environment	
5	https://www.edx.org/course/understanding-the-business-environment	
	https://epgp.inflibnet.ac.in/Home/ViewSubject?catid=6	

Course Code		Course Title			Semester	
MMBA224CCT		LEGAL ASPECTS OF BUSINESS			II	
Scheme of Instruction			Scheme of Examination			
Total Duration	:	45 Hrs +15 Hrs		Maximum Marks	:	100
Periods / Week	:	3+1		Internal Evaluation	:	30
Credits	:	3		End Semester	:	70
Instruction Mode	:	Lecture/CBL/EL		Exam Duration	:	3 Hrs
LTOM	:	2:1:1		Compulsory Core Course		
Course Outcomes:						
On successful completion of the course the learner will be able to:						
CO#	Cognitive Abilities		Course Outcomes			
CO1	REMEMBERING		DESCRIBE the key terms involved in each Act.			
CO2	UNDERSTANDING		SUMMARIZE the key legal provisions of each Act.			
CO3	APPLYING		ILLUSTRATE the use of the Acts in Common Business Situations.			
CO4	ANALYSING		OUTLINE the various facets of basic case laws of each Act from a Legal and Managerial Perspective.			
CO5	EVALUATING		DEVELOP critical thinking by making Judgments related to use of various Provisions of the Acts in Business Situations			
Unit	Course Content					Instruction-Hours
Unit I	The Indian Contract Act, 1872: Introduction – Definition of Contract – agreement – Offer – Acceptance – Essentials of Valid Contract-Void Contract and Voidable Contract-Breach of Contract and Remedies-Consideration Capacity to Contract – Contingent Contract – Quasi Contract – Performance –Discharge					15
Unit II	Indian Partnership Act, 1932 - Essentials of Partnership, Rights and Duties of Partner, Types of Partners. Dissolution of Partnership. Sale of Goods Act, 1930 - Sale and Agreement to Sell, Conditions and Warrantees, Transfer of Property, Finder of Goods, Performance of Contract of Sale, Rights of an Unpaid Seller.					10
Unit III	Companies Act, 2013 - Company – Formation – Memorandum – Articles – Prospective Shares – Debentures –Directors – appointment – Powers and Duties. Meetings – Proceedings – Management –Accounts – Audit – Oppression & Mismanagement – Winding up. Salient Features of Competition Commission Act, 2002 . Goods- Transfer of Ownership& Property–Performance of Contract-Consumer Protection Laws-Law relating to Business Organizations-Partnership Trusts- Company form of Organization- Protecting the Property of Business-Copyright, Trademark, Secret, Geographical Indications-Alternate Dispute Resolutions.					10

Unit IV	Salient Provision of Negotiable Instruments Act 1881. Salient provisions of Indian Copyright Act 1956 (as amended in 2012). Salient features of Cyber Law in India – Information Technology Act – 2000. The Consumer Protection Act, 2019 ; Object – Rights of Consumers – Important Terms- Consumer Complaint - Consumer Protection Councils – Redressal Machinery – District Forum – State Commission - National Commission, Environment Protection Act, Role of CPCB and State Pollution Control Board.	10
Suggested Books		
1.	N.D.Kapoor , Mercantile Law, Sultan Chand Publishers	
2.	Legal aspects of Business, Ravinder kumar, Cengage learning.	
3.	Business law, Sathish B, Matur Tata Mcgraw Hill	
4.	Business law, D. Chandra Bose, PHI learning PVT Ltd.	
5.	Legal aspects of Business by Akhileshwar Pathak. Tata Mcgraw Hill	
Online Resources:		
1	https://ndl.iitkgp.ac.in/	
2	https://nptel.ac.in/courses/109/105/109105098/	
3	https://onlinecourses.swayam2.ac.in/cec21_mg02/preview	
4	https://www.classcentral.com/course/swayam-fundamentals-of-legal-aspects-of-business-22987	
5	https://epgp.inflibnet.ac.in/Home/ViewSubject?catid=6	

Course Code		Course Title			Semester	
MMBA225CCT		FINANCIAL MANAGEMENT AND PLANNING			II	
Scheme of Instruction				Scheme of Examination		
Total Duration	:	45 Hrs+ 15 Hrs		Maximum Marks	:	100
Periods / Week	:	3+1		Internal Evaluation	:	30
Credits	:	3		End Semester	:	70
Instruction Mode	:	Lecture/CBL/EL		Exam Duration	:	3 Hrs
LTOM	:	2:1:1		Compulsory Core Course		
Course Outcomes:						
On successful completion of the course the learner will be able to:						
CO#	Cognitive Abilities		Course Outcomes			
CO1	REMEMBERING		DESCRIBE the basic concepts related to Financial Management			
CO2	UNDERSTANDING		EXPLAIN in detail all theoretical concepts throughout the syllabus			
CO3	APPLYING		PERFORM all the required calculations through relevant numerical problems.			
CO4	ANALYSING		ANALYZE various financial situations			
CO5	REMEMBERING		EVALUATE impact of business decisions on Financial Statements, Working Capital, Capital Structure and Capital Budgeting of the firm			
Unit	Course Content				Instruction-Hours	
Unit I	Financial Management: Meaning, Concept , Scope - Functions of Finance Manager- Finance Functions- Profit Maximization Vs Wealth Maximization - Agency Relationship and Cost - Concept of Time Value of Money - Future Value and Present Value.				15	
Unit II	Investment & Dividend Decision: Investment Decision Process- Capital Budgeting Decisions -Traditional Vs Discounted Cash Flow – Pay Back Period- Average Rate of Return-Net Present Value, Dividend-Meaning- Major forms of Dividends– Factors affecting Dividend Policy- Dividends Relevance and Irrelevance Models - Walter and Gordon’s Models				10	
Unit III	Financing Decision: Concept of Capital Structure- Capital Structure Determinants-Sources of Financing- EBIT-EPS Analysis Cost of Capital: Meaning- Importance - Classification of Cost of Capital Concept –Determinants of Cost of Capital–Weighted Average Cost of Capital - Leverage- Concept –Types of Leverage , Implications.				10	

Unit IV	Working Capital Decision: Working Capital : Concept, Components of Working Capital, Determinants of Working Capital, Working Capital Cycle-Estimation of Working Capital Requirement (problems)- Inventory Management -Receivables Management - Cash Management (Theory Only)	10
Suggested Books		
	S.N.Maheshwari, Fundamentals of Financial Management- Sultan Chand Publications.	
	Ravi M. Kishore , Financial Management, Taxman Publications	
	Financial Management, Rajiv Srivastava and Anil Mishra, Oxford University Press	
	John J Hampton, Financial Decision Making, PHI	
	Van Horne, James C., Financial Management and Policy, Prentice Hall of India.	
Online Resources:		
1	https://ndl.iitkgp.ac.in/	
2	https://epgp.inflibnet.ac.in/Home/ViewSubject?catid=23	
3	https://epgp.inflibnet.ac.in/Home/ViewSubject?catid=6	
4	https://nptel.ac.in/courses/110/107/110107144/	
5	https://nptel.ac.in/noc/courses/noc20/SEM1/noc20-mg31/	
6	https://courses.corporatefinanceinstitute.com/courses/introduction-to-corporate-finance?gclid=CjwKCAjw4KyJBhAbEiwAaAQbExaz9WcQW5RERltN_jSWyE2vzIDmo6HLSJPHH7l3GqPXpsqfyrFKDxoComsQAvD_BwE	
7	https://www.coursera.org/specializations/financial-management	
8	https://www.edx.org/learn/financial-management	

Course Code		Course Title				Semester	
MMBA226CCT		BUSINESS RESEARCH METHOD (BRM)				II	
Scheme of Instruction				Scheme of Examination			
Total Duration	:	45 Hrs+ 15 Hrs			Maximum Marks	:	100
Periods / Week	:	3+1			Internal Evaluation	:	30
Credits	:	3			End Semester	:	70
Instruction Mode	:	Lecture/CBL/EL			Exam Duration	:	3 Hrs
LTOM	:	2:1:1			Compulsory Core Course		
Course Outcomes:							
On successful completion of the course the learner will be able to:							
CO#	Cognitive Abilities		Course Outcomes				
CO1	REMEMBERING		DEFINE various concepts & terms associated with scientific business research.				
CO2	UNDERSTANDING		EXPLAIN the terms and concepts used in all aspects of scientific business research.				
CO3	APPLYING		MAKE USE OF scientific principles of research to SOLVE contemporary business research problems.				
CO4	ANALYSING		EXAMINE the various facets of a research problem and ILLUSTRATE the relevant aspects of the research process from a data driven decision perspective.				
CO5	EVALUATING		JUDGE the suitability of alternative research designs, sampling designs, data collection instruments and data analysis options in the context of a given real-life business research problem from a data driven decision perspective.				
CO6	CREATING		FORMULATE alternative research designs, sampling designs, data collection instruments, testable hypotheses, data analysis strategies and research reports to address real-life business research problems.				
Unit	Course Content					Instruction-Hours	
Unit I	Introduction to Business Research Meaning, Scope, Role of Business Research- Information System and Knowledge Management- Stages of Research Process- Business Research in 21 st Century- Ethical issues in Business Research.					15	
Unit II	Research Design Business Research: Meaning, Types of Business Research- Problem Statement-Hypothesis and Testing of Hypothesis-					10	

	Exploratory Research, Descriptive Research, Causal Research- Data Collection Methods: Primary Data, Secondary data,. Sample design, Sampling Methods- Sample Size Determination	
Unit III	Measurement and Scaling: Concept of Measurement and Scaling- Types of Scales: Nominal, Ordinal, Interval and Ratio scales – Attitude measuring scales Reliability and Validity of Scales. Questionnaire Design ,Types of Questions: Open-ended, close ended- Procedure for Developing a Questionnaire- Editing- Coding- Tabulation- Presentation of Tabular Data.	10
Unit IV	Data Analysis using SPSS and Research Report: Introduction to SPSS- Analysis of Data using SPSS- Measures for Central tendency Parametric and Non Parametric Statistics- Correlation- Factor Analysis-Interpretation of results- Report Format: Forms of Report, Oral and Written Report- Qualities of Good Research Report.	10
Suggested Books		
1.	Green and Tull, Research Markets Decisions, PHI.	
2.	Tull Donald and Hawkins De , Marketing Research, PHI.	
3.	G.C.Beri, Marketing Research, Tata McGraw- Hill Publishers.	
4.	Luck David and Rubin Ronal , Marketing Research, PHI.	
5.	Naresh Malhotra, Marketing Research, Pearson Education. Green E. Paul, Tull S. Donald & Albaum , Gerald, Research for Marketing decisions, 6th Ed, PHI, 2006.	
Online Resources:		
1	https://ndl.iitkgp.ac.in/	
2	https://epgp.inflibnet.ac.in/Home/ViewSubject?catid=23	
3	https://epgp.inflibnet.ac.in/Home/ViewSubject?catid=6	
4	https://nptel.ac.in/courses/110/107/110107080/	
5	https://onlinecourses.swayam2.ac.in/cec20_mg14/preview	
6	https://nptel.ac.in/courses/109/105/109105115/	
7	https://www.classcentral.com/course/swayam-business-research-methods-19811	
8	https://www.coursera.org/learn/research-methods	

Course Code		Course Title				Semester	
MMBA221SET		MENTORING AND COACHING SKILLS				II	
Scheme of Instruction				Scheme of Examination			
Total Duration	:	30 Hrs			Maximum Marks	:	50
Periods / Week	:	2			Internal Evaluation	:	15
Credits	:	2			End Semester	:	35
Instruction Mode	:	Practical/Demo			Exam Duration	:	2 Hrs
LTP	:	0:1:1			Skill Enhancement Course (SEC)		
Course Outcomes:							
On successful completion of the course the learner will be able to:							
CO#	Cognitive Abilities		Course Outcomes				
CO1	REMEMBERING		DESCRIBE the key concepts associated with mentoring and coaching				
CO2	UNDERSTANDING		EXPLAIN the mentoring process and the various methods of mentoring				
CO3	APPLYING		IDENTIFY mentoring and coaching needs of various categories of employees in a variety of organizational contexts.				
CO4	ANALYSING		EXAMINE the impact of mentoring on various organizational and HR aspects.				
CO5	EVALUATING		EVALUATE the mentoring process of various categories of employees in a variety of organizational contexts.				
CO6	CREATING		DESIGN a mentoring and coaching programme for various categories of employees in a variety of organizational contexts.				
Unit	Course Content					Instruction-Hours	
Unit I	Mentoring and Coaching : The Nature and Purpose of Mentoring and Coaching –Key Principles – How to Coach and be Coached- Making it Personal Characteristics of Good Coaches and Mentors.					15	
Unit II	Coaching fundamentals : The Roles of the Coach and the Coachee - Coaching Presuppositions – the Foundations of Coaching for Performance -Core skills – Trust, Rapport, Listening, Language and Questioning, Supporting.					10	
Unit III	Mentoring Fundamentals : What do you want from a Mentor - What canyou offer as a Mentor - Building a Mentoring Network					10	
Unit IV	Building a Coaching and Mentoring Culture : How a Coaching and Mentoring Culture Enables Value - Being an Exemplar - Establishing Coaching and Mentoring Beliefs and Behaviours in Virtual and Multi-Cultural Teams.					10	

Suggested Books	
1.	Michael Simpson ,Unlocking Potential: 7 Coaching Skills That Transform Individuals, Teams, and Organizations, Grand Harber Publishing.
2.	Nigel and MacLennan, Coaching and Mentoring, Routledge
3.	Curly Martin, The Life Coaching Handbook, Crown House Publishing Caompany
4.	Jane Renton, Coaching and Mentoring, The Economist
5.	
Online Resources:	
1	https://ndl.iitkgp.ac.in/
2	
3	
4	
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6	
7	
8	

Course Code		Course Title				Semester	
MMBA222SET		WRITTEN ANALYSIS AND COMMUNICATION LAB				II	
Scheme of Instruction				Scheme of Examination			
Total Duration	:	30 Hrs		Maximum Marks	:	50	
Periods / Week	:	2		Internal Evaluation	:	15	
Credits	:	2		End Semester	:	35	
Instruction Mode	:	Practical/Demo		Exam Duration	:	2 Hrs	
LTP	:	0:1:1		Skill Enhancement Course (SEC)			
Course Outcomes:							
On successful completion of the course the learner will be able to:							
CO#	Cognitive Abilities		Course Outcomes				
CO1	REMEMBERING		DESCRIBE stages in a typical communication cycle and the barriers to effective communication.				
CO2	UNDERSTANDING		SUMMARIZE long essays and reports into précis and Executive summaries.				
CO3	APPLYING		USE Dictionary and Thesaurus to draft and edit a variety of business written communication.				
CO4	ANALYSING		EXAMINE sample internal communications in a Business Environment for potential refinements.				
CO5	EVALUATING		COMPOSE variety of letters, notices, memos and Circulars.				
Unit	Course Content					Instruction-Hours	
Unit I	Written Communication: Types of Communication like Letters, Memos, Reports, Fax, Email, Presentations and Multimedia, Choosing the Means of Communication, Stages in Communication Cycle, Modern Communication Systems/Techniques.					7	
Unit II	Writing Techniques: Rules of Good writing, Adaptation and Selection of Words, Masculine Words, Writing with Style- Choosing Words with Right Strength and Vigor, Using a Thesaurus, Writing Effective Sentences, Developing Logical Paragraphs, Précis Writing, Developing Coherent Paragraphs, Overall Tone, Drafting, Editing and Finalizing the Business Letters. Planning the Persuasive Message, Common Types of Persuasive Requests, Principles of Persuasive Communication. Reformulating and Summarizing – Summary, Using Synonyms and Antonyms, Reducing Phrases.					8	

Unit III	HR Related Correspondence: Application Letter, Curriculum Vitae, Interview, References, Offer of Employment, Job Description, Letter of Acceptance, Letter of Resignation, Writing Routine and Persuasive Letters.	8
Unit IV	Internal Communications: Memorandum, Meetings - Agenda and Minutes, Writing Memos, Circulars, Notices and Emails. Positive and Negative Messages such as Letter of Appreciation, Letter of Congratulations, Warning Letter, Show Case Notice. Writing Follow Up Letters and Reminders, Writing Sales Letters, Collection Letters, Poster Making. Report Writing.	7
Suggested Books		
	Business Communication Today, Bovee C L et. al., Pearson Education	
	Business Communication, P.D. Chaturvedi, Pearson Education	
	Business Communication, T N Chhabra, Bhanu Ranjan, Sun India	
	Verbal and Non-Verbal Reasoning, Prakash, P, Macmillan India Ltd., New Delhi	
	Objective English, Thorpe, E, and Thorpe, S, Pearson Education, New Delhi	
Online Resources:		
1	https://ndl.iitkgp.ac.in/	
2		
3		
4		
5		
6		
7		
8		

Course Code		Course Title				Semester
MMBA221AET		STATISTICAL PACKAGE FOR SOCIAL SCIENCES (SPSS)				II
Scheme of Instruction				Scheme of Examination		
Total Duration	:	30 Hrs		Maximum Marks	:	50
Periods / Week	:	2		Internal Evaluation	:	15
Credits	:	2		End Semester	:	35
Instruction Mode	:	Practical/Demo		Exam Duration	:	2 Hrs
LTP	:	0:1:1		Ability Enhancement Course (AEC)		
Course Outcomes:						
On successful completion of the course the learner will be able to:						
CO#	Cognitive Abilities		Course Outcomes			
CO1	REMEMBERING		IDENTIFY the key menus of SPSS and DESCRIBE their Functionality.			
CO2	UNDERSTANDING		EXPLAIN the main features of SPSS			
CO3	APPLYING		MAKE USE OF various tools to manage data, describe data and display graphical output using SPSS.			
CO4	ANALYSING		ANALYSE data using various statistical tests of SPSS			
CO5	EVALUATING		INTERPRET and EXPLAIN the outputs from SPSS			
CO6	CREATING		DESIGN, DEVELOP and TEST advanced multivariate models using SPSS.			
Unit	Course Content					Instruction-Hours
Unit I	Introduction to Statistics and SPSS, Starting SPSS, Entering and Editing Data in SPSS, Importing and Exporting Data in SPSS, Basic Concepts of Statistics and Research in Behaviourial Sciences.					8
Unit II	Descriptive Statistics:- Frequency, Percentage, Measures of Central Tendency, Measures of Variability, Correlation: Bivariate Correlation. Partial Correlation, Regression, Simple and Multiple Regression.					7
Unit III	Inferential Statistics, Parametric Tests like One Sample t- Test, Independent Sample t- Test, Dependent (Paired) Sample t-Test, Comparing Means; One way ANOVA, Two Way Between Groups ANOVA.					8
Unit IV	Non Parametric Test: Chi Square Test for Independence, Mann Whitney U Test, Wilcoxon Sign Ranked Test, Kruscal Wallis Test, Data Reduction Techniques like Factor Analysis (Principal Component Analysis) and Cluster Analysis.					7

Suggested Books	
1.	Ajai S Gaur & Sanjaya S Gaur- Statistical Methods for Practice and Research- A Guide to Data Analysis using SPSS, Response Books, 2006
2.	Darren George & Paul Mallery, IBM SPSS Statistics25, Routledge Publication, 2018
3.	Braj Bhushan, Asthana, Harishankar, Statistics for Social Sciences (with SPSS Application), PHI Learning Pvt Ltd. 2007
4.	Garreth Norris, Dawson, Introduction to Statistics with SPSS for Social Sciences, Pearson 2012.
5.	Robert H Corver, Data Analysis using SPSS, Cengage Learning India Pvt Ltd., 2009
Online Resources:	
1	https://ndl.iitkgp.ac.in/
2	https://www.udemy.com/course/spss-statistics-foundation-course-from-scratch-to-advanced/?utm_source=adwords&utm_medium=udemyads&utm_campaign=BusinessAnalysis_v.PROF_la.EN_cc.INDIA.Q32021BroadmatchExperiment&utm_content=deal4584&utm_term=._ag_121381251810._ad_533220747083._kw_.de_c_.dm_.pl_.ti_dsa-1243351521355._li_9062140._pd_.&matchtype=b&gclid=CjwKCAjw4KyJBhAbEiwAaAQbE2vLMiBFIEt3xn4wgvu-NJsAR4BlwcTsKsHbZ3QnxPCeFG8DHuRqbhoC6wcQAvD_BwE
3	https://www.coursera.org/specializations/data-collection
4	https://www.open.edu/openlearn/society-politics-law/sociology/getting-started-spss/content-section-0
5	https://www.skillshare.com/browse/spss
6	https://nptel.ac.in/courses/110/106/110106064/
7	https://onlinecourses.swayam2.ac.in/arp19_ap77/preview
8	

Course Code	Course Title				Semester
MMBA222AET	INDUSTRY ANALYSIS				II
Scheme of Instruction			Scheme of Examination		
Total Duration	30 Hrs.		Maximum Marks	:	50
Periods / Week	2		Internal Evaluation	:	50
Credits	2		End Semester	:	
Instruction Mode	Practical/Demo		Exam Duration	:	
LTP	1:1		Ability Enhancement Course (AEC)		

Course Outcomes:

On successful completion of the course the learner will be able to:

CO#	Cognitive Abilities	Course Outcomes
CO1	REMEMBERING	DESCRIBE the key characteristics of the players in an industry.
CO2	UNDERSTANDING	SUMMARIZE the management ethos and philosophy of the players in the industry.
CO3	APPLYING	DEMONSTRATE an understanding of the regulatory forces acting on the industry
CO4	ANALYSING	COMPARE and CONTRAST, using tables and charts, the market and financial performance of the players in an industry.
CO5	EVALUATING	ASSESS the impact of recent developments on the industry and its key players.
CO6	CREATING	PREDICT the future trajectory of the evolution of the industry in the immediate future (1 to 3 years).

Unit	Course Content	Instruction-Hours
Unit I	Introduction: Industry Analysis, its history and its context-Importance of Industry Analysis- Approaches to Industry Analysis.	8
Unit II	Overview of Industries: An Overview of various of Industry and Sector Classifications, common Classifications, Industrial Performances, Nature of Competition.	8
Unit III	Macro Environmental Analysis: Introduction to some Techniques-STEP analysis-The PESTEL framework-BCG BCG Industry Matrix.	7
Unit IV	Industry Environment and Life Cycle: The Firm and its Environment - Porter's Five Forces Model- Value Chain Analysis-SWOT Analysis-Industry Life Cycle	7

Suggested Books

1.	Bensoussan, B. &G.Fleisher (2003), Strategic and Competitive Analysis: Methods and Techniques for Analysing Business Competition, New Jersey: Prentice Hall.
2.	Grant, R. (2002), Contemporary Strategy Analysis: Concepts, Techniques, Applications, Fourth edition, Cambridge MA: Blackwell Business

3.	Porter, M.E. (1980), Competitive Strategy: Techniques for Analysing Industries and Competitors, New York: Free Press.
4.	AzharKazmi,(2008) 3eStrategic Management and Business Policy, TMH, New Delhi.
5.	Subba Rao., (20102e) Business and Strategic Management, Himalaya Publishing House.

Online Resources:	
1	https://ndl.iitkgp.ac.in/
2	https://www.coursera.org/lecture/entrepreneurship-1/industry-analysis-aRsXp
3	https://www.edx.org/learn/business-analysis
4	https://www.mooc-list.com/tags/market-analysis
5	

MBA III SEMESTER

Course Code		Subject: Operations and Supply Chain Management		Semester	
MMBA#CCT		Compulsory Core		III	
Scheme of Instruction			Scheme of Examination		
Total Duration		45+15 Hrs		Maximum Marks	
Periods / Week		3+1		Internal Evaluation	
Credits		3		End Semester	
Instruction Mode		L/CBL: 3:1		Exam Duration	
				3 Hrs	
Course Objectives:					
To develop an understanding of how the operations, have strategic importance and can provide a competitive advantage in the workplace.					
Course Outcomes:					
On successful completion of the course the learner will be able to:					
CO#	Cognitive Abilities	Course Outcomes			
CO1	Remembering	DEFINE basic terms and concepts related to operations management and Supply Chain Management.			
CO2	Understanding	EXPLAIN the process characteristics and their linkages with process-product matrix in a real world context.			
CO3	Applying	DESCRIBE the various dimensions of production planning and control and their inter-linkages with forecasting.			
CO4	Analysing	CALCULATE inventory levels and order quantities and make use of various inventory classification methods.			
CO5	Evaluating	OUTLINE a typical Supply Chain Model for a product / service and illustrate the linkages with Customer Issues, Logistic and Business Issues in a real world context.			
Unit	Course Content				Instr-Hours
Unit I	Introduction: Operations and Productivity. Operations strategy in global environment. Project Management. Project Management Techniques; PERT, CPM. Forecasting; Steps and Approaches.				10
Unit II	Designing Operations: Design of Goods and Services. Managing Quality; TQM & Tools of TQM. Statistical Process Control; Control Charts for Variable and Attributes.				12
Unit III	Designing Strategy & Process: Process Strategy; Four Process Strategies. Capacity Management; Bottleneck Analysis and Theory of Constraints. Location Strategies. Layout Strategies. Human Resources, Job Design & Work Measurement.				12
Unit IV	Managing Operations: Supply Chain Management. Supply Chain Management Analytics. Inventory Management. Aggregate Planning & Sales and Operations Planning, Materials Resource Planning & ERP. Short Term Scheduling. JIT, TPS & Lean Operations. Maintenance and Reliability.				11
Note: (CBL):It is recommended to use various learner-oriented activities in CBL (Case Based Learning)- Caselets, Group Discussion, Projects, Panel Discussions, Seminar by Learners, and Role Play.					
Suggested Books					
1	Heizer, J. (2016). <i>Operations management</i> , 11/e. Pearson Education India.				
2	Schroeder, R. G. (2007). <i>Operations management: Contemporary concepts and cases</i> .				
3	Schroeder, R. G., Goldstein, S. M., &Rungtusanatham, M. J. (1993). <i>Operations management</i> . New York: McGraw-Hill.				
4	R. Panneerselvam(2012),Production and Operations Management, PHI Learning Pvt. Ltd.. Copyright.				
5	Aswathappa K(2009).Production and Operations Management				

Online Resources:

1	https://library.ku.ac.ke/wp-content/downloads/2011/08/Bookboon/Magement%20andOrganisation/operations-management.pdf
2	https://ndl.iitkgp.ac.in/
3	http://www.a-zshiksha.com/forum/viewtopic.php?f=148&t=61564&sid=76f07d2b0c910c5e45d87f2c12999d22
4	https://businesskites.blogspot.com/p/blog-page.html
5	NPTEL HRD : https://www.youtube.com/watch?v=obzp6biyAN0

Course Code		Subject: E-Commerce and Digital Marketing		Semester	
MMBA#CCT		Compulsory Core		III	
Scheme of Instruction			Scheme of Examination		
Total Duration		45 +15 Hrs		Maximum Marks	
Periods / Week		3+1		Internal Evaluation	
Credits		3		End Semester	
Instruction Mode		L/CBL: 3:1		Exam Duration	
				3 Hrs	
Course Objectives: To make students develop an overall understanding of Digital Marketing and Online Marketing Media, Tools & Techniques, Mechanism, Strategies and Frameworks.					
Course Outcomes: On successful completion of the course the learner will be able to:					
CO#	Cognitive Abilities	Course Outcomes			
CO1	Remembering	Students will be able to remember Concept and Features of e-Commerce and Digital Marketing			
CO2	Understanding	Understand various e-Commerce/ Digital platforms and the Techniques of Digital Marketing			
CO3	Applying	Apply various Digital Technologies and Mechanism of Digital Marketing Strategies			
CO4	Analysing	Analyze the strategies of Digital Marketing.			
CO5	Evaluating	Evaluating different options and platform of Digital Marketing			
Unit	Course Content				Instr-Hours
Unit I	E-Commerce Basics: Internet/ Intranet/ Extranet, Portals, Vortals, Transaction Mechanism, Internet Business Models, Emergence of Digital Marketing, Digital Marketing Channels, Types and Business Models, Framework, Application of Digital Marketing, Models Creation, Consumer for Digital Marketing, Impact of Digital Marketing on Consumer, Integrated marketing Communication (IMC).				10
Unit II	Digital Marketing Strategy Development: Digital Marketing Assessment Strategy, Roadmap, Structures, Digital Marketing Mix, Digital Marketing Product Life Cycle, Digital Marketing and the 4 P's.				12
Unit III	Digital Marketing Planning: Operation and Setup, Digital Marketing Communication and Channel Mix, Designing Communication Mix, Digital Marketing Channels, Search Marketing, Search Engine Optimization, Display Marketing, Social Media Marketing, Digital Marketing Operation Setup, Conversion, Lead Generation & Marketing Conversion, Web Content Development, Service Quality elements.				12
Unit IV	Digital Marketing Execution: Campaign Management, Search Execution, Display Execution, Campaign Execution for Emerging Marketing Models, Web Analytics, KPI, Google Analytics, Marketing ROI, Managing Digital Revenue, Service Delivery, Digital Implementation Challenges. Creative Trends in Advertising on networks – Facebook, Whatsapp, Instagram, LinkedIn, Twitter, Pinterest, Tiktok etc.				11
Note: (CBL):It is recommended to use various learner-oriented activities in CBL (Case Based Learning)- Caselets, Group Discussion, Projects, Panel Discussions, Seminar by Learners, and Role Play.					
Suggested Books					
1	Puneet Singh Bhatia” Fundamentals of Digital Marketing”, Pearson India, 2019				
2	Jeremy Kagan & Siddharth SS “ Digital Marketing – Strategy & Tactics”, WILEY 2021				
3	Simon Kingsnorth “Digital Marketing Strategy: An Integrated Approach to Online Marketing”, Kogan Page				
4	Susheel Bhardwaj “ E Commerce and Digital Marketing”, Kalyani				
5	P T Joseph, S J “E-COMMERCE: AN INDIAN PERSPECTIVE”- Fifth Edition, PHI				

Online Resources:	
1	https://staenz.com/free-digital-marketing-pdf-books-download/
2	https://ndl.iitkgp.ac.in/
3	https://digitalfireflymarketing.com/wp-content/uploads/2017/02/Big-Book-of-Digital-Marketing.pdf
4	http://www.gbv.de/dms/zbw/865712123.pdf
5	NPTEL: IIT - Kharagpur https://www.youtube.com/watch?v=BGEQCn6EEDA&list=PLYuTvKb3AO_4u8C5dfBnZUk-zRUw95xpU

Course Code		Subject: Corporate Social Responsibility and Business Ethics		Semester
MMBA#CCT		Compulsory Core		III
Scheme of Instruction			Scheme of Examination	
Total Duration	45 +15 Hrs	Maximum Marks	100	
Periods / Week	3+1	Internal Evaluation	30	
Credits	3	End Semester	70	
Instruction Mode	L/CBL: 3:1	Exam Duration	3 Hrs	
Course Objectives: To understand, analyze and evaluate the Business Ethics and Corporate Social Responsibility practices at Indian and International level.				
Course Outcomes: On successful completion of the course the learner will be able to:				
CO#	Cognitive Abilities	Course Outcomes		
CO1	Remembering	Understand business ethics and CSR.		
CO2	Understanding	Understand Ethical and social responsibility sensitivity - Concept and Cases.		
CO3	Applying	Analyze various ethical situations in society.		
CO4	Analysing	Understand and create organizational and management strategies in facilitating ethical socially responsible decision making- Case Analysis		
CO5	Evaluating	Evaluating ethical issues and Case Studies on CSR.		
Unit	Course Content			Instr-Hours
Unit I	Business Ethics: – Definition and Nature – Objectives of Ethics – Need and Importance of Ethics in Business – Relationship between ethics and business – Integrated view of ethics –Stages of Ethical Consciousness. Ethical Theories.			10
Unit II	Corporate Governance: – Corporate Governance Concept and Significance, Committees of Corporate Governance – Role and functions of Chairman and Managing Director – Role and functions of Committees – Audit Committee – Cadbury Committee – OECD Committee – K.M Birla Committee on Corporate Governance.			12
Unit III	Social Responsibility of Business – Concept of CSR, Growing Significance - Companies Act Provisions, CSR and Consumer Protection: Consumerism, unethical issues in functional aspects of management (sales, marketing and technology etc.); Ethics in practice – professional ethics for functional managers; impact of ethics on competitive strategy – Cost-benefit analysis of corporate social responsibility and good corporate citizenship (Social / moral obligations and survival). Case Studies (Any selected 3 caselets of CSR Initiatives by Indian Corporate Houses)*			12
Unit IV	Ethics in International Business – Role of International trade and business organizations in developing business ethics and CSR, Legal compliance – Sarham Oxley Act (SOX) – Home and host country’s regulations and compulsions of international agencies. Rajath Gupta Case., Case Studies(Any selected 3 caselets of CSR Initiatives by MNCs)			11
Note: (CBL):It is recommended to use various learner-oriented activities in CBL (Case Based Learning)- Caselets, Group Discussion, Projects, Panel Discussions, Seminar by Learners, and Role Play.				
Suggested Books				
1	Larue Tone Hosmer, “The Ethics of Management”, Richard D. Irwin Inc; 2010.			
2	CVS Murthy “ Business Ethics and Corporate Governance”, Himalaya Publishing House			
3	W. H. Shaw, “Business Ethics”, Cengage Learning, 2016.			
4	Badi, R. V. and Badi, N.V., “Business Ethics”, Vrinda Publications Business Ethics, Crane and Matten, OUP, .			
5	Doasgupta & Sangupta, “Government and Business in India Kaur Tripat, Values & Ethics in Management”, Galogotia Publications, 2015.			

Online Resources:	
1	https://ndl.iitkgp.ac.in/
2	https://books.askvenkat.org/business-ethics-and-corporate-governance-pdf-book-free-download-mba/
3	https://open.umn.edu/opentextbooks/textbooks/617
4	https://www.academia.edu/7915383/Business_Ethics_and_Corporate_Governance
5	https://www.icsi.edu/media/webmodules/publications/EGAS_04_Sep_14%20pdf.pdf

Course Code		Subject: Consumer Behavior		Semester	
MMBA#		Specialization – Marketing Management		III	
Scheme of Instruction			Scheme of Examination		
Total Duration		60+Hrs		Maximum Marks	
Periods / Week		4+		Internal Evaluation	
Credits		4		End Semester	
Instruction Mode		L/CBL: 4		Exam Duration	
				3 Hrs	
Course Objectives: To enable students in understanding consumer behavior and analyse personal, socio-cultural, and environmental dimensions that influence consumer decisions making.					
Course Outcomes: On successful completion of the course the learner will be able to:					
CO#	Cognitive Abilities	Course Outcomes			
CO1	Remembering	Understand the conceptual foundations of consumer buying Behavior			
CO2	Understanding	Understand the complexities of consumers’ needs and perceptions but also will help them to implement the same into effective Marketing Strategies.			
CO3	Applying	Acquaint with the communication and consumer decision making			
CO4	Analysing	Analyze the nature and model of Consumer Involvement			
CO5	Evaluating	Appreciate marketing implications of Consumer Behavior			
Unit		Course Content			Instr-Hours
Unit I		Introduction: Consumer Behavior: Meaning, Concept, and Importance -- Consumer Decision making process-Concept ,level and types Consumers – Applying Consumer Behavior knowledge – Interdisciplinary influence on the study of Consumer Behavior – Online. Consumer Behaviour			15
Unit II		Personality: Personality: Concept, Definition, Nature and Theories –Personality and Consumer Behavior – Marketing Application of Personality on Consumer Behavior. Consumer Perception: Concept, Definition of Perception, Elements and Dynamics of Perception – Consumer Learning – Elements of learning – Learning Theories – Measures of Consumer Learning – Attitude –Attitude Formation – Strategies of Attitude Change.			15
Unit III		Socio-Cultural Influence on Consumer Behavior: Family influence – Reference Groups – Opinion Leadership –Social Class – Cultural and Sub-Cultural – Lifestyles and Psychographics on buying behavior; Celebrity endorsements			15
Unit IV		Consumer Decision Process: Problem Recognition – Information Search – Evaluation of Alternatives – Outlet Selection and Purchase –Consumption – Post-Purchase Consumption Behaviour –; Models of Consumer Behaviour, and Organizational Buying Behavior.			15
Note: (CBL):It is recommended to use various learner-oriented activities in CBL (Case Based Learning)- Caselets, Group Discussion, Projects, Panel Discussions, Seminar by Learners, and Role Play.					
Suggested Books					
1	Schiffman and Kanuk, Consumer Behaviour, 5Ed, PHI, 2005.				
2	Michael R.Solman, Consumer Behaviour, 8Ed, PHI, 2004.				
3	Loudon and Bitta, Consumer Behaviour, TMH, 2002.				
4	Frank R.Kardes, Consumer Behaviour and Managerial Decision Making, 2Ed, PHI,2003.				
5	Srivastava &SujataKhandai, Consumer Behaviour in Indian Context, Galgotia Publishing Company, 2003				
Online Resources					
1	https://ebooks.lpude.in/management/mba/term_3/DMGT506_CONSUMER_BEHAVIOUR.pdf				
2	https://books.mec.biz/tmp/books/NXHQRTHBQ2L87NIU6YVN.pdf				
3	https://ndl.iitkgp.ac.in/				
4	https://aclasites.files.wordpress.com/2017/02/consumer-behavior-building-marketing-strategy-11th-edition.pdf				
5	NPTEL: IIT Kharagpur https://www.youtube.com/watch?v=iSrC-EWYIJQ&list=PLbMVogVi5nJT01na559Me_hdk_gvp9HT0				

Course Code		Subject: International Financial Management		Semester	
MMBA#		Specialization – Financial Management		III	
Scheme of Instruction			Scheme of Examination		
Total Duration		60+Hrs	Maximum Marks		100
Periods / Week		4+	Internal Evaluation		30
Credits		4	End Semester		70
Instruction Mode		L/CBL: 4	Exam Duration		3 Hrs
Course Objectives: To understand the various stages of expansion overseas that multinational corporations utilize in order to benefit from globalization.					
Course Outcomes: On successful completion of the course the learner will be able to:					
CO#	Cognitive Abilities	Course Outcomes			
CO1	Remembering	Identify the basic philosophies that govern corporate behavior throughout the world.			
CO2	Understanding	Examine the Balance of Payments (BOP) data and determine its implications for international competition.			
CO3	Applying	Apply knowledge of derivatives to risk management in international financial markets.			
CO4	Analysing	Explain translation, transaction, and economic exposure to exchange rate changes.			
CO5	Evaluating	Describe how interest rate risk affects financial decision making in the international business arena.			
Unit		Course Content			Instr-Hours
Unit I		Multinational Business Finance: An overview, Agency Problem, Objectives of the Firm and Risk Management, International Financial Management and Domestic Financial Management, International Monetary System- The Gold Standard, The Bretton Woods System, The Flexible Exchange, Alternative Exchange Rate Systems, The European Monetary System, International Financial Institutions.			15
Unit II		The Foreign Exchange markets – Functions of the Foreign Exchange Market, The Foreign Exchange Rates- Direct and Indirect Quotations, Spot Market and Forward Market, Bid- Ask Spread, Interest Arbitrage- Covered Interest Arbitrage and Interest Parity Theory, Practical Examples, Theories of Foreign Exchange Rate Movement and International Parity Conditions- Purchasing Power Parity, International Fisher Effect, Management of Foreign Exchange Risk- Translation Exposure, Transaction Exposure, Economic Exposure.			15
Unit III		Financial Management of the Multinational Firm- Cost of Capital and Capital Structure of the Multinational Firm, Cost of Capital for MNCs vs Domestic firms. Multinational Capital Budgeting: Problems and issues in Foreign Investment Analysis. Multinational Cash management- Techniques to Optimize Cash Flow- Leading and Lagging, Netting, Matching. Country Risk Analysis. Political Risk.			15
Unit IV		International Financing- Equity and Debt Financing, Eurocurrency Markets- International Bonds Markets, External Commercial Borrowings, Depository Receipts- GDRs and ADRs; Interest Rate Risk and Currency Swaps- Forms, Interest Rate Swaps. Multinational Tax Management. International Trade Finance.			15
Note: (CBL): It is recommended to use various learner-oriented activities in CBL (Case Based Learning)- Caselets, Group Discussion, Projects, Panel Discussions, Seminar by Learners, and Role Play.					
Suggested Books					
1	Buckley, A. (2009). <i>Multinational Finance</i> . (5 th ed.). Pearson Education.				
2	Shapiro, A.C. (2013). <i>Multinational Financial Management</i> . (10 th ed.). John, Inc.				
3	Brigham, E.F. & Daves, P.R. (2016). <i>Intermediate Financial Management</i> . (12 th ed.). South-Western.				
4	Resnick, B.G., & Eun, C.S. (2014). <i>International Financial Management</i> . (7 th ed.). McGraw Hill International.				
5	Hull, J.C., & Basu, S. (2018). <i>Options futures and other derivatives</i> . (10 th ed.). Prentice Hall of India.				
Online Resources					
1	https://ndl.iitkgp.ac.in/				

2	https://resources.saylor.org/wwwresources/archived/site/textbooks/International%20Finance%20-%20Theory%20and%20Policy.pdf
3	https://toaz.info/doc-viewer
4.	http://elibrary.in.pearson.com/
5	NPTEL HRD : https://www.youtube.com/watch?v=OdB_fJAACn8&list=PLbMVogVj5nJTo4HvMx6OevSLEWJqFyJO

Course Code	Subject: International Human Resource Management- IHRM	Semester
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MMBA#		Specialization – Human Resource Management	III
Scheme of Instruction		Scheme of Examination	
Total Duration	60+Hrs	Maximum Marks	100
Periods / Week	4+	Internal Evaluation	30
Credits	4	End Semester	70
Instruction Mode	L/CBL: 4	Exam Duration	3 Hrs
Course Objectives: To understand the basic concepts, functions and processes of HRM in Multi-National Companies			
Course Outcomes: On successful completion of the course the learner will be able to:			
CO#	Cognitive Abilities	Course Outcomes	
CO1	Remembering	Identify and Understand issues and practices pertaining to the major HRM functions within the context of a multinational environment	
CO2	Understanding	Recognize and value cultural difference	
CO3	Applying	Develop successful programs for international assignees	
CO4	Analysing	Become an expert with regard to issues and practices pertaining to major HRM functions	
CO5	Evaluating	Evaluate HRM practices and functions in global workplaces	
Unit	Course Content		Instr-Hours
Unit I	Introduction to IHRM : Definition, Reasons for going global, Difference between IHRM and Domestic HRM, Models of IHRM – Matching Model, Harvard Model, Contextual Model, 5p Model European Model, Culture and employee management issues.		15
Unit II	Recruitment, Selection and Staffing in International Context: International Managers – Parent Country Nationals, Third Country Nationals, Host Country Nationals, advantages and disadvantages of different selection methods, different approaches to multinational staffing decisions, selection criteria and techniques, use of selection tests, interviews for International selection.		15
Unit III	Training, Development and Compensation in International context: Context backdrop of International training, Types of expatriate training, HCN training, Knowledge transfer in MNCs. Performance Management: Performance appraisal of expatriate, Third and Host Country employees, Specific performance management practices. Forms of compensation and factors that influence compensation policy, key components of International compensation, Approaches to International compensation, Global compensation: emerging issues.		15
Unit IV	HRM practices in different Countries: – Japan, USA, UK, Turkey, Middle East, India and China and their culture, HRM and other employee related values and best practices. A comparison of India with other listed Countries, Areas of improvement in Indian systems and culture.		15
Note (CBL): <i>It is recommended to use various learner-oriented activities in CBL (Case Based Learning)- Caselets, Group Discussion, Projects, Panel Discussions, Seminar by Learners, and Role Play.</i>			
Suggested Books			
1	International Human Resource Management, Peter Dowling and Denise Welch, Cengage Learning		
2	International Human Resource Management, Tony Edwards, Pearson Education		
3	Global Human Growth Model, M.N Rudrabasavaraj, Himalaya		
4	International Human Resource Management, MonirTayeb, Oxford		
5	Aswathappa K. (2005) Human Resource and Personnel Management,4th Ed,TataMcGraw Hill Publishing Co. Ltd		
Online Resources			
1	https://ndl.iitkgp.ac.in/		

2	https://content.kopykitab.com/ebooks/2014/06/3230/sample/sample_3230.pdf
3	http://ndl.ethernet.edu.et/bitstream/123456789/50623/1/9%202017.pdf
4	https://www.youtube.com/watch?v=7ea8l0vM0OU
5	https://www.youtube.com/watch?v=1-_ROe8FR5w
6	https://onlinecourses.nptel.ac.in/noc19_mg51/preview
7	http://commerce.du.ac.in/web/index.php?page=mba-human-resource-and-development
8	https://www.onlinestudies.com/MBA/Human-Resources/
9	https://unevoc.unesco.org/home/human+resource+development&context
10	https://egyankosh.ac.in/

Course Code		Subject: International Marketing		Semester	
MMBA#		Specialization – Marketing Management		III	
Scheme of Instruction			Scheme of Examination		
Total Duration		60+Hrs		Maximum Marks	
Periods / Week		4+		Internal Evaluation	
Credits		4		End Semester	
Instruction Mode		L/CBL: 4		Exam Duration	
				3 Hrs	
Course Objectives: To Develop knowledge and understanding about the key aspects of International Marketing.					
Course Outcomes: On successful completion of the course the learner will be able to:					
CO#	Cognitive Abilities	Course Outcomes			
CO1	Remembering	To understand of and an appreciation for basic international marketing concepts, theories, principles, and terminology.			
CO2	Understanding	To demonstrate an awareness and knowledge of the impact of environmental factors (cultural, economic, institutional, legal and political) on international marketing activities.			
CO3	Applying	To identify international customers through conducting marketing research and developing cross-border segmentation and positioning strategies.			
CO4	Analysing	Be capable of developing a global marketing strategy by applying the basic concepts of product, pricing, promotion, and channels of distribution in international settings.			
CO5	Evaluating	Be able to apply an integrated understanding of an analysis of international marketing issues in relevant case studies and current events identifying factors.			
Unit		Course Content			Instr-Hours
Unit I		Introduction, Importance and Challenges – Nature, Importance and scope of International Marketing, Domestic marketing vs. International marketing, International marketing management process – an overview, influence of physical, economic, socio-cultural, political and legal environments on International marketing information, scanning and monitoring global marketing environment; international marketing information system.			15
Unit II		International market segmentation: positioning, Analysis of world market, market analysis, international marketing research, screening and selection of markets, International market entry– Export, Licensing, Franchise, Joint Venture, Multinational operations, contract manufacturing			15
Unit III		International Product Policies – Major product decisions – product features and quality, product design, labeling, packaging, branding and product support services; strategies in multinational product planning, international product life cycle, New product development, International Trade .			15
Unit IV		International Pricing Decisions – international Price determination, price escalation, international pricing process and policies, delivery terms and currency for export price quotations, international transfer pricing, methods of determining transfer pricing, Differential Pricing- International marketing communication – communication with foreign buyers, planning and preparing, international promotion programme, Media structure, planning media strategy, corporate ad.			15
Note: (CBL):It is recommended to use various learner-oriented activities in CBL (Case Based Learning)- Caselets, Group Discussion, Projects, Panel Discussions, Seminar by Learners, and Role Play.					
Suggested Books					
1		Keegan, Warran J. and Mark C. Green, Global Marketing, Pearson.			
2		Cateora, Phillip R. ;Grahm, John L. and PrashantSalwan,InternationalMarketing,Tata McGraw Hill.			
3		Czinkota, Michael R. and Illka A. Ronkainon, International Marketing, Cengage Learning.			
4		Terpstra, Vern; Foley, James and Ravi Sarathy, International Marketing, Naper Press. Department of Commerce, University of Delhi 33			

5	Jain, Subash C., International Marketing, South-Western.
Online Resources	
1	https://ndl.iitkgp.ac.in/
2	https://ebooks.lpude.in/management/mba/term_4/DMGT547_INTERNATIONAL_MARKETING.pdf
3	https://old.mu.ac.in/wp-content/uploads/2014/04/MANAGEMENT-Paper-IV-INTERNATIONAL-MARKETING-Book-final.pdf
4	https://mebranding.files.wordpress.com/2012/06/international-marketing-strategy-and-theory-4th-edition.pdf
5	IIT Roorkee: https://www.youtube.com/watch?v=JooFDRChZZ4&list=PLLy_2iUCG87DA1mEHmJl0rnC99xQzCjuG

Course Code		Subject: Sales and Advertising		Semester	
MMBA#		Specialization – Marketing Management		III	
Scheme of Instruction			Scheme of Examination		
Total Duration		60+Hrs		Maximum Marks	
Periods / Week		4+		Internal Evaluation	
Credits		4		End Semester	
Instruction Mode		L/CBL: 4		Exam Duration	
				3 Hrs	
Course Objectives: To understand concepts and strategies related to sales force management and advertisement. Evaluate the modern sales and advertising trends through insights into emerging channels of sales and advertising.					
Course Outcomes: On successful completion of the course the learner will be able to:					
CO#	Cognitive Abilities	Course Outcomes			
CO1	Remembering	Explaining the various selling situations and selling types.			
CO2	Understanding	Understanding the pre-sales work to be carried out by a professional salesperson.			
CO3	Applying	Implementing the key individuals involved in a real world sales process for a real world product/ service / e-product / e-service.			
CO4	Analyzing	Formulating the sales and advertising process which implemented in the market.			
CO5	Evaluating	The understanding of the concept of sales & Advertisement and its application.			
Unit	Course Content				Instr-Hours
Unit I	Sales Management: Meaning ,Objectives, Personal Selling and Salesmanship, Theories of Selling, Steps of Effective Selling, Personal Selling objectives, Personal Selling strategies -Qualities of Effective Sales Executive.				15
Unit II	Sales Force Management: Planning for Sales Personnel, Recruitment, Selection and Training of Sales Personnel, Motivation, Compensation and Controlling of Sales Personnel. Sales Control and Analysis: Sales Control: Objectives, Sales Control Process, the Sales Budget-Quotas- Sales Territories- Cost Analysis - Evaluating sales performance.				15
Unit III	Advertising Management: Fundamental IMC Planning - Advertising: Definition, Advertising Classification, Functions and Benefits, Major Advertising Decisions, Advertising Objectives- Budget allocation- Its approaches- Advertising Media Planning and Strategy- Media Selection.				15
Unit IV	Advertisement Program And Ethical Issues: Building an Advertisement Programme - Measuring Advertising Effectiveness- Internet Advertisement; online and mobile advertising, social media- Evaluation of Social, Ethical and Economic aspect of Advertisement- Role of Advertisement in Indian Economic development.				15
Note: (CBL: It is recommended to use various learner-oriented activities in CBL (Case Based Learning)- Caselets, Group Discussion, Projects, Panel Discussions, Seminar by Learners, and Role Play.					
Suggested Books					
1	Still Cundiff, Govani: “Sales Management –Decision, Strategies and Cases” Prentice hall 2009.				
2	KujnishVashisht: “A Practical Approach to Sales Management “Atlantic Publication and Distribution.				
3	S.A Chunawalla ”Advertising and Sales Promotion” Himalaya Publication House 2008				
4	Rajeev Batra, John G . Myers, David A .Aakar- Advertisement Management Pearson Education 2006.				
5	George E Belch & Michael A Belch - Advertising and Promotion- An Integrating Communications Perspective- Tata Mc Hill 2003.				
Online Resources					
1	https://aryacollegeludhiana.in/E_BOOK/commerce/Sales_and_Marketing.pdf				
2	http://www.eiilmuniversity.co.in/downloads/Advertising-Management.pdf				

3	https://ebooks.lpude.in/management/mba/term_3/DMGT507_SALES_AND_PROMOTIONS_MANAGEMENT.pdf
4	Swayam; IIT Kharagpur https://www.youtube.com/watch?v=MPZgEJMS97o
5	https://ndl.iitkgp.ac.in/

Course Code		Subject: Corporate Finance		Semester	
MMBA#		Specialization – Financial Management		III	
Scheme of Instruction			Scheme of Examination		
Total Duration		60+Hrs		Maximum Marks	
Periods / Week		4+		Internal Evaluation	
Credits		4		End Semester	
Instruction Mode		L/CBL:4		Exam Duration	
				3 Hrs	
Course Objectives:					
To familiarize with Principles, Techniques of Financial Management and to develop knowledge and analytical abilities required in financial decision making.					
Course Outcomes:					
On successful completion of the course the learner will be able to:					
CO#	Cognitive Abilities	Course Outcomes			
CO1	Remembering	Students will be able to remember Concept, Features and Corporate Finance.			
CO2	Understanding	Understand various Techniques and Strategies of Finance.			
CO3	Applying	Apply various methodologies and strategies of Financial Management			
CO4	Analysing	Analyze the strategies of Corporate Finance			
CO5	Evaluating	Evaluating the Options and sources of Finance			
Unit	Course Content				Instr-Hours
Unit I	Introduction: Corporate Finance – Nature and Scope - Role of Financial Institution - Financial Strategies, Financial Planning- Strategic Financial Planning– Strategic Decision Making Process				15
Unit II	Corporate Valuation: Method of Corporate Valuation-Discounted Cash Flow Method– Comparable Company Method –Adjusted Book Value Method. Different Approaches to enterprise valuation, future cash flows, Market Capitalization, Economic value added approach.				15
Unit III	Capital Structure Planning: Key Drives –Capital Structure Planning – EBIT –EPS–ROCE Analysis (Problems) – Corporate Financial Models – Growth and External Financing Requirement –Concept and rationale of Social Cost Benefit Analysis (SCBA)				15
Unit IV	Corporate Restructuring & Corporate Risk Management: Mergers –Types – Reasons – Mechanics –Cost and Benefit –Financial Evaluation of Merger–Joint Ventures –Rationale and Role of Joint Ventures Corporate Governance. Corporate Risk Management Methods of Reducing Corporate Risk –Insolvency Prediction of Companies using Altman Z Score Model.				15
Note: (CBL):It is recommended to use various learner-oriented activities in CBL (Case Based Learning)- Caselets, Group Discussion, Projects, Panel Discussions, Seminar by Learners, and Role Play.					
Suggested Books					
1	Prasanna Chandra, “Financial Management: Theory and Practice”, 9 th ed, McGraw Hill				
2	Brealey, R.A., Myers, S.C., Allen, F. and Mohanty, P., Principles of Corporate Finance, 10 th Edition, TataMcGraw-Hill Publishers, 2012.				
3	Damodaran, A., Applied Corporate Finance, 3 rd Edition, Wiley, 2012.				
4	Kidwell, D. and Parrino, R., Fundamentals of Corporate Finance, Wiley India Pvt. Ltd., 2011. 5. Madura, J.,				
5	Viswanath, S., Cases in Corporate Finance, Tata McGraw-Hill Education, 2009.				
Online Resources					
1	www.capitalmarket.com Corporate Finance Notes, PDF, Notes, Syllabus MBA 2021				
3	https://ndl.iitkgp.ac.in/				
4	http://dl.icdst.org/pdfs/files/3d8293b1a714b865b647c010d8227230.pdf				
5	https://www.edx.org/course/introduction-to-corporate-finance-2				
6	https://www.wiley.com/enas/An+Introduction+to+Corporate+Finance%3A+Transactions+and+Techniques%2C+2nd+Edition-p-9780470026755				
7	www.capitalmarket.com Corporate Finance Notes, PDF, Notes, Syllabus MBA 2021				
8	https://www.geektonight.com				

	https://corporatefinanceinstitute.com
9	https://www.youtube.com/watch?v=6oaw9U973s8&list=PLUkh9m2BorqnDenjSLZ2DHIXrdxoN4Bn_

Course Code		Subject: Behavioral Finance		Semester	
MMBA#		Specialization –Financial Management		III	
Scheme of Instruction			Scheme of Examination		
Total Duration		60+Hrs		Maximum Marks	
Periods / Week		4+		Internal Evaluation	
Credits		4		End Semester	
Instruction Mode		L/CBL: 4		Exam Duration	
				3 Hrs	
Course Objectives: The learner would be able to deal with major implications of human psychology for financial decision-makers and for financial markets.					
Course Outcomes: On successful completion of the course the learner will be able to:					
CO#	Cognitive Abilities	Course Outcomes			
CO1	Remembering	Understand basic concept of Behavioral Finance			
CO2	Understanding	Understand Investment Decision Cycle, Theories and Hypothesis relating to Finance / Investment			
CO3	Applying	Use different Techniques and Models of Financial Market- Technical Analysis			
CO4	Analysing	Analyze the Behavioral Factors, Psychological Influence			
CO5	Evaluating	Describe how behavioral biases of managers affect the decision-making process in a corporation.			
Unit		Course Content			Instr- Hours
Unit I		Introduction to Behavioral finance – Nature, scope, objectives and application; Investment Decision Cycle: Judgment under Uncertainty :Cognitive information perception – Peculiarities (biases) of quantitative and numerical information perception – Representativeness – Anchoring – Exponential discounting – Hyperbolic discounting			15
Unit II		Utility/ Preference Functions: Expected Utility Theory [EUT] and Rational Thought: Decision making under risk and uncertainty – Expected utility as a basis for decision-making – Theories based on Expected Utility Concept – Investor rationality and market efficiency.			15
Unit III		Behavioral Factors and Financial Markets: The Efficient Markets Hypothesis – Fundamental Information and Financial Markets – Information available for Market Participants and Market Efficiency –Market Predictability –The Concept of limits of Arbitrage Model – Asset management and behavioral factors – Active Portfolio Management: return statistics and sources of systematic underperformance. – Fundamental information and technical analysis – the case for psychological influence.			15
Unit IV		Behavioral Corporate Finance: Behavioral factors and Corporate Decisions on Capital Structure and Dividend Policy – Capital Structure dependence on Market Timing -. Systematic approach to using behavioral factors in corporate decision making. External Factors and Investor Behavior: Emotions and Decision – Making: Experimental measurement of risk-related – Measuring Risk – Emotional mechanisms in modulating risk-taking attitude			15
Note: It is recommended to use various learner-oriented activities in CBL (Case Based Learning)- Caselets, Group Discussion, Projects, Panel Discussions, Seminar by Learners, and Role Play.					
Suggested Books					
1	Prasanna Chandra “Behaviorial Finance”, McGraw Hill				
2	Lucy F Ackert Richard Deaves, Understanding Behavioral Finance, Cengage Learning, India Edition 2012				
3	Ranjit Singh, Behavioural Finance, EEE, Prentice Hall of India, 2019				
4	Brian R. Bruce “Handbook of Behavioral Finance” EE				
5	Edwin T Burton &Sunit N Shah “Behavioral Finance – Wiley Finance Series.				
Online Resources					

1	https://www.cfainstitute.org/-/media/documents/book/behavioral-finance-the-second-generation.ashx
2	http://bls.buu.ac.th/~f55111/CampSubject/behavioural-finance.pdf
3	http://www.behaviouralfinance.net/behavioural-finance.pdf
4	http://sim.edu.in/wp-content/uploads/2018/11/Behavioral-Finance-full-Material.pdf
5	https://ndl.iitkgp.ac.in/
6	http://csinvesting.org/wp-content/uploads/2012/07/the_little_book_of_behavioral_investing_how_not_to_be_your_own_worst_enemy1.pdf
7	https://2012books.lardbucket.org/pdfs/individual-finance/s17-behavioral-finance-and-market-.pdf
8	NPTEL: IIT Kharagpur https://www.youtube.com/watch?v=5JGz3ua_48o&list=PLbRMhDVUMngeu3ftA8x_l6CKQir4qQluF

Course Code		Subject: Employee Relations and Labour Legislations		Semester
MMBA#		Specialization – Human Resource Management		III
Scheme of Instruction			Scheme of Examination	
Total Duration		60+Hrs	Maximum Marks	100
Periods / Week		4+	Internal Evaluation	30
Credits		4	End Semester	70
Instruction Mode		L/CBL: 4	Exam Duration	3 Hrs
Course Objectives: To acquire expert knowledge, understanding and application of labor Laws.				
Course Outcomes: On successful completion of the course the learner will be able to:				
CO#	Cognitive Abilities	Course Outcomes		
CO1	Remembering	Recognize the uses and implications of legal materials including the constitution, statutory law, statutory instruments, legislation (directives and regulations), codes of practice, case law and judicial precedents		
CO2	Understanding	To impart knowledge of the contents of the laws relating to Trade Unions, Standing Orders and Industrial Disputes. To enable the students to interpret and apply these laws.		
CO3	Applying	Apply the essential concepts of industrial relations and their interrelationship at the personal, organizational and national levels.		
CO4	Analysing	Identify the importance dispute resolution mechanism of long standing importance and effectiveness in the workplace.		
CO5	Evaluating	Recognize the uses and implications of legal materials including the constitution, statutory law, statutory instruments, legislation (directives and regulations), codes of practice, case law and judicial precedents		
Unit		Course Content		Instr-Hours
Unit I		Introduction : Employee Relations Management, Overview of Employee Relations Management, Importance of Employee Relations Management, Employee Relations Management Tool, Core Issues of Employee Relations Management, Employee relations for the diverse workforce and Multinational Companies (MNC)		15
Unit II		Organizational aspects in Employee Relations Management- Managing Employee Relations through Organizational Change, Organizational Commitment and Engagement, Organizational Culture, Involvement and Commitment as Competitive Advantages, Employee experience, Grievance handling procedure- Conflicts Resolution in Organizations.		15
Unit III		Collective Bargaining and Trade Union: Concept of Collective Bargaining – Definition – Process – Problems – Trade Union-Concept and Definition – Objectives – Functions – Problems of Trade Unions in India – Machinery for overcoming the problems of Trade Unions.		15
Unit IV		Labour Legislations: Introduction to Labour Legislation – Philosophy of Labour Laws, I.L.O. Worker’s Safety And Welfare Laws: Salient features of Factories Act,1948 – Minimum Wages Act,1936 – Workmen Compensation Act, 1923 – Industrial Disputes Act,1947-Machineray for Prevention and Settlement of Disputes – Employee State Insurance Act,1948. Labour law reforms introduced by the Government of India (The Code on Wages; The Occupational Safety, Health and Working Conditions Code; The Code on Social Security; and The Industrial Relations Code).		15
Note: (CBL):It is recommended to use various learner-oriented activities in CBL (Case Based Learning)- Caselets, Group Discussion, Projects, Panel Discussions, Seminar by Learners, and Role Play.				
Suggested Books				
1	Dale Yoder,Personnel Management and Industrial Relations,PHI.			
2	Memeori&Memeoria, Dynamic of Industrial Relations in India, Himalaya.			
3	R.C.Saxena, Labour Problems and Social Welfare, K.Nath&Co.,			
4	ArunMonappa, Industrial Relations, TMH.			
5	RatnaSen, Industrial Relations in India,Macmillan Publishers.			

Online Resources	
1	http://14.139.206.50:8080/jspui/bitstream/1/3317/1/INDUSTRIAL%20RELATIONS.pdf
2	http://assets.vnou.ac.in/PGDLL01.pdf
3	https://ndl.iitkgp.ac.in/
4	https://nscpolteksby.ac.id/ebook/files/Ebook/Business%20Administration/Armstrongs%20Essential%20Human%20Resource%20Management%20Practice%20A%20Guide%20to%20People%20Management(2010)/16%20-%20Employee%20Relations.pdf
5	AKTU Digital education: https://www.youtube.com/watch?v=fvMD9Oc533I
6	https://www.ilo.org/ifpdial/areas-of-work/labour-law/WCMS_CON_TXT_IFPDIAL_EMPREL_EN/lang--en/index.htm
7	https://www.ilo.org/ifpdial/areas-of-work/labour-law/WCMS_CON_TXT_IFPDIAL_EMPREL_EN/lang--en/index.htm

Course Code		Subject: Talent Management		Semester	
MMBA#		Specialization – Human Resource Management		III	
Scheme of Instruction			Scheme of Examination		
Total Duration		60+Hrs	Maximum Marks		100
Periods / Week		4+	Internal Evaluation		30
Credits		4	End Semester		70
Instruction Mode		L/CBL: 4	Exam Duration		3 Hrs
Course Objectives: To develop understanding of the principles and theoretical foundations of talent management and career development.					
Course Outcomes: On successful completion of the course the learner will be able to:					
CO#	Cognitive Abilities	Course Outcomes			
CO1	Remembering	Understand talent management and discuss the process of linking talent management to organizational strategy and other HR practices.			
CO2	Understanding	Examine the process for identifying high potential talent and developing a pipeline of talent to serve organizational present and future needs.			
CO3	Applying	Examine the processes for talent development and succession planning.			
CO4	Analysing	Analyze the role of leadership related to TM (both HR leadership and org. leadership).			
CO5	Evaluating	Evaluate the quality of a TM program.			
Unit		Course Content			Instr-Hours
Unit I		Introduction to Talent Management: Talent Management – Overview, Need of Talent Management, Key Processes of Talent Management, Talent vs knowledge people, Source of Talent Management, Consequences of Failure in Managing Talent, Tools for Managing Talent.			15
Unit II		Talent Management System : Talent Management System, Critical Success Factors to Create Talent Management System.Key Elements of Talent Management System. Building the talent pipeline; managing employee engagement. Talent Management Life Cycle :Talent Management Process, Stages of Talent Management, Essentials of Talent Management Process. Linkage between Talent Management Process and Workforce.			15
Unit III		Talent Planning, Acquisition, Attrition and Retention: Talent Planning, Objectives Steps in Strategic Talent Planning, Succession Planning Program, Innovative talent planning, Current Industry Practices for Strategic Talent Planning. Talent Acquisition, Recruiting Process, Strategic Trends in Talent Acquisition. Managing Attrition: causes and effect of attrition on performance of the organization, Cost and consequences of talent departure. Talent Retention- Integration and retention. Factors influencing on talent to stay in the same organization, work life balance initiatives, providing HR leadership to business.			15
Unit IV		Return On Talent (ROT) and Optimising investment in Ttalent- Measuring contribution of talent to business performance, talent metrics, measuring human capital investment, transformation and reorganization of HR, new imperatives, talent forces of tomorrow, need of technology in identifying multi skilled talent in changing environment. Integrating compensation with talent Management			15
Note: (CBL):It is recommended to use various learner-oriented activities in CBL (Case Based Learning)- Caselets, Group Discussion, Projects, Panel Discussions, Seminar by Learners, and Role Play.					
Suggested Books					
1	ASTD, Talent Management: Strategies for Success From Six Leading Companies ,Cengage Learning.				
2	Rao, T.V., Hurconomics for Talent Management: Making the HRD Missionary Business-Driven , Pearson Education.				
3	Berger, L. A. and Berger, D. R., The Talent Management Handbook , McGraw-Hill Education India.				
4	Rao, T.V., Performance Management and Appraisal Systems: HR Tools For Global Competitiveness , Response Books: A Division of Sage Publications.				
5	Shukla, R., Talent management: Process of developing and integrating skilled worker, Global India				

	Publications, New Delhi.
Online Resources	
1	https://hvte.edu.vn/Portals/0/files/635834387511001885talent-management-a-focus-on-excellence.pdf
2	http://www.untagsmd.ac.id/files/Perpustakaan_Digital_2/PERSONNEL%20MANAGEMENT%20Development%20of%20Talent.pdf
3	https://ndl.iitkgp.ac.in/
4	NPTEL: IIT Roorkee, Talent Acquisition & Management https://www.youtube.com/watch?v=ZG8coejZoSg
5	AKTU Digital Education https://www.youtube.com/watch?v=Y1f5HcSjWco
6	https://www.valamis.com/hub/talent-management
7	Egyankosh.com

Course Code		Subject: Business Application of MS Excel		Semester	
MMBA#		Ability Enhancement Course		III	
Scheme of Instruction			Scheme of Examination		
Total Duration		30 Hrs	Maximum Marks		50
Periods / Week		2	Internal Evaluation		50
Credits		2	End Semester		-
Instruction Mode		L/P: 1:1	Exam Duration		-
Course Objectives: To use MS Excel for business operations and analysis.					
Course Outcomes: On successful completion of the course the learner will be able to:					
CO#	Cognitive Abilities	Course Outcomes			
CO1	Remembering	Understand appropriate menus and functions of MS Excel to Create, Format, Import, Merge, Save, Print Spreadsheets & Charts using business data.			
CO2	Understanding	SHOW how to do basic troubleshooting and fix mistakes most people make when working with spreadsheets.			
CO3	Applying	USE various functions of MS Excel, Execute pivot table analysis, common (and powerful functions), and different types of lookups (vlookup, hlookup, and index/match).			
CO4	Analysing	ILLUSTRATE the use of the most commonly used data-manipulation commands in MS Excel.			
CO5	Evaluating	DERIVE insights from multiple data sources in MS EXCEL and work with it to answer relevant business questions.			
Unit		Course Content			Instr-Hours
Unit I		Microsoft Excel, Formatting, Editing, Copying and Moving Cells, Page Layouts in Excel, Workbooks Options, Sorting Data, Using Excel Tables, Filtering Data, Charts, Chart Design Options and Tools, Chart Format Tools, Combo Charts, Functions within Excel, Date Function, Information Functions. Logical Functions.			4+4
Unit II		Data Validation, Subtotals and Grouping, Consolidating Data, Scenario Analysis, Data Tables in Scenario Analysis, What-if Analysis, Using Statistical Functions, Database Functions, Financial Functions, Formula Auditing and Error Tracing, Hyperlinks in Excel, Linking Data, Pivot Tables, Pivot Charts, Workbook Properties, Macros.			4+4
Unit III		MS Excel for Marketing Functions: Contact Management and Marketing With Excel, Managing Customers, Vendors And Employees, Gaining Product And Service Insights, Sales reports using Excel, Supervising Sales With Excel, Preparing Invoices, Assessing Account Aging, Analyzing Demographics, Creating Scheduling And Marketing Calendars, Creating Standard Excel Templates for routine business data management and analysis activities.			4+4
Unit IV		MS Excel for Accounting: Managing Money With Excel, Building & Tracking Budgets, Planning And Tracking Loans, Keeping Account Registers, Creating Formulas for Financial Applications, Payroll.			3+3
Suggested Books					
1	Excel 2016 Bible, John Walkenbach, John Wiley & Sons				
2	Excel: Formulas & Functions, Robert Dinwiddie				
3	Excel 2007 for Dummies by Greg Harvey				
4	New Perspectives on Microsoft Office Excel 2007				
5	Microsoft Excel 2016 Step by Step, Curtis Frye				
Online Resources					
1	https://doc.lagout.org/operating%20system%20/Windows/Excel/Microsoft%20Excel%202010%20Step%20by%20Step.pdf				
2	https://www.dit.ie/media/ittraining/msoffice/MOAC_Excel_2016_Core.pdf				
3	https://www.shastacoe.org/uploaded/Dept/it/training_docs/Excel/Excel_Advanced_Training_Packet.pdf				
4	https://www.youtube.com/watch?v=RdTozKPY_OQ				

5	https://www.youtube.com/watch?v=F4b-GnvRN4k
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Course Code	Course Title				Semester
MMBA#SET	Professional Skill Development-I				III
Scheme of Instruction			Scheme of Examination		
Total Duration	30 Hrs.		Maximum Marks		50
Periods / Week	2		Internal Evaluation		50
Credits	2		End Semester		
Instruction Mode	Lecture/Practical		Exam Duration		
LTP	1:1		Skill Enhancement Course (SEC)		
Course Outcomes:					
On successful completion of the course the learner will be able to: This course enables the learner to understand the basics of verbal communication, giving good professional presentation and making proper career planning.					
CO#	Cognitive Abilities	COURSE OUTCOMES			
CO1	Remembering	EXPLAINS the basics of verbal and written communication, organising the various communication methods.			
CO2	Understanding	Understanding significant of Self Development			
CO3	Applying	Applying Self management Tools			
CO4	Analysing	Analyse career, career planning, path and golas			
CO5	Evaluating	Evaluate Career Training opportunities and growth			
Unit	Course Content				Instructions-Hours
Unit I	Understanding the Basics of Verbal and Written Communication : Organizing the messages-using vocal elements effectively, understanding non-verbal language, developing credibility, giving and receiving feedback, Overcoming barriers to communication-Web conferencing.				8
Unit II	Self Development : Develop a Self -Improvement Plan, Build self confidence, visualise your future, set the goals, develop action plans and implementing. Behavioural Change requires improvement in work, learn from mentor, seek counselling, aptitude and interest test.				8
Unit III	Self Management Tools and Public Speaking :Time management, stress management, anger management. Public speaking -Planning the speech, Practising the speech, delivering the speech.				7
Unit IV	Planning and Managing career : Understanding, searching the options, developing long-term career plans, short term career goals, pursuing training opportunities, making career changes, technology @work : career and job web sites , writing CV's.				7
Suggested Books					
1	Adair John, The Effective communicator, Jaico Publishing House, Mumbai.2002.				
2	Jeff Butterfield, Soft Skills for Everyone, Cengage Learning,2015.				
3	Robbins, P. Stephen, Organisation Behaviour, PHI, New Delhi,2015.				
4	Meenakshi Raman and Shalini Upadhyay, Soft Skills, Cengage Learning,2016.				
5	Taylor, Shirley, Model Business Letter, E-Mail and Other Business Documents, Pearson Education, New Delhi,2004.				
Online Resources					
1					
2					
3					
4					
5					

MBA IV Semester

Course Code		Entrepreneurship Development		Semester
MMBA#CCT		Compulsory Core		IV
Scheme of Instruction			Scheme of Examination	
Total Duration	45 +15 Hrs	Maximum Marks	100	
Periods / Week	3+1	Internal Evaluation	30	
Credits	3	End Semester	70	
Instruction Mode	L/CBL: 3:1	Exam Duration	3 Hrs	
Course Objectives: To understand basic concepts of entrepreneurship, and to develop entrepreneurial skills among students so that they can identify and create business opportunities that may help in setting startup /enterprises.				
Course Outcomes: On successful completion of the course the learner will be able to:				
CO#	Cognitive Abilities	Course Outcomes		
CO1	Remembering	To understand the role played by entrepreneurs and small-scale industries in economic and social development of the country.		
CO2	Understanding	Understanding the significance of entrepreneurship and micro & small scale industry.		
CO3	Applying	To develop the entrepreneurial skills and identify business opportunities.		
CO4	Analysing	To generate large scale employment opportunities with relatively low investment.		
CO5	Evaluating	To evaluate business opportunities and help in creating entrepreneurship culture		
Unit	Course Content			Instr-Hours
Unit I	Introduction to Entrepreneurship: Concept, Meaning, and Definition of Entrepreneurship– Entrepreneurship in Developing Economy–Entrepreneurial Values and Attitudes. Development of Women Entrepreneurs-Prospects and Problems of Entrepreneurship in Rural Sector, Entrepreneurship: Growth and trends in India since 1992s, Startup India, Make in India.			10
Unit II	Motivating factor: Concept and Meaning, Process, Motivating factors, Major Entrepreneurial Competencies, Developing Competencies – Experiences with Entrepreneurship Development Program in India: Planning, Implementation and Evaluation, Classification of Entrepreneurs, Economic Barriers to Entrepreneurship, Non-Economic Barriers to Entrepreneurship.			12
Unit III	Project Analysis: Meaning and Definition of Project, Types & Characteristics–Project Phases–Project Life Cycle–Project Family Tree – Feasibility Analysis and Project Report, Critical aspects in the Financial, Marketing, Organization Plans, Product launching-Monitoring and Evaluation of Business-Preventing Sickness and Rehabilitation of Business Units, Preparing a business plan, Developing Case Studies on Micro- enterprises (success/failure) in rural areas			12
Unit IV	Small Enterprise: Concept and Meaning of Small Enterprise - Procedure of starting Small Enterprise–Vital Decision to make during start up: Project Report Preparation, Choice of Enterprise, and Market Assessment of Small Enterprise. Managerial Aspects Of Small Enterprise: Determining Staffing requirements - Selection of Personnel–Training and Development - Determining financial requirements –Sources of Finances – Layout – Marketing – Channel Selection – Sales Force Development and Management.			11
Note (CBL): It is recommended to use various learner-oriented activities in CBL (Case Based Learning)- Caselets, Group Discussion, Projects, Panel Discussions, Seminar by Learners, and Role Play.				
Suggested Books				
1	Satish Taneja&S.L.Gupta, Entrepreneur Development, Golgotia Publishers.			
2	S.S.Khana, EntrepreneurialDevelopment,S.Chand Publishers.			
3	Vasant Desai,Small Scale Industries and Entrepreneurship, Himalaya Publishers			
4	Prasanna Chandra, Project Analysis &Implementation, TMH			
5	P.KeshavaRao,Project Management, Sultan Chand Publishers.			

Online Resources	
1	http://www.ddegjust.ac.in/studymaterial/mba/cp-401.pdf
2	https://www.iare.ac.in/sites/default/files/lecture_notes/IARE_Entrepreneurial_Development_NOTES.pdf
3	https://ptgmedia.pearsoncmg.com/images/9780133966817/samplepages/9780133966817.pdf
4	https://efindglobal.org/wp-content/uploads/The-Entrepreneurs-Guide-to-Building-a-Successful-Business-2017.pdf
5	NPTEL- IIT Madras https://www.youtube.com/watch?v=Hgj_kRrvbhQ&list=PL7oBzLzHZ1wXW3mtolxV5nIGn48NLKwrb
6	SWAYAM – IIT Kharagpur https://www.youtube.com/watch?v=p7vhcob-YkJ&list=PLHRLZtgrF2jnPlrIU1k8y8LdLhmm4eaeO

Course Code		Subject: Strategic Management		Semester	
MMBA#CCT		Compulsory Core		IV	
Scheme of Instruction			Scheme of Examination		
Total Duration		45 +15 Hrs		Maximum Marks	
Periods / Week		3+1		Internal Evaluation	
Credits		3		End Semester	
Instruction Mode		L/CBL: 3:1		Exam Duration	
				3 Hrs	
Course Objectives:					
The course is designed specifically not only to introduce students with key strategy concepts but also aims to help students to integrate and apply their prior learning to various business situations.					
Course Outcomes:					
On successful completion of the course the learner will be able to:					
CO#	Cognitive Abilities	Course Outcomes			
CO1	Remembering	Understand the strategic decisions that organizations make and have an ability to engage in strategic planning.			
CO2	Understanding	Explain the basic concepts, principles and practices associated with strategy formulation and implementation.			
CO3	Applying	Integrate and apply knowledge gained in basic courses to the formulation and implementation of strategy from holistic and multi-functional perspectives.			
CO4	Analysing	Analyze and evaluate critically real life company situations and develop creative solutions, using a strategic management perspective.			
CO5	Evaluating	Conduct and present a credible business analysis in a team setting.			
Unit	Course Content				Instr-Hours
Unit I	Strategic Management: Definitions, nature and objectives – strategic management process – Factors shaping company strategy – Role of organizational culture, Linking strategy with ethics and Social responsibility.				10
Unit II	Tools and Techniques for Strategic Analysis: Porter's Five Force Model, BCG Matrix, The Grand Strategy Matrix. Market Life Cycle Model - and Organizational Learning, Impact Matrix and the Experience Curve, Generic Strategies				12
Unit III	Strategy Formulation - Assessment of internal capabilities - environmental scanning, value chain analysis, Types of Strategies – offensive strategy, defensive strategy, Exit and entry barriers - Tailoring strategy to fit specific industry and company situations.				12
Unit IV	Strategy Implementation: Strategy and Structure, Strategy and Leadership, The 7S Framework - Operationalizing and institutionalizing strategy - Strategies for competing in Globalizing markets and Digital Economy - Organizational Values, and their Impact on Strategy – Resource Allocation – Planning systems for implementation.				11
Note (CBL): <i>It is recommended to use various learner-oriented activities in CBL (Case Based Learning)- Caselets, Group Discussion, Projects, Panel Discussions, Seminar by Learners, and Role Play.</i>					
Suggested Books					
1	Francis Cherunilam, Business Policy and Strategic Management, Himalayan Publishing House, 2019.				
2	Azhar Kazmi & Adela Kazmi Strategic Management (5 th Edition), Mc Graw Hill, New Delhi (2020).				
3	G.V. Satya Sekhar, Business Policy and Strategic Management, Willey India				
4	Araabinda Bhandari and Raghunath Prasad Verma, MCGraw Hill Education (India)				
5	Strategic Management: A Conceptual Framework				
Online Resources					
1	Karan Girotra and Serguei Netessine, Four Paths to Business Model Innovation, Harvard Business Review (HBR), July-August, 2014.				
2	Kennedy B. Reed, Virginia Tech, Strategic Management, Virginia Tech Publishing, 2020 https://vtechworks.lib.vt.edu/handle/10919/99282				
3	Charles W. L. Hill and Gareth R. Jones, Essentials of Strategic Management, South-Western CENGAGE (3rd Edition), 2012				

4	http://202.28.25.105/e-learning/courses/703309/document/EssentialsofStrategicManagement_3rdEdition.pdf
5	NPTEL: IISC Bangalore https://www.youtube.com/watch?v=WKr-lfE4QaE&list=PL1C1BA88BD78AE49A

Course Code		Subject: Innovation Management		Semester	
MMBA#CCT		Compulsory Core		IV	
Scheme of Instruction			Scheme of Examination		
Total Duration		45 +15 Hrs		Maximum Marks	
Periods / Week		3+1		Internal Evaluation	
Credits		3		End Semester	
Instruction Mode		L/CBL: 3:1		Exam Duration	
				3 Hrs	
Course Objectives:					
To create an understanding and insight into managing innovations, new business models and the processes and tools of innovations such as viz., idea generation, selection and strategy formulation and implementation.					
Course Outcomes:					
On successful completion of the course the learner will be able to:					
CO#	Cognitive Abilities	Course Outcomes			
CO1	Remembering	Students will be able to remember basic concepts and Features of Innovation Management			
CO2	Understanding	Understand the key ideas relevant to innovation, intellectual property, business models			
CO3	Applying	Interpret the various theories of innovation and apply the tools of innovation			
CO4	Analysing	Analyze contemporary start-up business, extent of innovation, success, and failure			
CO5	Evaluating	Evaluate different innovative models adopted in Business as Case.			
Unit	Course Content				Instr-Hours
Unit I	Concept, Meaning of Innovation and its characteristics: Concept of Innovation, Difference between Invention and Innovation, Innovate for Growth and Profit, Innovation Portfolio, Vision Portfolio and Feelings, Innovating Experiences, Technology and Psychology, Searching for Innovation, Opportunities, Process Innovation, Characteristics of Innovation in different sectors Innovation in Indian Context, Innovation and Creativity, Jugaad and Innovation.				10
Unit II	Models of Innovation: Models of Innovation - Incremental vs Radical Innovation, Disruptive Technological change Model, Imitability and Complementary Assets - Teece Model, Tushman- Rosen Kopf Technology Life Cycle Model, Foster's S Curve.				12
Unit III	Managing and Marketing Innovation: The evolution of business Model, Business Model Canvas- Prototyping to Incubation and Iterate on The Business Model, Championing the innovation process, Iterating on Business Model, Design of a Pitch and Business Model Metaphors, Digital Technologies, Future Markets and Innovation needs for India.				12
Unit IV	Design Thinking, Approaches in Innovation Process: Design Thinking process, Innovation Challenge, Choosing the right model, Innovation Activity in Organization, 3 Hat Approach, Role of Catalyst in Building Participation in Innovation Process, Velocity Problem, Failure Fallacy- Reasons and Remedies, Encouraging Experimentation, Prototyping, Ways to Enhance the Batting Average Problem, Sand box, Platform and Open Source Approach, Intellectual Property Protection, Big Bets Risks.				11
Note (CBL): It is recommended to use various learner-oriented activities in CBL (Case Based Learning)- Caselets, Group Discussion, Projects, Panel Discussions, Seminar by Learners, and Role Play.					
Suggested Books					
1	Shlomo Maital and DVR Seshadri: Innovation Management, Response Books, Sage Publication, New Delhi				
2	Rishiksha T. Krishnan and Vinay Dabholkar: 8 Steps To Innovation: Going From Jugaad to Excellence, Happer Colins, India				
3	Paul Traut: Innovation Management and New Product Development, Pearson				
4	CK Prahalad and MK Krishnan : The New Age of Innovation, McGraw Hill				
5	Khandwalla: Corporate Creativity, McGraw Hill				
6	Arthur B VanGundy: Getting to Innovation, PHI-Eastern Economy Edition				
7	Donald A. Norman, Roberto Verganti, Incremental and Radical Innovation.				

Online Resources	
1	https://www.ebooks.com/en-in/1013485/innovation-management/shlomo-maital-d-v-r-seshadri/?_c=1
2	https://www.hypeinnovation.com/en/resources/ebooks
3	https://www.phindia.com/Books/ShoweBooks/MzAx/Innovation-Management
4	www.innovation-point.com/resources.htm
5	https://www.routledge.com/Creativity-for-Innovation-Management/Goller-Bessant/p/book/9781138641327
6	NPTEL: IIT – Roorkee https://www.youtube.com/watch?v=9BXq3gcLSMs&list=PLLy_2iUCG87CUSdZ0z0ihunS1QSRnqXFN

Course Code		Subject: Retail Management		Semester		
MMBA#		Specialization- Marketing Management		IV		
Scheme of Instruction			Scheme of Examination			
Total Duration		60+Hrs		Maximum Marks		100
Periods / Week		4+		Internal Evaluation		30
Credits		4		End Semester		70
Instruction Mode		L/CBL: 4		Exam Duration		3 Hrs
Course Objectives: The course helps to make the learners understand modern approach to decision making techniques and to successfully operate as practitioners of retail management						
Course Outcomes: On successful completion of the course the learner will be able to:						
CO#	Cognitive Abilities	Course Outcomes				
CO1	Remembering	Demonstrate an understanding of how retailers develop a retail mix to build a sustainable competitive advantage.				
CO2	Understanding	Explain how retailers use marketing communications to build a brand image and customer loyalty.				
CO3	Applying	Understand the integration of merchandise management and supply chain strategies leading to excellent customer service				
CO4	Analysing	Understand the financial implication of strategic retail decisions				
CO5	Evaluating	Demonstrate an understanding of decisions retailers make to satisfy customer needs in a rapidly changing and competitive environment				
Unit		Course Content				Instr-Hours
Unit I		Retailing: Introduction, Meaning, functions, Types, Economic Significance and Opportunities – Present Retail Scenario and Global Prospective of Retailing in India. Rural Retailing - Recent Trends and Practices				15
Unit II		Retailing Strategies: Definition of Retail Market Strategy- Strategic Retail Planning Process, Target Market and Retail Formats-Sustainable Competitive Advantage - Growth strategies, Pricing strategies and Approaches - Retail Communication Process and Methods.				15
Unit III		Retail Operations: Store Management - Recruitment, Selection, Training, Motivating, Compensating and Controlling the Store Employees, Store Planning -Location Planning - Types of Retail Locations - Factors for Choosing a Location - Store Design - Retail Mix- The Space – Mix, The Wheel of Retailing- Store Layout –Importance, Process and Steps, Merchandising, Inventory, Category and Visual Merchandising. --Accounting and Controls				15
Unit IV		Information Technology in Retailing: Growing Role of IT in Retailing- Information Systems and Supply Chain Management- Human Resources and Executive Information System- Customer Relationship Management- Process of CRM-Developing and Implementing CRM Programme. E- Retailing- concept.				15
Note (CBL): It is recommended to use various learner-oriented activities in CBL (Case Based Learning)- Caselets, Group Discussion, Projects, Panel Discussions, Seminar by Learners, and Role Play.						
Suggested Books						
1	Arif Shaik, Kaneez Fatima: Retail Management, Himalaya Publication House 2008					
2	Barry Berman and Joel Evans: Retail Management a Strategic Approach, Pearson Education India					
3	Lucas Bush Gresham: Retailing, All India Publication & Distribution.					
4	Levy Weitz: Retail Management, Tata Mc Graw Hill Company Limited. 2008					
5	Patrik M Dunne, Robert F Lusch, David A Griffith: Retailing, Thomas Publication, 2007					
Online Resources						
1	https://www.tutorialspoint.com/retail_management/retail_management_tutorial.pdf					
2	https://www.pdfdrive.com/retail-management-a-strategic-approach-13th-editionpdf-e189362538.html					
3	https://mmimert.edu.in/images/books/modern-day-retail-marketing-management.pdf					

4	https://ebooks.lpude.in/management/mba/term_3/DMGT550_RETAIL_MANAGEMENT.pdf
5	https://backup.pondiuni.edu.in/sites/default/files/Retail%20Marketing200813.pdf
6	AKTU Digital Education: Sales and Retail Management Growing Importance of Retailing https://www.youtube.com/watch?v=DO79HqqEkgU

Course Code	Subject: Investment Analysis and Portfolio Management		Semester
MMBA#	Specialization - Financial Management		IV
Scheme of Instruction		Scheme of Examination	
Total Duration	60+Hrs	Maximum Marks	100
Periods / Week	4+	Internal Evaluation	30
Credits	4	End Semester	70
Instruction Mode	L/CBL: 4	Exam Duration	3 Hrs
Course Objectives: To familiarize students with the mechanics of investment analysis and portfolio management			
Course Outcomes: On successful completion of the course the learner will be able to:			
CO#	Cognitive Abilities	Course Outcomes	
CO1	Remembering	Know the investment environment, different types of financial investment instruments and financial institutions.	
CO2	Understanding	Understanding the investment purposes, the efficiency of key stages of the investment process.	
CO3	Applying	Apply the principles of portfolio theory in the process of investment portfolio Management.	
CO4	Analyzing	Analyze and evaluate the fair value of stocks and bonds, analysing the main factors affecting the values.	
CO5	Evaluating	Assess the efficiency of portfolio management	
Unit	Course Content		Instr-Hours
Unit I	Introduction: Concept and Definition of Investment – Investment Decision and Process – Types –Investment Vs Speculation-Role of Speculator – Source of Investment Information –Securities Market-Primary and Secondary Market –Stock Exchanges – Portfolio Risk and Return.		15
Unit II	Security Analysis & Valuation of Shares: Objectives of Security Analysis –Fundamental Analysis –Economy – Industry and Company Analysis –Technical Analysis –Dow Theory – Oscillators –Elliot Wave Theory –Efficient Market Theory.(Theory), Valuation of Equity Shares(Problems)		15
Unit III	Portfolio Management: Portfolio Management Theory –Modern Theory of Portfolio Management – Morkowitz Risk Return Optimisation –CAPM - Portfolio Optimisation –Portfolio Selection –Diversification –Efficient Frontier –Capital Market Line (Problems)		15
Unit IV	Portfolio Performance Evaluation: Portfolio Performance Evaluation- Concept –Objectives – Sharpe – Treynor and Jenson’s Portfolio Performance Measures – Portfolio Revision – (Problems)		15
Note (CBL): It is recommended to use various learner-oriented activities in CBL (Case Based Learning)- Caselets, Group Discussion, Projects, Panel Discussions, Seminar by Learners, and Role Play.			
Suggested Books			
1	Fisher and Jordan, Securities Analysis and Portfolio Management, PHI.		
2	Preeti Singh, Investment Management, Himalaya Publishers		
3	Sharpe, Alexender and Bailey, Investments, PHI, New Delhi.		
4	Strong R.A, Portfolio Management Hand book,Jaico Pub-1990.		
5	Francis, Investment ,Analysis and Management,TMH,1999.		
Online Resources			

1	https://backup.pondiuni.edu.in/sites/default/files/investment%26portfolio-260214.pdf
2	https://www.bimkadapa.in/materials/IPM-FINAL%20COPY-1%20TO%205%20UNITS.pdf
3	https://www.bcci.bg/projects/latvia/pdf/8_IAPM_final.pdf
4	http://dl.rasabourse.com/Books/Finance%20and%20Financial%20Markets/%5BEDwin_J._Elton%2C_Martin_J._Gruber%2C_SStephen_J._Brow_Modern%20Portfolio%20Theory%20and%20Investment%28rasabourse.com%29.pdf
5	NPTEL: IIT Kharagpur https://www.youtube.com/watch?v=oPe5Y3Mrsaw&list=PLEC357A2BC142F57E
6	http://www.himpub.com/documents/Chapter1476.pdf

Course Code		Subject: Performance Management Systems		Semester	
MMBA#		Specialization – Human Resource Management		IV	
Scheme of Instruction			Scheme of Examination		
Total Duration		60+Hrs		Maximum Marks	
Periods / Week		4+		Internal Evaluation	
Credits		4		End Semester	
Instruction Mode		L/CBL: 4		Exam Duration	
				3 Hrs	
Course Objectives: The purpose of this course is to understand the importance of Performance Management in business and how it can contribute to measure the level of strategy implementation towards results of a company or institution.					
Course Outcomes: On successful completion of the course the learner will be able to:					
CO#	Cognitive Abilities	Course Outcomes			
CO1	Remembering	Discuss the importance of performance management, organizational strategic planning and succession planning			
CO2	Understanding	Explore and identify ways to utilize the personal self as an instrument in the performance management process.			
CO3	Applying	Analyze the problems and difficulties encountered in appraisal methods followed in MNC and in Indian contexts			
CO4	Analysing	Analyze the performance of employees and validation of scores ethically			
CO5	Evaluating	Evaluate and explain how to best implement a performance management system			
Unit		Course Content			Instr-Hours
Unit I		Introduction to Performance Management: Concept and Definition – Performance Appraisal Vs Performance Management – Objectives and Importance of Performance Management, Determinants of Job Performance – Process of Performance Management – Linking PMS with other HR functions. Performance Management Cycle – Challenges & Ethics in Performance Management.			15
Unit II		Performance Management System: Model of Performance Management System: Objectives – Functions – Characteristics of Effective Performance Management System, Competency Based Performance Management System – Competency Mapping and its Linkage to Performance Planning – Counselling and Monitoring of Performance for Higher Job Performance.			15
Unit III		Implementation of Performance Management System: Balance Score Card Approach to Performance Management system – Strategies for Effective Implementation of Performance Management – Operationalizing Change through Performance Management – Organizational Culture and Performance Management, Role of HR Professionals in improving organizational Performance. Performance Monitoring: Assessment Center - Measuring performance - Methods for evaluating Performance – 360 Degree appraisal: Competency Mapping - H.R. Scorecard - H.R. Audit.			15
Unit IV		Role of Training and Development in PMS: Need Identification for Training and Development for Performance Management - Rewards and Recognition -Team Performance - Performance Management linked Reward System - Role of HR Professionals in Performance Management - Potential Appraisal & its linkage to Performance Management - Performance Agreements - Performance Reviews; feedbacks – e-PM; Strategic role of HR professionals - Ethics in Performance Management			15
Note (CBL): It is recommended to use various learner-oriented activities in CBL (Case Based Learning)- Caselets, Group Discussion, Projects, Panel Discussions, Seminar by Learners, and Role Play.					
Suggested Books					

1	Kohli A S & Deb T Performance Management Oxford Higher Education 2008/ Latest edition
2	Bagchi Soumendra Performance Management Cengage Learning Latest edition
3	R K Balyan Performance Management (Text & cases) Himalaya Publishing House Latest edition
4	Chadha Prem Performance Management- Its about performing not just appraising McMillan Business Books Latest edition
5	T.V. Rao Performance Management and Appraisal Systems Response Books Latest edition
Online Resources	
1	https://www.shrm.org/hr-today/trends-and-forecasting/special-reports-and-expert-views/documents/performance-management.pdf
2	http://www.untag-smd.ac.id/files/Perpustakaan_Digital_2/PERFORMANCE%20MANAGEMENT%20Performance%20management%20%20putting%20research%20into%20action.pdf
3	https://ebooks.lpude.in/management/mba/term_3/DMGT517_PERFORMANCE_MANAGEMENT_SYSTEM.pdf
4	http://promeng.eu/downloads/training-materials/ebooks/soft-skills/performance-management.pdf
5	NPTEL – IIT Kharagpur; Performance Evaluation and Appraisal https://www.youtube.com/watch?v=bu_yh3h0n3U

Course Code		Subject: Services Marketing		Semester	
MMBA#		Specialization – Marketing Management		IV	
Scheme of Instruction			Scheme of Examination		
Total Duration		60+Hrs		Maximum Marks	
Periods / Week		4+		Internal Evaluation	
Credits		4		End Semester	
Instruction Mode		L/CBL: 4		Exam Duration	
				3 Hrs	
Course Objectives: To understand and focus on the challenges of marketing and managing services and delivering quality services to consumers.					
Course Outcomes:					
On successful completion of the course the learner will be able to:					
CO#	Cognitive Abilities	Course Outcomes			
CO1	Remembering	Understand the fundamentals of Marketing of Services			
CO2	Understanding	Explain the basic conceptual framework of service marketing.			
CO3	Applying	Describe an understanding of and an appreciation for basic service marketing concepts, theories, principles, and terminology			
CO4	Analysing	Analyze the challenges of globalized business environment			
CO5	Evaluating	Assess the effectiveness of various marketing strategies of services			
Unit	Course Content				Instr-Hours
Unit I	Services Marketing: Concept, Distinctive Characteristics of Services, Services Marketing Triangle, Purchase Process for Services, Marketing Challenges of Services, Role of Services in Modern Economy, Services Marketing Environment, Goods vs Services Marketing, Goods Services Continuum, Consumer Behaviour, Positioning a Service in the Market Place, Variations in Consumer Involvement, Impact of Service Recovery Efforts on Consumer Loyalty, Type of Contact: High Contact Services and Low Contact Services, Sensitivity to Customers' Reluctance to Change.				15
Unit II	Services Mix: The Service Product, Pricing Mix, Promotion and Communication Mix, Place/Distribution of Service, People, Physical Evidence, Process-Service Mapping-Flow-charting, Branding of Services, Problems and Solution, Options for Service Delivery.				15
Unit III	Service Quality: Improving Service Quality and Productivity, Service Quality, GAP Model, Bench Marking, Measuring Service Quality, Zone of Tolerance and Improving Service Quality, The SERVQUAL Model, Defining Productivity, Improving Productivity, Demand and Capacity Alignment.				15
Unit IV	International and Global Strategies in Services Marketing: Services in the Global Economy, Moving from Domestic to Transnational Marketing, Factors Favouring Transnational Strategy, Recent Trends in Marketing of Services in Tourism, Hospitality, HealthCare, Banking, Insurance, Education, IT and Entertainment Industry, Ethics in Services Marketing: Meaning, Importance, Unethical Practices in Service Sector.				15
Note (CBL): It is recommended to use various learner-oriented activities in CBL (Case Based Learning)- Caselets, Group Discussion, Projects, Panel Discussions, Seminar by Learners, and Role Play.					
Suggested Books					
1	M.K. Ram Pal & SZ Gupta, Service Marketing, Concepts, Applications and Cases, Galgotia Publishing Company, New Delhi.				
2	V.A. Zeithaml and M.J. Bitner, Services Marketing, Tata MC Graw-Hill Company Limited.				
3	V. Venugopal & Raghu, Services Marketing, Himalaya Publishing House.				
4	S. M. Jha, Services Marketing, Himalaya Publishing House.				
5	Ravi Shankar, Services Marketing – The Indian Prospective, Excel Books, New Delhi.				

Online Resources	
1	https://ebooks.lpude.in/management/mba/term_4/DMGT510_SERVICES_MARKETING.pdf
2	http://www.himpub.com/documents/Chapter905.pdf
3	https://ebs.online.hw.ac.uk/EBS/media/EBS/PDFs/Services-Marketing-Course-Taster.pdf
4	https://www.drnishikantjha.com/booksCollection/Service%20Sector%20Marketing%20TYBMS%202016-17.pdf
5	IIT – Roorkee; Services Marketing: Integrating People, Technology, Strategy Promo https://www.youtube.com/watch?v=TZJ-IL9fDxs&list=PLLy_2iUCG87CatqSN-k3J6RnzamJxWezN
6	NPTEL : IIT Kharagpur; Services Marketing: A Practical Approach https://www.youtube.com/watch?v=OKkGVy7Vxiw&list=PLPjSqITyvDeWk5Hj8dzy7S5UXOaFC-huM

Course Code		Subject: Rural and Green Marketing		Semester	
MMBA#		Specialization – Marketing Management		IV	
Scheme of Instruction			Scheme of Examination		
Total Duration		60+Hrs		Maximum Marks	
Periods / Week		4+		Internal Evaluation	
Credits		4		End Semester	
Instruction Mode		L/CBL: 4		Exam Duration	
				3 Hrs	
Course Objectives:					
The learner will understand the fundamentals of rural marketing and green marketing strategies; and will be able to develop appropriate rural marketing strategies.					
Course Outcomes:					
On successful completion of the course the learner will be able to:					
CO#	Cognitive Abilities	Course Outcomes			
CO1	Remembering	Understand the basic concepts and marketing strategies of rural marketing			
CO2	Understanding	Identify and assess rural market potential for products and services			
CO3	Applying	Develop rural marketing and promotion strategies			
CO4	Analysing	Analyze the impact of rural marketing and promotion strategies			
CO5	Evaluating	Evaluate different marketing strategies used in rural marketing			
Unit	Course Content				Instr-Hours
Unit I	Introduction to Rural Marketing: Definition and Scope of Rural Marketing, Components of Rural Markets, Classification of Rural Markets, Rural vs. Urban Markets, Frameworks of Rural Marketing, Rural Retail outlets, The Rural Marketing Process, Potential of Rural Market, Government Initiatives, The Rural Market Paradox, Composition of the Rural Market, Market Size, Influences in Rural Markets.				15
Unit II	Rural Marketing Environment: Differences Between Rural and Urban Shoppers, Profiling the Rural Consumer, Rural Market Segmentation, Rural Marketing Strategies, Marketing Principles in Rural Areas, Rural Market Research, Distribution to Villages, Distribution of Rural Products, Existing Marketing Systems, Pricing Policy and Strategy, Rural Communications				15
Unit III	Rural Marketing Value Chain: Existing Marketing Systems, Improving Rural Marketing in India, E-Rural Marketing, ICT Essentials, ICT in Rural Markets and Problems in Implementation, Role of Government and NGOs in Rural Marketing, Problems of Sales Management in Rural Areas, Resolving Rural Sales Management Issues, The Rural Salesperson, Rural Sales Organization, Identifying Rural Clusters				15
Unit IV	Introduction to green marketing- strategic green planning-environment and consumption-Green Product- Green Behavior- Five shades of green consumers-Segmenting consumers- Green consumer’s motives-Buying strategies -Green Business Opportunities- Designing green products-eco-design to eco- innovation-Fundamentals of green marketing-Establishing Credibility-Green distribution and Packaging- Contemporary Government policies and subsidies that aids green and green product development and Green Marketing-Case Studies				15
Note (CBL):It is recommended to use various learner-oriented activities in CBL (Case Based Learning)- Caselets, Group Discussion, Projects, Panel Discussions, Seminar by Learners, and Role Play.					
Suggested Books					
1	Krishnamacharyulu and Lalitha Ramakrishnan (2011), 2nd Edition, Rural Marketing: Texts and Cases, Pearson Education.				
2	Abhijit Roy (2012), SAGE Brief Guide to Marketing Ethics, SAGE Publications.				
3	Ghosh (2013) 1st Edition, India’s Agricultural Marketing: Market Reforms and Emergence of New Channels, Springer India.				
4	Balram Dogra & Karminder Ghuman, Rural Marketing: concepts and cases ,Tata Mcgraw Hill Education Pvt ltd				
5	Srivastava, S.“A Practical Guide to Industrial Entrepreneurs” Sultan Chand and Sons, New Delhi.				
Online Resources					
1	https://ebooks.lpude.in/management/mba/term_4/DMGT509_RURAL_MARKETING.pdf				

2	http://www.mgncre.org/pdf/publication/207%20Rural%20Marketing%20Management.pdf
3	https://backup.pondiuni.edu.in/sites/default/files/Rural-Marketing-260214.pdf
4	https://www.iare.ac.in/sites/default/files/lecture_notes/IARE_RM_NOTES_2.pdf

Course Code		Subject: Taxation		Semester	
MMBA#		Specialization - Financial Management		IV	
Scheme of Instruction			Scheme of Examination		
Total Duration		60+Hrs		Maximum Marks	
Periods / Week		4+		Internal Evaluation	
Credits		4		End Semester	
Instruction Mode		L/CBL: 4		Exam Duration	
				3 Hrs	
Course Objectives: To enable students to explain basic concept of taxation, laws, procedure, assessment, filing , reporting system, practices, compliances, tax planning and financial decisions.					
Course Outcomes: On successful completion of the course the learner will be able to:					
CO#	Cognitive Abilities	Course Outcomes			
CO1	Remembering	Understand fundamentals of taxation			
CO2	Understanding	Explain real life business problems efficiently using appropriate concepts of taxation laws.			
CO3	Applying	Learners are appraised with the recent developments in tax structure in India unlike other countries.			
CO4	Analysing	Analyze the tax provisions, financial planning & tax management.			
CO5	Evaluating	Assess corporate tax provisions and financial planning tools to corporate world.			
Unit		Course Content			Instr-Hours
Unit I		Introduction to Tax Income Tax Law: Basic concepts relating to income, gross total income, total income, maximum marginal rate of tax, residential status, scope of total income on the basis of residential status- Basic concept of corporate taxation, Brief history of corporate taxation in India, Concept of tax planning and Tax management, Tax evasion and Tax avoidance; Rationale of corporate tax planning; Nature and scope of tax planning in companies.			15
Unit II		Tax Assessment of Companies: Residential status of company and incidence of tax; Computation of taxable income of companies: Carry forward and set off of business losses, deductions available to corporate assesses; Computation of corporate tax liability; Minimum alternate tax and tax credit; Tax on distributed profits; Tax on income distributed to unit holders.			15
Unit III		Tax Planning and Financial Decisions: Tax planning with reference to setting up of a new business: Locational aspect, nature of business, form of organization; Capital structure decisions; Dividend policy; Bonus Share; Investments and capital gains; Owning or leasing of an asset; Hire purchase or installment purchase decision; Purchase of an asset out of own funds or out of borrowed capital; Manufacturing or buying; Repairing, replacing, renewing or renovating an asset; Sale of assets used for scientific research.			15
Unit IV		Tax Planning and Business Reorganization: Tax Planning in respect of amalgamation and de-merger of companies, slump sale, conversion of a firm into a company; Conversion of sole proprietorship into company; Conversion of company into Limited Liability Partnership; International Tax Environment: Double taxation relief; Provisions regulating transfer pricing. Tax Haven, Tax Credit Relief.			15
Note (CBL):It is recommended to use various learner-oriented activities in CBL (Case Based Learning)- Caselets, Group Discussion, Projects, Panel Discussions, Seminar by Learners, and Role Play.					
Suggested Books					
1	Ahuja, Girish & Ravi, Gupta. Bharat’s Professional Approach to Direct Taxes, Law & Practice. Bharat Law House Pvt. Ltd.				
2	Bhagmati, Prasad. Direct Taxes and Laws and Practice. Wishwa Prakashan.				
3	Singhania, Vinod K. Taxmann’s Direct Taxes. Law & Practice.				
4	Srinivas, E. A. Corporate Tax Planning, Tata McGraw Hill.				
5	Parthasarathi Shome (2021), Taxation History, Theory, Law and Administration, Springer International Publishing				

Online Resources	
1	https://dor.gov.in/sites/default/files/IT%20Act%20%28English%29_0.pdf
2	http://www.tara.tcd.ie/bitstream/handle/2262/8401/jssisiVolIII1_15.pdf?sequence=1&isAllowed=y
3	https://www.oup.com.au/ data/assets/file/0014/132062/9780190318529_SC.pdf
4	https://www.mondaq.com/pdf/clients/457368.pdf
5	https://www.srcc.edu/sites/default/files/Income%20Tax%20AY%202020-21%20Sem%20III%20B.ComH%20-%20Naveen%20Mittal.pdf
6	https://www.icsi.edu/media/website/Tax_Law_and_Practice_Final.PDF

Course Code		Subject: Financial Derivatives		Semester	
MMBA#		Specialization - Financial Management		IV	
Scheme of Instruction			Scheme of Examination		
Total Duration		60+Hrs		Maximum Marks	
Periods / Week		4+		Internal Evaluation	
Credits		4		End Semester	
Instruction Mode		L/CBL: 4		Exam Duration	
				3 Hrs	
Course Objectives:					
To understand and know the concept of Financial Derivatives and know operations of the future and options, Trading, Hedging etc.					
Course Outcomes:					
On successful completion of the course the learner will be able to:					
CO#	Cognitive Abilities	Course Outcomes			
CO1	Remembering	Students will be able to remember basic concept of Derivatives Market.			
CO2	Understanding	Understand various Types, Techniques and Operations of Derivatives Market.			
CO3	Applying	Apply basic methods of future and options used in Derivatives Trading.			
CO4	Analysing	Analyze the SWAP strategies and Financial Derivatives Market.			
CO5	Evaluating	Evaluating the different Instrument/ Derivatives.			
Unit	Course Content				Instr-Hours
Unit I	Derivatives : Definition, Features of a Financial Derivative – Types of Financial Derivatives – Basic Financial derivatives – History of Financial Derivatives Market in India – Major Recommendations of Dr. L.C. Gupta Committee – Equity Derivatives – Strengthening of Cash Market – Categories of Derivatives Traded in India – Forward Market: Pricing and Trading Mechanism – Forward Contract concept – Features of Forward Contract – Classification of Forward Contracts – Forward Trading Mechanism – Forward Prices Vs Future Prices.				15
Unit II	Options and Swaps: Concept of Options – Types of options – Option Valuation – Option Positions Naked and Covered Option – Underlying Assets in Exchange-traded Options – Determinants of Option Prices – Binomial Option Pricing Model – Black-Scholes Option Pricing – Basic Principles of Option Trading – SWAP: Concept, Evaluation and Features of Swap – Types of Financial Swaps – Interest Rate Swaps – Currency Swap – Debt Equity Swap				15
Unit III	Futures: Financial Futures Contracts – Types of Financial Futures Contract – Evolution of Futures Market in India – Traders in Futures Market in India – Functions and Growth of Futures Markets – Futures Market Trading Mechanism - Specification of 2 the Future Contract – Clearing House – Operation of Margins – Settlement – Theories of Future prices – Future prices and Risk Aversion – Forward Contract Vs. Futures Contracts				15
Unit IV	Hedging and Stock Index Futures: Concepts – Perfect Hedging Model – Basic Long and Short Hedges – Cross Hedging – Basis Risk and Hedging – Basis Risk Vs Price Risk – Hedging Effectiveness – Devising a Hedging Strategy – Hedging Objectives – Management of Hedge – Concept of Stock Index – Stock Index Futures – Stock Index Futures as a Portfolio management Tool – Speculation and Stock Index Futures – Stock Index Futures Trading in Indian Stock Market.				15
Note (CBL): It is recommended to use various learner-oriented activities in CBL (Case Based Learning)- Caselets, Group Discussion, Projects, Panel Discussions, Seminar by Learners, and Role Play.					
Suggested Books					
1	Gupta S.L., Financial Derivatives Theory, Concepts and Problems PHI, Delhi,				
2	Kumar S.S.. “Financial Derivatives”, PHI, New Delhi				
3	Stulz M. R, Risk Management and Derivatives, South Western- New Edition				
4	John C Hull, Solution Manual- Options, Futures and other Derivatives, Pearson Education				
5	Chance, Don & Brook R Introduction to Derivatives and Risk Management , Cengage Learning, USA				
Online Resources					
1	https://www.wiley.com/en-				

	as/An+Introduction+to+Corporate+Finance%3A+Transactions+and+Techniques%2C+2nd+Edition-p-9780470026755
2	https://www.edx.org/course/introduction-to-corporate-finance-2
3	http://dl.icdst.org/pdfs/files/3d8293b1a714b865b647c010d8227230.pdf
4	http://www.untag-smd.ac.id/files/Perpustakaan_Digital_1/CORPORATE%20FINANCE%20Lectures%20on%20corporate%20finance.pdf
5	www.capitalmarket.com
6	https://www.geektonight.com
7	https://corporatefinanceinstitute.com

Course Code		Subject: Organizational Change and Development		Semester	
MMBA#		Specialization – Human Resource Management		IV	
Scheme of Instruction			Scheme of Examination		
Total Duration		60+Hrs	Maximum Marks		100
Periods / Week		4+	Internal Evaluation		30
Credits		4	End Semester		70
Instruction Mode		L/CBL:4	Exam Duration		3 Hrs
Course Objectives: This course aims to give a broad theoretical and practical understanding of key concepts and issues in organisational changes and development.					
Course Outcomes:					
On successful completion of the course the learner will be able to:					
CO#	Cognitive Abilities	Course Outcomes			
CO1	Remembering	Understand the concepts, process of organizational change, development.			
CO2	Understanding	Explain the formulation of strategy for change and improving organizational effectiveness			
CO3	Applying	Apply the tools and techniques of Organizational Development.			
CO4	Analysing	Analyze the concepts of changes in organization, organizational change and its development.			
CO5	Evaluating	Evaluate models of change management, strategies of change and its implementation in organizations.			
Unit		Course Content			Instr-Hours
Unit I		Organisational Change : An Overview of Organisational Change, Change and Its Impact, types of change, factors critical to change, forms of organizational change, resistance to change, emerging organizational forms and structures, future of work.			15
Unit II		Models and Managing of Change: Kotter’s 8 step change Model, Kurt Lewin’s Force Field Analysis Model, Nadler’s System Model, Greiner’s Growth Model and McKinsey’s 7’S’ Model, Role of leadership in change, Leaders as change agent.			15
Unit III		Organisational Development: Introduction to Organisational Development, process of OD, types and process of OD interventions, Team interventions , structural intervention and Miscellaneous interventions, levels of diagnosis in organisation, OD Map, factors affecting success of interventions.			15
Unit IV		Perspectives of Organisational Development: Learning organizations, traditional vs learning organizations, Knowledge management, Organizational Life Cycle, Work-life balance, changing and strengthening organizational culture.			15
Note (CBL): It is recommended to use various learner-oriented activities in CBL (Case Based Learning)- Caselets, Group Discussion, Projects, Panel Discussions, Seminar by Learners, and Role Play.					

Suggested Books	
1	C. S. Venkataratnam and Anil Verma, Challenge of Change: Industrial Relations in Indian Industry, Allied Pub. Ltd., New Delhi
2	Kavitha Singh, Organizational Change and Development, Excel Books New Delhi.
3	Biswajeet Pattanayak, and Pravash Kumar, Change for Growth, Wheeler Publications, New Delhi.
4	David K. Hurst (1995). Crisis and Renewal: Meeting the Challenge of Organizational Change, Harvard University Press.
5	Chip Heath and Dan Heath (2010). SWITCH: How to Change is Things When Change is Hard, Bradway Books, New York.
Online Resources	
1	http://www.mcs.gov.kh/wp-content/uploads/2017/07/Organization-Development-and-Change.pdf
2	https://msmgf.org/files/msmgf/documents/Org_Dev/Organizational%20Change%20and%20Development.pdf
3	http://site.iugaza.edu.ps/saross/files/2019/09/Organization-Development-and-Change-10th-2015.pdf
4	https://www.opentextbooks.org.hk/system/files/export/26/26956/pdf/Focusing_on_Organizational_Change_26956.pdf
5	http://www.ddegjust.ac.in/studymaterial/mba/obh-413.pdf

Course Code		Subject: Human Resource Development – HRD		Semester	
MMBA#CC		Specialization – Human Resource Management		IV	
Scheme of Instruction			Scheme of Examination		
Total Duration		60+Hrs	Maximum Marks		100
Periods / Week		4+	Internal Evaluation		30
Credits		4	End Semester		70
Instruction Mode		L/CBL:4	Exam Duration		3 Hrs
Course Objectives: The objective of this course is to co-create a comprehensive view of Human Resource Development (HRD) through assessment of theories and practices of HRD.					
Course Outcomes: On successful completion of the course the learner will be able to:					
CO#	Cognitive Abilities	Course Outcomes			
CO1	Remembering	To build an understanding and perspective of Human Resource Development as discipline appreciating learning.			
CO2	Understanding	To learn the skills of developing a detailed plan for need and implementation of HRD program in the organization.			
CO3	Applying	To learn role of learning in action as an individual, group and an organization in order to develop creative strategies to organizational problems.			
CO4	Analysing	To develop a perspective of HRD beyond organizational realities including national HRD.			
CO5	Evaluating	To understand contemporary realities of HRD and its interface with technology.			
Unit	Course Content				Instr-Hours
Unit I	Introduction: Concept; Evolution of Human Resource Development in India; Significance of HRD, Relationship between human resource management and human resource development; HRD mechanisms, processes and outcomes; HRD matrix; HRD interventions; Roles and functions of HRD professionals of HRD professionals; Challenges in HRD.				15
Unit II	HRD Process: Assessing need for HRD; Designing and developing effective HRD programs; Implementing HRD programs; Evaluating effectiveness of HRD Programs; HRD audit; HRD culture and climate.				15
Unit III	HRD Activities: Employee development activities- Approaches to employee development, leadership development, action learning, assessment and development centres; Intellectual capital and HRD; HRD mechanisms for workers; Role of trade unions; Industrial relations and HRD; Influence of motivation on development activities.				15
Unit IV	HRD Applications and Trends: Coaching and mentoring; Career management and development; Employee counselling; Competency mapping; PCMM, Balanced Score Card, Appreciative inquiry; Integrating HRD with technology, Employer branding and other emerging trends				15
Note (CBL): <i>It is recommended to use various learner-oriented activities in CBL (Case Based Learning)- Caselets, Group Discussion, Projects, Panel Discussions, Seminar by Learners, and Role Play.</i>					
Suggested Books					
1	Werner J. M., DeSimone, R.L., Human resource development, South Western.				
2	Nadler, L., Corporate human resources development, Van Nostrand Reinhold.				
3	Mankin, D., Human resource development, Oxford University Press India.				
4	Haldar, U. K., Human resource development, Oxford University Press India.				
5	Rao, T.V., Future of HRD, Macmillan Publishers India				
Online Resources					

1	https://backup.pondiuni.edu.in/sites/default/files/HRDt200813.pdf
2	http://www.ddegjust.ac.in/studymaterial/mba/obh-414.pdf
3	https://brauss.in/hrm-basic-notes.pdf
4	https://vulms.vu.edu.pk/Courses/HRM727/Downloads/Human%20Resource%20Development%20edited%20by%20John%20P%20wilson.pdf
5	https://www.yyu.edu.tr/images/files/Turizmde_Insan_Kaynaklari_Gelisimi_Doc_Dr_Zekeriya_NAS(1).pdf
6	NPTEL: IIT- Kharagpur https://www.youtube.com/watch?v=b2UZKco-drw&list=PLPjSqITyvDeUjGxJZaTlovRNAmYsp46wY

Course Code		Course Title				Semester
MMBA#SET		Professional Skill Development-II				IV
Scheme of Instruction				Scheme of Examination		
Total Duration	:	30Hrs		Maximum Marks	50	
Periods / Week	:	2		Internal Evaluation	50	
Credits	:	2		End Semester		
Instruction Mode	:	Lecture/Practical		Exam Duration		
LTP	:	1:1		Skill Enhancement Course (SEC)		
Course Outcomes:						
On successful completion of the course the learner will be able to: Able to learn how to building teams, presenting professionally of various professional aspects.						
CO#	Cognitive Abilities		COURSE OUTCOMES			
CO1	REMEMBERING		DESCRIBES the how to build and develop the teams and benefits of working the teams.			
CO2	UNDERSTANDING		ABLE to conduct the meetings and creating action plans.			
CO3	APPLYING		EXPLAINS how to manage the self, etiquette, interacting with others.			
CO4	ANALYSING		ANALYSIS of self, dressing etiquette, is learned.			
CO5	EVALUATING		DISCUSSES the professional relationship, social protocols and interpersonal relationship.			
Unit	Course Content					Instructio ns-Hours
Unit I	Building and Developing Teams : Understanding the benefits of working in teams , fostering relationships, overcoming resistance, using team-building activities, creating a team identity, coping with conflict and ego.					8
Unit II	Managing Meetings: Understanding the role of meetings, planning meetings, developing meeting agendas, scheduling meetings, concluding meetings and creating action plans.					8
Unit III	Presenting Yourself Professionally : Managing yourself, dressing etiquette, interacting with others, improving the speech.					7
Unit IV	Developing Interpersonal skills: Understanding professional relationships, respecting social protocols, networking, socializing professionally, recovering from difficult interpersonal relationship.					7
Suggested Books						
1	Jeff Butterfield, Soft Skills for Everyone, Cengage Learning,2015.					
2	Sailesh Sengupta, Business and Managerial Communication, PHI2020.					
3	SB Gogate, Human Vales and Professional Ethics, Vikas Publishing House PVT,2018.					
4	Meenakshi Raman and Shalini Upadhyay, Soft Skills, Cengage Learning,2016.					
5	Taylor, Shirley, Model Business Letter, E-Mail and Other Business Documents, Pearson Education, New Delhi,2004.					
Online Resources						
1						
2						
3						
4						
5						

