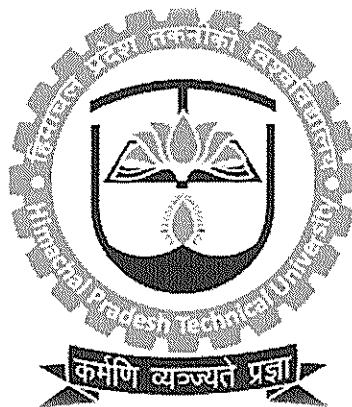


HIMACHAL PRADESH TECHNICAL UNIVERSITY, HAMIRPUR



Syllabus

For

**Master of Business Administration
(MBA)**

As per National Education Policy (NEP)-2020
(w.e.f. the Academic Year 2023-2024)

1. Preamble

The Evaluation Scheme and Syllabus for MBA program is designed with a view to enhance the skills, knowledge & leadership of management graduates in order to maximize the employment opportunities in various functional areas. The guidelines of Model Curriculum of AICTE are duly considered by incorporating relevant emerging areas in all specializations offered during the program. It has also followed the guidelines of **National Education Policy 2020 (NEP 2020)** and **National Higher Education Qualification Framework 2023 (NHEQF 2023)** to emphasis on skill building through project and practical work specifying the objectives and learning outcomes for each subject. This Program has been designed to provide multiple entry and exit system to the students and different Levels defined in NHEQF.

Management education is dynamic and driven by socio-economic and technological changes as well as innovations. Hence, it is expected that latest updates from research, industry practices and cases must be discussed extensively during teaching to achieve the desired levels of knowledge and skills with practical outlook among students. The detailed syllabus has introduced case studies and latest updates also. Visits to Manufacturing Units, malls, warehouse & logistic hubs, Ports etc. and some short duration live Projects will be helpful to buddy managers in gaining the feel real corporate culture and working practices. It will help in orienting the students towards entrepreneurship and to start their own start-ups.

Today IT is enabled in all areas of management be HR, Finance, Marketing and hence technological integrations with all functions have changed the face of planning and decision making in all manufacturing and service industries. The Supply Chain processes are driven by ERP System and High-End Technologies for real time tracking and identifications during transportation for better customer support. Therefore, in the real time scenario, while designing the syllabus, we have given equal emphasis on the quantitative and analytics approaches which will help the students to understand the practical know how of corporate and will understand the pattern & interpretation of large data.

2. Program Objectives (POs)

- Exhibit managerial knowledge and its integrated application in the business context for effective decision making.
- Demonstrate analytical, critical and creative thinking abilities for problem solving.
- Lead self and others in the achievement of goals while contributing effectively to a team environment.
- Present information accurately, clearly, logically and concisely in oral and written communications.
- Manifest appropriate professional and ethical behaviour.

3. Program Learning Outcomes (PLOs)



- **Business Environment and Domain Knowledge (BEDK):** (Economic, legal and social environment of Indian business) - Graduates will acquire awareness and knowledge about functioning of local and global business environment and society. This helps in recognizing the functioning of businesses, identifying potential business opportunities, involvement of business enterprises and exploring the entrepreneurial opportunities.
- **Critical thinking, Business Analysis, Problem Solving and Innovative Solutions (CBPI):** (Competencies in quantitative and qualitative techniques) Graduates will develop skills on analysing the business data, application of relevant analysis, and problem solving in other functional areas such as marketing, business strategy and human resources.
- **Global Exposure and Cross-Cultural Understanding (GECCU):** Graduate will be able to demonstrate a global outlook with the ability to identify aspects of the global business and Cross-Cultural Understanding.
- **Social Responsiveness and Ethics (SRE):** Graduate will demonstrate responsiveness to contextual social issues/ problems and exploring solutions, understanding business ethics and resolving ethical dilemmas. Graduates are expected to identify the contemporary social problems, exploring the opportunities for social entrepreneurship, designing business solutions and demonstrate ethical standards in organizational decision making. Demonstrate awareness of ethical issues and can distinguish ethical and unethical behaviours.
- **Effective Communication (EC):** Graduate will use various forms of business communication, supported by effective use of appropriate technology, logical reasoning, and articulation of ideas. Graduates are expected to develop effective oral and written communication especially in business applications, with the use of appropriate technology (business presentations, digital communication, social network platforms and so on).
- **Leadership and Teamwork (LT):** Graduate will acquire skills to demonstrate leadership roles at various levels of the organization and leading teams. Graduates are expected to collaborate and lead teams across organizational boundaries and demonstrate leadership qualities, maximize the usage of diverse skills of team members in the related context.

4. Curriculum Structure


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MBA degree program will have a curriculum with Syllabi consisting of following type of courses:

- **Core Course (CC):** A course, which should compulsorily be studied by a candidate as a core requirement is termed as a Core course.
- **Discipline Specific Elective (DSEC) Course:** Elective courses may be offered by the main discipline/subject of the study is referred to as Discipline Specific Elective.
- **Value addition (VA), Skill Enhancement (SEC) & Inter Departmental Elective Course(IDECE):** Generally, a course which can be chosen from a pool of courses and which may be very specific or specialized or advanced or supportive to the discipline/interdepartmental subject of study or which provides an extended scope or which enables an exposure to some other discipline/subject/domain or nurtures the candidate's values/proficiency/skill is called an Elective Course. These courses are value-based and skill-based and are aimed at providing hands-on-training, competencies, skills and to improve the employability skills of students.

5. Scheme of Examination

The pass percentage in each subject will be 40%.

- **Theory Examination**

Irrespective of credits, each paper will be of 100 marks (60 marks for theory exam and 40 marks for internal assessment) and duration of paper will be 3 hours.

- **Practical Examination**

Each paper will be of 100 marks (60 marks for external practical exam and 40 marks for internal assessment) and duration of paper will be 3 hours.

- **Dissertation**

The Dissertation will be evaluated by the internal panel approved by Principal cum Director of the concerned college/intuition/university and external examiner from the panel approved by the intuitional authority/evaluation branch, HPTU, Hamirpur. The Head of the Department will assign a guide/supervisor, to each candidate for his/her dissertation work. The candidate shall be required to maintain his/her project diary (logbook) of work in the organization or under the Guide. Each student will be required to give at least two seminars on his/her Dissertation Work. Each student is required to submit three copies of his/her project reports in the Department after completion of the project work which will be evaluated by external examiner. Students are expected to work on a real-life problem. The student can formulate a project problem / Research problem with the help of her/his Guide and submit the project proposal / Research proposal of the same in the department. Approval of the project proposal is mandatory which will be evaluated by internal examiner appointed by respective college Principal or Director or university. If approved, the student can commence working on it and complete it by using the latest versions of the software packages / Research Tools for the development of the Dissertation work.

- **Instruction for paper setter**

In each theory paper, nine questions are to be set. Two questions are to be set from each Unit and the candidate is required to attempt at least one question from each unit.



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Question number nine will be compulsory, which will be of short answer type questions with 6 to 8 parts, covering entire syllabus. In all, five questions are to be attempted. The question paper for the end semester examination may have any one of the following patterns:

Section A (UNIT I) Two questions of long answer type of which one is to be attempted for 12 Marks.

Section B (UNIT II) Two questions of long answer type of which one is to be attempted for 12 Marks.

Section C (UNIT III) Two questions of long answer type of which one is to be attempted for 12 Marks.

Section D (UNIT IV) Two questions of long answer type of which one is to be attempted for 12 Marks.

Section E (Compulsory) 6 to 8 short answer type questions for 2 to 1.5 marks each and total for 12 Marks.

Total marks (A + B + C + D + E) $12 + 12 + 12 + 12 + 12 = 60$ marks

End Semester Examination (ESE)

For the theory course, the question paper for the final examination will consist of five sections-A, B, C, D & E. Sections A, B, C, D will have two questions each from the corresponding units I, II, III & IV of the syllabus. Section E will be compulsory and will have short answer type questions covering the whole syllabus. Each question will be of 12 or 8,4 or 6,6 marks. The candidates will attempt five questions in all, i.e. one question each from the sections A, B, C, D, and the compulsory question from section E. The question paper is expected to contain problems with a minimum weightage of 25% of the total marks from each unit.


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Template for End Semester Examination (4,3,2 credits)

Roll No. _____

Total Pages: 00

Month-Year (Month-Year)

MBA Examination

Code

Title

Semester-X (NEP)

Max. Time: 3 Hour

Max. Marks: 60

The candidates shall limit their answers precisely within the answer book (40 pages) issued to them and no supplementary/continuation sheet will be issued.

Note: Attempt five questions in all by selecting one question from each section A, B, C and D. Section-E is compulsory.

SECTION – A

(1x12 or 8,4 or 6,6)

1.

2.

SECTION – B

(1x12 or 8,4 or 6,6)

3.

4.

SECTION – C

(1x12 or 8,4 or 6,6)

5.

6.

SECTION – D

(1x12 or 8,4 or 6,6)

7.

8.

SECTION – E (Compulsory)

(6×2=12 or 4×3=12 or Case Study with 3 Questions Asked 4×3=12)

9.

(a-f)



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Mid Semester Examination (MSE)

During one semester, there will be Two MSTs for theory and practical subjects. The question paper will consist of three sections A, B and C having total 20 marks. Section A will be compulsory and will have short answer type questions consisting of five parts, each of one mark covering the syllabus mentioned. Sections B and C will contain descriptive type questions of five and ten marks respectively. Sections B and C will have two questions and the candidates will attempt three questions in all, i.e. one question each from the sections B and C. Section-A is compulsory.

Template for Mid Semester Examination (4,3,2 credits)

Roll No. _____

Total Pages: 00

Month-Year (Month-Year)

MBA Examination

Code

Title

Semester-X (NEP)

Max. Time: 2 Hour

Max. Marks: 20

Note: Attempt three questions in all by selecting one question from each section B and C. Section-A is compulsory.

SECTION – A (Compulsory)

(1*5=5)

1. (a-h)

SECTION – B

(5*1=5)

2.

3.

SECTION – C

(10*1=10)

4.

5.

6. Subject Code System

Each subject code is denoted by alpha-numerals, alphabets before hyphen indicates course name and four numerals after hyphen indicates level, semester, and subject number respectively.

- For Example: MBA-6209


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- First three alphabets “MBA” is degree indicator.
- First number “6” defines the Level. 6 for level 6 subject and 7 for level 7
- Second number “2” defines the semester.
- Third and fourth numbers are for subject number.

7. Assessment & Evaluation

IA-Internal Assessment (Theory)

Mid Semester Examination (MSE) = Weightage of **20** Marks for all courses.

Teacher’s Assessment (Assignment/Quizzes/Seminars/overall behaviour) = **15** Marks

Attendance = **05** Marks

Sr. No.	Percentage of Lecture Attended	Marks Awarded
1	From 75% to 80%	01
2	Above 80% to 85%	02
3	Above 85% to 90%	03
4	Above 90% to 95%	04
5	Above 95%	05

ESE-End-Semester Examination = **60** for all courses.

Total = (20 + 15 + 05 + 60 =100) for all courses.

IA-Internal Assessment & External Assessment

Mid Semester Examination (MSE) (including performance & Internal Viva-Voce) = **20**

Teacher’s Assessment (File Work & Lab performance + Attendance) = **15+05**

ESE-End-Semester Examination (written script, performance, External viva-voce etc.) = **60**

Total = 20+20+60 =100

ResearchProject/SeminarAssessment/Survey.

For Internal Assessment

- Attendance in presentation and interaction during the work plan/framework: 10 Marks
- Knowledge/work done of Subject along with Q/A handling during project work: 10 Marks.
- Monthly Progress Report about research: 20 Marks

Total = 10 + 10 + 20 = 40

For External Assessment

- Overall Project Presentation about the work done/results & viva voce.


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(In the presence of External as well as Internal examiners): 60 Marks.

Total = 60

Internal and External Assessment (60+40) = 100 Marks

Semester Internship Report (SIR)

For External Assessment

- Overall semester internship report Presentation about the work done/results & viva voce.

(In the presence of External as well as Internal examiners 100 Marks (SIR File- 60 marks and viva voce – 40 marks)

Total = 100 Marks


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Template for-IA-Internal Assessment (Theory)

HIMACHAL PRADESH TECHNICAL UNIVERSITY

Department of Management Studies, School of Commerce and Management Studies

AWARD SHEET THEORY (INTERNAL ASSESSMENT)

Name of the Institution:			Distribution of Marks					Total Marks
Programme:			Periodical Examinations		Teacher's Assessment		Attendance	
Subject: Sub. Code:								
Branch: Semester:			1st Periodical Examination	2nd Periodical Examination	Assignment discussion/ presentation	Overall behavior		
MAX. MARKS: MIN. MARKS:								
Sr. No.	University Roll No.	Name of Student	10	10	10	05		05

Name of Internal Examiner	Head of Dept	Head of the Institution
Signature.....	Signature.....	Signature.....
Date.....	Date.....	Date.....



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Template for-IA-Internal Assessment (Practical/Project/Seminar/Viva-Voce)

HIMACHAL PRADESH TECHNICAL UNIVERSITY

Department of Management Studies, School of Commerce and Management Studies

AWARD SHEET THEORY (INTERNAL ASSESSMENT)

(Practical/Project/Seminar/Viva-Voce)

Name of the Institution:			Distribution of Marks					Total Marks	
Programme:			Periodical Examination		Teacher's Assessment		Attendance		
Subject:		Sub. Code:							
Branch:		Semester:		Written/Presentation	Viva-voce	Lab performance /work performance			Report/File work
MAX. MARKS:		MIN. MARKS:							
Sr. No.	University Roll No.	Name of Student	10	10	10	05	05	40	

Name of Internal Examiner	Head of Dept	Head of the Institution
Signature.....	Signature.....	Signature.....
Date.....	Date.....	Date.....

**Note: The distribution of marks for Institutional training, Internship, Survey, SWAYAM, MOOCs, NPTEL courses (if any) would be same as above.*


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Template for-External Examination
(Practical/Project/Seminar/Viva-Voce)

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Department of Management Studies, School of Commerce and Management Studies

(Practical/Project/Seminar/Viva-Voce)

Name of the Institute:				
Programme:				
Subject Name:..... Subject Code:.....				
Branch: Semester				
Max Marks Min. Marks:.....				
Sr. No.	University Roll No.	Name of Student	Marks in Figure	Marks in Words
Name of Internal Examiner: External Examiner.....				
Signature..... Signature.....				
Date..... Date.....				

**Note: The distribution of marks would be on the basis of Work done/Task performance (20 marks), Performance (written/presentation) (20 marks) and viva-voce (20 marks), total=60 marks.*



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Guidelines for the Preparation of Dissertation/ Project Report

- The purpose of the research project in MBA (Management Studies) is to introduce basic research methodologies to the students. It may consist of review of some research papers, development of a field survey, working out Management Issues, participation in some on-going research activity, analysis of data etc. The work can be carried out in any thrust areas of management studies under the guidance of faculty members of the department. A small project report or review article submission of any one topic related to the concerned branch of interest will be submitted as per the instructions.
- The students must submit their project work/seminar report in the Department as per the date announced for the submission. Internal assessment of the project work/seminar will be carried out by respective faculty members assigned to them as mentor/supervisor as per evaluation scheme. External assessment of the project work will be carried out by an external examiner (nominated by the Head/Chairperson of the Department) as per evaluation scheme.
- The project report/seminar report will contain a cover page, certificate signed by student and supervisor, table of contents, introduction, methodology, result and discussion conclusion and references etc. The paper size to be used should be A-4 size. The font size should be 12 with Times New Roman Font. The text of the report may be typed in 1.5 (one and a half) space. The printout of the report shall be done on both sides of the paper (instead of single side printing).
- The candidate is required to attach the copy of plagiarism report of their dissertation where maximum similarity allowed is 20%.
- The candidate shall be required to submit two soft bound copies of the report in the department as per the date announced. Report will be evaluated internally by the supervisor allotted to the student during the semester and the candidate will present his/her work through presentation/viva before the External examiner at the end of semester and will be awarded marks. The candidate is required to submit the final copy of the report in hard bound within two weeks after the viva-voce/presentation as discussed in the presence of internal as well as external examiners.

Dissertation

The dissertation will be evaluated by the internal panel approved by Principal cum Director of the college and external examiner from the panel approved by the university authority/evaluation branch, HPTU, Hamirpur. The Head of the Department will assign a guide/supervisor, to each candidate for his/her dissertation work. The candidate shall be required to maintain his/her project diary (logbook) of work in the organization or under the Guide. Each student will be required to give at least two seminars on his/her dissertation work. Each student is required to submit three copies of his/her dissertation in the Department after completion of the project work which will be evaluated by external examiner. Students are expected to work on a real-life problem. The student can formulate project problem / Research problem with the help of her/his Guide and submit the project proposal / Research proposal of the same in the department. Approval of the dissertation proposal is mandatory which will be evaluated by internal examiner appointed by respective college Principal or Director or university.


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SWAYAM/MOOC /NPTEL etc. courses:


- Grades or marks scored in the SWAYAM/MOOC /NPTEL etc. course will be treated as a final mark for the MBA program evaluation and credits earned by the student will be considered in the fourth semester.
- MBA-7402 i.e., MOOC/NPTEL/Swayam Certification is compulsory and can be done in either of the four semesters of the MBA program.
- Guidelines for the online courses from SWAYAM/MOOC/NPTEL etc. may be taken after the registration through the online portal/concerned department. Each student must register for the online course after permission/approval from the concerned Department/University and must pass the selected online course during the MBA program.
- Selection of SWAYAM/MOOC/NPTEL subject by student will be as per his/her specialization in the MBA program.

For the dissertation, each lecture/contact hour per week will be considered as one credit. The duration of written and viva voce examinations shall be decided by the internal and external examiners.

- For the dissertation, the list of topics will be provided by the Department/University. The students will pick the option, get registered, and prepare the report. The evaluation will be done based on presentation/solving assignments.
- The students must complete their dissertation under the guidance of the supervisor (taken from the same Department) allotted by the Head/Coordinator of the concerned Department.

8. Overall General Instructions

- There will be theory papers of 100 (60 % ESE & 40 % IA) marks for all courses of each semester.
- For the 1st, 2nd, 3rd and 4th semester, there will be 26, 24, 21 and 24 credits. Total marks for the subjects in all the semesters will be 2300 and total credits will be 95.
- Each lecture hour per week will be considered as one credit and two practical hours as one credit.
- For each theory course of 04 credits, there will be 4 lecture hours of teaching per week and for each theory course of 02 credits, there will be 2 lecture hours of teaching per week.
- For each practical course of 02 credits, there will be 4 lecture hours of teaching per week.
- Duration of end semester theory examination shall be 3 hours for all courses.
- The distribution of internal & external assessment for Project work/Seminar will be same as that of Core course/DSE. Supervisor/Examiner will distribute the marks on the basis of presentations, interaction during the course work, collection resource material, literature survey, setting up of the experiment (if any), theoretical framework, written work of project/Seminar report and viva as well.


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- Teaching hours for each 04-credit theory course will be minimum 60 hours and of 02 credit theory course will be minimum 30 hours.
- For Research Project, Seminar / SWAYAM / MOOC / NPTEL / Industrial Internship / Survey, the time frame for the duration of classes, examination, format for writing the report and evaluation system will be decided by the Department/University itself or organizing/host/collaborative institutions and the workload will be counted same as the theory paper teaching load of the teacher.
- For the attendance from 75% to 80%, 1 mark; above 80% to 85%, 2 marks; above 85% to 90%, 03 marks; above 90% to 95%, 04 marks and above 95%, 5 marks will be awarded.
- Students having the attendance below 75% in each course will not be allowed to appear in the final examination.
- Duration: One year divided into two semesters.
- Medium of instruction: English and Hindi Both.
- Passing Standard: As mentioned in the Ordinance.


Note: Students are allowed to write their exams in bilingual i.e., English and Hindi.


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**SUBJECT COMBINATIONS ALLOWED FOR MASTER OF BUSINESS
ADMINISTRATION (MBA) PROGRAM
THE DETAILS OF CREDIT DISTRIBUTION
School of Commerce and Management
Program: Master of Business Administration (MBA)**

Core Courses (CC) (Theory &Practicals)			Discipline-SpecificElective Courses (DSE)			Value Added (VAC), Skill Enhancement Elective Courses (SEC) SWAYAM/MOOC/NPTEL			Inter-Departmental (ID)			Research Project / 6 Month Internship		
14 Papers (Theory)			02 Papers (Theory) of 04 credits each			03 Papers of 02 credits each			01 Paper (Theory) of 02 Credits					
Sem.	Papers	Credit	Sem.	Papers	Credit	Sem.	Papers	Credit	Sem.	Papers	Credit	Sem.	Papers	Credit
I	06	24	I	-	-	I	01	02	I	-	-	I	-	-
II	03	12	II	02	08	II	01	02	II	01	02	II	-	-
III	03	09	III	04	12	III	00	00	III	-	-	III	-	-
IV	-	-	IV	-	-	IV	01	04	IV	-	-	IV	01	20
Credits = 45			Credits = 20			Credits = 08			Credits = 02			Credits = 20		
Total Credits =95							Total Marks = 2300							

**Note: For getting the degree to be awarded, the student must pass 95 credits (2300 marks)*


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SWAYAM/MOOC /NPTEL course:

Subject Code	Course Category	Subject Title/ Subject Name	Periods			Credits	Evaluation Scheme					Total
			L	T	P		ESE	Internal Assessment				
								PE	TA	A	Total	
*MBA-7402	SEC	Compulsory MOOC/NPTEL/Swayam Certification	4	0	0	4						100

*MBA-7402 i.e., MOOC/NPTEL/Swayam Certification is **compulsory** and can be done in either of the four semesters of the MBA program.

Scheme of Teaching and Examination Master of Business Administration (MBA)												
Semester-I												
Subject Code	Course Category	Subject Title/ Subject Name	Periods			Credits	Evaluation Scheme					Total
			L	T	P		ESE	Internal Assessment				
								PE	TA	A	Total	
MBA-6101	CC	Fundamental of Management and Organizational Behaviour	4	0	0	4	60	20	15	05	40	100
MBA-6102	CC	Managerial Economics	4	0	0	4	60	20	15	05	40	100
MBA-6103	CC	Accounting for Managers	3	1	0	4	60	20	15	05	40	100
MBA-6104	CC	Entrepreneurship Development	3	1	0	4	60	20	15	05	40	100
MBA-6105	CC	Marketing Management	3	1	0	4	60	20	15	05	40	100
MBA-6106	CC	Business Law and Environment	4	0	0	4	60	20	15	05	40	100
UHV-6100	VAC	Universal Human Values& Professional Ethics	2	0	0	2	60	20	15	05	40	100
Total			23	3	0	26	420	140	105	35	280	700

Scheme of Teaching and Examination Master of Business Administration (MBA)												
Semester-II												
Subject Code	Course Category	Subject Title/ Subject Name	Periods			Credits	Evaluation Scheme					Total
			L	T	P		ESE	Internal Assessment				
								PE	TA	A	Total	
MBA-6201	CC	Financial Management	4	0	0	4	60	20	15	05	40	100
MBA-6202	CC	Human Resource Management	3	1	0	4	60	20	15	05	40	100
MBA-6203	CC	Business Research Methods	3	1	0	4	60	20	15	05	40	100
IKS-6200	VAC	Indian Knowledge System	2	0	0	2	60	20	15	05	40	100
MBA ID-6001	ID	Inter-Departmental Elective Course	1	1	0	2	60	20	15	05	40	100
MBA-62**	DSE	Discipline Specific Elective 1	3	1	0	4	60	20	15	05	40	100
MBA-62**	DSE	Discipline Specific Elective 2	3	1	0	4	60	20	15	05	40	100

Total	19	5	0	24	420	140	105	35	280	700
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After completion of Level 6, the candidate will have basic knowledge of Business Administration with specialization.

Note: Student will get Post Graduation Diploma in Business Management after completion of first year and bridge course.

Bridge Course												
Subject Code	Course Category	Subject Title/ Subject Name	Periods			Credits	Evaluation Scheme					Total
			L	T	P		ESE	Internal Assessment				
								PE	TA	A	Total	
MBA-6206	CC	Credit Specific Training/Internship and its report	0	0	6	6	60	20	15	05	40	100
MBA-6207	SEC	Compulsory MOOC/NPTEL/Swayam Certification	0	0	4	4						100
Total			0	0	10	10	60	20	15	05	40	200

Scheme of Teaching and Examination Master of Business Administration (MBA)												
Semester-III												
Subject Code	Course Category	Subject Title/ Subject Name	Periods			Credits	Evaluation Scheme					Total
			L	T	P		ESE	Internal Assessment				
								PE	TA	A	Total	
MBA-7301	CC	Strategic Management	3	0	0	3	60	20	15	05	40	100
MBA-7302	CC	Business Analytics	3	0	0	3	60	20	15	05	40	100
MBA-7303	CC	Fundamentals of Internet of Things (IoT)	2	0	2	3	60	20	15	05	40	100
MBA-73**	DSE	Discipline-Specific Elective 3	3	0	0	3	60	20	15	05	40	100
MBA-73**	DSE	Discipline-Specific Elective 4	3	0	0	3	60	20	15	05	40	100
MBA-73**	DSE	Discipline-Specific Elective 5	3	0	0	3	60	20	15	05	40	100
MBA-73**	DSE	Discipline-Specific Elective 6	3	0	0	3	60	20	15	05	40	100
Total			20	0	1	21	420	140	105	35	280	700


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Scheme of Teaching and Examination Master of Business Administration (MBA)												
Semester-IV												
Subject Code	Course Category	Subject Title/ Subject Name	Periods			Credits	Evaluation Scheme					Total
			L	T	P		ESE	Internal Assessment				
								PE	TA	A	Total	
MBA-7401 (A)	CC	Semester Internship	0	0	20	20	100					100
Total			0	0	20	20	100	0	0	0	0	100
Or												
MBA-7401 (B)	CC	Dissertation	0	0	20	20	60	20	15	05	40	100
Total			0	0	20	20	60	20	15	05	40	100

SWAYAM/MOOC /NPTEL course:

Subject Code	Course Category	Subject Title/ Subject Name	Periods			Credits	Evaluation Scheme					Total
			L	T	P		ESE	Internal Assessment				
								PE	TA	A	Total	
*MBA-7402	SEC	Compulsory MOOC/NPTEL/Swayam Certification	4	0	0	4						100

*MBA-7402 i.e., MOOC/NPTEL/Swayam Certification is **compulsory** and can be done in either of the four semesters of the MBA program.


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Scheme of Teaching and Examination Master of Business Administration (MBA)												
Discipline Specific Electives (Financial Management)												
Subject Code	Course Category	Subject Title/ Subject Name	Periods			Credits	Evaluation Scheme				Total	
			L	T	P		ESE	Internal Assessment				
								PE	TA	A	Total	
Subjects for 2 nd Semester												
MBA-6211	DSE	Security Analysis and Portfolio Management	3	1	0	4	60	20	15	05	40	100
MBA-6212	DSE	Indian Financial System	3	1	0	4	60	20	15	05	40	100
Subjects for 3 rd Semester (Student is required to choose 4 subjects total of 16 Credits)												
MBA-7311	DSE	Business Valuation and Value Based Management	3	0	0	3	60	20	15	05	40	100
MBA-7312	DSE	Financial Techniques for Strategic Decision-Making	3	0	0	3	60	20	15	05	40	100
MBA-7313	DSE	International Financial Management	3	0	0	3	60	20	15	05	40	100
MBA-7314	DSE	Risk Management and Derivatives	3	0	0	3	60	20	15	05	40	100
MBA-7315	DSE	Behavioural Finance	3	0	0	3	60	20	15	05	40	100
MBA-7316	DSE	Financial Econometrics	3	0	0	3	60	20	15	05	40	100
MBA-7317	DSE	Tax Management and Administration	3	0	0	3	60	20	15	05	40	100
MBA-7318	DSE	Bank and Financial Services	3	0	0	3	60	20	15	05	40	100



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Scheme of Teaching and Examination Master of Business Administration (MBA)												
Discipline Specific Electives (Marketing Management)												
Subject Code	Course Category	Subject Title/ Subject Name	Periods			Credits	Evaluation Scheme					Total
			L	T	P		ESE	Internal Assessment				
								PE	TA	A	Total	
Subjects for 2 nd Semester												
MBA-6221	DSE	Advertising and Sales Management	3	1	0	4	60	20	15	05	40	100
MBA-6222	DSE	Consumer Behaviour	3	1	0	4	60	20	15	05	40	100
Subjects for 3 rd Semester (Student is required to choose 4 subjects total of 16 Credits)												
MBA-7321	DSE	Retail Management	3	0	0	3	60	20	15	05	40	100
MBA-7322	DSE	Marketing Research and Metrics	3	0	0	3	60	20	15	05	40	100
MBA-7323	DSE	Digital Marketing	3	0	0	3	60	20	15	05	40	100
MBA-7324	DSE	Green Marketing	3	0	0	3	60	20	15	05	40	100
MBA-7325	DSE	International Marketing	3	0	0	3	60	20	15	05	40	100
MBA-7326	DSE	Rural and Agricultural Marketing	3	0	0	3	60	20	15	05	40	100
MBA-7327	DSE	Service Marketing	3	0	0	3	60	20	15	05	40	100
MBA-7328	DSE	Strategic Product and Brand Management	3	0	0	3	60	20	15	05	40	100


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Scheme of Teaching and Examination Master of Business Administration (MBA)												
Discipline Specific Electives (Human Resource Management)												
Subject Code	Course Category	Subject Title/ Subject Name	Periods			Credits	Evaluation Scheme					Total
			L	T	P		ESE	Internal Assessment				
								PE	TA	A	Total	
Subjects for 2 nd Semester												
MBA-6231	DSE	Industrial Relation	3	1	0	4	60	20	15	05	40	100
MBA-6232	DSE	Training and Development	3	1	0	4	60	20	15	05	40	100
Subjects for 3 rd Semester (Student is required to choose 4 subjects total of 16 Credits)												
MBA-7331	DSE	Team Dynamics and Leadership	3	0	0	3	60	20	15	05	40	100
MBA-7332	DSE	Performance and Compensation Management System	3	0	0	3	60	20	15	05	40	100
MBA-7333	DSE	Strategic Human Resource Management	3	0	0	3	60	20	15	05	40	100
MBA-7334	DSE	Talent and Knowledge Management	3	0	0	3	60	20	15	05	40	100
MBA-7335	DSE	Cross Cultural Management	3	0	0	3	60	20	15	05	40	100
MBA-7336	DSE	Industrial Psychology	3	0	0	3	60	20	15	05	40	100
MBA-7337	DSE	Labour Legislation in India	3	0	0	3	60	20	15	05	40	100
MBA-7338	DSE	International Human Resource Management	3	0	0	3	60	20	15	05	40	100
MBA-7339	DSE	Human Resource Analytics	3	0	0	3	60	20	15	05	40	100

Scheme of Teaching and Examination Master of Business Administration (MBA)												
Basket of Interdisciplinary Courses												
Subject Code	Course Category	Subject Title/ Subject Name	Periods			Credits	Evaluation Scheme					Total
			L	T	P		ESE	Internal Assessment				
								PE	TA	A	Total	
MBA ID-6001												
(i)	ID	Innovation, Incubation and Creativity	1	1	0	2	60	20	15	05	40	100
(ii)	ID	Entrepreneurship and Start-Up Management	1	1	0	2	60	20	15	05	40	100
(iii)	ID	Leadership Development	1	1	0	2	60	20	15	05	40	100
(iv)	ID	Corporate Social Responsibility and Business Ethics	1	1	0	2	60	20	15	05	40	100


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Legends:	CC - Core Course	PE - Periodical Examination
	SEC - Skill Enhancement Course	TA - Teacher's Assessment
	VAC - Value Addition Course	A - Attendance
	DSE - Discipline Specific Electives	L - Lecture
	ID - Inter Departmental (Elective Course)	T - Tutorial
	ESE -End Semester Examination	P - Practical


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MBA-6101 Fundamental of Management and Organizational Behaviour							
Teaching Scheme			Credit	Marks Distribution			Duration of End Semester Examination
L	T	P		Internal Assessment	End Semester Examination	Total	
4	0	0	4	Maximum Marks: 40	Maximum Marks: 60	100	3 Hours
				Minimum Marks: 16	Minimum Marks: 24	40	


Guidelines for setting Question Paper: Question paper of end semester examination will be of 60 marks. The question paper will consist of five sections A, B, C, D and E. Sections A, B, C and D will have 2 questions of 12 marks each and section E has short answer type questions consisting of six parts of 02 marks each. The candidates will attempt five questions in all, i.e. one question each from sections A, B, C, D and the compulsory question from section E. In the question paper, the questions available in sections A, B, C and D will be covered from Unit-I, Unit-II, Unit-III and Unit-IV respectively and section E will cover whole syllabus.

Note: In each theory paper, nine questions are to be set. Two questions are to be set from each Unit and candidate is required to attempt at least one question from each unit. Question number nine will be compulsory, which will be of short answer type questions with 6 to 8 parts, covering entire syllabus. In all, five questions are to be attempted.

Course Objectives:

- To understand the nature of organization and interaction between individuals and the organization.
- To acquire the knowledge, skills and behaviours to work in different teams and situation to work in global environment.

Unit I	15 Lectures
Management: Concept, Nature, Importance; Management: Art and Science, Management Vs. Administration, Management Skills, Levels of Management. Taylor and Scientific Management, Fayol's Administrative Management, Hawthorne Experiments and Human Relations, Introduction to Functions of Management: Planning: Nature, Scope, Objectives and Significance, Types of Planning, Process of Planning. Organizing: Concept, Organisation Theories, Forms of Organisational Structure, Departmentation, Span of Control, Delegation of Authority, Authority & Responsibility, Organizational Design.	
Unit II	15 Lectures
Staffing: Concept, System Approach, Manpower Planning, Job Design, Recruitment & Selection, Training & Development, Performance Appraisal Directing: Concept, Direction and Supervision, Job Enrichment & Morale Building Controlling: Concept, Process, Types of Control.	
Unit III	15 Lectures
Introduction of OB: Concept, Nature, Characteristics, Conceptual Foundations and Importance, Models of Organizational Behaviour. Perception and Attribution: Concept, Nature, Process, Importance. Management and Behavioural Applications of Perception. Personality: Concept, Nature, Types and Theories of Personality Shaping, Personality Attitude and Job Satisfaction.	
Unit IV:	15 Lectures
Learning: Concept and Theories of Learning. Conflict: Concept, Sources, Types, Process. Group Dynamics: Definition, Stages of Group Development, Group Cohesiveness, Formal and Informal	


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Course Learning Outcomes (CLOs)

- The students would be able to understand the spectrum of interactions between people and the physical environment.
- The students would develop an understanding of how geology interacts with major environmental problems facing people and society.
- The knowledge shared with the students will provide a useful foundation for discussing and evaluating specific environmental issues, as well as for developing ideas about how the problems should be solved.

Skill Development Activities:

- Students will be divided into groups to identify, analyse, and develop a plan for resolving a key problem that an organization is facing and to analyse and apply OB concepts in a real organization.
- Identifying any five job profiles and listing out the various types of abilities required for those jobs and the personality traits required for the jobs.
- Based on learning concept of perception, conduct a role play in an organization to find out the impact of perceptual errors on perceptual interpretation.
- Develop few questions, interact with people in the organization to observe their personality and reaction.

Suggested Readings:

- Fred Luthans, "Organizational Behaviour", (2019) 12th Edition, McGraw Hill International Edition.
- Stephen P. Robbins, "Organizational Behaviour, (2018) 8th Edition, Prentice Hall.
- Buchanan, D. A., & Huczynski, A. A. (2019). Organizational behaviour. PearsonUK.

Further References:

- Aswathappa K, (2017), Organizational Behaviour (Text, Cases and Games). 12th Edition, Himalaya Publication House.
- Robbins, S.P., Judge, T.A., Sanghi, S (2010). Organizational Behaviour, Pearson Education.
- Stoner, R. James A.F., Edward Freeman Daniel R Gilbert Jr., Management 6TH Ed, Prentice-Hall of India
- Stoner, Freeman & Gilbert Jr - Management (Prentice Hall of India, 6th Edition)
- Koontz Harold & Weihrich Heinz – Essentials of management (Tata McGraw Hill, 5th Edition 2009)
- Robbins S.P. and Decenzo David A. - Fundamentals of Management: Essential Concepts and Applications (Pearson Education, 6th Ed).
- Weihrich Heinz and Koontz Harold - Management: A Global and Entrepreneurial Perspective (Mc Graw Hill, 12th Edition 2008)


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Format of Question Paper for the End Semester Examination

Roll No. _____

Total Pages: 02

(Month-Year)
MBA Examination
Code MBA - 6101

Fundamental of Management and Organizational Behavior
Semester-I (NEP)

Max. Time: 3 Hour

Max. Marks: 60

Note: Attempt five questions in all, selecting one question from each section A, B, C and D and section E is compulsory. All questions carry equal marks. The candidates shall limit their answers precisely within the answer book (40 pages) issued to them and no supplementary/continuation sheet will be issued.

Section-A

Q1. Discuss the concept of organizing and its importance in management.

Or

Q2. Discuss the concepts of departmentation, span of control, and delegation of authority in organizational design.

(12x1 = 12 Marks)

Section-B

Q3. Describe the process of training and development and its benefits for organizations.

Or

Q4. Discuss the concept of controlling and its role in management.

(12x1 = 12 Marks)

Section-C

Q5. Explain the different models of organizational behaviour and their implications for management.

Or

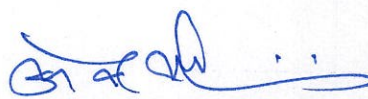
Q6. Discuss the various types of personality and theories of personality shaping in the context of job satisfaction.

(12x1 = 12 Marks)

Section-D

Q7. Describe the different theories of motivation and their relevance in enhancing employee performance.

Or


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Q8. Explain the process of conflict and strategies for managing and resolving conflicts in organizations.

(12x1 = 12 Marks)

Section-E

Q9. Write Short note of the following:

- a) Management Vs Administration
- b) Accountability
- c) Job Enrichment
- d) Group Dynamic
- e) Job Design
- f) Level of Management

(6x2 = 12 Marks)

-End of the Paper-


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MBA-6102 Managerial Economics							
Teaching Scheme			Credit	Marks Distribution			Duration of End Semester Examination
L	T	P		Internal Assessment	End Semester Examination	Total	
4	0	0	4	Maximum Marks: 40	Maximum Marks: 60	100	3 Hours
				Minimum Marks: 16	Minimum Marks: 24	40	

Guidelines for setting Question Paper: Question paper of end semester examination will be of 60 marks. The question paper will consist of five sections A, B, C, D and E. Sections A, B, C and D will have 2 questions of 12 marks each and section E has short answer type questions consisting of six parts of 02 marks each. The candidates will attempt five questions in all, i.e. one question each from sections A, B, C, D and the compulsory question from section E. In the question paper, the questions available in sections A, B, C and D will be covered from Unit-I, Unit-II, Unit-III and Unit-IV respectively and section E will cover whole syllabus.

Note: In each theory paper, nine questions are to be set. Two questions are to be set from each Unit and candidate is required to attempt at least one question from each unit. Question number nine will be compulsory, which will be of short answer type questions with 6 to 8 parts, covering entire syllabus. In all, five questions are to be attempted.

Course Objectives:

- To introduce the concepts of Scarcity and Efficiency.
- To explain principles of micro-economics relevant to managing an organization.
- To describe principles of macroeconomics to understand the economic environment of business.
- To learn the basic Micro and Macroeconomic concepts.
- To understanding of Demand, Production, Cost, Profit and Market competitions with reference to a firm and industry.

Unit I	15 Lectures
Nature, Scope and Importance of Managerial Economics. Relationship of Managerial Economics with Decision Making. Distinction between Micro and Macroeconomics.	
Unit II	15 Lectures
Individual Demand, Market Demand, Kinds of Demand, Determinants of Demand, Demand Functions, Functions, Demand Schedule and Law of Demand. Elasticity of Demand: Concept, Types, Measurement and importance. Demand Forecasting: Sources of Data-Expert Opinions, Surveys and Market Experiments; Time Series Analysis-Trend Projection; Barometric Forecasting-Leading Indicators, Composite and diffusion Indices.	
Unit III	15 Lectures
Concept and types, Returns to Factor and Returns to Scale, Law of Variable Proportions. Cost concepts and Analysis: Concept of Cost, Short run and Long-run Cost Curves, Relationships among various costs, Break-even Analysis. Revenue Curves: Concept and Types. Pricing in various markets: Perfect Competition, Monopoly, Monopolistic, Competition Oligopoly.	
Unit IV:	15 Lectures
Conceptual Framework, Measures of National Income, Methods of Measurement, Limitations of National Income. Inflation: Meaning, Types, Theories, Causes, Effects and Control. Balance of Payments Monetary and Fiscal Policies.	

Course Learning Outcomes (CLOs)

- Understand the application of Economic Principles in Management decision making.
- Learn the micro economic concepts and apply them for effective functioning of a Firm and Industry.
- Understand, assess, and forecast Demand.
- Apply the concepts of production and cost for optimization of production.
- Design Competitive strategies like pricing, product differentiation etc. and marketing according to the market structure.

Skill Development Activities:

- Assessment of Demand Elasticity – Price, Income, Cross, Advertising.
- Demand Forecasting: Application of qualitative and quantitative methods of demand forecasting to various sectors (Automobile, Service, Pharmaceutical, Information Technology, FMCG, Hospitality etc.) in India.
- Preparing a Project proposal for a Business Venture.

Suggested Readings:

- Paul A. Samuelson, William D. Nordhaus, Sudip Chaudhuri and Anindya Sen, (2019), Economics, 20th ed, Tata McGraw Hill, New Delhi.
- Ritika Sinha : Managerial Economics, SBPD Publishing House
- Richard Lipsey and Alec Chrystal, (2015), Economics, 13th edition, Oxford, University Press, New Delhi.
- Samuelson, W. F., Marks, S. G., & Zagorsky, J. L. (2021). Managerial economics. John Wiley & Sons.

Further References:

- H. Craig Petersen, W. Cris Lewis, Sudhir K. Jain, (2019), Managerial Economics, 8th Edition, Pearson Education
- Dominick, S., Siddhartha K. Rastogi (2018) Managerial Economics, Eighth Edition, Oxford University Press.


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Format of Question Paper for the End Semester Examination

Roll No. _____

Total Pages: 02

(Month-Year)
MBA Examination
Code MBA - 6102
Managerial Economics
Semester-I (NEP)

Max. Time: 3 Hour

Max. Marks: 60

Note: Attempt five questions in all, selecting one question from each section A, B, C and D and section E is compulsory. All questions carry equal marks. The candidates shall limit their answers precisely within the answer book (40 pages) issued to them and no supplementary/continuation sheet will be issued.

Section – A

Q1. Define managerial economics and discuss its scope. What is importance of managerial economics.

Or

Q2. What are the major macroeconomics issues related directly to business decision - making? What is their significance in business decision?

(12x1 = 12 Marks)

Section - B

Q.3 What is elasticity of demand? How will you measure income elasticity of demand? Discuss the degrees of income elasticity of demand.

Or

Q.4 Explain barometric method of demand forecasting. What is the difference between lead and lag indicators?

(12x1 = 12 Marks)

Section - C

Q.5 Explain and illustrate the three stages of production with the help of law of variable proportions. In which stage a rational producer would like to operate?

Or

Q.6 Show how in a perfectly competitive equilibrium, the price of a commodity is equal to its average and marginal cost of production. Explain with the help of a diagram.

(12x1 = 12 Marks)

Section – D


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Q.7 Explain the value-added method of estimating national income? Why value is added method applied to estimate the national income.

Or

Q.8 Explain the working of the monetary weapons of inflation control. Which they more effective than monetary measures in controlling inflation?

(12x1 = 12 Marks)

Section – E

Q.9 Write the short note of the following:

- a) Balance of payment
- b) Pure Oligopoly
- c) Sources of Data-Expert Opinions
- d) Explicit Cost
- e) Law of Demand
- f) NNP_{FC}

(6x2 = 12 Marks)

-End of the Paper-



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MBA-6103 Accounting for Managers							
Teaching Scheme			Credit	Marks Distribution			Duration of End Semester Examination
L	T	P		Internal Assessment	End Semester Examination	Total	
3	1	0	4	Maximum Marks: 40	Maximum Marks: 60	100	3 Hours
				Minimum Marks: 16	Minimum Marks: 24	40	

Guidelines for setting Question Paper: Question paper of end semester examination will be of 60 marks. The question paper will consist of five sections A, B, C, D and E. Sections A, B, C and D will have 2 questions of 12 marks each and section E has short answer type questions consisting of six parts of 02 marks each. The candidates will attempt five questions in all, i.e. one question each from sections A, B, C, D and the compulsory question from section E. In the question paper, the questions available in sections A, B, C and D will be covered from Unit-I, Unit-II, Unit-III and Unit-IV respectively and section E will cover whole syllabus.

Note: In each theory paper, nine questions are to be set. Two questions are to be set from each Unit and candidate is required to attempt at least one question from each unit. Question number nine will be compulsory, which will be of short answer type questions with 6 to 8 parts, covering entire syllabus. In all, five questions are to be attempted.

Course Objectives:

- To introduce students to Accounting Process, Accounting Standards and modern accounting software and IFRS.
- To orient the students about Financial Statements, its analysis and interpretation for decision making.
- To provide skills for eliciting information and making decisions.
- To give knowledge on the latest trends and developments in the field of accounting.

Unit I	15 Lectures
Overview of Accounting, Users of Accounting, Accounting Concepts Conventions, Book keeping and Accounting, Principles of Accounting, Accounting Equation , Overview to Deprecation (straight line and diminishing method , Accounting Standards : International Accounting Principles and Standards, Mechanics of Accounting : Double entry system of Accounting, Journalizing of transactions; Ledger posting and Trial Balance ,Preparation of final accounts, Profit & Loss Account, and Balance Sheet.	
Unit II	15 Lectures
Financial statement: Ratio Analysis- solvency ratios, Profitability ratios, activity ratios, liquidity ratios, Market capitalization ratios; Common Size Statement; Comparative Balance Sheet and Trend Analysis of manufacturing, Service & banking organizations. Funds Flow Statement: Meaning, Concept of Gross and Net Working Capital, Preparation of Schedule of Changes in Working Capital, Preparation of Funds Flow Statement and its analysis; Cash Flow Statement: Various cash and non-cash transactions, flow of cash, difference between cash flow and fund flow, preparation of Cash Flow Statement and its analysis	
Unit III	15 Lectures
Cost: Meaning, Concept and Classification. Elements of Cost, Cost Sheet, Nature & Importance, Material Costing. Methods of Valuation of Material issue. Concept and material control and its techniques. Marginal Costing- Profit – Volume Ratio, Break Even Point, Margin of Safety, Application of Break-even Analysis. Standard costing & Breakeven Analysis, Budgetary Control.	


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Unit IV:	15 Lectures
Meaning, aims, Nature, Scope, Objectives and functions and decision of financial management. Sources of finance. Working Capital Management- Significance Classification, Factors affecting working capital requirement.	

Course Learning Outcomes (CLOs)

- Demonstrate theoretical knowledge and its application in real time accounting.
- Capable of preparing financial statement of companies.
- Independently undertake financial statement analysis and take decisions.
- Comprehend emerging trends in accounting and computerization of accounting systems.

Skill Development Activities:

- Preparation of Financial Statements using quarterly / yearly transactions of a small business enterprise
- Listing the contents of Annual Reports of at least 10 companies
- Analysing performance of a company based on its annual report, using DU PONT Model, Altman's Z Score and Piotroski's F Score.
- Eliciting information from annual report and presenting it for facilitating decision making Hands-on practice on any accounting software.

Suggested Readings:

- Narayanaswamy R (2019), Financial Accounting – A Managerial Perspective, Eight Edition, PHI Learning Pvt. Ltd. Publication.
- Jain and Khan (2020), Management Accounting- Text, Problems and Cases, Sixth Edition, Tata McGraw Hill Publication.
- S.N Maheswari & S.K Maheswari, (2018), Corporate Accounting, Sixth Edition, Vikas Publishing House Pvt. Limited.

Further References:

- Prasanna Chandra (2017), Finance Sense- Finance for Non- finance Executives, Sixth edition, Tata McGraw Hill Publication.
- Anthony Robert and S Recce James (2019), Accounting Principle, Sixth Edition,
- A.I.T.B.S Publication.


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Format of Question Paper for the End Semester Examination

Roll No. _____

Total Pages: 03

(Month-Year)
MBA Examination
Code MBA - 6103
Accounting for Managers

Semester-I (NEP)

Max. Time: 3 Hour

Max. Marks: 60

Note: Attempt five questions in all, selecting one question from each section A, B, C and D and section E is compulsory. All questions carry equal marks. The candidates shall limit their answers precisely within the answer book (40 pages) issued to them and no supplementary/continuation sheet will be issued.

Section – A

Q1. What do you mean by accounting cycle? Explain various steps involved in it.

or

Q2. Edward's books show the following balances. Prepare his trading and profit and loss A/c for the year ended 31st December, 2016 and a balance sheet on at that date.

Debit balances	₹	Credit balances	₹
Drawings	5,000	Capital	1,31,500
Sundry debtors	60,000	Loan at 6% p.a.	20,000
Coal, gas and water	10,500	Sales	3,56,500
Returns inward	2,500	Interest on investments	2,550
Purchases	2,56,500	Sundry creditors	40,000
Stock on 1-1-2016	89,700		
Travelling expenses	51,250		
Interest on loan paid	300		
Petty cash	710		
Repairs	4,090		
Investments	70,000		
	5,50,550		5,50,550

Adjustments:

- i. Closing stock was Rs. 1,30,000 on 31st December, 2016.
- ii. Create 5% provision for bad and doubtful debts on sundry debtors
- iii. Create provision at 2% for discount on debtors



- iv. Interest on loan due for 9 months.

(12x1 = 12 Marks)

Section - B

Q. A company having a net working capital of Rupees 2.8 lakhs as on 30-06-2023, indicates the following financial ratios and performances figures:

Current ratios	2.4
Liquidity ratio	1.6
Inventory turnover (on cost on sale)	8
Gross profit on sales	20%
Credit allowed (months)	1.5

The company's fixed assets is equivalent to 90% of its net worth (share capital plus reserves) while reserves amount to 40% of share capital. Prepare the balance sheet of the company as on 30-06-2023 showing step by step calculations.

Or

Q.4 Prepare a Cash Flow Statement on the basis of the information given in the Balance Sheet of X Y Company Ltd.

Liabilities	2022	2023	Assets	2022	2023
Share Capital	2,00,000	2,50,000	Goodwill	10,000	2,000
12% Debentures	1,00,000	80,000	Land and Building	2,00,000	2,80,000
General Reserve	50,000	70,000	Machinery	1,00,000	1,30,000
Creditors	40,000	60,000	Debtors	40,000	60,000
Bills Payable	20,000	1,00,000	Stock	70,000	90,000
Outstanding Exp.	25,000	20,000	Cash	15,000	18,000
Total	4,35,000	5,80,000	Total	4,35,000	5,80,000

(12x1 = 12 Marks)


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Section - C

Q.5 Explain the significance and objective of a break-even chart and state the factors which would cause the break-even point change

Or

Q.6 What do you mean by material control? Explain the objectives and essentials of effective material control.

(12x1 = 12 Marks)

Section – D

Q.7 1. What is financial Management? What major decisions are required to be taken in finance?

Or

Q.8 2. Describe the need and determinants of working capital in a business.

(12x1 = 12 Marks)

Section – E

Q.9 Write the short note of the following:

- a) Accounting Equation
- b) Common Size Statement
- c) Net Working Capital
- d) Economic Order Quantity
- e) Margin of Safety
- f) Objectives of Financial Management

(6x2 = 12 Marks)

-End of the Paper-


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MBA-6104 Entrepreneurship Development							
Teaching Scheme			Credit	Marks Distribution			Duration of End Semester Examination
L	T	P		Internal Assessment	End Semester Examination	Total	
3	1	0	4	Maximum Marks: 40	Maximum Marks: 60	100	3 Hours
				Minimum Marks: 16	Minimum Marks: 24	40	

Guidelines for setting Question Paper: Question paper of end semester examination will be of 60 marks. The question paper will consist of five sections A, B, C, D and E. Sections A, B, C and D will have 2 questions of 12 marks each and section E has short answer type questions consisting of six parts of 02 marks each. The candidates will attempt five questions in all, i.e. one question each from sections A, B, C, D and the compulsory question from section E. In the question paper, the questions available in sections A, B, C and D will be covered from Unit-I, Unit-II, Unit-III and Unit-IV respectively and section E will cover whole syllabus.

Note: In each theory paper, nine questions are to be set. Two questions are to be set from each Unit and candidate is required to attempt at least one question from each unit. Question number nine will be compulsory, which will be of short answer type questions with 6 to 8 parts, covering entire syllabus. In all, five questions are to be attempted.

Course Objectives:

- The objective of the course is to make students understand the entrepreneurship concepts, develop entrepreneurial talents and generate innovative business ideas in emerging industrial scenario and to understand the ways of starting a company of their own and also to create a conscious effort to treat people and companies with respect and establish a positive working environment.
- To motivate the students on entrepreneurial opportunities and to run a business efficiently by various sources of financial supporting institutions for young entrepreneurs.

Unit I	15 Lectures
Concepts of entrepreneur and entrepreneurship, Importance and Characteristics of entrepreneurs, Types of entrepreneurs, Benefits and potential risks of entrepreneurship, Myths of Entrepreneurship, Factors affecting growth of Entrepreneurship in India, Role of Entrepreneurship in Economic Development, Competency requirement for entrepreneurs - Awareness of self-competency and its development.	
Unit II	15 Lectures
Opportunity Identification and Selection, Environmental dynamics and changes, Business Opportunities in emerging environment, challenges of new venture start-ups, Pit falls in selecting new ventures, Critical factors for new venture development, why new ventures fail, Sources of Finance for New Venture. Institutional support for Enterprises-Central & State Government Policy regarding Small and Medium Scale Enterprises in India.	
Unit III	15 Lectures
Feasibility analysis of Industry, Market, Product or service and Finance; Business plan Meaning, Significance, contents, formulation and presentation of Business Plan, preparing a model project report for starting a new venture, Final project report with feasibility study Common errors in Business Plan formulation.	
Unit IV:	15 Lectures
Identifying legal structures, Selection of an appropriate legal structure, Sole Proprietorship's, Partnerships, Companies, Companies under section 8, Franchising, Legal environment – patents, copyrights, trademarks.	


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Social Entrepreneurship: Introduction, Meaning, Perspective of social entrepreneurship, Social entrepreneurship in practice, Boundaries of Social entrepreneurship, growth of entrepreneur communities.

Course Learning Outcomes (CLOs)

- Understand of starting a company by the various financial institutions support
- Develop new innovative business ideas.
- Understand the marketing demand in various forms of business.
- Aware of alternative to jobs and employment which will make them job providers in an ethical manner.

Skill Development Activities:

- Understand types of entrepreneurs and what motivated them to start their career as entrepreneurs- Make Presentations.
- Students to identify their own innovative business ideas.
- Prepare a business plan and how to give a presentation of business plan for financial institutions and banks.
- Discuss with bankers / financial institutions to find out what they look for in a business plan - modify accordingly and present it in the class.
- Identify the legal forms for organization and intellectual property rights for their business ideas.
- Submit business plan report at the end of the course in groups.
- Identify the social problems and business ideas to solve the problems faced by society and to know the impact of social entrepreneurs on society.
- Create an awareness for entrepreneurs about ethics and CSR
- Identify the organizations which are engaged in CSR and impact of that towards society.

Suggested Readings:

- Kanaka SS- Entrepreneurial development, S Chand -Fourth edition.
- Robert D. Hisrich, Michael P. Peters, Dean A. Shepherd, & Sabyasachi Sinha (2020), 'Entrepreneurship '. McGraw – Hill, Eleventh Edition.
- Laura Hartman & Abha Chatterjee (2017), Perspectives in Business Ethics, McGraw Hill, Third Edition.
- Vasant Desai, The Dynamics of Entrepreneurial Development and Management, Himalaya Publishing House. Single Edition.

Further References:

- Ashwathappa K "Essentials of Business Environment", Himalaya Publishing House, Fifteen Edition.
- Jeffrey .A. Timmons & Stephen spinelli, New Venture Creation, Entrepreneurship for the 21st Century, Tata McGraw Hill, Seventh Edition.
- John R Boatright, "Ethics and the Conduct of Business". Pearson Education, Sixth Edition.
- Prof. P S Bajaj and Raj Agrawal. "Business Ethics — An Indian Perspective". Biztantra. New Delhi. 2004, Single Edition.


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Format of Question Paper for the End Semester Examination

Roll No. _____

Total Pages: 02

(Month-Year)
MBA Examination
Code MBA - 6104
Entrepreneurship Development
Semester-I (NEP)

Max. Time: 3 Hour

Max. Marks: 60

Note: Attempt five questions in all, selecting one question from each section A, B, C and D and section E is compulsory. All questions carry equal marks. The candidates shall limit their answers precisely within the answer book (40 pages) issued to them and no supplementary/continuation sheet will be issued.

Section – A

Q1. John, a young individual with a passion for innovation, started his own business with a unique product idea. Over time, he faced various challenges and obstacles, but his determination and entrepreneurial skills helped him overcome them. Discuss the characteristics of John as an entrepreneur and how they contributed to his success.

Or

Q2. Explain the role of entrepreneurship in economic development. Provide examples to support your answer.

(12x1 = 12 Marks)

Section - B

Q.3 Discuss the policies and initiatives taken by the Indian government to promote entrepreneurship.

Or

Q.4 What are the critical factors for the successful development of a new venture? Provide examples to support your answer.

(12x1 = 12 Marks)

Section - C

Q.5 Explain the process of feasibility analysis for an industry, market, product, or service.

Or


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Q.6 Discuss the significance of a business plan in starting a new venture. Outline the key contents that should be included in a comprehensive business plan.

(12x1 = 12 Marks)

Section – D

Q.7 Explain the difference between sole proprietorship and partnership as legal structures for businesses. Discuss the advantages and disadvantages of each.

Or

Q.8 Define social entrepreneurship and discuss its perspective and importance in addressing social issues. Provide examples of successful social entrepreneurship initiatives.

(12x1 = 12 Marks)

Section – E

Q.9 Attempt All

- a) Why do new ventures fail? Discuss the common reasons.
- b) Discuss the factors affecting the growth of entrepreneurship in India.
- c) Discuss the growth of entrepreneur communities and their impact on social entrepreneurship.

(4x3 = 12 Marks)

-End of the Paper-


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MBA-6105 Marketing Management							
Teaching Scheme			Credit	Marks Distribution			Duration of End Semester Examination
L	T	P		Internal Assessment	End Semester Examination	Total	
3	1	0	4	Maximum Marks: 40	Maximum Marks: 60	100	3 Hours
				Minimum Marks: 16	Minimum Marks: 24	40	

Guidelines for setting Question Paper: Question paper of end semester examination will be of 60 marks. The question paper will consist of five sections A, B, C, D and E. Sections A, B, C and D will have 2 questions of 12 marks each and section E has short answer type questions consisting of six parts of 02 marks each. The candidates will attempt five questions in all, i.e. one question each from sections A, B, C, D and the compulsory question from section E. In the question paper, the questions available in sections A, B, C and D will be covered from Unit-I, Unit-II, Unit-III and Unit-IV respectively and section E will cover whole syllabus.

Note: In each theory paper, nine questions are to be set. Two questions are to be set from each Unit and candidate is required to attempt at least one question from each unit. Question number nine will be compulsory, which will be of short answer type questions with 6 to 8 parts, covering entire syllabus. In all, five questions are to be attempted.

Course Objectives:

- Make students understand the fundamental concepts of marketing & the environment in which marketing system operates.
- To analyse the motives influencing buying behaviour & describe major bases for segment marketing, target marketing, and market positioning.
- Identify a Conceptual framework, covering basic elements of the marketing mix.
- To understand fundamental premise underlying market driven strategies.
- Giving them hands on practical approach to subject study.

Unit I	15 Lectures
Introduction to Marketing: Introduction: Concept, Nature, Scope and Importance of Marketing; Marketing Concept and its Evolution; Market Analysis and Selection: Marketing environment – Macro and Micro Components and their Impact on Marketing Decisions. Introduction to various forms of Marketing Mix.	
Unit II	15 Lectures
Concept of Market Segmentation, Bases for Market Segmentation, Types of Market Segmentation, Effective Segmentation Criteria, Evaluating & Selecting, Concept of Targeting, Concept of Target Market, Positioning and Differentiation Strategies, Concept of Positioning. Meaning of Marketing Research, Scope; Marketing Research Process. Marketing Organization and Control: Organizing and Controlling Marketing Operations	
Unit III	15 Lectures
Product Decisions: Concept of a Product; Classification of Products; Major Product Decisions; Product Mix; Branding; Packaging and Labelling; Product Life Cycle – Strategic Implications; New Product Development and Consumer Adoption Process. Pricing Decisions: Factors Affecting Price Determination; Pricing Policies and Strategies; Discounts and rebates. Promotion Decisions: Communication Process; Promotion Mix – Advertising, Personal Selling, Sales	

Promotion, Publicity and Public Relations; Determining Advertising Budget; Media selection; Advertising effectiveness; Sales Promotion – Tools and Techniques.

Unit IV:

15 Lectures

Distribution Channels: Distribution Channels and Physical Distribution Decisions: Nature, Functions, and Distribution Intermediaries; Retailing, Emerging trends in Retailing. and Wholesaling.
Social, Ethical and Legal Aspects of Marketing; Marketing of Services; International Marketing; Green Marketing; Cyber Marketing; Relationship

Course Learning Outcomes (CLOs)


- Develop an ability to assess the impact of the environment on marketing function.
- To formulate marketing strategies that incorporate psychological and sociological factors which influence buying.
- Understand concept of Branding, development of product and significance of market segmentation, targeting and positioning.
- Identifying marketing channels and the concept of product distribution.
- Identifying techniques of sales promotion, significance of marketing research.

Suggestive Readings:

- Kotler, Gary, (2019). Principles of Marketing, (16th ed.), Pearson Publications, Noida.
- Kotler, Kevin Lane, Keller. (2018). Marketing Management (15e ed.), Pearson, Noida:
- V S Ramaswamy, N. Namakumari. (2018). Marketing Management. (Fifth, Ed.), McGraw Hill Education, New Delhi, India:
- Michael J. Etzel, Bruce J. Walker, William J. Stanton, Ajay Pandit. (2018). Marketing, 14e ed, McGraw Hill Education, Chennai, India.

Further References:

- Prachi Gupta, Ashita Aggarwal, HufrihMajra, Isaac Jacob, Varsha Jain, Ritu Narang. (2017), Marketing Management-Indian Cases, 1st Edition, Pearson, Chennai.
- Rajan Saxena. (2017). Marketing Management. (Fifth.Ed.), McGraw Hill Education, New Delhi, India.


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Format of Question Paper for the End Semester Examination

Roll No. _____

Total Pages: 02

(Month-Year)
MBA Examination
Code MBA - 6105
Marketing Management
Semester-I (NEP)

Max. Time: 3 Hour

Max. Marks: 60

Note: Attempt five questions in all, selecting one question from each section A, B, C and D and section E is compulsory. All questions carry equal marks. The candidates shall limit their answers precisely within the answer book (40 pages) issued to them and no supplementary/continuation sheet will be issued.

Section – A

Q.1 What is marketing? Explain the core marketing concepts and their linkage to one another with suitable example.

Q.2. The 'Marketing-Mix' is one of the major concepts in modern marketing. Justify the statement in detail.

(12x1 = 12 Marks)

Section - B

Q.3 Explain the Price-Mix and share the factors or variables which should be kept in the mind of an entrepreneur while formulating marketing strategies with special reference to Indian market.

Or

Q.4 Define distribution channels. Explain the various distribution channels intermediaries in retailing and wholesaling in details.

(12x1 = 12 Marks)

Section - C

Q.5 Define market segmentation. Discuss different types of segmentation strategies and the need of segmenting markets in India.

Or

Q.6 How marketing research helps in organizing and controlling marketing operations? Explain with suitable real-life example.

(12x1 = 12 Marks)



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Section – D

Q.7 What do you mean by Green Marketing? How is it related with social and with ethical aspect of marketing?

Or

Q.8 What are the common strategies practiced by the business organizations for building customer relationships?

(12x1 = 12 Marks)

Section – E

Q.9 Case Study: XYZ Electronics Company's Product Launch

Background:

XYZ Electronics Company is a leading manufacturer of consumer electronics. They are known for their innovative and high-quality products. Recently, the company developed a revolutionary smartwatch with advanced features and capabilities. The management team at XYZ is planning a product launch to create a buzz in the market and generate significant sales.

Product Features: The smart watch offers a range of features, including:

Health and Fitness Tracking: It tracks heart rate, steps taken, calories burned, and sleep patterns, providing users with valuable health insights.

Communication and Connectivity: The smartwatch can sync with smartphones, enabling users to receive notifications, make calls, and reply to messages directly from their wrists.

Music and Entertainment: It has built-in music storage and playback capabilities, allowing users to listen to their favourite songs and podcasts without the need for a smartphone.

Customizability: The smart watch supports interchangeable straps and watch faces, enabling users to personalize their devices according to their preferences.

Product Launch Strategy: XYZ Electronics Company has decided to adopt a multi-channel marketing strategy for the smartwatch launch. The key components of their marketing plan are as follows:

Online Presence: The company will leverage its website, social media platforms, and online influencers to create excitement and generate pre-launch buzz.

Retail Partnerships: XYZ will collaborate with major retail chains to ensure widespread availability of the smartwatch in physical stores. They will also provide training and promotional materials to the retail staff.

Media Campaign: The company plans to run television and digital ad campaigns to reach a broader audience and showcase the smartwatch's features and benefits.

Influencer Marketing: XYZ will partner with popular tech influencers and celebrities who align with their target audience to endorse the smartwatch and share their experiences.

PR Events: The company will organize exclusive press events and product demonstrations for journalists and industry experts to generate positive media coverage and reviews.

Questions:


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- a) What are the key features of XYZ Electronics Company's smartwatch?
- b) Describe the multi-channel marketing strategy employed by XYZ for the smartwatch launch.
- c) How can XYZ Electronics Company measure the success of their product launch? Suggest some key performance indicators (KPIs) they can use.

(4x3 = 12 Marks)

-End of the Paper-



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MBA-6106 Business Law and Environment							
Teaching Scheme			Credit	Marks Distribution			Duration of End Semester Examination
L	T	P		Internal Assessment	End Semester Examination	Total	
4	0	0	4	Maximum Marks: 40	Maximum Marks: 60	100	3 Hours
				Minimum Marks: 16	Minimum Marks: 24	40	

Guidelines for setting Question Paper: Question paper of end semester examination will be of 60 marks. The question paper will consist of five sections A, B, C, D and E. Sections A, B, C and D will have 2 questions of 12 marks each and section E has short answer type questions consisting of six parts of 02 marks each. The candidates will attempt five questions in all, i.e. one question each from sections A, B, C, D and the compulsory question from section E. In the question paper, the questions available in sections A, B, C and D will be covered from Unit-I, Unit-II, Unit-III and Unit-IV respectively and section E will cover whole syllabus.

Note: In each theory paper, nine questions are to be set. Two questions are to be set from each Unit and candidate is required to attempt at least one question from each unit. Question number nine will be compulsory, which will be of short answer type questions with 6 to 8 parts, covering entire syllabus. In all, five questions are to be attempted.

Course Objectives:

- To provide the student with knowledge of the legal environment in which a consumer and businesses operates.
- To provide the student with knowledge of legal principles.
- To understand the applications of these laws to practical commercial situations.
- To give students an understanding of the various constituents of the local and global business environments.
- To have a critical study of liberalization, privatization and globalization.

Unit I	15 Lectures
Contract Act, 1872: Definition of a Contract and its essentials, Formation of a valid Contract Damages for breach of a contract, Quasi contracts, Contract of Indemnity and Guarantee, Bailment and Pledge, Sales of Good Act, 1930: Meaning and its essentials, Caveat Emptor. Partnership Act, 1932: Definition of Partnership and its essentials, Rights and Duties of Partners: Types of Partners, Minor as a partner, Doctrine of Implied Authority, Registration of Firms, Dissolution of firms.	
Unit II	15 Lectures
Negotiable Instrument Act, 1881: Definition and characteristics, Kinds of negotiable instruments, Promissory Note, Bill of Exchange and Cheques, Crossing of Cheques, Bouncing of Cheques. Companies Act, 2013: Nature and Definition of a Company, Registration and Incorporation, Memorandum of Association, Articles of Association, Prospectus. Winding up of the Company. Consumer Protection Act, 2019: Aims and Objects of the Act, Redressal Machinery under the act, Procedure for complaints under the act, Remedies, Appeals, Enforcement of orders and Penalties. The Information Technology Act, 2000.	


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Unit III	15 Lectures
<p>Environmental Scanning: Different Aspects of Business Environment. Salient features of Economic Systems: Capitalist system/Market economy; Socialist system and Mixed Economy, Micro and Macro Environment.</p> <p>Monetary Policy, Fiscal Policies, Industrial Policy, EXIM Policy, FEMA (Foreign Exchange Management Act), Control of Foreign Direct Investment, Role of WTO, IMF and World Bank in global economic development.</p>	
Unit IV	15 Lectures
<p>Liberalization, Privatization and Globalization (LPG), Liberalization and impact on business growth, Aspect of Privatization and impact on business development, Globalization and its effect on Indian business, Enhanced opportunities and Threats of Globalization.</p> <p>Law of Consumer Protection, Law of Environment Protection Act 1986, features. Social Responsibility of Business.</p>	

Course Learning Outcomes (CLOs)

- On completion of this course, learners will be able to: appreciate the relevance of business law to individuals and businesses and the role of law in an economic, political and social context.
- Identify the fundamental legal principles behind contractual agreements.
- Develop critical thinking through the use of law cases.
- Analyze the relationships between Government and business and understand the political, economic, legal and social policies of the country.

Skill Development Activities:

- Conducting model Group Discussion
- Group Discussion on cases relating to legal business battles in India

Suggestive Readings:

- Gulshan J.J. - (2009) .Business Law Including Company Law (New Age International Publisher, 13th Edition)
- Maheshwari, S.N. and Maheshwari, S.K. (2011). A Manual of Business Laws, 3rd ed. Himalaya Publishing House.
- Tulsian, P C (2009) , "Business Laws," Tata Mc Graw Hill, New Delhi
- Kuchhal M.C. - Business Law (Vikas Publication, 4th Edition)
- Avtar Singh - Principles of Mercantile Law (Eastern Book Company, 7th Edition).
- All acts pertaining to Business Law provided by Indian Governance.
- Intellectual property law, Revised and updated, Eastern Law House; 3rd edition (1 December 2020).

References:

- Fundamentals of Intellectual Property, Kalyan C. Kankanala, (2017), 3rd Edition, Asia Law House.
- Susan K Sell, Private Power, Public Law: The Globalization of Intellectual Property Rights, Cambridge University Press, 2003.
- Saleem, Shaikh (2010). Business Environment, 2nd edition, Pearson Education.
- S.K.Misra&Puri: Indian Economy (Its Development Experience), Himalaya Publishing House Pvt.Ltd.
- R,UddarDatt& K.P.M. Sundaram (2010): Indian Economy, S.Chand& Co.
- Mungekar,Nachana&ManoharRao (2011): Indian Economy in the New Millenium, Himalaya PublishingHouse Pvt. Ltd.


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- G.Rama Krishna & A.G. Moss V.Suguna(2009): Economic Reforms in India- Retrospect and Prospect,Himalaya Publishing House Pvt. Ltd.
- M.R. Das: WTO Opportunities and Challenges for Indian Banking, Himalaya Publishing House Pvt. Ltd.
- Misra&Puri: Economic Environment of Business, Himalaya Publishing House Pvt. Ltd
- Gulshan J.J. - (2009) .Business Law Including Company Law (New Age International Publisher, 13thEdition)
- Maheshwari, S.N. and Maheshwari, S.K. (2011). A Manual of Business Laws, 3rd ed. Himalaya Publishing House.
- Tulsian, P C(2009) , “Business Laws,” Tata Mc Graw Hill, New Delhi
- Kuchhal M.C. - Business Law (Vikas Publication, 4th Edition)
- Avtar Singh - Principles of Mercantile Law (Eastern Book Company, 7th Edition).
- All acts pertaining to Business Law provided by Indian Governance.



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Format of Question Paper for the End Semester Examination

Roll No. _____

Total Pages: 02

(Month-Year)
MBA Examination
Code MBA - 6106
Business Law and Environment
Semester-I (NEP)

Max. Time: 3 Hour

Max. Marks: 60

Note: Attempt five questions in all, selecting one question from each section A, B, C and D and section E is compulsory. All questions carry equal marks. The candidates shall limit their answers precisely within the answer book (40 pages) issued to them and no supplementary/continuation sheet will be issued.

Section-A

Q1. Describe the provisions of the Sales of Goods Act, 1930, and its significance in commercial transactions.

Or

Q2. Discuss the concept of contract of indemnity and contract of guarantee. Explain the differences between the two.

(12x1 = 12 Marks)

Section-B

Q3. Define negotiable instruments. What are the essential characteristics of negotiable instruments according to the Negotiable Instrument Act, 1881?

Or

Q4. Describe the process of winding up of a company as per the provisions of the Companies Act, 2013. Outline the different modes of winding up and the role of liquidators.

(12x1 = 12 Marks)

Section-C

Q5. Differentiate between micro and macro environment in the context of business. Give examples of factors that influence each of these environments.

Or


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Q6. Describe the main objectives and tools of monetary policy, fiscal policies, and industrial policy. Discuss how these policies can impact the overall business environment and economic development.

(12x1 = 12 Marks)

Section-D

Q7. Describe the main aspects of privatization and its impact on business development. Discuss the advantages and challenges that arise when public sector enterprises are privatized.

Or

Q8. Describe the key features and objectives of the Environment Protection Act 1986. Explain how this act promotes environmental sustainability and regulates activities that may have adverse impacts on the environment.

(12x1 = 12 Marks)

Section-E

Q.9 Write the short note of the following:

- a) Cavet Emptor
- b) Bouncing of cheques
- c) Globalization
- d) EXIM Policy
- e) Foreign Direct Investment
- f) Quasi Contract

(6x2 = 12 Marks)

-End of the Paper-


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UHV-6100 Universal Human Values and Professional Ethics							
Teaching Scheme			Credit	Marks Distribution			Duration of End Semester Examination
L	T	P		Internal Assessment	End Semester Examination	Total	
2	1	0	2	Maximum Marks: 40	Maximum Marks: 60	100	3 Hours
				Minimum Marks: 16	Minimum Marks: 24	40	

Guidelines for setting Question Paper: Question paper of end semester examination will be of 60 marks. The question paper will consist of five sections A, B, C, D and E. Sections A, B, C and D will have 2 questions of 12 marks each and section E has short answer type questions consisting of six parts of 02 marks each. The candidates will attempt five questions in all, i.e. one question each from sections A, B, C, D and the compulsory question from section E. In the question paper, the questions available in sections A, B, C and D will be covered from Unit-I, Unit-II, Unit-III and Unit-IV respectively and section E will cover whole syllabus.

Note: In each theory paper, nine questions are to be set. The question paper will consist of five sections A, B, C, D & E. Sections A, B, C & D will have two questions of 12 or 8,4 each and section E will consist of six short answer type questions (covering whole syllabus), each of having 02 marks. The candidates will attempt five questions in all, i.e. one question each from the sections A, B, C, D and section E will be the compulsory question. In the question paper, the questions available in sections A, B, C and D will be covered from Unit-I, Unit-II, Unit-III and Unit-IV respectively and Section-E will cover whole syllabus.

Course Objectives:

- To help students distinguish between values and skills, and understand the need, basic guidelines, content and process of value education.
- To enable the students to imbibe, internalize the values and ethical behavior in the personal and Professional lives.

Unit I: Introduction to Value Education	8 Lectures
Right understanding, Relationship and physical facility (holistic development and the role of education), Understanding value education, Self-exploration as the process for value education, Continuous happiness, and prosperity-the basic human aspirations exploring human consciousness, Happiness and prosperity-current scenario, Method to fulfill the basic human aspirations, Exploring natural acceptance.	

Unit II: Harmony in the Human Being	8 Lectures
Understanding human being as the co-existence of the Self and the Body, Distinguishing between the needs of the Self and the Body, Exploring the difference of needs of Self and Body, The Body as an instrument of the self-understanding, Harmony in the self-program to ensure Self-regulation and Health exploring harmony of Self with the Body.	
Unit III: Harmony in the Family and Society	7 Lectures
Harmony in the family-the basic unit of human interaction, 'Trust'-the foundational value in relationship, Exploring the feeling of trust, 'Respect'-as the right evaluation, Exploring the feeling of respect and other feelings, Justice in human-to-human relationship, Understanding harmony in the society, Vision for the universal human order, Exploring systems to fulfil human goal.	
Unit IV: Concept of Ethics	7 Lectures
Ethics -definitional aspects, Nature of ethics, Scope of ethics, The philosophical basis of ethics, Family ethics, Ethics at the workplace and professions, Relevance of ethics in society.	

Course Learning Outcomes (CLOs)

- Students will be able to understand the harmony in nature and existence, and work out their mutually fulfilling participation in nature.
- Students will be able to relate ethical concepts and materials to ethical problems in specific professions and professionalism.
- Students will be made available to aware about the types of ethical challenges.

Suggested Readings:

- R R Gaur, R Asthana, G P Bagaria, The Textbook A Foundation Course in Human Values and Professional Ethics, 2nd Revised Edition, Excel Books, New Delhi, 2019.
- R R Gaur, R Asthana, G P Bagaria, The Teacher's Manual Teachers' Manual for A Foundation Course in Human Values and Professional Ethics, 2nd Revised Edition, Excel Books, New Delhi, 2019.
- R.R.Gaur, R.Sangal, G.P.Bhagaria, A Foundation Course in Value Education, Excel Books Publisher.

Reference Books

- Ek Parichaya, A Nagaraj, Amar Kantak, Jeevan Vidya, Jeevan Vidya Prakashan, 1999.
- A.N. Tripathy, 2003, Human Values, A Foundation Course in Human Values and Professional Ethics, New Age International Publishers.
- Mohandas Karamchand Gandhi, The Story of My Experiments with Truth.


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Format of Question Paper for the End Semester Examination

Roll No. _____

Total Pages: 02

**(Month-Year)
MBA Examination
UHV-6100**

Universal Human Values and Professional Ethics

Semester-I (NEP)

Max. Time: 3 Hour

Max. Marks: 60

Note: Attempt five questions in all, selecting one question from each section A, B, C and D and section E is compulsory. All questions carry equal marks. The candidates shall limit their answers precisely within the answer book (40 pages) issued to them and no supplementary/continuation sheet will be issued.

Section A

Q1. Self-exploration is a process of dialogue between 'What you are' and 'What you really want to be Explain and illustrate. (12 or 8,4)

Q2. What do you mean by values and human values? Explain the basic guidelines and process for value education?

(12 or 8,4)

Section B

Q3. How does the feeling of *Sanyam* ensure health of the body? List two programs of *Sanyam*. (12 or 8,4)

Q4. Distinguish between the needs of self and need of body. The needs of the body are quantitative support your answers with examples.

(12 or 8, 4)

Section C

Q5. There are four orders in Nature. How do each other participate in the harmony in the Nature? Give few examples.

Q6. What is the meaning of justice in human relationships? How does it follow from family to world family?

(12 or 8, 4)

Section D

Q7. What do you understand by competence in professional ethics? Give two examples of its implications in Industry.


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Q8.What do you mean by competence in professional ethics? Elaborate with examples.

(12 or 8, 4)

Section E

Q9.Write short notes on the following:

- (a)** Value Education.
- (b)** Self-regulation.
- (c)** Sensations and preconditioning.
- (d)** Happiness and prosperity.
- (e)** What do you mean by human relationship?
- (f)** How to build trust in the relationship?

(6x2=12)



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2nd Semester

MBA-6201 Financial Management							
Teaching Scheme			Credit	Marks Distribution			Duration of End Semester Examination
L	T	P		Internal Assessment	End Semester Examination	Total	
4	0	0	4	Maximum Marks: 40	Maximum Marks: 60	100	3 Hours
				Minimum Marks: 16	Minimum Marks: 24	40	

Guidelines for setting Question Paper: Question paper of end semester examination will be of 60 marks. The question paper will consist of five sections A, B, C, D and E. Sections A, B, C and D will have 2 questions of 12 marks each and section E has short answer type questions consisting of six parts of 02 marks each. The candidates will attempt five questions in all, i.e. one question each from sections A, B, C, D and the compulsory question from section E. In the question paper, the questions available in sections A, B, C and D will be covered from Unit-I, Unit-II, Unit-III and Unit-IV respectively and section E will cover whole syllabus.

Note: In each theory paper, nine questions are to be set. Two questions are to be set from each Unit and candidate is required to attempt at least one question from each unit. Question number nine will be compulsory, which will be of short answer type questions with 6 to 8 parts, covering entire syllabus. In all, five questions are to be attempted.

Course Objectives:

- To provide the concepts and foundations of managing finance in business enterprises.
- To equip students with tools and techniques for managing financial resources.
- To orient the students regarding financial management practices in Indian companies and Global enterprises.

Unit I	15 Lectures
Concept of Financial management - Meaning and definitions, Scope of Financial Management, finance functions, Financial Goals of a firm, Agency problem, Emerging role of finance manager in India.	
Unit II	15 Lectures
Meaning of Capital Budgeting, significance, principles, capital budgeting proposals, methods of appraising Proposals. Payback period, ARR, IRR, MIRR, NPV, Profitability Index, APV Method, Capital Rationing.	
Unit III	15 Lectures
Sources of Funds: Short term sources, long term sources, Venture Capital: features, stages and types of venture capital. Factors influencing capital structure, Benefit to Owners – EBIT –EPS Analysis, Point of Indifference, Financial Break-even Point, Cost of Capital- Methods of computing cost of capital: Cost of Equity Capital, Cost of Preferred Capital, Cost of Debt Capital, Cost of internally generated funds, Weighted Average Cost of Capital (Theory and Problems), Leverages-Types and Measurement.	
Unit IV	15 Lectures
Concept of working capital, factors determining working capital, Sources of working capital, estimating working capital needs, Managing cash, marketable securities, debtors and inventory Dividend Decisions Meaning, Theory of relevance on Theory of Irrelevance. Walter's Model, Gordon's Model (Theory and Problems) Types of dividends, Bonus Shares, Stock Splits	


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Course Learning Outcomes (CLOs)

- Identification of financial challenges faced by a business enterprise,
- Tools and techniques for making financial decisions.
- Financial management practices in corporate sector.

Skill Development Activities:

- Draw an organization chart showing the steps used in financial planning of a company.
- Capital structure analysis of companies in different industries.
- Take a company as example and show how firm borrows money and uses financial leverage.
- Bring out the structure of dividend policy and the factors included in any 5 companies.

Suggested Readings:

- Corporate Finance – A Focused Approach (2017)-Brigham and Ehrhardt, Edition, Cengage Learning, Sixth Edition
- Corporate Finance (2015)- Jeffrey Jaffe, Prof Stephen A. Ross, Randolph W Westerfield, Bradford D Jordan, Tata McGraw Hill Publication, Eleventh Edition
- Financial Management: Theory & Practices (2015): Prasanna Chandra, Ninth Edition, Tata McGraw Hill Publication, Tenth Edition.

Further References:

- Study material of the Institute of Chartered Accountants of India (ICAI), The Institute of Cost and Management Accountants of India (ICMAI), and The Institute of Company Secretaries of India (ICSI) – [Freely downloadable from the websites of respective institutions].
- Anand, Manoj (2002), “Corporate Financial Practices in India: A Survey”, Vikalpa, Volume 27, Number 4.
- Jain and Yadav (2002), “Financial Management Practices in India, Singapore and Thailand”, “Management and Accounting Research”, Volume 3, No. 4, April-June, pp 84-102.
- Ryan and Ryan (2002), “Capital Budgeting Practices of Fortune 1000: How have things changed”, Journal of Business and Management, Volume 8, Number 4.
- Block, Stanley (2005), “Are there differences in capital budgeting procedures between industries? – An Empirical Study”, The Engineering Economist, pp 55-67


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Format of Question Paper for the End Semester Examination

Roll No. _____

Total Pages: 02

(Month-Year)
MBA Examination
Code MBA - 6201
Financial Management
Semester-I (NEP)

Max. Time: 3 Hour

Max. Marks: 60

Note: Attempt five questions in all, selecting one question from each section A, B, C and D and section E is compulsory. All questions carry equal marks. The candidates shall limit their answers precisely within the answer book (40 pages) issued to them and no supplementary/continuation sheet will be issued.

Section-A

Q1. Discuss the scope of financial management in the context of its functions and areas of decision-making. Explain how financial management interacts with other functional areas within a company.

Or

Q2. What is financial planning, and why is it important for organizations? Discuss the process of financial planning and its role in achieving financial objectives.

(12x1 = 12 Marks)

Section-B

Q3. Define capital budgeting and explain its significance in financial decision-making. Discuss why it is crucial for businesses to carefully evaluate and select investment projects.

Or

Q4. Discuss the profitability index and adjusted present value (APV) method as capital budgeting appraisal techniques. Explain their use, advantages, and limitations in evaluating investment opportunities.

(12x1 = 12 Marks)

Section-C

Q5. Can you explain the methods of computing the cost of capital, including the cost of equity capital, cost of preferred capital, cost of debt capital, and cost of internally generated funds?

Or

Q6. How does the EBIT-EPS analysis benefit owners of a company, and how is it conducted?



(12x1 = 12 Marks)

Section-D

Q7. How can a company effectively manage its cash, marketable securities, debtors, and inventory to optimize its working capital position?

Or

Q8. Explain the theory of relevance and the theory of irrelevance in relation to dividend decisions.

(12x1 = 12 Marks)

Section-E

Q9. Write short note of the followings:

- a) Who is a financial Manager.
- b) Profitability Index.
- c) Venture Capital.
- d) Bonus Share.
- e) Net working Capital.
- f) Point of Indifference.

(6x2 = 12 Marks)

-End of the Paper-


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MBA-6202 Human Resource Management							
Teaching Scheme			Credit	Marks Distribution			Duration of End Semester Examination
L	T	P		Internal Assessment	End Semester Examination	Total	
3	1	0	4	Maximum Marks: 40	Maximum Marks: 60	100	3 Hours
				Minimum Marks: 16	Minimum Marks: 24	40	


Guidelines for setting Question Paper: Question paper of end semester examination will be of 60 marks. The question paper will consist of five sections A, B, C, D and E. Sections A, B, C and D will have 2 questions of 12 marks each and section E has short answer type questions consisting of six parts of 02 marks each. The candidates will attempt five questions in all, i.e. one question each from sections A, B, C, D and the compulsory question from section E. In the question paper, the questions available in sections A, B, C and D will be covered from Unit-I, Unit-II, Unit-III and Unit-IV respectively and section E will cover whole syllabus.

Note: In each theory paper, nine questions are to be set. Two questions are to be set from each Unit and candidate is required to attempt at least one question from each unit. Question number nine will be compulsory, which will be of short answer type questions with 6 to 8 parts, covering entire syllabus. In all, five questions are to be attempted.

Course Objectives:

- To clarify the character of the special capital – human resource as capital.
- To develop the basic set of methods and techniques needed for managing human resource.
- To learn about basic administrative processes related to human capital management.
- To inculcate in the students an awareness of legal framework within which the business function

Unit I	15 Lectures
Human Resource Philosophy – Changing environments of HRM – Using HRM to attain competitive advantage – Trends in HRM – Organization of HR departments – Line and staff functions – Role of HR Managers-Contemporary issues and practices in HRM, Changing concept of HRM in India and in the globe.	
Unit II	15 Lectures
Nature of job Analysis, job design, Job evaluation, Human resource planning, Demand forecasting, HR supply forecasting, Need for and factors influencing HRP, Career planning, Promotion, transfer, demotion and separation; Employee hiring- Nature of Recruitment, Sources of recruitment-internal and external, Employee selection, process of employee selection.	
Unit III	15 Lectures
Orientation & Training: Orienting the employees, Nature and importance of Training, Methods of training, TNA, Nature of HRD program, Methods of management development and Executive development programs, Development beyond training, Contemporary HRD practices.	
Unit IV	15 Lectures
Methods, Problem and solutions - The appraisal interviews - Performance appraisal in practice. Managing careers: Career planning and development - Managing promotions, demotion, transfers and separation. Industry Relations Employer, Employee, Rights of an Employee at Work Place. HR Policy- Meaning and Its Importance.	


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Legal Issues Related to HR in the Organization. Compensation Act, 1923-The Workmen's Compensation Act, 1923- Introduction, Main Features of the Act, Definitions, Provisions Under the Act.

Course Learning Outcomes (CLOs)

- Know new trends in human resource management.
- Understand the work, competencies tasks and organization of Human Resource Specialist.
- Know basic processes related to Human Resource Management Skills:
- Assess the human capital potential assessment and planning.

Skill Development Activities:

- Conducting model role play
- A write up on HRM at an organization- Split the class into teams with two members. Each team must choose one organization in any industry. They must write a report on the HR department at the organization and the HR practices there.

Suggested Readings:

- Gary Dessler & Biju Varkkey (2018). Human Resource Management, Pearson Education India, Fifteen Edition.
- Robbins & DeCenzo (2017). Personnel/Human Resource Management, Prentice Hall. Latest Edition, Third Edition
- V.S.P. Rao and C.B. Mamoria (2012), "Personal Management (Text and Cases)", Himalaya Publications, Thirtieth Edition.

Further References:

- Snell and Bohlander, Human Resource Management, South-Western Cengage Learning, Indian Edition, (2019) Latest edition.
- Uday Kumar Haldar and Juthika Sankar, Human Resource Management. Oxford Higher Education, 2013, Single Edition
- K. Aswathappa, Human Resource Management, McGraw Hill Education Seventh Edition.
- K. R. Bulchandani, Business Laws for management, Latest Edition, Himalaya Publishing House, Bombay, (2020), Eight Edition.


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Format of Question Paper for the End Semester Examination

Roll No. _____

Total Pages: 03

(Month-Year)
MBA Examination
Code MBA - 6203
Human Resource Management
Semester-II (NEP)

Max. Time: 3 Hour

Max. Marks: 60

Note: Attempt five questions in all, selecting one question from each section A, B, C and D and section E is compulsory. All questions carry equal marks. The candidates shall limit their answers precisely within the answer book (40 pages) issued to them and no supplementary/continuation sheet will be issued.

SECTION – A

Q.1 What do you mean by Human Resource Management? Various Functions performed by HR Manager in an Organization.

Or

Q.2 Who is a HR manager? Explain briefly about the contemporary issues in the field of HR.

(12x1 = 12 Marks)

SECTION - B

Q.3 What is Human Capital Planning? Give an overview of the Human Capital Planning in an industrial enterprise.

Or

Q.4 What is meant by recruitment? How does it differ from selection? What steps are involved in the selection procedure? Explain them briefly.

(12x1 = 12 Marks)

SECTION - C


Q.5 Define training and the advantages of training to the employees and the organization. Explain the essential steps of a good training program.

Or

Q.6 What do you mean by Human Resource Development? What are the trending methods of management development and executive development programs in the field of human resource?

(12x1 = 12 Marks)

SECTION – D



Q.7 What do you mean by Performance Appraisal? Discuss its benefits to an industrial organization.

Or

Q.8 What do you mean by internal resources of requirement? Explain about transfer and promotion in details.

(12x1 = 12 Marks)

SECTION – E

Q.9 Case Study: Talent Retention Strategies at ABC Corporation

Background:

ABC Corporation is a global technology company that operates in a highly competitive industry. Over the past year, the company has experienced a significant increase in employee turnover, especially among its top-performing talent. The management team is concerned about this trend and wants to develop effective talent retention strategies to address the issue.

Challenges: ABC Corporation faces several challenges in retaining its top talent:

Intense Competition: The company operates in a highly competitive industry where skilled professionals are in high demand. Competitors often offer attractive compensation packages and career growth opportunities, making it challenging for ABC Corporation to retain its talent.

Lack of Development Opportunities: Employees have expressed concerns about the limited opportunities for career development and growth within the organization. This has led to a sense of stagnation and decreased motivation among high-performing employees.

Work-Life Balance: Some employees have reported difficulties in maintaining a healthy work-life balance due to high workload and demanding deadlines. This has resulted in increased stress and burnout, leading to a higher turnover rate.

Talent Retention Strategies: To address the talent retention challenges, ABC Corporation has implemented the following strategies:

Competitive Compensation and Benefits: The company has revised its compensation structure to ensure it remains competitive in the market. They offer attractive salary packages, performance-based bonuses, and comprehensive benefits to retain top talent.

Career Development Programs: ABC Corporation has introduced various career development initiatives, such as mentorship programs, training workshops, and educational assistance. These programs aim to provide employees with opportunities for skill enhancement and career progression within the organization.

Work-Life Balance Initiatives: The company has implemented policies and programs to promote work-life balance. This includes flexible work schedules, remote work options, and wellness programs to support employee well-being and reduce stress levels.

Questions:



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- a) What are the main challenges faced by ABC Corporation in retaining its top talent?
- b) Describe the talent retention strategies implemented by ABC Corporation.
- c) How can ABC Corporation assess the effectiveness of their talent retention strategies?
Suggest some key metrics they can use to measure retention and employee satisfaction.

(4x3 = 12 Marks)

-End of the Paper-



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MBA-6203 Business Research Methods							
Teaching Scheme			Credit	Marks Distribution			Duration of End Semester Examination
L	T	P		Internal Assessment	End Semester Examination	Total	
3	1	0	4	Maximum Marks: 40	Maximum Marks: 60	100	3 Hours
				Minimum Marks: 16	Minimum Marks: 24	40	

Guidelines for setting Question Paper: Question paper of end semester examination will be of 60 marks. The question paper will consist of five sections A, B, C, D and E. Sections A, B, C and D will have 2 questions of 12 marks each and section E has short answer type questions consisting of six parts of 02 marks each. The candidates will attempt five questions in all, i.e. one question each from sections A, B, C, D and the compulsory question from section E. In the question paper, the questions available in sections A, B, C and D will be covered from Unit-I, Unit-II, Unit-III and Unit-IV respectively and section E will cover whole syllabus.

Note: In each theory paper, nine questions are to be set. Two questions are to be set from each Unit and candidate is required to attempt at least one question from each unit. Question number nine will be compulsory, which will be of short answer type questions with 6 to 8 parts, covering entire syllabus. In all, five questions are to be attempted.

Course Objectives:

- To understand the concepts, tools and terminologies used in research world.
- To identify the methods best suited for investigating different types of problems and questions.
- To construct research questions that are based on and build upon a critical appraisal of existing research.
- To develop a research design and analysis the results to provide suggestions based on research findings.

Unit I	15 Lectures
Business Research: Meaning, Objectives, Purpose, types, scope and significance of research in business and industry. Criteria for Good research, Ethics in research. Research Process - Steps in research, identification and formulation of research problem, extensive literature review, Research gap, statement of the problem, need for the study, types of research. Deductive and inductive logic.	
Unit II	15 Lectures
Formulation of Research Problem and Hypothesis: Identifying and formulating research problem, Setting of research objectives, Doing review of literature. Hypothesis- Meaning, Purpose, Sources, characteristics of hypotheses, types of hypotheses, Formulation of hypothesis. Data Collection concepts: Sample design, steps in sampling process, sampling methods – probability Sampling and non- probability sampling, sampling error, Criteria for good sample, determining sample size (infinite and finite). Meaning of Primary and Secondary data, Primary data collection methods - observations, survey, interview and Questionnaire, Qualitative Techniques of data collection, Questionnaire design: Meaning Process of designing questionnaire. Secondary data Sources – advantages and disadvantages.	
Unit III	15 Lectures
Measurement and Scaling Techniques: Types of Scales: Nominal scale, Ordinal scale, Interval scale, Ratio scale. Attitude measurement scale - Likert's Scale, Semantic Differential Scale, Thurstone scale, Multi-	

Dimensional Scaling. Case Study as per the chapter needs.	
Data Analysis: Data processing – Editing, coding, tabulation, normality and validity test, pictorial and graphical presentation of Data, Parametric and non-parametric test, Chi-square, t- test, ANOVA, Correlation and Regression.	
Unit IV	15 Lectures
Report Writing and Presentation of Results: Types of report - Research proposal, research report. Format of a report- Layout, Precautions. Citation and referencing, Research presentation.	
Introduction and Application to Business Analytics: Evolution of Business Analytics, Business Analytics Process, Business Analytics Architecture and Framework. Analytics in Business Support Functions, Analytics in Industries – Sports Analytics, Social Media Analytics, Social Networking Analytics.	

Course Learning Outcomes (CLOs)

- Demonstrate ability to understand different research terminologies.
- Identify research problems and questions.
- Develop methodology for research problems.
- Analyse data required for business decision-making.
- Propose suggestions based on the findings from the research.
- Apply Data visualization for exploratory analysis and communicate effectively to diverse audience.

Skill Development Activities:

- Identify research problem and collect relevant literatures for data analysis.
- Write the research design by using exploratory and descriptive research methods.
- Conduct Market survey and to investigate consumer perception towards any FMCG and to conduct the data analysis and submit a small report.

Suggested Readings:

- William G. Zikmund, Barry J. Babin, Jon C.Carr, Atanu Adhikari, Mitch Griffin. (2019). Business Research Methods., Delhi: Cengage Learning India Pvt. Ltd, Eight Edition
- Kothari, C. R. (2019). Research Methodology Methods & Techniques. New Delhi: Vishwa Prakashan, Fourth Edition
- Naresh K. Malhotra and Satyabhusan Das (2019). Marketing Research: An Applied Orientation | Seventh Edition | By Pearson Publication
- R N Prasad and Seema Acharya (2018), “Fundamentals of Business Analytics”, Second Edition, Wiley India Pvt. Ltd

References:

- Bryman, Alan and Bell, Emma (2018), Business Research Methods, Oxford University Press. Third Edition
- Chawla, D. & Sondhi, N. (2017). Research Methodology: Concepts and cases. New Delhi: Vikas Publishing House, Second Edition.
- Gupta, S. L and Gupta, Hitesh (2017), Business Research Methods, McGraw Hill Education(India) Private Limited, New Delhi, 1st Edition
- Krishnaswami, O., &Ranganatham, M. (2013). Methodology of Research in Social Sciences. Mumbai: Himalaya Publishing House, Second Edition


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Format of Question Paper for the End Semester Examination

Roll No. _____

Total Pages: 02

(Month-Year)
MBA Examination
Code MBA - 6205
Business Research Methods
Semester-II (NEP)

Max. Time: 3 Hour

Max. Marks: 60

Note: Attempt five questions in all, selecting one question from each section A, B, C and D and section E is compulsory. All questions carry equal marks. The candidates shall limit their answers precisely within the answer book (40 pages) issued to them and no supplementary/continuation sheet will be issued.

SECTION – A

Q.1 What is research? Briefly describe the different steps involved in a research process.

Or

Q.2 Discuss the research, its objectives, scope and further elaborate about the significance of review of literature in a study with suitable example.

(12x1 = 12 Marks)

SECTION - B

Q.3 How do you define a research problem? Give three examples to illustrate your answer.

Or

Q.4 What is a Hypothesis? What characteristics it must possess in order to be a good research hypothesis?

(12x1 = 12 Marks)

SECTION - C

Q.5 What do you mean of measurement in research? What difference does it make whether we measure in terms of nominal, ordinal, interval and ratio scale? Explain by giving examples.

Or

Q.6 What do you mean by tabulation? Explain about the various types of the tables and the parts of a table in details.

(12x1 = 12 Marks)

SECTION – D

Q.7 Enumerate in brief the mechanism of report writing and state the precaution to be taken while report writing.


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Or

Q.8 Define Research Proposal. Discuss its elements. How a researcher draft and evaluate a research proposal?

(12x1 = 12 Marks)

SECTION – E

Q.9 Write short note on the following:

- a) Pilot Survey.
- b) Ex post facto Research.
- c) Chi-Square test as 'Goodness of fit'.
- d) Sampling.
- e) Editing.
- f) Statistic.

(2x6 = 12 Marks)

-End of the Paper-

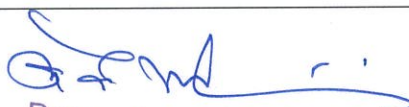

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IKS-6200 Indian Knowledge System							
Teaching Scheme			Credit	Marks Distribution			Duration of End Semester Examination
L	T	P		Internal Assessment	End Semester Examination	Total	
				Maximum Marks: 40	Maximum Marks: 60	100	
2	0	0	2	Minimum Marks: 16	Minimum Marks: 24	40	3 Hours

Guidelines for setting Question Paper: Question paper of end semester examination will be of 60 marks. The question paper will consist of five sections A, B, C, D and E. Sections A, B, C and D will have 2 questions of 12 marks each and section E has short answer type questions consisting of six parts of 02 marks each. The candidates will attempt five questions in all, i.e. one question each from sections A, B, C, D and the compulsory question from section E. In the question paper, the questions available in sections A, B, C and D will be covered from Unit-I, Unit-II, Unit-III and Unit-IV respectively and section E will cover whole syllabus.

Medium: Bilingual (Hindi/English)

Unit I: Bhāratiya Civilization and Development of Knowledge System	8 Lectures
Genesis of the land, On the trail of the Lost River, Discovery of the Saraswatī River, The Saraswatī-Sindhu civilization, Traditional knowledge system, The introduction to Vedas, Main Schools of Philosophy (6+3), Ancient education system, The Takṣaśilā University, The Nālandā University, Alumni, Knowledge export from Bhārata.	
Unit II: Arts, Literature and Scholars	8 Lectures
Art, Music, and Dance, Naṭarāja– A masterpiece of Bhāratiya Art, Literature, Life and works of Agastya, Lopāmudrā, Ghoṣā, Vālmīki, Patañjali, Vedavyāsa, Yājñavalkya, Gārgī, Maitreyī, Bodhāyana, Caraka, Suśruta, Jīvaka, Kaṇāda, Patañjali, Kauṭilya, Pāṇini, Thiruvalluvar, Āryabhaṭa, Varāhamihira, Bhāskarācārya, Mādhavācārya.	
Unit III: Engineering, Science and Management	8 Lectures
Engineering, science and technology in the Vedic Age, Post-Vedic period and Saraswatī-Sindhu civilization, Concept of matter, life and universe, Bhāratiya Kāla-gaṇanā, Concepts of Zero, Pi and number system, Vedic Mathematics, Āyurveda, Astronomy in India, Agriculture in India, Water Management in India, Trades in Ancient India, Seals, Coins and Marine Technology.	
Unit IV: Cultural Heritage and Indian Traditional Practices	6 Lectures
Temple architecture in ancient India, Sculptures, Theatre, Drama and Martial arts traditions, Fairs and festivals, Yoga, Integrated approach to healthcare, Approaches and strategies to the protection and conservation of environment.	


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Course Objectives:

- To equip the students with the knowledge and understanding related to Indian knowledge systems, origin, evolution and the approaches used in ancient and modern times.
- To promote the youths to do research in the various fields of Bhāratīya knowledge system.

Course Learning Outcomes (CLOs)

- The students will be able to understand and appreciate the rich heritage that resides in our traditions.
- The students will be able to improve mindfulness and more maturity leading to an effective process of learning.
- The students will be able to create awareness amongst the youths about the true history and rich culture of the country.

Suggested Readings:

- Bhag Chand Chauhan, IKS: The Knowledge of Bharata, Garuda Prakashan, 2023.
- Pradeep Kohle et. Al. Pride of India- A Glimpse of India's Scientific Heritage edited by Sanskrit Bharati, 2006.
- Keshav Dev Verma, Vedic Physics, Motilal Banarsidass Publishers, 2012.
- Suresh Soni, India's Glorious Scientific Tradition, Ocean Books Pvt. Ltd., 2010.
- Sibaji Raha, et al, History of Science in India Volume-1, Part-I, Part-II, Volume VIII, National Academy of Sciences, India and The Ramkrishna Mission Institute of Culture, Kolkata, 2014.


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Format of Question Paper for the End Semester Examination

Roll No. _____

Total Pages: 02

**(Month-Year)
MBA Examination
MBA- 6200
Indian Knowledge System
Semester-I (NEP)**

Max. Time: 3 Hour

Max. Marks: 60

Note: Attempt five questions in all, selecting one question from each section A, B, C and D and section E is compulsory. All questions carry equal marks. The candidates shall limit their answers precisely within the answer book (40 pages) issued to them and no supplementary/continuation sheet will be issued.

Section A

Q1. What are Vedas? How many types of Vedas? Explain.

Q2. What was the ancient system of education in India?

(12 or 8, 4)

Section B

Q3. Write a short note on the Life and works of Agastya.

Q4. Write a short note on:

(1) Āryabhaṭa

(2) Kauṭīlyā

(12 or 8, 4)

Section C

Q5. What was the science and technology during the Vedic period?

Q6. Write a brief note on the trading communities in ancient India?

(12 or 8, 4)

Section D

Q7. Explain briefly on Temple architecture in ancient India.

Q8. Write a short note on:

(a) Fairs and festivals in India

(b) Yoga

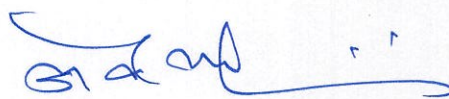
(12 or 8, 4)

Section E

Q9. Attempt any Six form the below:

- (a) Which of the following Vedic literature contains Gayatri Mantra?
- (b) What is Agastya Rishi famous for?
- (c) Who invented Zero?
- (d) How important are Aryabhata's discoveries to the modern world?
- (e) Agriculture in ancient India.
- (f) Who destroyed Takshila University?

(6×2=12)



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MBA-6211 Security Analysis and Portfolio Management							
Teaching Scheme			Credit	Marks Distribution			Duration of End Semester Examination
L	T	P		Internal Assessment	End Semester Examination	Total	
3	1	0	4	Maximum Marks: 40	Maximum Marks: 60	100	3 Hours
				Minimum Marks: 16	Minimum Marks: 24	40	

Guidelines for setting Question Paper: Question paper of end semester examination will be of 60 marks. The question paper will consist of five sections A, B, C, D and E. Sections A, B, C and D will have 2 questions of 12 marks each and section E has short answer type questions consisting of six parts of 02 marks each. The candidates will attempt five questions in all, i.e. one question each from sections A, B, C, D and the compulsory question from section E. In the question paper, the questions available in sections A, B, C and D will be covered from Unit-I, Unit-II, Unit-III and Unit-IV respectively and section E will cover whole syllabus.

Note: In each theory paper, nine questions are to be set. Two questions are to be set from each Unit and candidate is required to attempt at least one question from each unit. Question number nine will be compulsory, which will be of short answer type questions with 6 to 8 parts, covering entire syllabus. In all, five questions are to be attempted.

Course Objectives:

- To provide knowledge and skill in identifying various investment alternatives and choosing the suitable alternatives.
- To orient on the procedures and formalities involved in investing.
- To train the learners on portfolio construction and management

Unit I	15 Lectures
Concept and objectives of investment, Difference between Investment and Speculation, Investment and Gambling, Meaning of Investment Management, Investment Management Process, Investment Alternatives, Features of Investment Avenues Risk and Return: Concept of Risk, Components of Investment Risk, Measurement of Risk through Standard Deviation, Regression Equation, Covariance, Concept of Return, Relationship between Risk and Return. Introduction to Indian Stock Market:BSE,NSE	
Unit II	15 Lectures
Fundamental Analysis: Macro-Economic Analysis, Forecasting, Industry Analysis, Sensitivity of Business Cycle, Industry Life Cycle Analysis. Company Analysis: Meaning of Company Analysis, Strategy Analysis, Accounting Analysis, Financial Analysis, and Estimation of Intrinsic Value. Technical Analysis: Meaning, Difference between Technical and Fundamental Analysis, Assumptions, Tools, Dow Theory, Testing Technical Trading Rules, Evaluation of Technical Analysis.	
Unit III	15 Lectures
Portfolio Theory: Merits of Diversification: Diversification and Portfolio Risk, Portfolio Return and Risk, Calculation of Portfolio Risk, Efficient Frontier for two securities, Efficient Frontier for securities, Optimal Portfolio. Portfolio Analysis: Concept of Traditional and Modern Portfolio Analysis, Markowitz Theory, Single Index Model, Beta Generation in Efficient Frontier, Interactive Risk through Covariance, Sharpe's	


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Model.	
Unit IV	15 Lectures
Concept of Portfolio Selection, Efficient Frontier and Portfolio Selection, Role of Beta and its concept, Capital Market Theory, CAPM, SML Arbitrage Pricing Theory. Portfolio Revision: Meaning, Need, Techniques of Portfolio Revision, Formula Plans, Rules Regarding Formula Plans, Constant Rupee Value Plan, Constant Ratio Plan, Variable Ratio Plan, Modifications, Rupee Averaging Technique.	

Course Learning Outcomes (CLOs)

- This course will equip the students with required skills of Investment decisions and actions.
- Identifying investment alternatives
- Choosing the best / suitable alternatives.
- How to construct a portfolio
- Portfolio management

Skill Development Activities

- Administering 'Risk Measurement Tools' and identifying the type of risk takers of at least 5 individuals.
- Perform Fundamental Analysis and identify at least 5 stocks suitable for long-term investment
- Perform Technical Analysis and identify at least 5 stocks for short-term investment
- Construct Portfolio of selected stocks using Sharpe's Model or CAPM

Suggestive Readings:

- Charles P. Jones (2007); "Investments Analysis and Management", Wiley, 9th Edition
- Punithavathy Pandian, (2007); "Security Analysis and Portfolio Management", Vikas Publishing House Private Limited, Fifth Reprint Edition.
- Reilly and Brown (2007); "Investment Analysis and Portfolio Management", Thomson South Western, 8th Edition, First Indian Reprint.
- Fischer, E Donald and Jordan, J Ronald (2005); "Security Analysis and Portfolio Management", Prentice Hall of India Private Ltd., 6th Edition.

Further References

- Haugen Robert (2003); "Modern Investment Theory", Pearson Education, 5th Edition.
- Bhalla, V.K. (2006); "Investment Management", S. Chand; 12th Edition.
- Hirschey and Nofsinger (2008); "Investments – Analysis and Behaviour", Tata McGraw Hill Publishing Company Limited, Special Indian Edition.
- Avadhani V.A (2006), "Securities Analysis and Portfolio Management", Himalaya Publishing House, Eighth Revised Edition.
- Sharpe, Alexander and Bailey (1996); "Investments", Prentice Hall of India Private Limited, 5th Edition.
- Kevin (2008); "Security Analysis and Portfolio Management", Prentice Hall of India Private Limited, First Reprint Edition.



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Format of Question Paper for the End Semester Examination

Roll No. _____

Total Pages: 02

(Month-Year)
MBA Examination
Code MBA - 6211
Security Analysis and Portfolio Management
Semester-II (NEP)

Max. Time: 3 Hour

Max. Marks: 60

Note: Attempt five questions in all, selecting one question from each section A, B, C and D and section E is compulsory. All questions carry equal marks. The candidates shall limit their answers precisely within the answer book (40 pages) issued to them and no supplementary/continuation sheet will be issued.

Section – A

Q1. What do you mean by Investment Avenues? Explain the various Avenues of Investment?

Or

Q2. “Higher the return higher will be risk”. In this context discuss the various risks associated with portfolio planning.

(12x1 = 12 Marks)

Section - B

Q.3 What is meant by fundamental analysis? Discuss economic and company fundamental analysis in detail.

Or

Q 4. Discuss the various types of indicators used in technical analysis.

(12x1 = 12 Marks)

Section - C

Q.5 What do you mean by Portfolio Risk? What are the causes of Risk? Discuss various types of risk.

Or

Q.6 Discuss the concept of traditional and modern portfolio analysis in brief.

(12x1 = 12 Marks)

Section – D


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Q.7 State the assumptions made in capital Assets Pricing Model. What are the uses and limitation of this model?

Or

Q.8 How does the risk tolerance of an investor impact portfolio selection? Discuss the relationship between risk and return in the context of portfolio management.

(12x1 = 12 Marks)

Section – E

Q.9 Write the short note of the following:

- a. Dow Theory
- b. Industrial Life Cycle
- c. BSE and NSE
- d. Variable Ratio Plan
- e. Security Market Line
- f. Investment and Gambling

(6x2 = 12 Marks)

-End of the Paper-


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MBA-6212 Indian Financial System							
Teaching Scheme			Credit	Marks Distribution			Duration of End Semester Examination
L	T	P		Internal Assessment	End Semester Examination	Total	
4	0	0	4	Maximum Marks: 40	Maximum Marks: 60	100	3 Hours
				Minimum Marks: 16	Minimum Marks: 24	40	

Guidelines for setting Question Paper: Question paper of end semester examination will be of 60 marks. The question paper will consist of five sections A, B, C, D and E. Sections A, B, C and D will have 2 questions of 12 marks each and section E has short answer type questions consisting of six parts of 02 marks each. The candidates will attempt five questions in all, i.e. one question each from sections A, B, C, D and the compulsory question from section E. In the question paper, the questions available in sections A, B, C and D will be covered from Unit-I, Unit-II, Unit-III and Unit-IV respectively and section E will cover whole syllabus.

Note: In each theory paper, nine questions are to be set. Two questions are to be set from each Unit and candidate is required to attempt at least one question from each unit. Question number nine will be compulsory, which will be of short answer type questions with 6 to 8 parts, covering entire syllabus. In all, five questions are to be attempted.

Course Objectives:

- To provide an insight into the functioning of Indian financial system.
- To make students understand the various components of the financial system, the inter-relationship among different components and the impact on business enterprise.

Unit I	15 Lectures
Overview of Financial system: Indian Financial System – Features, Constituents of Financial System – Financial Institutions, Financial Services, Financial Markets and Financial Instruments. Regulatory Bodies in Indian Financial System: Reserve Bank of India: Organization, Management and Objectives of RBI, Credit Creation & Credit Control, Monetary Policy Security Exchange Board of India: Organization, Management, Functions and Objectives of SEBI, Regulations & Guidelines of Security Market. Insurance Regulatory and Development Authority: Duties, Powers and Functions of IRDA.	
Unit II	15 Lectures
Financial Institutions: Financial Goals; Role of Development Banks in Industrial Financing in India; Objectives and Functions of Different Financial Institutions in India Like IFCI, ICICI, IDBI, UTI, LIC. Non-Banking Financial Institutions: Meaning, Registration, Principal Business of NBFCs, Structure, Supervision, RBI Measures for NBFCs. Financial services: Concept, Functions, Characteristics, Merchant Banking, Credit Rating, Mutual Funds in India: Structure, Types, Advantages, Regulations and Supervision of Mutual Funds.	
Unit III	15 Lectures
Introduction to Financial Markets: Money Market: Structure of Indian Money Market, Functions. Capital Market: Structure of Indian Capital Market, Functions, Primary and Secondary Market. Foreign Exchange Market: Introduction, Exchange Rate Management, Forex Market.	
Unit IV	15 Lectures
Stock Exchange: Meaning and definition, Role and Functions, Stock Exchange Operations: E trading and Demat Services Profile of Indian Stock Exchanges, Listing, Trading.	


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Online Financial Services: E-Banking, Plastic Money, Venture Capital: Meaning, Functions, Its role as a source of finance.

Course Learning Outcomes (CLOs)

- Identify and explain the roles and functions of regulatory bodies in the Indian financial system, such as the Reserve Bank of India (RBI), the Securities and Exchange Board of India (SEBI), and the Insurance Regulatory and Development Authority (IRDA).
- Understand the concept of financial services, including merchant banking, credit rating, and mutual funds in India.
- Describe the structure, types, advantages, and regulations governing mutual funds in India.
- Understand the foreign exchange market, including its role in currency exchange and managing exchange rates.
- Define stock exchange and explain its role and functions in facilitating the trading of securities.
- Understand the operations of stock exchanges, including the introduction of e-trading and demat services.

Skill Development Activities

- Identifying the organisation structure, functions and who's who of select 3 financial institutions.
- Writing a commentary on the latest measures and policies of the Reserve Bank of India
- Preparing a list of money-market and capital market instruments and identifying the pros and cons of each of them

Suggestive Readings

- Guruswamy, S, "Indian Financial System", McGraw Hill Companies
- L.M. Bhole, "Financial Institutions & Markets, Tata McGraw Hill, New Delhi.
- Khan, M.Y, "Indian Financial System", The McGraw Hill Companies.
- Sharma, Meera, "Management of Financial Institutions", Eastern Economy Edition.
- Bhole and Mahakud, "Financial Institutions and Markets – Structure, Growth and Innovations", The McGraw Hill Companies
- Guruswamy, S, "Financial Services and System", McGraw Hill Companies
- Edminister. R.O, Financial Institutions, Markets & Management, McGraw Hill, New York, 1986.
- Karkal G.C, Unorganised money markets in India, Lalwani, Bombay.
- Khan. M.Y, Indian Financial System, Vikas.
- H.R Machiraju, Indian Financial System, Vikas Pub. House.
- E.Gorden & K. Nataraj, Financial Markets and Services, Himalaya Publishing house

Further References

- ICWA, Financial Services, ICAI, Publication.
- G.S. Patel, Capital Market, Functioning and Trends, ICFAI Publication.
- J.N. Dhonkar, A Treatise on Merchant Banking, Skylark Pub. Delhi.
- Vindo Kothari, Leasing, Hirepurchase and Consumer Credit, Wadhwa and Company.
- SEBI Guidelines issued from time to time.
- K. Sriram, Handbook of Leasing, Hire Purchasing and Factor, ICFAI Publications.
- Gledstone, Venture Capital Investing, NY, Prentice Hall.
- Smith P.F., Money and Financial Intermediation, The Theory and Structure of Financial Systems, Prentice Hall, New Jersey


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Format of Question Paper for the End Semester Examination

Roll No. _____

Total Pages: 03

(Month-Year)
MBA Examination
Code MBA - 6212
Indian Financial System
Semester-II (NEP)

Max. Time: 3 Hour

Max. Marks: 60

Note: Attempt five questions in all, selecting one question from each section A, B, C and D and section E is compulsory. All questions carry equal marks. The candidates shall limit their answers precisely within the answer book (40 pages) issued to them and no supplementary/continuation sheet will be issued.

SECTION – A

Q.1 What do you mean by Indian Financial System and its constituents? Elaborate.

Or

Q.2 Explain briefly about the Regulatory Bodies in the Indian financial System. Describe the organization set up of RBI and its functions in detail.

(12x1 = 12 Marks)

SECTION - B

Q.3 What do you mean by Financial Institutions, explain their special characteristics? Discuss about the Industrial Finance Corporation of India in detail.

Or

Q.4 Explain about the structure of NBFCs in India and RBI measures towards them.

(12x1 = 12 Marks)

SECTION - C

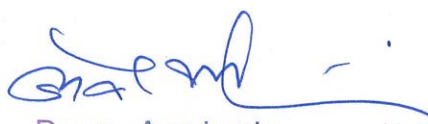
Q.5 What do you mean by the term 'Money Market'? Explain about its instruments and functions in details.

Or

Q.6 What do you mean by Mutual Funds? Discuss the various types of Mutual Funds and their prevalent regulations in India.

(12x1 = 12 Marks)

SECTION – D



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Q.7 Role of stock exchanges in an economy. Explain in detail about the listing procedure of securities of a corporate entity in a stock exchange.

Or

Q.8 What are the services provided by a stock exchange? What are the distinctive features of stock markets in India?

(12x1 = 12 Marks)

SECTION – E

Q.9 Write short note on the following:

- a) Development Banks.
- b) Forex Market.
- c) Credit Rating.
- d) Merchant Banking.
- e) E-Banking.
- f) Capital Market.

(2x6 = 12 Marks)

-End of the Paper-



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MBA-6221 Advertising and Sales Management							
Teaching Scheme			Credit	Marks Distribution			Duration of End Semester Examination
L	T	P		Internal Assessment	End Semester Examination	Total	
3	1	0	4	Maximum Marks: 40	Maximum Marks: 60	100	3 Hours
				Minimum Marks: 16	Minimum Marks: 24	40	

Guidelines for setting Question Paper: Question paper of end semester examination will be of 60 marks. The question paper will consist of five sections A, B, C, D and E. Sections A, B, C and D will have 2 questions of 12 marks each and section E has short answer type questions consisting of six parts of 02 marks each. The candidates will attempt five questions in all, i.e. one question each from sections A, B, C, D and the compulsory question from section E. In the question paper, the questions available in sections A, B, C and D will be covered from Unit-I, Unit-II, Unit-III and Unit-IV respectively and section E will cover whole syllabus.

Note: In each theory paper, nine questions are to be set. Two questions are to be set from each Unit and candidate is required to attempt at least one question from each unit. Question number nine will be compulsory, which will be of short answer type questions with 6 to 8 parts, covering entire syllabus. In all, five questions are to be attempted.

Course Objectives:

- Acquaint students with the fundamentals of sales and distribution management.
- Enable students to manage the sales, sales force, and distribution functions.
- Provides experience to handle to real time situations.
- To understand advertising functions.

Unit I	15 Lectures
Nature and scope and functions of Advertising, Classification of Advertising, Advertising as an element of Marketing Mix, Advertising as a Tool of Communication, Setting Advertising Objectives Behavioural Dynamics: The DAGMAR Approach, Hierarchy of Effects Model, New Adopter Model, AIDA Model; Developing Segmentation and Positioning Strategies for Advertising – Segmenting on the Basis of Usage Patterns and Commitment Level, Segmenting Business Markets, Formulating Positioning Strategy, Benefit Positioning, User Positioning and Competitive Positioning Advertising and Product Life Cycle: Ethical Aspects of Advertising – Misleading Advertising, Deceptive Advertising and Shock Advertising; Economic Effects and Legal Aspects of Advertising.	
Unit II	15 Lectures
Managing an Advertising Program Message Structure – Appeals, Copy, Layout Advertising Media – Media Planning, Media Selection and Scheduling Measuring Advertising Effectiveness – Pre-testing and Post-testing copy Advertising Budget – Top-Down Methods: Affordable Method, Percentage of Sales Method, Competitive Parity Method; Build-up Approach: Objective and Task Method. Advertising Agencies – Types, Role and Functions; Social and Cultural Consequences of Advertising – Advertising and Stereotyping.	

Unit III	15 Lectures
Sales Management Nature and Scope of Sales Management, Personal Selling Objectives Sales Force Organization – Nature and Types; Sales Force Recruitment – Process and Sources; Sales Force Selection Process.	
Unit IV	15 Lectures
Managing Sales Training Programs – Need and Objectives; Motivating Sales Personnel – Significance, Financial and Non-Financial Reward System, Sales Meetings and Sales Contests; Designing Sales Territories and Sales Quotas International Global Advertising.	

Course Learning Outcomes (CLOs)

- Understand the process and theories of personal selling.
- Application sales concepts while forecasting sales and designing territories.
- Develop skills to be an effective sale executive.
- Designing a conflict free distribution channel system
- Effective Advertising Planning.

Skill Development Activities:

- Conducting model Group Discussion.
- Advertisement creation activity.
- Practice personal selling.

Suggested Readings:

- Belch, George E. and Belch, Michael A.(2011). “Advertising and Promotion”, Tata McGraw Hill, 7th Edition
- Guinn, Allen, Chris T., Semenik, Richard J.(2009) “Advertising & Integrated Brand Promotion”, Thomson – South Western, 4th Edition.
- Still, R. R. & Cundiff, E. W., Govoni, N. A. P. (2009). Sales Management. 5th Edition Pearson Education, New Delhi
- Rosenbloom, Bert (2007) Marketing Channels: A Management View, 7th Edition, Cengage Learning, New Delhi.
- Jobber , David and Lancaster, Geoffery (2009), Selling and Sales Management, 7th Edition, Pearson Education, New Delhi
- Tanner Jr., J.F., Honeycutt Jr., E.D. and Erffmeyer, R.C. (2011), Sales Management:, Pearson Education, New Delhi


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Format of Question Paper for the End Semester Examination

Roll No. _____

Total Pages: 02

(Month-Year)
MBA Examination
Code MBA - 6221
Advertising and Sales Management
Semester-I (NEP)

Max. Time: 3 Hour

Max. Marks: 60

Note: Attempt five questions in all, selecting one question from each section A, B, C and D and section E is compulsory. All questions carry equal marks. The candidates shall limit their answers precisely within the answer book (40 pages) issued to them and no supplementary/continuation sheet will be issued.

Section – A

Q1. How segmentation and positioning strategies for advertising can be developed?

Or

Q2. Why is ethics and social responsibilities are important in advertising

(12x1 = 12 Marks)

Section - B

Q.3 What do you mean by advertising? Give classification of advertising along with planning for media in advertising.

Or

Q.4 What is advertising Media? Write about media selection and scheduling.

(12x1 = 12 Marks)

Section - C

Q.5 Explain sales force can be organized? What is nature and types of sales force organization?

Or

Q.6 Discuss the role of psychological testing in the selection process for salespeople.

(12x1 = 12 Marks)

Section – D

Q.7 What are sales meetings and sales contests? How they are beneficial for an organization? Explain with the help of suitable example.


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Or

Q.8 Define Success of Sales Activity is largely dependent upon good Salesmen - Discuss in the context of Sales Training.

(12x1 = 12 Marks)

Section – E

Q.9 Write the short note of the following:

- A.** DAGMAR
- B.** Product Life Cycle
- C.** Competitive Positioning
- D.** Sales Territories
- E.** Stereotyping.
- F.** Pre-testing and Post-testing copy

(6x2 = 12 Marks)

-End of the Paper-


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MBA-6222 Consumer Behaviour							
Teaching Scheme			Credit	Marks Distribution			Duration of End Semester Examination
L	T	P		Internal Assessment	End Semester Examination	Total	
4	0	0	4	Maximum Marks: 40	Maximum Marks: 60	100	3 Hours
				Minimum Marks: 16	Minimum Marks: 24	40	

Guidelines for setting Question Paper: Question paper of end semester examination will be of 60 marks. The question paper will consist of five sections A, B, C, D and E. Sections A, B, C and D will have 2 questions of 12 marks each and section E has short answer type questions consisting of six parts of 02 marks each. The candidates will attempt five questions in all, i.e. one question each from sections A, B, C, D and the compulsory question from section E. In the question paper, the questions available in sections A, B, C and D will be covered from Unit-I, Unit-II, Unit-III and Unit-IV respectively and section E will cover whole syllabus.

Note: In each theory paper, nine questions are to be set. Two questions are to be set from each Unit and candidate is required to attempt at least one question from each unit. Question number nine will be compulsory, which will be of short answer type questions with 6 to 8 parts, covering entire syllabus. In all, five questions are to be attempted.

Course Objectives:

- To gain clear understanding of the factors that shape consumer Behaviour.
- To understand various theoretical models of consumer Behaviour.
- To gain a perspective on consumer Behaviour research and some important tools and techniques used.

Unit I	15 Lectures
Introduction To Consumer Behaviour: Introduction: The Scope and importance of consumer Behaviour, Concept, diversity of consumer Behaviour, Characteristics of Indian Consumers. Individual determinants of Consumer Behaviour, Motivation, Personality and Self Concept, Consumer Perception, Consumer Learning, Consumer Attitude Formation and Change.	
Unit II	15 Lectures
Individual & Group Behaviour: Influences on the Consumer: Consumer needs, motives - positive and negative motivation - rational versus emotional motives. Consumer relevant reference groups - opinion leaders - family decision making and consumption related roles - family life cycle - social class and consumer Behaviour - influence of culture on consumer Behaviour- cross cultural context. Diffusion of innovations: the diffusion and adoption process - consumer innovativeness and personality traits.	
Unit III	15 Lectures
Consumer Decision Making and Consumer Satisfaction Models: Consumer decision making: Models of consumer decision making - Engle-Kollatt Blackwell model, Howard-Sheth Model, Bettman's Model, HCB Model. Concept of involvement, extensive/limited problem solving – routinized responsive Behaviour. Post purchase Behaviour: Consumer satisfaction concept & Models – Expectancy Disconfirmation, Desires Congruency Model, Equity Theory, Attribution Theory, Cognitive dissonance, Consumer delight, consumer complaint Behaviour.	
Unit IV	15 Lectures

Consumerism and Organizational Influences on Buying Behaviour

Consumerism: Evolution of consumer society. Definition of consumerism, buyers & sellers rights, effects of consumerism. Organizational Buying: Concept & comparison with Consumer buying, Economic Influence; Political Influence; Legal Influence; Supplier's Influence; Technology Influence; Customer Influence; Government Influence; Labour Influence, Analyzing Buyers' strengths & Negotiation Capabilities.

Buying Roles; Market Response: The Buy Grid Model; The Organizational Buying Decision Process; Buying Tasks; Interpersonal Influencing in Organizational Buying.

Course Learning Outcomes (CLOs)

- At the end of this course, students will be able to appreciate the importance of understanding consumer Behaviour for marketing success, understand the various factors shaping consumer Behaviour and choice, be able to conduct exploratory research in consumer Behaviour and be able to use understanding of consumer Behaviour in making marketing plans.

Suggested Readings:

- Debraj Datta and Mahua Datta. 1ST edition (2011). Consumer Behavior and Advertising Management. Vrinda Publication Pvt Ltd.
- K Rama Mohana Rao. 2nd edition (2011). Services Marketing. Pearson Education India.
- S.Sumathi and P. Saravanavel.. (2017). Marketing Research and Consumer Behavior. Vikas Publishing House Pvt Ltd.

References:

- Rama Bijapurkar. (2013) We are like that only. Penguin India.
- Matin Khan. (2007). Consumer Behavior and Advertising Management new age publishers.
- Conner Acevedo. (2018). Consumer Behavior and Advertising Management. ED- TECH press.


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Format of Question Paper for the End Semester Examination

Roll No. _____

Total Pages: 02

(Month-Year)
MBA Examination
Code MBA - 6222
Consumer Behavior
Semester-I (NEP)

Max. Time: 3 Hour

Max. Marks: 60

Note: Attempt five questions in all, selecting one question from each section A, B, C and D and section E is compulsory. All questions carry equal marks. The candidates shall limit their answers precisely within the answer book (40 pages) issued to them and no supplementary/continuation sheet will be issued.

Section-A

Q1. Discuss the role of consumer perception, learning, and attitude formation in shaping consumer behavior and their impact on marketing strategies.

Or

Q2. What is the scope and importance of consumer behavior in understanding market dynamics and developing effective marketing strategies?

(12x1 = 12 Marks)

Section-B

Q3. How do consumer needs and motives drive consumer behavior, and what is the difference between positive and negative motivation? How do rational and emotional motives impact consumer decision-making?

Or

Q4. Explain the diffusion of innovations process and its impact on consumer behavior. How does consumer innovativeness and personality traits influence the adoption and diffusion of new products or ideas?

(12x1 = 12 Marks)

Section-C

Q5. Describe the Engle-Kollatt Blackwell model, Howard-Sheth model, Bettman's model, and HCB model as frameworks for understanding consumer decision-making processes. What are the key components and stages of each model?


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Or

Q6. Describe the role of post-purchase behavior in consumer decision-making. How does the post-purchase experience influence future purchase decisions and consumer loyalty?

(12x1 = 12 Marks)

Section-D

Q7. Discuss the rights of buyers and sellers in the context of consumerism.

Or

Q8. Analyze the importance of customer influence and government influence on organizational buying behavior.

(12x1 = 12 Marks)

Section-E

Q9. Write short note of the followings:

- a) Consumer Vs Customer.
- b) HCB Model.
- c) Consumer delight.
- d) Role of perception in consumer decision-making.
- e) Concept of brand loyalty and its impact on consumer behavior.
- f) What factors influence consumer behavior.

(6x2 = 12 Marks)

-End of the Paper-


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MBA-6231 Industrial Relations							
Teaching Scheme			Credit	Marks Distribution			Duration of End Semester Examination
L	T	P		Internal Assessment	End Semester Examination	Total	
3	1	0	4	Maximum Marks: 40	Maximum Marks: 60	100	3 Hours
				Minimum Marks: 16	Minimum Marks: 24	40	

Guidelines for setting Question Paper: Question paper of end semester examination will be of 60 marks. The question paper will consist of five sections A, B, C, D and E. Sections A, B, C and D will have 2 questions of 12 marks each and section E has short answer type questions consisting of six parts of 02 marks each. The candidates will attempt five questions in all, i.e. one question each from sections A, B, C, D and the compulsory question from section E. In the question paper, the questions available in sections A, B, C and D will be covered from Unit-I, Unit-II, Unit-III and Unit-IV respectively and section E will cover whole syllabus.

Note: In each theory paper, nine questions are to be set. Two questions are to be set from each Unit and candidate is required to attempt at least one question from each unit. Question number nine will be compulsory, which will be of short answer type questions with 6 to 8 parts, covering entire syllabus. In all, five questions are to be attempted.

Course Objectives:

- This course in Industrial relation aims to provide understanding of industrial relation problems and a framework for analysis of such problems.
- To understand the nature and role of trade unions for workers and industries.
- To study the relevance of collective bargaining and its impact on employee-management relations.
- To understand industrial disputes and ways to resolve them.
- To apply various industrial legislations in business.

Unit I	15 Lectures
Industrial Relations: Concept, Theories and Evolution, Changes in Employment Practices: System approach to IR-Factors, Context, Web of Rules & Ideology, Discipline & Misconduct, Grievance Handling Procedure, Industrial Bodies: Tripartite and Bipartite bodies, Anatomy of Industrial disputes, Conciliation, arbitration, and adjudication.	
Unit II	15 Lectures
Evolution of Industrial Workers: Meaning, its various phases, Need for Labour Legislation in India The concept of Labour Welfare: Definition, Scope and Objectives, welfare work and social work, education and training schemes. Collective Bargaining: Concept, meaning and objectives, Approaches, technique & Strategies to collective Bargaining, Process of Collective Bargaining in detail. Impact of Collective Bargaining: Impact of CB in detail and workers participation in management on IR.	
Unit III	15 Lectures
Industrial Conflict: Dispute, Impact, cause, strike, prevention, industrial peace, government machinery, conciliation, arbitration, adjudication Welfare of special category of labour: Child labour, female labour, contract labour, construction labour,	

agriculture labour, social security & implications.

Unit IV

15 Lectures

Trade Unions: Meaning, trade union movement in India, Objective, role and functions of the Trade Unions in Modern Industrial Society of India, Procedure for registration of Trade Unions, Grounds for the withdrawal and cancellation of registration, union structure, Rights and responsibilities of TUs, Problems of trade unions, Employee relations in IT sector.

Course Learning Outcomes (CLOs)

- Understand the concept, theories, and evolution of industrial relations, including the historical development and changing nature of employment practices.
- Understand the anatomy of industrial disputes and the methods of dispute resolution, including conciliation, arbitration, and adjudication.
- Understand the detailed process of collective bargaining and its impact on industrial relations, including the implications of workers' participation in management.
- Define industrial conflict and understand its causes, impacts, and the concept of strikes, along with the preventive measures for maintaining industrial peace.

Suggested Reading:

- Sinha, P.R.N. et al (2011). Industrial Relations, Trade Unions, and Labour Legislation. Pearson Education.
- Ackers, P. & Wilkinson, A. (2009). Understanding Work & Employment: Industrial Relations in Transition. Oxford: Oxford University Press.
- Padhi, P.K. (2012). Labor and Industrial Laws. Prentice Hall of India.
- Singh, B.D. (2009). Industrial Relations: Emerging Paradigms. Excel Books
- Blain Pane, International Encyclopedia of Industrial Relations.
- Sinha- Industrial Relation, Trade union and Labour Legislation. (Pearson Education).

Further References

- C.N.Patil Collective Bargaining University Press.
- S.C.Srivastava Industrial Relation & Labor Laws.
- Report of National Commission on Labour, 1969.
- Clark Kler Labour & Management in Industrial society.
- Sinha, P.R.N. et al (2011). Industrial Relations, Trade Unions, and Labour Legislation. Pearson Education.
- Blyton, P. & Turnbull, P. (2009). The Dynamics of Employee Relations. Palgrave Macmillan.
- Ackers, P. & Wilkinson, A. (2009). Understanding Work & Employment: Industrial Relations in Transition Oxford: Oxford University Press.
- Padhi, P.K. (2010). Labor and Industrial Laws. Prentice Hall of India.
- Singh, B.D. (2009). Industrial Relations: Emerging Paradigms. Excel Books.
- Sen, R. (2009). Industrial Relations: Text and Cases. Macmillan In



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Format of Question Paper for the End Semester Examination

Roll No. _____

Total Pages: 03

(Month-Year)
MBA Examination
Code MBA - 6231
Industrial Relations
Semester-II (NEP)

Max. Time: 3 Hour

Max. Marks: 60

Note: Attempt five questions in all, selecting one question from each section A, B, C and D and section E is compulsory. All questions carry equal marks. The candidates shall limit their answers precisely within the answer book (40 pages) issued to them and no supplementary/continuation sheet will be issued.

Section – A

Q1. Explain the concept of Industrial Relations. Discuss the factors that contribute to changes in employment practices.

Q2. Discuss the processes of conciliation, arbitration, and adjudication. Provide examples to illustrate the anatomy of industrial disputes.

(12x1 = 12 Marks)

Section - B

Q.3 Discuss the evolution of industrial workers, highlighting its various phases. Explain the need for labor legislation in India.

Or

Q.4 Explain the different approaches, techniques, and strategies to collective bargaining. Analyze the impact of collective bargaining on industrial relations, including its implications for workers' participation in management.

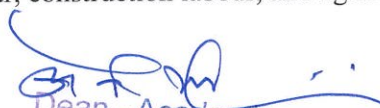
(12x1 = 12 Marks)

Section - C

Q.5 Identify the causes of industrial conflict, with a focus on strikes. Discuss the prevention measures and techniques to maintain industrial peace.

Or

Q.6 What are the challenges related to the welfare of special categories of labour, such as child labour, female labour, contract labour, construction labour, and agricultural labour.


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How can social security measures be effectively implemented to improve the welfare of these labour groups?

(12x1 = 12 Marks)

Section – D

Q.7 Evaluate the role and functions of trade unions in modern industrial society in India. Discuss the objectives of trade unions and explain how they contribute to safeguarding the interests of workers. Provide examples of successful trade union activities.

Or

Q.8 Examine the employee relations dynamics in the IT sector. What are the unique challenges and issues faced by trade unions in representing IT sector employees?

(12x1 = 12 Marks)

Section – E

Q.9 Attempt All

- a) What is the primary objective of industrial relations
- b) What are the key components of a grievance handling procedure in industrial relations
- c) Explain the concept of unfair labor practices and provide examples of such practices.
- d) Explain the concept of industrial dispute and its resolution mechanisms.

(4x3 = 12 Marks)

-End of the Paper-


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Hamirpur - 177 001, HP

MBA-6232 Training and Development							
Teaching Scheme			Credit	Marks Distribution			Duration of End Semester Examination
L	T	P		Internal Assessment	End Semester Examination	Total	
3	1	0	4	Maximum Marks: 40	Maximum Marks: 60	100	3 Hours
				Minimum Marks: 16	Minimum Marks: 24	40	

Guidelines for setting Question Paper: Question paper of end semester examination will be of 60 marks. The question paper will consist of five sections A, B, C, D and E. Sections A, B, C and D will have 2 questions of 12 marks each and section E has short answer type questions consisting of six parts of 02 marks each. The candidates will attempt five questions in all, i.e. one question each from sections A, B, C, D and the compulsory question from section E. In the question paper, the questions available in sections A, B, C and D will be covered from Unit-I, Unit-II, Unit-III and Unit-IV respectively and section E will cover whole syllabus.

Note: In each theory paper, nine questions are to be set. Two questions are to be set from each Unit and candidate is required to attempt at least one question from each unit. Question number nine will be compulsory, which will be of short answer type questions with 6 to 8 parts, covering entire syllabus. In all, five questions are to be attempted.

Course Objectives:

- To enable the students to understand the concepts, principles and process of training and development.
- To develop an understanding on various non-training solutions to improve employee performance.

Unit I	15 Lectures
Introduction - Need and Importance of Training and development in organizations - A Systematic approach to Training & Development - Assessment, Training and Development and Evaluation Phases, Training administration, difference between training and learning.	
Unit II	15 Lectures
Need Assessment and Analysis - Organizational Support for need assessment - Operational / Organizational analysis - Requirement analysis - Individual analysis - Motivational aspects of HRD - Development cycle - Reinforcement for behaviour modification - Challenges to become learning organization - Trainee readiness - Trainee motivation to learn.	
Unit III	15 Lectures
An overview of Instructional Approaches - Traditional and modern Instructional Approaches - Internal Vs External Training - Training Methods - On the Job - Apprenticeship working – mentoring; Off the Job - Case studies - lectures - vestibule – sensitivity - in-basket - role plays - audio-visual & other contemporary methods - Adult learning principles or methods.	
Unit IV	15 Lectures
Training Evaluation and Measurement - Introduction to evaluation process - Criteria development - choosing criteria measures - Evaluation of Criteria - Experimental Designs-quasi experimental designs - Other methods of evaluation - External Training Validity - Models of Evaluation - ROI on Training	

Career development Actions and programs - Career problems and solutions - Guidelines for Career management – Concept, need and importance of management development - Management development process - Leader centred techniques of management development.

Course Learning Outcomes (CLOs)

- By the end of this course, a student would learn to develop an understanding of how to assess training needs and design training programmes in an Organisational setting. To familiarize the student with the levels, tools and techniques involved in evaluation of training effectiveness.

Suggested Readings

- Goldstein, I. L., & Ford, J. K. (2002). Training in organizations: Needs assessment, development and evaluation (4th ed.). Belmont, CA: Wadsworth.
- Lynton & Parekh, (2011)., Training for Development, 3 ed. Sage Publications
- Robert L. Craig, “ASTD Training and Development”, McGraw Hill Publications

References

- Dugan laird, (2003), Approaches to Training and Development, Perseus Publishing.
- Noe, A Raymond &Kodwani,Deo Amitabh, (2012), Employee Training and Development”, 5e, McGraw Hill Publications, 2012


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Format of Question Paper for the End Semester Examination

Roll No. _____

Total Pages: 03

(Month-Year)
MBA Examination
Code MBA - 6232
Training and Development
Semester-II (NEP)

Max. Time: 3 Hour

Max. Marks: 60

Note: Attempt five questions in all, selecting one question from each section A, B, C and D and section E is compulsory. All questions carry equal marks. The candidates shall limit their answers precisely within the answer book (40 pages) issued to them and no supplementary/continuation sheet will be issued.

Section – A

Q1. Explain the need and importance of training and development in organizations. Discuss how a systematic approach to training and development can benefit an organization.

Q2. Differentiate between training and learning. Describe the assessment, training, and development phases involved in the training process. Also, discuss the role of training administration in effective training implementation.

(12x1 = 12 Marks)

Section - B

Q.3 Discuss the process of need assessment for training and development. Explain the various components involved in need assessment, such as organizational analysis, operational analysis, and individual analysis.

Or

Q.4 Explain the motivational aspects of HRD (Human Resource Development). Discuss how motivation influences trainee readiness and motivation to learn. Identify and describe the challenges faced by organizations in becoming learning organizations.

(12x1 = 12 Marks)

Section - C

Q.5 Compare and contrast traditional and modern instructional approaches in training and development. Explain the internal versus external training methods. Discuss the advantages and disadvantages of on-the-job training and off-the-job training. Provide examples of contemporary training methods.


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Or

Q.6 Describe the following training methods: case studies, lectures, vestibule training, sensitivity training, in-basket exercises, role plays, and audio-visual methods.

(12x1 = 12 Marks)

Section – D

Q.7 Explain the process of training evaluation. Discuss the criteria development and selection process for evaluating training effectiveness. Describe experimental and quasi-experimental designs used in training evaluation. Also, discuss other methods of training evaluation.

Or

Q.8 Discuss the concept of Return on Investment (ROI) on training. Explain how ROI can be calculated and its significance in evaluating the effectiveness of training programs.

(12x1 = 12 Marks)

Section – E

Q.9 Attempt All

- a) Name the phases involved in the training and development process.
- b) Differentiate between training and learning.
- c) Define trainee readiness.
- d) Explain the importance of organizational support in need assessment.
- e) Name two experimental designs used in training evaluation.
- f) State the importance of management development.

(2x6 = 12 Marks)

-End of the Paper-


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Interdisciplinary Courses

MBA ID (i) Managing Innovation Incubation and Creativity							
Teaching Scheme			Credit	Marks Distribution			Duration of End Semester Examination
L	T	P		Internal Assessment	End Semester Examination	Total	
1	1	0	2	Maximum Marks: 40	Maximum Marks: 60	100	3 Hours
				Minimum Marks: 16	Minimum Marks: 24	40	

Guidelines for setting Question Paper: Question paper of end semester examination will be of 60 marks. The question paper will consist of five sections A, B, C, D and E. Sections A, B, C and D will have 2 questions of 12 marks each and section E has short answer type questions consisting of six parts of 02 marks each. The candidates will attempt five questions in all, i.e. one question each from sections A, B, C, D and the compulsory question from section E. In the question paper, the questions available in sections A, B, C and D will be covered from Unit-I, Unit-II, Unit-III and Unit-IV respectively and section E will cover whole syllabus.

Note: In each theory paper, nine questions are to be set. Two questions are to be set from each Unit and candidate is required to attempt at least one question from each unit. Question number nine will be compulsory, which will be of short answer type questions with 6 to 8 parts, covering entire syllabus. In all, five questions are to be attempted.

Course Objectives:

- To understand the role of innovation in having competitive advantage, activities involved in newproduct development, skills and techniques required for innovation management.
- To recognize steps involved in implementation of innovation from R & D to product launch.

Unit I	7 Lectures
Introduction to Innovation: Types of Innovation, Stages of Innovation Cycle, Significance and Applications of Innovation, Innovation and creativity, Innovation, creativity and Incubation	
Unit II	8 Lectures
Basics of Innovation Management: Innovation Management, Managing Innovation, Process Innovation, Product Innovation, New Product Development, Market Research and its Influence on New Product Development	
Unit III	7 Lectures
Strategies for Innovation: Innovation and Entrepreneurship, Innovations Diffusion, Towards Innovative Society, Globalization of Innovation, Management of Research and Development	
Unit IV	8 Lectures
Disruptive Technology, The Role of Technology Transfer in Innovation Incubation of Idea to Business, Business development through Innovation and Creativity, Major Challenges in Innovation, creativity and Incubation, Introduction to Technology Business Incubation (TBI), Managing Intellectual Property	

Course Learning Outcomes (CLOs)

- Develop effective creative projects that provide an innovative solution to real-world problems based on inquiry such as class discussion, critical analysis, integrative collaboration, observing, and using technology.
- Apply effective strategies for designing innovative projects in collaboration with team members to develop an effective creative project, product, or practice, in conjunction with other offices on campus.
- Apply the design of the creative process to educational experiences and the creative endeavour generally.
- Demonstrate knowledge of the basic vocabulary and concepts of creativity study

Suggested Readings:

- Chesbrough, Henry W. (2003). Open Innovation - The New Imperative for Creating and Profiting from Technology; Harvard Business School Press, Boston.
- Evans, Nicholas D. (2003). Business Innovation and Disruptive Technology Harnessing the Power of Breakthrough Technology or Competitive Advantage; Financial Times Prentice Hall, Upper Saddle River, New Jersey.
- Fagerberg, Jan; David C. Mowery and Richard R. Nelson; eds (2005). The Oxford Handbook of Innovation, Oxford University Press, Oxford.

Further References:

- Hippel, Eric von (1988). The Sources of Innovation; Oxford University Press, New York.
- Krishnamachayulu G.S. and Lalitha R. (2009). Innovations Management, 2e, Himalaya Publishing House, New Delhi.
- Tidd, J., Bessant, J. and Pavitt, K. (2010). Managing Innovation, 7e; John Wiley & Sons Ltd.


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MBA ID (ii) Entrepreneurship and Start-Up Management							
Teaching Scheme			Credit	Marks Distribution			Duration of End Semester Examination
L	T	P		Internal Assessment	End Semester Examination	Total	
1	1	0	2	Maximum Marks: 40	Maximum Marks: 60	100	3 Hours
				Minimum Marks: 16	Minimum Marks: 24	40	

Guidelines for setting Question Paper: Question paper of end semester examination will be of 60 marks. The question paper will consist of five sections A, B, C, D and E. Sections A, B, C and D will have 2 questions of 12 marks each and section E has short answer type questions consisting of six parts of 02 marks each. The candidates will attempt five questions in all, i.e. one question each from sections A, B, C, D and the compulsory question from section E. In the question paper, the questions available in sections A, B, C and D will be covered from Unit-I, Unit-II, Unit-III and Unit-IV respectively and section E will cover whole syllabus.

Note: In each theory paper, nine questions are to be set. Two questions are to be set from each Unit and candidate is required to attempt at least one question from each unit. Question number nine will be compulsory, which will be of short answer type questions with 6 to 8 parts, covering entire syllabus. In all, five questions are to be attempted.

Course Objectives:

- Develop Entrepreneurship Skills in Students by giving an overview of who the entrepreneurs are and what competencies are needed to become an entrepreneur.
- Enable the students to prepare business plan, successfully launch and subsequently manage their enterprises.
- Make students familiar with different financial institutions which support entrepreneurship development.

Unit I	8 Lectures
Fundamentals of Entrepreneurship: Concept of Entrepreneur and Entrepreneurship, Entrepreneur Versus Manager, Why Entrepreneurship? Theories of Entrepreneurship, Classification of Entrepreneurs/Entrepreneurship, Concept of Start-Ups in India	
Unit II	7 Lectures
Entrepreneurial Development: Factors Influencing Entrepreneurial Development & Models of Entrepreneurship, Entrepreneurship Development Programme, Entrepreneurial Competencies: Areas and Development, Emerging Areas for Entrepreneurship	
Unit III	8 Lectures
Creating and Starting the Venture: Creativity and Business Idea, Legal Issues for the Entrepreneur, IPR and Entrepreneurship, Feasibility Analysis, Business Plan Formulation Entrepreneurial Support: Entrepreneurial Policies in India, Start-up India Campaign, Institutional Support to Entrepreneurs.	
Unit IV	7 Lectures


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Entrepreneurship Management, Selection of types of ownership, Strategies for Growth Entrepreneurial Sickness & Rehabilitation, Problems faced by new Start-Ups Major Industries and Emerging areas in Entrepreneurship.

Course Learning Outcomes (CLOs)

- Knowledge about entrepreneurship development and various factors affect entrepreneurship.
- Develop skills to establish and run an enterprise.
- Devise effective strategies to launch and sustain an enterprise.

Suggested Readings:

- Sharma, D. (Ed.). (2022). Entrepreneurship in India (1st ed.). Routledge
- Biswas, D., & Dey, C. (2021). Entrepreneurship Development in India (1st ed.)
- Hisrich, R.D., Peters, M.P. & Shepherd, D.A., (2008), Entrepreneurship, Sixth Edition, Tata McGraw-Hill, New Delhi.
- Khanka, S.S., (2012), Entrepreneurial Development, First Edition(Revised). S. Chand & Company Ltd., New Delhi.
- Roy, Rajiv, (2011), Entrepreneurship, Second Edition, Oxford University Press.

Further References:

- Zimmerer, W., Thomas, Scarborough, M., Norman, (2009), Essentials of Entrepreneurship and Small Business Management, Fifth Edition, PHI Learning Private Ltd, New Delhi.
- Barringer, R., Bruce, Ireland, Duane, R., (2011), Entrepreneurship: Successfully Launching New Ventures, Third Edition, Pearson Education, New Delhi.
- Timmons, A., Jeffry, Spinelli, Stephen, (2009), New Venture Creation: Entrepreneurship for the 21st Century, Seventh Edition, Tata McGraw-Hill, New Delhi.
- Morse, A., Eric, Mitchell, K., Ronald, (2009), Cases in Entrepreneurship: The Venture Creation Process, Fourth Printing, SAGE Publications Inc., New Delhi.
- Desai, Vasant, (2012), Entrepreneurial Development and Management of Small and Medium Enterprises, Second Edition Edition, Himalaya Publishing House, Mumbai



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MBA ID (iii)Leadership Development							
Teaching Scheme			Credit	Marks Distribution			Duration of End Semester Examination
L	T	P		Internal Assessment	End Semester Examination	Total	
1	1	0	2	Maximum Marks: 40	Maximum Marks: 60	100	3 Hours
				Minimum Marks: 16	Minimum Marks: 24	40	

Guidelines for setting Question Paper: Question paper of end semester examination will be of 60 marks. The question paper will consist of five sections A, B, C, D and E. Sections A, B, C and D will have 2 questions of 12 marks each and section E has short answer type questions consisting of six parts of 02 marks each. The candidates will attempt five questions in all, i.e. one question each from sections A, B, C, D and the compulsory question from section E. In the question paper, the questions available in sections A, B, C and D will be covered from Unit-I, Unit-II, Unit-III and Unit-IV respectively and section E will cover whole syllabus.

Note: In each theory paper, nine questions are to be set. Two questions are to be set from each Unit and candidate is required to attempt at least one question from each unit. Question number nine will be compulsory, which will be of short answer type questions with 6 to 8 parts, covering entire syllabus. In all, five questions are to be attempted.

Course Objectives:

- To grasp the required skills of a leader who aspire to assume leadership roles in organizations.
- To understand the cognitive, emotional, social, cultural, spiritual, moral and behavioural aspects of leadership.

Unit I	8 Lectures
Introduction to Leadership, Definition and importance of leadership, Different leadership styles and approaches, Leadership versus management. Leadership Theories and Models, Trait theory, Behavioural theories, Situational and contingency theories, Transformational and transactional leadership.	
Unit II	8 Lectures
Communication Skills for Leaders, Effective verbal and nonverbal communication, Active listening and feedback, Persuasive communication and influencing skills, Cross-cultural communication, Building and Leading High-Performing Teams, Team dynamics and stages of team development, building trust and fostering collaboration	
Unit III	7 Lectures
Delegating responsibilities and empowering team members, resolving conflicts and managing difficult conversations, Decision-Making and Problem-Solving, Rational decision-making models	
Unit IV	7 Lectures
Follower and its types, Ethical issues with follower, Analyzing risks and uncertainties, Ethical decision-making considerations, Creativity and innovation in decision-making.	

Course Learning Outcomes (CLOs)

- Understand various leadership theories and models and apply them in practical situations.
- Develop effective communication skills to inspire and motivate team members.
- Build and lead high-performing teams by leveraging individual strengths and fostering collaboration.

- Enhance decision-making abilities by considering different perspectives and analyzing data.
- Develop strategic thinking skills to set goals, formulate plans, and execute initiatives.
- Foster a positive organizational culture and manage change effectively.

Suggested Readings:

- Fred Luthans, "Organizational Behaviour", (2019) 12th Edition, McGraw Hill International Edition
- Stephen P. Robbins, "Organizational Behaviour, (2018) 8th Edition, Prentice Hall
- Buchanan, D. A., & Huczynski, A. A. (2019). Organizational behaviour. Pearson UK.
- Aswathappa K, (2017), Organizational Behaviour (Text, Cases and Games). 12th Edition, Himalaya Publication House.
- Leadership Development, by John Mitchell, Natalie Mitchell and Bogdan Gudzenko, 2012.
- Leading Minds: An Anatomy of Leadership, by Howard E. Gardner and Emma Laskin, 2011.

References:

- The Mentor Leader: Secrets to Building People and Teams That Win Consistently by Tony Dungy, Jim Caldwell and Nathan Whitaker, 2010.
- How to Grow Leaders: The Seven Key Principles of Effective Development by John Adair, 2009.
- How to Lead: Wisdom from the World's Greatest CEOs, Founders, and Game Changers by David M. Rubenstein


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MBA-ID (iv) Corporate Social Responsibility and Business Ethics							
Teaching Scheme			Credit	Marks Distribution			Duration of End Semester Examination
L	T	P		Internal Assessment	End Semester Examination	Total	
1	1	0	2	Maximum Marks: 40	Maximum Marks: 60	100	3 Hours
				Minimum Marks: 16	Minimum Marks: 24	40	

Guidelines for setting Question Paper: Question paper of end semester examination will be of 60 marks. The candidates shall limit their answers precisely within the answer book (40 pages) issued to them and no supplementary/continuation sheet will be issued. The question paper will consist of five sections A, B, C, D and E. Sections A, B, C and D will have 2 questions of 12 marks each and section E has short answer type questions consisting of six parts of 02 marks each. The candidates will attempt five questions in all, i.e. one question each from sections A, B, C, D and the compulsory question from section E.

Note: In each theory paper, nine questions are to be set. Two questions are to be set from each Unit and candidate is required to attempt at least one question from each unit. Question number nine will be compulsory, which will be of short answer type questions with 6 to 8 parts, covering entire syllabus. In all, five questions are to be attempted.

Course Objectives:

- Examine the scope and complexity of corporate social responsibility (CSR).
- Demonstrate a multi-stakeholder perspective in viewing CSR issues.
- Analyse the connections between corporate strategy and CSR and the impact on foundational organizational principles such as mission and vision.
- Compare and contrast the multiple viewpoints and trade off that exist in the area of CSR.
- Analyse the complex issues confronting organizational leaders as they develop their CSR programs.

Unit I	8 Lectures
Introduction to CSR: Concept of Corporate Social Responsibility, ethics and human rights, dimensions of CSR and barriers in CSR, CSR Policy, Drivers of CSR, Models of CSR in India, Carrol's model.	
Unit II	8 Lectures
CSR legislation in India: Scope for CSR Activities under schedule VII, Computation of Net profit's implementing process in India, Millennium development goals and sustainable development goals, Case studies of major CSR initiatives (Organizational issues, Economic/business issues and social issues).	
Unit III	7 Lectures
Meaning for ethics: Concept of ethics, types of ethics, sources of ethics, ethics and business, Ethical Code, Ethical activities.	
Unit IV	7 Lectures
Ethical Decision: Making the role of moral philosophies in decision making, Ethical Organization, Ethical issues that arise for manager, Carrol Gilligan's Model, ethical practices in Business Management.	

Course Learning Outcomes (CLOs)

- Coordinate policy of CSR to abilities and the proposes of development of the organization which competitive advantages of CSR are got by the company
- Reasons of emergence of business Ethics and CRS concept and the aim stages of their genesis.
- Problems, opportunities and methods of formation of ethical and morality behaviour of personnel.


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- How to realize CSR policy influences and future practice of state regulation
- To use decision -making models in ethical dilemmas situation on workplace.

Suggested Readings

- Corporate Social Responsibility: -An Ethical Approach- Mark S. Schwartz
- Corporate Social Responsibility in India- Sanjay K Agarwal
- Business ethics and communication:-Dr. V.K. Jain and Omprakash Biyam S, Chand
- Business Ethics and Corporate Social responsibility:-C B Gupta


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3rd Semester

MBA-7301 Strategic Management							
Teaching Scheme			Credit	Marks Distribution			Duration of End Semester Examination
L	T	P		Internal Assessment	End Semester Examination	Total	
3	1	0	4	Maximum Marks: 40	Maximum Marks: 60	100	3 Hours
				Minimum Marks: 16	Minimum Marks: 24	40	

Guidelines for setting Question Paper: Question paper of end semester examination will be of 60 marks. The question paper will consist of five sections A, B, C, D and E. Sections A, B, C and D will have 2 questions of 12 marks each and section E has short answer type questions consisting of six parts of 02 marks each. The candidates will attempt five questions in all, i.e. one question each from sections A, B, C, D and the compulsory question from section E. In the question paper, the questions available in sections A, B, C and D will be covered from Unit-I, Unit-II, Unit-III and Unit-IV respectively and section E will cover whole syllabus.

Note: In each theory paper, nine questions are to be set. Two questions are to be set from each Unit and candidate is required to attempt at least one question from each unit. Question number nine will be compulsory, which will be of short answer type questions with 6 to 8 parts, covering entire syllabus. In all, five questions are to be attempted.

Course Objectives:

- To develop a comprehensive understanding of strategic management concepts, including the strategic management process, strategic decision-making, and levels of strategy.
- To equip students with the skills to conduct thorough external and internal environment analyses using various frameworks and tools such as Porter's Five Forces, SWOT analysis, and value chain analysis.
- To familiarize students with the formulation and implementation of business-level and corporate-level strategies, including competitive strategies, growth strategies, and restructuring strategies.
- To enhance students' abilities in strategic planning and evaluation, including the use of portfolio strategies, strategy-structure alignment, and performance measurement tools like the Balanced Scorecard.

Unit I	15 Lectures
Understanding strategy and Strategic Management: Strategic management process. Strategic decision making, Levels of strategy. Defining strategic intent: Vision, Mission Goals and Objectives. Characteristics of a good mission statement. External environment analysis: Strategically relevant components of external environment. Industry analysis – Porter's five forces model, Strategic group mapping, industry, key success factors. External Factor Evaluation matrix. Environmental scanning techniques: ETOP and COWS analysis etc.	
Unit II	15 Lectures
Internal environment analysis: Resource based view of an organization, Value chain analysis, Competitive advantage and Core competency. Internal Factor Evaluation Matrix.	


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Business level Strategies: Porter's framework of competitive strategies: Cost leadership, Differentiation and Focused strategies. Corporate level strategies: Growth strategies – horizontal and vertical integration; strategic outsourcing, related and un-related diversification, international entry options, harvesting and retrenchment strategies.	
Unit III	15 Lectures
Portfolio Strategies: BCG Model, GE Business Planning Matrix, Shell's Directional Policy Matrix. Growth of the Firm: Internal Development, Mergers & Acquisitions, and Strategic Alliances. Restructuring Strategies regarding growth of firm. Corporate Restructuring: Types, Synergy, Location and Timing tactics.	
Unit IV	15 Lectures
Strategy Implementation: Strategy-structure fit, developing and modifying organizational structure. Leadership and organization culture Strategy Evaluation and Control: Nature of strategy evaluation, Strategy evaluation framework, the balanced Score Card, Benchmarking.	

Course Learning Outcomes (CLOs)

- Strategic Management Mastery: Understand the strategic management process, including decision-making, levels of strategy, and formulation of strategic intent.
- Environmental Analysis Skills: Develop proficiency in analyzing both external and internal environments using models like Porter's Five Forces, SWOT, and value chain analysis.
- Strategy Formulation and Implementation: Gain the ability to formulate and implement business and corporate-level strategies, including growth, restructuring, and portfolio strategies.
- Evaluation and Control Competence: Learn to evaluate and control strategies using tools like the balanced scorecard and benchmarking, ensuring alignment with organizational goals.

Suggested Readings:

1. Lasserre, Philippe (2009). Global Strategic Management, Palgrave MacMillan.
2. John D Daniels, Lee H Radebaugh Daniel P Sullivan , Prashant Salwan (2010). International Business Environments and Operations, Pearson Education
3. Tamer Cavusgil, Gary Knight (2011). International Business: Strategy, Management and the New Realities, 1st Edition, Pearson Education.
4. Kark Rajneesh (2008). Competing with the Best: Strategic Management of Indian Companies in a Globalizing Arena Penguin Books.
5. Azhar Kazmi (2009). Business Policy and Strategic Management. Tata McGraw Hill, New Delhi
6. Jauch & Glueck (2009) : Business Policy and Strategic Management.
7. Thompson LA. And Stickland A.J.: Strategic Management - Concept and cases.


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MBA-7302 Business Analytics							
Teaching Scheme			Credit	Marks Distribution			Duration of End Semester Examination
L	T	P		Internal Assessment	End Semester Examination	Total	
3	1	0	4	Maximum Marks: 40	Maximum Marks: 60	100	3 Hours
				Minimum Marks: 16	Minimum Marks: 24	40	

Guidelines for setting Question Paper: Question paper of end semester examination will be of 60 marks. The question paper will consist of five sections A, B, C, D and E. Sections A, B, C and D will have 2 questions of 12 marks each and section E has short answer type questions consisting of six parts of 02 marks each. The candidates will attempt five questions in all, i.e. one question each from sections A, B, C, D and the compulsory question from section E. In the question paper, the questions available in sections A, B, C and D will be covered from Unit-I, Unit-II, Unit-III and Unit-IV respectively and section E will cover whole syllabus.

Note: In each theory paper, nine questions are to be set. Two questions are to be set from each Unit and candidate is required to attempt at least one question from each unit. Question number nine will be compulsory, which will be of short answer type questions with 6 to 8 parts, covering entire syllabus. In all, five questions are to be attempted.

Course Objectives:

- To provide students with a foundational understanding of basic statistical concepts, including measures of central tendency, dispersion, shape, and relative location, as well as Chebyshev's Theorem.
- To introduce the theory of probability, including the addition and multiplication laws, Bayes' Theorem, and the concept and application of theoretical distributions such as Binomial, Poisson, and Normal distributions.
- To equip students with the skills to perform correlation and regression analyses, including the use of rank methods, Karl Pearson's coefficient of correlation, and the interpretation of regression results.
- To familiarize students with linear programming techniques, including formulation, graphical and simplex methods, sensitivity analysis, and the solution of transportation and assignment problems.
- To introduce the basics of data analytics, including sources of data, data quality issues, data classification, and descriptive and predictive analytics techniques for univariate and multivariate analysis.

Unit I	15 Lectures
Introduction to basic statistics (measures of central tendency, measures of dispersion, measures of shape and relative location - Skewness and Kurtosis), Chebyshev's Theorem.	
Unit II	15 Lectures
Probability: Theory of Probability, Addition and Multiplication Law, Bayes Theorem Probability Theoretical Distributions: Concept and application of Binomial; Poisson and Normal distributions.	
Unit III	15 Lectures


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Correlation Analysis: Rank Method & Karl Pearson's Coefficient of Correlation and Properties of Correlation. Regression Analysis: Fitting of a Regression Line and Interpretation of Results, Properties of Regression Coefficients and Relationship between Regression and Correlation.

Unit IV	15 Lectures
Linear Programming: Formulation and applications, solution through graphical method and Simplex method, sensitivity analysis, Transportation, and assignment problems. Data analytics – introduction to analytics, sources of data, data quality issues, dealing with incomplete or missing data, data classification; Analytics - Descriptive analytics, predictive analytics (univariate and multivariate analysis).	

Course Learning Outcomes (CLOs)

- Explain basic statistical concepts and OR techniques
- Explain measures of central tendency, dispersion and asymmetry, correlation and regression analysis & Linear Programming.
- Independently calculate basic statistical parameters (mean, measures of dispersion, correlation coefficient, indexes)
- Based on the acquired knowledge to interpret the meaning of the calculated statistical indicators
- Choose a statistical and OR method for solving practical problems.

Books and References

1. Statistics for Management by Levin and Rubin, Pearson.
2. Statistical Techniques in Business and Economics by Lind, Marchal, Wathen, McGraw Hill.
3. Operations Research by Sharma, J.K., Pearson.
4. Operations Research - An Introduction by Taha, H., Prentice-Hall.
5. Business Statistics by Sharma J.K., Pearson.


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MBA-7303 Fundamentals of Internet of Things (IoT)							
Teaching Scheme			Credit	Marks Distribution			Duration of End Semester Examination
L	T	P		Internal Assessment	End Semester Examination	Total	
2	0	4	3	Maximum Marks: 40	Maximum Marks: 60	100	3 Hours
				Minimum Marks: 16	Minimum Marks: 24	40	

Guidelines for setting Question Paper: Question paper of end semester examination will be of 60 marks. The question paper will consist of five sections A, B, C, D and E. Sections A, B, C and D will have 2 questions of 12 marks each and section E has short answer type questions consisting of six parts of 02 marks each. The candidates will attempt five questions in all, i.e. one question each from sections A, B, C, D and the compulsory question from section E. In the question paper, the questions available in sections A, B, C and D will be covered from Unit-I, Unit-II, Unit-III and Unit-IV respectively and section E will cover whole syllabus.

Note: In each theory paper, nine questions are to be set. Two questions are to be set from each Unit and candidate is required to attempt at least one question from each unit. Question number nine will be compulsory, which will be of short answer type questions with 6 to 8 parts, covering entire syllabus. In all, five questions are to be attempted.

Course Objectives:

- To introduce the basic concepts, definitions, and architectures of the Internet of Things (IoT), including its enabling technologies and historical evolution.
- To explore various communication technologies used in IoT, covering both wireless and wired communication standards and protocols.
- To examine the evolution of industrial technologies from Industry 1.0 through Industry 4.0, including foundational concepts in artificial intelligence (AI) and its applications in business and management.
- To apply IoT knowledge to real-world scenarios such as home automation, smart cities, and environmental protection, addressing the ethical and legal challenges associated with IoT deployments.

Unit I	15 Lectures
Fundamentals of IoT: Introduction, Definitions & Characteristics of IoT, IoT Architectures, Physical & Logical Design of IoT, Enabling Technologies in IoT, History of IoT, About Things in IoT, The Identifiers in IoT, About the Internet in IoT, IoT frameworks, IoT and M2M.	
Unit II	15 Lectures
Wireless Communication: Bluetooth, ZigBee, Wi-Fi, RF Links, NFC, IEEE 802.15.4, Wireless Sensor Networks: Context, the node, Connecting nodes, Networking Nodes, WSN and IoT. Wired Communication: Ethernet; IOT Protocol: IPv6, MQTT, CoAP, XMPP, OSGi.	
Unit III	15 Lectures
Industrial Revolution - From Industry 1.0 to Industry 4.0; What is Artificial Intelligence (AI), Foundations of AI, History of AI, Issues, and challenges associated with AI, Future of AI. Artificial Intelligence Technologies for Business and Management	
Unit IV	15 Lectures


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Applications of IoT: Home Automation, Smart Cities, Energy, Retail Management, Logistics, Agriculture, Health, and Lifestyle, Industrial IoT, Legal challenges, IoT design Ethics, IoT in Environmental Protection.

Course Learning Outcomes (CLOs)

- Comprehend the foundational principles and structures of IoT, identifying various IoT components and their functionalities.
- Analyze and differentiate between different types of IoT communication protocols and technologies, including their appropriate applications in network setups.
- Critically evaluate the historical and contemporary impacts of AI and IoT on various industries, understanding their roles in advancing technological innovation.
- Design and propose IoT solutions for challenges in sectors such as healthcare, agriculture, and urban development, considering ethical and legal implications.

Books and References

- Hakima Chaouchi, — “The Internet of Things Connecting Objects to the Web” ISBN : 978-1-84821-140-7, Wiley Publications
- Olivier Hersent, David Boswarthick, and Omar Elloumi, — “The Internet of Things: Key Applications and Protocols”, Wiley Publications
- Vijay Madisetti and Arshdeep Bahga, — “Internet of Things (A Hands-on-Approach)”, 1st Edition, VPT, 2014.
- J. Biron and J. Follett, "Foundational Elements of an IoT Solution", O'Reilly Media, 2016.
- Keysight Technologies, “The Internet of Things: Enabling Technologies and Solutions for Design and Test”, Application Note, 2016.
- Daniel Minoli, — “Building the Internet of Things with IPv6 and MIPv6: The Evolving World of M2M Communications”, ISBN: 978-1-118-47347-4, Wiley Publications
- Pethuru Raj and Anupama C. Raman, "The Internet of Things: Enabling Technologies, Platforms, and Use Cases", CRC Press


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MBA-7311 Business Valuation and Value Based Management							
Teaching Scheme			Credit	Marks Distribution			Duration of End Semester Examination
L	T	P		Internal Assessment	End Semester Examination	Total	
3	0	0	3	Maximum Marks: 40	Maximum Marks: 60	100	3 Hours
				Minimum Marks: 16	Minimum Marks: 24	40	

Guidelines for setting Question Paper: Question paper of end semester examination will be of 60 marks. The question paper will consist of five sections A, B, C, D and E. Sections A, B, C and D will have 2 questions of 12 marks each and section E has short answer type questions consisting of six parts of 02 marks each. The candidates will attempt five questions in all, i.e. one question each from sections A, B, C, D and the compulsory question from section E. In the question paper, the questions available in sections A, B, C and D will be covered from Unit-I, Unit-II, Unit-III and Unit-IV respectively and section E will cover whole syllabus.

Note: In each theory paper, nine questions are to be set. Two questions are to be set from each Unit and candidate is required to attempt at least one question from each unit. Question number nine will be compulsory, which will be of short answer type questions with 6 to 8 parts, covering entire syllabus. In all, five questions are to be attempted.

Course Objectives:

- To understand the difference between enterprise value and equity value.
- To know about time value of money & corporate valuation
- To understand corporate restructuring & value-based management

Unit I	15 Lectures
Meaning of Financial Management – Goals of Financial Management - Analysis of Financial Statements – DU PONT ANALYSIS; Time Value of Money – Compounding, Discounting, Annuity and Perpetuity; Weighted Average Cost of Capital – CAPM based calculation. Beta – Un-levering and Re-levering.	
Unit II	15 Lectures
Valuation of Firm and Valuation of Equity – Net Assets Method, Earnings Capitalisation Method, Relative Valuation, Chop Shop Method. Valuation of Firm and Valuation of Equity – Discounted Cash Flow (DCF) Method, Adjusted Present Value (APV) Method, Economic Value Added (EVA) Method. Indian Valuation Standards issued by ICAI.	
Unit III	15 Lectures
Valuation of High Growth Companies, valuation of Cyclical Companies, Valuation of Banks, Valuation of Insurance Companies. Valuation in Emerging Markets, Valuation of Private Companies. Valuation of Intangible Assets. Corporate Restructuring – Ownership Restructuring, Business Restructuring, Asset Restructuring, Organisational Restructuring. Financial Restructuring - Designing or Redesigning Capital Structure, Buy-back of Shares, Rights Issue.	
Unit IV	15 Lectures
Marakon Approach, Alcar Approach, Mc Kinsey Approach, Stern-Stewart Approach and BCG Approach. Performance Measurement and Analysis. Balanced Scorecard. Mergers and Acquisition: Valuation for Merger / Acquisitions, financing a Merger, Determining Exchange Ratio – Range and Terms. Feasibility of Mergers and Acquisition.	

Course Learning Outcomes (CLOs)

- After the course students are able to understand the weighted average cost of capital & CAPM,
- Valuation of High Growth Companies, private companies , Banks & Insurance companies
- Knowledge about capital restructuring & Financial restructuring
- Valuation of merger & acquisition

Books and References

1. John F Marshall and Vipul K. Bansal: Financial Engineering: PHI New Delhi
2. Donald E Fisher: Security Analysis and Portfolio Management: Pearson, New Delhi
3. Bodie, Kane, Marcus and Mohanty: Investment: Tata McGraw Hill, New Delhi


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MBA-7312 Financial Techniques for Strategic Decision-Making							
Teaching Scheme			Credit	Marks Distribution			Duration of End Semester Examination
L	T	P		Internal Assessment	End Semester Examination	Total	
3	0	0	3	Maximum Marks: 40	Maximum Marks: 60	100	3 Hours
				Minimum Marks: 16	Minimum Marks: 24	40	

Guidelines for setting Question Paper: Question paper of end semester examination will be of 60 marks. The question paper will consist of five sections A, B, C, D and E. Sections A, B, C and D will have 2 questions of 12 marks each and section E has short answer type questions consisting of six parts of 02 marks each. The candidates will attempt five questions in all, i.e. one question each from sections A, B, C, D and the compulsory question from section E. In the question paper, the questions available in sections A, B, C and D will be covered from Unit-I, Unit-II, Unit-III and Unit-IV respectively and section E will cover whole syllabus.

Note: In each theory paper, nine questions are to be set. Two questions are to be set from each Unit and candidate is required to attempt at least one question from each unit. Question number nine will be compulsory, which will be of short answer type questions with 6 to 8 parts, covering entire syllabus. In all, five questions are to be attempted.

Course Objectives:

- To develop skills in financial analysis and forecasting to inform strategic decision-making.
- To understand capital budgeting techniques and investment risk assessment for strategic planning.
- To learn to identify, measure, and manage financial risks using hedging and other techniques.
- To explore financing options and strategies for corporate growth and expansion.

Unit I	15 Lectures
Financial Analysis and Forecasting: Introduction to financial analysis, financial statement analysis techniques (ratio analysis, trend analysis, common-size analysis), Forecasting methods (time series analysis, regression analysis), Application of financial analysis and forecasting in strategic decision-making	
Unit II	15 Lectures
Capital Budgeting and Investment Decisions: Capital budgeting techniques (NPV, IRR, payback period, discounted payback period), Risk analysis in investment decisions (sensitivity analysis, scenario analysis, simulation), Real options analysis, Strategic implications of capital budgeting decisions	
Unit III	15 Lectures
Risk Management and Hedging Strategies: Identification and measurement of financial risks (market risk, credit risk, liquidity risk), Risk management techniques (hedging, diversification, insurance), Application of derivatives in risk management, Integration of risk	


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management into strategic decision making	
Unit IV	15 Lectures
Financial Strategies for Growth and Expansion: Sources of financing (equity financing, debt financing, hybrid financing), Capital structure decisions, Dividend policy and shareholder value. Mergers, acquisitions, and strategic alliances	

Course Learning Outcomes (CLOs)

- Apply financial analysis tools to evaluate strategic options.
- Interpret financial data to inform decision-making processes.
- Demonstrate proficiency in discounted cash flow methods for investment appraisal.
- Assess financial risk and its impact on strategic choices.
- Construct and analyze financial models to support strategic planning.
- Effectively communicate the financial implications of strategic decisions.
- Evaluate strategic decisions based on financial metrics and outcomes.

Books and References

1. Brigham, E. F., & Houston, J. F. (2012). Fundamentals of financial management. Cengage Learning.
2. Palepu, K. G., Healy, P. M., & Peek, E. (2013). Business analysis and valuation: Using financial statements. Cengage Learning.
3. Penman, S. H. (2013). Financial statement analysis and security valuation. McGraw-Hill Education.
4. Brealey, R. A., Myers, S. C., & Allen, F. (2016). Principles of corporate finance. McGraw-Hill Education.
5. Ross, S. A., Westerfield, R. W., & Jordan, B. D. (2016). Essentials of corporate finance. McGraw-Hill Education.
6. Copeland, T. E., Koller, T., & Murrin, J. (2016). Valuation: Measuring and managing the value of companies. Wiley.
7. Hull, J. C. (2017). Options, futures, and other derivatives. Pearson.
8. Mello, A. S., & Parsons, J. E. (2017). Introduction to derivatives and risk management. Cengage Learning.
9. Crouhy, M., Galai, D., & Mark, R. (2014). The essentials of risk management. McGraw-Hill Education.
10. Myers, S. C., & Majluf, N. S. (1984). Corporate financing and investment decisions when firms have information that investors do not have. Journal of Financial Economics, 13(2), 187-221.
11. Brealey, R. A., Myers, S. C., & Allen, F. (2016). Principles of corporate finance. McGraw-Hill Education.
12. Ross, S. A., Westerfield, R. W., & Jordan, B. D. (2016). Essentials of corporate finance. McGraw-Hill Education.


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MBA-7313 International Financial Management							
Teaching Scheme			Credit	Marks Distribution			Duration of End Semester Examination
L	T	P		Internal Assessment	End Semester Examination	Total	
3	0	0	3	Maximum Marks: 40	Maximum Marks: 60	100	3 Hours
				Minimum Marks: 16	Minimum Marks: 24	40	

Guidelines for setting Question Paper: Question paper of end semester examination will be of 60 marks. The question paper will consist of five sections A, B, C, D and E. Sections A, B, C and D will have 2 questions of 12 marks each and section E has short answer type questions consisting of six parts of 02 marks each. The candidates will attempt five questions in all, i.e. one question each from sections A, B, C, D and the compulsory question from section E. In the question paper, the questions available in sections A, B, C and D will be covered from Unit-I, Unit-II, Unit-III and Unit-IV respectively and section E will cover whole syllabus.

Note: In each theory paper, nine questions are to be set. Two questions are to be set from each Unit and candidate is required to attempt at least one question from each unit. Question number nine will be compulsory, which will be of short answer type questions with 6 to 8 parts, covering entire syllabus. In all, five questions are to be attempted.

Course Objectives:

- To know about the establishing a regular and an adequate supply of funds.
- To know about the establishing a safe and secure investments.
- To have a solid plan for the utilization of the capital.
- To know about the utilization of the funds should be optimum.

Unit I	15 Lectures
Financial Management in a Global Perspective: Increasing Independence in the Global Economy- Trends in International Trade and Cross Border Financial Flows – India in the Global Economy – Recent Developments In Global Financial Markets – Liberalization – Integration and Innovation – Challenges of International Financial Management – Gains from International Trade and Investment.	
Unit II	15 Lectures
International Monetary System and Financial Markets – An overview: Balance of Payments – International Monetary System – An Overview of International Financial Markets – Exchange Rate Determination and Forecasting International financial management: Developments in international monetary system, exchange rate mechanism. Emergence of multinational financial management.	
Unit III	15 Lectures
Balance of payment. Risk: political and country risk. Raising capital: international. intricacies of Foreign Exchange Markets-Structure and participants-types of transactions, mechanisms of currency dealing-exchange rate quotations-arbitrage-forward rates-evolution of exchange control and foreign exchange market in India.	
Unit IV	15 Lectures
Exchange rate computation Parity conditions in International Finance- Purchasing Power Parity,	


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Covered Interest Parity, Real Interest Parity, Parity Conditions and Managerial Implications. Short term and long term borrowings in international markets: short term funding and Investment-centralized vs. decentralized cash management-pooling-exposure management. The costs and risks of foreign currency borrowing syndicated loans, country risk assessment.

Course Learning Outcomes (CLOs)

- After the completion of course the students are able to understand the Financial Management in a Global Perspective
- To know about International Monetary System and Financial Markets
- To understand the Balance of payment, Foreign Exchange Markets & foreign exchange market in India.

Books and References

1. International Financial Management; Jeff Maruda; Cengage publication; Latest Edition
2. International financial management; Eun & Resnick; TMH; Latest Edition
3. International financial management; V V Sharan; PHI EEE; Latest Edition
4. Multinational financial management; Alan Shapiro; John Wiley Publication; Latest Edition
5. International financial management; P G Apte; PHI;


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MBA-7314 Risk Management and Derivatives							
Teaching Scheme			Credit	Marks Distribution			Duration of End Semester Examination
L	T	P		Internal Assessment	End Semester Examination	Total	
3	0	0	3	Maximum Marks: 40	Maximum Marks: 60	100	3 Hours
				Minimum Marks: 16	Minimum Marks: 24	40	

Guidelines for setting Question Paper: Question paper of end semester examination will be of 60 marks. The question paper will consist of five sections A, B, C, D and E. Sections A, B, C and D will have 2 questions of 12 marks each and section E has short answer type questions consisting of six parts of 02 marks each. The candidates will attempt five questions in all, i.e. one question each from sections A, B, C, D and the compulsory question from section E. In the question paper, the questions available in sections A, B, C and D will be covered from Unit-I, Unit-II, Unit-III and Unit-IV respectively and section E will cover whole syllabus.

Note: In each theory paper, nine questions are to be set. Two questions are to be set from each Unit and candidate is required to attempt at least one question from each unit. Question number nine will be compulsory, which will be of short answer type questions with 6 to 8 parts, covering entire syllabus. In all, five questions are to be attempted.

Course Objectives:

- To understand how risk management principles and derivative instruments can be applied in the context of portfolio management to optimize risk-return trade-offs and enhance portfolio performance.
- To learn quantitative techniques for measuring and analyzing financial risks, including value-at-risk (VaR), stress testing, scenario analysis, and sensitivity analysis.
- To develop knowledge of different types of derivative instruments such as options, futures, forwards, and swaps, including their characteristics, valuation methods, and applications in managing financial risk.

Unit I	15 Lectures
Introduction to risk management - Meaning and need - importance — Types of market risk — Risk management issues in business — Financial derivatives — Meaning — Need — Growth of financial derivatives markets in India — Derivative markets - Exchange traded financial derivatives for risk management in India — Participants — Functions — Types of risk management instruments — Forwards — Futures - Options - Swaps - The regulatory framework of derivative trading in India.	
Unit II	15 Lectures
Future's growth and development - Difference between forwards and futures - financial future - Future trading — currency futures — Interest rate futures Pricing and valuation - of future contracts - Value at risk-Hedging risk - Hedging with stock index future — types of members and margin system in India-Future trading in stock exchange for risk management.	
Unit III	15 Lectures
Options - meaning - needs and importance-options and futures fundamental option strategies-type of option-put-call-trading strategies of risk instruments-positions in options-stock indices-options in Indian stock market. Risk pricing of options-intrinsic value and time value-pricing at the expiry of	


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contact-factors affecting option pricing-put-call-parity pricing-models of pricing-binomial option-pricing models-Black Schole's pricing methods.	
Unit IV	15 Lectures
Swaps-meaning and definition-development-structure of swap dealing for risk management-interest rate swaps-forward swaps and swap option contracts cancellable and extendable swaps-no generic swaps transactions. Currency swaps - Valuation and pricing of swaps.	

Course Learning Outcomes (CLOs)

- Evaluate different types of derivative instruments, including options, futures, forwards, and swaps, and assess their suitability for managing specific types of financial risks.
- Utilize quantitative techniques such as value-at-risk (VaR), stress testing, and scenario analysis to measure and analyze the impact of financial risks on business portfolios and outcomes.

Skill Development Activities:

- Provide case studies that simulate real-world scenarios involving risk management and derivatives. Students can analyze these cases, identify key risks, evaluate alternative strategies, and recommend appropriate risk management solutions.
- Assign group projects where students design and implement hedging strategies for mitigating specific types of financial risks. Each group can analyze a different risk exposure (e.g., interest rate risk, currency risk) and propose hedging solutions using derivative instruments.
- Invite industry professionals or experts in risk management and derivatives to deliver guest lectures or panel discussions. This provides students with insights into industry best practices, emerging trends, and practical challenges in risk management.
- Require students to present their analyses, findings, and recommendations to the class or panel of judges. This helps students develop their presentation skills, articulate their ideas effectively, and engage in constructive discussions with peers.
- Critical Thinking Exercises: Incorporate critical thinking exercises where students critically evaluate academic literature, industry reports, or news articles related to risk management and derivatives. This encourages students to think analytically, question assumptions, and draw evidence-based conclusions.

Suggestive Readings:

1. Options, Futures, and Other Derivatives" by John C. Hull.
2. The Essentials of Risk Management" by Michel Crouhy, Dan Galai, and Robert Mark.
3. Financial Risk Manager Handbook" by Philippe Jorion and GARP (Global Association of Risk Professionals)
4. Principles of Risk Management and Insurance" by George E. Rejda and Michael McNamara.



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MBA-7315 Behavioural Finance							
Teaching Scheme			Credit	Marks Distribution			Duration of End Semester Examination
L	T	P		Internal Assessment	End Semester Examination	Total	
3	0	0	3	Maximum Marks: 40	Maximum Marks: 60	100	3 Hours
				Minimum Marks: 16	Minimum Marks: 24	40	

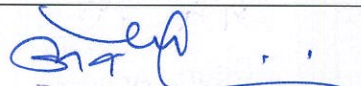
Guidelines for setting Question Paper: Question paper of end semester examination will be of 60 marks. The question paper will consist of five sections A, B, C, D and E. Sections A, B, C and D will have 2 questions of 12 marks each and section E has short answer type questions consisting of six parts of 02 marks each. The candidates will attempt five questions in all, i.e. one question each from sections A, B, C, D and the compulsory question from section E. In the question paper, the questions available in sections A, B, C and D will be covered from Unit-I, Unit-II, Unit-III and Unit-IV respectively and section E will cover whole syllabus.

Note: In each theory paper, nine questions are to be set. Two questions are to be set from each Unit and candidate is required to attempt at least one question from each unit. Question number nine will be compulsory, which will be of short answer type questions with 6 to 8 parts, covering entire syllabus. In all, five questions are to be attempted.

Course Objectives:

- To explore the psychological factors that affect individual and group financial decisions, such as risk perception, overconfidence, loss aversion, and herd behavior.
- To apply behavioral finance concepts to various aspects of corporate finance, including capital budgeting, financing decisions, mergers and acquisitions, and corporate governance.
- To understand the intersection of behavioral finance and behavioral economics, and to explore how insights from both disciplines can inform financial decision-making in real-world contexts.

Unit I	15 Lectures
Behavioural Finance: Nature, Scope, Objectives and Significance & Application., Psychology: Concept, Nature, Importance, The psychology of financial markets and investor behaviour, Behavioural Finance Market Strategies, Prospect Theory, Loss aversion theory under Prospect Theory & mental accounting—investors Disposition effect.	
Unit II	15 Lectures
Building block of Behavioural Finance, Cognitive Psychology and limits to arbitrage. Demand by arbitrageurs: Definition of arbitrageur; Long-short trades; Risk vs. Horizon; Transaction costs and short-selling costs; Fundamental risk; Professional arbitrage; Destabilizing informed trading (positive feedback, predation) Expected utility as a basis for decision-making. The evolution of theories based on expected utility concept.	
Unit III	15 Lectures
Elsberg's paradoxes, Rationality from an economics and evolutionary prospective. Different ways to define rationality. Herbert Simon and bounded rationality. Definition of average investor; Belief biases; Limited attention and categorization; Non-traditional preferences – prospect theory and loss aversion; Bubbles and systematic investor sentiment.	


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Unit IV	15 Lectures
External factors and investor behaviour: Fear & Greed in Financial Market, emotions and financial markets: geomagnetic storm, Behavioural corporate finance: Empirical data on dividend presence or absence, ex-dividend day behaviour, Timing of good and bad corporate news announcement. Systematic approach of using behavioural factors in corporate decision-making.	

Course Learning Outcomes (CLOs)

- Investigate the role of behavioral factors in the formation of market bubbles and crashes, and analyze case studies to understand the dynamics of speculative frenzies and panic selling.
- Apply behavioral theories to real-world financial scenarios, including investment decision-making, portfolio management, and corporate finance.

Skill Development Activities:

- Provide students with case studies involving real-world financial scenarios where behavioral biases play a significant role. Students can analyze these cases, identify relevant behavioral biases, and propose strategies to mitigate their impact on decision-making.
- Invite guest speakers, such as behavioral finance experts, practitioners, or industry professionals, to share their insights and experiences with students. This provides students with real-world perspectives on applying behavioral finance principles in financial decision-making.

Suggestive Readings:

1. Misbehaving: The Making of Behavioral Economics" by Richard H. Thaler.
2. Finance for Normal People: How Investors and Markets Behave" by Meir Statman
3. Behavioral Finance: Psychology, Decision-Making, and Markets" by Lucy Ackert and Richard Deaves
4. Finding Financial Wisdom in Unconventional Places (Columbia Business School Publishing)
5. Bisen, Pandey-Learning Behavioural Finance (Excel Books)
6. A History of Financial Speculation: Edward Chancellor
7. Forbes- Behavioural Finance (Wiley India)
8. The Little Book of Behavioural Investing (Montier)
9. The Psychology of Persuasion (Collins Business Essentials)


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MBA-7316 Financial Econometrics							
Teaching Scheme			Credit	Marks Distribution			Duration of End Semester Examination
L	T	P		Internal Assessment	End Semester Examination	Total	
3	0	0	3	Maximum Marks: 40	Maximum Marks: 60	100	3 Hours
				Minimum Marks: 16	Minimum Marks: 24	40	

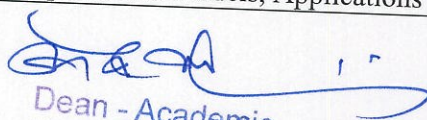
Guidelines for setting Question Paper: Question paper of end semester examination will be of 60 marks. The question paper will consist of five sections A, B, C, D and E. Sections A, B, C and D will have 2 questions of 12 marks each and section E has short answer type questions consisting of six parts of 02 marks each. The candidates will attempt five questions in all, i.e. one question each from sections A, B, C, D and the compulsory question from section E. In the question paper, the questions available in sections A, B, C and D will be covered from Unit-I, Unit-II, Unit-III and Unit-IV respectively and section E will cover whole syllabus.

Note: In each theory paper, nine questions are to be set. Two questions are to be set from each Unit and candidate is required to attempt at least one question from each unit. Question number nine will be compulsory, which will be of short answer type questions with 6 to 8 parts, covering entire syllabus. In all, five questions are to be attempted.

Course Objectives:

- To apply statistical methods for analyzing financial data.
- To apply econometric models to forecast financial variables.
- To understand the dynamics between financial markets and economic factors.
- To learn techniques for modeling and testing financial theories.
- To develop skills to interpret and communicate empirical findings in finance.

Unit I	
Introduction to Financial Econometrics: Basic concepts in financial econometrics, Time series data and its characteristics, Review of probability distributions and statistical inference, Introduction to linear regression analysis	15 Lectures
Unit II	
Time Series Analysis in Finance: Stationarity and non-stationarity in time series, Autoregressive (AR), moving average (MA), and autoregressive integrated moving average (ARIMA) models, Volatility modeling (ARCH, GARCH), Long memory processes (fractional integration)	15 Lectures
Unit III	
Asset Pricing Models: Capital Asset Pricing Model (CAPM) and its extensions, Arbitrage Pricing Theory (APT), Fama-French three-factor model, Conditional asset pricing models.	15 Lectures
Unit IV	
Panel Data Analysis in Finance: Introduction to panel data and its advantages, Fixed effects and random effects models, Dynamic panel data models, Applications in financial research.	15 Lectures


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Course Learning Outcomes (CLOs)

- Master statistical techniques to analyze financial data effectively.
- Apply econometric models for forecasting financial variables accurately.
- Understand the relationship between financial markets and economic factors.
- Evaluate and interpret empirical findings using econometric tools.
- Develop skills to conduct rigorous testing of financial theories.
- Communicate econometric analysis results clearly and effectively.
- Apply advanced econometric methods to address complex financial issues.

Suggested Reading:

1. Tsay, R. S. (2010). Analysis of financial time series. John Wiley & Sons.
2. Greene, W. H. (2012). Econometric analysis. Pearson Education.
3. Hamilton, J. D. (1994). Time series analysis. Princeton University Press.
4. Brooks, C. (2014). Introductory econometrics for finance. Cambridge University Press.
5. Engle, R. F. (2001). GARCH 101: The use of ARCH/GARCH models in applied econometrics. Journal of Economic Perspectives, 15(4), 157-168.
6. Enders, W. (2014). Applied econometric time series. John Wiley & Sons.
7. Cochrane, J. H. (2005). Asset pricing. Princeton University Press.
8. Campbell, J. Y., Lo, A. W., & MacKinlay, A. C. (1997). The econometrics of financial markets. Princeton University Press.
9. Fama, E. F., & French, K. R. (1993). Common risk factors in the returns on stocks and bonds. Journal of Financial Economics, 33(1), 3-56.
10. Baltagi, B. H. (2013). Econometric analysis of panel data. John Wiley & Sons.
11. Wooldridge, J. M. (2010). Econometric analysis of cross section and panel data. MIT press.
12. Hsiao, C. (2014). Analysis of panel data. Cambridge University Press.


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MBA-7317Tax Management and Administration							
Teaching Scheme			Credit	Marks Distribution			Duration of End Semester Examination
L	T	P		Internal Assessment	End Semester Examination	Total	
3	0	0	3	Maximum Marks: 40	Maximum Marks: 60	100	3 Hours
				Minimum Marks: 16	Minimum Marks: 24	40	

Guidelines for setting Question Paper: Question paper of end semester examination will be of 60 marks. The question paper will consist of five sections A, B, C, D and E. Sections A, B, C and D will have 2 questions of 12 marks each and section E has short answer type questions consisting of six parts of 02 marks each. The candidates will attempt five questions in all, i.e. one question each from sections A, B, C, D and the compulsory question from section E. In the question paper, the questions available in sections A, B, C and D will be covered from Unit-I, Unit-II, Unit-III and Unit-IV respectively and section E will cover whole syllabus.

Note: In each theory paper, nine questions are to be set. Two questions are to be set from each Unit and candidate is required to attempt at least one question from each unit. Question number nine will be compulsory, which will be of short answer type questions with 6 to 8 parts, covering entire syllabus. In all, five questions are to be attempted.

Course Objectives:

- To understand basic taxation concepts, tax laws in India, and their impact on economic development.
- To learn strategies for minimizing tax liabilities for individuals and businesses within legal boundaries.
- To understand the requirements for tax compliance, including tax return preparation, record-keeping, and handling audits.
- To gain knowledge of international tax systems, cross-border taxation issues, and tax planning for multinational corporations.

Unit I	15 Lectures
Overview of taxation: Types of taxes (direct and indirect), principles of taxation, Objectives of taxation and its role in economic development, Tax structure and administration in India, Study of tax laws and regulations applicable to individuals, corporations, and other entities, recent changes and updates in tax laws.	
Unit II	15 Lectures
Tax planning concepts and strategies for individuals and businesses, Techniques for minimizing tax liabilities within legal boundaries, Tax incentives, deductions, and exemptions, Evaluation of tax implications in investment decisions, mergers, acquisitions, and other business transactions.	
Unit III	15 Lectures
Tax compliance requirements for individuals and businesses, Preparation and filing of tax returns, Record-keeping and documentation for tax purposes, Tax audits and appeals process, Penalties for non-compliance and tax evasion, Advance Tax.	
Unit IV	15 Lectures


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International tax systems and principles, Cross-border taxation issues: Double taxation, tax treaties, transfer pricing, Tax planning strategies for multinational corporations, Compliance with international tax regulations and reporting requirements.

Course Learning Outcomes (CLOs)

- To demonstrate a clear understanding of fundamental tax principles, including types of taxes, tax structures, and the legal framework governing taxation.
- To develop comprehensive tax planning strategies that consider timing, deductions, credits, and international tax considerations to optimize tax outcomes for businesses and stakeholders.

Skill Development Activities:

- Provide case studies of real-world tax scenarios faced by businesses.
- Invite tax professionals, such as tax attorneys, certified public accountants (CPAs), and tax consultants, to deliver guest lectures or participate in panel discussions.
- Conduct mock audits or compliance reviews of businesses' tax records and financial statements.

Suggestive Readings:

1. Principles of Taxation for Business and Investment Planning" by Sally Jones and Shelley Rhoades-Catanach.
2. International Taxation in a Nutshell" by Richard L. Doernberg.
3. Tax Planning and Compliance for Tax-Exempt Organizations" by Jody Blazek
4. The Future of Taxation: A Guide to Tax Strategies and Business Planning" by George G. Jones and Mark A. Luscombe.
5. Tax Savvy for Small Business: A Complete Tax Strategy Guide" by Frederick W. Daily


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MBA-7318 Bank and Financial Services							
Teaching Scheme			Credit	Marks Distribution			Duration of End Semester Examination
L	T	P		Internal Assessment	End Semester Examination	Total	
3	0	0	3	Maximum Marks: 40	Maximum Marks: 60	100	3 Hours
				Minimum Marks: 16	Minimum Marks: 24	40	

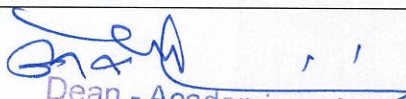
Guidelines for setting Question Paper: Question paper of end semester examination will be of 60 marks. The question paper will consist of five sections A, B, C, D and E. Sections A, B, C and D will have 2 questions of 12 marks each and section E has short answer type questions consisting of six parts of 02 marks each. The candidates will attempt five questions in all, i.e. one question each from sections A, B, C, D and the compulsory question from section E. In the question paper, the questions available in sections A, B, C and D will be covered from Unit-I, Unit-II, Unit-III and Unit-IV respectively and section E will cover whole syllabus.

Note: In each theory paper, nine questions are to be set. Two questions are to be set from each Unit and candidate is required to attempt at least one question from each unit. Question number nine will be compulsory, which will be of short answer type questions with 6 to 8 parts, covering entire syllabus. In all, five questions are to be attempted.

Course Objectives:

- To gain comprehensive knowledge of banking operations and financial services.
- To understand regulatory frameworks governing banking and financial institutions.
- To analyze the role of banks in the broader financial system.
- To evaluate various financial products and services offered by banks.
- To develop strategies for effective risk management and customer service in banking.

Unit I	15 Lectures
Introduction to Banking and Financial Services: Overview of the banking industry, Types of financial institutions (commercial banks, investment banks, credit unions, etc.), Functions and roles of banks and financial institutions, Regulatory framework and supervision of banks and financial services	
Unit II	15 Lectures
Banking Operations and Services: Deposit and lending products offered by banks, Payment systems and services (checks, electronic payments, wire transfers), Investment services (wealth management, asset management), Treasury management, and foreign exchange services	
Unit III	15 Lectures
Risk Management in Banking: Types of risks faced by banks (credit risk, market risk, liquidity risk, operational risk), Risk assessment and measurement techniques, Risk management strategies and tools (loan portfolio management, asset-liability management, derivatives), Regulatory requirements for risk management (Basel Accords, Dodd-Frank Act)	
Unit IV	15 Lectures


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Emerging Trends and Challenges in Banking and Financial Services: Fintech innovation and its impact on banking services, Regulatory challenges and compliance issues, Globalization and international banking, Ethical considerations and corporate social responsibility in banking

Course Learning Outcomes (CLOs)

- Understand the principles and functions of banking and financial services.
- Analyze regulatory frameworks and their implications for financial institutions.
- Evaluate various financial products and services offered by banks.
- Apply risk management techniques to banking operations.
- Demonstrate proficiency in customer relationship management in financial services.
- Assess the impact of technological advancements on banking and financial services.

Suggested Reading:

1. Mishkin, F. S., & Eakins, S. G. (2015). Financial markets and institutions. Pearson.
2. Saunders, A., & Cornett, M. M. (2017). Financial institutions management: A risk management approach. McGraw-Hill Education.
3. Rose, P. S., & Hudgins, S. C. (2018). Bank management & financial services. McGraw-Hill Education.
4. Koch, T. W., & MacDonald, S. S. (2016). Bank management. Cengage Learning.
5. Fabozzi, F. J., & Mann, S. V. (2016). The handbook of fixed income securities. McGraw-Hill Education.
6. Pilbeam, K. (2013). Finance and financial markets. Palgrave Macmillan.
7. Saunders, A., & Cornett, M. M. (2017). Financial institutions management: A risk management approach. McGraw-Hill Education.
8. Merton, R. C., & Bodie, Z. (2015). The design of financial systems: Towards a synthesis of function and structure. Harvard Business Press.
9. Basel Committee on Banking Supervision. (2013). Basel III: A global regulatory framework for more resilient banks and banking systems. Bank for International Settlements.
10. Demirgüç-Kunt, A., & Huizinga, H. (2013). Financial regulation and bank stability: Evidence from the global financial crisis. Journal of Financial Stability, 9(4), 658-681.
11. Claessens, S., Dell'Ariccia, G., Igan, D., & Laeven, L. (2010). Cross-country experiences and policy implications from the global financial crisis. Economic Policy, 25(62), 267-293.
12. Ojo, M. (2014). Regulatory responses to the global financial crisis: Cross-country comparisons. Journal of Financial Economic Policy, 6(3), 227-247.


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MBA-7321 Retail Management							
Teaching Scheme			Credit	Marks Distribution			Duration of End Semester Examination
L	T	P		Internal Assessment	End Semester Examination	Total	
3	0	0	3	Maximum Marks: 40	Maximum Marks: 60	100	3 Hours
				Minimum Marks: 16	Minimum Marks: 24	40	

Guidelines for setting Question Paper: Question paper of end semester examination will be of 60 marks. The question paper will consist of five sections A, B, C, D and E. Sections A, B, C and D will have 2 questions of 12 marks each and section E has short answer type questions consisting of six parts of 02 marks each. The candidates will attempt five questions in all, i.e. one question each from sections A, B, C, D and the compulsory question from section E. In the question paper, the questions available in sections A, B, C and D will be covered from Unit-I, Unit-II, Unit-III and Unit-IV respectively and section E will cover whole syllabus.

Note: In each theory paper, nine questions are to be set. Two questions are to be set from each Unit and candidate is required to attempt at least one question from each unit. Question number nine will be compulsory, which will be of short answer type questions with 6 to 8 parts, covering entire syllabus. In all, five questions are to be attempted.

Course Objectives:

- To understand the fundamentals of retail operations and management.
- To analyze consumer behavior and market trends in the retail industry.
- To develop strategies for effective merchandising and inventory management.
- To implement techniques for optimizing store layout and customer experience.
- To evaluate the performance of retail operations and adapt strategies to meet changing market demands.

Unit I	15 Lectures
Overview of Retailing Environment and Management: Retailing, Definition and Concept, Functions of Retailing. Driving Forces for Retailing, Building and Sustaining Relationships, Strategic Planning, Structural Change, Type of Retail Outlets, Market Structure, Retail Planning, Development and Control. The Customer and Retail Business: Knowing your Customers, Focusing on the Consumer, Mapping Out Society.	
Unit II	15 Lectures
Situational Analysis: Retail Institutions by Ownership. Retail Institutions by Store-based Strategy-Mix, Web, Targeting Customers and Gathering Information, Promotional Strategies used in retailing. Choosing a Store Location: Trading Area Analysis, Site Selection,. Store Design and Layout, The Store and its Image, The External Store, Internal Store, Display.	
Unit III	15 Lectures
Managing Retail Business: Retail Organization and HRM, Retail Organization and Operations Management, Financial Dimensions, Managing Retail Services. Merchandise Management: Process, Sales forecasting, Merchandise Budget, Assortment Plan, Inventory Management and Merchandise Buying.	


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Unit IV	15 Lectures
Delivering the Product: Retail Information Systems, Management Retail Pricing, Development and Implementing Plans, People in Retailing. International Retailing: Internationalization and Globalization, Shopping at World Stores, Going International, The Internalization Process, Culture.	

Course Learning Outcomes (CLOs)

- Understand the principles and practices of retail operations and management.
- Analyze consumer behavior and market trends to optimize retail strategies.
- Develop effective merchandising and inventory management techniques.
- Implement strategies for enhancing customer satisfaction and loyalty.
- Evaluate store performance and adapt retail strategies to meet changing market demands.
- Utilize technology to enhance retail operations and customer experience.
- Demonstrate proficiency in managing retail personnel and fostering a positive work environment.

Suggested Reading:

1. Pradhan S. (2009), Retailing Management – Text and cases, 3rd Edition, Tata McGraw Hill, New Delhi
2. Vedamani, Gibson G. (2011) Retail Management: Functional Principles and Practices, 3rd Edition, Jaico Books, New Delhi.
3. Easterling, R. C., Flottman, E.L., Jernigan, M. H. and Wuest, B.E.S. (2008) Merchandise Mathematics for Retailing, 4th Edition, Pearson Education, New Delhi.
4. Sinha P.K., Uniyal D.P., (2009) Managing Retailing, 1st Edition, Oxford University Press
5. Levy M., Weitz B.A and Pandit A. (2008), Retailing Management, 6th Edition, Tata McGraw Hill.


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MBA-6203 Marketing Research and Metrics							
Teaching Scheme			Credit	Marks Distribution			Duration of End Semester Examination
L	T	P		Internal Assessment	End Semester Examination	Total	
3	0	0	3	Maximum Marks: 40	Maximum Marks: 60	100	3 Hours
				Minimum Marks: 16	Minimum Marks: 24	40	

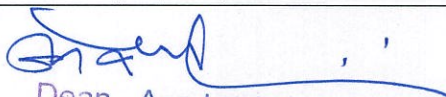
Guidelines for setting Question Paper: Question paper of end semester examination will be of 60 marks. The question paper will consist of five sections A, B, C, D and E. Sections A, B, C and D will have 2 questions of 12 marks each and section E has short answer type questions consisting of six parts of 02 marks each. The candidates will attempt five questions in all, i.e. one question each from sections A, B, C, D and the compulsory question from section E. In the question paper, the questions available in sections A, B, C and D will be covered from Unit-I, Unit-II, Unit-III and Unit-IV respectively and section E will cover whole syllabus.

Note: In each theory paper, nine questions are to be set. Two questions are to be set from each Unit and candidate is required to attempt at least one question from each unit. Question number nine will be compulsory, which will be of short answer type questions with 6 to 8 parts, covering entire syllabus. In all, five questions are to be attempted.

Course Objectives:

- To introduce the concept, types, nature, and scope of marketing research, with an emphasis on its application in the 21st-century business environment.
- To understand the sources and methods of data collection, including the distinction between primary and secondary data.
- To develop skills in data processing, preliminary analysis, and hypothesis testing using statistical software for effective decision-making.
- To explore the various applications of marketing research in consumer markets, business-to-business markets, services marketing, and advertising research.

Unit I	15 Lectures
Marketing Research: Introduction and Meaning, Types of Research, Nature and Scope of Marketing Research, Marketing Research in the 21st Century (Indian Scenario), Marketing Research: Value and Cost of Information, The Research Process.	
Unit II	15 Lectures
Research Design: Introduction, Meaning and Types, Good Research Design; Data Collection Sources and Methods: Introduction, Meaning, Nature & Types of Secondary and Primary Data; Designing a Questionnaire, Pilot Testing; Measurement and Scaling Techniques: Importance, Scales of Measurement; Sampling Theory-Design, size & Techniques.	
Unit III	15 Lectures
Hypothesis and its Testing, Data Processing and Preliminary Data Analysis: Introduction, Survey Field Work and Data Collection, Nature and Scope of Data Preparation, Editing, Coding, Data Entry, Data Cleaning, Preliminary Data Analysis, Assessing for Normality and Outliers; Data Analysis: Statistics in Data Analysis using Statistical software like MS Excel/ R software/ IBM SPSS, Measures of Central Tendency, Descriptive Statistics, Measures of Dispersion, Univariate Analysis, Bivariate Analysis, Multivariate Analysis, Correlation analysis, analysis of variance and analysis of covariance,	


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Regression, Conjoint analysis, Multidimensional Scaling.	
Unit IV	15 Lectures
Applications of Marketing Research: Consumer Market Research, Business-to-Business Market Research, Services Marketing Research, Product Research, Advertising Research, Media research, Sales Analysis and Forecasting; Recent Trends in Marketing Research, Online Marketing Research.	

Course Learning Outcomes (CLOs)

- Provide students an insight into various sources of marketing research data and examine processes for collecting data
- Analyze data, prepare and present marketing research reports
- Evaluate the changing nature of marketing research
- Assess the contribution of these changes to actionable business research

Suggested Readings:

1. Marketing Research: An Applied Orientation by Malhotra, N.K., Pearson.
2. Statistics for Management by Levin, R.I., Rubin, D.S., Prentice Hall.
3. Marketing Research: Text, Applications and Case Studies by Majumdar, R., Wiley Eastern Ltd.
4. Marketing Research: Measurement and Methods by Tull, D.S., Hawkins, D.I., Macmillan.
5. A Concise Guide to Market Research: The Process, Data, and Methods Using IBM SPSS Statistics by Sarstedt, M. and Mooi, E., Springer-Verlag.


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MBA-7323Digital Marketing							
Teaching Scheme			Credit	Marks Distribution			Duration of End Semester Examination
L	T	P		Internal Assessment	End Semester Examination	Total	
3	0	0	3	Maximum Marks: 40	Maximum Marks: 60	100	3 Hours
				Minimum Marks: 16	Minimum Marks: 24	40	

Guidelines for setting Question Paper: Question paper of end semester examination will be of 60 marks. The question paper will consist of five sections A, B, C, D and E. Sections A, B, C and D will have 2 questions of 12 marks each and section E has short answer type questions consisting of six parts of 02 marks each. The candidates will attempt five questions in all, i.e. one question each from sections A, B, C, D and the compulsory question from section E. In the question paper, the questions available in sections A, B, C and D will be covered from Unit-I, Unit-II, Unit-III and Unit-IV respectively and section E will cover whole syllabus.

Note: In each theory paper, nine questions are to be set. Two questions are to be set from each Unit and candidate is required to attempt at least one question from each unit. Question number nine will be compulsory, which will be of short answer type questions with 6 to 8 parts, covering entire syllabus. In all, five questions are to be attempted.

Course Objectives:

- To understand the foundational concepts of digital marketing: Students should grasp the fundamental principles, theories, and terminology related to digital marketing, including but not limited to SEO (Search Engine Optimization), SEM (Search Engine Marketing), social media marketing, email marketing, content marketing, and data analytics.
- To analyze how consumers behave in the digital realm, including their preferences, motivations, and decision-making processes. This includes understanding the impact of factors such as demographics, psychographics, and digital touchpoints on consumer behavior.

Unit I	15 Lectures
Evolution and importance of digital marketing in business, Digital marketing vs traditional marketing, Case studies highlighting successful digital marketing campaigns, Digital Marketing Strategy Understanding consumer behaviour online Setting marketing objectives and goals Market segmentation, targeting, and positioning in digital space Competitive analysis and benchmarking Developing a digital marketing strategy framework Crafting effective digital marketing plans	
Unit II	15 Lectures
Digital Marketing Channels and Tools, Search Engine Optimization (SEO) fundamentals, Pay-Per-Click (PPC) advertising and Google Ads, Social media marketing (organic and paid), Email marketing strategies and best practices, Content marketing and storytelling techniques, Mobile marketing and location-based advertising, Web analytics and key performance indicators (KPIs)	
Unit III	15 Lectures
Digital Marketing Execution and Implementation, Website design and optimization for conversions, creating compelling digital content (text, images, videos), Managing social media platforms and communities, Campaign execution and project management, A/B testing and optimization techniques, Budget allocation and resource management, Legal and ethical considerations in digital marketing	
Unit IV	15 Lectures
Digital Marketing Analytics and Optimization, understanding digital marketing analytics tools	

(Google Analytics, etc.), Data-driven decision-making in digital marketing, Measuring ROI and attribution modeling, Performance dashboards and reporting, Continuous improvement and optimization strategies, Predictive analytics and emerging trends in digital marketing.

Course Learning Outcomes (CLOs)

- Understanding of digital marketing concepts, theories, and best practices, including the role of digital channels in the marketing mix and their impact on consumer behavior.
- To evaluate the effectiveness of digital marketing campaigns using key performance indicators (KPIs) such as click-through rates, conversion rates, return on ad spend (ROAS), and customer acquisition cost (CAC).

Skill Development Activities:

- Provide students with real-world case studies from various industries where digital marketing strategies have been implemented. Require students to analyze these cases, identify key success factors and challenges, and propose strategic solutions.
- Provide students with real-world case studies from various industries where digital marketing strategies have been implemented. Require students to analyze these cases, identify key success factors and challenges, and propose strategic solutions.
- Assign practical projects where students develop and execute digital marketing campaigns for real clients or hypothetical businesses. This could involve tasks such as market research, creating content, managing social media accounts, running paid advertising campaigns, and analyzing campaign performance.

Suggestive Readings:

1. Digital Marketing for Dummies" by Ryan Deiss and Russ Henneberry.
2. Influence: The Psychology of Persuasion" by Robert B. Cialdini
3. The New Rules of Marketing and PR: How to Use Social Media, Online Video, Mobile Applications, Blogs, News Releases, and Viral Marketing to Reach Buyers Directly" by David Meerman Scott.
4. Digital Marketing Analytics: Making Sense of Consumer Data in a Digital World" by Chuck Hemann and Ken Burbary.
5. Epic Content Marketing: How to Tell a Different Story, Break through the Clutter, and Win More Customers by Marketing Less" by Joe Pulizzi.


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MBA-7324 Green Marketing							
Teaching Scheme			Credit	Marks Distribution			Duration of End Semester Examination
L	T	P		Internal Assessment	End Semester Examination	Total	
3	0	0	3	Maximum Marks: 40	Maximum Marks: 60	100	3 Hours
				Minimum Marks: 16	Minimum Marks: 24	40	

Guidelines for setting Question Paper: Question paper of end semester examination will be of 60 marks. The question paper will consist of five sections A, B, C, D and E. Sections A, B, C and D will have 2 questions of 12 marks each and section E has short answer type questions consisting of six parts of 02 marks each. The candidates will attempt five questions in all, i.e. one question each from sections A, B, C, D and the compulsory question from section E. In the question paper, the questions available in sections A, B, C and D will be covered from Unit-I, Unit-II, Unit-III and Unit-IV respectively and section E will cover whole syllabus.

Note: In each theory paper, nine questions are to be set. Two questions are to be set from each Unit and candidate is required to attempt at least one question from each unit. Question number nine will be compulsory, which will be of short answer type questions with 6 to 8 parts, covering entire syllabus. In all, five questions are to be attempted.

Course Objectives:

- To understand the principles and concepts of sustainable marketing practices.
- To analyze consumer behavior and attitudes towards environmentally friendly products.
- To develop strategies to promote green products and services effectively.
- To explore green branding and communication strategies to build eco-conscious brands.
- To evaluate the impact of green marketing on business profitability and environmental sustainability.

Unit I	15 Lectures
Introduction to Green Marketing: Understanding environmental sustainability and its importance in marketing, Evolution and significance of green marketing, Green consumer behavior and market segmentation, Challenges and opportunities in green marketing	
Unit II	15 Lectures
Green Product Development and Innovation: Designing eco-friendly products and packaging, Life cycle assessment and eco-labeling, Strategies for green product positioning and differentiation, Innovations in sustainable product development	
Unit III	15 Lectures
Communication Strategies for Green Marketing: Green advertising and promotion tactics, Corporate social responsibility (CSR) and environmental communication, Leveraging social media and digital platforms for green marketing, Greenwashing: Detection and avoidance	
Unit IV	15 Lectures


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Green Marketing Strategies and Implementation: Integrating sustainability into the marketing mix (product, price, place, promotion), Partnerships and collaborations for environmental conservation, Measuring and evaluating the effectiveness of green marketing campaigns, Case studies of successful green marketing initiatives

Course Learning Outcomes (CLOs)

- Understand the principles and importance of sustainable marketing practices.
- Analyze consumer behavior towards environmentally friendly products and services.
- Develop effective strategies for promoting green products in the market.
- Implement green branding and communication tactics to enhance brand image.
- Evaluate the impact of green marketing initiatives on consumer perception and business performance.
- Advocate for environmentally responsible practices within the marketing domain.

Suggested Reading:

1. Ottman, J. A. (2017). The new rules of green marketing: Strategies, tools, and inspiration for sustainable branding. Routledge.
2. Belz, F. M., & Peattie, S. (2012). Sustainability marketing: A global perspective. Wiley.
3. Polonsky, M. J., & Ottman, J. (2013). Stakeholders' influence on environmental marketing strategies: An exploratory study of New Zealand exporters. *European Journal of Marketing*, 27(2), 19-35.
4. Charter, M., & Polonsky, M. J. (2010). Greener marketing: A responsible approach to business. Greenleaf Publishing.
5. Crane, A., & Matten, D. (2016). Business ethics: Managing corporate citizenship and sustainability in the age of globalization. Oxford University Press.
6. Baumann, H., & Boons, F. (2009). The potential of product-service systems in small and medium-sized enterprises: Drivers, barriers, and policy implications. *Omega*, 37(2), 284-296.
7. Peattie, S., & Crane, A. (2005). Green marketing: Legend, myth, farce or prophesy? *Qualitative Market Research: An International Journal*, 8(4), 357-370.
8. Kotler, P., & Keller, K. L. (2016). Marketing management. Pearson.
9. Polonsky, M. J., & Rosenberger III, P. J. (2001). Reevaluating green marketing: A strategic approach. *Business Horizons*, 44(5), 21-30.
10. Peattie, S. (2001). Towards sustainability: The third age of green marketing. *The Marketing Review*, 2(2), 129-146.
11. Charter, M., & Polonsky, M. J. (1999). Green marketing: A study of Australian firm practices. *Journal of Marketing Management*, 15(5-6), 413-420.
12. Belz, F. M., & Peattie, S. (2009). Sustainability marketing: A global perspective. Wiley.


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MBA-7325 International Marketing							
Teaching Scheme			Credit	Marks Distribution			Duration of End Semester Examination
L	T	P		Internal Assessment	End Semester Examination	Total	
3	0	0	3	Maximum Marks: 40	Maximum Marks: 60	100	3 Hours
				Minimum Marks: 16	Minimum Marks: 24	40	

Guidelines for setting Question Paper: Question paper of end semester examination will be of 60 marks. The question paper will consist of five sections A, B, C, D and E. Sections A, B, C and D will have 2 questions of 12 marks each and section E has short answer type questions consisting of six parts of 02 marks each. The candidates will attempt five questions in all, i.e. one question each from sections A, B, C, D and the compulsory question from section E. In the question paper, the questions available in sections A, B, C and D will be covered from Unit-I, Unit-II, Unit-III and Unit-IV respectively and section E will cover whole syllabus.

Note: In each theory paper, nine questions are to be set. Two questions are to be set from each Unit and candidate is required to attempt at least one question from each unit. Question number nine will be compulsory, which will be of short answer type questions with 6 to 8 parts, covering entire syllabus. In all, five questions are to be attempted.

Course Objectives:

- To understand the principles, environment, and challenges of international marketing compared to domestic marketing.
- To learn about international market entry strategies, trade theories, product policy, and market segmentation.
- To understand international pricing policies, distribution, and logistics planning in global marketing.
- To gain knowledge of the export marketing process, foreign trade policy, and legal and ethical issues in international trade.

Unit I	15 Lectures
Introduction and Principles of International Marketing, International Marketing vs. Domestic Marketing, Customer value and the value equation, Competitive or differential advantage, Management Orientations, MNCs and TNCs; International Marketing Environment, Challenges in Global Marketing	
Unit II	15 Lectures
International Product Policy and Planning, New Product Development, International Product Planning, Product Adoption and Standardization, International Market Segmentation, Marketing Plan and Budget, International Product Marketing, Marketing of Services	
Unit III	15 Lectures


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; International Pricing Policy, Methods of Pricing, International Pricing Strategies, Dumping and Price Distortion, Counter Trade; International Distribution and Logistics Planning, Direct and Indirect Channels, factors Involved in Distribution Systems, Modes of Transportation, International Packaging; International Promotional Strategies: Communications Process, Promotion Appeals, Media Selection.

Unit IV	15 Lectures
Foreign Markets and Export Marketing Process: Mode of operations, Processing an Export Order, Export contract, Export Pricing and Costing, Export Marketing Documentation, Export Promotion Scheme, Duty Exemption/Remission Schemes, SEZ, Free Trade Warehousing Zones (FTWZ), Legal and Ethical Issues.	

Course Learning Outcomes (CLOs)

- Familiarize the student with the theories and policies of foreign trade
- Help students in identifying the best among the modes of foreign market entry
- Acquaint the students with the intricacies associated with international marketing, particularly with respect to cross-cultural variations among markets
- Involve the students in issues related to marketing mix elements from a global context.

Suggested Readings:

1. International Marketing by Siddiqui, S.A., Wiley.
2. International Marketing by Cateora and Graham, McGraw Hill.
3. International Marketing with Case Book by Lascu, Wiley.
4. International Marketing: Analysis and Strategy by Onkvisit, S. and Shaw, J.J., Pearson.


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MBA-7326 Rural and Agricultural Marketing							
Teaching Scheme			Credit	Marks Distribution			Duration of End Semester Examination
L	T	P		Internal Assessment	End Semester Examination	Total	
3	0	0	3	Maximum Marks: 40	Maximum Marks: 60	100	3 Hours
				Minimum Marks: 16	Minimum Marks: 24	40	

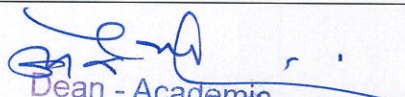
Guidelines for setting Question Paper: Question paper of end semester examination will be of 60 marks. The question paper will consist of five sections A, B, C, D and E. Sections A, B, C and D will have 2 questions of 12 marks each and section E has short answer type questions consisting of six parts of 02 marks each. The candidates will attempt five questions in all, i.e. one question each from sections A, B, C, D and the compulsory question from section E. In the question paper, the questions available in sections A, B, C and D will be covered from Unit-I, Unit-II, Unit-III and Unit-IV respectively and section E will cover whole syllabus.

Note: In each theory paper, nine questions are to be set. Two questions are to be set from each Unit and candidate is required to attempt at least one question from each unit. Question number nine will be compulsory, which will be of short answer type questions with 6 to 8 parts, covering entire syllabus. In all, five questions are to be attempted.

Course Objectives:

- To learn about the nature, characteristics, and potential of rural markets in India, along with the challenges they face.
- To understand strategies for marketing consumer goods and services in rural markets, including product, pricing, promotion, and distribution strategies.
- To gain knowledge of the organization, functions, and structure of agricultural marketing in India, including the classification of agricultural products.
- To learn the foundations of social marketing and the role of warehousing, government institutions, and cooperative marketing in India.

Unit I	15 Lectures
Rural Markets in India: Nature, Scope, characteristics and the potential of rural markets in India, Rural Marketing and its Concepts. Rural Markets in India: Characteristics of Rural Consumers; Rural Market Environment and Infrastructure; Challenges of Rural Marketing.	
Unit II	15 Lectures
Marketing of consumer durables and non-durable goods and services in the rural markets: with special reference to product planning, media planning, planning of distribution channels and organizing personal selling in rural markets in India. Rural Marketing Strategies: Rural Market Segmentation; Product Strategies; Pricing Strategies; Promotion Strategies; Distributor Strategies; Role of IT in Rural Marketing (e- Chaupals etc.)	
Unit III	15 Lectures
Organization and functions of Agricultural marketing in India. Classification of agricultural products with particular reference to seasonality and perishability. Rural Marketing structure and performance: Processing facilities for different agricultural products.	


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Unit IV	15 Lectures
Foundation of Social Marketing: Definition, Scope and Importance; Social Marketing Challenges; Conceptual Framework of Social Marketing; Social Markets Segmentation. Role of Warehousing: Role of central and state governments. Institutions and organizations in agricultural marketing. Nature, scope and role of co-operative marketing in India.	

Course Learning Outcomes (CLOs)

- Creating an understanding of the unique challenges of rural and marketing
- Apply the concepts and methods of marketing management to rural markets and cause related marketing.

Suggested Readings:

1. Kotler P and Andreasen (2008) Strategic Marketing for Non-Profit Organisations, Prentice Hall of India, PHI, New Delhi
2. Kashyap, Pradeep, Amp, Raut, Siddhartha(2005) Rural Marketing, Wiley, New Delhi
3. Krishnamacharyulu, C.S.G and Rama Krishnan Lalitha, (2006), "Rural Marketing – Text and Cases", Pearson Education, New Delhi. Reference Books
4. Balram, Dogra and Ghuman, Kharminder. (2008) Rural Marketing, Tata McGraw Hill, New Delhi,
5. Kotler, P. Lee, N. R., Lee, N. (2008) Social Marketing: Influencing Behaviors for Good, Sage Publications.
6. Kotler, P. Roberto, N. Lee, N. (2002) "Social Marketing: Strategies for Changing Public Behavior", 2nd Edition, Sage Publications
7. Bhatia, Tek K. (2007) Advertising and marketing In Rural India, 2nd Edition, Macmillan Publishers India Ltd., New Delhi


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MBA-7327 Service Marketing							
Teaching Scheme			Credit	Marks Distribution			Duration of End Semester Examination
L	T	P		Internal Assessment	End Semester Examination	Total	
3	0	0	3	Maximum Marks: 40	Maximum Marks: 60	100	3 Hours
				Minimum Marks: 16	Minimum Marks: 24	40	

Guidelines for setting Question Paper: Question paper of end semester examination will be of 60 marks. The question paper will consist of five sections A, B, C, D and E. Sections A, B, C and D will have 2 questions of 12 marks each and section E has short answer type questions consisting of six parts of 02 marks each. The candidates will attempt five questions in all, i.e. one question each from sections A, B, C, D and the compulsory question from section E. In the question paper, the questions available in sections A, B, C and D will be covered from Unit-I, Unit-II, Unit-III and Unit-IV respectively and section E will cover whole syllabus.

Note: In each theory paper, nine questions are to be set. Two questions are to be set from each Unit and candidate is required to attempt at least one question from each unit. Question number nine will be compulsory, which will be of short answer type questions with 6 to 8 parts, covering entire syllabus. In all, five questions are to be attempted.

Course Objectives:

- To understand the differences between product and services marketing, characteristics of services, and service marketing paradigms.
- To learn about the augmented marketing mix for services, including product development, pricing, promotion, distribution, and the role of physical evidence and communication.
- To understand the processes of delivering and performing services, managing demand and capacity, and the roles of employees and customers in service delivery.
- To gain knowledge of international marketing of services, key decisions in global marketing, and marketing applications in select service industries such as hospitality, airlines, tourism, healthcare, banking, and insurance.

Unit I	15 Lectures
Introduction: Difference between Product and Services Marketing, Characteristics of Services Classification of Services, Paradigms in Services Marketing, Service Marketing System: Service Quality, Understanding Customer Expectations and Zone of Tolerance, Segmentation and Zone of Tolerance, Targeting and Positioning of Services.	
Unit II	15 Lectures
Services Marketing Mix: Augmented Marketing Mix, Developing the Service Product/ Intangible Product, Service Product Planning, Service Pricing Strategy, Services Promotions, Services Distributions. Physical Evidence: Role of Communication in Service Marketing, People and Internal Communication, Process of Operations and Delivery of Services, Role of Technology in Services Marketing.	
Unit III	15 Lectures

Delivering and performing service: through Employees, Intermediaries and Customer Participation. Managing Demand and Capacity, Waiting Line Strategies Integrated Services Marketing Communications and Services marketing triangle. Employee and Customer Role in Service Delivery.

Unit IV

15 Lectures

Services in Global Perspective: International Marketing of Services Recent Trends, Principal Driving Force in Global Marketing of Services, Key Decisions in Global Marketing, Services Strategy and Organizing for Global Marketing. Marketing Applications in Select Service Industries: Hospitality Services, Airlines, Tourism Services, Health Care and Wellness: Banking and Insurance Services.

Course Learning Outcomes (CLOs)

- Enabling students to apply marketing concepts and principles
- Knowing the unique challenges and opportunities of services marketing to create customer value.

Suggested Readings:

1. Kotler P and Andreasen (2008) Strategic Marketing for Non-Profit Organisations, Prentice Hall of India, PHI, New Delhi
2. Kashyap, Pradeep, Amp, Raut, Siddhartha(2005) Rural Marketing, Wiley, New Delhi
3. Krishnamacharyulu, C.S.G and Rama Krishnan Lalitha, (2006), "Rural Marketing – Text and Cases", Pearson Education, New Delhi. Reference Books
4. Balram, Dogra and Ghuman, Kharminder. (2008) Rural Marketing, Tata McGraw Hill, New Delhi,
5. Kotler, P. Lee, N. R., Lee, N. (2008) Social Marketing: Influencing Behaviors for Good, Sage Publications.
6. Kotler, P. Roberto, N. Lee, N. (2002) "Social Marketing: Strategies for Changing Public Behavior", 2nd Edition, Sage Publications
7. Bhatia, Tek K. (2007) Advertising and marketing In Rural India, 2nd Edition, Macmillan Publishers India Ltd., New Delhi


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MBA-7328Strategic Product and Brand Management							
Teaching Scheme			Credit	Marks Distribution			Duration of End Semester Examination
L	T	P		Internal Assessment	End Semester Examination	Total	
3	0	0	3	Maximum Marks: 40	Maximum Marks: 60	100	3 Hours
				Minimum Marks: 16	Minimum Marks: 24	40	

Guidelines for setting Question Paper: Question paper of end semester examination will be of 60 marks. The question paper will consist of five sections A, B, C, D and E. Sections A, B, C and D will have 2 questions of 12 marks each and section E has short answer type questions consisting of six parts of 02 marks each. The candidates will attempt five questions in all, i.e. one question each from sections A, B, C, D and the compulsory question from section E. In the question paper, the questions available in sections A, B, C and D will be covered from Unit-I, Unit-II, Unit-III and Unit-IV respectively and section E will cover whole syllabus.

Note: In each theory paper, nine questions are to be set. Two questions are to be set from each Unit and candidate is required to attempt at least one question from each unit. Question number nine will be compulsory, which will be of short answer type questions with 6 to 8 parts, covering entire syllabus. In all, five questions are to be attempted.

Course Objectives:

- To develop and manage products throughout their lifecycle, including idea generation, concept testing, product design, and launch strategies.
- To Explore the role of digital media and technology in brand management, including social media marketing, online reputation management, and e-commerce strategies.

Unit I	15 Lectures
Definition and scope of product and brand management, Importance of products, Market analysis and segmentation for product and brand management, Consumer behavior and its implications for product and brand management, Brand identity, positioning, and differentiation, Brand equity and its measurement, Brand architecture, Brand extensions and co-branding strategies, Building and sustaining brand loyalty, Brand crises and reputation management	
Unit II	15 Lectures
New product development process and stages, Idea generation and screening techniques, Concept testing and market validation, Product lifecycle management, Innovation strategies and their role in product management, Managing technology and innovation in product development	
Unit III	15 Lectures
Pricing strategies and tactics for products and brands, Price elasticity and demand forecasting, Channel management and distribution strategies, Retailing and e-commerce in product distribution, Supply chain management and logistics, Internationalization strategies and global distribution challenges	
Unit IV	15 Lectures
Integrated marketing communications (IMC) strategy, Advertising and media planning, Sales promotion and personal selling techniques, public relations and corporate communication, Digital marketing strategies for products and brands, Measuring the effectiveness of marketing communications.	


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Course Learning Outcomes (CLOs)

- Students should be able to articulate key theories, principles, and frameworks related to brand equity, brand positioning, and brand management strategies.
- Students should be able to conduct market research, analyze consumer behavior, and assess competitive landscapes to develop effective product and brand strategies.
- Students should be able to measure brand equity using quantitative and qualitative methods, identify factors influencing brand equity, and implement strategies to enhance and protect brand value.

Skill Development Activities:

- Invite guest speakers from industry to share their experiences and insights into product and brand management. Q&A sessions and networking opportunities with professionals provide students with valuable industry perspectives and career guidance.
- Utilize marketing simulation games or software platforms that simulate real-world business environments. These simulations allow students to make strategic decisions related to product development, pricing, promotion, and distribution while competing against their peers.
- Provide students with case studies of real companies facing product and brand management challenges. Through group discussions and analysis, students can develop critical thinking skills and apply theoretical knowledge to practical situations.

Suggestive Readings:

1. Strategic Brand Management: Building, Measuring, and Managing Brand Equity" by Kevin Lane Keller.
2. Brand Portfolio Strategy: Creating Relevance, Differentiation, Energy, Leverage, and Clarity" by David A. Aaker
3. The New Strategic Brand Management: Advanced Insights and Strategic Thinking" by Jean-Noël Kapferer.
4. Brand Leadership: Building Assets In an Information Economy" by David A. Aaker and Erich Joachimsthaler.
5. Brand Relevance: Making Competitors Irrelevant" by David A. Aaker.
6. Contemporary Brand Management" edited by Francesco Dall'Olmo Riley, Charles Blankson, and Jaywant Singh.


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MBA-7331 Team Dynamics and Leadership							
Teaching Scheme			Credit	Marks Distribution			Duration of End Semester Examination
L	T	P		Internal Assessment	End Semester Examination	Total	
3	0	0	3	Maximum Marks: 40	Maximum Marks: 60	100	3 Hours
				Minimum Marks: 16	Minimum Marks: 24	40	

Guidelines for setting Question Paper: Question paper of end semester examination will be of 60 marks. The question paper will consist of five sections A, B, C, D and E. Sections A, B, C and D will have 2 questions of 12 marks each and section E has short answer type questions consisting of six parts of 02 marks each. The candidates will attempt five questions in all, i.e. one question each from sections A, B, C, D and the compulsory question from section E. In the question paper, the questions available in sections A, B, C and D will be covered from Unit-I, Unit-II, Unit-III and Unit-IV respectively and section E will cover whole syllabus.

Note: In each theory paper, nine questions are to be set. Two questions are to be set from each Unit and candidate is required to attempt at least one question from each unit. Question number nine will be compulsory, which will be of short answer type questions with 6 to 8 parts, covering entire syllabus. In all, five questions are to be attempted.

Course Objectives:

- To understand the roles of a leader, leadership theory paradigms, leadership traits, and ethics in leadership development.
- To learn leadership skills including managing power, conflict resolution, negotiation, creativity, and strategy. Understand the importance of self-awareness, self-discipline, and mentoring in leadership development.
- To explore global leadership and contemporary issues in leadership development, including ethical leadership, global competence, and evaluation of leadership development efforts.
- To understand team dynamics, team performance, and motivation. Learn about team decision-making, conflict resolution, and experiential learning methodologies for developing collaboration and interpersonal trust.

Unit I	15 Lectures
Roles of a leader, Leadership theory paradigms, analysis of leadership theory; Leadership traits and ethics: Personality traits and leadership, Leadership attitudes, ethical leadership–Historical Development of Leadership and Management Development. The Nature of Leadership and Management- Types of Leadership	
Unit II	15 Lectures
Leadership Skills: Managing Power, Conflict, Problem Solving, Negotiation, Creativity, –Strategy, Planning and Goal Setting Leadership and Systems Thinking, Values, Culture Building, Leadership development through self-awareness and self-discipline, Succession, Coaching – Mentoring – Ginnett's Team Leadership Model	
Unit III	15 Lectures
Developing Leadership: Global leadership and global career, Contemporary Issues in Leadership and Management Development –Developing Ethical Leaders and Managers– Developing Leaders and	

Managers with a Global Competence –Evaluation of leadership development efforts, Indian cases on leadership.

Unit IV

15 Lectures

Definition of Team Dynamics– Team composition, formation and development– Impact of Team dynamics on Performance– Team Performance and Motivation–Team decision making: Pitfalls and Solutions- team morale.

Experiential learning methodologies–T– group sensitivity training, encounter groups, appreciative enquiry, discovering facets of interpersonal trust through Johari window. Conflict resolution in teams, competitive vs collaborative behavior, developing collaboration.

Course Learning Outcomes (CLOs)

- Enhance an understanding of setting vision and mission as a leader.
- Appreciate that effective leadership is a multi-faceted process.
- Develop strategies for exhibiting global leadership skills.
- Analyze and describe the core attributes of effective team design.
- Identify the factors of ethical and power-based leadership of teams

Suggested Readings:

1. Richard Hughes, Robert C. Ginnett, Gordon J Curphy, Leadership: enhancing the lessons of Experience, McGraw –Hill Publication, 6th Edition, 2011.
2. Jan Carmichael, et.al. Leadership and Management Development, Oxford Publications, 2011.
3. Uday Kumar Halder, Leadership And Team Building, Oxford Publications, 2011
4. Group Dynamics for Teams 3rd Edition by Daniel J. Levi (Author)
5. Team Roles at Work Paperback – 26 Jan 2010 by R Meredith Belbin (Author)
6. The Five Dysfunctions of a Team Hardcover – 9 Jan 2006 by Patrick Lencioni (Author)


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MBA-7332 Performance and Compensation Management System							
Teaching Scheme			Credit	Marks Distribution			Duration of End Semester Examination
L	T	P		Internal Assessment	End Semester Examination	Total	
3	0	0	3	Maximum Marks: 40	Maximum Marks: 60	100	3 Hours
				Minimum Marks: 16	Minimum Marks: 24	40	

Guidelines for setting Question Paper: Question paper of end semester examination will be of 60 marks. The question paper will consist of five sections A, B, C, D and E. Sections A, B, C and D will have 2 questions of 12 marks each and section E has short answer type questions consisting of six parts of 02 marks each. The candidates will attempt five questions in all, i.e. one question each from sections A, B, C, D and the compulsory question from section E. In the question paper, the questions available in sections A, B, C and D will be covered from Unit-I, Unit-II, Unit-III and Unit-IV respectively and section E will cover whole syllabus.

Note: In each theory paper, nine questions are to be set. Two questions are to be set from each Unit and candidate is required to attempt at least one question from each unit. Question number nine will be compulsory, which will be of short answer type questions with 6 to 8 parts, covering entire syllabus. In all, five questions are to be attempted.

Course Objectives:

- To understand the concept, historical development, and economic and behavioral dimensions of compensation management, including job evaluation and its impact on employee behavior.
- To learn about designing compensation systems, internal and external equity, compensation as a retention strategy, and the significance of performance-based compensation.
- To understand the concepts of wages and salary, wage determination process, wage policy, and the legal framework of compensation.
- To learn about the benefits determination process, employee benefits and services, compensation of special groups, and emerging trends in compensation management, including tax implications and international comparisons.

Unit I	15 Lectures
Introduction: Concept, historical development of payment systems and importance. Components and Dimensions of compensation program, Factors influencing compensation, The 3-p compensation concept, Economic and Behavioural Dimensions of Compensation Management: Economic theory of wages and its limitations, impact of Compensation on employee behaviours, consequences of dissatisfaction with compensation. Job evaluation and compensation	
Unit II	15 Lectures
Managing Compensation: Designing a compensation system, Internal and external equity in compensation system, Framework of compensation policy, compensation as a retention strategy. Performance Based Compensation: Significance of performance appraisal system, effect of compensation on performance and	


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motivation, pay for performance system, meeting the challenges of pay for performance system, types of pay for performance plan, compensation and performance, competency based compensation	
Unit III	15 Lectures
Wages and Salary Administration: Concept of wages, the wage determination process, methods of wage fixation, theories of wages, types of wages, wage differentials, wage policy and its importance, legal framework and compensation, objective of national wage policy	
Unit IV	15 Lectures
Benefits and Administration: Benefits determination process, Employees benefits and services, legally required benefits-dearness allowance, employee stock option plan (ESOP), types of retirement benefit plans, Flexible compensation/benefits plans, significance and types of various incentives. Compensation of special groups: Top executives, special features and components, Compensation for CEO, fringe and retirement benefits, perquisites, culture and pay. Module 8, Emerging Issues and Trends: Tax implication of Employee Compensation package to the employer, Salary structuring, recent changes in taxation, comparative international compensation, new trends in compensation management.	

Course Learning Outcomes (CLOs)

- Understand the significance of compensation management.
- Develop a clarity about economical behavioural dimension of compensation management.
- Analyse the emerging issue and trends in compensation methods.
- Develop remuneration and reward strategies.
- Have an insight to compensation methods at different levels.
- Get theoretical and practical input about salary structure of employees. Pedagogy : Lectures, assignments, practical exercises, discussions, seminars etc.

Suggested Readings:

1. Milkovich G. T, Newman J .M, & Venkata Ratnam C. S- Compensation -McGraw Hill Irwin
2. Deb Tapomoy-Compensation Management, 1stedn-Excel Books, New Delhi.
3. Armstrong, M and H Murlis Reward Management: A Hand Book of Remuneration Strategy and Practice - Kogan Page, London.
4. Martocchio J. J.-Strategic Compensation - Pearson Education.
5. Gerhart B & Rynes S L-Compensation Theory, Evidence and Strategic ImplicationsSage Publishers, New Delhi.
6. Sarma A.M- Understanding Wages and Compensation Management -Himalaya Publishing House, Mumbai.
7. Dr. Kanchan Batia- Compensation Management, 1stedn - Himalaya Publishing House, Mumbai.
8. B.D.Singh- Compensation and Reward Management, 1stedn - Excel Books, New Delhi.
9. Wallace M.J. and Fay C.H- Compensation Theory and Practice - Tata Mc Graw Hill.
10. Henderson, Richard I- Compensation Management in a knowledge Based World - Printice Hall.
11. Director Soms, MS- 27, Wage and Salary Administration IGNOU, New Delhi.
12. Decenzo A, David and Robbins P Stephen- Personnel/HRM, Prentice Hall of India, New Delhi


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MBA-7333 Strategic Human Resource Management							
Teaching Scheme			Credit	Marks Distribution			Duration of End Semester Examination
L	T	P		Internal Assessment	End Semester Examination	Total	
3	0	0	3	Maximum Marks: 40	Maximum Marks: 60	100	3 Hours
				Minimum Marks: 16	Minimum Marks: 24	40	

Guidelines for setting Question Paper: Question paper of end semester examination will be of 60 marks. The question paper will consist of five sections A, B, C, D and E. Sections A, B, C and D will have 2 questions of 12 marks each and section E has short answer type questions consisting of six parts of 02 marks each. The candidates will attempt five questions in all, i.e. one question each from sections A, B, C, D and the compulsory question from section E. In the question paper, the questions available in sections A, B, C and D will be covered from Unit-I, Unit-II, Unit-III and Unit-IV respectively and section E will cover whole syllabus.

Note: In each theory paper, nine questions are to be set. Two questions are to be set from each Unit and candidate is required to attempt at least one question from each unit. Question number nine will be compulsory, which will be of short answer type questions with 6 to 8 parts, covering entire syllabus. In all, five questions are to be attempted.

Course Objectives:

- To understand the integration of HR strategies with organizational goals.
- To develop skills to align HR practices with business strategy.
- To analyze the role of HR in fostering employee engagement and retention.
- To implement strategic workforce planning and talent management initiatives.
- To evaluate the impact of HR strategies on organizational performance and competitive advantage.

Unit I	15 Lectures
Introduction to Strategic Human Resource Management (SHRM): Conceptual framework of SHRM, Integration of HRM with organizational strategy, Strategic role of HRM in achieving organizational objectives, Evolution and development of SHRM	
Unit II	15 Lectures
Strategic HR Planning and Talent Management: HR planning process and alignment with organizational goals, Workforce analysis and forecasting techniques, Talent acquisition strategies (recruitment, selection, employer branding), Employee retention and succession planning	
Unit III	15 Lectures
Performance Management and Development: Performance management systems and processes, Setting performance standards and goals aligned with organizational objectives, Feedback mechanisms and performance appraisal methods, Training and development initiatives for employee growth and skill enhancement	
Unit IV	15 Lectures
Strategic HRM Implementation and Evaluation: Change management and HR strategy implementation, Monitoring and evaluating HR initiatives and outcomes, HR metrics and	

Course Learning Outcomes (CLOs)

- Align HR strategies with organizational objectives to drive performance.
- Develop skills in talent acquisition, retention, and succession planning.
- Analyze and implement HR policies that foster a diverse and inclusive workplace culture.
- Assess and manage organizational change and its impact on HR practices.
- Apply strategic workforce planning to meet current and future business needs.
- Evaluate the effectiveness of HR strategies in enhancing employee engagement and satisfaction.
- Demonstrate leadership capabilities in HR decision-making and stakeholder management.

Suggested Reading:

1. Wright, P. M., & McMahan, G. C. (2011). Exploring human capital: Putting 'human' back into strategic human resource management. *Human Resource Management Journal*, 21(2), 93-104.
2. Boxall, P., & Purcell, J. (2016). *Strategy and human resource management*. Palgrave Macmillan.
3. Schuler, R. S., Jackson, S. E., & Tarique, I. (2011). Global talent management and global talent challenges: Strategic opportunities for IHRM. *Journal of World Business*, 46(4), 506-516.
4. Cascio, W. F. (2018). *Managing human resources: Productivity, quality of work life, profits*. McGraw-Hill Education.
5. Armstrong, M., & Taylor, S. (2014). *Armstrong's handbook of human resource management practice*. Kogan Page Publishers.
6. Phillips, J. J., & Gully, S. M. (2014). *Strategic staffing*. Pearson.
7. Aguinis, H. (2019). *Performance management*. Pearson.
8. Armstrong, M. (2019). *Armstrong's handbook of performance management: An evidence-based guide to delivering high performance*. Kogan Page Publishers.
9. Noe, R. A., Hollenbeck, J. R., Gerhart, B., & Wright, P. M. (2017). *Human resource management: Gaining a competitive advantage*. McGraw-Hill Education.
10. Lawler III, E. E., & Boudreau, J. W. (2015). *Global trends in measuring and managing human capital*. John Wiley & Sons.
11. Stone, D. L., & Deadrick, D. L. (2015). Challenges and opportunities affecting the future of human resource management. *Human Resource Management Review*, 25(2), 139-145.
12. Ulrich, D., & Dulebohn, J. H. (2015). Are we there yet? What's next for HR? *Human Resource Management Review*, 25(2), 188-204.


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MBA-7334Talent and Knowledge Management							
Teaching Scheme			Credit	Marks Distribution			Duration of End Semester Examination
L	T	P		Internal Assessment	End Semester Examination	Total	
3	0	0	3	Maximum Marks: 40	Maximum Marks: 60	100	3 Hours
				Minimum Marks: 16	Minimum Marks: 24	40	

Guidelines for setting Question Paper: Question paper of end semester examination will be of 60 marks. The question paper will consist of five sections A, B, C, D and E. Sections A, B, C and D will have 2 questions of 12 marks each and section E has short answer type questions consisting of six parts of 02 marks each. The candidates will attempt five questions in all, i.e. one question each from sections A, B, C, D and the compulsory question from section E. In the question paper, the questions available in sections A, B, C and D will be covered from Unit-I, Unit-II, Unit-III and Unit-IV respectively and section E will cover whole syllabus.

Note: In each theory paper, nine questions are to be set. Two questions are to be set from each Unit and candidate is required to attempt at least one question from each unit. Question number nine will be compulsory, which will be of short answer type questions with 6 to 8 parts, covering entire syllabus. In all, five questions are to be attempted.

Course Objectives:

- To understanding the strategic importance of talent and knowledge management in organizations.
- To analyzing various theories and frameworks related to talent acquisition, development, and retention.
- To evaluating different approaches to identifying, attracting, and selecting talent.

Unit I	15 Lectures
Definition and Scope of Talent Management, Importance of Talent and Knowledge Management in Organizations, Evolution of Talent and Knowledge Management Practices, The Link between Talent Management and Organizational Performance, Contemporary Challenges and Trends in Talent and Knowledge Management	
Unit II	15 Lectures
Recruitment and Selection Process, Talent Identification and Sourcing Strategies, Employer Branding and Talent Attraction Techniques, Diversity and Inclusion in Talent Acquisition, Technology and Innovation in Recruitment, Employee Training and Development Programs, Succession Planning and Career Pathing, Performance Management Systems, Motivation and Employee Engagement Strategies, Work-Life Balance Initiatives and Flexible Work Arrangements	
Unit III	15 Lectures
Understanding Organizational Knowledge, Knowledge Creation, Sharing, and Transfer, Knowledge Management Processes and Tools, Communities of Practice and Knowledge Networks, Intellectual Property Rights and Knowledge Protection	
Unit IV	15 Lectures
Role of Leadership in Talent Development and Retention, Building High-Performance Teams, Change Management and Adaptability, Ethical Considerations in Talent and Knowledge Management, Future Directions and Emerging Challenges in Talent and Knowledge Leadership	

Course Learning Outcomes (CLOs)

- Identify and explain the key concepts, theories, and principles of talent and knowledge management.
- Apply ethical principles and best practices in talent and knowledge management to address diversity, inclusion, and fairness issues.

Skill Development Activities:

- Analyzing real-world cases related to talent acquisition, retention, and knowledge management practices in different industries and organizational settings. This helps students understand practical challenges and solutions.
- Inviting industry professionals or academic experts to share insights and best practices in talent and knowledge management. This provides students with diverse perspectives and networking opportunities.

Suggestive Readings:

1. The Talent Masters: Why Smart Leaders Put People Before Numbers" by Bill Conaty and Ram Charan.
2. Knowledge Management in Theory and Practice" by KimizDalkir.
3. Talent Management: Cases and Commentary" edited by Micki Kacmar and Pamela L. Perrewe.
4. Creating a Learning Culture: Strategy, Technology, and Practice" by Marcia L. Conner and James G. Clawson.


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MBA-7335 Cross-Cultural Management							
Teaching Scheme			Credit	Marks Distribution			Duration of End Semester Examination
L	T	P		Internal Assessment	End Semester Examination	Total	
3	0	0	3	Maximum Marks: 40	Maximum Marks: 60	100	3 Hours
				Minimum Marks: 16	Minimum Marks: 24	40	

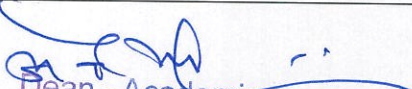
Guidelines for setting Question Paper: Question paper of end semester examination will be of 60 marks. The question paper will consist of five sections A, B, C, D and E. Sections A, B, C and D will have 2 questions of 12 marks each and section E has short answer type questions consisting of six parts of 02 marks each. The candidates will attempt five questions in all, i.e. one question each from sections A, B, C, D and the compulsory question from section E. In the question paper, the questions available in sections A, B, C and D will be covered from Unit-I, Unit-II, Unit-III and Unit-IV respectively and section E will cover whole syllabus.

Note: In each theory paper, nine questions are to be set. Two questions are to be set from each Unit and candidate is required to attempt at least one question from each unit. Question number nine will be compulsory, which will be of short answer type questions with 6 to 8 parts, covering entire syllabus. In all, five questions are to be attempted.

Course Objectives:

- To understand the role of culture in international business and its impact on cross-cultural interactions, using models like Hofstede's and the Globe Model.
- To develop skills in cross-cultural management, including communication, leadership, negotiation, and enhancing intercultural competence.
- To explore the challenges and strategies of International Human Resource Management (IHRM), including diversity management and expatriate issues.
- To examine workplace diversity and its implications for business practices in different cultural contexts, including India, Japan, China, and the US.

Unit I	15 Lectures
Culture: Culture and its importance, features and dimensions of culture, Cultural diversity, Cross cultural differences and implications Cultural Dimension Models: Hofstede Model, Globe Model, Kluckhohn and Strodtbeck's Value Orientation Model; Implications of these models in International Business.	
Unit II	15 Lectures
Cross Cultural management: cross cultural Decision making, cross cultural strategy, Cross Cultural Communication, Cross Cultural teams and Leadership, cross cultural negotiation, Ethics in cross cultural Business. Intercultural communication competence: Meaning, Components of Intercultural competence, Factors affecting Intercultural Communication competence, Tools for Improving it.	
Unit III	15 Lectures
International Human Resource Management (IHRM): Dimensions, features and need of IHRM, managing diversity in IHRM, International Recruitment and Selection, International Training, Expatriate problem, Repatriation. International Association for Human Resource Management (IHRIM): Meaning, its Role, Futuristic Vision.	


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Unit IV	15 Lectures
Diversity at Work: Managing diversity: Causes of diversity, diversity with special reference to handicapped, women and aging people, culture diversity advantages and problems, intra company cultural difference, reasons for culture and behavioural differences . Culture in India, Japan, China and US.	

Course Learning Outcomes (CLOs)

- Cultural Understanding: Gain an understanding of culture, its importance, features, and dimensions, and learn about cultural diversity and cross-cultural differences using models like Hofstede's and Globe.
- Cross-Cultural Management Skills: Develop skills in cross-cultural decision-making, communication, team and leadership management, negotiation, and ethical considerations in international business.
- International HRM: Understand the dimensions, features, and needs of International Human Resource Management (IHRM), including recruitment, selection, training, expatriate management, and repatriation.
- Diversity Management: Learn to manage diversity in the workplace, understand the causes of diversity, and appreciate the advantages and challenges of cultural diversity with specific reference to various demographics and countries like India, Japan, China, and the US.

Suggested readings:

1. Mello, J. (2008). Strategic Human Resource Management. Thompson Learning.
2. Dowling, P.J. & Welch, D.E. (2010). International Human Resource Management: Managing People in a Multinational Context. Cengage Learning
3. Vance, C.M. & Paik Y. (2009). Managing a Global Workforce: Challenges and Opportunities in International Human Resource Management. PHI
4. Greer, C. (2008). Strategic Human Resource Management. Pearson Education.
5. International Dimensions of Human Resource Mgt. ,Doweing , P.J. – End Edition Words Worth
6. Cross cultural management- text and cases, Dipak Kumar Bhattacharyya, PHI


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MBA-7336Industrial Psychology							
Teaching Scheme			Credit	Marks Distribution			Duration of End Semester Examination
L	T	P		Internal Assessment	End Semester Examination	Total	
3	0	0	3	Maximum Marks: 40	Maximum Marks: 60	100	3 Hours
				Minimum Marks: 16	Minimum Marks: 24	40	

Guidelines for setting Question Paper: Question paper of end semester examination will be of 60 marks. The question paper will consist of five sections A, B, C, D and E. Sections A, B, C and D will have 2 questions of 12 marks each and section E has short answer type questions consisting of six parts of 02 marks each. The candidates will attempt five questions in all, i.e. one question each from sections A, B, C, D and the compulsory question from section E. In the question paper, the questions available in sections A, B, C and D will be covered from Unit-I, Unit-II, Unit-III and Unit-IV respectively and section E will cover whole syllabus.

Note: In each theory paper, nine questions are to be set. Two questions are to be set from each Unit and candidate is required to attempt at least one question from each unit. Question number nine will be compulsory, which will be of short answer type questions with 6 to 8 parts, covering entire syllabus. In all, five questions are to be attempted.

Course Objectives:

- To understand the application of psychological principles in workplace settings.
- To analyze organizational behavior and dynamics to enhance productivity.
- To develop strategies for effective leadership and team management.
- To apply psychological assessments and interventions for personnel selection and development.
- To evaluate the impact of psychological factors on job satisfaction and organizational culture.

Unit I	15 Lectures
Introduction to Industrial Psychology: Meaning, Concept, Nature, Scope &Importance, Problems of industrial psychology; Psychological testing: Utility, Reliability, and Validity. Individual Differences & their evaluation; Occupational Information and its importance in Industrial Psychology. Personnel Tests- Purposes & Uses of Tests for Placement, Promotion etc. Validity of Tests, types of Tests and their efficiency, Tests on the basis of intelligence personality and interests, limitation of psychological tests.	
Unit II	15 Lectures
Human Engineering: Introduction, Time Study, Motion study, work study, Hawthorne Study Fatigue: Nature, environmental condition, effecting Fatigue, fatigue reduction, monotony, boredom Accident Prevention: Introduction, causes of accidents, Industrial safety programmes.	
Unit III	15 Lectures
Organizational Stress: Causes and effects, coping with stress Motivation at work:	


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Fundamentals, Financial & Non-Financial aspects; Attitudes: Introduction, components, Methods of measuring attitudes. Psychological and Social Issues: Job Simplification, Boredom & Monotony, Fatigue, and Telecommuting.

Unit IV

15 Lectures

Job Satisfaction: factors influencing job satisfaction. How to increase job satisfaction
Personnel Counselling: Objectives, types of Counselling, steps & Techniques of counselling.
Group dynamics: Formal & informal groups, group think and group shift.

Course Learning Outcomes (CLOs)

- Apply psychological principles to enhance organizational effectiveness and productivity.
- Analyze workplace dynamics and develop strategies for conflict resolution.
- Evaluate employee motivation and job satisfaction to improve performance.
- Implement effective leadership and team management techniques.
- Conduct psychological assessments for personnel selection and development.
- Promote a positive organizational culture through psychological interventions.
- Assess and address workplace stress and mental health issues to foster employee well-being.

Suggested Reading:

1. Agunis, H. (2011), Industrial Psychology, Second Edition. Pearson Education, New Delhi
2. Kohli, A.S. & Deb, T. (2010). Organizational Psychology. Oxford University Press, New Delhi.
3. Willard Harrell T. (2009). Industrial Psychology: (Oxford IBH Publishing Co.)
4. Edgar Schein (2009). Organizational Psychology PHI, New Delhi
5. Industrial Psychology; E.J. McCormic and Ilgen, PHI, New Delhi
6. Industrial Psychology :M.L.Blum, J.C.Nayur (CBS Publishers)


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MBA-7337 Labour Legislation in India							
Teaching Scheme			Credit	Marks Distribution			Duration of End Semester Examination
L	T	P		Internal Assessment	End Semester Examination	Total	
3	0	0	3	Maximum Marks: 40	Maximum Marks: 60	100	3 Hours
				Minimum Marks: 16	Minimum Marks: 24	40	

Guidelines for setting Question Paper: Question paper of end semester examination will be of 60 marks. The question paper will consist of five sections A, B, C, D and E. Sections A, B, C and D will have 2 questions of 12 marks each and section E has short answer type questions consisting of six parts of 02 marks each. The candidates will attempt five questions in all, i.e. one question each from sections A, B, C, D and the compulsory question from section E. In the question paper, the questions available in sections A, B, C and D will be covered from Unit-I, Unit-II, Unit-III and Unit-IV respectively and section E will cover whole syllabus.

Note: In each theory paper, nine questions are to be set. Two questions are to be set from each Unit and candidate is required to attempt at least one question from each unit. Question number nine will be compulsory, which will be of short answer type questions with 6 to 8 parts, covering entire syllabus. In all, five questions are to be attempted.

Course Objectives:

- To know how to maintenance of industrial peace.
- To understand how to protect and improve living standards of the labourers.
- To know about protection of workers from all sorts of exploitation – mentally or physically and creating a better working environment

Unit I	16 Lectures
Evolution of Industrial workers: Meaning, Its various phases, Need for Labour Legislation in India The concept of Labour welfare: definition, Scope and Objectives, welfare work and social work. Main recommendations of second National Labour Commission, The Trade Union Act. 1926.	
Unit II	16 Lectures
Payment of Wages Act, 1936. The Minimum Wages Act, 1948, Contract Labour Act 1970.	
Unit III	16 Lectures
The Maternity Benefits Act, 1961. The Payment of Bonus Act, 1965, The Employees Provident Fund and Miscellaneous Provisions act 1952.	
Unit IV	16 Lectures
The Workmen Compensation Act, 1923, The ESI Act 1948, The Factories Act, 1948.	

Course Learning Outcomes (CLOs)

- Know how to maintenance of industrial peace.
- Understand how to protect and improve living standards of the labourers.
- Protection of workers from all sorts of exploitation – mentally or physically and creating a better working environment


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Suggested Reading:

1. Sinha, P.R.N. et al (2011). Industrial Relations, Trade Unions, and Labour Legislation. Pearson Education.
2. Blyton, P. & Turnbull, P. (2009). The Dynamics of Employee Relations. Palgrave Macmillan.
3. Ackers, P. & Wilkinson, A. (2009). Understanding Work & Employment: Industrial Relations in Transition. Oxford: Oxford University Press.
4. Padhi, P.K. (2010). Labor and Industrial Laws. Prentice Hall of India.
5. Singh, B.D. (2009). Industrial Relations: Emerging Paradigms. Excel Books.
6. Sen, R. (2009). Industrial Relations: Text and Cases. Macmillan India


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MBA-7338 International Human Resource Management							
Teaching Scheme			Credit	Marks Distribution			Duration of End Semester Examination
L	T	P		Internal Assessment	End Semester Examination	Total	
3	0	0	3	Maximum Marks: 40	Maximum Marks: 60	100	3 Hours
				Minimum Marks: 16	Minimum Marks: 24	40	

Guidelines for setting Question Paper: Question paper of end semester examination will be of 60 marks. The question paper will consist of five sections A, B, C, D and E. Sections A, B, C and D will have 2 questions of 12 marks each and section E has short answer type questions consisting of six parts of 02 marks each. The candidates will attempt five questions in all, i.e. one question each from sections A, B, C, D and the compulsory question from section E. In the question paper, the questions available in sections A, B, C and D will be covered from Unit-I, Unit-II, Unit-III and Unit-IV respectively and section E will cover whole syllabus.

Note: In each theory paper, nine questions are to be set. Two questions are to be set from each Unit and candidate is required to attempt at least one question from each unit. Question number nine will be compulsory, which will be of short answer type questions with 6 to 8 parts, covering entire syllabus. In all, five questions are to be attempted.

Course Objectives:

- To analyze and appreciate the impact of globalization, international trade, and cultural diversity on HRM practices.
- To identify, attract, develop, and retain talent in a global context, considering factors such as mobility, career development, and succession planning
- To develop the ability to align HRM practices with organizational strategies in a global environment, considering factors such as market entry strategies, mergers and acquisitions, and global HR planning

Unit I	15 Lectures
Concept of IHRM, Issues in IHRM, Barriers to effective global HRM; Cultural & behavioral differences and its relevance and importance in IHRM, Cross cultural studies, theories.	
Unit II	15 Lectures
Recruitment & selection, practices and problems in IHRM. Performance management & appraisal – approaches to performance management in IHRM context, Knowledge Management and IHRM.	
Unit III	15 Lectures
Training & Development practices, approaches and shortcoming in international context. Compensation policies and practices for Expats and International compensation structures, Compensation strategies to attract, retain & motivate executives in the new millennium.	
Unit IV	15 Lectures
Expatriation and Repatriation of executives, issues and challenges. International corporate social responsibility and employment relations, Managing people in international context, the international models of IHRM vis. Swedish, Spanish, French, American, British European and Indian, The future of IHRM.	

Course Learning Outcomes (CLOs)

- Understand the global business environment and its impact on HRM practices.


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- Evaluate different staffing approaches such as expatriation, inpatriation, and local recruitment for international assignments.

Skill Development Activities:

- Assign case studies focusing on real-life international HRM challenges faced by multinational corporations (MNCs).
- Assign group projects that require students to research and develop comprehensive HRM strategies for MNCs expanding into new markets.
- Invite HR professionals from multinational companies to share their experiences and insights into international HRM practices.

Suggestive Readings:

1. International Human Resource Management" by Peter J. Dowling, Marion Festing, and Allen D. Engle Sr.
2. The Global Human Resource Management Casebook" by Hugh Scullion and David G. Collings
3. Rao, P.C., IHRM Management text & cases, Excel Books. Edwards, Tony.,
4. IHRM, Globalization national System and MNC's Finance Times, Prentice Hall. Moni H. Tayab.,
5. IHRM, A Multinational Co. Perspective, Oxford University Press.


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MBA-7339 Human Resource Analytics							
Teaching Scheme			Credit	Marks Distribution			Duration of End Semester Examination
L	T	P		Internal Assessment	End Semester Examination	Total	
3	0	0	3	Maximum Marks: 40	Maximum Marks: 60	100	3 Hours
				Minimum Marks: 16	Minimum Marks: 24	40	

Guidelines for setting Question Paper: Question paper of end semester examination will be of 60 marks. The question paper will consist of five sections A, B, C, D and E. Sections A, B, C and D will have 2 questions of 12 marks each and section E has short answer type questions consisting of six parts of 02 marks each. The candidates will attempt five questions in all, i.e. one question each from sections A, B, C, D and the compulsory question from section E. In the question paper, the questions available in sections A, B, C and D will be covered from Unit-I, Unit-II, Unit-III and Unit-IV respectively and section E will cover whole syllabus.

Note: In each theory paper, nine questions are to be set. Two questions are to be set from each Unit and candidate is required to attempt at least one question from each unit. Question number nine will be compulsory, which will be of short answer type questions with 6 to 8 parts, covering entire syllabus. In all, five questions are to be attempted.

Course Objectives:

- To introduce the concept, evolution, and applications of HR Analytics, including HR Metrics, Scorecard, and Benchmarking, and to develop an understanding of the changing dynamics in HR.
- To equip students with the knowledge to prepare for HR Analytics by reviewing existing frameworks, identifying the purpose and scope of analytics, and developing an analytics culture in organizations.
- To explore the prerequisites of HR Analytics, including stakeholder engagement, technological know-how, building an analytics team, and overcoming resistance to HR Analytics, while understanding HR data quality, types, and governance.
- To delve into advanced topics such as optimization and predictive analytics, interpreting results, and developing insights using various analytical techniques, and to discuss the future opportunities and challenges in HR Analytics.

Unit I	15 Lectures
Introduction to HR Analytics: Concept, Perspectives, Evolution. Need of HR Analytics, Changing HR Dynamics. Analytic Capabilities, Analytic Value Chain, Application of HR Analytics. HR Metrics; HR Scorecard; HR Benchmarking.	
Unit II	15 Lectures
Preparation for HR Analytics: Review existing HR Analytics Frameworks and HR Models, Identify the Purpose/Aims and Scope of Analytics, Devise Methodology for using it, preparing for an analytics Unit, Developing an Analytics Culture in business organizations.	
Unit III	15 Lectures
Pre-requisites of HR Analytics: Engaging with Stakeholders, Coaches, Technological Know-how, Build Analytics Team, Involvement of Consultant and Coaches. Developing HR Analytics Culture: Importance	

of Leadership; Overcoming Resistance to HR Analytics; Communicate with Storytelling and Visualization. Understanding HR Data: Data Quality, Data Types, Data Governance, Resolving Data Issues: Efficiency Measures, Effectiveness Measures and Business Outcome Measures. HR Analytics Execution & Reporting and determining the Key Performance Indicators.

Unit IV

15 Lectures

Optimization and Predictive Analytics; Interpreting the Results, Analysis for developing Insights: Use of Trend Analysis, Regression, Correlation, Benchmarking, Workforce Modeling, Structural Equation Modeling for predictive analysis. Future of HR Analytics: New Opportunities & Challenges, Emerging Data Sources, and Evolving Technology.

Course Learning Outcomes (CLOs)

- HR Analytics Fundamentals: Understand the concept, evolution, and application of HR analytics, including the use of metrics, scorecards, and benchmarking.
- Analytical Frameworks: Learn to review and develop HR analytics frameworks, identify objectives, and foster an analytics culture within organizations.
- Analytics Execution: Understand the prerequisites for HR analytics, engage with stakeholders, and manage data quality for effective execution and reporting.
- Advanced Analytics: Gain skills in predictive analytics and interpretation of results, and stay informed about future trends in HR analytics.

Suggested Readings:

1. Rama Shankar Yadav & Sunil Maheshwari, HR Analytics, Wiley, 2021.
2. Pratyush Banerjee, Jatin Pandey & Manish Gupta, HR Analytics: Practical Applications of HRAnalytics, Sage, 2019.
3. Dipak Kumar Bhattacharya, HR Analytics, Sage, 2017.
4. Ramesh Soundrarajan & Kuldeep Singh, Winning on HR Analytics, Sage, 2017.
5. Nishant Uppal, Human Resource Analytics, Pearson, 2021.
6. Bharti Motwani, HR Analytics: Practical Approach Using Python, Wiley, 2021.


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Scheme of Teaching and Examination Master of Business Administration (MBA)												
Semester-IV												
Subject Code	Course Category	Subject Title/ Subject Name	Periods			Credits	Evaluation Scheme					Total
			L	T	P		ESE	Internal Assessment				
								PE	TA	A	Total	
MBA-7401 (A)	CC	Semester Internship	0	0	20	20	100					100
Total			0	0	20	20	100	0	0	0	0	100
Or												
MBA-7401 (B)	CC	Dissertation	0	0	20	20	60	20	15	05	40	100
Total			0	0	20	20	60	20	15	05	40	100

SWAYAM/MOOC /NPTEL course:

Subject Code	Course Category	Subject Title/ Subject Name	Periods			Credits	Evaluation Scheme					Total
			L	T	P		ESE	Internal Assessment				
								PE	TA	A	Total	
*MBA-7402	SEC	Compulsory MOOC/NPTEL/Swayam Certification	4	0	0	4						100

*MBA-7402 i.e., MOOC/NPTEL/Swayam Certification is **compulsory** and can be done in either of the four semesters of the MBA program.

Semester Internship Report:

Semester Internship Report (SIR) The student must undergo On the Job Training/internship after third Semester in any industry/organization for the semester period to get industrial/corporate exposure. After the completion of Semester Internship Report (SIR), the student will submit the same (in Triplicate) in the concerned Institute/School/College before the final examination. The student is required to submit the required copies of the report along with the certificate issued by the concerned industry/organization showing satisfactory completion of his/her training. The period of submission for the SIR shall be counted from the last date of completion of his/her internship.

Dissertation

The dissertation will be evaluated by the internal panel approved by Principal cum Director of the college and external examiner from the panel approved by the university authority/evaluation branch, HPTU, Hamirpur. The Head of the Department will assign a guide/supervisor, to each candidate for his/her dissertation work. The candidate shall be required to maintain his/her project diary (logbook) of work in the organization or under the Guide. Each student will be required to give at least two seminars on his/her dissertation work. Each student is required to submit three copies of his/her dissertation in the Department after completion of the project work which will be evaluated by external examiner. Students are

expected to work on a real-life problem. The student can formulate project problem / Research problem with the help of her/his Guide and submit the project proposal / Research proposal of the same in the department. Approval of the dissertation proposal is mandatory which will be evaluated by internal examiner appointed by respective college Principal or Director or university.

SWAYAM/MOOC /NPTEL etc. courses:

- Grades or marks scored in the SWAYAM/MOOC /NPTEL etc. course will be treated as a final mark for the MBA program evaluation and credits earned by the student will be considered in the fourth semester.
- MBA-7402 i.e., MOOC/NPTEL/Swayam Certification is compulsory and can be done in either of the four semesters of the MBA program.
- Guidelines for the online courses from SWAYAM/MOOC/NPTEL etc. may be taken after the registration through the online portal/concerned department. Each student must register for the online course after permission/approval from the concerned Department/University and must pass the selected online course during the MBA program.
- Selection of SWAYAM/MOOC/NPTEL subject by student will be as per his/her specialization in the MBA program.

For dissertation, each lecture/contact hour per week will be considered as one credit. The duration of written and viva-voce examination shall be decided by the internal and external examiners.

- For dissertation, the list of topics will be provided by the Department/University. The students will pick the option, get registered and prepare the report. The evaluation will be done based on presentation/solving assignments.
- The students must complete their dissertation under the guidance of the supervisor (taken from the same Department) allotted by Head/Coordinator of the concerned Department.


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