Course Structure for 2-Year Full Time MBA Programme
Bodoland University
Department of Management Studies
(2024-2025)

SEMESTER I

Paper Code	Paper Name	Credits	L+T+P	Internal	External	Marks
MBAADL 14014	Management and Organizational Behaviour	4	3+1+0	30	70	100
MBAADL 14024	Accounting for Managers	4	3+1+0	30	70	100
MBAADL 14034	Managerial Economics	4	3+1+0	30	70	100
MBAADL 14044	Indian Knowledge System Discipline Specific Indian Knowledge System	4	3+1+0	30	70	100
MBA MOOC 14054	Discipline specific MOOC to be recommended by the Academic Department with University approval as per guidelines at the start of the semester (Industry Ready /Vocational Courses shall be offered for skill and employability enhancement)	4				100
Audit Course * MBAQFL 14060	Managerial Communication	Equivalent to 4 Credits	2+1+1			
Audit Course * MBAQFL 14070	Computer Application for Business	Equivalent to 4 Credits	2+0+2			

* Evaluation shall be based on Submission of Project Report to be evaluated by the course teacher. Evaluation pattern shall be (30 Internal + 70 External) so that credit conversion is feasible.

SEMESTER II

Paper Code	Paper Name	Credits	L+T+P	Internal	External	Marks
MBAADL 14084	Business Research and Statistical Analysis	4	2+0+2	30	70	100
MBASPL 15094	Production and Operations Management	4	3+0+1	30	70	100
MBASPL 15104	Human Capital Management	4	3+1+0	30	70	100
MBASPL 15114	Strategic Marketing Management	4	3+0+1	30	70	100
MBASPL 15124	Financial Management	4	3+1+0	30	70	100
Audit Course * MBAQFL 15130	Start Up and Entrepreneurship Development	Equivalent to 4 Credits	3+0+1			
Audit Course * MBAQFL 15140	Business Law	Equivalent to 4 Credits	3+1+0			
Audit Course * MBAQFL 15150	Business Environment and Strategic Management	Equivalent to 4 Credits	3+1+0			

* Evaluation shall be based on Submission of Project Report to be evaluated by the course teacher. Evaluation pattern shall be (30 Internal + 70 External) so that credit conversion is feasible.

Note: At the end of the Second Semester every student shall undergo Summer Training / Internship for Eight Weeks in the industry/Research or Academic Institute. This component will be evaluated during the fourth semester. Evaluation is based on work done, quality of report, performance in viva-voce, presentation etc.

Options-Only Coursework / Coursework and Research

SEMESTER III

Paper Code	Paper Name	Credits	L+T+P	Internal	External	Marks
MBASPL 25014A/B/C/D	Students shall opt for two Specializations and shall study 2 paper each from a specialization (A/B/C/D)					100 each (400 marks)
MBASPL 25024 A/B/C/D	A-Financial Management A1-Security Analysis and Portfolio Management	4	3+0+1	30	70	100
MBASPL 25034 A/B/C/D	A 2- Money, Banking and Financial Services	4	3+0+1	30	70	100
MBASPL 25044 A/B/C/D	B-Marketing Management B 1- Brand Management and Integrated Marketing Communications	4	3+0+1	30	70	100
	B 2- Sales and Distribution Management	4	3+0+1	30	70	100
	C-Human Resource Management C 1-Cross Cultural and Global Management	4	3+0+1	30	70	100
	C 2- Performance and Compensation Management	4	3+0+1	30	70	100
	D- Operations Management D 1- Material Management	4	3+0+1	30	70	100
	D 2- Supply Chain Management	4	3+0+1	30	70	100
MBASPL 25054	Academic and Research Report Writing	4	3+0+1	30	70	100
Report Writing of Summer Training / Internship for Eight Weeks						

SEMESTER IV

Paper Code	Paper Name	Credits	L+T+P	Internal	External	Marks
MBASPL 25064 A/B/C/D MBASPL 25074 A/B/C/D	Students shall continue with two Specializations opted in the third semester and shall study 1 paper each from a specialization (A/B/C/D)					100
	A-Financial Management A3- Corporate Finance and Taxation	4	3+0+1	30	70	100
	B-Marketing Management B 3- Services Marketing and Retail Management	4	3+0+1	30	70	100
	C-Human Resource Management C3-Labour Legislation	4	3+0+1	30	70	100
	D- Operations Management D3- Service Operations Management	4	3+0+1	30	70	100
	OR Research in one specialization area (XXXRES25068) (If the student chooses coursework and research)	4	3+0+1	30	70	
MBAINT 25088	Internship Project (As per University guidelines)	4+4=8		200 Marks		
MBAMOOC 2594	Discipline specific MOOC to be recommended by the Academic Department with University approval as per guidelines at the start of the semester (Industry Ready /Vocational Courses shall be offered for skill and employability enhancement)	4		30	70	100

Assessment Pattern as per University Rules

i. Internal Assessment: 30 Marks
   a. Assignments / Presentations – 15
   b. Midterm Examination – 10
   c. Attendance : 5 (as per guidelines)

SEMESTER I

Paper Code: MBAADL14014
Paper Name: Management and Organizational Behaviour
Credits: 4 **Total Marks: 100 (Internal - 30; External – 70)**

Course Objective: To provide an overview of the various challenges faced by management in the 21st century. To help the students of MBA to understand and relate the various theoretical frameworks of Organizational Behaviour.

Course Outcome: This course will enable the students to make effective decisions based on the management practices and face the challenges in an organisation.

Course Contents

Unit I: Nature and concepts of Management, Various thoughts of famous Management Thinkers, Fourteen Principles of Management, Scientific Management, Mission, Vision and Objectives of Management.

Unit II: Management functions, Japanese Style of Management, Management by Objective, Decision Making, Forecasting, Organisational structure and modern management theories, Authority and Responsibility, Management Control.

Unit III: Concept and nature of OB, The individual: Ability, Learning, Attitudes, Personality and Values, Perception, Motivation, Theories of motivation, Leadership.

Unit IV: Conflict and Change Management, Sources of Conflict and Change, Implementing changes, Stress Management.

Experiential Learning: Case studies, role plays.

Suggested Readings:

1. Prasad L.M., Principles and Practices of Management, New Delhi: Sultan Chand & Sons.
2. B.S. Moshal, Organisational theory & Behaviour, text & cases, Anne student edition, 2nd, Anne Books Pvt Ltd, 2009.
3. Drucker, Peter, F The practice of Management – Allied Publishers, Delhi. 4. Newman & Warrant Process of Management – PHI, Delhi
5. Hannagan - Management Principles – Macmillan India Ltd.
6. Robbins S.P, Organizational theory, structure, designs & applications, Prentice-Hall Publications, 2009
7. Uday Pareekh, Organizational Behaviour, Oxford
8. Stephen Robbins and Timothy Judge, Organizational Behaviour, PHI
9. Fred Luthans, Organizational Behaviour, TMH
10. Steven Robbins and Seema Sanghi, Organisational Behaviour, Pearson 11. P Subba Rao, Management of Organizational Behaviour, HPH

Paper Code: MBAADL14024
Paper Name: Accounting for Managers
Credits: 4 **Total Marks: 100 (Internal - 30; External – 70)**

Course Objective: These course objectives provide a structured framework for students to acquire knowledge and skills in financial and managerial accounting, enabling them to contribute effectively to financial decision-making and performance management within organizations.

Course Outcome: By the end of the course, students should have a comprehensive understanding of financial accounting principles, financial statement preparation, management accounting tools, and techniques, enabling them to contribute effectively to financial decision-making and performance management in organizations.

Course Contents

Unit I: Financial Accounting, Event versus Transactions; Debit and Credit; Systems of Bookkeeping; Classification of Account; Accounting Concepts and Conventions; GAAP; IFRS; Accounting Standards;

Unit II: Journal; Ledger; Subdivision of Journal; Cash Book; Bank Reconciliation Statement; Trial Balance; Depreciation and Inventory Valuation

Unit III : Measurement and Matching of Revenue and Expense; Preparation of Final Accounts - Trading Account, Profit and Loss Account and Balance Sheet, Cash Flow Statement; Fund Flow Statement

Unit IV: Management Accounting, Tools and Techniques of managerial accounting needed for managerial decisions ; Cost Accounting; Cost Concepts; Job and Process Costing; Service Costing; Marginal Costing and Absorption Costing; Differential Cost Analysis and Business Decisions; Cost –Volume and Profit Analysis; Break Even Analysis; Budget and Budgetary Control; Standard Costing and Variance Analysis

Experiential Learning: Study of Annual Reports of Listed Companies

Suggested Readings (Latest Edition):

1. Tulsian, P.C.,Financial Accounting,Pearson, New Delhi .
2. Mukherjee, A and M,Hanif, Modern Accountancy,McGraw Hill.
3. Khan, M.Y. and Jain, P.K , Cost Accounting, Tata McGraw Hill , New Delhi. 4. Tulsian, P.C, Introduction to Cost Accounting ,S.Chand, New Delhi.
5. Banerjee,B, Cost Accounting, PHI Learning, New Delhi,

The list of cases and specific references including recent articles will be announced in the class at the time of the initiation of the course.

Paper Code: MBAADL14034
Paper Name: Managerial Economics
Credits: 4 **Total Marks: 100 (Internal - 30; External – 70)**

Course Objective: To acquaint the students with concepts and techniques used in micro-economics theory and to enable them to apply this knowledge in business decision-making.

Course Outcome: At the end of the course, the participants of the course would be able to develop understanding and analytical skill in the appraisal of contemporary developments in the world economy with special importance to Indian economy.

Course Contents

Unit I: Introduction to Managerial Economics: Meaning, Scope of Managerial Economics, Functions of Managerial Economists.
Theory of Demand: Demand functions, income and substitution effects, Elasticity of Demand, Estimation of demand, Techniques of Demand Forecasting, Demand Forecasting for a New Product.

Unit II: Production and Cost Analysis: Production Analysis – Production Function, Law of Variable Proportions and the Laws of Returns to Scale Costs - Cost of Operating an Enterprise, Cost Functions – Short Run and Long Run; Breakeven Analysis, Contribution Analysis, Learning Curve, Economies of Scale.

Unit III: Theory of Firm and Market structure: Profit maximization, Sales Maximization; Pricing Product Pricing: Price and Output Determination under Perfect Competition, Monopoly, Monopolistic Competition and Oligopoly.
Factor Pricing: Rewards to the different factors of production - Labour and Wages, Capital and Interest, Land and Rent, Entrepreneurship and Profit

Unit IV: Macroeconomics aggregates and concepts: GNP and GDP, Inflation - Meaning and Kinds, Measures to Control Inflation, Deflation, Balance of Payment- Money supply and Monetary Policy, Fiscal Policy; Concept and Measurement of National Income, Determination National Income; Consumption Function.
Theories of Business Cycles, Measures to Control Business Cycles, Business Cycles and Business Decisions.

Experiential Learning: Market Structure and Pricing factors Analysis.

Practical: Conducting Demand Analysis and Market Trend Analysis of different trending products and services.

Suggested Readings:

1. Paul G. Keat, Sreejata Banerjee, Philip K. Y. Young , Managerial Economics : Economic Tools for Today's Decision Makers, Pearson, 7th revised ed. 2013
2. Salvatore, D. Managerial Economics. Thomson: South Western 2007. (Indian Edition)
3. Damodaran, S: Managerial Economics. Oxford: New Delhi, 2007
4. Janardhan Upadhya P, Economics for Managers-Part 1: Notion Books, 2017
5. Agarwal Vanita, Macroeconomics : Theory and Policy, Pearson Education, 2010
6. Stanley Fischer, Richard Startz, Rudiger Dornbusch, Macroeconomics, McGraw Hills
7. Gaurav Datt, Ashwani Mahajan, Datt & Sundharam's Indian Economy, S.Chand, 2016
8. Janardhan Upadhya P, Economics for Managers-Part 2: Textbook for Macro and Indian Economics, Notion Books, 2017
9. Cullis & Jones, Public Finance and Public Choice, Oxford, 2009
10. D.M, Mithani, Modern Public Finance: Theory and Policy, Himalaya Pub.House

Paper Code: MBAADL14044
Paper Name: Indian Knowledge System
Credits: 4 **Total Marks: 100 (Internal - 30; External – 70)**

Course Objective

To provide a comprehensive understanding of the Indian Knowledge System (IKS) and its relevance to modern management, economy, and sustainable development.

Course Outcome

By the end of this course, students will be able to:

i. Appreciate the depth and diversity of Indian traditional knowledge.
ii. Identify the economic and management principles rooted in IKS.

Course Contents

Unit I: Introduction to Indian Knowledge Systems (IKS)

a) Definition and Meaning of IKS
b) Historical and Civilizational Context of Indian Knowledge
c) Overview of Expansive Domains:
i. Agriculture
ii. Medicine
iii. Astronomy
iv. Metallurgy
v. Architecture
vi. Art, Music
vii. Linguistics
d) Significance and Relevance of IKS in Contemporary Society and Management

Unit II: Sources, Scope and Need for Indian Knowledge Systems

a) Importance and Contemporary Need for Studying IKS
b) Scope of IKS across Disciplines, Regions, and Industries
c) Sources of Traditional Knowledge:
i. Oral Traditions
ii. Manuscripts
iii. Epics and Commentaries
iv. Folklore and Indigenous Practices

Unit III: Indian Economic Thought and Indigenous Business Practices

a) Ancient Indian Economic Thought: *Arthashastra* and Related Texts
b) Concepts of Wealth (*Artha*), Value, Utility, and Trade in Traditional Literature
c) Indigenous Economic Practices and Sustainable Development
d) Community-Based Resource Management and Traditional Cooperatives
e) Role of Startups and Social Enterprises in Promoting IKS-Based Products and Services

Unit IV: IPR and Integration of IKS with Modern Systems

a) Working with Traditional Knowledge in a Legal and Ethical Framework
b) Intellectual Property Rights (IPR) and Their Application to IKS
i. Patents
ii. Trademarks
iii. Copyrights
iv. Geographical Indications (GIs)
c) Case Studies: Basmati Rice, Neem, Turmeric, Kanjeevaram Saree, etc.
d) Integration of IKS with Modern Innovation Systems
e) Community Rights and Fair Benefit-Sharing Mechanisms

Assessment Pattern as per University Rules

ii. Internal Assessment: 30 Marks
   a. Assignments / Presentations – 15
   b. Midterm Examination – 10
   c. Attendance : 5
iii. End Semester Examination: 70 Marks

References

https://iksindia.org/

https://onlinecourses.swayam2.ac.in/aic22_ge19/preview

Paper Code: MBAMOOC14054
Paper Name: Discipline specific MOOC to be recommended by the Academic Department with University approval .
Credits: 4 **Total Marks: 100 (Internal - 30; External – 70)**

Paper Code: MBAQFL14060
Paper Name: Managerial Communication
Credits: 4 **Total Marks: 100 (Internal - 30; External – 70)**

Course Objective: Aimed at equipping the students with the necessary techniques and skills of communication to inform others, inspire team and enlist their activity and willing cooperation in the performance of their jobs.

Course Outcome: At the end of this course, the participants of the course would be able to demonstrate their knowledge of communication and negotiation skills and integrate their knowledge of communication and negotiation skills in an articulate professionally, both in written and oral forms.

Course Contents:

Unit I: Principles and Objectives of communication: Definition, Process, Objectives, Target audience, Platforms (town hall, blogs, plasma, emails).

Unit II: Oral/Verbal communication: Principle and structure, Barriers, Art of listening, Feedback, Presentation techniques, Telephonic conversation

Unit III: Non-verbal communication: Meaning & importance, Role of mannerism and attitude, Body language, Eye contact, Expressions and gestures

Unit IV: Written communication: Principles, Structure & mechanics of writing, Report writing, Emails, Circulars, Notices, Memos, Minutes of meeting, Styles of writing letters, Common errors in writing.

Experiential Learning: Case study Analysis of the PR Department announcements related to organisational functioning.

Practical: Role playing and team communication games.

Suggested Readings:

1. Business Communication Today, 10th edition, Courtland L. Bovee, John Thill, Abha Chaterjee, Pearson Education
2. Business Communication, 2009, Anjanee Sethi, Bhavana Adhikari, Tata McGraw Hill.
3. The Art of Negotiation: How to Improvise Agreement in a Chaotic World, Michael Wheeler, 2013, Harvard Business School

Paper Code: MBAQFL14070
Paper Name: Computer Application for Business
Credits: 4 **Total Marks: 100 (Internal - 30; External – 70)**

Course Objective: Build upon foundational computer applications to explore advanced functionalities of spreadsheet, database, and presentation software.

Course Outcome: Upon successful completion of this course, students will possess a strong foundation in information technology and management information systems. They will be able to analyze, design, implement, and manage IT solutions to address organizational needs. Students will gain the knowledge to evaluate the strategic role of IT in businesses and apply relevant technologies to enhance decision-making, communication, and overall operational efficiency.

Course Contents:
Unit I: Basic Concept on Information Technology: Definition; Characteristics of IT, Importance of IT in Management, Its Treats, and Security Issues. Computer Hardware, Software

Unit II: Information system to support Business function, Knowledge management, artificial intelligence.

Unit III: MIS concepts, nature, characteristics, need, Role of MIS, Structure of MIS, and Functions of MIS; Applications and strategic advantages of MIS.

Unit IV: System Development Methodologies, Conceptual and detailed designs of MIS, Management of Data Resources, Management Issues in MIS, Information Security and Control, Ethical and Social Dimensions, Intellectual Property Rights as related to IT, Managing Global Information Systems

Experiential Learning: Ethical issues of using AI in organisations.

Practical: Use of AI in organisations.

Suggested Readings:

1. Gerald V. Post and David L. Anderson (2003). *Management Information Systems*. 3/e, Tata McGraw Hill.
2. Kenneth C. Laudon and Jane P. Laudon (2004). *Management Information Systems*, 8/e, Pearson Education.
3. Balagurusamy, E. Fundamentals of Computers, Tata McGraw Hill, New Delhi, 2009 4. Behl, R. Information Technology for Management (Second Edition), Tata McGraw Hill, New Delhi, 2012.

SEMESTER II

Paper Code: MBAADL14084
Paper Name: Business Research and Statistical Analysis
Credits: 4 Total Marks: 100 (Internal - 30; External – 70)

Course Objective: These course objectives provide a comprehensive overview of research methods, data analysis techniques, statistical principles, and sampling methodologies essential for conducting rigorous and effective research in various fields.

Course Outcome: By the end of the course, students should have developed a strong foundation in research methods, data analysis, statistical techniques, and sampling methodologies, enabling them to conduct rigorous and insightful research studies and make informed decisions based on data driven evidence.

Course Contents

Unit I: Definition and Nature of Research, Classification of Research, Research Process; Defining the Research Problem, Research Design: Definition, Classification, Exploratory Research, Descriptive Research, Causal Research, Potential Sources of Error. Exploratory Research Design: Primary Vs Secondary Data, Criteria for evaluating Secondary Data, Types of Qualitative Research: Focus Group Interviews, Depth Interviews, Projective Techniques , Analysis of Qualitative Data. Descriptive Research Design: Different types of Survey and Observation Methods; Causal Research design: Experimentation- Causality, Condition for Causality, Validity in Experimentation.

Unit II: Measurement and scaling: Primary Scales of Measurement, Comparative Scaling Techniques, Non Comparative Scaling, Concept of Reliability and Validity; Questionnaire and Form Design; Samples & Census, Sampling Design Process, Non Probability Sampling Techniques, Probability Sampling Techniques ; Sample size determination:; Statistical approaches to Determining Sample Size

Unit III: Introduction to statistics: meaning, scope, importance and limitations, applications of inferential statistics in managerial decision-making. Analysis of data: source of data, collection, classification, tabulation, depiction of data. Measures of central tendency: Mean, Median and Mode and their implications, Range, Quartile deviation, Mean deviation, Standard deviation Coefficient of Variation; Skewness, Kurtosis,

Unit IV: Binomial Poisson and Normal distributions, Introduction to sampling distributions - distribution of mean and proportion, application of central limit theorem , Estimation: Point and Interval estimates for population parameters of large sample and small samples, Correlation and Regression.

Experiential Learning: Case Studies.

Suggested Readings:

1. Marketing Research – An Applied Orientation (Fifth Edition) by Naresh K Malhotra, Pearson Publication.
2. Marketing Research by SL Gupta , Excel Books Publication
3. Research Methodology - Methods and Techniques by C.R. Kothari, New Age International Publishers

Paper Code: MBASPL15094
Paper Name: Production and Operations Management
Credits: 4 **Total Marks: 100 (Internal - 30; External – 70)**

Course Objective: This course equips with the knowledge and skills to analyze, design, and manage production and operations systems effectively.

Course Outcome: Acquire proficiency in analyzing, strategizing, and implementing optimizations across various operational processes to enhance efficiency and productivity.

Course Contents:

Unit-I: Introduction: History of Operations Management, Operations Organization, Operations Strategy: Competitiveness with Operations, Competing on cost, Quality, flexibility, speed, Productivity, efficiency & effectiveness. Responsibilities of Operations Manager, Operation Function, Importance Differences between services and goods, Operations Strategy, World Class Manufacturing Principles & Practices

Unit-II: Facility Location, Location Models, Capacity Planning, Long range Types Developing capacity alternatives Process Planning Selection Strategy, Major Decisions, Facility Layout, Principles, Types - Planning tools and techniques, Design of Service Systems, Product Design, Influencing factors, Ethical and Environmental issues, PERT, CPM

Unit-III: Demand Forecasting, Overview of Qualitative and Quantitative methods, Overview of Sales and Operations Planning, work centres, Priority rules and techniques, Shop floor control, Flow shop, Scheduling, Johnson's Algorithm

Unit-IV: Concept of Quality, Quality Gurus, TQM Concepts, QFD, Quality Costs ,Quality Management Tools, Design of Quality Assurance Systems Introduction of ISO Standards Statistical Process Control, Maintenance management.

Experiential Learning: importance of maintaining quality standards for organisations as per legal frameworks and consumers protection.

Practical: Analysis of different Operation Strategies of different

Organisations. Suggested Readings:

1. Norman Gaither and Gregory Frazier, Operations Management, 9thEdition ,South Western Cengage Learning, 2002
2. Richard B. Chase, Ravi Shankar, Robert Jacobs ; Operations & Supply Chain Management, 14th Edition, McGraw Hill (Special Indian), 2017

Paper Code: MBASPL15104
Paper Name: Human Capital Management
Credits: 4 **Total Marks: 100 (Internal - 30; External – 70)**

Course Objective: To clarify the character of the special capital – human resource as capital and develop the basic set of methods and techniques needed for managing human capital.

Course Outcome: To help students to sensitize to various facets of managing people and to focus on the development of knowledge and skills that all managers and leaders need.

Unit I: PERSPECTIVES IN HUMAN RESOURCE MANAGEMENT: Evolution of human resource management – The importance of the human factor – Challenges – Inclusive growth and affirmative action – Human resource policies – Computer applications in human resource management – Human resource accounting and audit.
THE CONCEPT OF BEST FIT EMPLOYEE: Importance of Human Resource Planning – Forecasting human resource requirement –matching supply and demand - Internal and External sources. Recruitment - Selection – induction – Socialization benefits.

Unit II: TRAINING AND EXECUTIVE DEVELOPMENT: Types of training methods – purpose benefits- resistance. Executive development programmes – Common practices - Benefits – Self-development – Knowledge management.

Unit III: SUSTAINING EMPLOYEE INTEREST: Compensation plan – Reward – Motivation – Application of theories of motivation – Career management – Development of mentor – Protégé relationships.

Unit IV: PERFORMANCE EVALUATION AND CONTROL PROCESS: Method of performance evaluation – Feedback – Industry practices. Promotion, Demotion, Transfer and Separation – Implication of job change. The control process – Importance – Methods – Requirement of effective control systems grievances – Causes – Implications – Redressal methods.

Experiential Learning: Recruitment Policies Analysis.

Practical: Analysis of Selection procedures of different organizations.

Suggested Readings:

1. Luis R. Gomez-Mejia, David B. Balkin, Robert L Cardy, “Managing Human Resource”, PHI Learning, 2012
2. Ivancevich, “Human Resource Management”, McGraw Hill 2012.
3. K. Aswathappa, “Human Resource and Personnel Management – Text and Cases”, New Delhi: Tata McGraw Hill, 2012.
4. Rao, V.S.P. (2010) “ Human Resource Management- Text and Cases” 3 Edition, Excel Books
5. Beardwell, Ian & Holden, Len (1986) Human Resource Management: A Contemporary Prospective, New Delhi: McMillan.
6. Robert L. Mathis & John H. Jackson, “Human Resource Management”, Thomson South Western, 10th Edition, 2005.
7. Beumont, P. B., “Human Resource Management: Key Concepts and Skills”, Sage, London, 1993.
8. Goss, David, “Human Resource Management”, Thomson Business Press, London, 1997.

Paper Code: MBASPL15114
Paper Name: Strategic Marketing Management
Credits: 4 **Total Marks: 100 (Internal - 30; External – 70)**

Course Objective: To impart education on the marketing practices made by companies based on the functioning of marketing mix elements.

Course Outcome: This paper will enable the students on the marketing efforts needed for the products and services to reach the customers at the right place and the right time.

Course Contents:

Unit I: Concept, nature and scope of marketing, marketing mix, different environments and their influence on marketing, needs, wants and desires, understanding the customer and competition, consumer buying decisions, marketing myopia.

Unit II: Marketing research, market segmentation, targeting and positioning, demand measurement and forecasting, new product development, test marketing, types of markets, Product policy, product decisions, product life cycle, BCG Matrix.

Unit III: Channels of distribution, wholesaling, retailing, channel management, vertical and horizontal marketing systems, online marketing, B2B marketing, pricing methods and strategies.

Unit IV: Promotion mix, branding and packaging, relationship marketing, new concepts in marketing, Promotion of a start-up business, digital marketing.

Experiential Learning: Case studies, field survey.

Suggested Readings:

1. Marketing Management – G. Shainesh, Philip Kotler, Kevin Lane Keller, Alexander Cherney, Jagdish N Sheth
2. Principles of Marketing- Philip Kotler, Gary Armstrong, Sridhar Balasubramanian, Prafulla Agnihotri
3. Marketing Management – V S Ramaswamy, S Nanakumari

Paper Code: MBASPL15124
Paper Name: Financial Management
Credits: 4 **Total Marks: 100 (Internal - 30; External – 70)**

Course Objective: The course provide a comprehensive framework for students to develop a strong understanding of financial management principles and practices, enabling them to make informed financial decisions in real-world business scenarios.

Course Outcome: By the end of the course, students should have a solid foundation in financial management principles and practices, enabling them to critically analyze financial data, make informed decisions, and contribute effectively to strategic financial planning within organizations.

Course Contents

Unit I: Aims and Objective of Financial Management; Time Value of Money; Risk and Return Trade off

Unit II: Capital Structure Decisions; Long Term Sources of Finance; Weighted Average Cost of Capital;

Unit III: Financial and Operating Leverage; Internal Financing and Dividend Policy; Working Capital Management-Cash, Receivables and Inventory

Unit IV: Financial Statement Analysis with specific reference to use of ratio analysis as a tool

Experiential Learning: Financial Statement Analysis

Practical: Submission of Project Report to be evaluated by the course teacher.

Suggested Readings (Latest Edition):

1. Pandey, I.M., Financial Management, Vikas Publishing House,.
2. Chandra, P. Financial Management-Theory and Practice, McGraw Hill.

The list of cases and specific references including recent articles will be announced in the class at the time of the initiation of the course.

Paper Code: MBAQFL15130
Paper Name: Start Up and Entrepreneurship Development
Credits: 4 Total Marks: 100 (Internal - 30; External – 70)

Course Objective: To understand new venture creation opportunities, its resources, and requirements for Enterprise Start-up.

Course Outcomes: To enable the students in understanding develop a start-up Enterprise with Big Idea Generation, analyze start-up capital requirement, interpret feasibility Analysis towards funding issues and evaluate financial stability and decide on expansion possibilities.

Course Contents:
Unit I: Start-up opportunities: The New Industrial Revolution – The Big Idea- Generate Ideas with Brainstorming- Business Start-up - Ideation- Venture Choices - The Rise of The start-up Economy - The Six Forces of Change- The Start-up Equation – The Entrepreneurial Ecosystem – Entrepreneurship in India. Government Initiatives.

Unit II: Start-up Capital Requirements and Legal Environment: Identifying Start-up capital Resource requirements - estimating Start-up cash requirements - Develop financial assumptions Constructing a Process Map - Positioning the venture in the value chain - Launch strategy to reduce risks- Start-up financing metrics - The Legal Environment- Approval for New Ventures. Taxes or duties payable for new ventures.

Unit III: Starting up Financial Issues: Feasibility Analysis - The cost and process of raising capital – Unique funding issues of a high-tech ventures - Funding with Equity – Financing with Debt Funding start-ups with bootstrapping- crowd funding- strategic alliances.

Unit IV: Start-up Survival and Growth: Stages of growth in a new venture- Growing with the market - Growing within the industry- Venture life patterns- Reasons for new venture failures. Scaling Ventures – preparing for change - Leadership succession. Support for growth and sustainability of the venture.
Planning for Harvest and Exit: Dealing with Failure: Bankruptcy, Exit Strategies, Selling the business - Cashing out but staying in-being acquired- Going Public (IPO) – Liquidation.

Experiential Learning: Critical analysis of the legal environment and capital requirements of start-up area wise.

Practical: Proposal for a New Business Plan.

Suggested Readings:

1. Kathleen R Allen, Launching New Ventures, An Entrepreneurial Approach, Cengage Learning, 2016.
2. Anjan Raichaudhuri, Managing New Ventures Concepts and Cases, Prentice Hall International, 2010.
3. S. R. Bhowmik& M. Bhowmik, Entrepreneurship, New Age International, 2007.
4. Steven Fisher, Ja-nae' Duane, The Startup Equation -A Visual Guidebook for Building Your Startup, Indian Edition, Mc Graw Hill Education India Pvt. Ltd, 2016.
5. Donald F Kuratko, Jeffrey S. Hornsby, New Venture Management: The Entrepreneur's Road Map, 2e, Routledge, 2017.
6. Vijay Sathe, Corporate Entrepreneurship, 1e, Cambridge, 2009

Paper Code: MBAQFL15140
Paper Name: Business Law
Credits: 4 **Total Marks: 100 (Internal - 30; External – 70)**

Course Objective: To provide the student with knowledge of the legal environment in which a consumer and businesses operates and to provide the student with knowledge of legal principles.

Course Outcome: Ability to explain the concepts in laws with respect to business dealings and to apply the national business laws to current business environment.

Unit I: 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, Cavet Emptor.

Unit II: 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 III: 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.

Unit IV: 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.

Experiential Learning: Analysis of Partnership companies and Contract formation. Practical:

Proposal for setting up a new company with all the requirement as per Companies Act.

Suggested Readings:

1. Gulshan J.J. - (2009) .Business Law Including Company Law (New Age International Publisher, 13thEdition).
2. Maheshwari, S.N. and Maheshwari, S.K. (2011). A Manual of Business Laws, 3rd ed. Himalaya Publishing House.
3. Tulsian, P C(2009) , ―Business Laws, Tata Mc Graw Hill, New Delhi 4. Kuchhal M.C. - Business Law (Vikas Publication, 4th Edition)

Paper Code: MBAQFL15150
Paper Name: Business Environment And Strategic Management
Credits: 4 Total Marks: 100 (Internal - 30; External – 70)

Course Objective: To educate the students on the functioning of a business under various environmental, social, technological, political and legal conditions. And also to give an in depth knowledge of the strategies followed under various competitive environments.

Course Outcome: This paper will enable the students to understand the different environmental conditions affecting a business and the strategies to be planned and executed to lead in the competition.

Course Contents:
Unit I: Introduction of business environment, Components of Business Environment, Analyzing business environment, Economic planning in India, EXIM Policy, New Economic Policy, Fiscal Policy, Monetary Policy and Banking Reforms , Industrial Policy.

Unit II: PSUs in India, Private sector, Joint sector, Cooperative sector, Consumer Protection Act, Competition Law, MRTP Act, Impact of technology on business, MNCs in India, Foreign Trade and investment, Money market, business opportunities in the rural economy,

Unit III: Evolution and concept of Strategic management, Importance of Strategic Management, Levels of Strategy Planning, Strategic Decision Making, Strategic analysis, Generic competitive strategies, Blue Ocean and Red Ocean Strategy, Gaining and Sustaining Competitive Advantage, Strategy implementation, Business strategies for MNCs .

Unit IV:
Corporate Restructuring, Forms of Corporate Restructuring, Turnaround Management, Joint Ventures, Mergers and Acquisition, Strategic Alliances, Divestiture and Spin Offs.

Experiential Learning: Case studies.

Suggested Readings:

1. Business Environment, Suresh Bedi
2. Business Environment, PHI= Faisal Ahmed & M. Absar Alam. 3. The International Business Environment, PHI - Sundaram & Black. 4. Principles of Strategic Management – Dr. Ravi Kumar Sharma, Dr. Smita Verma 5. Strategic Management Concepts: A Competitive Advantage Approach – Fred R David, Forest R David, Purva Kansal

Options-Only Coursework / Coursework and Research

SEMESTER III

Paper Code and Name: MBASPL25014/24/34/44 A/B/C/D

A-Financial Management

Paper Code: A1
Paper Name: Security Analysis and Portfolio Management
Credits: 4 Total Marks: 100 (Internal - 30; External – 70)

Course Objective: These course objectives provide a comprehensive overview of investment principles, market operations, stock analysis techniques, investment strategies, and portfolio management theories, enabling students to make informed investment decisions and manage investment portfolios effectively.

Course Outcome: These outcomes aim to equip students with the knowledge, skills, and abilities needed to succeed in the field of investment management and financial decision-making.

Course Contents

Unit I: Investment ; Investment Alternatives; Risk and Return; Fixed Income and Variable Income Security; Valuation of Stock and Bonds.

Unit II**:** Operation of Indian Stock Market; New Issue Market; Listing of Security; Market Indices and Return; Market Participants

Unit III: Stock Analysis-Fundamental and Technical Analysis; Strategies of Investment

Gurus Unit IV**:** Efficient Market Theory; Asset Pricing Models; Portfolio theory

Experiential Learning: Fundamental Analysis of Listed Companies

Suggested Readings:

1. Pandey,I.M., Financial Management, Vikas Publishing House, 2016.
2. Chandra,P, Investment Analysis and Portfolio Management,McGraw Hill,2017.

The list of cases and specific references including recent articles will be announced in the class at the time of the initiation of the course.

Paper Code: A2
Paper Name: Money, Banking and Financial Services
Credits: 4 **Total Marks: 100 (Internal - 30; External – 70)**

Course Objective: These course objectives provide a comprehensive understanding of the Indian financial system, covering key concepts, institutions, services, markets, and regulatory frameworks essential for students pursuing careers in finance, banking, or related fields.

Course Outcome: These outcomes aim to equip students with the knowledge, skills, and competencies needed to navigate and contribute effectively to the Indian financial sector.

Course Contents

Unit I: Indian Financial System-An overview and Contemporary Issues; Yield Curve; Interest Rate and Inflation; Role of SEBI; Role of RBI with special reference to Monetary and Credit Policy;

Unit II: Financial Services-Leasing, Hire Purchase, Factoring, Forfaiting, Mutual Funds, Insurance, Credit Rating ,Venture Capital and Merchant Banking.

Unit III: Banks in India-Structure and Operations; Functions of Bank; Deposit and Lending Products; Banking Technology; Legal and Regulatory Environment; Capital Adequacy ; Contemporary Issues

Unit IV: Equity, Debt and Currency Market; Capital Market in India; Money Market in India; Non-Banking Financial Companies ; Financial Crisis.

Experiential Learning:

Suggested Readings:

1. Bhole, L.M., Financial Institutions and Markets, Tata McGraw-Hill Publishing Company Limited, 2017.
2. Khan, M.Y., Indian Financial System, Tata McGraw-Hill Publishing Company Limited, New Delhi, 2017.
3. CAIIB & JAIIB Study Material- M/s. Macmillan India Pvt. Ltd.
4. Bhole, L.M., Financial Institutions and Markets, Tata McGraw-Hill Publishing Company Limited, 2017.
5. Khan, M.Y., Indian Financial System, Tata McGraw-Hill Publishing Company Limited, New Delhi, 2017.
6. CAIIB & JAIIB Study Material- M/s. Macmillan India Pvt. Ltd.

The list of cases and specific references including recent articles will be announced in the class at the time of the initiation of the course.

B- Marketing Management

Paper Code: B1
Paper Name: Brand Management and Integrated Marketing Communications
Credits: 4 Total Marks: 100 (Internal - 30; External – 70)

Course Objective: To impart education on the process of branding products and services and also how multiple promotional tools are integrated to deliver intended messages to the targeted audience.

Course Outcome: The students will learn how brands are created over a period of time using multiple promotional tools.

Course Contents:
Unit I: Introduction to the concept of Brand Management: Brand –Meaning, Definition, Role of Brand, Advantages of a Brand, Brand Product Relationship, Strategic Brand Management Process - Steps in Brand Management Process. Customer Based Brand Equity, Brand Equity: Meaning and Sources, Steps in Building Brands, Brand building blocks, Choosing Brand Elements to Build, Brand Equity,

Unit II: Packaging, Designing Marketing Programs to build Brand Equity, Brand –customer relationships, Brand loyalty, Customer Loyalty, Brand portfolio, Brand Revitalisation, Co-Branding, Creation of Brands, Brand positioning – Meaning, Point of parity and Point of difference, Positioning guidelines, Brand Value, Core Brand values, brand extension.

Unit III: Enhancing Brand Equity through IMC-Role of Advertisement and Promotions in Segmentation, Targeting and Positioning-The Communication Process and Consumer Behaviour, Traditional and Alternative Response Hierarchy models, DAGMAR, Creative Advertising, Advertising message, Appeals and Execution, Media Planning and analysis, traditional and modern media.

Unit IV: Promotional tools for IMC, types of media and evaluation of media, support media, consumer versus trade promotions, online and mobile advertising, Measuring Effectiveness of the Promotional Program & Evaluating Social, Ethical and Economic Aspects, Advertising and Promotion Ethics, Advertising and Children, Stereotypes in Advertising.

Experiential Learning: Case studies, field survey, assignments.

Suggested Readings:

1. Keller, K.L. & Parameswaran, M.G. (2011). Strategic Brand Management, Building,
2. Measuring and Managing Brand Equity. (3rd ed.). New Delhi: Prentice Hall of India. 3. Belch, G.E., Belch, M. A., and Purani, K. (2010). Advertising and Promotion-An Integrated Marketing Communications Perspective. (7th ed.). Tata McGraw Hill.
4. Verma, H.V. (2006). Brand Management- Text and Cases. (2nd ed.). New Delhi: Excel Books.
5. Kapferer, J.N. (2012). The New Strategic Brand Management – Advanced Insights and Strategic Management

Paper Code: B2
Paper Name: Sales And Distribution Management
Credits: 4 **Total Marks: 100 (Internal - 30; External – 70)**

Course Objective: To impart education on the selling skills and functions to generate maximum sales.

Course Outcome: The students will be equipped with knowledge of sales functions and the required skills and expertise to maximise sales.

Course Content:
Unit I: Introduction, nature and scope of Sales management, setting and formulating personal selling objectives, meaning of sales plan, sales quota and sales territories.

Unit II: Recruiting and selecting sales personnel, developing and conducting sales training programs, designing and administering compensation plans, supervision of salesmen, motivating sales personnel

Unit III: Sales meetings and sales contests, designing territories and allocating sales efforts, objectives and quotas for sales personnel, developing and managing sales evaluation programs, sales cost and cost analysis, sales ethics.

Unit IV: An overview of marketing channels, their structure, functions and relationships, channel intermediaries- wholesaling and retailing, logistics of distribution, channel planning, organizational patterns in marketing channels. Managing marketing channels, information system and channel management, assessing performance of channels, international marketing channels.

Experiential Learning: Case studies, role plays.

Suggested Readings:

1. Sales and Distribution Management – Richard R Still, Edward W Cundiff, Norman A P Govoni, Sandeep Puri
2. Sales and Distribution Management- K Shridhara Bhat
3. Sales And Distribution Management- Tapan K Panda, Sunil Sahadev 4. Sales and Distribution Management – Krishna K Havaldar, Vasant M Cavale

C- Human Resource Management

Paper Code: C1
Paper Name: Cross Cultural and Global Management
Credits: 4 **Total Marks: 100 (Internal - 30; External – 70)**

Course Objective: To enable the students in understanding cross cultural and international perspective of Human Resource Management.

Course Outcome: The students would be able to outline the main aspect of globalisation and its implication for international human resource management and develop a global mind-set for managing international human resource management activity.

Course Contents:
Unit I: Introduction: Human resource management and international human resource management, Globalization and its impact on Human Resource Management.
Critical Issues: Multiculturalism and Cross culture issues and its management.

Unit II: International Human Resource Management Practices: Recruitment and selection, Training and development; Compensation- Compensation Components (Monetary and Non-monetary).
Repatriation: Understanding Repatriation, Challenges of re- entry, Repatriation process, Managing Repatriation

Unit III: Key issues in International Industrial Relations: Trade unions, Participatory Management, Legislation and the international workforce

Unit IV: Global Human Resources Management - Staffing and Training for Global Operations Expatriate - Developing a Global Management Cadre. Motivating and Leading; Developing the values and behaviors necessary to build high-performance organization personnel (individuals and teams included), Retention strategies.

Experiential Learning: Case Studies.

Practical: Studying different motivating factors for international assignments and its corresponding legal frameworks; cultural and reserve cultural shocks.

Suggested Readings:

1. Subba Rao, P.: International Human Resource Management, Himalaya Publishing House, 2007.
2. Edwards, T. and Rees, C.: International Human Resource Management, Pearson Education Ltd 2011.
3. Madhavan, Shobhana, 2016, Cross-cultural Management – Concepts and Cases, Oxford University Press. Second Edition. New Delhi
4. Browaeys, Marie Joelle and Roger Price, 2010, Understanding Cross-cultural Management, Pearson Education, New Delhi 2. Sinha, Jai B.P. 2004. Multinationals in India. Managing the Interface of Cultures. Sage Publications. New Delhi.
5. Aswathapa, K.: International Human Resource Management, Tata McGraw Hill Publishing Co 2013.
6. Aswathapa K., and Dash S.: International Human Resource Management- Text and Cases, Tata McGraw Hill Publishing Co 2008.

Paper Code: C2
Paper Name: Performance and Compensation Management
Credits: 4 Total Marks: 100 (Internal - 30; External – 70)

Course Objective: To provide in-depth knowledge about Compensation and Performance management and understand various technicalities regarding compensation and its legislation

Course Outcome: The students would be able to examine the importance of compensation in growing global economy, to understand the components of a compensation system, assess the process of determination of compensation and design a strategic pay model for various jobs of an organisation.

Course Contents:
Unit I: Performance Management: Meaning and concept of: Performance, Performance Appraisal, Potential Appraisal and Performance Management, Distinction between Performance Appraisal and Performance Management, Objectives of PMS, Principles of PMS, Challenges of PMS, Strategies for effective implementation of PMS.

Unit II: Performance Management Cycle: Performance Management Cycle (Four Phase), Performance Planning: Objectives, Importance, Process. Performance Monitoring: Objectives, Importance, Process, Popular Tools of Performance monitoring. Performance Developing: Performance Coaching and Counselling. Performance Measurement & Reward: Performance Measurement (360 Degree, Assessment Centre, Competency Mapping/Modelling, Balance Score Card and HR Audit), Linking performance and reward.

Unit III: Compensations: Concept and Definition: Wage, Salary, Compensation, Reward. Objective of Compensation and Reward Management. Job Evaluation- Meaning, Process. Compensation Determination- Factors and Process. Wage and salary structure- Broad banding and salary progression. Components of Compensation (Basic, allowances, Benefits, Incentives, Perquisites).

Unit IV: Rewards: Rewards – Meaning, Classification of Rewards (Intrinsic & Extrinsic). Incentives – Definition, Types, Essentials of Effective incentive Plan. Latest trends in Compensation Management – Cafeteria Compensation Plan, VRS Compensation, Employee Stock Option, Digitized Rewards.

Experiential Learning: Case Studies.

Practical: Studying different motivating factors for compensation and performance of Organisations.

Suggested Reading:
1. Performance Management and Appraisal Systems by T.V. Rao (Sage).
2. Performance Management Systems and Strategies by Dipak Kumar Bhattacharyya (Pearson).
3. Performance Management by Soumendra N Bagchi (Cengage).
4. Performance Management by C Appa Rao (Biztantra - Dreamtech Press).
5. Compensation Management by Mousumi S Bhattacharya and Nilanjan Sengupta (Excel Books)

D- Operations Management

Paper Code: D1
Paper Name: Material Management
Credits: 4 **Total Marks: 100 (Internal - 30; External – 70)**

Course Objective: This course equips you with the principles of material management to optimize inventory, purchasing, and warehousing for cost-efficiency and customer satisfaction.

Course Outcome: Upon completion of this course, students will be able to apply the core principles of Material Management to optimize material flow throughout a supply chain, resulting in increased cost-efficiency and enhanced customer satisfaction.

Course Contents:
Unit-I: Materials Management Evolution, Importance, Scope and Objectives, Interface with other functions. Production Planning and Control functions, Role, and Importance of PPC in various manufacturing systems Forecasting, Forecasting techniques, Forecast errors.

Unit-II: Types of Inventories, EOQ Model, ABC Analysis. Master production schedule; bill of material and MRP II, Distribution Requirement Planning

Unit-III: Purchase Management, Capacity planning and control, long-range, medium range and short-range capacity planning and control, Production Activity Control

Unit-IV: Quality control of material, statistical quality control, Codification, Value Engineering and Value Analysis, Execution and control in traditional planning environment, Procurement of Material, JIT-full production and Kanban, JIT implementation issues

Experiential Learning: Case Studies.

Suggested Readings:

1. Datta A.K. Materials Management, Procedures Text and Cases, PHI Learning Private Limited.
2. Arnold, J. K., Introduction to Materials Management, 6th Ed., Pearson Education Limited.
3. Sharma, S. C., Materials Management and Materials Handling, Khanna Publishers.

Paper Code: D2
Paper Name: Supply Chain Management
Credits: 4 **Total Marks: 100 (Internal - 30; External – 70)**

Course Objective: This course provides a comprehensive understanding of the principles and practices involved in effective Supply Chain Management (SCM).

Course Outcome: Upon successful completion of this course, students will be equipped to analyze, design, and manage effective supply chains. They will be able to apply core principles, strategies, and best practices to optimize resource allocation, logistics, and information flow, leading to enhanced efficiency, responsiveness, and profitability within an organization.

Course Contents:
Unit I: Introduction to Supply Chain Management, Supply chain objectives, supply chain strategies supply chain drivers, framework facilities.

Unit II: Designing the Supply Chain Network, Designing the distribution network, role of Distribution, factors influencing distribution, design options, e-business and its impact, distribution networks in practice, network design in the supply chain, role of network, factors affecting the network design decisions, modelling for supply chain.

Unit III: Planning Demand and Supply- Role of forecasting, demand forecasting, approaches, role of IT. Planning and Managing Inventories- Safety inventory and its appropriate level – impact of supply uncertainty, aggregation, and replenishment policies.

Unit IV: Transportation Networks and Sourcing, Role of transportation, modes and their Performance, transportation infrastructure and policies, design options and their trade-offs, Sourcing, Supply Chain Coordination, Bullwhip effect, vendor-managed inventories

Experiential Learning: Case Studies.

Suggested Readings:

1. Sunil Chopra And Peter Meindl, Supply Chain Management – Strategy, Planning and Operation, Phi, 4th Edition, 2010.
2. Wisner, Keong Leong and Keah-Choon Tan, Principles of Supply Chain Management A Balanced Approach, Thomson Press, 2005.
3. Coyle, Bardi, Longley, The Management of Business Logistics – A Supply Chain Perspective, Thomson Press, 2006.

Paper Code: MBASPL25054

Paper Name :Academic and Research Report Writing (Replace Advanced Research Methodology)
Credits: 4 **Total Marks: 100 (Internal - 30; External – 70)**

Course Objective: To understand the significance of report writing in academic and research contexts and the tools available to ensure the integrity and originality of written work.

Course Outcome: Develop the ability to produce well-structured, coherent, and original research documents.

Course Contents

Unit I: Importance of report writing in academics and research. Various kinds of academic and research activities. Uses of plagiarism detection tools

Unit II: Types of research papers, Structure of research papers, Research paper formats, Abstract writing, Methodology, Results and discussions, Different formats for referencing, Ways of communicating a research paper.

Unit III: Structure of a thesis, Scope of the work, Literature review, Experimental / computational details, Preliminary studies, Results and Discussions, Figures and Tables preparation, Conclusions and future works, Bibliography, Appendices.

Unit IV: Writing research proposals, Lecture notes, Progress reports, Utilization reports, Scientific reports etc.

Suggested Readings:

1. A Step-by-Step Guide to Writing Academic Papers, by Anne Whitaker September 2009
2. On Writing a Thesis by C P Ravikumar, IETE Journal of Education, 2000 3. Microsoft Office 2016, by Joan Lambert and Curtis Frye, Microsoft Press, Washington98052-6399
4. LATEX for Beginners, Edition 5, March 2014 Document Reference: 3722-2014 5. Essential LATEX ++, Jon Warbrick with additions by David Carlisle, Michel Goossens, Sebastian Rahtz, Adrian Clark January 1994

References:https://onlinecourses.swayam2.ac.in/ntr24_ed35/preview

SEMESTER IV
Paper Code and Name: MBASPL25064/74 A/B/C/D

A-Financial Management

Paper Code: A3
Paper Name: Corporate Finance and Taxation
Credits: 4 **Total Marks: 100 (Internal - 30; External – 70)**

Course Objective: These course objectives provide a comprehensive understanding of financial derivatives, business restructuring, direct taxes, and GST, enabling students to develop skills in risk management, valuation, tax compliance, and regulatory compliance in the business environment.

Course Outcome : These outcomes aim to equip students with the knowledge, skills, and competencies needed to succeed in finance, taxation, and regulatory compliance roles in various industries.

Course Contents
Unit I: Forward Contracts; Future Contracts ;Option Markets; Option Pricing; Option Strategies; Use of derivative product for risk management

Unit II: Business Restructuring; Merger and Acquisitions; Value creation through business restructuring; Valuation Techniques; Integration process.

Unit III: Direct Taxes
Income Tax; Heads of Income; Residential Status; Set off and Carry Forward of Losses; Exemptions and Deductions; Determination of Tax Liability; Advance Tax; Tax Deducted at Source; Appeals and Revision

Unit IV: GST
GST-An Overview; GST Components; GST Registration; GST Returns; GST Invoice; GST E Way Bill; GST Penalties and Appeals.

Experiential Learning:

Suggested Readings:

1. Pandey,I.M., Financial Management, Vikas Publishing House, 2016.
2. Chandra,P, Investment Analysis and Portfolio Management,McGraw Hill,2017. 3. Hull, J.C, Option, Futures and other Derivative Security, Pearson,2018. 4. Singhania, V.K .Student Guide to Income Tax. (University ed.). Taxmann Publications Pvt. Ltd.
5. Finance Act for the relevant assessment year.
6. CBDT Circulations.

The list of cases and specific references including recent articles will be announced in the class at the time of the initiation of the course.

B- Marketing Management

Paper Code: B3
Paper Name: Services Marketing and Retail Management
Credits: 4 Total Marks: 100 (Internal - 30; External – 70)

Course Objective: To educate the students on the significant elements of retailing and services.

Course Outcome: The students will get a deeper insight of the functioning of retail and marketing of services.

Course Contents:
Unit I: Introduction of services marketing, objectives, factors affecting services in various sectors, service classification, service product development, service consumer behaviour, service management trinities, marketing and designing of service strategy for financial institutions. STP Strategy for Services

Unit II: Service quality issues and quality models, demand-supply management, pricing of services, advertising, branding and packaging of services, relationship marketing, recovery management, service delivery channels.

Unit III: Introduction to retail management, retail mix, types of retailers, characteristics of retailers, customer buying behaviour, retail locations and site selection, category management, creative display, retail pricing.

Unit IV: Store management, store layout, design and visual merchandising, space planning, planogram, retail buying, supply chain management, e-retailing, technologies in retail.

Experiential Learning: Case studies, role plays, practical assignments, field survey.

Suggested Readings:

1. Retail Management: Text And Cases – U C Mathur
2. Fundamentals of Retail Management – Teki Yeshwant Kumar, Prof.N Kishore Babu 3. Retail Management – Gibson G Vedamani
4. Retailing Management : Text and Cases- Swapna Pradhan
5. Services Marketing – K Rama Mohana Rao
6. Services Marketing: Integrating Customer Focus Across the Firm- Valarie A Zeithaml, Mary Jo Bitner, Dwanye D Gremler, Ajay Pandit
7. Services Marketing: People, Technology and Strategy – Christopher Lovelock, Jochen Wirtz, Jayanta Chaterjee

C-Human Resource Management

Paper Code: C3
Paper Name: Labour Legislation
Credits: 4 **Total Marks: 100 (Internal - 30; External – 70)**

Course Objective: Students will be able to understand the various aspects of Legal frameworks of the Employment Terms and Conditions.

Course Outcome: Students would be able to enhances understanding the interaction of legal analysis with human behaviour and to think from a legal point of view and understand the development and the judicial setup of Labour Laws and also learn the enquiry procedural and industrial discipline.

Course Contents:

Unit I: Industrial Disputes Act, 1947, Factories Act, 1948 and Workmen's Compensation Act, 1923-Definitions & object of the Acts, Settlement procedure, Strikes & lock outs, Layoff & retrenchment, compensation and features of workers as per the Workmen's Compensation Act, 1923

Unit II: Payment of Wages Act, 1936 & Minimum Wages Act, 1948-Definitions, Object & rules of the Acts, Maintenance of registers, Inspectors & their duties , Fixation and revision of wages, safeguard in payment of Minimum Wages, enforcement of the act, offences and penalty. Employees' State Insurance Act, 1948 and Employees' provident Fund & Miscellaneous Provisions Act, 1952-Definition & object, Employee's State insurance fund & contributions, Benefits, Employees' pension scheme fund, Employees' deposit linked insurance scheme , Inspectors & duties as per Employees' provident Fund & Miscellaneous Provisions Act, 1952

Unit III: Trade Unions Act, 1926 and Payment of bonus Act, 1965-Definitions, Registration & cancellation of trade unions, Duties & liabilities of trade unions, Rights of trade unions, eligibility and disqualification of bonus, determination of bonus, schemes of bonuses as per Payment of bonus Act, 1965, powers and duties of inspectors, penalties and offences.

Unit IV: Maternity benefit Act, 1961 & The Child Labour Act,1986-Definitions & object, Maternity benefits, Inspectors & duties, regulation, Scope and coverage of the act and condition of work of children, right to education and child labour, Payment of Gratuity Act, 1972, Equal remuneration Act, 1976-Definitions & object, Payment of gratuity, Process of determining gratuity, Inspectors & duties, influence of Equal remuneration Act, 1976 , Scope and coverage of the act, working condition in mines as per The Mines Act, 1952.

Experiential Learning: Case studies.

Practical: Critical analysis of the different cases related to employment conditions.

Suggested Readings:

1. Kapoor. N. D.: Elements of Mercantile law, Sultan Chand and Sons, New Delhi, 2014. 2. Singh. B. D.: Labour Laws for Managers, Excel Books, 2010
3. Padhi: Labour and Industrial Laws, PHI , New Delhi, 2017

D - Operations Management

Paper Code: D3
Paper Name: Service Operations Management
Credits: 4 **Total Marks: 100 (Internal - 30; External – 70)**

Course Objective: Investigate the Distinctive Challenges and Strategic Responses in Service Operations Management, with a Particular Focus on Customer-Centric Strategies and Quality Assurance Mechanisms

Course Outcome: Upon successful completion of this course, students will be able to critically analyze the unique challenges of service operations, with a strong focus on customer-centric service delivery**.** They will develop the skills to design and implement strategies that enhance both service quality and operational efficiency, leading to increased customer satisfaction and organizational profitability.

Course Contents:
Unit I: Role of service in Economy, Service Sector Growth, Nature of Services Service, Classification of Service, service Package, distinctive characteristics, Open-Systems View Service, Strategic Service Vision, Competitive Environment, Generic Strategies, Role of Information Technology, Innovation in service., Stages in Service Firm, Service Strategy.

Unit II: New Service Development, Design Elements, Service Blueprinting, Process Structure, Generic Approaches, Managing Service Experience, Experience Economy, Key Dimensions, Vehicle Routing and Scheduling, The Service encounter.

Unit III: Service Quality, Service Quality Gap Model; Measuring Service Quality, Quality Service by Design, Service Recovery, Service Guarantees, Supporting facility and process flows.

Unit IV: Service Facility Layout, Service Facility Location, Managing capacity and Demand, Yield Management, Inventory Management in Services, Managing Waiting Lines, Queuing Systems, Psychology of waiting, Managing for growth, expansion strategies, franchising globalization of service.

Experiential Learning: Case Study.

Suggested Readings:

1. James A .Fitzsimmons, Service Management –Operations, Strategy, Information Technology,8thEdition, Tata McGraw-Hill, 2013.
2. Richard Metters, Kathryn King-Metters, Madeleine Pullman, Steve Walton Successful Service Operations Management, South-Western, Cengage Learning, 2nd Edition, 2012.
3. Robert Johnston, Graham Clark, Service Operations Management, 2nd Edition, Pearson Education, 2005.

Paper Code: MBAINT25088 Paper Name: Internship Project
Credits: 8 Total Marks: 200 (Internal - 40; External – 140)

Paper Code: MBAMOOC2594
Paper Name: Discipline specific MOOC to be recommended by the Academic Department with University approval.
Credits: 4 Total Marks: 100 (Internal - 30; External – 70)