

ACADEMIC REGULATIONS (AU-R25)

**Master of Business
Administration Program**



**With effect from the
Academic Year 2025-26**

ANURAG UNIVERSITY

Venkatapur, Ghatkesar,
Medchal-Malkajgiri, Telangana 500088
www.anurag.edu.in

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Academic Regulations for MBA (Regular) with effect from the Academic Year 2025-26

1. Title and Duration of the Program

- 1.1 The program shall be called Master of Business Administration, abbreviated as MBA with duration of 2 years.
- 1.2 The MBA program duration shall be two academic years divided into Six Trimesters/Terms and each Term having 12-14 weeks of instruction including examinations.
- 1.3 Students admitted to the MBA program shall have to complete the course of study within a maximum timeframe of 4 years from the year of admission. Otherwise, they shall forfeit their admission. Relaxation sought on genuine grounds will be referred to the Board of Management.

2. Admission Procedure

- 2.1. A candidate for admission to the MBA program must have completed his/her Bachelor's degree with a minimum of 55% marks in aggregate from a recognized university by the Anurag University as equivalent thereto.

Note: *The Anurag Group of Institutions (AGI) is an existing institution which is established as Anurag University under the Telangana State Private Universities Act (Establishment and Regulations) No.11 of 2018.*

- 2.2. All the eligible applicants satisfying the conditions mentioned in Sec 2.1 shall be governed by the following admission policy:
 - i. Admissions to the MBA programs will be based on a rank in the Anurag University Common Entrance Test, or on marks or percentile secured in CAT / MAT / XAT / CMAT/ GMAT / HBSAT/ICET or any other test recognized by Anurag University.
 - ii. The rules of reservation in admission to the MBA program will be held as per Section 33 of The Telangana State Private Universities Act No. 11 of 2018, and Rule 10 of the G.O.Ms. No. 26 [Higher Education (UE.1) Department], Dt.20-08-2019.
 - iii. Admission and Other fees will be as specified by AU from time to time as per the Act.

3. Credits

Credits allocation will be as specified in the following table.

| Course | Credits |
|-------------------------------|---------|
| 1 Hour Lecture (L) per week | 1 |
| 1 Hour Tutorial (T) per week | 1 |
| 2 Hour Practical (P) per week | 1 |
| Internship/ Project | 4 |
| Major Project | 6 |
| Comprehensive Viva | 2 |

4. Distribution and Weightage of Marks

- 4.1 The performance of a student in a Term shall be evaluated course-wise for a maximum of 100 marks in each theory and practical course. In addition, Internship / Project and Major project shall be evaluated for 100 marks each.
- 4.2 For theory courses the distribution shall be 7marks for Continuous Internal Evaluation (CIE) and 30 marks for the Term End Examination (TEE)

| Components | Maximum Marks |
|--|---------------|
| Internal Examination Assessment | |
| Continuous Internal Assessment | 55 |
| Class Participation | 15 |
| Term End Examinations | 30 |
| Total Marks | 100 |

- 4.3 The distribution of marks for Continuous Internal Evaluation (CIE) and the Term End Examination (TEE) along with the minimum pass percentage shall be as follows:

| Course | Continuou s Internal Evaluation (CIE) | End Term Examinatio n/Evaluatio n (TEE) | Minimum Academic Requirement to Pass a course | |
|-------------------------|--|---|---|------------------------------------|
| | | | *Minimum Pass Percentage (TEE) | *Minimum Pass Percentage (CIE+TEE) |
| Theory | 70 | 30 | 50 | 50 |
| Laboratory | 70 | 30 | 50 | 50 |
| Internship / Project | 100 | - | - | 50 |
| Major Project | 70 | 30 | 50 | 50 |
| Comprehensive Viva Voce | - | 50 | 50 | 50 |

*A relaxation of 10% of maximum marks shall be given to physically challenged students.

4.3.1 Continuous Internal Evaluation (CIE)

The CIE for Theory Courses is for 70 marks. CIE for theory courses consists of Internal assessments for 55 marks including at least 1 group activity, 1 written test and 15 marks for class participation. CIE can include any of the following components or any other as required by the course:

a) **Assignments/ Case Analysis /Quizzes:** The faculty teaching the course defines the scheme of distribution of assignments etc., in consultation with respective Area Chairs and Head of the department and evaluates the students for 55 marks by conducting any five among – Case studies / Assignments / Seminars / Quizzes / Group Activities / periodical tests or any other as relevant. At least one group activity and one periodic test should be a part of the assignment and a *minimum of 5 activities should be conducted during the term per course.*

b) **Class Participation:** 15 marks for class participation is considered to be a part of internal evaluation. Class participation is assessed based on the parameters of initiative of the student, application / preparation and contribution / creativity of the student in the class. The CIE for Theory and Laboratory Courses is for 70 marks each. Theory courses have two components of Assignments and Class Participation.

4.4 Term End Examinations (TEE):

4.4.1 The Term End examination shall be conducted for 30 marks which consists of two parts viz., i). Part - A for 20 marks, ii). Part - B for 10 marks. Duration of the term end examination shall be 105 minutes.

4.4.2 Part-A consists of five questions (numbered from 1 to 5). Shall be set by covering one question (may contain sub-questions) from each unit with internal choice. Each question carries 4 marks.

4.4.3 Part-B, numbered question 6, carries 10 marks and consists of a comprehensive case study (may contain sub-questions) covering concepts from any or all units of the course.

4.4.4 For all laboratory courses, there shall be CIE during a Term for 70 marks and TEE for 30 marks. Out of the 30 marks for TEE the breakup shall be as follows :

- i. Analysis of the problem: 10 Marks
- ii. Report submission : 10 Marks
- iii. Discussion of Findings & Conclusions: 10 Marks

4.4.5. Managerial Competency courses are introduced to develop the managerial competencies

of the students and to develop a better industry perspective. These courses shall be evaluated internally through presentation and seminars by students. These courses shall be evaluated for 100 marks internally. There shall be no external evaluation for these courses.

- 4.4.6 An internship / project is an important step in process of providing opportunities for application of theory, industry exposure and work closely with professionals. Students can take up internship/ project work with the firms, campus enterprises, NGOs, or any other relevant organizations/ institutions with the approval of Project Review Committee of the School of Management for a period of 10 weeks.. Internship/ project work has to be taken up during *3rd trimester* . The internship / project report work shall be submitted in report form and seminars presented before the project review committees. The project shall be completed and report should be submitted during the same term for evaluation. The report shall be evaluated for 70 marks and seminar presentation for 30 marks by an internal panel.
- 4.4.7 Major Projects - Student has to do a project in Term 6 of the programme for duration of 8 to 10 weeks. While doing the project, progress will be evaluated for 70 marks through 2 internal progressive seminars consisting of 35 marks each. In addition to the above two progressive seminars, student should submit the final project report after the completion of the project after fulfilling the required norms. The project report will be evaluated for 30 marks by an external evaluator upon submission of the project report along with Plagiarism report from the exam branch at the end of the sixth term.
- 4.4.8 Comprehensive Viva Voce/Review for 50 marks will be conducted by a panel of the faculty at the end of sixth term.
- 4.5 If there is a complaint in awarding the CIE marks, the University shall nominate a committee to look into the matter.
- 4.6 Candidates shall be permitted to apply for recounting/revaluation of TEE theory scripts within the stipulated period with payment of prescribed fee.
- 4.7 Recounting: The totalling of the marks awarded shall be verified in the answer script and corrected if there is any mistake.
- 4.8 Revaluation:
- a) The answer scripts of the candidate who applied for revaluation are evaluated by two subject experts independently other than the original evaluator.
 - b) If the difference of marks between these two valuations is 15% or more of maximum marks, it will be sent for third valuation to another subject expert.

- c) Nearest of two valuations out of three will be considered and the average of these two will be taken as the final marks obtained.
- d) If the difference of the final marks after revaluation is 15% or more of maximum marks above the original marks, then the revaluation marks are considered for declaring the result.
- e) If the revaluation marks are less than the original marks, the original marks are retained and there is no change in the result.

4.9 Challenge Valuation:

Students who applied for revaluation and are not satisfied with the result are only eligible to apply for challenge valuation by paying the prescribed fee in the form of Demand Draft (DD) payable to The Registrar, AU.

- a) On receipt of the DD, a photocopy of the answer booklet shall be given to the student.
- b) The paper will be evaluated in the presence of the student by a senior faculty member appointed by the University.
- c) If there is any change in the marks of 15% or more of the maximum marks, the new marks will be awarded to the student. Otherwise, there will be no change in original secured marks.
- d) If the change in marks (equal or above 15% of the maximum marks) occurs, the amount paid towards challenge valuation will be refunded. Otherwise, the student will forfeit the total amount which he / she has paid.

5. Attendance Requirements

- 5.1 A student is eligible to write the Term End Examination of a course only if he / she has a minimum of 75% attendance in that course of the Term.
- 5.2 Condoning of shortage of attendance up to 10% (65% and above and below 75%) in each course of every Term may be granted on medical grounds as approved by the Academic Council.
- 5.3 A stipulated fee shall be payable towards condoning of shortage of attendance.
- 5.4 Shortage of attendance below 65% in each course shall not be condoned.
- 5.5 However, in respect of women candidates who seek condoning of attendance due to pregnancy, the Vice-Chancellor may condone the deficiency of attendance in each course to the extent of 15% (as against 10% condoning for others) on medical grounds subject to submission of medical certificate to this effect. Such condoning shall not be availed twice during the program of study.

- 5.6 Students whose shortage of attendance is not condoned are not eligible to write Term End Examination of that course. Such students are detained and their registration for that examination stands cancelled.
- 5.7 A student detained due to shortage of attendance in a Term may re-register for that course, as and when offered, within four weeks from the date of commencement of class work with the academic regulations of the batch into which he/she gets re-admitted.
- 5.8 A student will be promoted to the next Term if he/she satisfies the attendance requirement of at least three theory courses of current Term and shall not be eligible for re-admission into the same Term.
- 5.9 Attendance of N.S.S/N.C.C Camps or Inter-collegiate or Inter-University or Inter-State or International matches or debates or such other Inter-University activities as approved by the authorities, will be taken into consideration while calculating the attendance.
- Such leave should be availed with prior permission from the Dean, School of Management and not be availed more than twice during the program of study.
 - Without any prior permission, such leave shall be treated as absence.
 - While calculating the attendance, the number of classes not attended in each course shall be deleted in the denominator.

6. Promotion Rules:

6.1.1. The Rule of promotion is given in the below table

| Promotion | Condition to be fulfilled |
|------------------------|---|
| From I Year to II Year | 50% of the total credits up to I year III trimester |

- 6.1.2. A student shall register and put up required attendance in all 85 credits and earn all 85 credits for the award of degree.
- 6.1.3. Students who fail to earn 85 credits as indicated in the course structure within four academic years from the year of their admission, shall forfeit their admission.
- 6.1.4. When a student is detained due to shortage of attendance in any Term, no grade allotments or SGPA/CGPA calculations will be done for that entire Term in which he/she got detained.

6.1.5. When a student is detained due to lack of credits in any year, he/she may be readmitted after fulfilment of the academic requirements, as per the academic regulations of the batch into which he/she gets readmitted.

6.1.6. For readmitted candidates, if there are any professional electives / open electives, the same may also be re-registered if offered. However, if those electives are not offered in later Terms, then alternate electives may be chosen from the set of elective courses offered under that category.

7. Supplementary Examinations

7.1. A student eligible to appear for Term End Examinations in a course, but absent/failed in that examination, may write the exam in that course during supplementary examinations. In such cases, CIE assessed earlier for that course will be carried over and added to the marks to be obtained in the supplementary examinations for evaluating his performance in that course.

7.2. Supplementary examination(s) in the failed courses shall be conducted as per the schedule given by the University. If the concerned course is not available in the new regulation, the student has to appear for the examinations with the syllabus of equivalent course(s) prevailing for the regular students in that academic year. However, if no such similar subject(s) is offered in the current regulation, the supplementary examination(s) shall be conducted with the same syllabus which is studied during regular course of study with extra fee as specified by the University from time to time.

8. Grade Points

8.1 Marks will be awarded to indicate the performance of each student in each theory course or lab/practical/seminar/project/mini-project etc., based on the percentage of marks obtained in both CIE and TEE taken together as specified above, and a corresponding letter grade shall be given.

8.2 A 10-point absolute grading system using the following letter grades and corresponding percentage of marks shall be followed as given below:

| % of Marks Secured (Class Intervals) | Letter Grade (as per UGC Guidelines) | Grade Points |
|--|---|-----------------|
| 90% and above ($\geq 90\%$, $\leq 100\%$) | O (Outstanding) | 10 |

| | | |
|---|----------------------------------|---|
| Below 90% but not less than 80% ($\geq 80\%$, $< 90\%$) | A⁺ (Excellent) | 9 |
| Below 80% but not less than 70% ($\geq 70\%$, $< 80\%$) | A (Very Good) | 8 |
| Below 70% but not less than 60% ($\geq 60\%$, $< 70\%$) | B⁺ (Good) | 7 |
| Below 60% but not less than 50% ($\geq 50\%$, $< 60\%$) | B (Above Average) | 6 |
| Below 50% ($< 50\%$) | F (Fail) | 0 |
| Absent | Ab | 0 |

- 8.3 A student obtaining “F” Grade in any subjects shall be considered as ‘failed’ and will be required to reappear as ‘supplementary candidate’ in the TEE, as and when conducted. In such cases, CIE in those subjects will remain same as those the student obtained earlier.
- 8.4 A letter grade does not imply any specific % of marks.
- 8.5 A student shall not be permitted to repeat any course(s) only for the sake of ‘grade improvement’ or ‘SGPA/CGPA Improvement’.
- 8.6 A student earns grade point (GP) in each course, on the basis of letter grade obtained by him/her in that course (excluding mandatory non-credit courses). Then the corresponding ‘credit points’ (CP) are computed by multiplying the grade point with credits for that particular course.

$$\text{Credit Points (CP)} = \text{Grade Point (GP)} \times \text{Credits (for a course)}$$

- 8.7 A student passes the course only when he/she gets $GP \geq 6$ ('B' grade or above).
- 8.8 The SGPA/CGPA at the end of each Term shall be awarded only if he/she passes all the courses up to end of that Term.

9. Registration / Dropping

- 9.1 Each student has to register for coursework at the beginning of each Term as per the

schedule mentioned in the academic calendar.

9.2 A student is allowed to register additional theory course/credits during the course of

study with the consent of the faculty advisor. A student at the end of I year III term either having CGPA ≥ 7.0 or having passed all previous courses in first attempt with a minimum CGPA ≥ 6.0 is allowed to register for additional theory course/credits. However, the same is not applicable for mandatory non-credit courses.

9.3 A student would be allowed to register in an additional course only if he/she satisfies the prerequisites.

9.4 The School of Management will notify at the time of registration about the minimum number of students to be enrolled for a particular course to be offered.

9.5 Any student may be barred from registering for any course for specific reasons like disciplinary reasons, non- payment of fees, and others as specified from time to time.

9.6 A candidate shall be given one chance to re-register and attend the classes for a maximum of two courses, if the CIE marks secured by a candidate are less than 50% and failed in those subjects but fulfilled the attendance requirement. A candidate must re-register for failed courses within four weeks of commencement of the class work and secure the required minimum attendance to appear for TEE. In the event of the student taking this chance, his CIE marks and TEE marks obtained in the previous attempt stand cancelled.

9.7 Dropping of courses: Within four weeks after the commencement of the Term, the student may, in consultation with the faculty advisor, drop one or more courses. The dropped courses shall be registered in the subsequent Terms as and when they are offered.

10 Earning of Credit

A student shall be considered to have completed a course successfully and earned the credits if he/she secures an acceptable letter grade in the range 'O' to 'B'. Letter grade 'F' in any course implies failure in that course and no credits would be earned.

11 Passing Standards

10.1 A student shall be declared successful or 'passed' in a Term, only when he/she

gets a TGPA ≥ 6.00 (at the end of that particular Term); and a student shall be declared successful or 'passed' in the entire program, only when he/she gets a CGPA ≥ 6.00 ; subject to the condition that he/she secures a GP ≥ 6 (B Grade or above) in every registered course in each Term.

- 10.2 After the completion of each Term, a grade card or grade sheet (or transcript) shall be issued to all the registered students of that Term, indicating the letter grades and credits earned. It will show the details of the courses registered (course code, title, number of credits, grade earned etc.), credits earned, SGPA and CGPA.

12. Vertical Progression

It shall also be necessary to lay down uniform minimum standards for SGPA and CGPA together with the minimum number of credits to be earned in a Term for the vertical progression of students. This shall be used in facilitating the mobility of students from one institute to another and also in avoiding any confusion among the students. At the end of each Term the minimum standard for SGPA is 6.0 and CGPA is 6.0. However, failure to secure a minimum CGPA 6.0 at the end of any Term for the first time, shall attract a warning before approval of the student to continue in the following Term.

13. Eligibility for Award of MBA Degree

A student shall be eligible for award of the MBA degree if he/she fulfils all the following conditions:

- 13.1 Registered and successfully completed all the components prescribed in the program of study to which he/she is admitted by securing 85 credits.
- 13.2 Obtained CGPA greater than or equal to 6.0 (minimum requirements for pass)
- 13.3 He/she has no dues pending to the Institute, Hostels, Libraries, and NCC/NSS etc.
- 13.4 No disciplinary action is pending against him/her.
- 13.5 Note: The students, who fail to fulfil the above academic requirements, shall forfeit their admission.

14. Award of Class

- 14.1 After a student has satisfied the requirements prescribed for the completion of the program and is eligible for the award of MBA Degree, he/she shall be placed in one of the following three classes based on the CGPA.

14.2 Students who qualify for the award of the degree as listed in item 13.1 shall be placed in the following classes.

| CGPA | Class | Conditions |
|----------------------|------------------------------|---|
| ≥ 8.00 | First Class with Distinction | <ul style="list-style-type: none"> Should have passed all the courses in 'first appearance' in a Term examination and should complete the program in 2 years of time. Should not have been detained or prevented from writing the Term end examinations in any Term due to shortage of attendance or any other reason |
| $\geq 6.75 - < 8.00$ | First Class | The Students who secure CGPA, but not fulfilling the conditions for "First Class with Distinction" shall be awarded 'First Class'. |
| $\geq 6.00 - < 6.75$ | Second class | |

14.3 A student with final CGPA (at the end of the program) < 6.00 will not be eligible for the award of the degree.

14.4 The CGPA can be converted to equivalent percentage of marks by using the following formula:

$$\text{Percentage (\% of Marks)} = (\text{CGPA} - 0.5) \times 10$$

15. Consolidated Grade Card

A consolidated grade card containing credits & grades obtained by the candidates will be issued after completion of the two-year MBA Program.

16. Withholding of Results

If the student has not paid the dues, if any, to the University or if any case of indiscipline is pending against him/her, the result will be withheld, and he/she will not be allowed into the next Term. In such cases the matter will be referred to the Academic Council. The decision of the Academic Council is final.

17. Transitory Regulations

17.1 Discontinued, detained, or failed candidates are eligible for readmission as and when offered next as per the university admission procedure.

17.2 Students on transfer shall complete the prescribed courses of the concerned

program not covered earlier and however should take the remaining courses in the program along with others.

18. Transcripts

After successful completion of the total Program of study, a Transcript containing performance of all Academic Years/Terms will be issued as a final record. Duplicate transcripts will be issued if required after the payment of requisite fee.

19. Convocation

19.1 The University shall conduct convocation ceremony to confer the degree(s).

19.2 The University shall institute Prizes and Awards to meritorious students during convocation.

20. Termination from the program

The admission of a student to the program may be terminated in the following circumstances:

- 20.1 The student fails to satisfy the requirements of the program within the maximum period stipulated for that program.
- 20.2 The student fails to satisfy the norms of discipline specified by the university from time to time.

21. Amendments

The regulations hereunder are subject to amendments as may be made by Academic Council from time to time. Any or all such amendments will be effective from such date and to such batches of candidates (including those already undergoing the program).

ANNEXURE I

Calculation of Grade Point Average

1 Grade Point Average

1.1 TGPA and CGPA

The *credit index* can be used further for calculating the Term /Semester Grade Point Average (*T/S GPA*) and the Cumulative Grade Point Average (*CGPA*), both of which being important performance indices of the student. While SGPA is equal to the *credit index* for a Term divided by the total number of *credits* registered by the student in that Term, *CGPA* gives the sum total of *credit indices* of all the previous Terms divided by the total number of *credits* registered in all the Terms. Thus, the Grade Point Average (GPA) will be calculated according to the formula:

$$GPA = \frac{\sum C_i G_i}{\sum C_i}$$

Where C_i = number of credits for the course i ,

G_i = grade points obtained by the student in the course.

Term Grade point average (T/SGPA) is calculated up to second decimal point and it is calculated only when all subjects in that Term are cleared.

$$T/SGPA = \frac{\sum[(\text{Course credits}) \times (\text{Grade points})]}{\sum[\text{Course credits}]}$$

To arrive at cumulative grade point average (CGPA), the formula is used considering the student's performance in all the courses taken in all the Terms completed up to the particular point of time. CGPA is rounded off to TWO decimal places.

$$CGPA = \frac{\sum[(\text{Course credits}) \times (\text{Grade points})]}{\sum[\text{Course credits}]}$$

CGPA is thus computed from the I Year First Term onwards, at the end of each Term, as per the above formula. However, the T/SGPA of I year I Term itself may be taken as the CGPA, as there are no cumulative effects.

1.2 Illustrative Example

An illustrative example given below indicates the use of the above two equations in calculating SGPA and CGPA, both of which facilitate the declaration of academic performance of a student, at the end of a Term and at the end of successive Terms respectively.

| Year & Trimester | Course No. | Credits | Grade | Grade points | Credit points |
|------------------|--------------------------------------|-----------|-------|--|---------------|
| I Year I Term | XX101 | 4 | A | 8 | 32 |
| I Year I Term | XX102 | 4 | B | 6 | 24 |
| I Year I Term | XX103 | 4 | A+ | 9 | 36 |
| I Year I Term | XX104 | 4 | A | 8 | 32 |
| I Year I Term | XX105 | 1.5 | O | 10 | 15 |
| I Year I Term | XX106 | 1.5 | A+ | 9 | 13.5 |
| Total | | 19 | | | 152.5 |
| | <i>SGPA = 152.5/19 = 8.03</i> | | | <i>CGPA = 8.03</i> | |
| I Year II Term | XX107 | 4 | B+ | 7 | 28 |
| I Year II Term | XX108 | 3 | A | 8 | 24 |
| I Year II Term | XX109 | 3 | B | 6 | 18 |
| I Year II Term | XX110 | 4 | C | 5 | 20 |
| I Year II Term | XX111 | 2 | A+ | 9 | 18 |
| I Year II Term | XX112 | 1.5 | O | 10 | 15 |
| I Year II Term | XX113 | 1.5 | O | 10 | 15 |
| Total | | 19 | | | 138 |
| | <i>SGPA = 138/19 = 7.26</i> | | | <i>CGPA = (152.5+138)/(19+19) = 7.64</i> | |
| I Year III Term | XX114 | 3 | B+ | 7 | 21 |
| I Year III Term | XX115 | 2 | A | 8 | 16 |
| I Year II Term. | XX116 | 3 | B | 6 | 18 |
| I Year III Term | XX117 | 3 | C | 5 | 15 |
| I Year III Term. | XX118 | 2 | A+ | 9 | 18 |
| I Year III Term. | XX119 | 1.5 | O | 10 | 15 |
| I Year III Term | XX120 | 1.5 | O | 10 | 15 |
| Total | | 16 | | | 118 |
| | <i>SGPA = 118/16 = 7.37</i> | | | <i>CGPA = (152.5+138+118)/(19+19+16) = 7.56</i> | |

1.3 If two students get the same *CGPA*, the tie is resolved by considering the number of times a student has obtained higher *SGPA*; But, if it is not resolved even at this stage, the number of times

a student has obtained higher grades like O, A, B etc. shall be taken into account in rank ordering of the students in a class.

ANNEXURE II

Disciplinary Action against Students – Provisions

1. Students' behaviour and discipline will be assessed and will receive the same attention as the academic work. Discipline includes good conduct and orderly behaviour by the students.
2. All students pursuing a Program at the University shall observe code of conduct and maintain discipline and must consider it as a duty to behave decently at all places.
3. Every student shall always carry the Identity Card issued by the University. Every student shall have to produce or surrender the identity card, as and when required by the proctorial staff, teaching and library staff and the officials of the university. The loss of the identity card, whenever it occurs, shall immediately be reported in writing to the Registrar.
4. Any violation of the code of conduct or breach of any rules and regulations of the University is construed as an act of indiscipline and shall make him / her liable for disciplinary action.
5. The following acts are treated as gross indiscipline:
 - a) Disobeying the faculty/officials or misbehaving in the class.
 - b) Quarrelling or fighting in the University campus or in the hostels amongst themselves or indulging in any activity which amounts to ragging or harassment of other students.
 - c) Quarrelling or fighting with a University employee(s) or any other public utility functionaries in the campus.
 - d) Indecent behaviour in the campus or outside causing inconvenience to others.
 - e) Visiting socially unacceptable websites, smoking or consuming liquor or banned substances like drugs etc.
 - f) Damaging the University property.
 - g) Indulging in acts of theft, forgery, stealing and misappropriation.
 - h) Any other activity that defames the University and others such as
 - i. Use of mobile in the class/academic area.
 - ii. Irregularity in attending classes, persistent idleness, negligence or indifference towards the work assigned.
 - iii. Any other conduct which is considered to be unbecoming of student.

ANNEXURE III

Rules for Students' Conduct & Behaviour in Campus and Outside

1. The rules and regulations, academic calendar shall be provided to students.
2. In general, Dean - Student Affairs will deal with the welfare and discipline of all students in the campus including the Hostel/s and also outside the campus and will ensure maintenance of good conduct. He/she will be assisted by other members of faculty/ staff/ wardens as nominated.
3. Conduct and Behaviour:
 - a) Students should attend all their classes and strictly observe class timings. They should likewise carry out other outdoor and extracurricular duties assigned to them. Their attendance and leave are governed by the regulations pertaining to them.
 - b) Students must give their undivided attention to their academic work and must be respectful to their teachers and supervisors.
 - c) Students must conduct themselves with due decorum in the classes, laboratories, library etc. and move in an orderly and disciplined manner in the campus.
 - d) Students should not indulge in abusive behaviour / violence of any kind with fellow students, teaching faculty and employees of the University within or outside the University. Violence by any student or group of students will lead to severe disciplinary action.
 - e) No meeting of the students other than those organized under the aegis of the various recognized students' activities shall be called without the prior permission in writing from the Dean, Student Affairs.
 - f) No meetings / functions / outsider address organized by the students are allowed within the University without prior permission from the Registrar.
 - g) No students shall use unfair means in any of the examinations and tests or attempt or threaten the staff to get undue advantage.
 - h) Students must pay all fees and other dues on specified dates. If they do not do so, they render themselves liable to penalties as in force from time to time.
 - i) Students must take good care of all University property. Any damage to University property shall be viewed as indiscipline. Such students, in addition to facing the disciplinary action, shall have to replace the damaged property and make good the losses caused due to their action. Students must use the furniture and fittings with due care and must not deface buildings, roads, furniture and fittings etc. in any manner.
 - j) Students must handle the laboratory equipment, instruments and machinery with great care. Any damage or breakage of such equipment etc., due to improper use and negligent handling

will have to be made good by the students concerned.

- k) The University has a zero-tolerance policy towards Ragging and lays down strict guidelines on the same as per policies of the UGC in vogue and in compliance of directions of Hon'ble Supreme Court
 - l) Ragging in any form is unlawful and strictly prohibited. If a student is found involved in ragging activity, cases would be registered against the student under the Anti-Ragging Act.
 - m) Mobile/cellular phone shall be kept in silent mode during the classes and any violation will lead to confiscation of the mobile phone.
 - n) All the students are required to observe decorum in dressing and follow the dress code as prescribed by the University. Students not adhering to the prescribed dress code may be denied entry to the University campus;
 - o) Smoking, consumption / possession of liquor, intoxicants, drugs, cigarettes, and hookah etc., inside or outside the Campus is strictly prohibited. Any violation will invoke severe penalty including rustication from the Hostel/University.
4. Policy to prevent Sexual Harassment:
- a. The University is committed to treating every employee and student with dignity and respect. It seeks to create a work environment that is free from sexual harassment of any kind, whether verbal, physical or visual.
 - b. University provides guidelines for prompt redressal of complaints related to sexual harassment in full compliance with "The Sexual Harassment of Women at Workplace (Prevention, Prohibition & Redressal)" Act, 2013.
 - c. All references / complaints and redressal mechanism pertaining to any matter will be handled within the ambit of the said Act and the Rules framed there under. The policy so prescribed shall be communicated to all employees and students.

5. Grievance and Redressal Mechanisms:

The University has various Grievance and Redressal committees and its guidelines as specified by the statutory authorities of the University.

ANNEXURE IV

Malpractices Rules

| S.No. | Nature of Malpractice | Punishment |
|-----------|--|--|
| | Improper conduct during examinations. <i>If the candidate:</i> | |
| 1. (a) | Possesses or keeps accessible in examination hall, any paper, note book, programmable calculators, Cell phones, pager, palm computers or any other form of material concerned with or related to the subject of the examination (theory or practical) in which he/she is appearing but has not made use of (material shall include any marks on the body of the candidate which can be used as an aid in the subject of the examination) | Expulsion from the examination hall and cancellation of the performance in that subject only. |
| (b) | Gives assistance or guidance or receives it from any other candidate orally or by any other body language methods or communicates through cell phones with any candidate or persons in or outside the exam hall in respect of any matter. | Expulsion from the examination hall and cancellation of the performance in that subject only of all the candidates involved. In case of an outsider, he/she will be handed over to the police and a case is registered against him/her. |
| 2. | Has copied in the examination hall from any paper, book, programmable calculators, palm computers or any other form of material relevant to the subject of the examination (theory or practical) in which the candidate disappearing. | Expulsion from the examination hall and cancellation of the performance in that subject and all other subjects the candidate has already appeared including practical examinations and project work and shall not be permitted to appear for the remaining examinations of the subjects of that Term/year as decided by the board. The hall ticket of the candidate is to be cancelled. |
| 3. | Impersonates any other candidate in connection with the examination. | The candidate who has impersonated shall be expelled from examination hall. The candidate is also debarred and forfeits the seat. The performance of the original candidate, who has been impersonated, shall be cancelled in all the subjects of the examination (including practical and project work) already appeared and shall not be allowed to appear for examinations of the remaining subjects of that Term/year. The candidate is also debarred for one/two consecutive terms from class work and all End Term Examinations as decided by Board. The continuation of the course by the candidate is subject to the academic regulations in connection with forfeiture of |

| | | |
|----|---|---|
| | | seat. If the imposter is an outsider, he/she will be handed over to the police and a case is registered against him/her. |
| 4. | Smuggles in the Answer book or additional sheet or takes out or arranges to send out the question paper during the examination. Takes away answer book or additional sheet, during or after the examination. | Expulsion from the examination hall and cancellation of performance in that subject and all the other subjects the candidate has already appeared including practical examinations and project work and shall not be permitted for the remaining examinations of the subjects of that Term/year. The candidate is also debarred for two consecutive Terms from class work and all ETEs. The continuation of the course by the candidate is subject to the academic regulations in connection with forfeiture of seat. |
| 5 | Uses objectionable, abusive or offensive language in the answer paper or in letters to the examiners or writes to the examiner requesting him to award pass marks | Cancellation of the performance in that subject. |
| 6 | Refuses to obey the orders of the Chief Superintendent / Assistant Superintendent / any officer on duty or misbehaves or creates disturbance of any kind in and around the examination hall or organizes a walk out or instigates others to walk out, or threatens the officer-in charge or any person on duty inside or outside the examination hall or causing any injury to himself / herself or to any others or threatens whether by words, either spoken or written or by signs or by visible representation, assaults the officer in-charge, or any person on duty in or outside the examination hall or any others, or indulges in any other act of misconduct or mischief which result in damage to or | They shall be expelled from examination halls and cancellation of their performance in that subject and all other subjects the candidate(s) has (have) already appeared and shall not be permitted to appear for the remaining examinations of the subjects of that Term/year. The candidates also are debarred and forfeit their seats. In case of outsiders, they will be handed over to the police and a police case will be registered against them. |

| | | |
|----|---|---|
| | destruction of property in the examination hall or any part of the college campus or engages in any other act which in the opinion of the officer on duty amounts to use of unfair means or misconduct or has the tendency to disrupt the orderly conduct of the examination. | |
| 7. | Leaves the exam hall taking away answer script or intentionally tears the script or any part thereof inside or outside the examination hall. | Expulsion from the examination hall and cancellation of performance in that subject and all the other subjects the candidate has already appeared including practical examinations and project work & shall not be permitted for the remaining examinations of the subjects of that Term/year. The candidate is also debarred for two/ three consecutive Terms from class work and all Term examinations. The continuation of the course by the candidate is subject to the academic regulations in connection with forfeiture of seat. |
| 8. | Possesses any lethal weapon or firearm in the examination hall. | Expulsion from the examination hall and cancellation of the performance in that subject and all other subjects the candidate has already appeared including practical examinations and project work and shall not be permitted for the remaining examinations of the subjects of that Term/year. The candidate is also debarred and forfeits seat. |
| 9. | Who is not a candidate for the particular examination or any person not connected with the University indulges in any malpractice or improper conduct mentioned in clause 6 to 8. | Expulsion from the examination hall and cancellation of the performance in that subject and all other subjects the candidate has already appeared including practical examinations and project work and shall not be permitted for the remaining examinations of the subjects of that Term/year. The candidate is also debarred and forfeits the seat. Person(s) who do not belong to the University will be handed over to police and, a police case will be registered against them. |

| | | |
|-----|---|--|
| 10. | Comes in a drunken condition to the examination hall. | Expulsion from the examination hall and cancellation of the performance in that subject and all other subjects the candidate has already appeared including practical examinations and project work and shall not be permitted for the remaining examinations of the subjects of that Term/year. |
| 11. | Found copying, on the basis of internal evidence, such as, during valuation or during special scrutiny. | Cancellation of the performance in that subject and all other subjects the candidate has appeared including practical examinations and project work of that Term/year examinations. |
| 12. | If any malpractice is detected which is not covered in the above clauses 1 to 11 shall be reported to the malpractice committee for further action on suitable punishment as per rules. | |

ANNEXURE V

EVALUATION OF MAJOR PROJECT

Every candidate shall be required to submit an Industry internship / Project on a topic approved by the Project Review Committee.

1. A Project Review Committee (PRC) shall be constituted with Head of the Department as Chairperson, Project Supervisor and one senior faculty member of the Department.
2. Registration of Project Work: A candidate is permitted to register for the project work after satisfying the attendance requirement of all the subjects, both theory and practical up to fifth Trimester. The work on the project shall be initiated during the sixth trimester..
3. After satisfying the earlier section, a candidate has to submit, in consultation with his Project Supervisor, the title, objective and plan of action of his project work to the PRC for approval. Only after obtaining the approval of the PRC the student can initiate the Project work.
4. If a candidate wishes to change his supervisor or topic of the project, he/she can do so with the approval of the PRC. However, the PRC shall examine whether or not the change of supervisor or topic leads to a major change of his initial plans of project proposal. If so, his date of registration for the project work starts from the date of change of Supervisor or topic as the case may be.
5. A candidate shall submit his project status report which will be evaluated for 70 marks internally.
6. After approval from the PRC, a soft copy of the Internship/Project work should be submitted for ANTI-PLAGIARISM check and the plagiarism report should be submitted to the examination branch and be included in the final Project work. The Project work will be accepted for submission, if the similarity index is less than **30%**. If the similarity index is more than the required percentage, the student is advised to modify accordingly and resubmit the soft copy of the Internship/Project work. The maximum number of re-submissions of Project work after plagiarism check is limited to TWO. If the similarity index is more than 30% in the second attempt, then the candidate has to re-register for the project work and work for two more Terms. If he / she fails even after two more attempts, the admission is liable to be cancelled. The University and/or School authorities check for plagiarism of every soft copy of Project work before submission.
7. Two hard bound copies of the Project work certified by the supervisor shall be submitted to the School.
8. If the report of the examiner is not favourable, the candidate shall revise and resubmit the Project work. If the report of the examiner is unfavourable for revised submitted project, the Project work shall be summarily rejected.
9. If the report of the examiner is favourable, a Project Viva-Voce examination shall be conducted by a board consisting of the Supervisor, Head of the Department or his/her nominee and an external examiner who adjudicated the Project work.
10. For Project Evaluation (Viva Voce) in II Year III Term there is an external evaluation of 30 marks and the same is evaluated by an External examiner appointed by the university and/or PRC.

11. If he/she fails to fulfil as specified in section 10, the candidate shall reappear for the Viva-Voce examination only after three months. In the reappeared examination also, if he/she fails to fulfil, he/she will not be eligible for the award of the degree.
12. The Project work shall be adjudicated by one examiner selected by the university. For this, Chairperson, BOS of the respective departments shall submit a panel of 3 examiners, who are eminent in that field with the help of the department's concerned guide and senior faculty of the department.
13. The Head of the Department shall coordinate and make arrangements for the conduct of Project Viva-Voce examination.

ANNEXURE VI

DEFINITIONS

In these Regulations, unless the context otherwise requires:

1. Academic Year: First three consecutive trimesters constitute the first academic year and the last three trimesters constitute the second academic year.
2. Choice Based Credit System (CBCS): The CBCS provides choice for students to select from the prescribed courses (core, elective or minor or soft skill courses).
3. Course: Usually referred to, as a 'subject' is a component of a program. All courses need not carry the same weightage. The courses should define learning objectives and learning outcomes. A course may be designed to comprise lectures/tutorials/laboratory work/field work/outreach activities/ project work/ vocational training/viva/seminars/ term papers/assignments/ presentations/self-study etc., or a combination of some of these.
4. Credit Based Semester System (CBSS): Under the CBSS, the requirement for awarding a degree or diploma or certificate is prescribed in terms of number of credits to be completed by the students.
5. Credit: A unit by which the course work is measured. It determines the number of hours of instructions required per week. One credit is equivalent to one hour of teaching (lecture or tutorial) or two hours of practical work field work per week.
6. Grade Point: It is a numerical weight allotted to each letter grade on a 10-point scale.
7. Credit Point: It is the product of grade point and number of credits for a course.
8. Letter Grade: It is an index of the performance of students in a said course. Grades are denoted by letters i.e., O, A+, A, B+, B, C and F.
9. Term /Semester Grade Point Average (SGPA): It is a measure of academic performance in a Term. It is the ratio of total credit points secured by a student in various courses registered in a Term and the total course credits taken during that Term. It shall be expressed up to two decimal places.
10. Cumulative Grade Point Average (CGPA): It is a measure of overall cumulative performance of a student. The CGPA is the ratio of total credit points secured by a student in all Trimesters and the sum of the total credits. It shall be expressed up to two decimal places.
11. Program: An academic program of the University.
12. Trimester: Each Trimester shall consist of 12 to 14 weeks of instruction including examinations.
13. Transcript or Grade Card or Certificate: Based on the grades earned, a grade certificate shall be issued to all the registered students after every Term. The grade certificate will

display the course details (code, title, number of credits, grade secured) along with SGPA of that Term and CGPA earned till that Term.

14. Types of courses: The courses in a program may be of three kinds: Core, Elective and Foundation courses.
15. Core course: This is the course which is to be compulsorily studied by a student as a core requirement of a program in a branch of study.
16. Elective course: This is the course to be chosen from a pool of courses. Elective course may be (a) Supportive to the branch of study (b) Providing an expanded scope (c) Enabling an exposure to some other branch/domain (d) Nurturing student's proficiency/skill.
17. Foundation course: This course may be of two kinds, compulsory foundation and elective foundation.
18. Skill Enhancement courses: These are value-based and are aimed at personality development
19. The academic regulations should be read as a whole for the purpose of any interpretation.
20. In case of any doubt or ambiguity in the interpretation of the above rules, the decision of the Chancellor is final.

MBA R-25 PROGRAMME STRUCTURE

MBA Term I

| Sl No | Course Code | Category | Course | L | T | P | Credits |
|-------|-----------------|----------|---------------------------------------|----|---|---|---------|
| 1 | MC21X001 | Core | Management & Organizational Behaviour | 3 | 0 | 0 | 3 |
| 2 | MC21X002 | Core | Marketing Management | 3 | 0 | 0 | 3 |
| 3 | MC21X003 | Core | Financial Accounting and Analysis | 3 | 0 | 0 | 3 |
| 4 | MC212004 | Core | Numeracy and Business Statistics | 3 | 0 | 0 | 3 |
| 5 | MC212005 | Core | Fundamentals of Economics | 3 | 0 | 0 | 3 |
| 6 | MS212021 | SEC | Productivity tools Lab | 0 | 0 | 2 | 1 |
| | | | Managerial Competency | | | | |
| 7 | MA21X022 | AECC | Functional English (Commfluence) | 1 | 0 | 0 | 1 |
| 8 | MS2XX023 | SEC | Approaches to Thinking | 1 | 0 | 0 | 1 |
| 9 | MS2XX024 | SEC | Financial literacy | 1 | 0 | 0 | 1 |
| | | | Total | 18 | 0 | 2 | 19 |

Term II

| Sl No | Course Code | Category | Course | L | T | P | Credits |
|-------|-----------------|----------|--------------------------------------|----|---|---|---------|
| 1 | MC22X001 | Core | Human Resource Management | 3 | 0 | 0 | 3 |
| 2 | MC222002 | Core | Financial Management | 3 | 0 | 0 | 3 |
| 3 | MC222003 | Core | Operations Management | 3 | 0 | 0 | 3 |
| 4 | MC222004 | Core | Business Law | 3 | 0 | 0 | 3 |
| 5 | MC222005 | Core | Business Research Methods | 3 | 0 | 0 | 3 |
| 6 | MS222021 | SEC | Python programming – lab | 0 | 0 | 2 | 1 |
| | | | Managerial Competency | | | | |
| 7 | MS222022 | SEC | Selling Skills | 2 | 0 | 0 | 2 |
| 8 | MA22X023 | AECC | Functional English (Commfluence– II) | 1 | 0 | 0 | 1 |
| 9 | MA222023 | SEC | Innovation and Entrepreneurship | 1 | 0 | 0 | 1 |
| | | | Total | 19 | 0 | 2 | 20 |

Term III

| Sl No | Course Code | Category | Course | L | T | P | Credits |
|-------|-------------|---------------------|--------------------|---|---|---|---------|
| 1 | MP232030 | Project/ Internship | Internship/Project | 0 | 0 | 8 | 4 |

Term IV

| Sl No | Course Code | Category | Course | L | T | P | Credits |
|-------|-------------|------------------|---|----|---|---|---------|
| 1 | MC242001 | Core | Strategic Management | 3 | 0 | 0 | 3 |
| 2 | ME242002 | Elective-I | Investment Management (F) | 3 | 0 | 0 | 3 |
| | ME242003 | | Human Resource Planning (HR) | | | | |
| | ME242004 | | Consumer Behaviour in the Digital Era (M) | | | | |
| | ME242005 | | Quality Management (OM) | | | | |
| 3 | ME242006 | Elective-II | Business Valuation & Analysis (F) | 3 | 0 | 0 | 3 |
| | ME242007 | | Performance and Competency Management (HR) | | | | |
| | ME242008 | | Sales and Distribution Management (M) | | | | |
| | ME242009 | | Supply Chain Management (OM) | | | | |
| 4 | ME242010 | Elective-III | Behavioural Finance (F) | 3 | 0 | 0 | 3 |
| | ME242011 | | Learning and Development (HR) | | | | |
| | ME242012 | | Institutional Marketing (M) | | | | |
| | ME242013 | | Inventory Management (OM) | | | | |
| 5 | ME242014 | Elective-IV | Fintech (F) | 3 | 0 | 0 | 3 |
| | ME242015 | | Change Management and Organization Development (HR) | | | | |
| | ME242016 | | Services Marketing- Principles and Practices (M) | | | | |
| | ME242017 | | Procurement and Vendor Management (OM) | | | | |
| 6 | MO24X018 | Open Elective -1 | Successful Project & Risk Management | 2 | 0 | 0 | 2 |
| | MO242019 | | Family run business management | | | | |
| 7 | MS242021 | SEC | DBMS & SQL tools – Lab | 0 | 0 | 2 | 1 |
| | | | Managerial Competency | | | | |
| 8 | MS242022 | SEC | Personal Effectiveness And Grooming | 1 | 0 | 0 | 1 |
| | | | Total | 18 | 0 | 2 | 19 |

Term V

| Sl No | Course Code | Category | Course | L | T | P | Credits |
|-------|-----------------|-----------------|---|----|---|---|---------|
| 1 | MC252001 | Core | Digital Business Models | 3 | 0 | 0 | 3 |
| 2 | ME252002 | Elective-V | Derivatives & Risk Management (F) | 3 | 0 | 0 | 3 |
| | ME252003 | | Compensation Management (HR) | | | | |
| | ME252004 | | Retail Management (M) | | | | |
| | ME252005 | | Designing of Services (OM) | | | | |
| 3 | ME25X006 | Elective-VI | Financial Analytics (F) | 3 | 0 | 0 | 3 |
| | ME252007 | | Industrial Relations and Labour Laws (HR) | | | | |
| | ME252008 | | Principles of Advertising & IMC (M) | | | | |
| | ME252009 | | Stores and Warehouse Management (OM) | | | | |
| 4 | ME252010 | Elective-VII | Trading Strategies in Emerging Markets(F) | 3 | 0 | 0 | 3 |
| | ME25X011 | | HR Analytics (HR) | | | | |
| | ME252012 | | Digital Marketing (M) | | | | |
| | ME252013 | | Digital Supply Chain & Fulfilment (OM) | | | | |
| 5 | MO252014 | Open Elective-2 | Intellectual Property Rights | 2 | 0 | 0 | 2 |
| | MO252015 | | Leadership | | | | |
| | MO252016 | | AI for workplace | | | | |
| | | | Managerial Competency | | | | |
| 6 | MS2XX021 | SEC | Workplace skills | 1 | 0 | 0 | 1 |
| | | | Total | 15 | 0 | 0 | 15 |

Term VI

| Sl No | Course Code | Category | Course | L | T | P | Credits |
|-------|-------------|---------------------|--------------------|---|---|----|---------|
| 1 | MP262030 | Project/ Internship | Major Project | 0 | 0 | 12 | 6 |
| | | Viva | Comprehensive Viva | 0 | 0 | 04 | 2 |
| | | | | 0 | 0 | 16 | 8 |

Management and Organizational Behaviour

| MBA I Year I Trimester | | | | | School of Management | | | |
|------------------------|----------|--------------|---|---|----------------------|-------|-----|-------|
| Code | Category | Hours / Week | | | Credits | Marks | | |
| MC21X001 | Core | L | T | P | C | CIE | TEE | Total |
| | | 3 | 0 | 0 | 3 | 70 | 30 | 100 |

Course Objective

This course aims to familiarize students with the fundamental concepts of management and organizational behaviour, help them to understand the influence of individual and group behaviours on organizational outcomes.

Course Outcomes: At the end of this course, the students will be able to

- Have a perspective of functions of organization, its functions and various management Schools of thoughts.
- Execute efficient organizational goal oriented processes
- Demonstrate an understanding of individual behaviour to develop effective leadership skills.
- Explore group dynamics to develop collaborations
- Appreciate role of culture and change management to manage growth.

Unit I

Introduction to Management: Introduction to organization, Nature, Functions and Importance of Management, Evolution of Management thought: Scientific management, administrative management (14 principles of management), Human relations approach, systems approach. Levels of Management, managerial roles (Henry Mintzberg), Challenges of management.

Unit II

Processes to achieve organizational goals : Planning, Importance, Planning Process, Types of Plans, Characteristics of an effective Plan, Management By Objectives (MBO), Processes of Decision Making. Organizing: Nature of organizing, Organization levels and span of management, Organizational structures and types, line and staff concepts, decentralization and centralization of authority. Controlling: process of Controlling, Requirements of effective control, controlling techniques.

Unit III

Understanding OB to help lead effectively: Characteristics, Nature and scope, Significance of OB. Contributing disciplines to the field of OB. Individual Behaviour: Personality, Personality determinants, Personality traits, Big five model, Theories of personality- Psychoanalytic theory, Humanistic theory. Values – Types of values. Perception - factors influencing perception process, errors in perception. Motivation, Attitude and Learning.

Unit IV

Group Dynamics to foster collaborations: Groups, Nature, Types, Teams vs groups, Stages of group formation, Group Dynamics , Leadership, Styles, Approaches, Power and Politics, Group decision making. Conflict management- Conflict process, Conflict management, Stress – causes and consequences of stress, Stress management.

Unit V

Driving Growth through Culture and Change: Nature of culture, Creating and sustaining organizational culture. Change - forces for change, factors affecting resistance to change. Approaches to manage change – Lewin’s model, Kotter’s plan for implementing change. Organizational development. Emerging trends.

Text Books

1. Luthans, K. W., Luthans, B. C., and Luthans, F. Organizational Behavior: An Evidence-Based Approach. 14th ed., Information Age Publishing, 2021.
2. Thompson, Leigh L. Making the Team: A Guide for Managers. 6th ed., Pearson, 2022.

Reference Books

1. Yukl, Gary, and Nishanth Uppal. Leadership in Organizations. 3rd ed., Pearson, 2019.
2. Harvard Business Review, Managing Teams. Harvard Business Review Press, 2010.

Marketing Management

| MBA I Year I Trimester | | | | | School of Management | | | |
|------------------------|----------|--------------|---|---|----------------------|-------|-----|-------|
| Code | Category | Hours / Week | | | Credits | Marks | | |
| MC21X002 | Core | L | T | P | C | CIE | TEE | Total |
| | | 3 | 0 | 0 | 3 | 70 | 30 | 100 |

Course Objective

This course will enable the students to develop a marketing perspective. To be able to apply various tools of marketing in business and social context. Student will be exposed to some of the tools of marketing and applications of marketing to influence consumer behaviour.

Course Outcomes

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

- Develop a marketing perspective
- Gain an introduction to consumer behaviour and insights into consumer behaviour
- Succeeding in competitive environment through STP.
- Succeeding in competitive environment through marketing mix
- Identify the impact of technology on marketing practices.

UNIT I

Introduction to Marketing: Needs, Wants, Demand, Forces of Marketing, Value, Scope of marketing, Production concept, Product concept, Selling concept, Marketing concept, Holistic marketing concept. Marketing environment, Marketing growth strategies. (The student will be encouraged to read these and present in the class)

UNIT II

Knowing Customers: Consumer insight, Factors influencing consumer behaviour, B2B markets, Nature of buying unit, Institutional markets; Government markets; e-procurement.

UNIT III

Succeeding in competitive environment through Segmentation, Targeting, Positioning (STP): Marketing research, Segmentation, Bases for segmentation of consumer markets and Business markets; Market targeting; Positioning, Brand Equity.

UNIT IV

Succeeding competitive environment through Marketing Mix: Elements of marketing mix, Product, Product classifications and levels, Product life cycle; New product development, Pricing strategies, Marketing channels, Promotion mix. (This becomes the basis for students to learn selling skills in next term)

UNIT V

Emerging Trends: Digital and social media marketing, marketing research, Use of AR/VR in immersive marketing experiences, Data privacy challenges and ethical marketing practices.

Text Book

1. Philip Kotler, Kevin Keller, Alexander Chernev, Jagadish N Sheth, G Shainesh, Marketing Management, , Pearson, 17/e, 2025.

Reference Books

1. Lamb, Hair & McDaniel, MindTap for MKTG, Cengage Learning, 12th Ed, 2019
2. Paul Baines, Chris Fill, Kelly Page, Sara Rosengren, Marketing, OUP, 5/e, 2019.
3. Tom J Brown, Tracy A Suter, Gilbert A Churchill; Basic Marketing Research: Customer Insights and Managerial Action; 9th Ed; India Release: 2023

Financial Accounting and Analysis

| MBA I Year I Trimester | | | | | School of Management | | | |
|------------------------|----------|--------------|---|---|----------------------|-------|-----|-------|
| Code | Category | Hours / Week | | | Credits | Marks | | |
| MC21X003 | Core | L | T | P | C | CIE | TEE | Total |
| | | 3 | 0 | 0 | 3 | 70 | 30 | 100 |

Course Objective

This course enables the student to apply financial accounting concepts in the preparation of financial statements besides evaluating the financial performance using ratio analysis and other techniques

Course Outcomes

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

- Apply accounting principles to prepare reliable financial data.
- Accurately document and organize business transactions.
- Prepare clear financial reports to communicate organizational performance.
- Analyze financial data to guide decision-making and assess stability..
- Construct cash flow statements and identify warning signs of financial issues

UNIT I

Fundamentals of Accounting Framework: Accounting Concepts and conventions. Accounting equation and its components, IFRS (International Financial Reporting Standards) and GAAP (Generally Accepted Accounting Principles). Accounting standards (IAS & AS).

UNIT II

Recording and Classifying Transactions: Accounting cycle and classification of accounts Double entry book-keeping system. Preparation of Journal, Ledger and Trial balance. Accrual versus cash-based accounting

UNIT III

Financial Statement Preparation: Preparation of Income statement and balance sheet of various organizations (simple problems in the preparation of final accounts).

UNIT IV

Financial Performance Analysis: Common-size statement analysis, Comparative statement analysis, Trend analysis, Ratio Analysis: Liquidity, Activity, Profitability & Turnover ratios (Simple Problems).

UNIT V

Cash Flow Management and Risk Detection: Cash Flow statements - Cash from Operations, Financing and investing activities. Preparation of simple cash flow statements, understanding annual report, Understanding Earnings management: Accounting Landmines, Red flags etc.

Text Book

1. S N Maheshwari, Suneel K Maheshwari & Sharad K Maheshwari, Financial Accounting, 6/e, Vikas Publishing House, 2018.
2. R. Narayanaswamy, Financial Accounting: A Managerial Perspective, 7/e, PHI, 2017.

Reference Books

1. Shirley Carlon, Rosina McAlpine, Chrisann Lee, Lorena Mitrino, Nagaire Kirk & Lily Wong, Financial Accounting: Reporting, Analysis and Decision Making 6/e, John Wiley & Sons 2019.
2. Shashi K Gupta and R K Sharma, Management Accounting Principles and Practice, 13/e, Kalyani Publishers 2017.
3. Ashish K Bhattacharyya, Financial Accounting for Business Managers, 5/e, PHI Publishers 2017

Numeracy and Business Statistics

| MBA I Year I Trimester | | | | | School of Management | | | |
|------------------------|----------|--------------|---|---|----------------------|-------|-----|-------|
| Code | Category | Hours / Week | | | Credits | Marks | | |
| MC212004 | Core | L | T | P | C | CIE | TEE | Total |
| | | 3 | 0 | 0 | 3 | 70 | 30 | 100 |

Course Objective

- This is a basic course in numeracy to bridge the gap in knowledge and skills of numeracy. This course will enable students to develop skills to manipulate numbers, read data in the form of statistics, graphs and diagrams .

Course Outcomes

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

- Identify different types of data for measurement
- Understand and apply the concepts of Mean, Mode and Median effectively
- Can solve problems involving work and time, Currency conversions.
- Can plot a graph given a set of data
- Can solve problems involving percentages and normalization.

UNIT I

Introduction to Statistics & Data Types: Introduction to Data and Statistics, Types of Data, Qualitative and Quantitative data, Nominal, Ordinal, Interval, Ratio scales. Frequency distribution.

UNIT II

Measures of Central Tendency: Mean, Median, Mode. Measures of Dispersion - Range, IQR, Variance, Standard Deviation. Data Distribution and Shape - Skewness, Normal Distribution.

UNIT III

Data sufficiency and Evaluation: Data sufficiency and Evaluation, Work and Time Problems. Large Numbers and Number Systems, Conversions Between Thousands, Lakhs, Crores, Millions, Billions, and Trillions. Currency Conversion (INR, USD, AUD, EUR, Yuan).

UNIT IV

Data Visualization: Plotting and Comparing Graphs, Correlation vs Causation, Identifying Spurious Correlations, Data Triangulation.

UNIT V

Number Systems: Percentages and Normalisation, Calculating and Converting Percentages, Need and Methods of Normalisation.

Text Book

- Aggarwal, R. S. Quantitative Aptitude for Competitive Examinations. 4th ed., S. Chand Publishing, 2018.
- Verma, Rajesh. Fast Track Objective Arithmetic. Arihant Publications, 2019

Reference Books

1. Sharma, Arun. Practice Book on Data Interpretation & Data Sufficiency. McGraw Hill Education, 2019.
2. Newbold, Paul, William Carlson, and Betty Thorne. Statistics for Business and Economics. 8th ed., Pearson, 2013.

Fundamentals of Economics

| MBA I Year I Trimester | | | | | School of Management | | | |
|------------------------|----------|--------------|---|---|----------------------|-------|-----|-------|
| Code | Category | Hours / Week | | | Credits | Marks | | |
| MC212005 | Core | L | T | P | C | CIE | TEE | Total |
| | | 3 | 0 | 0 | 3 | 70 | 30 | 100 |

Course Objective

This course will enable the students to develop a foundational understanding of microeconomic and macroeconomic principles, enabling them to analyze individual market behaviours and broader economic issues using basic economic tools and frameworks.

Course Outcomes

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

- Develop critical thinking to solve resource challenges
- Interpret key macroeconomic indicators such as GDP, inflation to assess development progress.
- Apply market dynamics to make informed decisions.
- Analyze efficiencies for optimal use of resources.
- Evaluate competition's role in organization's strategies

UNIT I

Foundations of Economics and Basic Concepts: Introduction to Economics, Micro and Macroeconomics, Scarcity and Choice, Opportunity Cost.

UNIT II

Interpret economic data to assess development progress: Concepts of National Income, Methods of Measuring GDP and GNP, Inflation- Causes, Types, and Effects. Fiscal Policy, Monetary Policy.

UNIT III

Understand market dynamics to make informed decisions: Law of Demand and Determinants of Demand, Law of Supply and Determinants of Supply, Market Equilibrium and Price Mechanism, Elasticity of Demand and Supply, Consumer Equilibrium.

UNIT IV

Analyze efficiencies for optimal use of resources: Production Function and Law of Diminishing Returns, Short-run and Long-run Costs, Types of Costs.

UNIT V

Evaluate competition's role in organization's strategies: Characteristics of Market Structures, Perfect Competition- Features and Equilibrium, Monopoly- Sources and Pricing, Monopolistic Competition and Product Differentiation, Oligopoly. Breakeven pricing.

Text Books

1. Mankiw, N. Gregory. Principles of Economics. 8th ed., Cengage Learning India, 2022

Reference Books

1. Mithani, D. M. Principles of Economics. 11th ed., Himalaya Publishing House, 2022.

| Productivity Tools Lab | | | | | | | | |
|------------------------|----------|--------------|---|---|----------------------|-------|-----|-------|
| MBA I Year I Trimester | | | | | School of Management | | | |
| Code | Category | Hours / Week | | | Credits | Marks | | |
| MS212021 | SEC | L | T | P | C | CIE | TEE | Total |
| | | 0 | 0 | 2 | 1 | 70 | 30 | 100 |

Course Objective:

This course aims to equip MBA students with essential skills in Microsoft Office tools and emerging AI prompt engineering techniques. The focus is on enhancing productivity, presenting business data effectively, and leveraging Excel and AI tools for data-driven decision-making.

Course Outcomes: At the end of the course students will be able to

- Create and format professional business documents using MS Word.
- Design and deliver engaging business presentations using PowerPoint.
- Use basic Excel functions to manage, analyze, and visualize business data.
- Apply advanced Excel features like PivotTables, conditional formatting, and charts for better insights.
- Understand and practice prompt engineering to interact effectively with AI tools like ChatGPT.

Unit 1:

MS Word for Business Documentation

Introduction to MS Word and its interface, Creating, saving, and formatting business documents, using headers, footers, and page numbering, inserting tables, images, and other elements, applying styles and themes for consistency, Using Mail Merge for personalized letters, **Business use:** Reports, letters, proposals, circulars

Unit II:

Designing Effective Business Presentations with PowerPoint

PowerPoint basics: slides, layouts, themes, adding text, images, videos, and audio, using transitions and animations smartly, Creating business charts and SmartArt, Structuring content for clarity and impact, **Presentation tips:** storytelling and visual flow, **Business use:** Project presentations, sales decks, business plans

Unit III:

Excel for Business – Basic Tools and Functions

Understanding Excel interface and navigation, Data entry, formatting, sorting, and filtering

Basic formulas: SUM, AVERAGE, COUNT, IF, Text and Date functions, using cell references and ranges, Creating simple charts, **Business use:** Sales tracking, expense sheets, performance summaries

Unit IV:

Conditional formatting and data validation, Lookup functions: VLOOKUP, HLOOKUP, XLOOKUP, working with PivotTables and PivotCharts, **What-If analysis:** Goal Seek, Scenario Manager, **Data cleaning tools:** Remove duplicates, Text to Columns, **Business use:** Dashboards, sales forecasting, scenario analysis

Unit V:

Introduction to Prompt Engineering for AI Tools

What is prompt engineering, writing clear and goal-based prompts, best practices for interacting with tools like ChatGPT, using prompts to write emails, reports, analyze data, generate summaries, Practical examples and hands-on practice, Ethical use of AI tools in business contexts

Textbooks:

1. Walkenbach, J. ,Excel 2019 Bible, Wiley, 2019.

References:

1. Jones, M. A. ., Advanced Excel Techniques: Unlock the Full Potential of Excel, Academic Press, 2020.
2. Smith, J. R. Year:, Mastering Advanced Excel: Tips and Techniques for Excel Power Users, Harper Collins, 2021

Functional English (CommFluence)

| MBA I Year I Trimester | | | | | School of Management | | | |
|------------------------|----------|--------------|---|---|----------------------|-------|-----|-------|
| Code | Category | Hours / Week | | | Credits | Marks | | |
| MA21X02 2 | AECC | L | T | P | C | CIE | TEE | Total |
| | | 1 | 0 | 0 | 1 | 100 | - | 100 |

Course Objective:

This course aims to enhance oral communication skills through hands-on, interactive workshop sessions. The primary objective is to develop students' ability to communicate effectively in personal, academic, and professional settings

Course Outcomes:

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

- Develop confidence in public speaking and professional communication.
- Organize and deliver structured oral presentations.
- Improve active listening and constructive feedback skills.
- Use non-verbal communication effectively in different contexts.
- Tailor communication styles to different audiences and purposes.
- Engage in effective group discussions and meetings.

Topics:

- Importance of oral communication in personal, academic, and professional settings.
- Fundamentals of active listening and audience awareness.
- Overcoming the fear of public speaking.
- Structuring an oral presentation (introduction, body, conclusion).
- Techniques for engaging the audience.
- Understanding body language, gestures, facial expressions, and eye contact.
- Enhancing communication through non-verbal cues.
- Tone, pitch, and voice modulation.
- Persuasion techniques and influencing others through communication.
- Giving and receiving constructive feedback.
- Reflective practice to improve communication.
- Storytelling as a tool for impactful presentations.
- The role of emotional intelligence in communication.
- Digital and Virtual Communication Skills
- Peer and instructor feedback

Required Readings:

- *The Art of Public Speaking* by Stephen Lucas.
- *Nonverbal Communication in Human Interaction* by Mark Knapp and Judith Hall.

Recommended Resources:

- TED Talks for presentation styles.
- Communication skills exercises and activities from online platforms.

Approaches To Thinking

| MBA I Year I Trimester | | | | | School of Management | | | |
|------------------------|----------|--------------|---|---|----------------------|-------|-----|-------|
| Code | Category | Hours / Week | | | Credits | Marks | | |
| MS2XX023 | SEC | L | T | P | C | CIE | TEE | Total |
| | | 1 | 0 | 0 | 1 | 100 | - | 100 |

Course Objective

This course aims to introduce students to basics of thinking and various approaches to thinking. The students will understand the importance of thinking in their lives and profession. They will learn to appreciate the various approaches to thinking such as Systems Thinking, understanding and working with non-linear phenomena among others.

They will learn to understand various models of thinking – for example, Kahneman’s System I and System II thinking. They will explore various human biases in thinking and how they impact one’s perception, and hence the quality of decision making.

Thinking is a metacognitive competence, and any bias, or lack of rationality or can lead to suboptimal decision making. They will learn about the common biases – confirmation bias, sunken cost syndrome to name a few.

The course will introduce new discoveries about thinking, and will help the student become aware of their own thinking and the thinking patterns they use to aid them in improving their thinking processes.

The session on Systems Thinking will provide the students with a basic understanding of systems thinking principles and their relevance to the field of business analytics. The topics covered in this session will include, overview of Systems Thinking, introduction the key concepts of Holism, Emergence, Feedback Loops, and Causal Loop Diagrams. The theoretical concepts should help the students in knowing how systems thinking can enhance their analytical skills and decision-making capabilities in complex business environments.

The course will deploy readings, guest lectures and assignments (both individual and group assignments) to familiarize the students with the current research in thinking, and apply some of the research findings to improve their thinking abilities.

Course Outcomes

At the end of the course, the students will be able to:

- Appreciate why thinking is important in one’s life and business
- Understand the biases that influence one’s thinking.
- Be aware of their own biases.
- Differentiate between linear and non-linear phenomena, and understand how human thinking cannot easily comprehend non-linearity
- Understand various mental models services

- Apply various tools of thinking, such as Brain Storming, Associative Thinking,
- Mind mapping
- Understand the importance of meta-cognitive abilities
- Explore and build skill in some key meta-cognitive abilities – learning to learn, abstraction etc.
- Distinguish underlying frameworks in their thinking.
- Develop familiarity with MECE, and build an inductive and deductive methods of mapping phenomena.
- Develop an appreciation of Systems Thinking
- Know how Systems are different from complicated problems

Learning Resources

- Books, reviews & videos
- Thinking Fast and Thinking Slow – Daniel Kahneman
- Mental Models – Charlie Munger’s quotes, writings,
- The upside of irrationality – Dan Ariely
- Black Swan - Nassim Nicholas Taleb
- Fooled by Randomness - Nassim Nicholas Taleb
- Antifragile - Nassim Nicholas Taleb
- Influence – Robert Cialdini
- Pre-suasion – Robert Cialdini
- The art of thinking clearly – Rolf Dobelli
- Design of Everyday Things – Don Norman

Financial Literacy

| MBA I Year I Trimester | | | | | School of Management | | | |
|------------------------|----------|--------------|---|---|----------------------|-------|-----|-------|
| Code | Category | Hours / Week | | | Credits | Marks | | |
| MS2XX024 | SEC | L | T | P | C | CIE | TEE | Total |
| | | 1 | 0 | 0 | 1 | 100 | - | 100 |

Course objectives

The course aims to help students understand the fundamental concepts of personal finance, including income, expenses, savings, and debt, and develop skills to create and maintain a personal budget. Further, it aims to help students learn different savings options and investment vehicles, retirement planning, and estate planning.

Course outcomes

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

- Understand and apply the concepts of time value of money
- Prepare personal financial budgets
- Understand and assess the suitability of savings products available
- List out and evaluate the various investment avenues available in the securities market
- Identify common financial scams and frauds and suggest measures to protect personal information and finances.

Concepts:

Setting financial goals, Impact of inflation, Time Value of Money, Active and Passive Income, Power of Compounding, Importance of starting early and Rule of 69 & 72, Concept of Rupee Cost Averaging.

Introduction to risk and return, IRR, XIRR, Budgeting and preparation of budgets, their importance in financial planning.

Savings account, Current account, fixed deposits, recurring deposits. Various modes of transfer through banking channels: NEFT, RTGS, IMPS, UPI, Account opening process, and importance of KYC norms. Do's and don'ts while using digital payments, Credit cards, and Debit cards, Role of Reserve Bank of India. Phishing, cyber fraud, Credit rating system.

Investment avenues offered by Securities Markets, assets, and asset classes(Land, Gold, Stocks, etc.), Investment Portfolio, Primary Market and Secondary Market, Grey markets.

How to buy insurance, Term insurance vs integrated products. Retirement planning

References:

1. Taxmann's book on Financial Literacy , AmitKumar Singh, June 2024
2. Money Works- the guide to financial literacy, Abhijeet Kolapkar, Sept 2023, Penguin Books
3. Prasanna Chandra; Financial Management Theory and Practice; Tata McGraw Hill, 11/e, 2022
4. I.M. Pandey – Financial Management, Vikas Publications,, 12/e, 2021
5. The Thoughtful Investor, Maheswari, Basant

6. Psychology of Money
7. Thinking Fast and Thinking Slow – Kahneman, Daniel
8. Money life – YouTube Channel and Portal
9. BM – Equity Desk – YouTube Channel
10. Warren Buffet's letters to his investors

Human Resource Management

| MBA I Year II Trimester | | | | | School of Management | | | |
|-------------------------|----------|--------------|---|---|----------------------|-------|-----|-------|
| Code | Category | Hours / Week | | | Credits | Marks | | |
| MC22X001 | Core | L | T | P | C | CIE | TEE | Total |
| | | 3 | 0 | 0 | 3 | 70 | 30 | 100 |

Course Objective:

The course aims to help students understand Human Resource Management (HRM) and its strategic role in organizations, focusing on key functions such as planning, training, performance appraisal, and compensation

Course Outcomes:

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

- Develop a perspective on HR and its role in organizations.
- Implement HR Planning to build a skilled and motivated workforce.
- Use relevant methods to develop employee skills.
- Efficiently engage performance appraisal process and its techniques.
- Secure talent retention through fair and innovative compensation.

Unit I

Introduction to HRM: Definition, nature and scope of HRM, Evolution of HRM, HR profession and HR department, Functions of HRM, Challenges of HRM trends shaping human resource management.

Unit II

Building a skilled and motivated workforce: HRP, Need and Factors affecting HRP, Job analysis and Job design, Demand and supply forecasting, Recruitment and selection, Recruitment process, Sources and methods of recruitment, Types of tests and interviews, Steps in selection, Placement and induction process, Succession planning.

Unit III

Developing employee skills: Need and importance of training and development, Training need analysis, training methods, Design training program, Types of training interventions, Evaluating the training effort, Management development.

Unit IV

Effective engagement through fair appraisal systems: Meaning and importance of performance appraisal, Performance appraisal process, Techniques of performance appraisal, Dealing with cognitive bias, Performance management, conducting the appraisal discussion.

Unit V

Talent retention through fair compensation: Meaning of compensation, Methods of compensation, Basic factors in determining the pay rates, Job evaluation, Pricing professional and managerial jobs, Legal and ethical considerations in Compensation. Emerging trends.

Textbooks:

1. Dessler, G., & Varkey, B. (2020). *Human Resource Management* (16th ed.). Pearson
2. Rao, D., & Lepak, M. (2023). *Human Resource Management* (Latest edition). Pearson.

References:

1. Paul Ban Field, Rebecca Kay, Human Resource Management, Oxford, 2019.
2. Wayne & Caseia, Managing Human Resources, TMH. 2023
3. Gomez-Mejía, L. R., Balkin, D. B., & Cardy, R. L. 2022. Managing Human Resources. PHI Learning.

Financial Management

| MBA I Year II Trimester | | | | | School of Management | | | |
|-------------------------|----------|--------------|---|---|----------------------|-------|-----|-------|
| Code | Category | Hours / Week | | | Credits | Marks | | |
| MC222002 | Core | L | T | P | C | CIE | TEE | Total |
| | | 3 | 0 | 0 | 3 | 70 | 30 | 100 |

Course Objective

The course aims at the student to apply techniques for investment, optimum capital structure, dividend decisions & estimate the working capital management for efficient management of current assets.

Course Outcomes

At the end of this Financial Management course, students will be able to:

- Develop a financial mind-set to make decisions valuing money over time
- Cultivate the ability to critically evaluate investments for sustainable growth
- Build confidence in choosing optimal financing strategies balancing cost and risk
- Adopt a strategic outlook on dividend policies to enhance shareholder trust.
- Demonstrate proactive management of working capital to ensure smooth business flow

UNIT I

Introduction: Nature, Scope and objectives of financial management, Time value of money and mathematics of finance concept of risk and return.

UNIT II

Investments for Sustainable Growth: Capital budgeting process, Estimation of relevant cash flows, Payback period method, Accounting rate of return, Net present value, Net terminal value, Internal rate of return, Profitability index, Capital budgeting under risk, Certainty equivalent approach and risk adjusted discount rate.

UNIT III

Choosing Optimal Financing Strategies: Cost of capital and financing decision, Estimation of components of cost of capital, Equity capital, Retained earnings, Debt and preference capital, Weighted average cost of capital and Marginal cost of capital., Sources of long-term financing, Capital structure, Operating and financial leverage, Determinants of capital structure.

UNIT IV

Delivering Shareholder Value: Relevance and irrelevance of dividend decision, Cash and stock dividends, Dividend policy in practice.

UNIT V

Working Capital Management: Meaning and nature of working capital, Factors influencing working capital requirements, Current asset policy and current asset finance policy, working capital financing, Short term financing of working capital, Long term financing of working capital, working capital leverages, Determination of operating cycle and cash cycle, Estimation of working capital requirements of a firm, Determination of level of current assets, Sources for financing working capital

Text Books

1. Prasanna Chandra; Financial Management Theory and Practice, TMH, 10/e, 2019
2. M.Y. Khan & P.K. Jain, Financial Management, TMH, 7/e, 2017.

Reference Books

1. Ashwath Damodaran, Corporate Finance - Theory and Practice, John Wiley & Sons
2. I.M. Pandey, Financial Management (Vikas), 12/e, 2012 Brigham & Earnhardt, Financial Management –Theory & Practice, Thomson Learning, 10/e ,2015

Operations Management

| MBA I Year II Trimester | | | | | School of Management | | | |
|-------------------------|----------|--------------|---|---|----------------------|-------|-----|-------|
| Code | Category | Hours / Week | | | Credits | Marks | | |
| MC222003 | Core | L | T | P | C | CIE | TEE | Total |
| | | 3 | 0 | 0 | 3 | 70 | 30 | 100 |

Course Objectives:

The objective of this course is to provide the student with adequate knowledge regarding the different aspects of operations management.

Course Outcomes: At the end of this course, students will be able to

- Develop a clear understanding of operations' role in driving organizational efficiency.
- Enhance decision-making skills in capacity planning and facility layout design.
- Build strategic thinking in managing materials and supplier relationships effectively
- Adopt proactive inventory and store management practices to enhance efficiency.
- Embrace quality management principles to consistently deliver superior products and services.

Unit I:

Introduction to Operations Management: Role of Operations Management in total management System, Process planning and process design, Production Planning and Control-Basic functions of Production Planning and Control, Operations in Manufacturing vs Services, Process Types: Job, Batch, Mass, and Continuous, Product-Process Matrix.

Unit II

Capacity Planning: Process selection and facility layout, designing product and process layouts and line balancing, Forecasting Methods: Qualitative & Quantitative Approaches, Plant location and the factors influencing location.

Unit III

Materials Management: Need for and importance of materials management, Materials Requirement Planning, Sources of supply of materials, Selection, evaluation, and performance of suppliers or vendors, Make or Buy decisions.

Unit-IV

Store and Inventory Management: Objectives and major requirements for effective stores management, EOQ, Safety stock, Inventory control - Different systems of Inventory control-P-system, Q-system, JIT. Types of inventory costs, Inventory Classification techniques - ABC, VED, and FNSD analysis.

Unit-V:

Quality Management: Role of Quality Management in various industries and its need, Quality Assurance, Inspection and Quality control, Acceptance sampling, Total quality management, and ISO 9000 series standards.

Textbooks:

1. K. Ashwathappa, Sreedhar Bhat, Production and Operations Management, HPH, 6e, 2023.
2. R. Panneerselvam, Production and Operation Management 3/e, PHI, 2012.
3. Production and Operations Management 6th Edition, McGraw Hill, 2019

References

1. Mahadevan. B, Operations Management, 3/e, Pearson Education, 2015.
2. Bozarth, Cecil C. & Handfield, Robert B; Introduction to Operations and Supply Chain Management; Pearson Education; New Delhi, 2015.
3. H. Kaushal, Production / Operations Management, Case Study Solutions, MacMillan, 2011.

Business Law

| MBA I Year II Trimester | | | | | School of Management | | | |
|-------------------------|----------|--------------|---|---|----------------------|-------|-----|-------|
| Code | Category | Hours / Week | | | Credits | Marks | | |
| MC222004 | Core | L | T | P | C | CIE | TEE | Total |
| | | 3 | 0 | 0 | 3 | 70 | 30 | 100 |

Course Objective

The objective of this course is to provide the student with basic legal aspects and various provisions of Acts (local and central) which will impact the decisions of an enterprise

Course Outcomes

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

- Explain key elements and remedies of valid contracts in business.
- Understand partners' roles and rights; analyze sales contracts and obligations.
- Describe agency relationships and responsibilities; understand indemnity and guarantees.
- Summarize company formation, management, and regulatory compliance processes.
- Understand the consumer protection mechanism, cyber law.

UNIT I

The Indian Contract Act 1872: Introduction, Essential elements of contract, Agreement, Offer, Acceptance, Consideration, Capacity to contract, Contingent contract, Quasi contract, Performance of contract, Discharge of contract, Remedies to breach of contract.

UNIT II

Partnership Act: Essentials of Partnership: Introduction to partnership, Rights and duties of partner, Types of partners, Dissolution of partnership.

Sale of Goods Act: Sale and agreement to sell, Conditions and warranties, Transfer of property, Finder of Goods, Performance of contract of sale, Rights of an Unpaid Seller

UNIT III

Special Contract: Contract of agency, Essentials of contract of agency, Kinds of agents, Relationship of principal and agent, Duties and rights of an agent, Duties and rights of the principal, Termination of agency, Indemnity and Guarantee: Rights and duties of indemnity, Rights of surety against principal debtor, Creditor & co-surety.

UNIT IV

Companies Act: Formation of a Company, Memorandum, Articles, Prospective shares, Debentures, Directors' appointment, Powers and duties, Meetings, Proceedings, Management, Accounts, Audit, Oppression & mismanagement, Winding Up.

UNIT V

The Consumer Protection and Cyber Law: Rights of Consumers, Consumer Protection Councils, Redressal machinery, District Forum, State Commission, National Commission, Recent amendments, Cyber law in India, Information Technology Act 2000.

Text Books

1. N.D. Kapoor, Business Laws, Sultan Chand & Sons, 7/e, 2018
2. Mc.Kuchhal & Vivek, Business Law , Vikas Publishing House Pvt.Ltd, 5/e, 2017

Reference Books

1. Tejpal Sheth, Business Law, 3/e, Pearson Publications, 2017
2. Michael Flynn, Kirk W.Buffington, Pennington, Legal Aspects of Public Procurement, 2020

Business Research Methods

| MBA I Year II Trimester | | | | | School of Management | | | |
|-------------------------|----------|--------------|---|---|----------------------|-------|-----|-------|
| Code | Category | Hours / Week | | | Credits | Marks | | |
| MC222005 | Core | L | T | P | C | CIE | TEE | Total |
| | | 3 | 0 | 0 | 3 | 70 | 30 | 100 |

Course Objective

The course enables the students to understand basic concepts in business research, various types of data collection methods, data analysis, and research report writing.

Course Outcomes

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

- Develop a critical understanding of research principles and ethical practices
- Formulate clear research problems and design effective studies confidently
- Gather and evaluate data from diverse sources with accuracy and discernment
- Interpret complex data using statistical tools to support sound decision-making.
- Present research findings persuasively with clarity and professional rigor

UNIT I

Introduction to Research: Business research, Nature, Purpose of research, Types of research, Research process, Research methodology and research method, Role of business research in managerial decisions, Deduction and induction, Ethics in business research.

UNIT II

Designing and Planning Research: Problem identification, Preliminary data gathering, Literature survey, Theoretical framework, Sampling, Hypothesis development, Types of research designs: exploratory, descriptive, experimental designs and case study, Measurement of variables, Rating scales, Ranking scales, Reliability and validity, An overview of descriptive statistics and inferential statistics

UNIT III

Mastering Data Collection Techniques: Sources of data, Primary sources of data, Secondary sources of data, Data collection methods, Quantitative data collection methods, Observation, Interview, Focus groups discussions

UNIT IV

Analyzing Data for Insightful Decisions: Chi-Square test, T test, ANOVA, Factor analysis, Reliability and Correlation (Spearman and Karl Pearson), Conjoint analysis, Cluster analysis, Multivariate data analysis.

UNIT V

Communicating Research with Impact: Research report, Components, Title page, Table of contents, Executive summary, Introductory section, Body of the report, Conclusion of the report, References, Appendix, Guidelines for preparing a good research report oral presentation.

Text Books

1. C R Kothari, Research Methodology: Methods and Techniques, New Age International Publishers, New Delhi, 5th Edition, 2023
2. Uma Sekaran, Research Methods for Business—A Skill Building Approach, John Wiley & Sons (Asia) Pvt. Ltd., Singapore, 7/e, 2017

Reference Book

1. Donald R Cooper and Pamela S Schindler, Business Research Methods, 12/e, Tata McGraw-Hill Publishing Company Limited, New Delhi, 2013

Python Programming - Lab

| MBA I Year II Trimester | | | | | School of Management | | | |
|-------------------------|----------|--------------|---|---|----------------------|-------|-----|-------|
| Code | Category | Hours / Week | | | Credits | Marks | | |
| MS222021 | SEC | L | T | P | C | CIE | TEE | Total |
| | | 0 | 0 | 2 | 1 | 70 | 30 | 100 |

Course Objective:

This course introduces Python programming with a focus on business data analysis. It enables students to develop practical skills in writing Python programs, handling data, using libraries, and applying programming to solve real-world business problems.

Course Outcomes:

- Explain the fundamentals of Python programming.
- Apply control structures to solve problems.
- Write simple scripts using different data structures in Python.
- Use libraries like NumPy and Pandas for data handling and analysis.
- Perform basic data visualization using Matplotlib and Seaborn.

Unit I:

Introduction to Python Programming: Basics of programming, installing python and IDEs (Jupyter Notebook, VS Code), Variables, Data types, Type conversion, Input/output, Comments, operators, Writing and executing python scripts.

Unit II:

Control Structures and Functions: **Conditional statements** - if, elif, else, **Loops** - for, while, break, continue, **Functions** - defining, calling, arguments, return values, Lambda functions
Exception handling - try, except, finally.

Unit III:

Data Structures in Python: Strings, Lists, Tuples, Sets, Dictionaries, List comprehensions and dictionary comprehensions, Iterating and manipulating data structures, Use of built-in functions.

Unit-IV:

NumPy and Pandas for Data Analysis: **Introduction to NumPy** - arrays, indexing, slicing, mathematical operations, **Introduction to Pandas** - Series, DataFrames, Data import/export (CSV, Excel), **Data wrangling** - missing values, filtering, sorting, grouping.

Unit-V

Data Visualization with Python: **Introduction to Matplotlib** - line, bar, histogram, pie charts, **Introduction to Seaborn** - box plots, scatter plots, heatmaps, **Customizing plots** - titles, labels, legends, colors, Business applications of visual analytics.

Textbooks:

1. Kanetkar, Y. , Let Us Python. BPB Publications, 2020.
2. Matthes, E., Python Crash Course, No Starch Press, 2021

References:

1. Ramalho, L., Fluent Python: Clear, Concise and Effective Programming, O'Reilly Media, 2021
2. Zelle, J.M., Python Programming: An Introduction to Computer Science, Franklin,
3. Beedle & Associates Inc., 2022

Selling Skills

| MBA I Year II Trimester | | | | | School of Management | | | |
|-------------------------|----------|--------------|---|---|----------------------|-------|-----|-------|
| Code | Category | Hours / Week | | | Credits | Marks | | |
| MS222022 | SEC | L | T | P | C | CIE | TEE | Total |
| | | 2 | 0 | 0 | 2 | 100 | - | 100 |

Course Objectives:

To create awareness to students on importance of sales in an organization and prepare students for a career in sales.

Course Outcomes:

At the end of this course, the students will be able to

- Develop a deep understanding of core essential selling skills
- Know steps in sales process and the influences on buying decisions.
- Apply techniques to effectively identify customer needs
- Apply techniques and strategies to overcome objections during a sale
- Effectively close a sale and follow-up

Components

Sales Process

Upselling, Cross selling

Understanding customers

Handling objections

Closing sales

References

1. The Users Guide for the Complete Sales Professional, Zig Ziglar, Jaico Publishing, 2006
2. Secrets of Successful Selling Habits, Zig Ziglar
3. Richard R. Still, Edward W. Cundiff, Sales and Distribution Management, Pearson; 6/e, 2017
4. The Science of Selling, David Hoffeld

| MBA BA I Year II Trimester | | | | | School of Management | | | |
|----------------------------|----------|--------------|---|---|----------------------|-------|-----|-------|
| Code | Category | Hours / Week | | | Credits | Marks | | |
| MA22X023 | AECC | L | T | P | C | CIE | TEE | Total |
| | | 1 | 0 | 0 | 1 | 100 | - | 100 |

Course Objective:

This course aims to enhance reading comprehension, vocabulary acquisition and professional writing ability through hands-on, interactive workshop sessions. The primary objective is to develop students' ability to communicate effectively by building their writing skills, word comprehension and critical analysis.

Course Outcomes:

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

- Develop clarity and confidence in written communication for academic and professional contexts.
- Organize and structure different types of written work (emails, essays, reports, notes).
- Structure business documents (memos, reports, proposals, case analyses, and executive summaries).
- Apply correct grammar, vocabulary, and tone in written messages.
- Tailor writing style to suit different audiences and purposes.
- Use persuasive and evidence-based writing for decision-making and influence.
- Provide and incorporate constructive peer feedback to improve writing

Topics:

- Role of grammar, vocabulary, and tone in effective writing and professional credibility.
- Understanding audience and purpose in written communication.
- Structuring written documents (introduction, body, conclusion).
- Structuring business documents (executive summaries, reports, memos).
- Techniques for clarity, conciseness, and coherence in writing.
- Writing for different formats: academic, professional, digital (emails, reports, notes).
- Writing for persuasion: proposals, pitches, and recommendations.
- Storytelling in business communication (narrative for strategy and leadership).
- Constructive feedback in collaborative business environments.
- Reflective practice to improve personal writing style.
- Introduction to digital writing skills (online platforms, virtual collaboration).

Required Readings:

1. HBR Guide to Better Business Writing – Bryan A. Garner
2. Words That Work: It's Not What You Say, It's What People Hear – Frank Luntz

Recommended Resources:

1. Grammarly, for precise, active examples of grammar correction.
2. Online Thesaurus repositories, for bettering vocabulary.
3. Purdue OWL, an Online Writing Lab

Innovation and Entrepreneurship

| MBA I Year II Trimester | | | | | School of Management | | | |
|-------------------------|----------|--------------|---|---|----------------------|-------|-----|-------|
| Code | Category | Hours / Week | | | Credits | Marks | | |
| MA222023 | SEC | L | T | P | C | CIE | TEE | Total |
| | | 1 | 0 | 0 | 1 | 100 | - | 100 |

Course Objective

This course is an interaction and activity-based course. The objective of this course is introduce students to entrepreneurship and an opportunity to listen to real entrepreneurs and also to explore their motivation to start an enterprise. This is first among the courses to be offered in the entrepreneurship courses series.

Course Outcomes

At the end of this course, students will be able to

- Explore their motivation to start an enterprise
- Identify challenges and motivations of entrepreneurship journey
- Identify the elements of entrepreneurship journey
- Get an opportunity to interact with various entrepreneurs
- Present their takeaways from interactions with various entrepreneurs

Concepts

- Innovative ideas and start-ups
- Market segments
- Components of entrepreneurship journey
- Approach strategies of successful and failure enterprises
- Types of investors
- Case studies and interactions

Resources

- Interactions with entrepreneurs from various sectors
- Case studies and discussions
- Rahul Saria and Zebra Learn, Startup Finance 360° - Founder's Guide to Startup Finance | Funding, Valuation, Financial Management, and Entrepreneurial Success Strategies for Indian Startups, Zebra Learn Pvt Ltd; First Edition 2023, ; ZebraLearn Pvt Ltd., Surat, India.
- Peter Thiel, Blake Masters, Zero to One, Random House; 2014
- Eric Ries, The Lean Startup: How Today's Entrepreneurs Use Continuous Innovation to Create Radically Successful Businesses, 2011
- Lee Swanson, University of Saskatchewan, Entrepreneurship and Innovation Toolkit, Openpress.USAsk.CA, 2017

Internship/Project

| MBA I Year III Trimester | | | | | School of Management | | | |
|--------------------------|----------------------|--------------|---|---|----------------------|-------|-----|-------|
| Code | Category | Hours / Week | | | Credits | Marks | | |
| MP232030 | Internship / Project | L | T | P | C | CIE | TEE | Total |
| | | 0 | 0 | 8 | 4 | 100 | - | 100 |

An internship or Project work has to be taken up by the student during the third term, where the student gets the opportunity to explore the industry and learn practical applications of the theory learnt so far. Students have to present two progressive seminars related to the progress of the internship/ project to a faculty panel as per the schedule.

Strategic Management

| MBA II Year I Trimester | | | | | School of Management | | | |
|-------------------------|----------|-------------|---|---|----------------------|-------|-----|-------|
| Code | Category | Hours/ Week | | | Credits | Marks | | |
| MC242001 | Core | L | T | P | C | CIE | TEE | Total |
| | | 3 | 0 | 0 | 3 | 70 | 30 | 100 |

Course Objective

To appreciate and apply the concepts of strategic planning, implementation and control mechanism and estimate strategic evaluation through qualitative and quantitative benchmarking

Course Outcomes

At the end of the course students will be able to

- Develop the ability to craft clear strategic visions and analyze competitive environments
- Analyze complex business environments to make informed strategic choices
- Adapt and apply growth strategies to navigate change and create value
- Apply strategy execution by aligning people, culture, and structure effectively
- Use continuous evaluation to steer strategy and foster organizational resilience

UNIT I

Strategic Thinking and Direction Setting: Strategic management process, developing a strategic vision, mission, objectives, policies, factors that shape a company's strategy, SWOT analysis, value chain analysis and competitive advantage

UNIT II

Strategic Analysis and Informed Decision-Making: Porter's five force model, McKinsey's 7S framework, BCG matrix, GE model, TOWS matrix, the grand strategy matrix. market life cycle model, organizational learning, and the experience curve, Generic strategies, Offensive strategy, Defensive strategy, Exit and Entry barriers: Case studies.

UNIT III

Adaptive Growth and Value Creation: Turnaround strategy, strategies for mergers, acquisitions, takeovers and joint ventures, diversification strategy, need of diversification, different types of diversification strategies, the concept of core competence, strategies and competitive advantage in diversified companies, Case studies-Diversification

UNIT IV

Leadership in Strategy Execution: Strategy and structure, strategy and leadership, strategy and culture connection, strategies for competing in globalizing markets and internet economy, organizational values and their impact on strategy

UNIT V

Sustaining Success through Strategic Control: Types of Strategic control, Role of the Strategist: using qualitative and quantitative benchmarking to evaluate performance, Strategic Information systems. Emerging trends.

Text Books

1. Hitt and Ireland et. al., Strategic Management: A South Asian Perspective, Cengage Learning, 9e, 2016.
2. Thompson and Strickland: Strategic Management, Concepts and Cases. TMH, 2012

References

1. Rao V.S.P and Hari Krishna V., Strategic Management: Text and cases, 1/e, Excel Publishers, 2004.
2. Adrian H a b e r b e r g and Alison Rieple., Strategic Management: Theory and Applications, Oxford University Press, 2007.
3. Sarangi S.K., Modern Strategic Management, Everest Publishing, 1/e 2012.
4. Gregory Dess and G.T. Lumpkin: Strategic Management – Creating Competitive Advantage, McGraw-Hill Publication, 2013

Investment Management

| MBA II Year I Trimester | | | | | School of Management | | | |
|-------------------------|--------------|-------------|---|---|----------------------|-------|-----|-------|
| Code | Category | Hours/ Week | | | Credits | Marks | | |
| ME242002 | Elective - I | L | T | P | C | CIE | TEE | Total |
| | | 3 | 0 | 0 | 3 | 70 | 30 | 100 |

Course Objective

The course equips the learner with investment analysis and investment process, process of bond valuation, equity valuation models, fundamental & technical analysis and models of Mutual Funds with various evaluation models.

Course Outcomes

At the end of this course, the students will be able to

- Think critically to identify genuine investment opportunities
- Make informed decisions balancing risk and reward.
- Interpret bond data to manage fixed income investments confidently.
- Apply valuation insights to judge equity investments effectively.
- Use performance metrics to select and monitor mutual funds.

UNIT I

Introduction to Investment: Investment, Speculation and Gambling, Features of Investment, Investment Avenues, Investment Process.

UNIT II

Portfolio Analysis: Risk and Return Analysis, Markowitz Portfolio Theory, Mean, Variance Approach, Portfolio Selection, Efficient Portfolios, Single Index Model, Capital Asset Pricing Model, Arbitrage Pricing Theory

UNIT III

Bond Valuation: Classification of Fixed Income Securities, Types of Bonds, Interest Rates, Term Structure of Interest Rates, Measuring Bond Yields, Yield to Maturity, Yield to Call, Holding Period Return, Bond Pricing Theorems, Bond Duration, Active and Passive Bond Management Strategies, Bond immunization, Bond Volatility, Bond Convexity

UNIT IV

a) Equity Valuation: Equity Analysis & Valuation, Equity Valuation Models, Relative Valuation Techniques, Earnings Multiplier Approach, Valuation using P/E ratio, Price to Book Value, Price/Sales Ratio, Economic Value Added Approach.

b) Fundamental Analysis, Technical Analysis, Efficient Market Hypothesis.

UNIT V

Performance Evaluation: Mutual Funds, Types of Mutual Funds Schemes, Structure,

Trends in Indian Mutual Funds, Net Asset Value, Risk and Return, Performance Evaluation Models -Sharpe Model, Treynor Model, Jensen Model, Fama's Decomposition.

Textbooks

1. Prasanna Chandra, Investment Analysis and Portfolio Management, 4/e, Tata McGraw Hill, 2017.
2. Kevin S, Security Analysis and Portfolio Management, 2/e, PHI, 2015.

References

1. William. F.Sharpe, Gordon J Alexander& Jeffery V Bailey, Fundamentals of Investments, 3 Edition, Prentice Hall, 2000.
2. ZVI Bodie, Alex Kane, Alan J Marcus & Pitabas Mohanty, Investments, 11/e, McGraw Hill, 2019.
3. Donald E Fischer, Ronald J Jordan, Security Analysis and Portfolio Management, 6/e, Pearson,2012.

Human Resource Planning

| MBA II Year I Trimester | | | | | School of Management | | | |
|-------------------------|-------------|--------------|---|---|----------------------|-------|---------|-------|
| Code | Category | Hours / Week | | | Credits | Marks | | |
| ME242003 | Elective -I | L | T | P | C | CIE | TE E | Total |
| | | 3 | 0 | 0 | 3 | 70 | 30 | 100 |

Course Objective

This course aims to provide students with a comprehensive understanding of the concepts, techniques, and models involved in Human resource planning (HRP), ensuring they can align workforce planning with organizational goals.

Course Outcomes: At the end of the course students will be able to

- Develop a strategic mind-set to align HR planning with organizational goals
- Think analytically to anticipate workforce changes and design roles effectively
- Demonstrate fairness and integrity in attracting and selecting talent.
- To understand the process of nurturing future leaders
- Embrace innovation and data-driven thinking to transform HR planning processes.

Unit I

Fundamentals of Human Resource Planning: Meaning, Scope, and objectives of HRP, Strategic role of HRP in organizations, Global HRP practices and trends, Internal and external factors influencing HRP, Linking HRP with strategic business goals.

Unit II

Anticipating Workforce Needs: Job analysis and Job designing: methods and applications in HRP. Techniques of demand forecasting: Delphi technique, Work-study Techniques. Supply Forecasting Techniques: Markov Analysis, Replacement Charts.

Unit III

Ethical Talent Engagement: Recruitment - sourcing candidates, Selection processes-application screening, Interviewing techniques. Legal and ethical considerations in recruitment and selection, Retention strategies, Employee engagement.

Unit IV

Understanding Leadership Development: Objectives and process of succession planning, Identifying high-potential employees (HIPO) for leadership roles, Career pathing and development plans, Competency mapping for leadership development.

Unit V

Harnessing Technology in HR Planning: AI and automation in HRP, HR information system(HRIS), Enterprise Resource Planning(ERP), Applicant Tracking system(HRP), Role of HR analytics in HRP, technological challenges in HRP.

Textbooks

1. Gary Dessler – Human Resource Management, Global Edition, 2023.
2. David A. DeCenzo, Stephen P. Robbins, and Susan L. Verhulst – Fundamentals of Human Resource Management, 2023.
3. Michael Armstrong – Armstrong's Handbook of Human Resource Management Practice, 2023.

References

1. Wayne F. Cascio – Managing Human Resources, 2022.
2. John Bratton and Jeffrey Gold – Human Resource Management: Theory and Practice, 2022.

Consumer Behaviour in the Digital Era

| MBA II Year I Trimester | | | | | School of Management | | | |
|-------------------------|-------------|------------|---|---|----------------------|-------|-----|-------|
| Code | Category | Hours/Week | | | Credits | Marks | | |
| ME242004 | Elective -I | L | T | P | C | CIE | TEE | Total |
| | | 3 | 0 | 0 | 3 | 70 | 30 | 100 |

Course Objective:

The objective of the course is to provide key tools and frameworks for analyzing consumer behaviour in order to solve marketing problems.

Course Outcomes:

At the end of this course, the students will be able to

- Analyze how psychological factors shape individual purchase decisions
- Recognize sociocultural influences to better understand consumer diversity
- Apply consumer research and behavioral economics to reveal hidden buying motives.
- Utilize consumer insights to develop effective marketing strategies
- Identify emerging consumer trends and ethical considerations in consumer behaviour concepts.

Unit I

Psychological Drivers of Consumer Behavior: Introduction to consumer behaviour, consumer decision-making models (Engel-Kollat-Blackwell, Howard-Sheth). Psychological Drivers: Perception, Motivation, Personality, and Attitude. Mapping the purchase journey, Consumer diaries and creating basic consumer profiles.

Unit II

Sociocultural Contexts and Segmentation: Impact of family, social groups, social class and culture on consumer choices. Market segmentation Tools (VALS, Basic Demographics), Simple consumer personas using demographic and psychographic data

Unit III

Consumer Research and Behavioural Economics: Overview of Consumer Research Methods: Surveys, Interviews, and Observation. Introduction to behavioural economics: common biases and heuristics, experiential learning. Applying ethnography

Unit IV

Strategic Application of Consumer Insights: Segmentation, Targeting, and Positioning (STP) Framework, Pricing Psychology: Basic principles and real-world applications. Product design and packaging: Sensory marketing fundamentals, experiential marketing and gamification concepts for engagement

Unit V

Trends, Ethics, and Sustainable Marketing: Spotting consumer trends and cultural shifts through simple tools, ethical considerations and sustainability in consumer behaviour.

Text Book:

1. Hoyer, Wayne D., Deborah J. Mac Innis, and Rik Pieters. *Consumer Behavior*. 7th ed., Cengage Learning, 2024.

References:

1. Solomon, Michael R., and Cristel Antonia Russell. *Consumer Behavior: Buying, Having, and Being*. 14th ed., Pearson Education, 2024.
2. Hoffmann, Stefan, and Payam Akbar. *Consumer Behavior: Understanding Consumers – Designing Marketing Activities*. Springer, 2023.
3. Sethna, Zubin. *Consumer Behaviour*. 5th ed., SAGE Publications, 2023.
4. Kumar, Leon G, Schiffman, Joe, Wisenblit, S Ramesh, *Consumer Behaviour*, 12/e, Pearson, 2018.

Quality Management

| MBA II Year I Trimester | | | | | School of Management | | | |
|-------------------------|--------------|--------------|---|---|----------------------|-------|-----|-------|
| Code | Category | Hours / Week | | | Credits | Marks | | |
| ME242005 | Elective - I | L | T | P | C | CIE | TEE | Total |
| | | 3 | 0 | 0 | 3 | 70 | 30 | 100 |

Course Objectives:

To identify quality as a differentiator, learn and apply quality measurement systems to understand the application of different quality management methods.

Course Outcomes: At the end of this course, students will be able to

- Embrace quality as a mind-set essential for consistent value creation
- Take initiative to embed quality principles
- Leverage quality tools to identify issues and drive meaningful improvements
- Use data-driven methods to monitor and elevate quality standards consistently.
- Advocate and uphold quality standards to foster organizational excellence

Unit I:

Quality as a Strategic Imperative: Need for quality, Quality concept, and definition, Evolution of quality, Quality gurus and their contribution to the quality, Quality dimensions and benefits of quality and barriers

Unit II

Integrating Quality into Practice: Key components of quality, quality planning, quality implementation, quality control and its components, methodology, benefits, Quality dimensions – definitions and methodology of measurement of each dimension.

Unit III

Empowering Improvement through Tools: 7 Quality tools - definitions, concepts and its application areas. Introduction to Quality improvement methodologies, and their associated tools using flow charts and process mapping.

Unit-IV

Data-Driven Quality Management: Tools of measurement - PDCA, 5S, Benchmarking, Six Sigma-DMAIC, DMADC methodologies, Quality circles - Their concepts, uses, and methodology.

Unit-V:

Quality Excellence: Standards, Certifications, Awards, Accreditations in quality, Similarities, and differentiators between all of them, Deming Award, Malcolm Baldrige quality award, ISO standards, Domain-specific accreditations like NAAC.

Textbooks:

1. Stoner, Freeman and Gilbert, Jr. Management, 6/e, Pearson Education, New Delhi, 2018.
2. Koontz, Weihrich & Arya Sri, Principles of Management, TMH, New Delhi, 2007
3. Dale H. Bester Field, et al., Total Quality Management, Pearson Education Asia, Third Edition, Indian Reprint (2003).
4. Shridhara Bhat. K., Total Quality Management: Text and cases., Himalaya Publishing House, (2017).

References

1. James R. Evans and William M. Lindsay, The Management and Control of Quality, (6th Edition), South-Western (Thomson Learning), 2005.
2. Oakland, J.S. TQM – Text with Cases”, Butterworth – Heinemann Ltd., Oxford, Third Edition (2003).
3. Suganthi, L and Anand Samuel, Total Quality Management, Prentice Hall (India) Pvt. Ltd. (2006).

Business Valuation & Analysis

| MBA II YEAR I TRIMESTER | | | | | SCHOOL OF MANAGEMENT | | | |
|-------------------------|---------------|-------|---|---|----------------------|-------|-----|-------|
| Code | Category | Hours | | | Credits | Marks | | |
| ME242006 | Elective - II | L | T | P | C | CIE | TEE | Total |
| | | 3 | 0 | 0 | 3 | 70 | 30 | 100 |

Course Objective:

This course aims at Providing the conceptual knowledge of Valuation and the different techniques and methods of valuation. Besides, the course enables the participants to apply the methods to value both tangible and intangible assets.

Course Outcomes:

At the end of the course, the student will be able to

- Integrate the concepts and principles of valuation within the context of business Valuation.
- Appreciate the purpose of the valuation from different perspectives
- Calculate and apply formulas relating to the business valuation
- Apply the relative valuation principles in business valuation
- Develop a general awareness of the principles of valuation of tangibles and intangibles.

UNIT I

Valuation Basics: Concept of value and understanding of value. Nature and scope of valuation. Objectives of valuation. importance of business valuation. Myths about valuation. Business valuation approaches, principles, and techniques of valuation. Conceptual overview. Valuation approaches. Choice of approach. Fair market value.

UNIT II:

Purpose of Valuation: Mergers and acquisitions, sale of the business. Fund raising. Voluntary assessment, Taxation, and Finance. Industry perspectives. Statutory dimension, Society angle.

UNIT III:

Business Valuation Methods: Discounted cash flow techniques. Assumptions in the DCF model. Valuedrivers and application of DCF Technique. Comparable transactions methods., Market multiples methods. Economic value-added approach. Free cash flow to equity. Dividend

discount model .Net assets valuation. Relative valuation. Option pricing valuation- overview

UNIT IV:

Relative valuation: Definition and description of relative valuation. Steps in relative valuation. Market value, Market multiples., Wide application of relative valuation. Advantages and limitations of relative valuation. Situations to use relative valuation

UNIT V:

Valuation of tangibles and Intangibles: Valuation of immovable properties; Plant, equipment, vehicles, etc.

Text Books:

1. Aswath Damodaran, The little book of Valuation, Wiley, 2024
2. Krishna G. Palepu, Paul M. Healy and Victor L Bernard, Business Analysis and Valuation: Using Financial Statements, Cengage, 3/e, 2015

References:

1. Nathan S. Goodwin, Business Valuation: The Most Complete Guide on How to Value a Business Through Updated Financial Valuation Paperback 2023

Performance and Competency Management

| MBA II Year I Trimester | | | | | School of Management | | | |
|-------------------------|--------------|--------------|---|---|----------------------|-------|-----|-------|
| Code | Category | Hours / Week | | | Credits | Marks | | |
| ME242007 | Elective -II | L | T | P | C | CIE | TEE | Total |
| | | 3 | 0 | 0 | 3 | 70 | 30 | 100 |

Course Objective

This course aims to provide students with comprehensive knowledge and practical skills in performance management by exploring its core principles, planning and appraisal techniques, employee development methods and emerging trends.

Course Outcomes: At the end of this course, students will be able to

- Adopt performance management as a strategic tool for sustained growth.
- Develop and align clear goals to drive accountability and result
- Foster continuous improvement through coaching and feedback
- Identify and apply competencies to enhance workforce effectiveness
- Leverage competency mapping to optimize talent management.

Unit I

Strategic Performance Management: Concept and Importance of performance management, Performance management vs. performance appraisal, Key components of performance management system (PMS), Challenges in implementing performance management.

Unit II

Aligning Goals with Performance: Performance planning process, Key performance areas (KPA's), Key performance indicators (KPIs), SMART goals approach, Agile Goal Setting, Linking employee performance to strategic goals. Performance Appraisal Techniques, Performance review meetings, Rating errors.

Unit III

Cultivating Development and Feedback: Identifying and addressing poor performance, Personal developmental plans, Coaching, Process and styles, mentoring for performance improvement, Performance counselling, linking performance management to career progression.

Unit-IV

Competency Foundations: Concept, Significance and characteristics of competency, Core competency, Competency v/s competence, Types of competencies, Development of competency framework, Data collection instruments for job descriptions, Stages in design and implementation of the competency model, BEI for competency mapping.

Unit-V

Talent Optimization through Competency Mapping: Purpose and benefits, Competency mapping at different levels - Corporate companies/institutions level, and Individual level. Methods of mapping – Assessment centers, Questionnaire method, studying attributes of High performers, creating competitive advantage.

Textbooks

1. Aguinis, Herman. Performance Management. Pearson Education, 2023.
2. Armstrong, Michael, and Angela Baron. Managing Performance: Performance Management in Action. Kogan Page, 2022.
3. Daniels, Aubrey C. Performance Management: Changing Behavior That Drives Organizational Effectiveness. 5th ed., Performance Management Publications, 2020.

References

1. HBR Guide to Performance Management. Harvard Business Review Press, 2022.
2. Pulakos, Elaine D. Performance Management: A New Approach for Driving Business Results. Wiley, 2021. Cappelli, P., & Tavis, A. (2021).
3. Cappelli, Peter, and Anna Tavis. Reinventing Performance Management. Harvard Business Review Press, 2021.

Sales and Distribution Management

| MBA II Year II Trimester | | | | | School of Management | | | |
|--------------------------|--------------|------------|---|---|----------------------|-------|-----|-------|
| Code | Category | Hours/Week | | | Credits | Marks | | |
| ME242008 | Elective -II | L | T | P | C | CIE | TEE | Total |
| | | 3 | 0 | 0 | 3 | 70 | 30 | 100 |

Course Objective:

To explore the choice available in distribution and learn how to leverage distribution channels effectively.

Course Outcomes: At the end of this course, the students will be able to

- Embrace ethical sales practices to build long-term customer trust and drive growth
- Develop clear, measurable sales objectives aligned with business goals.
- Apply sales force management techniques
- Leverage technology to optimize distribution channels
- Adapt and apply emerging sales trends to drive innovation and competitive advantage.

Unit I

Fundamentals of Sales Management: Introduction to sales and its role in business growth, sales process overview, types of sales (B2B, B2C, inside sales, field sales), role and skills of a salesperson, sales ethics and professionalism, understanding customer needs and buying behavior, basics of customer relationship management (CRM).

Unit II

Sales Planning and Forecasting: Setting sales objectives, sales forecasting techniques, sales budgeting, territory design and management, sales quotas and targets, importance of sales analytics .

Unit III

Sales Force Management: Recruitment and selection of sales personnel, training and development programs for sales teams, motivation and incentive systems, performance evaluation and appraisal, managing sales meetings and coaching, handling conflicts and ethical issues, use of technology for sales force automation.

Unit IV:

Distribution Channels: Overview of distribution channels, designing and managing distribution networks, channel conflict and resolution strategies. Leveraging Technology: Technology-enabled distribution, Role of IT systems, Channel Information Systems (CIS), Smart warehouses.

Unit V:

Emerging Trends: International Distribution, Distribution innovations in rural Indian markets, Emerging trends.

Text Books:

1. Richard Still, Edward W Cundiff, Norman A P Govoni, Sandeep Puri; Sales & Distribution Management; Pearson; 7/e, 2024
2. Krishna K Havaladar, Vasant M Cavale; Sales & Distribution Management; McGraw-Hill, 3/e, 2017

Supply Chain Management

| MBA II Year I Trimester | | | | | School of Management | | | |
|-------------------------|---------------|--------------|---|---|----------------------|-------|-----|-------|
| Code | Category | Hours / Week | | | Credits | Marks | | |
| ME242009 | Elective - II | L | T | P | C | CIE | TEE | Total |
| | | 3 | 0 | 0 | 3 | 70 | 30 | 100 |

Course Objectives:

To identify how an entity operates in a business environment along with the basic concepts in Supply Chain Management and allied functions and Recent issues in Supply Chain Management.

Course Outcomes: At the end of this course, students will be able to

- Analyze core supply chain concepts to improve operational decisions.
- Apply procurement and logistics principles to enhance supplier collaboration and reduce supply variability..
- Design supply chain flows using push-pull strategies to optimize value delivery.
- Leverage AI and IoT tools to improve forecasting, tracking, and inventory management.
- Develop sustainable global supply chain strategies considering risk, ethics, and CSR

Unit I:

Foundations of Supply Chain Management: Concept & Definitions in Supply Chain, Objectives of a Supply Chain, Stages of Supply Chain, Cycle view of Supply Chain Process, Decision Phases in Supply Chain Management.

Unit II

Procurement and Logistics Management: Procurement Process and Supplier Relationship Management, Logistics and Distribution Management, Role of 3PL (Third-Party Logistics) and 4PL (Fourth-Party Logistics) in Supply Chains, Bullwhip effect.

Unit III

Structure and Flow in Supply Chains: Elements of SC, Upstream, Downstream, Information/Material Flow, Push/Pull System, value-added services, Structure of an SC, push-based SC, Pull-based SC, Trade-off between Push and Pull system.

Unit-IV

Digital Technologies Transforming Supply Chains: AI applications in demand forecasting, inventory optimization, and predictive maintenance. Internet of Things (IoT) in Logistics: Use of sensors, RFID, and GPS in real-time shipment tracking, E-commerce and Omnichannel Supply Chain Strategies.

Unit-V:

Global Supply Chains and Sustainability: Global Sourcing and International Logistics, Risk Management in Global Supply Chains, Green and Sustainable Supply Chains, Ethical Issues in Supply Chain and CSR.

Textbooks:

1. Sunil Chopra and Dharam Vir Kalra, Supply Chain Management: Strategy, Planning, and Operation. Edition 7, Pearson, 2024
2. F. Robert Jacobs and Ravi Shankar, Operations and Supply Chain Management, 17th Edition, McGraw Hill, 2023
3. S N Chary, Production and Operations Management, 6th Edition, McGraw Hill, 2019

References

1. Roberta S. Russell, Venkataramanaiah S; Pavan Kumar G, Operations and Supply Chain Management, 10/E, Wiley publication, 2023.
2. Cecil Bozarth, Robert Handfield, Introduction to Operations and Supply Chain Management, Global Edition, 5/E, Pearson, 2019

Behavioural Finance

| MBA II Year I Trimester | | | | | School of Management | | | |
|-------------------------|---------------|--------------|---|---|----------------------|-------|-----|-------|
| Code | Category | Hours / Week | | | Credits | Marks | | |
| ME242010 | Elective -III | L | T | P | C | CIE | TEE | Total |
| | | 3 | 0 | 0 | 3 | 70 | 30 | 100 |

Course Objectives:

- Understand the psychological underpinnings of financial behavior.
- Contrast classical finance models with behavioral theories.
- Identify and analyze common biases in individual and market-level decision-making.
- Apply behavioural insights in personal, investment, and corporate finance settings.
- Critically evaluate modern trends and innovations in behavioral finance.

Course Outcomes:

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

1. Analyze market outcomes by applying investor psychology and behavioral models. Recognize biases to improve future investment decisions.
2. Anticipate market anomalies by analyzing investor sentiment and behavior patterns
3. Apply behavioral tools to real-life personal finance and investment scenarios.
4. Implement behavioral strategies to enhance financial planning and decision-making.

UNIT I:

Introduction to Behavioral Finance: Definition and scope of Behavioral Finance, Evolution and history of behavioral finance, Traditional finance vs behavioral finance assumptions, Efficient Market Hypothesis (EMH) vs Behavioral Models, Prospect Theory and Loss Aversion, Bounded Rationality, Importance of understanding investor psychology in financial markets. (**Dot-com Bubble & Investor Sentiment** – Behavioral overreaction and herd mentality)

UNIT II:

Cognitive Biases and Emotional Influences: Heuristics in decision-making: Representativeness, Availability, and Anchoring; Emotional factors in investment behavior; Overconfidence bias, Framing effect, Mental Accounting, Regret Aversion, Herding behavior, Confirmation bias; Real-world examples of biased financial decisions. (**GameStop Short Squeeze (2021)** – Irrational exuberance and Reddit investor behavior)

UNIT III:

Investor Behaviour and Market Anomalies : Individual vs Institutional investor behavior; Investor sentiment and market bubbles; Behavioral explanations for anomalies: January effect, momentum and reversal effects; Overreaction and underreaction in markets; Role of noise traders; Behavioral Asset Pricing Models.(**Netflix vs Blockbuster** – Managerial decision biases and risk perception)

UNIT IV:

Behavioural Corporate Finance: Introduction to Behavioral Corporate Finance; Managerial biases in capital budgeting, financing decisions, and dividend policy; Behavioral aspects in Mergers & Acquisitions and IPOs; Market timing theory from a behavioral perspective; Case studies involving behavioral corporate decisions (**IPO of Facebook** – Investor sentiment, pricing, and market reaction)

UNIT V:

Applications, Debiasing Strategies Behavioral approaches in personal finance and financial planning; Nudging and choice architecture; Debiasing strategies for better investment decisions; Applications in wealth management and fintech platforms; Critiques of behavioral finance; Integration with AI and data analytics; Future of behavioral finance research and practice (**Behavioral biases in Personal Finance** – Framing and mental accounting in household budgeting).

Textbooks:

1. Ackert, L. F., & Deaves, R., . Behavioral Finance: Psychology, Decision-Making, and Markets. South-Western College Pub, 2010
2. Statman, M., Finance for Normal People: How Investors and Markets Behave. Oxford University Press, 2019
3. Shefrin, Behavioral Corporate Finance: Decisions that Create Value. McGraw-Hill, 2007

Reference Books:

- Thaler, R. H., Misbehaving: The Making of Behavioral Economics. W.W. Norton, 2015.
- Kahneman, D., . Thinking, Fast and Slow, Farrar, Straus and Giroux, 2011
- Barberis, N., & Thaler, R., A Survey of Behavioral Finance, Handbook of the Economics of Finance, 2003
- Shleifer, A., Inefficient Markets: An Introduction to Behavioral Finance. Oxford University Press, 2000

Learning and Development

| MBA II Year I Trimester | | | | | School of Management | | | |
|-------------------------|-------------------|--------------|---|---|----------------------|-------|-----|-------|
| Code | Category | Hours / Week | | | Credits | Marks | | |
| ME24201 1 | Elective - III | L | T | P | C | CIE | TEE | Total |
| | | 3 | 0 | 0 | 3 | 70 | 30 | 100 |

Course Objective

The course aims to introduce students to learning and development concepts like designing training programs and methods to evaluate the training.

Course Outcomes: At the end of this course, students will be able to

- Apply learning theories and experiential cycles to design effective learning experiences.
- Conduct comprehensive training needs assessments to diagnose organizational skill gaps
- Facilitate training programs using varied instructional techniques.
- Analyze training effectiveness through evaluation models and ROI calculations
- Implement digital tools and coaching techniques to enhance learner engagement and growth.

Unit I

Introduction to Learning: Phases in learning, learning process, Learning vs. training, Principles of learning, Kolb's Learning Cycle, Experiential learning, Andragogy.

Unit II

Training Need Assessment: Purpose of training need assessment, needs assessment process, Methods used in needs assessment. Challenges in training needs assessment.

Unit III

Design and Implementation of Training: Training design process, Approaches to programme design, ADDIE model, Training methods, Trainers and training styles, Role of trainers and facilitators.

Unit-IV

Training Evaluation: Stages of evaluation, Different evaluation models, Donald Kirkpatrick's evaluation Model, Determining return on investment, Measuring human capital and training activity, Galvin's CIPP model.

Unit-V

Contemporary Issues in Training and Development: Introduction to development, Use of new technologies for training delivery, Learning management systems (LMS), Coaching, Mentoring, Personal developmental plans, Management development programs.

Textbooks

1. Noe, Raymond A. Employee Training and Development. 9th ed., McGraw Hill, 2022.
2. Blanchard, P. Nick, and James W. Thacker. Effective Training: Systems, Strategies, and Practices. 7th ed., SAGE Publications, 2023.

References

1. Bhattacharyya, Dipak Kumar. Training and Development: Theories and Applications. SAGE Publications, 2015.
2. Lynton, Rolf P., and Udai Pareek. Training for Development. 3rd ed., Sage Publications, 2012.

Institutional Marketing

| MBA II Year II Trimester | | | | | School of Management | | | |
|--------------------------|----------------|------------|---|---|----------------------|-------|-----|-------|
| Code | Category | Hours/Week | | | Credits | Marks | | |
| ME242012 | Elective - III | L | T | P | C | CIE | TEE | Total |
| | | 3 | 0 | 0 | 3 | 70 | 30 | 100 |

Course Objective:

This course enables the students to understand the emerging challenges in organizational selling.

Course Outcomes:

At the end of this course, the students will be able to

- Develop targeted B2B marketing strategies using segmentation and marketing mix trade-offs
- Analyze buying behaviours to design effective customer acquisition campaigns.
- Implement retention strategies to reduce churn and build customer advocacy.
- Create compelling value propositions and optimize digital marketing channels.
- Leverage partnerships and digital tools to generate leads and measure marketing impact.

Unit I

Business Marketing Perspective: B2B marketing, Segmentation and size, B2B Marketing mix, Marketing mix and trade-offs, Marketing Strategy formulation, B2B marketing strategy and planning, Marketing Funnel.

Unit II

Business Customer Insights: Business buying behaviours, Business buyer influencers, Buyers, Types of buying situations. Customer acquisition and customer lifecycle, Creating acquisition campaign.

Unit III

Retention and Loyalty Marketing: Customer retention REAP Model and loyalty, Advocacy marketing, Customer attrition, Signals of customer about to churn, Reacquisition marketing

Unit IV:

Value proposition: Product and portfolio marketing, Building effective value propositions. Digital marketing strategy objectives, Selecting Digital channel mix, B2B brand building

Unit V:

Collaborations: Types of marketing partnerships, SEO partners, Influencer marketing, Account based marketing, Lead generation, Measuring and evaluating B2B marketing.

Text Books:

1. Micheal D Hutt, Dheeraj Sharma, Thomas W Speh, Douglas Hoffman, B2B marketing: A South Asian Perscpetive, 13/e, Cengage, 2024.

2. Simon Hall, Innovative B2B marketing: New models, processes and theory, 2/e ,Kogan Page , 2022

References

1. Krishna K. Havaladar, Shailendra Dasari, B2B Marketing: Text and Cases, 5/e, McGraw Hill, 2021.

Inventory Management

| MBA II Year I Trimester | | | | | School of Management | | | |
|-------------------------|------------------|--------------|---|---|----------------------|-------|-----|-------|
| Code | Category | Hours / Week | | | Credits | Marks | | |
| ME242013 | Elective -III | L | T | P | C | CIE | TEE | Total |
| | | 3 | 0 | 0 | 3 | 70 | 30 | 100 |

Course Objectives:

To have a comprehensive understanding of inventory management and its role in supply chain operations. It covers key inventory control techniques, demand forecasting methods, and optimization strategies to minimize costs and enhance efficiency.

Course Outcomes: At the end of this course, students will be able to

- Manage different inventory types while balancing associated costs effectively.
- Interpret inventory KPIs to drive operational improvements.
- Implement advanced planning methods like JIT and VMI
- Apply AI and IoT tools to enhance real-time inventory visibility.
- Develop strategies to minimize inventory risks and promote sustainability.

Unit I:

Inventory Management Essentials: Introduction to Inventory Management, Role of Inventory in Supply Chain Management, Types of Inventories: Raw Material, Work-in-Progress, Finished Goods, MRO, Inventory Costs: Carrying Costs, Ordering Costs, Stockout Costs.

Unit II

Measuring Inventory Effectiveness: Inventory turnover, Order fulfilment cycle time, On-time delivery rate, Cost per order, Customer service levels. Inventory Turnover Ratio and its Business Implication, Inventory and Supply Chain Linkage.

Unit III

Strategic Inventory Planning & Optimization: Just-In-Time (JIT) and Lean Inventory, Inventory Planning using MRP and ERP systems, Vendor-Managed Inventory (VMI), Seasonal and Multi-location Inventory Challenges.

Unit-IV

Leveraging Technology for Inventory Accuracy: Role of Artificial Intelligence (AI) and Machine Learning in Inventory Control, Internet of Things (IoT) for Real-time Inventory Tracking, RFID and Barcode Technology in Inventory Management, Cloud-based Inventory Management Systems.

Unit-V:

Risk Mitigation and Sustainable Inventory Practices: Inventory Challenges in Different Industries (Automotive, FMCG, Pharma), Demand Uncertainty, Inventory Shrinkage, Obsolescence and Theft, Inventory Risk Mitigation Strategies, Sustainable Practices.

Textbooks:

1. Edward A. Silver, David F. Pyke, Douglas J. Thomas, Inventory and Production Management in Supply Chains 4th Edition, CRC Press, 2021.
2. Sunil Chopra and Dharam Vir Kalra, Supply Chain Management: Strategy, Planning, and Operation, 7e, Pearson, 2024.
3. F. Robert Jacobs and Ravi Shankar, Operations and Supply Chain Management, 17th Edition, McGraw Hill, 2023.

References

1. S N Chary., Production and Operations Management, 6th Edition, McGraw Hill, 2019.
2. Roberta S. Russell, Venkataramanaiah S; Pavan Kumar G, Operations and Supply Chain Management, 10e, An Indian Adaptation, Wiley. 2023.
3. Cecil Bozarth, Robert Handfield, Introduction to Operations and Supply Chain Management, Global Edition, 5E, Pearson, 2019.

Fintech

| MBA II Year I Trimester | | | | | School of Management | | | |
|-------------------------|---------------|--------------|---|---|----------------------|-------|-----|-------|
| Code | Category | Hours / Week | | | Credits | Marks | | |
| ME242014 | Elective - IV | L | T | P | C | CIE | TEE | Total |
| | | 3 | 0 | 0 | 3 | 70 | 30 | 100 |

Course Objectives:

The course aims at developing a basic understanding and application of Fintech, Cryptocurrencies Bitcoins & also introduces the concept of block chain technology, Regtech, Robo Advisors, chatbot, Cyber security and Cyber-attacks.

Course Outcomes:

At the end of this course, students will be able to

- Explain Fintech evolution and leverage its benefits for personal finance.
- Confidently engage with cryptocurrency ecosystems for secure digital asset management.
- Identify blockchain applications and recommend practical uses in various industries.
- Assess RegTech and InsurTech tools to support compliance and innovation efforts.
- Recognize and apply AI and cybersecurity principles to improve Fintech reliability.

Unit I:

Fintech Landscape: Introduction to Fintech, History and Evolution of Fintech, Elements of the Fintech Ecosystem, Types of Fintech services and applications, Fintech Users, Benefits of Fintech for Personal Finance Management.

Unit II:

Navigating Cryptocurrencies: Introduction to Cryptocurrency, History, Traditional Currencies vs. Cryptocurrencies, how Cryptocurrency works, benefits of cryptocurrency and how to buy, store.

Unit III:

Applying Blockchain Solutions: Introduction to the Blockchain, key elements of blockchain technology: Distributed ledger technology, Immutable records and Smart contracts. How blockchain works, Benefits of blockchain, Types of blockchain networks, Blockchain security, Blockchain use cases and applications, Blockchain for industries.

Unit IV:

Leveraging RegTech and InsurTech:

RegTech: Introduction and history, main functions of regtech, Characteristics of RegTech, RegTech Applications and RegTech companies, Open Banking: Introduction to open banking, advantages and risk. **InsurTech:** Introduction, its impact on insurance industry, solutions to the challenges of insurance tech, Innovations in insurtech and Insurtech Companies.

Unit V:

Enhancing Fintech with AI and Security:

Robo-advisors: Introduction about Robo advisors, advantages and limitations. **Chatbot:** Definition, Types, Pros & Cons. **Cybersecurity:** Introduction to Cybersecurity, Types of Cyber Attacks, Security for Fintech services.

Textbooks:

1. Fabian Schar, Aleksander Berentsen: Bitcoin, Blockchain, and crypto assets- A Comprehensive Introduction, MIT Press, 2020.
2. The FinTech Book-The financial technology Handbook for Investors, Entrepreneurs and Visionaries, Susanne Chishti & Janos Barberis, Wiley, 2016.

References:

1. Richard Hayen, FinTech: The Impact and Influence of Financial Technology on Banking and the Finance Industry, Kindle Edition, 2016.
2. The InsurTech Book: The Insurance Technology Handbook for Investors, Entrepreneurs and FinTech Visionaries, Author(s): Susanne Chishti, Janos Barberis, Wiley, 2018.
3. Satoshi Nakamoto, Bitcoin: A Peer-to-Peer Electronic Cash System, 2008

Change Management and Organization Development

| MBA II Year I Trimester | | | | | School of Management | | | |
|-------------------------|---------------|--------------|---|---|----------------------|-------|-----|-------|
| Code | Category | Hours / Week | | | Credits | Marks | | |
| ME242015 | Elective - IV | L | T | P | C | CIE | TEE | Total |
| | | 3 | 0 | 0 | 3 | 70 | 30 | 100 |

Course Objective

This course aims to provide an understanding of organizational change and the challenges in implementing and sustaining change in organizations.

Course Outcomes:

At the end of this course, the students will be able to

- Navigate different types of organizational change to effectively support business transformations.
- Use change frameworks to plan and guide smooth transitions.
- Manage resistance through effective communication and engagement
- Implement and sustain change initiatives for lasting impact.
- Drive OD interventions to enhance organizational capability and culture.

Unit I

Understanding Change: Meaning, nature of change, Process of organizational change, types of change, Levels of change, Value-based change, change programs, change levers, Change as transformation

Unit II

Applying Change Models: Models of change – Kurt Lewin’s change model, Kubler-Ross change model, A.J. Leavitt’s model, Kotter’s change model, Beckhard’s and Harris change formula. ADKAR model, Action research.

Unit III

Overcoming Resistance to Change: Resistance to change, Sources of resistance to change- Individual, organizational sources, recognizing resistance, Methods for dealing with resistance to change, Role of communication in managing change

Unit IV

Leading Change Initiatives : Steps in change implementation, change agents and their role, Qualities of change agents, overcoming challenges during the change process, Monitoring and evaluating change initiatives, Strategies for sustaining change, Measuring change effectiveness, Role of technology in driving change, Ethical considerations in change processes, Emerging trends in change management.

Unit V

Driving Organizational Development: Introduction to organizational development, Scope and importance of OD, Process of OD, Evolution of OD, Types of OD interventions, Competencies of OD practitioners, Challenges of OD practitioners. Emerging trends.

Text Books

1. Nilakant, V., and S. Ramnarayan. *Change Management: Altering Mindsets in a Global Context*. 2nd ed., SAGE Publications, 2018
2. Anderson, Donald L. *Organization Development: The Process of Leading Organizational Change*. United Kingdom, SAGE Publications, 2023.

References

1. Cameron, Esther, and Green, Mike. *Making Sense of Change Management: A Complete Guide to the Models, Tools and Techniques of Organizational Change*. United Kingdom, Kogan Page, 2024.
2. Lauer, Thomas. *Change Management: Fundamentals and Success Factors*. Germany, Springer Berlin Heidelberg, 2020.
3. Palmer, Ian, et al. *EBOOK: Managing Organizational Change: A Multiple Perspectives Approach (ISE)*. United Kingdom, McGraw-Hill Education, 2016

Services Marketing

| MBA II Year I Semester | | | | | School of Management | | | |
|------------------------|---------------|------------|---|---|----------------------|-------|-----|-------|
| Code | Category | Hours/Week | | | Credits | Marks | | |
| ME242016 | Elective - IV | L | T | P | C | CIE | TEE | Total |
| | | 3 | 0 | 0 | 3 | 70 | 30 | 100 |

Course Objective:

The purpose of this course is to acquaint the students with the unique challenges faced by service marketers and aid students in developing skills and perspectives for marketing of services.

Course Outcomes:

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

- Explain core service characteristics and apply digital trends to enhance service offerings.
- Assess and manage customer expectations to design effective recovery and satisfaction strategies.
- Construct service blueprints and manage service encounters for consistent quality delivery.
- Devise value-based pricing and motivate employees to co-create superior service value.
- Plan promotional strategies and optimize physical evidence to enhance customer perception.

Unit I

Introduction to Services Marketing: Service economy, Globalization of services, Characteristics of services (intangibility, perishability, inseparability, variability), Classification of services, Tangibility-intangibility spectrum, Services marketing triangle, Services marketing mix (7Ps), Servitization of products, Digital transformation in services.

Unit II

Managing Customer Expectations and Experience: Customer expectations in services, Managing service expectations, Zone of tolerance, Factors influencing customer perception, Customer experience mapping, Service quality perception, Service recovery strategies, customer feedback mechanisms, Customer satisfaction drivers, Expectation-perception gap.

Unit III

Designing and Delivering Quality Services: Moments of truth, Flower of service model, New service development stages, Service process planning, Service blueprinting, Managing service encounters, Gaps model of service quality, SERVQUAL dimensions, Managing demand and capacity, Technology in service delivery, Consistency in service performance.

Unit IV:

Pricing Strategies and People Management in Services: Service pricing strategies, Value-based pricing, usage and subscription models (e.g., SaaS), Service profit chain, Employee role

in service delivery, Internal marketing, employee engagement, customer participation in service delivery, Co-creation in services, Managing front-line staff.

Unit V:

Service Promotion and Physical Evidence Management: Communication strategies in services, Promoting intangible offerings, Customer-defined service standards, Role of physical evidence, Designing the servicescape, Signage and symbols, Ambient conditions, Service setting and customer perception, Online and offline promotion of services.

Textbooks:

1. Valarie Zeithaml, Mary Jo Bitner, Dwayne Gremler, Services Marketing Integrating customer focus across the firm, 8/e, McGraw Hill, 2023.
2. Jochen Wirtz, Christopher Lovelock, Services Marketing: People, Technology, Strategy, 9/e, World Scientific, 2023.
3. Vinnie Jauhari, Kirti Dutta, Services Marketing-Text and Cases, Oxford University Press, 2/e, 2017.

References:

1. Douglas Hoffman, E.G. Bateson, Services Marketing, Concepts, Strategies and Cases, 5/e, Cengage Learning, 2017.
2. Ramneek Kapoor, Justin Paul, Biplab Halder, Services Marketing - Concepts and Practices, Tata McGraw-Hill Education, 2011.

Procurement and Vendor Management

| MBA II Year I Trimester | | | | | School of Management | | | |
|-------------------------|---------------|--------------|---|---|----------------------|-------|-----|-------|
| Code | Category | Hours / Week | | | Credits | Marks | | |
| ME242017 | Elective - IV | L | T | P | C | CIE | TEE | Total |
| | | 3 | 0 | 0 | 3 | 70 | 30 | 100 |

Course Objectives:

The objective of this course is to equip students with the knowledge and skills to strategically manage the acquisition of goods and services, focusing on cost optimization, supplier relationships and efficient supply chain operations.

Course Outcomes:

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

- Demonstrate understanding of procurement types and their critical role in supply chains.
- Develop data-driven procurement plans integrating sustainability and AI-driven insights
- Build and maintain strong supplier relationships through effective evaluation and negotiation.
- Explore legal, ethical, and sustainable procurement practices.
- Implement digital procurement workflows to enhance accuracy, speed, and transparency.

Unit I:

Procurement Essentials and Strategic Importance: Definition, Importance, and Scope of Procurement, Differences Between Procurement, Purchasing, and Sourcing, Procurement's Role in Supply Chain Management, Types of Procurement: Direct vs. Indirect, Goods vs. Services

Unit II

Strategic Procurement Planning and Innovation: Procurement Planning Process, Make or Buy Decision Analysis, Supplier Selection Criteria, Total Cost of Ownership (TCO) and Value-Based Procurement, Sustainable and Green Procurement, AI and automation in Procurement.

Unit III

Supplier Partnership and Performance Management: Supplier Evaluation and Selection, Vendor Management and Negotiation Strategies, Supplier Performance Measurement, Global Sourcing vs. Local Sourcing

Unit-IV

Navigating Legal, Ethical, and Risk Challenges in Procurement: Contract Management and Legal Framework in Procurement, Procurement Policies and Compliance, Ethical Issues in Procurement and Supplier Code of Conduct, Identify procurement Risks and mitigation strategies, Supply Chain disruption and contingency planning, Fraud prevention in procurement.

Unit-V:

Streamlining Procurement with Digital Processes: Procurement Cycle and Workflow, Request for Quotation (RFQ), Request for Proposal (RFP), and Purchase Orders (PO), E-Procurement and Digital Sourcing Tools, Role of ERP Systems in Procurement

Textbooks:

1. Sunil Chopra and Dharam Vir Kalra. Supply Chain Management: Strategy, Planning, and Operation. Edition 7, Pearson, 2024.
2. Monczka, R., Handfield, R., Giunipero, L., & Patterson, J. Purchasing and Supply Chain Management, 2020.
3. Lysons, K., & Farrington, B. Procurement and Supply Chain Management, 2020.

References

1. Roberta S. Russell, Venkataramanaiah S; Pavan Kumar G. Operations and Supply Chain Management, 10e, An Indian Adaptation, Wiley, 2023.
2. Cecil Bozarth, Robert Handfield., Introduction to Operations and Supply Chain Management, Global Edition, 5E, Pearson, 2019.

Successful Project & Risk Management

| MBA II Year I Trimester | | | | | School of Management | | | |
|-------------------------|---------------------|--------------|---|---|----------------------|-------|-----|-------|
| Code | Category | Hours / Week | | | Credits | Marks | | |
| MO24X018 | Open Elective -I | L | T | P | C | CIE | TEE | Total |
| | | 2 | 0 | 0 | 2 | 70 | 30 | 100 |

Course Objectives:

The objective of this course to develop competencies in project planning, risk assessment, execution, evaluation, budgeting, and team leadership, with emphasis on stakeholder management, use of project management tools like PERT/CPM.

Course Outcomes:

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

- Understand project phases and stakeholder roles to initiate and plan projects effectively.
- Develop a mindset to foresee challenges and craft smart solutions to keep projects on track.
- Transform complex project plans into clear roadmaps using essential scheduling techniques and software.
- Lead projects with focus and flexibility, balancing budgets, timelines, and unexpected changes.
- Build strong, collaborative teams and confidently handle conflicts to drive projects forward.

Unit I:

Exploring the World of Projects: Need of Project Management, Project Life Cycle, Stakeholder management, Approaches Screening and Selection, WBS, and Project Charter, Role of PM in various industries like IT, Manufacturing, Construction, etc.

Unit II

Embracing Risk with Preparedness: Concept of risk, Global Business Environment, Risk Management, Four stages of risk, and strategies for risk mitigation. Case study in Organisational Risk Management in various industries.

Unit III

Bringing Plans to Life with Tools: Gantt Charts, Milestone tracker diagram, PERT, and CPM techniques. Problems on CPM and PERT, online PM Software Tools, and their applications.

Unit-IV

Steering Projects Through Execution: Initiating the Project, Controlling and Reporting Project Objectives, Project Evaluation, Risk, and an integrated approach to Project Management, Cost and Budgeting requirements. Process of Handling Turnaround in Projects. Project Closure and Knowledge Leverage.

Unit-V:

Inspiring Teams and Overcoming Obstacles: Building a project Team, Characteristics of an effective project Team, Cross-functional cooperation, Virtual project teams, conflict management, Negotiations. Future trends and advancements in PM.

Textbooks:

1. Gray, Larson, Rohit Joshi Project Management, Tata McGraw-Hill, 8th edition, 2021.
2. Jeffery K. Pinto, Project Management, Pearson Education, 5th Edition, 2020
3. David Hillson, Managing Risk in Projects (Fundamentals of Project Management), 2009

References

1. A Guide to The Project Management 7th Edition, PMI, 2021
2. Albert Lester Project Management - Planning and Control, Elsevier Science & Technology Books, 2006.
3. R. Panneerselvam., P. Senthil Kumar, Project Management, PHI, 2009.
4. Thomas M. Cappels, Financially Focused Project Management, SPD, 2003.

Family Run Business Management

| MBA II Year I Trimester | | | | | School of Management | | | |
|-------------------------|-------------------|------------|---|---|----------------------|-------|-----|-------|
| Code | Category | Hours/Week | | | Credits | Marks | | |
| M0242019 | Open Elective - I | L | T | P | C | CIE | TEE | Total |
| | | 2 | 0 | 0 | 2 | 70 | 30 | 100 |

Course Objective

To enable students to understand the unique dynamics of family businesses, including succession, governance, strategy, and sustainability.

Course Outcomes:

At the end of the course, students will be able to:

- Explore the unique qualities of family businesses and appreciate their cultural and economic roles across generations.
- Balance family relationships with business needs by mastering governance structures
- Build foresight and skills to guide smooth leadership transitions ensuring long-term family business success.
- Learn to blend tradition with innovation, professionalize operations, and drive strategic growth globally
- Draw actionable insights by analyzing successes and challenges from diverse family business cases.

Unit I:

Understanding Family Business Foundations: Definition and Characteristics of Family Businesses, Economic and Cultural Importance (Global and Indian Context), Differences Between Family and Non-Family Businesses, Generational Perspective: Founders vs. Successors, Lifecycle of Family Businesses.

Unit II:

Navigating Ownership and Family Governance: Family Ownership Models, Governance Structures: Family Council, Board of Directors, Family Constitution, Managing Family and Business Roles, Conflict Resolution in Family Settings, Professional vs. Family Management.

Unit III:

Preparing for Leadership and Succession: Importance of Succession in Family Business Continuity, Models of Succession Planning, Leadership transition and preparing next generation.

Unit IV:

Strategizing Growth While Honouring Legacy: Strategic Planning in Family Firms, Balancing Tradition and Innovation, Role of External Professionals and Advisors,

Professionalization vs. Preservation of Family Culture, Internationalization and Diversification Strategies, Innovation in Family Business Models.

Unit V:

Applications and Case Studies: Analysis of successful and failed family business cases.

Textbooks

1. Ernesto J Poza, Family Business, 5/e, Cengage Learning, 2019
2. References: Rajiv G. Agarwal, Family Business Management, Sage, 2022.

References

1. Manish Sharma, Family Business in India: Perspectives and Practices, 1/e, Springer, 2021

| Relational Database Management System & SQL Lab | | | | | | | | |
|---|----------|--------------|---|---|----------------------|-------|-----|-------|
| MBA II Year I Trimester | | | | | School of Management | | | |
| Code | Category | Hours / Week | | | Credits | Marks | | |
| MS242021 | SEC | L | T | P | C | CIE | TEE | Total |
| | | 0 | 0 | 2 | 1 | 70 | 30 | 100 |

Course Objective:

This course is designed to empower students with a comprehensive understanding of the fundamental concepts related to relational databases and focuses on imparting practical skills in writing different SQL statements.

Course Outcomes: :

At the end of the course students will be able to:

- Explain the fundamental concepts, purpose, and types of database systems and models including RDBMS.
- Design relational databases using ER models and understand relational schema, keys, and constraints.
- Apply formal relational query languages like relational algebra and relational calculus.
- Use SQL to define, manipulate, and query databases using DDL, DML, and DQL commands.
- Understand normalization, integrity constraints, and file organization techniques for efficient database design.

Unit I:

Introduction to Database System Concepts: Data, Information, Database Systems and its applications, Purpose of Database Systems, Introduction to DBMS, Types of Database Models (Hierarchical, Network, Relational), Introduction to Relational Database Management Systems (RDBMS), Popular RDBMS Products (MySQL, Oracle, Microsoft SQL Server)

Unit II:

Introduction to the Relation Models and Database Design using ER Model: Structure of Relational Databases, Database Schema, Keys, Schema Diagrams, Relational Operations, Overview of the Design Process, The Entity-Relationship Model, Constraints, Entity-Relationship Diagrams, Unary, Binary, ternary, Aggregation.

Formal Relational Query Languages: The Relational Algebra, Tuple Relational Calculus, The Domain Relational Calculus.

Unit III:

Introduction to SQL: Overview of SQL, Syntax, commands, operators, **Data Definition Language (DDL):** CREATE, ALTER, DROP statements for tables and views, **Data Manipulation Language (DML):** INSERT, UPDATE, DELETE statements.

Unit IV:

Data Query Language (DQL): SELECT statement with different clauses (WHERE, JOIN, ORDER BY, GROUP BY), **Performing basic join operations:** INNER JOIN, LEFT JOIN, RIGHT JOIN, Using simple SQL functions (COUNT, SUM, AVG, MAX, MIN), Nested subqueries.

Unit-V:

Relational Database Design: Referential Integrity, Entity Integrity, Single valued Dependencies, Normalization, Rules of Data Normalization, The First Normal Form, The Second Normal Form, The Third Normal Form, Boyce Codd Normal Form (BCNF).

File Organization: Physical Database Design Issues - Storage of Database on Hard Disks - File Organization and its types - Heap files (Unordered files) - Sequential File Organization, indexed (Indexed Sequential) File Organization, Hashed File Organization.

Textbooks:

1. Abraham Silberschatz, Henry F. Korth, S. Sudarshan, Database System Concepts, McGraw Hill, 2021, 7/e
2. P Raja Sekhar Reddy, A Mallikarjuna Reddy, Foundations of Database Management Systems, Lambert Academic Publishing, 2020 (e-Book)

References:

1. Machado, R. P., & Russa, H, Analytics engineering with SQL and dbt. O'Reilly Media, 2023.
2. Shan, J., Goldwasser, M., Malik, U., & Johnston, B. , SQL for data analytics (3rd ed.). Packt Publishing, 2022
3. Badia, A., SQL for data science: Data cleaning, wrangling and analytics with relational databases. Springer., 2020

Personal Effectiveness and Grooming

| MBA II Year I Trimester | | | | | School of Management | | | |
|-------------------------|----------|-------------|---|---|----------------------|-------|-----|-------|
| Code | Category | Hours/ Week | | | Credits | Marks | | |
| MS242022 | SEC | L | T | P | C | CIE | TEE | Total |
| | | 1 | 0 | 0 | 1 | 100 | - | 100 |

Course Objective

The course aims to develop skills to manage self and learn to present oneself professionally.

Course Outcomes

At the end of the course, students will be able to:

- Discover your strengths and values to build a positive personal brand and set purposeful goals.
- Embrace principles of self-esteem and self-compassion to create balanced psychological well-being..
- Adopt empowering beliefs, manage time effectively, and turn failures into learning opportunities.
- Foster win-win relationships while enhancing technical and behavioral skills for success.
- Practice mindfulness and stress management to maintain balance and thrive through challenges.

UNIT I

Foundations of Self-Awareness and Personal Branding: Knowing self and others, An appreciative inquiry in dyads, Positive Psychology, Happiness awareness activities, importance of personal Branding, Goal setting

UNIT II

Cultivating Psychological Wealth and Happiness: The new science of happiness, Psychological Wealth: The balanced portfolio & Two principles of psychological wealth - Self-Esteem & Self-Compassion

UNIT III

Developing a Growth Mindset and Resilience: Beliefs as Self-fulfilling Prophecies The Winning Edge, Mind-Set matters, Exercise and the Placebo Effect. Perfectionism & Time management, Accepting failure. Be proactive, Begin with the end in mind

UNIT IV

Strengthening Relationships and Core Competencies: Relationships, Put first things first, Think Win-Win, Building Technical, Functional and behavioural competencies

UNIT V

Managing Stress and Enhancing Well-Being: Mindfulness and well-being, Managing stress, Hardship & Trauma; Living in the Present, Seek first to understand then to understood, Synergize, Sharpen the saw.

Text Books

1. Stephen R. Covey, The 7 Habits of Highly Effective People, Free Press, 2020

Digital Business Models

| MBA II Year II Trimester | | | | | School of Management | | | |
|--------------------------|----------|------------|---|---|----------------------|-------|-----|-------|
| Code | Category | Hours/Week | | | Credits | Marks | | |
| MC252001 | Core | L | T | P | C | CIE | TEE | Total |
| | | 3 | 0 | 0 | 3 | 70 | 30 | 100 |

Course Objective

This course aims to help students understand the basic concepts of economy, digital economy, e-business, and digital business models. Additionally, the course also helps the students gain an understanding of the impact of technology on digital business models evolution, and how digital business models are used by companies in the digital era.

Course Outcomes:

At the end of the course, students will be able to:

- Understand the shift from traditional to digital enterprises and its impact on business landscapes.
- Explore key digital economy concepts and recognize the roles of various stakeholders
- Analyze digital business models as tools for innovation and growth in the internet era.
- Examine how leading companies create and sustain value through digital strategies.
- Evaluate how recent technological advances are transforming business models across industries.

Unit I

Evolution of Digital Business: History and evolution of Digital business models, transformation from brick-and-mortar enterprises to digitally evaluated enterprises.

Unit II

Foundations of the Digital Economy: Digital economy and key concepts, the movement from e-business to digital business models, Key actors and stakeholders in the digital economy.

Unit III

Innovating with Digital Business Models: Introduction to Digital Business Models. Digital business models will be used as a tool to explain the rise of internet mega brands and how companies can innovate in the digital era.

Unit IV

Applying Digital Models in Leading Companies: Concept of the Digital Business Models to analyze how Apple, Google, Facebook, Amazon, and several other internet-era incumbents are using digital business models to create, deliver, capture, and defend value. Case studies discussion.

Unit V

Emerging Technologies Shaping Digital Business: Discuss recent technology developments that are significantly reshaping digital business models across various sectors. Key trends and impacts.

Textbooks:

1. Annabeth Aagaard, Digital Business Models: Driving Transformation and Innovation, 2019
2. Bernd W., Digital Business Models: Concepts, Models, and the Alphabet Case Study, 1/e, 2019.

References:

1. Haftor, D.M. (2015). Some Heuristics for Digital Business Model Configuration.

Derivatives & Risk Management

| MBA II Year II Trimester | | | | | School of Management | | | |
|--------------------------|--------------|-------------|---|---|----------------------|-------|----------|-------|
| Code | Category | Hours/ Week | | | Credits | Marks | | |
| ME252002 | Elective - V | L | T | P | C | CIE | TTE E | Total |
| | | 3 | 0 | 0 | 3 | 70 | 30 | 100 |

Course Objectives:

The course aims at a comprehensive understanding of the use of derivatives as a risk management tool and creates awareness of risks associated with derivatives trading and the management of risk.

Course Outcomes:

At the end of this course, students will be able to

- Develop an understanding of the functioning of derivatives market
- Demonstrate the ability to use forwards and futures contracts strategically to hedge risks and optimize trading outcomes.
- Analyze and execute various options strategies to manage risk and enhance portfolio performance
- Apply the various risk management techniques to mitigate financial exposures
- Examine the Hedging techniques used in derivatives market in India

UNIT I:

Introduction to Financial Derivatives: Definition – Types – Participants and functions – Uses of derivatives – Exchange traded vs. OTC derivatives, Derivatives in India, Regulations for derivative trading and SEBI guidelines related to derivatives trade

UNIT II:

Forwards and Futures: Basic hedging practices, Forwards vs Futures, Determination of forward/futures prices, Stock and Index futures, Currency futures, Interest rate futures. Trading strategies– Speculation – Arbitrage – Spread.

UNIT III:

Options: Introduction, Options terminology, Types, Options pay off, Equity options contracts in India, Index options, Stock options, Options trading strategies, Straddle, Strangles, Strips and straps, Spread Trading. The binomial model, The black – Scholes Merton model (Simple problems)

UNIT IV:

Introduction to Risk Management: Risk Management, scope and process of Risk Management, swap contracts, Interest rates, Currency value at risk. Concept of VaR(Value at Risk) Measuring VaR: Single security and portfolio (simple problems)

UNIT V:

Hedging and Risk Management: Hedging using Greek (Delta-Gamma Hedging), Hedging with Futures (Strategies and arbitrage), Risk Management structure and policies in India

Text Books:

1. Hull, J.C. Options futures and other derivatives. Pearson Education India, 11/e, 2022
2. N R Parasuraman, Derivatives and Risk Management, Mc Graw Hill, 4/e, 2021

References:

1. Janaki Ramanan, S., Derivatives and risk management, Pearson Education India, 1/e, 2011.
2. Madhumathi, Ranganatham, Pearson Education India, 1/e, 2011.
3. Rajiv Srivastava, Derivatives and Risk Management, Oxford, 2/e 2014

Compensation Management

| MBA II Year II Trimester | | | | | School of Management | | | |
|--------------------------|--------------|--------------|---|---|----------------------|-------|-----|-------|
| Code | Category | Hours / Week | | | Credits | Marks | | |
| ME252003 | Elective - V | L | T | P | C | CIE | TEE | Total |
| | | 3 | 0 | 0 | 3 | 70 | 30 | 100 |

Course Objective

The course aims to provide an understanding on principles and basic concepts of compensation management in organizations and deals with employees compensation methods.

Course Outcomes:

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

- Grasp core compensation concepts, legal requirements, and fairness to build trust in pay systems.
- Design base pay systems using job evaluation and market data for equitable compensation.
- Apply individual and group incentive plans to motivate and reward employee performance.
- Understand and administer benefit programs that support employee well-being and meet legal standards.
- Adapt compensation strategies for gig economy, hybrid work, and AI-powered analytics.

Unit I

Understanding Compensation Principles: Types of compensation, Components of compensation, Perceptions of pay fairness, Legal framework and its impact on pay systems, Terms and conditions, Legal compliances.

Unit II

Crafting Fair and Competitive Pay Structures: Determining compensation, equitable compensation model, Wage mix, Development of a base pay system, Job evaluation systems, Compensation surveys, Wage curve, and Pay grades.

Unit III

Motivating Through Variable Pay: Individual incentive plans: Piecework, Standard hour plan, Bonuses, Merit pay, Group incentive plans: Gain sharing incentive plans, Group bonuses, Enterprise incentive plans, Profit sharing plans, ESOP.

Unit IV

Managing Employee Benefits for Engagement and Compliance: Employee benefit programs: Social security benefits, Retirement benefits, Health care benefits, Paid Time-off, employee benefits required by law, Discretionary major employee benefits.

Unit V

Navigating Modern Compensation Trends: Gig Economy and freelance compensation, Hybrid work compensation models, AI in compensation benchmarking, non-monetary compensation trends.

Textbooks

1. Martocchio, Joseph J. Strategic Compensation: A Human Resource Management Approach. 11th ed., Pearson, 2024.
2. Singh, B. D. Compensation and Reward Management. 4th ed., Excel Books, 2022
3. Milkovich, Newman & Gerhart, Compensation, 12/e, TMH, 2020.
4. Richard I. Henderson, Compensation Management in a Knowledge-Based World, Pearson Education, 2020.

Reference

1. Luis R. Gomez-Mejia & Steve Werner, Global compensation - Foundations and perspectives, Routledge, 2008.
2. Joseph J. Martocchio, Strategic Compensation, 10/e, Pearson Education, 2018.
3. B D Singh, Compensation and Reward Management, Excel Books, 2017

Retail Management

| MBA II Year II Trimester | | | | | School of Management | | | |
|--------------------------|-----------------|------------|---|---|----------------------|-------|-----|-------|
| Code | Category | Hours/Week | | | Credits | Marks | | |
| ME252004 | Elective - V | L | T | P | C | CIE | TEE | Total |
| | | 3 | 0 | 0 | 3 | 70 | 30 | 100 |

Course Objective:

The course enables the students to understand different aspects of frontend and backend retail store operations.

Course Outcomes:

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

- Critically interpret retail trends to adapt and engage customers.
- Strategically assess locations to anticipate and influence shopper behaviour
- Collaborate effectively to plan merchandise that meets evolving demands.
- Implement operational tactics enhancing shopper experience and sales outcomes.
- Design immersive atmospheres that emotionally connect with customers.

Unit I

Foundations of Modern Retailing Ecosystems–Functions of retailers, Types of retailers, Formats (store–and non-store based), Multichannel Retailing, Omnichannel retailing, Franchising, Indian retail scenario.

Unit II

Strategic Retail Location and Market Positioning– Shopping Centers, Freestanding sites, Malls, Factors in deciding store locations, Trade Area, Site selection

Unit III

Dynamic Merchandise Planning and Vendor Collaboration– Merchandise categories, Types of merchandising, Control systems for different merchandise, Brand alternatives, Sourcing merchandise, Vendor selection and Negotiations, Vendor evaluation

Unit IV:

Operational Excellence in Retail Spaces–Store layout and design, Types of layout, Planogram, Category Management, Promoting merchandise, Store promotion, Pricing

Unit V:

Innovative Store Atmospherics and Sensory Branding– Visual merchandising, Use of fixtures and props, Creative presentation of merchandise, Creating an attractive store atmosphere–sensory appeal. Emerging trends.

Textbooks:

1. Barry Berman, Joel R Evans, Chatterjee P; Retail Management: A Strategic Approach, 13/e, 2021, Pearson
2. Michael Levy, Barton Weitz, Dhruv Grewal, Retailing Manag McGraw-Hill, 2023.

References

1. Retail Management: Text & Cases; Arunangshu Giri, Pradip Paul, Satakshi Chatterjee; Prentice Hall India, 2022

Designing of Services

| MBA II Year II Trimester | | | | | School of Management | | | |
|--------------------------|-----------------|--------------|---|---|----------------------|-------|-----|-------|
| Code | Category | Hours / Week | | | Credits | Marks | | |
| ME252005 | Elective - V | L | T | P | C | CIE | TEE | Total |
| | | 3 | 0 | 0 | 3 | 70 | 30 | 100 |

Course Objectives:

To understand different workflow service to deliver better customer service. To employ service principles as key result area for industries.

Course Outcomes: At the end of this course, students will be able to

- Craft adaptive service strategies that consistently attract and retain customers.
- Diagnose and bridge service gaps to ensure exceptional customer experiences.
- Orchestrate collaborative supply relationships to manage risks and drive value.
- Develop seamless workflows enhancing value and user experience.
- Foster lasting customer bonds by understanding decision-making behaviors.

Unit I:

Strategic Service Vision and Competitive Edge: Strategic Service Vision, Competitive Environment of Services, Competitive Service Strategies. Overall Cost Leadership, Differentiation & Focus approaches. Winning Customers in the Marketplace: Qualifiers, Service Winners and Service Losers.

Unit II

Mastering Service Quality for Customer Delight: Service Quality, Dimensions of Service Quality, Gaps in Service Quality, Measuring Service Quality, SERVQUAL. Quality Service by Design, Incorporation of Quality in the Service Package, Management of technology in service design.

Unit III

Dynamic Management of Service Supply Networks: Supply Chain Management, Network Model, Managing Uncertainty, Service Supply Relationships, Customer-Supplier Duality, Managing Service relationships, Outsourcing Services, Benefits and risks of Outsourcing Services, Classification of Business Services.

Unit-IV

Integrated Service and User Experience Design: Basics of Service Design, Holistic Service Design, Service Design and Overall Business Change, Work flow and Process flow, scope and Flow of Service Design, Value to the Business, UX-User experience design and management, mission criticality in hospitals and other service sectors.

Unit-V:

Building Customer Loyalty through Relationship Marketing: Buyer Characteristics, Buyer Decision-making Process (EKB Model), Customer Involvement in Service Process. Relationship Marketing, Evolution of Relationship Marketing. 7-S Framework.

Textbooks:

1. Deborah., Competitive Strategies for Service Businesses, New Delhi: Jaico, 2008.
2. Fitzsimmons & Fitzsimmons, Service Management, Tata McGraw-Hill, 2017.

References

1. Haksever et.al., Service Management and Operations, Pearson Education, 2006.
2. Hollins., Managing Service Operations, Sage Publications, 2007.

Financial Analytics

| MBA II Year II Trimester | | | | | School of Management | | | |
|--------------------------|-------------|--------------|---|---|----------------------|-------|-----|-------|
| Code | Category | Hours / Week | | | Credits | Marks | | |
| ME25X006 | Elective-VI | L | T | P | C | CIE | TEE | Total |
| | | 3 | 0 | 0 | 3 | 70 | 30 | 100 |

Course Objective:

To enable students to apply analytical techniques for financial data interpretation, modeling, and decision-making using Excel and Python.

Course Outcomes:

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

- Interpret financial data to support managerial decisions.
- Collect and prepare financial data for analysis.
- Use Excel and Python for deriving financial insights.
- Build simple financial models for forecasting and decision-making.
- Analyse financial statements using data-driven approaches.

Unit I

Foundations and Impact of Financial Analytics: Overview, importance, and scope of financial analytics, Role of financial analytics in business decision-making (budgeting, forecasting, valuation)

Key financial metrics and ratios for performance evaluation: Profitability ratios, liquidity ratios, solvency ratios, efficiency ratios. Key Performance Indicators (KPIs) in finance—ROI, ROE, EVA, Basic statistical tools concepts for financial analytics (descriptive statistics, regression analysis for understanding financial relationships)

Unit II

Sources of financial data: Company reports, market data, and online sources (Yahoo Finance, NSE). Data cleaning and transformation involve handling missing data, filtering, and formatting, Organising datasets for analysis.

Unit III

Tools for Financial Data Analysis: Data handling and visualisation using Excel and Python, Descriptive analytics for financial data: trend and variance analysis, Introduction to predictive techniques (simple linear regression for forecasting).

Unit IV

Financial Modelling Techniques: Concept and structure of financial models, **Building Excel-based financial models:** revenue forecasting, budgeting, and cost modelling, Scenario and sensitivity analysis in Excel.

Unit V

Applications of Financial Analytics: Financial statement analysis using analytics tools – interpreting income statements, balance sheets and cash flow statements, Ratio analysis and visualisation using Excel/Python, Identifying patterns and trends in company performance, Application of predictive analytics in Finance

Emerging Trends in Financial Analytics: The Role of AI and ML in Finance, Applications Including Algorithmic Trading, Robo-Advisory, and Fraud Detection (Conceptual).

Textbooks:

1. Simon Benninga, Financial Modelling – Using Excel, MIT Press, Cambridge, 3/3, 2010.
2. Pitabas Mohanty, Financial Analytics. Wiley Publications, 2023.

References:

1. Vijay Gupta, Financial Analysis using Excel, VJ Books Inc., Canada, 2015.
2. Timothy Mayes, Financial Analysis with MS Excel, Cengage, 7/e, 2013.
3. Mark J Bennett and Dirk L Hugen, Financial Analytics with R: Building a Laptop Laboratory for Data Science, 2016

Industrial Relations and Labor Laws

| MBA II Year II Trimester | | | | | School of Management | | | |
|--------------------------|---------------|--------------|---|---|----------------------|-------|-----|-------|
| Code | Category | Hours / Week | | | Credits | Marks | | |
| ME252007 | Elective - VI | L | T | P | C | CIE | TEE | Total |
| | | 3 | 0 | 0 | 3 | 70 | 30 | 100 |

Course Objective

This course aims to provide knowledge on labor legislation related to working conditions, safety, health and welfare, industrial relations, wages, and social security.

Course Outcomes:

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

- Critically evaluate IR frameworks to promote collaborative workplace culture.
- Strategically engage unions and negotiate to balance stakeholder interests.
- Employ effective dispute management to prevent conflicts and build trust.
- Design and advocate welfare programs enhancing employee wellbeing sustainably..
- Interpret and implement labor laws to ensure ethical workplace compliance.

Unit I

Foundations and Perspectives of Industrial Relations: Introduction to industrial relations (IR), objectives and importance of IR, Factors affecting IR, Evolution and development of IR in India, Approaches to IR (Unitarist, Pluralist, Marxist).

Unit II

Trade Unions and Collective Bargaining Dynamics: Introduction to trade unions, Role of trade unions, Growth and problems of trade unions in India, Legal framework: Trade unions act, 1926, Collective bargaining: Meaning, objectives, process, and types, Role of trade unions in collective bargaining

Unit III

Managing and Resolving Industrial Disputes: Causes and consequences of disputes, Prevention and settlement of disputes-Conciliation, Arbitration, Adjudication, Legal framework: Industrial disputes act, 1947.

Unit IV

Labor Welfare and Social Security Frameworks: Concept and importance of labor welfare, Types of welfare activities: statutory and non-statutory, Role of ILO (International Labor Organization), Employees' state Insurance act, 1948, Employees' provident fund act, 1952.

Unit V

Legal Compliance in Worker Health, Safety, and Rights: Health, safety, and welfare provisions, Payment of wages act, 1936, Minimum wages act, 1948, Payment of bonus act, 1965, Maternity benefit act, 1961, Contract labor (regulation & abolition) act, 1970.

TextBooks

1. Mamoria, C. B., Subba Rao, P., & Mamoria, S. Dynamics of Industrial Relations 16/e. Himalaya Publishing House, 2023.
2. Taxmann's Editorial Board, New Labour & Industrial Laws Taxmann Publications Pvt. Ltd. 2023.
3. Malik, P. L., Handbook of Labour and Industrial Law. Eastern Book Company.
4. Misra, S. N. Labour & Industrial Laws (With Latest Amendments) . Central Law Publications. 2021.

References

1. Monappa, A., Nambudiri, R., & Selvaraj, P. Industrial relations and labor laws, 2/e. TMH. 2017.
2. Singh, B. D. Labor laws for managers. Excel Books, 2009.
3. Jaising, I. Law relating to sexual harassment at the workplace. Universal Law Publishing, 2022.

Advertising & IMC

| MBA II Year II Trimester | | | | | School of Management | | | |
|--------------------------|---------------|------------|---|---|----------------------|-------|-----|-------|
| Code | Category | Hours/Week | | | Credits | Marks | | |
| ME252008 | Elective - VI | L | T | P | C | CIE | TEE | Total |
| | | 3 | 0 | 0 | 3 | 70 | 30 | 100 |

Course Objective:

The course enables the students to understand role of different elements of promotion mix and appreciate the effectiveness of different media.

Course Outcomes:

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

- Design integrated promotion approaches that clearly engage target audiences.
- Select and optimize media channels to maximize campaign reach.
- Identify methods to generate creative advertising strategies that resonate and differentiate brands effectively.
- Collaborate across agency functions to deliver cohesive campaigns.
- Develop and evaluate IMC plans driving brand growth and ROI.

Unit I

Crafting Impactful Promotion and Communication Strategies– Components of promotion mix – advertising, sales promotion, personal selling, public relations, direct marketing; Communication process – source, message, content, structure, encoding, channel, decoding; models and framework; FCB Model, 5Ms Model.

Unit II

Strategic Media Planning and Audience Engagement– Mass media, Unconventional media, Media planning, Media buying, Audience measurements.

Unit III

Harnessing Creativity for Memorable Advertising– Role of creativity in advertising, Creative process, Role of research – focus groups, ethnography, Big Idea, Unique Selling Proposition, Positioning, Creative execution.

Unit IV:

Navigating Advertising Agency Roles and Collaboration– Types of advertising agencies, Functions – Account planning, Client servicing, Creative, Copywriting, Media planning, Specialized agencies

Unit V:

Budgeting and Measuring IMC– Budgeting techniques, IMC planning and strategies, Role of IMC in branding, Measuring IMC effectiveness and RoI, Emerging Trends, Case studies

of successful IMC campaigns

Textbooks:

1. George E Belch and Michael A Belch, Advertising and Promotion: An Integrated Marketing Communication; McGraw Hill, 2023
2. Kruti Shah and Alan D'Souza, Advertising and Promotion: An IMC Perspective; McGraw-Hill
3. S Ramesh Kumar, Anup Krishnamurthy, Advertising, Brands and Consumer Behaviour: The Indian Context; Sage Publications; First Edition; 2020

References:

1. www.afaqs.com
2. Business Today
3. Businessworld

Stores and Warehouse Management

| MBA II Year II Trimester | | | | | School of Management | | | |
|--------------------------|---------------|--------------|---|---|----------------------|-------|-----|-------|
| Code | Category | Hours / Week | | | Credits | Marks | | |
| ME252009 | Elective - VI | L | T | P | C | CIE | TEE | Total |
| | | 3 | 0 | 0 | 3 | 70 | 30 | 100 |

Course Objectives:

To be able to understand requirement of storage of in-house, semi- finished and finished goods. Classification requirements of retrieval and usage also learnt.

Course Outcomes:

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

- Appreciate warehouse roles as competitive advantage in global supply chains.
- Handle goods accurately using proper store processes and handling systems..
- Organize warehouse layouts and track KPIs for better performance.
- Leverage AI, IoT, and WMS for predictive, autonomous warehousing.
- Implement resilient, eco-smart warehouse practices for global supply challenges.

Unit I:

Introduction to Stores and Warehouse Management: Definitions and Objectives: Stores vs. Warehouse; Types of Warehouses: Private, Public, Bonded, Smart Warehouses; Functions of a Store/Warehouse; Role in Supply Chain & Logistics Network; Warehousing in Manufacturing, Retail, Pharma, and FMCG Sectors

Unit II

Storekeeping & Material Handling Systems: Functions and Responsibilities of Storekeepers; Receipt, Inspection, Issue, Return of Goods; Store Layout Design: Centralized vs. Decentralized Stores, Material Handling Equipment (MHE): Conveyors, Forklifts, AGVs, Drones.

Unit III

Warehouse Planning, Control & Performance: Warehouse Location and Design Decisions, Storage Systems: Racking, Shelving, Palletization, Cold Storage, Space Utilization & Safety Standards; KPIs in Warehouse Operations (Space Utilization, Order Accuracy, Lead Time); Lean Warehousing Concepts, Performance Benchmarking (using SCOR Model).

Unit IV

Technology Driven Warehousing: Warehouse Management Systems (WMS) - Functions and Modules, Barcoding, RFID, GPS Tracking, AI and IoT in Warehouse Automation; Blockchain in Warehouse Transactions and Traceability; Smart Warehouses and Industry 4.0 Integration.

Unit V:

Challenges, Risk & Sustainability in Stores and Warehouse Management: Common Issues - Pilferage, Stock Discrepancies, Overstocking, Human Errors; Warehouse Risk Assessment and Mitigation; Safety Protocols and Occupational Hazards; Warehousing Challenges in E-commerce, Perishables, and Global Supply Chains.

Textbooks:

1. Chary S.N., Productions and Operations Management., McGraw Hill Publication, 6th edition, 2019.
2. Chase Richard, Aquilano Nicholas et al., Operations Management for competitive advantage., Mc Graw Hill Publication, 11th edition., January 2005.
3. David B Grant., Logistics, Supply Chain and Operations Management Case Study Collection, Edition 1, 2016.

References

1. Rangarajan. V.R., Basics of Warehouse and Inventory Management : The Pillars of Business Logistics., 2022.

Trading Strategies in Emerging Markets

| MBA II YEAR II TRIMESTER | | | | | SCHOOL OF MANAGEMENT | | | |
|--------------------------|----------------|--------------|---|---|----------------------|-------|-----|-------|
| Code | Category | Hours / Week | | | Credits | Marks | | |
| ME252010 | Elective - VII | L | T | P | C | CIE | TEE | Total |
| | | 3 | 0 | 0 | 3 | 70 | 30 | 100 |

Course Objectives:

The course aims at developing trading strategies by obtaining information from various sources regarding a company's performance. Besides this, the course enables building a portfolio and methods of developing a robust back testing system for the strategies

Course Outcomes:

At the end of the course students will be able to

- Navigate live markets with real-time trading precision
- Apply data-driven strategies to exploit market patterns.
- Evaluate how anomalies alter risk perception and investment logic.
- Weigh trade-offs between risk and expected return for allocation.
-

Unit I:

Annual Financial Statements and Trading Basics: Annual financial statements, Trading basics and Mechanics of trading- Trading types and orders. Market and Limit Orders, Limit order book, Limit price placement, Stop-Loss orders, Short selling, Transaction costs.

Unit II:

Algorithmic Strategies: Accrual- Calculations, Ratios and strategy, Betting against the Beta: -CAPM & strategy, Momentum: Lookback period, Strategy & Returns, and Momentum Crashes: Option Primer, Abstract & strategy, Partha Mohan Ram's G-Score-Concept Background, Economic intuition, Strategy, Numerical and Closure

Unit III:

Market Anomalies-Measures and Efficiency: Market Anomalies: Market Efficiency, Types, Anomalies, Performance measurement: Market timing, Performance Attribution: Timing measurement, Performance attribution, Mutual fund performance, Utility theory, Risk and Return, Capital allocation, Risky portfolios.

Unit IV:

Portfolio Formation: Diversification & Efficient Frontier, Two Fund separation, Diversification revisited, Investment opportunity set with Two Risk Assets and Risk-free

Assets, 3 Assets and Risk-free Assets, Market portfolio and capital market line, Back testing: Strategies based on Text Mining, Benchmarking.

Unit V:

Designing Trading Strategy: Pairs Trading Strategy, Scaffolding materials (Reading an Academic Paper), Pairs Trading: Performance of a Relative Value Arbitrage Rules, Measuring Portfolio Fund Returns, Benchmark for portfolio performance evaluation, Alternative performance measures.

Textbooks:

1. Mark Mobius, Emerging Markets: How To Make Money in the World's Fastest Growing Markets, Wiley, 1/e, 2012.
2. Sugata Ray, Principles of Quantitative Equity Investing: A Complete Guide to Creating, Evaluating, and Implementing Trading Strategies, 1/e, FT Press, 2015.

References:

1. Koontz and Weihrich, Essentials of Management, McGraw Hill, 2012.
2. Marko Dimitrijevic, Timothy Mistele, Frontier Investor: How to Prosper in the Next Emerging Markets, Columbia Business School Publishing, 2016
3. Christopher H Browne, Roger Lowenstein, Value Investing, 1/e, Wiley, 2009

HR Analytics

| MBA II Year II Trimester | | | | | School of Management | | | |
|--------------------------|----------------|--------------|---|---|----------------------|-------|-----|-------|
| Code | Category | Hours / Week | | | Credits | Marks | | |
| ME25X011 | Elective - VII | L | T | P | C | CIE | TEE | Total |
| | | 3 | 0 | 0 | 3 | 70 | 30 | 100 |

Course Objective

This course aims to help students understand how to use data and analytics to make smarter HR decisions, improve organizational performance, and apply practical tools for managing, analyzing, and predicting HR-related outcomes.

Course Outcomes:

At the end of the course students will be able to:

- Ability to connect HR analytics with business performance and strategy.
- Develop competence in organizing, cleaning, and validating HR data for accurate insights
- Build insightful HR dashboards and visual reports for decision-makers.
- Interpret workforce trends and performance metrics for actionable HR insights.
- Use predictive models to anticipate attrition, hiring, and performance issues.

Unit I

Foundations of HR Analytics: Evolution and scope of HR analytics, Role of analytics in enhancing organizational performance, Data-driven decision making in HR, Key HR metrics and KPIs, Ethical considerations and data privacy in HR Analytics.

Unit II

HR Data Management: Types of HR data - Structured and unstructured, **Datafication in HR:** Turning activities into measurable data, **Sources of HR data:** HRIS, ATS, Surveys, and Other Platforms, Data cleaning, Validation, and Data quality management.

Unit III

Tools for Data Management and Visualization: Excel, Google Sheets, HRIS systems, Power BI (Intro Level), **Data visualization techniques:** Charts, Pivot tables, Heat maps, etc.

Unit-IV

Descriptive Analytics in HR: Workforce demographics analysis, Ratio and trend analysis, Scorecards and dashboards for HR reporting

Unit-V

Predictive Analytics and Applications: Introduction to predictive analytics in HR, Applications - Attrition prediction, Hiring analytics, Performance forecasting, **Predictive Modeling Techniques** –

Regression models: Linear Regression, Logistic Regression. **Classification models:** Decision Trees, Random Forests, Support Vector Machines (SVM)

Textbooks

1. Bhattacharyya, D. K.. HR analytics: Understanding theories and applications 2/e. Pearson.2023
2. Mande, A., Patil, V., Patil, K. S., Sinha, P. K., & Kumbhar, S. HR analytics: A textbook. Himalaya Publishing House.2025

References

1. Jean Paul Isson and Jesse Harriott, People Analytics in the Era of Big Data, Wiley, 2016.
2. Bernard Marr, Data-Driven HR: How to Use Analytics and Metrics to Drive Performance, Kogan Page, 2018.
3. Ramesh Soundararajan & Kuldeep Singh, Practitioner's Guide to HR Analytics, Sage Publications, 2017

Journals

1. Journal of Human Resource Analytics – Emerald Publishing
2. International Journal of Human Resource Studies – Macrothink Institute
3. HR Analytics Review – NHRD Network

Digital Marketing

| MBA II Year II Trimester | | | | | School of Management | | | |
|--------------------------|----------|------------|---|---|----------------------|-------|-----|-------|
| Code | Category | Hours/Week | | | Credits | Marks | | |
| | DSE | L | T | P | C | CIE | TEE | Total |
| | | 3 | 0 | 0 | 3 | 70 | 30 | 100 |

Course Objective:

The objective of this course is to provide basic knowledge of digital marketing framework, drivers and online consumer behavior.

Course Outcomes:

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

- Adapt to evolving digital-first marketing ecosystems
- Craft market strategies for dynamic digital landscapes
- Decode digital consumer journeys for targeted engagement
- Leverage digital tools to amplify brand visibility
- Capitalize on emerging digital platforms and trends

Unit I

Foundations of Digital Shift: Introduction to Digital Marketing – Evolution of Digital Marketing, Why Digital Marketing, Applications of Digital Marketing, Digital Marketing vs Traditional Marketing, Digital Marketing Framework

Unit II

Strategies in Online Markets: E-Marketing, The online Marketing Mix, Factors impacting Digital Marketplace, Value Chain Digitization, The Online Marketing Mix, Issues of Online Marketing

Unit III

Understanding the Digital Consumer: The Online Consumer, Consumer Behavior on the Internet, Managing Consumer Demand, Integrated Marketing Communications (IMC), Impact of Digital Channels on IMC, CRM in a Web2.0 World

Unit IV:

Tools of Digital Brand Building: social media, Online Branding, Traffic Building, Web Business Models E-Commerce, Email Marketing, Mobile Marketing, Viral Marketing, Establishing Online Brand

Unit V:

Trends and Innovations Ahead: Online Communities and Co-creation, Role of Games and apps in marketing, The world of Facebook, Emerging Trends and Concepts, Emerging opportunities in Digital Marketing.

Textbooks:

1. Puneet Bhatia, Fundamentals of Digital Marketing, Pearson Education India, 2e, 2019.
2. Vandana Ahuja, Digital Marketing, Oxford University Press, 2015

References:

1. Ian Dodson, The Art of Digital Marketing: The Definitive Guide to Creating Strategic, Targeted, and Measurable Online Campaigns, John Wiley & Sons, 2016.
2. Damian Ryan, Understanding Digital Marketing: Marketing Strategies for Engaging the Digital Generation, Kogan Page, 2014.
3. Dave Chaffey / Fiona Ellis-Chadwick, Digital Marketing: Strategy Implementation and Practice, Pearson

Digital Supply Chain & Fulfilment

| MBA II Year II Trimester | | | | | School of Management | | | |
|--------------------------|----------------|--------------|---|---|----------------------|-------|-----|-------|
| Code | Category | Hours / Week | | | Credits | Marks | | |
| ME252013 | Elective - VII | L | T | P | C | CIE | TEE | Total |
| | | 3 | 0 | 0 | 3 | 70 | 30 | 100 |

Course Objectives:

The primary objective of a digital supply chain management course is to equip students with the knowledge and skills to leverage technology and data analytics to optimize supply chain processes, improve efficiency, and drive business value in a rapidly changing digital landscape.

Course Outcomes:

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

- Assess digital readiness for supply chain transformation
- Integrate emerging tech for agile supply ecosystems.
- Implement automated sourcing in digital procurement flows
- Optimize logistics using real-time digital intelligence.
- Deploy predictive tools for inventory and warehouse precision

Unit I:

Digital Supply Chain Fundamentals: Traditional vs. Digital Supply Chains, Key Drivers of Digital Transformation in SCM, Benefits and Challenges of Digitalization in Supply Chains, Digital Maturity Assessment in Supply Chain Organizations, Digital Risks in supply chains, Resilience and contingency planning in Digital SCM.

Unit II

Tech Enablers in SCM: Internet of Things (IoT) in SC Tracking, Artificial Intelligence (AI) and Machine Learning Applications, Blockchain for Transparency and Security in Supply Chains, Cloud Computing and Big Data Analytics in SCM, 3D printing and on-demand manufacturing, Sustainable and Green Digital Supply Chain.

Unit III

Smarter Procurement Systems: E-Procurement and Supplier Portals, Automation in Procurement (RPA, AI-driven sourcing), Smart Contracts and Blockchain-Based Procurement, Case Study: Digital Procurement Implementation.

Unit-IV

Intelligent Logistics and Tracking: Digital Twins and Real-Time Monitoring, RFID, GPS, and Telematics in Logistics, Route Optimization and Autonomous Vehicles, Case Study: Smart Logistics and Last-Mile Delivery.

Unit-V:

AI-Driven Warehouse Operations: Automated Warehousing and Robotics, Predictive Analytics for Inventory Optimization, Augmented Reality (AR) and Smart Warehousing, Case Study: AI-Powered Inventory Management

Textbooks:

1. Ivanov, D., Tsipoulanis, A., & Schönberger, J. Global Supply Chain and Operations Management, 2021.
2. Chopra, S., & Meindl, P. Supply Chain Management: Strategy, Planning, and Operation, 2020.

References

1. Christopher, M. Logistics & Supply Chain Management, 2016.
2. V. Mahadevan., Supply Chain Management for E-Commerce., Pearson, 2021.
3. Rangarajan. V.R., Basics of Warehouse and Inventory Management: The Pillars of Business Logistics., 2022.

Intellectual Property Rights

| MBA II Year II Trimester | | | | | School of Management | | | |
|--------------------------|--------------------|--------------|---|---|----------------------|-------|-----|-------|
| Code | Category | Hours / Week | | | Credits | Marks | | |
| MO252014 | Open Elective - II | L | T | P | C | CIE | TEE | Total |
| | | 3 | 0 | 0 | 3 | 70 | 30 | 100 |

Course Objective

To equip students with foundational knowledge of Intellectual Property Rights and their strategic role in business and innovation management.

Course Outcomes:

At the end of the course, students will be able to:

1. Interpret global IPR systems to safeguard innovations.
2. Leverage patent law to protect technological inventions.
3. Safeguard creative assets and brand identity legally
4. Secure design and origin rights for market advantage
5. Implement trade secret strategies in competitive contexts

Unit I:

IP Foundations & Global Frameworks: Definition, Importance and Scope, Types of Intellectual Property, Evolution, International treaties (WIPO, TRIPS)

Unit II:

Strategic Patent Management: Role of Patents in business strategy, Characteristics of Patents, Patentable inventions, Procedure for filing patents, Patent rights and infringement.

Unit III:

Creative & Brand Protection: Definition and scope, Types of works protected under copy rights and trademarks, Registration procedure and infringement of copyrights and trademarks.

Unit IV:

Design & Origin Rights: Significance of Industrial designs and Geographical Indications, Registration procedures, Protection and enforcement.

Unit V:

Confidentiality & Future Challenges: Definition, Protection strategies, Emerging issues in IPR, Challenges.

Textbooks

1. Cornish, W., Llewelyn, D., & Aplin, T. Intellectual Property: Patents, Copyright, Trade Marks and Allied Rights, 9/e, Sweet & Maxwell, 2019
2. Bouchoux, D. E., Intellectual Property: The Law of Trademarks, Copyrights, Patents, and Trade Secrets, 5/e, . Cengage Learning, 2020

References

1. P. Narayanan, Intellectual Property Law. Eastern Book Company, 2017
2. Ganguli, P. Intellectual Property Rights: Unleashing the Knowledge Economy. McGraw Hill Education, 2016

Leadership Development

| MBA II Year II Trimester | | | | | School of Management | | | |
|--------------------------|-----------------------|--------------|---|---|----------------------|-------|-----|-------|
| Code | Category | Hours / Week | | | Credits | Marks | | |
| MO252015 | Open Elective - II | L | T | P | C | CIE | TEE | Total |
| | | 2 | 0 | 0 | 2 | 70 | 30 | 100 |

Course Objective

The course aims to introduce concepts of leadership approaches, styles, strategic leadership and to illustrate the challenges and the issues in the global leadership.

Course Outcomes:

At the end of this course the students will be able to:

- Differentiate leadership styles to influence team dynamics
- Apply leadership models to adapt across situations
- Strengthen leadership impact through emotional intelligence
- Build inclusive, ethical, and high-performing teams
- Adopt adaptive leadership for emerging global challenges

Unit I

Leadership Basics & Styles: Leadership, role and functions of a leader, importance of leadership, Qualities of leaders, leader Vs manager. Leadership styles: Autocratic, Democratic, Laissez-faire, Transformational vs Transactional.

Unit II

Theory into Leadership Practice: Fiedler contingency theory, Path-Goal theory, Situational leadership, leader-member exchange theory, LPC (Least Preferred Co-worker) theory, Managerial Grid theory, Resource dependency theory.

Unit III

Inner Leadership & EI: Self-leadership and leadership identity, Emotional Intelligence (Daniel Goleman's Model), Role of emotional intelligence in leadership, Johari Window, MBTI, 360° feedback, Power, influence, and persuasion.

Unit-IV

Developing Future Leaders: Leadership development programs, Coaching, mentoring, and succession planning, Team leadership and high-performing teams, Cross-cultural leadership and diversity, Ethical leadership and corporate governance, Leadership in crisis and change management.

Unit-V

Modern & Evolving Leadership: Adaptive Leadership, Servant Leadership, Authentic Leadership, Agile leadership, AI in Leadership Challenges, in leadership, Seven transformations of leadership.

Text Books

1. Northouse, Peter G. Leadership: Theory and Practice. 9/e., SAGE Publications, 2021.
2. Yukl, Gary A., and William L. Gardner III. Leadership in Organizations. 9th ed., Pearson Education, 2020.

References

1. Schein, Edgar H., and Peter A. Schein. Organizational Culture and Leadership. 5th ed., Wiley, 2017.
2. Thompson, Leigh L. Making the Team: A Guide for Managers. 6th ed., Pearson, 2022

AI For Workplace

| MBA II Year II Trimester | | | | | School of Management | | | |
|--------------------------|--------------------------|------------|---|---|----------------------|-------|-----|-------|
| Code | Category | Hours/Week | | | Credits | Marks | | |
| MO252016 | Open Elective - II | L | T | P | C | CIE | TEE | Total |
| | | 2 | 0 | 0 | 2 | 70 | 30 | 100 |

Course Objective

To equip students with foundational knowledge of Intellectual Property Rights and their strategic role in business and innovation management.

Course Outcomes:

At the end of the course, students will be able to:

- Recognize AI's strategic role in digital transformation.
- Utilize AI tools to automate routine workplace tasks
- Deploy AI solutions across key business functions
- Navigate ethical and human challenges in AI adoption
- Experiment with generative AI to enhance creativity

Unit I:

Foundations of Workplace AI: Definition and types of AI, Evolution and history of AI in business, Role of AI in digital transformation.

Unit II:

AI for Everyday Productivity: AI in office productivity (e.g., Microsoft Copilot), Automation of repetitive tasks, AI in communication and scheduling.

Unit III:

Function-Specific AI Integration: AI in marketing and customer experience, AI in HR and recruitment, AI in finance and operations.

Unit IV:

Responsible AI at Work: AI bias and fairness, Data privacy and regulatory issues, Human-AI collaboration and job displacement

Unit V:

Emerging AI & Applications: Generative AI and workplace creativity, Case studies on enterprise AI adoption, Hands-on use of AI tools.

Textbooks

1. Russell, S. and Norvig, P., Artificial Intelligence: A Modern Approach. 4th ed. Harlow: Pearson Education, 2021.
2. Marr, B., Artificial Intelligence in Practice: How 50 Successful Companies Used AI and Machine Learning to Solve Problems. Chichester: Wiley, 2020

References

1. Sharda, R., Delen, D. and Turban, E., Analytics, Data Science, and Artificial Intelligence: Systems for Decision Support. 11th ed. Harlow: Pearson, 2020.

Workplace Skills

| MBA II Year II Trimester | | | | | School of Management | | | |
|--------------------------|----------|------------|---|---|----------------------|-------|-----|-------|
| Code | Category | Hours/Week | | | Credits | Marks | | |
| MS2XX021 | SEC | L | T | P | C | CIE | TEE | Total |
| | | 1 | 0 | 0 | 1 | 100 | - | 100 |

Course Objective:

This course aims to develop skills needed to be successful at the workplace by understanding self and the ways of working with key stakeholders

Course Outcomes:

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

- Cultivate self-awareness to navigate personal growth and change
- Build high-trust teams through empathy and communication
- Adapt workplace behaviour for diverse and agile settings
- Resolve customer challenges through empathy and negotiation
- Maintain resilience through stress and time management tools

Unit I:

Personal Mastery & Identity: Building personal identity, creating a portrait of yourself, setting priorities about values, success stories, basic psychological needs, changes in our lives, understanding change.

Unit-II

Team Dynamics & Collaboration: Working in teams, effective teams, five stages of team development, team functions and roles, high-performance team, the five dysfunctions of a team, managing conflict, motivation and inspiration, giving and receiving feedback, emotional intelligence, personality, different approaches to solving workplace problems, employee engagement, various generations of workforce

Unit-III

Thriving in Evolving Workspaces: Qualities and skills required at workplace, ideal workplace, challenging behaviours in the workplace, survival strategies for an unhealthy workplace, managing trust in the workplace, two influential workplace groups, diversity and inclusion, future of work (remote & hybrid working), gig economy.

Unit IV

Customer-Centric Mindset: Internal customers, and external customers, handling difficult customers, negotiation and persuasion, empowering employees to resolve customer issues, effective customer communication

Unit V

Sustainable Work Practices: Managing your time, maintaining work-life balance, managing stress, worry and its impacts, handling difficult situations, using self-talk, positive mindset

References:

1. GE Foundation Workplace Skills Program
2. Soft Skills for Workplace Success. SAGE Publications India Pvt, Limited, 2021.
3. Skills to Pay the Bills: Mastering Soft Skills for Workplace Success, 2022

Major Project

| MBA II Year III Trimester | | | | | School of Management | | | |
|---------------------------|----------|--------------|---|----|----------------------|-------|-----|-------|
| Code | Category | Hours / Week | | | Credits | Marks | | |
| MP262030 | Project | L | T | P | C | CIE | TEE | Total |
| | | 0 | 0 | 12 | 6 | 100 | - | 100 |

An internship or Project work has to be taken up by the student during the sixth term, where the student gets the opportunity to explore the industry and learn practical applications of the theory learnt so far. Students have to present two progressive seminars related to the progress of the internship/ project to a faculty panel as per the schedule.

Comprehensive Viva Voce

| MBA II Year III Trimester | | | | | School of Management | | | |
|---------------------------|----------|--------------|---|---|----------------------|-------|-----|-------|
| Code | Category | Hours / Week | | | Credits | Marks | | |
| MV262031 | Viva | L | T | P | C | CIE | TEE | Total |
| | | 0 | 0 | 4 | 2 | -- | 50 | 50 |

To assess students on their learnings over the two years of this program, a comprehensive viva is conducted at the end. This exercise provides an idea of the students' readiness to join the corporate world and probes their ability to retrieve important concepts and their applications.