

Study & Evaluation Scheme

Master of Business Administration (Corporate)

[Applicable w.e.f. Academic Session - 2020-21 till revised]

[As per CBCS guidelines given by UGC]



TEERTHANKER MAHAVEER UNIVERSITY

N.H.-24, Delhi Road, Moradabad, Uttar Pradesh-244001

Website: www.tmu.ac.in



TEERTHANKER MAHAVEER UNIVERSITY
(Established under Govt. of U.P. Act No. 30, 2008)
Delhi Road, Bagarpur, Moradabad (U.P.)

<u>Study & Evaluation Scheme</u>					
<u>SUMMARY</u>					
Institute Name		TeerthankerMahaveer Institute of Management & Technology (TMIMT), Delhi Road, Moradabad			
Programme		MBA (Corporate)			
Duration		Two Years full time(Four Semesters)			
Medium		English			
Minimum Required Attendance		75%			
<u>Credits</u>					
Maximum Credits		108			
Minimum Credits Required for Degree		102			
Maximum duration for completion of program		N +2 years (N refers to number of years of the program)			
Eligibility for the program		Graduation in any stream from UGC recognized University with minimum 50% aggregate marks.			
Assessment:					
Evaluation			Internal	External	Total
Theory			40	60	100
Practical/ Dissertations/ Project Reports/ Viva-Voce			50	50	100
Class Test-1	Class Test-2	Class Test-3	Assignment(s)	Attendance& Participation	Total
Best two out of three					
10	10	10	10	10	40
Duration of Examination			External	Internal	
			3 Hours	1.5 Hours	
<i>To qualify the course a student is required to secure a minimum of 45% marks in aggregate including the semester end examination and teacher’s continuous evaluation. (i.e. both internal and external). A candidate who secures less than 45% of marks in a course shall be deemed to have failed in that course. The student should have at least 45% marks in aggregate to qualify the program.</i>					
<i>Question Paper Structure</i>					
1	<i>The question paper shall consist of six questions. Out of which first question shall be of short answer type (approximately50 words) and will be compulsory. Question no. 2 to 6 (from Unit-I to V) shall have explanatory answers (approximately 350 to 400 words) along with having an internal choice within each unit.</i>				
2	<i>Question No. 1 shall contain 8 parts from all units of the syllabus with at least one question from each unit and students shall have to answer any five, each part will carry 2 marks.</i>				
3	<i>The remaining five questions shall have internal choice fromeach unit; each question will carry</i>				

	<i>10 marks.</i>
IMPORTANT NOTES:	
1	The purpose of examination should be to assess the Course Learning Outcomes (CLO) that will ultimately lead to assessment of attainment of Programme Outcomes (PO). A question paper must assess the following aspects of learning: Remember, Understand, Apply, Analyze, and Evaluate & Create (reference to Bloom's Taxonomy).
2	Case Study is essential in every question paper (wherever it is being taught as a part of pedagogy) for evaluating higher-order learning. Not all the courses might have case teaching method used as pedagogy.
3	There shall be continuous evaluation of the student and there will be a provision of fortnight progress report.

Program Structure-MBA (Corporate)

A. Introduction:

The MBA (Corporate) program aims to bring out the best of students, overcome their weaknesses and shape them according to industry requirements thereby acting as 'employability enablers'. With specialized delivery methodology and unique pedagogy, the program facilitates every student to acquire knowledge and be able to apply it in 'real life' situations, thus enhancing their skill sets in tune with the corporate environment. Students successfully completing this program will not only be able to get hands-on exposure with various industries and their professionals but will also be able to develop and hone their skills matching with the present industry requirements. There exists a substantial gap between industry requirements and academia at present and, therefore, the MBA Corporate program is specifically designed so that this gap could be reduced to the minimum possible. The program focuses to develop student's knowledge, skills and attitude (also known as KSA) in accordance with industry norms and practices. High-quality management education is essential for the digital age and using technology is a powerful way to enhance changing requirements of the corporate, business enterprises and society. MBA (Corporate) students should be equipped to work across time zones, languages, and cultures. Employability, innovation, theory to practice connectedness is the central focus of MBA (Corporate) curriculum. The curriculum is designed as such the students can gain an in-depth mastery of the academic disciplines and applied functional areas necessary to meet the requirements of business enterprises and the industry. With changing times, the industry and market also witness a shift in trends in specific industries or sectors and their respective demands. In recent past, there has been a high demand in the service sector especially in the field of Banking & Financial Services and Retail Services. The students will also have an edge in terms of placement opportunities being available to them if they are being trained as professionals in these two specific areas. Therefore, these two sectors are specifically chosen as the two specializations of our MBA Corporate program in order to meet out the high demand in the near future.

MBA Corporate is aimed to provide overview of Banking, financial services and insurance (BFSI) industry as well as Retail industry. BFSI is an industry term for companies that provide a range of such financial products or services; BFSI comprises commercial banks, insurance companies, non-banking financial companies, cooperatives, pension funds, mutual funds and other smaller financial entities. Retail industry, being the fifth largest in the world, is one of the sunrise sectors with huge growth potential and accounts for 14-15% of the country's GDP. Retail industry can be classified into two broad categories – organized retail and unorganized retail. Organized retail sector in India is still in its nascent stages.

There is an acute need of professionals in the BFSI & Retail industry. Be it a Services industry or services (including e-platforms like Amazon, Flipkart, etc.) everywhere BFSI & Retail are crucial and pervasive. With the growing specialization in the field of marketing, finance and marketing of financial services 'financial advisory' (of mutual funds, insurance, wealth management, etc.) has become most crucial part of financial services across the world. Hence, doing an MBA Corporate (in BFSI & Retail) will definitely give a unique opportunity to the student to avail of the benefits of the growing demand of services industry especially, finance and retail sectors and to match with it. With the aim of providing our students a hands-on practical knowledge of BFSI & Retail the institute has tied up with United Resourcing Services P Ltd. (Industry Interface Partner), i.e., the MBA (Corporate) degree will be in collaboration with UR Services. The curriculum is designed as such so that the students can gain an in-depth mastery of the academic discipline with Corporate Training of Industry Modules in every semester & BFSI and Retail in the III & IV Semester of the program to meet the requirements of the industry, whereas, they will go through the general management concepts and applied functional areas necessary to meet the requirements of a business enterprise in general in their I & II Semesters with Corporate training Integration. It is mandatory for all students to visit on different industries and companies at the domestic level & one International Industry visit in 4thSemester.

Our MBA-Corporate program will prepare students to:

- Industry ready as per latest trends.
- Apply knowledge to evaluate and manage an effective Corporate Culture.
- Plan end-to-end Knowledge-Services-design & its execution in a single framework.
- Align the management of an enterprise belonging to BFSI/ Retail sector with corporate goals and strategies.
- Analyze and improve Corporate Culture.

Career opportunities for those with MBA (Corporate) degree will include:

- Analyst
- Consultant
- Customer Service Manager
- Personal Banker
- Equity / Financial planner
- Credit Manager
- Loan Approver
- Marketing Manager
- Digital Marketer
- Warehouse Operations Manager

The institute emphasis on the following courses ***balanced with core and elective courses***: The curriculum of MBA (Corporate) program emphasizes an intensive, flexible management education with 45 credits of all(types of) core courses, 42 credits of electives, 2 credits for viva voce and 19 credits of field/internship projects. Total 108 credits are allotted for the MBA (Corporate) degree.

The program structure and credits for MBA (Corporate) are finalized based on the stakeholders' requirements and general structure of the program. Minimum number of classroom contact teaching credits for the MBA (Corporate) program will be 87 credits (one credit equals 10 hours);2 credits for viva voce, and fieldwork/internship will be of 19 credits. However, the minimum number of the credits for award of

MBA degree will be 102 credits. Out of 87 credits of classroom contact teaching, 30 credits are to be allotted for core courses (CC), 6 credits are allotted to ability enhancement courses (AECC), 9 credits are allotted to skill enhancement courses (SEC), 12 credits are allotted to open/generic elective courses (GEC), and rest of 30 credits for discipline specific elective courses (DSEC).

The institute offers MBA (Corporate) with dual specialization- that means a student will have the two specializations (domains) viz., Banking & Financial Services and Retail Management. Both are compulsory. Due to dynamism in business environment and manifold expansion of market in the present scenario, various industries require candidates with strong multitasking abilities. There is a massive demand for candidates who can fit into diversified roles with adequate efficiency, especially in the areas/specialization offered and an MBA (Corporate) degree with dual-specialization solves this demand-supply gap.

Course handouts for students will be provided in every course. A course handout is a thorough teaching plan of a faculty taking up a course. It is a blueprint which will guide the students about the pedagogical tools being used at different stages of the syllabus coverage and more specifically the topic-wise complete plan of discourse that is, how the faculty members treat each and every topic from the syllabus and what they want the student to do, as an extra effort, for an effective learning. It may be a case study, a role play, a classroom exercise, an assignment- home or field, or anything else which is relevant and which can enhance their learning about that particular concept or topic. Due to limited availability of time most relevant topics will have this kind of method in course handout.

MBA Corporate : Two-Year (4-Semester) CBCS Programme			
Basic Structure: Distribution of Courses			
S.no	Category	Credit Hours	Total Credits
1	Core Course (CC)	10Courses of 3Hrs. / week/ course (Total Hrs. 33/ week / course)	30
2	Ability-Enhancement Compulsory Course (AECC)	3Courses of 2 Hrs. / week / course (Total Hrs. 6/ week / course)	6
3	Skill-Enhancement Elective Course (SEC)	3 Courses of 3Hrs. / week/ course (Total Hrs. 6/ week / course)	9
4	Generic Elective Course (GEC)	4Courses of3 Hrs. / week/ course (Total Hrs. 6/ week / course)	12
5	Program/Discipline Specific Elective Course (DSEC)	10Courses of 3 Hrs. / week/ course (Total Hrs. 6/ week / course)	30
6	Value Added Course (VAC)	4 Courses of 8 Hrs. / week/ course (Total Hrs. 8/ week / course)	0
7	Viva –Voce for SII Evaluation, Summer Internship ReportEvaluation and Dissertation Report Evaluation	1 Course of 2Hrs. / week/ course (Total Hrs. 6/ week / course)	2
		1 Course of 6Hrs. / week/ course (Total Hrs. 6/ week / course)	6
		1 Course of 9Hrs. / week/ course (Total Hrs. 6/ week / course)	9
8	Project Report on Global Industrial TourEvaluation	1 Course of 4 Hrs. / week/ course (Total Hrs. 6/ week / course)	4
Total Credits			108

Contact hours include work related to Lecture, Tutorial and Practical (LTP), where our institution will have flexibility to decide course wise requirements.

B. Choice Based Credit System (CBCS):

Choice Based Credit System (CBCS) is a versatile and flexible option for each student to achieve his target number of credits as specified by the UGC and adopted by our University. The following is the course module designed for the MBA (Corporate) program:

- **Core Course (CC):** Core courses of MBA (Corporate) program will provide a holistic approach to management education, giving students an overview of the field, a basis to build and specialize upon. These core courses are the strong foundation to establish management knowledge and provide broad multi-disciplined knowledge can be studied further in depth during the elective phase. The core courses will provide knowledge that is more practical, case-based lessons and collaborative learning models. It will train the students to analyze, decide, and lead rather than merely know while creating a common student experience that can foster deep understanding, develop decision-making ability and contribute to the business and community at large. A wide range of core courses provides groundwork in the basic management disciplines: accounting, marketing, responsible business, finance, organizational behavior and human resources, statistics, strategy etc. The integrated foundation is important for students because it will not only allow them to build upon existing skills, but they can also explore career options in a range of industries, and expand their understanding of various business fields. We offer core courses in semester I, II & III during the MBA (Corporate) program. There will be 3 credits for each core course offered.
- **Ability Enhancement Compulsory Course (AECC):** As per the guidelines of Choice Based Credit System (CBCS) for all Universities, including the private Universities, the Ability Enhancement Compulsory Course (AECC) is a course designed to develop the ability of students in communication (especially English) and other related courses where they might find it difficult to communicate at a higher level in their prospective job at a later stage due to lack of practice and exposure in the language, etc. Students are motivated to learn the theories, fundamentals and tools of communication that can help them develop and sustain in the corporate environment and culture. We offer three AECCs to choose from a list- one in Semester I & two in Semester II of the program. Each AECC will be of 2 credits.
- **Skill Enhancement Course:** This course is designed to provide value-based and/or skill-based knowledge. We offer four SECs- one each in I Semester & II Semester and two in III Semester. One SEC will carry 3 credits each.
- **Generic Elective Course (GEC):** Generic Elective is an interdisciplinary additional subject that is compulsory in the first and second semester of a program. The score of Generic Elective is counted in your overall aggregate marks under Choice Based Credit System (CBCS). Each Generic Elective paper will be of 3 Credits and students will have the choice of taking 4 GE's: 2 each in Semester I & II. Core/ Discipline Specific Electives will not be offered as Generic Electives.
- **Value Added Course (VAC):** A value added course is a non-credit audit course which is basically meant to enhance general ability of students in areas like soft skills, quantitative aptitude and reasoning ability - required for the overall development of a student and at the same time crucial for industry/corporate demands and requirements. The student possessing these skills will definitely develop acumen to perform well during the recruitment process of any premier organization and will have the desired confidence to face the interview. Moreover, these skills are also essential in

day-to-day life of the corporate world. The aim is to nurture every student for making effective communication, developing aptitude and a general reasoning ability for a better performance, as desired in corporate world. There shall be one course each in Semester I & Semester II and will carry no credit, however, it will be compulsory for every student to pass these courses with minimum 45% marks to be eligible for certificates. Marks/ Credits will not be included in the calculation of CGPI.

- **Program/Discipline Specific Elective Course (DSEC):** The discipline specific elective course is chosen to make students specialist or having specialized knowledge of a specific domain like marketing, finance, etc. It will be covered in two semesters (III & IV) of second year of the program relevant to chosen/offered disciplines of core courses of the program. The student of the MBA (Corporate) program will have to undergo the two-compulsory industry-oriented modules (as specializations) offered, i.e., Banking & Financial Services, and Retail Management. Each student will have to choose five discipline specific elective courses (DSECs) in both the compulsory specializations; 3 in Semester III and 2 in Semester IV respectively. Each DSEC will carry 3 credits.

C. Programme Specific Outcomes (PSOs): The learning and abilities or skills that a student would have developed by the end of two-year **MBA (Corporate) program** are:

PSO – 1	Understanding management concepts, techniques & tools related to the business operations/functions.
PSO – 2	Demonstrating effective communication & soft skills to deal with corporate environment.
PSO – 3	Demonstrating problem-solving skills & decision making ability as a professional manager.
PSO – 5	Articulating business context in terms of functional aspects and develop functional competency & skills.
PSO – 6	Applying managerial tools & techniques for solutions to a specific problem faced by an enterprise and demonstrating the application of specific concept (s) in that context.
PSO – 7	Demonstrating analytical and evaluating skills in managerial situations.
PSO – 8	Understanding and developing strategic orientation to organization & functional areas and formulating & applying strategy in competitive environment.
PSO – 9	Understanding the issues pertaining to leadership in a given context of an enterprise & able to lead the team.
PSO – 10	Understanding the international context of business environment & its implications for the organizations.
PSO – 11	Formulating & executing strategy at functional (Marketing, Human resource, Finance and International Business) & business level.

D. Pedagogy & Unique practices adopted: “Pedagogy is the method and practice of teaching, especially for teaching an academic subject or theoretical concept”. In addition to conventional time-tested lecture method, the institute will **emphasize on experiential learning:**

1. **Bridge Courses:** At the start of the MBA program, college will organize Orientation Program for the enrolled students. Along with the Orientation Program i.e. before commencement of the First semester, students (on the basis of student's previous studies and background) will undergo Bridge Courses in Accounting & Statistics. The Course on Accounting serves the purpose of securing a footing for students with a non-accounting background and introduces them to the basic building blocks of accounting. The course on Statistics is designed to prepare students for high-level performance in different courses requiring Quantitative Applications and analytical skills.
2. **Experiential Learning:** Student will be imparted education with an objective of learning through experiences with the help of tools viz. Cases, Role Play – Simulation, Video Based Learning (VBL) & Learning through Movies (LTM), Field/Live Projects, Industrial Visits, Special Guest Lectures (SGL) & Extra Student Development Programs (SDP).
3. **Case Based Learning:** Case based learning enhances student skills at delineating the critical decision dilemmas faced by organizations, helps in applying concepts, principles and analytical skills to solve the delineated problems and develops effective templates for business problem solving. Case method of teaching is used as a critical learning tool for effective learning and we encourage it to the fullest. We make it compulsory to teach at least one case study in each unit of every course in MBA program.
4. **Role Play & Simulation:** Role-play and simulation are forms of experiential learning. Learners take on different roles, assuming a profile of a character or personality, and interact and participate in diverse and complex learning settings. Role-play and simulation function as learning tools for teams and groups or individuals as they "play" online or face-to-face. They alter the power ratios in teaching and learning relationships between students and educators, as students learn through their explorations and the viewpoints of the character or personality they are articulating in the environment. This student-centered space can enable learner-oriented assessment, where the design of the task is created for active student learning. Therefore, role-play & simulation exercises such as virtual share trading, marketing simulation etc. are being promoted for the practical-based experiential learning of our students.
5. **Video Based Learning (VBL) & Learning through Movies (LTM):** These days technology has taken a front seat and classrooms are well equipped with equipment and gadgets. Video-based learning has become an indispensable part of learning. Similarly, students can learn various concepts through movies. In fact, many teachers give examples from movies during their discourses. Making students learn few important theoretical concepts through VBL & LTM is a good idea and method. The learning becomes really interesting and easy as videos add life to concepts and make the learning engaging and effective. Therefore, our institute is promoting VBL & LTM, wherever possible.
6. **Field/Live Projects:** The students, who take up experiential projects in companies, where senior executives with a stake in teaching guide them, drive the learning. All students are encouraged to do some live project other their regular classes.
7. **Industrial Visits:** Industrial visit are essential to give students hand-on exposure and experience of how things and processes work in industries. Our institute organizes such visits to enhance students' exposure to practical learning and work out for a report of such a visit relating to their specific topic, course or even domain.
8. **MOOCS:** Students may earn credits by passing MOOCS as decided by the college from time to time.
9. **Special Guest Lectures (SGL) & Extra Mural Lectures (EML):** Some topics/concepts need extra attention and efforts as they either may be high in difficulty level or requires experts from specific industry/domain to make things/concepts clear for a better understanding from the perspective of the industry. Hence, to cater to the present needs of industry we organize such lectures, as part of lecture-series and invite prominent personalities from academia and industry from time to time to deliver their vital inputs and insights.
10. **Student Development Programs (SDP):** Harnessing and developing the right talent for the right industry an overall development of a student is required. Apart from the curriculum teaching various student development programs (training programs) relating to soft skills, interview skills,

SAP, Advanced excel training etc. that may be required as per the need of the student and industry trends, are conducted across the whole program. Participation in such programs is solicited through volunteering and consensus.

11. **Industry Focused programmes:** Establishing collaborations with various industry partners to deliver the programme on sharing basis. The specific courses are to be delivered by industry experts to provide practice based insight to the students.
12. **Special Assistance Programme for slow learners & fast learners:** write the note how would you identify slow learners, develop the mechanism to correcting knowledge gap. Terms of advance topics what learning challenging it will be provided to the fast learners.
13. **Orientation Program:** Student orientation programme plays an important role in a student's transition to a university life. Orientation programmes are aimed at familiarizing the students to an unknown campus environment, its faculties and infrastructure. It enables them to make essential connection with studies and develop network among other peers.
 - a. The orientation program would be of approximately 2 weeks. The main purpose of the orientation program is to make the students aware of institute policy rules and assets so that students would feel comfortable when they join that college.
 - b. Various topics would be covered in the orientation program like:
 - ✓ Bridge Courses: Accounting & Statistics.
 - ✓ Introducing students to their college life.
 - ✓ Incorporating them in the university environment.
 - ✓ Giving the opportunity to the university members and faculties to get connected to the new batch.
 - ✓ Awareness of linkages among Society, Environment, Education & Development.
 - ✓ Philosophy of Education, Indian Education System and Pedagogy.
 - ✓ Background for enriching Subject Knowledge.
 - ✓ Personality Development and Management.
 - ✓ Information Technology and Computer Awareness.
14. **Mentoring scheme:** Mentoring schemes aim to provide a forum in which students can talk about common issues such as their career development, share their experiences and discuss challenges they are facing, their problems related with college or outside college. They talk with their mentors and mentors provide them solutions.
15. **Career & personal counseling:** It is a process that will help the student to know and understand yourself and the world of work in order to make **career**, educational, and life decisions. **Career** development is more than just deciding on a major and what job you want to get when you graduate. Corporate Resource Cell or Placement Cell provides support to shape the students to a brighter future. The CRC majorly helps students by:
 - **Career Counseling:**

The main reason of consulting this department was your uncertainty about career prospects. With the view of catering to this need of the students, the Corporate Resource Centers have employed proficient counselors who are familiar with the contemporary industry trends. CRCs also provide guidance and mentoring for all choice-based career options like Placements, Entrepreneurship, Higher Studies services. By knocking their door, you would be able to bring your thoughts to the table and in return, they would be able to guide you in the right direction.
 - **Workshops:**

Before expanding your skills and way before propelling you in the industry, the department will brief you about the requirements through regular workshops. Through these workshops, the students are given insights on the topics such as designing an impressive CV with the assistance of latest tools and techniques, the use of different applications, etc.
 - **All-inclusive Training:**

Placement centers have a full hold on the training activities. In furtherance of sharpening the skills apropos to recent demands, these centers conduct interwoven training sessions

like Training on Aptitude, Logical Reasoning and Quantitative skills. Employability Assessment Test is conducted periodically to check the progress of training and assess the skill level of the student for various sectors of jobs. Also training is provided on latest technologies which are relevant to the industry needs of today. From communication skills to clothing etiquette, these centers incorporate each and every aspect of your personality. This training is the tipping point which instills full confidence and desired skills in you.

- **Mock Interviews:**

Interviews, for some, are herculean tasks while for others they are child's play. Undoubtedly, it is all intrinsic to our nature but these things can be transfigured with some tactics. Now, those techniques which construct a smooth road to success, are with career services center workers-they know what needs to be done. So, with the help of mock interviews, your nervousness is reduced and one gets an opportunity to improve on the weak areas. This indeed proves to be a great help for the final face-off!

- **Internships:**

For unveiling the real-life working and functions of any company, internships are indispensable alternative for providing complete know-how of the company. Here, the students undergo training at the actual physical locations. These are of utter importance as they give the students the much-required experiential learning. These internship programs let the students ponder their choices. Through these internships, the students are exposed to situations to adapt for taking on the challenges as they venture into the professional workspace. Students will undergo Internship, supported by college and collaborative partner after 2nd semester for a period of 45 – 60 days during summer break. The Evaluation of Summer Internship will be done through Student's Summer Internship Report in the examinations of 3rd semester.

- **On / Off Campus placement:**

Placement centers are the driving forces behind on-campus recruitments. Those who work under the head of this department make a strategic alliance with a gamut of companies. During and towards the end of the session, companies visit the campus. As inexperienced candidate may face trouble finding a befitting job, so these centers actually help them in bypassing that trouble and become more confident and prepared. All in all, consulting your placement center is always a great option for it resolves numerous career-related issues. Taking its working and functioning into account, placement center emerges as a helpful department. From counseling the students to boosting morale, it provides every possible help needed. While adding something more to your portfolio, it gives back-end support for a better career avenue to the student and in regard to this, one should never ignore it.

16. **Competitive exam preparation:** Competitive exams require a certain mindset and understanding which is quite different from a regular school or college academic test. Aptitude, Logical Reasoning, Computer Questions will help the students to prepare for Online Exam. Apart from revision, another important thing is to practice. This practice can include previous year's paper and the test papers of the **exams** that are available online.

17. **Extracurricular Activities:** An **extracurricular activity** is an **activity** that is not required by the course of study at your university. They are not obligatory but are invaluable in developing your talents and practical skills. Some of these **activities**, such as fundraising and volunteering, not only benefit you but also help others. Organizing & participation in extracurricular activities will be mandatory to help students develop confidence & face audience with care.

18. **Participation in Seminars/ Workshop and Writing and Presenting Papers:** As per the requirement of course, students have to participate in various seminars/ workshops. Students have to develop writing research articles and also develop the presentation skills under the guidance of faculty members.

19. ***Formation of Students Clubs, Membership and Organizing & Participating Events:*** Various clubs are to be formed like Marketing Club, Finance Club, H.R. Club, Naukri Club etc. as per requirement of programme. These clubs shall organize various events on time to time basis to create a experiential leaning environment for the students. The membership of clubs is voluntary.
20. ***Capability Enhancement & Development Schemes:*** Time to time program coordinator shall organize capability enhancement program for students which are essential to complete the degree which are not covered in the syllabus.
21. ***Library Visits and Utilization of E – Learning Resources:*** Course faculties will ensures the regular visit of the student to the library and help them to utilize the available resources in the library

MBA (Corporate) Curriculum – Dual Specialization

MBA (Corporate) -Semester I

S.N	Category	Course Code	Course		Periods			Credit	Evaluation Scheme		
					L	T	P			Internal	External
1	CC-1	MBACC101	Management Concepts & Practices		3	0	0	3	40	60	100
2	CC-2	MBACC102	Accounting for Managers		2	1	0	3	40	60	100
3	CC-3	MBACC103	Business Environment		3	0	0	3	40	60	100
4	CC-4	MBACC104	Organizational Behaviour		3	0	0	3	40	60	100
5	AECC-1	MBCAE101	Communication Skills *		2	0	0	2	40	60	100
6	AECC-2	MBAAE102	Human Values & Professional Ethics		2	0	0	2	40	60	100
7	SEC-1	MBCSE101	Excel & PowerPoint for Professionals *		0	0	06	3	50	50	100
7	GEC-1		Generic Elective Courses:	Elective-1	3	0	0	3	40	60	100
8	GEC-2			Elective-2	3	0	0	3	40	60	100
Total					21	1	06	25	370	530	900

Value added course: Students have to secure 45% marks for passing this course. The marks of this course will not be added while calculating overall CGPI

VAC-1	TMUPS-101	Managing Self (Audit Course) *No Credits	2*	1*	0	0	50	50	100
-------	-----------	---	----	----	---	---	----	----	-----

MBA (Corporate) -Semester II

S.N	Category.	Course Code	Course	Periods			Credit	Evaluation Scheme		
				L	T	P		Internal	External	Total
1	CC-5	MBACC201	Marketing Management	3	0	0	3	40	60	100
2	CC-6	MBACC203	Human Resource Management	3	0	0	3	40	60	100
3	CC-7	MBACC204	Production and Operations Management	2	1	0	3	40	60	100
4	CC-8	MBACC205	Financial Management & Planning *	2	1	0	3	40	60	100
5	AECC-3	MBAAE251	Video Based Learning *	0	0	4	2	50	50	100
6	SEC-2	MBASE201	Business Research Methods	2	0	2	3	40	60	100
7	GEC-3		Generic Elective Courses:	3	0	0	3	40	60	100
8	GEC-4			3	0	0	3	40	60	100
9	Viva-Voce	MBAVV252	SII (Seminar – Industry Interaction) Evaluation **	0	0	0	2	50	50	100
Total				18	2	6	25	370	530	900

Value added audit course: Students have to secure 45% marks for passing this course. The marks of this course will not be added while calculating overall CGPI

VAC-2	TMUPS-201	Managing Work and Others (Audit Course) *No Credits	2*	1*	0	0	50	50	100
VAC-3	TMUPA-202	Numerical Ability (Audit Course) *No Credits	2*	1*	0	0	40	60	100

MBA (Corporate) -Semester III

S. N	Category	Course Code	Course	Subject Owner	Periods			Cred it	Evaluation Scheme		
					L	T	P		Intern al	Extern al	Total
1	CC-9	MBACC301	Strategic Management	TMU	3	0	0	3	40	60	100
2	CC-10	MBACC304	Digital Marketing*	URS	3	0	0	3	40	60	100
3	SEC-3	MBASE302	Employability Skills*	URS	0	0	6	3	50	50	100
	Specialization I										
4	DSEC-1	Select any 3 courses offered from chosen specialization	Elective – 1 *	URS	3	0	0	3	40	60	100
5	DSEC-2		Elective – 2 *	URS	3	0	0	3	40	60	100
6	DSEC-3		Elective – 3 *	URS	3	0	0	3	40	60	100
	Specialization II										
7	DSEC-4	Select any 3 courses offered from chosen specialization	Elective – 1 *	URS	3	0	0	3	40	60	100
8	DSEC-5		Elective – 2 *	URS	3	0	0	3	40	60	100
9	DSEC-6		Elective – 3 *	URS	3	0	0	3	40	60	100
10	Viva Voce	MBAVV351	Summer Internship Report Evaluation **	TMU/ URS	0	0	0	6	50	50	100
		Total			24	0	6	33	420	580	1000

Value added audit course: Students have to secure 45% marks for passing this course. The marks of this course will not be added while calculating overall CGPI

VAC-4	TMUPA-302	Arithmetic and Logical Ability (Audit Course) *No Credits	2*	1*	0	0	40	60	100
-------	-----------	--	----	----	---	---	----	----	-----

MBA (Corporate) -Semester IV

S. N	Category	Course Code	Course	Subject Owner	Periods			Cred it	Evaluation Scheme		
					L	T	P		Intern al	Extern al	Total
	Specialization I										
1	DSEC-7	Select any 2 courses offered from chosen specialization	Elective – 4 *	URS	3	0	0	3	40	60	100
2	DSEC-8		Elective – 5 *	URS	3	0	0	3	40	60	100
	Specialization II										
3	DSEC-9	Select any 2 courses offeredfrom chosen specialization	Elective – 4 *	URS	3	0	0	3	40	60	100
4	DSEC-10		Elective – 5 *	URS	3	0	0	3	40	60	100
5	Viva-Voce	MBAVV451	Dissertation Report Evaluation (Based on OJT /Start-up Engagements/ Family Business Exposure) **	TMU/ URS	0	0	0	9	50	50	100
6	Viva-Voce	MBAVV452	Project Report on Global Industrial Visit **	TMU/ URS	0	0	0	4	50	50	100
		Total			12	0	0	25	260	340	600

ELECTIVE COURSES OFFERED

Generic Elective Courses (GEC)

S.No	Code	Course	L	T	P	Credit
Semester I (Choose any two)						
1	MBAGE101	Managerial Economics	3	0	0	3
2	MBAGE102	Quantitative Techniques for Managers	3	0	0	3
3	MBAGE103	Operations Research	3	0	0	3
Semester II(Choose any two)						
4	MBAGE201	Legal Aspects of Business	3	0	0	3
5	MBAGE202	Entrepreneurship Development	3	0	0	3
6	MBAGE203	Management of Intellectual Property Rights	3	0	0	3

Discipline Specific Elective Courses (DSEC)

(SEMESTER-III)

Banking & Financial Services (To choose any three courses)						
S.No	Code	Course Title	L	T	P	Credit
1	MBABF301	Mutual Fund Advisory	3	0	0	3
2	MBABF302	Wealth Management	3	0	0	3
3	MBABF303	Banking Operations	3	0	0	3
4	MBAF303	Income Tax Law and Practice	3	0	0	3
5	MBABF304	Equity Derivative	3	0	0	3
6	MBAF301	Security Analysis and Portfolio Management	3	0	0	3
Retail Management (To choose any three courses)						
S.No	Code	Course Title	3	0	0	3
1	MBAM301	Consumer Behaviour	3	0	0	3
2	MBAM306	Retail Management	3	0	0	3
3	MBARM302	Retail Operations	3	0	0	3
4	MBARM301	Sales Management	3	0	0	3
5	MBARM303	Retail Maths	3	0	0	3
6	MBAM305	Advertisement Management	3	0	0	3

Discipline Specific Elective Courses (DSEC)

(SEMESTER-IV)

Banking & Financial Services (To choose any Two courses)						
S.No	Code	Course Title	3	0	0	3
1	MBABF 401	Currency and Forex Management	3	0	0	3
2	MBABF402	Depository and Operations	3	0	0	3
3	MBAF401	Mergers and Acquisitions	3	0	0	3
4	MBAF402	Goods and Services Tax	3	0	0	3
Retail Management (To choose any Two courses)						
S.No	Code	Course Title	3	0	0	3
1	MBARM401	Customer Relationship Management	3	0	0	3
2	MBARM402	Supply Chain Management	3	0	0	3
3	MBAM401	Service Marketing	3	0	0	3
4	MBAM404	Personal Selling Management	3	0	0	3

Note :			
L- Lecture	T- Tutorial	P- Practical	C- Credits
1 L = 1 Hour	1T = 1 Hour	1P = 2 Hour	1C = 1 Hour L or T 1C = 2 Hour P

Core Courses (CC)

Course Code: MBACC101	Core Course – 1 MBA (Corporate)- Semester-I Management Concepts & Practices	L-3 T-0 P-0 C-3
Course Outcomes:	On completion of the course, the students will be :	
CO1.	Understanding the role of a manager and its relations to the organization's mission.	
CO2.	Understanding key 'management' concepts, theories, philosophies, its evolution, basic functions and managerial skills.	
CO3.	Analyzing the influence of historical management thoughts on the current practice of management.	
CO4.	Applying various management concepts, theories, philosophies functions for an effective management of business organization.	
CO5.	Evaluating social responsibility and ethical issues involved in business situations and logically articulate company's position on such issues.	
Course Content:		
Unit-1:	Fundamentals of Management: Management: Concept, Nature and Importance; Managing: Art or Science; Management as a Profession; Management Vs. Administration; Levels of Management; Characteristics of Quality Managers; Evolution of Management: Early contributions, Taylor and Scientific Management, Fayol's Administrative Management, Bureaucracy, Hawthorne Experiments and Human Relations, Social System Approach, Decision Theory Approach. Social Responsibility of Managers and Ethics in Managing <i>One relevant Case Study/ Case let from the unit.</i>	6 Hours
Unit-2:	Planning: Types of Plans, Steps in Planning, Objectives, Management by objectives, Planning Premises; Strategies and Policies, Process of Planning, Barriers to Effective Planning, Key to Planning, Rational Decision Making, Limiting Factors, Selecting an alternative: three approaches, Decision Making under certainty, uncertainty and risk. <i>One relevant Case Study/ Case let from the unit.</i>	6 Hours
Unit-3:	Organizing: Formal and Informal Organizations,, organization level and span of Management, The structure and process of organizing, Organization Structure: By function, by Geography, By customer group, by product, Matrix organization, Strategic Business Units, Virtual Organizations, Boundaryless organizations, Authority and Power, Line/Staff concept, Decentralization, Delegation. <i>One relevant Case Study/ Case let from the unit.</i>	6 Hours
Unit-4:	Staffing and Directing: Concept, Selection process, Techniques and instruments, Appraisal Criteria, Training – On the job, internal / External Training, Directing: Concept, Motivation, Maslow's Need Theory, ERG, Equity Theory, Job Enrichment, leadership concept, leadership behaviour and styles.	6 Hours

	<i>One relevant Case Study/ Case let from the unit.</i>	
Unit-5:	Controlling: Concept, Types of Control, Methods: Pre-control, Concurrent Control, Post control, Bureaucratic and Clan Control, Productivity problems and Measurement, The Quality Concept, Developing a Quality Control System. <i>One relevant Case Study/ Case let from the unit.</i>	6 Hours
<u>Text Books:</u>	1. Robbins, S.P. and Decenzo, D.A. Fundamentals of Management, Essential Concepts and Applications, New Delhi: Pearson Education	
<u>Reference Books:</u>	1. Koontz, Principles of Management, New Delhi: McGraw Hill. 2. Hillier Frederick S. & Hillier Mark S., Introduction to Management Science: A Modeling and Case Studies Approach with Spreadsheets, New Delhi: McGraw-Hill. 3. Stoner, J et. al, Management, New Delhi, New Delhi: PHI 4. Robbins & Coulter, Management, New Delhi: PHI 5. Satya Raju, Management – Text & Cases , New Delhi: PHI * Latest editions of all the suggested books are recommended.	

Course Code: MBACC102	<p style="text-align: center;">Core Course -2 MBA (Corporate)- Semester-I</p> <p style="text-align: center;">Accounting for Managers</p>	L-2 T-1 P-0 C-3
Course Outcomes:	On completion of the course, the students will be :	
CO1.	Understanding Double entry system and GAAP principles.	
CO2.	Understanding the elements of the financial statements, and the related key accounting assumptions and principles.	
CO3.	Preparing the journal, ledger, trial balance, cash flow, fund flow financial statements, and company's final accounts.	
CO4.	Applying financial tools to analyze and interpret the financial statements of a company.	
CO5.	Evaluating the business position through analysis of financial statement.	
Course Content:		
Unit-1:	<p>Introduction of Accounting: Need of Accounting, Meaning of Accounting, Characteristics of Accounting, Stages of Accounting, Objectives of Accounting, Difference between Accounting, Accountancy and Book Keeping.</p> <p>Accounting Information: Information about the profit & loss and financial position of the Business, Qualitative Characteristics of Accounting Information, Accounting and its relation with other subjects (Discipline), Basis of Accounting, Functions of Accounting, Branches of Accounting, Advantages or Role of Accounting, Limitations of Accounting. Basic Terminology. Generally Accepted Accounting Principles: Meaning, Classifications & Limitations. Accounting Standards of India (only overview). Basic overview of IFRS, Accounting Equations: Meaning and Calculations.</p> <p><i>Numerical: Accounting Equations.</i></p>	6 Hours
Unit-2:	<p>Accounting Process: Difference between cash and accrual basis of Accounting, Double entry system vs Single entry System, Journal, Ledger, Trial Balance, and Final Accounts with Adjustments. Depreciation: Meaning and Methods (WDV & SLM), Introduction of form and content of financial accounts as per schedule VIth of companies act.</p> <p><i>Numerical: Final Accounts with Adjustment.</i></p>	6 Hours
Unit-3:	<p>Financial Statement Analysis: Meaning, Objectives, Significance and Limitations. Various tools of Financial statement analysis: Common Size Statement, Comparative analysis, Trend Analysis and Ratio Analysis (Liquidity, Profitability, Activity and Solvency)</p> <p><i>Numerical: Ratio Analysis</i></p>	6 Hours
Unit-4:	<p>Cash Flow Analysis: Meaning, Utility of Cash Flow Statement, Format as per AS-3, Preparation of Cash Flow Statement as per AS -3, Difference between Cash Flow Statement and Fund Flow Statement.</p> <p><i>Numerical: Preparation of Cash Flow Statement As per AS-3.</i></p>	6 Hours

Unit-5:	Understanding Published Financial Statements: Introduction, Understanding Analysis and Interpretation based on Case study of any latest published financial statement of any public limited company. <i>Case Study: Student has to give an assignment based on latest published financial statements of any public limited company.</i>	6 Hours
Numerical that can be asked in External Exam	Accounting Equations, Final Accounts with Adjustment, Ratio Analysis (Liquidity, Profitability, Activity and Solvency), and Preparation of Cash Flow Statement as per AS-3.	
<u>Text Books:</u>	1. Pandey, I.M., Management Accounting, New Delhi: Vikas Publishing House. 2. Ramachandran & Kakani Financial Accounting for Management, New Delhi: McGrawHill.	
<u>Reference Books:</u>	1. Paresh Shah, Basic Financial Accounting For Management, New Delhi: Oxford University Press. 2. Bhattacharya, S.K, Accounting for Management: Text and Cases, New Delhi: Vikas Publishing House. 3. Grewal T.S., Introduction to Accounting, New Delhi: S. Chand & Company. 4. Horngren, Charles T., Sundem, Gary L., Elliott, John.A and Philbrick, Donna, Introduction to Financial Accounting, New Delhi: Prentice Hall International, Englewood Cliffs. 5. Narayanaswamy, R., Financial Accounting- A Managerial Perspective, New Delhi: Prentice Hall of India. 6. Gupta, Ambrish, Financial Accounting for Management: An Analytical Perspective, New Delhi: Pearson Education. 7. Maheswari & Maheswari, Accounting for Managers, New Delhi: Vikas Publishing. 8. Anthony Robert N. et al. Accounting: Text and cases, New Delhi: McGraw Hill. 9. Khan, M.Y. and Jain, P.K., Management Accounting, New Delhi: McGrawHill. * Latest editions of all the suggested books are recommended.	

Course Code: MBACC103	<p align="center">Core Course – 3</p> <p align="center">MBA (Corporate)- Semester-I</p> <p align="center">Business Environment</p>	L-3 T-0 P-0 C-3
Course Outcomes:	On completion of the course, the students will be :	
CO1.	Understanding relationship between environment and business; various techniques and tools used for environment analysis and forecasting of the domestic and global environment.	
CO2.	Understanding internal and external environment and Responsibility of business at the domestic and global level.	
CO3.	Appraising and analyzing the external and internal business environment for better management of an organization.	
CO4.	Applying the environmental analysis techniques to understand and adapt to business dynamics.	
CO5.	Applying and implementing the concepts of Social Responsibility in an organization.	
Course Content:		
Unit-1:	<p>An Overview of Business Environment: Meaning of Business Environment, Types of Environment- External and Internal. Business- Meaning, Nature/Characteristics, Scope, Classification of Business, and Objective of Business.</p> <p><i>One relevant Case Study/ Case let from the unit.</i></p>	6 Hours
Unit-2:	<p>Environmental Analysis and Forecasting: Environmental Analysis: Stages of Environmental Analysis, Approaches to Environmental Analysis, Techniques for Environmental Analysis and Benefits; Environmental Forecasting: Steps, Types, Techniques and Limitations; Economic Environment: Nature of Economy, Structure of Economy, Economic Policies and Economic Conditions.</p> <p><i>One relevant Case Study/ Case let from the unit.</i></p>	6 Hours
Unit-3:	<p>Political and Government Environment: Functions to State, Government and Legal Environment, Economic Role of Government in India; Natural & Technological Environment: Concept of Natural Environment, Concept of Technological Environment, Innovation, Technological Leadership & Fellowship, Technology & Competitive Advantages, Sources of Technological Dynamics, Time Lags in Technology Introduction, Impact of Technology on Globalization and Transfer in Technology.</p> <p><i>One relevant Case Study/ Case let from the unit.</i></p>	6 Hours
Unit-4:	<p>Societal Environment: Business and Society, Professionalization, Business Ethics, Business & Culture, Technological Developments and Social Change; Social Responsibility of Business: Classical & Contemporary Views, Social Orientation of Business, factors affecting social orientation responsibilities to different sections, the Indian situations.</p> <p><i>One relevant Case Study/ Case let from the unit.</i></p>	6 Hours

Unit-5:	GATT/ WTO and Global Liberalization: Objectives, an evaluation of GATT, the Uruguay Round Agreement, GATT & WTO, functions of WTO, salient features UR agreement; Globalization: Globalization of World Economy, essential conditions of globalizations, foreign market entry strategies, pros & cons of globalizations and globalization of Indian Business. <i>One relevant Case Study/ Case let from the unit.</i>	6 Hours
<u>Text Books:</u>	1. Francis Cherunilam, Business Environment Text & Cases, New Delhi: Himalayan Publishing House. 2. Justin Paul, Business Environment: Text & Cases, New Delhi: McGraw Hill	
<u>Reference Books:</u>	1. Mark Hirschey, Economics for Managers, Cengage. 2. Palwar, Economic Environment of Business, New Delhi: PHI. 3. D.N. Dwivedi, Managerial Economics, New Delhi: Vikas Publishing House. 4. Shaikh Salim, Business Environment, New Delhi: Pearson Education. 5. Sundaram& Black: International Business Environment Text and Cases, New Delhi: PHI. 6. Czinkota, Ronkainen, Moffett, International Business, Cengage: Govt. of India, Latest Economic Survey. * Latest editions of all the suggested books are recommended.	

Course Code: MBACC104	<p style="text-align: center;">Core Course – 4</p> <p style="text-align: center;">MBA (Corporate)- Semester-I</p> <p style="text-align: center;">Organizational Behavior</p>	L-3 T-0 P-0 C-3
Course Outcomes:	On completion of the course, the students will be :	
CO1.	Understanding and describing the concepts anchored to OB and its evolution.	
CO2.	Understanding and analyzing the behavioural concepts related to Individuals like Perception, Attitude, Personality, and Learning.	
CO3.	Understanding and applying the theories of Motivation, Leadership, Group Dynamics for effective - team and organizational management.	
CO4.	Assessing and analyzing Group Dynamics and develop sound Interpersonal Relationships for effective group behaviour.	
CO5.	Analyzing and evaluating Stress and Conflict situations and developing strategies for their resolution.	
Course Content:		
Unit-1:	<p>Introduction to Organizational Behaviour: Concept, nature, characteristics, conceptual foundations, determinants and importance; concept of knowledge management and Emotional Intelligence in contemporary business organization.</p> <p><i>One relevant Case Study/ Case let from the unit.</i></p>	<p style="text-align: center;">6 Hours</p>
Unit-2:	<p>Understanding Human Behaviour in Management: Perception: Concept, nature, process, importance. Management and behavioral applications of perception. Attitude: concept, process, and importance. Attitude measurement. Personality: Concept, nature, types and Freud's theory of personality -. Learning In Management: Concept and theories of learning- Pavlov theory of classical conditioning, B.F Skinner theory of operant conditioning, learning Principles, Role of learning in management.</p> <p><i>One relevant Case Study/ Case let from the unit.</i></p>	<p style="text-align: center;">6 Hours</p>
Unit-3:	<p>Motivation and Leadership: Concept, principles, theories– Maslow's Hierarchy of needs theory, Herzberg's Motivation Hygiene theory, and Vroom's Expectancy theory. Monetary and non-monetary motivation. Leadership: Concept, functions, styles, and theories of leadership-trait-Stogdill's traits Factors, behavioral theories-Tannenbaum's continuum of leadership behavior, Managerial Grid, and situational theories-Fiedler's contingency theory.</p> <p><i>One relevant Case Study/ Case let from the unit.</i></p>	<p style="text-align: center;">6 Hours</p>
Unit-4:	<p>Interpersonal Relationship management: Analysis of Interpersonal Relationship, Developing interpersonal relationship. Rapport Building techniques and tips Group Dynamic: Definition of Group, Stages of Group Development, Punctuated Equilibrium Model, Group Structure, Group Decision Making.</p> <p><i>One relevant Case Study/ Case let from the unit.</i></p>	<p style="text-align: center;">6 Hours</p>

Unit-5	<p>Stress and Conflict Management: Define Stress and its potential sources, Individual and Organizational Approaches for managing stress. Conflict Management- Concept, sources, types, functionality and dysfunctional of conflict. Classification of conflict-intra individual, inter-personal, inter-group, and organizational. Resolution of conflict, meaning and types of grievance and process of grievance handling.</p> <p><i>One relevant Case Study/ Case let from the unit.</i></p>	6 Hours
<u>Text Books:</u>	<ol style="list-style-type: none"> 1. Davis Keith, Human Behavior at Works: Organizational Behaviors, New Delhi: McGraw-Hill. 2. Robbins S.P., Organizational Behavior, New Delhi: Pearson Education. 	
<u>Reference Books:</u>	<ol style="list-style-type: none"> 1. Luthans Fred, Organizational Behavior, New Delhi: McGraw Hill. 2. Chandran J.S., Organization Behavior, New Delhi: VikasPublishing House. 3. PareekUdai, Behavioral Process in Organizations, New Delhi: Oxford and IBH. 4. Nelson, Debra L and James C Quick, OrganisationalBehaviour, Thomson Learning. 5. Hellgiegel, D & J.W. Slocum, OrganisationalBehaviour, Thomson Learning. <p>* Latest editions of all the suggested books are recommended</p>	

Course Code: MBACC201	<p align="center">Core Course-5</p> <p align="center">MBA (Corporate)- Semester-II</p> <p align="center">Marketing Management</p>	L-3 T-0 P-0 C-3
Course Outcomes:	On completion of the course, the students will be :	
CO1.	Understanding the role and functions of marketing in an organizations.	
CO2.	Understanding 'marketing' concepts, theories and techniques of marketing.	
CO3.	Analyzing the dynamic marketing environment & about marketing strategy decisions are taken for overcoming competition.	
CO4.	Applying various marketing conceptual frameworks, theories and techniques to various marketing contexts.	
CO5.	Developing a comprehensive marketing plan for an organization and taking operational decisions for marketing plan implementation.	
Course Content:		
Unit-1:	<p>Basics of Marketing: Introduction: Definition, Importance, Nature and Scope of Marketing, Core marketing concepts; Evolution of modern marketing concept; holistic marketing; Marketing Mix, Elements of Marketing - Needs, Wants, Demands, Consumer, Markets and Marketers; Marketing Vs Selling. Marketing management process-a strategic perspective; Marketing Information Systems. Marketing Environment: Significance of scanning marketing environment; Analyzing macro environments of marketing-economic, demographic, socio-cultural, technological, political and legal; Impact of micro and macro environment on marketing decisions.</p> <p><i>One relevant Case Study/ Case let from the unit.</i></p>	6 Hours
Unit-2:	<p>Consumer Analysis: Behaviour Analysis: Buyer behaviour; consumer versus organizational buyers; Consumer decision-making process. Segmentation, Targeting & Positioning (STP): Segmenting the market, Benefits of market segmentations, Market segmentation procedure, Bases for consumer market segmentation. Market targeting. Positioning - concept, bases and process; Product/Brand Positioning strategies; Perceptual mapping.</p> <p><i>One relevant Case Study/ Case let from the unit.</i></p>	6 Hours
Unit-3:	<p>Product& Price Decisions: Product Decisions: Concept of a product; levels of product; Classification of products; Major product decisions; Product line and product mix; Branding; Packaging and labeling; Product life cycle – stages and strategies for different stages of PLC.; New product development- planning and process; Failure of new products and consumer adoption process. Pricing Decisions: Factors affecting price determination; Pricing objectives; Pricing policies and strategies; Discounts and rebates.</p> <p><i>One relevant Case Study/ Case let from the unit.</i></p>	6 Hours

Unit-4:	Distribution Channels and Promotion Decisions: Distribution Channels and Physical Distribution Decisions: Nature, functions, and types of distribution channels; Distribution channel intermediaries; Channel management decisions; Retailing and wholesaling. Promotion Mix Decisions: Communication Process; Promotion mix – advertising, sales promotion, personal selling, publicity and public relations; Selection of appropriate tools and techniques of promotion mix. <i>One relevant Case Study/ Case let from the unit.</i>	6 Hours
Unit-5:	Marketing Research: Meaning and scope of marketing research; Marketing research process. Marketing Organization and Control: Organizing and controlling marketing operations. Issues and Developments in Marketing: Social, ethical and legal aspects of marketing; Marketing of services; International marketing; Green marketing; Cyber marketing; Relationship marketing and other developments of marketing. <i>One relevant Case Study/ Case let from the unit.</i>	6 Hours
<u>Text Books:</u>	1. Kotler, Philip; Keller, Kevin Lane; Koshy, Abraham, and MithileshwarJha, Marketing Management: A South Asian Perspective, New Delhi: Pearson. 2. Ramaswamy&Namakumari, Marketing Management in the Indian Context; New Delhi:S.Chand&. Sons.	
<u>Reference Books:</u>	1. Lamb, Charles W.; Hair, Joseph F., and Carl McDaniel, Marketing, Cengage Learning. 2. Etzel, Michael J., Walker, Bruce J., Staton, William J., and Pandit Ajay, Marketing Concepts and Cases, New Delhi: McGraw Hill (Special Indian Edition). 3. Kazmi, SHH, Marketing Management Text and Cases, New Delhi: Excel Books. 4. Neelamegham S., Indian Cases in Marketing, New Delhi: Vikas Publication. 5. Bull Victor P., Marketing Management: A Strategic Planning Approach, New York: McGraw Hill. 6. Czinkota M.R., Marketing Management, New Delhi: Pearson Education Asia. * Latest editions of all the suggested books are recommended.	

Course Code: MBACC203	<p align="center">Core Course – 6</p> <p align="center">MBA (Corporate) - Semester-II</p> <p align="center">Human Resource Management</p>	L-3 T-0 P-0 C-3
Course Outcomes:	On completion of the course, the students will be :	
CO1.	Understanding concepts related to manpower need, acquisition, compensation, assessing performance, training & developing, discipline and separation.	
CO2.	Analyzing and assessing manpower requirement, training needs, performance of people and compensation systems.	
CO3.	Understanding various concepts of job analysis and use those in developing a job design.	
CO4.	Developing and executing plans and systems for recruitment, training, performance appraisal and compensation.	
CO5.	Analyzing and developing grievance handling systems, promotions, transfers and separation plans.	
Course Content:		
Unit-1:	<p>Introduction to HRM Meaning of Human Recourse Management, Nature, scope & importance of HRM. Evolution & development of HRM; HRM function & objectives. HRD in India; Difference between HRM & HRD; difference between HRM & personnel management; HRM& its environment- Internal & external. Challenges before HRM in present & changing environment.</p> <p><i>One relevant Case Study/ Case let from the unit.</i></p>	6 Hours
Unit-2:	<p>Human Recourse Planning & Strategies: HRP – Definition, purpose, processes & HRP & different levels. Control & review mechanism of HRP. HRIS & HR accounting & HR audit – meaning, Objectives & importance. Introduction to strategic HRM, HR strategy formulation, implementation & evaluation, role of HR Manager.</p> <p><i>One relevant Case Study/ Case let from the unit.</i></p>	6 Hours
Unit-3:	<p>Job Analysis, Recruitment & Selection / Training & Development: Job analysis- job description, job specification, Job enlargement & job enrichment, flexi time & flexi work. Recruitment – meaning, process, methods & sources of recruitment, evaluation of recruitment process, Selection – meaning, process, methods & evaluation of selection process. Meaning of Placement, Training & Development- meaning, purpose, methods & issues of training & development programmes.</p> <p><i>One relevant Case Study/ Case let from the unit.</i></p>	6 Hours
Unit-4:	<p>Performance Appraisal& job evaluation: Performance Appraisal: definition, objectives, procedures & methods. Job Evaluation: meaning, purpose & methods. Compensation Management: Incentives & its types, perquisites of effective incentive system, wage concepts:- minimum wage, fair wage & living wage. Components of pay structure in India.</p>	6 Hours

	<i>One relevant Case Study/ Case let from the unit.</i>	
Unit-5:	Job enrichment, Discipline & grievances procedures: Discipline & Grievance Procedures - Definition, disciplinary procedure, grievances handling procedure. Promotion, transfer & separation: purpose, principles & types; Transfers – reason, principles & types; Separation – layoff, resignation, dismissal, retrenchment, voluntary Retirement Scheme. <i>One relevant Case Study/ Case let from the unit.</i>	6 Hours
Text Books:	1. Aswathappa, Human Resource management, New Delhi: McGraw- Hill. 2. Ivancevich, John M., Human Resource Management, New Delhi: McGraw Hill.	
Reference Books:	1. Dessler, Human Resource Management, Prentice – Hall. 2. T.N Chabbra, Human Resource Management. 3. P.Subba Rao, Essentials of HRM & IR, Himalaya Publication House. 4. Bratton J.& Gold J., Human Resource management: Theory & Practice, Palgrave. 5. Gomez Mejia et.al, managing Human Resource, Pearson Education. * Latest editions of all the suggested books are recommended.	

Course Code: MBACC204	<p align="center">Core Course-7</p> <p align="center">MBA (Corporate) - Semester-II</p> <p align="center">Production and Operations Management</p>	L-2 T-1 P-0 C-3
Course Outcomes:	On completion of the course, the students will be :	
CO1.	Understanding the concepts & techniques of operation & quality management productivity.	
CO2.	Applying concepts and tools of quality management for enhancing customer satisfaction.	
CO3.	Applying the various techniques of quality management in production process.	
CO4.	Understanding and applying various models of inventory control in production process.	
CO5.	Analyzing production requirement and applying various tools and techniques to enhance customer satisfaction.	
Course Content:		
Unit-1:	<p>Introduction: Classification of Decision Areas in Operation Management, Brief History, Operations Strategy, Flexibility, Modern vs. Traditional Approach. Services and Their Characteristics, Service Matrix, Service Quality, Role of services in Economy.</p> <p><i>One relevant Case Study/ Case let from the unit.</i></p>	6 Hours
Unit-2:	<p>Quality Control : What is Quality , Statistical process Control , Control Charts X Charts , R Charts, P charts , C charts; Quality Management: Acceptance Sampling, Cost of Quality, Total Quality Management, History of TQM, Quality Gurus: Deming, Juran and Ishikawa, Quality Circles, Zero Defect Concept, Service Quality Model; Six Sigma - Process consisting of defining, measuring, analyzing, improving & establishing steps, Lean Six Sigma (Concepts only).</p> <p><i>One relevant Case Study/ Case let from the unit.</i></p>	6 Hours
Unit-3:	<p>Productivity: Various kinds of productivity measures, Multifactor productivity, Efficiency and effectiveness. Business Process Reengineering, Bench Marking. Pursuit of Excellence in Organizations, TATA Business Excellency Model; Supply Chain Management: Purchasing, Value Analysis/ Value Engineering, Vendor Relations. Learning Curve, Forward Buying, Make or Buy Decisions.</p> <p><i>One relevant Case Study/ Case let from the unit.</i></p>	6 Hours
Unit-4:	<p>Inventory Model & Safety Stocks: Optimal Order Quantity, EOQ, Economic Batch Quantity. ABC Analysis, VED Analysis; Building of a supply chain: orientation& Implementation of Supply Chain functions within an organization, Single Source vs Multiple Sources.</p>	6 Hours

	<i>One relevant Case Study/ Case let based numerical from the unit.</i>	
Unit-5:	<p>Spatial Decisions: Plant Layout. Basic Types of Layouts and their merits &demerits. Optimization in process layouts. Use of Schematic Diagrams and software to solve layout problems. Applications in service Industries. Introduction to Cellular Manufacturing and Group Technology. Location and factors affecting a location.</p> <p>Timing Decisions: Production Planning and Control. Importance of time Horizon, Dovetailing of Plans, Production control, Assembly line Balancing. Scheduling. Shop loading & Index method.</p> <p><i>One relevant Case Study/ Case let from the unit.</i></p>	6 Hours
Text Books:	<ol style="list-style-type: none"> 1. Gaither & Frazier, Operations Management, Cengage, New Delhi. 2. Chunnawals, Production & Operation Management Himalaya, Mumbai. 	
Reference Books:	<ol style="list-style-type: none"> 1. KanishkaBedi, Production & Operation Management, University Press, New Delhi. 2. UpendraKachru: Operation Management, Excel Publications, New Delhi. 3. Adam, E.E& Ebert; R.J. Production and Operation Management, Prentice Hall. 4. PannerSelvem, Production and Operation Management, Prentice Hall of India. 5. Chary, S.N.Production and Operation Management, New Delhi, McGraw Hill, New Delhi. 6. K. Aswathappa& Sridhar Bhatt, Production & Operations Management, Himalaya, Mumbai. <p>* Latest editions of all the suggested books are recommended.</p>	

Course Code: MBACC202	<p align="center">Core Course – 8</p> <p align="center">MBA (Corporate)- Semester-II</p> <p align="center">Financial Management& Planning</p>	L-2 T-1 P-0 C-3
Course Outcomes:	On completion of the course, the students will be :	
CO1.	Understanding the objectives, role, functions and process of financial management; structure and functions of financial markets; various financial instruments and financial intermediaries.	
CO2.	Understanding the Indian Financial System and recognizing the need of financial planning.	
CO3.	Understanding and analyzing the structure and functions of financial markets, various financial instruments and financial intermediaries.	
CO4.	Analyzing and estimating the requirement of fund and cost of capital for various sources of funds.	
CO5.	Analyzing the impact of short term and long term financial decisions of an organization and the various tools used for such decisions.	
CO6.	Making various capital budgeting decisions through various techniques of project appraisal.	
Course Content:		
Unit-1:	<p>Overview of Financial Management:</p> <p>Concept of finance, meaning and definition of financial management, scope and objectives of financial management-Profit maximization vs Wealth maximization; Functions of Finance Manager in Modern Age; Financial decision framework: investing, financing and dividend decisions.</p>	6 Hours
Unit-2:	<p>Financial System & Financial Planning:</p> <p>Need to study Financial system, Functions of financial system, Financial Assets, Financial Markets and its functions, Financial Instruments, Financial Intermediaries and its structure, Regulatory Institutes, Commercial Bank, NABARD, Insurance companies, NBFCs, Mutual Funds, Meaning and definition of Financial Plan, objectives, process of financial planning, Long term and Short term Financial Plans, Factors affecting financial plan and its limitations.</p>	6 Hours
Unit-3:	<p>Cost of Capital and Capital Budgeting:</p> <p>Cost of capital, basic aspects and importance of cost of capital, Computation of cost of Equity, Preference shares, Debt, Retained earnings and overall weighted average cost of capital, Appraisal of project; Techniques of capital budgeting : Pay Back period , Average Rate of Return, NPV,IRR and its applications.</p> <p><i>Numerical/s: Cost of Capital and Capital Budgeting (PBP, ARR, NPV and IRR).</i></p>	6 Hours
Unit-4:	<p>Financing Decision :</p> <p>Sources of finance –overview of Long-term& Short term sources of finance, Overview of Working Capital management: Meaning, and definition of working capital , Concept of working capital, Kinds of Working capital, Importance & Objectives of working capital management. Factors affecting working capital policy, Methods of Estimation of Required Working Capital: Operating Cycle method & Estimation of Working Capital based on current</p>	6 Hours

	assets and current liabilities. <i>Numerical/s: Working Capital Management (Operating Cycle Method and Working Capital based on current assets and current liabilities).</i>	
Unit-5:	Dividend Policy Decisions: Dividend Policy, Factors affecting dividend policies, Forms of Dividend, Bonus policy guidelines relating to dividend declaration and payment. <i>Numerical/s: Calculation of dividend.</i>	6 Hours
<u>Text Books:</u>	1. Pandey I.M., Financial Management, New Delhi: Vikas Publications. 2. Khan & Jain, Financial Management, New Delhi, McGraw-Hill.	
<u>Reference Books:</u>	1. Reddy G. Sudarsana, Financial Management Principles & Practice, New Delhi: Himalaya Publishing House. 2. Rustagi, R.P. Financial Management: Theory, Concepts and Problems, New Delhi: Galgotia Publishing Company. 3. Chandra Prasanna, Fundamentals of Financial Management, New Delhi: McGrawHill. 4. Van Horne- Financial Management and Policy, New Delhi: Pearson Education. 5. Keown, Arthur J., Martin, John D., Petty, J. William and Scott, David F, Financial Management, New Delhi: Pearson Education * Latest editions of all the suggested books are recommended.	

Course Code: MBACC301	<p align="center">Core Course-9</p> <p align="center">MBA (Corporate) - Semester-III</p> <p align="center">Strategic Management</p>	L-3 T-0 P-0 C-3
Course Outcomes:	On completion of the course, the students will be :	
CO1.	Understanding the various perspectives, concepts and process in the field of Strategic Management.	
CO2.	Understanding tools and techniques used in strategic management, and levels, strategic alternatives and types of strategies.	
CO3.	Formulating corporate and business strategies based on strategic analysis.	
CO4.	Implementing/executing strategy and applying evaluation and control techniques.	
CO5.	Analyzing the competitive situation, business environment and strategic dilemma to adapt to the dynamic global and local business environment.	
Course Content:		
Unit-1:	<p>Understanding Strategy: Concept of strategy, corporate, business and functional Levels of Strategy. Introduction to Strategic Management; Meaning and characteristics of strategic management, strategic management Vs. operational management; Four phases in strategic management process, stakeholders in business and their roles in strategic management. Hierarchy of Strategic Intent: Meaning & attributes of strategic intent, Meaning of Vision, Process of envisioning, Meaning of mission, difference between vision & mission, characteristics of good mission statements, Business definition using Abell's three dimensions, objectives and goals, Linking objectives to mission & vision. Critical success factors (CSF), Key performance indicators (KPI), Key result areas (KRA).</p> <p><i>One relevant Case Study/ Case let from the unit.</i></p>	6 Hours
Unit-2:	<p>External & Internal Environment:</p> <p>Analyzing Company's External Environment: Environmental appraisal scenario planning - Preparing an Environmental Threat and Opportunity Profile (ETOP); Analyzing Industry Environment: Industry Analysis - Porter's Five Forces Model of competition, Entry & Exit Barriers, Strategic Group analysis.</p> <p>Analyzing Company's Internal Environment: Resource based view of a firm, meaning, types & sources of competitive advantage, analyzing company's resources and competitive position, VRIO Framework, competitive advantage, competitive parity & competitive disadvantage, core competence, characteristics of core competencies, distinctive competitiveness, benchmarking as a method of comparative analysis; Value Chain Analysis Using Porter's Model: primary & secondary activities.</p> <p><i>One relevant Case Study/ Case let from the unit.</i></p>	6 Hours
Unit-3:	<p>Organizational Capability Profile and Portfolio Analysis:</p> <p>Organizational Capability Profile: Strategic Advantage Profile, Concepts of stretch, leverage & fit, ways of resource leveraging -concentrating, accumulating, complementing, conserving, recovering; Portfolio Analysis: Business Portfolio Analysis - BCG Matrix - GE 9 Cell Model; Generic Competitive Strategies: Meaning of generic competitive strategies, Low cost, Differentiation, Focus - when to use which strategy; Grand Strategies: Stability,</p>	6 Hours

	<p>Growth (Diversification Strategies, Vertical Integration Strategies, Mergers, Acquisition & Takeover Strategies, Strategic Alliances & Collaborative Partnerships), Retrenchment - Turnaround, Divestment, Liquidation, Outsourcing Strategies.</p> <p><i>One relevant Case Study/ Case let from the unit.</i></p>	
Unit-4:	<p>Strategy Implementation and Evaluation: Strategy Implementation: Components of a strategic plan, barriers to implementation of strategy, Mintzberg 5 Ps - Deliberate & Emergent Strategies , Mc Kinsey's 7s Framework; Organization Structures for Strategy Implementation: entrepreneurial, functional, divisional, SBU, Matrix, Network structures, Cellular/ Modular organization, matching structure to strategy, organizational design for stable Vs. turbulent environment; Strategy Evaluation: Operations Control and Strategic Control -Symptoms of malfunctioning of strategy -Use of Balanced Scorecard for strategy evaluation.</p> <p><i>One relevant Case Study/ Case let from the unit.</i></p>	6 Hours
Unit-5:	<p>Various Business Strategies and Models: Blue Ocean Strategy: Difference between blue & red ocean strategies, principles of blue ocean strategy, Strategy Canvass & Value Curves, Four Action framework; Business Models:Meaning& components of business models, new business models for Internet Economy- E-Commerce Business Models and Strategies - Internet Strategies for Traditional Business -Virtual Value Chain; Sustainability & Strategic Management:Threats to sustainability, Integrating Social & environmental sustainability issues in strategic management, meaning of triple bottom line, people-planet-profits.</p> <p><i>One relevant Case Study/ Case let from the unit.</i></p>	6 Hours
<u>Text Books:</u>	<p>1. Kazmi, Azhar, Business Policy and Strategic Management, Tata McGraw Hill Publishing Company Ltd., NewDelhi.</p>	
<u>Reference Books:</u>	<p>1. David, Fred R. Strategic Management – Concept and Cases , Pearson Education, Delhi</p> <p>2. Crafting the Strategy: Concepts and Cases in Strategic Management by Ranjan Das, McGraw Hill, New Delhi.</p> <p>3. Strategic Management by Ireland, Hoskisson&Hitt, Indian Edition, Cengage Learning.</p> <p>4. Concepts in Strategic Management & Business Policy by Thomas L. Wheelen& J. David Hunger, Pearson.</p> <p>5. Mintzberg Henry, Ahlstrand Bruce, and Lampel Joseph, Strategy Safari: A Guided Tour through the Wilds of Strategic Management, The Free Press, USA.</p> <p>6. Hitt, M.A., Ireland R.D. and Hos Kisson R.D., Strategic Management Competitiveness and Globalization, Thomson Asia Pvt. Ltd.</p> <p>7. Pearce II J A and Robinson Jr., R.B., Strategic Management – Strategy Formulation and Implementation, AITBS Publishers and Distributors, Delhi</p> <p>* Latest editions of all the suggested books are recommended.</p>	

Course Code: MBACC304	<p style="text-align: center;">Core Course-10</p> <p style="text-align: center;">MBA (Corporate)- Semester-III</p> <p style="text-align: center;">Digital Marketing</p>	L-3 T-0 P-0 C-3
Course Outcomes:	On completion of the course, the students will be :	
CO1.	Understanding traditional and new communication approaches to create competitive advantage in the Digital world, impact of emergence of the technology on marketing, value creation, and consumer perceptions.	
CO2.	Understanding the concepts of digital marketing tools, web analytics, search engine, social media and marketing metrics for promotional marketing.	
CO3.	Analyzing and using the digital tools and developing digital marketing strategy for better marketing results.	
CO4.	Implementing digital marketing and social media marketing strategy	
CO5.	Evaluating the performance of digital marketing program/campaign of an organization.	
Course Content:		
Unit-1:	<p>The Technological Society: Introduction to internet and WWW technology including security. Introduction to digital marketing and e-commerce: Business models, Business Models on the Web. Public policy: social, legal, ethical, political issues for e-commerce. Mobile e-commerce, Killer apps for strategic goals. Retailing (e-tailing), Disintermediation, Channel conflict. Strategies in 'fluid e-retail markets.' Services online: Online content & digital media, B2Be-commerce, Global opportunities and issues.</p> <p><i>One Case Study/ Case let from the unit.</i></p>	6 Hours
Unit-2:	<p>Marketing in the Age of Fragmentation: Mapping Digital Marketing Media The Long Tail, The Economics of the Attention Economy, Goldhaber's Attention Economy. Know your customer - Buyer behavior, segmentation, targeting. The customer experience -Web design, customer service, Quality of the online experience. Characteristics of E Marketing: Addressability, Interactivity, Accessibility, Connectivity, Control.</p> <p><i>One Case Study/ Case let from the unit.</i></p>	6 Hours
Unit-3:	<p>Digital Marketing Tools: Overview, the website, branding, banner ads, affiliatemarketing. Paid search, search engine optimization (SEO), comparison shopping engines. Email, RSS, podcasting, Blogs, Viral, Wikis, CRM. Auctions, Portals. Online Branding: When they talk back... Communication and Branding in the Networked Economy. Search Engine Marketing. Online Communities and Innovation Communities, Mass Collaboration and Crowd-sourcing: How does the Internet help Innovate? Social networks, Value Creation through Social Networking.</p> <p><i>One Case Study/ Case let from the unit.</i></p>	6 Hours
Unit-4:	<p>Web analytics & Marketing Metrics: Marketing research. The New Rules of Customer Intelligence: Laboratory Marketing and Customer Branding. Understanding Digital Analytics, Acquisition, Engagement and Conversion, Measuring Social Impact, Multi-</p>	6 Hours

	<p>Touch Analytics, Mobile Analytics, and The Future of Digital Analytics: Big Data.</p> <p><i>One Case Study/ Case let from the unit.</i></p>	
Unit-5:	<p>Search Engine Marketing: Email campaign creation and management, Google Adwords, search and display on search engines, pricing models online, Introduction to page rankings, analytics, Search Engine Optimization, Process and methodology, Long tail in SEO, Link building, Keyword analysis, process and optimization. Search Engine Marketing Paid versus natural Search, SEM landscape, Landing pages and their importance in conversion analysis, Google vs. Bing vs. Yahoo. Search Methodology.</p> <p><i>One Case Study/ Case let from the unit.</i></p>	6 Hours
<u>Text Books:</u>	<ol style="list-style-type: none"> 1. Damian Ryan, Calvin Jone, Understanding Digital Marketing: Marketing Strategies for Engaging the Digital Generation, Kogan Page. 	
<u>Reference Books:</u>	<ol style="list-style-type: none"> 1. Ryan Deiss & Russ Henneberry, Digital Marketing For Dummies, John Wiley & Sons. 2. Kent Wertime, Ian Fenwick, Digi Marketing: The Essential Guide to New Media and Digital Marketing, Jon Wiley & Sons. 3. Avinash Kaushik, Web Analytics 2.0: The Art of Online Accountability and Science of Customer Centricity. 4. Sean Moffitt and Mike Dover, Wiki Brands–Reinventing Your Company In A Customer Driven Market Place, McGraw Hill. 5. Brian Clifton, Advanced Web Metrics with Google Analytics. 6. William M. Pride, O. C. Ferrell, Digital Marketing, Cengage Learning. <p>* Latest editions of all the suggested books are recommended.</p>	

Ability Enhancement Compulsory Courses (AECC)

Course Code: MBCAE101	Ability Enhancement Compulsory Course -1 MBA (Corporate) - Semester-I Communication Skills	L-2 T-0 P-0 C-2
Course Outcomes:	On completion of the course, the students will be :	
CO1.	Understanding the basics of business communication process, types and networks of communication.	
CO2.	Understanding the barriers of communication, importance of listening skills and effective presentation skills.	
CO3.	Applying techniques of effective communication- both verbal and non-verbal at the workplace.	
CO4.	Creating an effective presentation using slides and other visual aids.	
CO5.	Analyzing the various types of interview and Group Discussion techniques and applying them during real life situations.	
Course Content:		
Unit-1:	Knowledge of Language & Basics of Communication: Tenses, Sentence construction, Direct & Indirect Speech, Active-Passive voice, Verbs, Conjunctions, etc., Meaning & definition of communication, Objectives of communication, Types of communication, Process of communication, Barriers to communication, Grapevine in communication, 7Cs of Communication, Channels & Networks of Communication. <i>One Case Study/ Case let from the unit.</i>	4 Hours
Unit-2:	Non-verbal Communication: Non-linguistic transmission of ideas, Visual cues & their importance in communication, Gestures, Facial Expressions, Body movements, Tone & tenor, audition, Tactile, Kinesthetic etc. <i>One Case Study/ Case let from the unit.</i>	4 Hours
Unit-3:	Presentation Skills: Defining purpose, Audience & locale, Types of presentation, Organizing content of presentation, nuances, Body language during presentation, Audio visual aids, How to develop effective presentation slides, Dos & Don'ts of presentation. <i>One Case Study/ Case let from the unit.</i>	4 Hours
Unit-4:	Listening Skills: Importance of listening, The process of listening, Differentiate between listening and hearing, Types of listening, Barriers to effective listening & factors in effective listening. <i>One Case Study/ Case let from the unit.</i>	4 Hours
Unit-5:	Interviews & G.D- Definition, Types of Interviews, What does a job interview access?, Focus of job interviews, Strategies for successful interviews, Answers to some common interview questions, Preparing in a group discussion- Leadership, GD protocol, Discussion techniques, Listening. <i>One Case Study/ Case let from the unit.</i>	4 Hours
Text Books:	1. Kaul, Asha, Effective Business Communication, PHI, New Delhi.	

<p style="text-align: center;"><u>Reference Books:</u></p>	<ol style="list-style-type: none"> 1. Chaturvedi, P.D., and MukeshChaturvedi, Business Communication, Pearson Education. 2. Lesikar, Petit &Lesikar's, Basic Business, McGrawHill. 3. Pal, Rajendra, and Korlahalli, J. S., Essentials of Business Communication. 4. Malti Agarwal, Professional Communication, Krishna Publication. 5. Meenakshi Raman, Sangeeta Sharma, Technical Communication Principles & Practice. 6. Sehgal M.K. &Khetrapal V., Business Communication – Excel Books. 7. Mohan Krishna & Banerji Meera, Developing Communication Skills – Macmillan India Ltd. Delhi. 8. Bahl, Sushil, Business communication today, Response books, New Delhi. <p>* Latest editions of all the suggested books are recommended.</p>	
---	--	--

Course Code: MBAAE102	Ability Enhancement Compulsory Course -2 MBA (Corporate) - Semester-I Human Values and Professional Ethics	L-2 T-0 P-0 C-2
Course Outcomes:	On completion of the course, the students will be :	
CO1.	Understanding concepts of human values and professional ethics.	
CO2.	Applying Sanyam&Swasthya practices in life.	
CO3.	Applying human values and developing harmony among self, family and society.	
CO4.	Evaluating self and professional requirements to become good citizen and ethical person.	
CO5.	Developing self into a professional individual and an ethical personality.	
Course Content:		
Unit-1:	Introduction - Need Basic Guidelines, Content and Process for Value Education: Understanding the need, basic guidelines, content and process for Value Education; Self-Exploration-what is it? -its content and process; 'Natural Acceptance' and Experiential Validation-as the mechanism for self-exploration; Continuous Happiness and Prosperity-A look at basic Human Aspirations.	4 Hours
Unit-2:	Process for Value Education: Right understanding, Relationship and Physical Facilities-the basic requirements for fulfillment of aspirations of every human being with their correct priority; Understanding Happiness and Prosperity correctly-A critical appraisal of the current scenario; Method to fulfill the above human aspirations: understanding and living in harmony at various levels Module.	4 Hours
Unit-3:	Understanding Harmony in the Human Being: Understanding Harmony in the Human Being -Harmony in Myself!; Understanding human being as a co-existence of the sentient 'I' and the material 'Body' Understanding the needs of Self ('I') and 'Body' - Sukh and Suvidha; Understanding the Body as an instrument of 'I' (I being the doer, seer and enjoyer).	4 Hours
Unit-4:	Harmony in Myself: Understanding the characteristics and activities of 'I' and harmony in 'I'; Understanding the harmony of I with the Body: Sanyam and Swasthya; correct appraisal of Physical needs, meaning of Prosperity in detail; Programs to ensure Sanyam and Swasthya-Practice Exercises and Case Studies will be taken up in Practice Sessions.	4 Hours
Unit-5:	Understanding Harmony in the Family and Society –harmony in Human - Human Relationship and Gender issues: Understanding Harmony in the Family and Society-Harmony in Human-Human Relationship; Understanding harmony in the Family-the basic unit of human interaction; Understanding values in human-human relationship; meaning of Nyaya and program for its fulfillment to ensure Ubhay-tripti; Trust (Vishwas) and Respect (Samman) as the foundational values of relationship. Gender Issues and Biases: Gender Stereotyping and Gender Discrimination, Male Gaze and Objectivity,	

	Remedial measures of gender biasness.	
<u>Text Books:</u>	<ol style="list-style-type: none"> 1. R R Gaur, R, Sangal, G.P Bagaria, A Foundation Course in value Education. 2. R R Gaur, R Sangal G P Bagaria, Teacher's Manual (English). 	
<u>Reference Books:</u>	<ol style="list-style-type: none"> 1. E.F. Schumacher, 1973, small is Beautiful; a study of economics as if people mattered, Blond & Briggs, Britain. 2. A. Nagraj, Jeevan vidya to Na Prayanam, Hyderabad. 3. R.Pradeep Kumar, Jeevan Vidya to Na Prayanam, Hyderabad. 4. Sussan George, How the other half Dies, Penguin Press. 5. PL Dhar, RR Gaur, Science and Humanism, common wealth publishers. 6. A.N. Tripathy, Human values, New Age International Publishers. 7. Subhas Palekar, How to practice natural Farming, Pracheen (Vaidik) Krishitantrashodh, Amravati. 8. Donella H. Meadows, Dennis L. Meadows, Jorgen Randers, William W. Behrens III, 1972, Limits to Growth –club of Rome's report, universe Books. 9. E.G. Seebauer & Robert, L BERRY, 2000, Foundations of Ethics for Scientists & Engineers, Oxford University Press. 10. M.Govindrajran, S Natrajan & V.S. Senthikumar, Engineering Ethics (including human Values), Eastern Economy Edition, Prentice hall of India Ltd. 11. B P Banerjee, 2005, Foundations of Ethics and Management, Excel books. 12. B.L. Bajpai, 2004, Indian Ethos and Modern Management , New Royal book Co; Lucknow. <p style="text-align: center;">* Latest editions of all the suggested books are recommended.</p>	

Course Code: MBAAE251	Ability Enhancement Compulsory Course -3 MBA (Corporate) - Semester-II Video Based Learning	L-0 T-0 P-4 C-2
Course Outcomes:	On completion of the course, the students will be :	
CO1.	Understanding basic components of digital communication systems.	
CO2.	Understanding the role, functions and process of digital communication.	
CO3.	Making video presentations at work.	
CO4.	Understand and using online Business Model (Interview Air Model).	
CO5.	Applying appropriate digital communication in managerial role.	
CO6.	Applying Web based learning (LMS, Webinars and Video on Demand).	
Course Content:		
Unit-1:	Overview of Digital Communication: Digital Communication: Meaning, definition, objectives, scope and importance; Significance of emotions in digital communication; Difference between traditional tools and digital communication; New Era of Digital Communication Management.	4 Hours
Unit-2:	Application of Digital Communication: Digital Communication Options: Social Media, Mobile Marketing, Websites, Internet Specific advertisements and videos, microsites, online communities, Pay-Per-Click marketing, e-Mail marketing, Search marketing, User Friendly websites.	4 Hours
Unit-3:	Web Based Learning Methods: Knowhow of LMS and its application, Webinar concept and it's use, Difference between webinar and video conferencing, Process to make webinar effective, Video on Demand system.	4 Hours
Unit-4:	Online Business Model: Online Business Model: Concept, uses, benefits and types; Interview Air Model of making Video Resume, its uses, benefits, applications and process.	4 Hours
Unit-5:	Making Video Content: Making a channel on YouTube, uploading content, graphics, creatives and videos; sharing YouTube Videos on various platforms. Managing Video Content on Social media: Do's and Don'ts, Uploading and managing videos on LinkedIn, Facebook, Instagram and Twitter.	4 Hours
Delivery Method:	Classroom sessions + Caselets + Video Content	
Evaluation:	Class Test, Group Assignments, MCQs Test (online)	
Text Books:	1. Video-Based Learning Best Practices And Tips: A Full Guide For Corporate Training, Obsidian Learning.	
Reference Books:	1. How to Choose the Right Kind of Video for Your Employee Training - Featuring 15 Formats That You Must Use In 2019, EI Design. 2. Video-Based Learning for Corporate Training—14 Examples—Including Interactive & Micro learning Videos, EI Design.	

	<ol style="list-style-type: none"> 3. Transforming Learning: Using Video for Cognitive, Emotional, and Social Engagement, Obsidian Learning. 4. How To Use Interactive Videos For Learner Engagement And Supercharge Your Online Training, EI Design. 5. Ian Dodson, the Art of Digital Marketing: The Definitive Guide to Creating Strategic, Targeted, and Measurable Online Campaigns, Wiley. <p>* Latest editions of all the suggested books are recommended.</p>	
--	---	--

Course Code: MBAAE251	Ability Enhancement Compulsory Course -3 MBA(Corporate) - Semester-II Video Based Learning			L-0 T-0 P-4 C-2
Course Outcomes:	The objective of this course is to judge the understanding as well as application of the knowledge gained by the students by the end of the of the course.			
Course Guidelines:	VBL will be scheduled at the end of Semester II.Before VBL, students have to make 2-3 video presentations.Students have to prepare (15minutes) video presentation. Each student will present their experience and learning from lectures of VBL.			
	This is also to measure the articulation of what is being learnt by them and see their relevance in the practical field.			
	The Total marks of viva are 100.			
	The internal marks (50 marks) will be awarded by conducting face to face interview / viva of the students in the class on any topic of VBL syllabus in the front of a panel of at least two faculty members to be appointed by the Director / Principal of the College			
	The external marks (50 marks) will also be awarded by conducting face to face interview / viva of the students in the class on any topic VBL syllabus in the front of the external examiner to be appointed by the examination division of the University.			
Evaluation Scheme				
Detail	Course/Domain Knowledge	Confidence	Communication Skills	Total
Internal	20	15	15	50
External	20	15	15	50

Skill Enhancement Courses (SEC)

Course Code: MBCSE101	<p style="text-align: center;">Skill Enhancement Course -1 MBA(Corporate) - Semester-II</p> <p style="text-align: center;">Excel and PowerPoint for Professionals</p>	L-2 T-0 P-2 C-3
Course Outcomes:	On completion of the course, the students will be :	
CO1.	Understanding the basics, features and functions of MS-PowerPoint and MS-Excel used at the workplace.	
CO2.	Making an effective use of MS-PowerPoint at the workplace.	
CO3.	Making an effective use of MS-Excel as a spread sheet package at the workplace.	
CO4.	Creating an effective presentation using slides and other visual aids.	
CO5.	Creating effective animation in presentation.	
Course Content:		
<u>Unit-1:</u>	Excel Getting Started: Introduction: A brief discussion on what is MS-Excel and why excel is used, Basic Terms and Actions: A discussion on some frequently used key terms (such as - "Comments", "Cell Name" etc.), and basic actions (such as - cell resizing, cell merging etc.), Formatting the Cells: General and conditional formatting, Excel - Managing Data: How to work on large data sets: View large data by customizing the Excel window (with freeze panes and hide/unhide rows/columns. Managing large data sets with the help of functions (such as - "Find", "Sort", "Filter" etc.), Excel – Calculations: Mathematical Operators, Text Operators, Logical Operators to perform simple calculations. Excel – Formulae: Use mathematical formulae, (such as - SUM, PRODUCT, SUBTOTAL etc.), and logical functions (IF-THEN).	6 Hours
<u>Unit-2:</u>	MS Word: Starting MS WORD, Creating and formatting a document, Changing fonts and point size, Table Creation and operations, Autocorrect, Auto text, spell Check, Word Art, Inserting objects, Page setup, Page Preview, Printing a document, Mail Merge. MS Excel: Starting Excel, Work sheet, cell inserting Data into Rows/ Columns, Alignment, Text wrapping, Sorting data, Auto Sum, Use of functions, Cell Referencing form, Generating graphs, Worksheet data and charts with WORD, Creating Hyperlink to a WORD document, Page set up, Print Preview, Printing Worksheets.	6 Hours
<u>Unit-3:</u>	Excel for Finance: Calculate 'Simple Interest', 'Compound Interest' and 'Effective Annual Rate' in Excel. Also, a discussion on key functions (such as - PV, NPV, IRR and XNPV etc.) Loan Amortization, Calculate Loan Repayment, and find out Loan Amortization Schedule.	6 Hours

<u>Unit-4:</u>	PowerPoint for Professionals: A brief discussion on PowerPoint (PPT) as a tool of choice, for presentations. Understanding the PPT interface and creating the first presentation. Editing and Formatting Text, Basic Text edits: Adding Text. Applying - 'Cut, Copy & Paste'. Finding and replacing a text. Formatting: Using fonts (using a font type, changing color, bold.	6 Hours
<u>Unit-5:</u>	Designing the presentation: Using Themes: Formatting the slide master. Creating a custom theme. Changing slide layout, background color, etc. Adding Visual Illustrations Inserting Objects and Pictures: Inserting a shape/ picture, formatting them, resizing, moving and removing them. Adding Charts: Inserting a chart. Editing the data in the chart, editing chart layout and labels.	6 Hours
<u>Reference Books:</u>	<ol style="list-style-type: none"> 1. Wayne Winston, Microsoft Excel, 2. M.L.Humphrey, Excel Essentials 3. Joan Lambert & Curtis Frye, Microsoft Office. <p>* Latest editions of all the suggested books are recommended.</p>	

Course Code MBASE201	<p style="text-align: center;">Skill Enhancement Course -2 MBA (Corporate) - Semester-II</p> <p style="text-align: center;">Business Research Methods</p>	L-2 T-0 P-2 C-3
Course Outcomes:	On completion of the course, the students will be :	
CO1.	Understanding terms, concept, research process (methodology) & Methods related to hypothesis, research design, sampling tools, data collecting and data analysis.	
CO2.	Analyzing research questions, literature, research situation and data using statistical tools.	
CO3.	Deciding research objective, hypothesis, sample size & type of data collection and analysis techniques.	
CO4.	Developing a research plan based on scientific methods & logic.	
CO5.	Writing a research report and research paper	
CO6.	Understanding and applying SPSS tools for data analysis.	
Course Content:		
Unit-1:	Introduction: Concept of Research and Its Application in Various Functions of Management, Types of Research, Types of Business Problems encountered by the researcher, Problems and Precautions to the Researchers. Process of Research: Steps Involved in Research Process. Research Design: Various Methods of Research Design. Sampling Error, Sample Size, Non-Response. Characteristics of a good sample, Probability Sample – Simple Random Sample, Systematic Sample, Stratified Random Sample & Multi-stage sampling. Non-Probability Sample – Judgment, Convenience, Quota methods. Determining size of the sample - Practical considerations in sampling and sample size.	6 Hours
Unit-2:	Types of Data: Secondary and Primary, Various Methods Primary data collection- Observation method, Questionnaire Construction, Personal Interviews, Telephonic Interview, Email/Internet survey, Preparation of Questionnaire and Schedule, Types of Questions, Sequencing of Questions. Literature review: types and sources.	6 Hours
Unit-3:	Measures of Central Tendency: Mean, Median & Mode; Dispersion: Standard Deviation; Correlation: Karl Pearson Coefficient and Spearman rank method; Regression: lines and its equations.	6 Hours
Unit-4:	Classification of Data: Coding, Editing and Tabulation of Data, Various Kinds of Charts and Diagrams Used in Data Analysis: Bar and Pie Diagrams and their Significance, Levels of measurement - Nominal, Ordinal, Interval, Ratio.	6 Hours
Unit-5:	Analysis of Data and Report Preparation: Hypothesis: formulation and testing (t-test, Z-test, F-test and Chi-square test); Analysis of Variance (ANOVA). Types and Layout of Research Report, Precautions in Preparing the research Report. Bibliography and Annexure in the Report: Their Significance, Drawing Conclusions, Suggestions and Recommendations to the Concerned Persons. Use of SPSS in Data Analysis.	6 Hours

Text Books:	<ol style="list-style-type: none"> 1. Cooper & Schindler, Business Research Methods, McGraw Hill. 2. Zikmund, Millian G., Business Research Methods , Thomson Learning , Bombay.
Reference Books:	<ol style="list-style-type: none"> 1. Malhotra Naresh K., Marketing Research, Pearson Education. 2. Gravetter, Research Method for Behavioral Sciences, Cengage Learning. 3. Beri G.C., Marketing Research, McGraw Hill. 4. Kothari C.R., Research Methodology Methods and Techniques, New Age International Publishers. 5. Saunders. Research Methods for Business students, Pearson Education. <p>* Latest editions of all the suggested books are recommended.</p>

Course Code: MBASE302	<p align="center">Skill Enhancement Course -3</p> <p align="center">MBA (Corporate) - Semester-III</p> <p align="center">Employability Skills</p>	L-2 T-0 P-2 C-3
Course Outcomes:	On completion of the course, the students will be :	
CO1.	Understanding the key skills and behaviors required to facilitate a group discussion.	
CO2.	Understanding and applying the basic skills required for facing an interview.	
CO3.	Developing probing and answering skills for effectively dealing with pressure times during work.	
CO4.	Understanding some of the difficult behaviors that can occur in meetings.	
CO5.	Analyzing and thinking possible solutions and strategies for overcoming from unusual situations during interviews, etc.	
Course Content:		
Unit-1:	Section 1: Introduction to Group Discussion: Skills and Guidelines for Group Discussion, Tips for successful Group Discussion, Do's and Don'ts of Group Discussion, Practical Training of Group Discussion	6 Hours
Unit-2:	Interview Skills: Developing Hiring Skills: Studying the Job Profile/Description Highlighting the core competencies – both technical and functional- Knowledge, Skills, Attitudes, Credentials, Experience Structure and Methodology of an Interview: Progressive Stages of an Interview, Preparing for an interview, Opening an interview, Building rapport, Giving information, Closing an interview	6 Hours
Unit-3:	Probing Skills: Effective use of questions: Types of Questions: Open-ended questions, Close-ended questions How to answer Factual Questions, Answers about Opinions and Feelings, Answer about Exploratory Questions , Answering Technique –Situation, Perception, Intervention, Learning	6 Hours
Unit-4:	Key Areas of Answering: Having the right body language while answering; Reading the body language of the interviewer; Having the appropriate tone while answering; Importance of listening skills while answering; Effectively dealing with the pressure of attaining targets	6 Hours
Unit-5:	Resume Writing: Basics of Resume Writing, its Content and Presentation; Type of Resume Structures, How to write a professional resume. Company Scanning: Knowing History, Background and Profile of the organization/company; SWOT Analysis of the organization/company Live Session for GD-PI, Role Play, Preparing a PowerPoint Presentation	6 Hours
Text Books:	1. Frances Trought, Brilliant Employability Skills: How to stand out from the crowd in the graduate job market, Prentice Hall.	
Reference Books:	1. Stuart Moss & David W. G. Hind, Employability Skills, Goodreads. 2. ParulPopat, Communication Skills, Pearson Education. 3. Sabina Pillai, AgnaFernandez, Soft Skills & Employability Skills. 4. Mercy V. Chaita, Developing Graduate Employability Skills: Your	

	Pathway to Employment, Universal Publishers. 5. Karen Holmes, What Employers Want: The Employability Skills Handbook, Trotman Education. * Latest editions of all the suggested books are recommended.	
--	---	--

Generic Elective Courses (GEC)

Course Code: MBAGE101	Generic Elective Course-1 MBA (Corporate) - Semester-I Managerial Economics	L-3 T-0 P-0 C-3
Course Outcomes:	On completion of the course, the students will be :	
CO1.	Understanding the fundamental concepts and theories of economics relevant to business organizations.	
CO2.	Understanding the concepts and theories of cost, production and revenue in relationship to Business operations.	
CO3.	Applying the demand and supply laws and assessing the economic position of a company.	
CO4.	Applying the marginal analysis to assess different market conditions.	
CO5.	Evaluating price and output decisions for different market structures.	
Course Content:		
Unit-1:	Introduction: Managerial Economics: Meaning, Definition, Characteristics, Nature, Relation with other disciplines, Scope, Importance. Role and Responsibility of A Managerial Economist. Fundamental Concepts of Economics: Incremental Reasoning, Opportunity Cost, Contribution, Time perspective, Time Value of Money and Risk & Uncertainty. Alternative Objective of the Firm: Theory of the Firm (Profit Maximization Theory), Managerial Theories of the Firm (Sales Revenue Maximization Model, Managerial Utility Models and Growth Maximization Models), Behavioural Theories of the Firm (Simons Satisfying Model and Cyert& March's Behavioural Theory of the Firm). <i>One relevant Case Study/ Case let from the unit.</i>	6 Hours
Unit-2:	Theory of Consumer Choice and Demand Analysis: The Cardinal Approach to Consumer Equilibrium: Measurement of Utility, Law of Diminishing Marginal Utility, Law of Equi-Marginal Utility. The Ordinal Utility Theory: Indifference Curve Approach: Meaning, Properties, The Budget Lines, Consumer Equilibrium. Demand Analysis: Meaning of Demand, Definition of Demand, Demand Function, Determinants of Demand, Law of Demand, Factors affecting the Demand. <i>One relevant Case Study/ Case let from the unit.</i>	6 Hours
Unit-3:	Elasticity of Demand and Demand Forecasting: Elasticity of Demand: Meaning, Types of Elasticity of Demand. Price Elasticity of Demand: Meaning, Definitions, Degrees, Measurement, Factors affecting price elasticity of demand and Importance. Income Elasticity of Demand: Meaning, Definition, Types and Importance. Cross Elasticity of Demand: Meaning, Definitions, Types. Demand Forecasting: Meaning, Definitions, Steps involved in Demand Forecasting, Determinants and Methods. <i>One relevant Case Study/ Case let from the unit.</i>	6 Hours
Unit-4:	Theory of Production, Cost and Revenue: Theory of Production: Meaning and concept of production, Production	6 Hours

	<p>function (Short run and Long Run), Relationship between TP, MP and AP. Law of Variable Proportion, Law of returns to scale. Law of Supply. Theory of Cost: Concept of Cost, Different types Cost, Cost Function (Short Run and Long Run); Relationship between TFC, TVC and TC. Relationship between TC, TFC, TVC, AC, MC, AVC and AFC and Relationship between AC and MC.</p> <p>Theory of Revenue: Concept of Revenue, Relationship between TR, MR and AR.</p> <p><i>One relevant Case Study/ Case let from the unit.</i></p>	
Unit-5:	<p>Market, Market Structures, Pricing and Output Equilibrium under different Market Structures and Business Cycle:</p> <p>Market and Market Structure: Concept and Different types of Market and their characteristics.</p> <p>Determination of price and output equilibrium under different market structure:</p> <p>Perfect Competition: Features, Determination of price and output equilibrium under long run & short run. Monopoly: Features, Determination of price and output equilibrium under long run & short run. Monopolistic: Features, Determination of price and output equilibrium under long run & short run. Oligopoly Features, Determination of price and output equilibrium under long run & short run.</p> <p>Business Cycle:</p> <p>Meaning Definition, features, Phases of Business Cycle, Factors causing Swings in Business Activity.</p> <p><i>One relevant Case Study/ Case let from the unit.</i></p>	6 Hours
<u>Text Books:</u>	<ol style="list-style-type: none"> 1. Keat, Paul B., and Philip K.Y. Young, Managerial Economics – Economic Tools for Today’s Decision Makers, Pearson Education, Delhi 2. Stonier and Hague, Textbook of Economic Theory - Longman Green and Co., London. 	
<u>Reference Books:</u>	<ol style="list-style-type: none"> 1. Hirschey Mark, Managerial Economics, Thomson Learning, Bangalore 2. Monroe, Kent B., Pricing-Making Profitable Decisions, MacGraw-Hill, New York. 3. Salvatore, Dominick, Managerial Economics in a Global Economy, Thomson Learning, Hyderabad 4. Business Economics (Micro) - Dr. Girijashankar; AtharvaPrakashan, Pune. 5. J.M. Henderson and Richard E. Quandt., Micro economic Theory, Mcgraw Hill Company, New York. 6. M.L.Seth : Micro Economics, Laxmi- Narayan Agarwal, Agra. 7. M.L.Jhingan:- Micro Economic Theory, Vikas Publication, New Delhi. 8. G.S. Gupta: - Managerial Economics, McGraw Hill Publishing Company, Ltd. New Delhi. 9. Dean J., Managerial Economics, Prentice Hall New Delhi. 10. Mithani D.M. :- Managerial Economics, Theory and Applications, Himalaya Publishing House, New Delhi <p>* Latest editions of all the suggested books are recommended.</p>	

Course Code: MBAGE102	Generic Elective Course -2 MBA- Semester-I Quantitative Techniques for Managers	L-3 T-0 P-0 C-3
Course Outcomes:	On completion of the course, the students will be :	
CO1.	Understanding the concepts & techniques of business decision optimization.	
CO2.	Analyzing various optimization techniques used in making business decisions.	
CO3.	Applying various optimization and statistical tools and techniques for optimized decision making.	
CO4.	Evaluating various optimization tools and techniques to solve business problems.	
CO5.	Developing the model based on analytics decision making of business problems.	
Course Content:		
Unit-1:	Probability: Concept of probability and its uses in business decision-making; Addition and multiplication theorem of probability; Baye's theorem analysis, and its application, Probability Theoretical Distributions: Concept and application of Binomial; Poisson and Normal distributions. <i>Numerical: Baye's Thoerem</i>	6 Hours
Unit-2:	Linear Programming Problem: Nature and scope of Operation Research, Formulation and testing OR models. Mathematical formulations of LP Models for product-mix problems, graphical and simplex method of solving LP problems. <i>Numerical: LPP (Simplex Method)</i>	6 Hours
Unit-3:	Transportation Problems: Initial basic feasible solution of transportation problem using North-West Corner Rule, Least Cost Method, Column Minima Method, Row Minima Method and Vogel's Approximation Method, Testing optimality using MODI Method, Unbalanced problems and degeneracy, Solution of problems with the 'maximization' objective;. <i>Numerical: Transportation (MODI Method)</i>	6 Hours
Unit-4:	Theory of Games and Assignment: Two person zero – sum games, Games of pure strategies and of mixed strategies, Rule of dominance, Graphical solution to games. Assignment: Solution of Assignment Problem using Hungarian Method, Solution of unbalanced Assignment Problem, Problems of Assignment with maximization objective. <i>Numerical: Game Theory (two by two method) / Assignment (Hungarian Method)</i>	6 Hours
Unit-5:	Queuing Theory & Job Sequence: Queuing theory: waiting line concept,Deterministic models, Queuing models. Job Sequence: Johnsons Algorithm for n Jobs and Two machines, n-Jobs and three machines, Two Jobs and m-Machines, n-Job and m-Machines. <i>Numerical: Replacement (assets on sudden failure) / Job Sequence (n-Job and m-Machines)</i>	6 Hours
Text Books:	• Levin & Rubin, Statistics for Business, Prentice Hall of India, N. Delhi.	

	<ul style="list-style-type: none"> • Gupta S.P. & Gupta M.P. Business Statistics, Sultan Chand & Sons, Delhi.
<u>Reference Books:</u>	<ul style="list-style-type: none"> • Anderson, Quantitative Methods in Business, Thomson Learning, Bombay. • Anderson, Statistics for Business & Economics, Thomson Learning, Bombay. • Chandan, J.S. An Introduction to Statistical Methods, Vikas Publishing House, New Delhi. • Bhardwaj, R.S, Business Statistics, Excel Books, New Delhi. • Kothari C.R., Quantitative Techniques, Vikas Publishing House, New Delhi. • Hooda.R.P., Statistics for Business & Economics, McMillan India Ltd. • TahaHamdy, Operation Research an Introduction, Prentice-Hall. • Vohra, Quantitative Techniques in Management, McGraw-Hill. <p>* Latest editions of all the suggested books are recommended.</p>

Course Code: MBAGE103	Generic Elective Course – 3 MBA- Semester-I Operations Research		L-3 T-0 P-0 C-3
Course Outcomes:	On completion of the course, the students will be :		
CO1.	Identifying and developing operational research models from the verbal description of the real system.		
CO2.	Understanding the mathematical tools that are needed to solve optimization problems.		
CO3.	Understating the usage of mathematical software to solve the proposed models.		
CO4.	Analyzing the results and proposing recommendations in language understandable to the decision-making processes in Management Engineering		
CO5.	Developing a report that describes the model and the solving technique.		
Course Content:			
Unit-1:	Introduction to Operation Research: Decision making through OR,Nature& Significance of OR, Models and modeling in OR, General methods for solving OR models, methodology of OR, Application andscope of OR, Basic ORmodels.		6 Hours
Unit-2:	Project Management: Introduction to PERT and CPM, critical Path calculation, float calculation and its importance. Cost reduction by Crashing of activity. <i>Numerical: CPM only</i>		6 Hours
Unit-3:	Replacement Problem: Replacement of assets that deteriorate with time, Replacement of assets on sudden failure. <i>Numerical:Replacement (assets on sudden failure)</i>		6 Hours
Unit-4:	Decision Theory: Introduction, Decision under certainty, Decision under risk, Decision under uncertainty: Laplace criterion, MaxiMin criterion, MiniMax criterion, savage MiniMax regret criterion, hurwicz criterion, Decision tree <i>Numerical: Decision (Laplace Method, MaxiMin Criteria)</i>		6 Hours
Unit-5:	Inventory Control: Inventory classification, Different cost associated to Inventory, Economic order quantity, Inventory models with deterministic demands, ABC analysis. <i>Numerical: Inventory (EOQ)</i>		6 Hours
Text Books:	<ul style="list-style-type: none"> • Paneerselvam, Operations Research, Prentice Hall of India, N. Delhi. • Taha, H.; Operations research, New York, Macmillan. 		
Reference Books:	<ul style="list-style-type: none"> • Levin, Kerpatrik and Rubin; Quantitative Approach to Management, New Jersey, Prentice Hall. • Theirouf and Klekamp; Decision Through Operations Research, New York, John Wiley. • Sharma, J.K.; Operations Research: Theory and applications, New Delhi, Macmillan. • Vohra, N.D.; Quantitative Techniques in Management; Tata McGraw Hill Publishing Company Ltd., NewDelhi. • Kapoor, V.K., Operations Research; Sultan Chand & Sons, New Delhi. 		

	<ul style="list-style-type: none"> • Kalavathy, Operations Research, Vikas Publishing House, New Delhi. <p>* Latest editions of all the suggested books are recommended.</p>
--	--

Course Code: MBAGE201	Generic Elective Course -4 MBA (Corporate) - Semester-II Legal Aspects of Business	L-3 T-0 P-0 C-3
Course Outcomes:	On completion of the course, the students will be :	
CO1.	Understanding and describing important provisions and elements of Indian Contract act 1872 and their practical applicability in business.	
CO2.	Understanding and analyzing different types of agreements and contracts in business life.	
CO3.	Understanding and analyzing special contracts like Indemnity and Guarantee, Bailment and Pledge.	
CO4.	Understanding key provisions of Sale of Goods Act1930, Indian Contract Act 1872 and negotiable instrument act.	
CO5.	Developing a hypothetical contract between two parties and sale agreement making.	
Course Content:		
Unit-1:	Indian Contract Act 1872: Contract: Meaning, Characteristics and Kinds; Essentials of valid contract; Offer and acceptance: Valid offer, Acceptance, Communication of offer and acceptance, Revocation of offer and acceptance, Lapse of an offer; Capacity of Parties: Who is Competent to contract, Position of Agreements with a Minor, Position of persons of Unsound Mind, Persons disqualified by Law; Consideration: Meaning, Essential Elements of Valid Consideration, Stranger to Contract, Contract without Consideration; Free Consent: Meaning of Consent, Meaning of Free Consent, Meaning Coercion and its effect, Meaning of Undue influence and its effects, Meaning of Fraud and its effects, Meaning of Misrepresentation and its effects and Meaning of Mistake and its effects; Legality of Object and Consideration: Circumstances under which the objects or consideration is deemed to be unlawful, Illegal agreements, Void Agreements if consideration or objects Unlawful in part, Agreement opposed to public policy. <i>One relevant Case Study/ Case let from the unit.</i>	6 Hours
Unit-2:	Void Agreement: Meaning of Void Agreements, Agreements in restraint of marriage, trade & legal proceedings, Uncertain Agreements, Wagering Agreements, Distinction between contracts of insurance and wagering agreements, Agreements Contingent on Impossible Events, Agreements to do Impossible Acts, Restitution; Contingents Contract: Meaning, Essential Features and Rules; Performance of a Contracts: Meaning and Types; Discharge of Contracts: Meaning and Modes; Remedies for Breach of Contracts: Meaning, Anticipatory, Actual Breach of Contracts, and Remedies; Quasi – contracts: Meaning and Features; Special Contracts: Contract of Indemnity and Guarantee: Introduction, Contract of Indemnity, Contracts of Guarantee, Extent of Surety's Liability, Kinds of Guarantee, Rights of Surety, Discharge of Surety. <i>One relevant Case Study/ Case let from the unit.</i>	6 Hours

Unit-3:	<p>Contract of Bailment and Pledge: Meaning, Kinds, Duties & Rights of Bailer, Duties & Rights of Bailee; Lien- Meaning & Types; Finder of Goods- Meaning and Rights; Termination of Bailment: Pledge- Meaning of pledge, pledger & pledgee, Rights & duties of pledge, pledger & pledgee; Contract of Agency: Meaning, Creation of Agency, Termination of Agency, Irrevocable Agency; Agent- Meaning, Who may be Agent, Agent vs. Servant, Agent vs. Independent Contractor, classification of Agents, Extent of Agent Authority, Delegation of Authority of Agent, Meaning & Appointment of Sub- Agent, Meaning of Substituted Agent, Rights and Duties of Agent, Principal- Meaning and Position of Principal.</p> <p><i>One relevant Case Study/ Case let from the unit.</i></p>	6 Hours
Unit-4:	<p>The Sales of Goods Act 1930: Meaning of Contract of sale, Essential Elements of Contract of Sale, difference between sale and agreement to sell, Conditions and warranties, transfer of ownership in goods including sale by non-owners, Unpaid seller – meaning and rights of an unpaid seller against the goods and the buyer, Auction Sale – Meaning and Rules.</p> <p><i>One relevant Case Study/ Case let from the unit.</i></p>	6 Hours
Unit-5:	<p>The Negotiable Instruments Act, 1881: Negotiable Instruments- Meaning, Characteristics, Presumptions, Types, Promissory Note- Meaning and Characteristics, Bills of Exchange- Meaning and Essential Characteristics, acceptance- Meaning and Characteristics, Cheque- Meaning and Characteristics, , Crossing of Cheque, Holder and Holder in due course, Endorsement, Dishonor of Bill, Noting, Protesting and Hundies</p> <p><i>One relevant Case Study/ Case let from the unit.</i></p>	6 Hours
<u>Text Books:</u>	<ol style="list-style-type: none"> 1. N. D. Kapoor, Elements of mercantile Law, Sultan Chand and Company, India. 2. P. K. Goel, Business Law for Managers, Biztantatara Publishers, India. 	
<u>Reference Books:</u>	<ol style="list-style-type: none"> 1. Akhileshwar Pathack, Legal Aspects of Business, 4th Edition, McGraw Hill. 2. Sharma, J.P. and Sunaina Kanojia, Business Laws, Ane Books Pvt. Ltd., New Delhi. Sharma, J.P. and Sunaina Kanojia, Vyavsayik Sanniyam, Delhi University Hindi Cell. 3. Chandra Bose, Business Laws, PHI. 4. Bulchandani, Business Law for Management, Himalaya Publishing House. 5. Kumar, Legal Aspect of Business, Cengage Learning. 6. M.C. Kuchhal Business Legislation for Management, Vikas Publishing House. 7. Mazumdar, A.K. and Kapoor, G.K., Company Law and Practice, Taxman. <p>* Latest editions of all the suggested books are recommended.</p>	

Course Code: MBAGE202	Generic Elective Course -5 MBA(Corporate) - Semester-II Entrepreneurship Development	L-3 T-0 P-0 C-3
Course Outcomes:	On completion of the course, the students will be :	
CO1.	Understanding the concepts, theories, tools & techniques & methods related to entrepreneurship.	
CO2.	Analyzing business situations including enabling & restricting issues & available resources for setting up an entrepreneurial organization.	
CO3.	Applying concept, techniques & methods for success of enterprise.	
CO4.	Evaluate business opportunities and making decision about product, finance and function of business.	
CO5.	Developing a business plan and executing the business plan	
Course Content:		
Unit-1:	Concepts of Entrepreneurship Development: Evolution of the concept of Entrepreneur, Entrepreneur Vs. Intrapreneur, Entrepreneur Vs. Entrepreneurship, Entrepreneur Vs. Manager, Attributes and Characteristics of a successful Entrepreneur, Role of Entrepreneur in Indian economy and developing economies with reference to Self-Employment Development, Entrepreneurial Culture. <i>One relevant Case Study/ Case let from the unit.</i>	6 Hours
Unit-2:	Creating Entrepreneurial Venture: Business Planning Process, Environmental Analysis - Search and Scanning, Identifying problems and opportunities, Defining Business Idea, Basic Government Procedures to be complied with. <i>One relevant Case Study/ Case let from the unit.</i>	6 Hours
Unit-3:	Project Management: Technical, Financial, Marketing, Personnel and Management Feasibility, Estimating and Financing funds requirement - Schemes offered by various commercial banks and financial institutions like IDBI, ICICI, SIDBI, SFCs, Venture Capital Funding.	6 Hours
Unit-4:	Entrepreneur Development Programmes (EDP'S): Types, 7S Model, History of entrepreneurship development in India, Current Status of Entrepreneurship development in India. Role of Woman entrepreneur. <i>One relevant Case Study/ Case let from the unit.</i>	6 Hours
Unit-5:	Entrepreneurship Development and Government: Role of Central Government and State Government in promoting Entrepreneurship - Introduction to various incentives, subsidies and grants - Export Oriented Units - Fiscal and Tax concessions available. Role of following agencies in the Entrepreneurship Development - District Industries Centers (DIC), Small Industries Service Institute (SISI), Entrepreneurship Development Institute of India (EDII), National Institute of Entrepreneurship & Small Business Development (NIESBUD), National	6 Hours

	Entrepreneurship Development Board (NEDB).	
<u>Text Books:</u>	1. Hisrich, Robert D., Michael Peters and Dean Shepherd, Entrepreneurship, McGraw Hill, New Delhi.	
<u>Reference Books:</u>	1. Khanka S.S., Entrepreneurship Development, S. Chand and Company Ltd., New Delhi. 2. Barringer, Brace R., and R. Duane Ireland, Entrepreneurship, Pearson Prentice Hall, New Jersey (USA). 3. Lall, Madhurima, and ShikhaSahai, Entrepreneurship, Excel Books, New Delhi. 4. Charantimath, Poornima, Entrepreneurship Development and Small Business Enterprises, Pearson Education, New Delhi. 5. Kuratko, Donand and Richard Hodgetts, Entrepreneurship, Cengage Learning India Pvt. Ltd., New Delhi. * Latest editions of all the suggested books are recommended.	

Course Code: MBAGE203	Generic Elective Course -6 MBA- Semester-II Management of Intellectual Property Rights	L-3 T-0 P-0 C-3
Course Outcomes:	On completion of the course, the students will be :	
CO1.	Understanding the basics of patent and copyright and other acts of IPR.	
CO2.	Understanding the information in patent documents which provide useful insights on novelty of their idea from state-of-the-art search.	
CO3.	Understanding the documentation process of applying the patent.	
CO4.	Analyzing the information in patent document which provide useful insights on the novelty of their idea from state-of-the-art search.	
CO5.	Developing new ideas or innovations which can be registered for patent.	
Course Content:		
Unit-1:	Concept of Property vis-à-vis Intellectual Property : Overview of Concept of Property and Theories of Property, Theories of Intellectual Property Rights, Intellectual Property as an Instrument of Development, Need for Protecting Intellectual Property-Policy Consideration National Perspectives and International demands. Types of Intellectual Property-Origin and Development-An Overview. Intellectual Property Rights as Human Right. Intellectual Property Rights in the Cyber World. <i>One relevant Case Study/ Case let from the unit.</i>	6 Hours
Unit-2:	Patent Law : Introduction to Patent Law, Paris Convention, Patent Cooperation Treaty, WTO-TRIPS, Harmonization of CBD and TRIPs. Indian Patent Law -The Patents Act, 1970 , Amendments to the Patents Act, Patentable Subject Matter, Patentability Criteria, Procedure for Filing Patent Applications, Patent Granting Procedure, Revocation, Patent Infringement and Remedies , Relevant Provisions of the Biological Diversity Act, 2002 , Access and Benefit Sharing Issues. <i>One relevant Case Study/ Case let from the unit.</i>	6 Hours
Unit-3:	Trademarks: Introduction to Trademarks , Need for Protection of Trademarks, Kinds of Trademarks, International Legal Instruments on Trademarks, Indian Trademarks Law, The Trade and Merchandise Marks Act, 1958 Trademarks Act, 1999, Procedural Requirements of Protection of Trademarks, Content of the Rights, Exhaustion of Rights , Assignment under Licensing, Infringement, Right of Goodwill, Passing Off , Domain Names and Effects of New Technology (Internet). <i>One relevant Case Study/ Case let from the unit.</i>	6 Hours
Unit-4:	Industrial Designs: Need for Protection of Industrial Designs, Subject Matter of Protection and Requirements, The Designs Act, 2000, Procedure for obtaining Design Protection, Revocation, Infringement and Remedies. <i>One relevant Case Study/ Case let from the unit.</i>	6 Hours

Unit-5:	Role of International Institutions: World Intellectual Property Organization (WIPO), Function of WIPO, Membership of WIPO, Agreement between the WIPO and the WTO, Dispute Settlement-New Treaties. Commercialization of Intellectual Property Rights by Licensing, Determining Financial Value of Intellectual Property Rights, Negotiating Payments Terms in Intellectual Property Transaction. <i>One relevant Case Study/ Case let from the unit.</i>	6 Hours
<u>Text Books:</u>	<ul style="list-style-type: none"> Al-Ali, N. Comprehensive Intellectual Capital Management: Step-by-Step. John Wiley & Sons, Inc., Hoboken, New Jersey. 	
<u>Reference Books:</u>	<ul style="list-style-type: none"> Andriessen, D. Making Sense of Intellectual Capital. Designing a Method for the Valuation of Intangibles. Butterworth Heinemann. Stewart, T.A. Intellectual Capital: The New Wealth of Organizations, Nicholas Brealey, London. Sveiby, K.E..The New Organizational Wealth: Managing & Measuring Knowledge-Based Assets. Berrett-Koehler Publishers, San Francisco. Edvinsson, L. and Malone, M.S. Intellectual Capital: Realizing your company's true value by finding its hidden brainpower, Harper, New York. Low, J. and Kalafut, P.C. Invisible advantage: How Intangibles are Driving Business Performance, Perseus Publishing, and Cambridge. <p>* Latest editions of all the suggested books are recommended.</p>	

Value Added Audit Courses (VAC)

Course Code: TMUPS-101	Value Added Audit Course MBA- Semester-I Managing Self	L-2 T-1 P-0 C-0
Course Outcomes:	On completion of the course, the students will be :	
CO1.	Utilizing effective verbal and non-verbal communication techniques in formal and informal settings	
CO2.	Understanding and analyzing self and devising a strategy for self growth and development.	
CO3.	Adapting a positive mindset conducive for growth through optimism and constructive thinking.	
CO4.	Utilizing time in the most effective manner and avoiding procrastination.	
CO5.	Making appropriate and responsible decisions through various techniques like SWOT, Simulation and Decision Tree.	
CO6.	Formulating strategies of avoiding time wasters and preparing to-do list to manage priorities and achieve SMART goals.	
Course Content:		
Unit-1:	Personal Development: Personal growth and improvement in personality Perception Positive attitude Values and Morals High self motivation and confidence Grooming	10 Hours
Unit-2:	Professional Development: Goal setting and action planning Effective and assertive communication Decision making Time management Presentation Skills Happiness, risk taking and facing unknown	8 Hours
Unit-3:	Career Development: Resume Building Occupational Research Group discussion (GD) and Personal Interviews	12 Hours
Reference Books:	1. Robbins, Stephen P., Judge, Timothy A., Vohra, Neharika, Organizational Behaviour (2018), 18 th ed., Pearson Education 2. Tracy, Brian, Time Management (2018), Manjul Publishing House 3. Hill, Napoleon, Think and grow rich (2014), Amazing Reads	

	<ol style="list-style-type: none"> 4. Scott, S.J., SMART goals made simple (2014), Createspace Independent Pub 5. https://www.hloom.com/resumes/creative-templates/ 6. https://www.mbauniverse.com/group-discussion/topic.php 7. Rathgeber, Holger, Kotter, John, Our Iceberg is melting (2017), Macmillan 8. Burne, Eric, Games People Play (2010), Penguin UK 9. https://www.indeed.com/career-advice/interviewing/job-interview-tips-how-to-make-a-great-impression <p>* Latest editions of all the suggested books are recommended.</p>	
--	---	--

Evaluation Scheme: Continuous Evaluation																			
<ul style="list-style-type: none"> Students will be evaluated on the score of 100 in every course. Evaluation of soft skill will follow continuous evaluation method 																			
Details are as follows:																			
Total Marks	100 marks = Internal Marks (50)+ External Marks (50)																		
Internal Evaluation (50 Marks):	<p>I. Continuous Evaluation -40 Marks Every student has to participate in minimum of 5 assessments assigned by the trainer carrying 8 marks each. List of type of assessments are as follows:-</p> <ol style="list-style-type: none"> a) Extempore b) JAM session c) Role Plays d) Debate e) Discussion f) Personal Mock Interview etc <p>II. Class Attendance – 10 Marks Distribution of attendance marks</p> <table border="1"> <thead> <tr> <th>% Attendance</th><th>Marks</th></tr> </thead> <tbody> <tr><td>0-10</td><td>1</td></tr> <tr><td>11-20</td><td>2</td></tr> <tr><td>21-30</td><td>3</td></tr> <tr><td>31-40</td><td>4</td></tr> <tr><td>41-50</td><td>5</td></tr> <tr><td>51-60</td><td>6</td></tr> <tr><td>61-70</td><td>7</td></tr> <tr><td>71-80</td><td>8</td></tr> </tbody> </table>	% Attendance	Marks	0-10	1	11-20	2	21-30	3	31-40	4	41-50	5	51-60	6	61-70	7	71-80	8
% Attendance	Marks																		
0-10	1																		
11-20	2																		
21-30	3																		
31-40	4																		
41-50	5																		
51-60	6																		
61-70	7																		
71-80	8																		

		81-90	9	
		91-100	10	
External Evaluation (50 Marks):	Oral Examination – 50 Marks Oral examination by committee of 2 skill trainers (including one external if available) other than who has taught the subject.			

Course Code: TMUPS-201	Value Added Audit Course MBA- Semester-II Managing Work and Others	L-2 T-1 P-0 C-0
Course Outcomes:	On completion of the course, the students will be :	
CO1.	Communicating effectively in a variety of public and interpersonal settings.	
CO2.	Applying concepts of change management for growth and development by understanding inertia of change and mastering the Laws of Change.	
CO3.	Analyzing scenarios, synthesizing alternatives and thinking critically to negotiate, resolve conflicts and develop cordial interpersonal relationships.	
CO4.	Functioning in a team and enabling other people to act while encouraging growth and creating mutual respect and trust.	
CO5.	Handling difficult situations with grace, style, and professionalism.	
Course Content:		
Unit-1:	Intrapersonal Skills: Creativity and Innovation Understanding self and others (Johari window) Stress Management Managing Change for competitive success Handling feedback and criticism	8 Hours
Unit-2:	Interpersonal Skills: Conflict management Development of cordial interpersonal relations at all levels Negotiation Importance of working in teams in modern organisations Manners, etiquette and net etiquette	12 Hours
Unit-3:	Interview Techniques: Job Seeking Group discussion (GD) Personal Interview	10 Hours
Reference Books:	1. Robbins, Stephen P., Judge, Timothy A., Vohra, Neharika, Organizational Behaviour (2018), 18 th ed., Pearson Education 2. Burne, Eric, Games People Play (2010), Penguin UK 3. Carnegie, Dale, How to win friends and influence people (2004), RHUK	

	<ol style="list-style-type: none"> 4. Rathgeber, Holger, Kotter, John, Our Iceberg is melting (2017), Macmillan 5. Steinburg, Scott, Nettiquette Essentials (2013), Lulu.com 6. https://www.hloom.com/resumes/creative-templates/ 7. https://www.mbauniverse.com/group-discussion/topic.php 8. https://www.indeed.com/career-advice/interviewing/job-interview-tips-how-to-make-a-great-impression <p>* Latest editions of all the suggested books are recommended.</p>	
--	--	--

Evaluation Scheme: Continuous Evaluation																							
<ul style="list-style-type: none"> Students will be evaluated on the score of 100 in every course. Evaluation of soft skill will follow continuous evaluation method 																							
Details are as follows:																							
Total Marks	100 marks = Internal Marks (50)+ External Marks (50)																						
Internal Evaluation (50 Marks):	<p>I. Continuous Evaluation -40 Marks Every student has to participate in minimum of 5 assessments assigned by the trainer carrying 8 marks each. List of type of assessments are as follows:-</p> <ol style="list-style-type: none"> a) Extempore b) JAM session c) Role Plays d) Debate e) Discussion f) Personal Mock Interview etc <p>II. Class Attendance – 10 Marks Distribution of attendance marks</p> <table border="1"> <thead> <tr> <th>% Attendance</th><th>Marks</th></tr> </thead> <tbody> <tr><td>0-10</td><td>1</td></tr> <tr><td>11-20</td><td>2</td></tr> <tr><td>21-30</td><td>3</td></tr> <tr><td>31-40</td><td>4</td></tr> <tr><td>41-50</td><td>5</td></tr> <tr><td>51-60</td><td>6</td></tr> <tr><td>61-70</td><td>7</td></tr> <tr><td>71-80</td><td>8</td></tr> <tr><td>81-90</td><td>9</td></tr> <tr><td>91-100</td><td>10</td></tr> </tbody> </table>	% Attendance	Marks	0-10	1	11-20	2	21-30	3	31-40	4	41-50	5	51-60	6	61-70	7	71-80	8	81-90	9	91-100	10
% Attendance	Marks																						
0-10	1																						
11-20	2																						
21-30	3																						
31-40	4																						
41-50	5																						
51-60	6																						
61-70	7																						
71-80	8																						
81-90	9																						
91-100	10																						

External Evaluation (50 Marks):	Oral Examination – 50 Marks Oral examination by committee of 2 skill trainers (including one external if available) other than who has taught the subject.
--	--

Course Code: TMUPA-202	Value Added Audit Course MBA- Semester-II Numerical Ability	L-2 T-1 P-0 C-0
Course Outcomes:	On completion of the course, the students will be :	
CO1.	Operationalizing the inter-related concept of Percentage in Profit Loss and Discount, Si/CI and Mixture/Allegation.	
CO2.	Employing the techniques of Percentage; Ratios and Average in inter related concepts of Time and Work.	
CO3.	Applying the arithmetical concepts of Average, Mixture and Allegation.	
CO4.	Evaluating the different possibilities of various reasoning based problems in series, Blood relation, Direction and Puzzle Problems.	
CO5.	Correlating the various arithmetic concepts to check sufficiency of data.	
Course Content:		
Unit-1:	Percentages Basic calculation, ratio equivalent, base, change of base, multiplying factor, percentage change, increment, decrement, successive percentages, word problems	4 Hours
Unit-2:	Profit Loss Discount Basic definition, formula, concept of mark up, discount, relation with successive change, faulty weights	3 Hours
Unit-3:	Data Sufficiency Introduction of Data Sufficiency, different topics based DS	3 Hours
Unit-4:	Ratio, proportions and variations Concept of ratios, proportions, variations, properties and their applications	3 Hours
Unit-5:	Mixtures and allegations Mixtures of 2 components, mixtures of 3 components, Replacements	3 Hours
Unit-6:	Time and Work Same efficiency, different efficiency, alternate work, application in Pipes and Cisterns	5 Hours
Unit-7:	Number and alphabet series Number series, alphabet series	2 Hours
Unit-8:	Blood relations Indicating type, operator type, family tree type	2 Hours
Unit-9:	Direction sense Simple statements, shadow type	1 Hours
Unit-10:	Problem solving Arrangement type, Distribution type, Miscellaneous	4 Hours
Reference Books:	<ul style="list-style-type: none"> R1:-Arun Shrama:- How to Prepare for Quantitative Aptitude R2:-Quantitative Aptitude by R.S. Agrawal R3:-M Tyra: Quicker Maths R4:-Nishith K Sinha:- Quantitative Aptitude for CAT R5:-Reference website:- Lofoya.com, gmatclub.com, cracku.in, handakafunda.com, tathagat.mba, Indiabix.com 	

	<ul style="list-style-type: none"> • R6:-Logical Reasoning by Nishith K Sinha • R7:-Verbal and Non Verbal Reasoning by R.S. Agrawal <p>* Latest editions of all the suggested books are recommended.</p>	
--	---	--

Evaluation Scheme																							
<ul style="list-style-type: none"> • Students will be evaluated on the score of 100 in this course. • Evaluation of aptitude skill will follow continuous evaluation method 																							
Details are as follows:																							
Total Marks	100 Marks = Internal Marks (40)+ External Marks (60)																						
Internal Evaluation (40 Marks):	<p> I. Class Tutorials/Assignment: 10 Marks II. Class Test (Best Two out of Three): 20 marks(10 Marks Each) III. Class Attendance – 10 Marks Distribution of attendance marks </p> <table> <tr> <th>% Attendance</th><th>Marks</th></tr> <tr><td>0-10</td><td>1</td></tr> <tr><td>11-20</td><td>2</td></tr> <tr><td>21-30</td><td>3</td></tr> <tr><td>31-40</td><td>4</td></tr> <tr><td>41-50</td><td>5</td></tr> <tr><td>51-60</td><td>6</td></tr> <tr><td>61-70</td><td>7</td></tr> <tr><td>71-80</td><td>8</td></tr> <tr><td>81-90</td><td>9</td></tr> <tr><td>91-100</td><td>10</td></tr> </table>	% Attendance	Marks	0-10	1	11-20	2	21-30	3	31-40	4	41-50	5	51-60	6	61-70	7	71-80	8	81-90	9	91-100	10
% Attendance	Marks																						
0-10	1																						
11-20	2																						
21-30	3																						
31-40	4																						
41-50	5																						
51-60	6																						
61-70	7																						
71-80	8																						
81-90	9																						
91-100	10																						
External Evaluation (60 Marks):	Maximum Marks – 60 Marks Time Duration -60 Minutes Total Question -60 MCQs																						

Course Code: TMUPA-302	Value Added Audit Course MBA- Semester-III Arithmetic and Logical Ability	L-2 T-1 P-0 C-0
Course Outcomes:	On completion of the course, the students will be :	
CO1.	Applying the concepts of modern mathematics Divisibility rule, Remainder Theorem, HCF /LCM in Number System.	
CO2.	Relating the rules of permutation and combination, Fundamental Principle of Counting to find the probability.	
CO3.	Applying calculative and arithmetical concepts of ratio, Average and Percentage to analyze and interpret data.	
CO4.	Identifying different possibilities of reasoning based problems of Syllogisms and Coding-Decoding.	
CO5.	Employing the techniques of Percentage, Ratios and Average in inter related concepts of Time Speed and Distance.	
Course Content:		
Unit-1:	Averages Basic Averages, Concept of Distribution, Weighted Average, equations	3 Hours
Unit-2:	Time Speed Distance Average speed, proportionalities in Time, Distance, trains, boats, races, circular tracks	5 Hours
Unit-3:	Permutations and combinations Fundamental counting, and or, arrangements of digits, letters, people in row, identical objects, rank, geometrical arrangements, combination: - basic, handshakes, committee, selection of any number of objects, identical and distinct, grouping and distribution, de-arrangements	4 Hours
Unit-4:	Probability Introduction, Probability based on Dice and Coins, Conditional Probability, Bayes Theorem	2 Hours
Unit-5:	Number theory Classification of Numbers, Divisibility Rules, HCF and LCM, Factors, Cyclicity (Unit Digit and Last Two digit), Remainder Theorem, Highest Power of a Number in a Factorial, Number of trailing zeroes	6 Hours
Unit-6:	Data interpretation Data Interpretation Basics, Bar Chart, Line Chart, Tabular Chart, Pie Chart, DI tables with missing values	5 Hours
Unit-7:	Coding and decoding Sequential coding, reverse coding, abstract coding	2 Hours
Unit-8:	Syllogisms Two statements, three statements	3 Hours
Reference Books:	<ul style="list-style-type: none"> R1:-Arun Shrama:- How to Prepare for Quantitative Aptitude R2:-Quantitative Aptitude by R.S. Agrawal R3:-M Tyra: Quicker Maths R4:-Nishith K Sinha:- Quantitative Aptitude for CAT R5:-Reference website:- Lofoya.com, gmatclub.com, cracku.in, handakafunda.com, tathagat.mba, Indiabix.com R6:-Logical Reasoning by Nishith K Sinha 	

	<ul style="list-style-type: none"> R7:-Verbal and Non Verbal Reasoning by R.S. Agrawal <p>* Latest editions of all the suggested books are recommended.</p>	
--	---	--

Evaluation Scheme																							
<ul style="list-style-type: none"> Students will be evaluated on the score of 100 in this course. Evaluation of aptitude skill will follow continuous evaluation method 																							
Details are as follows:																							
Total Marks	100 Marks = Internal Marks (40)+ External Marks (60)																						
Internal Evaluation (40 Marks):	<p> I. Class Tutorials/Assignment: 10 Marks II. Class Test (Best Two out of Three): 20 marks (10 Marks Each) III. Class Attendance – 10 Marks Distribution of attendance marks </p> <table> <tr> <th>% Attendance</th><th>Marks</th></tr> <tr><td>0-10</td><td>1</td></tr> <tr><td>11-20</td><td>2</td></tr> <tr><td>21-30</td><td>3</td></tr> <tr><td>31-40</td><td>4</td></tr> <tr><td>41-50</td><td>5</td></tr> <tr><td>51-60</td><td>6</td></tr> <tr><td>61-70</td><td>7</td></tr> <tr><td>71-80</td><td>8</td></tr> <tr><td>81-90</td><td>9</td></tr> <tr><td>91-100</td><td>10</td></tr> </table>	% Attendance	Marks	0-10	1	11-20	2	21-30	3	31-40	4	41-50	5	51-60	6	61-70	7	71-80	8	81-90	9	91-100	10
% Attendance	Marks																						
0-10	1																						
11-20	2																						
21-30	3																						
31-40	4																						
41-50	5																						
51-60	6																						
61-70	7																						
71-80	8																						
81-90	9																						
91-100	10																						
External Evaluation (60 Marks):	Maximum Marks – 60 Marks Time Duration -60 Minutes Total Question -60 MCQs																						

Semester - III

Program/Discipline Specific Elective Courses (DSEC)

Banking & Financial Services

(Choose any three out of six.)

Course Code: MBABF301	<p align="center">Discipline Specific Elective Course -1</p> <p align="center">Specialization- Banking & Financial Services</p> <p align="center">MBA (Corporate) - Semester-III</p> <p align="center">Mutual Fund Advisory</p>	L-3 T-0 P-0 C-3
Course Outcomes:	On completion of the course, the students will be :	
CO1.	Understanding the basics of mutual funds, their role and structure, different kinds of mutual fund schemes and their features.	
CO2.	Understanding how mutual funds are distributed in the market place, how schemes are to be evaluated and how suitable products and services can be recommended to investors and prospective investors in the market.	
CO3.	Understanding and analyzing the legalities, accounting, valuation and taxation aspects underlying mutual funds and their distribution.	
CO4.	Developing a financial plan as an approach to investing in mutual funds, and an aid for advisors to develop long-term relationships with their clients.	
CO5.	Applying the Right Investment products for Investors based on appropriate analysis of risks, returns and performance of mutual funds.	
Course Content:		
Unit-1:	Concept and Role of a Mutual Fund: Functions of a mutual fund, Advantages and limitations of a mutual fund, Investment objectives, Marking to market, Unit capital, Assets under management (AUM), Fund running expenses, Net asset value (NAV), Brief history of mutual funds in India, Closed end funds and open-ended funds. Categorization of funds by investment objective, Categorization of funds by investing horizon, Categorization of funds by asset class, International funds Exchange. Fund Structure and Constituents: Structure of mutual funds in India and related regulations, Role of the sponsor, trustee and Asset Management Company (AMC) and related regulations.	6 Hours
Unit-2:	Legal and Regulatory Environment : Role of regulators in India, Role and functions of SEBI in regulating mutual funds, Self-regulatory organizations, Role and functions of AMFI, AMFI Code of Ethics, Investment restrictions and related regulations, Investor rights and obligations, Offer Document: Process of NFO and steps involved in marketing an NFO, Objectives and contents of the Statement of Additional Information (SAI) and related regulations, Objectives and contents of the Scheme Information Document (SID) and related regulations, Key Information Memorandum (KIM) and related regulations.	6 Hours
Unit-3:	Fund Distribution and Sales Practices: Types of investors and eligibility, Distribution channels for mutual funds, Pre-requisites to become a mutual fund distributor, Key elements of agreement between distributor and a mutual fund, Sales practices and commission structure, Types of commissions and transaction charges, AMFI Code of Conduct, Process for KYD.	6 Hours
Unit-4:	Accounting, Valuation and Taxation: Computation of net assets and NAV, Announcement of NAV, Factors affecting the NAV, Pricing of transactions in a mutual fund, Time-stamping of transactions. Charging of expenses, Key accounting and reporting requirements, Valuation process	6 Hours

	<p>carried out by mutual funds.</p> <p>Applicability of taxes, Dividend Distribution Tax, Taxability of dividends and capital gains in the hands of a mutual fund investor ,Applicability of Securities Transactions Tax based on type of transaction and scheme, Setting off gains and losses under Income Tax Act .Investor Services: KYC requirements & De mat Account concept, Process for fresh and additional purchase in a mutual fund, Additional documentation requirements for institutional investors, Processes related to redemptions by investors, Contents and periodicity of Statement of account ,Process for Nomination and Pledge, Types of Investment options - dividend, growth and dividend re-investment.</p>	
Unit-5:	<p>Risk, Return and Performance of Funds: Return on investment, Calculation of simple, annualized and compounded returns, Applicability of returns for different types of funds, SEBI norms for return representation of mutual funds in India. Factors that may affect mutual fund performance, Risks in different type of mutual funds Classification of mutual funds based on risk. Scheme Selection: Steps in selecting equity funds, Steps in selecting debt funds, and identifying factors impacting their performance,</p> <p>Selecting the Right Investment products for Investors:Classification of assets into physical and financial assets. Features of physical assets such as gold and real estate, Features of financial assets.</p> <p>Helping Investors with Financial Planning:Basics of financial planning, Financial goals, Investment horizon, Objective of financial planning, Benefits and need for financial planning to the investor, Life cycle and wealth cycle in financial planning.</p>	6 Hours
Text Books:	<ol style="list-style-type: none"> 1. Robert C. Pozen, The Mutual Fund Business, Cengage Learning. 2. Matthew Hudson, Fund Managers: The Complete Guide, John Wiley & Sons. 	
Reference Books:	<ol style="list-style-type: none"> 1. Scott West & Mitch Anthony, Storyselling for Financial Advisors: How Top Producers Sell, Kaplan Publishing. 2. John C. Bogle & David F. Swensen, Common Sense on Mutual Funds, John Wiley & Sons. 3. Robert C. Pozen, The Fund Industry: How Your Money is Managed, John Wiley & Sons. 4. SundarSankaran, Indian Mutual Funds Handbook: A Guide for Industry Professionals and Intelligent Investors, Vision Books. 5. LalithaThamaraipandy, Mutual Funds: The Money Multiplier, Notion Press. <p>* Latest editions of all the suggested books are recommended.</p>	

Course Code: MBABF302	Discipline Specific Elective Course -2	L-3 T-0 P-0 C-3
	Specialization- Banking & Financial Services	
	MBA (Corporate) - Semester-III	
	Wealth Management	
Course Outcomes:	On completion of the course, the students will be :	
CO1.	Understanding the basics of wealth management and the wealth management process.	
CO2.	Understanding the valuation and selection criteria of major investment products and financial securities in order to implement a financial plan.	
CO3.	Developing a financial plan and asset allocation for the clients and their satisfaction for growth.	
CO4.	Evaluating the investment value and select finance for better performance of various investment products.	
CO5.	Applying the Right Investment products for Investors based on appropriate analysis of risks, returns and performance measurements of portfolio.	
Course Content:		
Unit-1:	Wealth Management - Business Overview Introduction: Concept of 'Wealth' and 'Net worth'. High Net worth Individuals (HNIs): High Net worth Individuals (HNIs): Concept of HNIs and their classification. An overview of various investment needs of HNIs and understanding the 'management' part of 'Wealth Management' for the HNIs. Service Providers and Spectrum of Services: An overview of service providers, and the range of products and services offered to each segment of HNIs. Market Regulators: A discussion on the regulatory aspect of Wealth Management at various levels. Anti-Money Laundering (AML) laws in India: How 'Money laundering' works, Know Your Client (KYC): The various steps involved in a KYC process, such as monitoring of transactions, reporting etc.	6 Hours
Unit-2:	Wealth Management Process - Client Acquisition Key Roles in Front, Middle & Back Office: A discussion on roles such as Investment Advisory, Product Manager and Credit Operations etc. available in the Front, Middle and Back offices. Wealth Management Process (Stages): Client Engagement, Client Profiling and Targeting, Building Relationships etc.	6 Hours
Unit-3:	Financial Planning & Asset Allocation: Risk Profiling: Classification of clients based on the Risk-return principle. Understanding the stages of the human life cycle, analyzing the clients' comfort zone for investment, Risk Tolerance, determining investment objectives etc. Model Portfolios: Various asset classes, and portfolio classification based upon the proportion of various asset classes. Portfolio Balancing: Asset Allocation, and how to balance the portfolio basis a client's risk profile	6 Hours
Unit-4:	Portfolio Performance Measurement: Performance Measurement Parameters: Return parameters that determine the performance of the	6 Hours

	portfolio, such as 'Holding Period Return', CAGR etc. Risk Adjusted Return: 'Risk Adjusted Return' measures such as Sharpe Ratio, Treynor Ratio etc. Performance Attribution: Analyzing portfolio according to the asset class and the markets.	
Unit-5:	Investment Products: Equity Markets, Equity Derivatives, Bond Markets, Currency Markets –Introduction Factors Affecting Currency Markets, Currency Futures Commodity Derivatives, Mutual Funds, Insurance – Introduction, Insurance Products - General Insurance, Insurance Products - Life Insurance, Wealth Management Live Case	6 Hours
Text Books:	1. Harold Evensky, Stephen M. Horan, Thomas R. Robinson & Roger Ibbotson, The New Wealth Management: The Financial Advisor's Guide to Managing and Investing Client Assets, John Wiley & Sons.	
Reference Books:	1. Brooke Harrington, Capital without Borders: Wealth Managers and the One Percent, Harvard University Press. 2. G. Victor Hallman & Jerry Rosenbloom, Private Wealth Management: The Complete Reference for the Personal Financial Planner. McGraw-Hill Education. 3. John Jamieson, Wealth Without Stocks or Mutual Funds: The Ultimate Blueprint of Little-Known, Powerful Strategies for Building Diversified Wealth and Income, Jc Press. 4. Charlotte B. Beyer, Wealth Management Unwrapped, Rosettabooks, LLC. 5. Norbert M. Mindel & Sarah E. Sleight, Wealth Management in the New Economy: Investor Strategies for Growing, Protecting and Transferring Wealth. John Wiley & Sons. * Latest editions of all the suggested books are recommended.	

Course Code: MBABF303	<p align="center">Discipline Specific Elective Course -3</p> <p align="center">Specialization- Banking & Financial Services</p> <p align="center">MBA (Corporate) - Semester-III</p> <p align="center">Banking Operations</p>	L-3 T-0 P-0 C-3
Course Outcomes:	On completion of the course, the students will be :	
CO1.	Understanding the basics of banking operations; Front Office Operations, Back Office Operations, etc.	
CO2.	Understanding customer needs, best options for financial means, crediting, remote payment settlements and the process and format banking payments.	
CO3.	Understanding the payment mechanisms and using various latest payment technologies used for making banking customer payments (both individual and corporate).	
CO4.	Analyzing about Banking operations, specially Collecting Banker, paying Banker and lending operations.	
CO5.	Writing the banking compliance report as per law.	
Course Content:		
Unit-1:	<p>Branch Banking, Alternate Channels & Payments: Retail Banking and Finance in India: The structure & functions of a Retail Banking Unit. Branch Banking: How a bank branch acts as a banking channel. The roles in a branch: Front Office Operations: Teller, Relationship Manager etc. Back Office Operations: Cash and Vault, Locker Operations etc. Alternate Channels: How other banking channels (such as - ATMs, Phone Banking, Internet Banking etc.) work. Clearing & Settlement: Players in the Payment System, Key terms used in payments - such as 'On-Us', 'Off-Us', 'Correspondent bank' etc.</p> <p><i>One relevant Case Study/ Case let from the unit.</i></p>	6 Hours
Unit-2:	<p>Cheque Payment Mechanism: A discussion on the process and participants of cheque clearing. Different clearing methods - 'Local Clearing', 'Speed Clearing'. When each method is used. International Cheque Payment: Mechanism of clearing an international cheque. Cheque Truncation System (CTS): Process and advantages. Electronic Payments - NACH Debit & Credit Electronic Payments - NEFT & RTGS: NEFT: The process, when NEFT is used, customer benefits. RTGS: The RTGS process, with illustrations; when RTGS is used, customer benefits. Payment Cards: Classification of payment cards: Pay before, Pay now and Pay later: product examples (Stored Value, Debit and Credit cards..)</p> <p><i>One relevant Case Study/ Case let from the unit.</i></p>	6 Hours
Unit-3:	<p>Deposits & Fee Based Products & Processes: Retail Banking: Types of Accounts. Deposit Products for Indian Residents: 'Savings Account', 'Current Account', 'Fixed Deposits', 'Recurring Deposits', with key features. NRI Deposit Products Concept of NRI, PIO, NRO, NRE, FCNR and RFC accounts: Key features, interest earned, and operations that are allowed in these accounts. Financial Mathematics and Excel, Time value of Money,</p>	6 Hours

	<p>Financial Planning and wealth management. Bancassurance: Product selling methodology (as a bundled product, physical cross-sell, and alternate cross-sell). Categorization into 'Life Insurance', 'Health Insurance', and 'Property & Casualty or Liability Insurance', with examples. Mutual Funds (MFs): How MFs work, their structure and classification, and role of different entities.</p> <p><i>One relevant Case Study/ Case let from the unit.</i></p>	
Unit-4:	<p>Retail Trade: Introduction to Trade Finance, Risks in International Trade: Types of risks faced by the parties involved, such as country risk, credit risk etc. Types of Trade Documents: Overview of the documents required for a trade transaction. Trade Products – Advance Payment and its Process flow: The process flow underlying such a payment Documentary Collection and its Process flow: Types of Collections: Understanding terms such as Documents against Payment, Documents against Acceptance etc., Parties in an LC Transaction: Issuance & Settlement: Classification of different LCs and the circumstances under which such LCs are issued.</p> <p><i>One Case Study/ Case let from the unit.</i></p>	6 Hours
Unit-5:	<p>Inward Remittance, Documents for an Inward Remittance: A detailed discussion on the documents related to an inward remittance, such as - 'Form GR', 'FormSDF', 'FormSOFTEX', 'Form PP' and 'FIRC Certificate'. Outward Remittance: A discussion on types of outward remittances, such as - 'Trade Related' and 'Individual' Remittances. It includes the documents required for the outward remittance, such as - 'Form A1'. Process Flow of Outward Remittance. Liberalized Remittance Scheme (LRS): A brief discussion on the eligibility criteria, and conditions for the LRS. Sales and Operations: Sales and Operations: Sales, operations and workflow of a typical forex transaction at a branch. Anti-Money Laundering (AML): A discussion on various AML measures implemented at banks for forex transactions.</p> <p><i>One Case Study/ Case let from the unit.</i></p>	6 Hours
Text Books:	1. Colin Watson, Banking Operations, Global Professional Publishing.	
Reference Books:	<ol style="list-style-type: none"> 1. Barbara Casu, Claudia Girardone & Philip Molyneux, Introduction to Banking, Pearson Education. 2. Mark Largan & Alan Colley, Banking Operations: Regulation, Practice and Treasury Management, Chartered Institute of Bankers. 3. IIBF (Indian Institute of Banking and Finance), International Banking Operations, Penguin Books Ltd. 4. Ray Bert Westerfield, Banking Principles and Practice: Domestic Banking, Palala Press. 5. Joseph J. Norton, Fletcher & Chia-Jui Cheng, International Banking Operations and Practices: Current Developments, Kluwer Law International. <p>* Latest editions of all the suggested books are recommended.</p>	

Course Code: MBAF303	<p align="center">Discipline Specific Elective Course -4</p> <p align="center">Specialization- Banking & Financial Services</p> <p align="center">MBA (Corporate) - Semester-III</p> <p align="center">Income Tax Law& Practice</p>	L-3 T-0 P-0 C-3
Course Outcomes:	On completion of the course, the students will be :	
CO1.	Understanding the Indian tax environment, basic terminologies, tax implication and rate of tax applied and tax rules.	
CO2.	Understanding the various income head, deduction, and procedure for computing taxable income.	
CO3.	Applying the rules for computing the income under various heads and Gross total income	
CO4.	Applying tax and rules concepts for computing the taxable income of individuals as per Income tax Act (current rules).	
CO5.	Assessing the actual tax liability after considering set off and carry forwarding of losses under various heads.	
Course Content:		
Unit-1:	<p>Basic Concepts:</p> <p>Assessment year, Previous year, Person, Assesses, Income, Gross totalIncome, Computation of Total Income, Capital and Revenue Expenditure, Capital and RevenueReceipts, Income Exempted from Tax, Special Provision for Free Trade Zones, and SpecialEconomic Zones. Residential Status of an Individual, Company, Firm, Conditions to calculate Residential Status, Incidence of tax. Income from Salaries. Residential Status of an Individual, Company, Partnership Firm, Conditions to calculate Residential Status.</p> <p><i>Numerical: Residential Status of an Individual.</i></p>	6 Hours
Unit-2:	<p>Heads of Income - 1:</p> <p>Understanding Income Heads, Calculation of taxable salary, Profit, and Gains of Business or Profession.</p> <p><i>Numerical: Calculation of Taxable Salary.</i></p>	6 Hours
Unit-3:	<p>Heads of Income - II:</p> <p>Income from House Property, Income from Capital Gains, &Income from other sources.</p> <p><i>Numerical: Income of House Property/ Capital Gains.</i></p>	6 Hours
Unit-4:	<p>Set off and Carry forward of losses & Computation of Total Income:</p> <p>Mode of Set off and Carry forward of losses, inter source adjustments; Inter head Adjustments, Carry forward of loss, Aggregation of Income andDeductions from Gross Total Income. Computation of Total Income, Net Income, Gross Tax payable.</p> <p><i>Numerical: Set off and carry forward of losses/ Assessment of Individuals.</i></p>	6 Hours
Unit-5:	<p>Assessment and Filing of Returns:</p> <p>Advance tax, Tax Deducted at Source, Tax Collected at Source, Payment of</p>	6 Hours

	Self-Assessment tax, Filing of e- Returns.	
<u>Text Books:</u>	1. Mehrotra H.C., Income tax Law and Accounting, Sahitya Bhawan Publications.	
<u>Reference Books:</u>	<ol style="list-style-type: none"> 1. Singhanian V.K. Income Tax Law and Practice, Taxmann. 2. Dr Girish Ahuja, Dr Ravi Gupta, Students Guide to Income Tax Laws, Bharat Law House. 3. Agarwal Rajeev, Income tax Law and Accounting, Navneet Prakashan. 4. V.P. Gaur, D.B. Narang, Puja Ghai & Rajiv Puri, Income Tax Law and Practices, Kalyani Publication. 5. T.N. Manoharan & G.R. Hari, Students Guide to Income Tax Laws, Bharat Law House. <p>* Latest editions of all the suggested books are recommended.</p>	

Course Code: MBABF304	<p style="text-align: center;">Discipline Specific Elective Course -5</p> <p style="text-align: center;">Specialization- Banking & Financial Services</p> <p style="text-align: center;">MBA (Corporate) - Semester-III</p> <p style="text-align: center;">Equity Derivatives</p>	L-3 T-0 P-0 C-3
Course Outcomes:	On completion of the course, the students will be :	
CO1.	Understanding the trading and settlement mechanisms for exchange-traded index futures.	
CO2.	Understanding how fair future prices can be theoretically derived, and the impact of dividend yields on forward pricing.	
CO3.	Understanding the key features of option contracts and the importance of volatility to the options market and Applying various option trading strategies.	
CO4.	Recognizing the needs and perspectives of investors who want to obtain performance-driven solutions and determining the right hedge strategies for managing interest rate, equity, currency and commodity.	
CO5.	Developing pro-active and innovative strategies using equity derivative products that add real value.	
CO6.	Obtaining hands-on experience of equity derivatives and their use in practical situations.	
Course Content:		
Unit-1:	<p>Basics of Derivatives: Evolution of derivatives market, Indian derivatives Market, Market participants, Types of derivatives markets, Significance of derivatives, Various risk faced by the participants in derivatives.</p> <p>Understanding Index: Introduction to Index Significance and economic purpose of Index, Types of Indices, Attributes of an Index and concept of impact cost, Index management, Major Indices in India, Applications of Index.</p>	6 Hours
Unit-2:	<p>Introduction to Forwards and Futures: Payoff Charts for Futures contract, Futures pricing Cash and carry / Non-arbitrage model for futures pricing, Expectancy model of futures pricing, Concept of convergence of cash and futures prices .Basic differences in Commodity, Equity and Index Futures, Uses of futures, Role of different players in futures market, Use of futures contract as an effective instrument for managing risk, Strategies for hedging, speculation and arbitrage in futures market.</p> <p>Introduction to Options: Basics of options, Payoff Charts for Options, Basics of options pricing and option Greeks, Fundamentals of options pricing, Overview of Binomial and Black-Scholes option pricing models, Basics of Option Greeks, Uses of Options.</p>	6 Hours

Unit-3:	Option Trading Strategies: Option spreads and their payoff Charts, Straddle: market view and payoff charts Strangle: market view and payoff charts, Covered Call: market view and payoff charts, Protective Put: market view and payoff charts, Collar: market view and payoff charts, Butterfly spread: market view and payoff charts. Introduction to Trading Systems :Trading Systems, corporate hierarchy, order types and conditions, Selection criteria of Stock for trading, Selection criteria of Index for trading, Adjustments for Corporate Actions, Position Limits, Using daily newspapers to track futures and options.	6 Hours
Unit-4:	Introduction to Clearing and Settlement system: Clearing Members, their role and eligibility norms, Clearing Mechanism and computation of open positions, Settlement Mechanism for stock and index futures and options, Understanding margining and mark to market under SPAN, Risk Management features and position limits Legal and Regulatory Environment: Securities Contract (Regulation) Act, 1956, Securities and Exchange Board of India Act, 1992, Important rules and regulations in derivatives trading, Regulation in clearing & settlement and risk management, Major recommendations of the L C Gupta Committee, Major recommendations of the J R Verma Committee.	6 Hours
Unit-5:	Accounting and Taxation: Accounting of Futures and Options contracts, Taxation of Derivative transaction in securities, Sales Practices and Investors Protection Services: Risk profile of the investors., Importance of profiling clients in sales process, Importance of KYC, Documents required by the investors to trade in Derivatives contract, Best practices in derivatives sales, Investors Grievance Mechanism.	6 Hours
Text Books:	1. National Institute of Securities Markets(NISM), Equity Derivatives, Taxmann Publications Pvt. Ltd.	
Reference Books:	<ol style="list-style-type: none"> 1. Sebastien Bossu& Peter Carr, Advanced Equity Derivatives: Volatility and Correlation, John Wiley & Sons. 2. Harry M. Kat, Structured Equity Derivatives: The Definitive Guide to Exotic Options and Structured Notes, John Wiley & Sons. 3. Sebastien Bossu, Philippe Henrotte&OlivierBossar, An Introduction to Equity Derivatives: Theory and Practice, John Wiley & Sons. 4. Neil C Schofield, Equity Derivatives: Corporate and Institutional Applications, Palgrave Macmillan. 5. Bouzoubaa, M., Equity Derivatives Explained, Palgrave Macmillan. <p>* Latest editions of all the suggested books are recommended.</p>	

Course Code: MBAF301	<p align="center">Discipline Specific Elective Course -6</p> <p align="center">Specialization- Banking & Financial Services</p> <p align="center">MBA (Corporate) - Semester-III</p> <p align="center">Security Analysis and Portfolio Management</p>	L-3 T-0 P-0 C-3
Course Outcomes:	On completion of the course, the students will be :	
CO1.	Understanding the concepts of stock exchanges, SEBI, investment and speculation.	
CO2.	Understanding the concept of security valuation and tools for estimating the valuation and applying various models to estimate the correct valuation of securities for investment decision.	
CO3.	Understanding and analyzing the expected outcome of various investments in uncertainty with the help of various analytical tools.	
CO4.	Applying the expected outcome and information in selecting an optimum portfolio keeping in mind the risk and return concern of the investor.	
CO5.	Evaluating the performance of selected portfolio and revising it for optimum returns.	
Course Content:		
Unit-1:	<p>Investments: Investment versus Speculation, Investment Alternatives and Their Evaluation Stock exchange and New Issue Market- Their nature, structure, functioning and limitations, Trading of securities: types of orders, margin trading, clearing & settlement procedures, SEBI and their guidelines for equity market.</p> <p><i>One relevant Case Study/ Case let from the unit.</i></p>	6 Hours
Unit-2:	<p>Valuation of Equity, Bond & Derivatives: Equity valuation models-discounted cash flow technique, dividend discount model, P/E ratio model. Bonds: nature, valuation, YTM, Bond theorem; Term structure of interest rates duration. Options and futures: meanings & trading.</p> <p><i>Numerical: DCF</i></p>	6 Hours
Unit-3:	<p>Risk and Return: Measuring Historical Return, Measuring Historical Risk, Measuring Expected (Ex Ante) Return and Risk, trade off, systematic and unsystematic risk. Fundamental analysis- Company, Industry and Economy analysis. Technical analysis- Basic Tenets of Technical Analysis Charts and Trend Lines, support & resistance level, Indicators-volume of trade, market breadth, short sales, odd lot trading, moving averages & charts-bar chart, candle stick chart. Market efficiency: EMH.</p> <p><i>One relevant Case Study/ Case let from the unit.</i></p>	6 Hours
Unit-4:	<p>Portfolio Selection: The Benefits of Diversification, Concept, risk and return of portfolios. Beta as a measure of risk and its calculation. Selection of portfolios; Markowitz Model and Efficient Frontier, Capital market theorem and Arbitrage pricing theory.</p>	6 Hours

	<i>Numerical: Risk and Return of Portfolio.</i>	
Unit-5:	Portfolio Performance Evaluation & Revision: Performance evaluation of existing portfolio; Sharpe and Treynor measures. Revision of portfolio. <i>Numerical: Sharpe and Treynor measures</i>	6 Hours
Text Books:	1. Chandra P, Investment Analysis and Portfolio Management, McGraw-Hill.	
Reference Books:	1. Fischer & Jordan, Security Analysis and Portfolio Management, Prentice-Hall. 2. Ranganatham S., Investment Analysis and Portfolio Management, Pearson Education. 3. Pandian P, Security Analysis and Portfolio Management, Vikas Publication. 4. Stephen H.Penman: Financial Statement Analysis and Security Valuation, McGraw Hill. 5. William F. Sharpe, Gordon J.Alexander and Jeffery V.Bailey: Investments, Prentice Hall. 6. Donald E. Fischer and Ronald J.Jordan: Security Analysis and Portfolio Management, Pearson Education. 7. Charles P. Jones, Investments Analysis and Management, John Wiley & Sons. 8. Edwin J. Elton, Martin J. Gruber: Modern Portfolio Theory and Investment Analysis, John Wiley & Sons. 9. Sidney Cottle, Roger F. Murray, Frank E. Block, Graham and Dodd: Security Analysis, McGraw-Hill, New Delhi. * Latest editions of all the suggested books are recommended.	

Semester - III

Program/Discipline Specific Elective Courses (DSEC)

Retail Management

(Choose any three out of six.)

Course Code: MBAM301	<p align="center">Discipline Specific Elective Course -1</p> <p align="center">Specialization- Retail Management</p> <p align="center">MBA (Corporate) - Semester-III</p> <p align="center">Consumer Behaviour</p>	L-3 T-0 P-0 C-3
Course Outcomes:	On completion of the course, the students will be :	
CO1.	Understanding the concepts and theories of consumer behavior, consumer behaviour models and their significance in business, and consumer decision-making processes.	
CO2.	Understanding the individual and group influences on consumer behavior and consumer decision making process.	
CO3.	Relating consumer behaviour theories, models and concepts to marketing decisions and understanding their implications.	
CO4.	Analyzing the environmental influences on consumer behavior and differentiating individual buying from industrial buying.	
CO5.	Applying most appropriate consumer behavior models and techniques for appropriate market solutions.	
Course Content:		
Unit-1:	<p>Introduction to Consumer Behaviour: Nature and Importance of CB; Application of CB in Marketing; Consumer involvement; Consumer decision making processes; Purchase behavior and marketing implications. Consumer Research Process: Various methods and techniques of consumer research; New developments in the field of consumer research. <i>One relevant Case Study/ Case let from the unit.</i></p>	6 Hours
Unit-2:	<p>Individual Determinants of Consumer Behavior: Perception: Elements of Perception; Dynamics of Perception, Consumer Imagery Personality & Self Concept: Personality theories; Personality and understanding Consumer Diversity; Brand Personality; Self and Self-Image and its types. Motivation: Needs/Motives & Goals, dynamics; Motivation process; Types of Buying Motives, Buying Roles. Learning: Principals and theories of Learning. Attitudes: Structural model of attitude; attitude formation & change; Strategies for Changing Attitudes, Intentions& Behaviors. <i>One relevant Case Study/ Case let from the unit.</i></p>	6 Hours
Unit-3:	<p>Group Determinants of Consumer Behavior: Reference group influence: types of consumer relevant groups; factors affecting group influence; application of reference group concept. Family influence: Functions of family, family decision making; family life cycle (FLC). Opinion Leadership and personal influence: Role & types of opinion leader. Diffusion of Innovation: Adoption process, Diffusion process. <i>One relevant Case study/ Case let from the unit.</i></p>	6 Hours

Unit-4:	<p>Consumer Decision Making Process: Problem recognition, Information search and evaluation, Outlet selection and purchase; Post-purchase behavior, Customer Satisfaction and Customer Commitment.</p> <p>Models of CB:Traditional Models of Consumer Behaviour: Economic, Social & Psychological; Contemporary Models of Consumer Behaviour: Nicosia, Howard & Sheth, Engel-Kollat Blackwell, Input-Process-Output Model.</p> <p><i>One relevant Case Study/ Case let from the unit.</i></p>	6 Hours
Unit-5:	<p>Environmental Influences on CB: Social class; Life style; Culture; Cross cultural understanding; Profile of Indian Consumers.</p> <p>Industrial Market & Consumer Behaviour: Meaning, Scope and Characteristics of Industrial buying; Factors affecting industrial buying, Industrial buying process.</p> <p><i>One relevant Case Study/ Case let from the unit.</i></p>	6 Hours
<u>Text Books:</u>	1. Leon Schiffman, Leslie Kanuk, S.Ramesh Kumar, Consumer Behaviour, Pearson.	
<u>Reference Books:</u>	1. Dr. S.L Gupta, Sumitra Pal, Consumer Behavior - An Indian perspective, Sultan Chand and Sons. 2. David L. Loudon & Albert J. Della Bitta, Consumer Behaviour, McGraw Hill. 3. Hawkins, Mothersbaugh, Consumer Behaviour, McGraw Hill. 4. Batra, Kazmi, Consumer Behaviour, Excel Books. 5. Suja R. Nair, Consumer Behavior - An Indian perspective, Himalaya Publishing House. 6. Paco Underhill, Why we Buy: The Science of Shopping, Simon and Schuster Paperbacks. * Latest editions of all the suggested books are recommended.	

Course Code: MBM306	Discipline Specific Elective Course -2	L-3 T-0 P-0 C-3
	Specialization- Retail Management	
	MBA (Corporate) - Semester-IV	
	Retail Management	
Course Outcomes:	On completion of the course, the students will be :	
CO1.	Understanding the concept of whole selling and retailing and the contribution of retailers to the product value chain.	
CO2.	Understanding various types of retail formats and store designs and their functioning in India.	
CO3.	Understanding consumer motivations, shopping behaviors, and decision processes for evaluating retail offering and purchasing merchandise and services.	
CO4.	Analyzing how retailers communicate with their customers.	
CO5.	Formulating tactics (pricing, merchandise assortment, store management, visual merchandising, customer service) for extracting profit from a retail offering of an organization.	
Course Content:		
Unit-1:	Wholesaling: Concept, Importance, Functions; Wholesaler Marketing Decisions; Trends in Wholesaling& Retailing: Concept, Importance, Functions - Indian Vs. Global Scenario. <i>One relevant Case Study/ Case let from the unit.</i>	6 Hours
Unit-2:	Retail formats: Store & Non Store Retailing: Franchising, Unconventional channels, E-retailing, Retail Location: Factors affecting location decision, Site Selection, Location based retail Strategies. <i>One relevant Case Study/ Case let from the unit.</i>	6 Hours
Unit-3:	Store Design: Interiors and Exteriors; Store layout; Types of layouts; Factors affecting store layout; Store image mix; Store Façade; The Internet Store; Store Administration: Floor space management; Managing store inventories and display. <i>One relevant Case Study/ Case let from the unit.</i>	6 Hours
Unit-4:	Merchandising: Concept, Importance, Functions; Steps in merchandising planning; Category management: Definition and process; Introduction to Private label brands, Retail Communication Mix: Planning retail communication; Managing in-store promotions and events. <i>One relevant Case Study/ Case let from the unit.</i>	6 Hours
Unit-5:	Integrated Marketing Channels: Channels for Consumer goods; Industrial goods & Services; Horizontal, Vertical, Multichannel Marketing Systems;	6 Hours

	Technology in distribution: Bar-coding, RFID, Electronic payment systems.	
<u>Text Books:</u>	1. Berman B., Evans J.R. & Shrivastava R., Retail Management: A Strategic Approach, Pearson Education, New Delhi.	
<u>Reference Books:</u>	<ol style="list-style-type: none"> 1. Reyhle Nicole and Prescott Jason, Retail 101: The Guide to Managing and Marketing Your Retail Business, McGraw-Hill Education. 2. Bajaj C., Tuli R. and Srivastava N.V., Retail Management, Oxford University Press. 3. Zentes J., Morschett D. & Schramm-Klein H., Strategic Retail Management: Text and International Cases, Springer, UK. 4. Dennis Steve, Remarkable Retail: How to Win & Keep Customers in the Age of Digital Disruption, Life Tree Media, Los Angeles, California, United States. 5. Saurav Swapnil & Potti Ravi, The A to Z of Retail Management, Eka Publishers, Hyderabad. <p>* Latest editions of all the suggested books are recommended.</p>	

Course Code: MBARM302	Discipline Specific Elective Course -3	L-3 T-0 P-0 C-3
	Specialization- Retail Management	
	MBA (Corporate) - Semester-III	
	Retail Operations	
Course Outcomes:	On completion of the course, the students will be :	
CO1.	Understanding the basics of retail operations; the process of credit applications for purchases, Retail Store safety and security.	
CO2.	Understanding various techniques of product demonstration and store sales promotion and applying them to cater to the needs of customers and induce sales to match up with the organization's expectations.	
CO3.	Building rapport with the clients/customers to maximize sales.	
CO4.	Evaluating the store operations in achieving the sales targets.	
CO5.	Helping customers choose right products.	
Course Content:		
Unit-1:	Credit Application for purchases: Effective processing of credit applications for purchases, Process applications from customers for credit facilities, Identify the customer's needs for credit facilities, filling up of documents needed to allow the customer to get credit, necessary credit checks and authorisation procedures.	6 Hours
Unit-2:	Retail Store safety and security: Prompt and suitable action to reduce security risks, legal requirements when dealing with security risks, procedures and techniques for personal safety, legal requirements for dealing with accidents and emergencies, evacuation procedures.	6 Hours
Unit-3:	Product Demonstration to Customers: Preparation of the demonstration area, Demonstration Process, Steps and stages of demonstration, FABing, Post demonstration process, Communication skills.	6 Hours
Unit-4:	Specialist support to customers facilitating purchases: Promotion of sales and goodwill, Usage of information given by customer, Conversion of Need into Desire, Promotion of products in store, Time management while with customers.	6 Hours
Unit-5:	Maximization of Sales: Promotional opportunities and estimation of potential to increase sales, filling up of relevant records with accuracy, creation of rapport with the client at the start of the consultation, Probing Skills.	6 Hours
Text Books:	1. Angie Tang & Sarah Lim, Retail Operations: How to Run Your Own Store, Prentice Hall.	
Reference Books:	1. Angie Tang, Retail Operations, FT Press. 2. Donald Harris & David Walters, Retail Operations Management: A Strategic Approach, Philip Allan. 3. SriramIyer, Retail Store Operations, McGraw Hill Education. 4. Timothy M. Laseter & Elliot Rabinovich, Internet Retail Operations: Integrating Theory and Practice for Managers (Supply Chain Integration Modeling, Optimization and Application), CRC Press.	

	<p>5. Andrew Newman & Peter Cullen, Retailing: Environment and Operations, Cengage Learning.</p> <p>* Latest editions of all the suggested books are recommended.</p>	
--	--	--

Course Code: MBARM301	Discipline Specific Elective Course -4	L-3 T-0 P-0 C-3
	Specialization- Retail Management	
	MBA (Corporate) - Semester-III	
	Sales Management	
Course Outcomes:	On completion of the course, the students will be :	
CO1.	Understanding the diverse variables affecting the sales & distribution function of an organization.	
CO2.	Understanding the concepts of Sales Management, Sales Planning and Budgeting, sales force management, distribution channels and its management.	
CO3.	Understanding how to lead a sales organization with effectiveness.	
CO4.	Developing and evaluating sales and distribution plans.	
CO5.	Linking sales and distribution with other marketing variables.	
Course Content:		
Unit-1:	Introduction to Sales Management: Role of selling in marketing, Personal selling, Salesmanship and sales manager, Types of sales personnel, Characteristics of a successful Salesman, Theories of selling, Process of effective selling. <i>One relevant Case Study/ Case let from the unit.</i>	6 Hours
Unit-2:	Building Sales Organization: Types of sales organizations and their structure, Functions and responsibilities of sales person, Sales force manpower planning, Recruitment, Selection, Training and Development. <i>One relevant Case Study/ Case let from the unit.</i>	6 Hours
Unit-3:	Leading Sales Organization: Sales force motivation, Sales force compensation, Designing incentives and contests, Sales forecasting, Sales budget, Sales quota, Sales territory, Building sales reporting mechanism and monitoring, Sales force productivity, Sales force appraisal. <i>One relevant Case Study/ Case let from the unit.</i>	6 Hours
Unit-4:	Channel planning: Marketing channels, Structure and functions, Marketing channel design, Service output, Supply side channel analysis, Channel flow and efficiency analysis, Channel structure and intensity analysis, Forward and reverse logistics, Gap analysis. <i>One relevant Case Study/ Case let from the unit.</i>	6 Hours
Unit-5:	Recruitment and Selection: Recruiting and selecting sales personnel, qualities of an effective salesman, Sales training – planning, execution and evaluation, Motivation and compensating sales personnel, Performance appraisal, sales meetings and sales contests, Retaining effective salesman <i>One relevant Case Study/ Case let from the unit.</i>	6 Hours
Text Books:	1. SL Gupta, Sales and Distribution Management, Excel books, New Delhi.	
Reference Books:	1. Havaladar&Cavale, Sales and Distribution Management, McGraw Hill.	

	<ol style="list-style-type: none"> 2. Still, Cundiff&Govani, Sales Management, Pearson Education, New Delhi. 3. Cron William L. &DecarloThomas E., Sales Management: Concepts and Cases, Wiley. 4. Venugopal P., Sales and Distribution Management: An Indian Perspective, Response Books, New Delhi. 5. Dutta B., Fundamentals of Sales and Distribution Management: Text & Cases, I K International Publishing House, India. <p>* Latest editions of all the suggested books are recommended.</p>	
--	--	--

Course Code: MBARM303	Discipline Specific Elective Course -5	L-3 T-0 P-0 C-3
	Specialization- Retail Management	
	MBA (Corporate) - Semester-III	
	Retail Maths	
Course Outcomes:	On completion of the course, the students will be :	
CO1.	Understanding the basics of Retail Maths.	
CO2.	Analysing outcomes with intermediate level calculations.	
CO3.	Working out effective solutions to retail operations problems with advanced Retail mathematical analysis.	
CO4.	Applying the various retail models to satisfy the consumer.	
CO5.	Creating the business strategies for retail outlets.	
Course Content:		
Unit-1:	Customer Counting: Footfall calculation, measures to increase footfalls, conversion ratio, process to increase conversion rate.	6 Hours
Unit-2:	Store Matrix: Calculation of ASP and its impact, ATV/ABV analysis, Unit per transaction, Built Up Area, Carpet Area, Visual Merchandising-A blend of Art and Maths.	6 Hours
Unit-3:	Sales Floor Performance: Sale Through Analysis, PSFPD, Calculation of Stock to Sales Ratio and its impact, Like To Like, Backlog, Report Preparation.	6 Hours
Unit-4:	Inventory And Sales Model: Stock on hand, stock on order, Average stock, Shrinkage and its control measures, Inventory Valuation, Inventory turnover, SOR, Buy and sell, Consignment, Meaning of OTB and its role.	6 Hours
Unit-5:	Advanced Maths: Mock store-Gross Sale, Net Sale, Preparation of DSR, Operational Expenses and its control measures, Know Retail Efficiency, Income statement in Retail, CAPEX, depreciation and amortisation, TOP line, Bottomline, EBITDA, Margin, ROCE.	6 Hours
Text Books:	1. Linda Cushman, Mathematics for Retail Buying. 2. Merchandising Mathematics for Retailing, Pearson.	
Reference Books:	1. DMS Retail, Retail Maths made simple. 2. Bette K Tepper and Marla Greene, Mathematics for Retail Buying. 3. Mathematics for Retail-bloomsberry.com, E-book. 4. Merchandising mathematics for Retail-Slide share. 5. Merchandising mathematics for Retailing - http://fliphtml5.com/bscy/fbmi/basic * Latest editions of all the suggested books are recommended.	

Course Code: MBAM305	<p align="center">Discipline Specific Elective Course -6</p> <p align="center">Specialization- Retail Management</p> <p align="center">MBA (Corporate) - Semester-III</p> <p align="center">Advertising Management</p>	L-3 T-0 P-0 C-3
Course Outcomes:	On completion of the course, the students will be :	
CO1.	Understanding the concept of advertising and its role in the marketing process.	
CO2.	Identifying key players in advertising industry and understand the basics of running an advertising programme of an ad agency.	
CO3.	Understanding media planning and selection criteria and making decisions regarding the most feasible advertising appeal and media mix.	
CO4.	Conducting pre-testing, post testing and concurrent testing of ads to determine their effectiveness.	
CO5.	Analyzing and Linking advertising and sales promotion to achieve brand-standing.	
Course Content:		
Unit-1:	<p>Introduction to Advertising: Origin and Development - Definition and Classification – Planning Framework - Organizing Framework - the Advertiser and the Advertising Agency interface -Strategic Advertising Decisions - Setting Advertising Objectives - The Budget Decision -Preparing the Product and Media Brief.</p> <p>Advertising Role in the Marketing Process: Major roles of advertising, Legal, Ethical and Social aspects of Advertising. Functions and types of advertising. Integrated Marketing communication, Cultural differences and values in advertising.</p> <p><i>One Case Study/ Case let from the unit.</i></p>	6 Hours
Unit-2:	<p>The major players in advertising: Advertising agency, Brand manager, market research firms, Media, Type of agencies. Structure of an agency and its functions.</p> <p>Advertising Programme: Message, Headlines, Copy, Logo, Illustration, Appeal, layout; Campaign Planning; Creative Strategies; The process of developing an ad. Production and execution of TVCs and print ads.</p> <p><i>One relevant Case Study/ Case let from the unit.</i></p>	6 Hours
Unit-3:	<p>Media Decisions: Media Planning and Selection - Concepts of Reach, Frequency, Continuity, and Selectivity; Measures of Media Cost Efficiency; Media (Readership / Viewership) Research; The Internet as an Advertising Medium; Tracking Website visits, page views, hits, and click-stream analysis; permission marketing and privacy; ethical concerns., Budgeting; Evaluation- Methods; Media buying; Emerging medias and trends – Social Media, Internet, and Mobile.</p> <p><i>One relevant Case Study/ Case let from the unit.</i></p>	6 Hours

Unit-4:	Measuring Advertising Effectiveness: Advertising Research. Effectiveness of advertising- methods of measurement. Rationale of testing; Opinion and Attitude Tests, Recognition, Recall. Control of Advertising by practitioners, media and the market; Advertising in the International marketplace; Advertising and Principles of Integrated Marketing Communication and Image Building. <i>One relevant Case Study/ Case let from the unit.</i>	6 Hours
Unit-5:	Sales Promotion: Rationale; Types; Consumer and Trade Promotions; Sales Promotion Strategies and Practices; Cross Promotions; Surrogate Selling & Advertising. Linking advertising and sales promotion to achieve 'brand-standing'. <i>One relevant Case Study/ Case let from the unit.</i>	6 Hours
<u>Text Books:</u>	1. Aaker, Batra & Myers, Advertising Management, Prentice Hall, New Delhi.	
<u>Reference Books:</u>	1. Strategic Advertising Management, Larry Percy, Richard Rosenbaum – Elliot, Oxford University Press. 2. Kazmi & Batra, Advertising & Sales Promotion, Excel Books, New Delhi. 3. Shah, Kruti and Alan D'Souza, Advertising and Promotion – An IMC Perspective, McGraw Hill, New Delhi. 4. Belch, George and Belch, Michael; Advertising and Promotion, McGraw Hill, New Delhi. 5. Wells, William, Burnett, John and Moriarty, Sandra; Advertising Principles and Practice' Pearson Education, New Delhi. 6. Jethwaney, Jaishree and Jain, Shruti; Advertising Management; Oxford University, New Delhi. * Latest editions of all the suggested books are recommended.	

Semester - IV

Program/Discipline Specific Elective Courses (DSEC)

Banking & Financial Services

(Choose any two out of four.)

Course Code: <u>MBABF401</u>	Discipline Specific Elective Course -1	L-3 T-0 P-0 C-3
	Specialization- Banking & Financial Services	
	MBA (Corporate) - Semester-IV	
	Currency & Forex Management	
Course Outcomes:	On completion of the course, the students will be :	
CO1.	Understanding the basics of currency markets and specifically Exchange Traded Currency Derivatives markets.	
CO2.	Understanding trading, clearing and settlement mechanisms related to Currency Derivatives markets and basic investment strategies that use currency futures and options products.	
CO3.	Understanding the Clearing, Settlement and Risk Management in Currency Futures and making strategies using currency futures.	
CO4.	Analyzing the regulatory environment in which the Currency Derivatives markets operate in India.	
CO5.	Developing hedging strategies to maximize the wealth.	
Course Content:		
Unit-1:	Introduction to Currency Markets: Basics of currency markets (such as base currency, quotation currency, two way quotes, currency appreciation/depreciation, price benchmarks, RBI reference rate, value date, OTC forward market, etc.) and peculiarities in India, Calculate cross rates (compute exchange rate arithmetic), the impact of economic factors on currency prices, key economic indicators and their impact on currency market (such as GDP, retail sales, industrial production, consumer price index, nonfarm payrolls, etc.)	6 Hours
Unit-2:	Foreign Exchange Derivatives: Meaning, various derivative products (forwards, futures, options, swaps), key economic functions of derivatives, Compare exchange-traded and over-the-counter Derivatives and recognize the features of OTC derivatives Exchange Traded Currency Futures: Define currency futures and understand the futures terminology including spot price, futures price, contract cycle, tick size, value date, expiry date, contract size, marking to market. Concept of interest rate parity.	6 Hours
Unit-3:	Strategies Using Currency Futures: Understand the role of hedgers, speculators and arbitrageurs in currency futures markets, trading in Currency Futures.	6 Hours
Unit-4:	Clearing, Settlement and Risk Management in Currency Futures: Difference between clearing and settlement mechanisms, Salient features of the exchange risk management measures, Exchange Traded Currency Options	6 Hours
Unit-5:	Accounting and Taxation, Regulatory Framework for Currency Derivatives: Role of RBI-SEBI, salient features of SEBI regulations for currency derivatives exchanges and clearing corporations, features of Foreign Exchange Management Act. Codes of Conduct: Features of SEBI code of conduct	6 Hours
Text Books:	1. David F. DeRosa, Currency Derivatives: Pricing Theory, Exotic	

	Options, and Hedging Applications, John Wiley& Sons.	
<u>Reference Books:</u>	<ol style="list-style-type: none"> 1. Ankit Gala &Jitendra Gala, Forex exchange and Foreign trading. 2. Currency Derivative, NISM. 3. John J. Stephens, Managing Currency Risk: Using Financial Derivatives, John Wiley & Sons. 4. High-Probability Techniques for Trading Forex: Making Money by Investing in Foreign Exchange Currency Market-Kindle. 5. Foreign currency derivatives-ebook https://link.springer.com/chapter/10.1057/9781137318886 <p>* Latest editions of all the suggested books are recommended.</p>	

Course Code: MBABF402	<p align="center">Discipline Specific Elective Course -2</p> <p align="center">Specialization- Banking & Financial Services</p> <p align="center">MBA (Corporate) - Semester-IV</p> <p align="center">Depository & Operations</p>	L-3 T-0 P-0 C-3
<u>Course Outcomes:</u>	At the end of this course students should be able to:	
CO1.	Knowing the basics of the Indian securities market and the depository system, the need for depository and the key features of the depository system in India.	
CO2.	Understanding the institutional structure of the depository system in India and the business partners of a depository.	
CO3.	Applying the regulatory framework in which the depositories and its DPs function, their eligibility criteria, registration procedure, rights and obligations, etc.	
CO4.	Evaluating the various functions of the Depository and its Depository Participants (DPs) such as dematerialisation, trading and settlement, pledging and hypothecation.	
CO5.	Analysing how a demat account is opened, documents required to open an account and significance of Power of Attorney (POA).	
<u>Course Content</u>		
Unit-1:	Introduction to the Capital Market: Introduction & Structure of capital market, Regulatory environment in Indian capital market, Regulators in the Indian capital market.	6 Hours
Unit-2:	Introduction to Depository: Need for a depository system, Depository as a market participant, Legal framework in which the depositories function in India, Functions of a depository, Depository participants.	6 Hours
Unit-3:	Functions of Depository Participant -Account Opening: Types of demat account a person can open with a DP, Beneficiary account, Clearing member account, Closure & Freezing of account Functions of Depository Participant - Transmission and Nomination, dematerialization, rematerialization, Trading and Settlement	6 Hours
Unit-4:	Corporate Action: Corporate Actions, Procedure for Corporate Action w.r.t monetary benefits, non-monetary benefits, rights issue, mergers and amalgamations and interest payment on debt securities Public Issues: Role of DP in the process of public issues	6 Hours

Unit-5:	Debt Instruments and Government Securities: Certificate of deposit (CDs), Commercial paper, Government securities Foreign Portfolio Investor: Eligibility Criteria of Foreign Portfolio Investors (FPI), Categories of FPI, Eligibility Criteria and Engagement of Designated Depository Participant (DPP) Basic Services Demat Account (BSDA): Features of BSDA, Eligibility conditions required for opening BSDA	6 Hours
<u>Text Books:</u>	1. NISM, Depository Operations.	
<u>Reference Books:</u>	1. NISM, Securities Operations and risk management. 2. High-Probability Techniques for Trading Forex: Making Money by Investing in Foreign Direct taxes ready reckoner-Taxmann. 3. Handbook for NSDL Depository Operations. 4. Work Book for NISM –Series-VI: Depository Operations- https://www.nse-india.com/content/ncfm/16122011_Updates_and_Corrigendum.pdf * Latest editions of all the suggested books are recommended.	

Course Code: MBAF401	Discipline Specific Elective Course - 3	L-3 T-0 P-0 C-3
	Specialization- -	
	MBA (Corporate) - Semester-IV	
	Mergers and Acquisitions	
Course Outcomes:	On completion of the course, the students will be :	
CO1.	Understanding the basic concepts of mergers and acquisitions, takeovers, demergers for amalgamation.	
CO2.	Identifying target firms for Mergers and amalgamation and evaluating the target firms for merger decision.	
CO3.	Applying the accounting standards related to merger and acquisition, and computation of purchase consideration as per AS-14.	
CO4.	Evaluating the position of firm before and after merger and acquisitions and need for demerger and reverse merger.	
CO5.	Developing a proposal for merger keeping mind the various prerequisites of merger and acquisitions.	
Course Content:		
Unit-1:	Introduction to Mergers and Acquisitions: Meaning - Reasons – theories of mergers & acquisitions -Types of Combinations - Forms of Merger – Motives and Benefits of Merger – Financial Evaluation of a Merger. <i>One relevant Case Study/ Case let from the unit.</i>	6 Hours
Unit-2:	Merger Negotiations: Meaning and Significance of P/E Ratio. Problems on Exchange Ratio and Impact of Merger on EPS and Market Price. <i>One relevant Case Study/ Case let from the unit.</i>	6 Hours
Unit-3:	Amalgamation and Acquisition: Meaning of Amalgamation and Acquisition – Types of Amalgamation – Amalgamation in the nature of Merger – Amalgamation in the nature of Purchase - Methods of Purchase Consideration – Calculation of Purchase Consideration (AS14), Net asset Method - Net Payment Method. <i>Numerical: Calculation of Purchase Consideration (AS14), Net asset Method - Net Payment Method</i>	6 Hours
Unit-4:	Accounting for Amalgamation: Entries and Ledger Accounts in the Books of Transferor Company and Transferee Company – Preparation of new Balance sheet.(Vertical Format). <i>One relevant Case Study/ Case let from the unit.</i>	6 Hours
Unit-5:	Demerger: Demerger, types of demerger, reverse merger, buyback of shares, leverage buy-out strategy, merger strategy - growth, synergy, operating synergy, financial synergy, diversification. Takeover: Takeover and its types, takeover strategy, takeover bids, legal framework for mergers and acquisitions, leverages and buyouts; Hostile tender offers	6 Hours

	and various anti-takeover strategies. <i>One relevant Case Study/ Case let from the unit.</i>	
<u>Text Books:</u>	1. Gupta, Manju, Contemporary Issues in Mergers and Acquisitions. Himalaya Publishing.	
<u>Reference Books:</u>	<ol style="list-style-type: none"> 1. Weston, Fred; Chung, Kwang S. & Siu, Jon A.: Takeovers, Restructuring and Corporate Governance, Pearson Education. 2. Sundarsanam: Creating Value from Mergers and Acquisitions, Pearson Education. 3. Ramanujan. S.; Mergers: The New Dimensions for Corporate Restructuring, McGraw Hill. 4. Narayankar, Ravi: Merger and Acquisitions Corporate Restructuring, Strategy and Practices, International Book House Pvt. Ltd. 5. Andrew J. Sherman, Mergers and Acquisitions from A to Z, AMACOM. <p>* Latest editions of all the suggested books are recommended.</p>	

Course Code: MBAF402	Discipline Elective Course – 4	L-3 T-0 P-0 C-3
	Specialization- Banking & Financial Services	
	MBA (Corporate) - Semester-IV	
	Goods and Service Tax (GST)	
Course Outcomes:	On completion of the course, the students will be :	
CO1.	Understanding the concept of indirect tax regime in India, pre and post GST.	
CO2.	Analyzing the procedure of registration under GST and computation of GST along with the Applicable rates.	
CO3.	Applying the rules of GST in computing the total tax liabilities under GST.	
CO4.	Evaluating the input tax credit available to a firm and calculating the net GST payable to Government.	
CO5.	Analyzing the need for revising the return and claiming refund under GST.	
Course Content:		
Unit-1:	Introduction: Overview and Evolution of GST; Indirect tax structure in India; Introduction to Goods and Service Tax (GST) - Key Concepts, Phases of GST, GST Council: Taxes under GST, Cess. <i>One relevant Case Study/ Case let from the unit.</i>	6 Hours
Unit-2:	Registration under GST: Threshold for Registration; Regular Tax Payer; Composition Tax Payer; Casual Taxable Person; Non-Resident Taxable Person; Unique Identification Number; Registration Number Format. <i>One relevant Case Study/ Case let from the unit.</i>	6 Hours
Unit-3:	Supply under GST and Valuation of Supply: Supply; Place of Supply, Interstate Supply, Export of Service, Export of Goods, Import of Service, Import of Goods; Valuation of Supply (Numerical on valuation and calculation of tax). <i>One relevant Case Study/ Case let from the unit</i>	6 Hours
Unit-4:	Input Tax Credit under GST &Returns: Input tax credit process; Negative List for Input tax credit; Input Tax Credit Utilization and Input Tax Credit Reversal; Types of GST returns and their due dates, late filing, late fee and interest. <i>One relevant Case Study/ Case let from the unit.</i>	6 Hours
Unit-5:	Custom Duty and Indirect Taxation: Definitions of certain terms relating to the custom act, custom tariff act, Levy and types of custom duties; Indirect taxation applicable to few commodities levied by either Central or State Government. <i>One relevant Case Study/ Case let from the unit.</i>	6 Hours
Text Books:	1. VivekLaddhaPoojaPatwariShailendraSaxena, GST Audit Manual with	

	Annual Return, Taxman.	
Reference Books:	<ol style="list-style-type: none"> 1. Indirect Taxes: V. S. Datey – Taxman Publication M Vat Subramanian Snow White Publication. 2. Kumar, Sanjeev, Systematic Approach to Indirect Tax, 3. Sinha P.K Dr. Vinod Singhania, Text Book of Indirect Tax, Taxman Publication, New Delhi. 4. Girish Ahuja & Ravi Gupta, Bharat Law House, New Delhi. 5. Gupta, S.S., GST- How to meet your obligations, Taxman Publications. 6. Halakandhi, S., G.S.T (Vastu and Sevakar) (Hindi). 7. Gupta, S.S., VastuandSevakar, Taxmann Publications. <p>* Latest editions of all the suggested books are recommended.</p>	

Semester - IV

Program/Discipline Specific Elective Courses (DSEC)

Retail Management

(Choose any two out of four.)

Course Code: MBM403	Discipline Specific Elective Course - 1	L-3 T-0 P-0 C-3
	Specialization- Retail Management	
	MBA (Corporate) - Semester-IV	
	Customer Relationship Management	
Course Outcomes:	On completion of the course, the students will be :	
CO1.	Understanding concepts, principles, techniques and processes of CRM.	
CO2.	Understanding the importance and impact of CRM in marketing, sales force automation, SCM, SRM, PRM and e business.	
CO3.	Understanding and applying of digital marketing tools, web analytics and marketing metrics for promotional marketing.	
CO4.	Analyzing organizational context and developing CRM strategy for the business.	
CO5.	Managing and implementing Customer relationship activities in an organization.	
CO6.	Evaluating the impact of CRM program/campaign of an organization.	
Course Content:		
Unit-1:	CRM concepts: Acquiring customers, - Customer loyalty and optimizing customer relationships - CRM defined - success factors, the three levels of Service/ Sales Profiling - Service Level Agreements (SLAs), creating and managing effective SLAs. <i>One relevant Case Study/ Case let from the unit.</i>	6 Hours
Unit-2:	CRM in Marketing: One-to-one Relationship Marketing - Cross Selling & Up Selling - Customer Retention, Behaviour Prediction - Customer Profitability & Value Modeling, - Channel Optimization - Event-based marketing. - CRM and Customer Service - The Call Centre, Call Scripting - Customer Satisfaction Measurement. <i>One relevant Case Study/ Case let from the unit.</i>	6 Hours
Unit-3:	Sales Force Automation: Sales Process, Activity, Contact- Lead and Knowledge Management - Field Force Automation. CRM links in e-Business: E-Commerce and Customer Relationships on the Internet - Enterprise Resource Planning (ERP), SCM, SRM &PRM: Supply Chain Management (SCM), - Supplier Relationship Management (SRM), - Partner relationship Management (PRM). <i>One relevant Case Study/ Case let from the unit.</i>	6 Hours
Unit-4:	Analytical CRM: Managing and sharing customer data - Customer information 2 databases - Ethics and legalities of data use - Data Warehousing and Data Mining concepts - Data analysis - Market Basket Analysis (MBA), Click stream Analysis, Personalization and Collaborative Filtering. <i>One relevant Case Study/ Case let from the unit.</i>	6 Hours
Unit-5:	CRM Implementation: Defining success factors - Preparing a business plan requirements,	6 Hours

	<p>justification and processes. - Choosing CRM tools - Defining functionalities - Homegrown versus out-sourced approaches - Managing customer relationships - conflict, complacency, Resetting the CRM strategy. Selling CRM internally - CRM development Team - Scoping and prioritizing - Development and delivery - Measurement.</p> <p><i>One relevant Case Study/ Case let from the unit.</i></p>	
<u>Text Books:</u>	1. Alok Kumar Rai, Customer Relationship Management Concept & Cases, Prentice Hall Of India Private Limited, New Delhi.	
<u>Reference Books:</u>	<p>1. Jagdish Seth, Et Al, Customer Relationship Management.</p> <p>2. V. Kumar & Werner J., Customer Relationship Management, Willey India.</p> <p>3. S. Shanmugasundaram, Customer Relationship Management, Prentice hall of India Private Limited, New Delhi.</p> <p>4. Kaushik Mukherjee, Customer Relationship Management, Prentice Hall of India Private Limited, New Delhi.</p> <p>5. Kumar, V. & Reinartz, Werner, Customer Relationship Management Concept, Strategy, and Tools, Springer.</p> <p>* Latest Editions Of All The Suggested Books Are Recommended.</p>	

Course Code: MBARM302	Discipline Specific Elective Course -2	L-3 T-0 P-0 C-3
	Specialization- Retail Management	
	MBA (Corporate) - Semester-III	
	Supply Chain Management	
Course Outcomes:	On completion of the course, the students will be :	
CO1.	Understanding the key drivers of Supply chain management based on the participants.	
CO2.	Understanding the importance of IT and the role Relationship Management in SCM.	
CO3.	Implementing the Supply chain based on the drivers.	
CO4.	Analyzing and evaluating techniques of forecasting and planning in local/national/global supply chain management.	
CO5.	Developing and designing a supply chain distribution network.	
Course Content:		
Unit-1:	Introduction: - SCM; Philosophy & Evolution of SCM; why SCM? Issues in SCM; Managing Uncertainties; current trends in SCM.	6 Hours
Unit-2:	Decision Phase in SCM: - Supply Chain Designing, Planning and Operations, Key Issues in SCM; Supply Chain Strategies; Transition Supply chain philosophy; Demand-driven strategy, Difficulties in Integrations, Effect of international trade agreements (e.g., NAFTA) on global supply chains.	6 Hours
Unit-3:	Distribution Management : - Nature, Characteristics, objectives and components 'of logistics; Total cost approach; Integrated logistics system; Logistics network configuration; Inventory management and risk pooling; Bullwhip effect, Effective demand forecast and fulfilment; 3PL.Procurement objectives, Policy and process; Procurement and value chain; Make or buy decision; Source location; Vendor selection and rating; Outsourcing management (benefits and risks); E-procurement; Purchasing becomes Supply Management.	6 Hours
Unit-4:	Role of IT in SCM: - Role of supply chain information technology; Integrating supply chain information technology; DSS for SCM.	6 Hours
Unit-5:	Relationship management in SCM: - Partner relationships management (Issues and challenges); Role of partners in supply chain optimization.	6 Hours
Text Books:	1. Sunil Chopra and Peter Meindle, Supply Chain Management: Strategy, Planning, and Operations, Prentice Hall.	
Reference Books:	1. Bozarth, Cecil C. & Handfield, Robert B.; Introduction to Operations and Supply Chain Management; Pearson Education; New Delhi. 2. Wisner, Joel D., Leong, G. Keong & Tan, Keah-Choon; Principles of Supply Chain Management – A balanced approach; Thomson Learning; New Delhi. 3. Gaither, Norman & Frazier, Greg; Operations Management; Thomson Learning; New Delhi. 4. Mahadevan, B.; Operations Management – Theory and Practice; Pearson Education; New Delhi. 5. Krajewski, Lee J. & Ritzman, Larry P.; Operations Management – Processes and Value Chains; Pearson Education; New Delhi.	

	* Latest editions of all the suggested books are recommended.	
--	--	--

Course Code: MBAM401	Discipline Specific Elective Course - 3	L-3 T-0 P-0 C-3
	Specialization- Retail Management	
	MBA (Corporate) - Semester-IV	
	Service Marketing	
Course Outcomes:	On completion of the course, the students will be :	
CO1.	Understanding concepts of services marketing, service marketing mix, service development, design, delivery and quality improvement in services	
CO2.	Understanding the characteristics of services, customer perception and customer satisfaction in the context of services marketing.	
CO3.	Understanding and applying service blueprinting, the integration of new technologies, and other key issues facing today's customer service providers and service managers.	
CO4.	Analyzing critical issues in service design including the nature of service products & markets, building the service model, and creating customer value.	
CO5.	Analyzing critical issues in service delivery including identifying and managing customer service experiences, expectations, perceptions and outcomes.	
CO6.	Evaluating the Marketing Mix applied in the services marketing context and designing service delivery model.	
Course Content:		
Unit-1:	<p>Introduction: Definition and Characteristics of Services; Classification of Services; Difference between product and services; Evolution of Services marketing; Growth of service sectors and service industries; Importance of Services Marketing in Indian Economy; Service markets system: Service quality, Understanding customer expectations and zone of tolerance, Segmentation and zone of tolerance, Targeting and positioning of service.</p> <p><i>One relevant Case Study/ Case let from the unit.</i></p>	6 Hours
Unit-2:	<p>Services Marketing Mix: Importance of 7 Ps in Services Marketing. Developing the service product/intangible product; Service pricing strategy and Approaches to Pricing Services; Services distributions- Distribution Channels, Channel Design Decision, Factors Affecting Channel Decisions; Importance of Promotion in Services, Advertising, Personal Selling, Publicity and Sales Promotion.</p> <p><i>Onerelevant Case Study/ Case let from the unit.</i></p>	6 Hours
Unit-3:	<p>3 P's of Service Marketing: People: The People Component, Services and the Importance, Using People to Differentiate Services, Internal Marketing, Employee Motivation and Implication for Service Delivery. Physical Evidence: Physical Evidence and Services Process- Essential and Peripheral Physical Evidence. Service Process: Nature of the Service Process, Customer Participation in Service Process.</p> <p>Devising Services' Marketing Mix Strategies: with special reference to BFSI, Hospitality & Tourism sector.</p>	6 Hours

	<i>One relevant Case Study/ Case let from the unit.</i>	
Unit-4:	<p>Service Development and Quality Improvement: Service Development: Need, Importance and as a Measure of Competitive Advantage; Types of New Service Development and its Stages; Service Costs Incurred by the Service Provider; Service Blue Printing; Integration of new technologies. Quality Improvement: Service Quality Dimensions; Service Quality Measurement and Service Mapping; Improving Service Quality and Service Delivery; Service Failure and Recovery.</p> <p><i>One relevant Case Study/ Case let from the unit.</i></p>	6 Hours
Unit-5:	<p>Service Design and Service Delivery: Building the service model and creating customer value; Service delivery process, Service Encounters and Moments of Truth, Employee role in service delivery, Intermediaries involved in Service Process and Service Delivery. Services in Global Perspective: International marketing of services and recent trends.</p> <p><i>One relevant Case Study/ Case let from the unit.</i></p>	6 Hours
<u>Text Books:</u>	<ol style="list-style-type: none"> 1. Valarie A. Zeithaml, Mary Jo Bitner, Dwayne D. Gremler and Ajay Pandit, Services Marketing: Integrating Customer Focus across the Firm, McGraw Hill, N. Delhi. 2. Nimit Chaudhary, Services Marketing, McMillan India. 	
<u>Reference Books:</u>	<ol style="list-style-type: none"> 1. Neelamegham S., Indian Cases in Marketing, Vikas Publication, New Delhi. 2. Verma, Harsh, Services Marketing – Text and Cases, Pearson Education. 3. Apte, Govind, Services Marketing – OUP, New Delhi 4. Jauhari, Vinnie and Kirti Dutta, Services: Marketing, Operations and Management, Oxford University Press, N. Delhi. 5. M.K. Rampal and SL Gupta: Services Marketing Concepts, Applications and Cases, Galgotia Publishing Company. 6. Lovelock, Christopher, Wirtz, Jochen and Chatterjee, Jayanta, Service Marketing – People, Technology, Strategy, Pearson Education, New Delhi. <p>* Latest editions of all the suggested books are recommended.</p>	

Course Code: MBM404	Discipline Specific Elective Course - 4	L-3 T-0 P-0 C-3
	Specialization- Retail Management	
	MBA (Corporate) - Semester-IV	
	Personal Selling Management	
Course Outcomes:	On completion of the course, the students will be :	
CO1.	Understanding the concepts and theories of Personal selling & Salesmanship, Personal Selling Processes, Sales force management and Personal Selling Skills required for effective selling.	
CO2.	Applying techniques of Sales force management for implementing Sales force strategy.	
CO3.	Analyzing sales situations and developing sales strategy for company's product categories.	
CO4.	Developing training, compensation and reward system for effective management of sales force.	
CO5.	Evaluating the success of a salesperson and sales strategy against objectives.	
CO6.	Identifying and evaluating factors that influence selling of consumer goods, industrial goods and specialty goods and govt. departments and international selling.	
Course Content:		
Unit-1:	<p>Introduction to Personal Selling & Salesmanship: Defining Personal selling and salesmanship, Selling as a profession, Objectives and importance of personal selling, Essentials of Personal Selling, Traditional & Modern Selling Approach, Ethics in Selling, Role of Selling in Marketing, Types of selling, Qualities of Winning Sales Professionals- Physical, Mental, Social and Character Traits.</p> <p>Introduction to Theories of Selling: AIDA, Right set of circumstances theory of selling, Buying Formula theory of selling, Behavioral Equation theory.</p> <p><i>One relevant Case Study/ Case let from the unit.</i></p>	6 Hours
Unit-2:	<p>Personal Selling Process-I: Prospecting- objectives, sources and methods, Lead Generation, Getting appointment, Sales Responsibilities and Preparation; Pre-approach-step toward sales planning-elements of sales call planning; Customer need discovery & Analysis; Approach- sales presentation/demonstration- selection of appropriate presentation method, essentials of presentation, sales presentation mix- persuasive communication, visual presentation and dramatization, Use of questions- Direct questions, nondirective questions, rephrasing, redirect questions.</p> <p><i>One relevant Case Study/ Case let from the unit.</i></p>	6 Hours
Unit-3:	<p>Personal Selling Process-II: Handling objection- hidden, stalling, no need, money objection, etc., objection handling techniques, Closing the sale- reading buying signals, closing techniques- the alternative choice, assumptive, the compliment, the summary, the continuous, the minor point, the tea account, the standing room and the probability; Follow up after sales- Discuss service requirements, handling complaints, Key Account Management.</p>	6 Hours

	<i>One relevant Case Study/ Case let from the unit.</i>	
Unit-4:	Personal Selling Skills: Negotiation, Communication, Listening Skills, Presentation and Demonstration, , Body Language- Space, Moments, Eye Contacts& Postures, Follow up Calls, Writing Effective Sales Letters and emails, Positive Mental Attitude, Goal Setting, Effective Dressing, Managing Yourself and Time, Cold Call Mechanism. <i>One relevant Case Study/ Case let from the unit.</i>	6 Hours
Unit-5:	Personal Selling: Applications and Situations: Selling of services- financial, IT and telecommunication, advertising, education (Coaching and institutions); Selling of industrial products- raw material, capital goods, supplies; Selling of consumer goods- convenience, shopping and specialty goods; International selling; Selling in rural markets; Selling high and low involvement products; Selling to new and existing customers/ Market; Selling to end users, intermediaries, government departments and agencies; Selling as individual and as groups. <i>One relevant Case Study/ Case let from the unit.</i>	6 Hours
<u>Text Books:</u>	1. Charles M. Futrell, Fundamentals of Selling, McGraw Hill.	
<u>Reference Books:</u>	1. Julian Clay, Successful Selling Solutions, Viva Books 2. Tom Reilly, Value Added Selling, McGraw Hill. 3. Howard Stevens, Achieving Sales Excellence, Viva Books Pvt. Ltd. 4. Stephan Schiffman, Sales Essentials, Avon Massachusset. 5. Charles M. Futrell, A B C's of Selling, AITBS, New Delhi. 6. Roy Chitwood, World Class Selling, JAICO Publishing House. * Latest Editions of All The Suggested Books Are Recommended.	

Summer Internship Training Report Evaluation

Course Code: MBAVV351	MBA (Corporate) - Semester-III Summer Training Report Evaluation	L-0 T-0 P-0 C-6
<u>Objectives:</u>	<p>This course intends to familiarize and develop understanding of the students about the organizational set up, know about the functioning of various sections/departments of an organization/company in general and gain hand-on experience of a specific job function of the chosen organization. The main aim is to acquaint the student with the practical day-to-day functioning of an organization with a motive to facilitate training in a specific skill/area of that organization.</p> <p>Students will undergo summer internship at the end of II semester. The duration of training will be 45 to 60 days.</p>	
<u>Course Outcomes:</u>	<p>At the end of this course students should be able to:</p> <ol style="list-style-type: none">1. Understanding the various departments and sections of an organization.2. Understanding how staffing is done at different levels in an organization.3. Demonstrating the specialization/ special skills required to work in a particular section/ department of an organization.4. Working in tandem with the supervisor/mentor's goals of an organization.5. Evaluating the general working environment, processes and systems of the organization where the student has work.6. Explaining what he/she has observed and understood about a specific working/skill area of the particular section of the organization in which he/she worked.7. Writing a detailed report on the summer internship.	
<u>Course Content:</u>	<ol style="list-style-type: none">1. A brief introduction is given by the host organization on its various departments and administrative functions.2. Students will visit various departments and will observe the physical layout, working conditions and managerial practices under the supervisor of the Company.3. Students will write notes on the salient features of activities of different departments.4. Each student shall prepare a structured report after the successful completion internship.5. Students with help of faculty guide will carry out analysis of the visit reports.6. Students will give a formal presentation of the report before the jury comprising of minimum two internal faculty members to be appointed by the Director/ Principal of the college.7. The assessment will be out of 100 marks (External Marks-50, Internal Marks-50).8. The report (based on general training or the problem centric training) prepared by the student will be termed as Summer Training Report. The report should ordinarily be based on primary data. It should reflect in depth learning during summer training. The average size of Report ordinarily will be 30 to 60 typed pages in Times New Roman font size (12) and double spacing. Three neatly typed and soft bound (paperback) copies of the report will be submitted to the College/Institute. The report will be typed in A-4 size paper	
Evaluation Scheme		

Detail	Report Quality (Structuring, Formatting, Clarity in presenting data & facts)	Presentation	Assessors Evaluation as per Summer Internship Record Book	Viva Voce	Total
Internal	30	20	NA	NA	50
External	15	NA	15	20	50

Format for Summer Internship Report

1.	Cover / Title Page	1 page
<p>..... (Topic/Department/Area)</p> <p>At</p> <p>(Name of the Organisation/Company)</p> <p>In partial fulfillment for the award of the degree of MBA (General)</p> <div style="text-align: center; margin: 20px 0;">  </div> <p>TeerthankerMahaveer Institute of Management and Technology (TMIMT)</p> <p>TeerthankerMahaveer University, Moradabad. Uttar Pradesh</p> <div style="display: flex; justify-content: space-between; margin-top: 20px;"> <div style="width: 45%;"> <p>Submitted by:</p> <p>Student Name</p> <p>II Semester</p> <p>Year</p> </div> <div style="width: 45%; text-align: right;"> <p>Submitted to</p> <p>Internal Guide Name</p> <p>Designation</p> <p>TMIMT, TMU</p> </div> </div> <div style="text-align: center; margin-top: 20px;"> <p>Under Supervision of</p> <p>External Guide Name</p> <p>Designation</p> </div>		
2	Table of content (Index) –with page numbers clearly identified	1page
3	Declaration by the student.	1page
4	Certificate (from the Company / Organization)	1page
5	Acknowledgement	1page
6	Organization/Company Profile (Background, History, Founder, Vision, Mission, Competitors, OrganizationStructure, Products, Milestones, Achievements, Address)	5-8 pages
7	Objectives of training.	1page

8	Student has to finalize topic from general training or problem centric training as per the consultation or guidance by the internal faculty and company supervisor. The details of both the trainings are given below:-				
S.No.	General Training	Pages	S.No.	Problem Centered Training	Pages
8a	Introduction (department/s or the area assigned)	1-2	8a	Introduction to the topic	1-2
8b	Intern role during internship	1	8b	Research Objectives	1
8c	Role of (department/s or the area assigned) in the organization	2-3	8c	Research methodology	1-2
8d	Observations (including explanation of Processes)	6-8 (as per numbers of weeks training done)	8d	Data analysis & interpretation	5-8
8e	Key learning's	1-2	8e	Results & Findings	1-2
8f	Recommendations (if any)	1	8f	Recommendations & Suggestions	1
8g	Conclusion	1	8g	Limitations	1
			8h	Conclusion	1
			8i	References/ Bibliography	1
		➤	8j	Appendices, viz., ➤ Questionnaire ➤ Checklist ➤ Tables etc.	1-3
Plagiarism check will be done from point no.7 onwards. Plagiarism check will be done as per norms provided by the Examination Division of the University					

Dissertation Report Evaluation


**(Based on: On the Job Training (OJT) / Start-Up Engagements /
Family Business Exposure)**

Course Code: MBAVV451	MBA - Semester-IV Dissertation Report Evaluation (Based on: On the Job Training (OJT)/ Start-Up Engagements/ Family Business Exposure)	L-0 T-0 P-0 C-9
Course Outcomes	At the end of this course students should be able to:	
CO1.	Understanding the working of various departments and associated problems.	
CO2.	Understanding the importance of process and methods of research, and their applicability.	
CO3.	Understanding the working on the designing tools to collect data for research and evaluation.	
CO4.	Applying statistical tools for data processing to get information.	
CO5.	Demonstrating the results to prove their findings.	
CO6.	Writing a report with effectiveness.	
CO7.	Assessing the probable solution to a given research problem.	
Course Content:	The students have to submit a detail report based on: On the Job Training (OJT)/ Start-Up Engagements / Family Business Exposure by the students during the fourth semester.At the ends of third semester students have to inform about the choice from the above options to the program coordinator. The student will submit a detail report at the end of fourth semester, which will form part of fourth semester examination. A performance appraisal by the organization authority will be attached along with the reportin case of OJT only.	
	The dissertation report (based on: On the Job Training (OJT)/ Start-Up Engagements / Family Business Exposure) should ordinarily be based on the in-depth experience gained during any of the above engagements. The detail report of abovesould be prepared mentioning brief note on the business activity of the organization, its structure, details of products / services, detail report on experiential learning, status report on business/market environment in which the business activities performed, compliance report, market feasibility report and bank account details in case of Startup / Family Business, andlimitation/challenges faced. Report should haveTimes New Roman font size (12) and double spacing. Three neatly typed and soft bound (paperback) copies of the report are required to be submitted to the university. The report will be typed in A-4 size paper.	
	Students will give presentation of the report before the jury comprising of external and internal faculty members to be appointed by the Director of the college.	
Evaluation Scheme		

Details	Experiential Learning	Business Domain Knowledge	Viva Voce/Presentation	Total
Internal	20	10	20	50
External	20	10	20	50

Format of Dissertation Report

(Based on: On the Job Training (OJT)/ Start-Up Engagements / Family Business Exposure

S.No	Detail	Page No.
1	<p style="text-align: center;">Title of the Report</p> <p style="text-align: center;">..... (Topic/Department/Area)</p> <p style="text-align: center;">At</p> <p style="text-align: center;">(Name of the Organization/Company/ Start-up/ family Business)</p> <p style="text-align: center;">In partial fulfillment for the award of the degree of MBA (General – Dual Specialization)</p> <div style="text-align: center;">  </div> <p style="text-align: center;">TeerthankerMahaveer Institute of Management and Technology (TMIMT)</p> <p style="text-align: center;">TeerthankerMahaveer University, Moradabad. Uttar Pradesh</p> <div style="display: flex; justify-content: space-between;"> <div style="width: 45%;"> <p>Submitted by:</p> <p>Student Name</p> <p>II Semester</p> <p>Year</p> </div> <div style="width: 45%; text-align: right;"> <p>Submitted to</p> <p>Internal Guide Name</p> <p>Designation</p> <p>TMIMT, TMU</p> </div> </div> <div style="text-align: center; margin-top: 20px;"> <p>Under Supervision of</p> <p>External Guide Name</p> <p>Designation</p> </div>	1
2	Acknowledgement	1
3	Certificate (from the Company / organization) in case of OJT/ Family Business. Registration Certificate in case of Start Up.	1

4	Table of content (Index) –with page numbers clearly identified	1
5	Organization/Company Profile (Background, History, Founder, Vision, Mission, Competitors, OrganizationStructure, Services, Products, Milestones, Achievements, Address) in own language.	3-4
6	Objectives of OJT/ Start-Up/ Family Business	1
Important Note		
Student has to finalize the topic of the dissertation in consultation with faculty guide (Internal) and industry supervisor (external guide)		
S.No	Problem Centered Training	Required number of Pages.
1	Introduction to the topic in case of OJT. Introduction of the Startup / Family Business	1-2
2	Objectives of Experiential Learning during OJT/ Startup/ Family Business	1-2
3	Market / Business Environment in which business activities performed.	4-6
4	Processes and Practices learnt during OJT/ Startup/ Family Business	3-4
5	Findings and Learning outcomes during OJT/ Startup/ Family Business	3-4
6	Challenges and Limitations faced by the student during OJT/ Startup/ Family Business	2-3
7	Future Scope of your learning	1
8	Conclusion/ Summary	1
9	References/ Bibliography (if any)	1-2

10	Appendices, viz., <ul style="list-style-type: none"> • Copy of Certificate • Detail of Bank Account • Rent Agreement Deed • Detail of Bank Loan • Any other approvals • Any other documents required 	1-2
Plagiarism check will be done as per norms provided by the Examination Division of the University		

Viva Voce
(Comprehensive)

Course Code: MBAVV251	MBA(Corporate) - Semester-II			L-0 T-0 P-0 C-2
	SII (Seminar – Industry Interaction) Evaluation			
Course Outcomes:	The objective of this course is to judge the understanding as well as application of the knowledge gained by the students by the end of the first year of the course.			
Course Guidelines:	SII will be scheduled at the end of Semester II.Before SII, students have to attend 2-3 industrial / market / company / organization visits.Students have to compile data and prepare (20 pages) presentation on every visit.Each student will present their experience and learning from any of the visits in the SII. For students, the time duration for presenting their views/ learning will be of max 7-10minutes.After SII, students will get a free hand opportunity to interact and build report with the eminent representatives of Industry and corporate.			
	This is also to measure the articulation of what is being learnt by them and see their relevance in the practical field.			
	The Total marks of viva are 100.			
	The internal marks (50 marks) will be awarded by conducting face to face interview / viva of the students in the class on any topic of first and second semester syllabus in the front of a panel of at least two faculty members to be appointed by the Director / Principal of the College			
	The external marks (50 marks) will also be awarded by conducting face to face interview / viva of the students in the class on any topic of first and second semester syllabus in the front of the external examiner to be appointed by the examination division of the University.			
Evaluation Scheme				
Detail	Course/Domain Knowledge	Confidence	Communication Skills	Total
Internal	20	15	15	50
External	20	15	15	50

<p><u>Course Code:</u> MBAVV452</p>	<p style="text-align: center;">MBA(Corporate) - Semester-IV</p> <p style="text-align: center;">Project Report on Global Industrial Visit Evaluation</p>	<p>L-0 T-0 P-0 C-4</p>
<p><u>Course Outcomes:</u></p>	<p>The student involvement at all stages of the global industry visit motivates them and helps them take full advantage of all learning opportunities presented. This brings a different dimension to students' learning, which they cannot gain in the classroom as well as helping to bridge the gap between industry and academia</p>	
<p>Preparation of Students:</p>	<p>Preparation should be such so as to guide students towards recognizing the important elements in an industrial visit and provide support materials necessary to increase the effectiveness of this experience.</p> <ol style="list-style-type: none"> 1.Class brainstorming on locations and industries 2.Focus on specific aspects of the field of study & develop objectives for the visit 3.Draw up a questionnaire for the visit 4.Ancillary investigations 5.Prepare questions to ask on site 6.Assign roles to particular students 7.Health and safety considerations <p>Pre-Departure Orientation by Learning Trails:</p> <ol style="list-style-type: none"> 1.Discussion on objectives and expectations 2.Orientation on food, culture and travel etiquettes 3.Dos and Don'ts during the program 4.Itinerary familiarization 5.Health and safety <p>Students Role during visits:</p> <ol style="list-style-type: none"> 1.Introduction of class to the representatives of the host companies 2.Participate in question and answer sessions 3.Assign questions to students 4.Wrap up and thank the Host Company representative/facilitator 	

Post-Visit Activities Student Presentation: 1.Prepare presentations on ancillary investigations 2.Detailed individual Presentation on the location, industries and acquired knowledge 3.Report on the industrial process 4.Conclusion and recommendations 5. The average size of Presentation will be of 25 to 30 PowerPoint slides.				
Evaluation Scheme				
The Presentation will be evaluated by internal and external examiner. It will carry total of 100 marks divided into written report of 50 marks by external examiner and presentation of 50 marks in front of a panel of at least three faculty members appointed by Director/ Principal of the college				
The external marks will be awarded by the external examiner to be appointed by the examination division				
Detail	Presentation on Global Industry Visit	Confidence	Communication Skills	Total
Internal	20	15	15	50
External	20	15	15	50

