

# Master of Business Administration (MBA)

## SYLLABUS

FACULTY OF COMMERCE AND MANAGEMENT



**DR. P. A. Inamdar University, Pune**

Two years, Four Semesters, Full time Program  
Under Choice Based Credit System (CBCS)

&

Outcome Based Education (OBE) Pattern  
as per UGC, AICTE and NEP-2020 Guidelines  
Syllabus Effective from 2023

## **Master of Business Administration (MBA)**

### *Syllabus 2023- 2025*

#### **1.0 Preamble**

The MBA Curriculum builds on the implementation of the Choice Based Credit System (CBCS) and Grading System. The curriculum takes the MBA program to the next level in terms of implementing Outcome Based Education along with the Choice Based Credit System (CBCS) and Grading System.

#### **Vision**

To be one of the most adorable, admired and trustworthy management institutes in India.

#### **Mission**

- 1) To provide interdisciplinary quality management and applied education so as to ensure lifelong learning of students.
- 2) To prepare students for suitable career opportunities thereby creating dependable and innovative managers and IT professionals committed to the Society and Nation.
- 3) To inculcate a spirit of entrepreneurship, problem solving skills and innovation among students thereby helping them seek opportunities for continuous improvement.
- 4) To provide satisfactory and healthy work environment and job enrichment opportunities to staff.
- 5) To foster scientific attitude among researchers of institute.
- 6) To inculcate and enrich values of integrity, hard work and humanity among staff and students.

#### **Quality Policy**

We continuously seek opportunities for improvement, to meet and exceed the needs of our students through a process of self-evaluation and continuous improvement. At AIMS, we are committed to qualitative education to eligible persons, thus creating human assets and enhancing intellectual capital. Our management training provides self-dependability, innovativeness, sociability, sensitivity and adherence to excellence.

#### **Values**

Integrity, Passion for truth and innovation, Humanity, Social Equality and Respect.

#### **1.1 Eligibility**

The candidate should have passed minimum three-year duration Bachelor's Degree awarded by any of the Universities recognized by University Grants Commission or Association of Indian Universities in any discipline with at least 50% marks in aggregate or equivalent  
Should have obtained non-zero score in Entrance Exam conducted by the Competent Authority OR any other State level Entrance Test in India.

Candidates who are in their final year of bachelor's degree, are also eligible to apply. However, such candidates will have to submit the original certificate of having graduated and mark sheet of the final year degree examination while joining the course. Valid score in any of the following common entrance examinations: MAH-MBA-CET, CAT, XAT, CMAT, ATMA, MAT, GMAT, DrPAIUCET & PERA

##### **1.1.1 Admission Procedure**

Candidates can submit the Application Form either in person by visiting the campus or Online ([www.acapp.in](http://www.acapp.in))  
Review on scores in Common Admission Test and previous academic performance  
Admission will be availed by the deserving candidate

##### **1.1.2 Documents Required**

Entrance Exam Score Card.  
SSC Marksheet  
HSC Marksheet / Diploma Marksheet  
Degree Final Year Marksheet  
Leaving / Transfer Certificate

Domicile and Nationality Certificate  
Migration Certificate  
Caste Certificate (if applicable)  
3 Colour Photos  
2 Photocopies of Above original Documents

### **1.1.3 Documents Required for NRI Admissions**

1. NRI candidates should produce Employer Certificate of the sponsor– either Father or Mother.
2. Application form with all details furnished.
3. Photocopies of the following:
  - (I) NRI bank account passbook (front page photocopy)
  - (II) Passport copy of the parent having NRI status.
  - (III) Passport copy of student (except for NRI-S candidates)
4. Equivalence Certificate issued by the Association of Indian Universities AIU
5. NRI Status Certificate in respect of father/mother.
6. Certificates of Educational Qualifications 10th Std/12th Std/Degree/Transfer Certificate / Migration Certificate (as applicable to specific program)
7. Medical Fitness Certificate
8. Undertaking Duly Countersigned by Parent/Guardian.

## **2.0 Introduction to MBA Program**

The MBA program with major and minor specializations consists of four semesters. Students select minor specialization in their second semester and major specialization in their third semester. The courses are of four and two credits depending on the nature of the courses. The course curriculum is designed considering academic depth and employability of students in variety of sectors. A variety of pedagogy is used in addition to the regular classroom teaching, such as case sessions, simulations, management games, computer labs, field studies and research-based assignments. Students gain Experiential learning through various internship programs. Co-curricular activities such as industry analysis and desk research and current affairs sessions, book reviews, paper presentation conferences augment the regular classes.

## **3.0 Definitions**

### **3.1 Outcome Based Education (OBE)**

Outcomes are about performance, and this implies:

- a) There must be a performer – the student (learner), not only the teacher
- b) There must be something performable (thus demonstrable or assessable) to perform
- c) The focus is on the performance, not the activity or task to be performed.

### **3.2 Program Educational Objectives (PEOs)**

The Program Educational Objectives are statements of objective that describe the expected achievements of graduates in their career, how students are expected to perform and what they are expected to achieve during the first few years after graduation.

### **3.2 Graduate Attributes (GAs)**

The Program Educational Objectives are statements of objective that describe the expected achievements of graduates in their career, how students are expected to perform and what they are expected to achieve during the first few years after graduation.

### **3.3 Program Outcomes (POs)**

Program outcomes are statements of objectives that describe learning and skills achieved at the end of the program.

### **3.4 Program Specific Outcomes (PSOs)**

Programme Outcomes are a set of narrow statements that describes what students (learners) of a particular specialization of the programme are expected to know and be able to perform or attain by the time of graduation. PSOs are also a function of the various course combinations offered by the Institute.

### **3.5 Learning Outcomes (LOs)**

A learning outcome is what a student CAN DO as a result of a learning experience. It describes a specific task that he/she is able to perform at a given level of competence under a certain situation. The three broad types of learning outcomes are: a) Disciplinary knowledge and skills b) Generic skills c) Attitudes and values.

### **3.6 Course Outcomes (COs)**

A set of specific statements that describes the complex performances a student should be capable of as a result of learning experiences within a course.

### **3.7 Credit**

A Credit is measured for a period of one semester (Twelve weeks). It include :

- a) Every ONE hour session per week of L amounts to 1 credit per semester
- b) A minimum of ONE hours per week of T amounts to 1 credit per semester,
- c) A minimum of ONE hours per week of P amounts to 1 credit per semester, Each credit is a combination of 3 components viz. Lecture (L) + Tutorials (T) + Practice (Practical / Project Work / Self Study) (P) i.e. LTP Pattern. Indicative LTP, for each course.

### **3.8 Session**

Each teaching-learning, evaluation session shall be of 60 minutes.

### **3.9 Course Announcement**

The institute shall announce the elective courses and specializations it proposes to offer the students out of the wider course basket.

### **3.10 Course Registration**

It is mandatory for every student, to register every semester, for the courses opted for that semester.

## **5.0 MBA Program Focus:**

### **5.1 Program Educational Objectives (PEOs)**

- PEO1: MBA graduates will have a broader business perspective and demonstrate entrepreneurship capabilities.
- PEO2: MBA graduates will apply their conceptual understanding in solving real- world business problems.
- PEO3: MBA graduates will be able to exhibit effective decision-making skills by employing analytical and critical thinking ability.
- PEO4: MBA graduates will exhibit a multi-disciplinary perspective for business problem-solving through good use of Information Communication Technology tools.
- PEO5: MBA graduates will exhibit leadership and networking skills in the Chosen functional area of business

### **5.2 Program Outcomes (POs)**

- PO1: Apply Knowledge of Management Theories and Practices to solve business problems.
- PO2: Foster Analytical and Critical abilities for data-based decision
- PO3: Acquire leadership skills and become productive managerial leaders.
- PO4: Ability to understand, analyze, communicate global, economic, legal, and ethical aspects of business.
- PO5: Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to the team environment.
- PO6: Identify business opportunities, design and implement innovations in work environment.
- PO7: Enhance capabilities for generating research ideas in respective management domains.
- PO8: Demonstrate sensitivity to sustainability issues and prepare for lifelong learning.

### 5.3 Graduate Attributes (GAs)

At the end of the MBA program the learner shall exhibit:

- GA1: Managerial Competence
- GA2: Language Proficiency
- GA3: Problem Solving
- GA4: Leadership and Teamwork
- GA5: Creative Thinking
- GA6: Research Skills
- GA7: Digital Proficiency
- GA8: Entrepreneurial and Intrapreneurial Qualities
- GA9: Professionalism
- GA10: Societal Consciousness
- GA11: Long term Learning attitude

### 6.0 MBA Program Course Types and Evaluation Pattern:

Sr. No	Course Type	Credits	Nature	Comprehensive Evaluation (CE)	Mid Semester Evaluation (MSE)	End Semester Evaluation (ESE)	Total Marks
1	Generic Core (GC)	4	Compulsory	25	25	50	100
2	Specialization Core (SC)	4	Compulsory	25	25	50	100
3	Specialization Elective (SE)	2	Elective	25	25	0	50
4	Ability Enhancement & Skill Development Courses (AE & SDC) Summer Internship Project (SIP)	6	Compulsory	75	0	75	150
5	Ability Enhancement & Value added Courses (AE & VAC)	2	Compulsory	25	25	0	50
6	Ability Enhancement & Skill Development Courses (AE & SDC)	2	Compulsory	25	25	0	50
7	Skill- Development- Multi Disciplinary (SDC - MD)	2	Compulsory	25	25	0	50

#### 6.1. Course Types:

##### 6.1.1 Generic Core (GC) Course

Generic Core course is mandatory to all the students and fundamental in nature. Such a course is not replaced by any other course. This course is a core requirement to complete the said program. Each of the Core Courses shall contain either or all these **Components:** Lecture (L) + Tutorials (T) + Practice (Practical / Project Work / Self Study) (P) i.e., LTP Pattern. Generic core courses carry 4 credits each.

### **6.1.2 Specialization Core (SC) Course**

A 'Discipline (specialization) centric' core is called 'Specialization Core.' Specialization Core courses in Semesters II, III and IV are focused on a specialization. It is one of the compulsory subjects to be studied under a chosen specialization.

### **6.1.3 Specialization Elective (SE) Course**

An 'Discipline (specialization) centric' elective is called 'Specialization Elective' which are offered in the Semesters II, III and IV and are focused on giving in depth knowledge of the Specialization. Specialization Elective course is a course which can be chosen from a pool of courses offered by the University.

### **6.1.4 Ability Enhancement and Value Added (AE&VA) Course**

These courses are compulsory courses for all the students. These courses are meant to enhance the ability of the students & add value to their knowledge bank to make them employment ready. **AE&VA** courses are the courses based upon the content that leads to Knowledge enhancement.

### **6.1.5 Ability Enhancement & Skill Development (AE & SD) Courses**

These courses are compulsory courses for all the students. These courses are meant to enhance the ability of the students & upgrade the existing skillsets of students to make them employment ready.

### **6.1.6 Skill Development Courses (SDC)**

SDC courses (Multidisciplinary) are value-based and/or skill-based and are aimed at providing hands-on-training, competencies, skills, etc. These may be chosen from a pool of courses designed to provide value-based and/or skill-based knowledge. Each of the AEC and SDC courses carries 2 Credits.

### **6.1.7 List of Skill Development Courses:**

- A) Basic Managerial Skills
- B) Communication Skills for Managers
- C) Tally and Computer Based Accounting
- D) Certificate Course in Analysis and Presentation of Data
- E) Introductory Course in Disaster Management
- F) Personality and Soft Skills Development
- G) International Etiquettes and Mannerism
- H) Foreign Language
- I) Advance Foreign Language
- J) Yoga and Meditation
- K) Ground and Sports Management
- L) Value Education and Gender Equality
- M)UGC /AICTE / DrPAIU Approved online courses
- N) College Course Under Specific Scheme
- O) Multidisciplinary Desk Research Projects Viva-Voce

## 7.0 MBA Program Credit Distribution

Sr. No	Program Component	Minimum Credits
1	Generic Core Course- GCC	60
2	Specialization Core – SC	28
3	Specialization Elective - SE	8
4	Ability Enhancement & Skill Development Courses, - AE & SDC (Including S.I.P's 6 Credits)	10
5	Ability Enhancement & Value-Added Courses-AE & VAC	2
6	Skill Development - Multi Disciplinary Course-SD-MD	4
	<b>Total</b>	<b>112</b>

### 7.1. Semester wise Credit Distribution

Semester	Generic Core (GC) Course	Specialization Core (SC)	Specialization Elective (SE)	Skill Development, Ability Enhancement, Value Addition Courses (in lieu of NEP 2020)	Total Credits
I	6 * 4 = 24	-	-	2 * 2 = 4	<b>28</b>
II	4 * 4 = 16	2 * 4 = 8	1 * 2 = 2	2 * 1 = 2	<b>28</b>
III	2 * 4 = 8	2 * 4 = 8	2 * 2 = 4	(1 * 6) + (1 * 2) = 8	<b>28</b>
IV	3 * 4 = 12	3 * 4 = 12	1 * 2 = 2	1 * 2 = 2	<b>28</b>
<b>Total Credits</b>	<b>60</b>	<b>28</b>	<b>8</b>	<b>16</b>	<b>112</b>

NOTE : At the End of the MBA Program:

- Total Credits earned will be 112 Credits and Grand Total Marks will be 3000
- Major Specialization with 26 Credits & Minor Specialization with 10 Credits.
- Skill Development Courses with 16 Credits and rest other important Management Courses as Generic Core Courses with 60 Credits.
- All together 32 Courses / Subjects will be learned & known including SIP.

### 7.2 SPECIALIZATIONS OFFERED

The following specializations shall be offered ONLY as MINOR Specializations:

Entrepreneurship Management  
 Digital Marketing  
 Retail Management  
 Fintech Management  
 Pharma & Healthcare Management  
 Tourism & Hospitality Management

**The following specializations shall be offered ONLY as MAJOR Specializations:**

Marketing Management  
 Financial Management  
 Human Resource Management  
 Operations & Supply Chain Management  
 Business Analytics  
 International Business Management

**\* Students shall be permitted to opt for ANY Major + ANY Minor specialization combination. Any minor specialization can be selected in Semester-II**

**Note:**

- 1) Specializations are offered based on industry needs, faculty strength & competencies, student demands, employability potential, etc.
- 2) Specialization is offered only if a minimum of 20% of students have registered for that specialization.
- 3) An Open elective course is offered only if a minimum of 20% of students have registered for that elective course.

**8.0 MBA Program Course Structure and Evaluation Pattern (Semester-I)**

Course Code	Course Name	Course type	Teaching Scheme			Credits	Evaluation Scheme & Marks			
			L	T	P		CE (25)	MSE (25)	ESE (50)	TOTAL
101	Accounting for Managers	GCC	3	1	-	4	25	25	50	100
102	Organizational Behavior	GCC	3	1	-	4	25	25	50	100
103	Economics for Business Decisions	GCC	3	1	-	4	25	25	50	100
104	Research Methods for Business Decisions	GCC	3	1	-	4	25	25	50	100
105	Fundamentals of Marketing	GCC	3	1	-	4	25	25	50	100
106	Essentials of Management	GCC	3	1	-	4	25	25	50	100
107	Business Law	AE & SDC	2	-	-	2	25	25	-	50
108	Advanced English Language & Communication Skills for Managers (ODL)	AE&VAC	1	-	1	2	25	25	-	50
	<b>TOTAL</b>		21	6	1	28	200	200	300	700

**GCC- Generic Core Course, SC- Specialization Core, SE- Specialization Elective, AE & VAC- Ability Enhancement & Value Added Courses , AE & SDC -Ability Enhancement & Skill Development Courses, SDC-MD-Skill- Development- Multi Disciplinary, ODL-Open Distance Learning, CE- Concurrent Evaluation (No. of CE/s to be decided by course faculty), MSE- Mid Semester Examination, ESE- End Semester Examination**



<b>LIST OF OPEN ELECTIVE COURSES (OEC)</b> <b>MINOR SPECIALIZATION SEMESTER II</b> <b>4 Credits Each, 50 Marks Concurrent Evaluation, 50 Marks End-Sem Evaluation</b>					
<b>Entrepreneurship Management (EM)</b>	<b>Digital Marketing (DM)</b>	<b>Retail Management (RM)</b>	<b>Fintech Management (FINT)</b>	<b>Tourism &amp; Hospitality Management (THM)</b>	<b>Pharma &amp; Healthcare Management (PHCM)</b>
206 EM Project Management	206 DM Fundamentals of Digital Marketing	206 RM Fundamentals of Retailing	206 FINT Introduction to Fintech	206 THM Fundamentals of Hospitality Management	206 PHCM Fundamentals of Pharma & Healthcare management
207 EM Family Business Management	207 DM Social Media Marketing	207 RM Luxury & Lifestyle Retailing	207 FINT Blockchain And Digital Currencies	207 THM Tourism & Travel Management	207 PHCM Entrepreneurship in Pharma and Healthcare

<b>LIST OF OPEN ELECTIVE COURSES (OEC)</b> <b>MINOR SPECIALIZATION SEMESTER II</b> <b>2 Credits Each, 50 Marks Concurrent Evaluation</b>					
<b>Entrepreneurship Management (EM)</b>	<b>Digital Marketing (DM)</b>	<b>Retail Management (RM)</b>	<b>Fintech Management (FINT)</b>	<b>Tourism &amp; Hospitality Management (THM)</b>	<b>Pharma &amp; Healthcare Management (PHCM)</b>
208 EM Lecture series on Entrepreneurship and other interdisciplinary areas	208 DM Lecture series on Digital Marketing and other interdisciplinary areas	208 RM Lecture series on Retail Management and other interdisciplinary areas	208 FINT Lecture series on Fintech Management and other interdisciplinary areas	208 THM Lecture series on Tourism & Hospitality Management and other interdisciplinary areas	208 PHCM Lecture series on Pharma & Healthcare Management and other interdisciplinary areas

### 8.1 MBA Program Course Structure and Evaluation Pattern (Semester-II)

Course Code	Course Name	Course type	Teaching Scheme			Credits	Evaluation Scheme & Marks			
			L	T	P		CE (25)	MSE (25)	ESE (50)	TOTAL
201	Marketing Management	GCC	3	1	-	4	25	25	50	100
202	Financial Management	GCC	3	1	-	4	25	25	50	100
203	Human Resource Management	GCC	3	1	-	4	25	25	50	100
204	Operations & Supply Chain	GCC	3	1	-	4	25	25	50	100
205	Multidisciplinary Desk Research Project & Viva-Voce (ODL)	SDC-MD	-	-	2	2	25	25	-	50
206	Specialization Core-I	SC	3	1	-	4	25	25	50	100
207	Specialization Core-II	SC	3	1	-	4	25	25	50	100

208	Specialization Elective-I	SE	1	1	-	2	25	25	-	50
	Total		19	7	2	28	200	200	300	700

### MSE - Mid Semester Examination, ESE- End Semester Examination

#### 8.2 MBA Program Course Structure and Evaluation Pattern (Semester-III)

			L	T	P		CE (25)	MSE (25)	ESE (50)	TOTAL
301	Strategic Management	GCC	3	1	-	4	25	25	50	100
302	International Business Environment	GCC	3	1	-	4	25	25	50	100
303	Summer Internship Program (ODL)	AE & SDC	-	-	6	6	75(Internal Viva Voce)		75	150
304	Specialization Core-I	SC	3	1	-	4	25	25	50	100
305	Specialization Core-II	SC	3	1	-	4	25	25	50	100
306	Specialization Elective-I	SE	1	1	-	2	25	25		50
307	Specialization Elective-II	SE	1	1	-	2	25	25		50
308	IT Skills for Managers (ODL)	AE & SDC	-	-	2	2	25	25	-	50
	Total		14	6	8	28	425		275	700

**LIST OF OPEN ELECTIVE COURSES (OEC)  
MAJOR SPECIALIZATION SEMESTER III  
4 Credits Each, 50 Marks Concurrent Evaluation, 50 Marks End-Sem Evaluation**

Marketing Management (MKT)	Finance (FIN)	Human Resource Management (IBM)	Operations and Supply Chain Management (OSCM)	Business Analytics (BA)	International Business Management (IBM)
304- MKT Consumer Behavior	304- FIN Advanced Financial Management	304- HRM Strategic Human Resource Management	304-OSCM Supply Chain Management	304-BA Basic Business Analytics using R	304-IBM International Business Environment
305- MKT Marketing Research	305- FIN Security Analysis and Portfolio Management	305- HRM Human Resource Operations	305-OSCM Service Operations Management-I	305-BA Data Mining	305-IBM Import-Export Policies and Regulations

<b>LIST OF OPEN ELECTIVE COURSES (OEC)</b> <b>MAJOR SPECIALIZATION SEMESTER III</b> <b>(306) 4 Credits Each, 50 Marks ONLY Concurrent Evaluation (ONLY 1 course to be selected from each group from the following list in Semester III as per specialization)</b>					
<b>Marketing Management</b>  <b>(MKT)</b>	<b>Finance</b>  <b>(FIN)</b>	<b>Human Resource Management</b>  <b>(IBM)</b>	<b>Operations and Supply Chain Management</b>  <b>(OSCM)</b>	<b>Business Analytics</b>  <b>(BA)</b>	<b>International Business Management</b>  <b>(IBM)</b>
<b>GROUP A</b>					
306-MKT-A Integrated Marketing Communications	306-FIN-A Digital Banking	306-HR-A Employee Relations & Labour Legislation	306-OSCM-A Toyota Production System	306-BA-A Economics of Network Industries	306-IBM-A Cross Cultural Management and Global Leadership
307-MKT-A Personal Selling Lab	307-FIN-A Financial Planning and Tax Management	307-HR-A E - HRM	307-OSCM-A Operations Management Strategy	307-BA-A Social Media, Web & Text Analytics	307-IBM-A International Business and Employment Law
<b>GROUP B</b>					
306-MKT-B Marketing 4.0 & Current Trends & Cases in Marketing	306-FIN-B Current Trends & Cases in Finance	306-HR-B Current Trends & Cases in HR	306-OSCM-B Industry 4.0 & Cases in OSCM	306-BA-B Retailing Analytics	306-IBM-B Global Competitiveness, Value Chains and Alliances
307-MKT-B Product & Brand Management	307-FIN-B Foreign Exchange And Risk Management	307-HR-B Mentoring and Coaching	307-OSCM-B Inventory Management	307-BA-B Industrial Internet of Things	307-IBM-B Risk and Insurance in International Trade

*GCC- Generic Core Course, SC- Specialization Core , SE- Specialization Elective, AE & VAC Ability Enhancement & Value Added Courses , AE & SDC -Ability Enhancement & Skill Development Courses, SDC-MD-Skill- Development- Multi Disciplinary, ODL-Open Distance Learning, CE- Concurrent Evaluation (No. of CE/s to be decided by course faculty), MSE- Mid Semester Examination, ESE- End Semester Examination*

### 8.3 MBA Program Course Structure and Evaluation Pattern (Semester-IV)

Course Code	Course Name	Course Code	Teaching Scheme			Credits	Evaluation Scheme & Marks			
			L	T	P		CE (25)	MSE (25)	ESE (50)	TOTAL
401	Enterprise Performance Management	GC	3	1	-	4	25	25	50	100
402	Business Ethics and Corporate Governance	GC	3	1	-	4	25	25	50	100
403	Entrepreneurship Development and Project Management	GC	3	1	-	4	25	25	50	100
404	<b>Specialization Core-I</b>	SC	3	1	-	4	25	25	50	100
405	<b>Specialization Core-II</b>	SC	3	1	-	4	25	25	50	100
406	<b>Specialization Core-III</b>	SC	3	1	-	4	25	25	50	100
407	<b>Specialization Elective-I</b>	SE	1	1	-	2	25	25	-	50
408	Multi-Disciplinary Course-Professional Certification program*(MOOCs) (ODL)	SDC-MD		2	-	2	-	-	50	50
<b>Total</b>			<b>19</b>	<b>9</b>		<b>28</b>	<b>175</b>	<b>175</b>	<b>350</b>	<b>700</b>

*GCC-Generic Core Course, SC- Specialization Core , SE- Specialization Elective, AE & VAC- Ability Enhancement & Value Added Courses , AE & SDC -Ability Enhancement & Skill Development Courses, SDC-MD-Skill- Development- Multi Disciplinary, ODL-Open Distance Learning, CE- Concurrent Evaluation (No. of CE/s to be decided by course faculty), MSE- Mid Semester Examination, ESE- End Semester Examination*

LIST OF SPECIALIZATION CORE (SC) COURSES MAJOR SPECIALIZATION SEMESTER IV 4 Credits Each, 50 Marks Concurrent Evaluation, 50 Marks End-Sem Evaluation					
Marketing Management (MKT)	Finance (FIN)	Human Resource Management (IBM)	Operations and Supply Chain Management (OSCM)	Business Analytics (BA)	International Business Management (IBM)
403- MKT Marketing Strategy	403-FIN Strategic Cost Management	403-HRM Talent Management	403-OSCM Service Operations Management-II	403-BA Machine Learning & Cognitive intelligence using Python	403-IBM Global Logistics & Supply Chains
404-MKT Sales and Advertisement Management	404-FIN Behavioural Finance	404-HRM International Human Resource Management	404-OSCM World Class Manufacturing	404-BA Advanced Statistical Methods using R	404-IBM Import Export Documentation and Procedures
405-MKT Customer Relationship Management	405-FIN International Finance	405-HRM Organization Development	405-OSCM Logistics Management	405-BA Artificial Intelligence for Business Applications	405-IBM International Banking and Foreign Exchange Management

<b>LIST OF SPECIALIZATION ELECTIVE (SE) COURSES</b> <b>MAJOR SPECIALIZATION</b> <b>2 Credits Each, 50 Marks Concurrent Evaluation (ONLY 1 course to be selected from the following list in Semester IV as per specialization)</b>					
Marketing Management (MKT)	Finance (FIN)	Human Resource Management (IBM)	Operations and Supply Chain Management (OSCM)	Business Analytics (BA)	International Business Management (IBM)
405-MKT-A Green Marketing	405-FIN-A Project Appraisal and Finance	405-HR-A Training And Development	405-OSCM-A Production Planning and Control	405-BA-A HR Analytics	405-IBM-A International Marketing
405-MKT-B International Marketing	405-FIN-B Corporate Finance	405-HR-B Designing HR Policies	405-OSCM-B Total Quality Management	405-BA-B Supply Chain Analytics	405-IBM-B International Business Law
405-MKT-C Business to Business Marketing	405-FIN-C Personal Financial Planning	405-HR-C Emotional Intelligence	405-OSCM-C E Supply Chains & Logistics	405-BA-C Financial Analytics	405-IBM-C WTO and IRE

**408 Multi-Disciplinary Course- Professional Certification program\*(MOOCs) (ODL) Professional Certification Short Term/Skill Based Courses For MBA**

Sr No	Course Name
1	Portfolio Evaluation and Attribution
2	Brand Management
3	Certificate Course In Accounting With Computers
4	Certificate Course In Personal Financial Management
5	Certificate Course In E-Commerce
6	Certificate Course In Stock Market
7	HR Analytics
8	SAP – Business One Module
9	SAS ( Statistical Analysis System)
10	Data Science LAB
11	Event Management
12	Marketing Analytics
13	Web Analytics

## 9.0 Summer Internship Project (SIP) Guidelines

### **When?**

At the end of Second Semester

### **Duration of SIP?**

For a minimum of 8 weeks.

### **How many credits?**

SIP shall have 6 credits. (1 credit = minimum 45 Hrs X 6 Credits = 270 Hrs of effective work)

### **How to start?**

It is mandatory for the student to seek advance written approval from the faculty guide and the Director of the Institute about the topic and organization before commencing the SIP.

### **Nature of SIP**

Specialization or in any other functional area of management. SIP may be a –  
Research project – based on primary / secondary data may be an operational assignment involving working by the student on a given task/assignment/project/ etc. in an organization / industry.

### **Where to carry out SIP?**

In a Corporate Entity / NGO / SME / Government Undertaking / Cooperative Sector.

### **Format of SIP Report- (refer SIP report format for more details)**

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

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

### **Certificate-**

The institute shall issue a certificate to each student upon successful completion of SIP if the guide has approved and is fully satisfied with his/her work. The certificate will be signed by the Director and Guide. The external organization (Corporate / NGO/ SME/ Government Entity/ Cooperative/ etc.) shall also issue a certificate. The certificate issued by the organization should explicitly include-

1. Nature and quantum of work
  2. The effectiveness and overall professionalism.
  3. The learning outcomes of the SIP and utility of the SIP to the host organization
- Both these certificates are mandatory to appear for final internal and external viva voce.

### **Marking scheme-**

Total marks- 150

External viva voce- 75 marks- oral one to one interview based on SIP Report

Internal viva voce- 75 marks- oral ppt presentation

### **Important Dates-**

The students shall submit a spiral bound copy of the SIP report by mid-September. (year as applicable).

The internal viva will be conducted anytime between 2<sup>nd</sup>/3<sup>rd</sup> week of November. (year as applicable).

Last date to submit the final copies of SIP- last week of November (year as applicable).

### **Details of SIP Copies-**

For internal viva : 2 spiral bound copies

For external viva: 2 black bound hard copies with golden embossing & one soft copy (DVD) of the project report ( 1 copy will be returned to the student after external viva-voce)

**Panels-****For internal viva-**

The Panel shall comprise of two evaluators appointed by the Dean of the university. Suggestions /recommendations given by internal panel members are to be incorporated by student in collaboration with Guide In the final SIP report.

**For external viva -**

The panel shall comprise of 1 external evaluator nominated by Dr. PAIU and 1 internal evaluator nominated by the Dean.

**Evaluation criteria for both viva-voce-**

The Internal & the External viva-voce shall evaluate the SIP based on:

1. Adequacy of work undertaken by the student
2. Application of concepts learned in Sem I and II
3. Understanding of the organization and business environment
4. Analytical capabilities
5. Technical Writing & Documentation Skills
6. Outcome of the project – sense of purpose
7. Utility of the project to the organization
8. Variety and relevance of learning experience

**9.0 Evaluation Scheme/Pattern**

The evaluation scheme consists of University (End Sem) Evaluation Concurrent Evaluation

Concurrent Evaluation & Mid Sem Exam	50 Marks
University (End Sem Evaluation)	50 Marks- as applicable
Total Marks:	100 Marks / 50 Marks - as applicable

**9.1 Concurrent Evaluation (CE) :**

The objective of CE is to provide continuous feedback to the faculty members and students in order to improve teaching learning process. The outcome of each CE is shared with students for betterment and improvement. Faculty members have the liberty to design the CE components in a manner that will ensure emphasis on knowledge attitude skills.

The feedback after being analysed is then passed on to the concerned student for implementation and subsequent improvement.

**Suggested components for Concurrent Evaluation (CE) are:**

Case study (Group Activity or Individual Activity)  
 MCQs with multiple correct answers  
 Class Test  
 Presentations (PPT)  
 Field Visit / Study tour and report of the same  
 Small Group Project & Internal Viva-Voce  
 Group Discussion s  
 Role Play / Story Telling  
 Written Home Assignment  
 Industry Analysis – (Group Activity or Individual Activity)  
 In-depth Viva  
 Quiz  
 Creating and Presenting Posters

**Each student will attempt at least 2 concurrent components accounting to a total of 50 marks (25 Each).**

One of the CE will be conducted during the Mid Semester which will be called as MID-SEMESTER EXAMINATION. Where, 50% of the syllabus will be covered by the concerned faculty member. Students should be intimated about the units/syllabus which will be covered in the CE well in advance by the concerned faculty members.

MSE will be of 50 marks which will be then scaled down/converted to 25 marks.

Students who will be appearing for class improvement cannot reappear for CE.

In order to ensure transparency, the concerned head of the department/ coordinator's/ faculty members are expected to practice the following:

Involvement of faculty members of other reputed colleges/universities as experts.

Randomly selecting a final paper out of a few question paper sets (at least 2 sets).

Involvement of industry personnel/ alumni in the evaluation process.

Sample moderation of answer sheet to ensure credibility.

### 9.2 University/End Sem Evaluation

Two hours fifteen minutes examination on topics covered in all the units at the end of each semester.

Questions based on understanding, application of concepts, and analysis. Final evaluation will be based on concurrent and End Sem examination. Following cognitive abilities will be tested according to Bloom's Taxonomy:

<b>COGNITIVE ABILITIES EVALUATED</b>
Remembering
Understanding
Applying
Analyzing
Evaluating
Creating/ Developing

### 9.3 END SEMESTER EVALUATION (Based on Bloom's Taxonomy)

<b>Que. No.</b>	<b>Cognitive Ability Evaluated</b>	<b>Type / Nature</b>
Que. 01	REMEMBERING	<b>Answer Any 05 Out Of 08 Questions (2 Marks Each)</b>
Que. 02	UNDERSTANDING	<b>Answer Any 02 Out Of 04 Questions (5 Marks Each)</b> Que. 02 (A) <b>OR</b> Que. 02 (B)    Que. 02 (C) <b>OR</b> Que. 02 (D)
Que. 03	APPLYING	<b>Answer Any 01 Out Of 02 Questions (10 Marks Each)</b> Que. 03 (A) <b>OR</b> Que. 03 (B)
Que. 04	ANALYZING	<b>Answer Any 01 Out Of 02 Questions (10 Marks Each)</b> Que. 04 (A) <b>OR</b> Que. 04 (B)



Que. 05	EVALUATING / CREATING	<b>Answer Any 01 Out Of 02 Questions (10 Marks Each)</b> Que. 05 (A) <b>OR</b> Que. 05 (B)
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The evaluation of a student for his / her academic performance in a course shall be based on his / her Mid-Semester Examination, Concurrent Evaluation & End – Semester Evaluation. There shall be assessment of all the students attending the course.

The end semester evaluation for all the core, elective & other subjects shall be conducted by the constituent college of Dr. P. A. Inamdar University.

The Examination will consist of 5 questions of 10 marks each with compulsory internal choice within the questions.

The broad structure of the question paper will be as follows:

### 10.0 GRADING SYSTEM

A ten – point grade system [UGC Circular, vide D. O. No. F. 1 – 1 / 2014 (Secy) dated 12<sup>th</sup> November 2014) will be followed uniformly for all the faculties. The corresponding grade table is detailed below:

Sr. No.	Final Grade		Grade Points	Marks	Final Grade Point Average
1	O	Outstanding	10	80 - 100	09.00 - 10.00
2	A+	Excellent	9	70 - 79	08.50 - 08.99
3	A	Very Good	8	60 - 69	07.50 - 08.49
4	B+	Good	7	55 - 59	06.50 - 07.49
5	B	Above Average	6	50 - 54	05.50 - 06.49
6	C	Average	5	45 - 49	04.25 - 05.49
7	P	Pass	4	40 - 44	04.00 - 04.24
8	F	Fail	0	0 – 39	00.00 - 03.99
9	AB	Absent	0	0	0

### 10.1 PASSING STANDARDS

There shall be continuous assessment and evaluation of the students during each semester. There shall be total of 50- & 100-marks evaluation according to the subject /paper during each semester. Out of the total 100 marks, internal evaluation (CE) would be of 50 marks and external evaluation (end semester) would be of 50 marks. (50 : 50 pattern)

Internal 50 marks would comprise of: (any 2 of the following based on the faculty)

- Written Test and/or Mid Term Test
- Seminar Presentation
- Assignments
- Research Project Work
- Open Book Test
- Other Tasks

A student will have to score a minimum of 20 marks out of 50 marks in Concurrent Evaluation (CE) as well as End Semester Examination separately AND a total of 40 marks out of 100 marks to pass in each subject.

Internal Exam will be of total 50 Marks: which will consist of Mid-Semester Examination Of 50 Marks which will be converted to 25 marks & Concurrent Evaluation of 25 marks & End semester (External Exam) would be conducted in each semester. Student who pass in all subjects will get Semester Grade Point Average (SGPA) at the end of each semester & student will get Cumulative Grade Point Average (CGPA) at the end of 4<sup>th</sup> semester of M.B.A. course.

A student shall be said to have completed the course if he / she earns a minimum of 40% marks in total (Concurrent Evaluation & End Semester Evaluation shall have the separate heads of passing)

## **10.2 MODE OF EXAMINATION**

### **A] Offline (End- Semester) Examination Conduction**

Students need to be present physically at the center for the offline examination which will consist of 50 marks. Student will get a time of 02.15 Hours to complete the written examination. (Special cases will get extra time)

Refer the end semester evaluation part (Point 9.3) for more details of the offline mode of examination. Results will be declared within 45 working days from last date of exam. Marksheet would be generated within 15 working days from date of declaration of result.

**OR**

### **B) Online Examination (EXCLUSIVE / SPECIAL CIRCUMSTANCES ONLY)**

Students need to have their laptops / desktop with camera for the Online Proctored Examination process. Student should also ensure they have access to good internet connectivity. Online exams cannot be given through Tablets or Mobile Phone

Exam for each subject would be conducted as follows:

- a) 30 objective questions of 1 Mark each.
- b) 10 subjective question of 2 Mark each in either or pattern (Internal Choice)

The duration for online exam would be of 01 hour. The student would provide his ID card for verification to the online invigilator / proctor.

For subjects where the language is other than English or subjects which may need graphs as questions, the students need to upload the answer sheets in the exam system after each question. This can be done through a QR scan code where the student scans the answer sheet through the app and upload the same in exam portal for evaluation purpose.

Results will be declared within 45 working days from last date of exam. Marksheet would be generated within 15 working days from date of declaration of result.

## **10.3 CLASS / GRADE IMPROVEMENT**

A candidate who has secured any grade other than **F (Fail)** (i.e., passed the MBA program) and who **CGPA is less than 06.50** and he / she desires to avail the Grade Improvement option, may apply for Grade Improvement. A maximum of 02 attempts will be allowed for Grade Improvement within the stipulated period of 04 years. (No provision for improvement of grades in practical's / internal assessment / seminar or project work etc.)

A student will be allowed to reappear for maximum of four theory courses of the final year (semester III & IV)

No additional classes or counselling will be organized for these students. Examination of these students will be conducted along with the regular student's examination. There will not be any separate question paper arrangement for the student registered for grade improvement.

If the student fails to appear for the improvement examination after registration **OR** if there is no up gradation in the grade after availing the improvement chance, the grade obtained in the first appearance will be retained.

If the grade secured at the improvement examination is improved, it shall be considered as final grade. A new grade card will be issued to the student and will be marked as 'Grade Improvement Examination'

#### **10.4 SCALING DOWN OF CONCURRENT EVALUATION SCORES (CE's)**

The marks obtained by the student for the Concurrent Evaluation components conducted by the constituent college (i.e., out of 50 marks), in Semester I to Semester IV (core subjects only), shall be scaled down, to the required extent, if percentage of the marks of Concurrent Evaluation exceeds the percentage of marks scored in the End Semester University Examination by 30% for the respective course. (Scores of Online Examination (if conducted) will not be the part of the scaling down formula)

The marks obtained by the student in institute level subjects **are not subject to** scaling down. Likewise, the marks obtained by the student in Concurrent Evaluation for the Summer Internship Project shall **not be subjected to** Scaling down.

#### **10.5 RESULTS:**

Results for concurrent evaluation will be declared time to time as the case may be by individual faculty member. Results of the end semester examination will be declared within 45 working days from last date of exam. Marksheet would be generated within 15 working days from date of declaration of result.

#### **10.6 GRACE MARKS: VC's Discretion**

#### **10.7 PASSING CRITERIA**

Every student must secure a minimum of 40% marks for each subject in End Semester examination & Concurrent Evaluation for passing in the respective subject.

The student must secure a minimum of 4.0 grade point (P: Pass) in each paper. A student who secures less than 4.0 grade point (39% or less marks) will be declared 'Fail' in that paper (subject) and shall be required to reappear for respective paper.

A student who fails in University Examination (Theory) & passed in Continuous Internal Evaluation of the same paper (subject) shall be given FC Grade (Failed in Semester Examination) Such student will have to reappear for University Examination Only.

A student who fails in Continuous Internal Evaluation and passed in university examination (Theory) shall be given FR Grade (Failed in Internal Assessment) Such student will have to re- appear for both University examination as well as Continuous Internal Evaluation.

#### **10.8 A.T.K.T. RULES**

A candidate failing in any number of subjects of Semester I, may be allowed to keep the term for Semester II. A candidate seeking admission to Semester III shall not have failed in more than 08 subjects of Semester I & Semester II put together.

A candidate failing in any number of subjects of Semester III, may be allowed to keep the term for Semester IV.

A candidate will not be awarded degree unless he/she has passed all subjects of all the semester examinations.

#### **10.9 ATTENDANCE**

The student must meet the requirement of 75% attendance per semester per course for grant of the term. The institute may condone the shortage in attendance in exceptional circumstances, up to a maximum of 20%. The institute shall have the right to withhold the student from appearing for examination of a specific course if the above requirement is not fulfilled.

The medium of instruction & evaluation shall be English.

#### **10.10 MAXIMUM DURATION FOR COMPLETION OF THE COURSE**

The candidates shall complete the MBA program within 04 years from the date of examination (2 Original + 2 Extra)

### **10.11 Massive Online Open Courses (MOOC)**

Students can opt for MOOCs (massive online open courses) through SWAYAM, Edx, Coursera, Udemy as a part of skill development.

Not more than 24 credits shall be earned through MOOCs in total.

Not more than 6 credits per semester shall be earned through MOOCs.

Students shall apply to the Director / Dean / HOD / Co-ordinator in advance and seek permission for opting for MOOCs.

Student shall be evaluated for MOOC by the host institution (The institution who has launched the MOOC)

The host institution shall award the marks / grade to the student and the student is required to submit the same one week prior to the compilation of final marks by the institute.

### **10.12 PROFESSIONAL CERTIFICATIONS PROGRAMMES**

Student can opt for Professional Certification Program as a part of Alternative Study Credit Courses. This program shall be offered by National, International organizations, Apex bodies, Chambers of Commerce, Professional certifying bodies, E-learning companies of repute. Student will have to complete 01 professional certification program per semester and submit the certificate to the designated competent academic authority of the institute and based on that evaluation students will get marks out of 50.

Indicative list is provided below:

- a) Business English Certificate (Cambridge) / IELTS / TOEFL Certification
- b) Foreign Language Certification Equivalent to A1/A2 or above
- c) Google / Microsoft / Oracle / Sun Certification
- d) NSE / BSE / NISM Certification\SAP Financial Accounting (FI) / Controlling (CO) / Sales and Distribution (SD) / Production Planning (PP) / Materials Management (MM) / Quality Management (QM) / Human Capital Management (HCM) / CRM Certification
- e) Six Sigma Certification
- f) ISO Certification (as an auditor)
- g) Tally ERP Certification
- h) NLP Certification
- i) Others

### **11.0 START-UP: Launching and Sustaining Program**

Under the 'Start-up: Launching and Sustaining' program of AICTE, following are the guidelines to promote entrepreneurial capabilities:

Learners opting for the 'Start-up: Launching and Sustaining' program shall earn the credits for the Generic Core (GC), Subject Core (SC) & Generic Elective (GE - UL); with the minimum desired CGPA.

However, these learners shall skip the Generic Elective (GE - IL) & Subject Elective (SE - IL) courses and instead opt for the Milestone based concurrent comprehensive evaluation for 'Start-up: Launching and Sustaining' Programme as per the AICTE Policy laid down in this regard.

Such students shall have to fulfil two out of the five measurable outcomes as below:

- a) Funding: Student Start-up should acquire at least 1-5 Lakhs INR of start-up funding as capital/convertible equity or other similar equity instruments used in start-up investments.
  - b) Employment Created: At least 5 additional jobs, (other than student founders) with a minimum of 15,000 CTC/employee/per month, paid for one full year, should be created by the student start-up.
  - c) Revenues Generated: At least 5 Lakhs INR of Cumulative revenues should be generated by the student start-up as per Audited Profit and Loss Statements.
  - d) Surplus Generated: At least 5 Lakhs INR of Cumulative surpluses should be generated by the student start-up as per Audited Profit and Loss Statements.
  - e) Patent Application or Granted: The student start-up should have applied for registration of One Indian or International Patent OR such patent should be granted to the start-up
- Other modalities and guidelines as per the AICTE policy shall be adhered to.

Students opting for the 'Start-up: Launching and Sustaining' program have the flexibility to create 'graduation outcomes' within 4 years of registering under the 'Start-up: Launching and Sustaining' program. It would be mentioned in the Academic Transcript that the student has graduated through the 'Start-up: Launching and Sustaining' Graduation Programme. Students who join only the 'Start-up: Launching and Sustaining' stream and are either unable to meet the requisite graduation outcomes or unable to continue for any reason can opt to fall back into the academic stream through the regular registration of the University Semesters.

**COURSE WISE DETAILED SYLLABUS ( Semester-I )**

<b>Semester-I</b>	<b>Course Code: 101</b>	<b>Accounting for Managers</b>
<b>Total Credits: 4</b>	<b>Course Type – Generic Core (GC)</b>	
<b>LTP: 3:1:0</b>	<b>Total number of hours: 40</b>	

<b>Concurrent Evaluation &amp; Mid Sem Exam</b>	<b>50 Marks</b>
<b>End Sem Evaluation</b>	<b>50 Marks</b>
<b>Total Marks:</b>	<b>100 Marks</b>

<b>CO#</b>	<b>COGNITIVE ABILITIES</b>	<b>COURSE OUTCOMES (CO'S)</b>
101.1	Remembering	To remember the fundamental concepts in financial, cost, and management accounting in managerial decision making.
101.2	Understanding	i To understand the fundamental concepts in financial and cost accounting. ii. To understand the systematic procedure of recording business transactions. iii. To understand the corporate financial statements
101.3	Applying	To apply all the necessary calculations through the relevant numerical problems which helps in the preparation and presentation of information for management decision-making
101.4	Analysing	To analyse the situation and decide the key financial as well as non-financial elements involved in the situation
101.5	Evaluating	To evaluate financial statements and take informed business decisions and then evaluate the financial impact of the decision
101.6	Creating	To create Awareness of accounting and costing concepts to managerial decision making

<b>Unit #</b>	<b>Content</b>	<b>Contact Hours (1 hr =60min)</b>
1	Unit-1 Basic Concepts- 1.1 Forms Of Business Organization, 1.2 Meaning Of Accounting, Basic Concepts And Terms Used In Accounting, Accounting conventions, Green Accounting. 1.3 Capital And Revenue Expenditure, Capital and Revenue Receipts.1.4 Double Entry Book-Keeping System, Rules Of Journalising, Ledger, Trial Balance, Preparation Of Trial Balance.	10 hours
2	Unit-2 Financial Statements- 2.1 Meaning Of Financial Statements 2.2 Importance And Objectives Of Financial Statements 2.3 Preparation Of Final Accounts Of Sole Proprietary Firm.	8 hours
3	Unit-3 Cost Accounting- 3.1 Basic Concepts Of Cost Accounting 3.2 Objectives Of Cost Accounting ,	7 hours

	3.3 Classification And Analysis Of Costs, Relevant And Irrelevant Costs , Differential Costs, Sunk Costs 3.4 Preparation Of Cost Sheet.	
4	Unit-4 Short Term Business Techniques- 4.1 Marginal Costing 4.2 Make or Buy Decision, Accept or Reject, Special Order Decision, 4.3 Break Even Point, 4.4 Cost Volume Profit Analysis.	5 hours
5	Unit-5 - Exercising Control- Budgetary Control And Standard Costing 5.1 Budgetary Control - Meaning Of Budget And Budgeting, Importance Of Budgeting 5.2 Functional Budget- Raw Material, Purchase And Procurement Budget 5.3 Cash Budget And Flexible Budget 5.4 Standard Costing - Meaning, Importance Advantages and Disadvantages 5.5 Cost Variance Analysis- Material Variance, Material Cost Variance, Material Mix Variance, Material Rate Variance, Material Uses Variance, Material Yield Variance, Labour Variance, Labour Cost Variance Labour Rate Variance Labour Efficiency Variance Labour Mix Variance, Labour Idle Time, Labour Yield Variance	10 hours

**Text Books:**

1. Management Accounting, Khan and Jain, Tata McGraw Hill
2. Fundamentals of Management Accounting, H. V.Jhamb
3. Managerial Accounting, Dr. Mahesh Abale and Dr. Shriprakash Soni
4. Management Accounting, Dr. Mahesh Kulkarni

**E-resources-** <https://resource.cdn.icai.org/54985bosfndnov19-p1-cp1-u3.pdf>  
(Accounting Terminology-Glossary)

**Additional Reading Material-**

1. Kishore, R.M, (2019). Cost & Management Accounting, Taxmann
2. Rustogi, R.P, (2017), Fundamentals of Management Accounting, Taxmann
3. Management accounting, MY Khan, PK Jain
4. Financial Cost and Management Accounting, P.Periasamy
5. Financial Accounting for Management, Shankarnarayanan Ramanath,CENGAGE Learning
6. Accounting For Management, S. N. Maheshwari
7. Management Accounting, Madhu Vij
8. Fundamentals of Management Accounting, H. V.Jhamb
9. Cost and Management Accounting, M. N. Arora
10. Financial Accounting for Managers, Sanjay Dhmiya, Pearson Publications
11. Management Accounting, Mr. Anthony Atkinson, Robert Kaplan, Pearson
12. Accounting For Management, Jawarhar Lal
13. Accounting, Shukla Grewal
14. Management Accounting, Ravi Kishore
15. Accounting for Managers, Dearden and Bhattacharya

<b>Semester-I</b>	<b>Course Code: 102</b>	<b>Organizational Behaviour</b>
<b>Total Credits: 4</b>	<b>Course Type – Generic Core (GC)</b>	
<b>LTP: 3:1:0</b>	<b>Total number of hours: 40</b>	
<b>Marking scheme</b>		
<b>Concurrent Evaluation &amp; Mid Sem Examination</b>		<b>50 Marks</b>
<b>End Sem Evaluation</b>		<b>50 Marks</b>
<b>Total Marks:</b>		<b>100 Marks</b>

**Course objectives:**

CO#	Cognitive ability	COURSE OBJECTIVES (CO'S)
CO 1021	REMEMBERING	To remember the theories and models that help to study OB in a systematic way.
CO 1022	UNDERSTANDING	To understand himself/herself and others better and to predict organisational life by using scientific research.
CO 1023	APPLYING	To learn what he or she should do to motivate subordinates and to apply it in some meaningful way to make organizations more effective.
CO 1024	ANALYZING	To analyze the cause of the problem, predict its course of action, and control its consequences.
CO 1025	EVALUATING	To learn how to evaluate behaviour, to understand one's employees and use this knowledge effectively to make them more efficient.
CO 1026	CREATING	To equip themselves to cope with pressures and to respond in ways that are functional, less stressful, and even career-advancing.

Unit #	Content	Contact Hours (1 hr =60min)
<b>1</b>	<p><b>Unit-1 Organizational Behavior:</b>  <i>Organizational Behavior:</i> Concept, Significance &amp; Definition. Scope, Importance and Limitations of OB, Evolution of OB. Models of OB (Autocratic, Custodial, Supportive, Collegial &amp; SOBC), Relationship between OB and the individual.  <i>Perception:</i> Concept, Significance &amp; Definition. Factors influencing perception, Attribution theory, Perceptual process, Social perception (stereotyping and halo effect).  <i>Motivation &amp; Motive:</i> Concept, Significance &amp; Definition. Theories of motivation: Maslow's Need Hierarchy &amp; Herzberg's Two Factor model Theory, Victor Vroom's expectancy Theory &amp; Porter Lawler model, Theory X and Theory Y, Alderfer's ERG theory, McClelland's learned need theory, Stacy Adams equity theory, Contemporary Theories.</p>	<b>8</b>
<b>2</b>	<p><b>Unit-2 Values, Attitudes, Personality:</b>  <i>Values:</i> Concept, Significance &amp; Definition.  <i>Attitude:</i> Concept, Significance &amp; Definition. Importance of attitude in an organization, Right Attitude, Components of attitude, Relationship between behavior and attitude. Johari Window, Transaction Analysis  <i>Personality:</i> Concept, Significance &amp; Definition. The Myers-Briggs Type Indicator and The Big Five personality model.</p>	<b>9</b>
<b>3</b>	<b>Unit-3 Leadership Group Dynamics and Team Development:</b>	<b>10</b>

	<p><i>Leadership: Concept, Significance &amp; Definition. Managers V/s Leaders, Leadership traits and Leadership styles. Theories: Trait theory, Behavioral theory, Fielder's contingency theory; Harsey and Blanchard's situational theory; Managerial grid; Likert's four systems of leadership, contemporary issues in leadership</i></p> <p><i>Group Dynamics and Team Development: Group dynamics - Concept, Significance &amp; Definition. Types of groups, Nature of groups. Dynamics of informal groups, Dysfunctions of groups and teams.</i></p> <p><i>Understanding teams and teamwork: Types of teams, Team building, Effectiveness and Cohesiveness. Principle-centered approach to team development, The Five-Stage Model of Group Development Team Effectiveness &amp; Team Building.</i></p> <p><i>Individual and Group Decision making: – Types of Decisions – Decision Making Conditions – Models of Decision Making – Decision Making Process – Barriers to Effective Decision Making – Decision Making Styles – Individual vs. Group Decision Making.</i></p>	
4	<p><b>Unit-4: Organizational Conflict and Stress:</b></p> <p><i>Organizational Conflict: Concept, Significance &amp; Definition. Sources, patterns, levels, and types of conflict; Traditional and modern approaches to conflict; Resolution of conflict.</i></p> <p><i>Organizational Culture: Concept, Significance &amp; Definition. Types of Culture, Creating and Maintaining Organization Culture, Managing Cultural Diversity.</i></p> <p><i>Organizational Change: Concept, Significance &amp; Definition. Resistance to change; Theories of planned change; Types of Organizational change, Forces that acts as stimulants to change. Kurt Lewin's- Three step model, How to overcome the Resistance to Change, Methods of Implementing Organizational Change, Developing a Learning Organization.</i></p> <p><i>Stress Management: Concept, Significance &amp; Definition. Work Stressors, Prevention and Management of stress – Balancing work and Life.</i></p>	9
5	<p><b>Unit-5: Emotional Intelligence</b></p> <p><i>Emotions and moods: Concept, Significance &amp; Definition.</i></p> <p><i>Emotional Intelligence: Concept, Significance &amp; Definition. The Emotional Competence Framework, Benefits of Emotional Intelligence, the difference between EQ and IQ.</i></p>	4

#### Text Books:

1. Stephen P. Robins, Organizational Behavior, PHI Learning / Pearson Education, 11th edition, 2008.
2. Fred Luthans, Organizational Behaviour, McGraw Hill, 11th Edition, 2001.
3. K. Ashwathappa, Organizational Behaviour, Himalaya Publishing House, 12th Revised Edition 2016.
4. Kreitner, R. & Kinicki, A. (2008). Organizational behaviour. 8th edn. New Delhi: Tata Mc Graw Hill.
5. Luthans, F. (2008). Organizational behaviour. 11th ed. Boston: Mc-Graw Hill International Edition.

#### Reference Books:

1. Schermerhorn, Hunt and Osborn, Organizational behaviour, John Wiley, 9th Edition, 2008.
2. Udai Pareek, Understanding Organizational Behaviour, 2nd Edition, Oxford Higher Education, 2004.
3. Mc Shane & Von Glinov, Organizational Behaviour, 4th Edition, Tata Mc Graw Hill, 2007.
4. Hellrigal, Slocum and Woodman, Organizational Behaviour, Cengage Learning, 11th Edition 2007.
5. Ivancevich, Konopaske & Maheson, Organizational Behaviour & Management, 7th edition, Tata McGraw Hill, 2008.



<b>Semester-I</b>	<b>Course Code: 103</b>	<b>Economics for Business Decisions</b>
<b>Total Credits: 4</b>	<b>Course Type – Generic Core (GC)</b>	
<b>LTP: 3:1:0</b>	<b>Total number of hours : 40</b>	

<b>Marking scheme</b>	
<b>Concurrent Evaluation &amp; Mid Sem Examination</b>	<b>50 Marks</b>
<b>End Sem Evaluation</b>	<b>50 Marks</b>
<b>Total Marks:</b>	<b>100 Marks</b>

<b>CO#</b>	<b>COGNITIVE ABILITIES</b>	<b>COURSE OUTCOMES (CO'S)</b>
CO 103.1	REMEMBERING	Define the key terms related to Micro and Macro-economic theories
CO 103.2	UNDERSTANDING	Explain and interpret the key terms related to Managerial Economics
CO 103.3	APPLYING	Apply the various facets of micro-economics and macro-economic variables in order to solve the problems faced by a consumer, firm, industry, market, competition and business cycles and overall economy
CO 103.4	ANALYZING	Analyze the various issues faced by firms, industry and the economy, its causes and can make inferences.
CO 103.5	EVALUATING	Evaluate different business issues, reasons, alternative solutions based on micro and macroeconomic principles
CO 103.6	CREATING	Design and develop critical thinking by combining different economic tools in order to propose alternative business solutions

<b>Unit #</b>	<b>Content</b>	<b>Contact Hours (1 hr =60min)</b>
1	Introduction to Managerial Economics Meaning, nature, Scope and Significance of Managerial Economics. Micro and Macro Economics; Firm and its objectives, Role of Economics in Managerial Decisions Making; Concept of Economics of Information, Green Businesses	7
2	Demand and Supply Analysis Utility, Demand, Determinants, Law of Demand, Elasticity, Supply and its determinants, Law of Supply, Production analysis, Production Function, Economies and Diseconomies of Scale, Break Even Analysis. *Numerical on Elasticity	7

3	Cost, Revenue & Market Structure Costs Meaning, Types: Short Run and Long Run, Explicit and Implicit Costs, Revenue (Average and Marginal, Total Revenue). Market: Meaning, Market forms, Perfect Competition, Monopoly, Monopolistic Competition, Oligopoly. Equilibrium of Price and Output Determination	8
4	Introduction to Macroeconomics Nature, Scope and Importance of Macroeconomics, Macroeconomic aggregates such as GDP, GNP, NNP. National Income derivation, Methods of measuring national income, Different phases of Business Cycles, Inflation and its types. Focus on current GDP, Inflation Numbers	7
5	Monetary Policy and Fiscal Policy Role of RBI in formulating monetary policy, Instruments of Monetary policy, Fiscal Policy and Its tools, Union Budget and its components. Contemporary issues related to taxation and monetary policy. Foreign Exchange Rate determination and Balance of Payment Exchange Rates Determination, Types of Exchange Rate systems. Fixed, Flexible, Managed floating exchange rates, Purchasing Power Parity, Balance of Payment and its Components, BOP and BOT. Focus on India's Current BOP position	11

**Text Books :**

1. Managerial Economics by Mithani
2. Managerial Economics by H. L. Ahuja

**Reference Books:**

1. Managerial Economics by Maheshwari
2. Managerial Economics by Samuelson and Nordhaus
3. Managerial Economics by Dornbusch & Fisher

**E-resources :** [www.rbi.doc.in](http://www.rbi.doc.in)

Additional reading material- The Economic Times/Financial Express

<b>Semester-I</b>	<b>Course Code: 104</b>	<b>Research Methods for Business Decisions</b>
<b>Total Credits: 4</b>	<b>Course Type – Generic Core (GC)</b>	
<b>LTP: 3:1:0</b>	<b>Total number of hours : 40</b>	

<b>Marking scheme</b>	
<b>Concurrent Evaluation &amp; Mid Sem Examination</b>	<b>50 Marks</b>
<b>End Sem Evaluation</b>	<b>50 Marks</b>
<b>Total Marks:</b>	<b>100 Marks</b>

<b>CO#</b>	<b>COGNITIVE ABILITIES</b>	<b>COURSE OUTCOMES (CO'S)</b>
CO 104.1	REMEMBERING	UNDERSTAND the concepts / fundamentals of business research
CO 104.2	UNDERSTANDING	EXPLAIN the terms and concepts used in all aspects of scientific business research.
CO 104.3	APPLYING	MAKE USE OF scientific principles of research to SOLVE contemporary business research problems
CO 104.4	ANALYZING	EXAMINE the various facets of a research problem and ILLUSTRATE the relevant aspects of the research process from a data driven decision perspective
CO 104.5	EVALUATING	JUDGE the suitability of alternative research designs, sampling designs, data collection instruments and data analysis options in the context of a given real-life business research problem from a data driven decision perspective
CO 104.6	CREATING	FORMULATE alternative research designs, sampling designs, data collection instruments, testable hypotheses, data analysis strategies and research reports to address real-life business research problems.

<b>Unit #</b>	<b>Content</b>	<b>Contact Hours (1 hr =60min)</b>
1	Introduction to Business Research: Foundations of research methodology, Research definition, Objectives & motivations for research, Characteristics of scientific research method, Typical Research applications in business and management. Types of Research, Introduction to Qualitative Research, Introduction to Quantitative Research, Steps in Business Research Process, Ethics in Research	6
2	Research Proposal and Research Design: Research Proposal – Elements of a Research Proposal, Drafting a Research Proposal, evaluating a research proposal. Research design: Concept, Features of a good research design, Use of a good research design; Qualitative and Quantitative research approaches, Comparison – Pros and Cons of both approaches. Types of Research Design: Exploratory, Descriptive and Causal Research	7

3	<p>Scales &amp; Measurement: Scaling &amp; measurement techniques: Concept of Measurement: Need of Measurement; Problems in measurement in management research – Validity and Reliability. Levels of measurement – Nominal, Ordinal, Interval, Ratio. Attitude Scaling Techniques: Concept of Scale – Rating Scales viz. Likert Scales, Semantic Differential Scales, Constant Sum Scales, Graphic Rating Scales – Ranking Scales – Paired comparison &amp; Forced Ranking – Concept and Application</p>	8
4	<p>Sampling: Basic Concepts: Population, Sampling Frame, Sample, Bias, statistic, parameter, Sampling Distribution, Sampling &amp; non-sampling errors, Probability Sampling: Simple Random Sampling, Stratified Random Sampling, Systematic Random Sampling, Cluster Random Sampling, Multi-stage Sampling, Non Probability Sampling: Convenience Sampling, Judgment Sampling, Quota Sampling, Snowball Sampling</p>	9
5	<p>Data Analysis &amp; Report Writing: Primary and Secondary data, Data Analysis: Editing, Coding, Tabular representation of data. Graphical Representation of Data: Appropriate Usage of Bar charts, Pie charts, Histogram Hypothesis: Qualities of a good Hypothesis –Framing Null Hypothesis &amp; Alternative Hypothesis. Concept of Hypothesis Testing – Logic &amp; Importance. One sample test: z test, t test and Chi square test. Two sample test: z test, t test and Chi square test. Analysis of Variance (ANOVA) Bivariate Analysis: Cross tabulations, Bivariate Correlation Analysis - meaning &amp; types of correlation, Karl Person’s coefficient of correlation and spearman’s rank correlation. Chi-square test including testing hypothesis of association, association of attributes. Linear Regression Analysis: Meaning of regression, Purpose and use, Linear regression; Interpretation of regression Research Reports: Structure of Research report, Report writing and Presentation co-efficient, Applications in business scenarios.</p>	10

**Text Books:**

1. Business Research Methods- Donald R. Cooper, Schindler, Sharma – 11 Sie - McGraw-Hill
2. Kothari, C. R., Research Methodology – Methods and Techniques, Wsihwa Prakashan
3. Business Research Methods; S.N. Murthy & U. Bhojanna; Excel Books, New Delhi
4. Business Research Methods, Alan Bryman & Emma Bell, Oxford University Press
5. Research Methods for Social Work, Allen, Earl R. Babbie, Cengage
6. Research Methods in Business Studies: A Practical Guide, Pervez Ghauri, Dr Kjell Gronhaug, FT Prentice Hall

**Reference Books:**

1. Business Research Methods, William G. Zikmund, Barry J. Babin, Jon C. Carr, Mitch Griffin, Cengage Learning
2. Naresh Malhotra., “Marketing research: An applied orientation”, Seventh edition, Pearson
3. Statistics for Management, Richard I. Levin, David.S. Rubin, Prentice Hall India Pvt. Ltd., New Delhi
4. Business Research Methods – Naval Bajpai – Pearson
5. Doing Data Analysis with SPSS by Carver, Nash – BROOKS/COLE Cengage Learning
6. SPSS for Windows Step by Step – George & Mallery – Pearson

<b>Semester-I</b>	<b>Course Code: 105</b>	<b>Fundamentals of Marketing</b>
<b>Total Credits: 4</b>	<b>Course Type – Generic Core (GC)</b>	
<b>LTP: 3:1:0</b>	<b>Total number of hours : 40</b>	

<b>Marking scheme</b>	
<b>Concurrent Evaluation &amp; Mid Sem Examination</b>	<b>50 Marks</b>
<b>End Sem Evaluation</b>	<b>50 Marks</b>
<b>Total Marks:</b>	<b>100 Marks</b>

<b>CO#</b>	<b>COGNITIVE ABILITIES</b>	<b>COURSE OUTCOMES (CO'S)</b>
CO 105.1	REMEMBERING	To remember and recall the basic concepts of marketing
CO 105.2	UNDERSTANDING	To Illustrate and explain the terms and concepts learned.
CO 105.3	APPLYING	To apply these concepts, theories to solve real world marketing problems.
CO 105.4	ANALYZING	To analyze the marketing concepts and real time marketing scenarios.
CO 105.5	EVALUATING	To evaluate the statements, marketing scenarios
CO 105.6	CREATING	To create the solutions to the marketing problems

<b>Unit #</b>	<b>Content</b>	<b>Contact Hours (1 hr =60min)</b>
1	Introduction to Marketing- Definition & meaning of Marketing, functions of marketing. Evolution of the marketing philosophies - Basic principles of the production, product, selling, marketing, and holistic marketing concepts, Core concepts of marketing – Need, Want, Demand, Customer Value, Exchange, Customer Satisfaction, Customer Delight, Customer loyalty. Components of the marketing mix for products and services. Marketing challenges of the 21st century and firms' responses to the challenges. Concept of green marketing, relationship marketing & e-marketing.	9
2	Understanding Marketing Environment- Meaning and scope of marketing environment; Micro & Macro Environmental factors (in Indian context); Portfolio approach – Boston Consulting Group (BCG) matrix.	7

3	Consumer Behavior- Meaning, importance, factors affecting consumer behavior. Difference between consumer and customer. Five Steps Consumer Buyer Decision Process. Buying roles. Organizational buyer behavior – Buying process and influencing factors. Comparison between Organizational Buying Behavior and Consumer Buying Behavior	8
4	Segmentation, Targeting and Positioning- Concept, process, requirements, and levels of market segmentation. Bases for segmenting consumer and organizational markets. Market Potential & Market Share. Target Market- Concept of Target Markets and Criteria for Selection. Positioning-Concept of Differentiation & Positioning, Value Proposition & Unique Selling Proposition. Difference between Segmentation, Targeting and Positioning.	8
5	Marketing Mix- Origin, Meaning, Definition, importance of Marketing Mix, 7P's – Product, Price, Place, Promotion, People, Process, Physical Evidence. Introduction to Branding.	8

Note: Real world examples / cases are expected to be analyzed in the class as well as included in the examination.

**Text Books:**

1. Marketing Management, Philip Kotler, Kevin Lane Keller, Abraham Koshy, Mithileshwar Jha, Pearson
2. Marketing Management, Rajan Saxena, TMGH
3. Marketing, Lamb Hair Sharma, Mc Daniel, Cengage Learning

**Reference Books:**

1. Marketing Management- Text and Cases, Tapan K Panda, Excel Books
2. Marketing Management, Ramaswamy & Namakumari, Macmillan.
3. Marketing Whitebook Kotler, P., & Armstrong, G. (2010). Principles of marketing. Pearson education.

<b>Semester-I</b>	<b>Course Code: 106</b>	<b>Essentials of Management</b>
<b>Total Credits: 4</b>	<b>Course Type – Generic Core (GC)</b>	
<b>LTP: 3:1:0</b>	<b>Total number of hours : 40</b>	

<b>Marking Scheme</b>	
<b>Concurrent Evaluation &amp; Mid Sem Examination</b>	<b>50 Marks</b>
<b>End Sem Evaluation</b>	<b>50 Marks</b>
<b>Total Marks:</b>	<b>100 Marks</b>

<b>CO#</b>	<b>COGNITIVE ABILITIES</b>	<b>COURSE OUTCOMES (CO'S)</b>
CO 106.1	REMEMBERING	To provide an understanding of basic management concepts, principles, and practices.
CO 106.2	UNDERSTANDING	To develop strategic planning and decision-making strategies in an organization.
CO 106.3	APPLYING	To summarize the concept and complete the process of organizing.
CO 106.4	ANALYZING	To develop an understanding of staffing, leadership, and motivation in an organization.
CO 106.5	EVALUATING	To predict the dynamics of controlling and its emerging issues in management.

<b>Unit #</b>	<b>Content</b>	<b>Contact Hours (1 hr =60min)</b>
1	<p>Management Fundamentals:</p> <p>1.1 Core Concepts: Definition of Management, Contributions of F.W.Taylor, Henri Fayol, Elton Mayo, Mary Parker Follet, Rensis Likert, Chestard Bernard, Douglas McGregor, Peter Drucker, Michael Porter and C.K. Prahlad - Hawthorne Experiment- Its effect on the approach and thinking of managers and their behavior, Effects of Covid-19 on the workplace and the steps thought over the pandemic and operational aspects</p> <p>1.2 Approaches to Management: Scientific Approach, Systems Approach and Contingency Approach, Hybrid Style of place of work, Pros and cons of the approach adapted by many multinationals, hurdles faced and issues getting addressed.</p> <p>1.3 Core Managerial Competencies: Communication, team-work, Flexibility adaptability, Multi-tasking, Forecasting, planning and administrative, strategic and global competencies; Unbiased approach (Gender, caste, religion, race and nationality etc.)</p>	10

2	2.1 Organization: Formal and Informal, Line and staff relationship, Centralization Vs. Decentralization, Basic issues in organizing, work specialization, chain of common delegation, span of management, Organization Structure - bases for departmentation. 2.2 Organizational Culture: Work Ethics, Biased/Unbiased, Cultural Diversity, Multi-Ethnic Workforce, Identity crisis, Organizing Knowledge resource, Mentorship pros and cons	8
3	3.1 Planning: Nature & elements of planning, planning types and models, planning in learning organizations; Types, Steps, MBO, MBE, Planning Premises, Facing of contingencies, Emergencies and Corrective steps 3.2 Decision Making: Risk and Uncertainty, Alternatives Predictions, Decision Trees, Decision making process, models of decision making, increasing participation in decision-making, decision-making creativity, Online and off-line mode, Problems faced by Production and Operations workforce	9
4	4.1 Controlling: Process, Standards and Benchmarking, Identifying challenges and Opportunities, Hurdles and possible solutions - Coordination-Principles of Coordination-Interdependence. QMS, Zero Defects, Problems of Synthesizing and matching expectations	7
5	5.1 Challenges in Management: Change Management -Timing of Change-Reaction to change-Planning organizational Change-Technological Change-Effective use of Communication Devices and IT, Post Covid-19 Corrections	6

**Text Books:**

1. Fundamentals of Management by Robbins, S.P. and Decenzo, D.A., Pearson Education Asia, New Delhi.
2. Management, Koontz and Wehrich, TMGH
3. Management, Stoner, et. al., Prentice Hall of India, New Delhi.
4. Durai, P. (2015). Principles of Management, Text and Cases. New Delhi: Pearson Education.

**Suggested Reference Books:**

1. Management, Hellregel, Thomson Learning, Bombay
2. Management, Robbins & Coulter, Prentice Hall of Hall of India, New Delhi.
3. Management - Text & Cases, Satya Raju, PHI, New Delhi.
4. Luthans, F. (2010). Organizational Behaviour. New York: McGraw-Hill.



<b>Semester-I</b>	<b>Course Code: 107</b>	<b>Business Law</b>
<b>Total Credits: 2</b>	<b>Course Type – AE &amp; SDC</b>	
<b>LTP: 2:0:0</b>	<b>Total number of hours : 20</b>	

<b>Marking scheme</b>	
<b>Concurrent Evaluation &amp; Mid Sem Examination</b>	<b>50 Marks</b>
<b>End Sem Evaluation</b>	----
<b>Total Marks:</b>	<b>50 Marks</b>

<b>CO#</b>	<b>COGNITIVE ABILITIES</b>	<b>COURSE OUTCOMES (CO'S)</b>
CO 107.1	REMEMBERING	<ul style="list-style-type: none"> <li>- Elements of business law – type of business entities, conduct of business through business contracts –taxation – dispute resolution.</li> <li>- Distinctive features of Company/LLP/Partnership firms</li> </ul>
CO 107.2	UNDERSTANDING	<ul style="list-style-type: none"> <li>- Understanding basic concepts of Contract Law,</li> <li>- Essential elements of a contract,</li> <li>- Void/Voidable Contracts,</li> <li>- Types of Properties – Movable, Immovable, Intellectual</li> <li>- Different type of contracts – Agreement to Sell, Hypothecation, Pledge, Guarantee, Indemnity, Bailment.</li> </ul>
CO 107.3	APPLYING	Application of different laws to business activities – Sale of Goods Act (SOGA), Transfer of Property Act (TOPA), Real Estate Regulation and Development Act (RERA), Intellectual Property Laws (IP Law) Information Technology Act (IT Act),
CO 107.4	ANALYZING	Banking Regulation Act of India and its effect on business activities. Basic Concepts of Negotiable Instruments. Basics of Direct and Indirect Tax.
CO 107.5	EVALUATING	Dispute Resolution of Business Conflicts <ul style="list-style-type: none"> <li>- Civil and Criminal Courts and Procedures</li> <li>- Alternative Dispute Resolution – Arbitration and Mediation</li> <li>- Consumer Protection Laws</li> <li>- Insolvency and Bankruptcy Act, 2019</li> </ul>
CO 107.6	CREATING	<ul style="list-style-type: none"> <li>- Business Environment and its Functions</li> <li>Strategic- Planning, Budgetary Control, R&amp;D, Location of a Business, Factors affecting Location, Decision Making and Government Policy; Supply Chain-Objectives, Importance, Limitations, Steps, Finance- Nature, Scope, Significance of Financial Management, Sources of Funds, Investment of Funds, Accounting, Administration.</li> </ul>

Unit #	Content	Contact Hours (1hr = 60min)
1	<u>Unit-1:</u> Legal Framework and Elements of Business Laws. Types of Business Entities and their Distinctive Features– Company / LLP / Partnership Firm	4
2	<u>Unit-2:</u> Basic Concepts of Contract Law and Essential Elements of Contracts and Types of Contracts. Application of different Laws in different Businesses – Learning Basics and application of Sale of Goods Act (SOGA), Transfer of Property Act (TOPA), Real Estate Regulation and Development Act(RERA), Intellectual Property Laws (IP Law), Information Technology Act (IT Act)	5
3	<u>Unit-3:</u> Banking System in India, Role of RBI and Banking Regulation Act and Law relating to NBFC's . Learning the principles of negotiable instruments such as Cheques, Promissory Notes, Demand Drafts and enforcement of such instruments.	4
4	<u>Unit-4:</u> Business Conflicts and their Dispute Resolution Mechanism Judicial and Quasi-judicial System of India qua business laws – Civil Courts and Arbitration/Mediaiton Consumer Protection Act and the Insolvency and Bankruptcy Code	5
5	<u>Unit-5:</u> Internal and External Business Environments, Strategic Planning, Sources of Funds, Scale of Business Case Laws and Case Studies	2

**Text Books:**

Contract Law – Avtar Singh, Taxman's Company Law

**Reference Books:**

Mulla and Mulla's Key to Indian Practice, Snow White Publications RERA, Bare Acts for TOPA and Intellectual Property and Arbitration and Conciliation

**E-resources-** ICSI Module of Business Laws and Tax Laws

<b>Semester-I</b>	<b>Course Code: 108</b>	<b>Advanced English Language &amp; Communication Skills for Managers</b>
<b>Total Credits: 2</b>	<b>Course Type – Course Type – AE &amp; VAC</b>	
<b>LTP: 1:0:1</b>	<b>Total number of hours : 20</b>	

<b>Marking scheme</b>	
<b>Concurrent Evaluation &amp; Mid Sem Examination</b>	<b>50 Mark</b>
<b>End Sem Evaluation</b>	----
<b>Total Marks:</b>	<b>50 Marks</b>

<b>CO#</b>	<b>COGNITIVE ABILITIES</b>	<b>COURSE OUTCOMES (CO'S)</b>
CO 107.1	REMEMBERING	To remember all facets of communication, for effective performance.
CO 107.2	UNDERSTANDING	To understand the principles of verbal and non-verbal business communication to solve managerial problems
CO 107.3	APPLYING	To apply the principles of business communication in all situations.
CO 107.4	ANALYZING	To analyze the effective business communication skills to perform better in a business Environment.
CO 107.5	EVALUATING	To evaluate the essential communication skills required for managerial functions
CO 107.6	CREATING	To create the right perspective required for effective Business Communication

<b>Unit #</b>	<b>Content</b>	<b>Contact Hours (1 hr =60min)</b>
1	Unit-1 Introduction to the business environment: Business Communication 1.1 Importance of communication and challenges in organizational communication, Communication Process. 1.2 Understanding effective Business Communication, 7 Cs of Communication. 1.3 Meta - Communication. 1.4 Myths and realities of communication. 1.5 Ethics in Business Communication	
2	Unit-2 Non-Verbal Communication and Verbal Communication: 2.1 Types and Forms of non-verbal and Verbal communication. 2.2 Importance of Non-verbal Communication Techniques in the Corporate environment. 2.3 Oral Business Communications. 2.4 Communicating with Co-workers. 2.5 Listening Skills	

3	<u>Unit-3 Writing Business Documents &amp; Business Correspondence:</u> 3.1 Professional Writing - The Basics -Written Business Communication Basics 3.2 Professional Writing - Applications - Business Letters -Resume, Cover Letters, Sales Letters, Applications, Quotation, Purchase Order, Follow-up Letter, Complaint, Case Studies,Memo, Circulars, Notices, Email Writing, Reports and Summaries, Informative and Persuasive Communication 3.3 Effective Business Correspondence 3.4 Writing Minutes of the Meetings 3.5 Report Writing, Formats, Presentation of Business Report	
4	<u>Unit-4 English Proficiency</u> 4.1 Basics of Grammar 4.2 Advanced Vocabulary and Pronunciation 4.3 Reading skills 4.4 Public Speaking Skills 4.5 Conversation	
5	<u>Unit-5 Professional Effectiveness</u> 5.1 Assertiveness Training 5.1.1 Difference between Assertiveness and Aggression 5.1.2 Defining & Describing Self Personality 5.1.3 The Art of Saying No 5.3 Communication skills for Story Telling, Group Discussions and Personal Interviews.	

**Textbooks:**

1. Business: Correspondence and Report Writing - Sharma R.C., Mohan Krishna, Tata McGraw Hill, 3rd Edition
2. Business Communication Today - Bovee, Thill, Schatzman, Pearson Education
3. Business Communication- Meenakshi Raman& Prakash Singh, Oxford Higher Education
4. Business Communication - P.D. Chaturvedi, Pearson Education, 3rd Edition
5. Business Communication - P.D. Chaturvedi, Pearson Education, 3rd Edition

**Reference Books:**

1. Hory Sankar Mukerjee (2016). Business Communication: Connecting at Work (with CD), Oxford Higher Education.
2. Joep Cornelissen, 4th Edition. Corporate Communications: Theory and Practice by Joep Cornelissen, SAGE Publication.

**E-resources- Web Resources:**

1. [www.businesscommunication.org](http://www.businesscommunication.org)
2. [www.g-wlearning.com](http://www.g-wlearning.com)
3. [www.wps.prenhall.com](http://www.wps.prenhall.com)

**COURSE WISE DETAILED SYLLABUS ( Semester-II )**

<b>Semester-II</b>	<b>Course Code: 201</b>	<b>Marketing Management</b>
<b>Total Credits: 4</b>	<b>Course Type – Generic Core (GC)</b>	
<b>LTP : 3:1:0</b>	<b>Total number of hours : 40</b>	

<b>Marking Scheme</b>	
<b>Concurrent Evaluation &amp; Mid Sem Examination</b>	<b>50 Marks</b>
<b>End Sem Evaluation</b>	<b>50 Marks</b>
<b>Total Marks:</b>	<b>100 Marks</b>

<b>CO#</b>	<b>COGNITIVE ABILITIES</b>	<b>COURSE OUTCOMES (CO'S)</b>
CO 201.1	REMEMBERING	For a given marketing objective of a company the student manager will be able to develop a suitable marketing mix.
CO 201.2	UNDERSTANDING	For various stages in the life cycle of the product, student managers will be able to recommend a suitable pricing strategy.
CO 201.3	APPLYING	At the end of the course the student manager shall be able to Identify & Establish Brand Positioning for a given product
CO 201.4	ANALYZING	For a given company the student managers will be able to analyze and evaluate different distribution channel options and their suitability for the company's product.
CO 201.5	EVALUATING	At the end of the course the student manager shall be able to evaluate the new trends, Social, ethical and legal aspects of marketing.
CO 201.6	CREATING	For a given company the student manager shall be able to create marketing strategy on the basis of product, price, channel of distribution.

Unit #	Content	Contact Hours (1 hr =60min)
1	Unit-1 Introduction: Concept, nature, scope and importance of marketing; Marketing concept and its evolution; Marketing mix; Marketing environment – macro and micro components and their impact on marketing decisions; Market segmentation and positioning. Buyer behavior; consumer versus organizational buyers; Consumer decision making process.	10
2	Unit-2 Product Decisions: Concept of a product; Classification of products; Major product decisions; Product line and product mix; Branding; Packaging and labeling; Product life cycle – strategic implications; New product development and consumer adoption process. Pricing Decisions: Factors affecting price determination; Pricing policies and strategies; Discounts and rebates.	5
3	Unit-3 Brand Management & Brand Equity: Meaning, Scope of Brand, Brand Management. Branding Challenges & opportunities. Strategic Brand Management – need & process. Identifying & Establishing Brand Positioning & Values-Brand Equity, customer based brand equity, brand positioning.	9
4	Unit-4 Distribution Channels and Physical Distribution Decisions: Nature, functions, and types of distribution channels; Distribution channel intermediaries; Channel management decisions; Retailing and wholesaling	10
5	Unit-5 Emerging Trends & Issues in Marketing: Social, ethical and legal aspects of marketing; Rural Marketing, CRM, Marketing of services; Consumerism, Legal Issues, Relationship marketing and other developments of marketing.	6

**Text Books:** Principles of Marketing, 13th Edition, Philip Kotler

**Reference Books :**

- 1) Saxena Rajan, "Marketing Management", Tata McGraw Hill, New Delhi Latest Edition.3
- 2) Introduction to Marketing, Adrian Palmer, 3rd Edition, Oxford Publishing, SBN:9780199602131
- 3) Marketing Management, Philip Kotler and Keven Lane Keller, 15th Edition, Pearson Education, ISBN-13: 978-9332587403
- 4) Marketing Management – Indian Context with Global Perspective, V S Ramaswamy & S Namakumari, 5th Edition, Mc Graw Hill India, ISBN-13: 978-1259026416

<b>Semester-II</b>	<b>Course Code: 202</b>	<b>Financial Management</b>
<b>Total Credits: 4</b>	<b>Course Type – Generic Core (GC)</b>	
<b>LTP: 3:1.0</b>	<b>Total number of hours : 40</b>	

<b>Marking scheme</b>	
<b>Concurrent Evaluation &amp; Mid Sem Examination</b>	<b>50 Marks</b>
<b>End Sem Evaluation</b>	<b>50 Marks</b>
<b>Total Marks:</b>	<b>100 Marks</b>

<b>CO#</b>	<b>COGNITIVE ABILITIES</b>	<b>COURSE OUTCOMES (CO'S)</b>
CO 103.1	REMEMBERING	To remember the role and importance of the finance function.To remember basic concepts related to Financial Management, various techniques of Financial Statement Analysis, Working Capital, Capital Structure, Leverages and Capital Budgeting.
CO 103.2	UNDERSTANDING	To understand concepts and principles used in financial management To understand the financial management tools and techniques used for managerial decision making. To understand in detail all the theoretical concepts.
CO 103.3	APPLYING	To Apply financial theory in decision making. To Apply financial management tools to business context. To perform all the required calculations through relevant numerical problems. To Apply financial management tools and techniques in decision making.
CO 103.4	ANALYZING	To analyze the relevant scenarios in the corporate world to the financial management concepts.
CO 103.5	EVALUATING	To evaluate the impact of business decisions on Financial Statements, Working Capital, Capital Structure and Capital Budgeting of the firm.
CO 103.6	CREATING	To demonstrate awareness of the financial information while making managerial decisions. To create and formulate effective solutions to the managerial problems in the finance domain.

Unit #	Content	Contact Hours (1 hr=60min)
1	<u>Unit-1 Business Finance</u> 1.1 Introduction To Business Finance Meaning And Definition Of Financial Management [Profit Maximization And Wealth Maximization] 1.2 Modern Approach To Financial Management [Investment Decision, Financing Decisions, Dividend Policy Decision] 1.3 Relationship Of Finance To Economics And Accounting	9
2	<u>Unit-2 Techniques Of Financial Statement Analysis</u> 2.1 Meaning ,Objectives and Limitations Of Ratio Analysis 2.2 Types of Ratios - Liquidity Ratio, Capital Structure Ratio, Profitability Ratio and Efficiency Ratio 2.3 Analysis of Common Size Statements. Fund Flow and Cash Flow Statements	8
3	<u>Unit-3 Working Capital Management</u> 3.1 Meaning Of Working Capital- Constituents Of Current Assets And Current Liabilities 3.2 Operating Cycle 3.3 Factors Affecting Working Capital 3.4 Estimation Of Working Capital [Total Cost Method And Cash Cost Method]	8
4	<u>Unit-4 Capital Structure</u> 4.1 Meaning And Factors Affecting Capital Structure [Concept And Measurement Of Cost Of Capital] 4.2 Measurement Of Specific Cost And Weighted Average Cost Of Capital [WACC] 4.3 Trading On Equity And Concept Of Leverages	7
5	<u>Unit-5 - Capital Budgeting</u> 5.1 Meaning, Definition Of Capital Budgeting, Importance Of Capital Budgeting 5.2 Time Value Money 5.3 Evaluation Techniques Traditional And Modern Approach- ARR, Payback Period, Discounted Payback Period, NPV, PI And IRR	8

**Text Books:**

1. Financial Management, Shashi K. Gupta and R.K. Sharma (Kalyani Publication)
2. Basics of Financial Management, V.K. Saxena and C.D.Vashist (Sultan Chand & Sons)
3. Financial Management, A Contemporary Approach, Rajesh Kothari (SAGE)
4. Financial Management, Dr. Mahesh Abale & Dr. Shriprakash Soni (Himalaya Publishing House Pvt. Ltd.)
5. Working Capital Management, Theory and Practice, Dr. P. Periasamy (Himalaya Publishing House)
6. Financial Management, I M Pandey (Vikas Publishing House Pvt. Ltd)
7. Fundamentals of Financial Management, A.P.Rao (Everest Publishing House)
8. Advanced Financial management, N.M. Vechalekar

**Reference Books :**

1. Rustogi R.P; Financial Management Theory, Concepts and Problems, Taxmann Publication Pvt. Ltd., 5<sup>th</sup> Edition 2016.
2. Kishore Ravi, M: Financial Management; Taxman, 8 th Edition, 2016.
3. Financial Management: Text Problems and Cases- MY Khan and PK Jain, McGraw Hill Education

**E-resources**

1. <https://onlinelibrary.wiley.com/journal/1755053x> Financial Management
2. <https://www.fm-magazine.com>

**Additional reading material :**

1. Financial Management, Rajiv Srivastava and Anil Misra (OXFORD University Press)
2. Financial Management, Ravi Kishore (Taxmann)
3. Financial management, V.K. Bhalla (S. Chand)



4. Financial Management, Jonathan Berk, Peter DeMarzo and Ashok Thampy (Pearson Publication)

<b>Semester-II</b>	<b>Course Code: 203</b>	<b>Human Resource Management</b>
<b>Total Credits: 4</b>	<b>Course Type – Generic Core (GC)</b>	
<b>LTP: 3:1:0</b>	<b>Total number of hours : 40</b>	

<b>Marking scheme</b>	
<b>Concurrent Evaluation &amp; Mid Sem Examination</b>	<b>50 Marks</b>
<b>End Sem Evaluation</b>	<b>50 Marks</b>
<b>Total Marks:</b>	<b>100 Marks</b>

<b>CO#</b>	<b>COGNITIVE ABILITIES</b>	<b>COURSE OUTCOMES (CO'S)</b>
CO 203.1	REMEMBERING	DESCRIBE the basics of H.R. Functions, and also ENUMERATING trends and practices.
CO 203.2	UNDERSTANDING	ILLUSTRATE how to acquire HR through various methods.
CO 203.3	APPLYING	DEMONSTRATE the uses of different Performance Appraisal and Training methods.
CO 203.4	ANALYZING	OUTLINE the different strategies regarding compensation and retention.
CO 203.5	EVALUATING	INTERPRETE the job descriptions and job specifications for different junior roles in organizations world wide.
CO 203.6	CREATING	DESIGN salary structure for different positions in organization.

Unit #	Content	Contact Hours (1 hr=60min)
1	Human Resource Management:- Introduction, Importance, Objectives, Scope, Features, Role of HRM, Policies, Practices, Functions and Challenges of HRM.(3+2)	7
2	HRP, Recruitment & Selection:- Definition, Objective, Need and Importance and Process of Human Resource Planning. Job Analysis Process – Job Description & Job Specification, Factors affecting Job design. Recruitment & Selection - Introduction & Sources of Recruitment, Recruitment V/s Selection, Selection Process, Different Selection Tools. Career planning and Succession Planning Process, Importance of Employee Retention - Transfer and Promotion, different strategies of retention. (5+2)	9
3	Performance Appraisal & Performance Management System – Definition, Objective, Importance, Appraisal Process and Methods. Reasons of measuring performance. Difference between Performance Appraisal Vs Performance Management System, (4+2)	8
4	Training and Development – Definition, Scope, Concept of Training and development, importance and objectives of Training, Training Need Assessment, Different types of training, Training and Development. Benefits of training, Training Evaluation and Assessment - Kirkpatrick model. E- Learning, Cross Functional Training (3+2)	7
5	Emerging Trends & Compensation Management: - HRIS- Need, Advantages & Uses of HRIS. - Objective, Advantages, Limitation & Methods of HR Accounting, HR Audit- Objective, Scope & Process. Objectives and process of Compensation Management, New Trends in Compensation Management. Concept of Wage and Salary, Components of salary. Financial & Non Financial Incentives, Fringe Benefits. Employees Separation - Retirement, VRS, Golden Handshake, Suspension and Termination. (5+2)	9

#### Text Books :

1. Human Resource Management, Arun Monppa, Tata McGraw Hill Publishing Company
2. Human Resource Management, Mirza & Zaiyaddin
3. Human Resource Management, C.B.Mamoria, Himalaya Publishing House
4. Human Resource Management, Gary Dessler Dorling Kindersley Pvt Ltd.
5. Human Resource Management: Text and Cases, K Aswathappa , Tata McGraw Hill Publishing Compnay.

#### Reference Books:

- 1.Human Resource Management in Organizations, Izabela Robinson, Jaico Publishing House
2. Armstrong’s Essential Human Resource Management Practice - A guide to people management, Michael Armstrong, Koganpage.
3. Applied Psychology in Human Resource Management, Cascio & Aguins, PHI.

<b>Semester-II</b>	<b>Course Code: 204</b>	<b>Operations &amp; Supply Chain Management</b>
<b>Total Credits: 4</b>	<b>Course Type – Generic Core (GC)</b>	
<b>LTP: 3:1:0</b>	<b>Total number of hours : 40</b>	

<b>Marking scheme</b>	
<b>Concurrent Evaluation &amp; Mid Sem Examination</b>	<b>50 Marks</b>
<b>End Sem Evaluation</b>	<b>50 Marks</b>
<b>Total Marks:</b>	<b>100 Marks</b>

<b>CO#</b>	<b>COGNITIVE ABILITIES</b>	<b>COURSE OUTCOMES (CO'S)</b>
CO 204.1	REMEMBERING	DEFINE basic terms and concepts related to Production, Operations, Services, Supply Chain and Quality Management.
CO 204.2	UNDERSTANDING	EXPLAIN the process characteristics and their linkages with process-product matrix in a real world context
CO 204.3	APPLYING	DESCRIBE the various dimensions of production planning and control and their inter-linkages with forecasting
CO 204.4	ANALYZING	CALCULATE inventory levels and order quantities and MAKE USE OF various inventory classification methods
CO 204.5	EVALUATING	OUTLINE a typical Supply Chain Model for a product / service and ILLUSTRATE the linkages with Customer Issues, Logistic and Business Issues in a real world context.
CO 204.6	CREATING	ELABORATE upon different SCM issues in manufacturing and services organizations where the decision-making element is emphasized

Unit #	Content	Contact Hours (1 hr=60min)
1	Operations Management: An Overview Production System: Issues & Environment, Basics terms , Concepts related to supply chain management . Production Issues & Environment Total Quality Management, Quality, Overview of TQM and LEAN Management, Impact of Global Competition, Technological Change, Ethical and Environmental Issues on Operations and Supply Chain functions	8
2	Operation Process:Process characteristics and their linkages with process-product matrix in a real world context. Types of production, Types of Processes and Operations Systems - Continuous Flow system and intermittent flow systems. Process Product Matrix: Job Production, Batch Production, Assembly line and Continuous Flow, Process and Product Layout.	7
3	Production planning and control :Forecasting: Need and importance of forecasting .Qualitative and quantitative forecasting. Production Planning: Aggregate production Planning, Alternatives for Managing Demand and Supply, Master Production Schedule, Capacity Planning - Overview of MRP, CRP, DRP , MRP II. Production Control: Scheduling, Loading, Scheduling of Job Shops .	7
4	Inventory Management: Basics of EOQ and their Types ,Types of inventory,EOQ model, Inventory control, ABC Analysis -VED, HML, FSN, GOLF, SOS. (Numericals expected on Basic EOQ, EOQ with discounts & ABC), Inventory turns ratios, Fixed Order quantity Model - Periodic Review and Re-order Point	7
5	Logistics and SCM: An overview Logistics and SCM - An Introduction .Principles of SCM,Customer Focus in SCM,DESIGN AND MANAGEMENT OF SCM,Logistics – Inbound and outbound,Models of SCM Integration, Strategic Supply Chain Management, Organizing for Global Markets ,	8
6	IT ENABLED SCM: Information Technology-A Key Enabler of SCM,Intelligence Information System, IT Packages in SCM,COST AND PERFORMANCE MEASUREMENT IN SCM,Cost Analysis and Measurement,Best Practices and Benchmarking for SCM, Performance Measurement and Evaluation of SCM	3

**Text Books:**

1. Operations Management Theory & Practice, B.Mahadevan , Pearson.
2. Operations Now - Supply Chain Profitability & Performance, Byron J. Finch, McGraw Hill.
3. Production and Operations Management, R B Khanna, PHI, New Delhi..
4. Production & Operations Management, S N Chary, McGraw Hill.
5. Supply Chain Management - Strategy, Planning & Operation,Sunil Chopra, Peter Meindl, D. V. Kalra, Pearson education

**Reference Books:**

1. Supply Chain Logistics Management, Donald Bowersox, David Closs, M Bixby Cooper, Tata McGraw Hill.
2. Operations Management, William J. Stevenson, TMGH.
3. Operations Management, Lee Krajewski, Larry Ritzman, Manoj Malhotra, Pearson Education.
4. Introduction to Materials Management , J.R. Tony Arnold, Stephen Chapman, Ramakrishnan, Pearson

**E-resources-**

Suggested Swayam Course:NPTTEL course on Operations management

**Additional reading material-**

The Goal: A Process of Ongoing Improvement (Paperback) ...

‘Operations Management’ (Hardcover) ...

The Toyota Way: 14 Management Principles from the World's Greatest Manufacturer (Hardcover) ...

Toyota Production System: Beyond large-scale production (Hardcover) ...

Suggested Swayam Course:NPTTEL course on Operations management