PROGRAMME PROJECT REPORT
Masters of Business Administration
(2 Year)
(In Accordance with NEP-2020)

Human Resource Management

Marketing Mangement

Financial Mangement

Production Mangement

Information Technology

SCHOOL OF MANAGEMENT STUDIES
U. P. RAJARSHI TANDON OPEN UNIVERSITY
PRAYAGRAJ
2022

Contents

1. Masters Degree Programme

The National Education Policy (NEP) 2020 envisions a new vision that enable an individual to study one or more specialized areas of interest at a deep level, and also develop capabilities across a range of disciplines. The NEP 2020 focuses on the formulation of expected learning outcomes for all higher education programmes. It states that "National Higher Education Qualifications Framework (NHEQF)" shall be align with the National Skills Qualifications Framework (NSQF) to ease the integration of vocational education into higher education. It also points out that higher education qualifications leading to a degree/diploma/certificate shall be described by the NHEQF in terms of Outcome Based Education (OBE).

The design of M.B.A under UGC Choice Based Credit System (CBCS) programme in line with NHEQF offers opportunities and avenues to learn core subjects but also to explore additional avenues of learning beyond the core subjects for holistic development of a learner.

The salient advantages of the choice-based credit system are as follows:

- CBCS allows learner to choose inter-disciplinary, intra-disciplinary courses, skill-oriented courses (even from other disciplines according to their learning needs, interests and aptitude) and have more flexibility.
- CBCS offers flexibility for learner to study at different times and at different institutions to complete one course (ease of mobility of learner). Credits earned at one institution can be easily transferred to other universities.
- Learner may undertake as many credits as they can cope with without repeating all the courses in a given semester if they fail in one/more courses.
- Shift in focus from the teacher-centric to learner-centric education.

The uniform grading system will also enable potential employers in assessing the performance of the learner. In order to bring uniformity in evaluation system and computation of the Cumulative Grade Point Average (CGPA) based on learner's performance in examinations, guidelines framed by the UGC are followed. Hence, adoption of NHEQF helps to overcome the gap between university degree and employability by introducing skills and competencies among the P.G. Learners.

2. M.B.A Programme

One of the precious Masters Degree offered by the School of the Management Studies. A candidate having Graduation in any Discipline with 50% Marks (45% Marks for the SC/ST Candidates) Or Three years Managerial / Supervisory or Working Experience after completing Graduation in any Discipline is eligible to take an admission in M.B.A Programme. The students have to complete a total of 24 papers of 144 credits including a project report work and one paper of foundation course (Non Credit) must be completed.

Following are the important information of this programme:-
- The duration of the MBA program is Min. 2 years and Max. 4 years.
- Re-registration : Only for one year after 4 years maximum duration
- The entire program has been divided into four semesters. For 1st, 2nd & 4th semester all papers are compulsory where as in the 3rd semester a student has to take any set of 4 elective papers together with two compulsory papers as mentioned in the above table
- Industrial Training Report: In the 4th semester a student has to submit a report on any corporate/ industrial issue with following important considerations:
  A. The Report supervisor can be any MBA or equivalent qualified person from the industry or academia with sufficient experience in the respective field.
  B. The Industrial Training Report must contain following contents.
     i. Company/ Organization/ Institution Profile
     ii. Objective of the Training
     iii. Research Methodology
     iv. Introduction about the research problem
     v. Questionnaire
     vi. Analysis (using various statistical tools and diagrammatic representation etc.)
     vii. Findings & Conclusion
     viii. Recommendations
     ix. Bibliography

C. The Industrial Training Report must contain a covering page mentioning the title of the study, university name & logo, Name and enrollment of the student & Name and organization of the supervisor with their respective signatures.
D. The evaluation of every paper shall be in two parts that is 30% internal marks through writing assignment papers at home, uploaded in university web site within a given time framework (Students will submit their semester assignments in prescribed copies to department (SOMS) at Prayagraj and 70% external marks through terminal examinations in examination centers nearby you, which is notified by university before the commencement of semester examination.
E. The structure and duration of postgraduate programme (Masters in Business Administration) in accordance with NEP 2020 --

- A **Masters Degree** after completing 2 years (4 semesters) of study with chosen specialized in third semester.

2.1 Programme Mission & Objectives

In line with the mission of the University to provide flexible learning opportunities to all, particularly to those who could not join regular colleges or universities owing to social, economic and other constraints, the 2-year M.B.A. Programme aims at providing holistic and value based knowledge and guidance to promote managerial skills in day to day work life in their working organization to make them professional . The program offers a platform to the learners to fulfill the eligible criteria in various jobs in both government and private sectors especially in New Make in India business scenario.
The Programme aims at the following objectives:

1. To provide a sound academic base from which an advanced career in the field of Management can be developed.
2. To provide basic understanding about managerial skills among learners.
3. To develop academically competent and professionally motivated personnel, equipped with objective, creative thinking, right moral and ethical values that compassionately foster managerial temper with a sense of social responsibility.
4. To enable the learners to become globally competent.
5. To inculcate entrepreneurial skills among learners

2.2 Relevance of the Programme with Mission and Goals

The 2-year M.B.A. Programme is designed with the objective of equipping learners to cope with the emerging trends and challenges in the Business and Managerial domain and Digital era. In congruence with goals of the University the Programme also focuses to provide skilled Managerial Executives to the Business organizations to meet global demands and competition. The Programme is designed with five specialization in management viz- Human Resource Management, Marketing Management, Financial Management, Production Management and Information and Technology Management, so that a successful learner can go for higher jobs in any one of the major specialized field of his/ her choice. The Programme also aims at making the learners fit for taking up various jobs.

2.3 Nature of Prospective Target Group of Learners

The Program is targeted to all individuals ready to opt Masters Degree in the field of Management for Corporate employment, further higher education, promotion in career, professional development and Entrepreneurship.

2.4 Appropriateness of Programme to be conducted in ODL mode to acquire specific skills & competence

Learning Outcomes

Learning Outcomes	Elements of the descriptor	(P.G. Degree in Management)
LO 1	Knowledge and understanding	• comprehensive, factual, theoretical, and specialized knowledge in multidisciplinary contexts with depth in the underlying principles and theories. • knowledge of the current and emerging issues and developments.
LO 2	Skills required to perform and accomplish tasks	• Acquire cognitive and managerial skills for selecting and using relevant methods, tools, and materials to assess the appropriateness of approaches to solving problems associated with the day to day management practices.
LO 3	Application of knowledge and skills	• Apply the acquired knowledge, and a range of cognitive and practical skills to select and use basic methods, tools, materials, and information to generate solution s to specific problems relating to the management.
LO 4	Generic learning outcomes	• listen carefully, read texts related to the management and present information in a clear and concise manner. • express thoughts and ideas effectively in writing and orally and present the results/findings of the case studies carried out in a clear and concise manner to different target groups. • meet own learning needs relating to application of Management concepts. • pursue self-directed and self-managed learning to upgrade knowledge and skills required to pursue higher level of education and training. • gather and interpret relevant quantitative and qualitative data to identify problems, • critically evaluate the essential theories, policies, and practices by following managerial approach to knowledge development and take actions to generate solutions to specific problems associated with the Management applications. • make judgement and take decision, based on analysis of data and evidence, for formulating responses to issues/problems associated with the managerial problem.
LO 5	Constitutional, humanistic, ethical and moral values	• embrace constitutional, humanistic, ethical, and moral values and practice these values in real-life situations.
LO 6	Employment ready skills, and entrepreneurship skills and mindset	• perform effectively in a defined job relating to the management skills. • ability to exercise responsibility for the completion of assigned tasks. • take up job/employment or professional practice requiring the exercise of full personal responsibility for the completion of tasks and for the outputs of own work. • exercise self- management within the guidelines of study and work contexts.

2.5 Instructional Design

1. 2-year M.B.A. Programme Structure

The University follows the credit system in all its programmes. One credit is equal to 30 hours of learner's study time which is equivalent to 15 lectures in conventional system. To earn a Master's Degree, a learner has to earn 144 credits in four semesters (two years) with 36 credits per semester. For earning 144 credits, a learner has to opt from the following categories of courses:
   (a) Discipline Specific Core Courses
   (b) Discipline Specific Elective Courses (DEC)
   (c) Skill Enhancement Courses (SEC) Industrial Training and Viva- Voce

Explanation of terms used for categorization of courses:

A. **Discipline Specific Core Courses:** A course, which should compulsorily be studied by a learner as a core requirement is termed as a Core course.

B. **Elective Course (DE):** Generally, a course which can be chosen from a pool of courses and which may be very specific or specialized or advanced or supportive to the discipline/ subject of study or which provides an extended scope or which enables an exposure to some other discipline/subject/domain or nurtures the candidate's proficiency/skill is called an Elective Course.

C. **Industrial Training/Viva-Voce/ Survey/ Research Project/ Field Work/Apprenticeship/ Dissertation/Internship:** An elective course designed to acquire special/advanced knowledge, such as supplement study/support study to a project work, and a learner studies such a course on his own with an advisory support by a counsellor/faculty member. Currently, Literature survey and Research Project in 4th semester respectively is offered under code; **MBA4.5** and **MBA4.6**.

2. **Course curriculum:** The details of syllabus is given in Appendix-I

3. Language of Instruction: English. However, learner can write assignment and give Term End Examination (TEE) either in Hindi or English.

❖ **Duration of the Programme**
Minimum duration in years: 02   Maximum duration in years: 04

❖ **Faculty & Support Staff requirement**
Professor (1), Associate Professor (2), Assistant Professor (2) and support staff (2)

2.6 Instructional Delivery Mechanisms

The Open University system is more learner-oriented centric and the learner is an active participant in the teaching-learning process. Most of the instructions are imparted through distance rather than face-to-face communication.

The University follows a multi-media approach for instruction. It comprises of:

- self-instructional printed material (Self Learning Material)
- audio and video lectures
- face-to-face counselling
- assignments
- Industrial Training /Internship
- Project work in some courses
- teleconference/web conference
- Web Enabled Academic Support Portal
- e-GYANSANGAM (Open Educational Repository)

1. Self-Learning Material

The Self Learning Material (SLMs) are prepared in line with the UGC guidelines on preparation of SLMs. The prepared study materials are self-instructional in nature.

The course material is divided into blocks. Each block contains a few units. Lessons, which are called Units, are structured to facilitate self-study. The units of a block have similar nature of contents. The first page of each block indicates the numbers and titles of the units comprising the block. In the first block of each course, we start with course introduction. This is followed by a brief introduction to the block. After the block introduction, emphasis is given on contribution of ancient Indian knowledge into that specific course. Next, each unit begins with an introduction to talk about the contents of the unit. The list of objectives are outlined to expect the learning based outcome after working through the unit. This is followed by the main body of the unit, which is divided into various sections and sub-sections. Each unit is summarized with the main highlights of the contents.

Each unit have several "Check Your Progress" Questions and Terminal Questions /exercises. These questions help the learner to assess his/her understanding of the subject contents. At the end of units, additional

references/books/suggested online weblink for MOOCs/Open Educational Resources for additional reading are suggested.

2. Audio and Video lectures

Apart from SLM, audio and video lectures have been prepared for some courses. The audio-video material is supplementary to print material. The video lectures are available at YouTube channel of university (http://...................)

3. Counselling Classes

The face to face (F2F) counselling classes are conducted at head quarter, as well as online mode also. The purpose of such a contact class is to answer some of questions and clarify the doubts of learner which may not be possible through any other means of communication. Well experienced counsellors provide counselling and guidance to the learner in the courses that (s)he has chosen for study. The counselling sessions for each of the courses will be held at suitable intervals throughout the whole academic session. The time table for counselling classes are displayed at Department, as well as University website. However, attending counselling sessions is not compulsory. It is noted that to attend the counselling sessions, learner has to go through the course materials and note down the points to be discussed as it is not a regular class or lectures.

4. Assignments

The purpose of assignments is to test the comprehension of the learning material that learner receives and also help to get through the courses by providing self-feedback to the learner. The course content given in the SLM will be sufficient for answering the assignments.

Assignments constitute the continuous evaluation component of a course. The assignments are available at the SLM section of the home page of university website. In any case, learner has to submit assignment before appearing in the examination for any course. The assignments of a course carry 30% weightage while 70% weightage is given to the term-end examination (TEE). The marks obtained by learner in the assignments will be counted in the final result. Therefore, It is advised to take assignments seriously. However, there will be no written assignments for M.B.A 4.5 and 4.6

5. Industrial Training/ Internship

Industrial Training/ Internship are an integral component of the M.B.A. programme. While designing the curricula for training , particular care has been taken to weed out experiments not significant to the present-day state of the discipline. Importance has been given to the utility of an experiment with respect to day to day application of managerial concepts, development of experimental skills, and business applications. It is planned to phase the training programme during suitable periods (such as summer vacations) so that in-service persons can take them without difficulty. Training programme worth 6 credits. During this time a learner has to work for around 60 hours. Around 40 hours would be spent on experimental work and the remaining time will be used for doing calculations, preparations of records, viewing or listening to the video/audio programmes.
The guidelines for internship is mentioned in Appendix- II

6. Teleconference/Web conference

Teleconference/web conference, using done through ZOOM/webex in form of online special counselling sessions is another medium to impart instruction to and facilitate learning for a distance learner. The students concerned would be informed about the teleconferencing schedule and the place where it is to be conducted by sending bulk SMS.

7. Web Enabled Academic Support Portal

The University also provide Web Enabled Academic Support Portal to access the course materials, assignments, and other learning resources.

8. e-GYANSANGAM

The e-GYAMSANGAM (UPRTOU-OER REPOSITORY) is an open access platform for educational resources that rely on the concept of 5Rs namely; Reuse, Revise, Remix, Retain and Redistribute. Uttar Pradesh Rajarshi Tandon Open University in support with Commonwealth Educational Media Centre for Asia initiated the implementation of philosophy behind the NEP-2020 to provide equitable use of technology to support learners (SDG4). This not only ensure inclusive and equitable quality education opportunities but also provide faculty to repurpose high quality open educational resources (OER) such that innovative, interactive and collaborative learning environment is built. UPRTOU believes the philosophy of Antyoday (reaching to last person of the society) and facilitate the learner by providing Self Learning Materials, Lecture Notes, Audio/video Lectures, Assignments, Course materials etc. through face-to-face mode as well as distance mode. This e-GYANSANGAM depository will fulfill the educational facilities through equitable use of technology to the learners.

Objectives

- To provide low-cost access model for learners. To foster the policy of reaching to unreached.
- To break down barriers of affordability and accessibility of educational resources.
- To give faculty the ability to customize course materials for learners.
- To provide equal access to affordable technical, vocational and higher education resources (SDG 4.3).
- To provide ubiquitous access to anyone. This will facilitate the quick availability of educational resources and reduces time.
- To supplement Self Learning Material (SLM).
- To reduce the mentor-mentee gap as depository provide access to number of local access as well as global access to educational resources.

9. Learner Support Service Systems

(a) SOMS (School of Management Studies)

SOMS has following major functions:

(i) **Counselling:** Counselling is an important aspect of Open University System. Face to face contact-cum-counselling classes for the courses will be provided at the SOMS. The detailed programme of the contact-cum-counselling sessions will be sent to the learner by the Coordinator of the Programme. In these sessions learner will get an opportunity to discuss with the Counsellors his/her problems pertaining to the courses of study.

(ii) **Evaluation of Assignments:** The evaluation of Tutor Marked Assignments (TMA) will be done by the Counsellors at the SOMS. The evaluated assignments will be returned to the learner by the Coordinator of Programmme with tutor comments and marks obtained in TMAs. These comments will help the learner in his/her studies.

(iii) **Library:** SOMS will have a library having relevant course materials, reference books suggested for supplementary reading prepared for the course(s). Central library of university also issue login password to learners to access online value-added services.

(iv) **Information and Advice:** The learner will be given relevant information about the courses offered by the University. Facilities are also provided to give him/her guidance in choosing courses.

(v) **Interaction with fellow-learners:** In the SOMS, learner will have an opportunity to interact with fellow learners. This may lead to the formation of self-help groups.

(b) Learner Support Services (LSS)

The University has formed an LSS cell at the head quarter. The LSS cell coordinate with the learners to get rid of any problem faced by them.

2.7 Procedure for admissions, curriculum transaction and evaluation

❖ **Admission Procedure**

(a) The detailed information regarding admission test will be given on the UPRTOU website and on the admission portal. Learners seeking admission shall apply online.

(b) **Eligibility:** Graduation in any Discipline with 50% Marks (45% Marks for the SC/ST Candidates) Or Three years Managerial / Supervisory or Working Experience after completing Graduation in any Discipline.

❖ **Programme Fee**   Rs. 18000/year. The fee is deposited through online admission portal only.

❖ **Evaluation**

The evaluation consists of two components: (1) continuous evaluation through assignments, and (2) term-end examination. Learner must pass both in continuous evaluation as well as in the term-end examination of a course to earn the credits assigned to that course. For each course there shall be one written Terminal Examination. The evaluation of every course shall be in two parts that is 30% internal weightage through assignments and 70% external weightage through terminal exams.

(a) **Theory course**	**Max. Mark**s
Terminal Examination	70
Assignment	30
Total	**100**
(b) **Industrial Training:**	**Max. Marks**
Project Report	100
(c) **Viva-voce**	**Max. Marks**
Viva	100

The following 10-Point Grading System for evaluating learners' achievement is used for CBCS programmes:

10-Point Grading System in the light of UGC-CBCS Guidelines

Letter Grade	Grade Point	% Range
O (Outstanding)	10	91-100
A/ (Excellent)	9	81-90
A (Very Good)	8	71-80
B/ (Good)	7	61-70
B (Above Average)	6	51-60
C (Average)	5	41-50
P (Pass)	4	36-40
NC (Not Completed)	0	0-35
Ab (Absent)	0	
Q	Qualified	Applicable only for Non-Credit courses
NQ	Not Qualified	

Learner is required to score at least a 'P' grade (36% marks) in both the continuous evaluation (assignments) as well as the term-end examination. In the overall computation also, learner must get at least a 'P' grade in each course to be eligible for the M.B.A. degree.

Computation of CGPA and SGPA

(a) Following formula shall be used for calculation of CGPA and SGPA

For jth semester SGPA (Sj) = Σ (Ci *Gi)/ Σ Ci	where, C_i = number of credits of the ith course in jth semester G_i= grade point scored by the learner in the ith course in jth semester.
CGPA = Σ (Cj *Sj)/ Σ Cj	where, S_j = SGPA of the jth semester C_j = total number of credits in the jth semester

The SGPA and CGPA shall be rounded off up to the two decimal points. (For e.g., if a learner obtained 7.2345, then it will be written as 7.23 or if s(he) obtained 7.23675 then it be will written as 7.24)

CGPA will be converted into percentage according to the following formula:

Equivalent Percentage = CGPA * 9.5

(b) Award of Division
The learner will be awarded division according to the following table:

Division	Classification
1st Division	6.31 or more and less than 10 CGPA
2nd Division	4.73 or more and less than 6.31 CGPA
3rd Division	3.78 or more and less than 4.73 CGPA

2.8 Cost estimate of the programme and the provisions

2-year M.B.A. programme consists of 40 courses . One course is of 6 credits which consists of approx. 190 units. The total approximated expenditure on the development of 40 courses are:

S. No.	Item	Cost per Unit (writing & editing)	Total cost (Rs.)
1	Total no. of units in 38 courses = 760	6000	4560000
2	BOS Meetings etc.	300000	300000
		Total	**4860000**

2.9 Quality assurance mechanism and expected programme outcomes

(a) **Quality assurance mechanism:** The program structure is developed under the guidance of the Board of studies comprising external expert members of the concerned subjects followed by the School board. The program structure and syllabus is approved by the Academic Council of the University. The course structure and syllabus is reviewed time to time according to the feedback received from the stakeholders and societal needs.

The Centre for Internal Quality Assurance will monitor, improve and enhance effectiveness of the program through the following:
- ✓ Annual academic audit
- ✓ Feedback analysis for quality improvement
- ✓ Regular faculty development programs
- ✓ Standardization of learning resources
- ✓ Periodic revision of program depending upon the changing trends by communicating to the concerned school

(b) **Expected programme outcomes (POs)**

Knowledge and understanding	PO1	Demonstrate a fundamental/coherent understanding of the management science to solve complex corporate problems using limited resources.
Skills related to specialization	PO 2	Demonstrate skills involving the constructive use of knowledge in the subfields of banking and finance- develop a comprehensive understanding of technical and management skills to become a well-rounded manager.
Application of knowledge and skills	PO 3	Identify and apply appropriate principles and methodologies to solve different types of problems with well-defined solutions.
	PO 4	Apply reasoning informed by the contextual knowledge to assess societal, health, safety, legal, and cultural issues and the consequent responsibilities relevant to management practice.
	PO 5	Many students will have their own business idea that they would like to develop and we can provide support for this. Our

Generic learning outcomes		BEnterprise initiative gives practical support for embryo businesses.
	PO 6	Read texts and research papers analytically and present complex information. Research literature and identify and analyze management research problems. Communicate effectively with various stakeholders.

APPENDIX-I
Detailed Programme Structure & Syllabus

Year-wise Structure of Post-Graduate Programme: [Masters in Business Administration:]

Year	Semester	Course Code	Paper Title	Theory/Practical	Max. Marks.	Credits
1	I	MBA-1.1	Principles of Management	70/30	100	6
		MBA-1.2	Organization Behaviour	70/30	100	6
		MBA-1.3	Accounting for Managers	70/30	100	6
		MBA-1.4	Quantitative Techniques for Business Decisions	70/30	100	6
		MBA-1.5	Managerial Economics	70/30	100	6
		MBA-1.6	Management Information System	70/30	100	6
1	II	MBA-2.1	Business Environment	70/30	100	6
		MBA-2.2	Production And Operations Management	70/30	100	6
		MBA-2.3	Human Resource Management	70/30	100	6
		MBA-2.4	Marketing Management	70/30	100	6
		MBA-2.5	Financial Management	70/30	100	6
		MBA-2.6	Research Methodology	70/30	100	6
2	III					
		MBA-3.1	Organizational Effectiveness & Change	70/30	100	6
		MBA-3.2	Project Management	70/30	100	6
	Group Optional		**Select Any One Optional**			
	1. **Optional Group-HR**	MBA-3.11	Human Resource Development	70/30	100	6
		MBA-3.12	Labour Relations & Legislation	70/30	100	6
		MBA-3.13	Wages & Salary Administration	70/30	100	6
		MBA-3.14	Strategies And Practices Of HRM	70/30	100	6
	2.**Optional Group-Finance**	MBA-3.21	Financial Derivatives And Services	70/30	100	6
		MBA-3.22	Security Analysis And Portfolio Management	70/30	100	6
		MBA-3.23	Working Capital Management	70/30	100	6

		MBA-3.24	Income Tax Planning And Management	70/30	100	6
	3.**Optional Group- Production**	MBA-3.31	Materials Management	70/30	100	6
		MBA-3.32	Total Quality Management	70/30	100	6
		MBA-3.33	Logistic And Supply Chain	70/30	100	6
		MBA-3.34	Management Production Planning And Control	70/30	100	6
	4.**Optional Group- Marketing**	MBA-3.41	Advertising And Brand Management	70/30	100	6
		MBA-3.42	Consumer Behavior	70/30	100	6
		MBA-3.43	International Marketing	70/30	100	6
		MBA-3.44	Industrial & Service Marketing	70/30	100	6
	5.**Optional Group- Information Technology**	MBA-3.51	Computer Fundamentals And Its Organization	70/30	100	6
		MBA-3.52	Web Technology	70/30	100	6
		MBA-3.53	Software Engineering Management	70/30	100	6
		MBA-3.54	Data Base Management System	70/30	100	6
2	IV	MBA-4.1	Entrepreneurship Development	70/30	100	6
		MBA-4.2	Strategic Management & Business Policy	70/30	100	6
		MBA-4.3	Operations Research	70/30	100	6
		MBA-4.4	Business Ethics And Corporate Governance	70/30	100	6
		MBA-4.5	Industrial Training And Report Submission	70/30	100	6
		MBA-4.6	Comprehensive Viva-Voce	70/30	100	6
			Total Credit			144

Note: This table may be extended by the school, if required.

Format of Syllabus for [MBA]: Subject: [Principles of Management]

Course prerequisites: **None**			
Programme: MBA	Year: 2022		Semester: I
Course Code: MBA-1.1	Course Title: Principles of Management		

Course Objectives:
- To enable the learners to study the evolution of Management.
- To study the functions and principles of Management.
- To learn the application of the principles in an organization.
- To enable the effective and barriers of communication in the organization.
- To study the system and process of effective controlling in the organization.

Course Outcomes:

Upon completion of the course, learners will be able:

CO1: To have clear understanding of managerial functions like planning, and have same basic knowledge on international aspect of management.

CO2: To understand the planning process in the organization.

CO3: To understand the concept of organization.

CO4: To demonstrate the ability to directing, leadership and communicate effectively.

CO5: To analyze isolate issues and formulate best control methods.

Credits: 6	**Type of Course:** Core/~~Elective~~ (**Core**)
Category of Course (**Please mention category of course; It may have more than one option**)	~~Awareness/ life skills / soft skills/ value-added /employability/ entrepreneurship/ skill development/ MOOCs or~~ OER
Max. Marks: 70	Min. Passing Marks: 24

(Syllabi should be framed block wise/unit wise; No of blocks and units may change)	
Block 1	**Management Concept and Principles**
Unit I	Concept of Management
Unit II	Organization and its Pervasiveness
Unit III	Evolution of Management Thought
Unit IV	Management Science, Operations Research/Mathematical School/Decision Theory Approach, Systems Approach.
Block 2	**Planning and Decision Making**
Unit V	Planning
Unit VI	Nature and Purpose of Strategies and Policies
Unit VII	Decision Making
Unit VIII	Brain Storming
Block 3	**Organizing and Staffing**
Unit IX	Organizing
Unit X	Line and Staff Concept
Unit XI	Delegation
Unit XII	Decentralization
Block 4	**Coordination And Control**
Unit XIII	Coordination
Unit XIV	Control
Unit XV	Human Response to Control
Unit XVI	Techniques of Control
Block 5	**MANAGEMENT : ETHICS AND VALUES**
Unit XVII	Values in Management

Unit XVIII	Japanese Management Techniques
Unit XIX	Human Values in Management : Indian Perspectives
Unit XX	Ethical Dilemma in Management

Suggested Text Book Readings:
1. Drucker, Peter, F,1981. Management Task, Responsibility and Practices, Allied Publishers, New Delhi.
2. Noe, Hollenbeck, Gerhart and Wright; Human Resource Managing, 5th Edition; Mc Graw Hill Irwin, 2006
3. Koontz O'Donnell; Principles of Management, Mc-Graw Hill, New York, 1980.
4. Neeru Vasishth; Principles of Management; Taxmann Publications, New Delhi; 3rd Edition.
5. C.V.S. Murthy, "Business Ethics" Edition: 2013, Himalaya Publishing House.
6. Manual G. Velessquez "Business Ethics" Concepts and Cases, 5th Edition,2002.

This course can be opted as an elective by the students of following subjects: Any one

Suggested equivalent online courses (MOOCs) for credit transfer:
1. https://onlinecourses.nptel.ac.in/noc22_mg113/preview

Electronic media and other digital components in the curriculum:
Choose any one or more than one: (Electronic Media: Audio/Video Lectures, Online Counselling/Virtual Classes/E-Contents/e-SLM/OER/supplementary links for reference/Video Conferencing/Radio broadcast/Web Conferencing/ Other electronic and digital contents)
1. https://www.youtube.com/watch?v=USr6ZW01mP4&list=PLE1dn2VcDboG6TjGcGC4M82JwC56GKBjF&index=3
2. https://www.youtube.com/playlist?list=PLLy_2iUCG87DH0iQSVWZ8iamVl5SaLlXQ
3. https://open.lib.umn.edu/principlesmanagement/

| Name of electronic media | Year of incorporation |

Note: School may revise list of electronic media and other digital components in the curriculum time to time and shall be updated in website also.

Format of Syllabus for [MBA]: Subject: [Organizational Behavior]

Course prerequisites: **None**			

Programme: MBA	Year: 2022		Semester: I
Course Code: MBA-1.2	Course Title: **Organizational Behavior**		

Course Objectives:
- To help the learners to develop cognizance of the importance of human behavior.
- To enable learners to describe how people behave under different conditions and understand why people behave as they do.
- To provide the learners to analyze specific strategic human resources demands for future action.
- To enable learners to synthesize related information and evaluate options for the most logical and optimal solution such that they would be able to predict and control human behavior and improve results.

Course Outcomes:

Upon completion of this course, the learners will be able to:

CO1: Demonstrate the applicability of the concept of organizational behavior to understand the behavior of people in the organization.

CO2: Demonstrate the applicability of analyzing the complexities associated with management of individual behavior in the organization.

CO3: Analyze the complexities associated with management of the group behavior in the organization.

CO4: Demonstrate how the organizational behavior can integrate in understanding the motivation (why) behind behavior of people in the organization.

Credits: 6	**Type of Course:** Core/~~Elective~~ (**Core**)
Category of Course (**Please mention category of course; It may have more than one option**)	~~Awareness/ life skills / soft skills/ value-added / employability/ entrepreneurship/ skill development/ MOOCs or~~ OER

Max. Marks: 70	Min. Passing Marks: 24

(Syllabi should be framed block wise/unit wise; No of blocks and units may change)	
Block 1	**Basics of Organizational Behavior**
Unit I	Nature of Organizational Behavior
Unit II	Evolution of the Concept of Organizational Behavior
Unit III	Models of Organizational Behavior
Unit IV	Recent Trends in Organizational Behavior
Block 2	**Basics of Individual Behavior**
Unit V	Types of Individual Behavior
Unit VI	Perception and Behavior
Unit VII	Learning and Behavior
Unit VIII	Attitude and Behavior
Block 3	**Motivation and Leadership**
Unit IX	Motivation
Unit X	Motivation : Practical applications
Unit XI	Leadership
Unit XII	Leadership : Contingency perspectives
Block 4	**Group Dynamics and Culture**
Unit XIII	Groups in Organizations
Unit XIV	Group Performance
Unit XV	Transactional Analysis

Unit XVI	Organizational Culture
Block 5	**Conflict and Change**
Unit XVII	Managing Conflict
Unit XVIII	Creativity
Unit XIX	Power and Politics
Unit XX	Managing Organizational Change

Suggested Text Book Readings:
1. Greenberg, J., & Baron, R.A.(2008), Behavior in Organizations, 9e Pearson Education Limited.
2. Pedler, M., Burgoyne, J.G.,& Boydell, T.(1991). The Learning Company. A Strategy for Sustainable Development. London: Mc Graw-Hill.
3. Fiedler, F.E.(1967). A Theory of Leadership Effectiveness, McGraw Hill, New York.
4. Stephen Robbins and Timothy Judge. Organizational Behavior Global Edition, 15th Edition, Pearson Education.
5. Brown, Andrew(1998).Organizational Culture, London; Pitman.

This course can be opted as an elective by the students of following subjects: Any one

Suggested equivalent online courses (MOOCs) for credit transfer:
1. https://onlinecourses.swayam2.ac.in/cec22_ge25/preview

Electronic media and other digital components in the curriculum:
Choose any one or more than one: (Electronic Media: Audio/Video Lectures, Online Counselling/Virtual Classes/E-Contents/e-SLM/OER/supplementary links for reference/Video Conferencing/Radio broadcast/Web Conferencing/ Other electronic and digital contents)
1. https://www.academia.edu/40861184/Organization_Behaviour_An_Experiential_Approach_8th_Edition_copy
2. https://www.youtube.com/watch?v=-sLHfYnxh8s&list=PLbMVogVj5nJQYXoO3foSZ6CrU7aCCwTsb
3. https://www.iedunote.com/organizational-behavior

Name of electronic media	Year of incorporation

Note: School may revise list of electronic media and other digital components in the curriculum time to time and shall be updated in website also.

Format of Syllabus for [MBA]: Subject: [Accounting For Managers]

Course prerequisites: **None**			
Programme: MBA	Year: 2022		Semester: I
Course Code: MBA-1.3	Course Title: Accounting For Managers		

Course Objectives:
- To introduce complex problems of financial accounting such as valuation, measuring and reporting issues related to assets and liabilities and preparing the financial statements.
- To gain the ability of using accounting information as a tool in applying solutions for managerial problems.
- To evaluate the financial performance, and interpreting the financial structure of organizations.
- To provide decision making skills to the students in the financial analysis context.
- The learners of this course will have the ability to identify and analyze complex financial accounting problems and opportunities in real life situations.

Course Outcomes:

Upon completion of this course, learners will be able :

CO1: To understand the nature and role of the four principal financial statements (i.e., the Income Statement, the Statement of Financial Position, the Statement of Cash Flows, and the Statement of Changes in Equity) ;

CO2: To develop an awareness and understanding of the accounting process and fundamental accounting principles that underpin the development of financial statements (e.g. accrual accounting vs. cash accounting, definition, recognition, measurement and disclosure of assets, liabilities, revenues, expenses; inventory valuation methods, provisions, depreciation; accounting for intangibles);

CO3: To read, interpret and analyze financial statements; combine financial analysis with other information to assess the financial performance and position of a company;

CO4: Understand and apply course concepts to analyze common business management decisions such as pricing and outsourcing decisions from a financial perspective;

CO5: Understand the role of budgets in organizations, their limitations and the behavioral issues to consider when developing and using budgets for planning and control;

CO6: To develop an awareness of the need to consider ethical, social and other relevant issues, in addition to financial information, in the management decision-making process.

Credits: 6	Type of Course: Core**/**~~Elective~~ **(Core)**
Category of Course **(Please mention category of course; It may have more than one option)**	~~Awareness/ life skills / soft skills/ value-added / employability/ entrepreneurship/ skill development/ MOOCs or~~ OER

Max. Marks: 70	Min. Passing Marks: 24

(Syllabi should be framed block wise/unit wise; No of blocks and units may change)	
Block 1	**Introduction: Accounting Standards and Concepts**
Unit I	Accounting and its Functions
Unit II	Accounting Concepts
Unit III	Accounting Standards
Unit IV	Accounting Information and its Applications
Block 2	**Balance Sheet, P\L Accounts, Cash and Fund Flow**
Unit V	Construction and Analysis of Balance Sheet
Unit VI	Construction and Analysis of Profit and Loss Account-I
Unit VII	Construction and Analysis of Profit and Loss Account-II
Unit VIII	Construction and Analysis of Fund Flow Statement
Block 3	**Cost Analysis**
Unit IX	Understanding and Classifying Costs
Unit X	Absorption and Marginal Costing
Unit XI	Cost Volume Profit Analysis

Unit XII	Variance Analysis
Block 4	**Ratio Analysis and Budgeting**
Unit XIII	Ratio Analysis
Unit XIV	Leverage Analysis
Unit XV	Budgeting and Budgeting Control
Unit XVI	Investment Appraisal Methods
Block 5	**Working Capital Management**
Unit XVII	Management of Working Capital
Unit XVIII	Management of Cash
Unit XIX	Capital Structure
Unit XX	Dividend Decision

Suggested Text Book Readings:

1. Financial Accounting: Tools for Business Decision Making, 3rd Edition . Wiley Publishers: Canada
2. Gray, Jack and KennethS. Johnson, 1977. Accounting and Management Action, Tata Mc GrawHill: New York.
3. Advanced Accounting, C. M. Juneja, Kalyani Publishers, Ludhiyana.
4. Analysis of Financial Statement, H.K.Singh & Meera Singh, Prayag Pustak Bhawan, Allahabad.
5. Advanced Management Accounting, S.Chand & Co.Pvt.Ltd., New Delhi, 2013.
6. Gupta, Shashi k., Sharma, R.K, Management Accounting, Kalyani Publishers, New Delhi.

This course can be opted as an elective by the students of following subjects: Any one

Suggested equivalent online courses (MOOCs) for credit transfer:

1. https://onlinecourses.swayam2.ac.in//imb22_mg34/preview

Electronic media and other digital components in the curriculum:

Choose any one or more than one: (Electronic Media: Audio/Video Lectures, Online Counselling/Virtual Classes/E-Contents/e-SLM/OER/supplementary links for reference/Video Conferencing/Radio broadcast/Web Conferencing/ Other electronic and digital contents)

1. https://static.careers360.mobi/media/uploads/froala_editor/files/Management-of-Working-Capital_-Unit-I_-Introduction-to-Working-Capital-Management_WDdB8ZC.pdf
2. https://www.youtube.com/watch?v=R2ndARL3RV4&list=PLLy_2iUCG87BFW5LwV9zFEH5dgS2XQTH5
3. https://ebooks.lpude.in/commerce/mcom/term_3/DCOM505_WORKING_CAPITAL_MANAGEMENT.pdf
4. http://www.ebookbou.edu.bd/Books/Text/SOB/MBA/mba_1306/Unit-05.pdf

Name of electronic media	Year of incorporation

Note: School may revise list of electronic media and other digital components in the curriculum time to time and shall be updated in website also.

Format of Syllabus for [MBA]: Subject: [Quantitative Techniques For Business Decisions]

Course prerequisites: **None**		
Programme: MBA	Year: 2022	Semester: **I**
Course Code: MBA-1.4	Course Title: **Quantitative Techniques For Business Decisions**	

Course Objectives:
- To understand relevance & need of quantitative methods for making business decisions.
- To demonstrate a sound knowledge of fundamentals of statistics and statistical techniques.
- To be able to read and interpret statistical information.
- To be able to perform statistical analysis.
- To be able to apply quantitative methods to solve a variety of business problems.

Course Outcomes:
Upon completion of this course, the learners will be able to:
CO1: Understand various quantitative & statistical methods.
CO2: Understand data and draw inference from data.
CO3: Calculate and interpret statistical values by using statistical tool (correlation & regression).
CO4: Demonstrate an ability to apply various statistical tool to solve business problem.

Credits: 6	**Type of Course:** Core/~~Elective~~ (**Core**)
Category of Course (**Please mention category of course; It may have more than one option**)	~~Awareness/ life skills / soft skills/ value added / employability/ entrepreneurship/ skill development/ MOOCs or~~ OER

Max. Marks: 70	Min. Passing Marks: 24

(Syllabi should be framed block wise/unit wise; No of blocks and units may change)

Block 1	
Unit I	Data Analysis, Measure of Dispersion, Standard Deviation
Unit II	Theory of Probability, Basic Concept, Simple Joint Conditional and Marginal Probabilities, Addition and Multiplication Theorems.
Unit III	Prior and Posterior Probabilities, Random Variables in Probability Functions.
Unit IV	Mathematical Expectation and Bayes' Theorem.
Block 2	
Unit V	Probability Distribution: Binomial, Poisson and Normal Distributions.
Unit VI	Normal Sampling Distribution.
Unit VII	Probability and Decision Making.
Unit VIII	Decision Making Under Uncertainty.
Block 3	
Unit IX	Decision Making.
Unit X	Probability Theory.
Unit XI	Operations with Matrix & Introduction to Vectors.
Unit XII	Decision Tree Analysis.
Block 4	
Unit XIII	Programming Techniques.
Unit XIV	Duality in Linear Programming.
Unit XV	Transportation Problem.
Unit XVI	Modified Distribution Method & Stepping Stone Method and Game Theory.
Block 5	
Unit XVII	The Assignment Problem and The Hungarian Method.
Unit XVIII	Markov Chains
Unit XIX	Theory of Estimation: Point Estimation, Interval Estimation\ Time Series.

Unit XX	Project Management: CPM\ PERT Analysis, Queuing Theory.

Suggested Text Book Readings:
1. Franklin, Evidence and Probability.
2. Gupta, S.B., Principal of Statistics.
3. N D Vohra: Quantitative Techniques in Management, Tata Mc Graw Hill.
4. V K Kapoor: Operations Research.
5. Taha: Operations Research(Pearson).
6. Sharma, J.K: Operations Research: Theory and Applications (Macmillan India Ltd).

This course can be opted as an elective by the students of following subjects: Any one

Suggested equivalent online courses (MOOCs) for credit transfer:
1. https://onlinecourses.swayam2.ac.in/cec20_mg18/preview

Electronic media and other digital components in the curriculum:
Choose any one or more than one: (Electronic Media: Audio/Video Lectures, Online Counselling/Virtual Classes/E-Contents/e-SLM/OER/supplementary links for reference/Video Conferencing/Radio broadcast/Web Conferencing/ Other electronic and digital contents**)**
1. https://www.vedantu.com/commerce/quantitative-techniques-of-decision-making
2. https://www.youtube.com/watch?v=4BiglWw-0_0
3. https://www.academia.edu/25483707/Quantitative_Techniques_for_Management

Name of electronic media	Year of incorporation

Note: School may revise list of electronic media and other digital components in the curriculum time to time and shall be updated in website also.

Format of Syllabus for [MBA]: Subject: [Managerial Economics]

Course prerequisites: **None**			
Programme: MBA	Year: 2022		Semester: I
Course Code: MBA-1.5	Course Title: **Managerial Economics**		

Course Objectives:
- To familiarize the learners with the basic concept of microeconomics.
- To make learner understand the demand and supply analysis in business applications.
- To familiarize learners with the production and cost structure under different stages of production.
- To understand the pricing and output decisions under various market structure.
- To help learners understand and apply the various decision tools to understand the market structure.

Course Outcomes:

Upon completion of this course, the students will be able to:

CO1: To understand the concepts of cost, nature of production and its relationship to Business operations.

CO2: To apply marginal analysis to the "firm" under different market conditions.

CO3: To analyze the causes and consequences of different market conditions.

CO4: To integrate the concept of price and output decisions of firms under various market structure.

Credits: 6	**Type of Course:** Core**/**~~Elective~~ (Core)
Category of Course **(Please mention category of course; It may have more than one option)**	~~Awareness/ life skills / soft skills/ value-added / employability/ entrepreneurship/ skill development/ MOOCs or~~ OER
Max. Marks: 70	Min. Passing Marks: 24

(Syllabi should be framed block wise/unit wise; No of blocks and units may change)

Block 1	**Introduction**
Unit I	Managerial Economics and Economists.
Unit II	Utility.
Unit III	Law of Diminishing Marginal Utility.
Unit IV	Law of Equi-Marginal Utility.
Unit V	Consumer Surplus
Block 2	**Demand Analysis**
Unit VI	Conceptual Framework.
Unit VII	Demand Determinants.
Unit VIII	Elasticity of Demand.
Unit IX	Indifference Curve Analysis
Unit X	Demand Forecasting
Block 3	**Production and Cost Analysis**
Unit XI	Production
Unit XII	Economies and Diseconomies of Scale, Theory of Production.
Unit XIII	Cost Analysis.
Unit XIV	Cost Output Relations.
Unit XV	Revenue Analysis.
Block 4	**Price and Profit Analysis**
Unit XVI	Market and Perfect Competition
Unit XVII	Imperfect Competition
Unit XVIII	Monopoly
Unit XIX	Capital Budgeting And Practices.
Unit XX	Profit Theories & Policy

Suggested Text Book Readings:

1. Srvage C.I. and Small J.R. Introduction to Marginal Economics.
    2. Samuelson , P.A. Economics.
    3. Mc Connell & Gupta , Economics Vol. I.

This course can be opted as an elective by the students of following subjects: Any one
Suggested equivalent online courses (MOOCs) for credit transfer: 1. https://onlinecourses.swayam2.ac.in//imb22_mg38/preview

Electronic media and other digital components in the curriculum:
Choose any one or more than one: (Electronic Media: Audio/Video Lectures, Online Counselling/Virtual Classes/E-Contents/e-SLM/OER/supplementary links for reference/Video Conferencing/Radio broadcast/Web Conferencing/ Other electronic and digital contents)
    1. https://elearning.uou.ac.in/pluginfile.php/42309/mod_folder/content/0/Managerial%20Economics_MS-103.pdf
    2. https://ebooks.lpude.in/commerce/mcom/term_1/DECO405_MANAGERIAL_ECONOMICS_ENGLISH.pdf
    3. https://www.youtube.com/watch?v=ycyMktNFZ88&list=PLPjSqITyvDeV84Qiruw4xVWGQPTctrlhg

Name of electronic media	Year of incorporation

Note: School may revise list of electronic media and other digital components in the curriculum time to time and shall be updated in website also.

Format of Syllabus for [MBA]: Subject: [Management Information System]

Course prerequisites: **None**		

Programme: MBA	Year: 2022	Semester: I
Course Code: MBA-1.6	Course Title: **Management Information System**	

Course Objectives:

- To describe the role of information technology and decision support systems in business and record the current issues with those of the firm to solve business problems.
- To introduce the fundamental principles of computer-based information systems analysis and design and develop an understanding of the principles and techniques used.
- To enable learners understand the various knowledge representation methods and different expert system structures as strategic weapons to counter the threats to business and make business more competitive.
- To enable the learners to use information to assess the impact of the Internet and Internet technology on electronic commerce and electronic business and understand the specific threats and vulnerabilities of computer systems.
- To provide the theoretical models used in database management systems to answer business questions.

Course Outcomes:

Upon completion of this course, learners will be able to:

CO1: Relate the basic concepts and technologies used in the field of management information systems.
CO2: Compare the processes of developing and implementing information systems.
CO3: Outline the role of the ethical, social, and security issues of information systems.
CO4: Translate the role of information systems in organizations, the strategic management processes, with the implications for the management.
CO5: Apply the understanding of how various information systems like DBMS work together to accomplish the information objectives of an organization.

Credits: 6	**Type of Course:** Core**/**~~Elective~~ (Core)
Category of Course (**Please mention category of course; It may have more than one option)**	~~Awareness/ life skills / soft skills/ value-added / employability/ entrepreneurship/ skill development/ MOOCs or~~ OER

Max. Marks: 70	Min. Passing Marks: 24

(Syllabi should be framed block wise/unit wise; No of blocks and units may change)

Block 1	**Role of MIS in Organization**
Unit I	Organization and Information Systems, Changing Environment and Its Impact of Business.
Unit II	The ITES and its Influence- Data, Information and its Attributes
Unit III	The Organization: Structure, Managers and Activities. The level of people and their information needs.
Unit IV	Types of Decisions and Information- Information system, categorization of information on the basis of nature and characteristics, its impact on business.
Block 2	**System Analysis And Development**
Unit V	Need for System Analysis- Stages in System Analysis, Structured SAD and tools like DFD, Context Diagram, and Decision Table and Structured Diagram.
Unit VI	System Development Models: Water Flow, Prototype, spiral, RAD-Roles and Responsibilities of System Analyst, Database Administrator and Database Designer.
Unit VII	System Development Life Cycle: Sequential Process of Software Development, Computer Aided Software Engineering (CASE).
Unit VIII	Tools and the Modular Approach to Software Development; Information System Audit.

Block 3	Enterprise Systems
Unit IX	Enterprise Resource Planning (ERP).
Unit X	Supply Chain Management (SCM).
Unit XI	Knowledge Management and e-governance.
Unit XII	Nature of IT Decision.
Block 4	Security and Ethical Challenges
Unit XIII	Ethical Responsibilities of Business Professionals – Business Technology.
Unit XIV	Computer Crime - Hacking, Cyber theft, Unauthorized use at work, Cyber Terrorism.
Unit XV	Software and Intellectual Property: Privacy – Issues and the Internet Privacy: Challenges.
Unit XVI	Ergonomics, Health and Social Issues, Working Condition.
Block 5	Managing International Information System
Unit XVII	The Global Environment: Business Drivers and Challenges; developing an international information system architecture.
Unit XVIII	Organizing International Information System: Global Strategies; Global Systems; Re-organizing the Business.
Unit XIX	Technology Issues and Global Value Chains; Managing global software.
Unit XX	Offshore Outsourcing: Opportunities and Challenges

Suggested Text Book Readings:
1. Ramesh Behl, James A. O'Brien, George M. Marakas, Management Information Systems, McGraw Hill Education, 11th Edition,2019.
2. A K Gupta, Management Information System, S Chand Publishing, 2010.
3. Ashima Bhatnagar Bhatia, Meghna Sharma, Vaibhav Bansal, Information System Management, JSR PUBLISHING HOUSE LLP, 2020.
4. D.P. Nagpal, Textbook on Management Information Systems, S Chand & Co Ltd Publishing.
5. Kenneth C. Laudon and Jane P. Laudon, Management Information System, Seventeen Edition, By Pearson Education, 2022.

This course can be opted as an elective by the students of following subjects: Any one

Suggested equivalent online courses (MOOCs) for credit transfer:
1. https://onlinecourses.nptel.ac.in/noc22_mg100/preview

Electronic media and other digital components in the curriculum:
Choose any one or more than one: (Electronic Media: Audio/Video Lectures, Online Counselling/Virtual Classes/E-Contents/e-SLM/OER/supplementary links for reference/Video Conferencing/Radio broadcast/Web Conferencing/ Other electronic and digital contents)
1. https://www.youtube.com/watch?v=sKO7TvSZmnU&list=PL24zhcLnUkEOdmcWHRg6Up_Hq7jZ5_6hT
2. https://www.youtube.com/watch?v=PJqSwq9yyks&list=PLX6pA1oeV7Lb6hEEOzInrwV2Q9WMQ2VXe
3. https://ebooks.lpude.in/management/mba/term_4/DMGT505_MANAGEMENT_INFORMATION_SYSTEM.pdf

Name of electronic media	Year of incorporation

Note: School may revise list of electronic media and other digital components in the curriculum time to time and shall be updated in website also.

Format of Syllabus for [MBA]: Subject: [Business Environment]

Course prerequisites: **None**		
Programme: MBA	Year: 2022	Semester: II
Course Code: MBA 2.1	Course Title: **Business Environment**	

Course Objectives:
- To understand the concepts of business and its environment.
- To analyse the overall business environment and evaluate its various components in business decision-making.
- To discuss the contemporary issues in business.
- To examine and evaluate the business in International Environment.

Course Outcomes:

CO1: Learners would be acquainted with business objectives, dynamics of business and environment, various types of business environment and its analysis. They will familiarize with the nature of business environment and its components.

CO2: Develops basic understanding and demonstrate/develop conceptual framework of business environment and generate interest in international business.

CO3: Understand the definition of ethics and the importance and role of ethical behaviour in the business world.

CO4: Learners would be acquainted with various strategies of Global Trade. They would also discuss Foreign Trade in India, Foreign Direct Investments, and its implications on Indian Industries.

CO5: Learners would describe and discuss Corporate Social Responsibility, Corporate Governance and Social Audit.

Credits: 6	**Type of Course:** Core/~~Elective~~ (**Core**)
Category of Course (**Please mention category of course; It may have more than one option**)	~~Awareness/ life skills / soft skills/ value-added / employability/ entrepreneurship/ skill development/ MOOCs or~~ OER
Max. Marks: 70	Min. Passing Marks: 24

(Syllabi should be framed block wise/unit wise; No of blocks and units may change)	
Block 1	**Management Concept And Principles**
Unit I	Overview of Business Environment
Unit II	Complexities and Diversities of Business Environment in 21st Century
Unit III	Environmental Scanning
Unit IV	Political Environment
Block 2	**Economic Environment**
Unit V	Economic Environment
Unit VI	Industrial Policy: Strategies And Evaluation Of Current Five Year Plan, New Industry Policy And Industrial Licensing
Unit VII	Economic Policy
Unit VIII	Legal Environment
Block 3	**Social Environment And Ethics**
Unit IX	Public Sector in India
Unit X	Performance, Problem and Constraint of Public Sector
Unit XI	Social Environment
Unit XII	Business Ethics
Block 4	**Technological Environment And Globalization**
Unit XIII	Technological Environment: Impact on Technology on Business ,

Unit XIV	Technological Policy, Import of Technology, Problems in Technology Transfer
Unit XV	International Environment: Emergence of Globalization, Control of FDI
Unit XVI	Benefits and Problem from MNCs, WTO, its Role and Functions
Block 5	**Corporate Governance**
Unit XVII	Meaning and Need of Corporate Restructuring
Unit XVIII	Objectives and Procedure of Corporate Restructuring
Unit XIX	Corporate Governance
Unit XX	Benefits of Corporate Governance and its Present State in India

Suggested Text Book Readings:
1. Cherunilam Francis, Business environment, Vikas Publishing House pvt ltd.
2. Bedi Suresh, Business Environment Excel Books.
3. Mital Enviornment, Excel books.
4. A.C. Fernando, Business Environment.
5. Saleem, Shaikh, Business Environment, Pearson.

This course can be opted as an elective by the Learners of following subjects: Any one

Suggested equivalent online courses (MOOCs) for credit transfer:
1. https://onlinecourses.swayam2.ac.in/imb22_mg28/preview?

Electronic media and other digital components in the curriculum:
Choose any one or more than one: (Electronic Media: Audio/Video Lectures, Online Counselling/Virtual Classes/E-Contents/e-SLM/OER/supplementary links for reference/Video Conferencing/Radio broadcast/Web Conferencing/ Other electronic and digital contents)
1. https://ncert.nic.in/textbook/pdf/lebs103.pdf
2. https://ebooks.lpude.in/commerce/mcom/term_1/DCOM105_DCOM402_DMGT105_DMGT401_BUSINESS_ENVIRONMENT.pdf
3. https://www.youtube.com/watch?v=w1Gq4XZU3c4&list=PLGRG6Dk7lyZ4gQJsStDhupLHcybS5B4I

Name of electronic media	Year of incorporation

Note: School may revise list of electronic media and other digital components in the curriculum time to time and shall be updated in website also.

Format of Syllabus for [MBA]: Subject: [Production Management]

Course prerequisites: **None**			
Programme: MBA	Year: 2022		Semester: II
Course Code: MBA 2.2	Course Title: **Production And Operation Management**		

Course Objectives:
- To understand the basic concepts and theories of the production management.
- To comprehend the operations management situations with greater confidence.
- To anticipate issues in production and operations processes they may face during their careers
- To expand individual knowledge of operations management principles and practices.
- To apply operations management concepts and their influence on business decisions.

Course Outcomes:

CO1: Gaining knowledge about managing production processes.

CO2: Analyze and evaluate various facility alternatives and their capacity decisions, develop a balanced line of production.

CO3: Develop aggregate capacity plans and MPS in operation environments. Better understanding of modern production techniques.

CO4: Better understanding of quality management. Plan and implement suitable quality control measures in Quality Circles to TQM.

CO5: Management skills needed for the effective operations management & scheduling and sequencing techniques in operation environments.

Credits: 6	**Type of Course:** Core/~~Elective~~ **(Core)**
Category of Course (**Please mention category of course; It may have more than one option**)	~~Awareness/ life skills / soft skills/ value-added / employability/ entrepreneurship/ skill development/ MOOCs or~~ OER
Max. Marks: 70	Min. Passing Marks: 24

(Syllabi should be framed block wise/unit wise; No of blocks and units may change)	
Block 1	**Basic Issues in Production Management**
Unit I	Production and Operations Management: An Overview
Unit II	Production System: Issues and Environment
Unit III	Total Quality Management(TQM)
Unit IV	Latest Techniques in Production Management
Block 2	**Production and Forecasting**
Unit V	Need and Importance of Forecasting
Unit VI	Qualitative Methods of Forecasting-I
Unit VII	Qualitative Methods of Forecasting-II
Unit VIII	Quantitative Methods of Forecasting
Block 3	**Production Planning**
Unit IX	Facility Location Planning
Unit X	Capacity Planning
Unit XI	Facilities Planning
Unit XII	Aggregate Production Planning
Block 4	**Work Design and Time Management**
Unit XIII	Work System Design
Unit XIV	Management Information for Production System
Unit XV	Just in Time
Unit XVI	Logistics Management

Block 5	Materials Management
Unit XVII	Issues in Materials Management
Unit XVIII	Independent Demand Inventory System
Unit XIX	Dependent Demand Inventory System
Unit XX	Scheduling and Sequencing

Suggested Text Book Readings:

1. Everett, E. Adam, Jr. Ronald J. Ebert, Production and Operations Management, Prentice- Hall of India Private Limited, 5th edition,1994.
2. Geetika Ghosh, P. and Roy Choudhury, P. Managerial Economics, 2nd , Tata McGraw Hill, New Delhi,2011.
3. A. Greasley, Operations Management, Sage Publication,2008
4. R.N. Roy, A Modern Approach to Operations Management, New Age International(P) Limited Publishers, 2nd Edition,2005
5. S. Anil, N. Suresh, Production and Operations Management, New Age International Limited Publishers, Second Edition, 2008.
6. R. Pannerselvam, Production and Operation Management Prentice Hall of India Pvt Ltd 9th print 2004

This course can be opted as an elective by the Learners of following subjects: Any one

Suggested equivalent online courses (MOOCs) for credit transfer:
1. https://onlinecourses.nptel.ac.in/noc23_mg17/preview
2. https://onlinecourses.swayam2.ac.in/nou20_cs07/preview

Electronic media and other digital components in the curriculum:
Choose any one or more than one: (Electronic Media: Audio/Video Lectures, Online Counselling/Virtual Classes/E-Contents/e-SLM/OER/supplementary links for reference/Video Conferencing/Radio broadcast/Web Conferencing/ Other electronic and digital contents)
1. https://www.youtube.com/watch?v=aSd8Hbg-tuY&list=PLLy_2iUCG87A-kHGx4YUY97ShTTqBfA6-
2. https://www.youtube.com/playlist?list=PLLy_2iUCG87A-kHGx4YUY97ShTTqBfA6-
3. https://nptel.ac.in/courses/110107141
4. https://ebooks.lpude.in/Management/Bba/Term_4/Dmgt206_Production_And_Operations_Management.Pdf

Name of electronic media	Year of incorporation

Note: School may revise list of electronic media and other digital components in the curriculum time to time and shall be updated in website also.

Format of Syllabus for [MBA]: Subject: [Human Resource Management]

Course prerequisites: **None**		
Programme: MBA	Year: 2022	Semester: II
Course Code: MBA 2.3	Course Title: **Human Resource Management**	

Course Objectives:

- Effectively manage and plan key human resource functions within organizations.
- Examine current issues, trends, practices, and processes in HRM.
- Contribute to employee performance management and organizational effectiveness.
- Problem-solve human resource challenges.
- Develop employability skills for the Indian workplace.
- Develop effective written and oral communication skills.
- HR skills and their ability to assess the constraints and opportunities associated with   managing employees in different socio-economic and political context.

Course Outcomes:
CO1: Understand and apply Human Resource Management Perspective and Ability to Draft HR planning.
CO2: Integrated perspective on role of HRM in modern business. Ability to plan human resources and implement techniques of job design.
CO3: Ability to handle employee issues and evaluate the new trends in HRM
CO4: Analyze the key issues related to administering the human elements such as motivation, compensation, appraisal, career planning, diversity, ethics, and training.
CO5: Analyze alternative strategies for the acquisition/ training/ development/ career / management/separation of human resources and correctly match them to appropriate business utilizing HRIS system.
CO6: Demonstrate; apply various HR methods to assess and "fit" an organizational environment and communicate clearly, concisely and correctly using analyzed systematic data.

Credits: 6	**Type of Course:** Core/~~Elective~~ **(Core)**
Category of Course (**Please mention category of course; It may have more than one option**)	~~Awareness/ life skills / soft skills/ value-added /employability/ entrepreneurship/ skill development/ MOOCs or~~ OER

Max. Marks: 70	Min. Passing Marks: 24

(Syllabi should be framed block wise/unit wise; No of blocks and units may change)	
Block 1	**Human Resource Management**
Unit I	Human Resource Management
Unit II	Human Resource Development
Unit III	Strategic Human Resource Management
Unit IV	International Human Resource Management
Block 2	**Human Resource Procurement**
Unit V	Human Resource Planning
Unit VI	Human Resource Information System
Unit VII	Recruitment and Selection
Unit VIII	Placement and Induction
Block 3	**Training and Development**
Unit IX	Training and Development
Unit X	Evaluation of Training
Unit XI	Executive Development Programme
Unit XII	Management Development Programmes
Block 4	**Appraisal Practices**

Unit XIII	Performance Appraisal
Unit XIV	Compensation Administration
Unit XV	Incentive Payments
Unit XVI	Potential Appraisal
Block 5	**Industrial Relation and Trade Union**
Unit XVII	Industrial Relations
Unit XVIII	Disciplines and Grievances Cell Procedure
Unit XIX	Trade Unionism
Unit XX	Labour Legislations

Suggested Text Book Readings:

1. Gary Dessler and Biju Varkkey , human resource development, 15TH edition , Pearson 2017.
2. V.S.P Rao, Human Resource Management Taxmann's second edition August 2020
3. T. N. Chhabra Fundamentals of Human Resource Management Sun India Publications
4. L.M Prasad Human Resource Management , Sultan Chand and Son's
5. Aswathappa. k, Human Resource and Personnel Management, Tata McGraw
   Hill Publishing company limited New Delhi

This course can be opted as an elective by the Learners of following subjects: Any one

Suggested equivalent online courses (MOOCs) for credit transfer:
1. https://onlinecourses.swayam2.ac.in/nou22_ge72/preview

Electronic media and other digital components in the curriculum:
Choose any one or more than one: (Electronic Media: Audio/Video Lectures, Online
Counselling/Virtual Classes/E-Contents/e-SLM/OER/supplementary links for reference/Video
Conferencing/Radio broadcast/Web Conferencing/ Other electronic and digital contents**)**
1. https://ebooks.lpude.in/commerce/mcom/term_2/DCOM407_DMGT406_HUMAN_RESOURCE_MANAGEMENT.pdf
2. https://www.opentextbooks.org.hk/system/files/export/32/32088/pdf/Human_Resource_Management_32088.pdf
3. https://www.youtube.com/watch?v=Fa8E3tCDIpo&list=PL2FC06CE7BB3D8BC6
4. https://www.youtube.com/watch?v=w_wIMveGlrI&list=PLPjSqITyvDeXSqZIgYD2XKKLGZtjrhDtl
5. https://open.umn.edu/opentextbooks/textbooks/71
6. https://www.youtube.com/playlist?list=PL2FC06CE7BB3D8BC6

Name of electronic media	Year of incorporation

**Note: School may revise list of electronic media and other digital components in the curriculum time
to time and shall be updated in website also.**

Format of Syllabus for [MBA]: Subject: [Marketing Management]

Course prerequisites: **None**		
Programme: MBA	Year: 2022	Semester: II
Course Code: MBA 2.4	Course Title: **Marketing Management**	

Course Objectives:
- To understand the concepts of marketing management.
- To learn about marketing process for different types of products and services and understand the tools used by marketing managers in decision situations.
- To outline key marketing concepts and its application to different markets and to identify factors and processes essential for designing marketing strategy.
- To analyze and examine the implementation of marketing concepts and strategy to firms.

Course Outcomes:

CO1: Learners will demonstrate strong conceptual knowledge in the functional area of marketing management.

CO2: Learners will demonstrate effective understanding of relevant functional areas of marketing management and its application.

CO3: Learners will demonstrate analytical skills in identification and resolution of problems pertaining to marketing management.

CO4: Learners will be able to coordinate the various marketing environment variables and interpret them for designing marketing strategy for business firms

CO5: Learners will be able to practice marketing communication skills relevant to the corporate world.

Credits: 6	Type of Course: Core/~~Elective~~ (**Core**)
Category of Course (**Please mention category of course; It may have more than one option**)	~~Awareness/ life skills / soft skills/ value-added / employability/ entrepreneurship/ skill development/ MOOCs or~~ OER
Max. Marks: 70	Min. Passing Marks: 24

(Syllabi should be framed block wise/unit wise; No of blocks and units may change)

Block 1	**Basic of Marketing**
Unit I	Introduction to Marketing
Unit II	Marketing in a Developing Economy
Unit III	Marketing for Services
Unit IV	New Concepts of Marketing
Block 2	**Marketing Dimension**
Unit V	Planning Marketing Mix
Unit VI	Marketing Segmentation
Unit VII	Market Organizations
Unit VIII	Marketing Research And Its Application
Block 3	**Consumer Behavior and Marketing**
Unit IX	Analysis Of Consumer Behavior
Unit X	Models Of Consumer Behavior
Unit XI	Indian Consumer Environment
Unit XII	Product Decision And Strategies For Consumers
Block 4	**Product And Branding Decisions**
Unit XIII	Product Lifecycle And New Product Development
Unit XIV	Branding And Packaging Decision
Unit XV	Pricing Policy And Practices

Unit XVI	Sales Forecasting
Block 5	**Marketing Promotion And Communication**
Unit XVII	Marketing Communication And Advertising
Unit XVIII	Personal Selling And Sales Promotion
Unit XIX	Distribution And Strategy
Unit XX	Marketing And Public Policy

Suggested Text Book Readings:
1. <u>Philip Kotler</u>, <u>Kevin Lane Keller</u> Pearson, Marketing Management 15th Edition
2. Principles of Marketing by Philip Kotler & Gary Armstrong, Pearson 15th Edition
3. Boone, Louis E. and Kurtz David L., 7TH Edition, Contemporary Marketing, Dryden Press, NEW YORK.
4. S. Ramesh Kumar and Anup Krishnamurthy, Advertising, Brands and Behaviour, SAGE Publications India Pvt ltd .

This course can be opted as an elective by the Learners of following subjects: Any one

Suggested equivalent online courses (MOOCs) for credit transfer:
1. https://onlinecourses.swayam2.ac.in//imb22_mg37/preview

Electronic media and other digital components in the curriculum:
Choose any one or more than one: (Electronic Media: Audio/Video Lectures, Online Counselling/Virtual Classes/E-Contents/e-SLM/OER/supplementary links for reference/Video Conferencing/Radio broadcast/Web Conferencing/ Other electronic and digital contents**)**
1. http://www.mdudde.net/books/mcom/mcom-f/marketing-management-final(crc).pdf
2. http://www.freebookcentre.net/business-books-download/Marketing-Management.html
3. https://www.youtube.com/watch?v=uTIfDBH80HU&list=PLPjSqITyvDeUgSjU9XcEdZmd5Epz1L-Yn
4. https://www.youtube.com/watch?v=szYfUzSclUg&list=PLPjSqITyvDeW9DYdudraXdPUCVfYCP2uK

Name of electronic media	Year of incorporation

Note: School may revise list of electronic media and other digital components in the curriculum time to time and shall be updated in website also.

Course prerequisites: **None**		
Programme: MBA	Year: 2022	Semester: II
Course Code: MBA 2.5	Course Title: **Financial Management**	

Course Objectives:
- To Provide an in-depth view of the process in financial management of the firm
- To Develop knowledge on the allocation, management and funding of financial resources.
- To Improving Learners' understanding of the time value of money concept and the role of a financial manager in the current competitive business scenario.
- To Enhancing Learner's ability in dealing short-term dealing with day-to-day working capital decision; and also longer-term dealing, which involves major capital investment decisions and raising long-term finance.

Course Outcomes:
CO1: The Learners will be able to explain the concept of fundamental financial concepts, especially time value of money.
CO2: Apply capital budgeting projects using traditional methods.
CO3: Analyze the main ways of raising capital and their respective advantages and disadvantages in different circumstances.
CO4: Integrate the concept and apply the financial concepts to calculate ratios and do the capital budgeting .
CO5: Ensure the learner understands and appreciates the strong linkages between finance and globalization. Demonstrate the importance of working capital management and the tools to manage it.
CO6: Learner will be able to select and apply techniques in managing working capital and analyse a company's performance and make appropriate recommendations.

Credits: 6	**Type of Course:** Core/~~Elective~~ (**Core**)
Category of Course (**Please mention category of course; It may have more than one option**)	~~Awareness/ life skills / soft skills/ value-added /employability/ entrepreneurship/ skill development/ MOOCs or~~ OER
Max. Marks: 70	Min. Passing Marks: 24

(Syllabi should be framed block wise/unit wise; No of blocks and units may change)

Block 1	Introduction
Unit I	Business Finance
Unit II	Financial Documents
Unit III	Fund Flow Statement
Unit IV	Cash Flow Statement
Unit V	Time Value Of Money
Block 2	**Financial Analysis**
Unit VI	Ratio Analysis
Unit VII	Break Even Analysis
Unit VIII	Dividend Policy
Unit IX	Cost Of Capital
Unit X	Shared Debenture And Bonds
Block 3	**Capitalization**
Unit XI	Theories of capitalization
Unit XII	Capital Structure
Unit XIII	Financial Planning
Unit XIV	Leverage

Unit XV	Capital Budgeting
Block 4	**Working Capital Management**
Unit XVI	Introductory
Unit XVII	Method Of Forecasting
Unit XVIII	Inventory Management
Unit XIX	Receivable Management
Unit XX	Cash Management

Suggested Text Book Readings:
1. Pandey L. M (2009) Financial Management Vikas Publishing House Pvt. Limited
2. Khan M. Y And Jain P K (2007) Basic Financial Management Tata Mcgraw-Hill 2nd Edition
3. Agarwal M. R (2011) Management Accounting Garima Publication (2011) Jaipur
4. Prasanna Chandra (2004) Fundamentals Of Financial Management TMH
5. Agarwal M. R (2010) "Financial Management" (Principle And Practices) Garima Publication Jaipur 9th Edition

This course can be opted as an elective by the Learners of following subjects: Any one

Suggested equivalent online courses (MOOCs) for credit transfer:
1. https://onlinecourses.nptel.ac.in/noc23_mg13/preview

Electronic media and other digital components in the curriculum:
Choose any one or more than one: (Electronic Media: Audio/Video Lectures, Online Counselling/Virtual Classes/E-Contents/e-SLM/OER/supplementary links for reference/Video Conferencing/Radio broadcast/Web Conferencing/ Other electronic and digital contents)
   1. https://ebooks.lpude.in/commerce/bcom/term_6/DCOM307_DMGT405_DCOM406_FINANCIAL%20MANAGEMENT.pdf
   2. https://www.youtube.com/watch?v=TgF2XvjquUU&list=PLLy_2iUCG87CXY2B6fPex1SOIqxzzD5Wj
   3. https://www.youtube.com/watch?v=6chi7c34Aas

Name of electronic media	Year of incorporation

Note: School may revise list of electronic media and other digital components in the curriculum time to time and shall be updated in website also.

Format of Syllabus for [MBA]: Subject: [Research Methodology]

Course prerequisites: **None**		

Programme: MBA	Year: 2022	Semester: II
Course Code: MBA 2.6	Course Title: **Research Methodology**	

Course Objectives:

- To introduce the concept of Research among learners and to enable them to describe the importance of Research in the social sciences.

- To identify and discuss the issues and concepts salient to the research process.

- To identify and discuss the complex issues inherent in selecting a research problem, selecting an appropriate research design, and implementing a research project.

- To identify and discuss the concepts and procedures of sampling, data collection, analysis and reporting. To enable Learners to assess the different methods of collection of data and processing of the same.

- To enable Learners to interpret the data collected and form conclusions and write a report.

Course Outcomes:

CO1: Learner will able to demonstrate the ability to choose methods appropriate to research aims and objectives. Understand the limitations of particular research methods.

CO2: Learners would discuss the concepts of research, its features, objectives, its different types and the formulation of research problem. Develop skills in qualitative and quantitative data analysis and presentation.

CO3: Learners would learn the formulation of hypothesis and also would be aware about the different research designs.

CO4: Learners would discuss the concepts of research, its features, objectives, its different types and the formulation of research problem.

CO5: Learners would learn the formulation of hypothesis and also would be aware about the different research designs.

Credits: 6	**Type of Course:** Core/~~Elective~~ (**Core**)
Category of Course **(Please mention category of course; It may have more than one option)**	~~Awareness/ life skills / soft skills/ value-added / employability/ entrepreneurship/ skill development/ MOOCs or~~ OER
Max. Marks: 70	Min. Passing Marks: 24

(Syllabi should be framed block wise/unit wise; No of blocks and units may change)

Block 1	**Fundamentals of Research**
Unit I	Introduction
Unit II	Research Problems
Unit III	Research Design
Unit IV	Data Collection
Unit V	Sampling
Block 2	**Scaling and Data Analysis**
Unit VI	Scaling
Unit VII	Graphs And Diagrams
Unit VIII	Central Tendency Measures
Unit IX	Dispersion
Unit X	Correlation And Regression
Block 3	**Hypothesis and its Testing**

Unit XI	Conceptual Framework
Unit XII	ANOVA And Others
Unit XIII	Uses Of ICT In Research Methodology
Unit XIV	Z Test And T Test
Unit XV	Advanced Technique
Block 4	**Concluding Observations**
Unit XVI	Probability Theories
Unit XVII	Case Study Method
Unit XVIII	Theoretical Distribution
Unit XIX	Empirical R And Bibliography
Unit XX	Report Writing

Suggested Text Book Readings:

1. Khan J. A "Research Methodology" APH Publishing Corporation New Delhi
2. Kothari C.R "Research Methodology- Methods And Techniques New Age" International Limited
3. Hague Paul Market Research A Guide To Planning Methodology And Evaluation Kogan Page London
4. Abrahamsson Mark (1983) Social Research Method New Jersey Prentice Hall
5. Kumar Ranjit, "Research Methodology" ;Pearson Education

This course can be opted as an elective by the Learners of following subjects: Any one

Suggested equivalent online courses (MOOCs) for credit transfer:
    1. https://onlinecourses.swayam2.ac.in/cec20_hs17/preview

Electronic media and other digital components in the curriculum:
Choose any one or more than one: (Electronic Media: Audio/Video Lectures, Online Counselling/Virtual Classes/E-Contents/e-SLM/OER/supplementary links for reference/Video Conferencing/Radio broadcast/Web Conferencing/ Other electronic and digital contents**)**
    1. https://onlinecourses.nptel.ac.in/noc22_ge08/preview
    2. https://www.youtube.com/watch?v=oPXyj3mAEKg&list=PLWbMIWDTOauB7K-3GaZvFSJ9jkkaAMvuu
    3. https://www.youtube.com/watch?v=E2gGF1rburw
    4. https://www.pdfdrive.com/introduction-1-research-methodology-11-the-concept-of-the-research-e870404.html
    5. https://ccsuniversity.ac.in/bridge-library/pdf/Research-Methodology-CR-Kothari.pdf

Name of electronic media	Year of incorporation

Note: School may revise list of electronic media and other digital components in the curriculum time to time and shall be updated in website also.

Format of Syllabus for [MBA]: Subject: [Organizational Effectiveness & Change]

Course prerequisites: **None**			
Programme: MBA	Year: 2022		Semester: III
Course Code: MBA-3.1	Course Title: **Organizational Effectiveness & Change**		

Course Objectives:
- To develop a basic understanding and appreciation for the issues and conditions creating the need for change in modern organizations.
- To develop a basic understanding and fundamental knowledge of the models and theories of change management.
- To develop a basic understanding of how organizations behave and react to change, why change efforts can fail, overcoming organizational resistance, and making change possible.
- To develop an overall awareness of change, including the issues associated with operational change, process change, cultural change, technology change, strategic repositioning and human relations.

Course Outcomes:
Upon completion of the course, learner will be able:
CO1: To understand the need and philosophy of organization change and development in the changing times.
CO2: To learn Organizational Development as an applied field of change.
CO3: To understand techniques of collection and analyses of organizational diagnosis information and the significance of feedback in delivering diagnostic information.
CO4: To comprehend designing and evaluation of different types and levels of interventions and their ability to address organization's survival.
CO5: To explore the role of Organizational Development in addressing issues relating to globalization, OD research-practice interface and challenges faced by OD.

Credits: 6	Type of Course: Core/~~Elective~~ (**Core**)
Category of Course (**Please mention category of course; It may have more than one option**)	~~Awareness/ life skills / soft skills/ value-added / employability/ entrepreneurship/ skill development/ MOOCs or~~ OER
Max. Marks: 70	Min. Passing Marks: 24

(Syllabi should be framed block wise/unit wise; No of blocks and units may change)

Block 1	**Overview of Change Management**
Unit I	Organizational Change Management: Understanding Organizational Transformation, Transformation Strategies, Process of Organizational Transformation, Nature of Organizational Change, Perspectives of Organizational Change.
Unit II	Models of Organizational Change: Process-based Change Models, Content-based Change Models, Individual Change Models, Integration of Change Models
Unit III	Communicating Change: Need for Communicating Change, Factors Involved in Communicating Change, Methods and Techniques for Communicating Change, Role of Top Management in Communicating Change
Unit IV	Process of Change Management: Change Management Process, Phases of the Change Management Process, Change Management Process Control
Block 2	**Individual Change**
Unit V	Individual Change: Need for Individual Change, Personality and Change, Learning and Individual Change, Approaches to Individual Change, Implications of Change in Individuals
Unit VI	Typology of Organization Structures, types and significance, merits and

	demerits Some Basic Organization Design and Restructuring Strategies
Block 3	**Organizational Change**
Unit VII	Organizing and Analyzing Work, types and significance , merits and demerits, Job Design, types and significance , merits and demerits
Unit VIII	Emerging Issues of Work Organization and Quality of Working Life
Unit IX	Organizational Diagnosis: Tools and Techniques, Questionnaire as a Diagnostic Tool, Interview as a Diagnostic Tool, Workshops, Task-forces and other Methods
Unit X	Resistance to Change: Concept of Resistance to Change, Forms of Resistance, Reactions to Change, Resistance to Organizational Change Initiatives, Overcoming the Resistance to Change, Techniques to Overcome Resistance
Block 4	**Implementation of Change**
Unit XI	Implementing Change: Implementation of Change, the Delta Technique, Developing an Implementation Plan, Gaining Support and Involvement of Key People, Developing Enabling Organizational Structures, Celebrating Milestones
Unit XII	Strategies for Implementing Change: Introduction, Types of Change Management Strategies, Factors Affecting the Choice of a Change Strategy, Formulating and Facilitating Change, Facilitating Change, Implementing Change
Unit XIII	Leading Changes: Visionary Leadership, Leadership Framework, Creating Shared Vision, Role of Leaders in the Phases of Organizational Change
Unit XIV	Maintaining Organizational Effectiveness: Meaning of Organizational Effectiveness, Difference between Effectiveness and Efficiency, Approaches to Organizational Effectiveness, Perspectives of Organizational Effectiveness, Factors in Achieving Organizational Effectiveness
Block 5	**Evaluation and Change Agents**
Unit XV	Evaluating Organizational Change: Concept of Monitoring and Evaluation, Measurement and Methods of Evaluation, Feedback Process, Continuous Incremental Change
Unit XVI	Change Agents: Meaning and Concept of Change Agents, Types of Change Agents, Role and Competencies of a Change Agent, Change Agent Styles, Areas that Change Agents can Change
Unit XVII	Culture and Change: Introduction, Concept of Organizational Culture Dimensions of Culture, Type of Culture, Assessing Organizational Culture, Role of Culture in Managing Change
Unit XVIII	Organizational Learning and Learning Organization: Concept of Organizational Learning, Process of Organizational Learning, Types of Organizational Learning, Disciplines Practiced in Organizational Learning, Concept of Learning Organizations, Individual Skill Sets in Learning Organizations

Suggested Text Book Readings:
1. Cummings and Worley, Theory of organization Development and change CENGAGE Learning, New Delhi.
2. French and Bell, Organizational Development Prentice Hall of lndia. New Delhi.
3. Bennis. W.G. Changing Organizations, Tata McGraw Hill, New York.
4. Khandwalla, Organizational Design for Excellence, Tata McGraw hill, New Delhi.

This course can be opted as an elective by the students of following subjects: Any one

Suggested equivalent online courses (MOOCs) for credit transfer:
1. https://onlinecourses.nptel.ac.in/noc21_mg91/preview

Electronic media and other digital components in the curriculum:	
Choose any one or more than one: (Electronic Media: Audio/Video Lectures, Online Counselling/Virtual Classes/E-Contents/e-SLM/OER/supplementary links for reference/Video Conferencing/Radio broadcast/Web Conferencing/ Other electronic and digital contents) 1. **https://change.walkme.com/organizational-effectiveness/** 2. **https://www.lnjpitchapra.in/wp-content/uploads/2020/04/CHAPTER-6-A-ORGANIZATIONAL-EFFECTIVENESS.pdf** 3. **https://www.scribd.com/books** 4. **https://www.youtube.com/watch?v=yunYtCujF9s** 5. **https://www.youtube.com/watch?v=BKve0tENtRI**	
Name of electronic media	Year of incorporation

Note: School may revise list of electronic media and other digital components in the curriculum time to time and shall be updated in website also.

Format of Syllabus for [MBA]: Subject: [Project Management]

Course prerequisites: **None**			
Programme: MBA	Year: 2022		Semester: III
Course Code: MBA-3.2	Course Title: **Project Management**		

Course Objectives:
- To make learners understand the concepts of Project Management for planning to execution of projects.
- To make learners understand the feasibility analysis in Project Management and network analysis tools for cost and time estimation.
- To enable learners to comprehend the fundamentals of Contract Administration, Costing and Budgeting.
- To make them capable to analyze, apply and appreciate contemporary project management tools and methodologies in Indian context.

Course Outcomes:

On completion of this course, the learners will be able to:

CO1: Understand project characteristics and various stages of a project.

CO2: Understand the conceptual clarity about project organization and feasibility analyses- Market, Technical, Financial and Economic.

CO3: Analyze the learning and understand techniques for Project planning, Scheduling and Execution Control.

CO4: Apply the risk management plan and analyze the role of stakeholders.

CO5: Understand the contract management, Project Procurement, Service level Agreements and productivity.

CO6: Understand the How Subcontract Administration and Control are practiced in the Industry.

Credits: 6	**Type of Course:** Core/~~Elective~~ (**Core**)
Category of Course (**Please mention category of course; It may have more than one option**)	~~Awareness/ life skills / soft skills/ value-added / employability/ entrepreneurship/ skill development/ MOOCs or~~ OER

Max. Marks: 70	Min. Passing Marks: 24

(Syllabi should be framed block wise/unit wise; No of blocks and units may change)

Block 1	**Project Formulation and Appraisal**
Unit I	Project Management: An Overview
Unit II	Feasibility and Technical Analysis
Unit III	Market And Demand Analysis
Unit IV	Economic And Financial Analysis
Unit V	Formulation Of Detailed Project Reports
Block 2	**Project Planning and Scheduling**
Unit VI	Planning Time Scale Network Analysis
Unit VII	Materials And Equipment
Unit VIII	Human Resources
Unit IX	Project Costing And Financing
Unit X	Organization Structures In Project
Block 3	**Implementation and Control**
Unit XI	Project Management Information System
Unit XII	Material And Equipment
Unit XIII	Human Resources
Unit XIV	Financial Aspects
Block 4	**Project Completion and Evaluation**
Unit XV	Integrated Project Management Control System

Unit XVI	Managing Transition From Project To Operation
Unit XVII	Project Completing And Evaluation

Suggested Text Book Readings:
1. M Y Khan & P K Jain, Financial Management, Tata McGraw Hill.
2. P.K. Joy, Total Project Management, Macmillan India.
3. I.A. Stallworthy & O.P Kharbanda, Total Project Management- From Concept to Completion, Gower Publishing Co., U.K.
4. Harold Kerzner Project Management- A System Approach to Planning, Scheduling, and Controlling.
5. Project Management Handbook, Edited by Dennis Lock Gower, Technical Press Ltd; UK; 1987.
6. P-K Mathoor, Project Formulation in Developing Countries, Macmillan India.

This course can be opted as an elective by the students of following subjects: Any one

Suggested equivalent online courses (MOOCs) for credit transfer:
1. https://onlinecourses.swayam2.ac.in/cec20_mg07/preview

Electronic media and other digital components in the curriculum:
Choose any one or more than one: (Electronic Media: Audio/Video Lectures, Online Counselling/Virtual Classes/E-Contents/e-SLM/OER/supplementary links for reference/Video Conferencing/Radio broadcast/Web Conferencing/ Other electronic and digital contents**)**
  1. https://onlinecourses.nptel.ac.in/noc19_mg30/preview
  2. https://nptel.ac.in/courses/110107081
  3. https://www.youtube.com/watch?v=PqQqTAu_FiM
  4. https://www.opentextbooks.org.hk/system/files/export/15/15694/pdf/Project_Management_15694.pdf
  5. https://hr.nih.gov/training-center/course-catalog/introduction-project-management

Name of electronic media	Year of incorporation

Note: School may revise list of electronic media and other digital components in the curriculum time to time and shall be updated in website also.

Format of Syllabus for [MBA]: Subject: [Human Resource Development]

Course prerequisites: **None**		
Programme: MBA	Year: 2022	Semester: III
Subject: Optional Group-HR		
Course Code: MBA-3.11	Course Title: **Human Resource Development**	

Course Objectives:
- To understand the HR Development and system at various levels in general and in certain specific industries or organizations.
- To focus on and analyze the issues and strategies required to select and develop manpower resources.
- To develop relevant skills necessary for application in HR related issues.
- To enable the learners to integrate the understanding of various HR concepts along with the domain concept in order to take correct business decisions.

Course Outcomes:

On completion of this course, the learners will be able:

CO1: To develop the understanding of the concept of human resource management and to understand its relevance in organizations.

CO2: To develop necessary skill set for application of various HR issues.

CO3: To analyse the strategic issues and strategies required to select and develop manpower resources.

CO4: To integrate the knowledge of HR concepts to take correct business decisions.

Credits: 6	**Type of Course:** ~~Core~~/Elective (**Elective**)
Category of Course **(Please mention category of course; It may have more than one option)**	~~Awareness/ life skills / soft skills/ value-added / employability/ entrepreneurship/ skill development/ MOOCs or~~ OER

Max. Marks: 70	Min. Passing Marks: 24

(Syllabi should be framed block wise/unit wise; No of blocks and units may change)

Block 1	
Unit I	Introduction to Human Resource Development
Unit II	HRD mechanisms, processes and outcomes
Unit III	HRD interventions
Block 2	
Unit IV	HRD Process
Unit V	HRD programs
Unit VI	HRD audit
Unit VII	HRD culture and climate
Block 3	
Unit VIII	HRD Activities
Unit IX	Leadership Development
Unit X	Role of trade unions
Unit XI	Influence of Motivation on Development Activities
Block 4	HRD Applications and Trends: Coaching and mentoring
Unit XII	Career management and development;
Unit XIII	Employee counseling
Unit XIV	Competency mapping
Unit XV	Employer branding and other emerging trends
Block 5	
Unit XVI	HRD in Organizations
Unit XVII	HRD practices manufacturing and service industries and MNCs
Unit XVIII	International experiences of human resource development.

Suggested Text Book Readings:
1. Mukul Chand Mehta, Doel Kar, Human Resource Development, 1st Edition Bharti Publications.
2. Randy L. DeSimone, Jon M. Werner, Human Resource Development, Cengage Learning India Private Limited; Sixth Edition.
3. Eugene Sadler-Smith, Human Resource Development From Theory into Practice, Sage Publication,UK.
4. Dr. D.K. Bhattacharya, Human Resource Development,1st Edition, Himalaya Publishing House.

This course can be opted as an elective by the students of following subjects: Any one

Suggested equivalent online courses (MOOCs) for credit transfer:
1. https://onlinecourses.nptel.ac.in/noc19_mg51/preview

Electronic media and other digital components in the curriculum:
Choose any one or more than one: (Electronic Media: Audio/Video Lectures, Online Counselling/Virtual Classes/E-Contents/e-SLM/OER/supplementary links for reference/Video Conferencing/Radio broadcast/Web Conferencing/ Other electronic and digital contents)
1. https://www.youtube.com/watch?v=b2UZKco-drw&list=PLPjSqITyvDeUjGxJZaTlovRNAmYsp46wY
2. https://nptel.ac.in/courses/109105121
3. https://www.pdfdrive.com/human-resource-books.html
4. https://open.umn.edu/opentextbooks/textbooks/71

Name of electronic media	Year of incorporation

Note: School may revise list of electronic media and other digital components in the curriculum time to time and shall be updated in website also.

Format of Syllabus for [MBA]: Subject: [Labor Relations & Legislation]

Course prerequisites: **None**			
Programme: MBA	Year: 2022		Semester: III
Subject: Optional Group-HR			
Course Code: MBA-3.12	Course Title: **Labor Relations & Legislation**		

Course Objectives:
- To know the development and the judicial setup of Labour Laws.
- To learn the salient features of welfare and wage Legislation.
- To learn the laws relating to Industrial Relations, Social Security and Working conditions.
- To understand the laws related to working conditions in different settings.

Course Outcomes:

On completion of this course, the learners will be able:

CO1: To know the development and the judicial setup of Labour Laws.

CO2: To learn the salient features of welfare and wage Legislations also to integrate the knowledge of Labor Law in General HRD Practice.

CO3: To learn the laws relating to Industrial Relations, Social Security and Working conditions.

CO4: To learn the enquiry procedural and industrial discipline.

Credits: 6	**Type of Course:** ~~Core~~/Elective **(Elective)**
Category of Course **(Please mention category of course; It may have more than one option)**	~~Awareness/ life skills / soft skills/ value-added / employability/ entrepreneurship/ skill development/ MOOCs or~~ OER
Max. Marks: 70	Min. Passing Marks: 24

(Syllabi should be framed block wise/unit wise; No of blocks and units may change)

Block 1	**INDUSTRIAL JURISPRUDENCE**
Unit I	Industrial Jurisprudence: An Overview
Unit II	Principles of Industrial Jurisprudence
Unit III	Constitutional Aspects of Industrial Jurisprudence
Block 2	**LAWS ON WORKING CONDITIONS**
Unit IV	The Factories Act, 1948
Unit V	The Shops and Establishments Law
Unit VI	The Contract Labor (Regulation and Abolition Act, 1970)
Block 3	**LAWS ON INDUSTRIAL RELATIONS**
Unit VII	The Trade Union Act, 1926
Unit VIII	The Industrial Disputes Act, 1947
Unit IX	The Industrial Employment (Standing Orders) Act, 1946
Block 4	**LAWS ON WAGES**
Unit X	The Minimum Wages Act 1948
Unit XI	The Payment of Wages Act 1936
Unit XII	The Payment of Bonus Act 1965
Unit XIII	The Equal Remuneration Act 1976
Block 5	**LAWS ON SOCIAL SECURITY**
Unit XIV	The Workmen's Compensation Act 1923
Unit XV	The Employees' State Insurance Act 1948
Unit XVI	The Employee's Provident Fund and Miscellaneous Provisions Act 1952

Suggested Text Book Readings:
1. Srivastava S.C, Industrial Relations and Labour Laws, sixth revised edition, Vikas Publishing House Pvt Ltd.

2. R.C. Sharma, Industrial Relations And Labour Legislation, Edition : 2016,
3. Sivarethinamohan, R, Industrial Relations And Labour Welfare : Text And Cases, Paperback.
4. M.R. Sreenivasan, Industrial Relations & Labour Legislations, Paperback.
5. New Labour & Industrial Laws, Taxmann Publication.

This course can be opted as an elective by the students of following subjects: Any one

Suggested equivalent online courses (MOOCs) for credit transfer:
  1. https://onlinecourses.nptel.ac.in/noc22_lw05/preview

Electronic media and other digital components in the curriculum:
Choose any one or more than one: (Electronic Media: Audio/Video Lectures, Online Counselling/Virtual Classes/E-Contents/e-SLM/OER/supplementary links for reference/Video Conferencing/Radio broadcast/Web Conferencing/ Other electronic and digital contents)

1. https://onlinecourses.nptel.ac.in/noc22_mg52/preview
2. https://www.youtube.com/watch?v=Svclc-GNwI0
3. https://www.youtube.com/watch?v=3Z2o97Hn9LI&list=PLmaLdFvc3ud0IDWeP-m_Q0Gl6w1xH7NMD
4. https://www.pdfdrive.com/industrial-relations-and-labour-laws-e186415580.html
5. https://www.pdfdrive.com/a-handbook-on-employee-relations-and-labour-laws-in-india-e53623947.html

Name of electronic media	Year of incorporation

Note: School may revise list of electronic media and other digital components in the curriculum time to time and shall be updated in website also.

Format of Syllabus for [MBA]: Subject: [Wages & Salary Administration]

Course prerequisites: **None**		
Programme: MBA	Year: 2022	Semester: III
Subject: Optional Group-HR		
Course Code: MBA-3.13	Course Title: **Wages & Salary Administration**	

Course Objectives:
- To examine the strategic use of compensation systems by management to attract, motivate, retain, and reward employee performance.
- To explore the factors of job analysis, job description, and job evaluation as the basis of compensation strategy.
- To offer learners an opportunity to develop competencies in making equitable compensation decisions.
- To make learners understand legal issues in the administration of compensation, welfare and social security.

Course Outcomes:

On completion of this course, the learners will be able:

CO1: To acquaint with the basic legal framework envisaged under the statutes for compensation and welfare of employees in different modes.

CO2: To understand the principals involved and premise of the grant of bonus, wages, and minimum wages to workers.

CO3: To be well versed with working in the maintenance and compliance vertical of compensation structuring department.

CO4: To handle the organizations scenarios having large scale variation of minimum wages both within the country and internationally.

CO5: To have insights about the employment benefits for women envisaged under compensation laws of India.

Credits: 6	Type of Course: ~~Core~~/Elective (**Elective**)
Category of Course (**Please mention category of course; It may have more than one option**)	~~Awareness/ life skills / soft skills/ value added / employability/ entrepreneurship/ skill development/ MOOCs or~~ OER

Max. Marks: 70	Min. Passing Marks: 24

(Syllabi should be framed block wise/unit wise; No of blocks and units may change)	
Block 1	**COMPENSATION MANAGEMENT AND JOB EVALUATION**
Unit I	Compensation management – An Introduction
Unit II	Job Evaluation, Grading and Compensation Structure
Unit III	Wages and Salary Administration at Macro (National) Level
Unit IV	Job Evaluation: Compensation Strategy at Micro Level
Block 2	**BENEFITS AND TAX PLANNING**
Unit V	Incentive Schemes
Unit VI	Benefits and Services
Unit VII	Tax Planning
Unit VIII	Voluntary Retirement Scheme
Block 3	**COMPENSATION STRATEGIES AND PAY STRATEGIES**
Unit IX	Compensation Strategy
Unit X	Managerial Remuneration
Unit XI	Performance Linked Compensation:
Unit XII	Pay Structures
Block 4	**REWARDS AND RECOGNITION**
Unit XIII	Rewards & Recognition

Unit XIV	Reward Management in Service Sector at Micro Level
Unit XV	International Compensation

Suggested Text Book Readings:
1. Aft Lawrence S., Wage and Salary Administration, 2016 edition.
2. S. M. Yaqoob, Salary and Wage Administration, Publisher- M/s S. M. Yaqoob & S.M. Iqbal, 2015 Edition.
3. Herbert G. Zollitsch, Wage and Salary Administration, Published by South-Western Pub., 1970.
4. Radha Gupta, Wage and Salary Administration, Anmol Publisher,2007.

This course can be opted as an elective by the students of following subjects: Any one

Suggested equivalent online courses (MOOCs) for credit transfer:
1. https://nptel.ac.in/courses/122105020

Electronic media and other digital components in the curriculum:
Choose any one or more than one: (Electronic Media: Audio/Video Lectures, Online Counselling/Virtual Classes/E-Contents/e-SLM/OER/supplementary links for reference/Video Conferencing/Radio broadcast/Web Conferencing/ Other electronic and digital contents)
 1. https://odp.inflibnet.ac.in/index.php/module_details?course=human%20resource%20management-i&source=swayam&subsource=NPTEL
 2. https://www.youtube.com/watch?v=EthJBz6NWE0&list=RDLVEthJBz6NWE0&start_radio=1&rv=EthJBz6NWE0&t=17
 3. https://www.neerajbooks.com/preview/ac379126cfbc74468fefa61e800d2078.pdf

Name of electronic media	Year of incorporation

Note: School may revise list of electronic media and other digital components in the curriculum time to time and shall be updated in website also.

Format of Syllabus for [MBA]: Subject: [Strategies And Practices Of HRM]

Course prerequisites: **None**		

Programme: MBA	Year: 2022	Semester: III
Subject: Optional Group-HR		
Course Code: MBA-3.14	Course Title: **Strategies And Practices Of HRM**	

Course Objectives:
- To learn the basic concepts of strategic management process.
- To focus on how firms formulate, implement & evaluate corporate business strategies.
- To promote skills of evaluating and implementing strategies to sustain a firms competitive advantage.
- To study the role of HR in strategic formulation.
- To learn about strategic HR issues in global assignments.

Course Outcomes:
On completion of this course, the learners will be able:
CO1: To develop a perspective of strategic human resource management and be able to distinguish the strategic approach to human resources from the traditional functional approach.
CO2: To understand the relationship of HR strategy with overall corporate strategy and craft effective functional strategies.
CO3: To learn about the existing SHRM practices as followed in different organizations.
CO4: To develop an understanding to link HR with firm performance and evaluation of HR effort.
CO5: To get an overview of contemporary issues related to SHRM and its unfolding areas in future.

Credits: 6	**Type of Course:** ~~Core~~/Elective (**Elective**)
Category of Course (**Please mention category of course; It may have more than one option**)	~~Awareness/ life skills / soft skills/ value-added / employability/ entrepreneurship/ skill development/ MOOCs or~~ OER

Max. Marks: 70	Min. Passing Marks: 24

(Syllabi should be framed block wise/unit wise; No of blocks and units may change)	
Block 1	**Introduction and overview**
Unit I	Business Strategy and Organizational Capability, Concept, framework and types
Unit II	Global Environment of HR: Change & Diversity
Unit III	Strategic Human Resource Management: Aligning HR with Corporate Strategy
Unit IV	Strategic Human Resource Management: Universalism, Contingency and Configuration-ally Approaches
Block 2	**HR Planning and Career System**
Unit V	Strategic HR Planning Acquisition and Development Concept, framework and types, Relevance, Advantages and limitations
Unit VI	Corporate Strategy and Career Systems, Concept, framework and types, Relevance, Advantages and limitations
Unit VII	Managing Employee Relations: Unions and Strategic Concept, framework and types, Relevance, Advantages and limitations
Unit VIII	Collective Bargaining Concept, framework and types, Relevance, Advantages and limitations
Unit IX	Change, Restructuring and SHRM Concept, framework and types, Relevance, Advantages and limitations
Block 3	**HR Competencies and Effectiveness**

Unit X	Strategies of Wages and compensation management, Concept, framework and types
Unit XI	Corporate Ethics, Values and SHRM Concept, framework and types
Unit XII	Competencies of HR Professional in a SHRM Scenario Concept, framework and types
Unit XIII	Evaluating the Effectiveness of SHRM Concept, framework and types, Relevance, Advantages and limitations

Suggested Text Book Readings:
1. Kesho Prasad, Strategic Human Resource Development : Concepts And Practices, Publisher: PHI Learning.
2. Sasmita Nayak, STRATEGIC HRM, Publisher-NMIMS.
3. Randy Paul Battaglio, Public Human Resource Management: Strategies and Practices in the 21st Century, Publisher-CQ Press, 1ST Edition.
4. Padhi Nayantara, Strategic Human Resources Management Theory and Practice, Atlantic Publishers & Distributors Pvt Ltd., 2009 Edition.

This course can be opted as an elective by the students of following subjects: Any one

Suggested equivalent online courses (MOOCs) for credit transfer:
1. https://onlinecourses.nptel.ac.in/noc22_mg88/preview
2. https://onlinecourses.nptel.ac.in/noc23_mg64/preview

Electronic media and other digital components in the curriculum:
Choose any one or more than one: (Electronic Media: Audio/Video Lectures, Online Counselling/Virtual Classes/E-Contents/e-SLM/OER/supplementary links for reference/Video Conferencing/Radio broadcast/Web Conferencing/ Other electronic and digital contents)
1. **https://nptel.ac.in/courses**
2. **https://www.youtube.com/watch?v=dg_cOHbuUrw**
3. **https://www.youtube.com/watch?v=-VtDL5RFn68**
4. **https://www.pdfdrive.com/strategic-human-resource-management-e15459785.html**
5. **https://open.umn.edu/opentextbooks/textbooks?term=Strategic+Management**

Name of electronic media	Year of incorporation

Note: School may revise list of electronic media and other digital components in the curriculum time to time and shall be updated in website also.

Format of Syllabus for [MBA]: Subject: [Financial Derivatives And Services]

Course prerequisites: **None**			
Programme: MBA	Year: 2022		Semester: III
	Subject: Optional Group Finance		
Course Code: MBA-3.21	Course Title: **Financial Derivatives And Services**		

Course Objectives:
- To predict the price movement in the stock market and to provide commitments to prices for future dates to give protection against adverse movements in future prices.
- To understand the basics of the various instruments operating in the stock market along with their trading mechanism and regulations.
- To develop various pricing models of stock prices, trading, hedging of options and management of derivative exposure.

Course Outcomes:

On completion of this course, the learner will be able:

CO1: To analyze the risks in different financial markets.

CO2: To acquire ability to selection of various options and then can apply them to specific markets.

CO3: To strategically manage the financial derivatives.

Credits: 6	Type of Course: ~~Core~~/Elective (**Elective**)
Category of Course (**Please mention category of course; It may have more than one option**)	~~Awareness/ life skills / soft skills/ value-added / employability/ entrepreneurship/ skill development/ MOOCs or~~ OER

Max. Marks: 70	Min. Passing Marks: 24

(Syllabi should be framed block wise/unit wise; No of blocks and units may change)

Block 1	**Introduction To Derivatives**
Unit I	Evolution and Significance of Derivative Markets
Unit II	Introductions to Derivatives
Unit III	Policy and Regulation introductions, framework, types, relevance, Merits and limitations
Block 2	**Equity Futures & Option Basics**
Unit IV	Index and Stock Futures
Unit V	Option Market: Types of Options, Uses of Options, Payoffs from Options, Trading Strategies involving.
Unit VI	Future Contracts: Introduction to Futures Markets, Future Contract and Future Trading, Specification of the Future Contract
Unit VII	Factors Affecting Future Prices
Unit VIII	SWAPS: Introduction to Swaps, Basic Swap Structure, Interest Rate Swaps, Currency Swaps, Mechanics of Swaps Transactions, Swap options
Block 3	**Equity Options**
Unit IX	Option Framework process and types, relevance and usefulness
Unit X	Option Pricing, process and types, relevance and usefulness
Unit XI	Trading Strategies Using Options, process and types, relevance and usefulness
Block 4	**Trading, Risk Management And Support Systems**
Unit XII	Market Indicators, Challenges in Derivative Trading and Option Greeks.
Unit XIII	Managing and Value at Risk, process and types, relevance and usefulness.
Unit XIV	Clearing and Settlement process and types, relevance and usefulness.
Unit XV	Accounting and Taxation process and types, relevance and usefulness.

Suggested Text Book Readings:
1. Prakash Yaragol, Financial Derivatives: Text And Cases, Vikas Publishing House,2018.

2. S.S.S Kumar, Financial Derivatives, sold by Padma Book House, 2007, 1st Edition.	
3. Sandhya Singh, Financial Derivatives, Publisher- JBC Press, Edition: 1, 2014.	
4. CS Divyesh Patel, Financial Derivatives Theory Concepts & Problems, Publisher- Bharat, Edition 2021.	

This course can be opted as an elective by the students of following subjects: Any one

Suggested equivalent online courses (MOOCs) for credit transfer:
 1. https://onlinecourses.nptel.ac.in/noc23_mg34/preview

Electronic media and other digital components in the curriculum:
Choose any one or more than one: (Electronic Media: Audio/Video Lectures, Online Counselling/Virtual Classes/E-Contents/e-SLM/OER/supplementary links for reference/Video Conferencing/Radio broadcast/Web Conferencing/ Other electronic and digital contents)
  1. https://www.iare.ac.in/sites/default/files/lecture_notes/IARE_FD_NOTES.pdf
  2. https://ebooks.lpude.in/commerce/mcom/term_4/DCOM510_FINANCIAL_DERIVATIVES.pdf
  3. https://www.youtube.com/watch?v=5EYjZMYSzBc&list=PLLy_2iUCG87CTB2vv9njHaJbmQoa9S5gK
  4. https://www.youtube.com/watch?v=OrvaDq8oy3Q&list=PLwdnzlV3ogoV-4hbV6DP3BjdmjuaQPjcr

Name of electronic media	Year of incorporation

Note: School may revise list of electronic media and other digital components in the curriculum time to time and shall be updated in website also.

Format of Syllabus for [MBA]: Subject: [Security Analysis And Portfolio Management]

Course prerequisites: **None**		
Programme: MBA	Year: 2022	Semester: III
	Subject: Optional Group Finance	
Course Code: MBA-3.22	Course Title: **Security Analysis And Portfolio Management**	

Course Objectives:
- To provide a broad overview of investment management, focusing on the application of finance theory to the issue faced by portfolio managers and investors in general.
- To provide conceptual foundation for the purpose of undertaking Investment analysis for securities as well as portfolios.

Course Outcomes:
On completion of this course, the learner will be able:
CO1: To learn a theoretical and practical background in the field of investments.
CO2: To learn designing and managing the bond as well as equity portfolios in the real word.
CO3: In valuing equity and debt instruments.
CO4: In measuring the portfolio performances.

Credits: 6	**Type of Course:** Core/Elective (Elective)
Category of Course **(Please mention category of course; It may have more than one option)**	~~Awareness/ life skills / soft skills/ value added / employability/ entrepreneurship/ skill development/ MOOCs or~~ OER
Max. Marks: 70	Min. Passing Marks: 24

(Syllabi should be framed block wise/unit wise; No of blocks and units may change)

Block 1	**Introduction Of Securities**
Unit I	Nature And Scope Of Investment Decisions
Unit II	Components Of Investment Risk
Unit III	Valuation Of Securities
Block 2	**Organization And Regulation**
Unit IV	Organization And Functioning
Unit V	Regulation
Block 3	**Analysis And Investment Decision**
Unit VI	Economy and Industry Analysis
Unit VII	Company Level Analysis
Unit VIII	Technical Analysis
Unit IX	Efficient Market Hypothesis
Block 4	**Portfolio Management And Capital Market**
Unit X	Portfolio Analysis
Unit XI	Portfolio Selection
Unit XII	Capital Market Theory
Unit XIII	Portfolio Revision
Block 5	**Mutual Funds And Investment Companies**
Unit XIV	Performance Evaluation Of Managed Portfolio
Unit XV	Investment Companies
Unit XVI	Mutual Funds-Concept Of Mutual Fund

Suggested Text Book Readings:
1. Dr. Amit Joshi & Indira Bhati, Security Analysis And Portfolio Management, Udh Publishers and Distributors, 2018.
2. E. Fischer Donald , J. Jordan Ronald , K. Pradhan Ashwini, Security Analysis Portfolio

Management , Seventh Edition , By Pearson Education.
3. Dhanesh Khatri, Security Analysis and Portfolio Management, Publisher: Trinity Press, Edition: 1.
4. Thomas Samuel, Security Analysis and Portfolio Management, Publisher: Prentice-Hall of India Pvt.Ltd.
5. Vanita Tripathi, Security Analysis & Portfolio Management Text and Cases, Publisher Taxmann;2019 Edition.

This course can be opted as an elective by the students of following subjects: Any one

Suggested equivalent online courses (MOOCs) for credit transfer:
1. https://onlinecourses.nptel.ac.in/noc22_mg113/preview

Electronic media and other digital components in the curriculum:
Choose any one or more than one: (Electronic Media: Audio/Video Lectures, Online Counselling/Virtual Classes/E-Contents/e-SLM/OER/supplementary links for reference/Video Conferencing/Radio broadcast/Web Conferencing/ Other electronic and digital contents**)**
1. https://www.pdfdrive.com/securities-analysis-and-portfolio-management-e826230.html
2. https://www.iare.ac.in/sites/default/files/lecture_notes/IARE_SAPM_Lecture_Notes.pdf
3. https://hpuniv.ac.in/hpuniv/upload/uploadfiles/files/4_2.pdf
4. https://ebooks.lpude.in/commerce/mcom/term_3/DCOM504_DMGT511_SECURITY_ANALYSIS_AND_PORTFOLIO_MANAGEMENT.pdf
5. https://www.youtube.com/watch?v=a4uIOBKr8Lc&list=PLLy_2iUCG87BcUZRkbqKB3U2TXjM3LinI
6. https://www.youtube.com/watch?v=ope5Y3Mrsaw&list=PLEC357A2BC142F57E

Name of electronic media	Year of incorporation

Note: School may revise list of electronic media and other digital components in the curriculum time to time and shall be updated in website also.

Format of Syllabus for [MBA]: Subject: [Working Capital Management]

Course prerequisites: **None**		

Programme: MBA	Year: 2022	Semester: III
	Subject: Optional Group Finance	
Course Code: MBA-3.23	Course Title: **Working Capital Management**	

Course Objectives:
- This course provides an understanding on how to manage Current Assets, working capital financing policies, increasing profits through working capital management.
- Provide an understanding on how to properly fund working capital.
- Discusses the cash conversion cycle, Cash budgeting and credit policy and credit variables.
- To familiarize them with the Current Asset Management policy of any Organization.

Course Outcomes:

On completion of this course, the learner will be able:

CO1: To have a basic understanding of a company's working capital structure.

CO2: To understand how proper management of working capital increase profits.

CO3: To have an understanding of the various Working capital management policies.

CO4: To calculate the cash conversion cycle.

CO5: To establish knowledge of working capital in the budgeting process and credit policy.

Credits: 6	**Type of Course:** ~~Core~~/Elective (**Elective**)
Category of Course (**Please mention category of course; It may have more than one option**)	~~Awareness/ life skills / soft skills/ value-added / employability/ entrepreneurship/ skill development/ MOOCs or~~ OER

Max. Marks: 70	Min. Passing Marks: 24

(Syllabi should be framed block wise/unit wise; No of blocks and units may change)

Block 1	**Concepts And Determination Of Working Capital**
Unit I	Conceptual Framework
Unit II	Operating Environment of Working Capital
Unit III	Determination of Working Capital, Methods, factors and significance
Unit IV	Theories and Approaches, Hedging (Maturity Matching) Strategy, Conservative Strategy, Aggressive Strategy, Conservative Approach to Working Capital Financing.
Block 2	**Management Of Current Assets**
Unit V	Management of Receivables
Unit VI	Management of Cash
Unit VII	Management of Marketable Securities
Unit VIII	Management of Inventory
Block 3	**Financing Of Working Capital Needs**
Unit IX	Bank Credit - Basic Principles and Practices
Unit X	Bank Credit - Methods of Assessment and Appraisal
Unit XI	Other Sources of Short Term Finance
Block 4	**Working Capital Management: An Integrated View**
Unit XII	Liquidity vs Profitability
Unit XIII	Payables Management, Payables Transactions
Unit XIV	Short-Term International Financial Transactions
Unit XV	Cash management and cash budget
Block 5	**Working Capital And Dividend Policy**
Unit XVI	Integrating Working Capital and Capital Investment Process
Unit XVII	Sources of working capital finance – Approaches to optimum mix of funds – trade credit, accrual accounts – money market instruments, commercial paper,

	Certificate of deposits – Bill discounting and factoring – Inter corporate loans – short term bank loans.
Unit XVIII	Dividend Policy And Decisions- Meaning Of Dividend, Kinds Of Dividend, Factors, Different Types Of Dividend Policy, Characteristics Of Stable Dividend Policy, Various Dangers Of Stable Dividend Policy, Models Of Dividend Policy, Walters Dividend Model, Assumptions, Gordons Model, Modigliani And Miller Model, Criticisms Of Modigliani And Miller Model

Suggested Text Book Readings:
1. Dr. R P Rustagi, Working Capital Management, Taxmann Publisher, Reprint Edition April 2021.
2. Hrishikes Bhattacharya, Working Capital Management Strategies And Techniques, 4Th Edition, Publisher: PHI Learning.
3. V.K.Bhalla, Working Capital Management, Publisher: S Chand & Company, 2014 Edition.
4. Bhavesh P Chadamiya, Mital R. Menaparu, Working Capital Management: Strategic Techniques & Choices, Publisher: New Century Publication, Edition: 2013.

This course can be opted as an elective by the students of following subjects: Any one

Suggested equivalent online courses (MOOCs) for credit transfer:
1. https://onlinecourses.nptel.ac.in/noc22_mg113/preview

Electronic media and other digital components in the curriculum:
Choose any one or more than one: (Electronic Media: Audio/Video Lectures, Online Counselling/Virtual Classes/E-Contents/e-SLM/OER/supplementary links for reference/Video Conferencing/Radio broadcast/Web Conferencing/ Other electronic and digital contents)
1. https://www.youtube.com/watch?v=R2ndARL3RV4&list=PLLy_2iUCG87BFW5LwV9zFEH5dgS2XQTH5
2. https://www.youtube.com/watch?v=7fa9wwXUq5o
3. https://www.pdfdrive.com/working-capital-management-e58912635.html
4. https://www.pdfdrive.com/working-capital-management-e33407894.html
5. https://ebooks.lpude.in/commerce/mcom/term_3/DCOM505_WORKING_CAPITAL_MANAGEMENT.pdf
6. http://www.ebookbou.edu.bd/Books/Text/SOB/MBA/mba_1306/Unit-05.pdf

Name of electronic media	Year of incorporation

Note: School may revise list of electronic media and other digital components in the curriculum time to time and shall be updated in website also.

Format of Syllabus for [MBA]: Subject: [Income Tax Planning And Management]

Course prerequisites: **None**			
Programme: MBA	Year: 2022		Semester: III
	Subject: Optional Group Finance		
Course Code: MBA-3.24	Course Title: Income Tax Planning And Management		

Course Objectives:
- To expose the learners to the latest provisions of Income Tax Act.
- To introduce the concept of TDS, Advance Tax and Interest payable w.r.t. Income tax and acquaint students with their different provisions.
- To identify the Tax Planning and Assessment Procedures for Individuals, Firms and Companies.
- To help students understand the meaning of Tax Planning and the concept of Ethics in taxation.

Course Outcomes:

On completion of this course, the learner will be able:

CO1: To get working knowledge regarding legitimate way of tax planning under different Financial / Managerial decisions after taking into consideration the impact of Direct Tax Laws.

CO2: To compare and contrast tax planning vis-a-vis tax evasion and tax avoidance.

CO3: To recall and discuss different provisions of TDS and their rates. They would compute advance tax. They would also discuss the levy of interest under different sections of the Income Tax Act.

Credits: 6	**Type of Course:** ~~Core~~/Elective **(Elective)**
Category of Course **(Please mention category of course; It may have more than one option)**	~~Awareness/ life skills / soft skills/ value-added / employability/ entrepreneurship/ skill development/ MOOCs or~~ OER
Max. Marks: 70	Min. Passing Marks: 24

(Syllabi should be framed block wise/unit wise; No of blocks and units may change)

Block 1	
Unit I	Nature and Scope of Tax Planning: Nature, Objectives of Tax Management, Tax Planning, Tax Avoidance & Tax Evasion, Assessment Year, Previous Year, Assesses – types, Residential status, Non-resident Indians
Block 2	
Unit II	Tax on Individual Income – Computation of tax under the heads of Salaries, Income from House Property, Profits & Gains of Business, Capital Gains & Income from Other Sources. Tax deductible at source
Block 3	
Unit III	Corporate Income Tax: Tax concessions and incentives for corporate decisions. Tax planning for depreciation; Treatment of losses & unabsorbed items; Carry forward and set off losses. Tax and business reorganizations: Merger and amalgamation, Tax planning regarding Employees Remuneration, Tax appeals, Revision & Review
Block 4	
Unit IV	Wealth tax on closely held companies; Valuation of assets; Filing of returns; Assessment; Appeals; Review; Revision and Rectification
Block 5	
Unit V	Goods and Services Tax (GST) Bill

Suggested Text Book Readings:
1. Dr. H.C. Mehrotra, Dr. S.P Goyal, Income Tax including Tax Planning & Management, 43rd Edition, Sahitya Bhawan Publications.

2. Dr. Vinod K. Singhania, Dr. Monica Singhania, Corporate Tax Planning & Business Tax Procedures with Case Studies, Taxmann Publisher, 26th Edition. 3. Kaushal Kumar Agrawal, Corporate Tax Planning, Volume 1, Atlantic Publishers & Dist, 2007.	

This course can be opted as an elective by the students of following subjects: Any one

Suggested equivalent online courses (MOOCs) for credit transfer:
  1. https://onlinecourses.swayam2.ac.in/cec21_cm02/preview

Electronic media and other digital components in the curriculum:
Choose any one or more than one: (Electronic Media: Audio/Video Lectures, Online Counselling/Virtual Classes/E-Contents/e-SLM/OER/supplementary links for reference/Video Conferencing/Radio broadcast/Web Conferencing/ Other electronic and digital contents**)**
 1. https://www.youtube.com/watch?v=NiQCDDxR5rY
 2. https://www.pdfdrive.com/income-tax-books.html
 3. https://ebooks.lpude.in/commerce/mcom/term_4/DCOM508_CORPORATE_TAX_PLANNING.pdf
 4. https://www.amazon.in/Income-Tax-Management-Simple-Planning-ebook/dp/B07DN12JCS
 5. https://books.google.co.in/books?id=7ND9DwAAQBAJ&printsec=frontcover&redir_esc=y#v=onepage&q&f=false

Name of electronic media	Year of incorporation

Note: School may revise list of electronic media and other digital components in the curriculum time to time and shall be updated in website also.

Format of Syllabus for [MBA]: Subject: [Materials management]

Course prerequisites: **None**			
Programme: MBA	Year: 2022		Semester: III
	Subject: Optional Group Production		
Course Code: MBA-3.31	Course Title: Materials management		

Course Objectives:
- To understand how the knowledge of materials management can be an advantage to logistics and supply chain operations.
- To sensitize the students on the materials management functions – Planning, Purchase, Controlling, Storing, Handling, Packaging, Shipping and Distributing, and Standardizing.
- To realize the importance of materials both in product and service.
- Use of MRP, ERP and PLM in managing materials.

Course Outcomes:

On completion of this course, the students will be able to:

CO1: Identify the scope for integrating materials management function over the logistics and supply chain operations.

CO2: Integrate the organization wide materials requirement to develop an overall plan (MRP). **CO3:** Identify, study, compare, and evaluate alternatives, select and relate with a good supplier.

CO4: Apply various purchasing method and inventory controlling techniques into practice. **CO5:** Analyzing the materials in storage, handling, packaging, shipping distributing and standardizing.

CO6: Integrate important materials functions to both products and services & use MRP,ERP,& PLM managing materials.

Credits: 6	**Type of Course:** ~~Core~~/Elective **(Elective)**
Category of Course **(Please mention category of course; It may have more than one option)**	~~Awareness/ life skills / soft skills/ value-added / employability/ entrepreneurship/ skill development/ MOOCs or~~ OER

Max. Marks: 70	Min. Passing Marks: 24

(Syllabi should be framed block wise/unit wise; No of blocks and units may change)	
Block 1	**Introduction And Concept**
Unit I	Material Planning: Objectives, Material Requirement Planning, Manufacturing Resource Planning.
Unit II	Just In Time, JIT Production Planning, Strategic Material Planning.
Unit III	Material Control: Acceptance, Sampling, Inspection, Make Or Buy Decision, Simple Cost Analysis, Economic Analysis.
Unit IV	Break Even Analysis, Break Even Point Theory, Whether To Add Or Drop A Product Line Store Management And Warehousing, Product Explosion.
Block 2	**Purchasing Decisions and Research**
Unit V	Purchasing: Importance Of Good Purchasing System, Organization Of Purchasing Functions, Purchase Policy And Procedures, Responsibility And Limitations
Unit VI	Purchasing Decisions, Purchasing Role In New Product Development, Role Of Purchasing In Cost Reduction, Negotiations And Purchase
Unit VII	Purchasing Research: Identification Of Right Sources Of Supply, Vendor Rating, Standardization, Vendor Certification Plans, Vendor And Supply Reliability, Developing New Source Of Supply
Block 3	**Material Cost Management**
Unit VIII	Cost Reduction: Cost Control V/S Cost Reduction, Price Analysis.
Unit IX	Material Cost Reduction Techniques, Variety Reduction, Cost Reduction And Value Improvement, Techniques Of Cost Control, Standard Costing

Unit X	Cost Effectiveness, Cost Analysis For Material Management, Material Flow Cost Control.
Block 4	**Inventory and Surplus Management**
Unit XI	Inventory Management: Inventory V/S Stores, Types Of Inventory, Inventory Control
Unit XII	Inventory Build –Up, EOQ, Various Inventory Models, Inventory Models With Quantity Discount, Exchange Curve Concept, Coverage Analysis, Optimal Stocking And Issuing Policies, Inventory Management Of Perishable Commodities, ABC – VED Analysis, Design Of Inventory Distribution Systems.
Unit XIII	Surplus Management, Information System For Inventory Management.
Unit XIV	Case Studies

Suggested Text Book Readings:
1. N. Chapman Stephen , Arnold J. R. Tony , Gatewood Ann K. , M. Clive Lloyd, Introduction to Materials Management, Eighth Edition, By Pearson.
2. M.M. Varma, Materials Management, Sultan Chand & Sons Publications,2012.
3. Prem Vrat, Materials Management, Publisher: Springer India Private Ltd, 2016.
4. Dr. A.K. Singh, Materials Management, Firewall Media, 2008.

This course can be opted as an elective by the students of following subjects: Any one

Suggested equivalent online courses (MOOCs) for credit transfer
 1. https://onlinecourses.nptel.ac.in/noc23_mg50/preview

Electronic media and other digital components in the curriculum:
Choose any one or more than one: (Electronic Media: Audio/Video Lectures, Online Counselling/Virtual Classes/E-Contents/e-SLM/OER/supplementary links for reference/Video Conferencing/Radio broadcast/Web Conferencing/ Other electronic and digital contents)
   1. https://www.youtube.com/watch?v=XP_zi6GbU_Q
   2. https://www.youtube.com/watch?v=ZpUD9kkPTiI
   3. https://www.pdfdrive.com/materials-management-materials-management-e21019824.html
   4. https://ebooks.lpude.in/management/mba/term_4/DMGT525_MATERIALS_MANAGEMENT.pdf

Name of electronic media	Year of incorporation

Note: School may revise list of electronic media and other digital components in the curriculum time to time and shall be updated in website also.

Format of Syllabus for [MBA]: Subject: [Total quality management]

Course prerequisites: **None**		
Programme: MBA	Year: 2022	Semester: III
Subject: Optional Group Production		
Course Code: MBA-3.32	Course Title: Total quality management	

Course Objectives:
- To understand the concept of Quality.
- To understand the Implication of Quality on Business.
- To Implement Quality Implementation Programs.
- To have exposure to challenges in Quality Improvement Programs.

Course Outcomes:
On completion of this course, the learners will be able to:
CO1: To realize the importance of significance of quality.
CO2: Manage quality improvement teams.
CO3: Identify requirements of quality improvement programs.

Credits: 6	**Type of Course:** ~~Core~~/Elective (**Elective**)
Category of Course (**Please mention category of course; It may have more than one option**)	~~Awareness/ life skills / soft skills/ value-added /employability/ entrepreneurship/ skill development/ MOOCs or~~ OER
Max. Marks: 70	Min. Passing Marks: 24

(Syllabi should be framed block wise/unit wise; No of blocks and units may change)

Block 1	**Introduction To Quality Management**
Unit I	Definitions – TQM framework, benefits, awareness and obstacles.
Unit II	Quality – vision, mission and policy statements.
Unit III	Customer Focus – customer perception of quality, Translating needs into requirements, customer retention.
Unit IV	Dimensions of product and service quality. Cost of quality.
Block 2	**Principles And Philosophies Of Quality Management**
Unit V	Overview of the contributions of Deming, Juran Crosby, Masaaki Imai, Feigenbaum, Ishikawa, Taguchi techniques – introduction, loss function, parameter and tolerance design, signal to noise ratio.
Unit VI	Concepts of Quality circle, Japanese 5S principles and 8D methodology
Block 3	**Statistical Process Control And Process Capability**
Unit VII	Meaning and significance of statistical process control (SPC) – construction of control charts for variables and attributed.
Unit VIII	Process capability – meaning, significance and measurement – Six sigma concepts of process capability.
Unit IX	Reliability concepts –definitions, reliability in series and parallel, product life characteristics curve.
Unit X	Total productive maintenance (TMP) – relevance to TQM, Tero technology. Business process re-engineering (BPR) – principles, applications, reengineering process, benefits and limitations.
Block 4	**Tools And Techniques For Quality Management**
Unit XI	Quality functions development (QFD) – Benefits, Voice of customer, information organization
Unit XII	House of quality (HOQ), building a HOQ, QFD process
Unit XIII	Failure mode effect analysis (FMEA)- requirements of reliability, failure rate, FMEA stages, design, process and documentation.
Unit XIV	Seven old (statistical) tools. Seven new management tools. Bench marking and

	POKA YOKE.
Block 5	**Quality Systems Organizing And Implementation**
Unit XV	Introduction to IS/ISO 9004:2000 –quality management systems –guidelines for performance improvements.
Unit XVI	Quality Audits. TQM culture.
Unit XVII	Leadership – quality council, employee involvement, motivation, empowerment.
Unit XVIII	Recognition and Reward- Introduction to software quality.

Suggested Text Book Readings:
1. P.N. Mukherjee, Total Quality Management, Prentice Hall India Learning Private Limited, 2006.
2. James R Evans and William M Lindsay, The Management and Control of Quality, Sixth Edition.
3. Oakland J S, TQM – Text with Cases, Third Edition.
4. Suganthi L and Anand Samuel, Total Quality Management,
5. Janakiraman B and Gopal R K, Total Quality Management- Text and Cases.

This course can be opted as an elective by the students of following subjects: Any one

Suggested equivalent online courses (MOOCs) for credit transfer:
1. https://onlinecourses.nptel.ac.in/noc20_mg34/preview

Electronic media and other digital components in the curriculum:
Choose any one or more than one: (Electronic Media: Audio/Video Lectures, Online Counselling/Virtual Classes/E-Contents/e-SLM/OER/supplementary links for reference/Video Conferencing/Radio broadcast/Web Conferencing/ Other electronic and digital contents)
 1. https://www.youtube.com/watch?v=5pMWmU_8lfI&list=PLPjSqITyvDeUUUwunyiwq41yJZofQEzMI
 2. https://www.youtube.com/watch?v=MWQdHyDZGdY
 3. http://www.uop.edu.pk/ocontents/Total%20Quality%20Management%20by%20Dale%20H.%20Besterfield,%20Carol%20Besterfield-Michna,%20Glen%20H.%20Besterfield,%20Mary%20Besterfield-Sacre,%20Hemant%20Urdhwareshe,%20Rashmi%20Urdhwarshe%20(z-lib.org).pdf
 4. https://www.ebooks.com/en-in/subjects/business-total-quality-management-ebooks/1199/?_c=1

Name of electronic media	Year of incorporation

Note: School may revise list of electronic media and other digital components in the curriculum time to time and shall be updated in website also.

Format of Syllabus for [MBA]: Subject: [Logistic And Supply Chain Management]

Course prerequisites: **None**		
Programme: MBA	Year: 2022	Semester: III
Subject: Optional Group Production		
Course Code: MBA-3.33	Course Title: Logistic And Supply Chain Management	

Course Objectives:

- To develop an understanding of basic concepts and role of Logistics and supply chain management in business.
- To understand how supply chain drivers play an important role in redefining value chain excellence of Firms.
- To develop analytical and critical understanding & skills for planning, designing and operations of supply chain.
- To understand, appraise and integrate various supply chain strategies.

Course Outcomes:

On completion of this course, the students will be able to:

CO1: Understand the fundamentals of elements and functions of supply chain, role of drivers and demand forecasting.

CO2: To apply various techniques of inventory management and their practical situations. **CO3:** Analyze how supply chain decisions related to facility location can be applied to various industries and designing the supply chain.

CO4: Analyze how various warehousing management system and transportation can be practiced in various industries?

CO5: Analyze how logistics and supply chain strategies can create value generation and utilize IT applications

CO6: Analyze how supply chain performance can be measured using various models?

Credits: 6	Type of Course: ~~Core~~/Elective (**Elective**)
Category of Course (**Please mention category of course; It may have more than one option**)	~~Awareness/ life skills / soft skills/ value-added / employability/ entrepreneurship/ skill development/ MOOCs or~~ OER

Max. Marks: 70	Min. Passing Marks: 24

(Syllabi should be framed block wise/unit wise; No of blocks and units may change)	
Block 1	**Introduction and Evolution**
Unit I	The Basics of Supply Chain Management- Introduction, Definition of Supply Chain Management.
Unit II	Evolution of the Concept of Supply Chain Management, Key Drivers of Supply Chain Management
Unit III	Typology of Supply Chains, Cycle View of Supply Chain, Problems in SCM and Suggested Solutions
Block 2	**Planning and ERP**
Unit IV	Planning Demand and Supply- Introduction, Supply Management
Unit V	Evolution of Enterprise Resource Planning, Concept of ERP in SCM, Quick Response and Accurate Response System in SCM
Unit VI	Use of Other Planning Strategies
Block 3	**Inventory Management**
Unit VII	Procurement and Inventory Management- Introduction
Unit VIII	Supply Chain Operations: Procurement Cycle, Inventory Management, Inventory Costs, Types of Inventory Models
Unit IX	Inventory Control Systems, Tools of Inventory Management
Block 4	**Logistics and Transportation**

Unit X	Introduction, Definition of Logistics and Logistics Management, Types of Logistic Activities, Importance of Logistics Management
Unit XI	Integrated Logistics and its Support, Determinants of Designing Logistical System
Unit XII	Transportation, Warehousing, Packaging
Block 5	**Supply Chain Management**
Unit XIII	Supply Chain Benchmarking- Introduction, Understanding the Benchmarking Concept
Unit XIV	Benchmarking Process, Benchmarking Procedure
Block 6	**Recent Trends**
Unit XV	Recent Trends in Supply Chain Management-Introduction, New Developments in Supply Chain Management, Outsourcing Supply Chain Operations, Co-Maker ship
Unit XVI	The Role of E-Commerce in Supply Chain Management, Green Supply Chain Management
Unit XVII	Distribution Resource Planning, World Class Supply Chain Management

Suggested Text Book Readings:
1. Martin Christopher, Logistics & Supply Chain Management, FT Publishing International, Fifth Edition,2016.
2. Chandra Lalwani and John Mangan, Agustina Calatayud, Global Logistics and Supply Chain Management, Wiley Publisher.
3. D.K. Agarwal, Textbook Of Logistics And Supply Chain Management, Trinity Press, Imprint of Laxmi Publications Pvt Ltd.
4. K.J. Button , D.A. Hensher, Handbook of Logistics and Supply-Chain Management:Volume 2, Emerald Publishing.

This course can be opted as an elective by the students of following subjects: Any one

Suggested equivalent online courses (MOOCs) for credit transfer:
1. https://onlinecourses.swayam2.ac.in/cec22_mg22/preview

Electronic media and other digital components in the curriculum:
Choose any one or more than one: (Electronic Media: Audio/Video Lectures, Online Counselling/Virtual Classes/E-Contents/e-SLM/OER/supplementary links for reference/Video Conferencing/Radio broadcast/Web Conferencing/ Other electronic and digital contents)
1. https://ebooks.lpude.in/management/mba/term_4/DMGT523_LOGISTICS_AND_SUPPLY_CHAIN_MANAGEMENT.pdf
2. https://www.pdfdrive.com/logistics-and-supply-chain-management-books.html
3. https://www.pdfdrive.com/logistics-supply-chain-management-e33568995.html
4. https://www.youtube.com/watch?v=raqi4gjMLm8
5. https://www.youtube.com/watch?v=PmR2SKeY9Ms&list=PLGit8yny_3ANzZMsJJjeuxMg-S0f0hGcn

Name of electronic media	Year of incorporation

Note: School may revise list of electronic media and other digital components in the curriculum time to time and shall be updated in website also.

Format of Syllabus for [MBA]: Subject: [Production Planning And Control]

Course prerequisites: **None**			
Programme: MBA	Year: 2022		Semester: III
Subject: Optional Group Production			
Course Code: MBA-3.34	Course Title: Production Planning And Control		

Course Objectives:
- To understand the requirement of production planning and control for manufacturing organizations.
- To develop skills to estimate and use appropriate planning and control techniques.
- Ability to evaluate, analyze and make decisions for short term as well as long term organizational growth.
- To develop skills to perform production planning and control operations for any manufacturing organization.

Course Outcomes:

On completion of this course, the students will be able to:

CO1: To understand the role Production Planning and control activities in Manufacturing and Services.

CO2: To understand and perform various Forecasting techniques and problems.

CO3: To understand and perform various Inventory Management techniques and apply in real manufacturing scenario/How to use MRP/ERP.

CO4: To demonstrate various Scheduling procedures/Balancing concepts.

CO5: To understand and Evaluate Dispatching procedures

Credits: 6	**Type of Course:** ~~Core~~/Elective **(Elective)**
Category of Course **(Please mention category of course; It may have more than one option)**	~~Awareness/ life skills / soft skills/ value-added / employability/ entrepreneurship/ skill development/ MOOCs or~~ OER
Max. Marks: 70	Min. Passing Marks: 24

(Syllabi should be framed block wise/unit wise; No of blocks and units may change)	
Block 1	**Introduction**
Unit I	Objectives And Benefits Of Planning And Control-Functions Of Production Control
Unit II	Types of production-job- batch and continuous production, its process and importance, utility, merits and demerits
Unit III	Product development and design-Marketing aspect - Functional aspects-Operational aspect-Durability and dependability aspect- aesthetic aspect. importance, utility, merits and demerits
Unit IV	Profit Consideration-Standardization, Simplification & Specialization- Break Even Analysis-Economics Of A New Design. Importance, Utility, Merits And Demerits.
Block 2	**Work Study**
Unit V	Method study, basic procedure-Selection-Recording of process - Critical analysis, importance, utility, merits and demerits.
Unit VI	Development - Implementation - Micro motion and memo motion study , importance, utility, merits and demerits
Unit VII	Work measurement importance, utility, merits and demerits, Techniques of work measurement - Time study - Production study - Work sampling - Synthesis from standard data - Predetermined motion time standards
Block 3	**Product Planning And Process Planning**
Unit VIII	Product planning-Extending the original product information-Value analysis-Problems in lack of product planning importance, utility, merits and demerits

Unit IX	Process planning and routing-Pre requisite information needed for process planning-Steps in process planning importance, utility, merits and demerits
Unit X	Quantity determination in batch production-Machine capacity, balancing-Analysis of process capabilities in a multi product system.
Block 4	**Production Scheduling**
Unit XI	Production Control Systems-Loading and scheduling-Master Scheduling-Scheduling rules-Gantt charts-Perpetual loading.
Unit XII	Basic scheduling problems - Line of balance - Flow production scheduling-Batch production scheduling
Unit XIII	Product sequencing - Production Control systems importance, utility, merits and demerits, Periodic batch control-Material requirement planning kanban
Unit XIV	Dispatching-Progress reporting and expediting-Manufacturing lead time-Techniques for aligning completion times and due dates
Block 5	**Inventory Control And Recent Trends In Ppc 9**
Unit XV	Inventory control-Purpose of holding stock-Effect of demand on inventories
Unit XVI	Ordering procedures. Two bin system -Ordering cycle system-Determination of Economic order quantity and economic lot size-ABC analysis-Recorder procedure.
Unit XVII	Introduction to computer integrated production planning systems-elements of JUST IN TIME SYSTEMS-Fundamentals of MRP II and ERP.

Suggested Text Book Readings:
1. D R Kiran, Production Planning and Control : A Comprehensive Approach, BS Publications, 2018.
2. Stephen Chapman, Fundamentals of Production Planning and Control, Pearson Publication, 2005.
3. S.K. Mukhopadhyay, Production Planning and Control: Text and Cases, Prentice Hall India Learning Private Limited, 2007.
4. Samuel Eilon, Elements Of Production Planning and Control, Sri Padmavathi Publications, 2015.

This course can be opted as an elective by the students of following subjects: Any one
 1. https://onlinecourses.nptel.ac.in/noc23_me06/preview

Suggested equivalent online courses (MOOCs) for credit transfer:

Electronic media and other digital components in the curriculum:
Choose any one or more than one: (Electronic Media: Audio/Video Lectures, Online Counselling/Virtual Classes/E-Contents/e-SLM/OER/supplementary links for reference/Video Conferencing/Radio broadcast/Web Conferencing/ Other electronic and digital contents)
 1. https://www.iare.ac.in/?q=courses/mechanical-engineering-autonomous/production-planning-and-control
 2. https://nptel.ac.in/courses/112107143
 3. https://www.youtube.com/watch?v=9qBZyzjoqAo
 4. https://www.youtube.com/watch?v=Fxow6-LeQc8
 5. https://www.youtube.com/watch?v=xOTxEhwvbwQ

Name of electronic media	Year of incorporation

Note: School may revise list of electronic media and other digital components in the curriculum time to time and shall be updated in website also.

Format of Syllabus for [MBA]: Subject: [Advertising and Brand Management]

Course prerequisites: **None**		

Programme: MBA	Year: 2022	Semester: III
Subject: Optional Group Marketing		
Course Code: MBA-3.41	Course Title: Advertising and Brand Management	

Course Objectives:
- To inculcate learners an in-depth understanding of the theories, models and processes of advertising.
- To inculcate skills in applying the analytical concepts and tools of marketing to such decisions as segmentation and targeting, branding, pricing, distribution, and promotion.
- To develop skills in formulating and implementing marketing strategies for brands and businesses.
- To equip the learners with the nature, purpose & complex constructions in the planning and execution of a successful advertising program.
- To expose learners to issues in brand management, faced by firms operating in competitive markets.

Course Outcomes:
On completion of this course, the students will be able to:
CO1: To understand the nature, role, and importance of brand management and advertising in marketing strategy.
CO2: To understand effective design and implementation of advertising strategies.
CO3: To present a general understanding of content, structure, and appeal of advertisements.
CO4: To understand ethical challenges related to responsible management of advertising and brand strategy.

Credits: 6	**Type of Course:** ~~Core~~/Elective **(Elective)**
Category of Course **(Please mention category of course; It may have more than one option)**	~~Awareness/ life skills / soft skills/ value-added / employability/ entrepreneurship/ skill development/ MOOCs or~~ OER

Max. Marks: 70	Min. Passing Marks: 24

(Syllabi should be framed block wise/unit wise; No of blocks and units may change)

Block 1	**General Understanding about Advertising**
Unit I	Advertising - Nature, scope & classification. Concept importance, utility, merits and demerits
Unit II	Role of advertising in Indian economic and social development, concept importance, utility, merits and demerits
Unit III	Ethics and truth in Indian advertising. Significance and thinkers contribution
Block 2	
Unit IV	Marketing Communication Programme, concept importance, utility, merits and demerits
Unit V	Advertising Planning: Objectives and Budget, concept importance, utility, merits and demerits
Unit VI	Advertising Research as a Supporting tool concept importance, utility, merits and demerits
Unit VII	Development of Concept, Selection of the Concept, Selection of the Advertising Message, Building an Advertising Copy, Factors Related with Copy Strategy. concept importance, utility, merits and demerits
Block 3	
Unit VIII	Campaign Planning Process, Media Planning:- Target and Media Research, Media Objectives, Media Mix Selection and Scheduling and Budgeting

Unit IX	Media Buying:- Media Tactics, Monitoring, Evaluation of Media Planning
Unit X	Media Strategy:- Delivering on Objectives, Target Audience Strategies and Media Vehicle Selection, Allocation of Media Budget
Unit XI	Advertising Effectiveness, Comparative Study with Different Promotion mix
Block 4	
Unit XII	Advertising agency: Management and Survival types concept importance, utility, merits and demerits
Unit XIII	Reorganizing Agency. Process significance and advantages
Unit XIV	Global standards of Agency Functioning. Usefulness and importance, scope and working.
Block 5	
Unit XV	Brand building exercise:- Concept, Strategy and Culture. process, merits and usefulness and limitations, scope
Unit XVI	Brand Personality and Positioning, process, merits and usefulness and limitations, scope
Unit XVII	Brand Life Cycle process, merits and usefulness and limitations, scope
Unit XVIII	Brand Identity, Branding for Commodities, process, merits and usefulness and limitations, scope.

Suggested Text Book Readings:
1. Ravi Shanker, "Emerging Trends in Advertising", 1995.
2. Joel Reedy, Shanna Schullo, Kenneth Ziommerman, Electronic Marketing: Integrated Electronic Resources into the Marketing Process, (Orlando: Dryden press, 2000).
3. Kruti Shah, Advertising and Integrated Marketing Communications, 2017 Edition, McGraw Hill Education.
4. Dr. Sunaina Kumar,Dr. Arvind & Sardana, Advertising And Brand Management, Galgotia Publishing Company, 2015.
5. Dr. Tridib Sengupta, Jayjit Chakraborty, Advertising and Brand Management, Lawpoint Publications, 1st edition.

This course can be opted as an elective by the students of following subjects: Any one

Suggested equivalent online courses (MOOCs) for credit transfer:
1. https://onlinecourses.swayam2.ac.in/cec22_mg19/preview

Electronic media and other digital components in the curriculum:
Choose any one or more than one: (Electronic Media: Audio/Video Lectures, Online Counselling/Virtual Classes/E-Contents/e-SLM/OER/supplementary links for reference/Video Conferencing/Radio broadcast/Web Conferencing/ Other electronic and digital contents)
1. https://www.youtube.com/watch?v=0dX0g5XFm8g
2. https://www.pdfdrive.com/advertising-and-branding-concepts-methodologies-tools-and-applications-e187577321.html
3. https://www.amazon.in/ADVERTISING-MANAGEMENT-Arvind-Sardana-Sunaina/dp/8182180899
4. https://www.phindia.com/Books/ShoweBooks/MTA4OQ/Advertising-Brand-Management
5. https://www.pdfdrive.com/brand-management-research-theory-and-practice-e10081193.html

| Name of electronic media | Year of incorporation |

Note: School may revise list of electronic media and other digital components in the curriculum time to time and shall be updated in website also.

Format of Syllabus for [MBA]: Subject: [Consumer Behavior]

Course prerequisites: **None**		

Programme: MBA	Year: 2022	Semester: III
	Subject: Optional Group Marketing	
Course Code: MBA-3.42	Course Title: Consumer Behavior	

Course Objectives:
- To understand consumer behaviour in an informed and systematic way.
- To analyse personal, socio-cultural, and environmental dimensions that influence consumer decisions making.
- To enable learners in designing and evaluating the marketing strategies based on fundamentals of consumer buying behaviour.
- To give the learners a perspective to understand the application of market research in framing effective marketing strategies.

Course Outcomes:

On completion of this course, the learners will be able to:

CO1: Demonstrate how knowledge of consumer behavior can be applied to marketing.

CO2: Identify and explain factors which influence consumer behavior.

CO3: Relate internal dynamics such as personality, perception, learning motivation and attitude to the choices consumers make.

CO4: Use appropriate research approaches including sampling, data collection and questionnaire design for specific marketing situations.

CO5: In a team, work effectively to prepare a research report on consumer behaviour issues within a specific context.

Credits: 6	**Type of Course:** ~~Core~~/Elective (**Elective**)
Category of Course (**Please mention category of course; It may have more than one option**)	~~Awareness/ life skills / soft skills/ value-added / employability/ entrepreneurship/ skill development/ MOOCs or~~ OER

Max. Marks: 70	Min. Passing Marks: 24

(Syllabi should be framed block wise/unit wise; No of blocks and units may change)

Block 1	**Consumer Behavior - Issues and Concepts**
Unit I	Consumer Behavior – Nature, scope and Applications
Unit II	Organizational Buying Behavior
Unit III	Individual Influences On Buying Behavior, Perceptions, Consumer Motivation and Involvement, Attitude and Attitude Change, Learning and Memory, Personality and Self-concept.
Unit IV	Group Influences On Consumer Behavior, Reference Group Influence & Group Dynamics, Family Buying Influences, Family Life-cycle and Buying Roles, Cultural and Sub-cultural influences.
Block 2	**The Buying Process**
Unit V	Problem Recognition & Information Search Behavior, Information Processing
Unit VI	Alternative Evaluation, Purchase Process & Post-purchase Behavior
Unit VII	Modeling Buyer Behavior, Early Models, Howard Sheath Model
Unit VIII	Recent Developments in Modeling Buyer Behavior
Block 3	**Sales Management Functions**
Unit IX	Introduction to Sales Management, Personal Selling Personal Selling
Unit X	Sales Process, Computer Applications in Sales Management
Unit XI	Selling Skills, Communication Skills, Sales Presentation, Negotiation Skills
Unit XII	Retail Communication: Sales Displays Sales Displays
Block 4	**Sales Force Management**

Unit XIII	Job Analysis, Recruitment and Selection
Unit XIV	Training the Sales Force
Unit XV	Compensation and Motivation of Sales Force
Unit XVI	Monitoring and Performance Evaluation
Block 5	**Planning And Control Of The Sales Effort**
Unit XVII	Sales Planning
Unit XVIII	Sales Organization
Unit XIX	Sales Forecasting and Sales Quotas
Unit XX	Sales Budgeting and Control

Suggested Text Book Readings:
1. Zubin Sethna, Jim Blythe, Consumer Behaviour, Fourth Edition, SAGE Publications Ltd.
2. Solomon M.R, Consumer Behavior: Buying, Having and Being, Prentice Hall India Learning Private Limited, 2012.
3. Ray Wright, Consumer Behaviour, Publisher - Thomson Learning, 2006.
4. Joseph Wisenblit and Leon G. Schiffman, Consumer Behavior, Twelfth Edition by Pearson, 2018.

This course can be opted as an elective by the students of following subjects: Any one

Suggested equivalent online courses (MOOCs) for credit transfer:
1. https://onlinecourses.swayam2.ac.in//imb22_mg29/preview

Electronic media and other digital components in the curriculum:
Choose any one or more than one: (Electronic Media: Audio/Video Lectures, Online Counselling/Virtual Classes/E-Contents/e-SLM/OER/supplementary links for reference/Video Conferencing/Radio broadcast/Web Conferencing/ Other electronic and digital contents)
1. https://www.pdfdrive.com/understanding-consumer-behaviour-e34322189.html
2. https://www.pdfdrive.com/consumer-behaviour-e50542074.html
3. https://www.youtube.com/watch?v=jSrC-EWYIJQ&list=PLbMVogVj5nJTo1na559Me_hdk_gvp9HT0
4. https://www.youtube.com/watch?v=UdiFux7FRhk

Name of electronic media	Year of incorporation

Note: School may revise list of electronic media and other digital components in the curriculum time to time and shall be updated in website also.

Format of Syllabus for [MBA]: Subject: [International Marketing]

Course prerequisites: **None**		

Programme: MBA	Year: 2022	Semester: III
Subject: Optional Group Marketing		
Course Code: MBA-3.43	Course Title: International Marketing	

Course Objectives:
- To provide an understanding of the scope and function of international marketing theory and practice.
- To increase knowledge and skills to help in developing international market entry strategies.
- To develop skills related to the analysis of international marketing data, in particular the use of secondary data in assessing the international marketing opportunities.

Course Outcomes:

On completion of this course, students will be able to:

CO1: Describe the nature of international marketing and its value for modern business with particular emphasis on the globalization of modern business and external demands for corporate social responsibility and ethical conduct in an international dimension.

CO2: Explain the basic concepts, principles and practices associated with international marketing management.

CO3: Apply knowledge gained in other courses to the understanding of marketing management in an international setting.

CO4: Analyze international marketing situations and make appropriate decisions.

Credits: 6	**Type of Course:** ~~Core~~/Elective (**Elective**)
Category of Course (**Please mention category of course; It may have more than one option**)	~~Awareness/ life skills / soft skills/ value-added / employability/ entrepreneurship/ skill development/ MOOCs or~~ OER
Max. Marks: 70	Min. Passing Marks: 24

(Syllabi should be framed block wise/unit wise; No of blocks and units may change)

Block 1	Introduction And Overview
Unit I	Introduction to International Marketing Introduction, Scope of International Marketing, International Marketing vs. Domestic Marketing, Principles of International Marketing, Customer value and the value equation, Competitive or differential advantage, Management Orientations, MNCs and TNCs, Benefits of international marketing.
Unit II	International Marketing Environment Introduction, Political Environment, Political systems, legal and Regulatory Environment, Socio-cultural Environment, Economic Environment, Technological Environment, Challenges in Global Marketing.
Unit III	International Trade Environment Introduction, classical trade theories, modern trade theories, trade barriers, quotas, Implications of Tariffs, Types of Agreements, General Agreement on Tariffs and Trade (GATT), Functions and Objectives of WTO, Implication of WTO on International Marketing, India's Role in International Trade Theories.
Block 2	Strategies And Marketing Research
Unit IV	International Market Entry Strategies Introduction, Different Entry Modes and Market Entry Strategies, joint Ventures, Strategic Alliances, Direct Investment, Manufacturing and Franchising.
Unit V	International Marketing Research Introduction, Concept of Marketing Research, Need for Marketing Research, Approach to Marketing Research, Scope of International Marketing Research, International Marketing Research

	Process, market surveys, marketing information system.
Unit VI	International Product Policy and Planning Introduction, Products: National and International, the new Product Development, International Product Planning, Product Adoption and Standardization, International Market Segmentation, Influences on Marketing Plan and Budget, International Product Marketing, Marketing of Services.
Block 3	**PRICING POLICY AND DISTRIBUTION**
Unit VII	International Pricing Policy: Introduction, Price and Non-Price Factors, Methods of Pricing, International Pricing Strategies, Dumping and Price Distortion, Counter Trade
Unit VIII	International Distribution and Logistics Planning Introduction, International Logistics Planning, Distribution – Definition and Importance, Direct and Indirect Channels, factors Involved in Distribution Systems, Modes of Transportation, International Packaging.
Block 4	**Promotional Strategies**
Unit IX	International Promotional Strategies Introduction, Communications Process, principles of communication, Status of Promotion, Promotion Appeals, Media Selection, Personal Selling, Public Relations and Publicity, Sales Promotion, advertising, e-marketing.
Unit X	Foreign Markets and Export Marketing Process Introduction, choosing appropriate mode of operations, Issues Related to Exports, processing an Export Order, Entering into export contract, Export Pricing and Costing, Export-Import (EXIM) Policy, 2002-2007.
Unit XI	Export Marketing Documentation: Introduction, Significance of export documentation, the statutory control, declaration forms, disposal of export documentation form, major documents.
Unit XII	Foreign Trade Policy Introduction, export Promotion Capital Goods Scheme, Duty Exemption/Remission Schemes, gem and Jewellery Promotion Scheme, Diamond import licence, Special Economic Zones (SEZS), Free Trade Warehousing Zones (FTWZ), Star Export Houses, Deemed exports, Agri Export Zones, Target Plus Scheme
Block 5	**Financial Institutions And Currency**
Unit XIII	Foreign Exchange and Foreign Currency: Introduction, the Foreign Exchange Market, Organization of the foreign exchange market, Exchange Rate Policy and Management, Triangular Arbitrage, Future and Forward Market, foreign Currency Options, Forecasting Foreign Exchange Rates
Unit XIV	International Financial Institutions Introduction, IMF, World Bank – IBRD, International Finance Corporation, Organization for Economic Cooperation and Development (OECD).
Unit XV	Legal and Ethical Issues in International Marketing Introduction, Nature of International Business Disputes and Proposed Action, Legal Concepts Relating to International Business, International Dispute Settlement Machinery, ethical Consideration in International Marketing and Marketing Communications.
Suggested Text Book Readings:	

Suggested Text Book Readings:
1. Daniel W. Baack, Barbara Czarnecka, Donald Baack International Marketing, SAGE Publications Ltd, 2018.
2. Rakesh Mohan Joshi, International Marketing, Oxford University Press, Second Edition, 2014.
3. Philip R. Cateora , Mary C. Gilly , John L. Graham, International Marketing, McGraw Hill Education, 15th Edition 2017.

4. Warren J. Keegan, Mark C. Green, Global Marketing, 7th Edition, Pearson.

This course can be opted as an elective by the students of following subjects: Any one

Suggested equivalent online courses (MOOCs) for credit transfer:
    1. https://onlinecourses.nptel.ac.in/noc23_mg39/preview

Electronic media and other digital components in the curriculum:
Choose any one or more than one: (Electronic Media: Audio/Video Lectures, Online Counselling/Virtual Classes/E-Contents/e-SLM/OER/supplementary links for reference/Video Conferencing/Radio broadcast/Web Conferencing/ Other electronic and digital contents)
1. https://www.pdfdrive.com/international-marketing-analysis-and-strategy-fourth-edition-e18760455.html
2. https://www.pdfdrive.com/international-marketing-e33406695.html
3. https://www.youtube.com/watch?v=XmewTgGxaas&list=PLLy_2iUCG87AV6gOQl5-GtZJlfLoCBGHb
4. https://www.youtube.com/watch?v=xBuCC1StBCw
5. http://centre.uek.krakow.pl/CENTRUMPSiM/wp-content/uploads/2017/10/Horska_et_al_2014_mini.pdf

Name of electronic media	Year of incorporation

Note: School may revise list of electronic media and other digital components in the curriculum time to time and shall be updated in website also.

Format of Syllabus for [MBA]: Subject: [Industrial & Service Marketing]

Course prerequisites: **None**		
Programme: MBA	Year: 2022	Semester: III
	Subject: Optional Group Marketing	
Course Code: MBA-3.44	Course Title: Industrial & Service Marketing	

Course objectives:

- To emphasize the relational nature of industrial marketing by highlighting key aspects of the buyer-seller relationship.
- To provide students with a good insight of the differences between BtoC and BtoB marketing.
- To be able to segment an industrial market, understand the importance of sourcing in a B to B marketing relationship and understand the specificity of selling industrial products and services.
- To equip learners with concepts and techniques that help in taking decisions relating to various services marketing situations.

Course Outcomes:

CO1: To define the industrial marketing concepts and principles.
CO2: To recognize marketing information systems and marketing research applications in industrial market.
CO3: To explain the industrial marketing mix strategies that are possible for marketing managers.
CO4: To examine the characteristics of the services industry and the modus operandi.
CO5: To analyze the role and relevance of Quality in Services as well as visualize future changes in the Services Industry.

Credits: 6	**Type of Course:** ~~Core~~/Elective **(Elective)**
Category of Course **(Please mention category of course; It may have more than one option)**	~~Awareness/ life skills / soft skills/ value-added / employability/ entrepreneurship/ skill development/ MOOCs or~~ OER

Max. Marks: 70	Min. Passing Marks: 24

(Syllabi should be framed block wise/unit wise; No of blocks and units may change)	
Block 1	**Services Marketing: An Introduction**
Unit I	Industrial Services: Importance of Services Marketing - Services Marketing Management Process - Introduction to Services
Unit II	Marketing Mix – People - The key role of service employees in a service business - Concept of Service encounter - Moment of Truth; Physical evidence: Nature - Importance Services cape; Process Service: as a process, as a system - Different aspects and managerial challenges
Unit III	Strategies for managing inconsistency - Employee and Customer: roles in services.
Unit IV	Segmentation: Targeting and Positioning of Services - Services Design and Development - Service Blueprinting - Service Process
Block 2	**Managing Service Personnel And Promotion**
Unit V	Managing Service Personnel - Service life cycle - Service design - Service guarantee.
Unit VI	Pricing of services: Factors involved in pricing a service product - demand variation and capacity constraints - Capacity Planning - Measures to respond to changes in demand - Reshaping demand using effective pricing
Unit VII	Service Promotion: Promotion objective for Services - Managing the Integrated Services Communication Mix
Unit VIII	Personnel Selling - Advertising and Sales Promotion - Role of Relationship Marketing in promoting services

Block 3	Customer Satisfaction And Quality
Unit IX	Customer Satisfaction: Monitoring and measuring - Understanding Customer Expectations and Zone of Tolerance - Order taking and fulfillment - Service Guarantee - Handling complaints, Defects, Failures and Recovery.
Unit X	Quality in Services: Concept and Importance - Service Quality Models: Parsuraman – Zeithamal - Bitner (PZB) - Gaps Model - SERVQUAL and SERVPERF - Gronroos model.
Block 4	Distribution Strategies For Services
Unit XI	Distribution Strategies for Services: Challenges in distribution of services
Unit XII	Role of Internet in distribution of Services - e-services
Unit XIII	Marketing Applications in Select Service Industries: Hospitality Services - Airlines - Tourism Services - Health Care and Wellness - Banking and Insurance Services.
Unit XIV	Retaining Customers, concepts, process relevance for organization, strategies, merits and demerits
Block 5	Services In Global Perspective
Unit XV	Services in Global Perspective: International Marketing of Services: Recent Trends - Principal driving force - Key decisions in Global Marketing - Services Strategy and Organizing for Global Marketing
Unit XVI	Case Study on Financial Services Marketing

Suggested Text Book Readings:

1. Thomas Fotiadis, Adam Lindgreen, George J. Siomkos, Christina Öberg, Dimitris Folinas Industrial Marketing, SAGE Publications Ltd.

2. Robert R. Reeder, etc., Industrial Marketing: Analysis, Planning and Control, Second Edition Pearson Education (US), 1991.

3. Dr. Nishikant Jha, Service Sector Marketing, Himalaya Publishing House Pvt Ltd., 1st Edition 2016.

4. Valarie A. Zeithaml , Mary Jo Bitner , Dwayne D. Gremler Services Marketing: Integrating Customer Focus Across the Firm, 7th Edition, McGraw Hill Publication, 2017.

This course can be opted as an elective by the students of following subjects: Any one

Suggested equivalent online courses (MOOCs) for credit transfer:
1. https://onlinecourses.nptel.ac.in/noc22_mg72/preview

Electronic media and other digital components in the curriculum:
Choose any one or more than one: (Electronic Media: Audio/Video Lectures, Online Counselling/Virtual Classes/E-Contents/e-SLM/OER/supplementary links for reference/Video Conferencing/Radio broadcast/Web Conferencing/ Other electronic and digital contents)
   1. https://www.youtube.com/watch?v=TZJ-IL9fDxs&list=PLLy_2iUCG87CatqSN-k3J6RnzamJxWezN
   2. https://www.youtube.com/watch?v=OKkGVy7Vxiw&list=PLPjSqITyvDeWk5Hj8dzy7S5UXOaFC-huM
   3. https://www.pdfdrive.com/services-marketing-concepts-strategies-cases-4th-edition-e161431943.html

Name of electronic media	Year of incorporation

Format of Syllabus for [MBA]: Subject: [Computer Fundamental And Its Organization]

Course prerequisites: **None**		
Programme: MBA	Year: 2022	Semester: III
Subject: Optional Group Information Technology		
Course Code: MBA 3.51	Course Title: Computer Fundamental And Its Organization	

Course Objectives:
- To describe the organization and operation of a computer processor, primary and secondary memory, peripheral devices and to give computer specifications.
- Closely examine information system's hardware. Specifically consider the processing unit, input and output devices, and primary and secondary storage. Examine the technology and analyze its characteristics.
- To explain the representation of data and information in computer systems, use standard word, and spreadsheets, graphics generation packages, use standard database systems.
- To develop working skills with productivity tools, graphics designing and Internet.

Course Outcomes:

CO1: Learner will develop a vocabulary of key terms related to the computer and to software program menus and will be able to identify the components of a personal computer system.

CO2: Learner will be able to demonstrate mouse and keyboard functions and will be able to demonstrate window and menu commands and how they are used.

CO3: Learner will be able to demonstrate how to organize files and documents on a USB/hard drive and will be able to compose, format and edit a word document.

CO4: Learner will be able to send email messages (with or without attachments) they will be able to navigate and search through the internet and will be able to navigate through WebCT.

Credits: 6	Type of Course: ~~Core~~/Elective **(Elective)**
Category of Course (**Please mention category of course; It may have more than one option**)	~~Awareness/ life skills / soft skills/ value added / employability/ entrepreneurship/ skill development/ MOOCs or~~ OER

Max. Marks: 70	Min. Passing Marks: 24

(Syllabi should be framed block wise/unit wise; No of blocks and units may change)

Block 1	**Computer Basics And Data Representation**
Unit I	Computer Basics:
Unit II	Problem Solving
Unit III	Data Representation
Unit IV	Hexadecimal Representation
Block 2	**Peripheral Device And Memory**
Unit V	Input And Output Devices
Unit VI	Computer Memory
Unit VII	Memory In Physical Devices
Unit VIII	Disk Drives
Block 3	**Processor And Their Specification**
Unit IX	Processor
Unit X	Specifications Of Computer
Unit XI	Computer Architecture
Unit XII	Multiprogramming
Block 4	**Concepts Of Software And Operating System**
Unit XIII	Software Concepts
Unit XIV	Software Qualities
Unit XV	Operating System
Unit XVI	Operating System Types

Suggested Text Book Readings:
1. Ashok Arora (2015),Computer Fundamentals and Applications,Vikas Publishing House
2. Hesham El-Rewini, Mostafa Abd-El-Barr (2005), Fundamental Of Computer Organization And Architecture, Wiley publication
3. Anita Goel(2010), Computer Fundamentals, Pearson Education
4. Atul P. Godse, Dr. Deepali A. Godse · (2021) Computer Organization and Architecture,UNICORN Publishing Group
5. Sivarama P. Dandamudi · 2006 Fundamental Of Computer Organization And Design

This course can be opted as an elective by the Learners of following subjects: Any one

Suggested equivalent online courses (MOOCs) for credit transfer:
1. https://onlinecourses.swayam2.ac.in/nou22_cs01/preview

Electronic media and other digital components in the curriculum:
Choose any one or more than one: (Electronic Media: Audio/Video Lectures, Online Counselling/Virtual Classes/E-Contents/e-SLM/OER/supplementary links for reference/Video Conferencing/Radio broadcast/Web Conferencing/ Other electronic and digital contents)
1. https://www.youtube.com/watch?v=jciGIvn7UfM&list=PLyqSpQzTE6M9SYI5RqwFYtFYab94gJpWk
2. https://www.pdfdrive.com/computer-architecture-software-aspects-coding-and-hardware-e158360728.html
3. https://www.pdfdrive.com/computer-systems-digital-design-fundamentals-of-computer-architecture-and-assembly-language-d182273799.html
4. https://www.lkouniv.ac.in/site/writereaddata/siteContent/202003271457478980amitswaroop_computer_fundamentals_bba_ib_sem2.pdf
5. https://www.youtube.com/watch?v=-AP1nNK3bRs&list=PLWPirh4EWFpF_2T13UeEgZWZHc8nHBuXp

Name of electronic media	Year of incorporation

Note: School may revise list of electronic media and other digital components in the curriculum time to time and shall be updated in website also.

<h1 align="center">Format of Syllabus for [MBA]: Subject: [Web Technology]</h1>

Course prerequisites: **None**		
Programme: MBA	Year: 2022	Semester: III
Subject: Optional Group Information Technology		
Course Code: MBA 3.52	Course Title: Web Technology	

Course Objectives:
- To comprehend the basics of the internet and web terminologies.
- To practice server-side programming features – PHP, JSP.
- To be familiar with database applications. Learn Database Connectivity to web applications.
- To Familiarize with Client-Side Programming, Server-Side Programming, Active server Pages.

Course Outcomes:

CO1: Analyze a web page and identify its elements and attributes. Create web pages using XHTML and Cascading Style Sheets. Build dynamic web pages using JavaScript (Client side programming).

CO2: Familiarize with Client-Side Programming, Server-Side Programming, Active server Pages.

CO3: Understand the concepts of HTML5, CSS, JavaScript, XML, PHP and develop Javascript programs.

Credits: 6	**Type of Course:** ~~Core~~/Elective **(Elective)**
Category of Course (**Please mention category of course; It may have more than one option**)	~~Awareness/ life skills / soft skills/ value added / employability/ entrepreneurship/ skill development/ MOOCs or~~ OER
Max. Marks: 70	Min. Passing Marks: 24

(Syllabi should be framed block wise/unit wise; No of blocks and units may change)

Block 1	
Unit I	History of the Internet and World Wide Web - HTML 4 protocols HTTP. SMTP, POP3. MIME, IMAP. Introduction to JAVA Scripts - Object Based Scripting for the web. Structures - Functions - Arrays - Objects.
Unit II	Introduction - Object refers, Collectors all and Children. Dynamic style, Dynamic position, frames. navigator, Event Model - On check - On load - Onenor - Mouse rel – Form process - Event Bubblers - Filters - Transport with the Filter - Creating Images – Adding shadows - Creating Gradients - Creating, Motion with Blur - Data Binding - Simple Data Binding - Moving with a record set - Sorting table data - Binding of an Image and table.
Unit III	Database, Relational Database model - Overview, SQL - ASP - Working of ASP-Objects - File System Objects - Session tracking and cookies - ADO - Access a Database from. ASP - Serer side Active-X Components - Web Resources - XML - Structure in Data -Name spaces - DTD vocabularies DOM methods.
Unit IV	Introduction -Servlet; Overview Architecture handling HTTP Request - Get and post request - redirecting request — multi-tier application, JS'V Overview Objects— scripting— Standard Actions — Directives. Brief survey of Web 2.0 technologies introduction to Semantic web and other current technologies

Suggested Text Book Readings:
1. Raj Kamal, "Internet and Web Technologies", Tata McGraw-Hill
2. Deitel, Deitel, Goldberg, "Internet & World Wide Web How to Program", Third Edition, Pearson Education, 2006.
3. Robin Nixon, "Learning PHP, MySQL &JavaScript with jQuery, CSS and HTML5", 4th Edition, O"Reilly Publications, 2015. (ISBN:978-9352130153)
4. . Randy Connolly, Ricardo Hoar, "Fundamentals of Web Development", 1st

Edition, Pearson Education India. (ISBN:978-9332575271)

5. Stephen Walther, Kevin Hoffman, Nate Dudek (2012), ASP.NET 4
UNLEASHED, Dorling Kindersley Pearson Education India.

This course can be opted as an elective by the Learners of following subjects: Any one

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Suggested equivalent online courses (MOOCs) for credit transfer:
    1. https://onlinecourses.swayam2.ac.in/nou20_cs05/preview

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Electronic media and other digital components in the curriculum:
Choose any one or more than one: (Electronic Media: Audio/Video Lectures, Online
Counselling/Virtual Classes/E-Contents/e-SLM/OER/supplementary links for reference/Video
Conferencing/Radio broadcast/Web Conferencing/ Other electronic and digital contents)
1. https://www.youtube.com/watch?v=O--rkQNKqls&list=PLbRMhDVUMngf-peFloB7kyiA40EptH1up
2. https://www.pdfdrive.com/advances-in-internet-data-web-technologies-the-6th-international-conference-on-emerging-internet-data-web-technologies-eidwt-2018-e187696734.html
3. https://www.pdfdrive.com/web-technologies-concepts-methodologies-tools-and-applications-4-volumes-contemporary-research-in-information-science-and-technology-e161042295.html
4. https://www.iare.ac.in/sites/default/files/lecture_notes/IARE_WT_LECTURE_NOTES.pdf
5. https://freepdf-books.com/web-technologies/

Name of electronic media	Year of incorporation

**Note: School may revise list of electronic media and other digital components in the curriculum
time to time and shall be updated in website also.**

Format of Syllabus for [MBA]: Subject: [Software Engineering Fundamentals]

Course prerequisites: **None**			

Programme: MBA	Year: 2022		Semester: III
Subject: Optional Group Information Technology			
Course Code: MBA 3.53	Course Title: Software Engineering Fundamentals		

Course Objectives:

- To Demonstrates agility in solving software and system challenges with a comprehensive set of skills appropriate to the needs of the dynamic global computing-based society.
- Capable of diverse team and organizational leadership in computing project settings.
- To Demonstrates ethical principles in the application of computing-based solutions to societal and organizational problems.
- To Continually acquires skills and knowledge to support a professional pathway, including (but not limited to) communication, analytic, and technical skills.
- To gain the knowledge of how Analysis, Design, Implementation, Testing and Maintenance processes are conducted in a software project.

Course Outcomes:

CO1: To have an ability to identify, formulate, and solve complex engineering problems by applying principles of engineering, science, and mathematics.

CO2: To have an ability to apply engineering design to produce solutions that meet specified needs with consideration of public health, safety, and welfare, as well as global, cultural, social, environmental, and economic factors.

CO3: To have an ability to apply software engineering perspective through software design and construction, requirements analysis, verification, and validation, to develop solutions to modern problems such as security, data science, and systems engineering.

CO4: To gain the knowledge of how Analysis, Design, Implementation, Testing and Maintenance processes are conducted in a software project.

Credits: 6	**Type of Course:** ~~Core~~/Elective **(Elective)**

Category of Course (**Please mention category of course; It may have more than one option**)	~~Awareness/ life skills / soft skills/ value-added / employability/ entrepreneurship/ skill development/ MOOCs or~~ OER

Max. Marks: 70	Min. Passing Marks: 24

(Syllabi should be framed block wise/unit wise; No of blocks and units may change)

Block 1	**Introduction To Software Engineering**
Unit I	Software Engineering Fundamentals.
Unit II	Software Process
Unit III	Project Management
Block 2	**Project Planning And Risk Management**
Unit IV	Software Process And Project Metrics
Unit V	Software Project Planning
Unit VI	Risk Analysis And Management
Block 3	**Software Management**
Unit VII	Software Quality Assurance
Unit VIII	Software Configuration Management
Unit IX	Analysis Concept And Principles
Block 4	**Software Design And Reengineering**
Unit X	Design Concept And Principle
Unit XI	Software Testing

Unit XII	Types Of Software Testing
Unit XIII	Reengineering
Unit XIV	Case

Suggested Text Book Readings:

1. Carlo Ghezzi, Mehdi Jazayeri, Dino Mandrioli (2003) Fundamentals of Software Engineering, 2nd illustrated edition Prentice Hall
2. Ali Behforooz, Frederick J. Hudson · 1996 Software Engineering Fundamentals - Volume 1.
3. Hitesh Mohapatra, Amiya Kumar Rath · (2020) Fundamentals of Software Engineering, BPB Publication.

This course can be opted as an elective by the Learners of following subjects: Any one

Suggested equivalent online courses (MOOCs) for credit transfer:
 1. https://onlinecourses.swayam2.ac.in/cec22_cs24/preview

Electronic media and other digital components in the curriculum:
Choose any one or more than one: (Electronic Media: Audio/Video Lectures, Online Counselling/Virtual Classes/E-Contents/e-SLM/OER/supplementary links for reference/Video Conferencing/Radio broadcast/Web Conferencing/ Other electronic and digital contents)
 1. https://www.youtube.com/watch?v=Ln_LP7c23WM&list=PLbRMhDVUMngf8oZR3Dp KMvYhZKga90JVt
 2. https://www.pdfdrive.com/software-engineering-architecture-driven-software-development-e177091384.html
 3. https://unimelb.libguides.com/c.php?g=931690&p=6734359
 4. https://www.vssut.ac.in/lecture_notes/lecture1428551142.pdf

| Name of electronic media | Year of incorporation |

Note: School may revise list of electronic media and other digital components in the curriculum time to time and shall be updated in website also.

Format of Syllabus for [MBA]: Subject: [Database Management System]

Course prerequisites: **None**		
Programme: MBA	Year: 2022	Semester: III
Subject: Optional Group Information Technology		
Course Code: MBA 3.54	Course Title: Database Management System	

Course Objectives:
- To present an introduction to database management systems, with an emphasis on how to organize, maintain and retrieve - efficiently, and effectively - information from a DBMS.
- To recognize the importance of database analysis and design in the implementation of any Database application and to understand the process of drawing the ER-Diagrams.
- To Master the basics of SQL and construct queries using SQL
- To enhance the knowledge of the roles of transaction processing and concurrency control.
- To Familiar with database storage structures and access techniques.

Course Outcomes:

CO1: Learner will be able to describe the fundamental elements of relational database management systems

CO2: Learner will be able to explain the basic concepts of relational data model, entity-relationship model, relational database design, relational algebra and SQL.

CO3: Learner will be able to design ER-models to represent simple database application scenarios

CO4: Learner will be able to convert the ER-model to relational tables, populate relational database and formulate SQL queries on data.

CO5: Learner will be able to Improve the database design by normalization.

CO6: Learner will be able to familiar with basic database storage structures and access techniques: file and page organizations, indexing methods including B tree, and hashing.

Credits: 6	Type of Course: ~~Core~~/Elective **(Elective)**
Category of Course **(Please mention category of course; It may have more than one option)**	~~Awareness/ life skills / soft skills/ value-added /employability/ entrepreneurship/ skill development/ MOOCs or~~ OER

Max. Marks: 70	Min. Passing Marks: 24

(Syllabi should be framed block wise/unit wise; No of blocks and units may change)	
Block 1	**Basic Components of DBMS**
Unit I	Introduction: Database Management System, Examples, Characteristics of the Database Approach, Advantage of using a Database Approach. Database System concepts and Architecture, Data Models, Schemes and Instances, DBMS Architecture and Data independence, Database Languages, Procedural and Non-procedural languages and Interfaces. Database System Environment, Classification of Database Management Systems.
Unit II	ER Model: Database Modeling using the ER Model., Using High-Level conceptual Data Models for Database design, An example Database Application, Entity types, Entity Sets, Attributes and keys, Relationships, Relationship types, roles and Structural Constraints., Week Entity types, Refining the ER Design for the Company Database, ER Diagrams, naming conventions and design Issues, Conversion of ER Diagram to tables.
Unit III	Relational Data Model: The Relational Data Model, Relational constraints. the Relational Algebra: Relational Model Concepts, Relational concepts and Relational Database Schemes, Update Operation and Dealing with Constraints Violations, Relational Database Design, Using ER-to-Relational Mapping.
Block 2	**Query Language and Database Design Concepts**
Unit IV	Relational Algebra

Unit V	Structured Query language: Data definition, Constraints and Schema changes in SQL 2, Basic Quires in SQL, More Complex SQL Quires, Insert, Delete and Update Statements in SQL, views(Virtual Tables) in SQL, Specifying general constraints as Assertion features of SQL. Integrity constrains, Triggers, Functional dependencies.
Unit VI	Functional Dependency Theory
Unit VII	Normalization: Functional Dependencies and Normalization for Relational Database, Informal Design Guidelines for Schemes, Functional Dependencies, Normal Forms based on Primary keys, General Definitions of Second and Third Normal forms, Boyce Codd Normal form, Relational Database Design Algorithms and Further Dependencies, Algorithms for Relational Database Schema Design, Multi-valued Dependencies and Fourth Normal Form, Join Dependencies and Fifth Normal Form, Inclusion Dependencies, Other Dependencies and Normal Forms. Emerging Trends in DBMS Introduction to object oriented Database Management System, Introduction to client/Server Database, Introduction to Distributed Database, Introduction to Knowledge Databases.
Block 3	**Transactional Management And Emerging Databases**
Unit VIII	Transaction Processing Concepts: Introduction to Transaction Processing, Transaction and System Concept, Desirable properties of Transactions, Scheduling and Recoverability, Serializability of Scheduling, Transaction Support in SQL, Concurrency control techniques, Concurrency techniques for concurrency control, concurrency control based on timestamp based protocol, validation based protocol, deadlock handling, Database Recovery Techniques based on Immediate Update, Failure classification, Shadow Paging, Log based recovery, failure with loss of Nonvolatile Storage.
Unit IX	Emerging Trends in DBMS

Suggested Text Book Readings:
1. S. Sumathi, S. Esakkirajan,(2007) Fundamentals of Relational Database Management Systems, Springer
2. Jeffrey D. Ullman, Jennifer Widom (2007) A First Course in Database Systems, 2nd Edition Pearson Education
3. Satinder Bal Gupta, Aditya Mittal (2009) Introduction to Database Management System, Laxmi mittal Pvt. Ltd
4. Monelli Ayyavaraiah, Arepalli Gopi (2017), Database Management System,. Horizon Books (A Division of Ignited Minds Edutech P Ltd)
5. Panneerselvam, R. · 2018 Database Management Systems,3RD Edition, PHI Learning Pvt. Ltd.

This course can be opted as an elective by the Learners of following subjects: Any one

Suggested equivalent online courses (MOOCs) for credit transfer:
  1. https://onlinecourses.swayam2.ac.in/cec22_cs18/preview

Electronic media and other digital components in the curriculum:
Choose any one or more than one: (Electronic Media: Audio/Video Lectures, Online Counselling/Virtual Classes/E-Contents/e-SLM/OER/supplementary links for reference/Video Conferencing/Radio broadcast/Web Conferencing/ Other electronic and digital contents**)**
  1. https://ebooks.lpude.in/management/mba/term_3/DCAP204_MANAGING_DATABASE_DCAP402_DATABASE_MANAGEMENT_SYSTEMS.pdf
  2. https://www.pdfdrive.com/dbms-books.html
  3. https://www.youtube.com/watch?v=IoL9Ve2SRwQ&list=PLIwC9bZ0rmjSkm1VRJROX4vP2YMIf4Ebh

Name of electronic media	Year of incorporation

Note: School may revise list of electronic media and other digital components in the curriculum time to time and shall be updated in website also.

Format of Syllabus for [MBA]: Subject: [Entrepreneurship Development]

Course prerequisites: **None**		

Programme: MBA	Year: 2022	Semester: IV
Course Code: MBA 4.1	Course Title: Entrepreneurship Development	

Course Objectives:
- To understand the concepts of business and its environment.
- To analyse the overall business environment and evaluate its various components in business decision making.
- To discuss the contemporary issues in business.
- To examine and evaluate business in International Environment.
- To qualify Learners to analyse the various aspects, scope and challenges under an entrepreneurial venture
- To explain classification and types of entrepreneurs and the process of entrepreneurial project development.

Course Outcomes:
  CO1: Learners will pick up about Foundation of Entrepreneurship Development and its theories.
  CO2: Learners will explore entrepreneurial skills and management function of a company with special reference to SME sector
  CO3: Learners will identify the type of entrepreneur and the steps involved in an entrepreneurial venture
  CO4: Learners will understand various steps involved in starting a venture and to explore marketing methods & new trends in entrepreneurship.
  CO5: Understand various schemes supporting entrepreneurship.

Credits: 6	**Type of Course:** Core/~~Elective~~ (**Core**)
Category of Course (**Please mention category of course; It may have more than one option**)	~~Awareness/ life skills / soft skills/ value-added /employability/ entrepreneurship/ skill development/ MOOCs or~~ OER
Max. Marks: 70	Min. Passing Marks: 24

(Syllabi should be framed block wise/unit wise; No of blocks and units may change)	
Block 1	**Basic Concepts**
Unit I	Meaning, Definition And Concept Of Enterprise Entrepreneurship And Entrepreneurship Development
Unit II	Evolution Of Entrepreneurship, Theories Of Entrepreneurship, Characteristics And Skills Of Entrepreneurship
Unit III	Concept Of Entrepreneurship Entrepreneur V/S Entrepreneur Entrepreneur V/S Entrepreneurship Entrepreneur V/S Manager
Unit IV	Role Of Entrepreneurship In Economic Development, Factors Affecting Entrepreneurship, Problems Of Entrepreneurship
Block 2	**Entrepreneurial Competency Mobility And Motivation**
Unit V	Meaning And Concept Of Entrepreneurial Competency, Developing Entrepreneurial Competencies Entrepreneurial Culture
Unit VI	Entrepreneur Mobility, Factors Affecting Entrepreneurial Mobility, Types Of Entrepreneurial Mobility
Unit VII	Entrepreneurial Motivation: Meaning And Concept Of Motivation, Motivation Theories
Unit VIII	Entrepreneurship Development Program:Needs An Objective Of EDPs Phases Of EDPs And Evaluation Of EDPs
Block 3	**Role Of Government And Its Organization**

Unit IX	Role Of Government in promoting Entrepreneurship, MSME policy in India
Unit X	Agencies For Policy Formulation And Implementation District Industries Centre(DIC)
Unit XI	Small Industry Service Institute (SISI), Entrepreneurship Development Institute Of India (EDII)
Unit XII	National Institute Of Entrepreneurship And Small Business Development (NIESBUD) National Entrepreneurship Development Board (NEDB)
Unit XIII	Financial Support System: Forms Of Financial Support, Long Term And Short Term Financial Support, Sources Of Financial Support, Development Financial Institutions, Investment Institutions
Block 4	**Women Entrepreneurship**
Unit XIV	Women Entrepreneurship: Meaning, Characteristic features, Problems of Women Entrepreneurship in India, Developing Women Entrepreneurship in India
Unit XV	Concept of Social Enterprise and Social Entrepreneurship, Social Entrepreneurs, Sustainability Issues in Social Entrepreneurship, Rural Entrepreneurship, Family Business
Unit XVI	Entrepreneurship, Concepts of Entrepreneurship Failure, Issues of Entrepreneurial failure, Fading of Entrepreneurial success among once leading corporate groups
Unit XVII	Entrepreneurial resurgence, Reasons of Entrepreneurial Failure, Essentials to Avoid Unsuccessful Entrepreneurship.
Block 5	**Project Management And Evaluation**
Unit XVIII	Forms of Business Ownership, Issues in selecting forms of Ownership
Unit XIX	Environmental Analysis, Identifying problems and opportunities, Defining Business Idea, Planning Business Process,
Unit XX	Project Management: Concept, Features, Classification of projects, Issues in Project Management, Project Identification, Project Formulation, Project Design and Network Analysis.
Unit XXI	Project Evaluation, Project Appraisal, Project Report Preparation, Specimen of a Project Report

Suggested Text Book Readings:

1. S.S. Khanka, 2006, Entrepreneurial Development, S. Chand L td
2. Dr S.S. Khanka, Dr C B Gupta,2022 Entrepreneurship And Small Business Management, Sultan Chand and Sons
3. Neeta Baporikar, (2020)Handbook Of Research On Entrepreneurship Development And Opportunities In Circular Economy, IGI Global
4. Dr A.K Singh (2009), Entrepreneurship Development And Management, Laxmi Publication Pvt ltd
5. Dr O.P Gupta (2021) ,Fundamentals Of Entrepreneurship, SBPD Publishing House

This course can be opted as an elective by the Learners of following subjects: Any one

Suggested equivalent online courses (MOOCs) for credit transfer:
1. https://onlinecourses.nptel.ac.in/noc22_mg81/preview

Electronic media and other digital components in the curriculum:
Choose any one or more than one: (Electronic Media: Audio/Video Lectures, Online Counselling/Virtual Classes/E-Contents/e-SLM/OER/supplementary links for reference/Video Conferencing/Radio broadcast/Web Conferencing/ Other electronic and digital contents)

1. https://www.youtube.com/watch?v=Hgj_kRrvbhQ&list=PL7oBzLzHZ1wXW3mtolxV5nIGn4 8NLKwrb

2. https://www.youtube.com/watch?v=p7vhcob-YkI&list=PLHRLZtgrF2jnPlrlU1k8y8LdLhmm4eaeO 3. https://www.pdfdrive.com/entrepreneurship-development-directorate-of-distance-education-e7748053.html 4. http://www.freebookcentre.net/business-books-download/Entrepreneurial-Development.html	
Name of electronic media	Year of incorporation

Note: School may revise list of electronic media and other digital components in the curriculum time to time and shall be updated in website also.

Format of Syllabus for [MBA]: Subject: [Strategic Management and Business Policy]

Course prerequisites: **None**		
Programme: MBA	Year: 2022	Semester: IV
Course Code: MBA 4.2	Course Title:Strategic Management and Business Policy	

Course Objectives:

- To introduce the concepts of strategic management and understand its nature in competitive and institutional landscape.
- To provide an underpinning of
  a. Strategy formulation process and frameworks, tools and techniques of strategic analysis and its application.
  b. Key business issues/challenges/problems of business in light of dynamic business environment.
  c. Strategy execution process, framework and its criticality.
  d. Assessing strategic performance of a firm
  e. Appreciation of theoretical and empirical foundation of SM background
- To develop
  a. A holistic approach to see business issues comprehensively and using other core and functional subject knowledge for decision-making.
  b. Conceptual, diagnostic and analytical and conceptual skills in strategy formulation and execution.
- Identification, appreciation and interpretation of the critical challenges and opportunities before an organization.

Course Outcomes:

CO1: Learners will be able to describe major theories, background work, concepts and research output in the field of strategic management.

CO2: Learners will demonstrate a clear understanding of the concepts, tools & techniques used by executives in developing and executing strategies and will appreciate its integrative and interdisciplinary nature

CO3: Learners will be able to demonstrate effective application of concepts, tools & techniques to practical situations for diagnosing and solving organisational problems.

CO4: Learners will be able to demonstrate capability of making their own decisions in dynamic business landscape.

CO5: Learners will be able to develop their capacity to think and execute strategically.

Credits: 6	**Type of Course:** Core~~/Elective~~ (**Core**)
Category of Course (**Please mention category of course; It may have more than one option**)	~~Awareness/ life skills / soft skills/ value added / employability/ entrepreneurship/ skill development/ MOOCs or~~ OER

Max. Marks: 70	Min. Passing Marks: 24

(Syllabi should be framed block wise/unit wise; No of blocks and units may change)	
Block 1	**Introduction To Strategic Management**
Unit I	Introduction to Strategies
Unit II	Goals and Objectives of Organizations
Unit III	Strategic Management
Block 2	**Strategy Formation And Implementation**
Unit IV	Strategy Analysis
Unit V	Strategy Formulation and Implementation
Block 3	**Strategic Control**
Unit VI	Strategic Control and Evaluation

Unit VII	Business Policies
Unit VIII	Business Policy And Decision Making
Block 4	**Business Decisions And MNC**
Unit IX	Business Continuity Plan
Unit X	Business Investment Strategies
Unit XI	Strategic Alliances
Unit XII	Strategies for Multinational Corporations
Block 5	**Creativity And Ethics**
Unit XIII	Role of Creativity and Innovation in Business
Unit XIV	Business Ethics and Corporate Social Responsibility
Unit XV	Challenges in Strategic Management
Unit XVI	Recent Trends in Strategic Management

Suggested Text Book Readings:

1. Johnson, Gerry And Kevan Scholes, 1984, Exploring Corporate Strategic, Prentice Hall International Inc London
2. Jaich, Lawrence .R And William F. Glueck 1989, Strategic Management And Business Policy, Mcgraw Hill Book Co Singapore
3. Hatten Kenneth Hatten Mary L, 1988, Effective Strategic Management: Analysis And Action, Prentice Hall Englewood Cliffs
4. Ramsey, Jackson E., 1978 Research And Development UNI Research Press
5. Baver. Raymond A And Don H. Fenn. Jr.. 1972, The Corporate Social Audit, Russell Sage Foundation, New York
6. Blake, David H., William C. Frederick And Mildred S. Myers, 1976, Social Auditing Evaluating The Impact Of Social Program Praeger New York

This course can be opted as an elective by the Learners of following subjects: Any one

Suggested equivalent online courses (MOOCs) for credit transfer:
  1. https://onlinecourses.nptel.ac.in/noc22_mg88/preview

Electronic media and other digital components in the curriculum:
Choose any one or more than one: (Electronic Media: Audio/Video Lectures, Online Counselling/Virtual Classes/E-Contents/e-SLM/OER/supplementary links for reference/Video Conferencing/Radio broadcast/Web Conferencing/ Other electronic and digital contents)
  1. https://www.pdfdrive.com/search?q=strategic+management+and+business+policy&pagecount=&pubyear=&searchin=&em=
  2. https://nou.edu.ng/coursewarecontent/FMS%20427%20BusinessPolicy1.pdf
  3. https://www.youtube.com/watch?v=8swTrGXDm-w&list=PLgMDNELGJ1CZGHvxBcvmDQzsNhPHZGSsN
  4. https://www.youtube.com/watch?v=RWtyzXz-YIk
  5. https://www.youtube.com/watch?v=uY_ywciZUnM

Name of electronic media	Year of incorporation

Note: School may revise list of electronic media and other digital components in the curriculum time to time and shall be updated in website also.

Format of Syllabus for [MBA]: Subject: [Operations Research]

Course prerequisites: **None**			

Programme: MBA	Year: 2022	Semester: IV
Course Code: MBA 4.3	Course Title: Operations Research	

Course Objectives:

- To apply various optimization techniques for decision making.
- To understand the methodology of OR problem solving and formulate linear programming problem.
- To know how project management techniques help in planning and scheduling a project.
- To know the basics of dynamic programming and simulation

Course Outcomes:

CO1: Define and formulate linear programming problems and appreciate their limitations.

CO2: Solve linear programming problems using appropriate techniques and optimization solvers, interpret the results obtained and translate solutions into directives for action.

CO3: Conduct and interpret post-optimal and sensitivity analysis and explain the primal-dual relationship.

CO4: Develop mathematical skills to analyse and solve integer programming and network models arising from a wide range of applications.

CO5: .Effectively communicate ideas, explain procedures and interpret results and solutions in written and electronic forms to different audiences.

Credits: 6	**Type of Course:** Core**/**Elective **(Core)**
Category of Course **(Please mention category of course; It may have more than one option)**	Awareness/ life skills / soft skills/ value-added / employability/ entrepreneurship/ skill development/ MOOCs or OER

Max. Marks: 70	Min. Passing Marks: 24

(Syllabi should be framed block wise/unit wise; No of blocks and units may change)

Block 1	**Introduction To Operation Research**
Unit I	Operation Research An Overview
Unit II	Review Of Probability And Statistics
Block 2	**Programming Techniques -Linear Programming And Applications**
Unit III	Linear Programming -Graphical Method
Unit IV	Linear Programming -Simplex Method
Unit V	Transportation Problems
Unit VI	Assignment Problem
Block 3	**Programming Techniques- Further Applications**
Unit VII	Goal Programming
Unit VIII	Integer Programming
Unit IX	Dynamic Programming
Unit X	Nonlinear Programming
Block 4	**Inventory And Waiting Line Models**
Unit XI	Inventory Control Deterministic Models
Unit XII	Inventory Control Probabilistic Models
Unit XIII	Queuing Models
Block 5	**Game Theory And Simulation**
Unit XIV	Cooperative Situation Game Theory
Unit XV	Simulation

Suggested Text Book Readings:

1. Sharma S.C. Operation Research-Simulation And Replacement Theory Discovery

Publishing House

2. Hamdy A Taha, 1999, Introduction To Operation Research Phi Ltd New Delhi

3. Kapoor V.K, Operation Research-Techniques For Management Sultan Chand And Sons

4. Sharma J.K (1989) Mathematical Models In Operation Research, Tata Mcgraw Hill Publishing Company Limited New Delhi

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This course can be opted as an elective by the Learners of following subjects: Any one

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Suggested equivalent online courses (MOOCs) for credit transfer:
1. https://onlinecourses.swayam2.ac.in/cec22_ma17/preview

Electronic media and other digital components in the curriculum:
Choose any one or more than one: (Electronic Media: Audio/Video Lectures, Online Counselling/Virtual Classes/E-Contents/e-SLM/OER/supplementary links for reference/Video Conferencing/Radio broadcast/Web Conferencing/ Other electronic and digital contents)
1. **https://www.youtube.com/watch?v=66aKgySf9vo&list=PLLy_2iUCG87Bq8RGMTdeFZiB-87V4i9p1**
2. **https://www.youtube.com/watch?v=BDBhpxRzImI&list=PLWoXNEI-KK1mCv_EL4OdF_-6FXryaZ11N**
3. **https://ebooks.lpude.in/commerce/bcom/term_5/DCOM303_DMGT504_OPERATION_RESEARCH.pdf**
4. **https://www.pdfdrive.com/operation-research-books.html**

Name of electronic media	Year of incorporation

Note: School may revise list of electronic media and other digital components in the curriculum time to time and shall be updated in website also.

Format of Syllabus for [MBA]: Subject: [Business Ethics and Corporate Governance]

Course prerequisites: **None**		
Programme: MBA	Year: 2022	Semester: IV
Course Code: MBA 4.4	Course Title: Business Ethics and Corporate Governance	
Course Objectives:		

- To understand the Business Ethics and to provide best practices of business ethics .
- To learn the values and implement in their careers to become a good managers.
- To develop various corporate social Responsibilities and practise in their professional life
- To Imbibe the ethical issues in corporate governance and to adhere to the ethical codes.

Course Outcomes:

CO1: Explore the relationship between ethics and business and the subsequent theories of justice and economics across different cultural traditions.

CO2: Comprehend the relationship between ethics, morals and values in the workplace.

CO3: Analyze and understand various ethical philosophies to explain how they contribute to current management practices.

CO4: Critically apply understanding of ethics of real–world contexts and gather and analyse information by way of undertaking a research project on a topic relevant to business ethics.

CO5: Critically analyze the reasons of systematic failure of corporate governance that could spread from individual firms to entire markets or economies.

Credits: 6	**Type of Course:** Core**/**Elective (**Core**)
Category of Course **(Please mention category of course; It may have more than one option)**	Awareness/ life skills / soft skills/ value–added / employability/ entrepreneurship/ skill development/ MOOCs or OER
Max. Marks: 70	Min. Passing Marks: 24

(Syllabi should be framed block wise/unit wise; No of blocks and units may change)

Block 1	**An Overview Of Business Ethics**
Unit I	Nature And Development Of Business Ethics
Unit II	Economic And Competitive Issues
Unit III	Framework For Ethical Decision Making
Unit IV	Corporate Governance: A Dimension Of Ethical Making
Block 2	**Individual And Organizational Factors**
Unit V	Moral Philosophy
Unit VI	The Role of Corporate Culture And Leadership
Unit VII	Interpersonal Relationship In Organization
Unit VIII	Role Of Opportunity And Conflict
Block 3	**External Context**
Unit IX	Ecology
Unit X	Consumers
Unit XI	Advertising Ethics, Consumer Privacy
Block 4	**Internal Context**
Unit XII	Job Discrimination
Unit XIII	The Employees Obligation And Rights
Unit XIV	Need For Organizational Ethics Program
Unit XV	The Ethics Audit
Block 5	**Business Ethics In A Global Economy**
Unit XVI	Ethical Perception And International Business
Unit XVII	Global Values
Unit XVIII	Corporate Governance: Accountability Issues, Current Context Of CG In India,
Unit XIX	Board Objectives And Strategies
Unit XX	Accounting Standard And Accounting Disclosures

Suggested Text Book Readings:

1. Sharmila A., Sentikumar Dr S., J Purnima And M Marutha Durai Business Policy And Strategic Management (2013), S. Chand Publishing New Delhi
2. Fernando A.C., Business Ethics: And Indian Perspective 2nd Edition (2013)

Pearson India.

3. Mirshekary, S.,B. Tennant And A. Yaftian :2005 "Business Ethics Across Culture Comparison Of Accounting Learner" Review Of Business Research, V,4,87-98.

4. S.A. Shelekar, Ethics In Management, Himalaya Publishing House (2009).

5. Business Ethics, Joseph W. Weiss 6th Edition

This course can be opted as an elective by the Learners of following subjects: Any one

Suggested equivalent online courses (MOOCs) for credit transfer:
1. https://onlinecourses.nptel.ac.in/noc21_mg54/preview
2. https://onlinecourses.swayam2.ac.in/cec19_mg24/preview

Electronic media and other digital components in the curriculum:
Choose any one or more than one: (Electronic Media: Audio/Video Lectures, Online Counselling/Virtual Classes/E-Contents/e-SLM/OER/supplementary links for reference/Video Conferencing/Radio broadcast/Web Conferencing/ Other electronic and digital contents)
1. https://www.youtube.com/playlist?list=PLEgGyDQOsviCrYDigj-O2BPqILzSHwXu9
2. https://ebooks.lpude.in/management/mba/term_3/DMGT301_DMGT503_CORPORATE _GOVERNANCE_AND_ETHICS.pdf
3. https://ddceutkal.ac.in/Syllabus/BECG-MBA.pdf
4. https://odp.inflibnet.ac.in/index.php/module_details?course=noc:corporate%20social%20 responsibility&source=swayam&subsource=NPTEL

Name of electronic media	Year of incorporation

Note: School may revise list of electronic media and other digital components in the curriculum time to time and shall be updated in website also.

APPENDIX-II

Internship Policy:
Guidelines and Procedures

(With Effect From Academic Year 2023-24)

Internship Policy: Guidelines and Procedures

Maximum Marks 100

- Learner had to submit a Dissertation under the supervision of a guide who is faculty member on a related topic of commerce.
- Three copies of dissertation is to be prepared by the learner, two copies to be submitted and one copy should be kept by the learner after the signature of the guide.
- The learner should take the topic from the concern faculty after completion of 2nd semester.
- For any query learner can contact the course coordinator between 10AM to 5 PM.

The Dissertation Report must contain following contents.

i. Company/ Organization/ Institution Profile
ii. Objective of the Training
iii. Research Methodology
iv. Introduction about the research problem
v. Questionnaire
vi. Analysis (using various statistical tools and diagrammatic representation etc.)
vii. Findings & Conclusion
viii. Recommendations
ix. Bibliography

1. Introduction

The National Education Policy (NEP) 2020 envisages the promotion of quality research within the Higher Education system. Research and innovation are two inherently important aspects to ensure quality education by the Higher Education Institutions (HEIs). Internship at Postgraduate Level is expected to play a vital role in accelerating inter disciplinary/multi-disciplinary and translational research culture embedded in NEP 2020. The internship program mainly focuses on employability of learners and specified the outcomes by competencies desired at industrial centers.

2. Objectives

Following are the objectives of the Internship

2.1 To allow real time industry exposure of learners as a part of completion of Post Graduate Degree programme.

2.2 To engage learners and acquire the job-specific skill to enter into the workforce.

2.3 To promote academic, professional developments.

2.4 To identify collaborating HEIs/ organizations/industries/ Research centers etc. for supportinginternship programme.

2.5 To give learners an exposure to the societal challenges through internships and getting themtrained to enter into workforce.

3. Internship Framework

3.1 The internship will be on unpaid basis.

3.2 The internship shall be called as "UPRTOU Internship".

3.3 The Internship shall be provided to the learner applies to the In-charge Training & Placement Cell to undergo internship in domain areas specified by UPRTOU or chosen his/her own domain area. A list of domains/areas for which Internship is proposed is enclosed as Annexure 'I'.

4. Eligibility

Bonafide learners of UPRTOU, fulfilling following conditions are eligible to apply lor the internship:

4.1 Post-graduate learners, having completed/appeared in the term end exams of first year / 2nd semester, of the post-degree degree programme;

4.2 Period: The period of Internship shall be at least six weeks but not exceeding six months. Internsnot completing the requisite period will not be issued any certificate.

4.3 Mode of Execution

Internship may be done through following verticals:

I. Full time Industry Internship cum project

II. Full time research internship at research organization/ Indian University/ Foreign University

III. Short duration (4-8 weeks) internship in industry with in house project

IV. Internship accounted through incubation centre (Project Prototype through entrepreneurdevelopment and start-up)

4.4 Experience Certificate: A certificate regarding successful completion of internship shall be issued by the Adviser of the Internship Provider Organization (IPO) in the enclosed format at Annexure 'II'.

4.5 Logistics & Support: Interns will be required to have their own laptops. UPRTOU shall provide them related organization.

4.6 Procedure for Applicants & other modalities

(a) A learner is supposed to pass the 2nd (1st year) semester of degree programme.

(b) Applicants must also clearly indicate the area of interest.

(c) The applicants who do not fulfil the eligibility conditions, their applications shall be rejectedby the system automatically.

(d) All the applications received online will be made available online to the I/c Training & Placement Cell, concerned Director of School of Studies, Programme Coordinator of concerned programme, I/c Admission Cell, Controller of Examination for further knowledgeof learner's status.

(e) The T&P cell will arrange internship for learner's in industries/organization

(f) The following general procedure shall be adopted for execution of internship:

(i) **Step 1:** Request Letter/ Email from the office of Training & Placement cell of the institute shall be sent to the industry/other HEI/organization to allot different slotsof 8-10 weeks after 2nd semester as internship periods for the learners.Learner's request letter/profile/ interest areas will be submitted to industries/other HEI/organization for their willingness for providing the training. **(Sample attached)**

(ii) **Step 2:** Industry/other HEI/organization will confirm the training slots and the number of seats allocated for internships via Confirmation Letter/ Email. The industry/other HEI/organization will be requested to allot adviser/mentor/supervisor for communication between adviser/mentor/supervisor and learner's. In case the learners arrange the training themselves the confirmation letter will be submitted by the learners to the office of

the Training & Placement. Based on the number of slots agreed by the Industry, Office of Training & Placement will allocate the learners to the concerned industry.In addition, the internship slots may be conveyed through Telephonic or Written Communication (by Fax, Email, etc.) by T&P cell / Faculty members who are particularly looking after the Internship of the learners.

(iii) **Step 3:** Learner's on joining Internship Training at the concerned Industry / Organization, will submit the Joining Report/Letters / Email to the Office of Training & Placement and Director of concerned school who will also communicate to the concerned programme coordinator to know the current status of learner.

(iv) **Step 5:** Learners will submit internship report in the format provided by the institute/other HEI/organization after completion of internship along with certificate obtained from the industry/other HEI/organization.

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4.7 Attendance

While doing internship, the candidate should have a minimum of 75% attendance and they have to mark In and Out time on daily basis. In case of less than 75% attendance no extension of internship period is allowed and no experience certificate will be issued. The attendance record and the details of work supervision shall be maintained by the Internship Provider Organization (IPO) and after completion of internship, a copy of attendance will be sent to Office of Training & Placement of UPRTOU.

5. Internship and Academic Credentials

Internship aims at providing hands on training in tools, techniques, methodologies, equipment's and learning various other aspects. The intern can work with faculty/scientists in HEIs, Research Institutions, Industrial research labs, nationally reputed organizations and individual persons distinguished in specific fields (Draftsmen, artisans, musicians, artists, choreographers, carpentry, forging etc.). Such experience will help learners to build competence and capability, acquire professional working skills, expertise, and confidence to enter into the workforce while choosing exit option.

(a) Academic credit

6 credit is allotted for internship.

The internships of 8-10 weeks of 6 credits, after 2nd semester, will be mandatory for the students desirous of exiting with a certificate respectively.

(i) For -internship, 1 credit implies a minimum 45 hours of engagement in internship activitiesin a week. This means an engagement of 450 hours for the assigned credits of 10.

(ii) The proposed distribution of academic credits for the internship as a part of 3 or 4 or 5-yeardegree programme will be as under.

    I. A minimum of 10 credits of internship after first year of Degree Programme for aCertificate to be completed in two months.

    II. A minimum of 10 credits of research internship after second year of DegreeProgramme for a Diploma to be completed in two months.

    III. A minimum of 10 credits of research internship after third year of Degree Programme for a Bachelor's degree to be completed in two months.

(b) Duration and slots for internship in curriculum

Each undergraduate learner may also complete first internship of 08 weeks duration after 1st year, second internship of 08 weeks duration after 2nd year of graduate degree programme and third internship of 08 weeks duration after 3nd year of graduate degree programme.

The Duration of Internships and corresponding credits are mentioned below:

S. No.	Suggested schedule	Suggested Duration	Activities	Credits
1.	After 2nd semester/1st year	08-10 weeks	Hands on training/Short Research Project	6

6. Internship Programme Management

The Internship will be fully organised, executed and monitored by In-charge, Training & Placement Office to be appointed by the competent authority.

7. Monitoring & Evaluation of Internship

    (i)   Internship Supervisor from the Internship Provider Organization (IPO) should monitor the regularity of the intern at his/her workplace.

    (ii)   Learners should preferably inform to the Internship Supervisor at least one day prior to availing leave except emergency.

    (iii)   The evaluation of internship will be carried by the internship supervisor.

8. Facilitation by Internship Providing Organization (IPO)

    (i)   IPO may appoint a faculty/person as Coordinator or a nodal officer to look into the matter of facilitating the interns on arrival with registration, identity cards/ library cards/ internet subscription / any other specific requirements, accommodation etc.

    (ii)   At the end of the internship, the nodal officer will ensure issuing completion certificates to the intern.

    (iii)   The nodal officer may take care of the interns during their stay and address their problems, if any.

Student internship program application format

(To be filled online and print copy will be sent to I/c Training & Placement Cell)

1. Learner Name:		Photograph (self attested)
2. Enrolment Number		
3. Programme Name		
4. Current Year of Study		
5. Residential Address		
6. Email id		
7. Mobile No.		
8. Overall CGPA/SGPA		
9. Mode of Internship (Refer 3.6)		

10. Internship Preferences			
	Location	Domain Area	Company/Institute (if required)
Preference-1			
Preference-2			

I confirm that I agree with the terms, conditions, and requirements of the Internship Programm

Learner Signature: _____   Date _____

Domains/ Areas available for Internship

1. Agriculture
2. Data Management and Analysis
3. Economics
4. Education/Human Resources Development
5. Energy Sector
6. Commerce/ Industry
7. Health, Nutrition, Women & Child Development
8. Infrastructure connectivity
9. Mass Communications and Social Media
10. Mining Sector
11. Natural Resources, Environment & Forests
12. Public Finances/Budget
13. Rural Development and SDGs
14. Science and Technology
15. Skill Development & Employment
16. Social justice and empowerment
17. Sports and Youth development.
18. Tourism and culture
19. Urbanization / smart city
20. Water Resources/Disaster Management

Format for request letter from University to Internship Provider Organization (IPO)-I

To,

…………………………...

…………………………….

…………………………….

Subject: Request for_____weeks industrial training/Internship for <Programme Name>

Dear Sir,

The U.P. Rajarshi Tandon Open University, Prayagraj established under the Act No. 10/1999 of U.P. Government Legislature is the only State Government University of Open and Distance Learning (ODL) mode. The University is committed and dedicated to increasing access to quality higher education through appropriate use of open and distance learning methods and lifelong learning opportunities through its 12 regional centres and more than 1,250 study centres across the State. The University is dedicated to facilitate and promote studies and research in emerging areas of higher education with focus on new frontiers in science, arts and social sciences, agriculture, commerce and management studies, health sciences and non-conventional energy sources to achieve excellence in these and connected fields.

You may be aware that NEP-2020 focuses on internship and job specific training courses and programmes for Bachelors as well as at Post Graduate level.

In view of the above, I request your good self to allow our following **(no. of students)** learners for practical training in your esteemed organization. Kindly accord your permission and give at least one-week time for students to join training after confirmation.

Sr. No.	Name	Enrolment No.	Year	Programme Name

If vacancies exist, kindly do plan for Campus/Off Campus Interview for_____batch passing out students in above programmes.

A line of confirmation will be highly appreciated.
With warm regards,

Yours sincerely,

Training & Placement Officer

UPRTOU, Prayagraj

Format for request letter from University to Internship Provider Organization (IPO)-II

To,

……………………….

……………………….

……………………….

Subject: Request for＿＿＿＿weeks industrial training/Internship for <Programme Name>

Dear Sir,

Our Learners have undergone internship training in your esteemed Organization in the previous years. I acknowledge the help and the support extended to our learners during training in previous years.

In view of the above, I request your good self to allow our following **(no. of students)** students for practical training in your esteemed organization. Kindly accord your permission and give at least one-week time for students to join training after confirmation.

Sr. No.	Name	Enrolment No.	Year	Discipline

If vacancies exist, kindly do plan for Campus/Off Campus Interview for＿＿＿＿＿＿＿batch passing out learners in above programmes.

A line of confirmation will be highly appreciated.

With warm regards,

Yours sincerely,

Training & Placement Officer

UPRTOU, Prayagraj

Student Joining Letter Format

To,

The Training & Placement Officer
U.P. Rajarshi Tandon Open
University Shantipuram-Sector-F,
Phaphamau Prayagraj-211021.

Subject: Internship joining report.

With reference to acceptance of internship by **(Name of the Internship Provider Organisation)**

through letter/email dated _____, I hereby pleased to communicate you that I have

joined as Internee on _____ . Initially I have been posted in____ department.   During

this

Internship, my contact number will be_____and e mail id will be ....Moreover,

I will be forwarding fortnightly report stating my periodical learning and experiences.

Thanking you,

Regards

(Name of the learner with sign)

For Immediate Supervisor/Adviser/Guide:

The above-mentioned learner of your institute has joined our organization as per information provided

above.

Authorized

SignatureName:

Contact No.

Student Daily Diary (Log) Recording Format

Day-1		Date		
Time of arrival		Time of departure		
Depart./Division		Name of finished job		Remarks
Name of HOD/ Supervisor With e-mail id				
Main points of the day				

< Compilation of weekly report shall be countersigned by Supervisor/Adviser/Guide>

Format for Adviser/Guide/Supervisor Evaluation of Intern

(To be sent to Training & Placement Office along with Annexure IX)

Student Name:_____Date: _____

Work Supervisor:_____ Title: _____

Company/Organization:_____
Internship Address: _____
Date of Internship: From_____To _____

Please evaluate intern by indicating the frequency with which you observed the following behaviours:

Parameters	Needs improvement	Satisfactory	Good	Excellent
Behaviour				
Performs in a dependable manner				
Cooperates with co-workers and supervisors				
Shows interest in work				
Learns quickly				
Shows initiative				
Produces high quality work				
Accepts responsibility				
Accepts criticism				
Demonstrates organizational skills				
Use technical knowledge and expertise				
Shows good judgment				
Demonstrates creativity/ originality				
Analyzes problems effectively				
Is self-reliant				
Communicates well				
Writes effectively				
Has a professional attitude				
Gives a professional appearance				
Is punctual				
Uses time effectively				

Overall performance of student intern (Tick one):

Needs improvement/ Satisfactory/ Good/ Excellent

Additional comments, if any:

Signature of Industry supervisor_____HR Manager _____

Student Feedback of Internship (To be Filled by Learner after Internship Completion)

Student   Name: _____   Date:

_____

Industrial   Supervisor: _____   Title:

_____

Supervisor Email:_____Internship is: Paid / Unpaid
Company/Organization:_____
Internship Address:_____ _____

_____ _____
Faculty Coordinator:_____Department:_____
Dates of Internship: From_____To _____

Please fill out the above in full detail

Give a brief description of your internship work (title and tasks for which you were responsible):

Was your internship experience related to your major area of study? (Tick any one)

_____Yes, to a large degree

_____Yes, to a slight degree

_____No, not related at all

Indicate the degree to which you agree or disagree with the following statements.

This experience has:	Strongly agree	Agree	No opinion	Disagree	Strongly disagree
Given me the opportunity toexplore a career field					
Allowed me to apply classroomtheory to practice					
Helped me develop my decision-making and problem-solving skills					
Expanded my knowledge about the work world prior to permanent employment					
Helped me to develop my written andoral communication skills					
Provided a chance to use leadershipskills (influence others, develop ideas with others, stimulate decision-making and action)					
Expanded my sensitivity to the ethical implications of the work involved					
Made it possible for me to be more confident in new situations					
Given me a chance to improve my interpersonal skills					
Helped me learn to handle responsibility and use my timewisely					

This experience has:	Strongly agree	Agree	No opinion	Disagree	Strongly disagree
Helped me discover new aspects of myself that I didn't know existed before					
Helped me develop new interestsand abilities					
Helped me clarify my career goals					
Provided me with contacts which may lead to future employment					
Allowed me to acquire information and/ or use equipment not available at my Institute					

In the University internship program, faculty members are expected to be mentors for learners.Do you feel that your faculty coordinator served such a function? Why or why not?

How well were you able to accomplish the initial goals, tasks and new skills that were set down in your learning contract? In what ways were you able to take a new direction or expand beyondyour contract? Why were some goals not accomplished adequately?

In what areas did you most develop and improve?

What has been the most significant accomplishment or satisfying moment of your internship?

What did you dislike about the internship? (if any)

Considering your overall experience, how would you rate this internship? (Tick one).

(Satisfactory/ Good/ Excellent)

Give suggestions as to how your internship experience could have been improved. (Could youhave handled added responsibility? Would you have liked more discussions with your professor concerning your internship? Was closer supervision needed? Was more of an orientation required?)

Date: (Name and Signature of Learner)

FORMAT OF INTERNSHIP COMPLETION CERTIFICATE

(To be given on Letter Head of Internship Provider Organization)

Dated: <Date>

TO WHOMSOEVER IT MAY CONCERN

This is to certify that <Mr./Ms.>..a student of U. P. Rajarshi Tandon Open University, Prayagraj has successfully completed <his/her> Internship with <Name of Internship Provider Organization> from ……………….. to …………………… During the period of Internship, he/she worked under <Name of Adviser>   In the following areas.

(i)

(ii)

2. <He/She> has shown special flair for........................and his/her performance in the preparation of report has been rated as ………………..

3. During the period of <his/her> internship programme <he/she> was punctual and hardworking.

4. I wish <him/her> every success in <his/her> life and career.

(Signature)

<Superviser/Guide/Adviser>