



# केरल केंद्रीय विश्वविद्यालय CENTRAL UNIVERSITY OF KERALA

(संसद के अधिनियम, वर्ष 2009 द्वारा स्थापित / Established under the Act of Parliament in 2009)

Ref: No.CUK/ACA/IIIrd AC/ACM/872/2019-20/

दिनांक/Date: 26/12/2019

केरल केंद्रीय विश्वविद्यालय में 20.12.2019 को सुबह 10.00 बजे आयोजित तीसरी  
शैक्षणिक परिषद की 6 वीं बैठक के कार्यवृत्त

**Minutes of the 6<sup>th</sup> Meeting of the III<sup>rd</sup> Academic Council held at  
Central University of Kerala at 10.00 a.m. on 20.12.2019**

The Vice Chancellor welcomed all the members to the meeting. After the introductory remarks, agenda items were taken up for consideration.

AC3:06:01

**Approval of the minutes of the last Academic Council meeting held on 26.06.2019 - Reg:-**

The Minutes of the Academic Council Meeting held on 26<sup>th</sup> June, 2019 was placed before the Academic Council for approval.

**Decision:**

**The Minutes of the Academic Council held on 26.06.2019 was approved.**

AC3:06:02

**Approval of the Action Taken Report- Reg:-**

The Academic Council considered the ATRs of the last Academic Council Meeting held on 26<sup>th</sup> June 2019 and approved the same with no comments.

AC3:06:03

**Thesis Evaluation Fee of Ph.D. -Reg:-**

At present there are about 400 Research Scholars in the University and 120 more are likely to join in the ensuing academic year.

The Controller of Examinations has informed that there exists a huge mismatch between fee collected from the Research Scholars towards Ph.D. thesis evaluation and actual expenditure incurred. In view of this, as per the recommendation of Finance Officer it is proposed to enhance the fee from Rs.4000/- to Rs.15,000/-

**Decision:**

**The Academic Council considered the proposal and decided to propose enhancement of fee to Rs.5000,- Further, the Academic Council authorized the Vice Chancellor to study the fees existing in other Central Universities and**



to make a comparative statement to take a considered decision requiring further enhancement of Ph.D Evaluation fee for future.

AC3:06:04

**Amendment of Ordinance 28 - Reg:-**

Draft amended Ordinance No. 28 of Central University of Kerala (Emoluments, Terms & Conditions of Service of the Controller of Examinations) has been placed before the Academic Council for approval

**Decision:**

**The Academic Council approved the amendment proposed in Ordinance No.28.**

AC3:06:05

**Counting of Past Service for Direct Recruitment and Promotion for Teachers – Reg.**

The counting of past services for direct recruitment and promotion was placed as an item in the AC vide item No. 03:3:03(01.06.2018);

Accordingly, the Academic Council while approving the minutes of the committee have pointed out that the experience of State funded research institutions and Industry experience may also be counted by referring the matter back to the Committee. The Committee was asked to submit its report to the next AC.

This was placed in EC (03.08.30) dated 27<sup>th</sup> June 2018 for approving the above resolutions of the AC. The EC approved the proposal and decided that the experience in Research /Technical institutions of State Governments in equivalent grade /similar duties also may be counted along with national institutions.

The Committee again met to finalize the aspect based on the EC decisions and submitted its report which is attached here. The experience of the State Funded Research Institutions other centrally funded technical institutions and industrial experience shall be counted provided the respective experience should strictly comply with the stipulations mentioned vide minutes dated 14.3.2018 as placed in AC of 1.6.2018.

**Decision:**

**The Academic Council noted that the matter was already approved by Executive Council. The Academic Council further pointed out that the experiences also are to be in tune with clauses 10 'a' to 'g' of the UGC Regulation 2018.**

AC3:06:06

**Approval of the BoS Minutes and Syllabus – Reg.**

The Academic Council has considered the BoS Meeting Minutes and revised Syllabus of the following Departments and decided to approve the same with decisions mainly as follows:



(i) **Genomic Science**

The Academic Council ratified the syllabus. The Department removed the topic Bio-Physics and added System Biology, Bio Statistics, Bio Informatics and also Lab for all the semesters. Academic Council approved the same. The revised syllabus of M.Sc Genomic Science is being implemented from 2019-20 academic year onwards.

(ii) **Geology**

The Academic Council ratified the syllabus. All Core Courses have 04 credits and electives with 03 credits. Syntax format adopted uniformly. The Department combined a few courses thereby making the courses to 04 or 05 from the earlier 08 & 09. Also adopted new eligibility (Introduction of B.Sc. Triple main from the existing B.Sc. Geology (only)). The revised syllabus of M.Sc. Geology is being implemented from 2019 academic year onwards.

(iii) **English and Comparative Literature**

The Academic Council approved the syllabus revision which took place after 02 years. Comprising of 15 core courses and 22 electives. Besides there is an addition of one innovative programme for 120 hours. All are now inclusive of Dalit courses. This is made effective from 2019-20 onwards.

(iv) **Management Studies**

The Academic Council ratified modified syllabus and scheme of Evaluation for MBA (General) which is effective from 2019 onwards.

(v) **BA International Relations**

The Academic Council ratified the revised syllabus of the BA (International Relations) commencing from the academic year 2019-20 with the following decisions;

- i) The core courses of BA International Relations has changed.
- ii) Change of Dissertation from 100 marks to CA (40 marks) and ESA (60 marks) has been approved
- iii) There is no change in credits.
- iv) There is an introduction of new paper titled 'Issues in international Politics' in 6<sup>th</sup> semester.

(vi) **Tourism Studies**

The Department in order to meet industry requirements has included Audit Courses (NIL credits) (Core course). There shall be 03 field visits in Core courses. Sustainable Tourism Management Course also added besides inclusion of One MOOC Course by replacing Viva-Voce.

4 Elective Courses towards industrial requirements were also made. Total 20 Core Courses, 12 electives, 3 Audit Courses (NIL Credits).

The Academic Council authorized Dr. Mustafa to coordinate with Department of Tourism to make necessary changes in the course on personality and Life Skills. With this change the Academic Council approved the syllabus.



- A. Online MOOC Courses proposed by the Board of Studies of Dept. of English and Comparative Literature approved by the Vice-Chancellor as Elective Courses of PG were placed for ratification by the Academic Council;

Sl. No.	Course Code	Course Title	Credits
1	LEC5023	Shakespeare Across Cultures (MOOC)	4 credit
2.	LEC5024	Film Studies (MOOC)	4 credit

- B. Swayam MOOC Course on Biomass Characterization – Elective Course of PG.

Prof. (Dr.) Arun Kumar, Head, Dept. of Plant Science has been proposed a PG elective course under SWAYAM platform "Biomass Characterization" as recommended by the BoS held on 04.09.2019. It is 4 credit elective course for Botany, Zoology, EVS BCMB, Biology, Agriculture, chemistry and Physics.

**Decision:-**

**Ratified by the Academic Council.**

The Academic Coordinator, Dept. of Kannada has informed that in the Syllabus of MA Kannada prepared by the Consultative Committee, there are no text books prescribed for Drama part of the paper course 4 for Modern Kannada Literature: Drama and Autobiography. This was occurred due to a typographical error from the consultative committee. Accordingly, the syllabus of MA - Kannada (Paper Course 4 - Modern Kannada Literature: Drama and Autobiography) has been rectified and implemented from the academic year 2019-20. This is placed in the Academic Council for ratification.

**Decision:-**

**The Academic Council approved the syllabus of MA Kannada.**

There existed very less intake of students for the newly opened Kannada Programme at the initial few months of academic year 2019-2020. Considering the paucity of students of MA Kannada in the Dept. of Kannada, the following modifications to the admission rules approved by the Vice Chancellor as a onetime measure.

- Age relaxation up to 35 year
- A relaxation in Marks 45% to General, OBC, EWS and up to 40% in respect of SC &ST category.



The above subjects were placed in Academic Council for ratification.

**Decision:-**

The Academic council ratified the same subject to the condition that the relaxation is applicable only for 2019 -20 admissions.

AC3:06:10	Fee Structure for Master of PHCM Programme – Reg.
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The Head i/c, Dept. of Public Health and Community Medicine has been informed that the Department does not offer Lab Facility to the MPH students as there are no inhouse Laboratory courses. Therefore, she has requested to exempt the Laboratory Fees from the fee structure of the MPH programme.

The Lab fee for MPH was introduced since its inception. The fee for M.Sc sciences were made applicable to MPHCM also vide Notification dated 19.06.2017. Thereafter, the fee structure for all courses 2018-19 was placed before the AC, FC and EC and accordingly approved the fee structure for PHCM. On this particular aspect of Lab fee, Dean Cominted that the MPH programme is a multi-disciplinary in nature and the Faculty members of the Department may be encouraged to introduce both wet and dry Lab based on courses in the curriculum in consultation with BoS. Based on the above fact and as per clause 14 (d) of statute, the matter were discussed in the Academic Council meeting before changing the current fee structure of MPH programme.

**Decision:-**

The Academic Council has resolved to create more Labs in future rather than attempting for a fee reduction. The Dean and Head of the Department concerned may submit appropriate proposal for the Lab.

AC3:06:11	Fee Structure for LLM Programme –Reg.
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The LLM students have informed that they are under equipped satellite campus located at Thiruvalla. They do not have the basic college amenities and facilities. The Students of Law neither have a Laboratory nor require a Laboratory. Therefore, the students of LLM, Thiruvalla Campus has requested to waive the following fees.

- a. Lab Fee
- b. Training and Placement Fee
- c. Students amenities Fee
- d. Medical Examination Fee

In this context, the Dept. of Law, Thiruvalla Campus is provided with a Computer Lab with Internet facilities. Also, one medical examination is being conducted yearly by Medical Officer, CUK. Basic amenities are also provided.

**Decision:**



The Academic Council remarked that the Department is going to be get 10 acres of land soon. As such fee reduction on account of the reported reasons like infrastructure need not be acceded to.

AC3:06:12	Mr. Shijomon (LCL071308) - Extension of Ph.D. Registration
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As per University order No. CUK/ACA/PhD/ECL-4/2014/Vol III/2018-19 dated 20.12.2018, based on the recommendations of the Departmental Research Committee, Department of English & Comparative Literature, the PhD registration of **Mr. Shijomon K V** has been extended up to 11.08.2019. During this period he was not entitled for any fellowship. The date of Ph.D Registration of Mr. Shijomon is 12.08.2013.

Now after completing his pre- submission seminar and submission of synopsis (09.08.2019) he has requested to extend his period of research for a further period of six more months to complete the thesis ( i.e. from 11.08.2019 to 10.02.2020).

As per UGC regulation 2016, the maximum duration of Ph.D. is six years which are extendable by one year for male and 2 years for female. Extension beyond the above limits will be governed by the relevant clauses as stipulated in the statute/Ordinance of the University.

As per CUK Ordinance 12, clause 2, Extension beyond the above limits will be decided by the Academic Council/Executive Council of the University on the basis of the recommendations of the Research Advisory Committee. As per Clause 30 (iii), the DRC shall be competent to recommend to the Director Research to extend the period of Registration for one more year on the recommendations of the RAC based on satisfactory progress made by the research students.

Accordingly, the Registration of Research of above scholar is proposed for extension by six months subject to the approval of EC.

**Decision:-**

The Academic Council has approved the same. However, no further extension is permissible beyond 10.02.2020. The Academic Council also authorized the Vice Chancellor to send a Circular to all HoDs to complete the respective thesis within the deadlines.

AC3:06:13AA	External Examiners and External Question Paper Setters - <i>Reg:-</i>
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The I/c HoD, Dept. of English and Comparative Literature has informed that at present only professor and Associate Professors are approved as External Examiners or External Question Paper Setters by CUK for PG Examinations. AS most of the External Professors and Associate Professor are involved in various Administrative duties in their respective Universities, it has become very difficult to get the question paper and complete the External evaluation of answer scripts in time.



Therefore, he has proposed that a regular faculty member with a Ph.D. degree and minimum five years of teaching experience and working in an Indian University may be designated as External Examiner and External Question Paper setter of PH Examinations.

**Decision:**

**The Academic Council agreed to invite Assistant Professors' with minimum 08 years' regular service for external evaluation.**

AC3:06:14AA	<b>M.Tech in Bioresource Biotechnology and Management-proposal -Reg:-</b>
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The Department of Biotechnology, Government of India is supporting postgraduate teaching programme in multidisciplinary areas of Biotechnology since 1985-86 for imparting quality education in various areas of Biotechnology for generation of critical mass of trained manpower in the country. The Department is already supporting academic programmes in about 61 Universities across the country on diverse area of Biotechnology leading to M.Sc./M.Tech degree. The Department of Biotechnology has recently notified call for proposals to start postgraduate teaching programme in Biotechnology. In this regard, the Hon'ble Vice Chancellor have been constituted a committee to propose suitable academic programme. The Committee has recommended two year M.Tech in Bio resource Biotechnology and Management. The faculty from the School of Biological Sciences, School of Physical Sciences and School of Earth Science Systems, who are interested and with their consent, will be faculty to this multidisciplinary academic programme. The Coordinator of the proposed programme will be Dr. Padmesh .P. Pillai, Associate Professor, Department of Genomic Science.

The programme, if sanctioned will be supported by the Department of Biotechnology initially for a period of 5 years covering both recurring and non-recurring expenditure, without any financial liability to the Central University of Kerala.

**Decision:-**

**The Academic Council approved the matter and recommend the same to be placed before Executive Council.**

AC3:06:15AA	<b>Approval of the Application Summery Sheets for recruitment of vacant teaching positions in University -Reg:-</b>
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As per the University Notification No.CUK/RC/Faculty/2019 Dated,5<sup>th</sup> August,2019, a committee with Prof(Dr.) K P Suresh, Dept of Education, Prof(Dr.) Prathapa Chandra Kurup, Dept of Chemistry, Prof(Dr) Sudha Balakrishnan, Dept of Hindi and Prof (Dr) M N Mohamedunni Alias Musthafa, Dept of Education was constituted by the Vice Chancellor to prepare application Summary sheets for



appointment of teaching faculty against advertisement No.T/1/2019 and T/3/2019 as per UGC Regulations 2018.

After going through the UGC Regulations 2018, the committee has finalized the following formats for recruitment of faculty positions

- a) Format for Shortlisting of candidates for Direct Recruitment of Professor by Screening Committee
- b) Format for Selection Committee Assessment for Direct Recruitment of Professor
- c) Format for Shortlisting of candidates for Direct Recruitment of Associate Professor by Screening Committee
- d) Format for Selection Committee Assessment for Direct Recruitment of Associate Professor
- e) Format for Shortlisting of candidates for Direct Recruitment of Assistant Professor by Screening Committee
- f) Format for selection Committee for Direct Recruitment of Assistant Professor

**Decision:**

The Academic Council approved the formats as placed before its consideration. However, considering the UGC publication dated 16 September 2019 (giving effect from 14 June 2019) the clause on UGC CARE LIST also to be incorporated in the concerned columns of the format for short listing candidates

Tabled Agenda	Revised BA International Relations Regulations - Reg
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The approved Revised Regulations for BA programme received from the committee constituted were placed before Academic Council for ratification with the following modifications;

Sl No.	Existing Regulation	Revised Regulation	Proposed modifications
1	Title- Regulations for BA programme	Title- Regulations for BA programme	May be renamed as UG Regulations for Central University of Kerala so that it can be made applicable to all UG courses which may be started in future.
2	4.3. Minimum credits required for successful	4.2. mentioned "as decided by BoS"	Minimum credits required for successful completion of the Programme should be specified as



	completion of the Programme is 128		128. It is required for publication of results, grade card printing etc.
3	9.3. Dissertation work – weightage is 40-60	9.3 mentioned “as decided by BoS”	Should be specified as 40:60 since it is required for checking of results
4	-	11. First class with Distinction- for CGPA 8 and above	For only those who have no additional examinations-( to be inserted)
5	-	15.1: Repeat semester with subsequent batch within 4 semester duration	If a student has to repeat I semester he will have to do it along with his III semester which is not possible. May be amended as 8 semesters.
6	-	16.1: Two chances are given for writing additional exam for failed/absent students	One chance should be immediately after publication of the result and the other along with subsequent batch.

### **Decision:**

**The Academic Council ratified. Academic Council also appointed a Committee to review BA regulations with the following members;**

1	Prof. (Dr.) M.R. Prathapachandra Kurup, Director of Research – Chairman
2	Prof. (Dr.) K.C. Baiju, Dean, School of Economics
3	Dr. Rajendra Pilankatta, Head, Biochemistry and Molecular Biology
4	Dr. Vellikkeel Raghavan, HoD i/c, Dept. of English and Comparative Literature.
5	Dr. Arunkumar, Head, Dept. of Plant Science
6	Dr. Mohan A.K, Head, Dept. of Social Work
7	Dr. Balachandran, Academic Coordinator, MBA (G)
8.	Dr.P.C. Prasannakumar, Associate Professor & Head i/c, Capital Centre - Convener



### Items with the permission of the chair:-

1. Vice chancellor has pointed out that a section of the media and few people in social media has raised allegation against the University that, CUK authorities have denied permission to Dept. of English and Comparative Literature to take up Dalit studies as an elective course in the Department though the students are willing to take up the same as their elective. VC has clarified that the selection of elective comes for a particular semester is the decision of Faculty Council of the particular Department and University has not and will not interfere in the matter. The news widely circulated in print and social media are misleading and derogatory inclined to defame the reputation of the University. Vice-Chancellor further told that it is very sad to note that few faculties of the University are also included in this smear campaign. During the discussion, HoD (i/c) Dept. of English has pointed out that the decision regarding allowing the elective courses and other schedules were discussed and approved by the Faculty Council. Moreover there are several units and Texts on Dalit Literature were included in the Syllabus of MA Course of the Department and the allegation raised by few is unfounded and misleading. He urged the Academic Council to pass resolution to condemn this and to issue a press release explaining facts to the press for wide circulation. Several members supported the opinion of HoD (i/c). As such Academic Council unanimously adopted the resolution as follows.

“ The Academic Council of Central University of Kerala unanimously condemn the smear campaign against the University alleging that upper caste lobby of the University has denied permission to the Dept. of English and Comparative Literature to run the elective course on Dalit Studies in the University, ~~with~~ <sup>by</sup> the intention of maligning the reputation of the University when University has no role in the decision of the Faculty Council and the Faculty Council of the Department of English has not decided against Dalit Studies and included various units on Dalit Studies and incorporated several texts pertaining to Dalit Literature in the Syllabus, thereby the Dalit Literature becoming mandatory study for all students'. The Academic Council further resolved to issue a detailed press note depicting the reality for wider coverage and called up on the academic community to desist from any such smear campaign defaming the reputation of the institution.

2. With the permission of the Chairman, Dr. A Radhakrishnan Nair, Registrar has pointed out that the term of Office of Vice-Chancellor has completed as on 07.08.2019 and he is on extension as per MHRD orders till a new Vice-Chancellor is appointed. He has further informed that since the Vice-Chancellor may demit the Office as and when new Vice-Chancellor comes and before that next Academic Council meeting may not happens during the tenure of present VC. Hence, he requested members that it is an opportunity



to a acknowledge the yeoman services rendered by Vice-Chancellor to the University especially in conducting Academic Council meeting in regular intervals and leading the University to great glory. Subsequently the Academic Council members has highlighted the contribution of the Prof. (Dr.) G Gopa kumar, Vice-Chancellor to developing the CU Kerala in to a pioneer institution in the Country. His academic excellence and administrative dexterity has helped the University to move in right direction both academically and in developing infrastructure. His simplicity and discipline is a role model to other academicians in the University. All the Academic Council members placed on record their appreciation of Prof. (Dr.) G Gopa kumar for his tremendous contributions to developing Central University of Kerala to greater heights and wished him and family all the very best in his future endeavors.

The meeting ended with the vote of thanks from and to the Chair at 1.00 p.m.

  
**REGISTRAR**  
  
14/11



# CENTRAL UNIVERSITY OF KERALA

*(Established by the Parliament of India under The Central Universities Act,  
2009)*

## SCHOOL OF BUSINESS STUDIES

### DEPARTMENT OF MANAGEMENT STUDIES

***Manage..Lead..Succeed..***

***Management is doing things right;  
leadership is doing the right things.***

**- PETER DRUCKER**

**MBA PROGRAMME (Curriculum &  
Regulations) Academic year 2019-20 onwards**



**Department of Management Studies** was established on 30th July 2019 with a vision of developing centre of global excellence in the area of Management and bring in innovations in pedagogy, foster entrepreneurship and provide industry institute interface for the budding managers. The department is determined to prepare young and dynamic professionals, entrepreneurs and researchers in marketing, finance, HR, Operations and Systems who can contribute in developing socially responsible business models.

## **VISION**

To be a center of global excellence in the area of Management and bring in innovations in pedagogy, foster entrepreneurship and provide industry institute interface for the budding managers.

## **MISSION**

To create professionals who are able to take decisions, implement and lead in the realms of business and other institutions across the globe.

## **GOALS**

The Department wishes

- To prepare young and dynamic professionals, entrepreneurs and researchers in marketing, finance, HR, Operations and Systems.
- To contribute in developing socially responsible business models
- Collaborate with corporates of varied industries to get practical exposure so as to manage, lead and succeed in all endeavors.
- To offer world class management programme
- To provide insights into the knowledge, skills and mould the attitude of the students to become professionals in their area of specialization.

## **CORE VALUES**

The Department perceives strongly in

- humanness, kindness, honesty, hardwork and positive thinking as essential qualities to work with and for people.
- Equanimity, integrity, inter personal rapport and dignity as the core values to have a healthy and productive work culture.

The values of the Department are to:

- To reflect the mindset of humanness
- Inculcate a sense of belongingness
- Deliver ethically , morally and socially responsible professionals



## **FACILITIES**

The Department makes all possible efforts to equip the classrooms with all modern gadgets to facilitate for effective teaching and learning

### **Computer Lab**

The Department conducts practical class pertaining to computer in the computer lab. The lab is connected with Wi-Fi facility.

### **Books and E-resources**

The university Central Library issues text and reference books to the students.

### **Campus Life**

The campus landscape is very vibrant that creates study atmosphere.

## **DISTINCT FEATURES**

MBA is the professional programme designed to groom students with the skills and qualities expected to manage various functional areas, namely finance, marketing, HR, Operations, and Systems.

### **Duration**

MBA is a regular PG Programme with a duration of two academic years offered under CBCS comprising of four semesters. In each academic year there shall be two semesters commencing from June to November and December to April respectively

### **Pedagogy**

The pedagogy and curriculum are designed to enable the students to learn and acquire both theoretical knowledge and practical skills in management. A balanced combination of theory and practical classes using teaching methods such as lectures, case studies , presentations , group discussions, field visits and project work. The Medium of teaching is in English only.

### **Curriculum**

Comprehensive and updated curriculum designed keeping in mind the varied carrier prospects of students based on the expectations and requirements of the industry and society.

In addition to the existing regulations for Post Graduate Programme offered under the Choice Based Credit Semester System(CBCS) at the University, MBA ( full time-CBCSS) will have the following additional provisions:

### **Student intake**



At present, the total number of initial intake is 38. In order to encourage the industry participation, 10% additional seats be reserved for industry sponsored candidates/ defense personnel. There will be no age restriction for seeking admission to MBA programme.

### **Eligibility for Admission**

Student having a Bachelor's Degree from a recognized university under 10 plus two plus three system in any discipline with not less than 50 percent marks or equivalent grade in aggregate are eligible for admission. The admission will be based on a CUK entrance examination/CAT/CMAT/KMAT (Kerala) and Group Discussion / Interview as decided by the Admission Committee of Central University of Kerala from time to time.

Admission Procedure and Reservation: As per existing CBCS regulations of Central University of Kerala

Attendance : As per existing CBCS regulations of Central University of Kerala

### **EVALUATION AND AWARD OF GRADES**

#### **Choice Based Credit Semester System (CBCSS)**

The MBA (General Management) degree programme is offered through Choice Based Credit Semester system. Under this system subjects are classified into hard core and soft core courses. During the third and fourth semester students are required to take specialized courses as elective subjects.

Weightage of Marks:

The weightage of marks between Continuous Internal Assessment and End Semester Examinations shall be 40 and 60 respectively.

The distribution of Continuous Assessment (CA) marks will be:

(a)	Mid-term assessment	(average of the best two)	:	15 Marks
(b)	Assignments/ Case analysis		:	10 "
(c)	Seminar, Presentation, Role plays etc.,		:	10 "
(d)	Attendance		:	5 "

(75% to 80% - 1mark, 80% to 85% -2 marks, 85% to

90% - 3 marks, 90% to 95%- 4 marks, above 95%- 5

Marks)

Total : 40 Marks



**Pass minimum:**

For Continuous Assessment (CA) there is no separate minimum for a pass, however, for the End Semester Assessment (ESA), the student should acquire a minimum of 40% and in aggregate( CA plus ESA) the student should possess 50% marks for a pass in each subject

Time Limit for the Completion of Programme:

As per existing CBCSS regulations of Central University of Kerala

Classification of Successful Candidates:

As per existing CBCSS regulations of Central University of Kerala

**Comprehensive viva**

The evaluation will be done internally by the Department. The students will have to attend a comprehensive viva voce examination during II and IV semesters, covering the I and II semester subjects in the Second semester and III and IV semester subjects in the Fourth semester.

**Orientation Report**

At the end of Second semester, students have to get oriented to various business formats for a period of 30 days before the commencement of third semester. During this orientation, the students are expected to associate themselves with Business organizations/ Entrepreneurial ventures and submit a report. The evaluation of the report and the viva voce will be done internally by the Department. The duly certified attendance of the student from the organization needs to be produced at the time of submission of report.

**Internship Report/ Independent Research Study**

During the fourth semester, every student of MBA (CBCSS) programme is required to undertake a internship work on problem(s) pertaining to their specialisation under the guidance and supervision of a member of the faculty. The report on the same has to be submitted before the commencement of the fourth semester university examination and will have to be undertaken for a period of six weeks. Students shall be deputed for the internship work during fourth semester.

Those who would like to undertake independent research study need to get the title approved by the supervisor and the same be undertaken under the close supervision of the supervisor at the Department and will have to maintain attendance at the department. The project as well the independent research study will have to be undertaken simultaneously in the fourth semester. There will be external valuation for the internship / independent research study report. The evaluation for 200 marks will be conducted by external examiner(s) duly prepared by the Head of the Department with the approval of the Dean, School of Business Studies.



## Co-curricular activities

### University – Industry Interface

In order to build and nurture long term relationships with the industry, the department frequently conducts special lectures under ‘Knowledge Enrichment Series’ by inviting practicing professionals and corporate executives so as to infuse confidence and to impart various soft skills amongst the students in their business endeavours.

### MOOC/ SWAYAM courses

Students desirous of taking MOOC/ SWAYAM courses will be given extra credits over and above the existing credits for the MBA programme after the approval by the Head of the department.

Any other regulations not mentioned here, will be as per CBCSS regulations in force at Central University of Kerala.

Notwithstanding anything contained in the regulation, the Vice Chancellor for a period of three years from the date of coming into force of this regulation has the power to modify as may be necessary.

## **MBA Programme Structure:**

### **I SEMESTER:**

CODE	SUBJECT	L	P	C	CA	ESA	TOTAL
MBG5 101	Principles of Management	4	0	3	40	60	100
MBG5 102	Economic Analysis and Decision Making	4	0	3	40	60	100
MBG5 103	Financial Accounting and Reporting	4	0	3	40	60	100
MBG5 104	Geopolitical environment and Business innovations	4	0	3	40	60	100
MBG5 105	Business Environment	4	0	3	40	60	100
MBG5 106	Marketing Management	4	0	3	40	60	100
MBG5 107	Statistical Analysis	4	0	3	40	60	100
MBG5 108	Human Resource Management	4	0	3	40	60	100
	Communication Lab	Non credit course					
		32	0	24	280	420	800

( L –Lecture hours/week, P- Practicals/week, C- Credits, CA- Continuous Assessment in Marks, ESA- End Semester Assessment in Marks, Total in Marks)



**II SEMESTER:**

CODE	SUBJECT	L	P	C	CA	ESA	TOTAL
MBG5 201	Information Technology for Managers	4	0	3	40	60	100
MBG5 202	Legal Aspects of Business	4	0	3	40	60	100
MBG5 203	Operations Research	4	0	3	40	60	100
MBG5 204	Research Methods for Managers	4	0	3	40	60	100
MBG5 205	Operations Management	4	0	3	40	60	100
MBG5 206	Financial Management	4	0	3	40	60	100
MBG5 207	Organizational Behavior	4	0	3	40	60	100
MBG5 208	Management Information System	4	0	3	40	60	100
MBG5 209	Comprehensive viva	0	0	2	00	50	50
		<b>32</b>	<b>0</b>	<b>26</b>	<b>320</b>	<b>530</b>	<b>850</b>

**III SEMESTER:**

CODE	SUBJECT	L	P	C	CA	ESA	TOTAL
MBG5 301	Entrepreneurship Development and Small Business Management	4	0	3	40	60	100
MBG5 302	Strategic Management	4	0	3	40	60	100
MBG5 303	Corporate Governance and Business Ethics	4	0	3	40	60	100
	Elective –I	4	0	3	40	60	100
	Elective –II	4	0	3	40	60	100
	Elective-III	4	0	3	40	60	100
	Elective-IV	4	0	3	40	60	100
MBG5 304	Orientation report & viva	0	2	2	00	100	100
		<b>28</b>	<b>2</b>	<b>23</b>	<b>280</b>	<b>520</b>	<b>800</b>



#### **IV SEMESTER:**

<b>CODE</b>	<b>SUBJECT</b>	<b>L</b>	<b>P</b>	<b>C</b>	<b>CA</b>	<b>ESA</b>	<b>TOTAL</b>
MBG5 401	Business Analytics	4	0	3	40	60	100
	Elective –I	4	0	3	40	60	100
	Elective -II	4	0	3	40	60	100
	Elective –III	4	0	3	40	60	100
MBG5 402	Internship/ Independent Research Study (IRS)	0	8	6	0	200	200
MBG5 403	Comprehensive viva voce	0	0	2	0	50	50
		<b>16</b>	<b>8</b>	<b>20</b>	<b>160</b>	<b>490</b>	<b>650</b>
	Grand Total for all the semesters	--	--	<b>93</b>	--	--	<b>3100</b>

#### **Programme Outcome.**

The students will be able to attain the following after completing MBA – General Management:

- (i) Knowledge and skills in the areas of critical thinking, creative thinking, oral and written communication appropriate to the subject of study and interpersonal skills
- (ii) Function effectively as an individual, and as a member or leader in diverse teams, and in multidisciplinary settings.
- (iii) Ability to assess societal, health, safety, legal, and cultural issues and the consequent responsibilities relevant to human values and management practice.
- (iv) Demonstrate capacity for undertaking business research.
- (v) Engage in social interaction, problem solving and ethical decision making.
- (vi) Identify business opportunities, design and implement innovative ideas in business work space.
- (vii) Develop the ability to synthesise local and global perspectives in one's thinking and behaviour.

#### **Programme –specific outcomes: MBA- General Management**

The MBA (General) programme of Department of Management Studies should enable the students to attain, by the time of Post-Graduation:

- (i) Ability to gain a critical insight into the main theories and concepts in business management
- (ii) Ability to practically apply the knowledge in varied functional areas of business such as Finance, Marketing, Human Resource Management, Operations and Systems.
- (iii) Gain the ability to analyse business problems, construct and evaluate analytical arguments for business decision making.
- (iv) Communicate effectively with various business stakeholders effectively and bring innovative solutions with a professional and entrepreneurial mind-set.
- (v) Ability to analyse the business data, application of relevant analysis, and problem solving in the functional areas of business.
- (vi) Encourage student on their professional development by reflecting on their subject, orientation study and Internship/ Independent Research Study



**MBG5101 Principles of Management**

Course Code	MBG5101	Semester	I
Course Title	Principles of Management		
Credits	3	Type	Core

**This is skill development, collaborative, practical, and employability-based course that aims to enhance the overall management skills of the students. The course also focuses on the eastern and western ethos of management principles contributing to human values.**

**Course Description**

The course provides a fundamental exposure to the students on the theories in management and practice by contemporary executives with international perspectives.

**Course Outcome**

By the end of the course, students are expected to be able to obtain the following learning outcomes.

1. Knowledge gained:
  - Theoretical concepts on general management
  - The significance and scope of management principles.
  - To acquire the nature of organization, its structure, principles and theories
2. Skills gained
  - Application of the concepts to the planning and decision making with respect to procedures, policies, rules and budgets of an organization.
  - Staffing, directing, controlling and coordination techniques
3. Competency gained
  - Development of models of planning, leading, staffing and all other management responsibilities.
  - Understanding of eastern and western ethos of management

**Course Structure**

The following is a detailed syllabus. ....

**Module I**

Management: Definition – Nature – Scope and Functions – Evolution of Management thought – Contributions of F.W Taylor, Henri Fayol, Elton Mayo, Roethlisberger, H.A.Simon and Peter F Drucker- Approaches to the Study of Management- Universality of Management: Indian and Eastern ethos – Modern management theories and application- Relevance of management to different types of organization – MBO and MBE – (Relevant One or Two Case Studies)

**Module II**

Planning and Decision Making: Nature, importance and planning process – Planning premises – Components of Planning as Vision, Mission, Objectives, Goals, Policies, Strategies, Procedures,



## **Programme: MBA -**

Methods, Rules, Projects and Budgets – Decision-making – Meaning – Types – Decision-making Process under Conditions of Certainty and Uncertainty – (Relevant One or Two Case Studies).

### **Module III**

Organizing: Nature, purpose and kinds of organization – Structure – Principles and theories of organization – Departmentalization – Span of control – Line and staff functions – Authority and responsibility – Centralization and decentralization – Delegation of authority – Committees – Informal organization – Joint Ventures and Strategic Alliances – Emerging organisation structures (Relevant One or Two Case Studies).

### **Module IV**

Staffing and Directing: General Principles of Staffing- Importance and techniques of Directing (Relevant One or Two Case Studies).

### **Module V**

Coordination and Controlling: Coordination: Concept, Need and techniques; Controlling: Objectives and Process of control – Devices of control – Integrated control – Special control techniques- Contemporary Perspectives in Management.

### **Testing & Evaluation (if any)**

- Assignments
- Case analysis/ Problems
- Seminar/Project
- Discussions/ Group activity
- Internal Tests

### **References**

1. Robbins, S.P. and Decenzo, D.A. Fundamentals of Management, 18th Edition, 2018, Pearson Education Asia, New Delhi.
2. Rao, V.S.P, Management-Concepts and Cases, 2009, Excel Books, New Delhi
3. Ricky W Griffin, Management, South-Western College Publications, 12th Edition, 2017.
4. Peter F. Drucker, Management, Revised Edition, 2008.
5. Stephen P. Robbins and Mary Coulter, Management, 14th Edition, 2018.
6. Harold Koontz, Cyril O'Donnell, Heinz Weihrich, Management: A Systems Approach, McGraw Hill, 6th Edition, 2009
7. Gene Burton and Manab Thakur, Management Today: Principles and Practice, TMH, 2009.
8. Gareth Jones and Jennifer George, Contemporary Management, McGrawHill/Irwin, 10th Edition, 2017.
9. Jim Collins, Good to Great, Harper Business, 1st Edition, 2011.
10. [http://ugcmoocs.inflibnet.ac.in/ugcmoocs/view\\_module\\_ug.php/201](http://ugcmoocs.inflibnet.ac.in/ugcmoocs/view_module_ug.php/201)
11. [https://onlinecourses.swayam2.ac.in/imb19\\_mg09/preview](https://onlinecourses.swayam2.ac.in/imb19_mg09/preview)
12. <https://www.youtube.com/watch?v=CmC8UaCNQFc>
13. <https://www.youtube.com/watch?v=-l6C1DIRfzA>
14. <http://www.himpub.com/documents/Chapter1383.pdf>
15. <http://www.himpub.com/documents/Chapter1696.pdf>
16. <http://www.himpub.com/documents/Chapter458.pdf>

**MBG5102 ECONOMIC ANALYSIS AND DECISION MAKING**

Course Code	MBG5102	Semester	I
Course Title	ECONOMIC ANALYSIS AND DECISION MAKING		
Credits	3	Type	Core

**After completing this course the student will acquire economic decision making skills**

**Course Description**

The objective of this course is to develop an understanding of the basic concepts, tools and techniques of economics and their application to various areas of corporate decision making. This course also helps the students to appraise business around him and to develop skills relate to corporate decision on the future.  
prospects of business.

**Course Outcome**

**1. Knowledge gained**

- How market forces like demand and supply functions
- Use the tools of economic theory to explain optimal production and pricing decisions by the firm in each market structure.

**2. Skill gained**

- Make optimal business decisions by integrating the concepts of economics and management
- Summarize business and government related economics terms for enabling organizational coherence

**3 competency gained**

- an ability to understand and use various macroeconomic tools for analysis

**Course Structure**

The following is a detailed syllabus

**Module I: Economics & Business Decisions**

Economics & Business Decisions: Meaning, nature and scope of Managerial Economics– Relationship between Economic theory and Managerial Economics –Role of Managerial Economics in Business Decisions- Concepts of Opportunity cost, Time Value of Money – (Relevant One or Two Case Studies).

**Module II : Demand and Supply Analysis**

Demand and Supply Analysis: Meaning, types and determinants of demand Law of Demand – Giffen Paradox – Elasticity of Demand: Types, Measures and Role in Business Decisions- Determinants of supply- Elasticity of Supply- Measures and Significance – (Relevant One or Two Case Studies).



## **Programme: MBA -**

### **Module III : Cost, Return and Production Function**

Cost, Return and Production Function: Cost function and cost-output relationship – Economics and Diseconomies of scale – Cost control and Cost reduction- Cost Behaviour and Business Decision- Relevant costs for decision making- (Relevant One or Two Case Studies).

### **Module IV : Price and Profit Function**

Price and Profit Function: - Pricing and output decisions under Monopoly, Duopoly, Monopolistic Competition and Perfect Competition – Penetrative and Skimming Pricing- Government control over and decontrol of pricing –Price discrimination –Concept of Profit- Types and Theories of Profit by Knight (Uncertainty), Schumpeter (Innovation), Clark (Dynamic) and Hawley (Risk)- Profit maximization – Cost volume profit analysis  
– Risk and Return Relationship – (Relevant One or Two Case Studies).

### **Module V : Macro-economic Factors and Managerial Decisions**

Macro-economic Factors and Managerial Decision: Business cycle – Phases and Business Decision- Factors causing Inflation and Deflation- Control measures – Balance of payment Trend and its implications in managerial decision.National Income: Methods of Estimation – Difficulties in the estimation – Uses of National Income – Monetary Policy- Fiscal Policy-(Relevant One or Two Case Studies).

### **Testing & Evaluation (if any)**

- Assignments
- Case analysis/ Problems
- Seminar/Project
- Discussions/ Group activity
- Internal Tests

### **References**

- Dominick Salvatore, Managerial Economics in a Global Economy, Oxford univ Press, 2016, 8th Edition.
- Ivan Png and Dale Lehman, Managerial Economics, Wiley-Blackwell, 2007,3rd Edition.
- Rangarajan C, Principles of Macro Economics, Tata McGraw-Hill, 2014.12
- Bradley Schiller, Essentials of Economics, McGraw-Hill/Irwin,

2016, 10th Edition

[http://ugcmoocs.inflibnet.ac.in/ugcmoocs/view\\_module\\_pg.php/385](http://ugcmoocs.inflibnet.ac.in/ugcmoocs/view_module_pg.php/385)

<https://nptel.ac.in/courses/110/101/110101005/>

<https://www.slideshare.net/123ps/managerial-economics-ppt>

<https://www.slideserve.com/opa/managerial-economics>

<http://sucommerce.org/download/sem1/Managerial%20Economics%20.pdf>

[https://www.tutorialspoint.com/managerial\\_economics/managerial\\_economics\\_tutorial.pdf](https://www.tutorialspoint.com/managerial_economics/managerial_economics_tutorial.pdf) <http://www.ddegjust.ac.in/studymaterial/bba/bba-103.pdf>

<https://cablogindia.com/business-economics-notes-for-ca-foundation>

**MBG5103 FINANCIAL ANALYSIS AND REPORTING**

Course Code	MBG5103	Semester	I
Course Title	<b>FINANCIAL ANALYSIS AND REPORTING</b>		
Credits	3	Type	Core

**This is a practice-oriented, problem-solving and employability-based course.**

**Course Description**

The course will acquaint students with basic concepts of accounting and familiarize the application of these in the current business scenario

**Course Outcome**

After completing this course the student will be able to

1. Knowledge gained:
  - Identify the basic accounting concepts and conventions
  - Familiarise with basic accounting methods such as Journal, Ledger, income statements.
2. Skill gained:
  - Compute and compare the status of an organization with respect to its liquidity, profitability and leverage through ratio analysis
  - Interpret performance of accounts based on Cost Volume Profit analysis and Break-Even Analysis.
3. Competency gained:

Have the ability to classify and organize various financial data based on the latest applications in the corporate field.

**Course Structure**

**Module I**

Book-

keeping and Accounting – Meaning – Definition – Objectives of Financial Accounting – Branches of Accounting : Financial, Cost and Management Accounting – Accounting Concepts and conventions – journal – Ledger – Trial Balance

**Module II**

Preparation of Annual Accounts - Profit and Loss Account and Balance Sheet. Adjustment Entries. Form of Company Annual Accounts as per Companies Act. Segment Reporting. International Financial Reporting Standards.

**Module III**

Analysis

of Financial Statement: Financial Statements - Meaning, Nature and Limitations. Meaning of Financial Analysis. Significance of Financial Analysis to Different Parties. Vertical vs. Horizontal Analysis. Internal Vs. External Analysis. Trend percentages and Common size statement.

**Module IV**

Techniques of Financial Analysis: Accounting Ratios - Meaning, Significance and Limitations. Classification, Computation and interpretation of Liquidity Ratios, Leverage Ratios, Activity/turnover Ratios and Profitability Ratios. Funds Flow Statement - Meaning and Need. Preparation and Interpretation. Cash Flow Statement - Meaning, Need, Preparation and Interpretation.



**Module V**

Marginal

costing – Cost Volume Profit Analysis – Breakeven Analysis – Decisions involving Alternative Choices: Budgetary Control- Types of budgets- Variance Analysis

**Testing & Evaluation (if any)**

- Assignments
- Case analysis/ Problems
- Seminar/Project
- Discussions/ Group activity
- Internal Tests

**References**

1. Antony Atkinson and Robert S Kalplan, Management Accounting: Information for Decision Making and Strategy Execution, Student Value Edition (6th Edition) Prentice Hall, 2013.
2. Gupta RL & Gupta VK, Principles and Practice of Accounting, Sultan Chand & Sons, 2013.
3. Rawat, DS, Accounting Standards, Taxmann's, 2018, 33rd Edition.
4. Shukla & T.S. Grewal, Advanced Accounting, S.Chand&Company, 2013
5. S.N. Maheswari, Management Accounting & Financial Accounting, Vikas Publishers, 2018, 6th Edition.
6. Manmohan&Goyal, Principles of Management Accounting, Shakithabhavan Publication, 2017.
7. Ravi M Kishore, Management Accounting and Financial Analysis, Taxmann's, 2016, 6th Edition.

**MBG5104      GEOPOLITICAL ENVIRONMENT AND BUSINESS INNOVATIONS**

Course Code	MBG5104	Semester	I
Course Title	<b>GEOPOLITICAL ENVIRONMENT AND BUSINESS INNOVATIONS</b>		
Credits	3	Type	Core

**The focus of the course is to inculcate skills relating to critical evaluation of international relations and foreign policy interpretation. The course also focuses on human values and the environment inculcating awareness on International Trade and Peace, Social value of the business.**

**Course Description**

The course will sensitize the learners about the world of geopolitics that has a strong influence in the lives of all citizens of the world and to enable students to think creatively, generate new ideas and to know how to create an innovative and forward-thinking climate in the organization.

By the end of the course, students are expected to be able to:

**Knowledge gained**

- Provide a global perspective towards the business world.
- Understand the relevance of foreign investment in the economic development of a Nation.

**Skill gained**

- Encourage the students to innovative and creative thinking
- To motivate students into entrepreneurship.

**Competence gained**

- To impart the critical ability to analyze and interpret international events and happenings.
- Analysis and understand the geopolitical environment of India in terms of social value of business and international Trade and Peace.

**Course Structure**

The following is a detailed syllabus. ....

**Module I** Global Political and legal environment, Trading with the enemy, International Oil politics, Food supply for geopolitical influence.

**Module II** Foreign Direct Investment- Concept – determinants of FDI – India's Policy towards FDI Advantages and Disadvantages - MNCs – Concept, Advantages and Disadvantages – MNCs in India

**Module III** Creating new businesses, capturing new markets, enhance organizational effectiveness through innovation, transforming processes - or both. New technologies, processes, competition and globalization.



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**Module IV** Need for innovation- significance and relevance to industry, Business model innovation, strategic leadership, human-centered and design-driven innovation, knowledge and change management-Social Entrepreneurship.

**Module V** Trade in strategic materials, Trade and peace move together – India, China & East Asia case in point, Technology transfer and geopolitical considerations, Emergence of Multinationals as control tools

### **Testing & Evaluation (if any)**

- Assignments
- Case analysis/ Problems
- Seminar/Project
- Discussions/ Group activity
- Internal Assessment

### **References**

1. C B Gupta, Business Environment, Sultan Chand & Sons, New Delhi..
2. Schrage, Michael, (2014), The Innovator's Hypothesis, Boston: MIT Press; 2014.
3. Westerman et al., (2014), Leading Digital, Boston: Harvard Business School Press.
4. <https://www.researchgate.net/publication/272613470> The Impact of Environmental Changes on the Geopolitical Discourses
5. <https://understanding-geopolitics.weebly.com/case-studies.html>
6. <https://www.researchgate.net/publication/327727361> Approach to the Geopolitical Influences of Great Powers in Southeast Asia Case Studies of China and the US

**MBG5105 BUSINESS ENVIRONMENT**

Course Code	MBG5105	Semester	I
Course Title	<b>BUSINESS ENVIRONMENT</b>		
Credits	3	Type	Core

**The course aimed to develop Socio-Economic, Technological and Analytical skills of Business. The course also focuses on teaching sustainable business considering social environment, social consequences of technology, impact on agriculture.**

**Course Description**

This course seeks to sensitize the students to the broader socio-political and economic environment within which they will operate as managers. The course seeks to examine the interaction between the economy, polity and society in historical perspective and enable the students to be more effective managers.

**Course Outcome**

By the end of the course, students are expected to be able to:

*Knowledge gained*

- Familiarize the role of macro environmental factors on development of business
- To Understand the various components of environment and their interdependence
- Understand the minor and major factors affecting the business in various streams

*Skill gained*

- To effectively foresee the future
- Understand the likely impact of environmental changes on business

*Competency gained*

- Develop good business Decisions and policies
- Acquire in-depth knowledge about different environments resulting in a sustainable business climate.

**Course Structure**

The following is a detailed syllabus. ....

**Module I** Business Environment: Concept, significance and factors - Environment influence on business - Environmental awareness and scanning for business planning.

**Module II** Social structure in India - Significance of growing middle class - social & cultural factor - Inter-face between society and management - social change and development - Role of Manager in the social context.

**Module III** Political Environment of Business : Nature of governance - Constitution - Structure and philosophy, Institutions - Centre - State relations - Business - government interface - public policy formulation - Implications for Business. Strategies followed by business influencing public policies.

**Module IV** Economic Environment & Business: an analysis of overall development strategy pursued since independence - structural changes in the economy - Agriculture, Industry, Service



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sectors - policy, structure and performance of various sectors - The growth and development of public sector enterprises - Globalisation - Privatisation –

**Module V** Technological Environment and its implications to business - New Technologies - Choice of Technologies - Appropriate technology, Trade scenario, - New areas of growth - Economic effects of technology - Social consequences of technological change - Management's responsibility for technological change.

### **Testing & Evaluation (if any)**

- Assignments
- Case analysis/ Problems
- Seminar/Project
- Discussions/ Group activity
- Internal Assessment

### **References**

1. Francis Cherunilam (2013), Business Environment – Text and Cases, Himalaya
2. Vivek Mittal (2011), Business Environment, Excel Books
3. R. Datt & KPM (2008). Sundaram Indian Economy, S. Chand & Sons
4. <https://www.slideshare.net/prashantmehta371/chapter-1-business-environment>
5. <https://www.icmrindia.org/short%20case%20studies/Short%20Case%20Studies.asp?cat=Business%20Environment>
6. <https://www.hbs.edu/faculty/topics/Pages/business-and-environment.aspx>

**MBG5 106**

## Marketing Management

Course Code	MBG5 106	Semester	I
Course Title	<i>Marketing Management</i>		
Credits	3	Type	Core

**This is an employability-based skill development course that enhances marketing skills and presentation skills.**

## Course Description

The course provides an introduction to the fundamental concepts and theories in the area of marketing and assists students in gathering, analyzing and presenting information for marketing decision making.

### Course Outcome

By the end of the course, students will obtain the following course/learning outcome:

1. Knowledge Gained:
  - (i) Basic understanding of the marketing concepts
  - (ii) Understand the procedure for the launch of a new product
2. Skill Gained:
  - (i) Attain strategizing skills
  - (ii) Gain the analytical skill to understand the impact of different marketing decisions on society and economy.
  - (iii) Grasp marketing skills.
3. Competency Gained
  - (i) Conduct Market research
  - (ii) Make decisions based on product design, pricing and promotion

## Course Structure

The following is a detailed syllabus.

## MODULE I :

Marketing – Importance, Scope – Evaluation of Marketing concept – Marketing environment – micro and macro environment of marketing.

## MODULE II :

Consumer behavior and market segmentation—Consumer behavior, need and importance-objectives-cultural social personal and psychological factors affecting consumer behavior-Individual and institutional consumer behavior-Buying process, models of consumer behavior-Market segmentation – strategies and process – Positioning: strategies, positioning of services



## **Programme: MBA -**

### **MODULE III :**

Marketing information system and marketing research-Marketing planning system- marketing organization system—Marketing control system— annual plan control, profitability control and strategic control.

### **MODULE IV :**

Marketing mix decision- Product management, product line, mix and new product development, brand management and lifecycle management Pricing: Pricing methods, factors influencing pricing, pricing strategies – Channel management: Retailing, supply chain management, logistics management – Integrated marketing communication: Advertising, sales promotion, personal selling, publicity and public relations

### **MODULE V :**

Marketing and Society - Marketing of Services– Rural marketing- International marketing – Strategic marketing- online marketing – e-commerce – green marketing -viral marketing – social marketing.

### **Testing & Evaluation**

- Internal Test
- Assignments
- Quiz
- Seminar
- Case studies

### **References**

- KS Chandrasekar (2019), Marketing Management – Text and cases, Vijay Nicole
- Philip Kotler et al (2005), Marketing Management, Pearson Education.
- C B Gupta and M Rajan Nair, Marketing Management – Text and Cases , Sutan Chand and Sons, New Delhi
- V.S. Ramaswamy and S. Namakumari (2018), Marketing Management – Planning, Implementation and Control- Indian context, Macmillan.
- Stanton, Walker & Etzel (1994), Marketing, Tata McGraw Hill.
- Russel Winer (2008), Marketing Management, Pearson.
- <https://nptel.ac.in/courses/110/104/110104068/>
- [https://ugcmoocs.inflibnet.ac.inugcmoocs/moocs\\_courses.php](https://ugcmoocs.inflibnet.ac.inugcmoocs/moocs_courses.php)
- <https://www.slideshare.net/RishabhMaity/introduction-to-marketing-and-marketing-concepts>
- <https://slideplayer.com/slide/6053975/>
- <https://www.slideteam.net/marketing-management-process-powerpoint-presentation-slides.html>
- <https://epgp.inflibnet.ac.in/Home/ViewSubject?catid=23>
- [http://cec.nic.in/cec/curriculum\\_class#quadrantab](http://cec.nic.in/cec/curriculum_class#quadrantab)
- [https://www.youtube.com/c/cecgurukul/playlists?view=50&sort=dd&shelf\\_id=10](https://www.youtube.com/c/cecgurukul/playlists?view=50&sort=dd&shelf_id=10)

**MBG5107 Statistical Analysis**

Course Code	<b>MBG5107</b>	Semester	I
Course Title	STATISTICAL ANALYSIS		
Credits	3	Type	Core

**This is an employability based skill development course that enhances the quantitative aptitude, analytical skills and data management skills**

**Course Description**

To equip students with different methods of statistical analysis along with appropriate statistical tests to draw meaningful conclusions from the data and to make appropriate use of it in research and real-life business scenarios.

**Course Outcome**

By the end of the course, students will obtain the following course/learning outcome:

Knowledge Gained:

- Understand the basic concepts, tools and techniques used in statistical analysis.
- Identify the advantages and limitations of various analysis techniques.

Skills Gained:

- Conduct basic analysis of statistical data
- Interpret the results obtained from Statistical analysis and make inferences

Competency Gained:

- Make recommendations on practical problems based on the inferences of the analysis.

**Course Structure**

The following is a detailed syllabus. ....

**Module I: Descriptive Statistics and Probability: (6 hours)**

Module Description: (i) Measures of Central Tendency, Measures of Dispersion, Concept of Moments and their uses. (ii) Probability, Additive law of probability, Multiplicative law of probability, Probability Distributions: Random variable, probability distributions: probability density function; Distribution function,

**Module II: Statistical Inference: (6 hours)**

Module Description: (i) Random Sample; data; Summarization of data; Measures; Arithmetic mean; standard deviation; Skewness; Kurtosis. (ii) Sampling distribution; T.F & Chi-square distribution; Relevance of Estimation in Managerial problems; Concepts of Hypothesis and Testing hypotheses.

**Module III: Sampling Theory and Design of Experiments: (6 hours)**

Module Description: (i) Types of Sample : Probability Sampling and Non-probability sampling (Simple Random Sample; Stratified Random Sample; Systematic sample; cluster sample; Convenient / Judgement sample; Quota sample)



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### **Module IV: Statistical Methods:**

**(6 hours)**

Module Description: (i) Large sample tests for Mean & proportion standard small sample tests. Analysis of variance; One-way classification, Two-way classification. (ii) Bivariate cases: Concepts of correlation; simple linear regression. Time-series Analysis. (iii) Multivariate Cases: Multiple regressions, Factor Analysis (Only methods, their use and interpretation of results)

### **Module V: Non-Parametric Tests:**

**(6 hours)**

Module Description: Chi-square tests; Sign tests Wilcoxon Signed – Rank tests; Wald – Wolfowitz tests; Kruskal – Wallis tests.

### **Testing & Evaluation (if any)**

#### **Extra Credit:**

- Case Study
- Assignments
- Self Learning
- Activities 1. Quiz 2. Data Collection and interpretation.
- Internal Tests

### **References**

1. Gupta S.P. (2012). Statistical Methods. Sultan Chand & Sons.
2. Dutta K.B. (2004). Matrix and Linear Algebra. Prentice – Hall of India.
3. Richard I. Levin, David S. Rubin, Masood H. Siddique & Sanjay Rastogi (2017). Statistics for Management. Pearson Education India, Eighth Edition.
4. Kishor S. Trivedi (2008). Probability and Statistics with Reliability, Queuing and Computer Science Applications. Wiley, Second Edition.
5. Erich L. Lehmann & Joseph P. Romano (2008). Testing Statistical Hypotheses. Springer, Third Edition.

**MBG5108 HUMAN RESOURCE MANAGEMENT**

Course Code	MBG5108	Semester	I
Course Title	<i>HUMAN RESOURCE MANAGEMENT</i>		
Credits	3	Type	Core

**This course focus on the development of Human Resource Management skills such as written communication and procedures, negotiation, professional ethics, gender equity, legal actions, problem-solving and decision making which are important both in entrepreneurship and employment.**

**Course Description**

The course provides the student the basic knowledge about the management of human resources and industrial relations. The focus is on organization or enterprise issues in the management of human resources and the changing role of Human Resource and Industrial Relations.

**Course Outcome**

By the end of the course, students will obtain the following course/learning outcome:

Knowledge gained:

- Understand the importance of human resources and their effective management in organizations
- Awareness of employee health, safety, and welfare, professional ethics and gender equity.

Skills Gained:

- Analyze the key issues related to administering the human elements such as acquisition, training, development, appraisal, compensation, career planning, diversity, and ethics
- Learn the different tools used in forecasting and planning human resource needs

Competency Gained:

- Understand the industrial relations system at the national and international levels and record governmental regulations affecting employees and employers.

**Course Structure**

**Module I** Human Resource Management in Organizations – Definition – Functions – Changing Role of Human Resource Management in India – Human Resource Manager – role & functions. Analysis and Designing of Jobs – Human Resource Planning –Current Trends in Human Resources Management.

**Module II** Human Resource Recruitment – Recruitment and Selection – Induction and Placement – Training and Development – Transfers and Promotions – Changing role of HRD in Management of Organization- Performance Appraisal – Designing of Effective Performance Appraisal Systems.

**Module III** Job Evaluation and merit rating – Compensation Management – Characteristic of good compensation plan - Wages and Salary Administration – Monetary Incentives – National Wage Policy – Executive compensation- Occupational health, safety and social security- Participation of Decision Making Process – Quality Circles – TQM.

## **Programme: MBA -**

Module IV Industrial Relations – IR system in the Indian environment – ILO and Tripartite Bodies in India – Trade Union Movement in India – Recognition – Problems – management of Trade Unions –Trade Union Act, 1926

Module V Employee Grievances – Grievance procedure- Settlement of grievance in Indian Industry- Collective Bargaining –Workers Participation in Management – Experience in different countries – Indian experience – Industrial Relations in the Present context- Essentials of Sexual harassment against women in the workplace (Prevention, protection and Redressal) Act, 2013.

### **Testing & Evaluation (if any)**

- Assignments
- Case analysis/ Problems
- Seminar/Project
- Discussions/ Group activity
- Internal Tests

### **References**

1. Dressler Gary (1999), Human Resource Management, Prentice Hall of India.
2. Mahapatro (2014), Human Resource Management, New Age
3. Greg Stewart (2012), Human Resources Management, John Wiley
4. Human Resources Management, Ivancevich John M, Irwin McGraw Hill
5. <https://www.classcentral.com/course/swayam-human-resource-development-14113>
6. <https://www.classcentral.com/course/swayam-principles-of-human-resource-management-5339>
7. <https://www.youtube.com/watch?v=Nhzzjqorkh0>
8. <https://www.youtube.com/watch?v=mE51hXXJkq4>
9. <https://www.youtube.com/watch?v=kBSfxbv7CcM>
10. <http://www.mim.ac.mw/books/Armstrong's%20Strategic%20Human%20Resource%20Management.pdf>
11. <https://www.ftms.edu.my/images/Document/MOD001180%20%20Managing%20Human%20Resources/Revision%20HR%202.pdf>



## **Programme: MBA -**

### **Semester II**

#### **MBG5201 INFORMATION TECHNOLOGY FOR MANAGERS**

Course Code	MBG5201	Semester	II
Course Title	<b>INFORMATION TECHNOLOGY FOR MANAGERS</b>		
Credits	3	Type	Core

**The course provides basic computer and advanced Microsoft office skills**

#### **Course Description**

The course will acquaint students with IT applications in the business decision-making process and introduce them to the use of IT in day-to-day activities.

#### **Course Outcome**

By the end of the course, students are expected to be able to:

##### *Knowledge gained*

- Understand the changes in the E-Commerce world
- Introduce students to Information Technology, its uses, and its impact in business.

##### *Skill gained*

Learn the computer-based smart skills to manage the business efficiently

Familiarize various communication systems and networking.

##### *Competency gained*

- Let the students be experts in the latest MS Office.
- Be adapted to various SQL and other related techniques.

#### **Course Structure**

The following is a detailed syllabus. ....

##### **Module I**

Information Technology: Application of information technology, uses of information technology, impact of information technology on business. Information System Resources- Computer basics (H/w & S/w)

##### **Module II**

Communication Systems and Networking, - Internet – How internet works -World Wide Web

##### **Module III**

Word

processing with MS word - starting MS word - MS Environment - working with word documents - working with text - working with tables - checking spelling and grammar - printing document - creating mailing lists- mail and merge. Making presentation with MS Powerpoint - starting MS Powerpoint - MS Powerpoint Environment - working with PowerPoint - working with different views - designing presentations

##### **Module IV**

Concept

of spreadsheet and MS Excel - starting MS Excel - MS Excel Environment - working with Excel –

## **Programme: MBA -**

workbook. Preparation of charts and graphs with excel - working with a workbook. Working with functions – Summary statistics -Macros. Sort and filter commands.-Introduction to SQL.

### **Module V**

E-commerce: Infrastructure for e-commerce, communication networks for e-commerce, payment systems in e-commerce, the impact of E-commerce on Business Information Systems for E-Commerce, Mobile Commerce, Legal and Ethical Issues in E-commerce and M-commerce.

### **Testing & Evaluation (if any)**

- Assignments
- Case analysis/ Problems
- Seminar/Project
- Discussions/ Group activity
- Internal Assessment

### **References**

1. Sanjay Saxsena-A First Course in Computer- Vikas Publishing House.
2. Sanjay Saxsena- MS Office 2000- Vikas Publishing House,
3. Rajaraman, V- Essentials of E-Commerce Technology- PHI Learning
4. S. J. JOSEPH, P. T- E-Commerce : An Indian Perspective- 4th Ed- PHI Learning
5. Laudon Kenneth and Laudon Jane- Management Information Systems-A Contemporary perspective- PHI
- 6.<https://www.slideshare.net/munishsingla71/e-commerce-ppt-10713485>
- 7.<https://www.slideshare.net/sushovan93/networking-ppt-29223825>

**MBG5202      LEGAL ASPECTS OF BUSINESS**

Course Code	MBG5202	Semester	II
Course Title	<i>LEGAL ASPECTS OF BUSINESS</i>		
Credits	3	Type	Core

**A course imparting entrepreneurial and employability skills focusing on the legality of Consumer redressal, Company formation, and Contract related regulations. The course also focuses on human values and environment protection.**

**Course Description**

To familiarize the students with important features of law relating to business namely, Provisions relating to Indian Contract Act, Sales of Goods Act, 1930, GST, Consumer Protection Act, Arbitration and Conciliation Act, 1996 and an overview of Company Law etc.

**Course Outcome**

By the end of the course, students will obtain the following course/learning outcome:

Knowledge Gained:

- Learn the basic concepts and structure of the Indian Contract Act
- Awareness of rules and regulations affecting various managerial functions.
- Awareness legal aspects of environment protection

Skills gained:

- Understand the various legal aspects related to GST
- Clarity and awareness on the human values in terms rights and duties of consumers.

Competency gained:

- Understand legal aspects in incorporating a company.

**Course Structure**

**Module I : Indian Contract Act 1872**

Indian Contract Act 1872 : General Contracts -- Contract – Meaning – Essential Elements of a valid contract - Offer and Acceptance – Consideration – Capacity – Consent – Legality of object – Discharge of Contract – Breach of Contract – Remedies.

**Module II : Special Contracts**

Special Contracts: Contract of Indemnity and Guarantee: Definition – Bailment, pledge, mortgage and hypothecation - Contract of Agency: Definition of Agent and Principal – Creation of Agency – Types of Agents – Rights and Duties of Agent and Principal – Termination of Agency

**Module III : Sale of Goods Act, 1930**

Sale of Goods Act, 1930: Contract of Sale: Essentials – Sale and Agreement to Sell – Conditions and Warranties: Caveat Emptor – Transfer of Property: Sale by non owners -- Unpaid Seller – Rights- Indirect taxes- features – GST- Need for GST-salient features- GST council – functions – GST Legal Framework – Central GST, State GST and Integrated GST – Levy and collection.



**Module IV: Consumer Protection Act, 1986**

Consumer Protection Act, 1986: Objects – Rights of Consumers –Consumer Disputes –Redressal Agencies: Consumer Protection Councils. Remedies -- Negotiable Instruments act 1881 – Promissory Notes, Bills, Cheques  
– Crossing – Endorsement – Holder in due Course -

**Module V: Companies Act, 2013**

Overview of Companies Act, 2013: Characteristics – Kinds of companies – Incorporation of Companies – Memorandum of Association – Articles of Association – Company Management and Company Meetings – Kinds – AGM and EGM – Board Meeting –Essentials of Arbitration and Conciliation Act, 1996 – Role of Arbitrators and Conciliators – Environment Protection Act, 1986.

**Testing & Evaluation (if any)**

- Assignments
- Case analysis
- Seminar/Project
- Discussions/ Group activity
- Mid-semester Assessment

**References**

- V Balachandran, Handbook of Company Law, Vijay Nicole , Chennai.
- Mahendra Singh (1999), Administrative Law, Sweet and Maxwell
- Dennis Keenan (1988), Mercantile law, Prentice Hall
- N.D. Kapoor (2018), Mercantile Law, Sultan Chand
- V.Balachandran (2018), Indirect taxation – GST, Sultan Chand and Sons, New Delhi.
- Relevant BARE Acts.

**MBG5203 OPERATIONS RESEARCH**

Course Code	MBG5203	Semester	II
Course Title	<b>OPERATIONS RESEARCH</b>		
Credits	3	Type	Core

**This is a practice-oriented, aptitude-focused, problem-solving, and employability-based course.**

**Course Description**

The course will expose students to various scientific tools and techniques with the aid of software changes in the operations of a business.

**Course Outcome**

By the end of the course, students will obtain the following course/learning outcome:

Knowledge gained:

- Understand the development of Operations Research and Linear Programming.
- Acquire know-how on Dynamic Programming, Capital Budgeting, and Game Theory.

Skills Gained:

- Learn various analytical algorithms and Project Evaluation Techniques.
- Get introduced to Queuing theory, Simulation, and Replacement Analysis of an asset.

Competency Gained:

- Examine the operational activities of an organization with the help of various models.

**Course Structure**

**Module -I:**

Stages of Development of Operations Research, Applications of Operations Research, Limitations of Operations, Introduction to Linear Programming, Graphical Method, Simple Method, Duality.

**Module -II:**

Transportation Problem, Assignment Problem, Inventory Control – Introduction to Inventory Management, Basic Deterministic Models, Purchase Models, Manufacturing Models without Shortages and with Shortages.

**Module -III:**

Shortest Path Problem, Floyd's Algorithm, Minimum Spanning Tree Problem, CPM/PERT, Crashing of a Project network. 24

**Module -IV:**

Dynamic Programming, Capital Budgeting Problem, Shortest Path Problem, Reliability Problem, Optimal subdividing problems. Game Theory: Two Person Zero-sum Games, Graphical Solution of  $(2 \times n)$  and  $(m \times 2)$  Games.

**Module -V**

Introduction to Queuing Theory, Basic Waiting Line Models:  $(M/M/1):(GD/\alpha/\alpha)$ ,  $(M/M/1):(GD/N/\alpha)$ ,  $(M/M/C):(GD/\alpha/\alpha)$ ,  $(M/M/C):(GD/N/\alpha)$ , Introduction to queuing system simulation – Introduction to Basic Replacement Analysis: Economic Life of an Asset.

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### **Testing & Evaluation (if any)**

- Assignments
- Case analysis
- Seminar/Project
- Discussions/ Group activity
- Mid-semester Assessment

### **References**

1. Hamdy A. Taha, OPERATIONS RESEARCH – AN INTRODUCTION, Prentice Hall of India, New Delhi, 2004.
2. Frank S. Budrick, Dennis McLeavy & Richard Mojena, PRINCIPLES OF OPERATIONS RESEARCH FOR MANAGEMENT; II Ed., Richard D. Irwin Inc., 1988.
3. Hillier and Hillier, Introduction to Management Science, McGraw Hill International, New York, 2005. (2nd Edition)
4. Wagner, Harvey M. Principles of Operations Research, Prentice Hall of India, New Delhi, 2004. (2nd Edition)
5. KantiSwarup, et al, Operations Research, Sultan Chand and Sons, New Delhi.



**MBG5204 Research Methods for Managers**

Course Code	<b>MBG5204</b>	Semester	II
Course Title	RESEARCH METHODS FOR MANAGERS		
Credits	3	Type	Core

**This is employability and skill-based course that develop research and data analytical skills.**

**Course Description**

To equip the students with a basic understanding of the research methodology and its application in management.

**Course Outcome**

By the end of the course, students will obtain the following course/learning outcome:

Knowledge Gained:

- Understand the objectives of performing research and the various methods of conducting it.

Skills gained:

- Develop analytical skills and the ability to interpret data to solve business issues.
- Use the various types of qualitative analytical methods in real life.

Competency Gained:

- Ability to formulate research hypothesis, synopsis, conduct research, and create accurate reports

**Course structure**

**Module I** Types, Process & Design of Research: Meaning – Importance- Types of Research – Pure & Applied, Historical & Futuristic, Analytical & Synthetic, Descriptive & Prescriptive, Survey & Experimental, Qualitative & Quantitative, and Case & Generic Researches – Process of research – Research problem – Identification, selection and formulation of a research problem – Review of literature- Research Gaps and Techniques – Hypothesis –Types and Formulation.

**Module II** Research design & Sampling: Meaning, Components and Use of Research Design-Census Vs Sampling- Essentials of a good sampling –Probability and nonprobability sampling methods – Sample size – Factors affecting the size of the sample – Sampling and non-sampling errors.

**Module III** Sources and Collection of Data: Primary and secondary data – Observation: Types and Techniques –Interview: Types and conduct – Preparation for an interview – Effective interview techniques – Schedule: Meaning, Essentials and kinds – Questionnaire: Meaning and types – Format of a good questionnaire–Scaling techniques: Meaning, Importance, Methods of scale construction- Validity and Reliability- Pre-testing- Pilot Study.

**Module IV** Processing of Data: Editing, Coding, Classification and Tabulation – Analysis of Data – measures of Central Value: Arithmetic mean, Median and Mode – Measures of Dispersion: Range, Quartile Deviation, Mean Deviation and Standard Deviation – Measures of Relationship: Correlation and Regression Analysis – Association of Attributes.

## **Programme: MBA -**

**Module V** Hypothesis testing and Report Writing: Parametric tests: Testing for Means - One way and Two way ANOVA – Testing of Proportions: One and Two Populations

– Chi-square Test - Report Writing: Meaning, types and contents of research reports – Steps involved in drafting reports – Principles of good report writing – Layout and Features of a Good Research Report- Grammatical Quality – Language flow- Data Support- Diagrammatic Elucidation- References and Annotations – Clarity and Brevity of expressions – Inputs for Stylish Report Writing.

### **Testing & Evaluation (if any)**

- Assignments
- Case analysis
- Seminar/Project
- Discussions/ Group activity
- Mid-semester Assessment

### **References:**

1. T S Wikinson & P L Bhandarkar, Methodology and Techniques of Social Research, Himalaya Publishers.
2. Uma Sekaran & Roger Bougie (2018). Research Methods for Business: A skill building Approach. Wiley, Seventh edition.
3. Donald R. Cooper , Pamela S. Schindler & J. K. Sharma (2018). Business Research Methods. McGraw Hill Education, Twelfth edition.
4. Mark Saunders (2011). Research Methods for Business Students. Pearson Education, Fifth edition.
5. Naresh K. Malhotra & Satyabhushan Das (2015). Marketing Research : An Applied Orientation. Pearson Education India, Seventh edition.
6. Wayne L. Winston (2017). Microsoft Excel 2016 - Data Analysis and Business Modeling. PHI Learning Private Limited, First Edition. Marks Scheme

**MBG5205 OPERATIONS MANAGEMENT**

Course Code	MBG5205	Semester	II
Course Title	<b>OPERATIONS MANAGEMENT</b>		
Credits	3	Type	Core

**This is a problem-solving, skill development and employability-based course which will enhance the coordination and operations management techniques of the students.**

**Course Description**

To introduce the students to the production and operations management function and the new advancements like technical and computer skills in operations management practices.

**Course Outcomes (COs)**

**Course Outcome**

By the end of the course, students are expected to be able to gain the following.

1. Knowledge gained
  - Understand the meaning and significance of operations management
  - An insight into the New technologies in operations management
  - the factors involved in an efficient production system
  - models of total quality management and material handling principles and practices.
2. Skills gained
  - the basics of computer-based manufacturing systems and project management skills.
  - analytical and planning skills
3. Competency gained
  - Data processing , budget management, risk management , problem solving skills

**Module I**

Production as a value addition process – its ingredients – 5 P's of operations management – Design function. Plant location – plant layout – Economy of size – Make/ Buy mix, productivity – work methods, work measurement techniques, capacity measurements.

**Module II**

Vertical Integration – Quality Management, Quality control – Statistical Quality Control (including process control) TQM – ISO 9000, 14000 and SA 8000 and other international standards – Quality circles – JIT – Vendor selection and rating – quality problem solving tools- Six Sigma – Service Quality.

**Module III**

Production Planning and Control – Forecasting – aggregate planning – development of MPS – capacity planning – shop floor control – Master and detailed schedules, work orders, route sheets, Job cards etc – Value analysis/engineering.

**Module IV**

Materials Management – Stores management – maintenance management (including reliability concepts) Inventory Control – P & ! system – safety stocks – ABC – VED – two Bin – EOQ – MRP – I, MRP II – Inventory records – spare parts management – Concepts of SCM & Logistics.

**Module V**

Computer Based Integrated Manufacturing Systems – CIM, CAM, Robotics, automated material, FMS, ERP, World class manufacturing – Project Management concepts – PERT/CPM (concepts) –



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Gantt Chart-Precedence diagram – Lessons from Japanese and Chinese manufacturing – challenges due to globalization.

### **Testing & Evaluation (if any)**

- Assignments
- Case analysis
- Seminar/Project
- Discussions/ Group activity
- Mid-semester Assessment

### **References**

1. Panneerselvam (2012). Production and Operations Management. Prentice Hall India Learning Private Limited, 3 edition.
2. Jay Heizer, Barry Render, Chuck Munson & Amit Sachan (2017). Operations Management. Pearson Education, Twelfth edition.
3. Mahadevan B. (2015). Operations Management: Theory and Practice. Pearson Education India; Third edition
4. Panneerselvam (2012). Production and Operations Management. Prentice Hall India Learning Private Limited, 3 edition.
5. Krajewski Lee J., Malhotra Manoj K., Ritzman Larry P. & Srivastava Samir K. (2018). Operations Management: Processes and supply chain. Pearson Education, Twelfth edition.
6. Russel & Taylor (2015). Operations and Supply Chain Management. Wiley; Eighth edition.

**MBG5 206****Financial Management**

Course Code	MBG5 206	Semester	II
Course Title	<i>Financial Management</i>		
Credits	3	Type	Core

**This is a practice-oriented, employability-based course that enhances problem-solving, Financial Analysis and decision-making skills.**

**Course Description**

The course enables the students in understanding various concepts in Corporate Finance, and familiarizes them with techniques in financial management and focuses on the institutional framework of Corporate Finance. This is an employability-based skill development course.

**Course Outcome**

By the end of the course, students will obtain the following course/learning outcome:

1. Knowledge Gained:
  - (i) Understand the Financial market in India
  - (ii) Examine the various factors affecting the financial decisions in a business organization
  - (iii) Understand the theories of capital structure
2. Skill Gained:
  - (i) Analyze the different sources of funds for an organization
  - (ii) Capital budgeting decision-making skills
3. Competency Gained
  - (i) Discuss the various methods undertaken for taking capital budgeting decisions
  - (ii) Summarize the impact of each financial decision on the organization as a whole.

**Course Structure**

The following is a detailed syllabus.

**MODULE I : Business Finance**

Finance function – meaning and scope – objective of financial management – Financial forecasting – Financial planning – steps in financial planning – Estimating financial requirements, Role of financial market and financial institutions in India.

**MODULE II : Source of Funds**

long term – short term and medium term – Equity shares – preference shares – Debentures and Bonds – Retaining Earnings. Institutional borrowings – Public Deposits – Lease financing – Venture capital – Commercial paper – Factoring. Working capital management : Management of cash, Management of the receivables and inventory – Inventory Management – Bank financing of working capital.

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### **MODULE III : Investment decisions**

Capital budgeting process – Selection of projects – Estimation of cash flows – Project evaluation techniques – Payback period– Accounting rate of return – NPV method – IRR – Capital rationing – project selection under rationing.

### **MODULE IV : Finance decisions**

meaning – structure planning – optimum capital structure – capital structure theories – Net income approach – Net operating income approach – MM approach – Traditional approach – Cost of capital – meaning – methods of computing cost of debt, equity and preference shares – the weighted average cost of capital.

### **MODULE V : Dividend decisions**

Factors influencing dividend policy – stable dividend policy – cash dividend – stock dividend – stock split – Dividend models – Walter's model – Gordon's Model – MM Irrelevance Approach.

### **Testing & Evaluation (if any)**

- Assignments
- Case analysis/ Problems
- Seminar/Project
- Discussions/ Group activity
- Internal Assessment

### **References**

- I M Pandey(2018), Financial Management, Vikas Publishing House
- Prasanna Chandra, (2017), Financial Management: Theory and Practice, Ninth edition, McGraw Hill Education.
- Maheswari S.N., (2019), Financial Management-Principles & Practice, Sultan Chand & Sons
- Kishore Ravi M., (2016), Financial Management (Taxmann Publications Pvt Ltd)
- Ramesh K. S. Rao, (1989), Fundamentals of Financial Management, Prentice Hall
- Khan M.Y., Jain P. K (2017), Financial Management, McGraw Hill Education
- <http://storage.googleapis.com/uniquecourses/online.html>
- <https://nptel.ac.in/courses/110/101/110101005/>
- <https://nptel.ac.in/courses/110/107/110107144>
- <https://www.slideshare.net/coopjbb1/financial-management-172509279>
- <https://www.slideteam.net/blog/top-25-financial-management-powerpoint-templates-to-ensure-smooth-flow-of-finance>
- <https://slideplayer.com/slide/5053637/>
- <https://epgp.inflibnet.ac.in/Home/ViewSubject?catid=6>
- [http://cec.nic.in/cec/curriculum\\_class#quadrantab](http://cec.nic.in/cec/curriculum_class#quadrantab)
- [https://www.youtube.com/c/cecgurukul/playlists?view=50&sort=dd&shelf\\_id=10](https://www.youtube.com/c/cecgurukul/playlists?view=50&sort=dd&shelf_id=10)



**MBG5207 Organizational Behaviour**

Course Code	<b>MBG5207</b>	Semester	II
Course Title	ORGANIZATIONAL BEHAVIOUR		
Credits	3	Type	Core

**This course provides updated knowledge and information sharing that makes the student competent and employable, enhancing their skills to cope with various organizational scenarios. The course also focuses on motivation, organisational learning, personality theories, managing attitude and emotions thereby contributing to human values.**

**Course Description**

To equip the students with an essential knowledge base on behavioural dynamics of organizations with necessary models, tools and techniques to gather, organise and apply information for diagnosing, predicting and controlling human behaviour and performance in the organisational content and to develop the basic human relations skills in the prospective manager.

**Course Outcome**

By completing this course, students will obtain the following course/ learning outcome:

1. Knowledge gained:
  - have basic knowledge about an organisation, motivational and learning theories, group dynamics, organisational culture, communication and organisational development.
2. Skill gained:
  - Develops reasoning and problem solving skills.
  - Enhance Leadership and Personality Analysis skills that suit organizations' nature.
  - Identify the various communication channels and develop negotiation skills.
3. Competency gained:
  - Understand and define the organizational structure and make use of different decision making models in practical problems.
  - Implement the correct methods of leadership according to the individuals and groups.

**Course Structure**

The following is a detailed syllabus. ....

**Module I : Introduction: Definition of OB****(6 hours)**

Module Description: Levels of analysis- Contributing disciplines to the understanding of OB - Historical evolution of OB - Contemporary applications and challenges of OB - Developing a comprehensive and holistic of OB. Developing a perspective : Theoretical perspectives of human behaviour psycho-analytic framework, Behaviouristic framework, Social learning framework, Cognitive framework - Methods of Collecting behavioural data : observational methods, surveys, experiments, case studies, interviews, etc. - Development and use of criteria and predictors; performance outcomes - efficiency and effectiveness.

**Module II : Attention and perception.****(6 hours)**

Module Description: Factors affecting and perception - Social perception - Impression formation and management strategies - Applications in organizational setting.

## **Programme: MBA -**

Learning. Definition - Learning theories - Behaviour modification and its organizational application- Motivation. Definition - Theories of motivation: Content theories - process theories – Applications- Emotions. Characteristics of emotions - Causes of emotions - Anxiety and depression - aggression - Job stress - Stress management techniques - Emotional intelligence -Personality. Definition - Theories - values, Beliefs, Attitudes - Job satisfaction - Measuring personality typology - Applications in organizations.

### **Module III: Decision Making.**

**(6 hours)**

Module Description: Decision making models - Reasoning and problem solving - Factors affecting decision making - Heuristics - Creativity in decision making - Ethics in decision making. Communication. Communication process - Factors affecting communication - Channels of communication- barriers to effective communication - Improving interpersonal and organizational communication. Interpersonal dynamics. Developing interpersonal awareness - Johari Window - Transactional analysis - Empathy and Assertiveness.

### **Module IV : Groups**

**(6 hours)**

Module Description: Definition and classification of groups - Development of groups - group structure - Roles, norms, and status - Group decision making - Teams - Developing high performance teams. Leadership. Definition - Leaders vs. Managers - Leadership theories and models - Leadership roles and skills - Leadership development. Power and Politics. Definition - Bases of power - power statics and strategies - political implications of power. Conflicts. Different views of conflict - conflict process - Levels of conflict resolution strategies - Negotiation - Developing negotiating skills.

### **Module V : Organizational structure and design**

**(6 hours)**

Module Description: Principles of organizational design - patterns of organizational design - contemporary approaches. Organizational Policies and Practices. Selection, Training and Development, and performance appraisal. Organizational Culture. Nature and definition - Effects of organizational culture on employee performance - Developing and maintaining organizational culture. Organizational change and development. Forces of change - Resistance to change - planned change model - Organizational Development.

### **Testing & Evaluation (if any)**

- Assignments
- Case analysis
- Seminar/Project
- Discussions/ Group activity
- Mid-semester Assessment

## **Programme: MBA -**

### **References**

1. L M Prasad, Organizational Behaviour, Sultan Chand & Sons
2. Steven P Robbins (2013), "Organisational Behaviour", Pearson education
3. Fred Luthans (2015), "Organisational Behaviour", Mc Graw Hill
4. Richard Pettinger (1996), Organisational behaviour, MacMillan
5. Umasekaran (1989), "Organisational Behaviour", Tata Mc Graw Hill
6. Gerald Kule ( 1995), Organisational Behaviour, Thomson

**MBG5208 MANAGEMENT INFORMATION SYSTEM**

Course Code	MBG5208	Semester	II
Course Title	<i>MANAGEMENT INFORMATION SYSTEM</i>		
Credits	3	Type	Core

**The course focus on imparting system managing skills in an organization**

**Course Description**

The course provides to understand the process of information generation and communication, application development in organizations and understanding about security issues of information resources.

**Course Outcome**

By the end of the course, students are expected to be able to

1. Knowledge gained
  - To understand framework for designing MIS in an organization organizations
  - To learn multiple approaches to the structure of MIS
  - To identify the different types of MIs in organizations and their functions
2. Skills gained
  - To create awareness on the application and use of computer networks and the safety and security aspects pertaining to IT.
3. Competency gained
  - To analyse the different stages of system development and implementation and identify the problems and challenges.

**Course Structure**

The following is a detailed syllabus. ....

**Module I**

Evolution of MIS: Concepts; framework for understanding and designing MIS in an organization; MIS and other related disciplines, MIS and Management. Concept of information; definition, features, types, process of generation and communication; quality and value of information; System concept; definition, types and characteristics of system-Input, process- output , control.

**Module II**

Structure of MIS: Basic structural concepts: formal and informal information systems; multiple approaches to the structure of MIS: Operational elements (physical components, process, and outputs for users), activity subsystems, functional subsystems and decision support – synthesis of multiple approaches into a conceptual structure for MIS.

**Module III**

Information systems: Transaction Processing Systems, Office Automation Systems, Information Reporting Systems, Decision Support Systems, Executive Support Systems, expert systems and Enterprise Resource Planning Systems , Functional Information Systems..

**Module IV**



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Systems Development and Implementation: System development methodologies; SDLC approach; prototyping approach and user development approach- Systems Analysis; systems Design; Concepts of database and database design; system implementation; management of information system projects; system documentation – information system audit.

### **Module V**

Computer Networks: LAN, WAN; Topologies; Distributed data processing and client/server computing. Security of information resources; threats to information resources; security systems for risk management – social and ethical issues of information technology.

### **Testing & Evaluation (if any)**

- Assignments
- Case analysis
- Seminar/Project
- Discussions/ Group activity
- Mid-semester Assessment

### **References:**

1. O'Brien, James A (2004), Management Information Systems, Tata McGraw Hill, New Delhi.
2. George M.Scott (1986): Management Information Systems, McGraw Hill Book Company, New Delhi.
4. DP Goyal (2014), Management Information Systems, Prentice Hall of India, New Delhi.
5. Kenneth C. Laudon and Jane P. Laudon (2011): Management Information Systems – Managing the Digital Firm, Pearson Education, New Delhi.
6. <https://nptel.ac.in/courses/110/105/110105148/>
7. [https://dinus.ac.id/repository/docs/ajar/Kenneth\\_C.Laudon,Jane\\_P\\_.Laudon\\_-\\_Management\\_Information\\_System\\_13th\\_Edition\\_.pdf](https://dinus.ac.id/repository/docs/ajar/Kenneth_C.Laudon,Jane_P_.Laudon_-_Management_Information_System_13th_Edition_.pdf)

## **17. Core Course 17: COMPREHENSIVE VIVA – Course Code – MBG5209**

### **Semester III**

**Semester III**

**MBG5301 Entrepreneurship Development and Small Business Management**

Course Code	MBG5301	Semester	III
Course Title	ENTREPRENEURSHIP DEVELOPMENT AND SMALL BUSINESS MANAGEMENT		
Credits	3	Type	Core

**This course will help the students to acquire entrepreneurial and business development skills**

**Course Description**

The course will familiarize the students with the process of entrepreneurship and the institutional facilities available to an entrepreneur in India.

**Course Outcome**

By the end of the course, students are expected to be able to:

1. Knowledge gained
  - To learn the basic concepts of MSMEs and entrepreneurship.
  - To understand the different phases of entrepreneurship , from pre start-up to growth and maturity
  - To identify the opportunities and avenues for financing new ventures and acquiring new businesses.
2. Skills acquired
  - To apply tools and techniques in the project formulation and development of business plan
3. Competency gained
  - To study the life cycle stages of entrepreneur and various intellectual property rights associated with entrepreneurship

**Course Structure**

The following is a detailed syllabus. ....

**Module I**

Small Business: meaning -role - strengths and weaknesses - Defining an entrepreneur-entrepreneurial traits - Developing entrepreneurs -New ventures and Business Plan: Need for a Business plan - Steps in the preparation of business plan - Need for marketing research - Operating plans and financial plans - Dynamics of small business environment- Causes for small business failure - Success factors for small business.

**Module II**

Feasibility Planning: Planning paradigm for new ventures - Stages of growth model – Fundamental of a good feasibility plan - Components of feasibility plan - Relevance of marketing concept to new ventures - Marketing research of pre-start-up planning – Sources of marketing research information - Implication of market research – Marketing functions that new ventures must address - Establishing marketing and sales promotion infrastructure - Concept of pricing - Growth strategies - Marketing

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plan.

### **Module III**

Acquiring an Established venture: Advantages and disadvantages of acquiring established business - considerations for evaluation business opportunities – Methods of valuing a business - Franchising and franchisee's perspective.

### **Module IV**

Financing a new venture: Financing and its effects on effective asset management – Alternate methods of financing - Venture capital and new venture financing - working out working capital requirement - Government agencies assisting in financing the project.

### **Module V**

Life cycle of an entrepreneurial venture - Role of entrepreneur during various transition stages – growth- Requirements for successful patent grants - steps in obtaining a patent - Registration of trademark - copy right and the concept of fair use - Protection of intellectual property.

### **Testing & Evaluation (if any)**

- Assignments
- Case analysis
- Seminar/Project
- Discussions/ Group activity
- Mid-semester Assessment

### **References:**

1. Peter Drucker (2014), Innovation and Entrepreneurship, Routledge
2. Christina Ellen Shalley, Michael A. Hitt, Jing Zhou (2015), Oxford handbook of creativity, innovation and entrepreneurship, Oxford University Press.
3. Prassana Chandra (2002), Projects: Planning, Analysis, Selection, Implementation and Review, Tata McGraw Hill
4. Peters Hisrich (2014), Entrepreneurship, , Irwin McGraw-Hill
5. Anilkumar, Poornima etal (2003), Entrepreneurship Development, New Age

**MBG5302 Strategic Management**

Course Code	MBG5301	Semester	III
Course Title	STRATEGIC MANAGEMENT		
Credits	3	Type	Core

**This course focuses on long-term decisions, Top Level Managerial activities and overall analysis of the organization. It is an employability-based course.**

**Course Description**

The course enables the students in basic concepts of strategic management, Mission and business definition, Strategy formulation, Strategy Choice and Strategy review, evaluation and control.

**Course Outcome**

By completing this course, students will obtain the following course/ learning outcome:

1. Knowledge Gained:
  - (i) Understand the basic concept of the Organisation structure
  - (ii) The process of setting up goals in an organization
  - (iii) Understand the meaning and importance of SWOT analysis
2. Skill Gained:
  - (i) Analyze the long term decisions of an organization
  - (ii) Conducting a SWOT and PESTEL analysis.
3. Competency Gained
  - (i) Examine the Business Environment
  - (ii) Strategy implementation and its implications

**Course Structure**

The following is a detailed syllabus:

**Module I :**

Introduction to Strategic Management: Vision, Mission, Objectives, Goals and strategies. Levels of strategy: Corporate level- business level- Operational level. Essentials of a good strategy. Strategic management process- role, functions and skills of board and top management in strategic management. Exploring strategic Model- Strategic Position- Strategic choice and Strategic Action.

**Module II :**

Choice of Strategic alternative – Environment Analysis, PESTLE framework. Industry Analysis using Michael Porter's Five forces model and , General environment scanning.

**Module III :**

Company level analysis: SWOT Analysis; tools and techniques for Strategic Analysis; Value chain analysis; Experience curve; Critical Success Factor Analysis; Core competence; Portfolio analysis;



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BCG Matrix, GEC Model; 7S Framework; stakeholders' expectations analysis; competitive analysis; Scenario planning and TOWS matrix.

### **Module IV :**

Strategy Implementation-project implementation - procedural implementation - behavioral implementation; managing resistance to change.

### **Module V :**

Strategy Evaluation and Control – tools and techniques of evaluation - control techniques and process - 7S Model; DuPont Control model, etc. Michael Porter's approach to strategic management.

### **Testing & Evaluation (if any)**

- Assignments
- Case analysis/ Problems
- Seminar/Project
- Discussions/ Group activity
- Internal Assessment

### **References**

- Francis Cherunilam (2010), Business Policy and Strategic management, Himalaya
- William Glueck (1988) : Business policy – Strategy formulation and management action, Mc Graw Hill
- Donal F Harvey (1988) : Business policy and Strategic Management, Merill
- Azar Kazmi (1992), Business Policy, Tata Mc Graw Hill.
- Philip Sadler( 1993), Strategic Management, Kogan Page
- [https://ugcmoocs.inflibnet.ac.inugcmoocs/moocs\\_courses.php](https://ugcmoocs.inflibnet.ac.inugcmoocs/moocs_courses.php)
- <https://nptel.ac.in/courses/110/108/110108047/>
- <https://nptel.ac.in/courses/110/106/110106150/>
- <https://www.slideshare.net/ayushijain107/strategic-management-ppt-58012275>
- <https://slideplayer.com/slide/6828797/>
- <https://www.slideteam.net/powerpoint-presentation-essentials/strategic-management-slides.html>
- <https://epgp.inflibnet.ac.in/Home/ViewSubject?catid=23>
- <https://www.youtube.com/c/cecgurukul/search?query=strategic%20management>

**MBG5303 CORPORATE GOVERNANCE AND BUSINESS ETHICS**

Course Code	MBG5303	Semester	III
Course Title	<b>CORPORATE GOVERNANCE AND BUSINESS ETHICS</b>		
Credits	3	Type	Core

**This is a value-oriented course that develops employability skills focusing on the ethics in work-life.**

**Course Description**

To course enables to create a mindset of Value and Ethics among the students and to familiarize them with the theory and practice of managing ethics in organizations and also to help them implement the learned principles in their workplace and personal life. The course also makes the students learn the role of Corporate Governance and its increasing impact on the management of organizations.

**Course Outcome**

By completing this course, students will obtain the following course/ learning outcome:

Knowledge Gained:

- Understand the concepts and meaning of corporate governance
- Understand why business ethics are becoming increasingly important

Skills Gained:

- Analysis of the ethical dilemmas found in the workplace
- Understand the significance of fostering good business ethics

Competency Gained:

- Awareness of the Indian ethical standards and concept
- Provide a better understanding of corporate governance in the Indian scenario

**Course Structure**

**Module I**

**Corporate Governance:** Definition – Need for Corporate Governance – features of Corporate Governance – Determinants – Advantages - - Historical perspective- CG in various countries- 4 P's of CG

**Module II**

**Theoretical base of corporate governance Models-** Anglo Saxon model, German model, Japanese model, control model, Indian model- Principles of corporate governance- OECD principles- Stake holders obligations- Essentials of a good Corporate Governance system – Corporate Social Responsibility(CSR)- CSR Policy and Implementation by Corporates as per the Company's Act 2013- The relationship between CSR and CG.

**Module III**

**Corporate governance in Indian scenario-** Growth of Corporate governance in India emergence of CG issues in India- Implementation of Birla committee recommendations- Need for standardization of CG rating system- Pioneers in CG practices - CG failures- Land mark cases in corporate frauds in recent years, Enron fraud, world com fraud, AIG insurance case, baring bank case, Lehman Brother case, Satyam case, Tata finance case, Sahara case.

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### **Module IV**

**Ethics** – Objectives of ethics – Business ethics – Characteristics of business ethics – Need for business ethics- Business ethics and profits – The Unitarian – The separatist view - the integration view – Arguments against business ethics – Evolution of business ethics as a field of study in East and West.

### **Module V**

**Indian ethos for management** –Quality of work life in Indian philosophy – The concept of ethics in work life according to Bhagavat Gita-Value oriented Holistic management - Need of value based holism in management in India - Ethics for transnational business in view of globalization- Relationship between ethics & corporate governance

### **Testing & Evaluation (if any)**

- Assignments
- Case analysis
- Seminar/Project
- Discussions/ Group activity
- Mid-semester Assessment

### **References**

1. AC Fernando, KP Muraleedharan and EK Satheesh (2018), Corporate Governance: Principles, Policies and practices, Pearson
2. Khanka SS (2014), Business Ethics and Corporate Governance, , S Chand.
2. SK Bhatia (2007), Business Ethics and Managerial Values, Deep and Deep.
3. CSV Murthy (2014), Business Ethics And Corporate Governance, Himalaya.
4. SK Mandal (2010), Ethics in Business and Corporate Governance, Tata McGraw Hill

**MBG5001 Advertising and Sales Promotion**

Course Code	MBG5001	Semester	III
Course Title	<i>Advertising and Sales Promotion</i>		
Credits	3	Type	Elective

**Course Description**

Through this course, the student will understand the Integrated Marketing Communication, Marketing Communication Planning, Creative Strategy, Advertising Agency and Sales Promotion.

**This course will help students to acquire creative communication skills**

**Course Outcome**

After completing this course the student will be able to

1. Knowledge gained
  - Identify the elements of the communication process between buyers and sellers in business.
  - Identify the marketing mix components in relation to market segmentation
2. Skills gained
  - Use marketing research techniques to find solutions for competitive marketing decisions.
  - Identify the dealer oriented promotion techniques, customer oriented promotion techniques and the salesmen oriented promotion techniques.
3. Competency gained
  - Conduct pre-testing, post testing and concurrent testing of ads to determine their effectiveness

**Course Structure**

**Module I : Integrated Marketing Communication**

Integrated Marketing Communication – Definition, Evolution, Concepts; Marketing Communication Mix; Models of Marketing Communication; Ethical and Social issues in marketing Communication.

**Module II: Marketing Communication Planning**

Marketing Communication Planning; Advertising Planning and Objectives; Brand Equity; Advertising Budgeting; Media Planning and Strategy; Media Research.

**Module III: Creative Strategy**

Creative Strategy; Advertising appeals; Creative tactics and format; Creation process – Television and print advertisements; Advertising research.



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### **Module IV: Advertising Agency**

Advertising Agency – Function, organizational Set-up; Types of advertising agencies; Compensation of advertising agencies; Selection of an advertising agency

### **Module V: Sales Promotion**

Sales Promotion: Definition, Scope-Sales promotion mix – Developing Sales promotion Campaign – implementation of sales promotion campaign – Sales promotion Budget and Sales promotion evaluation -

Effect of sales promotion on brand equity – Trends in sales promotions – Future of sales promotions – Future of Marketing Communication

### **Testing & Evaluation (if any)**

- Assignments
- Case analysis/ Problems
- Seminar/Project
- Discussions/ Group activity
- Internal Assessment

### **References**

- Belch, G. and M. Belch (2003), Advertising and Promotion: An Integrated Marketing Communication Perspective, , McGraw Hill.
- Clow, K. & Baack, D (2001) Integrated Advertising and Promotion and Marketing Communications,., Prentice Hall.
- David Aaker, Rajeev Batra and John G. Myers (2006), Advertising Management, Pearson Education.
- Thomas Russell, J. and Ronald Lane, W (2006), Kleppner's advertising Procedure, Prentice Hall.
- John Burnett (1984), Promotion Management: A strategic approach, West Publishing

**MBG5002 CONSUMER BEHAVIOUR AND MARKETING RESEARCH**

Course Code	MBG5002	Semester	III
Course Title	<b>CONSUMER BEHAVIOUR AND MARKETING RESEARCH</b>		
Credits	3	Type	Core

**This Course mandates an insight into research and market-based skill development and knowledge gain by the students.**

**Course Description**

- To inculcate insights on consumer behavior and various market research techniques in the students and equip them to carry out independent market research.

**Course Outcome**

With the completion of this course, students will obtain the following course/learning outcomes:

1. Knowledge gained:
  - Understand consumer behavior basic concepts and various buyer behavior models.
  - Acquire an idea of the influence of society, culture, family on consumer behavior and consumer motivation.
2. Skill gained:
  - Practice Market research on their own with understanding its basics, research models, procedures, etc.
  - Scale various attributes of Market research in a quantifiable manner related to test marketing and product selection.
3. Competency gained:
  - Improve their research findings with the help of case studies.
  - Students can develop and restructure new case studies as well as available studies.

**Course Structure**

**UNIT I**

Introduction- Consumer behaviour as marketing discipline - meaning and scope of consumer behaviour – decision process approach- Psychology and consumer behaviour. Nature of Buyer behaviour process- Buyer behaviour models- Consumer decision processes. Nature and characteristics of Indian consumer buying process.

**UNIT II**

Consumer behavior and social influences- Forms of social influences – culture subculture- social class- reference groups- family- FLC- sales person's influence of advertising and other situational influences. Consumer motivation- Major components of consumer motivation- consumer perception- key factors in perception. Nature of consumer learning- major factors in learning- Consumer attitudes- Concept- components of attitude

**UNIT III**

Marketing research: Definition- Aims and objectives – contribution of marketing research. Need for marketing research. Scope of marketing research. Techniques of marketing research. Steps involving research procedure. Research Methodology- Research design, types of research- exploratory and descriptive steps involved in research design.

**UNIT IV**

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Research plan- types of data- sources- secondary data- limitations of secondary data- primary data- Attitude measurement & scaling Techniques -questionnaires- question sequence- question requirements- types of question- conducting the survey. The sampling process- The sample- theory of sampling- types of sampling- probability and non-probability methods of sample selection- sample size.

### **Testing & Evaluation (if any)**

- Assignments
- Case analysis/ Problems
- Seminar/Project
- Discussions/ Group activity
- Internal Assessment

### **References**

1. M. Khan (2007), Consumer Behaviour, New Age
2. RamanujMajumdar (2010), Consumer Behaviour: insights from Indian market, Prentice Hall.
3. Thyagi, Arunkumar (2004), Consumer Behaviour, Atlantic.
4. Green and Tull( 1974), Research for Marketing decisions, Prentice Hall 41
5. Naresh Malhotra (2003), Marketing Research, Prentice Hall

**MBG5003 SERVICES MARKETING**

Course Code	MBG5003	Semester	III
Course Title	<i>SERVICES MARKETING</i>		
Credits	3	Type	Elective 3-Marketing

**This is a skill based, knowledge acquiring and participatory course.**

**Course Description**

The objective of this course is to develop insights into emerging trends in the service sector and tackle issues involved in the management of services.

**Course Outcome**

By completing this course, students will obtain the following course/learning outcomes:

1. Knowledge gained:
  - Understand the basic concepts of Service Marketing, Identify the major elements needed to improve the marketing of services and Distinguish different service types and draw implications for marketing strategy development.
2. Skill gained:
  - Equips the students with the ServQual Gap analysis and evaluation.
3. Competency gained:
  - Appraise the nature and development of a services marketing strategy
  - CO4:Develop and justify alternative marketing approaches that can be used by service managers.

**Course Structure**

**Module I : Economics & Business Decisions**

Role of service sector - Structure and growth - Recent trends in service sector - Characteristics of services - Components and tangibility spectrum - Distinctive marketing challenges and need for separate marketing strategies, classification of services - Service Marketing mix, Expansion of marketing mix - Services marketing triangle.

**Module II : P's of Service marketing**

Creating, delivering and performing service - Basic, Articulated and Exciting Attributes - Service blue prints - Pricing promotional mix and communication Efforts, Delivery of services through intermediaries, People, Process and physical evidence.



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### **Module III : Consumer behaviour in marketing**

consumer behaviour in services - customer satisfaction - customer expectation and customer perceptions - gap analysis - quality perceptions in services - guarantee, customisation of service - service recovery and problem solving - employee role of service marketing - role of technology.

### **Module IV : Segmentation**

Segmentation / positioning / differentiation and retention strategies applicable to service marketing - relationship marketing - measuring customer satisfaction surveys: - design and analysis.

### **Module V : Marketing of services**

marketing of banking services, tourism, financial services, consultancy, hospital care and cure marketing, business schools, transport services, care taking etc.

### **Testing & Evaluation (if any)**

- Assignments
- Case analysis/ Problems
- Seminar/Project
- Discussions/ Group activity
- Internal Assessment

### **References**

- Christopher. H. Lovelock (2004), Service Marketing -, 5th Edition, Pearson.
- Barron and Harris (1995), Service Marketing, MacMillan
- Balaji B (2002), Services Marketing, S Chand.
- Valerie Zeithmal, Mary Jo Bitner (2016), Services Marketing McGraw Hill International Edition.
- Rao (2005), Services Marketing, Pearson.
- [https://onlinecourses.nptel.ac.in/noc20\\_mg07/preview](https://onlinecourses.nptel.ac.in/noc20_mg07/preview)
- <https://shodhganga.inflibnet.ac.in/handle/10603/23696>
- <https://shodhganga.inflibnet.ac.in/handle/10603/252215>
- [https://youtu.be/\\_db8dgv5\\_uA](https://youtu.be/_db8dgv5_uA)
- <https://youtu.be/3mwbVBaWz1w>
- <https://epgp.inflibnet.ac.in/Home/ViewSubject?catid=23>

**MBG5 004 Brand Management**

Course Code	MBG5 004	Semester	III
Course Title	<i>Brand Management</i>		
Credits	3	Type	Elective

**This course focuses on the importance and scope of brand which is important for entrepreneurs and marketers**

**Course Description**

The purpose of the course is to introduce the concepts behind branding, brand naming, brand positioning etc., and explain the methodology of brand equity and the importance of branding for an organization. The course contains introduction to branding, perceptions and branding, brand positioning, brand protection and globalization and brands.

**Course Outcome**

By completing this course, students will obtain the following course/ learning outcome:

4. Knowledge Gained:
  - (i) Understand the importance of brand and its value to the organisation
  - (ii) Discuss the rights the organisations have to protect their brands and trademarks
  - (iii) Understand the process of brand creation and positioning
5. Skill Gained:
  - (i) Analyze the various decisions taken regarding a brand
  - (ii) Evaluate the developments in brand management.
  - (iii) Create long term plan regarding the brands
6. Competency Gained
  - (i) Building and Promoting a brand
  - (ii) Brand communication

**Course Structure**

The following is a detailed syllabus.

**MODULE I :**

What is brand: - Definitions – financial value of brands – social value of brands – what makes brands great – keys of branding – brand halo – changing face of customer line influence on growing brand.

**MODULE II :**

Perceptions and branding – emotional benefits of branding – emotional branding perceptions – reception – what brands communicate – customer contact points – brand reflection – brand story – Brand design – Visual identity – Colour in design – Sound in brand design – audio logos and

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jingles – sensory brands and smell in brand design – brands and taste – brand and touch – words and shapes – verbal identity – brand architecture – brand building skills.

### **MODULE III :**

Brand positioning – Brand planning – brand creation – brand platform – brand experience – brand communication – public relations perspective – opportunity modeling

### **MODULE IV :**

Brand protection – Trademarks – classification of brands – creating a new mark – Trade mark – portfolio audit – copyright – registered designs – brand as business asset – brands and wealth creation – brands on the balance sheet – approaches to brand valuation.

### **MODULE V :**

Globalization and brands – who really holds the power – power of logo – brand leadership – global brands – Asian brands – revitalized brands – challenger brands – brand and customer protection – brand building – brand sustainability – brand decline – changing customers – brands in mergers and acquisitions – brand audit – strategic brand management.

## **Testing & Evaluation**

- Internal Test
- Assignment
- Quiz
- Seminar
- Case Study
- Role Play

## **References**

- Rita Clifton and John Simmons (2010), Brands and branding, Profile books Ltd.
- Sasikumar K. and Chandrasekar K.S (2007), Brand practices in India – Himalaya Publishing
- Chandrasekar KS (2010), Product Management, Himalaya
- John Philip Jones (1998), What's in a brand – Tata McGraw Hill.
- Jean Noel Kapferer (1997), Strategic Brand Management, Kogan Page
- [https://ugcmoocs.inflibnet.ac.in/ugcmoocs/moocs\\_courses.php](https://ugcmoocs.inflibnet.ac.in/ugcmoocs/moocs_courses.php)
- [https://ugcmoocs.inflibnet.ac.in/ugcmoocs/moocs\\_courses.php](https://ugcmoocs.inflibnet.ac.in/ugcmoocs/moocs_courses.php)
- <https://www.slideshare.net/versatileBschool/brand-management-full-notes>
- <https://slideplayer.com/slide/7319403/>
- <https://www.slideteam.net/brand-management-powerpoint-presentation-slides.html>
- <https://epgp.inflibnet.ac.in/Home/ViewSubject?catid=6>
- <https://epgp.inflibnet.ac.in/Home/ViewSubject?catid=23>
- <https://www.youtube.com/c/cecgurukul/search?query=brand%20management>

**MBG5041 Human Resource Development**

Course Code	MBG5041	Semester	I
Course Title	<i>Human Resource Development</i>		
Credits	3	Type	Core

**This course will help students to acquire human resource training and development skills. The course also focuses on human values in terms of development of motivation, leadership skills and diversity training.**

**Course Description**

To provide a clear idea about the principles of training and also to emphasize the value of developing and designing training programs for the betterment of the organization.

**Course Outcome**

By the end of the course, students are expected to be able to:

1. knowledge gained
  - To understand about the role of leadership, motivation and communication in an organization
  - To understand the importance of globalization and diversity in modern organizations
2. Skills gained
  - To be able to develop and design a training and development program
  - Describe and illustrate how to identify training requirements.
3. competency gained
  - To understand the various approaches in human resource development

**Course Structure**

The following is a detailed syllabus. ....

**Module I : Introduction to Training**

- Concept, Role, Need and Importance of Training, Types of Training, Philosophy of Training, Principles of Training, Components of Training, Developing an Integrated Approach of Learning in Training Programme.

**Module II : Training Need Identification**

Concepts, Determination of Training Needs, Approaches to Training Needs Assessment, Tools/ Methods of Identification of Training Needs, Recent scenario of TNI, TNI Cycle of Events.

**Module III : Training Design**

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Concept of designing Training programs, Process, Design Theory, Matching methods with outcomes, Trainer Identification, Methods and Techniques of Training, Designing A Training Unit (Cross Cultural, Leadership, Training the Trainer, Change), Budgeting of Training – preparation of training proposals.

### **Module IV :Implementation and Evaluation**

Different Methods of Training, Integrated Instructional Strategy, Orientation Training, Diversity Training, Team Training, Training Equity; Rationales for Evaluation, Methods of Evaluation, Evaluation Design Issues – induction Vs orientation.

### **Module V : Management Development**

Focus & Approach to Management Development, general Characteristics of Managers, Integration of Strategies & management Characteristics, Management Development Implications Strategies for Training executives.

### **Testing & Evaluation (if any)**

- Assignments
- Case analysis/ Problems
- Seminar/Project
- Discussions/ Group activity

### **References**

- TV Rao (1991), Readings in HRD, Oxford and IBH.
- Buckley, R., &Caple, J (2010).; The theory and practice of Training (5th ed.). London and Sterling,
- Lynton, R., Pareek, U.(1983); Training for Organizational Transformation for Policy Makers and Change Managers, Sage, London,
- Rae, L(1991);How to Measure Training Effectiveness, 3rd ed., Gower, Aldershot
- P. Nick Blanchard, James W. Thacker; Effective Training (2006), Systems, Strategies & Practices, Second Edition; Pearson Education
- [https://onlinecourses.nptel.ac.in/noc19\\_mg51/preview](https://onlinecourses.nptel.ac.in/noc19_mg51/preview)
- [https://online-degree.swayam.gov.in/dyp20\\_d01\\_s2\\_mg09/preview](https://online-degree.swayam.gov.in/dyp20_d01_s2_mg09/preview)
- <https://shodhganga.inflibnet.ac.in/handle/10603/11268>



## Programme: MBA (General)

**MBG5 042**

### **Organizational Change and Intervention Strategies**

Course Code	MBG5 042	Semester	III
Course Title	Organizational Change and Intervention Strategies		
Credits	3	Type	Elective

**This is a conflict resolving, participatory and skill development-based course that aims to impart change management and implementation skills to the students.**

#### **Course Description**

The course will impart competency in managing change in the organization through various organization development intervention strategies to become a leader of change in the organization.

#### **Course Outcome**

By the end of the course, students are expected to be able to gain the following learning outcomes.

1. Knowledge gained:
  - Understanding about the nature of change in organizations and necessity for change
  - Concept of strategic change management
  - change cycle , process and factors that affect change in organizations and to manage the strategic change in organization.
  - Models on Organizational Development, structure and change.
2. Skills gained:
  - analyze the change resistance in organizations and identify the possible ways to implement change in organizations for transformations.
3. Competency gained:
  - coordinate and communicate with the team to bring about change.
  - planning with the management team and leading the organization to transformation.

#### **Course Structure**

The following is a detailed syllabus.

**Module I: Nature of Change - Necessity** for Change; creating readiness for Organizational Change, A readiness Model, Interpersonal & Social Dynamics, and Change Agent attributes.

**Module II: Planning for Change** - Integrated Strategic change model; Managing Strategic Change; Transformational Change & its characteristics; Continuous Learning & change, Cultural & climatic factors affected by change; Global perspectives related to change

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**Module III: Change Process** - Change Cycle; change process; leadership patterns & Transformational strategies; Cultural & Climatic factors affect Change; Sustainable change Process.

**Module IV: Change Implementation** - Resistance to change; Strategies to overcome the resistance; Strategies to face the resistance to change; Business Process Re-engineering (BPR), Leader as a change agent in organizations

**Module V: Organizational Development** -Introduction; Evolution and nature of OD; Foundations of OD, The Process of OD, Major OD Interventions & strategies and their expected outcome; Special applications of OD & future directions in OD

### **Testing & Evaluation (if any)**

- Assignments
- Case analysis/ Problems
- Seminar/Project
- Discussions/ Group activity
- Internal Assessment

### **References:**

1. Wendell L. French, Cecil H. Bell, Jr., Robert A. Zawacki; (2012); Organization Development & Transformation – Managing Effective Change; 4<sup>th</sup> Edition; Tata McGraw –Hill Publishing Company Ltd, New Delhi.
2. Cummings & Worley: (2011); Organization Development & Change; 7<sup>th</sup> Edition; Thomson; South Western Publication.
3. Donald Anderson (2012), Cases and exercises in organizational change and development, Sage.
4. William Ruthwell (2015), Organisational development changes, ATD Press.
5. [https://onlinecourses.nptel.ac.in/noc20\\_mg56/preview](https://onlinecourses.nptel.ac.in/noc20_mg56/preview)
6. <https://www.classcentral.com/course/swayam-organization-development-and-change-in-21st-century-19963>

# Programme: MBA (General)

**MBG5043**

**Performance Management**

Course Code	MBG5 043	Semester	III
Course Title	<i>Performance Management</i>		
Credits	3	Type	Elective

**This is an empowering and job-oriented course that helps the students to gain employability in the market.**

## Course Description

The course provides an understanding about the importance and process of performance management and the various tools available for measuring performance.

## Course Outcome

By the end of the course, students are expected to be able to gain the following learning outcomes.

1. Knowledge gained:
  - Understand the importance and value of the human capital to the organization
  - Various methods of measuring and evaluating performance
  - concepts and theories on performance management.
2. Skills gained:
  - Analyze the various methods to rewards and thereby motivate the employees
  - Understand the importance of feedback and counselling.
3. Competency gained:
  - skills to evaluate the employees performance
  - plan incentives and benefits schemes for the organization.
  - creation of the pay structure of the organization.

## Course Structure

The following is a detailed syllabus.

### MODULE I : Introduction to Performance Management

Aims, Characteristics; Developments in Performance Management; Concerns; Understanding PM, Performance Appraisal and performance Management – PM and MBO – 7 rules of excellence – 7 sins of HR professionals.

### MODULE II : Process of Performance Management

Performance Management cycle; PM Sequence, Working of PM; Performance Management Activities; PM in action – feedback management in PM – performance counselling

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## MODULE III : Performance Management and Development

Measuring performance, Criteria for performance measurement; Setting Organizational, Team & Individual Performance Standards; Methods for evaluating Performance – 360 Degree appraisal, Competency Mapping & Competency Modelling, Balance Score card

## MODULE IV : Performance Linked Rewards

Methods; Pay Structure; Performance Related Pay (PRP). Competence related pay; Team pay-contribution related pay; Skill based pay; Shop floor incentive bonus scheme; Sales force incentive schemes, Team rewards; Gain sharing, Profit sharing.

## MODULE V : Evaluating Performance

Methods, Typical approach in evaluation, the rationale for Performance Management; Performance Agreements; Performance Reviews; feedbacks – e-PM – strategic role of HR professionals

## Testing & Evaluation

- Internal Test
- Assignments
- Case Study
- Role Play
- Seminar

## References

- Armstrong, M & Baron, A (2008) Performance Management: The new Realities; Institute of Personnel & Development, London
- Rothwells, W (2002) Models of Human Resource Improvement; 2nd Edition, American Society for Training & development, Alexandria, VA
- Michael Armstrong (2010); Performance Management, 4th Edition; Kogan pages
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# Programme: MBA (General)

**MBG5 044**

## **Conflict Resolutions and Negotiations**

Course Code	MBG5 044	Semester	III
Course Title	Conflict Resolutions and Negotiations		
Credits	3	Type	Elective

**This is an employability based course focusing on conflict resolution, negotiation and team-building skills. The course also focuses on professional ethics in terms of industrial peace, code of discipline and conflict resolutions.**

### **Course Description**

To examine the factors and issues that influence group performance and group effectiveness, to identify causes of intra-group and intergroup conflict and ways and means of resolving the conflict and to cultivate skills for group decision-making and teambuilding.

### **Course Outcome**

By the end of the course, students are expected to be able to:

1. Knowledge gained:
  - Have an understanding of various sources of conflicts and find ways to resolve them in real life.
  - Understand the concept of stress and how to manage it in an organization.
  - Knowledge on industrial peace and code of discipline.
2. Skill gained:
  - Equip with stress management, conflict assessment and resolution skills.
3. Competency gained:
  - Understand the importance of global culture and use it to reduce multicultural conflicts
  - Develop better interrelationships within and outside the organization

### **Course Structure**

The following is a detailed syllabus. ....

#### **Module I : Stress & Conflict: (6 hours)**

Module Description: Meaning & causes of stress, types of conflicts (intra individual & interactive), coping strategies for stress & conflict; negotiation skills.

#### **Module II : Industrial Conflicts/Disputes (6 hours)**

Module Description: Meaning, essentials, classification, recognition of disputes, impact of industrial disputes, factors of industrial disputes/conflicts, Strikes-forms, prevention of strikes, lock-outs, gheraos, Ways to achieve industrial peace, Code of discipline in industry.

#### **Module III : Identification of Stress (6 hours)**



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Module Description: Verbal and Non-verbal Indicators of Stress, Assessment of Stress, Stress and Management of Change, Stress and Conflict.

### **Module IV : Group Conflict**

**(6 hours)**

Module Description: Sources of Conflict in Groups – Conflict process – Coalitions – conflict resolution; Conflict between groups – sources – resolving intergroup conflict.

### **Module V:**

**(6 hours)**

Module Description: Cross-cultural decision making, staffing, expatriation and repatriation; communication and cooperation in an international team, Managing culturally appropriate leadership style, Designing result-oriented motivational tools, Intercultural negotiation and conflicts management.

### **Testing & Evaluation (if any)**

- Assignments
- Case analysis/ Problems
- Seminar/Project
- Discussions/ Group activity
- Internal Assessment

### **References**

1. Fred Luthans, (2010)Organizational Behavior, McGraw-Hill Education
2. Owen, W.V. and Finston, H.V. (1954), Industrial Relations: Management, Labour and Society, Appleton Century Crafts, New York.
3. Ratna Sen, (2003), Industrial Relations In India : Shifting Paradigms, Macmillan Publishers India
4. Jerrold Greenberg, (2012), Comprehensive Stress Management, 13th Edition, McGraw-Hill Education
5. Valerie J Sutherland, Cary L Cooper, (2003), Strategic stress management: an organizational, Palgrave

# Programme: MBA (General)

## MBG5401 Business Analytics

Course Code	MBG5401	Semester	IV
Course Title	<i>BUSINESS ANALYTICS</i>		
Credits	3	Type	CORE

**Employability based course imparting Analytical and problem solving skills for business management, programming skills, technical skills to use various statistical software tools**

### Course Description

This course provides the students an exposure to the role of analytics in business decision making. The students also learn working with R software which is quite popular and extensively used in the area of analytics.

### Course Outcome

By the end of the course, students are expected to be able to gain the following learning outcomes.

Knowledge Gained:

- Overview of business analytics- types of data , its application in business
- Visualize and explore data and how it can effectively described with data modelling tools

Skills Gained:

- To understand the forecasting techniques through predictive analytics
- To familiarize with Big data Analytics

Competency Gained:

- To find solutions to business problems through prescriptive analytics and decision analysis

### Course Structure

The following is a detailed syllabus. ....

#### Module I

Introduction to Business Analytics, Types of data, Integrating Analytics with business, Business Analytics for Competitive Advantage, Business Analytics Process Cycle. Machine learning.

#### Module II

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Descriptive Analytics - Visualizing and Exploring Data-Descriptive Statistical Measures- Probability Distributions and Data Modeling -Sampling and Estimation-Statistical Inference.

### **Module III**

Predictive Analytics-Trendlines and Regression Analysis-Forecasting Techniques- Introduction to Data Mining-Spreadsheet Modeling and Analysis- Monte Carlo Simulation and Risk Analysis.

### **Module IV**

Prescriptive Analytics-Linear Optimization-Applications of Linear Optimization-Integer Optimization-Decision Analysis.

### **Module V**

Market basket Analysis -Text Analytics - Introduction to Big Data-Master Data Management.

### **Testing & Evaluation (if any)**

- Assignments
- Case analysis/ Problems
- Seminar/Project
- Discussions/ Group activity
- Internal Assessment

### **References**

- 1.Camm, J. D., Cochran, J. J., Fry, M. J., Ohlmann, J. W., & Anderson, D. R. (2015). Essentials of Business Analytics. South Western, First edition.
- 2.Evans James R. (2017). Business Analytics. Pearson Education, Second edition.
- 3.Sandhya Kuruganti & Hindol Basu (2015). Business Analytics: Applications To Consumer Marketing. McGraw Hill Education, First edition.
- 4.Ramesh Sharda, Dursun Delen & Efraim Turban (2017). Business Intelligence: A Managerial Approach. Pearson, Fourth edition.

## Programme: MBA (General)

**MBG5 021**

### **Security Analysis and Portfolio Management**

Course Code	MBG5 021	Semester	IV
Course Title	<i>Security Analysis and Portfolio Management</i>		
Credits	3	Type	Elective

**This is a practical and problem-based course that develops the investment management skills and portfolio management skills. It is an employability-based course.**

#### **Course Description**

The course provides an in-depth knowledge of the theory and practice of Investment decision making process and portfolio management.

#### **Course Outcome**

By the end of the course, students are expected to be able to gain the following learning outcomes: -

1. Knowledge gained:
  - (i) Examine the various investment avenues
  - (ii) Understand the importance of investment
2. Skills gained:
  - (i) Evaluate the various investment alternatives available in the market
  - (ii) Analyze the Indian financial markets
  - (iii) Technical and Fundamental analysis
3. Competency gained:
  - (i) Realising the movements in the stock market and the factors influencing these fluctuations
  - (ii) Strategising financial investments
  - (iii) Evaluate the profitability of a portfolio

#### **Course Structure**

The following is a detailed syllabus.

##### **MODULE I :**

Introduction to investments - Nature and scope of investment decision - investment planning & policy, investment process – Investment alternatives - Govt. Securities - Money market instruments - equity bonds- mutual funds model derivative instruments - futures - options – commodity futures, index futures - stock futures - hedge funds. Risk and return, Asset allocation and security selection.

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## **MODULE II :**

Operations of Indian stock market and Bond markets, new issue market - Book building process - listing - secondary market - online trading - dematerialisation - Depository services– Mechanics of investing - mutual fund types - performance evaluation.

## **MODULE III :**

Valuation of fixed income securities - Bond valuation and yields - Bonds duration and yield analysis - Term structure theories-Common stock valuation - different valuation models – dividend and value of options, discounted cash flow models, pricing, earnings rating, valuation of options. Binomial option pricing model - Black scholes option model.

## **MODULE IV :**

Security Analysis - Fundamental Analysis - Economic Analysis - Industry analysis - company analysis measuring earnings, forecasting earnings, applied valuation technical analysis – theory – flow theory, efficient market hypothesis.

## **MODULE V :**

Portfolio-Introduction - Markowitz portfolio theory - mean variance criterion (MVC) - Nature of investment risk - MVC and portfolio selection - portfolio of two risky securities - AS security portfolio - Application of market model in portfolio construction, CAPM, APT – constructing the efficient frontier - constructing the optimum portfolio - portfolio performance evaluation.

## **Testing & Evaluation (if any)**

- Assignments
- Case analysis/ Problems
- Seminar/Project
- Discussions/ Group activity
- Internal Assessment

## **References**

- Kevin, (2006), Portfolio Management, , Prentice Hall of India
- Punithavathy Pandian (2012), Security Analysis and Portfolio Management, Vikas Publishing House
- E. Fischer Donald, J. Jordan Ronald, K. Pradhan Ashwini (2018) Security Analysis and Portfolio Management, Pearson.
- Zvi Bodie, Alex Kane, Alan J. Marcus, Pitabas Mohanty (2017), Investments, Tata MC Graw Hill.
- Prasanna Chandra, (2017), Investment Analysis and Portfolio Management, Tata MC Graw Hill
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- [https://ugcmoocs.inflibnet.ac.inugcmoocs/moocs\\_courses.php](https://ugcmoocs.inflibnet.ac.inugcmoocs/moocs_courses.php)



## Programme: MBA (General)

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- <https://slideplayer.com/slide/10684059/>
- [https://www.academia.edu/3203223/Securities Analysis and Portfolio Management](https://www.academia.edu/3203223/Securities_Analysis_and_Portfolio_Management)
- <https://epgp.inflibnet.ac.in/Home/ViewSubject?catid=23>
- <https://www.youtube.com/c/cecgurukul/search?query=security%20analysis%20and%20portfolio%20management>

# Programme: MBA (General)

## MBG5022 MANAGEMENT OF FINANCIAL SERVICES

Course Code	MBG5022	Semester	IV
Course Title	<b>MANAGEMENT OF FINANCIAL SERVICES</b>		
Credits	3	Type	Specialisation

**This is an employability-based financial skill development course which focuses on the financial market and the financial services in India.**

### Course Description

To understand the structure, scope and role of the Indian financial system. To familiarize the operational and regulatory framework of Indian Financial System

### Course Outcome

By the end of the course, students are expected to be able to gain the following learning outcomes: -

1. Knowledge gained:
  - (i) Awareness of the Indian financial system and its regulatory framework
  - (ii) To familiarize the students with the fundamental principles of financial services and management
  - (iii) To provide an insight into the changing financial management practices and technology
2. Skills gained:
  - (i) To analysis the scope and future of different retail financial services
  - (ii) Creation of talented and resourceful financial managers
3. Competency gained:
  - (i) Understand the new marketing trends of financial services and equip students to handle finance with modern requirements

### Course Structure

**Module I:** Indian Financial System - Structure of a Financial System – Financial Markets- Financial Instruments -Financial Institutions, Intermediaries, Financial services, - Financial Regulatory Authorities

**Module II:** Financial Markets - Money market-Organized and Unorganized- Sub markets- Capital market- Primary market-IPO-FPO- NFO-Book Building-Right Issue-Private placement- Bonus issue-Buy-back-Secondary market-Stock exchanges- Role and functions of Stock Exchanges- BSE-NSE.

**Module III:** Financial Instruments - Money market instruments- Call money markets- Treasury bills-Repurchase agreements- Bankers acceptance-Commercial paper- Certificate of

## **Programme: MBA (General)**

deposits-Commercial bill market-Capital market instruments- Shares- debentures- Bonds

**Module IV:** Financial Institutions - Developmental banks-Commercial Banks- Public sector banks- Private sector banks- New Generation banks- EXIM banks-Insurance companies- NBFCs

**Module V:** Financial services and Financial Regulatory Authorities - Financial service industry- Emergence and developments- Fund based services- Merchant banking- Non-fund based services-Leasing and hire purchasing- Bill discounting and Factoring-Forfaiting- Securitization- Mutual Funds-Venture capital funds- Depository participants-Credit Rating-Consumer Finance- Credit and Debit cards-Insurance Products- Financial Sector Reforms- RBI and SEBI Guide lines to Financial Markets and Services.

### **Testing & Evaluation (if any)**

- Assignments
- Case analysis/ Problems
- Seminar/Project
- Discussions/ Group activity
- Internal Assessment

### **References**

1. Khan, M.Y., (2010 ), Financial Services, Tata McGraw Hill
2. PunithavathyPandian, (2009), Financial Services and Markets, Vikas PH.
3. Machiraju, HR, (2010), Indian Financial system, Vikas PH.
4. Kothari and Rajesh, (2010) Financial Services in India: Concept and Application, Sage, New Delhi.
5. Gordon, E & Natarajan, K., (2011), Financial Markets & Services, Himalaya PH.

# Programme: MBA (General)

## MBG5023 International Finance

Course Code	MBG5523	Semester	IV
Course Title	International Finance		
Credits	3	Type	Core

**This is a problem-solving, skill development and employability-based course which aims to provide the students with a basic understanding of how international monetary transactions occur.**

### Course Description

To provide the students an overall view of the international financial system and how multinational corporations operate. Create an understanding of the international financial markets function.

### Course Outcome

By the end of the course, students are expected to be able to gain the following learning outcomes.

1. Knowledge gained:
  - Develop a basic understanding on Exchange rates and the functioning of Foreign exchange markets.
  - Understand the issue dealt in international finance and investments.
  - Understand the various international monetary systems present.
  - understand the basics of Balance of payment position of our country and the exchange rate regime followed by India.
  - Understand the financial institutions functioning in India and globally and their roles in the foreign exchange market.
  - Understand the documentation process in international transactions.
2. Skills gained:
  - analyse the methods of international currency transactions
  - evaluate risk in foreign exchange management and device strategies to mitigate it.
3. Competency gained:
  - manage the cash flow of the organization
  - manage the partnership
  - documentation and exchange transaction process

### Course Structure

The following is a detailed syllabus. ....

#### Module I : Fundamentals of foreign exchange

**(6 hours)**

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Module Description: Need for foreign exchange - definitions - international trade and foreign exchange - gains from international trade - international finance - gains from international capital flow - globalization of markets.

### **Module II : Exchange rate mechanism**

**(6 hours)**

Module Description: Types of exchange rates- factors affecting exchange rates and forward rates - types of quotation - rules for quoting exchange rate regime in India - evolution, development and present status - theories of exchange rate determination - exchange rate forecasting.

### **Module III : International Monetary System**

**(6 hours)**

Module Description: Gold Standard - Bretton Wood System and Subsequent International Monetary Developments - Floating Rate Regime - Role and Functions of International Monetary Fund and World Bank - European Monetary system and Euro Balance of Payment - India's Balance of Payment position - Elements of open Economy. Capital and Current Account Convertibility - Fundamental parity relations - purchasing power parity covered and uncovered - Interest Rate parity - International Fisher Effect.

### **Module IV: International Financial Markets**

**(6 hours)**

Module Description: Segments, Participants and Dealing Procedures - Classification of Markets - Borrowing and Investing in International Financial Markets. Instruments and Institutions - Foreign Exchange Market in India - Evolution and Development - Major Centres - Classification - Interbank and Customer Markets - Regulatory and Supervisory Framework - Role of RBI and FEDAI - FEMA and Exchange Control Regulations.

### **Unit V : Foreign Exchange Risk Management**

**(6 hours)**

Module Description: Defining and Measuring Risk and Exposure - Types of Exposures - Accounting of Foreign Exchange Transactions - Hedging, arbitrage and Cover Operations - Hedging with Foreign Exchange Contracts - Booking, Early Delivery, Extension and Cancellation of Forward Contracts - Inter Bank Dealings - Swaps and Cover Operations - Forex and Money Market Operations - Currency and Funds Position - Foreign Exchange Dealings and Risk Management - Risk Control and Risk Management System - Hedging with Derivatives - FRAs Swaps Futures and Options.

### **Testing & Evaluation (if any)**

- Assignments
- Case analysis/ Problems
- Seminar/Project
- Discussions/ Group activity
- Internal Assessment



## **Programme: MBA (General)**

### **References**

1. Kevin S, (2009), International Financial Management, Prentice Hall.
2. Alan C. Shapiro, (2013), Foundations of Multinational Financial Management, Wiley
3. P.G. Apte, (2010), International Financial Management, Tata McGraw-Hill Education
4. Abdullah Faud A, (1987), Financial Management for the Multinational Firms, Prentice-Hall  
Keith Pilbeam, (2013), International Finance, Macmillan International.

# Programme: MBA (General)

## MBG5081 SUPPLY CHAIN MANAGEMENT

Course Code	MBG5 081	Semester	IV
Course Title	<i>SUPPLY CHAIN MANAGEMENT</i>		
Credits	3	Type	Elective 1-Operations

**This course will help students in developing supply chain relationship management skills**

### Course Description

To understand the concepts, practices, and importance of logistics management and supply chain management and to develop skills and competence to design and operate logistics facilities.

#### Course Outcome

By the end of the course, students are expected to be able to:

1. Knowledge gained
  - To summarize the basics of logistics management
  - Discuss the various transportation services and logistics facilities
  - To paraphrase on the global scope of logistics
2. Skills gained
  - Inventory management skills
  - Order processing skills
3. competency gained
  - To understand the fundamental concepts in supply chain management

### Course Structure

#### Module I: Introduction to Logistics

Introduction to Logistics and its interface with Production and Marketing; Measures of logistics; Physical distribution and logistics.- Logistics Systems Analysis and Design; Warehousing and Distributing Centres; Location.

#### Module II: Transportation Systems

Transportation Systems: Facilities and Services; Dispatch and Routing Decisions and Models; Inventory Management Decisions.

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## **Module III : Logistics Audit and Control**

Logistics Audit and Control; Packaging and Material Handling; International Logistics Management; Logistics Future Directions. Warehousing and Storage-- Transportation- land, water and air.

## **Module IV: Introduction of supply chain**

Introduction of supply chain-logistics and supply chain—functional coordination— supply chain

relationship—cooperation and collaboration with supply chain partners—supply chain synergy. Supply chain value strategy—supply chain flow cycle.

## **Module V : Demand Management**

Demand Management.- Supply chain information system—inter company and intra company information- relationship marketing and supply chain management.

## **Testing & Evaluation (if any)**

- Assignments
- Case analysis/ Problems
- Seminar/Project
- Discussions/ Group activity
- Internal Tests

## **References**

Chopra, S., Meindl, P., & Dharam Vir Kalra (2018). Supply Chain Management: Strategy, Planning and Operation. Pearson Education, Seventh edition.

Janat Shah (2016). Supply Chain Management: Text and Cases. Pearson Education India; Second edition.

Bowersox, D.J., Closs, D.J. & Cooper M.B. (2009). Supply Chain Logistics Management. McGraw Hill Education, Third Edition.

Chandrasekaran N. (2010). Supply Chain Management: Process, System & Practice. Oxford University Press.

Michael Hugos (2018). Essentials of Supply Chain Management. Wiley, Fourth edition.

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## **Programme: MBA (General)**

<https://www.slideshare.net/Tanel/logistics-and-supply-chain-managementoverview>

<https://www.slideshare.net/SlideTeam1/supply-chain-management-and-logistics-powerpoint- presentation-slides>

[https://www.youtube.com/watch?v=c9HfNg4a\\_Og&ab\\_channel=Oracle](https://www.youtube.com/watch?v=c9HfNg4a_Og&ab_channel=Oracle)

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## Programme: MBA (General)

### MBG5082 TOTAL QUALITY MANAGEMENT

Course Code	MBG5082	Semester	IV
Course Title	TOTAL QUALITY MANAGEMENT		
Credits	3	Type	Specialization

#### Course Description

The course provides insights on the concepts and functions of quality, designing quality, sampling, assurance and ISO

#### Course Outcome

By the end of the course, students are expected to be able to:

- To understand the concepts of managing quality in manufacturing and services
- To acquire knowledge on quality design and quality measurement tools and its application
- To learn error measurement through sampling procedures and ensuring accuracy reducing risks
- To train the students on various quality management models
- To familiarize concepts quality auditing and reporting including Six Sigma and ISO standards

#### Module I

Introduction to Quality, Definitions – Basic concepts – Quality function – Managing for quality – Quality planning – Organization for quality – Developing a quality culture – Control of quality and quality improvement.

#### Module II

Designing for quality – Quality measurement in manufacturing – Statistical process control – Control chart for variables – X bar and R Chart – Control chart for attributes – P and C charts.

#### Module III

Inspection planning – Accuracy – Errors of measurement – Acceptance sampling plans – Producer Risk – Consumer Risk – The operating characteristics curves.

#### Module IV

Reliability and life testing – Hazard models – Constant Hazard - Linearly increasing Hazard – Weibull model – MTTF System reliability – Series and parallel.

#### Module V

Quality Assurance- Six Sigma-concept – quality auditing – Audit Reporting – Quality survey. Total Quality Management, ISO concepts.

#### References:

- 1.Besterfield Dale H. , Besterfield Carol , Besterfield Glen H., Besterfield Mary, Urdhwareshe Hemant & Urdhwareshe Rashmi (2018). Total Quality Management (TQM). Pearson Education India, Fifth edition.
- 2.Poornima M. Charantimath (2017). Total Quality Management Paperback. Pearson Education, Third edition.
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# Programme: MBA (General)

## MBG5083 PURCHASING AND MATERIALS MANAGEMENT

Course Code	MBG5083	Semester	IV
Course Title	<b>PURCHASING AND MATERIALS MANAGEMENT</b>		
Credits	3	Type	Elective III-Operations

**This skill-based course is enriched with concept applications, practical knowledge, and competency-oriented.**

### Course Description

- To introduce students to the basics of purchasing and material planning to controlling in an organization.

### Course Outcome

By the end of the course, students are expected to be able to equip with the following outcomes:

1. Knowledge gained:
  - Demonstrate an understanding of the basic concepts in Materials Management.
  - Understand the Forecasting Techniques in Materials Planning and Budgeting.
  - Have an idea on the role of Purchasing, Suppliers and Vendors in Material Management.
2. Skill gained:
  - Skills on MRP, Budgeting, Value Analysis and Warehouse management with the latest technology.
3. Competency gained:
  - In-depth understanding of Store management, Layout and various disposals.
  - Ability to analyze and evaluate material handling through value analysis and engineering.

### Course Structure

The following is a detailed syllabus. ....

#### Module I

Importance of materials management, integrated approach. Materials management at micro-macro levels. Total concept – Systems approach. The materials function – interfaces-Benefits of integrated systems approach.

#### Module II

Forecasting & Planning. Forecasting methods, factors affecting forecasts – Materials planning, Materials Cycle and Flow Control Systems, Materials Budget.

#### Module III

Purchasing, Purchasing organization, duties of purchasing department, centralized



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and localized purchasing, purchasing policies, budgets, methods of purchasing, buying factors, source selection, source development, supplier performance appraisal make or buy decision, Vendor – Vendee relations, Vendor development, International purchasing – purchasing procedures and records : Requisition, purchases order follow up and expediting systems, receipt and inspection.

### **Module IV**

Stores management and Control: Stores and Stores organization: organization of stores location and layout of stores; functions of stores keeping; stores records and procedure; salvage and surplus disposal & scarp disposal. Standardization and variety reduction. Merits and demerits of codification.

### **Module V**

Materials handling systems basic principles. Types equipment, materials handling, movement and storage cost. Evaluation of material handling – Evaluation of value, essentials of value, essentials of value analysis and engineering. Organization for value analysis.

### **Testing & Evaluation (if any)**

- Assignments
- Case analysis/ Problems
- Seminar/Project
- Discussions/ Group activity
- Internal Test

### **References**

1. PremVrat (2016). Materials Management: An Integrated Systems Approach. Springer, First edition.
2. Chapman Stephen N., Arnold J. R. Tony, Gatewood Ann K. & Clive Lloyd M. (2017). Introduction to Materials Management. Pearson Education, Eighth edition. 81
3. Chitale A.K. & Gupta R.C. (2014). Materials Management a Supply Chain Perspective: Text and Cases. Prentice Hall India Learning Private Limited; Third edition.
4. Gopalkrishnan P. & AbidHaleem (2015). Handbook of Materials Management. Prentice Hall India Learning Private Limited; Second edition.
5. Gopalakrishnan P. (2017). Purchasing and Materials Management. McGraw Hill Education, First edition