



B.S. Abdur Rahman
Crescent
Institute of Science & Technology
Deemed to be University u/s 3 of the UGC Act, 1956

Regulations 2021
Curriculum and Syllabi

M.B.A.



REGULATIONS 2021

CURRICULUM AND SYLLABI (I & II Semesters)

M.B.A.

MASTER OF BUSINESS ADMINISTRATION

VISION AND MISSION OF THE INSTITUTION

VISION

B.S. Abdur Rahman Crescent Institute of Science and Technology aspires to be a leader in Education, Training and Research in multidisciplinary areas of importance and to play a vital role in the Socio – Economic progress of the country in a sustainable manner.

MISSION

- To blossom into an internationally renowned Institute
- To empower the youth through quality and value – based education
- To promote professional leadership and entrepreneurship
- To achieve excellence in all its endeavors to face global challenges
- To provide excellent teaching and research ambience
- To network with global institutions of Excellence, Business, Industry and Research Organizations
- To contribute to the knowledge base through scientific enquiry, applied research and Innovation

VISION AND MISSION OF CRESCENT SCHOOL OF BUSINESS

VISION

Crescent School of Business aspires to be an industry integrated world-class B-school.

MISSION

- To foster a comprehensive management education with global perspective
- To help the students identify their potential and encourage them to manage uncertainty and complexity
- To excel in postgraduate management education, research and practice
- To conduct management development programmes for managerially competent, technically proficient, and socially purposeful professionals

VISION AND MISSION OF DEPARTMENT OF MANAGEMENT STUDIES

The vision and mission statement of the Department of Management Studies is aligned with the vision and mission statements of the Institute.

VISION

The Department of Management Studies aspires to become a Management Institution of national repute, providing industry-oriented, socially-responsible and research inclined management professionals.

MISSION

1. To offer post graduate and research programmes of industry and social relevance
2. To provide functional specific knowledge through industry scenario study and analysis using multiple pedagogies
3. To enhance managerial and soft skills that augment the overall professional development
4. To encourage and support in fulfilling the drive for teaching and research
5. To pursue consultancy projects and collaborative research

PROGRAMME EDUCATIONAL OBJECTIVES AND OUTCOMES**MASTER OF BUSINESS ADMINISTRATION****PROGRAMME EDUCATIONAL OBJECTIVES**

The students of MBA programme would be able to

1. Perform cross functional management tasks efficiently
2. Initiate and participate in organizational change process
3. Demonstrate multi faceted leadership skills in business scenario
4. Practice ethics in management
5. Become successful entrepreneurs

PROGRAM OUTCOMES

The students of MBA programme would be able to

1. Apply knowledge of management theories and practices to solve business problems
2. Foster analytical and critical thinking abilities for data-based decision making
3. Develop value-based leadership ability
4. Understand, analyze and communicate global, economic, legal, and ethical aspects of business
5. Lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment
6. Design strategies using the appropriate methodology for business development
7. Become an entrepreneur

REGULATIONS – 2021**MASTER OF BUSINESS ADMINISTRATION DEGREE
PROGRAMME*****(Under Choice Based Credit System)*****1.0 PRELIMINARY DEFINITIONS AND NOMENCLATURE**

- 1.1 "Programme"** means a Postgraduate Degree Programme (MBA).
- 1.2 "Course"** means a theory or practical subject that is normally studied in a semester, like Management concepts, Computers and Business Application Lab, Written Analysis and Communication Lab, etc.
- 1.3 "Institution"** means B.S. Abdur Rahman Crescent Institute of Science and Technology.
- 1.4 "Academic Council"** means the Academic Council, which is the apex body on all academic matters of this Institute.
- 1.5 "Dean (Academic Affairs)"** means the Dean (Academic Affairs) of the Institution who is responsible for the implementation of relevant rules and regulations for all the academic activities.
- 1.6 "Dean (Student Affairs)"** means the Dean (Students Affairs) of the Institution who is responsible for activities related to student welfare and discipline in the campus.
- 1.7 "Controller of Examinations"** means the Controller of Examinations of the Institution who is responsible for the conduct of examinations and declaration of results.
- 1.8 "Dean of the School"** means the Dean of the School of the department concerned.
- 1.9 "Head of the Department"** means the Head of the Department concerned.

2.0 ADMISSION REQUIREMENTS

- 2.1** Students with any Under Graduate degree from UGC recognised institutions with 10+2+3 (or) 4 pattern and those appearing for their final examination (subject to passing) are eligible to apply. To be considered for selection, the student should have either appeared for MAT/CAT/XAT/TANCET or Crescent Entrance Test. Admission is based on the combined

scores (a) UG degree marks (b) Entrance test (MAT/CAT/XAT/TANCET/Crescent Entrance Test, etc.), and personal interview.

- 2.2** Eligibility conditions for admission such as class obtained, number of attempts in the qualifying examination and physical fitness will be as prescribed by this Institution from time to time.

3.0 DURATION AND STRUCTURE OF THE PG PROGRAMME

- 3.1** The minimum and maximum period for completion of the PG Programmes are given below:

Programme	Min. No. of Semesters	Max. No. of Semesters
MBA (Full Time)	4	6

- 3.2** The PG programmes consist of the following components as prescribed in the respective curriculum

- i. Core courses
- ii. Functional / Programme / General elective courses
- iii. Strategy optional courses
- iv. MOOC
- v. Internship
- vi. Project work
- vii. Laboratory Courses
- viii. Case studies
- ix. Seminars
- x. Mini Project

- 3.3** The curriculum and syllabi of MBA programme shall be approved by the Academic Council of this Institute.

- 3.4** The minimum number 107 credits to be earned for the successful completion of the MBA programme as specified in the curriculum of the MBA programme.

- 3.5** Each academic semester shall normally comprise of 90 working days. Semester-end examinations will follow immediately after the last working day.

- 3.6** Students opting for strategy focus have to earn an additional mandatory minimum credits of 10 in strategy focus specialization

- 3.7** Credits will be assigned to the courses for all MBA programmes as given below:

- One credit for 10 hours of teaching- learning in theory, tutorial period and 20 hours of practical sessions per semester.
- One credit for two weeks of industrial internship/ project work

3.8 The maximum number of credits registered by a student in non-project semester and project semester should be within the range specified below:

Programme	Full Time	
	Non-project Semester	Project semester
MBA	40	20

3.9 The functional electives from the curriculum are to be chosen with the approval of the Head of the Department / School Dean. A student can do dual specialization not exceeding 24 credits in one functional area.

3.10 Students are required to undergo summer internship for a minimum period of 8 weeks in a business organization (after the end term examination of II Semester.

3.11 The medium of instruction, seminar and project reports will be English.

3.12 Project Work

3.12.1 Project work shall be carried out under the supervision of a Faculty member in the Department and an officer of the organization. The project can also be done attached to an organization under the supervision of a faculty member.

3.12.2 Project work shall be pursued for a minimum of 16 weeks during the final semester.

3.12.3 The project report duly signed by the supervisors and the Head of the Department / School Dean is to be submitted to the Department within two weeks from the last working day.

3.12.4 If a student fails to submit the Project report on or before the specified deadline he / she is deemed to have not completed the Project Work and shall re-register the same in a subsequent semester.

Project work / Dissertation shall be carried out by the student under the supervision of a Faculty member in the department with similar specialization.

4.1 CLASS ADVISOR

A faculty member shall be nominated by the HOD / Dean of School as Class Advisor for the whole class. He/she is responsible for maintaining the academic, curricular and co-curricular records of all students throughout their period of study.

4.2 FACULTY ADVISOR

To help the students in planning their courses of study and for general counseling on the academic programme, the Head of the Department / Dean of School of the students shall attach a certain number of students to a faculty member of the department who shall function as Faculty Advisor for the students throughout their period of study. Such Faculty Advisor shall offer advice to the students on academic and personal matters, and guide the students in taking up courses for registration and enrolment in every semester.

5.0 CLASS COMMITTEE

5.1 A class committee comprising faculty members handling the classes, student representatives and a senior faculty member not handling the courses as chairman will be constituted in every semester:

5.2 The composition of the class committee will be as follows:

- i) One senior faculty member preferably not handling courses for the concerned semester, appointed as chairman by the Head of the Department
- ii) Faculty members of all courses of the semester
- iii) All the students of the class
- iv) Faculty advisor and class advisor
- v) Head of the Department – Ex officio member

5.3 The class committee shall meet at least three times during the semester. The first meeting shall be held within two weeks from the date of commencement of classes, in which the nature of continuous assessment for various courses and the weightages

for each component of assessment shall be decided for the first and second assessment. The second meeting shall be held within a week after the date of midterm assessment report, to review the students' performance and for follow up action.

5.4 During these two meetings the student members, shall meaningfully interact and express opinions and suggestions to improve the effectiveness of the teaching-learning process, curriculum and syllabus.

5.5 The third meeting of the class committee, excluding the student members, shall meet within 5 days from the last day of the semester end examination to analyze the performance of the students in all the components of assessments and decide their grades in each course. The grades for a common course shall be decided by the concerned course committee and shall be presented to the class committee(s) by the concerned course coordinator.

6.0 COURSE COMMITTEE

6.1 Each common theory / laboratory course offered to more than one group of students shall have a "Course Committee" comprising all the teachers handling the common course with one of them nominated as course coordinator. The nomination of the course coordinator shall be made by the Head of the Department / Dean (Academic Affairs) depending upon whether all the teachers handling the common course belong to a single department or from several departments. The Course Committee shall meet as often as possible to prepare a common question paper, scheme of evaluation and ensure uniform evaluation of the assessment tests and semester end examination.

7.0 REGISTRATION AND ENROLLMENT

7.1 The students of first semester shall register and enroll at the time of admission by paying the prescribed fees.

- 7.2** For the subsequent semesters registration for the courses shall be done by the student one week before the last working day of the previous semester.
- 7.3** A student can withdraw from an enrolled course at any time before the first assessment test for genuine reasons, with the approval of the Dean (Academic Affairs), on the recommendation of the Head of the Department of the student.
- 7.4** A student can change an enrolled course within 10 working days from the commencement of the course, with the approval of the Dean (Academic Affairs), on the recommendation of the Head of the Department of the student.

8.0 TEMPORARY BREAK OF STUDY FROM THE PROGRAMME

- 8.1** A student may be permitted by the Dean (Academic Affairs) to avail temporary break of study from the programme up to a maximum of two semesters for reasons of ill health or other valid grounds. A student can avail the break of study before the start of first assessment test of the ongoing semester. However the total duration for completion of the programme shall not exceed the prescribed maximum number of semesters (vide clause 3.1). If any student is debarred for want of attendance or suspended due to any act of indiscipline, it will not be considered as break of study. A student who has availed break of study has to rejoin in the same semester only in the subsequent year. The student availing break of study is permitted to write arrear examinations by paying the prescribed fees.

9.0 MINIMUM REQUIREMENTS TO REGISTER FOR PROJECT

- 9.1** A student is permitted to register for project semester, if he/she has earned the minimum of 60 credits
- 9.2** If the student has not earned minimum number of credits specified, he/she has to earn the required credits, at least to the extent of minimum credits specified in clause 9.1 and then register for the project semester.

10.0 ATTENDANCE

- 10.1** A student shall earn 100% attendance in the contact periods of every course, subject to a maximum relaxation of 25% (for genuine reasons such as medical grounds, representing for the institution in approved events, etc.) to become eligible to appear for the semester end examination in that course, failing which the student shall be awarded “I” grade in that course. The courses in which the student is awarded “I” grade, shall register and redo the course when it is offered next.
- 10.2** The faculty member of each course shall cumulate the attendance details for the semester and furnish the names of the students who have not earned the required attendance in that course to the Class Advisor. The Class Advisor will consolidate and furnish the list of students who have earned less than 75% attendance, in various courses, to the Dean (Academic Affairs) through the Head of the Department / Dean of School. Thereupon, the Dean (Academic Affairs) shall announce the names of such students prevented from writing the semester end examination in each course.
- 10.3** A student who has obtained ‘I’ grade in all the courses in a semester is not permitted to move to next higher semester. Such student shall redo all the courses of the semester in the subsequent academic year. However he / she is permitted to redo the courses awarded with 'I' grade / arrear in previous semesters. They shall also be permitted to write arrear examinations by paying the prescribed fee.
- 10.4** A student shall register to redo a core course wherein “I” or “W” grade is awarded. If the student is awarded, “I” or “W” grade in an elective course either the same elective course may be repeated or a new elective course may be chosen with the approval of Head of the Department / Dean of School.

11.0 REDO COURSES

- 11.1** A student can register for a maximum of two redo courses per

semester in the evening after regular working hours, if such courses are offered by the concerned department. Students may also opt to redo the courses offered during regular semesters, without affecting the regular academic schedule and not exceeding prescribed maximum credits.

- 11.2** The Head of the Department with the approval of Dean (Academic Affairs) may arrange for the conduct of a few courses in the evening after regular working hours, depending on the availability of faculty members and subject to a specified minimum number of students registering for each of such courses.
- 11.3** The number of contact hours and the assessment procedure for any redo course will be the same as those during regular semesters except that there is no provision for any substitute examination and withdrawal from an evening redo course.

12.0 ASSESSMENTS AND EXAMINATIONS

- 12.1** For lecture- based courses, one mid - term examination and one another assessment will be conducted during the semester. The assessments may be combination of any of the following like tests/case studies/mini projects/seminars, quiz/ assignments etc. The assessment procedure as decided in the Class Committee for each batch of students, will be announced to the students right from the beginning of the semester by the course teacher.
- 12.2** There shall be one examination of three / two hours duration, at the end of the semester depending on the credit for the course.
- 12.3** For one (or) two credit courses that are not spread over the entire semester, the evaluation will be conducted at the completion of the course.
- 12.4** The evaluation of the Project work will be based on periodic reviews, the project report and a Viva-Voce Examination by a panel consisting of the supervisor concerned, and an external Examiner.
- 12.5** The evaluation of the summer internship will be based on the report submitted by the student, the feedback from the

organization where the student attended the internship & his / her presentation of the internship experience before the panel of internal examiners. A progress report from the industry will also be considered for evaluation. The weightage for report shall be decided by the respective class committees of the batches.

13.0 WEIGHTAGES

13.1 The following shall be the weightages for different courses:

i) Lecture based course

Mid – term examination and other assessment components	60%
Semester-end examination	40%

ii) Laboratory based courses

Laboratory work assessment	75%
Semester-end examination	25%

iii) Project work

Periodic reviews	50%
Evaluation of Project Report by External Examiner	20%
Viva-Voce Examination	30%

13.2 Appearing for semester end examination for each course (Theory and Practical) is mandatory and a student should secure a minimum of 40% marks in semester end examination for the successful completion of the course.

13.3 The markings for all tests, tutorial, assignments (if any), laboratory work and examinations will be on absolute basis. The final percentage of marks is calculated in each course as per the weightages given in clause 13.1.

13.4 For the first attempt of the arrear theory examination, the internal assessment marks scored for a course during first appearance shall be considered for grading along with the marks scored in the semester end arrear examination. From the subsequent appearance onwards, full weightage shall be assigned to the marks scored in the semester end examination to award grades and the internal assessment marks secured during the course of study shall not be considered.

14.0 SUBSTITUTE EXAMINATIONS

14.1 A student who is absent, for genuine reasons, may be permitted to write a substitute examination for mid term assessment test of a course by paying the prescribed substitute examination fee. However, permission to take up a substitute examination will be given under exceptional circumstances, such as accidents, admission to a hospital due to illness, etc. by a committee constituted by the Head of the Department / Dean of School for that purpose. However there is no substitute examination for semester end examination.

14.2 A student shall apply for substitute exam in the prescribed form to the Head of the Department / Dean of School within a week from the date of assessment test. However the substitute examination will be conducted only after the last working day of the semester and before the semester end examination.

15.0 SUPPLEMENTARY EXAMINATION

15.1 Final Year students can apply for supplementary examination for a maximum of three courses thus providing an opportunity to complete their degree programme. Likewise students with less credit can also apply for supplementary examination for a maximum of three courses to enable them to earn minimum credits to move to higher semester. The students can apply for supplementary examination within three weeks of the declaration of results in both odd and even semester.

16. PASSING, DECLARATION OF RESULTS AND GRADE SHEET

16.1 All assessments of a course shall be made on absolute marks basis. However, the Class Committee without the student members shall meet within 5 days after the semester end examination and analyze the performance of students in all assessments of a course and award letter grades. The letter grades and the corresponding grade points are as follows:

Letter Grade	Grade Points
S	10
A	9
B	8
C	7
D	6
E	5
U	0
W	0
I	0
AB	0

"W" denotes withdrawal from the course.

"I" denotes inadequate attendance and hence prevented from appearing for semester end examination

"U" denotes unsuccessful performance in the course.

"AB" denotes absence for the semester end examination.

- 16.2** A student who earns a minimum of five grade points ('E' grade) in a course is declared to have successfully completed the course. Such a course cannot be repeated by the student for improvement of grade.
- 16.3** The results, after awarding of grades, shall be signed by the Chairman of the Class Committee and Head of the Department / Dean of School and it shall be declared by the Controller of Examinations.
- 16.4** Within one week from the date of declaration of result, a student can apply for revaluation of his / her semester end theory examination answer scripts of one or more courses, on payment of prescribed fee to the Controller of Examinations. Subsequently the Head of the Department/ Dean of School offered the course shall constitute a revaluation committee consisting of Chairman of the Class Committee as convener, the faculty member of the course and a senior faculty member

knowledgeable in that course as members. The committee shall meet within a week to re-evaluate the answer scripts and submit its report to the Controller of Examinations for consideration and decision.

- 16.5** After results are declared, grade sheets shall be issued to each student, which contains the following details: a) list of courses enrolled during the semester including redo courses / arrear courses, if any; b) grades scored; c) Grade Point Average (GPA) for the semester and d) Cumulative Grade Point Average (CGPA) of all courses enrolled from first semester onwards.

GPA is the ratio of the sum of the products of the number of credits of courses registered and the grade points corresponding to the grades scored in those courses, taken for all the courses, to the sum of the number of credits of all the courses in the semester.

If C_i is the number of credits assigned for the i^{th} course and GP_i is the Grade Point in the i^{th} course

$$GPA = \frac{\sum_{i=1}^n (C_i)(GP_i)}{\sum_{i=1}^n C_i}$$

Where n = number of courses

The Cumulative Grade Point Average (CGPA) is calculated in a similar manner, considering all the courses enrolled from first semester.

"I" and "W" grades are excluded for calculating GPA.

"U", "I", "AB" and "W" grades are excluded for calculating CGPA.

The formula for the conversion of CGPA to equivalent percentage of marks is as follows:

Percentage Equivalent of Marks = CGPA X 10

- 16.6** After successful completion of the programme, the Degree shall be awarded upon fulfillment of curriculum requirements and classification based on CGPA as follows:

Classification	CGPA
----------------	------

First Class with Distinction	8.50 and above and passing all the courses in first appearance and completing the programme within the minimum prescribed period.
First Class	6.50 and above and completing the programme within a minimum prescribed period plus two semesters.
Second Class	Others

However, to be eligible for First Class with Distinction, a student should not have obtained 'U' or 'I' grade in any course during his/her period of study and should have completed the PG programme within a minimum period (except break of study). To be eligible for First Class, a student should have passed the examination in all the courses within the specified minimum number of semesters reckoned from his/her commencement of study plus two semesters. For this purpose, the authorized break of study is not considered. The students who do not satisfy the above two conditions shall be classified as second class. For the purpose of classification, the CGPA shall be rounded to two decimal places. For the purpose of comparison of performance of students and ranking, CGPA will be considered up to three decimal places.

17.0 DISCIPLINE

- 17.1** Every student is expected to observe disciplined and decorous behaviour both inside and outside the campus and not to indulge in any activity which tends to affect the reputation of the Institution.
- 17.2** Any act of indiscipline of a student, reported to the Dean (Student Affairs), through the HOD / Dean shall be referred to a Discipline and Welfare Committee constituted by the Registrar for taking appropriate action.

18.0 ELIGIBILITY FOR THE AWARD OF THE MASTERS DEGREE

18.1 A student shall be declared to be eligible for the award of the Masters Degree, if he/she has:

- i. Successfully acquired the required credits as specified in the curriculum corresponding to his/her programme within the stipulated time.
- ii. No disciplinary action is pending against him/her.
- iii. Enrolled and completed at least one value added course.

18.2 The award of the degree must have been approved by the Institute.

19.0 POWER TO MODIFY

Notwithstanding all that have been stated above, the Academic Council has the right to modify any of the above regulations from time to time.

**B.S. ABDUR RAHMAN CRESCENT INSTITUTE OF SCIENCE AND
TECHNOLOGY
MASTER OF BUSINESS ADMINISTRATION
CURRICULUM FRAMEWORK, REGULATIONS 2021**

SEMESTER I

Sl. No.	Course Group	Course Code	Course Title	L	T	P	C
1.	CC	MSE 6101	Management Concepts	3	1	0	4
2.	CC	MSE 6102	Managerial Economics	3	1	0	4
3.	CC	MSE 6103	Statistics for Decision Making	3	1	0	4
4.	CC	MSE 6104	Accounting for Managers	3	1	0	4
5.	CC	MSE 6105	Organisational Behaviour	3	1	0	4
6.	CC	MSE 6106	Legal Aspects of Business	3	1	0	4
7.	CC	MSE 6107	Entrepreneurship Development	3	1	0	4
Career Oriented Practicals							
8.	CC	MSE 6108	Computer applications in Business Laboratory	0	0	2	1
9.	CC	MSE 6109	Business Communication Laboratory	0	0	2	1
Credits							30

SEMESTER II

Sl. No.	Course Group	Course Code	Course Title	L	T	P	C
1.	CC	MSE 6201	Strategic Management	3	1	0	4
2.	CC	MSE 6202	Human Resources Management	3	1	0	4
3.	CC	MSE 6203	Corporate Finance	3	1	0	4
4.	CC	MSE 6204	Operations Management	3	1	0	4
5.	CC	MSE 6205	Marketing Management	3	1	0	4
6.	GEC		General Elective I				4

M.B.A.		Management Studies		Regulations 2021			
7.	GEC		General Elective II				4
8.	SOC		Strategy Optional Course I	2	0	0	2
9.	SOC		Strategy Optional Course II	2	0	0	2
Career Oriented Practicals							
10.	CC	MSE 6206	Current Affairs in Business Laboratory	0	0	2	1
11.	CC	MSE 6207	Psychometrics and Corporate connect Laboratory	0	0	2	1
12.	SOC		Strategy Optional Course III	0	0	2	1
Credits						Min: 30	

Students have to undergo summer internship after the end-term examination of II semester for 8 weeks. The report on internship along with the company certificate should be submitted within one week of the reopening date of third semester. Other details relating to summer internship are given in regulation.

SEMESTER III							
Sl. No.	Course Group	Course Code	Course Title	L	T	P	C
1.	CC	MSE 7101	Managing Disruptive Technologies	3	1	0	4
2.	GEC		General Elective III				4
3.	FEC		Functional Elective I				4
4.	FEC		Functional Elective II				4
5.	FEC		Functional Elective III				4
6.	FEC		Functional Elective IV				4
7.	FEC		Functional Elective V				4
8.	FEC		Functional Elective VI				4
9.	PROJ	MSE 7102	Summer Internship *	0	0	8	4
10.	SOC		Strategy Optional Course IV	2	0	0	2
11.	SOC		Strategy Optional Course V	2	0	0	2
Career Oriented Practicals							
12.	SOC		Strategy Optional Course VI	0	0	2	1

Credits Min: 36

* Though the summer internship is mentioned in the III semester, Students have to undergo summer internship in a business organization after the end - term examination of II semester. Details are given in the regulation.

SEMESTER IV

Sl. No.	Course Group	Course Code	Course Title	L	T	P	C
1.	PROJ	MSE 7201	Project work	0	0	16	8
2.			MOOC (General Management Course) *				3
3.	FEC		Functional Elective V (for strategy option only)				4
4.	FEC		Functional Elective VI (for strategy option only)				4

Credits Min: 11

* any one course from Management discipline from Massive Open Online Courses (From SWAYAM portal) not less than 3 credits to be taken.

Total Credits – 107

LIST OF FUNCTIONAL ELECTIVE COURSES**Specialization I – Marketing Management**

Sl. No.	Course Group	Course Code	Course Title	L	T	P	C
1.	FEC	MSEY 001	Retail Marketing	3	1	0	4
2.	FEC	MSEY 002	Services Marketing	3	1	0	4
3.	FEC	MSEY 003	Marketing Communications and Media Management	3	1	0	4
4.	FEC	MSEY 004	Consumer Behaviour	3	1	0	4
5.	FEC	MSEY 005	Product and Brand Management	3	1	0	4
6.	FEC	MSEY 006	Business – to – Business Marketing	3	1	0	4
7.	FEC	MSEY 007	Customer Relationship Management and Marketing	3	1	0	4
8.	FEC	MSEY 008	Sales and Distribution Management	3	1	0	4
9.	FEC	MSEY 009	Digital and Social Media Marketing	3	1	0	4

Specialization II – Financial Management

Sl. No.	Course Group	Course Code	Course Title	L	T	P	C
1.	FEC	MSEY 016	Behavioural and Personal Finance	3	1	0	4
2.	FEC	MSEY 017	Derivatives Management	3	1	0	4
3.	FEC	MSEY 018	Financial Management	3	1	0	4
4.	FEC	MSEY 019	Financial Markets and Services	3	1	0	4
5.	FEC	MSEY 020	Financial Technology	3	1	0	4
6.	FEC	MSEY 021	International Financial Management	3	1	0	4

M.B.A.	Management Studies			Regulations 2021			
7.	FEC	MSEY 022	Risk Management and Insurance	3	1	0	4
8.	FEC	MSEY 023	Security analysis and Portfolio Management	3	1	0	4
9.	FEC	MSEY 024	Working Capital Management	3	1	0	4

Specialization III – Human Resources Management

Sl. No.	Course Group	Course Code	Course Title	L	T	P	C
1.	FEC	MSEY 031	Managerial Behaviour and Strategic Leadership	3	1	0	4
2.	FEC	MSEY 032	Human Resources Accounting and Audit	3	1	0	4
3.	FEC	MSEY 033	Performance Management and Training	3	1	0	4
4.	FEC	MSEY 034	Industrial Relations and Labour Legislation	3	1	0	4
5.	FEC	MSEY 035	Organizational Structure and Design	3	1	0	4
6.	FEC	MSEY 036	Strategic Human Resource Management	3	1	0	4
7.	FEC	MSEY 037	International Human Resources Management	3	1	0	4
8.	FEC	MSEY 038	Talent Acquisition and Retention	3	1	0	4

Specialization IV – Systems Management

Sl. No.	Course Group	Course Code	Course Title	L	T	P	C
1.	FEC	MSEY 046	Business Analysis and System Development	3	1	0	4
2.	FEC	MSEY 047	Database Management Systems	3	1	0	4
3.	FEC	MSEY 048	E-Commerce Technology	3	1	0	4
4.	FEC	MSEY 049	Strategic Information Technology for	3	1	0	4

Management

5.	FEC	MSEY 050	Enterprise Resource Planning and Management	3	1	0	4
6.	FEC	MSEY 051	Web Technologies	3	1	0	4

Specialization V – Operations Management

Sl. No.	Course Group	Course Code	Course Title	L	T	P	C
1.	FEC	MSEY 061	Supply Chain Management	3	1	0	4
2.	FEC	MSEY 062	Purchase Management	3	1	0	4
3.	FEC	MSEY 063	Logistics Management	3	1	0	4
4.	FEC	MSEY 064	Materials Management	3	1	0	4
5.	FEC	MSEY 065	Total Quality Management	3	1	0	4
6.	FEC	MSEY 066	Service Operations Management	3	1	0	4
7.	FEC	MSEY 067	Management of Manufacturing System	3	1	0	4
8.	FEC	MSEY 068	Project Management	3	1	0	4
9.	FEC	MSEY 069	Applied Operations Research	3	1	0	4

Specialization VI – Alternative Finance

Sl. No.	Course Group	Course Code	Course Title	L	T	P	C
1.	FEC	MSEY 076	Introduction of Islamic Economics	3	1	0	4
2.	FEC	MSEY 077	Fundamentals of Islamic Finance	3	1	0	4
3.	FEC	MSEY 078	Islamic Insurance (Takaful)	3	1	0	4
4.	FEC	MSEY 079	Islamic Bonds (Sukuk)	3	1	0	4

5.	FEC	MSEY 080	Islamic Asset and Fund Management	3	1	0	4
6.	FEC	MSEY 081	Islamic Banking Products and Services	3	1	0	4

Specialization VII – Entrepreneurship

Sl. No.	Course Group	Course Code	Course Title	L	T	P	C
1.	FEC	MSEY 086	Entrepreneurship, Family Enterprises and Successful Ventures	3	1	0	4
2.	FEC	MSEY 087	Financial Institutions and Funding for Entrepreneurs	3	1	0	4
3.	FEC	MSEY 088	Marketing for Entrepreneurs	3	1	0	4
4.	FEC	MSEY 089	Startup Management	3	1	0	4
5.	FEC	MSEY 090	Social Enterprise Management	3	1	0	4

Specialization VIII – International Business Management

Sl. No.	Course Group	Course Code	Course Title	L	T	P	C
1.	FEC	MSEY 096	EXIM Procedures and Documentation	3	1	0	4
2.	FEC	MSEY 097	International Trade and Economic Environment	3	1	0	4
3.	FEC	MSEY 098	International Legal Issues and Governance	3	1	0	4
4.	FEC	MSEY 099	International Marketing Management	3	1	0	4
5.	FEC	MSEY 022	International Financial Management	3	1	0	4
6.	FEC	MSEY 037	International Human Resources Management	3	1	0	4

Specialization IX – Logistics and Supply Chain Management

Sl. No.	Course Group	Course Code	Course Title	L	T	P	C
1.	FEC	MSEY 061	Supply Chain Management	3	1	0	4
2.	FEC	MSEY 062	Purchase Management	3	1	0	4
3.	FEC	MSEY 063	Logistics Management	3	1	0	4
4.	FEC	MSEY 064	Materials Management	3	1	0	4
5.	FEC	MSEY 111	Distribution and Transportation Management	3	1	0	4
6.	FEC	MSEY 112	International Logistics	3	1	0	4
7.	FEC	MSEY 113	Warehouse Management	3	1	0	4
8.	FEC	MSEY 114	Packing and Packaging Management	3	1	0	4

Specialization x – Business Analytics

Sl. No.	Course Group	Course Code	Course Title	L	T	P	C
1.	FEC	MSEY 121	R Programming for Business Research Analytics	3	1	0	4
2.	FEC	MSEY 122	Python Programming	3	1	0	4
3.	FEC	MSEY 123	Data Visualization	3	1	0	4
4.	FEC	MSEY 124	Financial Modelling using Spreadsheet	3	1	0	4

Specialization XI – Banking Operations

Sl. No.	Course Group	Course Code	Course Title	L	T	P	C
1.	FEC	MSEY 131	Fundamentals of Banking	3	1	0	4
2.	FEC	MSEY 132	Legal Aspects of Banking	3	1	0	4

M.B.A.	Management Studies			Regulations 2021			
3.	FEC	MSEY 133	Risk Management in Banks	3	1	0	4
4.	FEC	MSEY 134	Retail Banking	3	1	0	4
5.	FEC	MSEY 135	Treasury and Derivative Management	3	1	0	4
6.	FEC	MSEY 136	International Banking and Forex Management	3	1	0	4

Specialization XII – List of General Electives

Sl. No.	Course Group	Course Code	Course Title	L	T	P	C
1.	GEC	GEEY 126	Management Information System	3	1	0	4
2.	GEC	GEEY 127	Food and Agri Tech Business	3	1	0	4
3.	GEC	GEEY 128	Research Methodology and Data Analysis	3	1	0	4
4.	GEC	GEEY 129	Business Analytics	3	1	0	4
5.	GEC	GEEY 130	NGO Management	3	1	0	4
6.	GEC	GEEY 131	Management of Rural Business	3	1	0	4

Specialization XIII – List of Strategy Optional Courses

Sl. No.	Course Group	Course Code	Course Title	L	T	P	C
1.	SOC	MSEY 141	Design Thinking and Innovation	2	0	0	2
2.	SOC	MSEY 142	Strategic Leadership and Governance	2	0	0	2
3.	SOC	MSEY 143	Sustainability Management	2	0	0	2
4.	SOC	MSEY 144	Balanced Score Card	2	0	0	2
5.	SOC	MSEY 145	International Immersion	0	0	2	1
6.	SOC	MSEY 146	Social / Rural Immersion	0	0	2	1

MSE 6101	MANAGEMENT CONCEPTS	L	T	P	C
SDG: 4		3	1	0	4

COURSE OBJECTIVES:

COB1: Provide insight into various functions and principles of management

COB2: Introduce planning and decision-making techniques

COB3: Familiarize the students with organizing and staffing activities practiced in business

COB4: Give inputs on directing and controlling functions in Organizations

COB5: Create awareness about the corporate' social responsibility, governance and ethical aspects

MODULE I INTRODUCTION 5+1

Forms of Business Organizations- Management: definition, nature, process, functions, science or art, levels – Roles and skills of managers - Approaches to Management – Schools of Management thought – Overview of entrepreneurs and Intrapreneurs.

MODULE II PLANNING 6+2

Planning: purposes, premises, steps, types, hierarchy, limitations – Strategies, Policies, Objectives – Management by Objectives: definition, process, benefits and weakness; Management by Exception – Decision making: Importance, types & process.

MODULE III ORGANIZING AND STAFFING 6+2

Organizing: definition, purpose, process – Organisation: chart and manual – Types of organizations – Line & staff authority/relationship - Span of Management – Departmentation – span of control, Line and staff - Centralization and Decentralization - Delegation - Staffing: definition, overview of the sub-functions.

MODULE IV DIRECTING AND CONTROLLING 6+2

Directing: meaning, requirements – Motivation: definition, types of motives, theories – Leadership: definition, styles, theories, managers vs leaders – Communication: types, process, barriers, principles of effective communication – Controlling: purpose, process, types and techniques.

MODULE V ETHOS AND ETHICS 7+3

Business environment- managing diverse workforce, factors influencing business environment, Indian ethos: role of Indian ethos in Managerial practices - management lessons from vedas, Mahabharatha, Bible, Quran, Arthasasthra etc; Ethos Vs. Ethics; Ethics: Definition of ethics, nature, elements, sources, benefits – Principles of ethical conduct – Factors Influencing Managerial Ethics – Ethics in Marketing, advertising, Product safety, Accounting HR, Cyberspace – Values: Concept, importance – Corporate Social Responsibility: Concept, nature, reasons for growing concern – Corporate Governance: Definition, need and significance and strategies.

L – 30; T – 10; TOTAL HOURS – 40

TEXT BOOKS:

1. Koontz Harold & Weihrich Heinz “Essentials of Management”, Tata McGraw Hill, 10th Edition, 2015.

REFERENCES:

1. Prasad, L.M, “Principles and Practices of Management” Sultan Chand & Sons, 2019.
2. Tripathy P. C. and Reddy P. N., “Principles of Management”, 5th Edition, Tata McGraw Hill, 2015.

COURSE OUTCOMES:

CO1: Prepare different types of functional plans and take suitable managerial decisions

CO2: Develop organizational charts and explain staffing process.

CO3: Choose the right ways and means to motivate and lead Teams

CO4: Apply appropriate control techniques

CO5: Identify / adopt ethical practices in various functional areas

Board of Studies (BoS) :

11th BoS of MBA held on 17.06.2021

Academic Council:

17th AC held on 15.07.2021

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	H		M		H	H	
CO2	H	H			H	M	
CO3	H		H		H	H	
CO4	H		H		H	M	
CO5	L		H		H		H

Note: L - Low Correlation M - Medium Correlation H - High Correlation
SDG 9 : Build resilient Infrastructure, promote inclusive and sustainable industrialization and foster innovation.

The holistic understanding of building materials and components leads to construction of resilient infrastructure and sustainable industrialization)

MSE 6102	MANAGERIAL ECONOMICS	L	T	P	C
SDG: 12		3	1	0	4

COURSE OBJECTIVES:

COB1: To introduce students to the fundamentals of economics relevant from a managerial perspective

COB2: To study about the application of economic theory into a practical business

COB3: To study about the economic tools and analyses that help make better business decisions and forward planning

COB4: To expose students with an overview of an exchange based economy and draws out the relationship between crucial macroeconomic variables like level of income, employment, money supply, inflation, growth etc.

COB5: To provide a comprehensive of the changing business environment resulting from monetary and fiscal policies and different economic policies introduced by the government

MODULE I INTRODUCTION 6+2

Economics: Definition, Subject matter and Scope of Economics; Fundamental Economic Problems; Basic Terms and Concepts; Micro and Macro Economics, Managerial Economics: Definition, Nature and Scope; Basic principles of Managerial Economics: Marginal & Incremental Concept, Opportunity Cost, Time Perspective & Discounting Concept etc.

MODULE II DEMAND & SUPPLY ANALYSIS 6+2

Demand: Meaning, Types, Determinants; Demand Function; Law of Demand: Demand Schedule, Demand Curve, Shift in Demand Curve; Exceptions to Law of Demand; Elasticity of Demand: Price Elasticity, Income Elasticity, Cross Elasticity, Promotional Elasticity

Supply: Meaning, Determinants; Supply Function, Law of Supply: Supply Schedule & Supply Curve; Shift in Supply Curve; Elasticity of Supply; Market Equilibrium: Meaning, Excess Supply, Excess Demand; Price Adjustment Mechanism, Changes in Market Equilibrium;

Demand Forecasting; Techniques: Subjective Methods and Quantitative Methods.

MODULE III MARKET STRUCTURE AND COST ANALYSIS 6+2

Forms of Market: Perfect Competition, Monopoly, Monopolistic Competition, Oligopoly, Duopoly; Pricing Methods; Cost Concepts; Kinds of Cost; Cost in Short-run & Long-run: Total Cost Function & Curve (Fixed & Variable),

Average and Marginal Cost Function; Link Between Cost, Revenue and Output: Total Revenue, Average Revenue & Marginal Revenue; Profit Maximization Rule ($MR=MC$); Economies of Scale, Diseconomies of Scale.

MODULE IV MONEY SUPPLY, INFLATION & 6+2 UNEMPLOYMENT

Money: Functions of Money; Money Supply and its Various Measures;
Inflation: Types, Causes, Inflation and Decision Making, Effects of Inflation;
Measurement of Inflation: Price Indices (WPI & CPI), Control of Inflation:
Monetary and Fiscal Measures; Taxation: Direct & Indirect (GST);
Unemployment: Various Kinds.

MODULE V NATIONAL INCOME, BUSINESS CYCLE & 6+2 LPG POLICY

National Income Concepts: GDP, GNP, GDP at Factor Cost, GDP at Market Price, Nominal GDP Vs Real GDP, NDP, NNP, Private Income, Personal Income (PI), Disposable Income (DI), Per Capita Income (PCI);
Measurement of National Income: Expenditure Method, Income Method, Value Added or Net Product Method; Business Cycle: Various Phases;
Liberalization, Privatization and Globalization (LPG): Pros & Cons and Their Impact on Economy.

L – 30; T – 10; TOTAL HOURS – 40

TEXT BOOKS:

1. Geetika, Piyali Ghosh, Purba Roy Choudhury, "Managerial Economics", Tata McGraw-Hill Education, 3rd edition, New Delhi, 2017.
2. Dominick Salvatore, Ravikesh Srivastava, "Managerial Economics - Principles and Worldwide Applications", Oxford University Press, 8th edition, New Delhi, 2016.
3. D.N. Diwivedi, "Macroeconomics - Theory and Policy", Tata McGraw-Hill Education, 4th edition, New Delhi, 2017.

REFERENCES:

1. N. Gregory Mankiw, "Principles of Economics", Cengage Learning, 6th Edition, India, 2012. (ISBN: 9780357698563)
2. D.N. Diwivedi, "Macroeconomics - Theory and Policy", Tata McGraw-Hill Education, 5th edition, New Delhi, 2018. (ISBN: 9789353163334)
3. H.L. Ahuja, "Managerial Economics", S. Chand Publishing, 9th edition, New Delhi, 2017. (ISBN: 9789352535187)

4. Soumyen Sikdar, "Principles of Macroeconomics", Oxford University Press, 2nd edition, New Delhi, 2011. (ISBN 13: 9780198077367)

COURSE OUTCOMES:

- CO1:** Understand basic concepts of economics, applied in managerial decision making and analyze real-world business problems with a systematic theoretical framework.
- CO2:** Calculate demand function, supply function, the equilibrium price and quantity, production function, cost function and profit function and apply them analytically in decision making.
- CO3:** Understand and explain various dimensions of macroeconomic variables like national income, money supply, employment, etc. in analyzing the effects on business.
- CO4:** Explain how RBI and government decision with respect to monetary and fiscal policy greatly affects the business
- CO5:** Analyze and interpret current events relating to globalization, privatization and Economic ups and downs affecting the local economy and businesses.

Board of Studies (BoS) :

11th BoS of MBA held on 17.06.2021

Academic Council:

17th AC held on 15.07.2021

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	H	L	L	M	H	H	L
CO2	H	H	L	M	H	M	L
CO3	H	H	L	M	H	H	L
CO4	H	L	L	H	H	M	L
CO5	H	L	L	H	H	M	L

Note: L - Low Correlation M - Medium Correlation H - High Correlation

SDG 12 : Ensure sustainable consumption and production patterns.

The understanding of the theories and concepts of managerial economics enables individuals towards the economical production, distribution and consumption of goods and services in an economy.

MSE 6103	STATISTICS FOR DECISION MAKING	L	T	P	C
SDG: 8		3	1	0	4

COURSE OBJECTIVES:

- COB1:** Learn the fundamental measures of central tendency and probability distribution
- COB2:** Gain knowledge on estimating the business situations for better decision making
- COB3:** Get trained on the application of parametric tests such as Z Test t Test
- COB4:** Gain insight into the non-parametric tests such as Chi-Square, F-Test
- COB5:** Learn the application of other statistical tools like correlation, regression, etc

MODULE I BASICS OF STATISTICS AND PROBABILITY 6+2

Statistics in Business Analysis – Population - Descriptive Statistics - Measures of central tendency and dispersion: Mean, Mode, Median, Standard Deviation Distributions- Basic definitions and rules for probability – conditional probability independence of events- Applications of Binomial distribution - Applications of Poisson distribution Applications of Normal distribution.

MODULE II DISTRIBUTION AND ESTIMATION 6+2

Sampling distributions, sampling distribution of mean and proportion- Definition of central limit theorem and concepts - Point and Interval estimates - Application of Estimation: Point and Interval estimates for population parameter (mean) of large sample - Application of Estimation: Point and Interval estimates for population parameter (mean) of small samples.

MODULE III PARAMETRIC TEST 6+2

Parametric tests - one sample and two sample tests for means and proportions of large samples (z-test) - one sample and two sample tests for means of small samples (t-test) - F-test for two sample standard deviations - ANOVA one and two way- Application in business decisions.

MODULE IV NON PARAMETRIC TEST 6+2

Chi-square test for single sample standard deviation, Chi-square tests for independence of attributes and goodness of fit. Sign test for paired data. Rank sum test. Kolmogorov-Smirnov – test for goodness of fit, comparing two populations. Mann – Whitney U test and Kruskal Wallis test. One sample

run test.

MODULE V PREDICTIVE STATISTICS

6+2

Simple linear Correlation- Rank Correlation - Simple linear Regression - Time series analysis: Methods of Semi-average, Weighted average, Moving averages, Least squares, Ratio-to-trend - Application in business decision

L – 30; T-10; TOTAL HOURS – 40

TEXT BOOKS:

1. Anderson D.R., Sweeney D.J. and Williams T.A., “Statistics for Business and Economics”, Thomson (South – Western) Asia, 11th edition, Singapore, 2012.
2. Levin R.I., Rubin D.S., Rastogi, S. and Siddiqui, M.H. “Statistics for Management”, Prentice Hall of India, 7th edition, New Delhi, 2014.

REFERENCES:

1. Aczel A.D. and Sounderpandian J., “Complete Business Statistics”, Tata McGraw –Hill Publishing Company Ltd., 6th Edition, New Delhi, 2011.
2. Ken Black, Applied Business Statistics, Wiley India Edition, 7th Edition, 2012.
3. Srivastava, T. N. and Shailaja, R. “Statistics for Management”, Tata Mc Graw Hill, 2nd Edition, New Delhi, 2012.

COURSE OUTCOMES:

CO1: Recognize and apply probability distributions, and assess if underlying assumptions for the distribution seem applicable in business areas.

CO2: Perform basic statistical calculations and graphical analyses in all the areas of business decision making.

CO3: Analyze research questions based on statistical data and draw relevant Conclusions

CO4: Apply the non-parametric tests such as Chi-Square, F-Test and Anova for better interpretation

CO5: Analyze time series data and apply relevant statistical tools like correlation, regression, etc to arrive at conclusions.

Board of Studies (BoS) :

11th BoS of MBA held on 17.06.2021

Academic Council:

17th AC held on 15.07.2021

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	L	M				L	
CO2	M	H				M	
CO3		M				L	
CO4	H	H				L	L
CO5	H	H				M	L

Note: L - Low Correlation M - Medium Correlation H - High Correlation

SDG 8 : Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all.

Statement : The holistic understanding of Statistics for decision making leads to create an opportunity to get employment and decent pay.

MSE 6104	ACCOUNTING FOR MANAGERS	L	T	P	C
SDG:9		3	1	0	4

COURSE OBJECTIVES:

COB1: To understand the accounting system in small businesses.

COB2: To prepare financial statements as per the reporting standards.

COB3: To analyze the company's performance using ratio analysis

COB4: To apply the marginal costing techniques in profit planning

COB5: To formulate different types of budgets and to have a control over the budget

MODULE I INTRODUCTION 6+2

Accounting Concepts and Conventions – Double Entry System of book keeping – Preparation of Journal, Ledger and Trial Balance – Preparation of Final Accounts: Trading, Profit and Loss Account and Balance Sheet.

MODULE II COMPANY ACCOUNTING 6+2

Reporting Standards, preparation of Income Statement, Statement of Financial Position, Shareholders' Equity, and Statement of Cash flows.

MODULE III FINANCIAL STATEMENTS ANALYSIS 6+2

Financial Ratio Analysis: managerial uses, Major Classifications, Computation of financial ratios, limitations.

MODULE IV COST MANAGEMENT 6+2

Importance of cost accounting, Types of costs, absorption vs marginal costing, Break-even analysis: assumptions, uses, limitations, BEP Chart - Managerial applications of Marginal Costing: pricing decision, sales mix decision, make or buy decision.

MODULE V BUDGETS AND BUDGETARY CONTROL 6+2

Budget: classifications – Fixed budget – Flexible budget - Cash Budget. Zero Base Budgeting : Uses and limitations - Budgetary Control : meaning – uses – limitations.

L – 30; T – 10: TOTAL HOURS- 40

TEXT BOOKS:

1. S N Maheshwari, Suneel K Maheshwari, and Sharad K Maheshwari , "A Textbook of Accounting for Management, 4th Edition, Vikas Publishing House, 2018.

- Colin Drury, "Management and Cost Accounting", Cengage Learning India Pvt.Ltd., New Delhi, 2014.

REFERENCES:

- S N Maheshwari, Suneel K Maheshwari, and Sharad K Maheshwari, "An Introduction to Accountancy", 12th edition, 2018 Vikas Publishing House.
- Soumiya Mukerjee, and Abkik Mukerjee, 'Corporate Accounting', First edition, Oxford University Press, 2019.
- N Arora, "Cost Accounting: Principles & Practice", Vikas Publishing House; Twelfth edition, 2012.

COURSE OUTCOMES:

CO1: Differentiate between different types of accounting

CO2: Prepare Trading, Profit or loss account and Balance sheet of organisation

CO3: Analyze and interpret the company's performance using Ratio analysis, fund flow and cash flow statements.

CO4: Apply the marginal costing techniques in managerial decisions

CO5: Prepare different types of budgets and to have a control over the budget.

Board of Studies (BoS) :

11th BoS of MBA held on 17.06.2021

Academic Council:

17th AC held on 15.07.2021

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	H	H			M	M	L
CO2	H	H			M	M	
CO3	H	H			M	M	L
CO4	H	H			M	M	L
CO5	H	H			M	M	L

Note: L - Low Correlation M - Medium Correlation H - High Correlation

SDG No. 9 : Industry, Innovation, & Infrastructure

Statement : This course is related to maintaining of proper accounting system which helps to measure company performance.

MSE 6105	ORGANISATIONAL BEHAVIOUR	L	T	P	C
SDG: 8		3	1	0	4

COURSE OBJECTIVES:

- COB1:** Familiarize students with the evolution and fundamentals of organizational behavior
- COB2:** Impart knowledge on different elements of individual personality and behavior manifestation
- COB3:** Hone the group behavioral skills of students to manage teams
- COB4:** Facilitate closer understanding of organization dimensions
For maintaining a working relationship
- COB5:** Examine the shifting context of modern organizations.

MODULE I FUNDAMENTALS OF ORGANIZATIONAL BEHAVIOUR 4+2

Definition- Evolution of Organization Behavior- Scientific Management - Hawthorne Studies-Scope- Challenges and Approaches to Organizational Behavior.

MODULE II INDIVIDUAL BEHAVIOUR DIMENSION 8+2

Mars Model of Individual Behavior - Personality Types - Personality Theories: Trait Theory; Social Learning Theory; Situation Theory; Psychoanalytic Theory; Physique Temperament Theory- Individual differences in personality: Johari Window, Transactional Analysis- Methods of Assessing Personality: Personality Inventory; Projective Techniques; Assessment Centers- Perception: Meaning; Perceptual Process Model-Factors influencing Perception-Perceptual Errors-Self –Fulfilling Prophecy Cycle-Values: Types- Attitude: Types; ABC Component of Attitude-Learning: Meaning; Learning and Behavior; Behavior Modification: Theories: Behaviorist; Cognitive; Social Learning Theory – Work Motivation: Theories and Application of Motivation; Relating Motivation Theory to Job and Personality Types.

MODULE III GROUP BEHAVIOUR DIMENSION 7+2

Foundations of Group behavior: Classification of Group, Stages of Group Development; Group Properties; Group Decision Making Techniques; Group Values; Team structure and effectiveness: Empowered and Self-Managed Teams – Leadership: Concept; Theories; Styles – Conflict:: Causes, Types, Consequences- Power and Politics.

MODULE IV ORGANIZATIONAL DIMENSION 6+2

Organizational Structure: Meaning, Determinants and Role - Organizational Culture: Concept, Creating and Sustaining Culture, - Organizational Climate- Organization Development: Reasons for Change, Resistance to Change, Change Process, Organization Development Intervention Techniques; Lewin's Three Step Model.

MODULE V THE CHANGING MILIEU OF ORGANIZATIONS 5+2

Changing Profiles of Employees and Customers–Globalization: Threats and Opportunities–Information Technology: Benefits and Limitation-Diversity: Bases of Diversity, Promoting Diversity-Concerns for OB: Employee Retention, Gender Issues at the workplace; Employee Engagement, Employee Productivity, Talent Management, Work-Life Stress, Work Ethics: Competitive Strategy and CSR.

L – 30; T – 10; TOTAL HOURS – 40

TEXT BOOKS:

1. Stephen P. Robbins., Timothy A. Judge. and Neharika Vohra, "Organizational Behavior", Pearson, 18th Edition, New Delhi, 2018.
2. Fred Luthans, Brett C. Luthans and Kyle W. Luthans, "Organizational Behavior, An Evidence Based Approach", McGraw Hill Education, 13th Edition, New Delhi, 2013.

REFERENCES:

1. Udai Pareek. Understanding Organizational Behaviour, Oxford University Press, 4th Edition, New Delhi, 2016.
2. Mirza S. Saiyadain (Editor). Organizational Behaviour, Tata McGraw Hill, New Delhi, 2010.
3. Debra L. Nelson; James Campbell Quick and Preetam Khandelwal, "Organisational Behaviour", Cengage Learning, New Delhi, 2016.

COURSE OUTCOMES:

- CO1:** The students will be able to identify and understand clearly their own personality dimensions and that of other individuals and groups
- CO2:** The course would help them adapt to different work environment
- CO3:** It would facilitate application of their OB knowledge in the management of human resources

CO4: The students will be able to apply various OB theories and concepts during their career journey

CO5: Will help them to synergize their team spirit and enhance their people's skill.

Board of Studies (BoS) :

11th BoS of MBA held on 17.06.2021

Academic Council:

17th AC held on 15.07.2021

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	L		L	L	L	L	
CO2	H	M	H	M	H	M	M
CO3	M	H	H	M	H	M	M
CO4	H	M	H	M	H	M	H
CO5	M		H		M	M	

Note: L - Low Correlation M - Medium Correlation H - High Correlation

SDG No 8: Ensure decent work for all through enhancement of organization working skills, promoting self-development, contributing subsequently to the development of nation's economy.

Statement: A comprehensive understanding of self and people's behavior in organization and role playing organizational dynamics leads to the development of competent workforce which ultimately helps in finding a decent job and building nation's economy.

MODULE IV CONSUMER PROTECTION ACT-1986**4+2**

Rights of Consumer - Complaint - Procedure for filing Complaint –Remedial Process. Types of consumer Redressal Machinerics and Forums.

**MODULE V INFORMATION TECHNOLOGY ACT 2002 & 4+2
RIGHT TO INFORMATION ACT**

Introduction of IPR –Copy rights, Trade marks, Patent Act-Important Provisions of Cyber Laws (380) – Remedies - Important Provisions of Right to Information Act.

L – 30; T – 10; TOTAL HOURS – 40**TEXT BOOKS:**

1. Kapoor N. D., “Elements of mercantile law”, Sultan Chand and company, New Delhi, 2007.
2. Kapoor N. D., “Business Law”, Sultan Chand and Company, New Delhi, 2011.
3. Pillai, R. S. N and Bagavathi, “Legal Aspects of Business”, S. Chand and Company Ltd., New Delhi, 2011.

REFERENCES:

1. Balachandran V., Legal Aspects of Business, Tata McGraw Hill, 2012
2. Daniel Albuquerque, Legal Aspect of Business, Oxford, 2012
3. P. P. S. Gogna, Mercantile Law, S. Chand & Co. Ltd., India, Fourth Edition, 2008.
4. Richard Stim, Intellectual Property-Copy Rights, Trade Marks, and Patents, Cengage Learning, 2008
5. Dr. Vinod, K. Singhanian, Direct Taxes Planning and Management, 2008.

COURSE OUTCOMES:

- CO1:** Analyze various cases relating to contracts of sale & agency to take suitable decisions.
- CO2:** Differentiate various provisions in the company law and industrial law.
- CO3:** Analyze the legal problem in industry with applicable industrial law.
- CO4:** Comprehend IPR and Consumer Protection Act and apply in appropriate situations.
- CO5:** comprehend the importance of tools such RTI, IT act

Board of Studies (BoS) :11th BoS of MBA held on 17.06.2021**Academic Council:**

17th AC held on 15.07.2021

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	H	M		H			
CO2				H			
CO3				H			H
CO4			L		L	M	
CO5							M

Note: L - Low Correlation M - Medium Correlation H - High Correlation

SDG 16 : Promote peaceful and inclusive societies and sustainable development, provide access to justice for all, and build effective, accountable and inclusive institutions at all level.

Statement : Understanding the basics laws of business helps in acting in ethical way and build economically strong society.

MSE 6107	ENTREPRENEURSHIP DEVELOPMENT	L	T	P	C
SDG: 8		3	1	0	4

COURSE OBJECTIVES:

- COB1:** Realize the skills required to be an entrepreneur
- COB2:** Acquaint the students with challenges of starting new Ventures
- COB3:** Enable them to investigate, comprehend and internalize the process of setting up a business by identifying the business opportunity.
- COB4:** Identify the right sources of fund for starting a new Business
- COB5:** Locate a business which contributes to the society at Large

MODULE I INTRODUCTION TO ENTREPRENEURSHIP 6+2

Entrepreneurship: knowledge and skills requirement - characteristic of successful entrepreneurs - entrepreneurship process; factors impacting emergence of entrepreneurship - managerial vs. Entrepreneurial approach and emergence of Entrepreneurship - Need for Achievement, National Policy on Skill Development and Entrepreneurship 2015. An overview of Digital India and Make in India flagship programme of Government of India.

MODULE II STARTING THE VENTURE 6+2

Generating business idea – sources of new ideas, methods of generating ideas - creative problem solving, opportunity recognition - environmental scanning – competitor and industry analysis - Forms of ownership - procedure for registration in small industry. Overview of Government of India start up India Scheme.

MODULE III FUNDAMENTALS OF MANAGEMENT 6+2

Overview of Marketing - Human resources, finance and Operation requirement for new venture -sources of funds –overview of venture capital and angel investment. Overview of project management. The role and Functions of Business Incubators and Accelerators in entrepreneurship Development.

MODULE IV BUSINESS PLAN REPORT PREPARATION 6+2

Understanding the value of a business plan - Developing an investor presentation - Preliminary Project Report, students' business plan

presentation.

MODULE V IMPACT OF SOCIAL ENTREPRENEURSHIP ON 6+2 SOCIETY

Social Entrepreneurship: Definition, Types, and Issues, Static Impact of social Entrepreneurship, Impact of For- Profit companies Vs social entrepreneurship - case studies on social entrepreneurs.

L – 30; T-10; TOTAL HOURS –40

TEXT BOOKS:

1. Hisrich, Robert D., Michael Peters and Dean Shepherded, Entrepreneurship, Tata McGraw Hill,2014.
2. Rashmi bansal, Arise awake: the inspiring stories of young entrepreneur who graduated from college into A Business of their own, westland books private Ltd,2015.

REFERENCES:

1. Barringer, Brace R., and R., Duane Ireland, Entrepreneurship, Pearson Prentice Hall, New Jersey (USA), 2012.
2. Kishore Biyani & DipayanBaishya, It happened in India: The story of pantaloons, Big Bazaar, Central and the great Indian consumer. Rupa & co, 2011.
3. Donald F Kuratko, T.V Rao. Entrepreneurship: A South Asian perspective. CengageLearning. 2012
4. Rashmi Bansal: Take me Home: The Inspiring story of 20 Entrepreneurs from small town India with Big Time Dream, Westland, 2014.
5. Moloy K. Bannerjee, Siddharth Bannerjee, P. Ranganath Sastry, Start-up City: Ten Tales of Exceptional Entrepreneurship from Bangalore's Software Miracle, Collins Business, 2014.
6. The Portfolio Book of Great Indian Business Stories: Riveting Tales of Business Leaders and Their Times, portfolio, 2015.
7. Shereen Bhan&SynaDenuhgara, Young Turks: Inspiring Stories of Tech Entrepreneurs, Random House India,2014.
8. Ronnie Screwvala, Dream with Your Eyes Open: An Entrepreneurial Journey Hardcover, Rupa Publication, 2015.

COURSE OUTCOMES:

- CO1:** Turn out to be an expert to recognize a business opportunity that fits the individual
- CO2:** Demonstrate the ability to provide a self-analysis in the context of

an entrepreneurial career

CO3: Construct an appropriate business model

CO4: Develop a well-presented business plan

CO5: Start socially relevant new ventures

Board of Studies (BoS) :

11th BoS of MBA held on 17.06.2021

Academic Council:

17th AC held on 15.07.2021

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	L	M				L	
CO2	M	H				M	
CO3		M				L	
CO4	H	H				L	L
CO5	H	H				M	L

Note: L - Low Correlation M - Medium Correlation H - High Correlation

SDG 8 : Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all.

Statement : The holistic understanding of entrepreneurship leads to create an opportunity to start a new venture.

MSE 6108	COMPUTER APPLICATIONS IN	L	T	P	C
SDG: 8	BUSINESS LABORATORY	0	0	2	1

COURSE OBJECTIVES:

COB1: To get acquainted with a working knowledge of Microsoft Excel

COB2: To learn to use basic function in excel.

COB3: To learn to create different type of graphs

COB4: To learn to use advanced excel functions

COB5: To learn to create, use Macros and user defined function

MODULE I EXCEL FUNCTIONS 1 4

Cell references, Count and Sum functions, Logical functions, Date and Time Functions, Text related functions, Financial functions. Lookup & References

MODULE II EXCEL FUNCTIONS 2 4

Statistical functions, Financial functions, Round off function, Formula error and Formula array. Sort, filter and conditional formatting.

MODULE III CHARTS AND PIVOT TABLE 4

Column Chart, Line Chart, Pie Chart, Bar Chart, Area Chart, Treemap Charts, Sparkline Charts, Bridge chart and Pivot table.

MODULE IV ADVANCED EXCEL FUNCTIONS 1 4

What if analysis, Solver, Analysis Tool pack, Create macro, Work book and work sheet objects, If then statement, loop and Macro Error.

MODULE V ADVANCED EXCEL FUNCTIONS 2 4

User defined functions, Application object, ActiveX controls and user forms.

P – 20; TOTAL HOURS – 20

TEXT BOOKS:

1. Greg Harvey, "Excel 2016 All-in-One for Dummies", Wiley, 1st Edition, New Jersey, 2015.

REFERENCES:

1. Michael Alexander, Richard Kusleika, John Walkenbach, "Excel 2019 Bible", Wiley, 1st Edition, New Jersey, 2018. (ISBN 13: 9781119514763)

COURSE OUTCOMES:

CO1: Perform Basics function using Microsoft Excel

CO2: Perform Advanced function using Excel

CO3: Represents data through Pictorial forms

CO4: Perform Scenario Analysis

CO5: Design forms and define their own functions

Board of Studies (BoS) :

Academic Council:

11th BoS of MBA held on 17.06.2021

17th AC held on 15.07.2021

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1		H			L		
CO2		H			L		
CO3		H			L		
CO4		H			L		
CO5		H			L		

Note: L - Low Correlation M - Medium Correlation H - High Correlation

SDG 8 : Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all.

Statement: The understanding, learning and ultimate usage of excel functions lead to the development of skill sets and employability of an individual.

MSE 6109	BUSINESS COMMUNICATION	L	T	P	C
SDG: 8	LABORATORY	0	0	2	1

COURSE OBJECTIVES:

COB1: To train students on speaking skills

COB2: To hone the listening skills

COB3: To enhance students' written communication skills

COB4: To encourage them in using oral skills effectively.

COB5: To familiarise students for interpreting a graph, table, chart or diagram

PRACTICALS**List of Experiments:****Speaking & Reading**

1. One Minute Presentation
2. Debate
3. Reading Newspaper & inferencing
4. Skimming through a reading material

Listening

1. Listening & Typing/ writing
2. Listening & sequencing of sentences
3. Listening and fill in the blanks
4. Listening & answering questions

Writing

1. Letter writing
2. Job applications letter
3. Email drafting
4. Writing agenda of a meeting
5. Minutes of the meeting
6. Product review writing
7. Memo, Notice, Circulars & general correspondence
8. Interpretation or inferencing of a graph, table, chart or diagram

P – 20 ; TOTAL HOURS – 20

TEXT BOOKS:

1. Loewy, D. and Guffey, M. E., "Business Communication: Process & Product", South-Western College Publishing; 10th edition, 2021.

REFERENCES:

1. Kaul, A. "Business Communication", Prentice Hall of India, 2009
2. Murphy, H., Hildebrandt, H. and Thomas, J.P., "Effective Business

Communication”, McGraw Hill Education; 7th edition, 2017

3. Rao, P. S., Anitakar, B. and Hinabandu, “Business Communication”, Cengage Learning, 2012.
4. Whitby, N. “Business Benchmark” Pre-intermediate to Intermediate, Cambridge University Press, Cambridge. 2014.

COURSE OUTCOMES:

At the end of the course, the students will be

CO1: Able to speak in English more effectively

CO2: Improved in their listening skills

CO3: Able to enhance the writing skills

CO4: Better in comprehending messages through active listening

CO5: Able to inference data more effectively

Board of Studies (BoS) :

11th BoS of MBA held on 17.06.2021

Academic Council:

17th AC held on 15.07.2021

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	H	H	M	H	H	H	H
CO2	M	H	H	H	H	H	H
CO3	H	H	H	H	H	H	H
CO4	H	H	H	H	H	H	H
CO5	H	H	H	H	H	H	H

Note: L - Low Correlation M - Medium Correlation H - High Correlation

SDG 8 : Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all.

Statement : Proficiency in communication leads to an inclusive and sustainable growth providing a decent work for all.

MSE 6201	STRATEGIC MANAGEMENT	L	T	P	C
SDG: 4		3	1	0	4

COURSE OBJECTIVES:

COB1: Impart conceptual knowledge on strategies, process and management of strategies

COB2: Lay the basics of environmental appraisal through environmental, industry and competitive analysis

COB3: Learn different types and levels of strategies

COB4: understand the various factors influencing the choice of Strategies

COB5: Provide various approaches and strategies for implementation and control

MODULE I INTRODUCING STRATEGY, GOVERNANCE & 5+1 SUSTAINABILITY

Strategy – Nature - Definition - levels of strategy - Process of strategic management – Strategic Intent- Vision – Mission –Leadership, Corporate governance; Sustainability – Dimensions and Strategies.

MODULE II ENVIRONMENT, SCENARIOS AND NEW NORMAL 7+3

External environment scanning (ETOP- PEST Analysis) - Industry analysis- Competition analysis

Appraisal of internal environment (SWOT analysis & audit, TOWS matrix) - Competitive advantage- core competency.

Scenarios-definition- need- types of scenarios; Scenario analysis tools - Steps for performing Scenario analysis- its uses and drawbacks-Scenario planning.

Impact of Pandemic situations- New normal- Strategic perspective.

MODULE III STRATEGY FORMULATION 6+2

Levels and choices in strategy – Generic Strategies- Grand strategies - Stability strategies - Expansion strategies - Retrenchment strategies - Combination strategies - Business level strategies. M.Porter's approach for Globalization.

MODULE IV STRATEGY ANALYSIS AND CHOICE 6+2

Process of making choice - Subjective factors influencing choice - Pyramid of strategy implementation - Procedural implementation – Economic contribution and resource allocation , Business portfolio analysis: BCG, GE; Multi business strategies and practices; strategies for Not for profit organization.

MODULE V IMPLEMENTATION & CONTROL**6+2**

Various approaches to implementation of strategy - Change Management Strategies-Matching organization structure with strategy - 7S model for implementation; strategic evaluation; Strategic control process - Du Pont's control model - Balanced score card.

L – 30; T – 10; TOTAL HOURS – 40**TEXT BOOKS:**

1. John A. Pearce II, Richard B. Robinson, Jr., Amita Mital ,”Strategic Management”, McGraw Hill India, 14th Edition, 2018.

REFERENCES:

1. Thomas L. Wheelen and J. David hunger, “Concepts in strategic management and Business policy toward global sustainability”, Pearson education, 13th Edition, 2013.
2. Azhar Kazmi, “Business Policy & Strategic Management”, Tata McGraw Hill, 3rd Edition, 2008.
3. L. M. Prasad, “Strategic Management”, Sultan Chand & Sons, 2008.
4. Michael E. Porter, “Competitive Strategy: Techniques for Analyzing Industries and Competitors”, Simon, New Edition, 2010.

COURSE OUTCOMES:

- CO1:** Define and explain various terminologies associated with strategic management
- CO2:** Analyze the environments to identify the core competencies of the Firm
- CO3:** Appraise the resources and capabilities of the firm to confer sustainable competitive advantage and formulate strategies
- CO4:** Exhibit the ability to think critically with relevance to various situations and formulate strategic decisions through real world scenarios
- CO5:** Develop the ability to identify strategic issues and design appropriate course of action

Board of Studies (BoS) :11th BoS of MBA held on 17.06.2021**Academic Council:**17th AC held on 15.07.2021

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	H		M		H	H	
CO2	H	H			H	M	
CO3	H		H		H	H	
CO4	H		H		H	M	
CO5	L		H		H		H

Note: L - Low Correlation M - Medium Correlation H - High Correlation

SDG 4 : To empower students with knowledge, skills and values on strategic formulation and implementation.

Statement: Provides holistic way of imparting knowledge, skills and values to achieve the sustainable organizational goals and objectives through formulation and implementation of suitable strategies.

MSE 6202	HUMAN RESOURCES MANAGEMENT	L	T	P	C
SDG: 8		3	1	0	4

COURSE OBJECTIVES:

COB1: Provide knowledge about the fundamentals of HRM & HRIS

COB2: Facilitate awareness building on Economics of Human Resources and HRP

COB3: Discuss the various functional components of HRM with respect to recruitment and selection

COB4: Analyze the various performance appraisal and training Methods

COB5: Keep students updated with the contemporary practices in HRM.

MODULE I FUNDAMENTALS OF HRM AND HRIS 6+2

HRM: Introduction and Evolution of HRM – Difference Between HRM and HRD - Objectives and Scope of HRM – Functions and Responsibility of Human Resources Manager – HR Model by David Ulrich – Human Resource Information System – HR Analytics and AI in Managing employees - Adoption of HR Cloud.

MODULE II ECONOMICS OF HUMAN RESOURCES AND HRP 6+2

Demand and Supply of Labour – Labour Market Equilibrium: Wage determination, Investment in Human Capital – Employment Contracts, Labour Union and Collective bargaining, Labour mobility, Discrimination in the Labour market – Fundamental of Industrial Relation and Labour Law- HRP: Objective, process, Factors of HRP, HRP model – Forecasting methods.

MODULE III RECRUITMENT AND SELECTION 6+2

Difference between recruitment and Selection – Selection Process – Types of selection test – Recruitment Source– Constraints on recruitment efforts – Promote Diversity and Inclusion – Alternatives to Recruitment: Overtime, Repurposing human capital, Temporary Help Service, Employee Leasing, Independent Contractors, Internships,– Placement, Induction and Socialization.

MODULE IV PERFORMANCE APPRAISAL AND TRAINING 6+2

Performance Appraisal: Definition, Performance Appraisal Process, Methods- Differences between Performance Appraisal and Performance Management – Performance Appraisal Benefits, Appraisal Errors, Appraisal Outcomes –

Training: Definition, Benefits of Training, On the job and Off the job training methods.

MODULE V THE CONTEMPORARY PRACTICES IN HRM 6+2

Disruptions in HRM – The Trend of Work From Home (WFH) – Importance of Critical Thinking, Soft Skills and Digital Skills among employees – Collaborative Learning and Virtual Learning, Compensation and Reward Management – Performance Related Pay – Competency Mapping, Balance Score card, Knowledge Transfer, Work-Life Mentoring, Employer Branding, Talent Management – Talent Poaching Employee engagement in Virtual Workplace – Retention — Green HRM.

L – 30; T – 10; TOTAL HOURS – 40

TEXT BOOKS:

1. Aswathappa, K, “Human Resource Management”, McGraw Hill Education, 8th Edition, 2017
2. David A. DeCenzo and Stephen P. Robbins. “Human Resource Management”, John Wiley and Sons, 11th Edition, New York, 2013.
3. Dessler, G and Varkkey, B , “Human Resource Management”, Edition Pearson, 16th Edition, 2020
4. Seema Sanghi. “Human Resource Management”, Macmillan, New Delhi, 2012.

REFERENCES:

1. Ivancevich, Human Resource Management, McGraw Hill, 7th edition, 2010.
2. Saiyadain, M.S. “Human Resource Management”, 4th edition, New Delhi: Tata McGraw Hill, 2009.

COURSE OUTCOMES:

- CO1:** The students would be able to match roles and responsibilities associated with different functional areas of HRM.
- CO2:** The course would also help them to develop HR Policies and carry out Human Resources Planning effectively in organizations
- CO3:** The students would be able to suggest suitable recruitment and selection methods to the organizations
- CO4:** They will be able to develop simple performance appraisal templates for appraising employees’ performance and design appropriate training program modules for different jobs.
- CO5:** The module on contemporary practices would enable the students

to stay updated with current developments and participate in discussions confidently.

Board of Studies (BoS) :

11th BoS of MBA held on 17.06.2021

Academic Council:

17th AC held on 15.07.2021

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	H	L	H	M	H	L	M
CO2	H	H	H	H	H	H	H
CO3	L	M	H	H	L	H	H
CO4	M	M	H	H	H	H	H
CO5	M	M	M	L	H	H	H

Note: L - Low Correlation M - Medium Correlation H - High Correlation

SDG 8 : Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all.

Statement : The knowledge on the holistic approach of managing human resources brings a sustainable growth to the economy by providing employment and decent work for all.

MSE 6203	CORPORATE FINANCE	L	T	P	C
SDG:9		3	1	0	4

COURSE OBJECTIVES:

COB1: understand the financial functions and different financial instruments in corporate environment.

COB2: Obtain knowledge on the sources of raising finance for companies and the stock market operations.

COB3: Understand the time value of money and apply the same to value stocks, bonds, and futures and options.

COB4: Compute the weighted average cost of capital, and to understand the theories of capital structure.

COB5: Understand the types of dividends and different forms of dividend policies.

MODULE I INTRODUCTION 2+2

Corporate Finance- Objectives, functions, separation of ownership and management. Profit Maximisation vs. Wealth Maximisation. Financial instruments: equity, preference shares, debt, and derivatives.

MODULE II SOURCES OF FINANCE 10+2

Corporate finance sources: Equity financing, debt financing. Financial market: Primary market - Private Placement, Initial Public Offer (IPO), Secondary market – BSE, NSE, and Commodity market. Listing, Investment and Trading in stock markets. Financial Intermediaries, Regulation of capital market - SEBI guidelines.

MODULE III VALUATION OF SECURITIES 4+2

Risk and return analysis, Time value of money, Stock and bond valuation.

MODULE IV COST OF CAPITAL AND CAPITAL STRUCTURE 8+2

Computation of Cost of equity, debt, preference stock, and retained earnings. Weighted average cost of capital. Theories of capital structure- MM Approach.

MODULE V DIVIDEND POLICY 6+2

Dividend decisions: meaning, significance – Dividend policy: forms of dividend policy -Types of dividend.

L – 30; T – 10: TOTAL HOURS- 40

TEXT BOOKS:

1. Jonathan Berk, Peter DeMarzo, Jarrad Harford, ' Fundamentals of Corporate Finance' 3rd edition 2019, Pearson.
2. Siddhartha Sankar Saha, Indian Financial System: Financial Markets, Institutions and Services, 2nd edition, 2020, McGraw Hill.

REFERENCES:

- 1.S.N.Maheshwari, "Financial Management - Principles and Practice," Sultan Chand and Sons, 14th revised edition, 2011.
2. M Y. Khan and P.K Jain, "Financial Management - Text, Problems and Cases," Tata Mc Graw Hill Education Pvt. Ltd., 3rd reprint, 2012.

COURSE OUTCOMES:

- CO1:** Understand the financial functions and different financial instruments in corporate environment.
- CO2:** Get knowledge of the sources of raising finance for companies and the stock market operations.
- CO3:** Understand the time value of money and apply the same to value stocks, bonds, and futures and options.
- CO4:** Compute the weighted average cost of capital, and to understand the theories of capital structure.
- CO5:** Understand the types of dividends and different forms of dividend policies.

Board of Studies (BoS) :11th BoS of MBA held on 17.06.2021**Academic Council:**

17th AC held on 15.07.2021

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	L						
CO2			H				
CO3					M		
CO4							H
CO5				M			

Note: L - Low Correlation M - Medium Correlation H - High Correlation

SDG No. 9 : Industry, Innovation, & Infrastructure

Statement : This course focuses on corporate finance which is essential for the sustainable industrial infrastructure.

MSE 6204	OPERATIONS MANAGEMENT	L	T	P	C
SDG: 12		3	1	0	4

COURSE OBJECTIVES:

COB1: To learn the concepts of operations management and related contemporary issues

COB2: To learn to forecast demand, design capacity and take location and layout decisions.

COB3: To gain insight into design of product, process and work Systems

COB4: To learn to manage materials and control inventory in an Organization

COB5: To learn to schedule and complete projects in a business Environment

MODULE I INTRODUCTION TO OPERATIONS MANAGEMENT 6+2

Operations Management – nature, importance, evolution, differences between goods and services, system perspective, functions and sub-functions, challenges, recent trends; Operations strategy - building operations strategies on competitive priorities; Measuring productivity and methods to improve productivity.

MODULE II DEMAND FORECASTING, CAPACITY AND FACILITY DESIGN 6+2

Demand – types, patterns - demand forecasting – objectives and types, overview of qualitative and quantitative methods; Capacity Planning – types, considerations, approaches; Overview of MRP, MRP II and ERP. Facility Location – factors to be considered, location models; Facility Layout – principles, types, planning tools and techniques.

MODULE III DESIGN OF PRODUCT, PROCESS AND WORK SYSTEMS 6+2

Product Design – influencing factors, approaches, legal, ethical and environmental issues. Process – planning, selection, major decisions. Work Study – method study and motion study, work measurement.

MODULE IV MATERIALS MANAGEMENT 6+2

Materials Management - Objectives - Sub-functions – Sourcing - Purchasing – Storekeeping – Role - Importance; Types of Inventory - Need for Inventory - Inventory Costs - Economic Order Quantity (EOQ) - Basic Inventory Models

– Reorder level - Safety Stock.

MODULE V PROJECT MANAGEMENT

6+2

Project Management – Network construction - PERT - CPM - Computation of project completion time – Critical path - Floats – Resource Allocation – Gantt Charts.

L – 30; T – 10; TOTAL HOURS – 40

TEXT BOOKS:

1. Gaither Norman, “Operations Management: Concepts, Techniques & Applications”, Cengage Learning, 9th Edition, New Delhi, 2002.
2. Richard B. Chase, Ravi Shankar, F. Robert Jacobs, Nicholas J. Aquilano, “Operations and Supply Management”, Tata McGraw Hill, 12th Edition, New Delhi, 2010.

REFERENCES:

1. Aswathappa, K., Shridhara Bhat, K., “Production and Operations Management”, Himalaya Publishing House, 2nd Edition, New Delhi, 2011. (ISBN 13: 9789350971888)
2. William J Stevenson, “Operations Management”, Tata McGraw Hill, 12th Edition, New Delhi, 2009. (ISBN: 9788131756218)
3. Chary S. N., “Production and Operations Management”, Tata McGraw Hill, 3rd Edition, New Delhi, 2008. (ISBN: 9781259051234)
4. Pannerselvam R., “Production and Operations Management”, Prentice Hall India, 3rd Edition, New Delhi, 2012. (ISBN: 9788120345553).

COURSE OUTCOMES:

CO1: Appreciate basic operation management concepts

CO2: Forecast demand to design capacity and make better location and layout decisions

CO3: Design product, process and work systems

CO4: Manage materials flow and control inventory in an organization

CO5: Schedule and complete projects in the shortest possible time

Board of Studies (BoS) :

11th BoS of MBA held on 17.06.2021

Academic Council:

17th AC held on 15.07.2021

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	H	L	M	M	H	H	M
CO2	H	H	M	M	H	H	M
CO3	H	H	M		H	H	L
CO4	H	H	M		H	M	L
CO5	H	H	M		H	M	L

Note: L - Low Correlation M - Medium Correlation H - High Correlation

SDG 12 : Ensure sustainable consumption and production patterns

Statement: The holistic understanding of the concepts of operations management leads to the production of goods and services for the mankind without adversely affecting the environment.

MSE 6205	MARKETING MANAGEMENT	L	T	P	C
SDG: 4		3	1	0	4

COURSE OBJECTIVES:

- COB1:** Familiarize with the fundamentals and core concepts of Marketing
- COB2:** Learn the bases of market segmentation and identify strategies for differentiating, targeting & positioning and strategies to meet competition
- COB3:** Gain insight about consumer decision making & purchasing behavior, get acquainted with marketing research process & some marketing metrics / analytics.
- COB4:** Receive conceptual insights about product and price elements of marketing mix
- COB5:** Gain knowledge about place and promotion elements

MODULE I MARKETING: BASIC CONCEPTS 6+1

Marketing: definition, evolution, objectives, concepts, process, organization structure, relationship with other functions - Impact of micro and macro environment on marketing; Marketing mix for products and services - Typology of products and markets - Goods & Services, Durables, FMCG, White goods etc. - B2B and B2C – Services Marketing - Marketing ethics - Trends in marketing: Introduction to Relationship marketing, Demarketing, Neuro marketing, Viral marketing, Web enabled marketing, Digital marketing, Remarketing, Social media marketing, Green marketing, Societal marketing.

MODULE II S-T-P AND COMPETITIVE STRATEGIES 6+2

Segmentation: Objectives, approaches, bases - Characteristics of effective segmentation - Patterns of segmentation; Differentiating market offerings- Purposes-Tools for competitive differentiation; Market Targeting- Factors for evaluating and selecting market segments for targeting; Product positioning – Purposes - Principles - Positioning strategies - Perceptual mapping - Competitive Marketing Strategies: strategies for market leader, challenger, follower and niche markets – Guerrilla marketing - Ansoff's Matrix - Michael Porter's generic strategies.

MODULE III MARKETING RESEARCH, ANALYTICS AND CONSUMER BEHAVIOUR 6+3

Marketing information system - Steps in marketing research - Essential features of marketing research - Marketing metrics & analytics: definition,

importance, introduction to components and tools - Consumer behavior: need, overview of the influencing (individual and group) factors - Organizational & institutional customers - Influencing factors - Consumer decision process - Post purchase behavior - Consumer adoption process and diffusion.

MODULE IV PRODUCT AND PRICE

6+2

Elements of marketing mix - Product: definition, levels, hierarchy, systems & mix, Product line decisions - New product development stages – Product planning-Product life cycle and Strategies – Packaging- Labeling- Branding - Types of brands - Pricing: objectives, strategies, methods.

MODULE V PLACE & PROMOTION

6+2

Marketing channel: importance, functions, flows, levels, characteristics - Selection, design and management of channel members - Promotion Mix: elements / promotion tools - Integrated communication model - Communication process - Steps in developing effective communication - Setting promotion budget and promotion mix - Basics of advertising, sales promotion, personal selling and public relations.

L – 30; T-10; TOTAL HOURS – 40

TEXT BOOKS:

1. Kotler Philip , Marketing Management, Prentice Hall of India, New Delhi, 2017.

REFERENCES:

1. Baines Paul, Fill Chris, Page Kelly & Sinha K Piyush, Marketing, Oxford University Press, New Delhi, 2015.
2. Schiffman Leon G, Wisenblit Joseph and. Ramesh Kumar S Consumer Behaviour, Pearson Education, New Delhi, 2015.
3. Sexena Rajan, Marketing Management, Himalaya Publishing House, New Delhi 2017.
4. Ramaswamy V.S and Namakumari S, Marketing Management, 3rd Edition, Macmillan, New Delhi, 2019.

COURSE OUTCOMES:

CO1: Recognize and apply the knowledge of marketing concepts

CO2: Choose the right bases for segmenting a market and design strategies to differentiate, target & position the products as well as strategies to meet competition

CO3: Comprehend the marketing research process & consumer decision process and identify some marketing metrics

CO4: Identify products and services suitable to target markets and choose appropriate pricing techniques

CO5: Suggest distribution channels and promotional tools suitable for target markets

Board of Studies (BoS) :

11th BoS of MBA held on 17.06.2021

Academic Council:

17th AC held on 15.07.2021

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	M			H			
CO2	L	H	H			H	M
CO3	L	H	H	L	M	H	M
CO4	M	H	H	H	M	H	M
CO5	M	H	H	H	M	H	M

Note: L - Low Correlation M - Medium Correlation H - High Correlation

SDG 4 : Empower students with knowledge and skills and acts as a force for sustainable development.

Statement : Providing inputs related to the elements of marketing mix and STP strategies for sustainable development of the environment for consumer behavior and satisfaction.

MSE 6206	CURRENT AFFAIRS IN BUSINESS	L	T	P	C
SDG: 8	LABORATORY	0	0	2	1

COURSE OBJECTIVES:

The objectives of this lab course would be to

- COB1:** facilitate the students to update knowledge on the recent trends and developments in the business world
- COB2:** make them acquainted the drivers of changes in business Scenario
- COB3:** provide opportunity to get knowledge on local, national and international environment of business
- COB4:** familiarize the role of government and society in business
- COB5:** enable the students to gain information about CEOs/ Entrepreneurs

PRACTICALS**List of Experiments:**

1. Industry profile (e.g., Automobiles, Textiles, Information Technology, Retailing, Banking, Manufacturing, Telecom, etc.)
2. Company Locations
3. CEOs / Boards of various Companies
4. Entry / Exit of Companies
5. Mergers, Acquisitions, Take-Overs, etc.
6. Products / brands launched by companies
7. Successful Entrepreneurs
8. Government Policies, Regulations and Impact on Business
9. Inflation / Deflation
10. Stock Market
11. Comparison of Global and National Business Scenario
12. Financial Institutions & Regulatory Bodies

P – 20 ; TOTAL HOURS – 20

PEDAGOGY / METHODOLOGY FOR CLASS:

A suitable mix of the following:

1. Participative learning
2. Guided training
3. Group Discussion
4. Presentation

(Throughout this course students will keep them updated with business affairs appearing in sources such as: newspapers, business magazines, television channels, etc. This means that the students need to make it a habit to read the newspaper on daily basis and

search the archives as well)

ASSESSMENT COMPONENTS / METHODS:

1. Assessment pattern would be based on the following components:
2. Quality of presentation
3. Students' participation
4. Timely submission of presentation material
5. Quiz
6. Assignment

COURSE OUTCOMES:

Students who complete this course would

CO1: have updated knowledge on business affairs in a variety of Industries

CO2: be able to analyse the dynamics of happenings in companies and business environment

CO3: be equipped to relate the current business practices with the subsequent courses offered in the degree programme

CO4: appreciate the knowledge of current affairs in managing Enterprises

CO5: assess the different issues in business to reduce the impact in business and comprehend the impact of government and society on business

Board of Studies (BoS) :

11th BoS of MBA held on 17.06.2021

Academic Council:

17th AC held on 15.07.2021

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	M			L			
CO2			M			M	H
CO3	H				M		
CO4						M	H
CO5					H		

Note: L - Low Correlation M - Medium Correlation H - High Correlation

SDG 8 : Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all.

Statement: Thorough knowledge and understanding on different industries helps in managing different areas of business effectively with employment productivity.

MSE 6207	PSYCHOMETRICS AND CORPORATE	L	T	P	C
SDG: 4	CONNECT LABORATORY	0	0	2	1

COURSE OBJECTIVES:

- COB1:** To equip students for campus placement
- COB2:** To help in identifying individual student's strengths and Weakness
- COB3:** To enhance the communication ability & self-confidence level of students
- COB4:** To hone their human skills for effective corporate adaptability
- COB5:** To facilitate in establishing a brand image of themselves in the corporate arena

PRACTICALS

List of Experiments:

1. Self-Introspection & SWOT Analysis
2. Developing Assertiveness and Self-Confidence
3. Barriers and Filters of Communication (Corporate Communication and Public Speaking) - Just A Minute Talk
4. Managing Emotions
5. Being Expressive - SMART Goals
6. Positive Attitude and Lateral Thinking - Creativity based Exercise
7. Personality assessment - Holland Code Career Test, MBTI test, etc.
8. In-Basket technique
9. Time and Stress Management
10. Corporate Dressing Etiquette
11. Dining Etiquette
12. Business Etiquettes
13. Meeting & Telephonic Etiquette
14. Social Etiquette
15. Group Discussion
16. Resume Writing
17. Mock Interview
18. Learning Life skills through Film Reviews

P – 20 ; TOTAL HOURS – 20

TEXT BOOKS:

1. Hurlock, E.B (2006). Personality Development, 28th Reprint. New Delhi: Tata Mc Graw Hill.
2. Pravesh Kumar (2005). All about Self- Motivation. New Delhi: Goodwill

Publishing House.

3. Smith, B (2004). Body Language. Delhi: Rohan Book Company.
4. Stephen P. Robbins, Phillip L. Hunsaker Training in Interpersonal Skills: TIPS for Managing People at Work (2012), 6th Edition, Prentice.

REFERENCES:

1. Dorch, Patricia. What Are Soft Skills? New York:Execu Dress Publisher, 2013.
2. Kamin, Maxine. Soft Skills Revolution: A Guide for Connecting with Compassion for Trainers, Teams, and Leaders. Washington, DC: Pfeiffer & Company, 2013.
3. Klaus, Peggy, Jane Rohman& Molly Hamaker. The Hard Truth about Soft Skills. London:HarperCollins E-books, 2007.
4. Petes S. J., Francis. Soft Skills and Professional Communication. New Delhi: Tata McGraw-Hill Education, 2011.
5. Stein, Steven J. & Howard E. Book. The EQ Edge: Emotional Intelligence and Your Success. Canada: Wiley & Sons, 2006.

COURSE OUTCOMES:

CO1: Meet corporate expectations

CO2: Imbibe professional approach towards execution of corporate Assignments

CO3: Exhibit enhanced level of confidence

CO4: Communicate effectively

CO5: Display right etiquettes and emotions in their workplace

Board of Studies (BoS) :

11th BoS of MBA held on 17.06.2021

Academic Council:

17th AC held on 15.07.2021

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	H	H	H	H	H	H	L
CO2	H	H	H	H	H	H	H
CO3	H	H	H	H	H	H	H
CO4	H	H	H	H	H	H	H
CO5	H	H	H	H	H	M	H

Note: L - Low Correlation M - Medium Correlation H - High Correlation

SDG 4 : Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all.

Statement : Opportunities for growth is ensured by meeting corporate expectations leading to an inclusive quality education thereby promoting lifelong learning opportunities.